

## Strategic Planning Map

Strategic Priorities	Strategic Objectives	2023	2024	2025	2026
A: Membership engagement and growth: Enhance member experience and value	A1: Coordinated response to state events	X	X		
	A2: Membership chairs role	X	X	X	
	A3: Increase membership	X	X	X	X
	A4: Strategic partner	X	X	X	X
	A5: External representation (Members of Boards)		X	X	
	A6: ENA representation in every ED	X	X	X	X
	A7: State Council Attendance	X	X	X	X
	A8: Social Media Presence	X	X	X	X
Financial: Create long-term financial stability and growth:	B1: Accounting program	X	X		
	B2: Create a balanced budget	X	X	X	
	B3: Long-term investment plan		X	X	
	B4: Evaluate and update budget process	X	X	X	
	B5: Vendor engagement	X	X	X	
	B6: Online payment options	X			
	B7: Chapter accounts		X	X	X
	B8: Financial Institution Evaluation		x	x	x
	B9: ENAF	X	x	x	x
	B10: Research Tax Exempt Status		X	X	
C: Educational Content and growth: Increase educational outreach and opportunities	C1: ENPC	X	X	X	X
	C2: TNCC	X	X	X	X
	C3: Succession education	X	X	X	
	C4: Chapter Leadership development	x	x	x	
	C5: Integrate education committee in strategic plan	X	X	X	X
	C6: Committee development/ Goals/ Expectations	X	X		
	C7: Education Plan	X	X	X	
D: Internal Processes: Improve operational efficiencies	D1: Develop strategic plan	x	X	X	X
	D2: Define and refine Board roles	X	X		
	D3: Board education		x		
	D4: State Achievement award	X	X		
	D5: Website	X	X	X	
	D6: Policies and Procedures	X		X	
	D7: Work with National to coordinate member activities		X		

**A1: Coordinated response to state events**

Leader	Timing	Action Plan, Milestones and Measures
IQSIP Liaison	2023	Policy Development with IQSIP Committee
		Funding Plan
		Rollout
	2024	Testing
		Evaluation
		Finalize and standardized
	2025	
	2026	
	2027	

A2: Membership chairs role

Leader	Timing	Action Plan, Milestones and Measures
President	2023	Membership Chair: Roles/ Expectations/ Goals developed
		Identify Chair-elect
		Number of contacts from New/ Expiring
	2024	Reevaluate
	2025	
	2026	
	2027	

A3: Increase membership

Leader	Timing	Action Plan, Milestones and Measures
Membership, Peds, Trauma, Education, Chapters Liaisons	2023	Increase membership by 2%
		Develop a plan for creating value of ENA membership
		Chapter Challenge
		Promote ENA membership where available
	2024	Increase membership by 2%
		Promote ENA membership where available
		Work with Chapters to continue promotion of ENA members
	2025	
	2026	
2027		

A4: Develop Strategic partners

Leader	Timing	Action Plan, Milestones and Measures
President-Elect, Relationship Director, Past-President	2023	Coordinate with CHA and Regional VPs
		ACEP Liasion and coordination with ACEP
		Develop a vendor support contract
	2024	CFED Partnership and relationship building
		ENA member on the BRN if we lose our EMS Commission Seat (Connie)
	Look at BRN workgroups, to find a position for ENA	
	2025	
	2026	
2027		

A5: External representation (Members of Boards)

Leader	Timing	Action Plan, Milestones and Measures
President-Elect	2023	
	2024	Develop a process to identify ENA representation on the board/ committees
		Leadership Development Committee to develop education and messaging guidelines
		Recruit those members to come to state council
	2025	Leadership Development Committee to develop education and messaging guidelines
		Recruit those members to come to state council
	2026	
	2027	

A6: ENA representation in every ED

Leader	Timing	Action Plan, Milestones and Measures
Past-President, President-Elect, President	2023	Start the discussion at SC and SC delegate meeting and GA Delegate Meeting
		Obtain a list of ED leadership for each ED
	2024	10% of EDs represented with ENA members at each chapter
		Develop a campaign to recruit a representative
	2025	10% of EDs represented with ENA members at SC
	2026	
	2027	

