

FLORIDA FIRE CHIEFS' ASSOCIATION STRATEGIC INITIATIVES

“The Three-Year Plan”

2023-2025



(November 2022)

“Reimagining the Possibilities of Change”

Contents

Acknowledgments	3
Executive Summary	4
Overview	5
Mission Statement.....	9
Vision Statement	10
Statement of Values	11
Goals.....	12
Appendix.....	14
○ Executive Director	
○ Deputy Executive Director	
○ Office Manager	
○ Administrative Assistant	

Acknowledgments

The Florida Fire Chiefs’ Association (the Association) would like to acknowledge the FFCA board of directors for their invaluable participation and input into the Strategic Initiatives Process. The group met for a two (2) day workshop, November 16th, and 17th, 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 continue to title this effort “The Three-Year Plan.”

Participants

Chief Doug Riley, President - Florida Fire Chiefs’ Association

Chief Harold Theus, 1st Vice President – Florida Fire Chiefs’ Association

Chief Mike Choate, 2nd Vice President – Florida Fire Chiefs’ Association

Chief Jim White, Chair – Florida Fire Chiefs’ Foundation

Chief Carlos Aviles, Secretary/Treasurer – Florida Fire Chiefs’ Association

Chief Ty Silcox, Immediate Past President – Florida Fire Chiefs’ Association

Chief Ryan Crawford, Northwest Regional Director

Chief Brady Rigdon, Northeast Regional Director

Chief Chuck Bogle, East Central Regional Director

Chief Ian Kemp, West Central Regional Director

Chief Chantal Botting, Southeast Regional Director

Chief Greg DeWitt, Southwest Regional Director

Chief Leland Greek, Senior Member

Chief Wm. Ray Colburn, Executive Director

Ngoc Huynh, Deputy Executive Director



Executive Summary

The Florida Fire Chiefs’ Association’s board of directors conducted an organizational evaluation of the Association during the month of November 2022. 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 three (3) goals developed and are summarized as follows:

- Review and implement a plan to enhance the numerous conferences and educational opportunities offered by the Florida Fire Chiefs Association.
- Develop and implement a plan to reorganize the Florida Fire Chiefs Association administrative management structure.
- Develop through comprehensive research a new business plan for the Florida Fire Chiefs Association.

During the strategic planning process, it became increasingly obvious that several positive changes had begun to occur. First, the recent promotion of Ngoc Huynh to Deputy Executive Director/COO has assisted with organizational stability and has brought future succession planning into focus. 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 and its financial future. 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 November 16th and 17th, 2022, at the Hilton Garden Inn in Ocala, Florida.

A modified group strategic planning format was used to foster discussions. Prior to the meeting, five key focus areas, or pillars, from the previous plan were again selected 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:

(1) Value of Membership

Legislative Impact Benefit

- Department Benefit
- Individual Benefit
 - Cancer Bill
 - PTSD
- Preventing destructive legislation that would impact the Florida fire service (Participating in Joint Council functions. IAFF/IAFC/FFMIA/FPF)

Financial Benefit

- Letters of personal support for scholarships
- Grant opportunities
- Scholarships/Foundations
- Reduce the cost to attend conferences

Access to exclusive and non-exclusive training networking opportunities

- Executive Development Conference (EDC)
 - Consider member and non-member rates for attendance

- Emergency Services Leadership Institute (ESLI)
- Fire Rescue East (FRE)
- Safety and Health
- EMS World
- Newsletter

FFCA Connect Access

- Access to the Connect Application
- Push the use of the FFCA Connect Application (APP)
- FFCA Board members to commit to being more responsive to the posts on the app.

