



COOPERATION
COMMUNICATION
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Oregon VEOAD Strategic Planning Committee

Recommendations and Planning



Many Members with One Purpose

OREGON VOAD STRATEGIC PLAN 2016

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The Oregon VOAD Strategic Planning – Introduction

Oregon VOAD is a statewide disaster response and long term recovery organization that is a member organization of National VOAD. Oregon VOAD draws upon the resources, skills and expertise of its member organizations, national and regional partners to provide a framework by which faith-based, community organizations and other NGOs with national and regional disaster response capabilities can partner for education, communication and deployment in an efficient and planned manner, while at the same time respond to unmet needs of individual and families impacted by disaster. To achieve these goals ORVOAD, its members and partners will maintain a set of “core capabilities” aimed to insure members and partners are trained to specific standards and that this training is tested through regularly scheduled exercises. To this end, this strategic plan will guide Oregon VOAD, its members and partners to develop, strengthen and test these core capabilities that are foundational in communicating and responding to disasters.

Early in 2014 Oregon VOAD leadership assembled a Strategic Planning Committee that met regularly for one year to develop the framework of a strategic plan that will be rolled-out in 2016. This committee developed a grid of four focus areas and each focus area contains a strategic objective and a number of vision and strategic outcomes. These focus areas also work to ensure Oregon VOAD develops and maintains competency in the core capabilities of the organization. The four core objective areas developed are:

1. Communication
2. Planning
3. Logistics
4. Operations

A worksheet was developed for each of the four Core Objectives that focused the work of the committee and added greater clarity as to how and why each objective was important to the organization. This worksheet included:

1. Outcomes
2. Goals
3. Audience
4. Activities
5. Attributes
6. Deliverables
7. End Dates for projects and
8. Accountability (who or what committee or task force is responsible for the work).



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In the end, each worksheet was filled in with information for each of the eight areas that details the scope of work, who the audiences is, activities that will indicate we are working through the objective and who or what groups are responsible for helping us get through this work.

This Strategic Plan then highlights our work in the coming years and sets benchmarks or indicators that show that we are on goal with our plan. This is important work to do so that we identify what is important, set goals and outcomes to achieve the work and develop indicators that will show the work is completed and the importance of that work to the organization. This Strategic Plan is our roadmap for Oregon VOA D in the coming years and helps us to focus our work and make sure the activities we do as an organization are focused on the goals and outcomes we desire.

Rolling out the strategic plan will be the responsibility of the Oregon VOA D Leadership Team. The team will identify existing committees that can fold in specific work into their existing work plans. Other work will be directed to Task Forces that will take up strategic planning work to ensure Oregon VOA D's core activities are referenced to the strategic objectives of this plan.



SWOT Analysis Model

A SWOT analysis/matrix was used to determine the Strategic Vision and objectives of the Oregon VOAD Strategic Plan. This SWOT analysis was a structured planning method used to evaluate the strengths, weaknesses, opportunities and threats involved in potential focus areas. This model directed the Strategic Plan Committee's development of each goal area from conceptualization to finished plan.

Each section was built out to identify audience, activities and other areas important to the planning process. This SWOT

Analysis Model then directed the team's process to build out each of the sections with relevant goals, trainings and planning leads.

The following pages contain the complete Strategic Plan with Appendix I and Appendix II containing a more focused plan that has fewer of the details of the larger plan. As we complete tasks on our strategic plan we can pull more goals from the longer plan. Therefore, we can always be working to achieve goals laid out for us in the Strategic Planning process.



Communication:

Communications and Marketing Action Plan Recommendations

Recommendation: Create a Marketing and Communications Plan Task force.

The CMAP task force may be a sub-group of the **Communications Committee** and develop recommendations that include the VOAD web page, its Facebook and Twitter accounts and other media (social or otherwise) resources. These communication modalities are the outward facing tools of Oregon VOAD and are directed to inform the community, government and NGO partners/members. These recommendations will include developing communication policies and procedures that highlight cultural sensitivities, languages, socio-economic and other identified sub groups. The CMAP task force will also develop communication plans that reach into Oregon VOADs members and partner to inform and educate about the work of our organization. Lastly, the CMAP task force will identify best practices and develop a Marketing and Communications plan that will serve as a framework for recruitment and membership retention.

