CVVFA BOOSTER MEETING

ORDER OF BUSINESS

LOCATION: Hacks Point Volunteer Fire Company
1185 Glebe Road
Earleville, MD 21919

DATE / TIME: October 15, 2017 8:00 am

A Call to Order by President Hoby Howell at 8:05am followed by the blessing by Robyn Hahn and the Pledge to the flag.

The meeting was suspended for breakfast provided by the Hacks Point Volunteer Fire Department.

The meeting was called back to order at 8:35 am.

The President thanked Robyn and the Hacks Point Volunteer Fire Company for breakfast and hosting this weekends meeting.

President Howell then introduced guests from the Delaware State Firefighters Association.

Roll Call:

A roll call of member companies present could not be conducted due to the Secretary not having received a listing of member companies as of this date.

A roster indicated an attendance of 36 persons

Correspondents

A Thank You letter was read from Chief Allen Baldwin (attached)
Swearing in of Vice-President and Recording Secretary –

Steve Austin sworn into office Allen Baldwin as the Vice-President and Doug DeHaven as the Recording Secretary.

Review of Workshop Meeting which was held October 14, 2018 –

President Howell presented each item discussed at the October 14, 2018 Work Group meeting for review and action by the membership present. They were:

Item #1      CVVFA Strategic Plan (dated January, 2015)

A strategic planning workshop was held in October 2014 but the draft of the Strategic Plan was not even submitted to the membership for consideration or approval. It is recommended that the draft Strategic Plan be distributed to the CVVFA members (email and web). Members are asked to review the draft and come to the spring meeting prepared to discuss specific actions needed to complete portions of the plan or revise it. The officers of the CVVFA should hold conference calls as needed before the spring meeting to review the status of specific actions so that they can be updated. It was agreed that the Strategic Plan is a living document and may change as time proceeds. It will be the responsibility of the officers of the CVVFA to implement the recommendations of the Strategic Plan. It was further recommended that the current draft be adopted to set the foundation for future action.

Following discussion by those present, the membership voted to adopt the CVVFA Strategic Plan as outlined above by a vote of 21 for and 1 vote against.

Item #2      Presidents Council

These have traditionally been conducted outside of the immediate control but under the sponsorship of the CVVFA. It is recommended by the workgroup that the Presidents Council be more formalized within the Bylaws of the CVVFA (ACTION REQUIRED BY THE BYLAWS COMMITTEE). The workgroup felt that the founding principles that formed the CVVFA in 1901 are the basis for the interstate cooperation that has evolved into today’s Presidents Council. It is further recommended that the
Presidents Council meet only once per year, in conjunction with the annual convention. The format of the meeting should include state reports and topical presentations. A Presidents Council committee will be responsible for planning and conducting the annual Presidents Council meeting and will develop a guideline document to be provided to each state to help coordinate the type of information that should be presented in their report.

Discussion was held by the membership present and a vote to approve the recommendation was approved 22 for and 0 against.

**Item #3  Business / Booster Meetings**

It is recommended that the meeting frequency be changed to October and March, plus the annual convention meeting. CVVFA will develop guidelines for officers and directors to use in developing reports for the meetings. It was felt that the CVVFA membership did not need to know that an officer attended their own company meetings and training but that their report should discuss what activities that they had completed in support of CVVFA since the previous meeting. The business (booster) meetings should also include a morning and afternoon topical presentation, to be coordinated by the Topics Committee (see committee changes discussed later). (Bylaws should be amended to specify a March meeting vice Spring meeting.)

Discussion was held and a vote to accept the recommendation taken and approved with a vote of membership present 24 for and 0 against. Motion Approved.

**Item #4  Convention**

The format and content of the annual convention meeting was then discussed by the workgroup. After some discussion, it was recommended that the CVVFA modify the convention agenda to include the following activities:

- Thursday evening – Memorial Service
- Friday – Presidents Council
- Friday evening – picnic or other social event
- Saturday – Business (booster) meeting
- **Saturday evening – Installation and Awards dinner/banquet**

The workgroup recommends that CVVFA sponsorship of a parade be discontinued but may be included in the convention at the option and responsibility of the host company. A review of the current bylaws specify a Thursday/Friday/Saturday convention which will fit the proposed format but will require some word changes to clarify this recommendation. Some language of the bylaws may be in conflict but it is believed that a one-time motion to modify the agenda would be in order until a bylaws amendment could be approved. It is recommended that the Bylaws committee have recommendations available for discussion at the spring (March or April) business meeting and voting will occur at the convention meeting.

