Strategic Planning Summary Report

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Strategic Planning Overview

The planning group, comprised of the NVFC Chief Executive Officer and Board of Directors, worked in collaboration with Association Options, LLC, to set the 2021-2025 strategic direction for the organization. This report provides a summary of the data collected, key discussions and decisions, and the five strategic goals that were identified to guide NVFC over the next five years.

NVFC Leadership

<table>
<thead>
<tr>
<th>Strategic Plan Work Group</th>
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<tbody>
<tr>
<td>Steve Hirsch, Chair</td>
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<tr>
<td>Kevin Quinn, First Vice Chair</td>
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<tr>
<td>Dallas Renfrew, Second Vice Chair</td>
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<tr>
<td>Jeff Cash, Secretary/Treasurer</td>
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<tr>
<td>CEO</td>
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<td>Heather Schafer</td>
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Strategic Planning Staff Support

| Lorraine Higgins, Officer Manager/Executive Assistant |

Board of Directors

Complete roster provided in Appendix B

Strategic Planning Process

To inform plan development, data gathering utilized two approaches.

i. Review of organizational documents

ii. Three strategic planning surveys administered to NVFC Board of Directors

The knowledge gained from these exercises was integrated into three webinars that were presented to the planning group on September 8th, October 6th and October 15th, 2020. The first webinar shared the data (as outlined below) and proposed five (5) strategic goals for the organization.

A follow up survey was launched to gather input on potential strategies for achieving those goals. The second webinar, on October 6th, allowed for a discussion around the insight gained from this feedback and further shaped the plan.
The final survey asked participants to rank the strategies based on their potential impact on goal progress. This survey also solicited suggestions for performance measures that would ensure and monitor strategy effectiveness. The webinar on October 15th, presented the synthesized work from the full strategic planning process.

The findings for each of these stages is outlined in the following pages.

**Strategic Planning Survey Findings**

**Survey Participants**

- 87 Survey invitations
- 51 Participants
- 59% Response Rate

**Mission Statement**

A mission statement articulates the organization’s purpose. It outlines why it exists and highlights where energy and resources are focused. It should be comprehensive, yet still easy to convey.

**NVFC Mission Statement:**

To provide a unified voice for volunteer fire/EMS/rescue organizations. This mission will be accomplished by:

- Representing the interests of the volunteer fire and EMS/rescue organizations at the U.S. Congress and federal agencies.
- Promoting the interests of the state and local organizations at a national level.
- Promoting and providing education and training for volunteer fire EMS/rescue organizations.
- Providing representation on national standard-setting committees and projects.
- Gathering information from and disseminating information to volunteer fire and EMS/rescue organizations.
Survey question: Do you feel this mission statement still accurately defines NVFC's core purpose?

With 94% of the fifty-one (51) survey participants stating the mission statement speaks to the organization’s purpose, no edits are recommended at this time.

Vision Statement

A vision statement communicates the desired future state. It describes how things will be if the organization accomplishes its goals. It is a concise, ambitious declaration of what the organization hopes to achieve over time.

**Vision Statement:**

*The NVFC’s vision is to be the leading advocate and resource organization for the American volunteer fire, emergency medical, and rescue services.*

Survey question: Do you feel this vision statement still accurately defines what NVFC hopes to achieve?

With 94% of the fifty-one (51) survey participants stating the vision statement reflects what NVFC is trying to accomplish, no edits are recommended at this time.
**Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis**

A SWOT Analysis helps an organization to identify its internal strengths and weaknesses, as well as its external opportunities and threats. Based upon the strategic survey, Association Options compiled the following SWOT Analysis that was discussed in detail. The number in parentheses () indicates the number of instances that item was cited in the survey. There were thirty-two (32) responses for this portion of the survey.

