

Eastern Division  
of the  
International Association of Fire Chiefs  
2003-2009 Strategic Plan



Evesham Township, New Jersey  
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**The mission of the Eastern Division is to support the goals and objectives of the International Association of Fire Chiefs by serving as the liaison between the IAFC and the Division's member states. The Eastern Division will do this by professionally consolidating regional issues and opinions providing valuable and necessary input to the IAFC and disseminating pertinent information from the International Association of Fire Chiefs to the Division's member states.**



2004-2009 Strategic Plan  
Table of Contents

Goals, Strategies and Action Plan Definitions.....	3
I Building Relationships and Partnerships.....	4
II Fire and Life Safety.....	5
III Leading the Fire Service.....	7
IV Legislative/Political Action.....	10
V Marketing, Branding and Communications.....	13
VI New Revenue and Association Growth.....	15
VII Professional/Executive Skills Development.....	16



## Strategic Planning Session Definitions

- **Goal** – An aim, the final result of action which will assist in moving the organization into the future.
- **Strategy** – A plan, possibility or methodology, especially designed for achieving a goal. They should be periodically evaluated in order to make the goal occur or happen.
- **Action Items** – Specific activities intended to create a desired result. These items make take preliminary steps to make advances toward a desired result.

# **I Building Relationships and Partnerships**

- I.1 Improve strategic partnerships within organizations/groups within the Eastern Division such as City/County Managers Associations, Boards, Mayors and other elected officials.**

## **Possible Strategies**

- I.1.a Promote meetings with other key associations and the EDIAFC leadership.
  - I.1.b Build upon ongoing relationships by identifying issues on which to collectively work.
  - I.1.c Align EDIAFC policy statements on relationships so that they are consistent with IAFC goals and policies.
  - I.1.d Promote state association involvement within the EDIAFC and the IAFC.
- I.2 Enhance strategic relationships with other national fire and emergency service organizations such as International Association of Fire Fighters, State Firefighter Associations and State, County and local law enforcement and emergency management agencies.**

## **Possible Strategies**

- I.2.a Promote meeting between the above listed associations and groups to develop an understanding and build relationships.
- I.2.b Align EDIAFC policies on positions so that they are consistent with IAFC goals and policies and find as much common ground as possible with the groups listed above.
- I.2.c Encourage member states to develop goals and objectives with regard to developing additional strategic relationships aligned with both EDIAFC and IAFC policies.

## **II Fire and Life Safety**

### **II.1 Improve firefighter wellness, safety and health**

#### **Possible Strategies**

- II.1.a Promote firefighter fitness programs, especially those developed and offered by the IAFC within the member states of the EDIAFC.
- II.1.b Encourage departments to initiate a Wellness Fitness program.
- II.1.c Provide awareness and education in a effort to reduce fire service vehicular accidents.
- II.1.d Support the development of a program by the IAFC that supports families of homeland defenders and first responders.
- II.1.e Assist the IAFC in the development of strategies to further protect fire service personnel from infectious disease and biological threats.
- II.1.f Support the IAFC in the development of a “near miss” reporting system.
- II.1.g Continue support of the National Institute of Standards and Technology (NIST) studies on fire fighter safety, fire fighter requirements, deployment and community risk factors study.

### **II.2 Promote fire prevention and life safety as a core value of the EDIAFC.**

#### **Possible Strategies**

- II.2.a Actively support the use of residential fire sprinklers and smoke alarms.
- II.2.b Promote public safety education in communities, schools and universities.
- II.2.c Aggressively advocate fire code and life safety code enforcement in all jurisdictions throughout the EDIAFC.

### **II.3 Support the IAFC as a leader in participation and development of codes and standards.**

#### **Possible Strategies**

- II.3.a Promote and support through representation the Fire and Life Safety Section of the IAFC.
- II.3.b Aggressively promote IAFC participation in all fire and life safety code development processes.
- II.3.c Fully support the positions that the IAFC adopts on code-related issues .

#### **II.4 Enhance professionalism across the fire service in the EDIAFC.**

##### **Possible Strategies**

- II.4.a Support the programs developed and promoted by the IAFC to improve the image of the fire service through the development of professional enhancement programs designed to enhance the image of the fire service.
- II.4.b Develop a mentoring system within the EDIAFC for current and future chief officers.
- II.4.c Adopt and adhere to the code of ethics, code of conduct, etc. as adopted by the IAFC.
- II.4.d Work with other IAFC Divisions to coordinate activities and goals that are of a common benefit to the fire service.

