



National
Voluntary Organizations
Active in Disaster

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

NATIONAL VOAD STRATEGIC PLANNING SCAN: KEY FINDINGS

Hilary Binder-Aviles

Rena Linden

Mosaica



OVERVIEW OF STRATEGIC PLANNING PROCESS

Develop a Strategic Plan that lays out:

- Three-year goals (2014-2016)
- Objectives
- Benchmarks for National VOAD to reach "Vision 2020"

To develop plan, obtain input on:

- How well the VOAD Movement Meets the Needs of America's Communities (Strengths and Areas for Improvement)
- Priorities for National VOAD

To develop plan, obtain input from key stakeholders through survey, interviews, and focus groups:

- National Member Organizations
- State and Territory VOAD Members
- Regional or Local VOAD/COAD
- Emergency Management Community
- Partners (Corporate, Foundation, Nonprofit, Government, Academic, Association)



KEY FINDINGS

I. About the Survey Respondents

II. Overall Views on VOAD Movement and Environment

III. VOAD Movement Image/Brand

IV. Collaboration

V. National VOAD Membership Functions and Partnerships

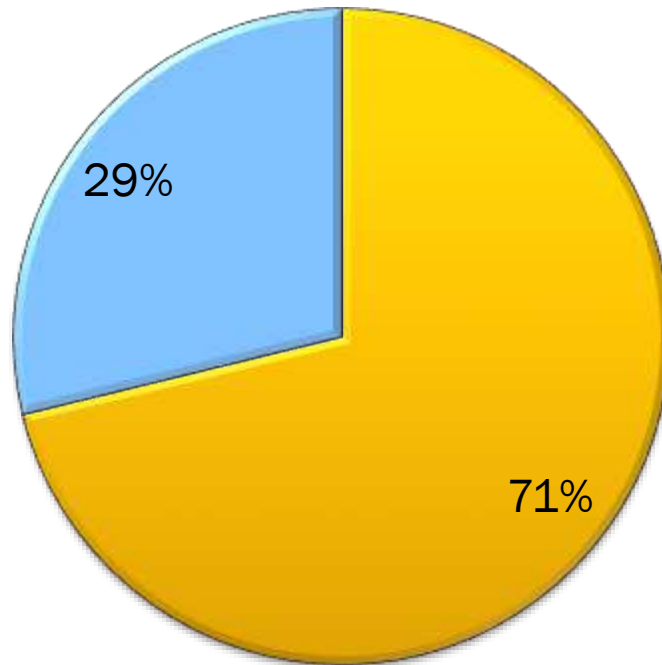


**National
Voluntary Organizations
Active in Disaster**

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

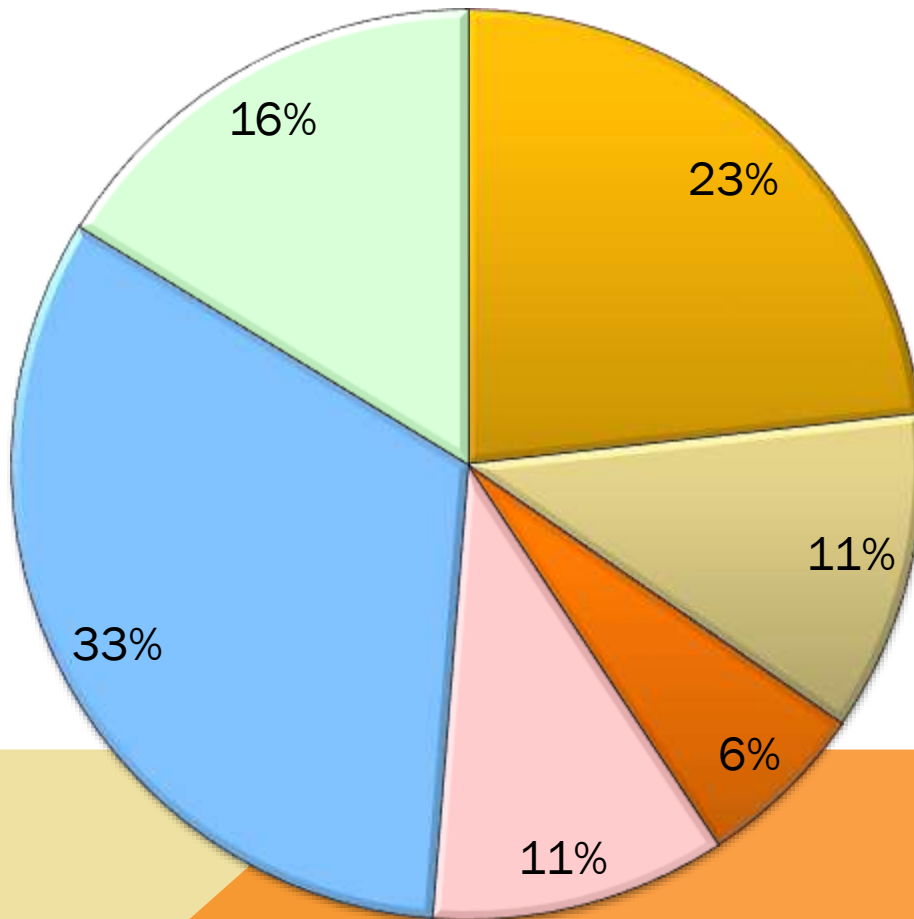
I. ABOUT THE SURVEY RESPONDENTS

WHO RESPONDED TO THE SURVEY?



- A National VOAD member/member of VOAD movement (N=250)
- A representative of the Emergency Management community (N=101)

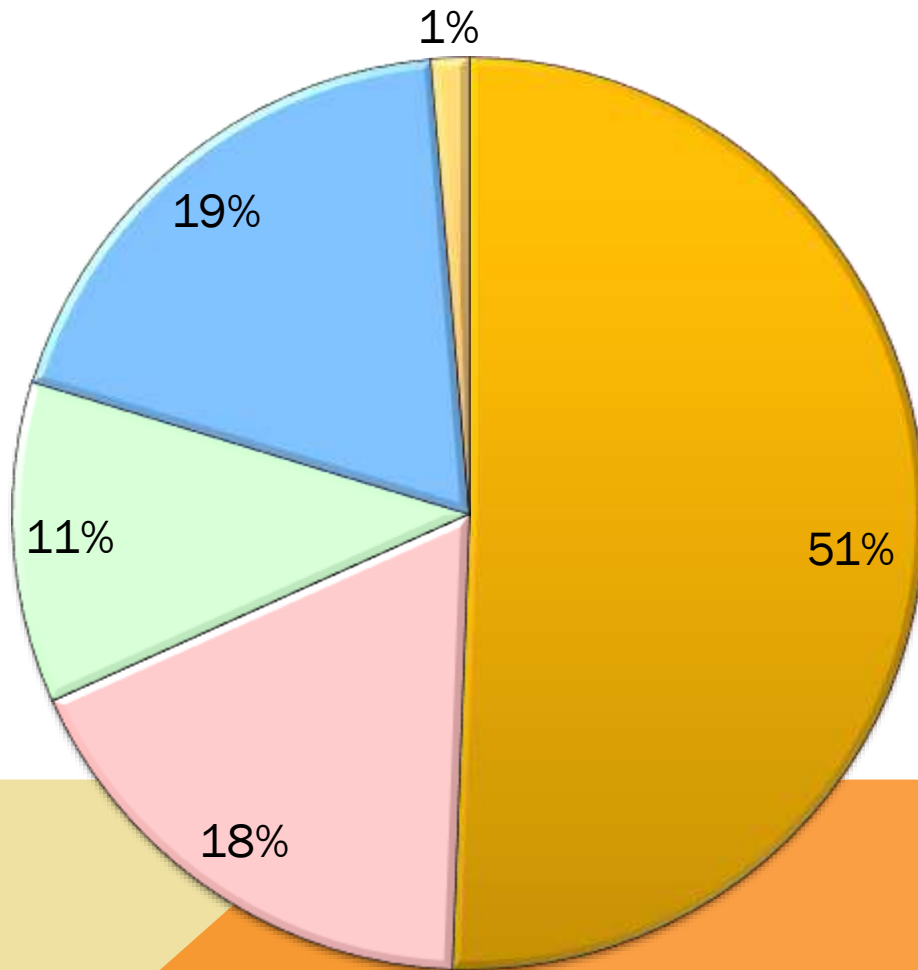
BREAKDOWN OF RESPONDENTS: MEMBERS OF THE VOAD MOVEMENT



