

2012

Strategic Goals and Execution Plan

North Dakota EMS Association

On June 10 and 11, 2012 members of the Board of Directors meet to discuss the strategic direction of the North Dakota EMS Association. This report contains results of the SWOT Analysis, SMART Goals and execution plans identified and established by the planning group.

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Executive Summary

On June 10 and 11, 2012 members of the Board of Directors of the North Dakota EMS Association met at Lake Metigoshe to conduct a strategic planning session. The purpose of the planning session was to develop a course of action for the Association to follow for the next two to five years. Specific objectives of the planning session were to consider:

1. Establishing plans to ensure long-term viability;
2. Identifying ways to energize and engage the membership;
3. Increasing efforts to inform members what services the Association has and continues to provide;
4. Developing succession plans and paths to leadership for key board, committee and staff positions and;
5. Establishing a process or mechanism to ensure board members are trained and orientated to the organization, operations and expectations.

To execute the purpose of the strategic planning session attendees first reviewed the mission and vision statements of the organization. They were reminded that all decisions made during the session should help the Association move towards mission achievement; thus, it was important that each individual understood and supported the statements.

After reviewing the mission and vision statements the planning session conducted a SWOT Analysis of the Association. During this process the group identified Association strengths, weaknesses, opportunities and threats. The group used the information to identify the following seven SMART goals:

1. Develop a staffing plan;
2. Establish a board development committee;
3. Increase NDEMSEA membership to 60% of North Dakota licensed EMS providers by June 30, 2017;
4. Publish a special edition of the *Response Time* that explains who the Association is, what services it provides and highlights its accomplishments.
5. Conduct an education needs assessment for North Dakota EMS and an education strategic planning session for the Association;
6. Create and publish an *Ambulance Management Resource Guide* that provides the basic knowledge needed to successfully manage an ambulance service; and
7. Increase the Association's financial sustainability by obtaining \$20,000 of annual revenue from new sources.

Strategic Planning Purpose

The Board of Directors began the strategic planning session by addressing the question, “*When the session is complete, what do you hope to leave with?*”. Establishing a purpose for the session was important to ensure that planning stayed on track and all important issues were addressed during the two days. Attendees identified the following five purposes:

1. Establish plans to ensure long-term viability;
2. Identify ways to energize and engage the membership;
3. Increase efforts to inform members what services the Association has and continues to provide;
4. Develop succession plans and paths to leadership for key board, committee and staff positions; and
5. Establish a process or mechanism to ensure board members are trained and orientated to the organization, operations and expectations.

Mission and Vision Review

Board members present at the session were reminded that all goals set during the session should help the Association reach its mission and vision. Thus, it was important to review both the mission and vision statements to ensure they represent the direction of the organization and there is broad understanding of the organization’s purpose.

Mission

A mission statement is a basic declaration of *why* and *for who* an organization exists. Members present reviewed NDEMSEA’s current mission statement, ‘*...to provide our individual members equal and effective representation, educational services, and valuable resources,*’ and held discussion on its completeness. The consensus was a big piece of *why* the Association exists was not represented in the statement, legislative advocacy.

The perception in the group was, ‘*equal and effective representation*’ referred to the Board of Directors representing the membership regarding organizational decisions (internal). Thus, NDEMSEA’s mission statement does not address the external advocacy efforts. The group decided to add one word ‘*advocacy*’ so the mission now reads:

“It is the Mission of the North Dakota Emergency Medical Services Association to provide our individual members equal and effective representation, educational services, advocacy, and valuable resources.”

Vision

A vision statement is a description of what an organization would like to achieve or accomplish and answers ‘*we will be... so that...*’ Attendees reviewed the current NDEMSEA vision statement

and agreed that it accurately depicts the direction and desired achievement of the organization. The current vision statement is:

“It is our vision to be a unified voice and leading resource for prehospital emergency medical service providers in North Dakota, thus ensuring exceptional patient care.”

Board Evaluation and Self-Assessment

Prior to the Strategic Planning Session board members were asked to complete an evaluation of the board and assessment of their own contributions/activities as a member of the board. The evaluation was twenty-five statements (fifteen for board evaluation and ten for self-assessment) that participants rated how they agreed on a scale of one to five (five being *strongly agree*) and allowed two opportunities to make comment.