Sharing of Professional Resources/Documents/FFCA Flash items

Access to the benefits of the FFCA Sections and Groups

(2) Review of Existing FFCA staff positions and responsibilities

Executive Director (current job description appendix 1)

- Liaison with the FFCA Board of Directors
- Legislative face of the FFCA

Deputy Executive Director of Operations (current job description appendix 2)

- Conference and event registration and support
 - Fire Rescue East Conference (FRE)
 - Executive Development Conference (EDC)
 - Emergency Vehicle Technician Conference (EVT)
 - Health and Safety Conference
 - Emergency Services Leadership Institute (ESLI)
 - All FFCA Board of Directors meetings
- FFCA Board support
- Marketing and graphic design for all FFCA and FFCF materials

Office Manager (current job description appendix 3)

- FFCA Financials
 - Books
 - Accounts Payable and Receivable
 - Budget Manager
 - Contracts
- Internal and External Communications
- Membership Management and Support
- FFCF (Foundation) support
- Fallen Firefighter Memorial support

Administrative Assistant - Part-Time (current job description appendix 4)

- Support office manager
- Vendor support (FRE)
- Supports EDC and the Memorial

(3) Ideal Future Organizational Chart (Camelot Option)

Needed Enhancements

For our Association to either begin or to continue to move progressively forward, we must not only be able to identify our strengths, but also those areas where it does not function well or at all. These areas of needed enhancement are those day-to-day skills or programs that will not usually “make or break” the Association but will slow or inhibit progress.

As stated earlier in the Executive Summary, it became increasingly obvious that several positive changes had begun to occur. The recent promotion of Ms. Ngoc Huynh to Deputy Executive Director/COO has assisted with organizational stability and has brought future succession planning into focus.

However, the workload continues to increase as we expand services to meet the needs of the membership and our public safety partners. Therefore, “needed enhancement” to staff will be required to meet said needs. The board of directors have designated this the “Camelot Option.”

In essence, the ideal staff expansion would include an additional Deputy Director of Administration and three (3) Administrative Assistants.

Also, another needed enhancement is that of the development of a **succession plan** to address the Association’s leadership and legislative and regulatory issues

Strengths of the Association

It is important for any organization to identify their strengths in order to assure that they are capable of providing the services requested by the customers as well as making sure that strengths are consistent with the issues facing the organization. Often, identification of organizational strength leads to efforts being channeled toward primary “community” needs that match organizational strengths. Most organizations continue to carry programs and functions that are no longer the primary function of the organization or one of the identified strengths. Elimination of programs and/or services that don’t match organizational strengths or the primary function of the Association should be seriously reviewed to evaluate the rate of return on precious staff time.

Critical Issues

The performance or lack of performance, within an organization depends greatly on the identification of critical issues and how they are confronted. The atmosphere created for the facilitation of this discussion was very conducive to open and honest dialogue. However, the real challenge is to offer realistic solutions to address, mitigate or reduce the impact of these critical issues identified. This can be accomplished through both goals and objectives as well as performance statements within this document.

As for the ideal organizational chart...

Executive Director

- Administrative and Legislative Affairs

Deputy Director Operations

- Event Planning
- Marketing
- Liaison to the Foundation Chair

Deputy Director Administration

- Finance
- Membership
- Contracts

Administrative Assistant (3)

- Match Job Descriptions to current and future plans

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 Advance the Nation’s Premiere Fire & Emergency Services Leadership Organization”

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 three (3) 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 and Implement a plan to enhance the numerous conferences and educational opportunities offered by the Florida Fire Chiefs Association.

Objective 1.1 - Evaluate the existing FFCA educational and conference offerings creating a work plan for the Board and staff to implement throughout 2023-2025. The work plan should be completed during the first quarter of 2023.

Objective 1.2 –Finalize the plans to relocate the current Fire Rescue East annual conference from Daytona Beach to Orlando during the first quarter of 2023 and rebrand as the “Florida Fire Conference.”

Objective 1.3 – Create plans that further stabilize and support all the conference and training opportunities offered by the Florida Fire Chiefs Association throughout the next three years.

GOAL 2 Develop and Implement a plan to reorganize the Florida Fire Chiefs Association administrative management structure.

Objective 2.1 – The FFCA Executive Director, with the assistance of staff, will complete a job task analysis (JTA) for all full and part time FFCA positions during the first quarter of 2023.

