

Broome County Community Organizations Active in Disaster, Inc.

Strategic Plan

2015-2017

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I. Introduction and Overview

Responding to rural floods in 2003 and 2004, a small group of human service organizations met to develop a long term recovery support system for those affected by the flooding. Having completed their work to the best of their ability, this group disbanded.

When massive, Broome County-wide flooding occurred in 2006, resulting in over 4,800 individual FEMA registrations, the group reformed but this time on a much larger scale. Many more organizations that offered disaster-related human services, both large and small, that offered disaster related human services joined in the efforts to ameliorate conditions. Thus, a full-scale long-term recovery began, under the long-term recovery committee known as Broome Area Networking in Disaster (BAND). This recovery would last for two years, resulting in service to 450 families and the eventual dissolution of BAND upon completion of its work.

However, seeing the need for a more ongoing and permanent disaster response and preparedness organization that could address the long-term needs of Broome County in any disaster, a few dedicated servants continued their work to form what would become the Broome County Community Organizations Active in Disaster (Broome County COAD). This organization was designed to work independently, under no parent agency, in order to create a collaborative effort of equality for all disaster relief organizations, regardless of size. Incorporated in 2009, Broome County COAD would prove to be greatly effective in response to, and recovery from, the American Civic Association incident, a process that would take a year and a half to complete.

Broome County COAD was once again called to service in the response and long-term recovery process due to the Tropical Storm Lee and Hurricane Irene flooding of September 2011, which resulted in over 9,000 individual FEMA registrations. Since the September 2011 flooding, Broome County COAD has leveraged 1,700 volunteers to assist with repairs and rebuilding of 125 homes. Volunteers have contributed 50,000 (and growing) hours of work, with a value for their service being approximately one million dollars.

Broome County COAD developed this strategic plan to guide future efforts. The planning process included the following components:

- A survey of Board Members to gather initial thoughts and suggestions about the organization's mission, values, and vision; an assessment of the Broome County COAD's strengths, weaknesses, opportunities, and threats; and identification of goals in a variety of areas.
- A strategic planning retreat with Board members.
- Meetings with the Board to review and revise the draft plan.
- Adoption by Broome County COAD's Board of Directors on January 14, 2015.
- Adoption by Broome County COAD's Membership on February 12, 2015.

II. Mission and Vision

Mission Statement

Broome County COAD provides a collaborative structure to coordinate the work of community organizations and resources to mitigate, prepare for, respond to, and recover from disasters in Broome County, NY.

Vision

The Vision Statement for Broome County COAD reflects the importance of infrastructure and engagement.

Vision Statement

Broome County COAD is a coordinating hub for community organizations acting within the disaster management cycle.

III. Environmental Assessment/SWOT Analysis

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none">• Director• Members• Website• Relationship with United Way• Track record/history• Project management• Relationship with County	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none">• Knowledge of resources/skills on hand when disaster strikes• Decision making/bylaws• Communication• Membership diversity• Membership numbers• Perception of what organization does
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none">• Recruit key organizations• NY VOAD• Funders• More planning	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none">• Lack of community engagement during non-disaster times• Lack of funding and competition for funding with members

IV. Work Plan

1) Strategic Issue: Board			
Goal: Broome County COAD's Board will be clearly informed and act to strengthen operations.			
STRATEGY	ACTIONS	RESPONSIBILITY	TARGET DATE
1.1 Develop board infrastructure to effectively and efficiently support board operations	Implement a Board Development Committee		
1.2 Strengthen Broome County COAD's board	Implement a board orientation process		
	Develop succession planning		

2) Strategic Issue: Programs			
Goal: Broome County COAD will provide high quality programs that are valued by its partners and the community.			
STRATEGY	ACTIONS	RESPONSIBILITY	TARGET DATE
2.1 Strengthen programs and their impact	Develop Program Committee tasked with developing program criteria, defining impact and developing annual program plan		
	Develop Disaster Response Plan Taskforce charged with developing a disaster response plan		
2.2 Develop support systems	Clarify volunteer role with other organizations		

3) Strategic Issue: Operational Capacity			
Goal: Broome County COAD will maintain the necessary resources to carry out its mission and effectively communicate about its mission.			
STRATEGY	ACTIONS	RESPONSIBILITY	TARGET DATE
3.1 Strengthen communication	Develop internal and external communication plans during disaster as well as non-disaster times		

4) Strategic Issue: Revenue			
Goal: Broome County COAD will secure more funding and resources to support infrastructure and program efforts.			
STRATEGY	ACTIONS	RESPONSIBILITY	TARGET DATE
4.1 Strengthen revenue efforts	Evaluate how revenue generated		
	Develop a plan for increasing revenue		
	Develop a case statement		
4.2 Diversify funding streams	Evaluate dues structure		
	Expand grant opportunities		