- National VOAD Member Organization Staff
- Local Chapter or Affiliate of National VOAD Member Organization Staff
- National VOAD Member Organization Volunteer
- Local Chapter or Affiliate of National VOAD Member Organization Volunteer
- State VOAD Representative
- Local VOAD or COAD Representative

Note: 60% (150 of 250) identified more than 1 affiliation.

BREAKDOWN OF RESPONDENTS: EMERGENCY MANAGEMENT COMMUNITY



■ County or city government

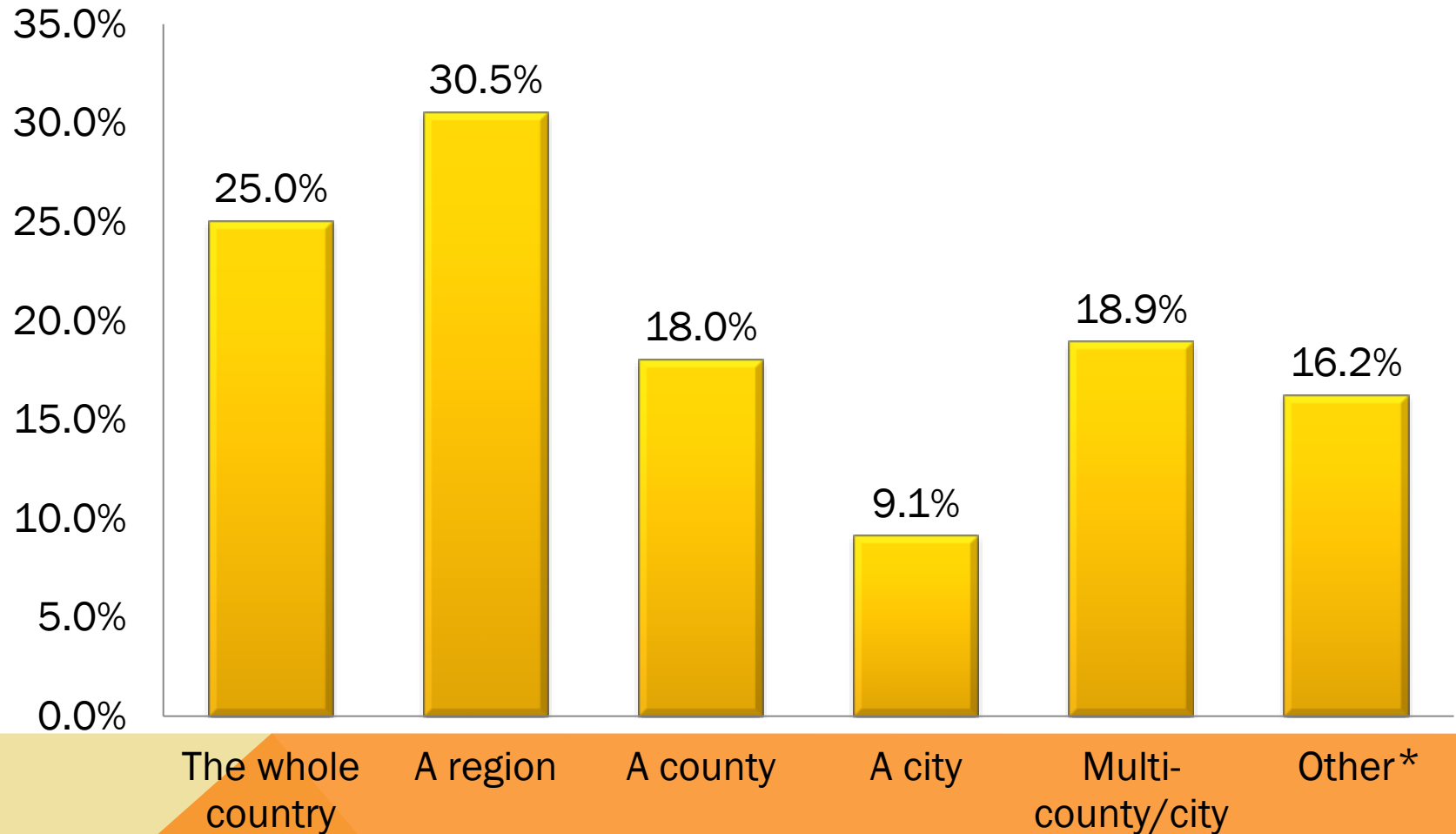
■ FEMA

■ State, county, or city public health agency

■ State Emergency Management/Homeland Security Agency

■ Other federal agency

RESPONDENTS' SERVICE AREAS



* Most "other" were 'a state'