A motion was made to remove a tabled motion from 2015 motion on the parade was made, seconded and passed 18-0. Discussions were then held that the CVVFA not sponsor a parade during conventions after 2017. A vote was taken with 7 for the motion and 10 against the motion. The motion fails.

A motion was made to give the parade committee authority to adjust the awards and their requirements to take steps to make the parade successful event. Motion seconded and passed unanimously

Motion made and 2nd that the President assigned a convention committee to recommend format changes at the spring 2018 meeting. Motion passed 20 for and 1 against.

The meeting was temporarily suspended for a presentation by the Colonial Penn Life Insurance Company.

Following the presentation, the meeting was started again at 10:35 am.

**Item #5  Meeting Locations**

At the workshop, discussion was held of limiting locations of meetings and conventions to areas that offer activities for spouses
or other attendees that may not be attending all portions of the convention. At this time, the workgroup makes no recommendations as we should encourage more companies to offer to host meetings and we should wait until we assess the impact of the meeting/convention changes before establishing any limitations.

No action necessary.

**Item #6  Meeting Agenda**

It is stress by the workgroup that a published agenda for meetings and conventions must be published and disseminated (by email, web site, and social media) to encourage attendance and participation. The topical presentations should be set far enough in advance that they can be included in the agenda to help market the meetings.

Steve Austin outlined methods now in use for disseminating information to our members.

Discussion was held. No actions were taken.

**Item #7  Communications**

It was agreed that we are failing at communicating to our membership. A case in example was the communications concerning this weekend's meetings. Recording Secretary DeHaven only had a small list of contacts and was unable to send emails to all members of the CVVFA. President Howell was directed to find out who has an up to date mailing list and ensure that Secretary DeHaven is provided with it.

No actions taken.

**Item #8  CVVFA Convention Books**

The workgroup recommends that we discontinue the practice of mailing a copy of the program book for company members (there are 85) to help reduce costs. It is also recommended that the Publicity Committee look at an alternative format to include more
content (the current book is almost entirely advertisements). The book should also be available in electronic format on the CVVFA web site for those who do not receive a printed copy.

A motion was made and 2nd to accept workgroup recommendation. Motion was approved 16 for and 2 against.

Item #9 Recruitment

The workgroup held discussions on the recruitment of new members into CVVFA. The workgroup agreed that targeting younger members (18-25) was not achievable as the association offers no incentives for them to participate. Our target membership should be the 30-50 year-olds who are today’s leaders in their organizations. It was recommended that we not enhance our recruitment efforts until we have had an opportunity to address the organizational issues that we are discussing today.

No recommendations were made at this point.

Item #10 Revenue Development & Enhancement

The workgroup briefly discussed but it was felt that the Budget and Finance Committee should review our income and expense profile and make specific recommendations to the officers and members before action could be taken.

Membership agreed that this item should go to committee for recommendations.
Steve Austin provided a list of businesses that may possibly provide grant funding towards CVVFA projects.

Item #11 Committee Appointments

The workgroup recommended that committee appointment list proposed by President Howell and suggested that not all committees were necessary to support the core missions of the CVVFA. The workgroup recommends the following changes and/or deletions:
- Budget & Finance Committee – delete – these functions are the responsibility of the Executive Committee (elected officers)
- Credentials – delete – this function is completed with the roll call conducted by the Recording Secretary at each meeting or convention
- Fire Prevention & Education – delete per recommendation of the 2015 Strategic Plan
- Grants – delete – it is the responsibility of the core mission areas to seek grant opportunities for funding. A separate committee is unnecessary
- Mutual Aid – recommend deletion pending discussion with VP Baldwin who suggested the creation of this committee. No action has been taken since the committee has been established
- Media Communications – change title to Communications committee will also absorb the functions of Public Relations and Topics (these committees then will be deleted)
- Recruitment & Retention – change title to Membership (committee required by Bylaws)
- Trailer Sign – delete – function as part of the Convention Committee
- Convention Committee – will serve as a steering committee with the following committees serving as sub-committees: Fire Person of the Year, Joe Bukowski Award, Memorial, Publicity, Resolutions, Sgt at Arms (these committees remain but as sub-committees to the Convention Committee)

Discussion were held with a motion and 2nd to approve workgroup recommendations. The motion was approved 21 for and 0 against.

