Cumberland Valley Volunteer Firemen’s Association

Strategic Plan

January 2015

Facilitated by:

VFIS
A Division of Gladstone Insurance Group
EDUCATION | TRAINING | CONSULTING
On October 18, 2014, a meeting was held by the Cumberland Valley Volunteer Firemen’s Association (CVVFA), at the Maryland Fire & Rescue Training Institute’s Northeast Regional Training Center for the purpose of developing a strategic plan to guide the organization over the next several years. This report summarizes the activities, the deliberations, and the resultant planning initiatives to be completed by the organization.

Thirty-one individuals representing seven states participated in the following activities:
- Discussion on succession planning and strategic focus
- Review of a membership survey
- Discussion of by-law committee input
- Breakout sessions on Corporate Governance, Programmatic and Social Media
- Review of agency mission and committees
- Input session on Strengths, Weaknesses, Opportunities, Threats and Strategic Alliances
- Summary of suggested action steps.

The document was developed, reviewed by leadership and finalized. Key aspects of the plan follow. In addition, included are:
- Appendix 1 which provides a copy of the workshop agenda.
- Appendix 2 which provides a listing of current committees
- Appendix 3 which provides a copy of the membership survey results.

The referenced membership survey was conducted with information integrated into discussions and ultimately the action plans within this document. A copy of the presentation powerpoint is included as Appendix 3 as noted above.
Mission Statement
The mission statement of CVVFA states:

Providing firefighters and emergency responders with training, leadership and fraternalism for more than a century.

There were no recommended changes as a result of this meeting.

Values of the Cumberland Valley Volunteer Firemen’s Association
The CVVFA leadership agreed that the values embraced by all members of an organization is extremely important. They recognize those features and considerations that make up the personality of the organization. Those assembled for the CVVFA strategic planning process felt it absolutely necessary to re-declare the following statements of values for the organization.
- Credibility
- Educational offerings

Strengths of the Cumberland Valley Volunteer Firemen’s Association
The leadership of the CVVFA have identified the organization’s strengths. STRENGTHS demonstrate the quality of being strong, and supporting a legal, moral or intellectual force. These strengths add to the value of the organization. The use of “strengths” in creating strategic initiatives assist in overcoming weaknesses and threats, help facilitate opportunities, and assist in identifying appropriate efforts with strategic partners outside of the organization. In addition, any identified weakness, threat, or opportunity that does not complement strengths or cannot be supported by the strengths, warrants the question of time and resource investment to address that issue. Through a consensus process, the strengths of CVVFA were identified and included:
- Products
- Expertise
- Network
- Government Interface
- Products
- Knowledge
- A great group of useful knowledge
- External programs (responder safety, reputation management)
- Multi-state coordination

Weaknesses of the Cumberland Valley Volunteer Firemen’s Association
The leadership of the CVVFA also identified the organization’s weaknesses. WEAKNESSES demonstrate a weak point or a fault. In identifying performance gaps, or needs, it helped identify concerns and issues that may or may not be easily identified by the organization’s personnel themselves. These are routine issues, which may provide continual challenges to the organization, and must be faced are both short and long term issues. Through a consensus process, the weaknesses of CVVFA were identified as:
- Getting our mission statement down to the local level
- Lack of Youth
- Regional identity to members
- Lack of “involved” members
- Change is slow
Opportunities for the Cumberland Valley Volunteer Firemen’s Association

Leadership of the CVVFA have identified the organization’s opportunities. OPPORTUNITIES are a combination of circumstances favorable for the purpose of the organization. These opportunities provide the organization with scenarios that complement either strengths or weaknesses and provide the availability of resources from within the organization to assist in improvement of the situations identified. Through a consensus process, the weaknesses of CVVFA were identified as:

- Getting our mission and programs to the local level
- More opportunities for administrative education
- Growth in all 50 states
- Talking about change

Threats to the Cumberland Valley Volunteer Firemen’s Association

Leadership of the CVVFA identified the organization’s THREATS. To draw strength and gain full benefit of any opportunity, the threats to the organization, with their new risks and challenges, must also be identified. By recognizing possible threats, an organization can greatly reduce the potential for conflicts and challenges.

- Apathy
- Age

Revenue Streams of the Cumberland Valley Volunteer Firemen’s Association

Revenue streams were determined to be:

- Grants
- Private companies
- Safety foundation
- Fee for service (reputation management & administration)
- Private company ads on web

These should annually be reviewed and a five-year cash flow projection established to assure program and governance viability. There should be a plan for expansion of these opportunities.

