

Maryland VOAD Strategic Plan FY2020 - FY2022



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Introduction

1.1 IDENTIFICATION

This document is the strategic plan for Maryland Voluntary Organizations Active in Disaster (VOAD). Its purpose is to lay out a vision for the organization and to establish a high-level plan for implementing that vision. The intent is to establish a living document that is updated based on experience and feedback and as the vision evolves.

This section identifies the organization mission and vision and provides a high-level description of the organization's key components. Section 2 identifies the goals that must be achieved to meet the organization mission and vision. Section 3 identifies the organization's stakeholders and their responsibilities. Section 4 identifies resources required to achieve the stated goals. Annex A defines a list of terms and acronyms.

1.2 MARYLAND VOAD MISSION

Maryland VOAD is an association of non-profit, faith-based, and governmental organizations at a state level whose primary focus is to mitigate and alleviate the impact of disasters. By fostering National VOAD's principles of cooperation, communication, coordination, and collaboration, it is our mission to deliver effective disaster relief and recovery services to affected communities.

1.3 MARYLAND VOAD VISION

Maryland VOAD is the recognized non-governmental leader for disaster preparedness, relief, and recovery in the State of Maryland. Maryland VOAD will establish and leverage relationships with government agencies, for-profit corporations, foundations, and educational and research institutions to foster more resilient, self-reliant communities and, when needed, come to the aid of communities with unmet needs.

1.4 MARYLAND VOAD DESCRIPTION

Maryland VOAD is a collaborative entity of non-profit members, governmental partners, and commercial affiliates. The following are the key components of its mission:

- Maryland VOAD acts as a coordinating point for community response to disaster by its members, focused on meeting community needs that are not met by government.
- By nature of its membership, Maryland VOAD is well positioned to provide long term recovery support to community members unable to recover from disaster.
- Maryland VOAD supports emergency preparedness and disaster-related information dissemination.
- Maryland VOAD establishes relationships with local governmental entities, non-profits, faith-based organizations, commercial entities, and other organizations for the purpose of establishing communications channels, coordinating efforts, and leveraging resources for disaster response.

2 MARYLAND VOAD STRATEGIC GOALS

2.1 ORGANIZATION-LEVEL GOALS

2.1.1 Membership

2.1.1.1 Status

At the end of FY2019, Maryland VOAD had 31 paid members, 13 paid partners, and 0 in-kind affiliates.

2.1.1.2 Vision

As we evolve to the recognized non-governmental leader for disaster preparedness, response, and recovery in the State of Maryland,

- have a value statement that encourages organizations to maintain a paid relationship with MD VOAD
- have an inclusive structure that encourages the participation of organizations in the attainment of strategic goals
- increase paid membership to include most non-profits that support disaster preparedness, response, and recovery
- increase paid partnerships to include most if not all county emergency management organizations
- add affiliates who wish their brand to be recognized as supporting local disaster preparedness response, and recovery

2.1.1.3 Goals

- Create a value statement for membership by mid-FY2021 that encourages organization to maintain a paid relationship (value examples might include support for capacity building, joint exercises/events, mentorship)
- Create a structure by mid-FY2021 that encourages organizations to more actively participate in MD VOAD's goal attainment
- Increase number of paid memberships by 10% each year
- Increase number of paid partnerships by 15% each year
- Add 2 affiliates in FY2020, 2 in FY2021, and 3 in FY2022
- Retain members/partners, losing no more than 1 each year

2.1.2 Funding

2.1.2.1 Status

At the end of FY2019, Maryland VOAD had approximately \$16,650 in available funds. Revenue is almost exclusively in the form of dues. Approximately \$6,000 per year is received. Revenue tends to equal expenses each year.

2.1.2.2 Vision

Through grants, sponsorships, and in-kind corporate affiliations, Maryland VOAD has sufficient funds to support small unmet needs and to initially fund projects until other funding becomes available.

2.1.2.3 Goals

- Obtain 501(c)3 status in FY2020
- Establish Development Committee in FY2020, whose focus is to identify corporate sponsors (dollars) and corporate affiliates (in-kind materials and services), state funds and grants that can be pursued, events appropriate name recognition and fundraising, and fundraising entities (e.g., United Way) that can be a conduit for funding.
- Obtain corporate sponsorships that will fund initial project management expenses until other funding becomes available. Obtain \$10,000 in sponsorships in FY2021 and an additional \$20,000 in sponsorships in FY2022.
- Identify and sign up 1 new corporate affiliate, who will provide in-kind services to Maryland VOAD and/or its members each year
- Collect and prepare basic information needed for grant submittals including funding objectives by end of FY2020.

