

# **2021-2026 Strategic Plan** **Objectives**

**North Carolina Emergency Management Association**

*2021-2026 Strategic Plan* Update Committee

Plan Finalized: 26 April 2021

## **Background**

In 2015, the North Carolina Emergency Management Association stood up a Strategic Plan Committee (2015 Committee) tasked it to develop/implement a five-year Strategic Plan intended to guide the growth and development of the Association into the future. A significant portion of this effort was a poll of NCEMA members to assess the Association's perceived strengths and find areas where improvement was needed. In February of that year, a Strengths, Weaknesses, Opportunities, & Threats (SWOT) Analysis was performed on the Association by the 2015 Committee, which led to the development of a 21-question survey distributed to members in April of 2015. The 2015 Committee then took the survey results and prepared a Strategic Plan consisting of seven (7) goals (comprised of a total of thirty specific objectives), ranging from increasing legislative advocacy to ensuring the governing structure of the Association met the needs of the organization, with individual action items for each goal. The basic strategic plan was approved by the Association's general membership in October 2015 and was implemented in early 2016. At this time, all but one of the identified items for improvement have been implemented over the last five (5) years.

In the Summer of 2020, the NCEMA Executive Committee sent a call for volunteers to join the 2021-2026 Strategic Plan Committee (2020 Committee). The Committee includes two members from local emergency management agencies within each of the three NCEM branches, an at-large member, and three members of the NCEMA Executive Committee (the President, 1st Vice-President, and 2nd Vice-President). The 2020 Committee also enjoyed representation from the and the NCEMA Institutions of Higher Education Caucus. The Committee met and determined that developing the 2021-2026 Strategic Plan would require input from the Association members via a new survey. Due to the higher-than-usual workload on members of the emergency management community due to the COVID-19 pandemic and a highly active severe weather year, the 2020 Committee determined that we would need to collect all the data we could need from only one survey. A small group from within the 2020 Committee developed a survey that implemented both a SWOT Analysis and general call for data, presented this to the rest of the committee, and upon approval of same, released the survey to the public in August of 2020.

## **Letter from the Chair**

Greetings, Colleagues. I could not be more proud and appreciative of the NCEMA Strategic Plan Ad-Hoc Committee for their hard work and time that has gone into developing the 2021-2026 NC Emergency Management Association Strategic Plan. I also want to say thank you to everyone that responded to the survey and provided additional information that aided in the creation of this plan.

I feel that this strategic plan prepares the NC Emergency Management Association to embrace change and increase our value as an association. Moreover, the plan carries us forward for the next five (5) years and provides the opportunity to make the Association even more professional and stronger through the objectives that have been laid out for the future.

I look forward to seeing the advancements and accomplishments of this Association over the next five (5) years and the continued collaboration and innovation of our members.

- Brent Fisher, Chair

## **NCEMA Strategic Plan Committee Members**

Brent Fisher – Nash County

Scot Brooks – Moore County

Mary Beth News – Currituck County

Rodney Dancy – Wilson County

Robin Caldwell – Cherokee County

Kent Greene – Iredell County

Michelle Brock – Forsyth County

Samuel Kornegay – Lenoir County

Travis Auman – NC A&T University

Colby Sawyer – Chatham County

David Breedlove – Swain County

Gary Jones – Executive Director

## Five-Year Strategic Plan Guidance & Objectives

After reviewing the results of the survey (found in Appendix A), including (most importantly) the free text comments, the 2020 Committee developed nineteen (19) objectives for the Association to focus on over the next five (5) years to ensure that the Association not only remains relevant and effective, but continues to grow in size, scope, and influence.

A departure from the strategic planning actions taken over the 2016-2021 timeframe, the 2020 Committee intends to provide these objectives to the Committees and the General Membership and allow these other parties to develop the strategies and tactics needed to complete the objectives.

The 2020 Committee desires to treat this process just like the incident action planning process, following the "Planning P" steps just as emergency managers would in responding to an event or incident. We have delivered the objectives; it is on the Association, as a whole, to develop the strategies and tactics.

For a understanding of the methodology used in creating these objectives and the results of the survey with data and analysis, please see the "Methodology" and "Results" in Appendix B and Appendix C.

The objectives for the North Carolina Emergency Management Association to complete over the next 2021-2026 period are as follows:

1. Increase the NCEMA's total membership, with a focus on improving demographic and professional diversity, by at least 15% by 31 December 2024.
2. Develop and Implement the NCEMA Apprenticeship Certificate Program before the 2022 Fall Conference.
3. Increase overall NCEMA outreach and engagement, to include networking and team building opportunities, by 30% by 31 December 2024.
4. Develop and implement strategies for increasing scholarship opportunities, with a focus on the Tim Miller Scholarship, for emergency management students by the 2022 Spring Conference.
5. Consistently deliver, at a minimum, two (2) full EM Academies every year by 31 December 2021.
6. Finalize and implement the NCEMA Mentoring Program by Fall 2022 Conference.
7. Develop/revise the job descriptions for all existing and desired NCEMA staff by 31 December 2021, hire and onboard a lobbyist/legislative affairs specialist by 31 December 2023, and complete hiring for all other positions by 31 December 2025.
8. Evaluate the need for revisions to and complete needed corrections of the NCEMA Constitution and Bylaws to enable more legislative involvement by the Spring 2022 Conference.
9. Finalize and implement the online membership renewal process by 31 December 2021.
10. Develop a guide for each committee chair for new leadership by the Fall 2021 Conference.
11. Convert the Technology and Communications Committee from a single committee to two (2) separate committees before the Fall 2022 Conference.

12. Create and implement a secure repository/resource library for EMs to share plans and other documents (e.g., AARs, plans/policies/best practices, grant proposals, legal opinions, etc.) amongst one another accessed via the NCEMA website before Fall 2022 Conference.
13. Develop and implement a "Ask for Help" type platform, like a blog or Reddit, where NCEMA members can ask for help on specific topics and receive answers from other members by the Fall 2022 Conference.
14. Finalize the online registration and payment platform for NCEMA membership and conference attendance before the Fall 2021 Conference.
15. Develop and implement a clearly defined petition and creation process, based on existing by-laws, by which Association members can organize caucuses before the Fall 2022 Conference.
16. Explore and implement methods for increasing the amount of information the NCEMA general membership receives on the meetings and actions of the Executive and other Committees before 31 December 2021.
17. Develop and implement an IAEM AEM/CEM certification class or workshop offering education/mentoring, test prep, and test proctoring to be provided at one Conference per year by the Fall 2026 Conference.
18. Analyze the duration of leadership positions within the various committees to determine if extending or limiting terms would increase productivity and opportunity to effect change before 31 December 2023.
19. Develop and implement a program of short training courses that NCEMA members can access and take on-demand or scheduled, with record management processes to track training and issue certificates, before the Fall 2026 Conference.

The continued growth and reach of the North Carolina Emergency Management Association are essential for the continued growth of our profession and community across the State of North Carolina. As we have observed over the 2020-2021 period, the robust and resilient emergency management community across the State has contributed to our success in fighting COVID-19 while dealing with hurricanes, earthquakes, tornados, civil unrest, cyber incidents, and other crises.

A solid professional association with an emphasis on training, development, networking, and inclusion of the whole community in the emergency management process will only further our professional goals. The 2020 Committee hopes the growth and development of the Association over the next five years by meeting and exceeding these objectives will provide us the opportunity to achieve all that we want to.

## Appendix A: Survey Questions

1. Which category does BEST describe your affiliation with the emergency management profession?
  - a. Municipal Emergency Management
  - b. County Emergency Management
  - c. State Emergency Management Employee
  - d. Federal Emergency Management Employee
  - e. Non-Profit Emergency Management Partner
  - f. Educational Emergency Management
  - g. Healthcare Emergency Management
  - h. Public Health Preparedness Coordination
  - i. Vendor
  - j. Other
2. Under which membership category do you fall?
  - a. I am an Active Member
  - b. I am an Associate Member
  - c. I am a Corporate Member
  - d. I am a Student Member
  - e. I am a Lifetime Member
  - f. I am a member, but I'm not sure under which category
  - g. I am not a member
3. If you are not a member of the Association, will you tell us a little about why you choose not to be?

### Questions Four through Nine used the below Likert-Type Scale for Scoring

- | Very Unsatisfied | Unsatisfied | Neutral | Satisfied | Very Satisfied |
|------------------|-------------|---------|-----------|----------------|
|------------------|-------------|---------|-----------|----------------|
4. How satisfied are you with the Association's membership application and renewal process?
  5. How satisfied are you with the confirmation and documentation of Association membership you receive?
  6. How satisfied are you with the legislative activities in which the Association participates?
  7. How satisfied are you with the information that the Association shares with you?
  8. How satisfied are you with your ability to network with other members of the Association?
  9. How satisfied are you with your ability to share best practices among members of the Association?
  10. Please take a moment to provide us more detailed feedback about the benefits of Association membership, good and bad.
  11. How do you think that the Association can benefit you as a professional emergency manager?
  12. What do you think are the Association's most significant strengths?
  13. What do you think are the Association's most significant weaknesses?
  14. What are some upcoming opportunities for the Association to continue to grow and better serve its members?
  15. What are the most significant upcoming threats that will prevent the Association from serving its members?
  16. In the context of COVID-19 and other ongoing events, what form should the conferences take as we move forward?
  17. Please let us know any other thoughts or ideas that you have about the future of the Association.



## Appendix B: Methodology

The survey was developed by modifying the questions asked in the 2015 survey to meet the needs of the current committee while also combining some previous questions into single, broader items and adding new ones. We did this in such a way to collect the data that we wanted to have available as we moved forward through the entire strategic planning process. The survey was loaded into the SurveyMonkey platform and programmed to operate in an interactive format wherein participants were shown one question at a time in a format similar to that of a text message or instant message exchange.

The link to the survey was distributed through a direct email to the Association's membership, the "This and That" newsletter, the UNC School of Government Listserv, and the daily email update from Director Sprayberry (NCEM). A link was also posted on the NCEMA Website and social media pages. The survey was "open" for participation for approximately three (3) weeks in August and September of 2020.

Participants first were asked a series of "demographic" questions to determine within which portion of the emergency management community they worked in (*e.g.*, County Emergency Management, Municipal Emergency Management, Public Health Preparedness, Higher Education Emergency Management, *etc.*) and their membership status with the Association (*e.g.*, Active Member, Student Member, *etc.*). Both questions featured forced-answer answer choices. If participants indicated that they were not members of the Association, then they were asked to explain in a free-text answer why they choose not to be members.