<table>
<thead>
<tr>
<th>S</th>
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<tbody>
<tr>
<td>• Leadership quality &amp; commitment (20)</td>
<td>• Membership recruitment/limited engagement in some areas (21)</td>
</tr>
<tr>
<td>• Advocacy (16)</td>
<td>• Lack of holistic representation (13)</td>
</tr>
<tr>
<td>• Unified voice representing diverse needs (14)</td>
<td>• Funding (11)</td>
</tr>
<tr>
<td>• Training, programs &amp; benefits (12)</td>
<td>• Communication/accessibility (6)</td>
</tr>
<tr>
<td>• National influence &amp; reputation (10)</td>
<td>• Keeping current (5)</td>
</tr>
<tr>
<td>• Ability to create value (9)</td>
<td></td>
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<tr>
<td>• Strong partnerships &amp; networking (8)</td>
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<tbody>
<tr>
<td>• Marketing/sponsorships (14)</td>
<td>• Funding/resources (18)</td>
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<tr>
<td>• Leverage other groups &amp; relationships (10)</td>
<td>• Changes in volunteerism (10)</td>
</tr>
<tr>
<td>• Expand benefits (10)</td>
<td>• Need to engage new/younger volunteers (7)</td>
</tr>
<tr>
<td>• Leverage advocacy relationships (4)</td>
<td>• Relevance/staying current (5)</td>
</tr>
<tr>
<td>• Seek input from members (3)</td>
<td>• Operational stressors (5)</td>
</tr>
<tr>
<td></td>
<td>• Influence of competitive organizations (4)</td>
</tr>
<tr>
<td></td>
<td>• Impact of narrow focus (4)</td>
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Critical Issues

Critical issues are fundamental concerns which define the most important situations and choices the organization faces now and in the future. Survey participants were asked to identify three (3) critical issues for NVFC, as well as for members.

Survey question:
What do you believe are the most critical issues facing NVFC (as an organization) over the next 3 years? (32 responses)
- Funding (24)
- Membership growth (18)
- Communicating relevance and building value (12)
- Managing political impacts (6)
- Ability to focus and adapt (6)
- Identifying and developing emerging leaders (4)

Survey question:
What do you believe are the most critical issues facing NVFC’s members over the next 3 years? (32 responses)
- Recruitment (15)
- Funding (14)
- Training and access to resources (10)
- Significant time and training demands (8)
- Political impacts (5)
- COViD-19 impacts (5)
- Aging volunteer force (4)
- Engagement (4)
Goals

Goals are the core competencies identified by leadership for which resources should be allocated.

Strategic Goals

The planning group agreed on the following five goals to drive and support the mission of NVFC:

<table>
<thead>
<tr>
<th>Goal 1: Membership Growth</th>
<th>Increase impact by expanding membership, including targeted diversity initiatives</th>
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<tbody>
<tr>
<td>Goal 2: Financial Sustainability</td>
<td>Secure a network of funding sources to establish long term fiscal stability</td>
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<tr>
<td>Goal 3: A Culture of Active Engagement</td>
<td>Establish intentional practices that promote communication, accountability, involvement and diversity</td>
</tr>
<tr>
<td>Goal 4: Quality Training and Benefits</td>
<td>Create value by offering relevant programs that support the work of our members</td>
</tr>
<tr>
<td>Goal 5: Active Voice for Volunteer First Responders</td>
<td>Consistently advocate for the needs of our members</td>
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</tbody>
</table>
Priority Strategies

The planning group identified strategies for achieving progress towards these goals. These priorities define how NVFC plans to focus its resources over the next several years. A subsequent survey asked participants to rank these strategies based on their potential impact on goals. The Priority Weighted Score column reflects the results of that survey. Appendix A shares the full list of comments from the strategy development survey.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategy</th>
<th>Priority Weighted Score</th>
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<tbody>
<tr>
<td>Membership Growth*</td>
<td>▪ Develop a marketing and outreach program that includes both personal engagement, as well as promotional initiatives</td>
<td>2.39</td>
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<tr>
<td></td>
<td>▪ Identify, develop, strengthen and promote NVFC’s benefits and programming</td>
<td>1.86</td>
</tr>
<tr>
<td></td>
<td>▪ Conduct an evaluation of the relationship with state associations and make substantive changes</td>
<td>1.80</td>
</tr>
<tr>
<td>Financial Sustainability</td>
<td>▪ Develop a membership retention and growth program</td>
<td>2.72</td>
</tr>
<tr>
<td></td>
<td>▪ Strengthen NVFC’s corporate support program</td>
<td>2.71</td>
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<tr>
<td></td>
<td>▪ Diversify income streams, to include grant funding</td>
<td>2.33</td>
</tr>
<tr>
<td></td>
<td>▪ Reevaluate administrative practices</td>
<td>2.32</td>
</tr>
<tr>
<td>A Culture of Active Engagement</td>
<td>▪ Expand networking and communication opportunities, to include NVFC promotion</td>
<td>1.62</td>
</tr>
<tr>
<td></td>
<td>▪ Create and promote engagement opportunities</td>
<td>1.39</td>
</tr>
<tr>
<td>Quality Training and Benefits</td>
<td>▪ Identify the current needs of our members</td>
<td>2.32</td>
</tr>
<tr>
<td></td>
<td>▪ Diversify training approaches to increase accessibility and relevance</td>
<td>2.11</td>
</tr>
<tr>
<td></td>
<td>▪ Leverage collaborations to strengthen and enhance NVFC’s training options</td>
<td>1.62</td>
</tr>
<tr>
<td>Active Voice for Volunteer First Responders</td>
<td>▪ Develop a marketing and communications plan</td>
<td>2.96</td>
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<td></td>
<td>▪ Develop a plan for concerted engagement at the state/local level</td>
<td>2.68</td>
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<td></td>
<td>▪ Conduct a survey to all volunteers to assess their needs via a targeted needs assessment program</td>
<td>2.59</td>
</tr>
<tr>
<td></td>
<td>▪ Review NVFC’s current legislative presence and make necessary changes to increase impact**</td>
<td>1.93</td>
</tr>
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</table>