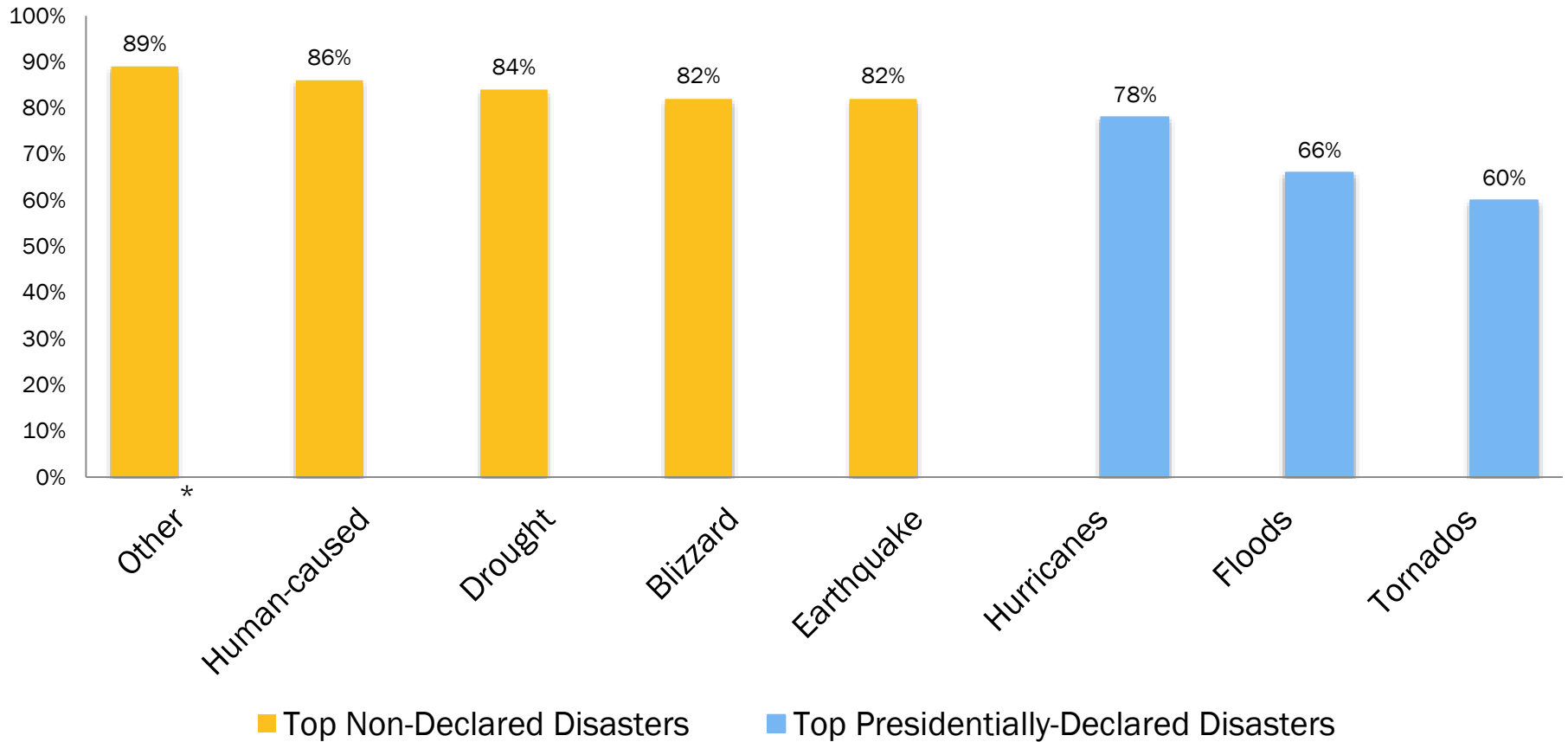
Note: 58 respondents checked more than one service area

N=328

STATE AND TERRITORY VOADS REPRESENTED

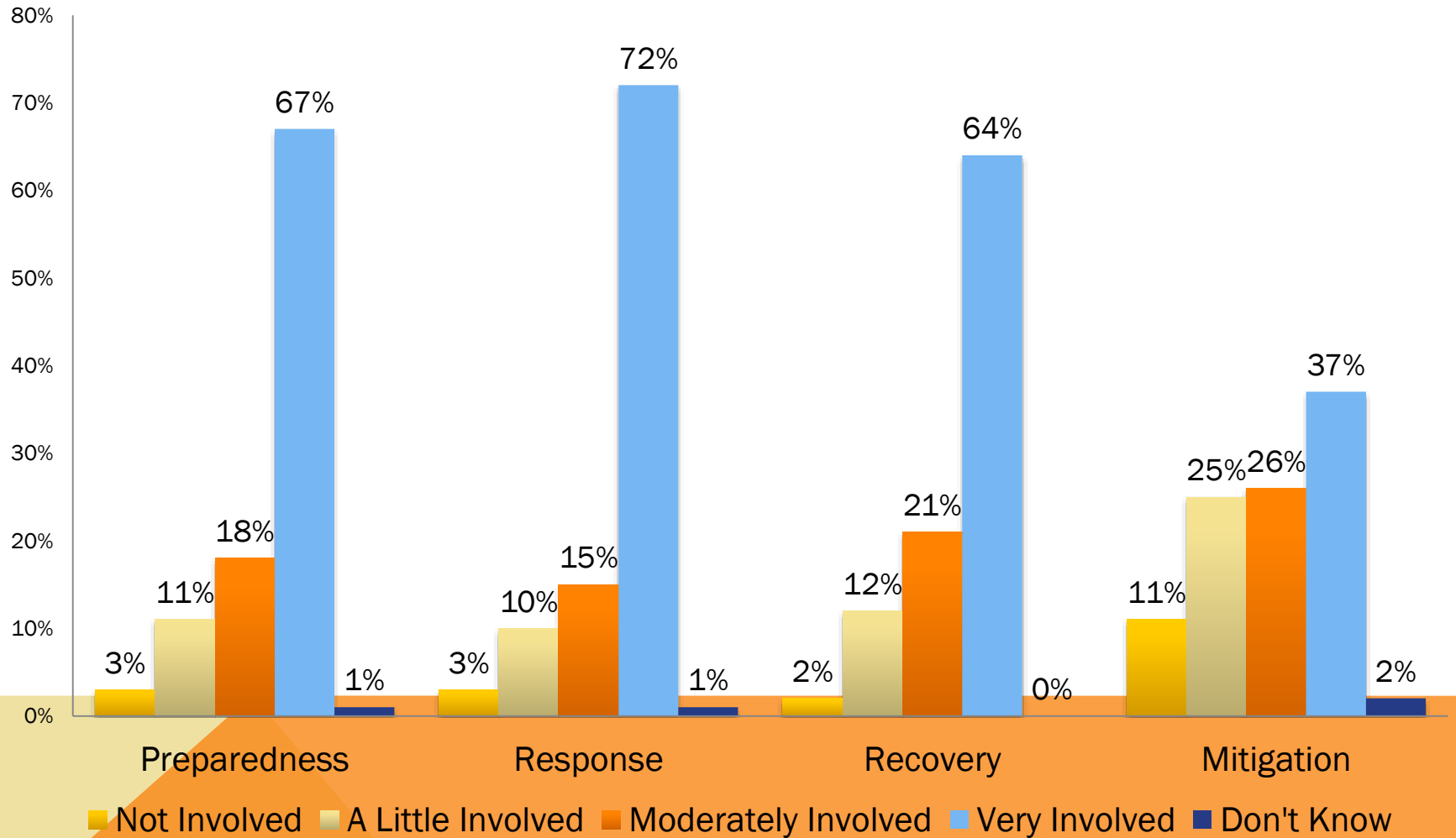
- All = 7%
- Top states responding: (10 or more respondents)
 - Alaska
 - California
 - Florida
 - Minnesota
 - New Jersey
 - North Carolina
 - Oklahoma
 - Pennsylvania
 - Texas

DISASTERS EXPERIENCED IN LAST 5 YEARS



*Other Included: Ice storms, tsunamis, volcanic eruptions, landslides, winter storms, tropical storms, straight-line winds, fires, and oil spills.

RESPONDENTS' INVOLVEMENT IN FOLLOWING DIMENSIONS OF DISASTER-RELATED WORK





ABOUT THE STAKEHOLDERS INTERVIEWED

- **PRIVATE SECTOR/CORPORATE FOUNDATION PARTNERS (N=4)**
- **GOVERNMENT PARTNERS (N=6)**
- **EMERGENCY MANAGEMENT (N=4)**
- **ACADEMIC PARTNERS (N=1)**
- **PROFESSIONAL ASSOCIATIONS AND ORGANIZATIONS (N=2)**
- **SOCIAL ENGAGEMENT SECTOR (N=2)**



**National
Voluntary Organizations
Active in Disaster**

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

II. OVERALL VIEWS ON VOAD MOVEMENT AND ENVIRONMENT

RESPONDENTS' VIEWS ON PERFORMANCE OF THE VOAD MOVEMENT IN THEIR STATE/COMMUNITY

	Top Performing Areas	Lowest Performing Areas
All respondents	Repair and Rebuild	Community Preparedness
	Long-Term Recovery	Advocacy
	Mass Care	
	Communications	
VOAD Movement	Disaster case management	Communications
Emergency Management	-	Donations management

STAKEHOLDER PERSPECTIVES ON PERFORMANCE OF VOAD MOVEMENT

Strengths of Movement

- Contribute to range of assets needed before, during and after disaster.
- Strong humanitarian mission and commitment.
- Ability to quickly on board volunteers and plug them in without the red tape.
- Many examples of successful recoveries that successfully integrated local/state VOADs into recovery to play role that federal partners can't.