Item #12  Nominating Committee

President Howell proposed the establishment of a Nominating Committee tasked to solicit interest in offices of the CVVFA prior to the election. The following guidelines are recommended for the committee:
1. The Nominating Committee shall consist of three members appointed by the President.

2. The Nominating Committee shall receive Letters of Interest (hard copy or electronic) from the members of the CVVFA who want to be considered for election to office.

3. Letters of Interest will be accepted from members of the CVVFA beginning with the spring business meeting and the application period will close on June 15.

4. The Nominating Committee shall review the letters of nomination to ensure that the candidates meet the qualifications for the office requested for consideration.

5. The Nominating Committee shall prepare a ballot and announce the candidates to the membership of the CVVFA before July 15.

6. The ballot of the Nominating Committee shall be considered the official ballot for election and no additional candidates will be considered for office if at least one candidate has been proposed for a position.

7. In the event that no candidates have been proposed for a given office, nominations will be accepted from the floor of the annual convention. Any individual considered for nomination from the floor must be present at the convention to be considered for office.

Discussion from the floor with a motion and 2nd to approve the workgroup recommendations. Motion approved 21 yes and 0 no.

Approval of 2017 CVVFA Convention Meeting Minutes

Recording Secretary was not present at the convention and was not provided the minutes as of this date. Not approved.

COMMITTEE REPORTS

Scholarship Committee

The Committee will be recommending 2 scholarship awards. The committee is currently reviewing applications.
Responder Safety
Steve Austin provided brief update. Electronic report attached.

OFFICERS REPORTS

President’s Report – Hoby Howell

President Howell provided the new badges to those ordering them. See attached report.

First Vice President’s Report – Allen Baldwin

First a thank you to the association for awarding me the Haines Scholarship to help me to complete my masters degree work. It was an honor and privilege to receive this prestigious scholarship. As for my report I will be brief I have been busy with various association business and department business. Have attended the Virginia State Fighters Conference this past August representing CVVFA, VA Fire Chiefs Board of Directors and presented to classes on leadership at the conference. Worked as part of the Command Staff for Family Support with the Maryland Fire Chiefs at the National Fallen Firefighters Foundation Memorial Service. I will be presenting a class at the Fire House Expo next week. I have also spent time on updating the association’s membership list and will discuss under old business along with filling in for the Financial Secretary.

Report 1st Vice President
Allen Baldwin

Second Vice President’s Report – Rich Brunner
No report

Treasurer’s Report – Jerry Daniels
See attached financial report

Financial Secretary’s Report – Branna Baldwin
Do to upcoming arrival of second child the 1st Vice President is handling these duties.

Report of the Financial Secretary
Branna Baldwin
Recording Secretary’s Report – Doug DeHaven
   No Report for this meeting

Home Office Manager’s Report – Greg Yost
   See attached report

Publicity Manager’s Report – Bob Romig
   See attached report

Chaplain’s Report – Charles E. Barnhart, Jr.
   No Report

Assistant Chaplain’s Report – James J. Wharry

Attorney – Mr. Preston

BOARD OF DIRECTORS REPORTS

Steve Austin
   See attached report

Bob Cumberland
   No report

David Lewis
   Representing CVVFA on the NVFC – Health and Safety Program.
   Discussions on some new products
   (1) Help Letter w/ Poster
   (2) Serve Strong (Health and Safety Package)
   (3) Volunteer Fire Service Culture (text book)

   If any member needs help in obtaining a copy, contact David Lewis for assistance.

Donna Welsh
   No Report

Mike Whitzel
   No Report
Walter Robinson
   No Report

Randy James
   No Report

Candice McDonald
   No Report

COMMITTEE REPORTS

Auditing
   Rich Brunner, Chair
   No Report

Constitution & ByLaws
   Bob Cumberland, Chair
   No Report

Convention
   Steve Flickinger, Chair

Credentials
   Dave Lewis, Chair
   See Steve Austin’s report

Fire Prev & Education
   Mike Whitzel Chair
   No Report

Legislative
   Bob Cumberland, Chair
   No Report

Media and Communications
   See attached report by Steve Austin

Memorial
   Charles Barnhart, Chair
   Nothing Additional
Parliamentarian
    Howard Cohen, Chair
    Larry Mergenthaler
    No Report

Public Relations
    Rich Toulson, Chair
    No Report

Publicity
    Robert Romig, Chair
    See Attached written report

Resolutions
    Jerry Daniels, Chair
    No Report

Scholarship
    Harry Balthis, Chair
    Committee will be awarding 3 $1,000 scholarships in near future.