At the planning session board members reviewed the results of the assessment (Appendix A) and discussed areas of surprise and/or concern. The group felt the largest message to be received from the evaluations was that an orientation process/board training mechanism must be developed. Other assessment areas identified for consideration were: better communicating expectations, develop/entice future board members, make serving more enjoyable and succession planning.

Discussion was then held on what board members expected of each other and what the organization should expect from the board. This is what was decided:

- Attend board and committee meetings;*
- Members should be reaching out to hear thoughts, concerns and opinions from the area they represent and bring them to board meetings;*
- Take organizational and board meeting information back to regions;
 - How could this be done:
 - *Response Time*, eUpdate, personal emails, phone calls, regular (quarterly) meetings of services in the region.
- Assist with Annual Conference and respective Regional Conferences;
- Actively involved with Association committees;*
- Legislative support; and
- Read and respond to emails in a timely maner.*

**Areas identified as not being met or needing significant improvement.*

S.W.O.T Analysis

A SWOT Analysis is a way for companies to identify specific Strengths, Weaknesses, Opportunities and Threats that may aid or hinder strategic goals, objectives or mission achievement. For each category underneath the analysis participants were given ten minutes to privately list the strengths, weaknesses, opportunities and threats they felt the organization had. After, the group went around the table sharing one by one until they felt they had completely exhausted the category and identified all relevant items. After all four areas were discussed attendees were given forty points (ten per category) to help prioritize the strengths, weaknesses, opportunities and threats. They could assign one point to ten different items, ten points to one item or any combination thereof.

Participants acknowledged that all listed items are important, but realized that it is not realistic to address them all at once or at this time. Thus, below are the results of the SWOT Analysis.

Strengths

Strengths are internal qualities that enable the Association to accomplish goals and reach its mission. They are the foundation on which future and continued success can be built. NDEMSA strengths identified included:

- Honest/Trustworthy [14 pts.]
- Recognize the Need for a Lobbyist [11 pts.]
- Recognize the Need to Improve/Continue [11 pts.]
- Dedication to Bringing Positive Change [8 pts.]
- Educational Services [8 pts.]
- Flexibility to Adapt [8 pts.]
- Paid Staff [8 pts.]
- Unified, Respected, Committed Board Members [8 pts.]
- Board/Staff are Progressive Thinkers [7 pts.]
- Association has Competent Leadership [6 pts.]
- Board of Directors Made up of Diverse Representation
- Collective Experience and Knowledge of the Board [5 pts.]
- Regional Advisor Positions [5 pts.]
- Collaboration with other Organizations, Committees, Task Forces, etc. [4 pts.]
- Established Bylaws and Policies [4 pts.]
- Strong EMS System that's not Fragmented [4 pts.]
- History [3 pts.]
- Board Membership Embraces Change [3 pts.]
- Good, Purposeful Committees [3 pts.]
- Strong, Appropriate and Worthwhile Vision and Mission [2 pts.]
- Association is Recognized as the EMS Leader in North Dakota [1 pt.]

- Stable Finances and Fiscally Responsible [1 pt.]
- Well Organized [1 pt.]
- Board of Directors has Recognized Leadership [1 pt.]
- Represent Volunteers, at the Local, State and National Levels [0 pts.]
- Provide Services at Low Costs [0 pts.]
- Organization is in Good Shape [0 pts.]
- Good *Response Time* and Communication [0 pts.]

Weaknesses

Weaknesses are internal qualities that prevent or hinder the Association from accomplishing its goals or reaching its mission. They deteriorate the foundation on which future and continued success can be built. NDEMSEA weaknesses identified included:

- Lack of Association Promotion [14 pts.]
- Year to Year Finance, Not Enough Reserve Built [12 pts.]
- Board Meetings: Reporting v. Decision Making [11 pts.]
- Low Percentage of Membership, Relative to Number of Providers [10 pts.]
- Reliant on a Few People [9 pts.]
- Understaffed [9 pts.]
- Size of Board [9 pts.]
- Reluctance to ‘Take the Plunge,’ No Clear Path [8 pts.]
- Reliance on Staff [8 pts.]
- Succession Plan for Staff [6 pts.]
- Lack of Director Training [5 pts.]
- Board needs to be Reenergized [3 pts.]
- Lack of Member Benefits [3 pts.]
- Need Money other than EMS [3 pts.]
- Board Positions are not Desired by the Membership, Not Sought After [3 pts.]
- Lack of Follow-up on Goals/Decisions [2 pts.]
- Lack of Resource Promotion [2 pts.]
- Board Members are not Timely Responding to Emails and Procrastinating [2 pts.]
- Reporting on and to Regions [2 pts.]
- Limited Revenue Streams [1 pt.]
- Lack of Social Media Utilization [1 pt.]
- At times, priorities that are inconsistent with the Department of Health [1 pt.]
- The Board of Directors is Aging [1 pt.]
- Communication and Dissemination of Information [1 pt.]
- Not Always at the Table [0 pts.]
- Non-Active and Unengaged Members [0 pts.]

- Hard to Criticize Ourselves [0 pts.]
- Too much (most of) our Energy is Spent on Conference [0 pts.]
- Election Process (Officers Elected from General Membership v. Officers Elected from the Board) [0 pts.]

Opportunities

Opportunities are environmental conditions which the organization can take benefit from. They can be targets to reach, services to provide to members or weaknesses to strengthen. Opportunities help the Association become more financial stable and work towards mission achievement. NDEMSEA opportunities include:

- Decent Funding Base, Allowing the Opportunity to Hire Specialty (such as marketing/grant writing, etc.) [12 pts.]
- Apply for Grants and Offer Grant Writing Assistance to Ambulance Services [11 pts.]
- Pursue Outside Funding (corporations, donors, etc.) [8 pts.]
- Re-organize Workload (Less Reliance on Staff) [8 pts.]
- Workforce Development for EMS Industry (i.e.: Community Paramedics) [8 pts.]
- Capitalize on Measure 2 (EMS as a Vital Service) [7 pts.]
- Establish EMS as a Career Path [6 pts.]
- Legislative Opportunities [6 pts.]
- Participate in Collaboration (Work with more Outside Organizations) [5 pts.]
- Develop Networking System for Staffing/Other Industry Needs [5 pts.]
- Public Awareness/Promotion of EMS [5 pts.]
- Building Relationships with Trained/Paid Ambulance Service Leaders (Mentoring Program) [5 pts.]
- Grow Membership [5 pts.]
- Become a Training Center [5 pts.]
- Add EMT-Basic Refresher to Annual Conference [5 pts.]
- Guide the Transition from Volunteer to Paid EMS [4 pts.]
- Oil Safety Training Resources (Tap Into) [4 pts.]
- EMR/CPR-D Training/Education [4 pts.]
- Add Member Benefits [3 pts.]
- Offer Online Education [3 pts.]
- Become a Staffing/Ambulance Management Resource [2 pts.]
- Utilize Resources of Paid Services [2 pts.]
- Promote Foundation [2 pts.]
- SIM Training, Partner/Utilize ND STAR Training [2 pts.]
- Capitalize on Boom Money [1 pt.]
- Provide Training to Oil Company Employees (CPR, First Aid, etc.) [1 pt.]

- Attend Other, Out-of-State EMS Conferences [1 pt.]
- Attract Neighboring States to Annual Conference [0 pts.]
- Increase Social Media Utilization [0 pts.]
- Develop Board Training/Provide Board Training to Other Non-Profits [0 pts.]
- Use/Partner with Colleges [0 pts.]
- NREMT 40-50-60 Plan [0 pts.]
- Provide Additional Training (weekend, squad meeting, etc.) [0 pts.]