Objective 2.2 – The FFCA Executive Director will develop for final approval of the FFCA Board of Directors a new organization plan including the addition of a Deputy Director for Administration and two additional Administrative Assistants.

Objective 2.3 – The FFCA Executive Director will present the FFCA for consideration during the second quarter of 2023 an updated fee schedule for all income related operations with the Association. This update will include membership dues, conference, and training fees.

GOAL 3 Develop through comprehensive research a new business plan for the Florida Fire Chiefs Association.

Objective 3.1 - Under the direction of the Executive Director, the FFCA Board of Directors will create a new business plan by the end of 2023. The new business plan will include a new operations plan and policies for financial and information technology services.

Objective 3.2 – The Executive Director will present to the FFCA Board of Directors for approval three new streams of revenue for the Association to consider by the end of 2023.

Objective 3.3 – The Executive Director will create and present to the FFCA Board of Directors by the end of 2023 a succession plan for all current and future staff positions.

Objective 3.4 – The Executive Director and FFCA staff should assess the current financial plan involving the Florida Fire Chiefs Foundation resulting in the inclusion of the Foundation in the future strategic direction of the FFCA. A plan for updating the relationship between the FFCA the Foundation will be presented to the FFCA Board of Directors and the FFCF Board of Trustees in the second quarter of 2023.

Appendix

1. Executive Director/CEO Job Description
2. Deputy Executive Director/COO Job Description
3. Office Manager Job Description
4. Administrative Assistant

Appendix 1



Florida Fire Chiefs' Association

Job Description

Job Title: Executive Director - CEO

Reports To: FFCA President

FLSA Status: Full-Time Salaried Exempt

Prepared By: Wm. Ray Colburn

Approved By: Board of Directors

Approved Date: September 26, 2019

INTRODUCTION

The Executive Director (ED) is responsible for planning, organizing, directing, coordinating, and controlling the activities of the Florida Fire Chiefs' Association (FFCA) and Foundation (FFCF). The Executive Director will achieve the goals and objectives of the Association and works at the direction of Board of Directors of the FFCA. The ED is responsible for all the projects, activities and/or other duties as assigned by the Board of Directors.

SUMMARY

Reporting to the Board of Directors, the ED will have overall strategic and operational responsibility for the Association's and Foundation's staff, programs, expansion, and execution of its mission and strategic planning goals. The ED will initially develop deep knowledge of field, core programs, operations, and business plans.

The ED shall serve as the Chief Executive Officer of the Association and Foundation. Reports to the President of the FFCA and supports and coordinates the work of the full Board of Directors. Supervises the work performed by all office employees. Responsible for planning, budgeting,

controlling, managing and accounting of the Association(s) financial and material resources. He/she oversees the operations of the Association’s fire service periodicals, social media communications and information technologies, all conferences, promotional sales, and professional seminars for the FFCA and FFCF.

The ED shall supervise all office operations and personnel in an effective and efficient manner and shall employ and/or terminate at reasonable discretion. Develops, recommends and implements Board policy and authorizes standard operations policies and procedures; plans and coordinates meetings of the Board of Directors, various committees and subcommittees of the Board and meetings with the association membership; reports regularly to the Board or Directors and the membership.

The ED represents the FFCA/FFCF as a spokesperson frequently giving speeches, appearances, and public information presentation; attends annual conference planning meetings; manages membership development and member services programs. Represents the Association as a functional liaison to other professional organizations; county, city, regional, state, and federal governmental organizations, councils, boards and committees; as well as to the association membership.

