



STATE EMPLOYEES ASSOCIATION OF NORTH CAROLINA **Strategic Plan FY27–FY36**

This document outlines SEANC's five-year and ten-year strategic vision to ensure financial sustainability, growth in membership, continued advocacy and influence across state government in North Carolina.

1. Mission & Vision

MISSION: SEANC is committed to protecting and enhancing the rights and benefits of current, retired, and future state employees.

VISION: SEANC will evolve into a fully digital, financially sound, and generationally diverse organization, recognized statewide as the premier advocate for public employees.

2. Strategic Plan FY 26/27 to FY 30/31

A. Membership Growth & Retention

GOALS:

1. Increase active employee membership by 25% over 10 years and maintain 90% retention rate of current members.
2. Increase members under 40 by 50%.

KEY STRATEGIES:

- Secure workplace recruitment presence in every major agency
- Launch Recruit the Recruiter initiative statewide
- Continue to grow membership in Public Education
- Implement peer-to-peer engagement campaigns
- Create immediate Day-1 member value propositions
- Launch Next-Gen Engagement initiatives targeting professionals under 40
- Partner with universities and agencies for student membership programs
- Implement referral incentives and digital Join-Renew-Refer campaigns
- Develop a SEANC mobile app with payment, advocacy, and member benefits access
- Engage a firm to conduct data mining of state employees that are not SEANC members
- Create a virtual district
- Expand Convention Scholarship Program
- Implement Retiree Growth and Engagement Initiatives:
 - » Create a retiree ambassador program to help recruit in the workplace
 - » Offer retirement planning workshops for active members
 - » Strengthen Retiree Forums
 - » Develop intergenerational mentorship between retirees and younger members

B. Digital Transformation

GOAL: Modernize SEANC's IT infrastructure, digital communications, and analytics systems.

KEY STRATEGIES:

- Complete transition to secure, cloud-based systems with integrated CRM
- Redesign website for accessibility, SEO, and modern UX
- Build data dashboard for membership analytics and advocacy tracking
- Expand use of social media and storytelling to share member success

C. Political & Legislative Advocacy

GOAL: Strengthen SEANC's influence on state policy and member protections.

KEY STRATEGIES:

- Build bipartisan coalitions and increase grassroots legislative campaigns
- Launch annual State Employee Day of Action
- Establish advocacy training programs
- Establish SEANC Policy Institute for long-term influence

D. Member Value & Services

GOALS:

1. Enhance the tangible and perceived value of SEANC membership.
2. Increase insurance product enrollments by 10% each year.

KEY STRATEGIES:

- Diversify insurance and benefits offerings
- Replace plans that have low performance/enrollments
- Implement self-enrollment options for insurance products via website and mobile app
- Have special open enrollments throughout the year to increase product visibility and increase enrollments
- Have more insurance vendors attend SEANC membership events to increase insurance visibility
- Expand SEANC discount programs
- Launch annual Member Appreciation Tour across districts
- Expand SEANC Cares: **Taking Care of Our Own Strengthens SEANC Culture**
 - » Expand Member Resource Center
 - » Integrate SEANC Cares into recruitment messaging and onboarding
 - » Merge with Connections and Benevolence Committees

E. Financial Strength & Sustainability

GOALS:

1. Diversify revenue sources.
2. Increase net operating income by 3% each year.

KEY STRATEGIES:

- Increase non-dues revenue including revenue from event/training fees
- Maintain minimum of six-months reserves
- Eliminate insurance brokers and act as our own broker when possible
- Expand use of Term investment vehicles to increase interest revenue
- Reduce convention costs by holding in-person convention every other year

F. Communications & Public Visibility

GOAL: Increase visibility, relevance, and trust.

KEY STRATEGIES:

- Launch statewide branding campaign
- Digital-first communications
- Expand storytelling via social media
- Increase communication of legislative wins via email, video, and social media

G. Organizational Strength & Leadership

GOAL: Build a culture of innovation, accountability, and leadership.

KEY STRATEGIES:

- Launch SEANC Leadership Academy for members, officers and staff.
- Strengthen HR practices, staff compensation, and training.
- Foster a member-driven culture of inclusion and transparency.

3. Key Performance Indicators (KPIs)

- Total Membership
- Members under 40
- Member Retention Rates
- Legislative Wins
- Member and Employee Satisfaction Survey results
- Digital Engagement
- Operating Surplus and Reserve Fund balance
- Insurance product utilization

4. Implementation

Phases & Timeline

Phase I: Rebuild & Align (2026–2028)

- Mobile App, Member Portal and Website launch
- Leadership Academy launch
- Membership re-engagement campaign

Phase II: Expand & Mobilize (2029–2032)

- Mobile app launch
- 10–15% membership growth achieved

Phase III: Lead & Sustain (2033–2036)

- 25% membership growth achieved
- Operating surplus and reserves stabilized
- Statewide and national recognition

5. Evaluation & Accountability

- Annual strategic review by the Executive Committee and Board of Governors
- Mid-Plan Assessment (2028): Evaluate progress and adapt strategies
- 10-Year Refresh (2035): Begin development of next strategic cycle (2037–2047)