Participants then were asked to indicate their satisfaction with the Association's "Membership Application and Renewal Process," "Confirmation and Documentation of Association Membership," "Legislative Activities in which the Association Participates," "Information that the Association Shares with [You]," "Ability to Network with Other Members of the Association," and "Ability to Share Best Practices Among Members of the Association." Participants reported their answers using a five-point Likert-type scale with possible responses of "Very Unsatisfied," "Unsatisfied," "Neutral," "Satisfied," or "Very Satisfied."

Next, participants were asked to provide detailed feedback about their perception of 1) the benefits and downsides of membership within the Association, 2) how the Association can benefit them as a professional emergency manager, 3) the Association's most significant strengths, 4) the Association's most significant weaknesses, 5) upcoming opportunities for the Association to continue to grow and better serve its members, and 6) upcoming threats that will prevent the Association from best serving its members. Participants were also asked to provide any thoughts or ideas they had about the future of the Association. Participants recorded their answers in a free-text format for each of these questions, with no minimum or maximum word/character requirement for answers to ensure participants could provide their full opinion. Participants were also allowed to skip these questions if they did not want to answer them or had nothing additional to add.

Of note, participants were also asked to provide feedback on their perception of how the NCEMA conferences should move forward in the context of the COVID-19 pandemic and other ongoing events. This question was added to assist the Executive Committee and Program Committee in determining the best steps to take for upcoming conferences and to give the 2020 Committee more information with which to work. This item was also presented with a free-text answer with the ability to skip.

All free-text answers were manually coded into one or more categories based on the response's content to facilitate trend spotting and analysis. The original responses for each participant can be in Appendix D.



## Appendix C: Results

### General Results

Two hundred nineteen unique individuals completed the survey during the time that it was open for responses. The average amount of time spent by participants to complete the survey was 4m:29s. The highest number of responses were received within 48 hours of notice of the survey being included in a mailing list or widely distributed email.

### Question One (1): Which category best describes your affiliation with the Emergency Management Profession?

All 219 participants answered this question. The three largest groups described their affiliation as "County Emergency Management," "Other," or "Non-Profit Emergency Management Partner."

	<b>County</b>	<b>Other</b>	<b>Non-Profit</b>	<b>Educational</b>	<b>Municipal</b>
<b>Percent</b>	41.55%	12.33%	10.96%	10.05%	9.13%
<b>n</b>	91	27	24	22	20
	<b>State</b>	<b>Vendor</b>	<b>Federal</b>	<b>Healthcare</b>	<b>Pub. Health Prep.</b>
<b>Percent</b>	9.13%	4.11%	1.83%	1.37%	0.00%
<b>n</b>	20	9	4	3	0

*Table 1: How Participants are Affiliated with Emergency Management*

### Questions Two (2) and Three (3): Under which membership category do you fall & Why Not a Member?

This question was answered by 208 participants and skipped by 11 participants. The three largest groups indicated that they were either Active Members, Not Members, or Were Unsure of which membership type they had.

	<b>Active Member</b>	<b>Not a Member</b>	<b>Unsure of Type</b>	<b>Lifetime Member</b>
<b>Percent</b>	40.87%	30.77%	10.58%	9.13%
<b>n</b>	85	64	22	19
	<b>Associate Member</b>	<b>Corporate Member</b>	<b>Student Member</b>	
<b>Percent</b>	7.21%	1.44%	0.00%	-
<b>n</b>	15	3	0	-

*Table 2: Participant Membership Categories*

For participants who indicated that they were not members, 50% of respondents ( $n=32$ ) explained why they do not have a membership, which is summarized as follows:

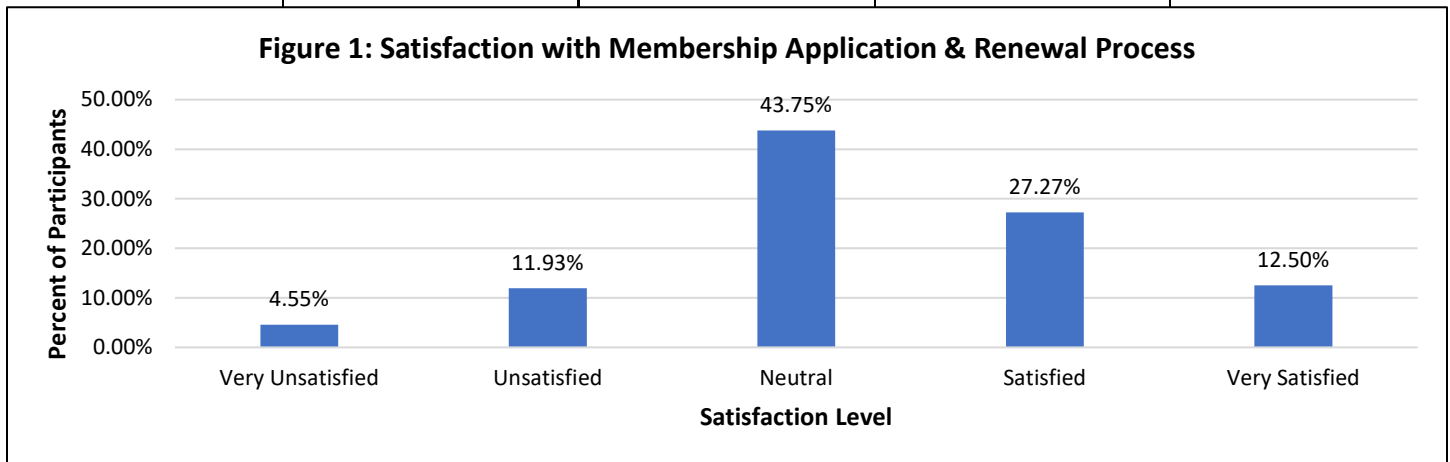
- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. Unaware of Association (<math>n=8</math>)</li> <li>2. Budget Issues / Employer Does Not Pay for Membership (<math>n=5</math>)</li> <li>3. Past Member, Simply Have Not Rejoined (<math>n=4</math>)</li> <li>4. Never a Member (<math>n=3</math>)</li> <li>5. Simply Have Not Rejoined (<math>n=3</math>)</li> </ol> | <ol style="list-style-type: none"> <li>6. Unsure of Eligibility (<math>n=3</math>)</li> <li>7. Other (<math>n=3</math>)</li> <li>8. Conflict of Interest (<math>n=1</math>)</li> <li>9. Too Difficult to Renew Membership (<math>n=1</math>)</li> <li>10. Just Entered EM Field (<math>n=1</math>)</li> <li>11. No Perceived Benefits (<math>n=1</math>)</li> </ol> |
|---|---|

Question Four (4): How satisfied are you with the Association's membership application and renewal process?

This question was answered by 176 participants and skipped by 43 participants.

Satisfaction levels were:

*Very Unsatisfied: 8* | *Unsatisfied: 21* | *Neutral: 77* | *Satisfied: 48* | *Very Satisfied: 22*

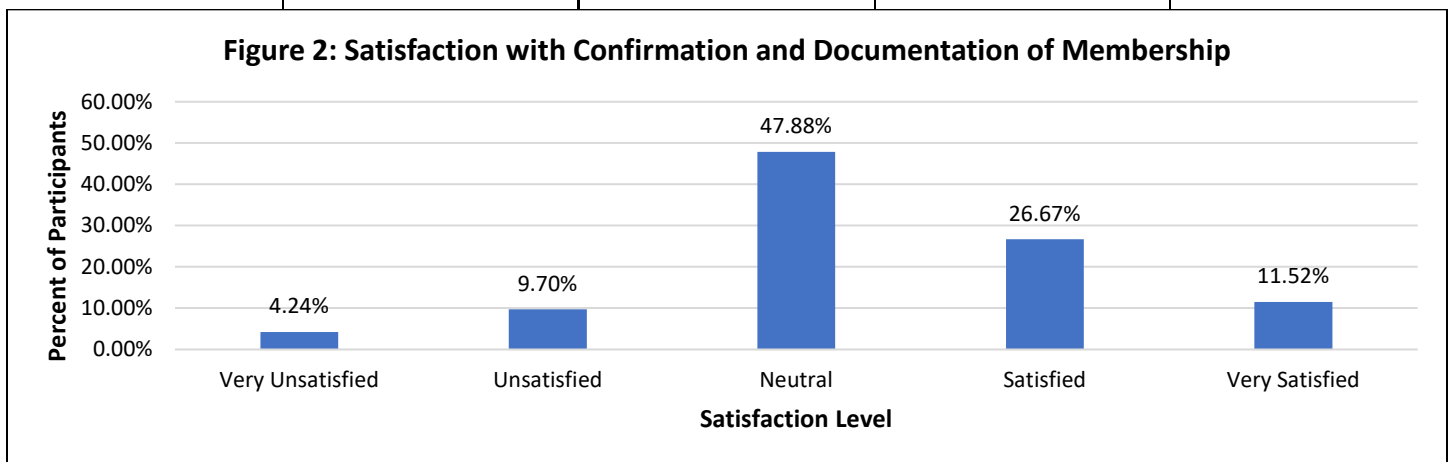


Question Five (5): How satisfied are you with the confirmation and documentation of Association membership you receive?

This question was answered by 165 participants and skipped by 54 participants.