Weaknesses of Movement

- Structure, quality, and capacity of voluntary organizations vary.
- Capacity of State VOADs very uneven.
- A few stakeholders highlighted “low levels of digital literacy” among VOADs.

TRENDS WITH GREATEST IMPACT ON VOAD MOVEMENT: HIGHEST RANKED RESPONSES

1. Funding trends – funding cuts in government and nonprofit community, while need for services increases

2. Emerging disaster trends – disasters becoming larger, more destructive

3. Volunteer management – need for trained volunteers and training to manage volunteers

4. Climate conditions – climate change leading to more widespread disasters



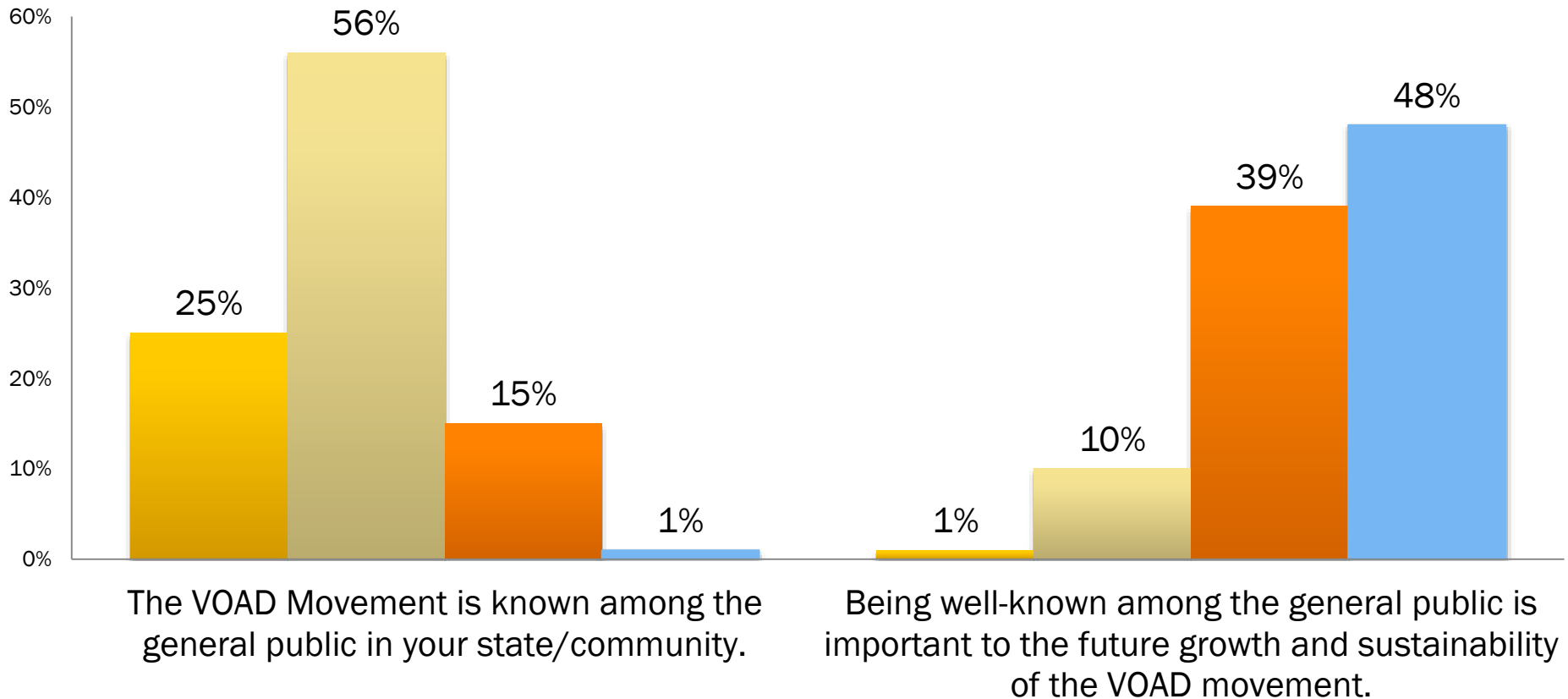


**National
Voluntary Organizations
Active in Disaster**

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

III. VOAD MOVEMENT IMAGE/BRANDING

RESPONDENTS' VIEWS ON VOAD MOVEMENT VISIBILITY

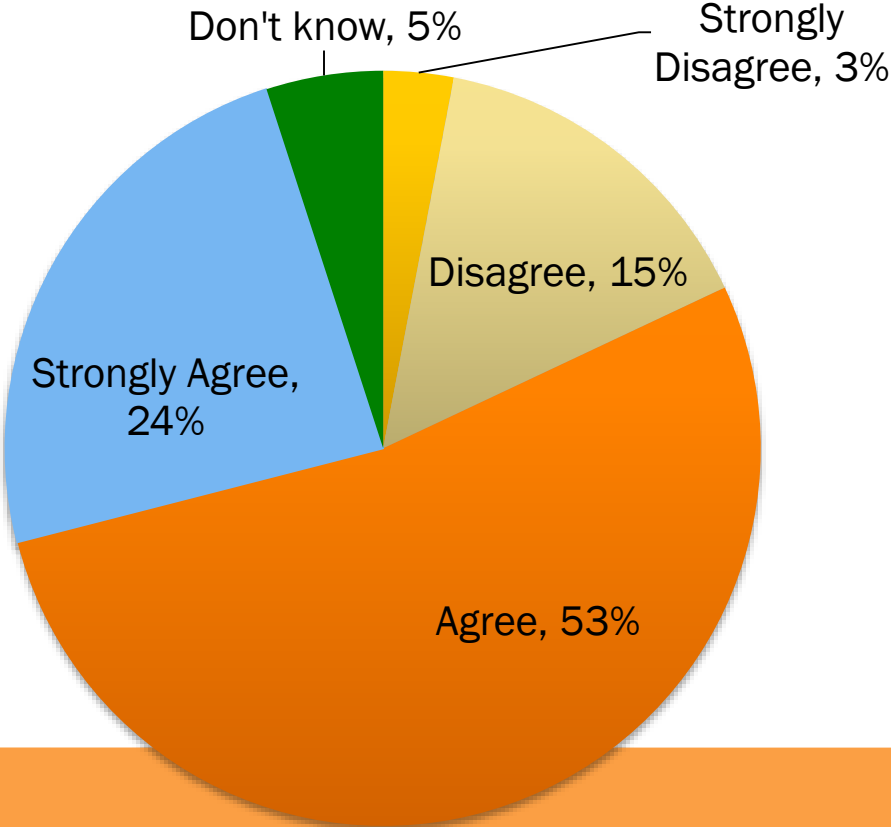


Strongly Disagree Disagree Agree Strongly Agree

Note: Representatives of State and Local VOADs/COADs were more likely to “strongly agree” that it is important for the VOAD brand to be known among the general public.

N=274 and 273 respectively

DOES “VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTER” STILL DESCRIBE THE MOVEMENT?