Topics
    Steve Austin, Chair
    See attached report

Archives/Historical
    Ray Mowen, Chair
    No Report

Budget & Finance
    Gene Worthington, Chair
    No Report

Business & Ops Plan
    Greg Yost, Chair
    No Report

Emergency Responder Institute
    Steve Austin, Chair
    See attached report
Financial Report
   Greg Yost
   No Report

Fire Person of Year
   George Dove, Chair
   No Report

Grants and Contracts
   Steve Austin, Chair
   See attached report

Recruitment/Retention
   Allen Brennan, Chair
   No Report

Sgt At Arms
   Wayne Baker, Chair
   No Report

Media Communication
   Steve Austin, Chair
   See attached report

Training Weekend
   Greg Yost, Chair

Youth Leadership,
   Mike Whitzel Chair
   No Report

Joe Bukowski Award
   Steve Flickinger, Chair
   No Report

Trailer Sigma
   Wayne Baker, Chair
Reputation Management
Candiac McDonald, Chair
No Report

Mutual Aid
Allen Baldwin, Chair
No Report

Annual Budget
Gene Worthington, Chair
No Report

Reconstruction of Committees
Rich Tolson, Chair

UNFINISHED BUSINESS:
None for this meeting

NEW BUSINESS:

Discussions were held on today's presentation by the Colonial Penn Life Insurance Company. It was noted that CVVFA is not in a position to provide commercial endorsements.

Introductions were given of MD State Association members present.

Delaware Fire Association is building a new firefighter memorial. More information will be coming out soon.

SUGGESTIONS FOR THE GOOD OF THE ASSOCIATION:

Next meeting will be on April 8, 2018 in Emmitsburg MD. Details will be posted on the web site when finalized.
Adjournment

Motion made and seconded to adjourn the meeting at 12:00 pm.

Respectfully submitted:

[Signature]

Douglas P. DeHaven
CVVFA Recording Secretary
Fall Meeting Reports
October 15, 2017
Steve Austin

Director’s Report:
I am actively soliciting members for the Association. A call to a member looking to pay his due resulted in him paying 10 years in advance. I ask each of you in this room. How many new members have you enlisted since convention and how many old members have you contacted and invited to come to our meeting today. I am also looking for perspective members who have keyboard skills and are willing to work on our membership data base.

Topics:
A presentation recommended by PA State Fire Commissioner Tim Solobay by Colonial Penn Insurance Company is on the agenda for today’s meeting.

Media/Communications

- CVVFA.org enhancements are complete including a welcome email for new members.
- Firefighter Behavior has been redesigned. Dave Lewis, Candice McDonald, Tom Savage and Claudia Garner all have access as editors to this page
- I Fire Prevention is basically a “dead site” I recommend not renewing it next year due to our inability to provide any content
- Facebook and Twitter Feeds are operating with the assistance of Jack Sullivan

Grants and Contracts

2015 Fire Prevention and Safety Grant- in close out mode. Final bills being paid anticipate closing within the month

2016 Fire Prevention and Safety Grant awarded for $450,500. Plans are underway to launch this grant

2016 USFA Contract for Emergency Vehicle study is 75% complete. Report writing is outstanding

2017 USFA Contract has not been awarded until completion of above grant

FIWA Contract expires next week. It will not be renewed. Final paperwork is being processed

New Grant Opportunities being explored

- Honeywell
- AT&T
- California Casualty
- Dupont
- First Net
Emergency Responder Safety Institute

Bob Cumberland and his Public Education Committee are busy with the visitor center programs. Thanks to all that have helped. We are expanding to PA, MD, DE and VA and will need more volunteers. A new push card is being printed with the NFFF and National Fallen Law Enforcement Officers Memorial Fund INC as co endorser. We will be meeting with the law enforcement folks soon to expand our work with them.

6 new modules will be rolled out, one per month along with our new “backing” video.

We will be announcing our PIO/PUB ED mini site that will provide prevention information for these folks as they speak with the public.