#### **II.5 Support Standardize performance measures as promoted by the IAFC.**

##### **Possible Strategies**

- II.5.a Promote participation in NFIRS.
- II.5.b Promote participation in CFAI.
- II.5.c Promote participation in CFOD.
- II.5.d Fully support the IAFC in their work with federal agencies to develop funding and placement of a National Fire and Disaster Education Center in Washington, D.C.

## **III Leading the Fire Service**

### **III.1 Mirror the creation of a five-year vision for the IAFC.**

#### **Possible Strategies**

- III.1.a Create and communicate a vision statement for the EDIAFC that reflects the IAFC and is consistent with the mission of the EDIAFC.
- III.1.b Participate in the strategic planning process every two years and review the EDIAFC strategic plan to assure it reflects the IAFC's.
- III.1.c Provide to all EDIAFC members with access to both the IAFC and EDIAFC strategic plans.

### **III.2 Promote operational effectiveness and efficiency through the development of best recommended practices.**

#### **Possible Strategies**

- III.2.a Identify, collect and communicate best practices within our profession from the member states of the EDIAFC.
- III.2.b Make information available on the EDIAFC website and routinely submit information to the IAFC website.
- III.2.c Collect resource materials and develop a Chief Fire Officers resource guide as under development by the IAFC.
- III.2.d Support and contribute to the Fire Chief Assistance Program as developed by the IAFC.

### **III.3 Support the development of practices that promote succession planning and mentoring in the IAFC and the fire service.**

#### **Possible Strategies**

- III.3.a Encourage the creation of a PowerPoint presentation by the IAFC for presentation at member state fire chief's association meetings and conferences to encourage our members to get involved in the state and national leadership.
- III.3.b Work with the IAFC to develop a guide: "How to get involved with the IAFC leadership".
- III.3.c Review other organizations to compare their best practices regarding succession planning and mentoring.
- III.3.d Encourage the development of a program tailored to line officers that promotes advancement within the fire service.
- III.3.e Analyze EDIAFC member statewide systems and model programs (pension systems, pay systems, mentoring) that work for or against the development of chief fire officers in the EDIAFC Division.

### **III.4 Work with the IAFC to define and address solutions to interoperability issues.**

#### **Possible Strategies**

- III.4.a Support the IAFC in their effort to establish industry definitions for interoperability and compatibility as it relates to communication, equipment and human resources.
- III.4.b Support the IAFC's establishment of a goal for interoperability and compatibility with Fire Equipment Manufacturers and Services (FEMSA), Fire Apparatus Manufacturers Association (FAMA) and National Fire Protection Association (NFPA).
- III.4.c Identify priorities for interoperability and compatibility within the EDIAFC.

### **III.5 Provide emergency services leadership.**

#### **Possible Strategies**

- III.5.a Continually offer through the IAFC our support and expertise to other organizations regarding public safety.
- III.5.b Assist the IAFC to establish a model recruitment program for the fire service.

**III.6 Continue to promote cultural diversity initiatives within the EDIAFC and throughout the rest of the fire service.**

**Possible Strategies**

- III.6.a Identify fire service or other organizations that demonstrate best practices in their diversity/human relations to develop case studies.
- III.6.b Provide in EDIAFC publications and postings articles and related pieces show casing more minorities and women in their publications (e.g. pictures, articles, etc.)
- III.6.c Support the IAFC policy that human relations programs be part of an ongoing training program in all fire-rescue organizations.

**III.7 Enhance the EDIAFC's interaction with and support of volunteer and combination fire departments and chief officers.**

**Possible Strategies**

- III.7.a Determine ways to provide direct assistance to volunteer and combination fire department within the EDIAFC.
- III.7.b Support and utilize the report that the IAFC will complete on the impact that leadership skills and management processes have on successful volunteer retention programs.
- III.7.c Post the final IAFC report on this topic on the EDIAFC website.
- III.7.d Establish aggressive dialogue with volunteer and combination fire departments from the member states of the EDIAFC to develop training and information exchange sessions on the topic of leading those type of organizations.
- III.7.e Post articles and written references on the EDIAFC website for use by local communities and volunteer fire departments when transitioning from an all volunteer staffed organization to a combination organization.