ESSENTIAL FUNCTIONS:

1. Ensure ongoing local programmatic excellence, rigorous program evaluation, and consistent quality of finance and administration, fundraising, communications, and systems; recommend timelines and resources needed to achieve the strategic goals.
2. Develop, maintain, and support a strong Board of Directors; serve as ex-officio of each committee; seek and build board involvement with strategic direction.
3. Ensure effective systems to track scaling progress, and regularly evaluate program components, to measure successes that can be effectively communicated to the board, funders, and other constituents.
4. Begin to build partnerships in new markets, establishing relationships with the funders, and political and community leaders at each expansion site.
5. Subject to overall personnel policy, is responsible for hiring, promotions and terminations and management of support personnel.
6. Administers procedures for salary administration as budgeted.
7. Supervises the optimum utilization of staff.
8. Evaluates employee performance regularly ensuring competence.
9. Delegates authority and responsibility to staff and appropriately and equitably establishes their compensation per budget.
10. Defines and conveys limitations to staff authority in respect to policy, commitment, expenditures and personnel action.

11. Administers position descriptions, performance standards, performance appraisals and compensation system in an effective program.
12. Formulates plans, securing the advice and support of staff.
13. Authorizes and administers all office policies and procedures.

BOARD OF DIRECTORS AND EXECUTIVE BOARD

1. Serves the Board of Directors as a non-voting ex-officio member.
2. Assists the Board of Directors and various committees in the development of sound organizational policies.
3. Assists the Board of Directors by bringing to their attention matters requiring new policy, clarification or revision of policy.
4. Plans, coordinates and attends meetings of the Board of Directors.
5. Maintains official minutes of the Board of Directors.
6. Reports activities of the Board through the Association’s publications or current communications medium.
7. Serves as the spokesperson for the Association and Foundation, in concert with the President and/or Chair.
8. Prepares and delivers speeches, appearances, and other contact with various public as forum as requested.
9. Assists committees of the Association/Foundation as advisor and resource.
10. Ensures the legal integrity of the Association/Foundation.
11. Administers policies of the Association.
12. Executes contracts, agreements and commitments authorized by established policies of the Board of Directors.
13. Prepares regular reports on FFCA/FFESF activities and status of Association programs and services.
14. Informs the Board of Directors/Trustees on the conditions and operations of the Association/Foundation.
15. Executes other general responsibilities as assigned by the Board of Directors.

FINANCIAL

1. Institutes and maintains appropriate financial and organizational controls and records as required.
2. Prepares, with the assistance of the President and Treasurer, the Annual Report of the Association.

3. Exercises general control over the Association’s business and budgetary affairs as defined by the Board of Directors and the Treasurer.
4. Administers the expenditure of funds, and assures the appropriate use of all funds, physical assets, and other property of the Association.
5. Assists, along with the Executive Board, in the preparation and/or amendment(s) of the FFCA Annual Budget.

PLANNING AND PROGRAMMING

1. Develops and maintains organizational plans of the Association/Foundation.
2. Controls additions or alterations in organization operational plans.
3. Maintains a continuous, active interest in all projects and services of the Association/Foundation.
4. Provides direction, coordination and supervision to staff and members to accomplish current goals and priorities of the Association/Foundation.
5. Develops plans for further expansion or modification of Association/Foundation programs.
6. Assists and participates in membership development programs.
7. Assists and participates in member service programs.
8. Responsive to membership needs for publications, education, conferences, communications, and government relations.
9. Participates in projects, committees, studies and activities, which have relevance to the Association.

LIAISON

1. Maintains contact with the general membership.
2. Promotes and maintains close, cooperative working relationships with other related agencies and associations.
3. Promotes and maintains close, cooperative working relationships with vendors, publishers, contractors, and others as necessary.
4. Represents the Association in planning bodies, councils, and inter-agency committees.