Strategic Alliances of the Cumberland Valley Volunteer Firemen’s Association

Strategic Alliances offer opportunities to the organization to develop additional alliances to meet general or specific objectives. During recent years, the organization has taken strides to become more involved with a variety of. However, many more service groups exist which could become allies in strategic planning. In addition, other municipal advisory groups such as.

- Insurance Industry – possible funding and resources
- National Volunteer Fire Council – connect regional focus to national
- Health Care Agencies – supporting firefighter safety and health
- Educational Institutions – broaden joint initiatives and publicity
- National Fallen Firefighter Foundation – program alliance & publicity
- Continued access to high levels of government.

Further, it was recommended that the following activities be started:

- Recruit 25-35 age group and others will follow
- Seek national recognition
- Change name of organization
The following activities should be stopped or changed:
- Fire, fire prevention activities, that are best conducted by others.

The following activities should be continued:
- Awareness of our mission
- Revisit mission and officer duties on a regular basis.

The breakout teams worked diligently to develop the following action steps dealing with Corporate Governance, Programmatic and Social Media.
<table>
<thead>
<tr>
<th>Action Item</th>
<th>Responsibility</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>By-law review and modification</td>
<td>By-law committee</td>
<td>2015</td>
</tr>
<tr>
<td>Mission Statement Review</td>
<td>Board of Directors</td>
<td>2015</td>
</tr>
<tr>
<td>Delete Spring President’s Council meeting</td>
<td>Officers</td>
<td>2015</td>
</tr>
<tr>
<td>Delete January Director’s meeting (possibly move budget to August)</td>
<td>Directors</td>
<td>2015</td>
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<tr>
<td>State Representative appointed at large (be active with state)</td>
<td>Directors</td>
<td>On-going</td>
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<tr>
<td>Meeting frequency &amp; agenda</td>
<td>Directors</td>
<td>On-going</td>
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<tr>
<td>Convention (consider change to Friday, Saturday, &amp; Sunday)</td>
<td>Convention Committee and Officers</td>
<td>2016</td>
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<tr>
<td>Eliminate CVVFA involvement in Parade</td>
<td>Directors make decision, determine if host committee to host parade</td>
<td>2015</td>
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<tr>
<td>Organizational Structure (operate virtually through home manager)</td>
<td>Board of Directors</td>
<td>On-going</td>
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<tr>
<td>(consider Executive Secretary in future)</td>
<td></td>
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<tr>
<td>Name Change (may cost high amount)</td>
<td>Board of Directors decision based on committee analysis &amp; input</td>
<td>2016</td>
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<tr>
<td>Accountability (Establish checks &amp; balances, e.g. 2 signatures on check, and bi-annual CPA audit)</td>
<td>Board of Directors Decision based on audit committee input</td>
<td>2015</td>
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<tr>
<td>Support documentation review and update</td>
<td>Assigned by committee</td>
<td>On-going</td>
</tr>
<tr>
<td>Committee Modification/Consolidation/Need (Annual review of applicability and needed additional committees)</td>
<td>Board of Directors</td>
<td>Annual</td>
</tr>
<tr>
<td>Annually a cash flow analysis should be completed for a five year period to assure financial/revenue streams can sustain programmatic and governance initiatives.</td>
<td>Board of Directors</td>
<td>Annual</td>
</tr>
<tr>
<td>Conduct a focus group to validate/evaluate programmatic successes, failures, and needs</td>
<td>Board of Directors to establish committee</td>
<td>2015</td>
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<tr>
<td>Establish a mentoring process and group for succession planning of all programmatic, governance, and social media activities.</td>
<td>Board of Directors</td>
<td>Annual</td>
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<tr>
<td><strong>Action Item</strong></td>
<td><strong>Responsibility</strong></td>
<td><strong>Due Date</strong></td>
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<tr>
<td>Reputation Management Expansion (Obtain information from committee on how to move forward, e.g. Train the trainer, online, paid employee)</td>
<td>Develop Committee to provide review &amp; input</td>
<td>2016</td>
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<tr>
<td>Responder Safety (refresher training, update on regular basis)</td>
<td>Emergency Responder Institute</td>
<td>On-going</td>
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<tr>
<td>Kid’s Camp (evaluate to determine guidelines)</td>
<td>Kid’s Camp Committee to be developed</td>
<td>2015</td>
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<tr>
<td>Honor Guard (Boot camp) (need planning session to determine feasibility)</td>
<td>Honor Guard Committee to propose actions</td>
<td>2015</td>
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<tr>
<td>Scholarship Consider adding scholarships, but need more money.</td>
<td>Scholarship Committee</td>
<td>On-going</td>
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<tr>
<td>Mutual Aid</td>
<td>Mutual Aid Committee to be developed</td>
<td>On-going</td>
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<tr>
<td>Apply for CFSI membership</td>
<td>Board of Directors</td>
<td>In process</td>
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<tr>
<td>Certify programs via Pro-Board</td>
<td>Responder Safety Institute</td>
<td>In process</td>
</tr>
<tr>
<td>Conduct a focus group to validate/evaluate programmatic successes, failures, and needs</td>
<td>Board of Directors to establish committee</td>
<td>2015</td>
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<tr>
<td>Action Item</td>
<td>Responsibility</td>
<td>Due Date</td>
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<tr>
<td>Replacement for Editors (Carter, Cohen &amp; Austin)</td>
<td>Carter, Cohen &amp; Austin to identify and develop understudies</td>
<td>In Process</td>
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<tr>
<td>Evaluate existing social media initiatives and what is most appropriate for those venues.</td>
<td>Social Media Committee</td>
<td>On-going</td>
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<tr>
<td>- Website</td>
<td></td>
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<tr>
<td>- Distance Learning</td>
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<td></td>
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<tr>
<td>- Facebook</td>
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<tr>
<td>- Twitter</td>
<td></td>
<td></td>
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<tr>
<td>- Instagram</td>
<td></td>
<td></td>
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<tr>
<td>- Snap Chat</td>
<td></td>
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<tr>
<td>Reputation Management is a function of fire department administration.</td>
<td>Reputation Management Committee</td>
<td>2017</td>
</tr>
<tr>
<td>Reputation Management issues are a start. Broaden Reputation management efforts by including administrative training (and vice versa) which requires training.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct a focus group to validate/evaluate programmatic successes, failures, and needs</td>
<td>Board of Directors to establish committee</td>
<td>2015</td>
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APPENDIX 1