WHAT DOES “VOLUNTARY” MEAN TO YOU: *MOST FREQUENT RESPONSES*

Voluntary means...

Without or without expectation of payment or compensation

Of your own free will – not forced or obligated – with or without pay

Organizations that largely fulfill their mission through engaging volunteers

Note: A handful of respondents noted a need for a trained, qualified workforce – regardless if paid or volunteer – while a few pointed to a need for “more paid staffers in communities.”

STAKEHOLDER PERSPECTIVES ON VOAD IMAGE/BRANDING: *PRIORITIES FOR THE NEXT THREE YEARS*

An active strategic messaging and communications campaign that promotes VOAD brand and raises visibility of and brings recognition to VOADs.

As National VOAD continues to increase its visibility, clearly communicate role as a national organization.

Build out website more as online community.

Target State Emergency Managers with messages about the role of VOADs.

Have FEMA help get the message out.

Several commented that National VOAD should tie all of its messages – about VOAD movement and National VOAD – to the whole community response paradigm.

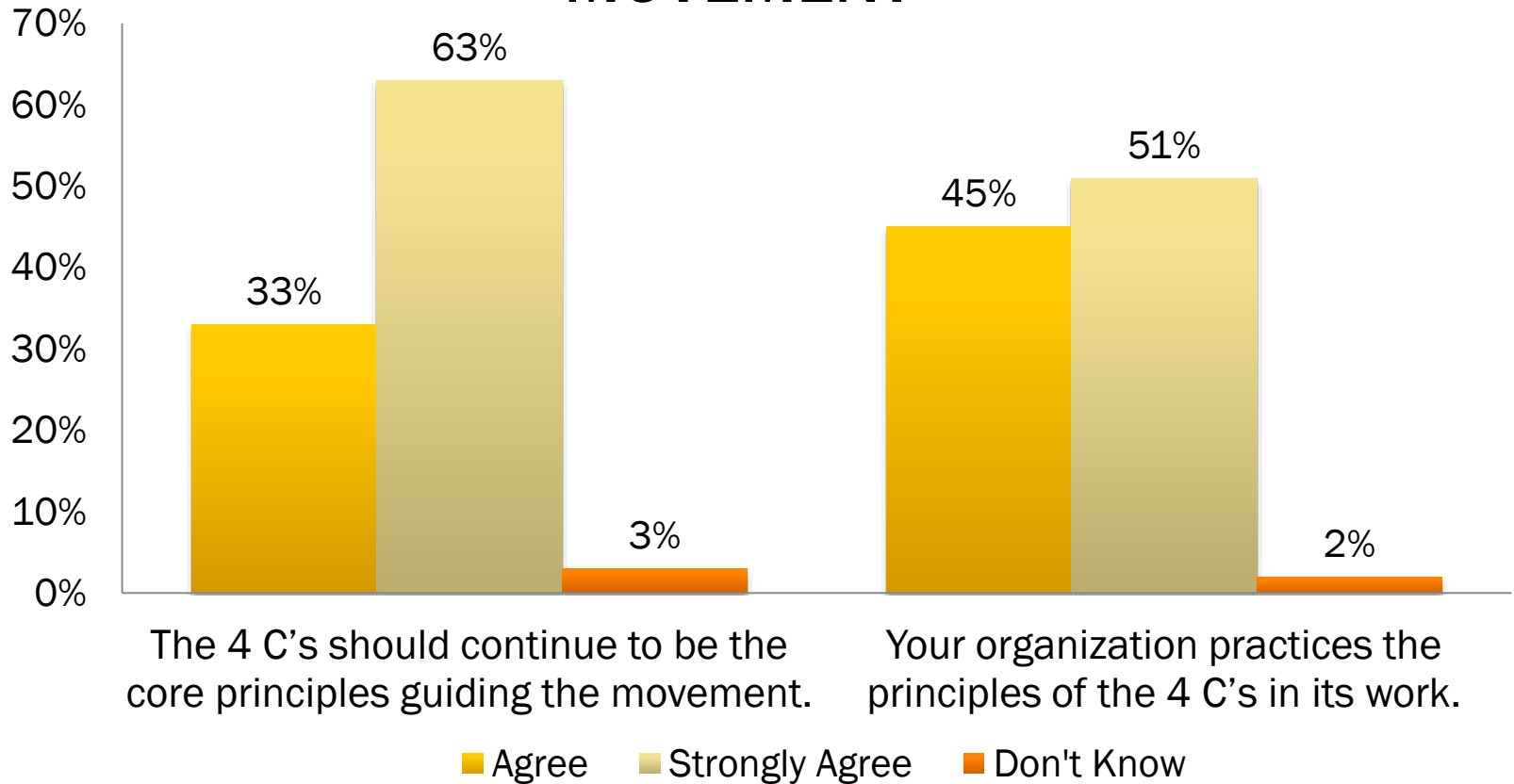