- Identify at least 1 grant to pursue in FY2021 that will support small unmet needs or to initially fund projects; Pursue that grant in FY2021 and identify a second a grant to pursue for FY2022

2.1.3 Promotion

2.1.3.1 Status

Maryland VOAD attends the National VOAD conference and has additional visibility with Jenn Dorsch-Messler as National VOAD secretary. With the upcoming National VOAD conference in Baltimore in 2022, we have opportunities to gain positive national recognition.

2.1.3.2 Vision

Enhance Maryland VOAD’s status and recognition as a successful and prominent VOAD organization in the nation.

2.1.3.3 Goals

- Pro-actively support National VOAD planning activities
- Develop a communications strategy by mid-FY2021 that addresses external and internal communications needs; keeps members, partners, affiliates, and related organizations apprised of MD VOAD accomplishments and resource needs, and promotes the organization
- Assemble a planning committee of highly qualified members who will best represent Maryland VOAD in interactions with National VOAD, government agencies, and commercial partners
- Create promotional materials that highlight Maryland VOAD’s accomplishments and capabilities
- Establish and use social media platforms by mid-FY2021 to promote organization recognition and information dissemination
- Establish cross-link relationships with other organizations to extend our promotional capability

2.2 COMPONENT-LEVEL GOALS

2.2.1 Coordinating Point for Community Response

2.2.1.1 Status

In FY2019, Maryland VOAD substantially established itself as the go-to organization for community response. Relationships with the Maryland

Emergency Response Agency (MEMA) and area Emergency Managers were strengthened, and support requests related to unmet needs were funneled to our organization when they exceeded the capacity of local organizations. An Unmet Needs committee was established but lacks necessary structure. Tools related to coordinating unmet needs and for assessing damage were identified and tested in actual scenarios.

2.2.1.2 Vision

Maryland VOAD has the structure (including policies and procedures), resources, and tools available to efficiently respond to unmet needs.

2.2.1.3 Goals

- Establish a basic structure (including policies and procedures) for an efficient Unmet Needs committee by the end of FY2020; improve and add to those policies and procedures, based on gap analysis, in FY2021 and FY2022
- Recruit qualified and responsive representatives from membership that will chair and support an Unmet Needs committee and be in a position to respond to unmet needs when those unmet needs present themselves, by the end of FY2020; reduce the dependence on Maryland VOAD Executive Committee leadership in FY2021; make the committee self-sustaining by FY2022, with reporting responsibilities to the Executive Committee
- Identify tools and external resources in FY2020 that will help the Unmet Needs committee efficiently execute their function; procure, install, and train on those tools and determine to how to effectively use the resources identified in FY2021

2.2.2 Long Term Recovery Response

2.2.2.1 Status

Maryland VOAD has experience setting up long term recovery committees to support recovery after large scale disasters (e.g., Hurricane Sandy). Written plans for setting up the committees do not yet exist, relying instead on the experience of key Maryland VOAD members.

2.2.2.2 Vision

Plans exist to efficiently establish long term recovery committees, establish committee and organizational responsibilities, and provide a framework for committee response.

2.2.2.3 Goals

- Establish and document a framework for long term recovery efforts by the end of FY2020 incorporating local/state government and stakeholder participation in the development of the framework.
- Ensure that the framework addresses transition protocols from early disaster casework to long term recovery casework and an on-line training/resource component.
- Develop and document plans for implementing long term recovery committees by the middle of FY2021.

2.2.3 Disseminate Emergency Preparedness and Disaster-related Information

2.2.3.1 Status

Maryland VOAD has an outdated and poorly maintained website and a periodic newsletter that has limited support for content development.

2.2.3.2 Vision

Maryland VOAD's website becomes a go-to destination for important information related to community and individual emergency preparedness, disaster response in the State of Maryland, useful to Maryland VOAD members, citizens of the affected areas, local government, and interested citizens. Maryland VOAD's newsletter is timely and informative.

2.2.3.3 Goals

- Develop a committee of interested member representatives and external resources (e.g., academia) who will support site development and content development for a Maryland VOAD website by end of FY2020.
- Coordinate with National VOAD on website standards and tools and adopt/procure by end of FY2020.
- In accordance with the stated vision, develop framework and initial content for the website by mid-FY2021.
- Establish policies and a process for newsletter development and dissemination by end of FY2020.