Strategic Planning Day Agenda
CVVFA Succession Planning
Developing the next generation of CVVFA programs and leaders

AGENDA - START 9 AM

Introduction - Steve Austin
Succession Planning Concepts - Bill Jenaway
    Challenges - meeting mission, experiences, leadership, benchmarks, results = Next Generation?
Survey Monkey Results - Steve & Bill
Breakout Objectives - Steve & Bill
    Review of current activities, what's of value, what's not, what is needed next decade BREAK
Breakout Key Items 1. Corporate Governance
    Meeting Structure
    - Director meeting - Jan
    - Pres Council same weekend as booster meeting Mar
    - Booster Meeting - May
    - Convention - Aug
    Document Revision
    Organizational Structure
2. Succession Planning
    Who to get, how to get them?
3. Programmatic
    Convention
    Reputation Management
    Responder Safety
    Kid's Camp
    Boot camp
    Scholarship
    President Council
    Mutual Aid for events
    CFSI/ProBoard
4. Social Media
    How do we get help to research struck by -
    How do we get replacement for Harry (ResponderSafety.com)
    I Fire Prevention (keep or not?)
    CVVFA.org - redesign (who replaces Steve/updated)
    Twitter/Facebook (who takes on long term)
    Reputation Management ( who takes on long term) 5. Finances
    Dues
    Government Contracts

LUNCH @ Noon

Breakout Group reviews 1:30 PM

BREAK 3:00 pm

Conceptual Plan Discussion

CONCLUDE 4:30 PM
APPENDIX 2
Committees
COMMITTEES

Archives/Historical: Continue to preserve the history of the CVVFA and keep historical memorabilia and documents in a safe and orderly fashion.

Audit: Conduct the annual audit at the end of the fiscal year in preparation for the auditor. Look at the by-laws reference the audit being done before convention.

Constitution & By-Laws: Look into printing in the form of a pocket type book. Review any proposed by-law amendment for legality, accuracy and report findings to association.

Convention: Review the parade award list, some awards have not been presented at recent convention; obtain sponsorships for parade awards; purchase all awards and provide list of monetary winners (names and addresses) to treasurer.

