

2023 – 2025 Strategic Plan

Strategic Priorities Overview | March 17, 2023

NENA

THE 9-1-1 ASSOCIATION

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NENA's Vision

A public made safer by 9-1-1 services delivered by highly trained emergency-communications professionals and powered by the latest technologies.

NENA's Mission

NENA: The 9-1-1 Association empowers its members and the greater 9-1-1 community to provide the best possible emergency response through standards development, training, thought leadership, outreach, and advocacy.

A Message From the NENA Board of Directors

NENA: The 9-1-1 Association is committed to ensuring that emergency help is available to everyone - anytime, anywhere, and on any device. In this endeavor, we are mission driven and member focused. Issues like the 9-1-1-staffing crisis, the transition to Next-Generation 9-1-1, the mental-health and resiliency challenges facing our community, and the evolving field-responder landscape are impacting and transforming the jobs 9-1-1 professionals do every day.

By accomplishing the goals set forth in this plan, NENA will continue to improve 9-1-1 and be the trusted community that our members can count on for the unbiased, consensus-driven, vetted, and proven resources they need to navigate every professional challenge and seize the opportunities before us to build a 9-1-1 system that works for everyone.

Plan Timeline & Reporting

Upon adoption of this strategic plan by the NENA Board of Directors, the plan will be in effect through September 2025. During the yearly plan-assessment process, modifications, additions, and deletions may be made to keep the plan current. At the end of the three-year plan lifecycle, a new plan will be developed, ensuring that the association remains nimble and forward-looking. Concurrent with the association's annual budgeting process, an assessment of the progress made on each Strategic Priority will be performed and a summary report will be provided to the NENA Board of Directors.

Strategic Priorities Overview

NENA's Board of Directors has identified five strategic priorities for the organization, each designed to deliver on the promise of our vision and mission statements. Each priority has associated goals, strategies, and performance indicators to keep NENA responsive to the needs of the membership, maintain a future-focused orientation, and expand our reputation as *the* association for all things 9-1-1.

Priority 1

Increase Organizational Reach & Membership Engagement

NENA is the standard-setting organization for 9-1-1; the work we do saves lives every day. Recognizing the importance of NENA and its influence on 9-1-1 and public safety, this priority focuses on **increasing NENA's visibility, influence, and capacity to drive change through strategic partnerships, growing and empowering the membership, and engaging and supporting chapters.**

Strategy 1.A | **Increase Brand Awareness**

Strategy 1.B | **Sustain Membership Growth**

Strategy 1.C | **Improve Chapter Engagement and Support**

Strategy 1.D | **Increase Networking Opportunities**

Strategy 1.E | **Strengthen Relationships With Other Domestic and International
Emergency-Communications Organizations**

Priority 2

Address the Needs of NENA Members & the 9-1-1 Community

Solving 9-1-1's big issues requires expertise, leadership, and commitment. NENA is known for being an invaluable resource, helping members overcome the obstacles they face today and preparing them for the challenges beyond the horizon. This priority tasks NENA with **identifying and remedying membership needs, expanding training and certification programs, and enhancing standards-development efforts.**

Strategy 2.A | **Identify the Membership's Needs**

Strategy 2.B | **Expand Current, and Develop New, Diversity, Equity, and Inclusion Resources and Programs**

Strategy 2.C | **Expand Training and Certifications**

Strategy 2.D | **Develop Standards and Resources**

Strategy 2.E | **Provide Health, Wellness, and Resiliency Resources**

Priority 3

Lead Advocacy Efforts to Address 9-1-1 Legislative & Regulatory Needs

As the Voice of 9-1-1 in Washington, statehouses throughout the nation, and internationally, NENA's regulatory and legislative efforts are essential to ensuring the public's ability to access effective and efficient emergency services. For this priority, NENA focuses on **advocating for a regulatory and legislative landscape that supports the needs of the 9-1-1 community, and empowering our members to do the same.**

Strategy 3.A | **Advocate for the Reclassification of 9-1-1 Professionals at the State and Federal Levels**

Strategy 3.B | **Advocate for NG9-1-1 Funding**

Strategy 3.C | **Improve Member and Chapter Legislative Resources**

Priority 4

Elevate the 9-1-1 Profession

Because 9-1-1 professionals work behind the scenes, they tend to be taken for granted by the public, officials at all levels of government, and even some of their public-safety peers. The priority focuses on **getting 9-1-1 professionals the recognition they deserve through public-facing initiatives and providing opportunities for specialization within the field.**

Strategy 4.A | **Increase 9-1-1's Public Visibility and Recognition**

Strategy 4.B | **Further Define, Promote, and Recognize the Unique and Specific Skillsets Needed in 9-1-1**

Priority 5

Ensure Organizational Health, Sustainability, & Growth

To best serve its members, NENA must be equipped with the people, systems, leadership tools, and change strategies necessary for organizational success. This priority area is unique from the others in that it focuses on the association qua association, **ensuring NENA's long-term health by defining and executing a values-based strategy of staff empowerment, creative problem solving, fiscal responsibility, and strategic decision-making.**

Strategy 5.A | **Articulate and Model NENA's Organizational Culture and Values**

Strategy 5.B | **Foster and Maintain a Cooperative, Collaborative, and Supportive Work Environment**

Strategy 5.C | **Provide Professional-Development Opportunities for Staff**

Strategy 5.D | **Implement Organizational-Sustainability Best Practices**