



# North Carolina State Firefighters' Association

## 2018-2019 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

November 2018

*This strategic plan covers fiscal year (FY) 2018-2019, for the North Carolina State Firefighters' Association. The key strategies and measures included in this document will be effective for the organization beginning November 2018.*

This report is in the public domain. Authorization to produce it completely or in part is granted. While permission to reprint this publication is not necessary, the citation should read:

North Carolina State Firefighters' Association  
*2018-2019 Strategic Plan*  
Raleigh, NC 27603

To obtain copies of this report, please contact:

**North Carolina State Firefighters' Association**

**Tim Bradley, Executive Director**  
**3101 Industrial Drive, Suite 200**  
**Raleigh, NC 27603**

**919-821-2132**

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

## Executive Summary

The **North Carolina State Firefighters' Association 2018-2019 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 November 2, 2017 in Kitty Hawk, NC, with the following NCSFA board members & staff in attendance:

- **Anthony Penland**, President
- **A.C. Rich**, 1<sup>st</sup> Vice President
- **Scott Rogers**, 2<sup>nd</sup> Vice President
- **Dennis Presley**, Statistician
- **Jay Howell**, Treasurer
- **Quentin Cash**, Western Director
- **Chris Davis**, Piedmont Director
- **Richard Pulley**, Eastern Director
- **Tim Bradley**, Executive Director
- **Ed Brinson**, Deputy Director
- **Dean Coward**, Finance Director

## A Message from Our President

Members and Associates:

Need Presidents Letter



## 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 a 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"> <li>• Logo</li> <li>• Mission Statement (initial draft completed at session)</li> <li>• Website</li> <li>• Printed Media</li> <li>• Electronic Media</li> </ul>	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.	Complete

## 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
Adjust class schedule for optimal attendee experience, to support expanded focus on educational opportunities.	Continual
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.	Completed

## 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
Work with LGFCU to expand the use of the debit card program.	2019
Run utilization models to determine projected LODD scholarship funds needed based on current recipients.	Continual
Monitor lease with Tri-Properties as restoration of the Quorum Center continues	Continual



## **Plan Execution & Monitoring**

The members of NCSFA Executive Board agree 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 2019 President's Report, provided at year-end, at the 2019 Annual Meeting at the South Atlantic FIRE RESCUE Expo, in Raleigh, NC on August 22, 2019.