Kid’s Camp - referenced in meeting but not defined.

Honor Guard - referenced in meeting but not defined.

Reputation Management - referenced in meeting but not defined.

Social Media - referenced in meeting but not defined.

Fire Prevention & Education: Update or create a database of vendors where fire prevention material can be gotten free by our membership. Provide display at convention. Present unique fire prevention ideas to association. Develop fire prevention public service announcements for CVVFA and member companies.

Memorial: Prepare for annual Memorial Service at every convention.

Public Relations/Publicity: Develop a public safety announcement to be distributed to radio stations in reference to protecting our personnel during highway incidents. Publish an article in all member states and any other fire newspapers on activities of CVVFA.

Resolutions: Obtain resolution requests and have resolutions prepared for annual convention.

Scholarship: Put together a directory of students who have received financial support from the CVVFA. Update the application process and present to association for approval.
**Budget & Finance:** Establish a detailed budget for the next year; Predict any budgetary issues in next 3 - 5 years; Present written version on past years audited budget by January Board of Directors meeting.

**Business & Operations Plan:** Update the Business Plan to extend beyond the current plan and present at convention meeting for approval; Compare how association is currently doing with the current plan; Develop guidelines to direct the association for the next 20 years. This should include but not be limited to, Finances, Recruitment, ensure the survival and activities of the association.

**Emergency Responder Institute:** Continue to present various courses as personnel and finances allow; continue to develop new training and informational materials and offer them free on the website. Begin to plan for long distance learning through the website. Continue to keep old and new course offerings updated.

**Presidential Assistance:** Co-ordinate the hospitality at all the CWFA meetings. (Home Office Manager)

**Recruitment/ Retention:** Increase membership by 100 this year.

**Surplus/ Procurement:** Co-ordinate with the state associations who have surplus equipment and those buying bulk purchases to our member companies. (President and others)

**Training:** Assist with training classes at association meetings when required; Provide specialized training in all member states that request a training weekend.
APPENDIX 3
Membership Survey Results
CVVFA 2014 Member Survey
October 2014

Age range of members completing the survey

What age range do fall in (select one):

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 17</td>
<td>1.36%</td>
</tr>
<tr>
<td>18 to 26</td>
<td>9.89%</td>
</tr>
<tr>
<td>27 to 35</td>
<td>6.06%</td>
</tr>
<tr>
<td>36 to 45</td>
<td>10.96%</td>
</tr>
<tr>
<td>46 to 55</td>
<td>28.68%</td>
</tr>
<tr>
<td>56 to 65</td>
<td>13.96%</td>
</tr>
<tr>
<td>66 to 75</td>
<td>23.79%</td>
</tr>
<tr>
<td>76 and over</td>
<td>9.07%</td>
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</tbody>
</table>

Total Responses: 74
Longevity of members completing the survey

Rank of members completing the survey
Member familiarity with CVVFA programs

How do you get CVVFA information?
What forms of social media do you use?

Top 10 reasons members joined CVVFA

1. Recruited by other fire service members
2. MSFA
3. Steve Austin
4. Convention
5. Attended CVVFA sponsored training
6. Delaware Valley Fire Chiefs
7. County Association
8. WVFSVA
9. Appointed by fire company as delegate
10. Pennsylvania Fireman
How Many Members Did YOU Recruit in 2014

- 56 of the 95 people that completed the survey responded to this question
- 49 of those 56 that responded answered zero

Should officers/directors be required to recruit?

Should Officers and Directors be required to recruit a certain number of new members each year?

Answered: 56  Skipped: 39

Yes

No

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
Should CVVFA invest in a marketing plan?

- 36 of 56 answered yes
- Other answers included
  - Depends on cost
  - No

How can we expand membership?

- More exposure to younger firefighters
- Market the value of membership. Set the right target for membership and accept that you cannot satisfy everyone's needs.
- More exposure on internet
- Attend open houses, visit companies during their meetings and visit the county organizations' to let them know who you are and how we all can work together supporting each other and in getting thing accomplished.
- More local involvement by directors
- We need to look at our goals objectives mission and vision. Do we meet the 21st century emergency responders needs? What are we doing with retention, recruitment is important but we need to look at the retention as well that’s just as important.
- Continue with Website. Post affordable training opportunities
- A simple on-line request to become a member when downloading any of our training material
- Stop holding conventions during the work week...
  - Possibly advertise in more fire-service magazines
How can we expand membership?