**National
Voluntary Organizations
Active in Disaster**

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

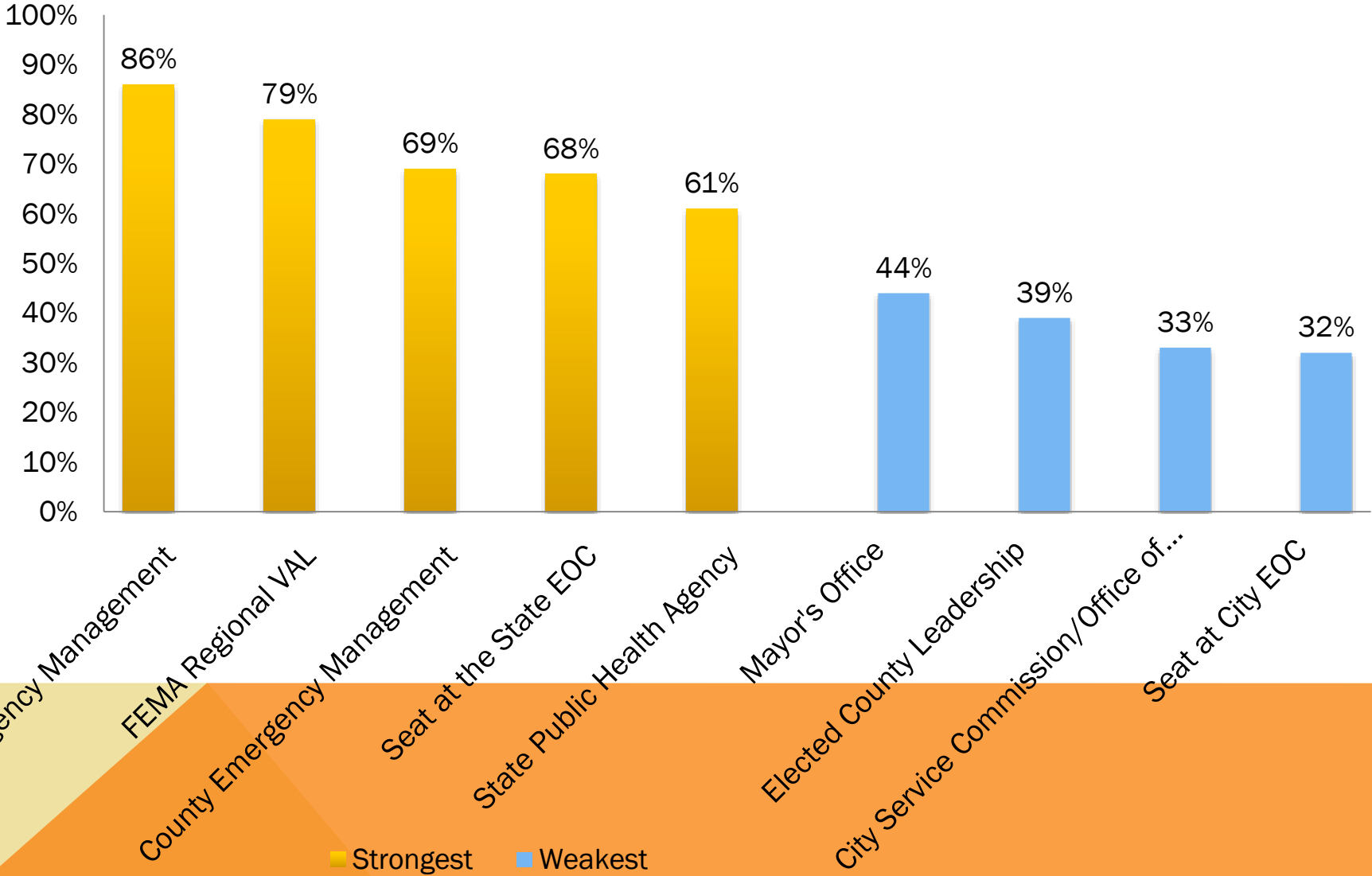
IV. COLLABORATION

THE 4 C'S AS THE GUIDING PRINCIPLES OF THE MOVEMENT



Note: The Emergency Management community was less likely to “strongly agree” with either question and more likely to state “don’t know.”

STRENGTH OF VOAD MOVEMENT RELATIONSHIPS WITH GOVERNMENT ACTORS

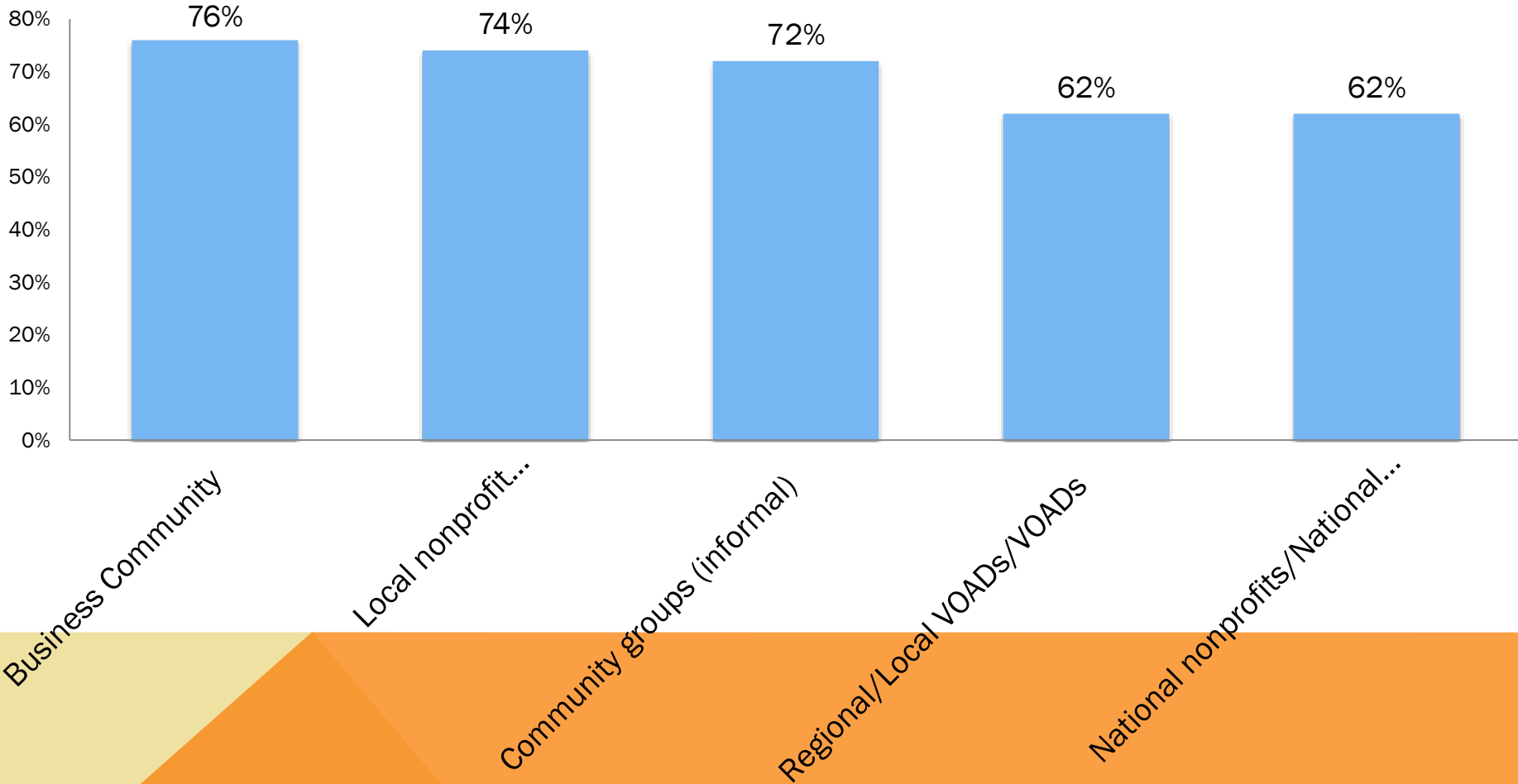


■ Strongest ■ Weakest

Note: "Strongest" is highest percent of "agree"; "weakest" is highest percent of disagree

N=263

TOP STAKEHOLDER RELATIONSHIPS TO EXPAND



N=287

INVOLVEMENT OF DIVERSE/UNDERSERVED COMMUNITIES

The majority of respondents report that the VOAD movement in their state/community has been *a little to moderately effective* in involving diverse communities.

Moderately to very effective

- Low-income people
- People with disabilities
- Seniors

Not at all or a little effective

- Limited English speaking skills
- Youth

Note: About **1 out of 5** respondents said that they “don’t know” how effective the VOAD movement is in incorporating diverse populations.