Satisfaction levels were:

*Very Unsatisfied: 7* | *Unsatisfied: 16* | *Neutral: 79* | *Satisfied: 44* | *Very Satisfied: 19*

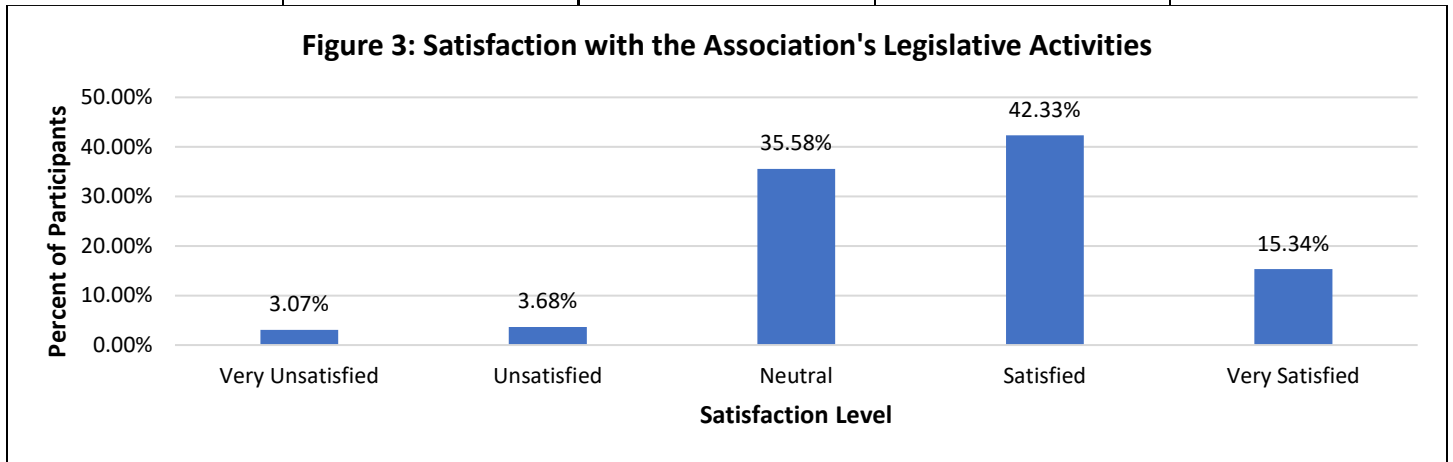


**Question Six (6): How satisfied are you with the legislative activities in which the Association participates?**

This question was answered by 163 participants and skipped by 56 participants.

Satisfaction levels were:

*Very Unsatisfied: 5* | *Unsatisfied: 6* | *Neutral: 58* | *Satisfied: 69* | *Very Satisfied: 25*

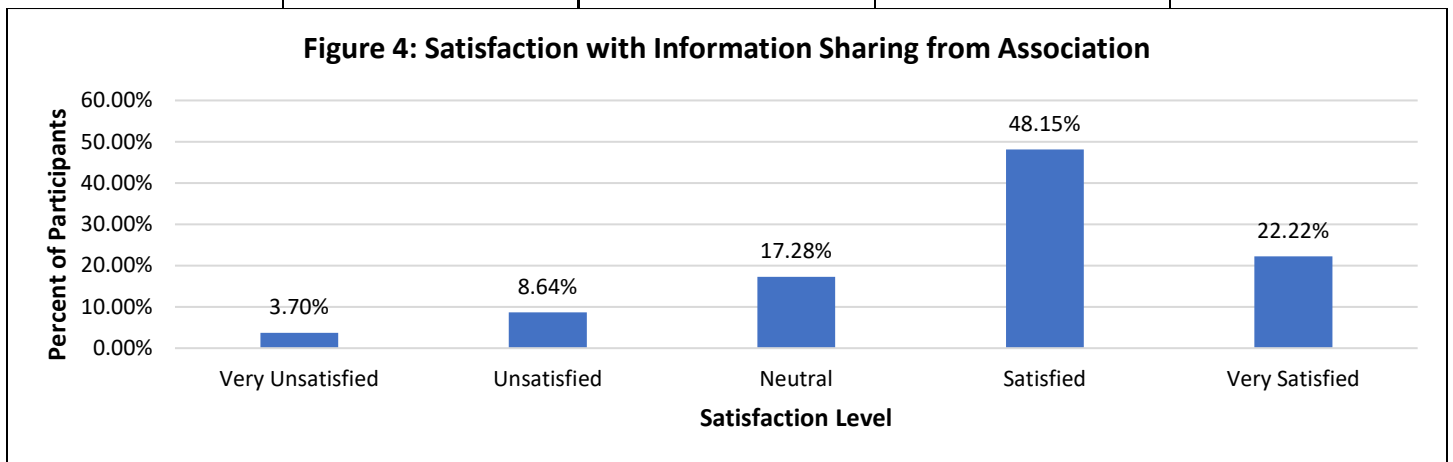


**Question Seven (7): How satisfied are you with the information that the Association shares with you?**

This question was answered by 162 participants and skipped by 57 participants.

Satisfaction levels were:

*Very Unsatisfied: 6* | *Unsatisfied: 14* | *Neutral: 28* | *Satisfied: 78* | *Very Satisfied: 36*

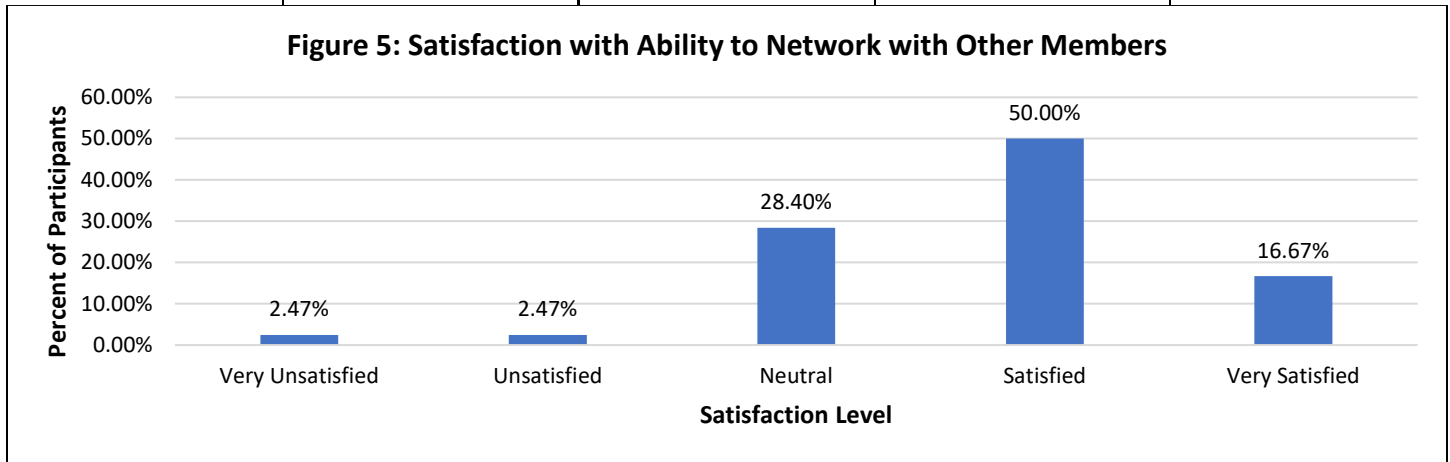


**Question Eight (8): How satisfied are you with your ability to network with other members of the Association?**

This question was answered by 162 participants and skipped by 57 participants.

Satisfaction levels were:

*Very Unsatisfied: 4* | *Unsatisfied: 4* | *Neutral: 46* | *Satisfied: 81* | *Very Satisfied: 27*

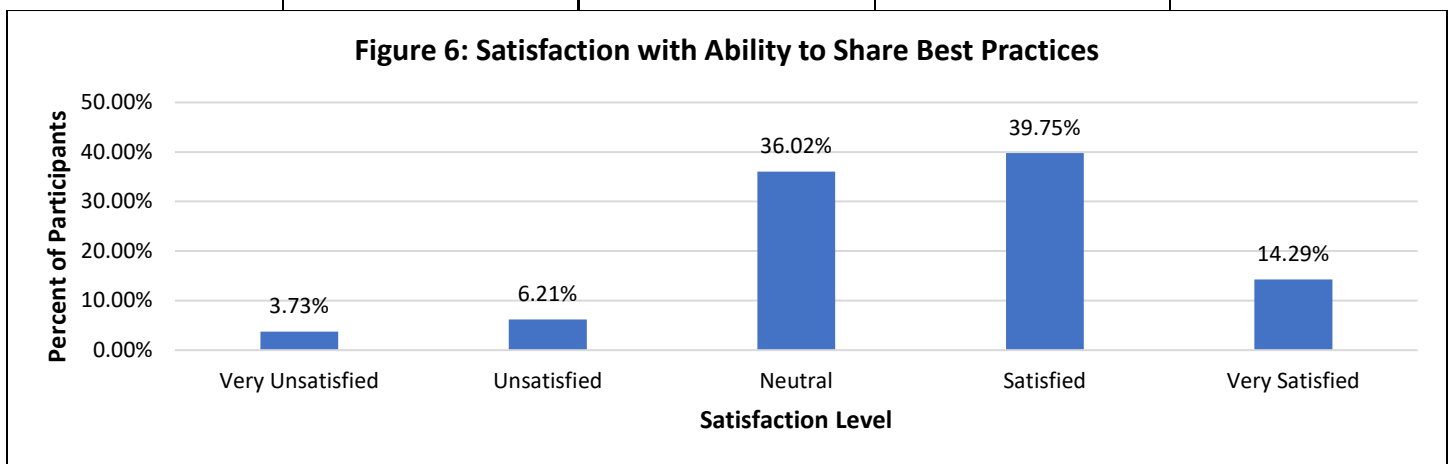


**Question Nine (9): How satisfied are you with your ability to share best practices among Association members?**

This question was answered by 161 participants and skipped by 58 participants.

Satisfaction levels were:

*Very Unsatisfied: 6* | *Unsatisfied: 10* | *Neutral: 58* | *Satisfied: 64* | *Very Satisfied: 23*



Question Ten (10): Please take a moment to provide us with more detailed feedback about the benefits of Association membership, good or bad.

Recurring themes across the answers indicate that some of the most significant benefits provided to participants by being members of the Association are related to the sharing of information by the Association to its members, the ability to network and engage with other EM professionals, and the opportunity to attend conferences and training events. The different committees within the Association and their work were also highlighted as a benefit of membership. The presence of vendors and commercial partners at the conferences is also identified as a benefit of membership, though this may fall under the umbrella of benefits of conference attendance. Please see *Appendix D* for a record of specific responses.

Question Eleven (11): How do you think that the Association can benefit you as a professional emergency manager?

Recurring themes across the answers indicate that the members believe that training opportunities, opportunities for professional development, and networking opportunities are the biggest benefits that the Association could offer its members. Along the lines of networking opportunities, many participants indicated that sharing best practices among members was also a strong benefit. Please see *Appendix D* for a record of specific responses

Question Twelve (12): What do you think are the Association's most significant strengths?

Overall, most participants indicated that the Association has four (4) major strengths as an entity. While participants gave specificity in their answers, these strengths can best be summarized as Networking, Communication, Information Sharing, and Membership. Please see *Appendix D* for a record of specific responses.

Question Thirteen (13): What do you think are the Association's most significant weaknesses?

Participants indicated that they considered the Association to struggle to recruit new members, especially outside of county emergency managers, technology, and engagement of new members and committees within the Association. Members also indicated that they believe that the terms-in-office for leadership positions are too short to effect any actual changes or plans. Please see *Appendix D* for a record of specific responses.

