



North Carolina State Firefighters' Association

2020-2021 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 2020

This strategic plan covers fiscal year (FY) 2020-2021, for the North Carolina State Firefighters' Association. The key strategies and measures included in this document will be effective for the organization beginning September 2020.

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North Carolina State Firefighters' Association
2020-2021 Strategic Plan

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

Executive Summary

The **North Carolina State Firefighters' Association 2020-2021 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 24-25, 2020 in Kill Devil Hills, NC, with the following NCSFA board members & staff in attendance:

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

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: Be a one stop resource guide for the NC fire service.

OPERATIONAL PLAN	DUE DATE
<p>Promote the NCSFA as a One Stop Resource Guide for all information for the NC fire service:</p> <ul style="list-style-type: none">• #OneStopOneCall (consider other options)• Social Media• Website• Printed Media• Electronic Media	<p>Spring 2022</p>

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

Findings / Need: Identify legislative priorities for future legislative sessions to help NCSFA and partner agencies to collaborate and speak as one 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.	Fall 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.	Complete
Develop a standard operating guideline document for the structure, guidance and operation of the committee.	Complete
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.	Spring 2021

Goal: Reduce the number of fire service apparatus roll overs and increase vehicular safety.

Findings / Need: Statistics show that apparatus rollover events are a common cause of fire service line of duty injuries and deaths.

OPERATIONAL PLAN	DUE DATE
<p>NCSFA will take the lead to promote training and awareness in partnership with VFIS, for a NC initiative to educate apparatus drivers/engineers on how to help prevent rollovers, and promote vehicular safety.</p> <p>Examples will include:</p> <ul style="list-style-type: none">• Launching a social media campaign using #DontRollStayInControl• Creating website media and graphics• Creating printed media to distribute to departments• Create electronic communication to distribute via email blasts	<p>Fall 2021</p>

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
Phone/iPad App.	Completed
Short videos for informational purposes with various topics to capture and meet needs of all NSFA membership base. <ul style="list-style-type: none"> • Health Q & A • Chief 101 • Relief Fund (SRA, SRP, etc) • Fire Chief Manual Topics 	Continual

Goal: Engage with the NCAFC in a collaborative effort to 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, need to be updated and regularly maintained.

OPERATIONAL PLAN	DUE DATE
Discuss with NCAFC a plan for updating the existing manuals and offer assistance with developing a plan to accomplish this.	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 chief's 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: Continue to promote an atmosphere of inclusivity and engagement for current and future North Carolina firefighters. Enhance current communication channels to remain relevant to current and future NCSFA members.

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.

OPERATIONAL PLAN	DUE DATE
Continue videos and publications to include diversified membership	Continual
Partner with regional boards to encourage and promote inclusiveness to regional boards and movement to state boards	Continual
Phone App	Completed

<p>Develop short videos or podcasts for informational purposes with various topics to capture and meet the needs of all NCSFA members.</p> <p>For example:</p> <ul style="list-style-type: none"> ○ Health Q & A ○ Chief 101 ○ Relief Fund (SRA, SRP, etc) ○ Fire Chief Manual Topics 	<p>Continual</p>
<p>Create a 'Training Resource' Guide Tab on NCSFA.COM.</p> <p>For example:</p> <ul style="list-style-type: none"> ● HR in the fire service ● LinkedIn Learning ● NVFC Training Videos ● IAFC Training Videos ● OSFM Training Videos 	<p>Fall 2020</p>
<p>Provide financial support for groups that support North Carolina firefighters in the areas of cancer prevention and mental health.</p> <ul style="list-style-type: none"> ● NC FF Cancer Alliance ● NC Peer Support Group 	<p>Completed</p>

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 recording program 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>Continual</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>Continual</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 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>Continual</p>

<p>Increase NCSFA Board visibility around the state.</p> <p>For example:</p> <ul style="list-style-type: none">• Delivering scholarship certificates• Delivering LODD and AD&D checks• Attending county/regional association meetings• Create a NCSFA board training manual on relief fund protocols• Visiting departments in person or via Zoom for Relief Fund Meetings	<p>Continual</p>
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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
Maintain free Expo floor	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/CIVIC to expand the use of the debit card program.	Continual
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.	Complete
Create a Zoom meeting policy for any meetings that need to take place in a virtual capacity.	Spring 2021
Create a policy so the Executive Director can implement remote working/operations for staff when necessary.	Spring 2021
Identify areas where cross training is necessary and develop training programs and operational manuals to assist staff in acting positions.	Continual
Identify staff members based on qualifications, training, and education that can act fully or partially in each staff position for operational continuity.	Complete

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 2021 Annual Meeting at the South Atlantic FIRE RESCUE Expo, in Raleigh, NC on August 12, 2021.