DEMONSTRATE KNOWLEDGE AND ABILITIES:

KNOWLEDGE OF:

- Legislative and lobbying processes in the State of Florida
- Planning, organizing and direction of association business practices

- Budget preparation and control
- Oral and written communication skills
- Correct English usage, grammar, spelling, punctuation, and vocabulary
- Applicable laws, codes, regulations, policies and procedures
- Interpersonal skills using tact, patience, and courtesy

ABILITY TO:

- Plan, organize, control and direct the internal and external communications of the Association
- To handle highly confidential information, in both written and verbal format
- To effectively present information to the President, Chairman, Board members, public groups and/or business partners
- To delegate workload equally and perform his/her share without intervention of superiors
- To promote a positive morale among staff, Association members and business partners
- Identify trends and insights, and optimize spend and performance based on the insights
- Brainstorm new and creative growth strategies
- Collaborate with internal teams, staff and committees
- Collaborate with agencies and other vendor partners
- Communicate effectively both orally and in writing
- Establish and maintain cooperative and effective working relations with others
- Analyze situations accurately and adopt an effective course of action
- Meet schedules and time lines
- Work independently with little direction
- Manage multiple projects simultaneously
- Prepare comprehensive narrative and statistical reports
- Direct the maintenance of a variety of reports and files related to assigned activities
- Maintain consistent and punctual and regular attendance
- Hear and speak to exchange information and make presentations

EDUCATION AND EXPERIENCE REQUIRED:

BA/BS Business/Association Management or other closely related field. A Master’s degree in Public Administration or another related field is preferred.

The preferred candidate shall demonstrate previous experience in professional and/or not-for-profit association management with increasingly progressive duties and responsibilities as a member of a management team.

LANGUAGE SKILLS

Must have the ability to communicate effectively, verbally and in writing, as well as the ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures or governmental regulations.

Should have strong written and verbal communication skills; a persuasive and passionate communicator with excellent interpersonal and multidisciplinary project skills and the ability to work effectively in collaboration with diverse groups of people.

Must have the ability to effectively present information and respond to questions from Board Members, employees, clients, customers and the general public.

REASONING ABILITY

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to stand, walk, sit, use hands to fingers, handle, feel, reach with hands and arms and talk and hear. The employee is occasionally required to stoop, kneel or crouch. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, depth perception and the ability to adjust focus.

LICENSES AND OTHER REQUIREMENTS:

Valid Florida driver’s license.

WORKING CONDITIONS:

Office environment

Driving a vehicle to conduct work and must maintain insurability

Appendix 2



Florida Fire Chiefs' Association

Job Description

Job Title: Deputy Executive Director - COO

Reports To: Executive Director

FLSA Status: Full-Time Salaried Exempt

Prepared By: Wm. Ray Colburn

Approved By: Wm. Ray Colburn

Approved Date: July 15, 2022

INTRODUCTION

The Deputy Executive Director is responsible for planning, organizing, directing, coordinating, and controlling the activities of the Florida Fire Chiefs' Association (FFCA) and Foundation (FFCF). The Deputy Director will achieve the goals and objectives of the Association and works at the direction of FFCA Executive Director. The Deputy Director is responsible for all the projects, activities, including conferences and events, and/or other duties as assigned by the Executive Director.

SUMMARY

Reporting to the Executive Director, the Deputy Director will have overall operational responsibility for the Association's and Foundation's staff, programs, expansion, and execution of its mission and strategic planning goals. The Deputy Director will initially develop deep knowledge of field, core programs, operations, and business plans.

The Deputy Director shall serve as the Chief Operations of the Association and Foundation. Reports to the Executive Director and supports the work of the full Board of Directors. Supervises the work performed by all office employees. Responsible for planning, budgeting, controlling, managing and accounting of the Association(s) financial and material resources. He/she oversees the operations of the Association's fire service periodicals, social media communications and

information technologies, all conferences, promotional sales, and professional seminars for the FFCA and FFCF.

The Deputy Director shall supervise all office operations and personnel in an effective and efficient manner and shall employ and/or terminate at reasonable discretion. Develops, recommends and implements Board policy and authorizes standard operations policies and procedures; plans and coordinates meetings of the Board of Directors, various committees and subcommittees of the Board and meetings with the association membership; reports regularly to the Board or Directors and the membership.

The Deputy Director may represent the FFCA/FFCF as a spokesperson frequently giving speeches, appearances, and public information presentation; attends annual conference planning meetings; manages membership development and member services programs. Represents the Association as a functional liaison to other professional organizations; county, city, regional, state, and federal governmental organizations, councils, boards and committees; as well as to the association membership.

