

FLOIDA FIRE CHIEFS' ASSOCIATION STRATEGIC INITIATIVES

“The Three-Year Plan”

2019-2021



(March 2019)

Every Member a Leader

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Acknowledgments

The Florida Fire Chiefs’ Association (the Association) would like to acknowledge the board and our professional business partners for their invaluable participation and input into the Strategic Initiatives Process. The group met for a two (2) day workshop, February 28 and March 1, 2019, to review the Association’s current strategic plan utilizing a modified group strategic planning format. Because of this review, it was determined that we need to establish an action plan that would allow us to systematically achieve the mission of the Association while fulfilling the goals set forth within the strategic plan. We titled this effort “The Three-Year Plan.”

Participants

Chief John Miller, President - Florida Fire Chiefs’ Association

Chief Darrel Donatto, 1st Vice President – Florida Fire Chiefs’ Association

Cindy Morgan, Chair – Florida Fire Chiefs’ Foundation

Chief Otto Drozd, 2nd Vice President – International Association of Fire Chiefs

Chief Jonathan Kanzigg, Northwest Regional Director

Chief Ty Silcox, Northeast Regional Director

Chief Gene Prince, East Central Regional Director

Chief Doug Riley, West Central Regional Director

Chief Julie Downey, Southeast Regional Director

Chief Mike Murphy, Southwest Regional Director

Chief Ron Parrish, Senior Member

Chief Wm. Ray Colburn, Executive Director

Allen Durum, CEO/President – Star & Shield

Keith Chapman, CEO/President – Ten-8 Fire Equipment

Ben May, Walt Disney Company – Retired

Chief Jim White, Valencia College School of Public Safety



Executive Summary

The Florida Fire Chiefs’ Association’s board of directors conducted an organizational evaluation of the Association during the month of March 2019. A strategic plan, also known as “The Three-Year Plan”, was created as a result of the needs and recommendations derived from that organizational evaluation. Several of the core issues recognized during the organizational review centered around the need to increase membership involvement and satisfaction, improve and expand educational opportunities for our members and other public safety personnel, and reevaluate current business practices.

The board was deliberate in making sure that both the member concerns and the organizational needs were addressed with meaningful goals. There were five (5) goals developed and are summarized as follows:

- Review, evaluate and improve current educational/conference offerings.
- Develop and implement a strategic business and marketing/communications plan.
- Research the feasibility of developing an association purchasing cooperative program.
- Create new FFCA conference(s) and/or symposium(s) for public safety.
- Improve membership engagement and satisfaction.

During the strategic planning process, it became increasingly obvious that several positive changes had begun to occur. First, the decision to hire Ngoc Huynh as the Association’s Conference and Events Director has paid early dividends for the Association. Ms. Huynh has effectively demonstrated her ability to deal with people, gain trust with clients and elevate the Association’s educational profile. Secondly, in part as result of the open consensus process, there is a significant improvement and understanding regarding the direction of the Association. Finally, the Association now has a course plotted out for planned change and improvement, as well as many of the necessary tools to accomplish these tasks.

Overview

The board of directors of the Florida Fire Chief’s Association met to formally discuss issues related to the development of the Association’s strategic plan for the coming years. The meeting was held on February 28 and March 1, 2019, at the Valencia College School of Public Safety in Orlando, Florida.

A modified group strategic planning format was used to foster discussions. Prior to the meeting, five key focus areas, or pillars, were determined by President Miller to help guide the session. These areas were:

- Membership
- Marketing
- Education
- Advocacy
- Revenue Opportunities

The following information reflects both the session’s overall notes and the strategic action items developed by the board. This list reflects the priority placed on them by the group.

Strategic Action Items:

- A dedicated and experienced **marketing professional will be hired by May 3, 2019.**
- Conferences: **Increase net revenue** from all conferences.
 - Create new conference opportunities for unique focus groups (Haz-mat, technical rescue, EMS, etc.)
 - A **conference manager will be hired by the FFCA prior to May 3, 2019.**
- Conferences: By May 3, 2019, the **FFCA will hold a summit meeting** to discuss the refreshing of the Emergency Services Leadership Institute (ESLI) and Fire-Rescue EAST (FRE) conference.
- Initiate the use of a **membership management software program** including the assignment of FFCA personnel to manage the new membership program.
- Establish a **Florida Fire Chiefs’ Association Purchasing Cooperative** for the purchase of:
 - Fire apparatus
 - Firefighting equipment
 - Ambulances

- EMS supplies

It was suggested that the proposed Purchasing Cooperative may be established as a separate entity under the FFCA.

