



North Carolina State Firefighters' Association

2019-2020 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

September 2019

This strategic plan covers fiscal year (FY) 2019-2020, for the North Carolina State Firefighters' Association. The key strategies and measures included in this document will be effective for the organization beginning September 2019.

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Executive Summary

The **North Carolina State Firefighters' Association 2019-2020 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 September 26-27, 2019 in Kitty Hawk, NC, with the following NCSFA board members & staff in attendance:

- **A.C. Rich**, President
- **Scott Rogers**, 1st Vice President
- **Quentin Cash**, 2nd Vice President
- **Dennis Presley**, Statistician
- **Jay Howell**, Treasurer
- **Chris Davis**, Piedmont Director
- **Richard Pulley**, Eastern Director
- **Curt Deaton**, Western Director
- **Anthony Penland**, Past President
- **Tim Bradley**, Executive Director
- **Ed Brinson**, Deputy Director
- **Dean Coward**, Finance Director
- **Kris Wyatt**, Marketing and Conference Director

Key Performance Areas & Plans

This plan 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: 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.

OPERATIONAL PLAN	DUE DATE
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	Complete

Goal: Identify critical North Carolina fire service legislative needs, issues, focus, and priorities.

Findings / Need: Identify agencies, associations, and strategic partners that will enable the collective fire service to succeed legislatively at the state and national levels, and to speak as once voice on critical legislation that affects all firefighters in North Carolina

OPERATIONAL PLAN	DUE DATE
Arrange group meetings with all NC fire associations, agencies, and organizations to establish rapport and discuss legislative priorities, strategies, and common ground for accomplishing legislative successes.	Spring 2020
Evaluate the current organization and operation of the joint NCSFA/NCAFC Legislative Committee. Determine if changes to the committee are necessary to maintain current and future legislative effectiveness.	Fall 2020
Develop a standard operating guideline document for the structure, guidance and operation of the committee.	Summer 2020
Ensure that future legislative initiatives born from the Legislative Committee address benefits for career and volunteer members.	Continual
Agree on standardized format for communicating with members of the General Assembly, and the North Carolina fire service. (One Fire Service Voice)	Fall 2020
Use effective means of communication from the legislative committee to the entire membership through periodic notifications and postings of the status of bills, legislative changes and action of the General Assembly through Capital Impact, the Web and social media.	Continual
Celebrate legislative accomplishments with the membership and citizens of the state through face to face communication at quarterly meetings, the media, written documents and social media.	Continual
Develop a legislative committee, mutual agreeable, standardized legislative talking point document that can be distributed to the members of the General Assembly.	Fall 2020

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.

OPERATIONAL PLAN	DUE DATE
Launch effort to update email addresses within IMIS to expand member reach.	Continual

Goal: Develop a comprehensive Fire Chief Resource Information Manual

Findings / Need: Reference material and manuals for Fire Chiefs and fire service personnel reside in multiple locations and have been developed by different associations, agencies and departments. Many of these documents contain obsolete material. A new comprehensive reference manual containing current information, statues, regulations, guidelines, regulatory standards, and sample Standard Operating Procedures and Guidelines is needed for the North Carolina Fire Service.

OPERATIONAL PLAN	DUE DATE
Establish a committee of associations, agencies and regulatory authority including the NCSFA, NCAFC, OSFM, NCDOL, NFPA, VFIS and EM to conduct research on the latest information, standards, regulations, laws and best management practices that have a direct effect on the Fire Chiefs and Fire Departments of North Carolina.	Summer 2021
Select a committee of fire service leaders to compile fire department Standard Operating Policies and Guidelines that can be used to develop sample SOPs and SOGs for inclusion in the Appendix of the manual	Summer 2021
Members from the selected agencies and committees will work together to compile the draft of a multi-disciplinary comprehensive fire chiefs manual.	Fall 2023
Select a group of fire service leaders and multidisciplinary subject matter experts to review and edit the drafts of the information manual.	Spring 2024

Goal: Develop the means and methods to increase face-to-face communications and engagement with Fire Chiefs and individual members at the regional, county, and local fire department levels.

Findings / Need: Relying on social media, mailed information bulletins and letters, the website, and presentations at regional meetings is not providing sufficient Association information to the local fire department chief and members in our state. More education needs to be presented directly with local Fire Chiefs and members in areas of the annually mandated relief fund reporting requirements, certified roster submissions, Board of Trustee certifications, benefits, scholarships and the SAFRE conference.

OPERATIONAL PLAN	DUE DATE
<p>Start a podcast and/or audio recordings programs on educational materials and content that can assist Fire Chiefs and members with receiving general information on critical reporting dates and requirements, benefits, scholarships and the SAFRE conference.</p>	<p>Fall 2021</p>
<p>Use existing staff or hire a staff person(s) to serve as a NCSFA ambassador or field technician that will conduct outreach programs in the three regions. This person will hold town hall type meetings with small/large groups within a region or county(s), and departments, attend regional meetings and educate the group on the matters of the NCSFA including general information on critical reporting dates, benefits, scholarships, grants and the SAFRE conference.</p>	<p>Summer 2020</p>
<p>Engage new Fire Chiefs with a personal meeting to educate and assist them with acclimating to his/her new position, and ensure the Chief understands the their new role using literature provided to the chief and the role of the NCSFA pertaining to critical reporting dates, benefits, scholarships, grants, and the SAFRE conference.</p>	<p>Fall 2020</p>

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.

OPERATIONAL PLAN	DUE DATE
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 ensure quality programming and education experiences for attendees. A program sponsor could help cover the additional cost.	Continual

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

OPERATIONAL PLAN	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. (Dependent with CIVIC launch)	2021
Run utilization models to determine projected LODD scholarship funds needed based on current recipients.	Continual

Goal: Develop a Continuity of Operation Plan.

Findings / Need: It is critical that the mission and business, of the NCSFA supporting North Carolina fire departments and firefighters stay operational in inclement weather, state and federal declared emergencies and disasters, health epidemics, and displacement from the Quorum Center. The operations of the NCSFA include those functions prescribed and authorized by NC General Statutes.

OPERATIONAL PLAN	DUE DATE
Identify critical key staff functions and the roles that are vital for the continuity of business operations during weather or environmental emergencies, disaster declarations, shelter-in-place orders for communicable or infectious diseases, or displacement from the Quorum Center.	Summer 2020
Identify staff members based on qualifications, training, and education that can act fully or partially in each staff position for operational continuity.	Summer 2020
Identify areas where cross training is necessary and develop training programs and operational manuals to assist staff in acting positions.	Continual
Develop draft secession plan, present to board for review and seek board approval.	Fall 2020

Goal: Develop a Staff Succession Plan.

Findings / Need: The association has relied on an informal succession or acting position plans during extended periods of leave for vacations and medical procedures. While the current plan is successful for short term needs, the need for a formal staff succession plan has been identified. Instances where a succession plan is needed includes, but is not limited to, staff vacancies created by vacations, recovery from extended illness or medical procedures, leave of absence, retirement, resignation, or death.

OPERATIONAL PLAN	DUE DATE
Review the By-Laws and the Executive Board Policy Manual sections pertaining to all staff positions and determine if the job descriptions and qualifications continue to match the future need of the association.	Fall 2020
Compare and contrast the current organizational chart to the job positions and descriptions found in the policy manual to determine a line of ascension for acting and permanent position.	Fall 2020
Develop draft succession plan, present to board for approval and seek board approval.	Spring 2021

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 2020 President's Report, provided at year-end, at the 2020 Annual Meeting at the South Atlantic FIRE RESCUE Expo, in Raleigh, NC on August 13, 2020.