ESSENTIAL FUNCTIONS:

14. Ensure ongoing local programmatic excellence, rigorous program evaluation, and consistent quality of finance and administration, fundraising, communications, and systems; recommend timelines and resources needed to achieve the strategic goals.
15. Develop, maintain, and support a strong Board of Directors; serve as ex-officio of each committee in the absents of the Executive Director; seek and build board involvement with strategic direction.
16. Ensure effective systems to track scaling progress, and regularly evaluate program components, to measure successes that can be effectively communicated to the board, funders, and other constituents.
17. Begin to build partnerships in new markets, establishing relationships with the funders, and political and community leaders at each expansion site.
18. Subject to overall personnel policy, is responsible for hiring, promotions and terminations and management of support personnel.
19. Supervises the optimum utilization of staff.
20. Evaluates employee performance regularly ensuring competence.
21. Delegates authority and responsibility to staff and appropriately and equitably establishes their compensation per budget.
22. Defines and conveys limitations to staff authority in respect to policy, commitment, expenditures and personnel action.
23. Administers position descriptions, performance standards, performance appraisals and compensation system in an effective program.
24. Formulates plans, securing the advice and support of staff.

25. Authorizes and administers all office policies and procedures.

BOARD OF DIRECTORS AND EXECUTIVE BOARD

16. Serves the Board of Directors as a non-voting ex-officio member in the absence of the Executive Director.
17. Assists the Board of Directors and various committees in the development of sound organizational policies.
18. Assists the Board of Directors by bringing to their attention matters requiring new policy, clarification or revision of policy.
19. Plans, coordinates and attends meetings of the Board of Directors.
20. Maintains official minutes of the Board of Directors.
21. Reports activities of the Board through the Association’s publications or current communications medium.
22. Serves as the spokesperson for the Association and Foundation, in concert with the Executive Director, President and/or Chair.
23. Prepares and delivers speeches, appearances, and other contact with various public as forum as requested.
24. Assists committees of the Association/Foundation as advisor and resource.
25. Ensures the legal integrity of the Association/Foundation.
26. Administers policies of the Association.
27. Executes contracts, agreements and commitments authorized by established policies of the Board of Directors.
28. Prepares regular reports on FFCA/FFESF activities and status of Association programs and services.
29. Informs the Board of Directors/Trustees on the conditions and operations of the Association/Foundation.
30. Executes other general responsibilities as assigned by the Board of Directors.

FINANCIAL

6. Institutes and maintains appropriate financial and organizational controls and records as required.
7. Prepares, with the assistance of the President and Treasurer, the Annual Report of the Association.
8. Exercises general control over the Association’s business and budgetary affairs as defined by the Board of Directors and the Treasurer.

9. Administers the expenditure of funds, and assures the appropriate use of all funds, physical assets, and other property of the Association.
10. Assists, along with the Executive Board, in the preparation and/or amendment(s) of the FFCA Annual Budget.

PLANNING AND PROGRAMMING

10. Develops and maintains organizational plans of the Association/Foundation.
11. Controls additions or alterations in organization operational plans.
12. Maintains a continuous, active interest in all projects and services of the Association/Foundation.
13. Provides direction, coordination and supervision to staff and members to accomplish current goals and priorities of the Association/Foundation.
14. Develops plans for further expansion or modification of Association/Foundation programs.
15. Assists and participates in membership development programs.
16. Assists and participates in member service programs.
17. Responsive to membership needs for publications, education, conferences, communications, and government relations.
18. Participates in projects, committees, studies and activities, which have relevance to the Association.

LIAISON

5. Maintains contact with the general membership.
6. Promotes and maintains close, cooperative working relationships with other related agencies and associations.
7. Promotes and maintains close, cooperative working relationships with vendors, publishers, contractors, and others as necessary.
8. Represents the Association in planning bodies, councils, and inter-agency committees.