- Seek out any and all **grant opportunities** for the FFCA.
- Develop and sponsor targeted **regional training conferences**.
- **Expand the current Emergency Services Leadership Institute (ESLI)** program by developing specific tracks for fire chiefs, next-generation fire chiefs and EMS leaders.
- Identify and **make inclusive other membership bases** with the intent of growing the FFCA membership with new members from associated fields.
- Create a **comprehensive marketing plan** for the FFCA.
- Develop and implement a **regional director’s communications plan** to include outreach to all known fire chief associations in the state, making a direct connection to open the lines of communication.
- Create a specific **line item in the FFCA budget for the marketing** of the Association.
- Enact a **succession plan** to address the Association’s legislative and regulatory issues.
- Implement a public safety **legislative recognition program** intended to identify those legislators who have worked in support of the Association.
- Establish a **public safety legislative coalition** with other associations and groups with similar interests.

Mission Statement

The mission statement of any organization is essential to ensure that the general theme and principles for which an organization stands are descriptive of their collective purpose.

Florida Fire Chiefs’ Association Mission Statement

“The Florida Fire Chiefs' Association shall advance the profession of fire and emergency services through strategic and proactive leadership, education, development, and advocacy.”

As Florida's leading organization for fire and emergency services professionals, the Florida Fire Chiefs' Association specializes in:

- promoting and supporting leadership excellence in fire and emergency services management, and
- advocating for legislation and regulations that enhance the ability of fire professionals to protect and preserve the communities they serve.

The Association strives to accomplish its mission by committing its leadership and staff to a series of strategic elements specifically designed to serve the needs of its members. All elements and corresponding key initiatives have been articulated and approved by the board of directors.

It was determined that the current mission statement accurately reflects the current mission of the FFCA. Focused points for the mission statement were discussed and included:

- The mission should answer the “why” of the Association
- The mission should represent the “pillar” of what the Association represents

The mission statement should be inclusive of all members and customers.

Vision Statement

The development of a vision statement provides the target of excellence that the organization will strive toward, as well as use for the basis of their goals and objectives.

The participants felt the vision statement should reflect one or more of the following:

- Leadership is a core strength of the Association
- To be known internationally throughout the fire and emergency services
- Creating quality leaders for tomorrow
- To be inspiring
- To be the voice for Florida fire service
- Where every member is a leader

Vision Statement

“To build an organization where every member is a leader.”

Statement of Values

The collective values of the individual members of an organization are extremely important. They recognize those features and considerations that make up the personality of the organization. We felt it necessary to declare the following statements of value for the Florida Fire Chiefs’ Association.

Statement of Values

We value the dedication and commitment of each member of the Association. Each individual member values, takes pride in, and actively supports the following guiding principles:

Respect

We will respect the opinions of others and listen with an open mind
We will respect our surroundings and those things placed in our care
We will display respect when confronted with adversity

Commitment

We will be committed to the Florida Fire Chiefs’ Association regarding our words and actions
We will be committed to the advancement of firefighter health, safety and wellness
We will be committed to excellence in leadership
We will commit to being professional and accountable for our actions
We will be committed to inclusivity and diversity
We will be committed to the betterment of the fire service through innovation

Integrity

We will be responsive to the needs of our members
We will be consistent in all our actions
We will serve ethically, transparently and fairly

Dedication

We will be dedicated to the service of others
We will be dedicated to the mission of the Florida Fire Chiefs’ Association
We will dedicate ourselves to uphold the values of the Florida Fire Chiefs’ Association

These guiding principles unite each member of the Association in its commitment to exceeding expectations.

Goals

Based on the discussion and debate, the participants established a “short range” plan, aka “The Three-Year Plan”, consisting of five (5) goals they felt essential to improve service delivery to our membership and public safety partners as well as ensuring financial security.

These goals should now become the focus of the efforts of the Association. Great care was taken to ensure that the critical needs and areas of needed enhancement previously identified were addressed within the goals.

By following them attentively they should help to redirect the Association and guide us into the future. They should also reduce the number of obstacles and distractions for the Association and its members.

The goals identified and adopted by the Board of Directors are as follows:

- GOAL 1 Review, evaluate and improve current educational/conference offerings.**
- GOAL 2 Develop and implement a strategic business and marketing/communications plan.**
- GOAL 3 Research the feasibility of developing an association purchasing cooperative program.**
- GOAL 4 Create new FFCA conference(s) and/or symposium(s) opportunities for public safety.**
- GOAL 5 Improve membership engagement and satisfaction.**