



Introduction

On behalf of the board, staff and volunteers of ENLA, it is my honor to introduce this strategic planning document.

This plan is the result of months of intensive work by staff and board members. During that time we have conducted one-on-one meetings, made presentations to the board of directors, culminating in a one day board retreat. Our strategic planning committee, charged by our board of directors to develop this plan, has devoted a great deal of time and effort to this process. The work was funded through a generous grant from the Centers for Disease Control, obtained by Los Angeles County Public Health, and subcontracted to ENLA.

We have two over-arching goals; first, to ensure shelter, food, and other needed goods and services are provided as efficiently as possible during and following a disaster; and second, to provide education and training in disaster preparation, response and recovery in the most effective manner. We have evaluated our strengths and learned from our experience. As a result, over the next three years, in order to meet our goals, we have decided to focus our efforts on three areas of organizational competence; expanding our membership and reach to underserved areas and vulnerable populations of Los Angeles County; creating an internal structure that can effectively pursue ENLA's mission with or without staff; and making ENLA more responsive to its members, particularly members serving vulnerable populations.

We remain committed to acting as a liaison between CBOs, FBOs, the private sector and governmental agencies before, during and after a disaster or emergency.

Sincerely,

Red Godfrey
Board Chair, ENLA
Mission Statement

ENLA'S mission is to enhance the capacity of non-profit, community, and faith-based organizations, government agencies and the private sector for preparedness, response and recovery to disasters in Los Angeles County by facilitating cooperation, communication, coordination & collaboration

Organizational History and Profile

Following the 1994 Northridge Earthquake, the Mayor of Los Angeles convened a meeting of community based organizations (CBOs) that were active in the recovery from the disaster. The combined efforts of this group had significantly aided the earthquake recovery efforts. In December of that year, that group, which had become known as Emergency Network Los Angeles, merged with the Los Angeles County VOAD (Volunteer Organizations Active in Disasters) and the Los Angeles Access Network to bring all CBO disaster work in Los Angeles County under one umbrella. In 1997, both Los Angeles County and the City of Los Angeles designated ENLA as their primary point of contact with CBOs and FBOs (faith based organizations) for preparedness, response and recovery efforts.

ENLA facilitates improved staff and agency disaster preparedness for members by providing training and forums. It maintains liaison with members prior to and following disasters and provides linkages for member CBOs and FBOs to government emergency management organizations at all levels.

ENLA works closely with other organizations to improve coordination and reduce duplication of efforts and resources. Member CBOs and FBOs provide mentoring to each other and share best practices.

Critical Issues

The focus of ENLA's activity has been within the City of Los Angeles. It is important for ENLA to serve all of Los Angeles County in order to meet its mission. Strategies selected to deal with this issue:

1. Expand area representation by breaking down ENLA into areas corresponding to the Los Angeles County Disaster Management Areas (map attached); ENLA will refer to them as Area A – H. Each area will have its own liaison to the board.

Area Board liaisons will be responsible for:

Acting as a communication link between ENLA and local CBOs, FBOs and private sector organizations activated in disaster.

Communicating status reports during and post disaster

Recruiting new member organizations within their areas

Identifying training and education needs

Ensuring training occurs within their areas

2. Requiring that all board members, with the exception of area liaisons, are from organizations that are county-wide or broader.
3. Creation of a subcommittee as part of the Development Committee to pursue branding and marketing efforts.

Funding for staff and other ENLA activities has been inconsistent. It may not be possible for ENLA to support paid staff, yet the activities of the organization must continue uninterrupted.

Several strategies were selected to deal with this issue:

1. Creation of a Development Committee to pursue volunteer staffing opportunities as well as sources of funding.
2. Redesigning the ENLA website to make it more interactive so that information may be shared directly by and for members
3. Ensuring the dues structure is reviewed periodically
4. Collaborate more effectively with private sector groups who might provide both financial and in-kind assistance
5. Creation of Administrative Committees to ensure the day-to-day work of ENLA is carried on
6. Requiring all Board members to actively serve on at least one committee

Increasing responsiveness to the needs of our members. Website redesign and area representation will have an impact on our responsiveness. Other strategies include

1. Creation of a membership committee to ensure the Board of Directors has wide representation
2. Following up on results of assessment by members done in 2008.