- Maybe do a lot more P.R. events and keep current members informed as to when and what events the CVVFA will be at.
- Keep meeting at least semi-annually.
- Reduce the number of President and make sure that the President assign task for the director to be responsible for.
- GO BACK TO THE OLD DAY’S/AND WORK ON THE JR FIRE FIGHTER’S TO REPLACE THE SPARKEY FROM THE OLD DAY’S
- More web and social media interaction.
- Have members bring it up at the county and state levels.
- Continue to offer education and resources such as Responder Safety.
- Expand to different states, set up a more regional association.
- Find out what young people want. They are concerned about "WIFM" today and simply being a member and serving the community is not enough today.

Communicate electronically the goals and mission of the association. Probably to the rest of the nation of firefighters the name CVVFA regionalizes the organization and its mission to East Coast tactics.

How can we expand membership?

- Build a plan to strategically provide services to existing members: build a plan to strategically build new membership.
- All members need to recruit.
- Posters in each State Fire Academy we serve: Better use of social media.
- I believe that we have two target groups first being attacking younger people. We may need to consider going outside our present membership area. Have webinars.
- More local info to fire companies with explanation of what it is all about and what are the benefits now and days it is what can it do for me.
- Start with putting information on CVVFA and its programs in the hands of all company officers.
- Recruit the officers and encourage them to bring others with them.
- Speak at local meetings: The alert system in effect now by e-mail is great and encouraging to all members.
- One on one or group drive: Org need to put out there and be seen.
- Simply outreach: Our chief had no idea about CVVFA or how to get FFs paid memberships to improve training/conference rates. The membership of our company is generally unaware of CVVFA.
- More efforts at recruitment by current members.
What is needed to attract new members?

- More activities that are geared to younger firefighters.
- Provide programs of interest to all levels. Set a target level. You are not going to attract the typical 18-25 year old. Your market is the seasoned member that has the maturity and desire to lead the department and see opportunities to improve their own organization.
- More exposure to programs offered by CVVFA.
- Be more visible to the fire companies, EMS organizations’ both local and county as well as state level.
- Grass roots training.
- Continued postings of all the past diverse accomplishments, work currently in progress as well as providing an opportunity to share ideas, or new projects.
- Making sure that all possible new members know what benefits they will get by becoming a member.
- It is important to make CVVFA’s work relevant to younger firefighters. For example, the CVVFA’s traffic safety training will help to demonstrate the organization’s importance to younger firefighters.
- Don’t know. There’s probably a certain academic audience interested in Reputation Management issues that we could attract, and there’s likely a broader public safety market interested in Responder Safety issues, but so far we’ve only been able to find a small core group willing to staff these.

What is needed to attract new members?

- Get aboard of officer in young age group.
- SCHOOL AND ATTENDANCE NOT JUST SHOWING UP FOR THE MEETINGS AND STAYING DRUNK FOR TWO DAYS.
- I think focusing on one mission instead of multiple missions as is currently occurring.
- a better presence in the state and county associations.
- Define and possibly expand benefits of membership.
- classes geared to present times and conditions.
- Make it more attractive to other states or existing states. Have networking meetings a national and regional events, FDIC, VCOS, State Conferences or conventions.
- As above we need to find out what we can give to the members. How can they benefit from the membership. Our training is great but there are so many avenues on the internet to get free stuff that it needs to be something that no one else is providing.
- Word of mouth and continue to attend conferences and other functions.
- Communications that allows busy people to see and understand what the organization is all about and how they present the information.
What is needed to attract new members?

- It involves communicating via an "outreach" through other organizations about its purpose and objectives.
- Promotion of the great work being done such as the Responder Safety program.
- I am not sure you need to do anything different overall. New members of the fire service are not the joining type and I am not sure what can be done to change that. Maybe expand scholarships, online education opportunities, partner with the USFA and EVI.
- Focus on providing exceptional services not usually available to our member FDs. Exceptional training seminars with national speakers and national topics of interest.
- Programs to attract younger members. They do not want to spend time in boring meetings.
- The fire departments in my area are having recruiting and retention problems. It is all about money.
- Clarify the organization’s goals and achievements. Again, simple stuff. Increase profile/visibility with public as a firefighters organization. We’re constantly hearing about IAFF.
- A clearly understood benefit for being a member and why membership is important
- Delegation of responsibility & accountability to report on Committee activities while being mentored by senior members
- Marketing! Educate the Fire Service about the CVVFA.
- Social media more programs geared to active fire/ems responders

What can CVVFA do to attract younger members?