## **IV Legislative/Political Action**

### **IV.1 Support the enhancement and expansion of Government Relations initiatives and influence.**

#### **Possible Strategies**

- IV.1.a Support the formation of a Political Action Committee (PAC) within the IAFC.
- IV.1.b Continue development and maintenance of an IAFC electronic mail tree for the purposes of rapidly passing news *and feedback* on legislative issues at the state and federal levels.
- IV.1.c Develop a state legislative network exchange by having designated points of contact within each member state that can develop rapid positions for a given state.

### **IV.2 Assist the IAFC to obtain adequate federal funding and support for the fire and emergency service.**

#### **Possible Strategies**

- IV.2.a Support funding and/or tax incentives to support fire and emergency service programs.
- IV.2.b Support the work necessary to institutionalize and continually fund the federal Assistance to Firefighters Grant Program.
- IV.2.c Support the IAFC's efforts to assist federal and military fire chiefs to maintain and improve their service.

### **IV.3 Support the IAFC in the development of terrorism (all-hazard, all-risk) response initiatives to address issues of national significance.**

#### **Possible Strategies**

- IV.3.a Support efforts to ensure that terrorism performance objectives become a national standard.
- IV.3.b Promote interoperability, compatibility and standardization for fire and emergency service resources.

**IV.4 Support the establishment of the IAFC as a key resource to the federal government on appropriate homeland security issues.**

**Possible Strategies**

IV.4.a Work with the IAFC and be both available and involved with homeland security issues.

IV.4.b Support and promote legislative opportunities related to IAFC initiatives.

**IV.5 Promote homeland security as a core value and responsibility of the EDIAFC.**

**Possible Strategies**

IV.5.a Define EDIAFC responsibilities and partnership expectations.

IV.5.b Establish and reinforce alliances with other responsible agencies.

IV.5.c Support the development of funding and methods for IAFC/EDIAFC participation in homeland security issues.

**IV.6 Promote legislation to enhance fire and life safety issues.**

**Possible Strategies**

IV.6.a Develop a method for members to share local legislation.

IV.6.b Support the IAFC's program to teach members how to lobby effectively.

IV.6.c Develop funding and methods to increase IAFC/EDIAFC participation in the legislative process.

**IV.7 Support the further development of the IAFC's national prominence in fire-based Emergency Medical Services (EMS).**

**Possible Strategies**

IV.7.a Support increased visibility of EMS on the national level.

IV.7.b Support the involvement of the IAFC in the EMS training requirement process.

IV.7.c Support the development of performance measures by which to measure fire-based EMS systems.

IV.7.d Align EDIAFC's EMS goals with that of the IAFC.

**IV.8 Support the expansion of the IAFCs involvement in national wildland fire policy.**

**Possible Strategies**

IV.8.a Support the coordinated effort between the IAFC and the federal agencies at the policy development level.

IV.8.b Support the role of the IAFC as the primary representative of local government on wildland fire issues.

**IV.9 Support the strategic alliances with federal agencies/congressional members and staffers.**

**Possible Strategies**

IV.9.a Support and assist the IAFC's efforts to influence agencies and key agency officials within the nation and the EDIAFC member states.

IV.9.b Support and assist the IAFC in efforts to influence key contacts in Congress.

IV.9.c Encourage more EDIAFC Chief Fire Officers to be selected to sit on boards, commissions and committees at the state and federal level.

IV.9.d Identify key EDIAFC members who might have contacts in Congress and develop a system to use those individuals to contact Congress on key issues.

# **V Marketing, Branding and Communications**

## **V.1 Support and assist the IAFC in the development of strategies to enhancing communications among IAFC and EDIAFC members and the fire service.**