Question Fourteen (14): What are some upcoming opportunities for the Association to continue to grow and better serve its members?

Opportunities which were identified by the participants for the Association to consider action on include expanding the use of virtual platforms for meetings, training events, and other opportunities (*e.g.*, "lunch-and-learn" events) and continuing efforts to expand the membership base to other groups often not considered to be "traditional" emergency managers. Increases in educational programming and assistance with professional development were also frequently identified as opportunities for the Association. Please see *Appendix D* for a record of specific responses.

Question Fifteen (15): What are some upcoming threats that will keep the Association from serving its members?

Many participants reported that they believe there are threats that the Association is facing as we move forward into the future. An overwhelming threat was identified as the COVID-19 pandemic ongoing while this strategic plan update process was ongoing. There was also some concern among the members that the Association was becoming irrelevant and that steps would need to be taken to ensure that the Association remained relevant as we move into an uncertain future. Decreasing participation among existing members and failing to encourage the involvement of new/non-members was identified as a threat as well. Many participants explained that this decreasing participation has many causes, two of which are increasing costs and decreasing budgets for emergency management-related entities and the increasing frequency of disasters/workloads for emergency management professionals. Please see *Appendix D* for a record of specific responses.

Question Sixteen (16): In the context of COVID-19 and other ongoing events, what form should the conferences take as we move forward?

Most of the participants who provided feedback on this topic believe that the conferences should be moved to an online format until COVID-19 restrictions are relaxed or removed. At this time, the conferences should be moved back to an in-person format as soon as possible. Many participants also reported that they want to see new locations for the conferences with new material or programming. Please see *Appendix D* for a record of specific responses.

Question Seventeen (17): Please let us know any other thoughts or ideas that you have about the future of the Association.

Many participants reported that they believe that the Association needs to focus on expanding the membership base soon. The ability for members to access a secure "Resources" page on the website as a repository for guidance documents, templates, and other materials was frequently cited as an area for growth. Getting more involved in professional development and training for new emergency managers and others entering an emergency management role was also mentioned as a concern of survey participants. Some respondents reported that the Association should consider other activities for Association leadership to communicate with the whole of emergency management within the State. These actions could include "lunch and learn" opportunities. We should also build on the Legislative Committee's responsibilities to form a more robust presence with the state legislature and state government agencies. Please see *Appendix D* for a record of specific responses.

## **Appendix D: Individual Answers**

**Individual results for Questions 1-9 can be found in the results section of this report.**

**Answers of "Skip", "N/A, or anything to this effect were removed.**

**Question 10: Please take a moment to provide us more detailed feedback about the benefits of Association membership, good and bad.**

- Adding a secure repository for EMs to share plans, SOPs and other important documents would be helpful.
- Again, no idea
- An online payment option for joining, renewing, and paying conference fees would be great.
- As a member of NCEMA and a participating member with the Training Committee, I feel that we are trying to be very innovative and strong, as a committee, in helping improve the Emergency Management profession.
- As a municipal manager, the association helps me to interact and engage with other EM professionals.
- Attending EM conference annually is beneficial
- Benefits are receiving pertinent information regarding current EM matters and notification of EM related classes
- Conferences provide opportunity to share information on mitigation planning and mitigation funding opportunities
- Doing a non Covid year having a one day or day and half mid year meeting with educational sessions like legislative , Assoc. updates, non NCEM updates) in the middle of the State like G'boro area. Also, maybe FB live r zoom the Assoc. Board meetings
- Educational opportunities at conferences and networking are great. I need to explore the NCEMA outreach opportunities and media presence, but seldom see anything related to NCEMA on my feed.
- Excellent opportunity to discuss best practices, ideas, pitfalls, etc. Recently went from State EM to Local/Critical Infrastructure and the opportunity to network and learn from others at all different levels has been a lifeline for me.
- For associate members, the only benefit is networking. No ability for real participation.
- Gary does an excellent job sharing information.
- Great conferences.
- Great group to be apart of.
- great network and everyone is willing to share
- Great organization
- Have not found enough information to be geared specifically to Colleges and Universities. Creation of a College/University branch would be well suited to address our needs especially now for COVID.
- I am not a member and your questions did not have a Do not know answer.
- I am not aware of these benefits at this time. I do not think this is the EMA's fought I just haven't read the material
- I appreciate and enjoy being part of such an awesome group of friends who do so much for their communities.
- I didn't know I could be a member, so I really know nothing about benefits, etc., except that I do receive information regarding training classes that are available around the State. I would like to know more about the training opportunities and whether there is any waiving of fees for those of us from non-profit agencies (Red Cross, NCBM), especially for those of us who are retired and living on Social Security.
- I do not get any communication from the association as an associate member with the exception of conference mailings.
- I feel that non-profits that participate in EM or recovery is not fully accepted. If you don't have an EM degree or title it's likely you will be dismissed as not knowing enough. The lack of diversity in race,



ethnicity, and education is terrible. Would love to see initiatives to recruit and train vulnerable communities.

- I get the "This and That" which is very helpful. I feel we have some information we could share (as Red Cross) and some conversations around services and best practices that would be helpful.
- I joined the association earlier this year and never received a confirmation or any other communications from the association
- I know very little about the association.
- I love the emails / updates from Gary Jones.
- I really did not witness or experience any benefits of associate membership during the year I was a member. Up until recently, I did not even know Gary produced the "This and That" updates.
- I simply wish to have the right to vote and fully participate. It is a shame to spend public money for a membership in an organization that treats me as an outsider with no voice.
- I think the Association may be on the brink of some very positive changes. The association members seem open and willing to consider these changes to move us to a stronger Association.
- I would like to see membership renewal process be automatic online payment option online with a credit card
- I'm not a member yet but will be better informed after becoming a member
- I'm not sure membership enhances my ability to perform my job, nor is there an employer expectation that I hold a membership.
- Info gathered from the networking
- Information on activities, board and committee meetings would be appreciated. It seems that in the past couple of years the executive board has worked directly with NCEM to change processes (such as grant applications) that members were unaware of until implementation.
- information that is given.
- Is there a way for retirees to participate more?
- It's a collaborative body, but not all members know how to collaborate or participate in information sharing. The "This & That" newsletters are very helpful and informative.
- Membership renewal and confirmation could be offered electronically. This & That from Gary Jones is very informative. Networking tends to be more so with counties local to us except for at the actual Conference.
- Membership renewal notifications would be helpful moving forward.
- More information sharing and lessons learned available on the website.
- My limited interaction as a true member, led me to choose neutral for many of the choices above. As a non-profit partner, who has a large stake in the work the association chooses to focus on. I'd like to see more focus on the resources that all non-profit partners bring to the table through local VOADs or individual non-profit highlight sessions that focus on very detailed and important work that EMAs can work into their plans, should they choose. You could even consider including a representative from the non-profit community in the planning committee for the Conference to help foster a continued growth and whole community approach in all things the association tackles.
- n/a - didnt know there was such an association, though it makes sense...
- Need an automated renewal process with ability to pay with procurement card. Same is true about registering for conferences.
- No documentation regarding legislative action - what is the real value aside from networking for the association that NCEM cannot add?

- Online membership renewal and ability to pay by credit card
- Provides better information for the clients we serve and brings unity within our community
- Shared best practices and lobbying activity are most important
- Thank you for allowing us to attend meetings.
- The conferences the Association puts on helps to network and find best practices. Also, they bring in vendors to show innovative ways to make your agency better.
- The emails we get from the association are too long and are nothing but rehashing of things we get from other sources. Most of the time I don't read them because they aren't concise enough for a busy EM.
- The membership due payment process should be easier and we should be able to use p-cards for all transactions. I would like to see an invoice (digital is fine) each year reminding me it's time to renew. Would like to be able to see my membership history and have access a members-only area on the association webpage to share within the group.
- The NCEMA should be involved with the Task Book process. It is full politics and lies.
- The renewal process is archaic and cumbersome for state agencies. Would also be nice to have an agency membership level so that everyone isn't trying to rig the system to get dues paid each year.
- There is potential for great benefits for the Association to the members. Strides in training were made a few years back, but we have hit a plateau again. Some of this may be due to covid however, the lull stated before. Over the last few years, the conference content have become lackluster. Whenever COVID has passed, I believe there will be an opportunity for new subjects to embark on and share. These opportunities for sharing of success should not only be from locals but nationwide.
- Too in bed with the State and needs to become more independent
- Unsure
- Very little communication
- would like to see an ability to renew online and pay by credit card. Make the card user pay the fees, if they like the convenience then they will be willing to pay it.

**Question 11: How do you think that the Association can benefit you as a professional emergency manager?**

- Helping us share information with County EMs (and from EMs). 2. Providing Red Cross an opportunity to work with a small group of EMs on matters of relevance to all EMs (like a workgroup)
- as a former state emergency manager the Association is our partner.
- Ask vendors and consultants to share expertise and lessons learned
- Become more inclusive of emergency managers from across the entire emergency management community. In addition, I believe that we can do more to make the association of value to its membership. Options to consider include a resource library that would include policies and procedures, sample plans, best practices and sample grant proposals; a legislative update and legal opinions applicable to emergency management; a members list, profiles and contact information; emergency management links; association membership documentation; a photo gallery; a state-wide mass messaging capability; online membership renewal; and electronic payment of membership dues and conference e registration.
- Being able to work with other managers to implement best practices
- Better networking, more efficient website and social media presence. Opportunities to share AAR's, plans and other supporting material via the website.
- by bringing together an audience for the mitigation message
- By continuing to provide the members up-to-date information that directly involves us.
- by continuing to provide traing and information dissemination regarding emergency management in North Carolina
- By sponsoring and offering classes to advance myself.
- By using "life-time members" more to share info and knowledge
- Communication barriers exist in at all levels. By being and member and participating in conferences and other opportunities we grow stronger together to provide services for the county residents across the State.
- contacts, training, certification
- Continue sharing best practices and work to support the profession
- Continue to provide necessary education in the State so that it makes it cost effective
- Continue to provide opportunities for networking and information sharing.
- Continue to share updates and trends in EM.
- Continue what they are currently doing
- Continue With The Professional Development Courses
- Continued interaction with other EM's. Sharing of best practices.
- continued training opportunities and ability to network
- continuing to share best practices and lessons learned and concise summaries of new programs or changes in existing ones
- Does a good job
- Education
- Education and network
- Education and networking
- Focus back more on network and building professional relationships, focus on important state legislation versus heavy federal focus;