*70% of 30 respondents indicated that recruiting new volunteers to the fire service should be a strategy under the membership growth goal.

**It is important to note that the October 15th discussion indicated several people may have marked this as a lower priority because it is an area that NVFC already excels. In other words, it is not so much that it is not an important focus area, but it may not need as much of a concerted improvement effort to have an impact on goal progress.
Goal Champions

During the last webinar, there was a discussion around the importance of assigning goal champions at the Board of Directors’ level to shepherd each of the goals and ensure that they remain important and ever present in the decisions made by NVFC. Goal champions are leaders who are appointed to ensure the success of that goal. They take responsibility for a goal by monitoring strategies, creating accountability, keeping the board up to date on progress, and identifying shortcomings and needs. It is important to note that the goal champion is not responsible for doing all of the work, but instead ensuring that the work is done.

Final Documents

Please see the following attachments for additional resources and templates.

- Attachment A – Strategic Plan Final
- Attachment B – Action Plan Template

Suggested Next Steps

- Association Options to provide a session summary (completed) and a strategic planning template with goals and strategies (completed)
- Staff to finalize the strategic plan template with goals, strategies and performance measures for identified priorities.
- Leadership to approve the final strategic plan within 30-90 days (goals, strategies and performance measures)
- Staff and committees to develop a one-year action plan based on the approved strategic plan including budget requests/variances
Appendix A: Suggestions from the Strategy Development Survey

The strategy development survey asked participants to list three specific and attainable approaches to positively impact each goal. The following suggestions, which are provided verbatim, were offered by 25 respondents, and are grouped by categories to highlight overall priority areas that emerged.

**Goal 1:**
**Membership Growth:** Increase impact by expanding membership, specifically through relevant projects and initiatives to the volunteer fire service

**Part 1 – Specific to NVFC membership growth**

**Marketing/outreach**
- Getting the word out on what the NVFC can do for the Volunteers. I know that I send out information but it seems never to get other than the person I sent it to.
- Increase Directors responsibility in recruitment within States
- Communicate the value of membership

**Direct, personal engagement**
- Identify fire advocates on a county level and work to get them to join the NVFC
- Have to have the Officers of the F.D. go to the High School and talk to the students and explain to them what the Fire service is about
- Explore the possibility of a young firefighter round table to discuss membership
- Have representation with information and applications at all Firematic events in each state
- Find a way to communicate directly to the individual firefighters
- Improve outreach to fire departments to assist with training and grants
- Increased director tools for statewide outreach
- Ad can be played at trade shows attend by NVFC staff
- Encourage low membership states to engage in increasing membership
- obtain lists of each fire department in each state
- Anyone can join - included FF families / relatives
- We have ample natural disasters these days, find corporations to help fund placing a person in the area to help fire departments with recovery. While in the area determine needs meeting with fire department Chief and firefighters and local leaders. Assist with state and federal funding requests. This part does not have to be done in the affected community.
- Attend local, state, and national events for recruitment
- Marketing program aimed at convincing chiefs that their whole department should join the NVFC
- Have directors continue promoting NVFC membership as they presently do
- Individual contract through NVFC board members
• Explain to the students you will be educated at a Fire Academy, and you will be an asset to your town
• Personal Contact

