



2014-2017 STRATEGIC PLAN

FLORIDA FIRE CHIEFS' ASSOCIATION

The Florida Fire Chiefs' Association (FFCA) advances the profession of fire and emergency services through strategic and proactive leadership, education, and advocacy.

The FFCA strives to accomplish its mission by committing its leadership and staff to a series of strategic elements specifically designed to serve the needs of FFCA's members. All elements and corresponding key initiatives have been articulated and approved by the FFCA Board of Directors in partnership with the Board of Trustees of the Florida Fire & Emergency Services Foundation (FFESF).

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The Florida Fire Chiefs' Association (FFCA) advances the profession of fire and emergency services through strategic and proactive leadership, education, and advocacy.

As Florida's leading organization for fire & emergency services professionals, FFCA specializes in

- promoting and supporting leadership excellence in fire & 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 FFCA strives to accomplish its mission by committing its leadership and staff to a series of strategic elements specifically designed to serve the needs of FFCA's members. All elements and corresponding key initiatives have been articulated and approved by the FFCA Board of Directors in partnership with the Board of Trustees of the Florida Fire & Emergency Services Foundation (FFESF).

ADVOCACY - FFCA shall advocate for issues that impact the fire and emergency service profession and communities served.

STRATEGIC INITIATIVES:

- ❖ **FFCA shall create and maintain a Legislative Committee that serves the Association year round as FFCA's proactive voice for legislative and regulatory issues.**

This Committee shall be supported by FFCA Sections, other Committees, regional leaders, and appropriate experts in the field. This Committee shall take the lead in communicating legislative and regulatory matters to FFCA members and enlisting their support and involvement, as necessary.

- ❖ **FFCA shall strengthen its advocacy efforts on issues that pertain to firefighter health and safety and domestic security.**
- ❖ **FFCA shall support the continuance and help ensure the addition and expansion of fire service-based emergency medical services (EMS) systems in the State of Florida.**

FFCA Board shall appoint a team of leading experts on Fire service-based emergency medical services (EMS) system delivery to support local fire chiefs, as requested.

- ❖ **FFCA shall inform its members and partners of its advocacy efforts on behalf of both the fire service and fire-based emergency medical service. FFCA shall involve interested members and other professionals in advocacy at the state, regional, and local level.**

FFCA shall post detailed information on its website including the summary of proposed legislation, administrative code or policy. Each summary shall include the impact of passage or non-passage of said bill(s) on the fire service, and the FFCA Board's position on legislation or rules.

FFCA shall strengthen its strategic partnerships with organizations such as Florida Professional Firefighters, Florida League of Cities, Florida Association of Counties, and others.

FFCA shall continue its support of Federal & State Grant programs.

FFCA shall educate its members on how they can best provide influence regarding legislation and proposed rules. The FFCA will provide guidance and assistance to its members by providing suggested language that can be used by members to voice their position on important legislative or rule issues.

EDUCATION - FFCA shall work cooperatively with its Sections, Committees, and the Florida Fire & Emergency Services Foundation to develop and deliver value-added, timely educational programs and services.

STRATEGIC INITIATIVES:

- ❖ **FFCA supports the development and delivery of online "distance learning" and blended learning programs, approved by the Bureau of Fire Standards and Training, to provide continuing education units (CEU) for fire officer, fire inspector, and fire instructor.**
- ❖ **FFCA, the FFESF and its Emergency Fire Officer Section shall work with the State Fire Marshal's Office to get FFCA's Emergency Services Leadership Institute (ESLI) program recognized and credentialed in the State of Florida so that such CEUs count towards the required portfolio and workbook credentials for Fire Officer I, II, etc.**
- ❖ **FFCA and the FFESF shall strengthen their Education Program Committees.**

FFCA and the FFESF shall ensure that all of the classes for both Fire-Rescue EAST and the Executive Development Conference are relevant, of high value, high quality, and delivered by highly respected leaders and/or educators.

The FFCA Board shall maintain Board-member liaisons on all of the association's committees and sections. These liaisons will bring committee recommendations and suggestions to the full Board and to the Foundation Board of Trustees.

FFCA shall require that a standardized template be used by each new Section or Committee Chair to ensure that the group operates under the same policies and procedures as the FFCA.

FFCA's Instructor Council shall prepare written procedures and timeline to develop a structural flow chart for each educational program.

The FFCA and the FFESF shall utilize conference/post-conference/program surveys and other tools to help evaluate and ensure the quality and timeliness of its programs.

❖ **FFCA and the FFESF shall focus on improving Regional Training and Education.**

The Volunteer Fire Officer Council Chair and FFESF Representative shall develop both policies and plans for regional initiatives.