Threats

Threats are external, environmental conditions that may affect the success of the Association. They are items the Association cannot control and may include changing regulations and laws, competition, market/industry changes, etc. NDEMSEA threats include:

- Decline in Conference Numbers [18 pts.]
- Funding Competition from other Emergency Service Organizations for Legislative Dollars, Where will Future Funding come from [12 pts.]
- Sustainable Funding for the Association [12 pts.]
- Some Services are not on Board with Association and Association Initiatives and Objectives [13 pts.]
- Lack of Professional Recognition as an Industry [10 pts.]
- Industry: Lack of Willingness to Work Together [8 pts.]
- Online Education/Other Education Provided in State [7 pts.]
- Volunteer Burnout [7 pts.]
- Shortage of Quality Instructors [7 pts.]
- Negative or Uninformed Perceptions of What the Association Does [7 pts.]
- Decline in Volunteer Base [6 pts.]
- Different Direction than the Department of Health in particular instances [6 pts.]
- Young Individuals are not Interested in EMS [4 pts.]
- Changing Education Standards [3 pts.]
- Legislative Changes [2 pts.]
- Venue Availability [1 pt.]
- Low Pay in Industry/ No Standard (Union) [1 pt.]
- North Dakota 'NICE' - Willingness to Provide Service for Nothing [1 pt.]
- Time [0 pts.]
- Splinter People and Disenfranchised Groups [0 pts.]
- Self-Interest of New Industry Staff - More Concerned with *What's in it for Me* [0 pts.]
- Oil Impact [0 pts.]
- Stagnation [0 pts.]

- Maturing Providers [0 pts.]
- Limited and Decreasing EMS Education (Hospitals Ending EMS Education) [0 pts.]

Objectives and Goal Setting

After reviewing and rating the SWOT Analysis the participants needed to establish strategic plans to address weaknesses and threats and capitalize on strengths and opportunities. However, they first produced a list of potential objectives to ensure that all desired goals were on the table and prioritized before they began planning. Next SMART Goals were written. These goals are Specific, Measurable, an individual or group is Accountable, Realistic and Time oriented. The list of potential objectives is below.

- Plan for staffing that considers needed skill sets, diverse staffing mix (outsourcing and hiring), contracting staff - do they have to be in the office?
- Increase conference attendance numbers.
- Increase the percentage of providers that are members.
- Diversify income.
- Better promote the Association.
- Establish EMS as a career, possibly a degree program.
- Develop director training and orientation.
- Education: provide contract education, go to monthly meetings, become a training center, etc.
- Advocacy - Including legislative and non-legislative advocacy.
- Retain a grant writer for the Association and providing a grant writing service to ambulance services.
- Grow sponsorships.
- Reach financial stability.
- Mentorship with leaders and instructors (establish blogs or discussion threads).
- Needs assessment of providers and services. What needs actually exist?
- Find better ways to communicate the Association's message.
- Establish more long-term goals/thinking.
- Develop industry workforce (i.e.: community paramedics).
- Conduct strategic planning for Association educational services.

SMART Goal #1

- S: Develop a staffing plan for the Association that utilizes a mix of volunteer and paid staff to meet the Association's needs. Needs include, but are not limited to, marketing, diverse funding, event planning, legislative support and day-to-day administration. The staffing plan should include a minimum of one full-time position and possibly a part time position. The plan needs to include job descriptions for paid and volunteer staff positions identified in the plan.
- M: The measure will be a complete, written staffing plan that addresses the above considerations.
- A: The Executive Committee is responsible for completing the task.
- R: Yes.
- T: The plan should be finished by June 21, 2012.

SMART Goal #2

- S: Establish a *Board Development Committee* that is responsible for:
- Developing an orientation packet for new board members;
 - Reimbursement forms,
 - Bylaws and policies,
 - Meeting minutes,
 - List and explanation of expectations,
 - Forms to be completed (i.e.: confidentiality, conflict of interest, t-shirt order form, business card order form, etc.)
 - Developing an orientation program for new board members;
 - Conducting the orientation program;
 - Identifying the interests and strengths of current members (possibly utilize Strength Finder 2.0);
 - Mentoring inactive board members;
 - Conduct or assist with succession planning;
 - Board operations (how the board works), consider more committee meetings and shorter board meetings, board meeting planning, effective communication, etc.
- M: The measures for this goal will be an established committee and a completed orientation packet and program. Additionally, another Board Evaluation and Self-Assessment will be conducted in one year and compared to the evaluation completed in June 2012.

A: Art Haskins, Diane Witteman, Jim Restemayer and Neil Frame* will be responsible for carrying out this goal.