A7: External representation (Members of Boards)

Leader	Timing	Action Plan, Milestones and Measures
Past- President	2023	Connect with members that went to ENA national conferences/ education ev
		Engage National Committee members to attend SC
	2024	Develop a plan to increase ED representation at SC
	2025	10% of EDs represented with ENA members at SC
	2026	15% of EDs Represented with ENA members at SC
	2027	20% of EDs Represented with ENA members at SC



A8: Social Media Presence

Leader	Timing	Action Plan, Milestones and Measures
Relationship Director	2023	Q3 Find someone good with Social Media
		Q3 Research third party social media content developers/ promoters
		Q2 Develop social media guidelines (advertising courses, Vendors, process for what we post, by whom, and when)
	2024	Q2 Increase CA ENA's social media presence
		Q3 technology for cross-platform pollination
	2025	
	2026	
	2027	

**B1: Accounting program**

Leader	Timing	Action Plan, Milestones and Measures
Treasurer, Treasurer-Elect, President-Elect	2023	Q 1 Research accounting program
		Q2 Develop categories to facilitate budget development
		Q3 Implement electronic bookkeeping (Transition)
	2024	Q2 evaluate process
		Q3 Integrate reimbursement automation
		Q4 Test
	2025	Q1 Evaluate
	2026	
	2027	

B2: Create a balanced budget

Leader	Timing	Action Plan, Milestones and Measures
President, Treasurer	2023	Q2 Categorizing expenses
		Q1 Increase vendor support
		Q3 Evaluate lobbying expenses
		Q3 Plan four meetings and one virtual
	2024	Implement four in-person and 1 virtual meeting
		Actual budget= Projected Budget +/- 20%
	2025	Reassess the 4 and 1 meeting
		Actual budget = Projected Budget
	2026	Actual budget = Projected Budget
	2027	Actual budget = Projected Budget

B3: Long-term investment plan

Leader	Timing	Action Plan, Milestones and Measures
President, Treasurer, Treasurer-Elect	2023	Q1 Financial committee discussion and policy development as needed
		Q2 Finalize Investment discussion
	2024	Q1 look at investment advisors
		Q2 Consider long-term investment strategies
	2025	Evaluate long-term investment strategies
		Review Investments
	2026	Review and adjust investments
	2027	Review and adjust investments

B4: Evaluate and update budget process

Leader	Timing	Action Plan, Milestones and Measures
President, President-Elect, Treasurer, Treasurer-Elect	2023	Q1 Accounting program in place and categories developed
		Q1 Continue to assess the budget timeline and adjust as needed
		Q1 Penalties for not completing the budget (Tyler) (AI)
	2024	Assess the categories for completeness
		Review each category to evaluate expense needs
		Finalize the standard categories
	2025	
	2026	
	2027	

B5: Vendor engagement

Leader	Timing	Action Plan, Milestones and Measures
President, Relationship Director	2023	Q1 Develop a standardized vendor support model
		Two vendors per meeting
		Develop a database for vendors
	2024	Q3 Evaluate vendor support model
		Q4 Evaluate vendor support goals
	2025	Q1 Evaluate New Director role
	2026	
	2027	

B6: Online payment options

Leader	Timing	Action Plan, Milestones and Measures
Treasurer, President, Relationship Director	2023	Q1 Central Phone Number Google Voice/ Teams Phone AI/ Shelbie
		Q1 Amazon Smile, Venmo Charity, Paypal Charity accounts, Square
		Q2 Wells Fargo direct pay
	2024	Q1 Evaluate the cost of maintenance/ fees
	2025	
	2026	
	2027	

B7: Chapter accounts

Leader	Timing	Action Plan, Milestones and Measures
President, Treasurer	2023	Q1, Q2, Q3, Q4 Encourage Chapters to use funds
		Q1 Budget development and completion discussion
		Q4 Holding chapters to expectations
	2024	Q2 Evaluate budget process
	2025	
	2026	
	2027	



