



North Carolina State Firefighters' Association

2016-17 Strategic Plan

The NC State Firefighters' Association is a 501(c)5 nonprofit corporation, located in Raleigh, North Carolina. The mission of the North Carolina State Firefighters' Association is to serve our 51,000+ members. We will respond to our member's needs by using effective means of communication, providing defined financial benefits and developing needed programs.

Developed by: NCSFA Executive Board

October 2016

THE POWER OF UNITY

This strategic plan covers fiscal year (FY) 2016-17, for the North Carolina State Firefighters' Association. The key strategies and measures included in this document will be effective for the organization beginning October 2016.

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North Carolina State Firefighters' Association
2016-17 Strategic Plan
Raleigh, NC 27603

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On request, this publication is available in alternate electronic formats.

Executive Summary

The **North Carolina State Firefighters' Association 2016-17 Strategic Plan** outlines the planned strategies and course defined to meet the current and future needs of those served by the North Carolina State Firefighters' Association (NCSFA).

This Strategic Plan focuses on **four key performance areas**, each of them building upon past efforts, as well as the implementation of new projects to further improve the operating efficiencies of the organization and the overall member experience.

Key Performance Areas

- Association Purpose & Message Positioning
- Communication & Member Engagement
- SAFRE Conference
- Financial Management & Sustainability

This plan is based on the efforts completed during this year's Strategic Planning Session, held October 28, 2016 in Corolla, NC, with the following NCSFA board members & staff in attendance:

- **Brian Cox**, President
- **Barry Overman**, 1st Vice President
- **Anthony Penland**, 2nd Vice President
- **A.C. Rich**, Piedmont Director
- **Winfield Abee**, Western Director,
- **Dennis Presley**, Statistician
- **Dean Coward**, Treasurer
- **Kevin Gordon**, Past President
- **Tim Bradley**, Executive Director
- **Ed Brinson**, Deputy Director

A Message from Our President

Members and Associates:

The Executive Board and staff of the NCSFA take this opportunity to say thank you for the privilege to serve you, this association, and all of our associates this coming year. We are very excited about what we are going to accomplish this upcoming year.

This journey for me began about twelve years ago when a fellow fire chief asked me to get involved with this association. I was hesitant at first, but realized that it was a great opportunity to get involved with some of the ultimate leaders in the fire service that this state had to offer. I am so glad that I decided to answer the call because of the knowledge that I have gained and the relationships that I have developed over the last seven years.

As in the previous years of this association, the goal of this board is to see how we can continue to enhance and develop ideas that will ultimately benefit the members of the association. Another goal is to continue to maintain the benefits and programs we have in place that were implemented by our past leadership. With that, it takes a special group of leaders working together for the betterment of the association.

At this year's retreat, we took time to examine our strategic plan and update certain areas of the plan that will lay the foundation for the future of the organization. As always, we will continue to strive to make the best decisions possible that will help lead this organization for years to come.

Last but not least, we can always get more done as a team rather than an individual. Our goal is to work hard for you this year and years to come.

The theme this year is "THE POWER OF UNITY"

God bless,



Brian Cox
President



Key Performance Areas & Plans

This plan, along with its Strategic Scorecard, is designed to provide results-oriented plan execution and accountability, reflecting the ongoing commitment of this board and staff to provide enhanced benefits and improved service to its membership and strategic partners.

The following **Key Performance Areas** were identified during the planning session, with the following recommended actions and timelines set forth:

Association Purpose & Message Positioning

Goal: Position NCSFA as the premier voice & advocate of the fire service in NC.

Findings / Need: More clearly define what distinguishes NCSFA from other fire service organizations, its specific purpose and the audiences served. Better promote to current and potential members & partners.

ACTION / DELIVERABLES	DUE DATE
To promote all-inclusive support, change association name to NC State Firefighters' Association.	Complete
Upon completion of name change, review and revise: <ul style="list-style-type: none"> • Logo • Mission Statement (initial draft completed at session) • Website • Printed Media • Electronic Media 	Continual

Communication & Member Engagement

Goal: Review and enhance current communication channels to accommodate growing association communication & member engagement needs

Findings / Need: Social Media, Membership, Event & Mobile Technology have dramatically changed the expectations of members regarding connectivity, continuous engagement, & communication, along with the generational changes within the fire service. Organizations need dedicated resources, budgets & detailed strategy to meet these expectations.

ACTION / DELIVERABLES	DUE DATE
Launch effort to update email addresses within IMIS to expand member reach.	Continual
Update current website to mobile-friendly technology to render appropriately on all devices and increase user engagement. Limit use of banner ads to minimize “race car” effect, focusing on key partner relationships, not just affiliate service providers.	12/31/2017

SAFRE Conference

Goal: Maximize conference attendee experience without incurring financial loss.

Findings / Need: Multiple opportunities to improve planning, implementation and attendee experience at conference. Need to determine appropriate balance of education and vendor show.

ACTION / DELIVERABLES	DUE DATE
Establish detailed project plan to be managed by Committee Chair, with specific task assignment, due dates and monitoring. Can be done in Excel, MS Project or using any number of easy-to-use, free or low cost online project management tools (i.e. Zoho, Podio), in which all committee members can access and update in real time.	2018
Review all current conference events, eliminating those with low participation, and any that may not be logistically possible. Replace with new events identified (i.e. stair climb, battle of bands, etc.).	Continual
Produce professionally printed souvenir program with advertising opportunities for vendors, for use in conjunction with scheduling app.	Complete for 2017/ Continual
Continue use of Map Dynamics for better management of vendor space.	Complete
Change Day Pass to either one price or free option for ease of implementation and to avoid negative attendee feedback.	Continual Committee Review
Adjust class schedule for optimal attendee experience, to support expanded focus on educational opportunities.	Continual
Outsource management of registration desk, to allow more time for board and staff to attend events, network, etc.	Complete
Proactively seek out speakers and presenters, in conjunction with RFPs, to insure quality programming and education experiences for attendees. A program sponsor could help cover the additional cost.	Continual
Outsource AV needs to insure quality programming.	Continual For Raleigh
Consider realignment of trade show floor with NCSFA booth in center with lounge area.	Complete

Financial Management & Sustainability

Goal: Maintain secure financial funding and stability to continue to serve our members.

Findings / Need: Identify specific alternative sources of revenue and opportunities for cost savings to protect and/or improve member benefits

ACTION / DELIVERABLES	DUE DATE
Evaluate sources of alternative funding to protect member benefits from unexpected changes in relief fund legislation or other cost increases.	Continual
Expand promotion of current Debit Card Program.	2018
Determine next steps for funding of NCFF.	Done
Identify capabilities required to support services currently provided by Dean Coward.	Continual
Run utilization models to determine projected liquidation of scholarship funds based on current recipients.	Complete
Review all current contracts.	Complete

Plan Execution & Monitoring

The members of NCSFA Executive Board are in agreement with and are committed to the support the implementation and ongoing monitoring of these action items and deliverables as defined in this document, incorporating these items into future planning efforts as required.

These plans and actions will be successfully accomplished with:

- Full support and engagement from the NCSFA Executive Board and Staff
- Consistent and effective communication by all participants
- Thorough monitoring and follow through

Reporting

Accomplishments based on this planning effort will be included in the 2017 President's Report, provided at year end, at the 2017 Annual Meeting at the South Atlantic FIRE RESCUE Expo, in Charlotte, NC on July 27, 2017.