Advertising
• Social media
• Increase utilization of social media to reach young members
• Advertising campaign that exposes that the NVFC exists
• Work with corporate sponsors to help promote
• VISIBILITY
• Social Media Blitz
• Develop a sponsor for mainstream commercials
• Clear line of responsibility for membership marketing and sales
• Better advertisement at State Level
• Produce a TV ad that focuses on the positive NVFC benefits of membership and value to volunteers. Ad needs to be shown nationwide. Majority of fire service doesn't know who NVFC is. You can’t just approach chief officers because many don’t rely the information.
• Media campaign national media (cable)
• Advertising - short list - bulleted
• Nationwide media advertising
• Direct mail

Publications
• Publish NVFC Accomplishments
• Have information in each state publication if available
• Officers news article in state news letters
• Publish Legislative Accomplishments

Benefits/Programming
• BENEFITS
• Explore nationwide personal benefits for members
• Training
• Work with corporate sponsors to add more benefits to NVFC membership
• Corporate Sponsorships to Pay for Membership Dues
• EDUCATION
• Continue with successful & greater online training opportunities
• Keep membership dues as low as possible.
• Seek increased donations for the NVFC Firefighter Relief Fund.
• Work on legislation to better appeal to prospects
• Engage members and build formative relationships
• Have to Start a Junior Firefighter program in the town in the town where you live
• Expand and develop champion initiatives
• Promote comprehensive and innovative member benefits
• Insurance
Reevaluate relationship with state associations
- Work more closely with each state association
- Eliminate the competition of State & NVFC dues
- More State Association Incentives
- Try to get every state association member to be an NVFC member
- Encourage state membership in conjunction with NVFC Membership
- Develop a more seamless approach to increase membership using state associations
- State organizations need to support
- Provide speakers on why we must join the NVFC at every state association convention
- Individual contact through state associations

Other
- Membership growth
- Retention
- Keep up the great work that has been done by the association
- Continue to push current recruitment and retention programs
- Financial stability

Goal 1:
Membership Growth: Increase impact by expanding membership, specifically through relevant projects and initiatives to the volunteer fire service

Part 2 – Specific to volunteer recruitment

Support local depts (these are suggestions that work with/develop departments directly)
- Increase and promote use of mentors within departments
- Directors attending local department meeting
- The fire service is changing, focus on leadership training for the new fire service
- Provide training for department leaders on inclusion
- Family atmosphere in department
- Member / department of the month on our website
- Produce templates the fire departments can use manage their finances
- Provide for those State (orgs) website platforms, and/or assistance
- Increase useful benefits that would benefit the volunteer fire departments
- Recruitment materials provided to departments
- Work with fire departments to establish a better relationship with local and state officials.
- Provide leadership consulting & training to volunteer and combination departments to help them with HR & strategic planning (addressing the loss of volunteers because of poor leadership/planning).
- Develop micro-duty task list (non-fire duties)
- Focus on fire prevention instead of fire suppression in the fire service
- Teach how to programs establish a LOSAP or Stipend Program
• Develop comprehensive training programs focused on officer development and recruitment and retention campaigns

Direct outreach
• OUTREACH
• Grass roots member to prospective member
• High School Curriculum
• Have to print up Hand Outs what the fire Service is about, everybody is welcome male and female
• Focus on new younger leaders in the fire service
• Largely a local effort, however offer a consistent message that State can adopt
• Try to attend more Mutual Aid meetings
• Partner with national/state municipal manager groups to help them better understand how to use volunteers (create value) and how be better recruit/retain them (picking the right leaders).
• Train firefighters to recruit - word of mouth is still the most effective strategy
• The knowledge you will inherit while learning those new skills will be helpful to you and your family helpful in your everyday life also benefit you and your Community, The Fire Service will be the biggest challenge of []
• Highlight the fact that most career jobs are filled by volunteers
• Explain need of their services
• "The good, the bad, the ugly of volunteer firefighting." New recruit and "old guy" socials and networking
• Work with school district association to market our R & R programs
• Have the Officers of the F.D, go to Jr. High and the High School the need for them in that hand out Explain No Experience necessary, you can help others while learning new skills and talk to the students, make a point that females do also serve in the Fire Service and make a point that Young People only are the [saveriors rs  erve   ]