- get involved more in State and Federal legislative. hire a lobbyist??? not joint with Fire, NCEM, EMS or LE. Let Raleigh legislative and the County Mgr/City Mgr Assoc know EM Profession has a large voice.
- getting ideas from other members
- Great info and good members that can be reached out to if needed.
- Having the ability to network with other association members.
- Help develop more training that is applicable to EMPG. At conferences, make time for counties with similar needs to meet and brainstorm. Clay Co has nothing in common with Wake co.
- helpful
- Helps to grow into a better emergency manager for the county we serve by networking bad and good practices with other EMs around the State
- I am now a county manager. Our EM staff and I continue to benefit from our relationship with the association!
- I don't know.
- I don't know.
- I have no new recommendations. Currently satisfied.
- I like to bring a different perspective from a social work POV. I think involving VOADs and more community participation is something I would love to bring.
- I teach emergency management presently, so wording of the question is not applicable.
- I think I bring a young, fresh perspective to emergency management understanding that disasters are changing and becoming more complex with each event. I believe that I am a benefit to the association due to my strategic planning skills that can often be combined with the knowledge and experience of so many of the State's leading emergency managers to help us prepare for these more complex events.
- IF i Could afford to join, meetings be held on line to be able to participate, I could get more out of it. Right now I am too busy with institutional needs to sift through tons of information about NC needs. I need specific/targeted information for my situation.
- If networking is available (and I only see it and am offered it at conferences) then it is beneficial. The association does not provide any continuing education or virtual meetings except during conference times. This could be improved and provide a quarterly virtual meeting.
- I'm not sure, but I am willing to investigate further. I really don't see much in the way of communication about NCEMA. I do occasionally see communications about events through the NCEM TERMS site...I only received this survey notice because I belong to an Emergency Management LISTSERV through NC SOG.
- include more national best practices. I don't mean just storytelling. Presenters need to get in-depth as to why and how.
- information collection and dissemination
- Information is exchanged and everyone is on the same page.
- information sharing, best practices, mentoring, etv
- information sharing, training and networking
- Information.
- It brings people together with common goals to share ideas.
- It could advocate for causes important to local emergency managers, serving as an advocate for causes to the State and Federal Emergency Management Agencies.
- Keep doing a great job!!
- Keep me abreast to the changes that going on.
- keep providing training opportunities

- Keep updated on activities and issues surrounding EM issues.
- Keeping me informed with current information
- Leadership training
- Learning from the other emergency managers
- Lifetime of Hands On Education
- Listen to the emergency managers of all jurisdictions, not just a few
- Many ways
- More educational classes at conferences to help towards certification
- more engagement like this survey. Additional guidance on AHIMT implementation would be beneficial. Assistance on how to lead, guide and direct local emergency responders in disaster response and recovery, hand-in-hand with EM.
- More frequent networking opportunities to discuss best practices and "how things are done" in other places
- More importantly, how can retirees be of benefit?
- More information and networking
- More knowledge - Training
- More networking opportunities for association membership at the Municipal level.
- My benefit is from the networking opportunities provided by the Association
- My team is all volunteers. If it were possible, I would like to see more inclusion in discussions with the association
- networking
- networking
- Networking
- Networking
- Networking and info sharing
- Networking and members portal
- Networking and teamwork
- networking opportunities and legislative advocacy
- Networking opportunities and sharing best practices.
- Networking with other EM professionals.
- Networking, access to resources
- Networking, best practices and up to date information
- Networking, info sharing, training
- Networking, resource of knowledge/experience
- One benefit is networking with other EMs; also the information that is shared from the association is helpful to ensure that we stay on top of current trends and issues.
- Online courses
- professional development and opportunities for contributions to the field of emergency management
- Professional development opportunities and best practices sharing.
- Professional education
- professional feedback, networking and collaborating
- professional network of people
- Professional resources and networking
- Provide a forum for networking and best practices amongst neighboring jurisdictions

- Provide networking opportunities and work together to implement items that benefit the EM profession.
- Provide real world best practices, educational opportunities and mentoring from experienced individuals.
- Provides opportunities to network and share new ideas. It also allows emergency managers to recognize achievements.
- quick training snippets.
- Recognition as an Emergency Manager in North Carolina. Certification opportunities, training opportunities
- Relationship building, identifying gaps in capabilities and finding solutions for those gaps.
- See previous
- Sharing
- Sharing the experiences and outcomes of our peers in other organizations.
- somewhat
- Template guidelines, policies and procedures
- The Association can educate me on their business for the State.
- The Association is a great way to share lessons learned and to have a community of emergency managers to reach out to for examples of those lessons learned and best practices.
- The best practice and networking opportunities at the Conference and EM Forums are excellent. I know that I can talk to someone whose been through it before or has a different viewpoint that helps me see whole picture of the issue.
- The networking and hearing first person how an incident during a presentation went are extremely valuable.
- The sharing of best practices is a great learning tool. Also, a strong Association gives us a stronger voice to invoke change(when needed) at the state and federal levels.
- the training and networking it provides
- this question hits why I didnt know there was an association - i am involved at managing portions of emergencies versus overall incidents as part of our team. I'd love to learn best practices, access templates, make connections for questions, resources, etc.
- Through it's information and benefits offered to its members
- through networking , idea sharing and training
- Through networking and unique situation my agency may face as an educational institution
- To be able to assist in disasters
- To provide more than just an email from Gary on current topics and to provide information on career possibilities
- Training
- training
- Training and association with other EM
- training and education opportunities
- Training in appropriate fields so I can be more useful in my response/recovery roles with Red Cross and Baptists on Mission.
- Training opportunities, networking, etc
- Try to promote to include other disciplines
- Unsure

- Want the association to be on the lookout for new legislation that affects us - like the changes to the State of Emergency Declaration Process that surprised us. Would like to see the association develop recommended minimum standards for local EOC's (similar but not as elaborate as NENA does for PSAP's). Would like the association to link students and those wanting to transition to EM field with opportunities (beyond job postings).
- With the current Pandemic, more Webinars
- would like to see a members only area where we can share documents, plans, contracts, etc.. to benefit everyone.
- yes
- Yes
- Yes

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## Question 12: What do you think are the Association's most significant strengths?

- Ability to network
- active association
- Breadth of knowledge
- Bring representatives from all EM platforms together
- building relationships across the State with the EM community and knowing each other before an emergency. Sharing ideas with each other as how each one operates
- Cant think of one.
- Caring, brotherhood
- collaboration opportunities
- communication
- Communication.
- Communitions
- Coordination, networking.
- County participation in the associaiton
- Diverse group of professionals who share a passion for protecting the public.
- Education and network
- Education and training
- Education Opportunities, Networking, sharing of staff/resources
- emergency preparation
- Everyone works together
- Experience and diversity among members
- experience of its membership
- Experience, knowledge, and team work among partners.
- Gary Jones
- Gary Jones
- Gary Jones email
- Gary!! He does a great job providing information that is HELPFUL. Good management of EM Conferences.
- Getting all involved
- Great conferences
- haven't been in long enough to identify.
- Having a voice at the state level
- History, networking
- I dont know
- I think it is an excellent way for EM personnel to stay in contact.
- in emergency management, its always best to know each other before you need each other
- Inclusiveness for EMs and partner agencies
- Information
- Information sharing
- Information sharing and networking at conferences
- Information state wide COVID
- Information to the general public.



- it definitely helps create a sense of community and helps us work together to push for things that benefit EM throughout the State.
- it members
- It's county members
- It's members and Executive Director.
- It's members.
- It's a safe space for Counties and partners to share information
- Its forward thinking on how to make the EM profession a stronger stand alone profession and coming up with new innovative ways to help new emergency managers transition into this career field. An example of this would be the EM 101 & 102 classes as well as the new Mentorship Program that is a result of the NCEMA Training Committee's vision, especially Michelle Brock's, in wanting to strengthen this profession and help it grow into a more sought after career field.
- Its Members
- its members
- its members
- Its members
- it's members
- its membership and ability to network
- Knowledge
- knowledge
- Knowledge and leadership
- Leadership
- leadership
- Leadership, certification, reminding our legislators why emergency management is a critical thing in NC
- legislative activities
- Members
- membership
- Membership
- Membership (people)
- Network
- Network and relationships in the county
- network of individuals across the State
- Network of participants
- Networking
- networking
- Networking
- Networking
- networking
- Networking
- Networking and sharing successful programs
- Networking and conferences
- Networking and information sharing
- networking opportunities
- Networking With Peers Local, State, Federal

- Networking.
- Networking/Communciations
- Newsletters and conferences
- No idea
- Not sure.
- Organized, Pro-Active
- Our all county and state structure
- Our Association is well represented by members from across the State; not over represented by any geographic area or top-heavy with either our rural or urban membership. Our Association does not exclude membership of individuals from non-local emergency management elements of the overall North Carolina emergency response community. Our conduct of two state-wide conferences each year; where our members (and other individuals across the State's emergency management community) are able to meet together and both gain information from conference presentations and to network with our peers to learn from their recent experiences and knowledge. Also of value is our fairly close relationship with the North Carolina Division of Emergency Management. There are probably instances where we can better cooperate with one another; but, compared to the situation in many other states, our relationship with NCEM is a plus for us both.
- Partnerships and collaborations
- partnerships and networking, providing a voice
- People
- Professional development and information sharing
- Professional resources and networking
- Providing continuing education, latest news, new programs and regulations.
- relationship with NCEM
- Relationship with NCEM.
- Represents the whole State across many agencies and types or organization, yet a common focus
- Sharing of information
- Socializing at the two conferences per year
- Staying up to date with trends and things affecting us as local EMs. Training committee has worked extremely hard on the EM 101 and 102 Academy. That is note worthy. The Legislative committee also works hard to stay in touch with our elected officials.
- strategic plan, officers, executive director
- Strong committees that remain engaged and perform
- Strong leaders
- Teamwork.
- The Association is very good at what it does
- The commitment of its members and leaders.
- the Conference
- The members of the Association are seasoned veterans when it comes to disaster preparedness and response
- the members; the background, education, experience, knowledge, skills, and abilities
- The membership
- The membership as a whole
- The membership.

- The network and conferences
- the people
- The people within the association. There are a lot very smart and experienced EMs.
- The people!
- The sharing of expertise and previous knowledge of how to get things done for the good of all.
- The steady stream of information. It brings in ideas that hadn't been thought of before.
- The variety of experiences in the membership.
- This & That Director emails
- training at various locations
- Transparency and Teamwork
- Unable to answer, but I can see where there is a lot of potential for NCEMA membership to be beneficial.
- Unified in voice
- very vocal on the forefront legislation wise
- Volume of members and depth of accessible, organizational knowledge.
- We have a broad group of professionals with a wealth of experience in a range of fields.
- Willingness to explore new ways of doing things.