DEMONSTRATE KNOWLEDGE AND ABILITIES:

KNOWLEDGE OF:

- Planning, organizing and direction of association business practices
- Budget preparation and control
- Oral and written communication skills
- Correct English usage, grammar, spelling, punctuation, and vocabulary
- Applicable laws, codes, regulations, policies and procedures

- Interpersonal skills using tact, patience, and courtesy

ABILITY TO:

- Plan, organize, control and direct the internal and external communications of the Association
- To handle highly confidential information, in both written and verbal format
- To effectively present information to the President, Chairman, Board members, public groups and/or business partners
- To delegate workload equally and perform his/her share without intervention of superiors
- To promote a positive morale among staff, Association members and business partners
- Identify trends and insights, and optimize spend and performance based on the insights
- Brainstorm new and creative growth strategies
- Collaborate with internal teams, staff and committees
- Collaborate with agencies and other vendor partners
- Communicate effectively both orally and in writing
- Establish and maintain cooperative and effective working relations with others
- Analyze situations accurately and adopt an effective course of action
- Meet schedules and time lines
- Work independently with little direction
- Manage multiple projects simultaneously
- Prepare comprehensive narrative and statistical reports
- Direct the maintenance of a variety of reports and files related to assigned activities
- Maintain consistent and punctual and regular attendance
- Hear and speak to exchange information and make presentations

EDUCATION AND EXPERIENCE REQUIRED:

BA/BS Business/Association Management or other closely related field. A Master's degree in Public Administration or another related field is preferred.

The preferred candidate shall demonstrate previous experience in professional and/or not-for-profit association management with increasingly progressive duties and responsibilities as a member of a management team.

LANGUAGE SKILLS

Must have the ability to communicate effectively, verbally and in writing, as well as the ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures or governmental regulations.

Should have strong written and verbal communication skills; a persuasive and passionate communicator with excellent interpersonal and multidisciplinary project skills and the ability to work effectively in collaboration with diverse groups of people.

Must have the ability to effectively present information and respond to questions from Board Members, employees, clients, customers and the general public.

REASONING ABILITY

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to stand, walk, sit, use hands to fingers, handle, feel, reach with hands and arms and talk and hear. The employee is occasionally required to stoop, kneel or crouch. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, depth perception and the ability to adjust focus.

LICENSES AND OTHER REQUIREMENTS:

Valid Florida driver's license.

WORKING CONDITIONS:

Office environment

Driving a vehicle to conduct work and must maintain insurability

Appendix 3



Florida Fire Chiefs' Association

Job Description

Job Title: Office Manager

Reports To: Deputy Executive Director

FLSA Status: Exempt

Prepared By: Wm. Ray Colburn

Approved By: Wm. Ray Colburn

Approved Date: March 30, 2017

Revised: August 9, 2022

SUMMARY

The job of an Office Manager is multifaceted but his key responsibility is to facilitate staff members to operate effectively and efficiently. The primary duties include organizing and coordinating office procedures, operations, and resources to make easy organizational efficiency and effectualness. The office manager directly supervises office staff and assigns tasks among them. The duties and responsibilities of the office manager differ according to other work assigned by the Executive Director.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The essential duties and responsibilities for the position of Office Manager include, but are not limited to, the following:

- Assigning and supervising clerical, secretarial, and administrative tasks, and responsibilities among the office staff.
- Evaluating and managing staff performance, recruiting, and selecting office staff.

- Coordinating office staff activities and allocating resources to ensure maximal efficiency and to enable task execution.
- Providing on the job role training, organizing training and orientation of new office members.
- Monitoring and establishing procedures for office record keeping and ensure the confidentiality and security of data.
- Designing and implementing filing systems to ensure that filing systems are correctly maintained.
- Preparing operational schedules and reports to ensure maximal efficiency.
- Designing and implementing office procedures and policies.
- Analyzing, monitoring internal processes, monitoring, and maintaining office supplies inventory.
- Preparing time sheets, controlling correspondences, and updating organizational memberships.
- Reviewing and approving office supply acquisitions, handling customer complaints and inquiries.
- Executing policy and procedural changes to develop and improve operational efficiency.
- Maintaining a safe working environment, coaching, disciplining staff and managing internal staff relations.
- Liaising with other groups, agencies, and organizations.