**B8: Financial Institution Evaluation**

Leader	Timing	Action Plan, Milestones and Measures
Treasurer/ Treasurer-elect	2023	Q3/ Q4 Credit Card Research (Types/ options/ fees/ rewards/ limits)
		Q3/ Q4 Wells Fargo Account options
	2024	Q1 Financial Advisors (President, Treasurer, Treasurer-Elect)
	2025	
	2026	
	2027	

B9: ENAF

Leader	Timing	Action Plan, Milestones and Measures
Fundraising Chair, Treasurer	2023	Q1, Final in Q3 ENAF Chair roles/ expectations/ Goals developed (Dianne)
		Q3 Identify Chair-elect
		Q2 Identify our culture of philanthropy/ Develop a culture of philanthropy
		Q2 Text to give options
		Q3 Research online raffle options
		Q3 CA ENAF Sponsored Event (Shout House?)
		Q3 Integrate electronic payment options once identified (David)
	2024	Q2 Evaluate
		Q3 Beat Texas
	2025	
	2026	
2027		

B10: Research Tax Exempt Status

Leader	Timing	Action Plan, Milestones and Measures
Relationship Director	2023	
	2024	Q1 Research tax-exempt status
	2025	
	2026	
	2027	

**C1: ENPC**

Leader	Timing	Action Plan, Milestones and Measures
ENPC Liaison	2023	Q1, Final Q3 ENPC Chair roles/ expectations/ Goals developed
		Q4 Expand Courses by 10%
		Q1 Promote ENA at all education events
		Q2/Q3 Identify Regional Directors
		Q3/Q4 Onboard regional directors
		Q4 Identify Chair-elect
	2024	Expand Courses by 10%
		Evaluate Regional Chairs
		Develop a plan to report to the board on issues and challenges
	2025	Expand Courses by 10%
		Evaluate Regional Chairs
		Quarterly meetings with the board on ENPC status in CA
	2026	Expand Courses by 10%
		Evaluate Regional
		Quarterly meetings with the board on ENPC status in CA
	2027	Expand Courses by 10%
		Evaluate Regional Chairs
		Quarterly meetings with the board on ENPC status in CA

C2: TNCC

Leader	Timing	Action Plan, Milestones and Measures
Trauma Liaison	2023	Q1, Final in Q3 TNCC Chair roles/ expectations/ Goals developed
		Expand Courses by 10%
		Promote ENA at all education events
		Identify Regional Directors
		Onboard regional directors
	2024	Identify Chair-elect
		Expand Courses by 10%
		Evaluate Regional Chairs
	2025	Develop a plan to report to the board on issues and challeges
		Expand Courses by 10%
	Quarterly meetings with the board on ENPC status in CA	
	2026	Expand Courses by 10%
	2027	Expand Courses by 10%

C3: Succession education

Leader	Timing	Action Plan, Milestones and Measures
Leadership Development Liaison	2023	Q1 Chair and Chair-elect standardization, roles,
	Identify future leaders	
	2024	Implement a succession plan from Leadership Development Committee
		Q3 Leadership Development Committee to develop a succession plan
	2025	
	2026	
	2027	

C4: Chapter Leadership development

Leader	Timing	Action Plan, Milestones and Measures
Leadership Development Liaison	2023	Q2 Leadership development committee- Leadership Orientation at May meeting to set standard
		Q4 Develop Job Action Sheet for leadership roles at state level
	2024	Modify leadership Job Action Sheet for chapter leaders
		Develop expectations/ goals/ outcomes
	2025	Evaluate process
	2026	
	2027	

C5: Integrate education committee in strategic plan

Leader	Timing	Action Plan, Milestones and Measures
Education Committee Liaison	2023	Q1 Education at all SC meetings
		Q1 and ongoing Regional education opportunities discussion
		Q1 Promote ENA at all education events
		Q3/ Q4 Coordinate all ENA education for distribution
	2024	Regional education in North and South
	2025	Regional education in three areas
	2026	
	2027	