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**Question 13: What do you think are the Association's most significant weaknesses?**

- A challenge of getting participation
- After sending in my application and dues, I have not received any correspondence directly from the association. I received this survey from a third-party.
- As a lobbyist at the state level, both legislature and at DPS
- As is true with all groups, keeping our state and local leaders engaged and understanding of the need to fund and prepare
- As local government turns over and as personnel retire from state emergency management there must be a path to promote talent into leadership roles. Mentoring early-career leaders is something older or former managers could assist the Association with.
- at least in the past, the association was very 'county-centric' - not the most welcoming to emergency management professionals in other industries (higher education, healthcare, military, enterprise, consulting)
- Billing
- Can't think of any
- cohesion as a whole,
- Communication
- Communication
- Communication
- communication of good/bad of legislation attempts
- Communication with members.
- Conferences, time to move from the current locations
- Diversity
- Diversity and inclusion among the membership.
- Diversity in language, race, and ethnicity
- Don't know.
- Due to limited experience, I don't think I can accurately assess the weaknesses.
- Emergency management certification process
- engaging the committees and new members.
- Failure to have a unified voice.
- For once, in my profession, I can't say it's communication. Sometimes change is difficult. With our changing times, especially since COVID-19 introduced itself, we have had to find new ways of continuing our job, training, meetings, etc. We have had to cancel two conferences already. How can we embrace the changes and be more innovative in still keeping us together?
- funding
- Getting everyone involved from top to bottom
- Getting information out in a timely manner before emergency takes place
- Getting the newer EM members more involved
- I could be wrong however, I think there are volunteer EM teams that are under represented by the Association
- I do not know.
- I perceive a lack of outreach to new and prospective members.

- I'm not sure I have an opinion on a weakness without looking at the organization through lenses that do not have clarity.
- Improvements can be made membership application payment and billing
- Inability to move around the State when applied to conferences and meetings
- Information can sometimes be redundant and hard to keep up with.
- information sharing
- It could stand more focus on mitigation and resilience vs. response and recovery
- its administrative processes for membership management and communications to members
- Lack of membership strength---we are small group with a small voice in government but with a huge responsibility to the communities we represent
- Lack of forward facing technology and not keeping pace with a paperless way of doing business
- Lack of funding
- lack of growth
- Lack of inclusion to others outside of the county EM's
- Lack of inclusiveness in decision making, total involvement of associate members. Appears all the agency wants is the dues. Also a lack of follow up with members on occurrences effecting all of emergency management
- Lack of incorporation of new technologies.
- Lack of info sharing. Newsletters that are a bit lacking. The new letter is also a great opportunity to share local success and accolades.
- Lack of involvement from EM community membership
- Lack of other communication from the ED and officers to ALL members. Routine communication from the leadership to the member's is essential in conducting association business.
- Lack of participation from all members
- Lack of tangible benefits of membership. I previously mentioned adding a secure repository for plans, SOPs and other important documents. It would also be helpful to have an easy way to request help from association members with a specific plan or local issue.
- Lack of team building opportunities at conferences. Not structured "mandatory fun" teambuilding, but opportunities to play golf, go hiking, go fishing, etc...
- lack of utilizing people. People staying on committee until they want to leave, not giving room for others to step up.
- Letting the state lead issues
- levels of participation and requirements for certification. oh, and the renewal process.
- Membership exclusion: the Association should change its name to the NC County EM Association.
- Membership recruitment and retention.
- Membership. Complacency and a lack of advocacy by members. Voices are what is heard in Raleigh. Having served a state board before, I am very familiar with what Class A uniforms in the halls of Raleigh can get done.
- more training and education opportunities at the two conferences
- Neutral
- No significant issues come to mind.
- No Weaknesses
- None
- None

- None
- None
- none
- None
- None
- None
- None
- None at this time
- none known
- not addressing concerns from the participant feedback forms used at the NCEMA conferences
- Not allowing voting and input from Municipal level Emergency Management. If this has changed, it has not been effectively communicated.
- Not connecting new members to NCEMA resources.
- Not providing detail information quickly.
- Not sure
- Not using current technology to handle membership, conference registration and information sharing. Many places cannot "cut checks" anymore and we need an alternative. Would using Square or similar option be that difficult?
- Only one Gary!
- Other than conferences (currently cancelled) and Gary's emails, I still feel a little disconnected.
- outside EM members
- Passive representation, i.e. if the association wasn't there, what would suffer?
- Politicians! State and local who hire buddies vice professional EM's
- Pride
- Pulling in other non gov. agency into the association simply to grow the association
- Reaching out to individuals that are not on the top of the command structure to inform how the Association can benefit them
- Recruiting
- See above
- see previous answer
- Severing the specific populations like Colleges/Universities, Private Businesses, Non- Profits, etc..
- sitting and waiting on issues as a whole.... a conference assoc.. however, conferences are very good. need to expand.
- Small group in comparison to others
- Social Media Presence and information sharing
- Somewhat stuck in a "good ole boy" system where the same folks are driving decisions or hampering progress.
- Still needs some continuity and method for sharing that experience and knowledge.
- Technological shortcomings
- Technology
- The elected terms of the Association's leadership positions are too short in length; they should be at least two years in length to allow the incumbent to become comfortable with the roles/duties of their position and to have sufficient time to implement their own goals and objectives (in conjunct with the overall leadership of the organization) before their term expires. In addition, a large portion of the

membership of the Association's various committees never actually involve themselves in the activities of their committees. Too often, the committees' activities are carried forward by only one/two members. The value of the by-law requirement establishing a minimum number of members for the committees is to allow multiple opinions to shape the direction of the committees and to share the program effort to preclude overweighting any single committee member with the organization's duties. But, that seldom happens; most committee decisions are only the chairmen's decision.

- There a very few weaknesses
- time
- Too much good old boy and girl relationships as a criteria for actions.
- Too much state influences
- Trying to change things to suit a small demographic at times, losing focus of the overall big picture issues
- Unable to comment.
- unknown
- very limited professional support staff, over reliance on members to keep the association moving forward. Membership doesn't fully represent the entire EM profession of today.
- We have a broad group of professionals who don't like change.
- While I think there is always room for improvement among any organization, I believe our association does a great job

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**Question 14: What are some upcoming opportunities for the Association to continue to grow and better serve its members?**

- Open membership opportunities
- Ability to provide one day virtual courses sponsored by the association and earn training hours
- Accept procurement card for dues and conference registration.
- Additional updates to the website with more members.
- Again, my knowledge of NCEMA is limited to the "This and That" updates, one Conference I attended, and the information available on the NCEMA website. Overhauling the website and modernizing the online membership application process could be beneficial.
- Attending other public safety conferences to promote our association
- Better conferences and different locations and more training opportunities
- Better educational opportunities. Quality and unique presentations/opportunities at conferences. They don't need to be specifically emergency management related directly, but topics like leadership in crisis, working with the millennial/next generation, diversity and inclusion are all very needed in our profession here in NC.
- Bring in new blood to the organization.
- Community support during the ongoing COVID craziness.
- Conferences and e-conferences
- Conferences and the news letters that are sent out
- conferences are wonderful. unfortunately Covid-19 has taken that away from us.
- conferences depending on covid of course
- Continue conferences
- continue the best practices from events, lessons learned, opportunities to modify response, etc.
- Continue to push for the support and participation of Gov. EM agencies
- Continue to reach out to the ever growing community of Emergency Managers, Public Health, Schools, Universities, Private Industry, PNP, and etc.
- Continue with the great job your doing.
- Continuing and growing interaction with voluntary organizations.
- COVID-19 has provided a platform and dictated use and increasing familiarity with virtual meetings, both of which should give the association chances to grow. We'll be dealing with this for a while and being from a smaller town without a full-time Fire Dept and reliant on our county for much in the way of emergency management, we continue to be open to information and perspectives about what the future will hold. And we can clearly meet and connect from anywhere versus needing to do everything in person.
- Create a virtual platform for the Fall Conference rather than cancelling it.
- Diversity and equity training
- dunno
- Emil all those who want to assist.
- End Covid
- engage new persons to get involved
- Establish a really forward-moving strategic planning group and not just one made up of the "good ole boys".
- Expand conference presentations



- expand membership base and professional support staff/association management team
- Expand your mentor-ship and apprentice program
- Exploring the use of online presentations to various outside agencies, groups in an effort to promote emergency management within the State
- FEMA has changed some aspects of the PDM program in the rollout of BRIC last month. Absent written guidance from FEMA outcome remains to be seen, but it does look like an opportunity to receive funding assistance for identifying and collecting data and details for some larger scale mitigation and resilience efforts
- further networking
- get back to our conferences as soon as conditions allow,
- go online with membership applications and renewals and implement the last strategic plan recommendations of an online method for receiving updates, cataloguing communications to members (in a searchable form) and a new website with protected content.
- Good question - specific trainings that tie to recognized certifications?
- Great job
- Grow and expand conferences, and training opportunities.
- Hard with COVID. Ready to bring conferences back.
- Hopefully returning to in-person conferences for networking with counties across the State
- Hopefully we will be able resume normal activities for the good of the group post Covid19
- Host short virtual "master classes" throughout the year with some of our subject matter experts. Develop minimum standards for EOC's.
- I do not know.
- I don't feel engaged enough as a non-member to answer accurately.
- I don't know
- I like the idea of the virtual Conference during this time of pandemic
- I would say just figuring out how to get us back together in trainings, conferences, etc. or figure out a universal platform for these activities that everyone can benefit from.
- in the new virtual world, it would be nice to consider some lunch and learns or meetings to help let everyone interact a little more often than twice a year.
- Inclusiveness to attract more EM from a variety of settings to keep our organization relevant
- Keep members informed
- maybe partner with IAEM Region IV to host a regional conference? or maybe a statewide / regional exercise?
- Maybe some Lunch and Learns (Virtual)
- More outreach through the SOG LISTSERV and social media.
- Move to one Conference per year, in a centralized location; increase in responsibilities, budget deficits, and training requirements prevent emergency managers from traveling as much
- NCEMA Fall Conference
- New technology such as drone training.
- None atm, COVID
- Not sure
- Not sure
- Not Sure
- not sure how to answer this. i don't see anything new for at least 12 to 18 months due to covid.