R: Yes.

T: -The *Board Development Committee* will be established by September 1, 2012.
-An orientation packet for new board members will be completed by September 1, 2012.
-The orientation program will be planned by March 1, 2013.
-The first new board member training will be conducted by April 1, 2013 (conditioned on new board members) and by April 1 each year there are new members.
-Board Evaluation and Self-Assessment will be completed by June 30, 2013.

* *Denotes individuals who have not yet accepted their appointment.*

SMART Goal #3

S: Increase the percentage of EMS providers (CPR-D, EMRs, EMTs, AEMTs, Paramedics) that are Association members to 60% in the next five years.

M: The measure for this goal is the percent of EMS providers licensed in North Dakota that are members of the Association.

A: The Board of Directors will be responsible for requesting and monitoring, on a regular basis, membership numbers and the percent of providers that are members. They will also be responsible for identifying what membership recruitment programs are working, which programs need to be changed or discontinued and implementing new programs.

R: Yes.

T: Each year the percent of EMS providers licensed in North Dakota that are members of the Association should increase by a minimum of 5 percentage points. By June 30, 2017 60% of licensed EMS providers should be members of the Association.

SMART Goal #4

S: Publish a Special Edition of the *Response Time* that explains *who the Association is, what the Association does and highlights Association accomplishments*. The issue will be mailed to all North Dakota EMS providers and copies sent to non-members shall include special inserts that explain how and where to join.

M: The measure of this goal will be the published and distributed Special Edition *Response Time*. Additionally, the effect on membership numbers will be measured by tracking membership purchases and returned inserts.

A: Marnie Olson, Cody Friesz and the Publication Committee are responsible for this goal.

R: Yes.

T: This Special Edition will replace the August 2012 issue of the *Response Time*.

SMART Goal #5

S: Conduct an education needs assessment and education strategic planning session that includes all North Dakota EMS education stakeholders. The planning session should consider, but not be limited to: increasing conference numbers, instructor mentorships, becoming a training center, providing additional training (filling unmet education needs, online education), and establishing EMS as a career path and/or degree program.

M: A report on the assessment of EMS education needs and a completed strategic plan with SMART Goals, setting a clear education path for the Association, will be the measure for this goal.

A: Cheryl Flick, Randy Severson, Sherm Syverson* and Tami Petersen* will be responsible for ensuring the goal is completed.

R: Yes.

T: -The needs assessment will be completed by September 17, 2012.

-A strategic planning session will be held by October 31, 2012.

* *Denotes individuals who have not yet accepted their appointment.*

SMART Goal #6

S: Publish an *Ambulance Management Resource Guide* that discusses and explains the day-to-day requirements for properly managing an ambulance service. It should include basic forms, information regarding laws, regulations and requirements, outline how to access resources, etc. The finished product must be highly branded as a product of NDEMSEA.

M: The measure of this goal is the completed *Ambulance Management Resource Guide*.

A: The individuals responsible for this goal include Diane Witteman, Neil Frame*, Jim DeMell and Mona Thompson.

R: Yes.

T: The *Ambulance Management Resource Guide* will be completed by September 15, 2012.

* *Denotes individuals who have not yet accepted their appointment.*

SMART Goal #7

S: In order to increase financial sustainability by June of 2017, a minimum of \$20,000 of the Association's annual revenue shall be generated by a source or sources not included in the Association's current annual revenue concentration. Possible sources discussed included:

- Money being generated from the 'oil boom';
- Corporate Sponsorships (oil, manufacturing and coal companies, banks, cooperatives, etc.);
- Grant sources;
- Business membership program;
- Grow NCEMSC involvement;
- Provide contract education and/or online education; and
- Develop a more productive investment strategy.

M: The measure of SMART Goal #7 will be the \$20,000 of annual income from new revenue sources. New sources are those that were not part of the revenue concentration in 2011.

A: The Board of Directors' Budget and Finance Committee and Association staff will be responsible for identifying, presenting and monitoring new and potential revenue sources.

R: Yes.

T: By June 30, 2017 the Budget and Finance Committee shall have taken steps to insure that a minimum of \$20,000 of annual income is being generated by a source or sources not currently in the Association's revenue concentration.