### **Possible Strategies**

- V.1.a Evaluate the use of electronic or print editions of *On Scene* to our members.
- V.1.b Encourage the posting of position openings as monthly classifieds in *On Scene*.
- V.1.c Communicate an overview of all EDIAFC activities to members on a timely basis.
- V.1.d Post committee and board meeting minutes on the EDIAFC website and in the IAFC's *On Scene* as appropriate.
- V.1.e Enhance the EDIAFC Web site by providing and constantly updating:
  - V.1.e.1 E-mails with links to other websites for information.
  - V.1.e.2 Add current issues, accomplishments and updates.
  - V.1.e.3 Encourage regular updates of pages of the member states.
  - V.1.e.4 Complete the formulation of an inter-committee communications secure site.
- V.1.f Encourage state fire chiefs associations and committees report on a regular basis via EDIAFC website.
- V.1.g Evaluate and encourage the IAFC to develop a system to support rapid two-way electronic communications with IAFC divisions and state fire chiefs associations.
- V.1.h Find ways to capture the other e-mail addresses of fire service contacts who should be receiving the critical blast alerts, such as state associations, city and county managers.
- V.1.i Work with the IAFC to send out periodic membership offers via blast e-mail to non-members.
- V.1.j The EDIAFC will create both member and non-member contact lists. This may have the added benefit of reaching out to new potential members and encouraging increased IAFC membership.
- V.1.k Continuously create new strategies to communicate with our internal and external audiences.

**V.2 Align EDIAFC goals and the IAFC so as to have unity in programs and plans.**

**Possible Strategies**

- V.2.a Continue incorporation of the IAFC logo in all EDIAFC matters.
- V.2.b Encourage state member organizations of the EDIAFC to incorporate the IAFC log into their publications, stationary etc. to visibly demonstrate unity.
- V.2.c Involve the EDIAFC leadership in more member state association meetings.
  - V.2.c.1 Continue use of state directors to interact and serve as liaisons with state fire chiefs associations.
  - V.2.c.2 Disseminate information directly to state fire chiefs associations.
  - V.2.c.3 Consider having an EDIAFC booth at state chiefs meetings and firematic conferences to distribute literature and recruiting information.

**V.3 Position the EDIAFC as the “go-to” organization of the fire service leadership for our member states.**

**Possible Strategies**

- V.3.a Identify new initiatives on which IAFC and EDIAFC should take a leadership position and effectively communicate them to headquarters and/or our members.
- V.3.b Look at identifying EDIAFC member state initiatives that might benefit from a grassroots legislative campaign push from the EDIAFC, IAFC or both.
- V.3.c Support the IAFC in the identification and development of resource documents that are of value to the membership.
- V.3.d Support and participate in the development of definitive guidelines for critical issues that confront chief fire officers in their professional lives and provide clear steps for action.

## **VI EDIAFC Revenue and Association Growth**

### **VI.1 Identify and develop a financial plan based upon the strategic plan.**

#### **Possible Strategies**

VI.1.a Annually analyze spending and review program effectiveness and efficiency.

VI.1.b Identify financial needs based on EDIAFC's current strategic plan.

### **VI.2 Increase the scope and membership of the EDIAFC.**

#### **Possible Strategies**

VI.2.a Support and participate in the development of recruitment and retention programs that reinforce the benefits and importance of the IAFC and therefore, the EDIAFC. BE POSITIVE.

VI.2.b Identify the target number of increased members for the EDIAFC for each of the next five years.

VI.2.c Identify and investigate potential subsidiary/affiliate organizations.

VI.2.d Enhance the relationship with county and state fire chiefs associations to increase membership and create partnerships.

### **VI.3 Aggressively pursue additional non-dues revenue sources and enhance current revenue sources to fund the EDIAFC.**

#### **Possible Strategies**

VI.3.a Pursue grants and contract administration.

VI.3.b Partner with private industries/companies to generate income.

## **VII Professional/Executive Skills Development**

### **VII.1 Support and distribute the IAFC's Officer Development Handbook.**

#### **Possible Strategies**

- VII.1.a Assist the IAFC in anyway possible in distribution of the Officer Development Handbook.
- VII.1.b Identify stakeholders and assure availability of this handbook.
- VII.1.c Fully support the revision plan and process of this document.

### **VII.2 Investigate the current forum (conference) concept to network, vent, explore and exchange information, experiences and challenges of todays of fire service organizations.**

#### **Possible Strategies**

- VII.2.a Locate and review best practices and develop programs that can be delivered to the EDIAFC members.
- VII.2.b Develop strategies to interconnect and gain support of member state forums.
- VII.2.c Develop strategies to identify new and emerging issues we need to address and take appropriate action or forward to headquarters for action as appropriate.
- VII.2.d Develop a methodology to share results with EDIAFC members.