3. Conducting periodic needs assessments and annual member evaluations of ENLA

GOALS AND OBJECTIVES

Program Goals and Objectives

Goal: To ensure better preparation, response and recovery to disasters and emergencies throughout Los Angeles County

Subgoal: To expand efforts in underserved portions and populations of Los Angeles County

Objectives:

1. Break down ENLA into regional areas corresponding to the Los Angeles County Disaster Management Areas A - H.
2. Identify potential liaisons to the Board of Directors from each Area within 6 months
3. Area liaisons to begin to identify training and other needs in their areas within 3 months of joining the board.
4. Training will be conducted in each area a minimum of twice per year.
5. Board of Directors will create a system of support for the area liaisons, including appropriate resources and creation of job descriptions.
6. Area liaisons will be overseen and supported by the Executive Committee.
7. Functional Committees to develop specific plans as appropriate for various special needs populations including seniors, homeless, mentally or physically challenged individuals, animals, etc. within 1 year.

Subgoal: To grow the membership to enhance capacity to respond in a disaster

Objectives

1. Increase active membership by at least 50 organizations per year over 3 years.
2. Establish a marketing subcommittee within the Development Committee to plan outrea

3. Membership Committee will be responsible for ensuring diversity of members (Faith based, Community based and private sector)
4. Each Board member organization will recruit at least one organization for membership annually.

Subgoal: To ensure smooth operations and cooperation with government and other agencies before, during and after a disaster or emergency.

1. Design Functional Committees to correspond to those used by the National Voluntary Organizations Active in Disaster (NVOAD):
Case Management
Donations Management
Emotional & Spiritual Care
Mass Care
Recovery
Volunteer Management
Communications
2. Each committee will be chaired by a Board member OR Alternate and charged with clear missions and responsibilities. Committee structure to be in place and functioning within 1 year.
3. Reduce dues for those belonging to more than one Voluntary Organization Active in Disaster (VOAD) beginning with 2009 – 2010 fiscal year
4. Waive dues for Community Organizations Active in Disaster (COAD) in Los Angeles County representatives beginning with 2009-2010 fiscal year.
5. Complete revision of the ENLA Disaster Plan currently in progress.

Goal: To maximize responsiveness to member organizations

Objectives:

1. Redesign website to make it more interactive and useful to members. Redesign to be piloted by July, 2009; restricted portion (behind the firewall) to be piloted by 2010.
2. Continue to follow up on member assessment done in 2008, to be overseen by Executive Committee.
3. Conduct a follow up survey of members in 2011, overseen by the Membership Committee.

4. Membership Committee will be responsible for conducting a member satisfaction survey annually with the results presented at the following General Membership meeting and issues referred to the appropriate committee.

Operations Goals and Objectives

Goal: To ensure the continued effective operation of ENLA

Objectives:

1. Immediately activate the Executive Committee and other Administrative Committees (Development, Communications, Membership and Nominations) to coordinate the day to day work of ENLA.
2. Chairs of the committees to be named within 6 months and will serve for 2 years.
3. All committees to be populated within 3 months of activation.
4. All committees to develop clear missions to be approved by the Board of Directors within 3 months of activation.
5. Each Committee to set goals and create plans for reaching those goals annually.
6. Where appropriate, each committee will create written policies and procedures.
7. The Development Committee will be responsible for recruiting qualified long term volunteers and/or interns to take a leadership role in ENLA within 1 year.
8. The Development Committee will pursue funding to provide staffing over the next 3 years.
9. The Executive Committee will be responsible for creating job descriptions for Area Liaisons, Board of Directors, and Officers.