National
Voluntary Organizations
Active in Disaster

COOPERATION | COMMUNICATION | COORDINATION | COLLABORATION

V. NATIONAL VOAD MEMBERSHIP FUNCTIONS AND PARTNERSHIPS

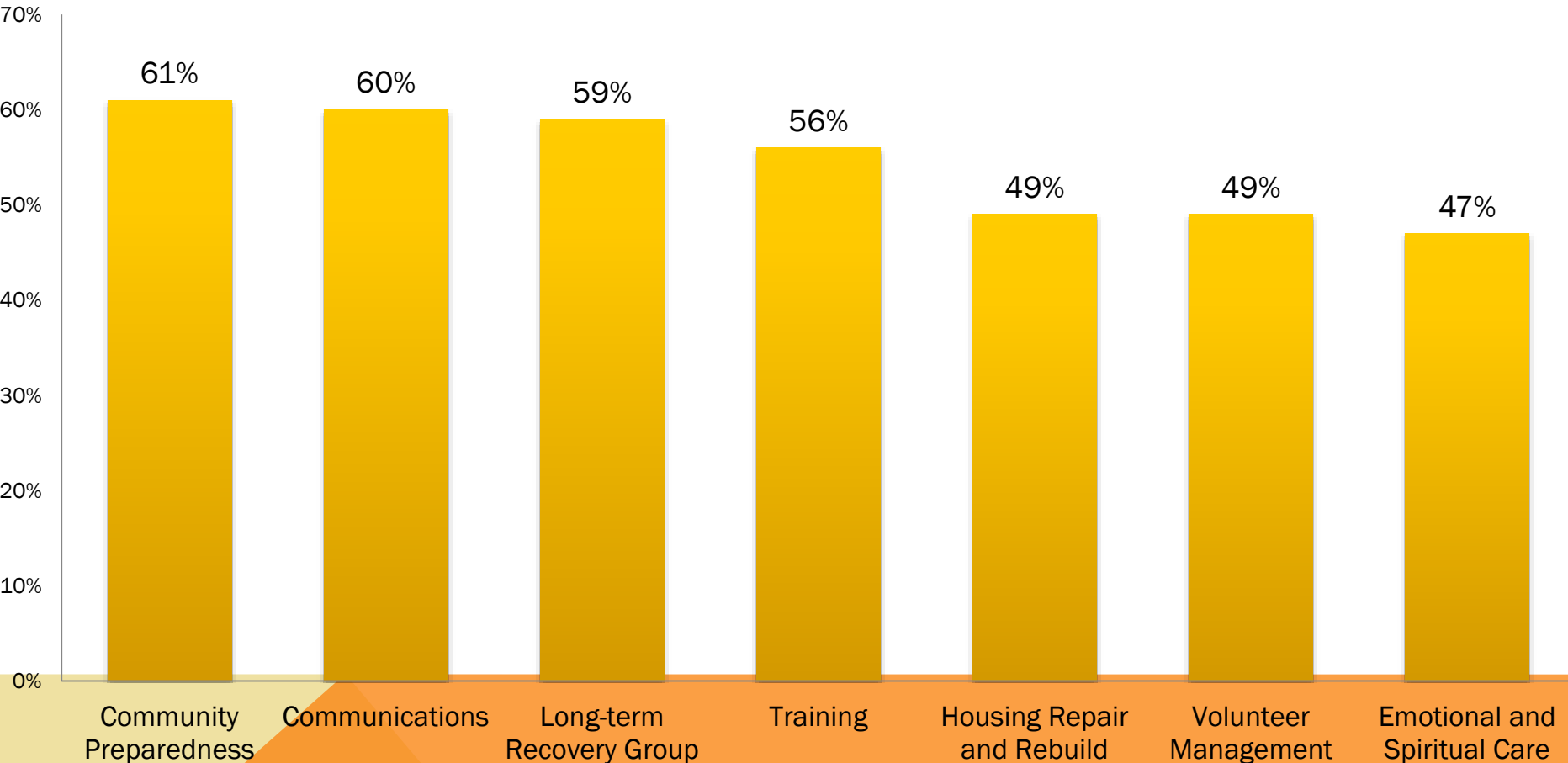
VALUE ADD OF NATIONAL VOAD MEMBERSHIP: HIGHEST RANKED RESPONSES

1. Peer-to-peer networking
2. Leveraging collaboration
3. Incident response and recovery coordination
4. Committee/task forces
5. Federal advocacy/liaison representation
6. Conferences

FOCUS GROUP PERSPECTIVES ON ENHANCING SERVICES TO MEMBERS

- Facilitate more sharing of information and best practices through website, interactive forums and blogs, and other social media tools.
- Facilitate sharing of resources and expertise among members.
- Provide capacity-building support to State VOADs (e.g., provide standards, best practice manuals, training and tools kits to help them improve meetings, 4 Cs support, administration and communications strategies.)
- Provide support to help members – especially smaller members – build partnerships with private sector, philanthropy and some government partners.
- Strengthen/improve Committee effectiveness.

TOP NATIONAL VOAD COMMITTEES AND TASK FORCES TO EXPAND



N=263

NATIONAL VOAD COMMITTEES AND TASK FORCES

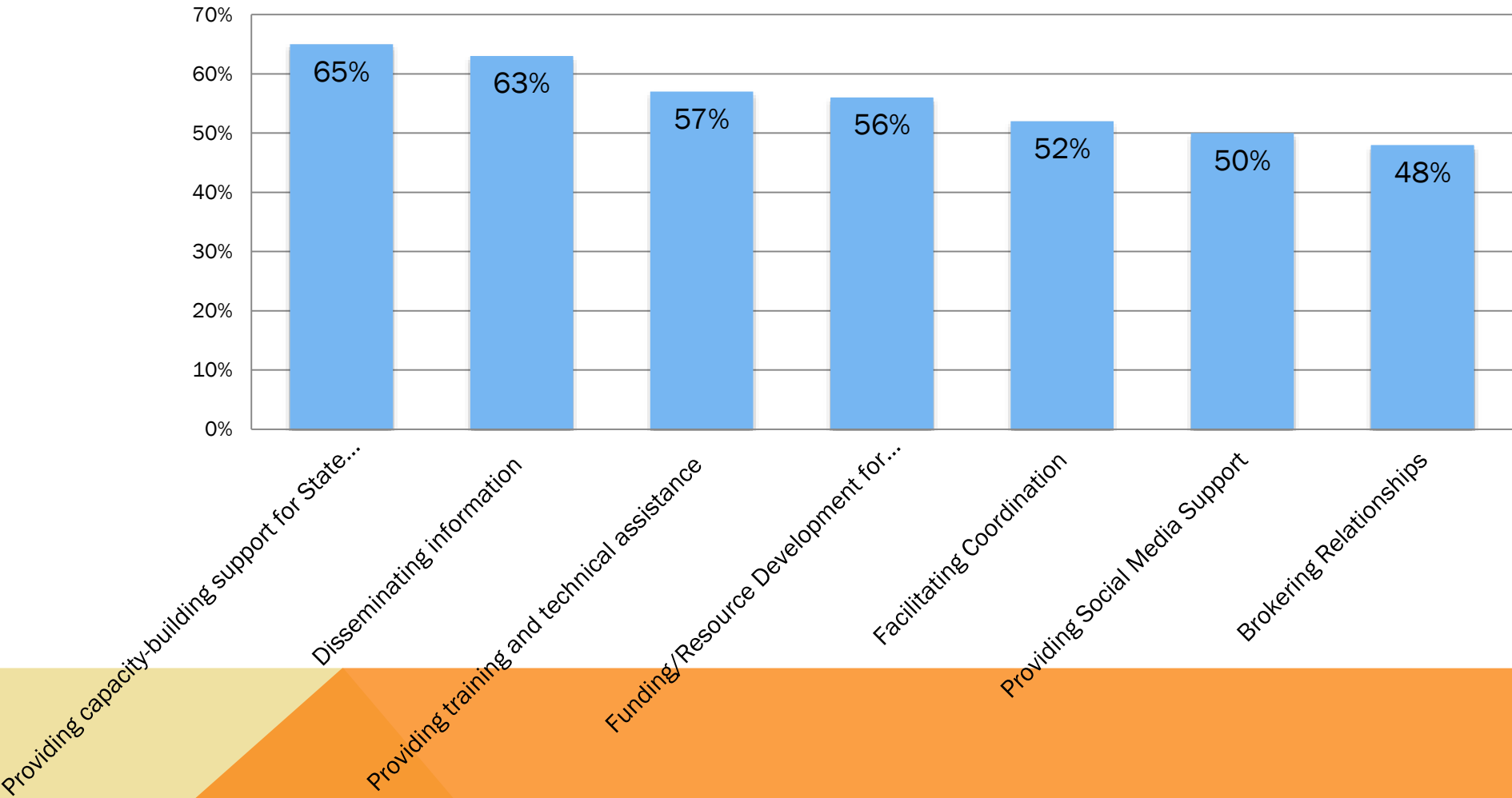
AREAS FOR IMPROVEMENT

Better communication and coordination between committees to reduce duplication and with the VOAD network so others are aware of their activities.