FFCA shall work with the Foundation to deliver regional training programs.

❖ **FFCA shall provide maximum opportunities in its program schedules for those who want to take advantage of educational offerings.**

FFCA shall address the issue of the timing and focus of its Section Meetings that are held in connection with Fire Rescue EAST, the Executive Development Conference, State Advisory Council meetings & EMS events.

***LEADERSHIP** - FFCA shall provide opportunities to bring people together for personal and professional growth.*

STRATEGIC INITIATIVES:

❖ **FFCA shall expand its programs to include networking and mentoring opportunities for mid-level management positions.**

FFCA shall identify ways to enlist retirees as mentors and advisors.

❖ **FFCA and the FFESF shall strengthen the ESLI leadership training program and enhance program recognition demonstrating a significant Return on Investment for attendees.**

FFCA shall include development classes for Mid-Level Managers and Officers at the conferences.

FFCA shall work with the FFESF to consider the opportunity of expanding its ESLI leadership training ~~the~~ program through future national marketing and/or developing it into a two-week course.

- ❖ **FFCA and the FFESF shall carefully determine the needs, expectations, and Return on Investment for its Corporate Member vendors.**
- ❖ **FFCA and the FFESF shall develop a Leadership Succession Plan for each of its Sections and Committees.**

***MEMBERSHIP/RESOURCE BASE** - FFCA shall develop its membership and resource base to ensure its ability to better serve the fire and emergency service profession.*

STRATEGIC INITIATIVES:

- ❖ **FFCA shall demonstrate membership's Return on Investment (ROI) for its members, their organizations, and its corporate partners.**

FFCA shall market the ROI to encourage Fire Chiefs to budget membership dues for other officers under their command.

FFCA shall market the Association's value to Company Officer level employees by developing a Chief Officer Development Program for each Division Chief Level position.

FFCA shall measure and report on the number of programs it delivers and the number of new members who have participated in these programs.

FFCA shall produce a statewide EMS conference to demonstrate its interest and involvement with this sector.

- ❖ **FFCA shall develop and establish a reserve fund strategy and policy.**
- ❖ **FFCA shall develop a mentorship program for future Chief Officers by engaging existing members and retirees.**
- ❖ **FFCA shall retain its members by personalizing their experiences with the Association.**

FFCA shall involve more members in its activities and engage current members through education, information, and advocacy opportunities.

FFCA shall utilize a customer relations database to have the most accurate and current data about its members. Measures reported via the database shall include the overall number of members, the number joining/participating in sections and committees, the percentage of members retained year-over-year, outside advocacy on behalf of FFCA and the fire service, and other fields determined as important for FFCA service to its members.

- ❖ **FFCA and the FFESF shall meet with any former corporate sponsors to re-engage them and to demonstrate the Association's Return on Investment for their participation.**
- ❖ **FFCA shall benchmark its strategies and activities against other state Fire Chiefs' Associations and non-fire-related associations to determine best practices in terms of membership acquisition, retention, and revenue generation.**

FFCA shall explore outsourcing opportunities such as conference or membership management software systems.

FFCA shall explore all avenues for revenue generation such as an online bookstore, partnering with other online vendors, purchasing cooperatives, and bidding percentage arrangements.

FFCA shall periodically evaluate its membership categories and annual dues structure.

- ❖ **FFCA shall make significant efforts to enhance its Marketing/Public Relations Program**

FFCA shall attract new members, retain current members, and increase corporate partnerships through the efforts of an on-staff marketing position or a marketing firm.

FFCA shall involve its Public Information Officer Section in the creation of a blog and/or other materials to promote FFCA membership and programs.

FFCA leaders shall hold meetings at local fire departments and regional or county Fire Chief's Associations to explain the benefits of FFCA membership and encourage participation at FFCA programs and conferences.

FFCA and the FFESF shall enlist a voluntary Auxiliary to assist with the logistics and promotion of the Silent Auction.

TECHNOLOGY - FFCA shall use the best possible technology and media to communicate and interact with its audiences.

STRATEGIC INITIATIVES:

- ❖ **FFCA shall work with its Public Information Officer Section to develop a Social Media Strategy.**

Personal contact between FFCA leadership and members shall be enhanced at every opportunity.

FFCA shall ascertain which social media method its members prefer, through future surveys or measurement tools.

FFCA shall focus its Social Media Strategy on those tools that provide the greatest benefit for its membership.

Personal contact between FFCA leadership and members shall be enhanced at every opportunity.

- ❖ **FFCA shall conduct a feasibility study on the potential for E(electronic)- Educational Partnerships.**
- ❖ **FFCA shall seek corporate member sponsors for a newly-designed webinar series that provides benefit for both the association and the corporate member.**