C6: Committee development/ Goals/ Expectations

Leader	Timing	Action Plan, Milestones and Measures
All Board Liaisons	2023	Q1 final in Q3 Chair roles/ expectations/ Goals developed
		Q3 Identify Chair-elect
		Q 4 Develop Job Action Sheet for committee work
	2024	Q2 Evaluate progress
	2025	
	2026	
2027		

C7: Education Plan

Leader	Timing	Action Plan, Milestones and Measures
EMS, Education, IQSIP Liaisons	2023	Q1 Integrate Workplace Violence in GAC, EMS, IQSIP
		Q2 APOT integration into SC meetings
		Q1/Q4 Evaluate Hot Topics
	2024	Q1 Coordinate plan for regional education/ themes
		Ongoing Evaluate Hot Topics
		Complete gap analysis for education needs
	2025	
	2026	
	2027	

### D1: Develop strategic plan

Leader	Timing	Action Plan, Milestones and Measures
Board	2023	Evaluate and Update Strategic Plan
	2024	Evaluate and Update Strategic Plan
	2025	Evaluate and Update Strategic Plan
	2026	Evaluate and Update Strategic Plan
	2027	Evaluate and Update Strategic Plan

D2: Define and refine Board roles

Leader	Timing	Action Plan, Milestones and Measures
Board, Relationship Director	2023	Q4 Developing Job Action Sheets for Board positions
		Q2 Develop Goals and Expectations for New Director Role
		Q3 Board Education Al and Debby
	2024	Q1 and ongoing Implement Job Action Sheets
		Ongoing Assess the need for Board positions
		Board Education
	2025	Evaluate Job Action Sheets
		Evaluating the New Director position
		Assess need for Board positions
	2026	Assess need for Board positions
		Board Education
	2027	Assess need for Board positions
		Board Education

D3: Board education

Leader	Timing	Action Plan, Milestones and Measures
President and Past-President	2023	Q3 Diversity Training
		Q3 Board Competency Education
	2024	Q2 Add Committee Chairs
		Board Competency Development Education for new board members
		Diversity Training
	2025	Add Chapter Leaders
		Board Compliance Education for new board members
		Diversity Training
	2026	Board Competency Development Education for new board members
		Diversity Training
	2027	Board Competency Development Education for new board members
		Diversity Training

D4: State Achievement award

Leader	Timing	Action Plan, Milestones and Measures
President-Elect	2023	Q1 Reviewed State Achievement Award and raise awareness
		Q2 gather data
		Q3 draft document
		Q4 synthesize and finalize
	2024	Q1 Submit
		Q2 gather data
		Q3 evaluate the process and determine the next steps
		Q4 synthesize and finalize
	2025	Q1 Submit
	2026	
2027		

D5: Website

Leader	Timing	Action Plan, Milestones and Measures
President, Past-President, Secretary, Treasurer-Elect	2023	Q1 chapter section update
		Q2 Update Education Page with updated content
		Q2 Standardized form to update meeting notes (Committee Reports)
		Document Integration Delegate Application
		SharePoint integration
		Q4 Update history section
	2024	Link to CA ENA swag for sale
		Evaluate Committee Form submission
	2025	Q2 Review the website and update
	2026	
	2027	

D6: Policies and Procedures

Leader	Timing	Action Plan, Milestones and Measures
Secretary	2023	Final Review of Policies
	2024	
	2025	Review Policies and update as needed
	2026	
	2027	



D7: Work with National to coordinate member activities

Leader	Timing	Action Plan, Milestones and Measures
President and President-Elect	2023	Q1 Leadership Orientation initial discussion with National
	Q3 Strategies with national to coordinate interaction with committee members	
	2024	Develop a plan to interact with national committee members.
	2025	Evaluare and Standardize process
	2026	
	2027	