- Not sure----getting good press during an event that is news worthy is a possibility
- offer virtual training
- offer virtual training on topics related to the global pandemic
- offering educational sessions
- Once Covid is over get back to our meetings and conferences
- online courses
- online education
- Opening up the membership.
- Other than communication, the association does a good job.
- Partner and collaborate with entities across the State that have not yet been identified as support in time of emergency
- Professional Career Development
- Provide educational opportunities for members, promote CEM, engage with other partner agencies to improve efficiency and work relationships.
- public awareness - public relations
- Reach out to all education schools about EM and the profession
- Stay the same
- Storm prep, awareness training, get young people involved
- Taking a pro-active stance on increasing technological capabilities within our discipline.
- Taking on additional case management
- The association should provide/support a collaborative platform for training, meeting and information/document sharing, such as Microsoft Teams
- The cancellation of the conferences due to COVID has been a bummer. I think the decision to hold a virtual conference was a great idea.
- The Conference and speakers are great. The sharing of new best practices and no one keeping ideas and thoughts to themselves.
- the online Conference
- Training
- Try being inclusive and unite the larger EM community and partner agencies.
- unknown
- unknown
- unknown
- unsure
- Update the website to allow for online payments of dues and conference registration
- Virtual engagement, regional networks
- We need to actively encourage membership from across the non-local emergency management portions of the overall NC emergency response community; from within industry, from within the city/municipality agencies, from within healthcare and public health, and others. We need to actively involve ourselves in forums and associations of elected North Carolina leadership; the League of Municipalities, the UNC-CH School of Government, NC Association of County Commissioners, NC Chamber of Commerce, etc. to provide these officials a better understanding of our responsibilities and to possibly gain more support for our efforts. We need to actively encourage membership in our Association by higher education students enrolled in emergency management associated degree

programs (we seem to already have a relationship with the higher ed instructors); and, to make membership in our Association to be of value to them.

- members?
- who knows in with what all is going on?
- With COVID, who knows
- Work through Covid
- Work to get every county EM as a state employee and not a county one.
- Work with coved task forces. Health departments have lost credibility.
- Working with the regional safety councils and the NC Statewide Safety Conference groups.
- Yes

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**Question 15: What are the most significant upcoming threats that will prevent the Association from serving its members?**

- A silent and unseen effort is underway to form an all-inclusive EM group that will offer unity and will align with other emergency services agencies in a collaborative fashion.
- Availability of the members to be able to invest in the operation / management of the Association.
- budget cuts due to COVID / economy status
- catastrophic disaster
- Changes in leadership.
- competing priorities of COVID + Readiness
- Complacency
- Continuation of Covid and reduction of federal support.
- Continuation of COVID-19 and having to find new ways to continue networking and information sharing.
- Continued disasters and lack of engagement membership. The new generation of emergency managers need to be empowered, embraced, and included. They also need to have an opportunity to lead.
- Corona virus is the immediate threat, delaying association opportunities.
- COVID
- covid
- Covid
- covid
- Covid
- COVID
- COVID 19
- Covid 19 has shown that online communications is nessarry but this is vulnerable when we think about cyber security.
- COVID 19 keeping volunteers from working in county
- COVID and Democrats.
- Covid and governor cooper
- COVID and social distancing
- COVID and too many big storms too soon.
- COVID complications
- COVID continues to be a constant challenge. I get so much from face-to-face discussions and those are simply not possible right now.
- COVID not allowing in person events
- COVID restrictions
- Covid restrictions
- COVID shut down again... lack of technology to reach members through ZOOM or TEAMS meetings
- COVID, any other disasters
- Covid, political climate
- COVID,cancellation of meetings and the conferences
- COVID.
- COVID19
- COVID-19
- Covid-19

- Covid-19
- COVID-19 (social distancing, wearing masks, infection threats, etc)
- COVID-19 presents challenges to face-to-face meetings. How do you communicate to those not as involved in the association, gain synergy around a topic for state wide consistency based upon the deviations resulting from county specific processes, etc.
- COVID-19, complacency
- COVID-19, travel restrictions
- COVID-19. Also, the geographic size of North Carolina and travel distances create some hurdles.
- Current COVID-19 restrictions, Hurricanes and winter storms
- Divisiveness between local/state government EM and EM from other areas such as hospitals, military, private industry and schools
- DK
- Doing the same thing it has done for the past 20 years.
- Excluding community groups that can provide outside perspectives
- fear of the virus
- Funding
- Health and safety issues
- I believe that the Association will always do the best they can to serve its members. It just seems that Nature is throwing a lot of stuff to impede that service.
- I don't think it will prevent but it might be a hindrance COVID 19
- increasing frequency of natural and man-made disasters
- Increasing storms may limit growth opportunities as we cope with urgent needs.
- its worth asking how COVID-19 is impacting travel and training budgets - to the extent that is where your members fund their participation
- Lack of available resources, money and time.
- lack of conferences due to COVID.
- lack of diverse membership from other areas of emergency management other than county employees
- lack of interest due to difficult access
- lack of moving to virtual options
- Lack of time for members to commit to the association due to hurricanes and CV19.
- limited in-person collaboration (conferences)
- Long term impacts from Covid, overuse of technology to battle the impacts Covid has had on large gatherings and the extended significantly more active hurricane season forecast.
- Loss of experience
- Money, but as long as we keeping having weather like Isaias, we'll be fine.
- Multiple events going on simultaneously
- Newer types of emergencies that impact communities
- No conferences due to COVID
- None
- None
- not being seen as an association that goes beyond county EMs.
- Not being willing to expand the active membership opportunities beyond county EM.
- not enough personnel or resources available
- not providing virtual training

- not sure
- not sure
- Not willing to change and look at new tech opportunities including social media to benefit all of EM across the State.
- Other Public Safety Assoc. moving forward ahead of our profession. "squeaky wheel" or most visible Assoc. gets the attention/funds.
- pandemic
- Pandemic continuation
- Pandemic issues
- Pandemic limiting conferences/networking, multiple concurrent events limiting time available for enrichment/professional development activities, overall fatigue from ongoing operations reduces motivation to take on association tasks
- Pandemic!
- Pandemics
- Pandemics obviously. Local government budgets have also taken a hit. It would be great if the association would work on a virtual conference to supplement during this trying time.
- Pandemics, Hurricanes, Earthquakes, etc.
- pass
- political budget cuts
- Politics----we need to stay out of the political scene and do our job to support the health and safety of the communities we represent.
- Restricted travel and lack of face to face interaction with other association members
- Should not be any threats.
- Social distancing
- social distancing rules
- Staying close minded to proposed changes.
- The coronavirus is keeping us from gathering together (conferences and other meetings and workshops). Without this ongoing relationship; the value of the association may be diminished in some people's minds.
- The current pandemic restrictions, economic effects of long term restrictions, missing training opportunities through cancelled conferences, diminished participation due to restrictions.
- The pandemic
- the pandemic....face-to-face networking is important
- The response that "we have always done it 'this way' is a major impediment to meeting new threats.
- Transitioning from real to virtual communications, compounding and simultaneous disasters that occupy members time, prohibitive changes in standard protocol because of the pandemic, planning for inefficiencies as we explore and implement the new normal.
- unknown
- waning interest.
- Weaken Leadership
- With COVID 19 the retention of members will be a concern.
- With the increased reliance on technology for collaboration and departure from face to face conferences and meetings, I see cyber attacks and disruptions as a serious threat that could impact the delivery of services.

**Question 16: In the context of COVID-19 and other ongoing events, what form should the conferences take as we move forward?**

- 1 much larger conference per year instead of two. Maybe an opportunity to combine the EM Forum and the Conference into 1-week event per year.
- again virtual training
- All virtual
- All Virtual with a MC and several assistants to move between several people with lots of "real world" answers and advise.
- Allow for virtual options where possible. If needed, have more geographically based gatherings. Could potentially have coordinated geographic based meetings were "main events" were streamed/broadcast to each site. Potentially breakout sessions could be done in a similar fashion??
- Although we have missed 2020 conferences, the ability to get back to those when possible is extremely important.
- At a minimum one annual Conference.
- Be flexible, the virus will diminish after the November elections!!
- cancel the Conference or virtual
- Combination In-Person & Virtual
- Education
- Face to face
- face to face
- Focus on the unexpected.
- for fall, definitely virtual, and spring may need to be virtual depending on the status of the State
- Get back to in person as soon as everyone else does.
- Get back to normal as quickly as possible.
- Have an in-person event, scaled down to cover the social distancing requirements.
- Hold the next forum in the Spring - Cherokee
- Hopefully in person. meeting face face you can discuss more than topics of Conference
- Hopefully this will pass and we can get to in person meetings etc.
- hopefully we can return to a full in person conference soon. If not possibly offer a virtual one with training and information
- Host several short (1-3 hour) presentations throughout the year on several different topic tracks. Hold conference-style presentation over a couple of partial days one month virtually (ex: a Wednesday and Thursday afternoon).
- I attended a conference that was a few weeks long but 1-2 Zoom sessions a week so I was able to still do regular work as well. That worked really well.
- I believe the networking that takes place in person cannot be replaced but recognize that due to Covid-19 we may not be in a position to engage in face to face conferences for quite some time.
- I feel networking is the most valuable benefit of attend the Conference. While I've seen great presentation and learned a lot from them they do not compare to the value gained from talking to other EM professionals from around the State. While we work through COVID I think maintaining lines of communication and conference calls to discuss hot topics will suffice until we can come together as an organization

- I love going to conferences--but this one (Fall) might need to be either virtual or postponed. COVID-19 is too big of an issue and will continue to be an issue ..we need to find a way to deal with it regarding conferences so we all stay healthy and stay informed at the same time. No simple answer----sorry
- I prefer the face to face meetings and would be comfortable wearing a mask, and practicing social distancing.
- I really hate that we cannot get together, but understand. I noticed that IAEM is having a virtual conference with sponsor pages????
- I refuse to believe they'll never go back to "normal" but I hope they can at least happen virtually in the meantime.
- I think we should work to getting back on track for the spring 2021
- I would like to meet in person.
- I would like to see, if possible, going back to an in-person conference. If it is not possible, I think virtual would be a good option.
- If we can't meet in person, some universal platform of meeting or training that everyone (external EM partners also) can benefit from in trainings, meetings and conferences.
- I'm good with zoom
- In person
- In person
- In person as much as possible
- In person is best because of networking and being able to have sidebar conversations. Need some kind of conference opportunity to meet EMPG. The "virtual" idea is a good alternative in the short-term. Appreciate Program Committee working on that.
- In person or Virtual. Learning is learning
- In person when it is safer to do so
- In person will always be the best of method
- In person. But zoom if necessary
- In the short term virtual meetings will need to occur. Long term is dependent on active case counts, CDC recommendations and other factors but it is likely that IF a conference is possible within the next year that social distancing measures would need to be implemented and enforced.
- In-person with appropriate precautions taken in conjunction with the Governor's orders.
- it just has to be online for now
- It should still be in-person when allowed
- Limited in-person with virtual options
- Limiting the number of guests per district and continue with in person gatherings within orders and commit to best practices on site
- Look at Zoom or TEAMS with channels or "rooms" for breakout sessions. Rather than all day, since it is not in person, look at parts of day or one whole day and spread the times out.
- Look far down the road at what 2021 will bring for EM
- Make sure everyone is up to date with the latest information about COVID\_19
- Make sure we are informed on a regular basis and know what resources are available for our clients
- May need to only do a virtual conference; or limit the number of face-to-face attendees to a smaller number and do the rest virtually. But; we need to continue with a conference program of some sort; to maintain contact with, and to continue to serve, our state-wide emergency management community.