2.2.4 Develop and Establish Relationships with Organizations Who Respond to Disasters

2.2.4.1 Status

Maryland VOAD has 31 paying non-profit members and 13 paying governmental partners. It currently has no affiliate members (commercial organizations who provide in-kind support). It has relationships with other non-profits, some of whom are national organizations who do not have a significant Maryland presence or have a more significant presence in another state and choose to be members of that VOAD. Only 8 of the 26 emergency management organizations (7 counties and Annapolis City) are paying partners. The other 5 partners are state-level agencies.

2.2.4.2 Vision

Maryland VOAD's vision is to be a premier organization to which most, if not all, non-profits active in disaster and emergency management organizations wish to belong. Through agreements and programs, Maryland VOAD envisions simplified coordination and efficient and effective response prior, during, and after emergencies and disasters that impact Maryland residents. Maryland VOAD also seeks to establish commercial arrangements and agreements that benefit responding non-profits and Maryland residents following a disaster.

2.2.4.3 Goals

- Continue to consolidate Maryland VOAD's role with MEMA and local emergency managers as the go-to organization for non-governmental disaster response and recovery. In FY2020, encourage MEMA to promote membership/partnership in Maryland VOAD as their preference for a coordinating body.
- Establish a protocol by mid-FY2021 for each organization to collect and share best practices and lessons learned from each disaster/emergency response.
- In each fiscal year, create programs for members and partners that enhance communication and cooperation and show value of the organization to potential members/partners such as joint training exercises, training opportunities, and workshops.
- Starting in FY2020, reach out to potential grantors and commercial entities that focus support on disaster response and recovery. Create agreements where appropriate and/or disseminate information about their programs to

Maryland VOAD members/partners. Set as a goal, two new commercial relationships each fiscal year.

3 STAKEHOLDERS

3.1 BOARD OF DIRECTORS

Maryland VOAD's Board of Directors, established by the Maryland VOAD by-laws, sets policy, governs the organization, and communicates to the organization. It also designates and appoints committees and task groups, as appropriate, to further the goals of the organization.

3.2 MEMBERS

All members are non-profit organizations that are active in disasters. They provide volunteers, supplies, and financial resources. Member organizations may be lead organizations in a disaster response, representatives may be board members and/or committee members.

3.3 PARTNERS

All partners are governmental organizations that have responsibilities during a disaster. They consist of emergency management-type county or city departments or State-level agencies. Partners will often be lead and/or coordinating agencies for larger scale disaster response.

3.4 AFFILIATES

Affiliates are commercial entities that wish to support disaster response. These entities have programs that provide product and/or services for free or at a substantial discount to non-profit organizations preparing for or responding to a disaster and/or directly to people affected by disaster.

3.5 STATE RESIDENTS

Following an emergency or disaster, Government recovery efforts focus on restoring infrastructure. Recovery for state residents depends on insurance and low-interest loans. Some residents will not have insurance or be able to afford loans. They depend on the generosity of others to help them rebuild their lives. State residents are the intended recipients of Maryland VOAD disaster response efforts.

4 RESOURCES

4.1 FUNDING

Maryland VOAD is currently funded by member/partner dues, with an occasional donation or sponsorship. Maryland VOAD may provide immediate financial support to residents affected by disaster with the expectation that it will be reimbursed by members.

Currently, Maryland VOAD can support a small number of immediate small dollar unmet needs and is not in a position to kick start a larger recovery effort until such time as member organizations and outside funding becomes available. Funding through grants will be necessary to build that financial capability.

4.2 VOLUNTEERS

Maryland VOAD has the capability to marshal volunteers through member organization response. This response capacity is multiplied when member organizations allow volunteers from other member organizations to affiliate for a specific response effort. Additional capacity can be reached if member organizations have the ability to assimilate spontaneous, unaffiliated volunteers and provide necessary just-in-time training.

4.3 SUPPLIES AND EQUIPMENT

Many Maryland VOAD members stockpile supplies and have access to equipment that can be used for a response and/or recovery effort. These resources are multiplied when the member organizations can reach out to regional or national organizations.

4.4 SUPPORT FROM COMMERCIAL ENTITIES

Maryland VOAD and its member organizations have developed relationships with contractors, suppliers, and other commercial entities that are willing to support in the aftermath of a disaster or emergency. This support may be in the form of free or discounted supplies, equipment, labor, and/or technical expertise.

4.5 SUPPORT FROM GOVERNMENT ENTITIES

Through establishment of relationships with local Government entities, Maryland VOAD can help facilitate a more efficient response to resident needs through

expedited Government review and permitting, technical expertise, and general coordination.