Consolidated Timeline

2012 Strategic Plan Timeline		
Task	Due Date	Person(s) Responsible
Written Staffing Plan (#1)	6/21/2012	Executive Committee
<i>Response Time</i> Special Addition (#4)	8/8/2012	Marnie Olson, Cody Friesz & Publication Committee
Establish a <i>Board Development Committee</i> (#2)	9/1/2012	Art Haskins, Diane Witteman, Jim Restemayer, and Neil Frame*
Board orientation packet completed (#2)	9/1/2012	Art Haskins, Diane Witteman, Jim Restemayer, and Neil Frame*
<i>Ambulance Management Resource Guide</i> completed (#6)	9/15/2012	Diane Witteman, Neil Frame*, Jim DeMell and Mona Thompson
Education needs assessment completed (#5)	9/17/2012	Cheryl Flick, Randy Severson*, Sherm Syverson* and Tami Petersen*
Education strategic planning conducted (#5)	10/31/2012	Cheryl Flick, Randy Severson*, Sherm Syverson* and Tami Petersen*
Board orientation program planned (#2)	3/1/2013	Art Haskins, Diane Witteman, Jim Restemayer, and Neil Frame*
Conduct the first board orientation program (#2)	4/1/2013	Art Haskins, Diane Witteman, Jim Restemayer, and Neil Frame*
Complete a Board Evaluation and Self-Assessment (#2)	6/30/2013	Art Haskins, Diane Witteman, Jim Restemayer, and Neil Frame*
Membership increased to 37.5% of licensed providers-2,066 members** (#3)	6/30/2013	Board of Directors
Membership increased to 45% of licensed providers-2,479 members** (#3)	6/30/2014	Board of Directors
Membership increased to 50% of licensed providers-2,755 members** (#3)	6/30/2015	Board of Directors
Membership increased to 55% of licensed providers-3,030 members** (#3)	6/30/2016	Board of Directors
Membership increased to 60% of licensed providers-3,306 members** (#3)	6/30/2017	Board of Directors
\$20,000 of annual income generated through new revenue sources (#7)	6/30/2017	Board Budget and Finance Committee and Association Staff

* *Denotes individuals who have not yet accepted their appointment.*

** *Calculated based upon the number of licensed EMS providers in June 2012. Actual membership targets may fluctuate based upon fluctuation of licensed provider.*

Board Evaluation Results

Question	Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree		Mean
	F	%	F	%	F	%	F	%	F	%	
Board members understand, agree with, support and promote the stated purpose of the organization.	1	6.7	0	0	1	6.7	11	73.3	2	13.3	3.87
The Board size is appropriate for governing and leading the organization.	2	13.3	3	20.0	1	6.7	6	40.0	3	20.0	3.33
The Board takes on the responsibility for recruiting new board members and ensuring there is a range of talents, experience and knowledge on the Board.	1	6.7	6	40.0	4	26.7	3	20.0	0	0	2.64
The Board has developed and leads an orientation process for new board members.	0	0	10	66.7	4	26.7	1	6.7	0	0	2.40
Board members are actively engaged in development and have adequate succession plans.	0	0	5	33.3	4	26.7	5	33.3	1	6.7	3.13
There is a wide understanding among board members of what is expected of them.	0	0	5	33.3	2	13.3	7	46.7	0	0	3.14
Board meetings are well planned and worthwhile.	0	0	2	13.3	0	0.0	8	53.3	5	33.3	4.07
Board members are prepared for meetings and engage in important organizational discussion.	0	0	2	13.3	3	20.0	7	46.7	3	20.0	3.73
Different points of view are encouraged.	1	6.7	0	0	0	0	8	53.3	6	40.0	4.20
When important decisions are made, the Board works to build consensus rather than persuade.	0	0	1	6.7	2	13.3	8	53.3	4	26.7	4.00
All Board members support decisions of the board, regardless of their personal opinion.	1	6.7	0	0	5	33.3	9	60.0	0	0	3.47
After board meetings, members follow-through on their commitments and report back as necessary and appropriate.	0	0	3	20.0	3	20.0	8	53.3	0	0	3.36
The Board regularly monitors/evaluates progress towards organizational goals and ensures Board decisions are carried out.	1	6.7	0	0	3	20.0	11	73.3	0	0	3.60
The organization has relevant standing committees with worthwhile purposes.	0	0	2	13.3	0	0	11	73.3	1	6.7	3.79
Board members feel like they are part of the organization and enjoy being involved.	0	0	1	6.7	2	13.3	11	73.3	1	6.7	3.80