- Young members are not interested in organizations or meetings. You have to peak their interest through training programs with hands-on opportunities.
- This is a hard one. all local, county, and state are having this problem in getting the younger generation involved. Need to talk more about how to approach and offer. This is one of the big things I hear all the time. "What does the organization do for me?" Figure out how to answer this question may help.
- Give purpose. Your asking good emergency service responders & leaders and your going to make better: you need to give them the tools/training you need to give them the know how to do there jobs more effective, efficient, and safer.
- Continue to offer periodic ballgames/sports/social events in addition to training sessions.
- Reach out on social media.
- Join CVVFA or fire service in general?
- That is a good question. Just continue to show the younger folks how important it is to become a member and more so if they are already involved in the EMS work.
- Have older members recommend to younger firefighters that they join CVVFA.
- Let the members bring someone from their family to see what is going on other than booster meetings. People coming now walk out saying the same old bull.
- By having our directors and officer our doing more interaction. When I was an officer I went out and made CVVFA visible. Unfortunately other than attending meetings the current PA officers do nothing to attract new members. all fire departments to get new membership and educated members on CVVFA.
What can CVVFA do to attract younger members?

- Show a presence at fire shows
- Outreach by members of same age.
- Have an annual contest to promote safety related issues and why they are important.
- Target markets, i.e., aspiring firefighters, new firefighters, seasoned firefighters asking them to assist in the training needs of the former.
- This is a tough area. Some areas tend to place more emphasis on safety and the younger generation needs to see the “WIIFM” benefit to get more involved with organizations such as the CVVFA.
- Establish a steering / advisory committee of younger folks to provide advice to the BOD for development of a strategic direction.
- Put information into the hands of all active members on what CVVFA is, what they do and how a person can have input within the organization.
- Company level and states’ fire training commission level outreach for new members.

What can CVVFA do to attract younger members?

- Potential time change for the Annual; semiannual (spring)/Booster meeting within 1 hour of the highest majority of members. Keep in mind that not all members will be enticed to join.
- Make it important to join. Make joining good for the career? Make it cool to be a member?
- Marketing! YES. EDUCATION, just get the word out.
- Training Family friendly events.
Are CVVFA programs relevant to younger members?

- Yes - 23
- Some - 15
- No - 4

Is CVVFA discouraging younger members to join?

- Organization is focused on meetings and not on programs
- Meetings during weekdays
- Holding meetings during the work week, 2. Operating in the same ways as always
- It is possible that new members from 1 state might not want to travel to another state for a meeting, but those same folks need to understand that you can meet so many other younger and older EMS people when you do go to other states for meetings. You can learn how other states do things and maybe learn from what they do and take that information along back home and hopefully make your station a little better.
- Lots of old guys. Focus on traditional fire service activities (parades, multi-day conference, etc).
- It's name, for one. Why would a FF in Milford, DE, or Owings Mills, MD have any interest in the CUMBERLAND VALLEY volunteer firemen's association? By the time you've explained the CVVFA is more than just the Cumberland Valley and doing important things, they've walked away 10 minutes ago. That aside, I don't think the organization can just aim at getting "younger members." As noted above, the organization’s focused activities are really fairly irrelevant to most, young or old.
Is CVVFA discouraging younger members to join?

- Doing the "same old same" at meetings! Only thing different is the location
- NOTHING NEW TO HELP.I I SAID JR FREEMEN PROGRAM WILL HELP
- Younger members are not tuned in to today's emergency services issues.
- I don't think so but who knows what other than good use of the electronic media excites them.
- Yes... our past / current way of doing business
- I think see it as an old person association
- Younger firefighters are not interested in national or even regional issues. They are interested in the next emergency call they are going to respond to tomorrow. If we want to get their attention we need to think boots, helmets, hose and extinguishing tools, red lights and sirens.
- Yes, only have boring meetings.
- CVVFA is like many other associations today they are all attempting to attract the same age group and in some cases the same people. The younger people are looking to find more time to relax.
- Some of the folks I have talked to are not willing to travel.

Is CVVFA discouraging younger members to join?