Our new grant has 3 modules, 10 direct delivery in service training packages and heavy emphasis on public education.

I met Rene Murry our Researcher at Emmitsburg last weekend for the first time. She and I discussed the Scholarship program with OSU and she admits that she could use some assistance. She is willing to stay on as a volunteer after the new person(s) come on board.

Our team members are engaged in more than just our outreach at trade shows. We are making presentations, meeting the public and attending events where we can make a difference. We need more of you to get involved.
Report 1st Vice President
Allen Baldwin

First a thank you to the association for awarding me the Haines Scholarship to help me to complete my masters degree work. It was an honor and privilege to receive this prestigious scholarship. As for my report I will be brief I have been busy with various association business and department business. Have attended the Virginia State Fighters Conference this past August representing CVVFA, VA Fire Chiefs Board of Directors and presented to classes on leadership at the conference. Worked as part of the Command Staff for Family Support with the Maryland Fire Chiefs at the National Fallen Firefighters Foundation Memorial Service. I will be presenting a class at the Fire House Expo next week. I have also spent time on updating the association's membership list and will discuss under old business along with filling in for the Financial Secretary.

Report of the Financial Secretary
Brianna Baldwin

Do to upcoming arrival of second child the 1st Vice President is handling these duties.
## CVVFA Financial Statements

### FYE 8/31/17

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October 14, 2017

Doug Dehaven
Secretary
Cumberland valley Volunteer Firemen’s Association
10825 Lincoln Ave.
Hagerstown, MD. 21741

Dear CVVFA Members,

Thank you for awarding me the Haines scholarship. This award is a great help to me in my quest to finish my Master’s Degree. It was an honor and privilege to receive this scholarship.

Again thank you very much.

Sincerely,

Allen W. Baldwin
This is my report as Home Office Manager to the CVVFA Oct. Booster Meeting 2017.

I apologize that I cannot attend today’s meeting. My wife and I have started a couple of new ventures into the Direct Sales arena. Today, we are at the Colorfest Festival in Thurmont Md. So, if anyone needs a new way to get designer finger nails or customizable magnetic jewelry, hit me up. Great Stocking stuffers for the upcoming holiday season. As soon as I can figure out a fundraiser, I will organize one for CVVFA. First, we need to figure out how to get our investment back. Commercial over!

I would like to thank Robin and the folks at Hacks Point for hosting the meetings this weekend. I am sure everything was excellent. I also want to apologize to Robin for things being changed so often and then seemingly like this organization could not make up its mind. It created issues which should not have happened.

I am going to split my report up in sections so they can easily be dealt with in the appropriate order of business

April Meeting. This will be held in the Emmitsburg area. Final touches still being worked out. We are working on having the Heritage Center and Frederick County Fire Museum open for a visitation. Also, in the works is a trip to the U.S. Fire Academy and the Fallen Firefighters memorial if we can work out the red tape. Watch for email blasts and PA Fireman for updates and final details released

Convention 2018: This will be hosted by the Community Volunteer Fire Company of Fairplay MD. (Washington County Co 12). Actual work on the convention will not begin until after the first of the year but it has basically been planned out. All events will be held at the fire station and the motel is 5-7 miles away. I know we are no longer sponsoring the parade but Fairplay seems to be interested in holding one. My opinion if it is held, it will have to be in Williamsport or Sharpsburg Md. but that is only my guess now. I am hoping Steve Flickinger will give us the list of companies and people who sponsored parade prizes in the past so Fairplay can contact them.
I believe this convention committee will sell quite a few ads for the programs. If that happens, I would like to ask for the same deal that was offered a few years ago to Chambersburg. I believe, a percentage of the ad proceeds goes back to Fairplay Fire Co. This will give them an incentive to sell and help cover the cost of the convention. This fire company is $400,000 in debt due to poor management, suspension and legal fees by the previous officers. It is a completely different fire company now, with dedicated operational and support personnel and they want to show everybody that they are back better than ever. This will be a good convention. Have I ever let you down before? The Fairplay convention committee will be ready to meet with and update the CVVFA convention committee sometime in early spring. I also hope our communications problems are corrected by then so Fairplay can get an accurate mailing list of member fire companies.

Again, watch for email blasts and PA Fireman for updates and final plans.