EDUCATION AND/OR EXPERIENCE

Must be a high school graduate, or possess a GED acceptable to the Association. An Associate Degree from an accredited college or university is highly desirable.

LANGUAGE SKILLS

Must have the ability to communicate effectively, verbally and in writing, as well as the ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations.

Must have knowledge of clerical procedures and practices.

Must have the ability to effectively present information and respond to questions from Board Members, employees, clients, customers and the general public.

MATHEMATICAL SKILLS

To perform this job successfully, an individual must have the ability to calculate figures and amounts such as proportions and percentages as well as the ability to apply the concepts of basic mathematics.

Must have knowledge of accounting, administrative and data management procedures and practices as well as management and business principles.

REASONING ABILITY

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

Also, must demonstrate good judgment, problem solving, and decision-making skills.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to stand, walk, sit, use hands to fingers, handle, feel, reach with hands and arms and talk and hear. The employee is occasionally required to stoop, kneel or crouch. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, depth perception and the ability to adjust focus.

CERTIFICATION, LICENSES, REGISTRATIONS

Must possess a valid Florida Driver's License and maintain insurability under the Association's commercial vehicle coverage.

WORK ENVIRONMENT

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential job functions. The noise level in the work environment is usually moderate.

Appendix 4



Florida Fire Chiefs' Association

Job Description

Job Title: Administrative Assistant – Parttime

Reports To: Deputy Executive Director

FLSA Status: Non-Exempt

Prepared By: Wm. Ray Colburn

Approved By: Wm. Ray Colburn

Approved Date: March 30, 2017

Revised: August 9, 2022

SUMMARY

Responsible for providing administrative support for Association and Foundation Officers, staff, and/or others as assigned.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The essential duties and responsibilities for the position of Administrative Assistant include, but are not limited to, the following:

- Composes routine correspondences
- Files correspondences and other records
- Answers telephones and gives information to callers or routes call to appropriate individual(s)
- Supports other team members on special projects or as assigned

- Greets visitors, ascertains nature of business, and directs visitors to appropriate person or place
- Plan and execute digital marketing, email, social media, and display advertising campaigns
- Design, build and maintain our social media presence
- Generates reports as requested
- The ability to operate standard office equipment and various software packages
- Edit and/or prepare procedures for publication
- Make copies of correspondences or other printed material
- Maintain files, electronic and/or hard copies
- Takes and transcribes dictation, notes and/or minutes
- Makes travel arrangements
- Works with other staff in meeting duties and responsibilities
- Other duties may be assigned as deemed necessary

EDUCATION AND/OR EXPERIENCE

Must be a high school graduate, or possess a GED acceptable to the Association. An Associate Degree from an accredited college or university is highly desirable.

LANGUAGE SKILLS

Must have the ability to communicate effectively, verbally and in writing, as well as the ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures or governmental regulations.

Must have the ability to effectively present information and respond to questions from Board Members, employees, clients, customers and the general public.

MATHEMATICAL SKILLS

To perform this job successfully, an individual must have the ability to calculate figures and amounts such as proportions and percentages as well as the ability to apply the concepts of basic mathematics.

REASONING ABILITY

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to stand, walk, sit, use hands to fingers, handle, feel, reach with hands and arms and talk and hear. The employee is occasionally required to stoop, kneel or crouch. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, depth perception and the ability to adjust focus.

CERTIFICATION, LICENSES, REGISTRATIONS

Must possess a valid Florida Driver's License and maintain insurability under the Association's commercial vehicle coverage.

WORK ENVIRONMENT

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential job functions. The noise level in the work environment is usually moderate.