Education/benefits for FF (these are suggestions that support/develop individual FFs directly)
• TRAINING
• Education
• Quality training program in departments
• Create firefighting 101 for volunteer families (what are they getting into...?)
• Tax incentives
• The volunteer fire service can provide the same training as the career service does
• Jr Firefighter Program
• Online NVFC overview - short so someone knows how and what we do
• Strengthen the Junior FF/Explorer efforts
• Explain benefit package
• Education assistance/opportunity
• You are getting many webinars for us we just need to get more people to attend theses maybe done it night when people can attend
Advertising initiatives
- Highlight successful programs through National media
- Find corporate sponsor to help the cause through advertising
- Social Media Blitz
- Develop new ad content to keep recruiting message “fresh”.
- Highlight a youth a month from across the US
- Increase Marketing reach to include partners outside the fire service
- Find key spokesperson for commercials (country music singer)
- Strong social media push
- Provide ads on-line where the 20-30's age group visit
- Develop advertising partnerships to increase MMAF exposure

Networking/collaborations
- Work with local government associations using present NVFC programs.
- Continue to influence of national initiatives that have state interests, i.e. legislation
- Collaborate with State Associations to jointly promote the volunteer fire service
- State associations need to support - Board members should attend state conferences
- Partner with national/state economic development agencies and non-profits to address the economic reasons that small towns are losing population

Other
- In New York like other states we continue to promote the NVFC but, it’s difficult
- I think you are on the right track just have to have get to everyone
- Continue recruitment and retention strategies
- SITUATIONAL AWARENESS
- Fellowship
- Develop other avenues of recruitment - existing ones are simply not working
- Make it appealing to join
- NVFC adds to the process of being a professional firefighter as a volunteer

Goal 2:
Financial Sustainability: Secure a network of funding sources to establish long term fiscal stability

Corporate support
- Continue to obtain Corporate Sponsorship as presently being done
- Rather than soliciting mega donor sponsors consider the mid-level sponsorships. i.e. 50 sponsors at $10K vs 1 at $100K
- Outreach by board members to corporations
- Corporate Sponsorships beyond Fire Service
- Secure additional corporate support
- Increase corporate sponsorships
- Find corporations with local branches to fund local NVFC memberships
- Continue to search for and develop recognizable sponsorships
• Contact all fire apparatus and equipment manufactures and ask for help
• Research more firematic sponsors
• Increase advertising for national sponsors for costs
• Sell the sponsorship value to corporate America the value of the volunteer and the need to support the efforts of R&R. Don't sit back and wait for them to come to you
• NVFC staff continues to do their best in both Sponsorship and Grants
• Incentives for sponsorship recruitment
• Develop corporate sponsorships to increase donations.
• Foundations for middle-large corporations
• Use statewide directors to get to corporations (ie: various sizes)
• Corporate partnerships
• NVFC is partnering with many companies that supports the cause need to get the word out on needing help for our cause.
• Recruit more national corporate level sponsorships
• Work on getting more sponsorships
• Outreach by staff to corporations
• Paid staff could solicit corporations for support emphasizing the importance volunteers play in communities all across the country.
• Seek new/additional corporate partnerships
• Corporate sponsors are vital
• Some way somehow Big Business has to be approached and explained that our Emergency services need financial help to keep your tax base low
• Work with major corporations for funding and advertising

Diversify income streams; to include grant funding
• Diversify sources of revenue
• Organization should be 1/3 grant, 1/3 donations, 1/3 membership
• Hire 2 people east & west to sell the NVFC - Salary + % of donation - missing currently (Oil, timber, agriculture, shipping, rail, transportation ETC... ETC...)
• Identify and approach foundations that may consider helping the NVFC financially
• Develop advertising partnerships to tout the benefits of NVFC membership.
• Solicit memorial trusts from members
• DONATIONS
• Establish a planned giving program and endowment fund
• Network with other organizations (all organizations have Vol. firefighters working for the
• Search out work comp insurance companies for funding rebates
• Develop a legacy foundation/trust fund for donations from smaller donors
• GRANTS
• Continue applying for grants, that is presently being done
• Continue to secure grant funding
• NVFC staff continues to do their best in both Sponsorship and Grants
• Apply for foundational grants
• Grants are also vital
Membership Growth
- Continued membership growth
- Individual membership holds the answer. If you get 10% of the volunteers, 75k, at $18 per year that is $1.35 million per year
- Offer a discount to departments who sign up all members. Could boost membership and build an annual financial base.
- Getting more members to join.
- Increase NVFC membership to 100,000+
- MEMBERSHIP
- Set up reoccurring membership dues on credit Cards
- Member retention
- Drastically increase membership
- Increase NVFC membership
- Get more memberships

