



### 2019 - 2021 Strategic Plan Process

The NCPFC Strategic Plan was developed with input from the Board in coordination with CEO, Jeannie Simpelo, the association's staff, and Jey Wagner of Dale Carnegie Training in order to provide a disciplined approach to the operational oversight of the association for the period of 2019 – 2021. The process demonstrates a continued commitment to advancing NCPFC's vision and mission while upholding the core values of the association.

### Vision

The NCPFC's Mission Statement previously was "To be the premier Union Painting Contractors Association optimizing relations between Labor and Management towards the positive growth of the finishing industry." After consideration by the Board that this statement does not completely capture the reason for the association's existence moving forward into the future, it has been noted that it does reflect an important aspect of how the association can achieve its greater purpose. The statement will be repurposed to aid the organization in achieving its vision. The Board is adopting a new vision statement that is reflected below:

*Shaping the future of the finishing industry by fostering positive growth and support of member contractor success.*

### Mission

*We are dedicated to shaping the future of the finishing industry through fostering positive growth and support of member contractor success by:*

- *Optimizing relations between labor and management towards the growth of the finishing industry*
- *Supporting our contractors in gaining a competitive advantage through vast and diverse training and industry resources*
- *Leveraging the strength of the association's community to build a stronger presence and sustainability in the finishing industry*

### Values

In order to better ensure that the activities conducted by the association are aligned effectively with its vision, the Board is adopting the values reflected below:

**Effectiveness** – executing with precision in achieving results

**Integrity** – having and demonstrating values

**Adaptable to Change** – adapting readily to an ever-evolving environment

**Trust** – belief in the honesty/integrity of each other and being trustworthy

**Empowerment** – willing to give and accept responsibility and the power to act



**Accountable** – takes responsibility and ownership for actions and outcomes

**Teamwork** - we enjoy making contributions to the association and its members

### Strategic Goals

NCPFC's strategic goals in support of its contractors' ability to provide high-quality service and products to their customers within the painting industry are well aligned with the association's competencies:

- Professionalism
- Teamwork
- Accountability
- *Communication*
- *Customer Acquisition*
- *Influence*

The Board recognized that the *italicized* competencies reflected above require further development for the association to be best positioned for success. The Board is fully committed to that effort; an additional strategic goal is dedicated accordingly.


In consideration that within the 2015 Strategic Plan there were various strategies identified as being important to NCPFC's future success, the following ongoing objectives are captured below and may either be incorporated into the current strategic plan's goals or may require further investigation to determine if they prove to still be of value moving forward:

- Increase participation by larger percentage of the Membership.
- Increase member value.

The following five major strategic goals for the next three years have been determined to be the most impactful in achieving the association's vision (while simultaneously addressing its biggest challenges):

#### **Goal 1: Establish a sustainable onboarding, ongoing engagement process, performance monitoring system, and exit transitioning process for board members**

- Focus on strengthening communication of the benefits of Board service with members and identify potential board members on an on-going basis in order to fill the pipeline for succession
- In addition to typical Board meetings, invite Board to attend social events where they can get to know each other better and they can invite other members interested in learning more about Board service

- Increase communication, activities, and face-to-face meetings with the Board to best ensure Board’s engagement is improved
  - Provide Board with the opportunity to provide its feedback
    - Staff performance feedback via their NCAT Board representation
    - Association and Board Member participation
    - Association value proposition
    - Budget planning oversight
    - Fiduciary and other regulatory compliance
- Establish a 360-degree evaluation system whereby the performance of the Board members can be anonymously measured (this will include association members’ feedback )

**Goal 2: Create member onboarding and ongoing engagement process to increase active member participation**

- Board outreach to invite non-active members to events outside of competitive location
  - Fun, social events
  - Golf tournament – set aside some foursomes for new non-active invitees
- Engagement of community of contractors to focus on top 10 producers that are currently non-active
- Solicit feedback from contractors to best determine their specific skills needed to improve their ability to be more competitive and then establish programs using funding accordingly
- Increase marketing efforts to promote value proposition of active membership

**Goal 3: Better leveraging the capabilities of the contractors as a large group**

- Determine and communicate a common purpose (what is valued by contractors alike)
- Educate that the association is the resource for contractor concerns with the union (it is not the union)
- Communicate on a more frequent basis with contractors in preparation for and during negotiations
  - share proposed items right before ratification vs. the union doing so
  - update website with pertinent information
  - establish relationship with expert negotiator/legal counsel to best remain focused on objectives and desired results

**Goal 4: Strengthen the negotiation capabilities of the association**

- Management committee training in labor contract negotiations



## NCPFC STRATEGIC PLAN 2019 – 2021

- Labor relations counsel to provide guidelines on what we can versus cannot do (considering NLRA, etc.) leading up to, in preparation for, and during labor contract negotiations
- Educate and communicate (to contractors) the benefits of remaining united during contract negotiations
- Improved IUPAT and employees' communications

### **Goal 5: Strengthen the communication, customer acquisition, and influence capabilities of the association**

- As a result of the association's communication and engagement improvement efforts identified in Goals 1, 2 and 3, the association's ability to be more influential and acquire more customers within the finishing industry should be recognized
- Solicit direct feedback from engaged active members in order to determine what needs to be modified in current approach to gain more active member participation within association
- Reevaluate the value of increasing active member goals as it relates to unifying contractor members and its impact on negotiations