- Same old thing again as in the past. Time to change.
- Old People
- Evaluate demographics of current members. What is percentage of members under age 30
- Yes, there are no younger members. Lack of connection to youth and their lifestyle.
- Not enough younger members as officers and directors
What program areas should CVVFA explore?

- Assist member companies with AFG application through mentoring Volunteer company leadership and organization training (partner with NVFC and VFIS).
- Yes, as stated above, EMS and EMA training needs to be part of the program.
- I think what you have is good however if EMS is going to be involved then different courses may need to included.
- AREA OF FIRE POLICE OFFICER
  - Think that CVVFA is doing a great service to the fire service by focusing on first responder safety and reputation management.
  - Yes - think the organization needs a broader tent, however I’m not smart enough to know what those program areas are, and there can’t be any expansion to new areas without significant additional staffing support.
  - Yes but not on our own but working with other fire service organization that are doing health and safety programs for the fire service.
  - We should be more active in legislative issues both in our base states and federally along with pushing for more national standards for the emergency services.

What program areas should CVVFA explore?

- Health and how to be in better shape
- No concentrate on what you are best at
- Leadership Education Responder Safety
- Stick to core functions you have.
- Safety for responders in areas other them the roadway, be a leader in health, fitness, awareness, and just plain good basic fire ground safety. How to train and become a paid fire fighter what is needed to do that career development in the fire/ems business.
- Yes. This question should offer a list for us to check off and then an other area.
- Recruitment and Retention will benefit everyone.
- online training
- Operational training for member companies.
How can CVVFA improve programs?

- Improve marketing and promotion of programs. Establish regional training programs across each of the member states.
- Get more people like me involved in the training programs that CVVFA offers to help spread both the training programs and also promote CVVFA.
- Ask the current programs working come up with a focus group to look at that
- Keep on doing - with progress reports
- Involve people outside of the current leadership in the discussions.
- JUST KEEP THE INFORMATION AND TRAINING UP TO DATE.
- Yes, if we don’t continue to improve our programs we are not staying up with the times and someone else will want to take these programs over.
- Live programs conferences
- AWARDS BETTER THEN NOW BECAUSE THERE WHY TRAVEL FOR THESE AWARDS
- More membership involvement. Currently we have a select few doing everything and when these individuals pass on or step down the association is going to be on a downward spiral in the wrong direction. If we want to stay strong, we have to learn to delegate and open up to our members for assistance instead of doing it all ourselves and using it for free vacations or such on the association’s dollar.

How can CVVFA improve programs?

- Get out more to conventions and exhibitions - advertise
- Train more instructors and continue to provide training.
- Keep promoting - safety and add Health
- I think we have good programs, we just need to find a way to get people to pay attention to them.
- Continually evaluate effectiveness.
- The youth movement is not interested in Rep management they do not care, so we need to get them involved somehow in understanding that the survival of the volunteer fire service is dependent on these issues.
- More members actively involved. Active members
- Involvement from more members.
- The programs are good and the people that are involved are doing a good job.
- Members need to be willing to spend the money and time to travel. The convention requires members to take vacation days to attend and younger members are not willing to do that. I did not have the days to do that until the last 4 years.
How can CVVFA improve programs?

- Keep it interesting for young members. Electronic connections is what they want.
- Get well named speakers and sponsor seminars regionally under our name. Have the cost to be affordable for the VFD's
- Great programs. Maintain updated information for programs.
- Active participation, follow through and reporting of committee activities. Please read the meeting minutes- "not present, have to meet, etc. this sends a bad message - I versus we
- Doing pretty good right now at all.
- Young Blood
- Raise awareness following identification of potential members, needs of the services.
- More involvement by broader membership base

Where do you see CVVFA in five, ten years?

- More national exposure
- Struggling. Need to revisit mission and vision.
- More involved at the nation level
- Being one of the few groups that will survive
- Growing, if CVVFA makes the right changes and opens it's member ship to the paid emergency organization to join. They also are a very important source of information and training.
- May not be around
- A recognized & respected organization—offering good information & Best Practices
- Over diversified with too many missions without the resources to be successful
- Without new people it will be the same in five years if we are lucky. In ten years it will be on the way out
- Hopefully on the move to making the organization a more professional one and allow more folks as mentioned before to become members
- I should hope that it will still be thriving and educating the firefighters that are to come.
- It depends on what happens at this "long range planning" or should it have read "long range surviving". People must be willing to make change for the good of the organization
- 10 years unfortunately not in existence with the average age of our membership.
- I would hope that we would still be the leader in highway safety for the fire service.
- Expanding
Where do you see CVVFA in five, ten years?