Restructure meetings to have “tighter formats with clear agendas, outcomes and action items.”

Consider committee input in the direction and policy of National VOAD.

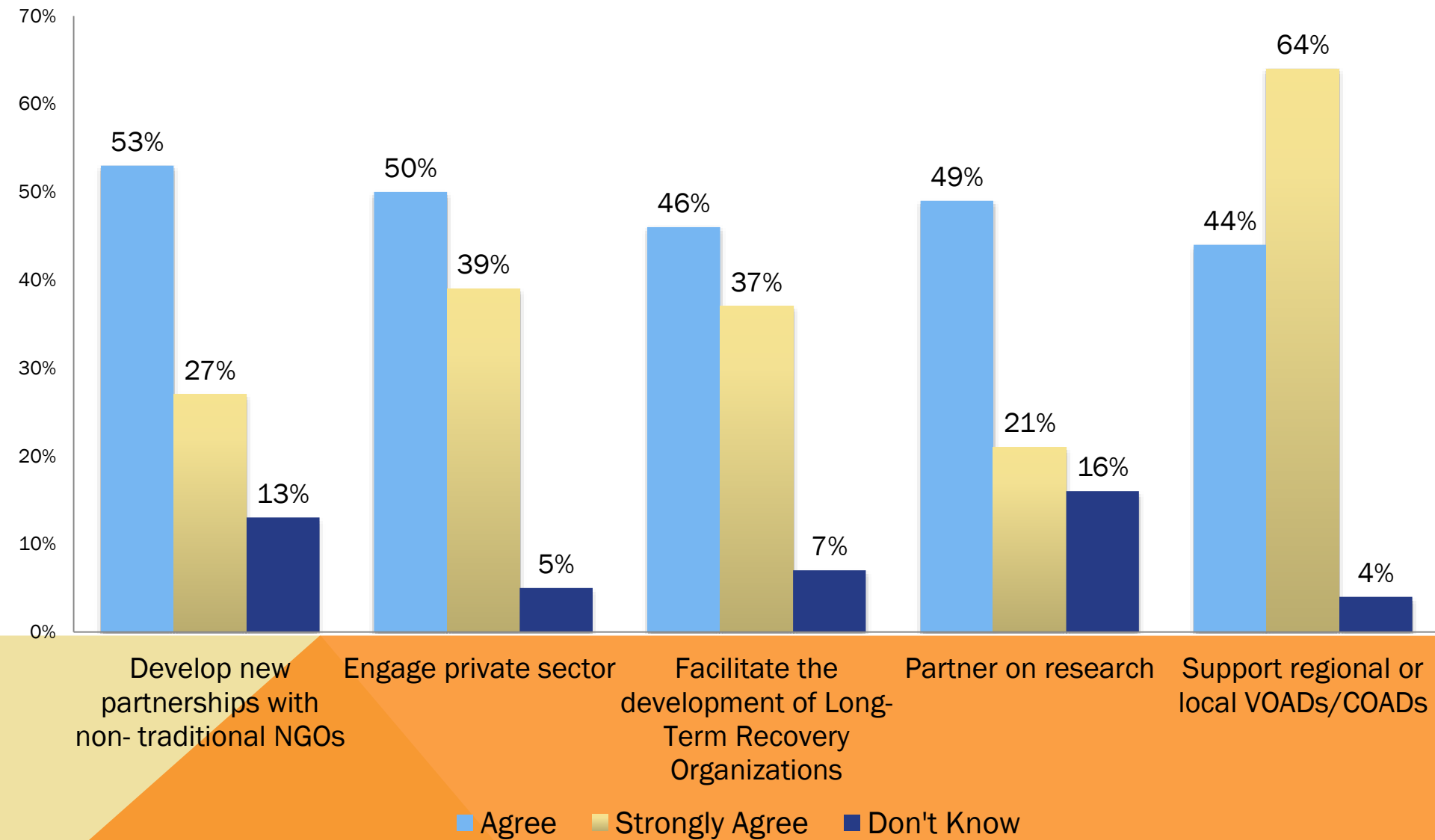
TOP NATIONAL VOAD HEADQUARTERS FUNCTIONS TO EXPAND



Note: Chart displays the percentages of respondents who chose to “expand” specific National VOAD Headquarter functions

N=259

POSSIBLE NEW ROLES/FUNCTIONS FOR NATIONAL VOAD HEADQUARTERS



N=267

STAKEHOLDER PERSPECTIVES ON NATIONAL VOAD FUNCTIONS: *PRIORITIES FOR THE NEXT THREE YEARS*

Capacity Building
For All Members
of VOAD Network

Fundraising
Support and
Leveraging
Funding

Capacity Building
for State VOADS

Determine If and
How to Integrate
Emerging Groups

Capacity Building
at Grassroots
Level

STAKEHOLDER PERSPECTIVES ON THEIR PARTNERSHIP WITH NATIONAL VOAD AND VOAD MOVEMENT

For Government Stakeholders:

- VOAD network critical component of **Whole Community Response**
- Role of National VOAD in **connecting organizations**. One government stakeholder said that the partnership with National VOAD allows the agency to participate in local capacity building.
- One stakeholder noted being impressed with National VOAD's role on Hurricane Sandy phone calls and **contribution to situational awareness**.

For Private Sector Stakeholders:

- National VOAD is **single point of contact** to large network of hundred of organizations.
- Relationship between **National VOAD and FEMA and business community** over past 18 months has been critical.

For Nonprofit Partners Stakeholders:

- Access to and contact with other **National VOAD members** (to provide information about nonprofit partner resources that can help us achieve mutual goals).

STAKEHOLDER PERSPECTIVES ON NATIONAL VOAD PARTNERSHIPS: PRIORITIES FOR THE NEXT THREE YEARS

More clearly define partnerships

Enhance visibility of partners

Improve communication with partners

Connect partners

CLOSING COMMENTS FROM STRATEGIC PLAN SURVEY

- Many **positive comments** about:
 - VOAD Movement
 - National VOAD and encouraging its continued growth and visibility
- Need for and positive benefits of building more **capacity at state and local levels.**
- Some comments **suggesting areas for improvement or critical concerns:**
 - **Increase communication** between NVOAD HQ and members (including via email, notifying members of website updates, more understanding of NVOAD HQ activities)
 - Make sure expanding operations **stay focused on 4 Cs**
- Some comments about the need for the movement to have **cultural diversity**
- Do more to **tell the VOAD story!**
- Many comments **thanking National VOAD** for the survey.

STRATEGIC PLAN DEVELOPMENT

June
2013

Key findings of environmental scan presented to Board during Strategic Planning Board Retreat. Board also drafted goals to strengthen National VOAD brand, VOAD movement/network, collaboration within the VOAD network, and partnerships.

July -
Aug. 2013

Strategic Planning Task Force, National VOAD staff, and consultants draft final plan based on scan findings and key goals developed during Strategic Planning Board Retreat

Aug. 2013

Final draft plan submitted to National VOAD Board for comments

Sept.
2013

Plan presented to Board for approval during Board Meeting

Oct. 2013

Plan presented to members during Annual Member Meeting