Reevaluate admin practices
- Should there be a limit established? A ceiling as to what admin cost are?
- Reduce staff costs
- Give that Nat'l Committee travel demand has diminished significantly (for the moment) provide a plan for this one-time situation
- Take advantage of what we have learned on how to operate virtually during COVID and use to be more cost efficient in the future.
- Evaluate salary/employee structure
- Review administrative expenditures and employee’s necessity
- Analyze current dues amounts - survey States

Other
- Media campaign
- Work on legislative initiatives
- Training on financial planning
- The Town Fathers will have to apply to the Federal Government
- Working with state associations to move the NVFC along with the departments and members in each state. I know when there is a state call only a few people are a on the call
- Advertise the successes that the NVFC has accomplished that has positively affected the volunteer fire service whether you are a member or not
- Find some way to help the states that don't belong
- I feel that depends on the town where you are volunteering in, my town funds the entire Dept. with a stipend for % of calls per Quarter
Goal 3:  
A Culture of Active Engagement: Establish intentional practices that promote communication, accountability, involvement and diversity

Create and promote engagement opportunities

- Hopefully the Chief and Officers are trained to handle those problems and supply each new Firefighter with a book of rules and laws, what they expect each firefighter to respect and treat each other with respect.
- Become the leading voice for best practices in leading/managing volunteers -- webinars, training classes, model policies, etc.
- Develop courses to train firefighters in these issues.
- Offer opportunities for members to be engaged
- Develop tools that reach individual firefighters
- Expand the modes of engagement
- Develop a plan to engage all board members in meetings and programs
- Require States to have a quantity of members for Director Representation
- Develop plans that allow diversity to occur organically
- Develop a cultural diversity recruitment model for vfd's
- Add committees that represent what actually happens at fire scene
- Increase diversity on the Board of Directors

Community engagement initiatives

- Teach fire departments how to reach out to all in their community, students elderly, men and women. All in a community have something that they can do to support the fire department.
- Encourage fire departments to work with K-12, community colleges, universities, churches etc. to engage their community.
- NVFC sponsor (nationwide day of volunteering)
- Encourage fire departments to at least once annually to open their doors to the public

Support/promote FFs

- Develop platform to purchase from FF businesses across the nation
- Highlight local departments activities
- Highlight a state director monthly through social media

Collaborate with state associations

- More involvement from each state association
- Outreach to our state associations regarding succession planning for directors
- Better communication with State organizations

Expand networking and communication channels; includes promotion

- SOCIAL NETWORKING
- Social media
- Develop nationwide open forum "zoom"-type social networking
• FACE TO FACE NETWORKING
• The NVFC needs to a 2-part communication. The value of volunteering and once you are a volunteer, the value of membership
• On line communications
• Continue Zoom platform
• National media
• National advertising. Search out media matching or free
• National fire and ems media
• Diverse publications (reach minority communities)

Goal 4:
Quality Training and Benefits: Create value by offering relevant programs that support the work of our members

Diversify training approaches to increase accessibility and relevance
• BLENDED LEARNING
• Create blended learning modules
• Need to develop training opportunities after the pandemic
• The training is great it just has to go out to more people

Support online training
• Continue to Increase and offer online training.
• Continue to offer webinars and board training
• Grow online training
• Easily accessible online options
• Make better virtual training
• ONLINE TRAINING
• Use virtual training to address hot topic's after a survey to our members
• Get fire/EMS celebrities (Curt Varone, Gordon Graham, etc.) to put on webinars marketed to small departments
• Increase our catalog of online training in fire tactics & EMS to be more interesting to rank & file members (much of current catalog is geared at the leadership level).
• Provide evening seminars when volunteers are home, or could also be used for evening station training. Include a short NVFC promotional video.
• Virtual training saves money for our members.