Operational Objective: Promote Education and Advocacy

i. Strategic Outcomes

- a. Situational Awareness
- b. Encourage Volunteerism
- c. Diversity and Cultural Awareness
- d. Promote Community Involvement
- e. Promote Understanding of ORVOAD
- f. Promote good communication

ii. Strategic Goals

- a. Common operating picture
- b. Excellent relationship management
- c. Recruitment and retention
- d. Regional and cultural diversity
- e. Provide public Information
- f. Demonstrate value
- g. Build and strengthen communication methods including social media

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- h. Communicate
ORVOAD
capabilities

iii. Marketing / Communications Plan Audience

- a. ORVOAD leadership
- b. ORVOAD membership
- c. ORVOAD partners
- d. Public

iv. Marketing/ Communications plan activities

- e. Develop Marketing/
Communications
- f. Implement
Marketing/
Communications Plan
- g. Publicize and
Promote
- h. Recruitment and
Retention activities
- i. Provide orientation
and resources for new
members
- j. Manage ongoing
Communications

v. Marketing /Communications Plan Attributes

- k. Develop or
compliment other
operational plans
- l. Promotes Regional
and Cultural diversity
- m. Provides public
information
- n. Promotes efforts to
prepare, response and
recovery.
- o. Promotes flexibility
and ability to be
nimble
- p. Utilizes modern
marketing tools (e.g.
social media)
- q. Promotes excellent
relationship
management,
identifies relationship
gaps
- r. Messages define how
ORVOAD fits into
response structure

vi. Defined Deliverables

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- s. Marketing materials
- t. Web and Social Media management
- u. Develop messages
- v. Coordination of communication

vii. Marketing Plan : How many and When (Dates)

- w. TBD by Marketing / Communications task force

viii. Marketing Plan Responsibility and Accountability

- x. TBD by Marketing / Communications task force

Planning:

Exercise and Deployment Recommendations

Recommendation: Create Organizational Operations Task Force.

The OOPAP Task Force will be a subgroup of the **Bylaws, Policies and Procedures Committee** and will develop policy direction for the organization, its committees and task force groups. The OOPAP Task Force will develop plans to address the Strategic Outcomes with an eye on the OOP attributes.

Operational Objective: Provide Policy Direction

i. Strategic Outcomes

- a. Planning and Research Best Practices
- b. Gap analysis, succession planning and forecasting
- c. Organizational Management
- d. Risk Management / Mitigation

ii. Strategic Goals

- a. Owner of the Strategic Plan
- b. Update Strategic Plan / Manage Change
- c. Research and Presentation in Best Practice
- d. ORVOAD Administrative Oversight
- e. Provide Written Policy and Procedures

iii. Plan Audience

- a. ORVOAD leadership
- b. ORVOAD membership
- c. ORVOAD partners

iv. Plan Activities

- a. Develop Organizational Operations Plan
- b. Implement Organizational Operations Plan
- c. Create a system of organizational operations updates



v. Organizational Operations Plan Attributes

- a. Use best practices and benchmarks
- b. Utilize diversity of national and state resources.
- c. Relates to a well-developed activation plan
- d. Relates to a well-developed marketing and communication plan.
- e. Relates to a well-developed organizational operations plan
- f. Promotes flexibility and ability to be nimble
- g. Develop feedback loops
- h. Develop annual reviews
- i. Plan provides for Business Continuity / COOP
- j. Plan provides for Operating Bylaws
- k. Plan speaks to Organization Funding.
- l. Plan speaks to Legal, Research, Risk Management and liability issues and activities.
- m. Promotes recruitment and retention
- n. Responsible to keep people engaged and connected, minimize discouragement.
- o. Promote diversity Geographic and Culturally. Provide an inclusive environment.
- p. Communication and continuity during secession

vi. Organizational Operations Plan deliverables : How many and When (Dates)

- a. TBD by Organizational Operations Plan task force

ii. Organizational Operations Plan Responsibility and Accountability

- a. TBD by Organizational Operations Plan task force



Logistics:

Playbook Action Plan Recommendations

Recommendation: Create a Toolkits Task Force.