**Name Badges**

I am very upset that what was decided by the membership last year as far a new name badges were rejected by some or all officers at last year’s banquet. Reluctantly, I did what was asked and researched options.

Steve Heefner is my assistant for now. Steve if you will hold up the new badge from last year’s banquet as a reminder. This patch is what the membership chose, I had them placed on the red plastic with a pin and hook on the back for reduced cost. The idea of the top ribbon being wider than the red badge was discussed by myself and the vendor but the badge has a backing on it and each badge was put into a good plastic bag for safe storage. Now, it was told to be that there was concern that if the badge got throw in the drawer the ribbon would wrinkle, de-thread and look bad. Well, first, these badges should not “just be thrown in a drawer”. I would hope that the person owning it for the year would treat it with the respect it and the organization deserves. Maybe this is part of our problem today. Second, how many times are the badges worn during the year, once, twice maybe and for quite a few, none. So, I believe we should get at least 10 years or more out of these badges. Remember, we paid approximately $400 for these badges (Jerry can provide the correct amount including making the
patches and then the badges.) I think rather than throw them away and spend even more to replace them, we should at least give them a try and get our money’s worth. Whatever, the full membership decides to do, I will follow through with.

Now, I had a badge made, at no cost to the association which covers the entire patch. Steve Heefner if you will hold that badge up for display and comment. I think it is a monstrosity and would not personally want to wear it.

The other option would be to change the badge altogether to get away from the patch. Again, I recommend we use what we have now and when and if they wear out down the road, change them at that time. But, that is only me.

Training Committee: Steve Austin, if you would put a copy of our training flyer up on the screen. October 28, we have a very good seminar on a lot of topics which are of concern to today’s officers and firefighters. Chief Steve Lohr, City of Hagerstown Md. FD and Chief Allen Baldwin, City of Winchester Va. FD have graciously given their time and talents to help us and our fire companies. Mike Whitzel worked with the Carlisle Fire and Rescue Dept who have donated the use of their building and provide a snack breakfast and lunch for us. I am not sure if there will be a small charge to the attendees for this or not. Thanks to all who helped make this a good program and to Jeff Ringer for helping get the ball rolling. I certainly hope we get -a good turnout, especially from that region. So far, I have had one person contact me that they are coming. We will have the small booth there, any additional info we may offer and a recruitment attempt.

This concludes my report. Should you have any questions for me today, I will be available at 240-329-6202 or gyost73@hotmail.com.

Respectfully

Greg Yost
Cumberland Valley Volunteer Firemen’s Association

Strategic Plan

January 2015

Facilitated by:

VFIS
A Division of Gladiator 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:
- IFire, 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</td>
<td>Directors</td>
<td>2015</td>
</tr>
<tr>
<td>(possibly move budget to August)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Representative appointed at large (be active with state)</td>
<td>Directors</td>
<td>On-going</td>
</tr>
<tr>
<td>Meeting frequency &amp; agenda</td>
<td>Directors</td>
<td>On-going</td>
</tr>
<tr>
<td>Convention (consider change to Friday, Saturday, &amp; Sunday)</td>
<td>Convention Committee and Officers</td>
<td>2016</td>
</tr>
<tr>
<td>Eliminate CVVFA involvement in Parade</td>
<td>Directors make decision, determine if host committee to host parade</td>
<td>2015</td>
</tr>
<tr>
<td>Organizational Structure (operate virtually through home manager) (consider Executive Secretary in future)</td>
<td>Board of Directors</td>
<td>On-going</td>
</tr>
<tr>
<td>Name Change (may cost high amount)</td>
<td>Board of Directors decision based on committee analysis &amp; input</td>
<td>2016</td>
</tr>
<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>
</tr>
<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>
</tr>
<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>
</tr>
<tr>
<td>Action Item</td>
<td>Responsibility</td>
<td>Due Date</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>-----------------------------------------------------</td>
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</tr>
<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>
</tr>
<tr>
<td>Responder Safety (refresher training, update on regular basis)</td>
<td>Emergency Responder Institute</td>
<td>On-going</td>
</tr>
<tr>
<td>Kid’s Camp (evaluate to determine guidelines)</td>
<td>Kid’s Camp Committee to be developed</td>
<td>2015</td>
</tr>
<tr>
<td>Honor Guard (Boot camp) (need planning session to determine feasibility)</td>
<td>Honor Guard Committee to propose actions</td>
<td>2015</td>
</tr>
<tr>
<td>Scholarship Consider adding scholarships, but need more money.</td>
<td>Scholarship Committee</td>
<td>On-going</td>
</tr>
<tr>
<td>Mutual Aid</td>
<td>Mutual Aid Committee to be developed</td>
<td>On-going</td>
</tr>
<tr>
<td>Apply for CFSI membership</td>
<td>Board of Directors</td>
<td>In process</td>
</tr>
<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>
</tr>
<tr>
<td>Action Item</td>
<td>Responsibility</td>
<td>Due Date</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>-----------------------------------------------------</td>
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</tr>
<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>
</tr>
<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>
</tr>
<tr>
<td>- Website</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Distance Learning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Facebook</td>
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<td></td>
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<tr>
<td>- Twitter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Instagram</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Snap Chat</td>
<td></td>
<td></td>
</tr>
<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.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>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>
</tr>
</tbody>
</table>
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 CVVFA 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>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 18</td>
<td>1 person</td>
</tr>
<tr>
<td>18 to 24</td>
<td>4 people</td>
</tr>
<tr>
<td>25 to 34</td>
<td>3 people</td>
</tr>
<tr>
<td>35 to 44</td>
<td>11 people</td>
</tr>
<tr>
<td>45 to 54</td>
<td>16 people</td>
</tr>
<tr>
<td>55 to 64</td>
<td>14 people</td>
</tr>
<tr>
<td>65 and over</td>
<td>8 people</td>
</tr>
</tbody>
</table>