- I hope going the right way but age is getting a lot of us over 75
- Hope fully larger and stronger with the addition of younger members to carry on after the older generation retires
- I think the CVVFA will continue to grow into more education and less reliant on paper. More contact by
- If led correctly, the organization could be a critical partner for all emergency services
- Expanding into other regions along the east coast.
- Honestly, if we don’t see some increase in younger members who attend meetings, etc., I am not sure there is a positive outlook for CVVFA in 10 years
- Getting stronger
- As one of several respected information providers
- I hope expanded to the 50 states with maybe state chapter associations and a national conference
- About the same as current activity
- If things do not change, it will not be functioning in 10 years.
- I hope going forward.
- Unless change is made now it will be near death.
- In the same position it is in now
- A key volunteer fire service support organization
- No where
- Marketing or dying.
- Ideally it should be managed by younger members dedicated to serving the fire and emergency services

Is the current mission/vision statement appropriate?

- Yes, it is but I don’t feel that the operations are in line with the mission/vision
- Maybe to say & add (ALL EMS RESPONDERS, LIKE, FIREFIGHTERS,
  POLICE, FIRE, POLICE, EMT’s with Training, Leadership and Fraternalism for
  More Than A Century
- I think that’s good. Maybe replace “Fraternalism” with a less gender-specific work like “Friendship.”
- No, that’s old and tired, but not sure what to say in a new one. Maybe something about developing the fire service’s next leadership corps.
- I think it’s appropriate but are we actually doing this? That’s the question that we should ask.
- The mission statement is good but something that we should look at as we move into the future and there will be changes in the future of the emergency service.
- Supporting Emergency Responders through Training, Leadership and Professional Networking.
- The same but add “Safety Awareness” after Training.
- If you want to continue with trying to attract younger firefighters, which is almost impossible than I guess you can leave it as it is. The individual State Associations are not attracting the younger people. I think the association needs to think about a new direction to attract leadership within the existing states and add more states. Expand your reach.
Is the current mission/vision statement appropriate?

- Providing Emergency Responders the Leadership Training to Address Safety
- This is fine but it is more of a tag line than vision statement.
- Kids today do not understand the Fraternalism issue and I would take the time reference out or rephrase it. I would have to take some time to think this out as it is a very important issue.
- It is but we need to diversify our efforts in all those areas.
- Not sure you need fraternalism.
- Leadership? How and whom do they represent other than individual members; not companies or states
- Keep doing the same things, you won't be around in the next Century

What should the frequency of convention be?

- Once a year at convention
- Twice a year, with the spring meeting moved to align with the booster meeting
- Twice a year, with one during convention and one in conjunction with a booster meeting
- Four times a year, held on the Saturday prior to booster meeting
- Add a 3rd meeting during the year
- Two per year, not combined with a booster meeting.
- Monthly
- Annual
- Combine meetings and use technology to expand reach
- Quarterly
Should the CVVFA name been changed?

- 28 of 49 said keep the name the same
- Change could improve image but I don't think the dinosaurs would allow it. Perhaps Mid-Atlantic Volunteer Fire/EMS Council.
- I think the should change because Cumberland Valley Volunteer is misleading since you cover such a very large area. It could help you with membership with a different name.
- I think where the organization falls short is in part of the name. When someone looks at the name they see Volunteer Firemen's Association, so they might think right away that the organization is for firefighters only and no others can join, like fire police, emts etc. Maybe something could be done to change the name a little to add other EMS folks.
- Change FIREMEN to Firefighters would be appropriate to consider.

- Some women firefighters might be discouraged by the term “Firemen's Association.” You may want to see if that produces any issues.
- The “volunteer firemen's” piece is also outdated. The name has to go, though the glorious history of the organization needs to be maintained.
- If you want people to belong, make it sound like they are welcomed to join.
- Changed. It's no longer "Firemen" and further Firemen limits the organizational draw to other emergency response professions.
- The word Fireman is sexist and out of date!
- The current name is specific to a region and specific to "volunteer firemen". A more inclusive name might help recruit new members and better represent our current day mission.
- The current name sends the message of only being a locally oriented organization. There might be some added advantage to changing the name, depending on what it was.