

**MISSOURI VALLEY DIVISION OF THE
INTERNATIONAL ASSOCIATION OF FIRE CHIEFS
STRATEGIC PLAN
2003-2005**

The purpose of this document is to ensure and promote the future plans of the Missouri Valley Division of the International Association of Fire Chiefs (hereinafter referred to as the Division), thus providing for the strength and continuity of future officers and boards.

This plan shall be revised biannually in odd numbered years, with review and reports provided in even numbered years, or more often if needed. This shall be accomplished at the winter meeting of the board.

MISSION STATEMENT

The Missouri Valley Division of the International Association of Fire Chiefs is dedicated to supporting professional development of its members through educational, leadership, and networking opportunities, while serving as a liaison between State Chiefs' organizations and the International Association of Fire Chiefs.

Section I-Administrative

In order to provide needed and wanted services to the membership, the Division must have a strong administrative program to insure having an effective organization.

- 1.1 A statement of policies shall be promulgated. (Chiefs' Rocca, Myers, Brown, and division secretary Merwick)**
 - 1.1.1** A set of board policies shall be presented at the July, 2003 board meeting for approval.
 - 1.1.2** Said policies shall be reviewed annually.
- 1.2 The board of directors shall be involved in the planning of the annual conference. (Chiefs' Carrizzo, Young and division secretary Merwick)**
 - 1.2.1** A standing committee will be appointed to assist the conference host city in the planning, selection, and scheduling of the educational program to be presented.
 - 1.2.2** The standing committee will have formulated their meeting schedule at least 18 months prior to the conference (i.e. winter meeting 2004 for July conference 2005).

1.2.3 The committee will consist of:

- a. the 2nd vice-president of the Division
- b. the Division state vice-president of the host organization,
- c. the Division Secretary
- d. a representative of the past host department (i.e. 2005 conference would have 2003 host representative)
- e. representatives of the organization hosting the conference.

Section II-Leading the Division

Recognizing that the mission of this organization includes the professional development of new and existing members, it is critical that beneficial services are provided to our diverse membership.

2.1 Develop methods that address needs of all members, for recruitment and retention in the division. (Chief Donner)

2.1.1 Develop a plan for the growth of membership and involvement of a variety of sections for the Division. These sections should fill a unique need within the Division.

2.1.2 Said sections should encourage personnel other than Fire Chiefs to participate, thus allowing for their personnel development within the Division.

2.2 Develop programs to be used by the conference committee and others, for specialized members of the Missouri Valley Division.

2.2.1 A program is to be developed that will be utilized by the conference committee that will provide unique sessions for:
(Chiefs' Carrizzo and Young, Division Secretary Merwick)

- a. new organizational members
- b. 1st time attendees to a conference
- c. how to become Division officers and/or become active in Division work.

2.2.2 Produce a mentoring handbook that can be utilized by chiefs and chief officers so as to improve the continuation of fire department strategies.

- a. identify members to assist in its development
- b. develop a plan to market the handbook
- c. develop a formal plan for revisions.

2.3 Improve relationships with other organizations so as to enhance our standing in the fire service community and the public we serve.

- 2.3.1 Promote meetings between our Division and other divisions on issues of need and concern.
- 2.3.2 Work with state associations within our Division to have consistent policies that affect the states, the Division, and the International Association of Fire Chiefs.
- 2.3.3 Work with state associations to help develop additional strategic goals and objectives.
- 2.3.4 Identify local/regional corporations that the Division may partner with to enhance our mission, goals, and objectives.
- 2.3.5 Provide a Division representative at all state association meetings.
 - a. report on Division & International operations and strategies
 - b. request information that needs to be passed up to Division or the International.
 - c. utilize Division booth where practical.
- 2.3.6 Become the lead fire organization in our region.
 - a. identify new initiatives
 - b. identify resource documents of use to our members and provide them, or a link to them on our website.

2.4 Work to improve our firefighter's fitness, wellness and safety.

- 2.4.1 Work to expand firefighter fitness programs by working with the International as well as state organizations on programs and conferences addressing these concerns.
- 2.4.2 Encourage local and state organizations to use the CPAT program for their hiring process and encourage departments in the division to make the Wellness/Fitness initiative mandatory.
- 2.4.3 Work with any organizations that are attempting to reduce fire service related vehicular accidents.

2.5 Promote fire and life safety as a core value of the Division.

- 2.5.1 Actively support the use of residential sprinkler and smoke alarms in the home and in fire stations.
- 2.5.2 Advocate fire and life safety codes in all jurisdictions.
- 2.5.3 Promote public education in all venues possible.

2.6 Enhance volunteer, combination, and career professionalism.

- 2.6.1 Encourage the development of programs that speak to professionalizing the fire service.
 - a. mentoring program for current and future chief officers
 - b. create a code of ethics and/or conduct for chief officers
- 2.6.2 Work to create a program that can improve the operation of combination departments.
 - a. staffing requirements for combination departments
 - b. provide information on issues when moving from volunteer to combination departments.
- 2.6.3 Insure members are aware of, and utilize as much as possible, standardized performance measures. **(Chief Carrizzo)**
 - a. NFIRS
 - b. CFAI
 - c. CFOD

2.7 Promote cultural diversity in the fire service

- 2.7.1 Provide information on best practices utilized in the fire service.
- 2.7.2 Encourage human relations training to be an integral part of all fire service training programs.

Section III- Marketing, Branding, & Communications

One of the most critical components to the excellence of any organization is the quality and level of communications provided to its members.

3.1 The Division will enhance interaction between its members, the Division's state organizations, and the International Association of Fire Chiefs, by utilizing all means available for communication. (Chiefs' Young, Lloyd, Stewart, and Sarff)

3.1.1 The Missouri Valley Division supports the worthwhile initiatives of the International (i.e. Leadership/partnership initiative) and will attempt to educate all members through a specific campaign that will be promulgated.

3.2 The Division recognizes that the most critical need in communication existing today is the need for a conduit for upward communication. The Division will become that conduit for its members and member states' fire service organizations. (Chiefs' Young, Lloyd, Stewart, and Sarff)

3.2.1 Insure that the e-mail lists of our organization and the International Association of Fire Chiefs are as accurate as possible.

3.2.2 Promote the reception of "On Scene" by e-mail wherever possible.

3.2.3 Provide a method of contact (mail, fax or others) for those without e-mail capability.

3.2.4 Market the "bulletin board" that is part of the Missouri Valley Division web site.

3.2.5 Publicize all International Association of Fire Chiefs Surveys by insuring all members and state organizations receive them, and publicizing the results.

3.2.6 Provide methods of involvement by the Missouri Valley Division State Vice-Presidents' in communication (especially upward).

3.2.7 Send out periodic membership offers to non-members utilizing free copies of "Fire Link" or other enticements.

3.2.8 Create a non-member list and provide to state vice-presidents.

Section IV-Revenue and Growth

In order for the Division to provide services for its members, it is critical that the Division be on sound financial footing and improve its financial outlook.

4.1 Develop a five year financial plan

- 4.1.1 In conjunction with the restricted reserve, develop an expenditure plan for future use.
- 4.1.2 Develop operational guidelines on regional conferences for the Missouri Valley Division to host. (**Chief Westermann and Division Secretary Merwick**)