Total Respondents: 34
Longevity of members completing the survey

How many years have you been a member of CVVFA (select one):

- Under 5
- 6 to 10
- 11 to 15
- 16 to 25
- Over 25

Rank of members completing the survey

What is your fire service rank (select all that apply):

- Family Member
- Auxiliary/Rotab
- Junior Explorer
- Firefighter
- EMA
- Chief/Chief
- Other
- Instructor
- Fire Prevention
- Retired
Member familiarity with CVVFA programs

Please indicate your familiarity with the following CVVFA Programs:

- Scholarship
- Responder Safety
- Reputation Management
- President's Counsel
- IFPA Prevention

How do you get CVVFA information?

How do you get information about the CVVFA (Select all that apply):

- Mail
- Email
- Website
- Social Media
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. WVFSF
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
Should CVVFA invest in a marketing plan?

- 36 of 50 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 things 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 a 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 is effect now by e-mail is great and encouraging to all members.
- One on one or group drive. Crg need to put out there and be seen.
- Simple outreach: Our chief had no idea about CVVFA or how to get FF's 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, of 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 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’ though 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 we need to change that. Maybe expand scholarships, online education opportunities, partner with the UGFA and EI.
- 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 talking about emergency service responders & leaders and your going to make better. You need to give them the tools training we need to give them the know how to do their 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 HE MEMBERS BRING SOMEONE FROM THEIR FAMILY TO SEE WHAT IS GOING ON OTHER THEN BOOSTER MEETINGS.
People coming will want to say and say the same old bull.

By having our directors and officers our doing more interaction. When I was an officer I went out and made CVVFA visible. Unfortunately other than attending meetings the current FA officers do nothing to attract new members and visit 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 "WhyF" 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 eval 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/LIKE I SAID JR FIREFIGHTER 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 man 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 boats, helmets, hose and extinguisher drills, 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 user 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 be 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 than the roadway, be a leader in health, fitness, awareness, and just plain good basic fireground 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 program workers 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 those programs over.
- Like program conferences.
- AWARDS BETTER THAN NOW BECAUSE I HERE 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 trend. I think it would be more effective if we had to learn to delegate and open up to cut members for assistance instead of doing it all ourselves and using it for for vacations or such on the associations dollar.

How can CVVFA improve programs?

- Get out more to conventions and exhibition - 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 vol 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 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 known 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 membership to the paid emergency agency 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
- More 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 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's.
- If handled 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 at 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 (AL Ems Responders, like, Fire Fighters, Police, Fire Police, EMT’s with Training, Leadership and Fraternality for More Than A Century)
- I think that’s good. Maybe replace “Fraternality” 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 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?

- 20 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 fire fighters only and no others can join, like fire police, emt's 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 Firemen is sexist and out of date.
- The current name is specific to a region and specific to "volunteer fireman". 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.