- Maybe a few short virtual meetings but hopefully returning to in-person. Maybe more dates with fewer attendees?
- More virtual
- Multiple small conferences that allow folks to travel back home if they do not feel comfortable staying over night.
- need to adjust to the threat with a goal of returning to in person when pandemic allows
- Need to get back to face to face. Come up with the policies to keep safe and then let members adhere to them if attending
- Normal operations with social distancing as appropriate
- Not sure
- not sure
- not sure
- Of course virtual (TEAMS, Zoom, Webex)...but maybe regional events where smaller attendance and social distancing measures could be put into place.
- Online
- Online
- Online
- Online meeting platforms, webinars with chats for Q and A's
- Online.
- Physical conferences if we can socially distance would be nice. The virtual stuff just isn't as engaging.
- Probably virtual.
- Re-Open with social distancing measures in place.
- Return to normal
- Return to normal when possible. In the interim, virtual
- Same as before in bigger places with masks when you can't be 6' apart.
- small virtual opportunities until we can get back to Conference were people can truly network
- Smaller events held regionally with a virtual attendance option. Don't pull all of our statewide EM experts into a single basket for simultaneous exposure, and allow those agents with travel restrictions to continue to be part of the knowledge exchange.
- Smaller regional conferences with either in person speakers or video speakers. Still allows regional LEMC's to network and meet face to face with regional colleagues.
- Social distancing
- Sporadic virtual formats of updates and training
- Stay same, but offer health and safety measures
- still have the conferences as best as we can
- Teaching people not to be scared and to move forward
- Teleconference
- teleconferencing
- unknown
- virtual
- Virtual
- Virtual
- Virtual
- virtual

- virtual
- Virtual conferences.
- virtual for foreseeable future
- Virtual for near future - transition to in person with appropriate social distancing
- virtual for next Conference and then in person if situations allow
- Virtual for now but hopeful that in 2021 we can meet in person.
- virtual for now, but back to in-person as soon as possible.
- Virtual for now. We should be preparing for a spring return hopefully.
- virtual information sessions
- virtual is an option. I attended the Natural Hazards virtual conference over the summer. but I would like to return to normal in-person once it is safe.
- virtual makes the most sense, though is less engaging and makes it tougher for connecting with new and reconnecting with old friends and contacts. It also hurts chances to raise sponsorship revenue. Regional in-person/distanced events may make more sense. There may also be room to partner with Councils of Government to use their geography to convene agencies and reps. For example, the Centralina COG maintains their region's mutual aid agreement (and not sure everyone knows that, especially with retirements and staffing changes across the region).
- Virtual meetings are nice, but meetings longer than 60-90 minutes don't work. Perhaps design a series of one hour video conferences (one speaker) held every other week.
- Virtual meetings has certainly become the norm, but it's difficult to have one on one conversations during those types of events. Perhaps breaking the Conference out into each of the branches (if space can be found that can provide the social distancing needed). Not really sure what the answer is, particularly if we're not cleared to travel.
- virtual seems to be the only safe way
- virtual until safe to reconvene large groups
- virtual works for me
- Virtual, if at all.
- Virtual, no doubt, we must be leaders in this way.
- virtual, sadly
- Virtual?
- Virtually
- Virtual then hybrid if possible and safe to do so
- We have to establish the new norm
- We must provide an opportunity to meet virtually so that we can continue to grow as an emergency management association and body. The longer we wait to meet (whether face-to-face or virtually), the further we all fall behind in our progress and skills.
- Web-based seminars
- webinar based with training and class opportunities for credit hours. Certifications still require cont' ed hours.
- WEBINARS
- Webinars are a great vehicle.
- Webinars have been extremely useful. They are not as ideal as in the classroom but these are the cards we are dealt with. It is important that the EM Community stay engaged.
- Zoom meetings

- ZOOM works well for some types of meetings, Online education
- Zoom.

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**Question 17: Please let us know any other thoughts or ideas that you have about the future of the Association.**

- Appreciate the opportunity. Happy to help and support in anyway. Sam Rodgers, Red Cross, 202-384-5190
- As a non-member, this may be happening already and I'm just not fully aware - but I can see a great benefit in instituting some kind of mentorship program for the new and less experienced emergency managers to be partnered with EMAs that have the interest in mentoring the next generation of leadership (that includes those in the non-profit sector that may want to transition to county/state government EM positions over time).
- Be more inclusive
- Become more expansive to create specific/targeted audiences materials
- Better methods of sharing member information, better tracking of membership numbers
- Continue to grow and be successful
- define emergency management for those who do it - is it just the designated EM, the staff of that EM or those who deal with the onslaught and aftermath of the disaster, from police and fire to city/town managers and PIOs, etc. What chances are there to broaden your membership, especially with waves of retirements that have already happened. There are many parts from management to finance to public information among others that are all heavily involved in response to emergencies through NIMS and other less structured processes for dealing with incidents. If there are more virtual learning events, especially related to COVID-19 and various funding streams through FEMA and the CARES Act and would be worth engaging multiple stakeholders...
- Do more for the members
- Getting more integral with the EM academic programs across the State will help to get students and faculty engaged early in their careers, hopefully leading to more research opportunities and more members as folks enter their careers.
- Given the purpose of NCEMA noted on the website "The North Carolina Emergency Management Association is the professional organization for emergency managers in North Carolina.", I hope NCEMA will consider extending active membership to those of us who are permanent, civilian emergency managers on military installations in NC.
- good to be a part of group of like minded and motivated people
- Great group
- I appreciate what you all do. Thank you for your service to the citizens.
- I appreciate your willingness to reach out for ideas on how to help us continue to do our jobs and stay up-to-date on trainings, meetings, conferences, etc. Change can be scary, but in the past few months we all have had to embrace it whether we wanted to or not. That being said, how can we get back on track with our continued growth in the EM profession with the tools we have been given? Thanks for everything the association is trying to do to help keep us on track.
- I can assure the Counties that we non-county EMAs do not want your EMPG money.
- I do not know.
- I feel the Association is on the right path
- I have moved in and out and back again and back out during my tenure in state government. The Association is good for the profession and for the grooming the next generation on EM leaders.
- i have no further comments
- I hope it stays strong and continues to fight for the counties and others.

- I think the Association does a fine job and I have confidence that they will figure out a way for us to continue to stay abreast with any updates, classes/ courses we may need.
- I think we have a tremendous association that has a lot of value. We could lean a lot stronger on the advocacy side, especially for smaller local EM organizations. It feels like we are too embedded with state operations to have an opportunity to be an independent advocate - unfortunately this leaves the local emergency manager with only their own network to build advocacy. I fear we are losing an opportunity to engage younger emergency managers at conferences by sticking to the same old routine - a lot of presentations about "what happened" mixed with a lot of presentations from the State about "how to do x". Granted there is value in those presentations, however are we serving the purpose? What is the purpose and vision of the conferences, beyond networking? Are we building, empowering, and equipping emergency managers of the future for the future?
- I wonder if there is any interest in setting up caucuses to mirror IAEM?
- If you want the agency to thrive both in assisting the profession and the State, you need to allow associate members to be full partners in the direction and success of the association.
- increase public exposure and awareness
- It has always been a pleasure to work with the professional Emergency Managers of North Carolina.
- It should be an excellent structure for all of us to learn from each other and avoid unnecessary mistakes and missed opportunities.
- It's a great Association let's keep it going
- keep on moving forward for the safety of NC
- Keep up good work
- Keep working towards more engagement with community
- Love Phil Triplett!
- more interaction and communication with members. Gary's emails are great - but I think having an actual newsletter or having the leadership and committee heads report out as well would be good. I think just engagement in general is needed.
- More short, virtual opportunities for specific topic learning. Maybe a monthly or quarterly 30-45 minute "Brown Bag Lunch" WebEx type thing where someone delivers a short presentation on a fairly narrow-scope topic and then allows for Q&A.
- Opportunity to have more virtual meetings/shortened if necessary and more frequently
- outreach to the colleges and universities in NC that offer EM and related degree
- Please let us know any other thoughts or ideas that you have about the future of the Association.
- Quarterly meetings virtually!
- resume conferences in new and different venues. Going to the same place year after year gets old. Ex-Sea Trail. It was a great place when it was open and being used, but a little variety would be nice. I commend the efforts to go to Atlantic Beach and know that wasn't anything the Assoc could control.
- Scholarships for the Conference and more mentorship programs to help diversity
- Shifting to a virtual environment for the duration of the pandemic, development of online training opportunities, virtual committee meetings/conference calls, etc
- Social media lends a great opportunity for recruitment. I think we have missed the boat on that and we continue to slip further behind in that area.
- Stay safe and strong, brothers and sisters!
- Strengthen support for Hazard Mitigation. Too many EMC's are under informed on the importance and benefits of HM.

- Thank You for doing this survey and allowing our comments. Would like to consider the spring conference be a little bit east than Cherokee, maybe Asheville and really like the beach for fall.
- Thank you for putting this survey together and striving to keep us all engaged!
- thank you to our association leadership for their continued support and hard work
- Thanks for all your hard work
- The association has progressed well over the years, continue the forward motion offering hot items of interest
- This is a bump in the road--but a big bump. We'll get through it --but it will take time.
- To monthly update information
- unknown
- We will continue to support the association!
- Why are the annual conferences at the extreme points of the State of North Carolina?