Other Comments Provided Under the Board Evaluation

- Orientation and more guidance for new Board members (I don't know if it is being done).
- Learning what is expected is a difficult challenge. There is too much that new members have to figure out on how the board works. More of the handouts and preparation materials should be sent by email ahead of time so that discussions can happen during the board time. Positive discussions including negative points should be encouraged.

- I think an orientation for new board members would be very helpful. I appreciate how busy everyone is, but I would like us to make more of an attempt to have regular contact with services in our regions just to listen to their issues.
- Need for qualified person to take Cody's place - board size too large - new members could be made to feel more apart of things to encourage them to become more involved
- We do need to ensure that the directors on the board are actively involved and show up. If not, we probably should use our policy and find others from those regions that will.
- We need to [get] more of the board involved. There is a handful doing the work of many. I worry about the future of the organization as we seem to not have a plan for when Curt, Tammy and Cheryl step away. I do see improvement in many areas. We are on our way up and need to get the right people in place to make that happen.
- I think too much responsibility & duties are left up to Curt and Cody.

Self-Assessment Results

Question	Strongly Disagree		Disagree		Not Sure		Agree		Strongly Agree		Mean
	F	%	F	%	F	%	F	%	F	%	
I feel that I am an important part of and that I make significant contributions to the organization.	0	0	0	0	3	20.0	8	53.3	2	13.3	3.92
I enjoy being involved and continue to be involved because I enjoy it.	0	0	0	0	1	6.7	10	66.7	3	20.0	4.14
I have been adequately prepared to serve as a member of this board.	0	0	2	13.3	1	6.7	9	60.0	1	6.7	3.69
The organization invests in my development and makes available necessary resources.	0	0	1	6.7	4	26.7	8	53.3	1	6.7	3.64
I promote the work of the organization in my community whenever I can.	0	0	0	0	0	0	10	66.7	4	26.7	4.29
I read minutes, reports and other materials provided to me by the organization.	0	0	0	0	0	0	9	60.0	5	33.3	4.36
When I have a different opinion than the majority I share it.	0	0	0	0	1	6.7	10	66.7	3	20.0	4.14
I support all board decisions once they are made, even those I do not agree with.	0	0	0	0	1	6.7	7	46.7	6	40.0	4.36
I follow-through on my commitments.	0	0	0	0	2	13.3	10	66.7	2	13.3	4.00
I would encourage others to serve on this board.	0	0	0	0	0	0	8	53.3	6	40.0	4.43

Other Comments Provided Under the Self-Assessment

- It is time for new blood. Due to other time commitments I have not been able to contribute to the cause like I should. It is important to maintain a board of active participants or things become stagnant and we become complacent. Communication between members and the Board and vice versa needs to remain a priority.
- It has taken the first couple of years to learn about being a board member. Expectations of amount of work and responsibilities should be explained during some orientation period.

- I'm not sure if I am important to the board or if I have made any significant contributions, but other members have warmly welcomed me made me feel as if what I have contributed has been beneficial. I feel able to share my opinions, even if in the minority, because I have seen that other's opinions have been respected. I don't remember if I have ever not publicly supported a board decision that I disagreed with, but I know I will be more aware of it from now on.
- When the term is up for board members, I am finding that there is a unanimous decision to re-elect the members already on the board and no new nominations for positions. We need to be encouraging members to run for the board.
- See #16. A smaller board would probably be more productive. The number of directors disconnected, not attending meetings, skipping out, or routinely using teleconference option rather than attending don't provide much to the process. Fewer directors could do the same work, especially with regional staff. Need to have a strong person in the office. Need to look at other ways to generate revenue or get persons to conference other than typical classes/education we've done in the past. Numbers will continue to drop. Thanks CODY!