Geography based trainings
• Move the workshops around the country
• Direct training classes offered to each state such as the leadership class in Georgia last fall
• Regional programs tailored to areas of country
• Move the training we do have to the center of the USA
• REGIONAL TRAINING
In person training
• We have some very good online training, but would like to see some direct training to each association
• Expand in person training opportunities
• More hands on in class room training
• In order for us to be the face of the volunteer we must be visible at state and national seminars
• In person trainings by NVFC board members

Identify needs
• Identify trends that are affecting volunteer fire departments and provide training programs, dealing with drug overdose doses in your community, reducing youth suicide, how to get firefighters and their families vaccinations, dealing with civil unrest.
• Identify what is missing in the training progression for a volunteer
• Use virtual training to address hot topic's after a survey to our members
• Continue on the reliance of our own directors. Best bet for realizing best relevant programs
• Review the delivery to see if it is the best to the desires of the target audience.
• Basic skills critical to new volunteers
• Enhanced skills needed by more seasoned firefighters
• Establish training program that assists fire departments in reducing fuel load in their community
• Tuition scholarships/reimbursements
• Encourage and develop plans that utilize more mutual aid when available
• Develop a network of legal counsel for basic issues and advice
• Develop programs that teach departments how to operate with smaller numbers and still do the job safely
• Might want to look at time they are offered or else offer them twice at different times
• More administrative training
• Offer CEU's for training certificates
• Provide training programs that train the officers of departments at all levels
• Modernize Courses
• Increase diversity of course developers
• Identify the training goals (safety, leadership or progression to career job)
• Again, the Officers have to show and tell those firefighters by taking certain courses they can advance themselves to be an Officer and advance to becoming a career firefighter

Leverage collaborations
• Work with cooperative organizations to produce/offer progressive training. First level, the NVFC for FF, Second Level IAFC for officers
• Work with State Assoc. to allow our training into their certifications
• Align with major publishers for discounted training
• Expand benefits based on new Corp. sponsors
• Work with state fire academies to expand volunteer firefighter training
• Ask sponsors to support development of quality courses

Other
• Benefits are always a great benefit to the membership
• Share the traveling by instructors to more than a limited few

Goal 5:
Active Voice for Volunteer First Responders: Consistently advocate for the needs of our members

Promotion/Communication
• Absolutely and promote all the NVFC activities on the Volunteer Voice
• Keep getting the information in front of members
• Continue to develop free or low-cost advertisement partners.
• Expand the Volunteer Voices
• Is the Volunteer Voice being used to expectations??
• We need this done by directors at all levels. local, state and national
• I think the information is there, it just isn't getting to all fire and EMS volunteers.
• Good information is presently being shared on the Volunteer Voices
• More mainstream commercials on hazards for vol firefighters
• NVFC does this, but needs more awareness of their work
• Strategic NVFC logo spots-advertising
• Provide a means of growth through our unified voice
• Communicate with them the actions needed to support
• Communicate with them the need
• Communicate with them the results
• Push volunteer voices
• The message needs to be advocating for all volunteers in the fire service
• The word is going to the members need to find a way to get it to non-members
• This needs to be advertised more........ no one knows it exists
• Aggressively market our role as an advocate for the volunteer fire/EMS provider.
• Keep an open line of communications

Concerted engagement at the state/local level
• Ask each director what the issues are at the local level. Ask directors what were the main issues at their state association meetings
• Increase State activity
• Assist fire departments that need help with PSOB claims.
• Develop a plan to work closer with sister fire service organizations
• The face of the volunteer should be our directors who are our boots on the ground Firefighters and not office staff
• Have directors finds advocates for NVFC on a local level
• Work with state associations to establish volunteer firefighter benefits in their states benefits in
2021-2025 Strategic Plan

- Better communications with State Organizations
- Maintain connections with members

Legislative presence
- Active with legislation AND share both needs and success
- Continue to develop relationships on Capitol Hill to educate members of Congress.
- Create a model for local activism in elections; how to be involved
- Analyze our current position with the key leadership in the House and Senate
- Nationwide display/advertising of what the NVFC has done, is working on, and provides input to the Federal agencies and legislatively

Identify needs
- Communicating to all volunteers to obtain their needs
- FF Families need advocates also
- Responding to emerging opportunities with $$ and activities
- Develop a needs assessment for our members

Other
- Again, the Officers have to be responsible to their needs, be trained and educated properly to get ahead, like joining the NVFC and they can apply for all the free courses, Seminars, College courses etc. Again, the Officers have to do their job
- Continue doing what Dave is doing
- Continue what we are doing
- It is like a pyramid scheme, If you develop believers in your organization, they will promote to those that aren't members. (not talking about directors)
- Develop a plan to get more board members engaged as issues arise
- INCLUSION
- Training
- With raising the goal, we are doing great of asking the question and reacting to the deficiencies
## Appendix B: Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Sara Garcia</td>
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<td>Suzie Hill Koklich</td>
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