



NEVER OFF DUTY

STRATEGIC PLAN

2024 - 2027



Table of Contents

Background

Our Leadership

Our Vision and Mission

Our Values

Strategic Plan Overview

Priority 1: Board of Directors and Advisory Council

Priority 2: Partnerships in Disadvantaged Areas

Priority 3: Financial Plan

Priority 4: Branding, Communications, Social Media

Priority 5: Program Portfolio

Action Plan

Contacts



NEVER OFF DUTY

Background



Never Off Duty (NOD) is a 501(c)(3) organization that was incorporated in Hawaii in 2017. NOD has trained and secured employment for over 400 lifeguards.

In 2023, NOD moved operations to New Jersey, where the organization plans to continue lifeguard training and career exploration for lifeguards. NOD will also expand programming to include elementary water safety education, swimming lessons, water sport equipment training, and junior lifeguarding.



NEVER OFF DUTY

Our Leadership

Jason Bitzer Founder and Executive Director

Jason Bitzer is a retired professional bodyboarder with decades of lifeguard and training experience in New Jersey and Hawaii. He serves on advisory boards for the American Red Cross and multiple international water safety programs. In 2019, he was awarded the American Red Cross' National Lifesaving Merit Award for his rescue of professional surfer Jamie O'Brien at Pipeline, Hawaii. He has been featured in the publication *Surflife* as well as the television program HBO's *Real Sports with Bryant Gumbel*. Jason is also a certified Emergency Medical Technician and experienced safety manager for large-scale athletic events.



NEVER OFF DUTY

Our Vision and Mission

Vision

To become a nationally-recognized model for best practices in water safety education and emergency response job training.

Mission

To improve access and safety measures at New Jersey's pools and beaches by educating swimmers and delivering quality training and career coaching to lifeguards.



NEVER OFF DUTY

Our Values

Core Values

Integrity We carry out our mission with honesty, responsibility, and respect.

Resilience We approach challenges with determination and a positive attitude.

Innovation We use creative methods to continually enhance our programs to meet the changing needs of our stakeholders.

Collaboration We welcome opportunities to share our knowledge and resources with community and industry partners.

Diversity, Equity, and Inclusion

It is our conviction that safe swimming environments and effective water safety education are essential for all New Jersey residents, and we are committed to taking the necessary steps to support historically underserved populations. We strongly believe that an organization is strengthened by meaningful input and contributions from individuals of all backgrounds and identities who bring with them a diverse range of perspectives and lived experiences. We foster an organizational culture of acceptance and belonging.



NEVER OFF DUTY

Strategic Plan Overview



NEVER OFF DUTY



Priority 1

Expand Board of Directors and Advisory Council

- Recruit more New Jersey members for the Board of Directors
- Discuss and analyze insight gathered from founding board members in Hawaii
- Create committees with defined objectives and action items that will support the advancement of Never Off Duty's mission, vision, and strategic plan
- Establish an Advisory Council of subject matter experts in the water safety, emergency response, and job training industries



NEVER OFF DUTY



Priority 2

Establish Local Partnerships with a Focus on Disadvantaged Communities

- Research communities in New Jersey that have historically been underserved and underrepresented
- Meet with leaders and advocates of disadvantaged communities to determine greatest needs of residents
- Form partnerships and identify program contributors who represent and reflect the populations we are serving



NEVER OFF DUTY

A photograph showing a person's hands working at a desk. One hand is holding a pencil over a document with various charts and graphs, while the other hand is using a white calculator. The desk is cluttered with financial documents, including a bar chart labeled 'Sales performance' and a pie chart. The image is partially framed by a blue geometric shape on the left side.

Priority 3

Reinforce the Organization's Financial Health

- Create in-depth financial plans and staffing goals
- Set short-term and long-term fundraising goals
- Develop fundraising strategies for acquiring both restricted and unrestricted funds
- Research and engage major donors and grantmakers with shared interests and values



NEVER OFF DUTY



Priority 4

Streamline Branding, Communications, and Social Media Presence

- Establish and implement an organization-wide style guide
- Develop a robust communication plan across media platforms
- Update organization website and social media accounts with current and upcoming initiatives utilizing new style guide
- Increase brand recognition and public awareness of organization mission



NEVER OFF DUTY



Priority 5

Focus and Refine the Program Portfolio

- Identify and put emphasis on signature programs
- Create professional documentation of official program curricula, including training guides and accompanying materials
- Gather feedback from program partners and contributors
- Hire an independent external evaluator for organization's signature programs
- Revise programs according to partner feedback and evaluator reports



NEVER OFF DUTY

Action Plan



NEVER OFF DUTY

Contacts

Jason Bitzer

Founder and Executive Director
Bitzer.jason@gmail.com

Kate Tunnell

Marketing Specialist, ZeekDigital
Kate.tunnell@zeekdigital.com

Tracey Luma

Vice President, ZeekDigital
Tracey.luma@zeekdigital.com

Sarah Pooley

Grant Writing Consultant
Smpooley@gmail.com



NEVER OFF DUTY



NEVER OFF DUTY

NeverOffDuty.Org