A Toolkits task force will be a subgroup of the **ORVOAD Leadership Team** and will create an Oregon VOAD playbook that draws from the Oregon Cascadia Playbook and uses the state document as a template. The TK plan will identify Oregon VOAD member capabilities, trigger points for activation, contact person(s) with multiple contact options and deployment recommendations within the framework of the Playbook. The Membership Committee will have responsibility in providing information collected by our members and partners.

Operational Objective: Provide Toolkits

i. Strategic Outcomes

- a. Create a Playbook
- b. Create a system of resource typing
- c. Create a system of Resource Identification

ii. Strategic Goals

- a. Provide Tools and workflows
- b. Defined ORVOAD Capabilities
- c. Provide Resource Typing

iii. Playbook Audience

- a. ORVOAD leadership
- b. ORVOAD membership
- c. ORVOAD partners

iv. Playbook Activities

- a. Develop playbook
- b. Distribute playbook
- c. Create a system of playbook updates

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v. Playbook Attributes

- a. Deliver on our efforts to prepare, response and recovery.
- b. Relates to a well-developed activation plan
- c. Relates to a well-developed communication plan. Clarifies communication
- d. in activation plan or ongoing operations.
- e. Relates to a well-developed organizational operations plan
- f. Promotes flexibility and ability to be nimble
- g. Define ORVOAD capabilities

vi. Playbook Deliverables: How many and When (Dates)

- a. TBD by playbook task force

vii. Playbook Responsibility and Accountability

- a. TBD by playbook task force



Operations:

Training and Exercise Action Plan Recommendations

Recommendation: Create a Training and Exercise Action Plan Task Force.

A TEAP task force may be a sub-group of the **Long Term Recovery Committee** and will work closely with regional VOADs, OEM and FEMA to develop a “best practices” matrix that will detail levels of training required for various groups within Oregon VOAD (i.e., Leadership Group, Member Leads, Partner Leads, etc.). Training will include FEMAs ICS and IS courses as well as training opportunities provided by national organizations providing leadership in specific ESF areas. The TEAP task force will develop an annual training calendar by developing a training focus for the year and planning an annual exercise to take advantage identified trainings.

Operational Objective: Promote Exercise and Deployment

i. Strategic Outcomes

- a. Utilize Incident Command Structure
- b. Promote Safety
- c. Exercise and Evaluate

ii. Strategic Goals

- a. Staff is trained and safe
- b. Exercised Staff and Leadership
- c. Contribute to Hardened Activation Plan

iii. Training Audience

- a. ORVOAD leadership
- b. ORVOAD membership
- c. ORVOAD partners



iv. Training Activities

- a. Develop Training Plan
- b. Implement Training Plan
- c. Tabletops
- d. Full scale (in conjunction with partners)

v. Training Plan Attributes

- a. Improve from exercise (AAR) with feedback
- b. Deliver on our efforts to prepare, response and recovery.
- c. Relates to a well-developed playbook.
- d. Relates to a well-developed activation plan
- e. Relates to a well-developed communication plan
- f. Promotes flexibility and ability to be nimble

vi. Defined Trainings

- a. ICS
- b. Tabletop Exercise
- c. Full Scale Exercise with Partners

i. Training Logistics: How many and When (Dates)

- d. TBD by training task force

vii. Training Plan Responsibility and Accountability

- a. TBD by training task force



Appendix I

	Strengths	Weaknesses
	1. 2. 3. 4.	1. 2. 3. 4.
Opportunities 1. 2. 3. 4.	Opportunity-Strength Strategies Use strengths to take advantage of opportunities. 1. 2.	Opportunity-Weakness Strategies Overcome weaknesses by taking advantage of opportunities 1. 2.
Threats 1. 2. 3. 4.	Threat-Strength Strategies Use strengths to avoid threats. 1. 2.	Treat-Weakness Strategies Minimize weaknesses and avoid threats 1. 2.

Appendix II





Appendix III

