

Rhode Island  
Association of Fire Chiefs

Strategic Plan



Two-Year Plan

DEVELOPED

March 2006

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## Strategic Plan Definitions

**Strategic Vision** – what we strive to be. What we want the organization to look like in the future, the results we hope to achieve, and characteristics the Association will need to possess in order to achieve those goals

**Beliefs** – What we value. A statement of beliefs is a formal declaration of the associations fundamental values; its ethical code, overriding convictions and moral commitments.

**Parameters** – What we will and will not do. These are the limitations the organization places upon itself. These are the boundaries within which the group will work, things that the organization will never do, or will always do.

**Mission Statement** – Why we exist. This should be the driving force behind the organizations success. This statement embodies the core values and beliefs that make the organization unique.

**Goal** – An aim, the final result of action. Something to accomplish to assist in moving the organization into the future. Goals should be measurable, demonstrable, and observable

**Strategy** – A possibility. A plan or methodology, used especially for achieving a goal. These are items that should be considered or further evaluated in order to make the goal occur or happen.

**Action Items** – To make advances to, especially for the purpose of creating a desired result; to take preliminary steps toward. Specific activities performed for the purpose of creating a desired result.

- **RIAFC** – Rhode Island Association of Fire Chiefs
- **RIFMO** – Rhode Island Fire Marshals Office
- **RIFMA** – Rhode Island Fire Marshals Association
- **RISAFF** – Rhode Island State Association of Firefighters
- **RISFL** – Rhode Island State Fireman’s League
- **FCOA** – Fire Communications Officers Association
- **RIACP** – Rhode Island Association of Chiefs of Police
- **RIEMA** – Rhode Island Emergency Management Agency
- **RIDOH** – Rhode Island Department of Health
- **RIFIA** – Rhode Island Firefighter Instructors Association

## **VISION**

**The Rhode Island Association of Fire Chiefs will be the premier state fire service organization representing the best interests of Fire and Emergency Medical Services of the State of Rhode Island.**

## **BELIEFS**

**We believe:**

- Every leader should have a voice**
- Our Association should be membership driven**
- Our Association should be a leading voice for Fire, EMS, and Public Safety**
- We should be driven by sound moral and ethical principles**
- In integrity**
- We should be there for our members**
- Speaking as one voice for the Rhode Island Fire Service**

## **PARAMETERS**

**We will never:**

- Discredit the organization**
- Discredit the Fire Service**
- Compromise our moral and ethical principles**
- Compromise public and firefighter safety and health**
- Support activities not consistent with our plan**

**We will always:**

- Respect fellow members**
- Act in all members best interests**
- Consider the needs of the general public, and public safety personnel**
- Strive to act in a professional manner**
- Support political activity which is in line with our mission**
- Strive to help those less fortunate**

## **MISSION STATEMENT**

**The mission of the Rhode Island Association of Fire Chiefs is to provide a means for advocating and networking for the betterment of the Rhode Island Fire Service.**

# I Building Relationships and Partnerships and RIAFC Growth

## **I.1 Goal: Strengthen and enhance the relationship between the Rhode Island Association of Fire Chiefs (RIAFC) and other State and Local Public Safety Organizations.**

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- **RIDOH** – Rhode Island Department of Health
- **RIFIA** – Rhode Island Firefighters Instructors Association
- **And Others**

### **I.1.a Define what the relationships currently are and what they should be**

Action: E-Board to appoint a member, or committee to look into these relationships to report back to E-Board

X + 3 months to appoint, X + 9 months for report

### **I.1.b Explore the similarities and common goals of the organizations**

Action: E-Board to appoint a member, or committee to look into these relationships to report back to E-Board

X + 3 months to appoint, X + 9 months for report

**I.1.c Explore the possibility of merging with other organizations that share a common goal**

Action: E-Board to appoint a member, or committee to look into these relationships to report back to E-Board

X + 3 months to appoint, X + 9 months for report

**I.1.d Encourage other organizations to have representation at all RIAFC meetings and events**

Action: E-Board to reinforce this through personal contact, e-mail, and mailings

X + 1 month

**I.1.e Act as liaison between the State of Rhode Island and other Public Safety Organizations**

Action: Establish point of contact to become a conduit from RIAFC to each of the other Associations through the re-establishment of committees and committee chairs.

X + 6 months

**I.2 Goal: Enhance relationship with manufacturers and vendors**

**I.2.a Understand the vendors needs and expectations**

Action: Seek out information from NEFEEA for information regarding what their needs and expectations are –

X + 6 months

**I.2.b Support vendors**

Action: Promote vendor's websites

Encourage membership to use member vendors products and services

Provide Link on RIAFC website to NEFEEA website

X + 6 months

### **I.3 Goal: Increase membership**

#### **I.3a Identify officer responsibilities towards promoting association**

Action: Create job descriptions and identify responsibilities

X + 3 months

#### **I.3.b Utilize the strategies from Branding, Marketing and Communications**

Action: Post application on website

X + 1 week

#### **I.3.c Challenge every member to bring in one new member every year**

Action: Recognize the member that recruits the most new members

X + 1 year

### **I.4 Goal: Evaluate the implementation of sections within the RIAFC**

#### **I.4.a Determine the need and establish sections as needed**

Action: Establish a committee to study the possibilities

X + 3 months to establish committee

X + 6 months to report

## **II Promoting Fire Service Initiatives**

### **II.1 Goal: Promote strategic planning**

#### **II.1.a To bring local Fire Departments, State organizations, NED, and IAFC in line with each other via their strategic plans**

Action: Work with individual Fire Depts., and other public safety organizations to develop and revise Strategic Plans that are consistent with the current and future needs of the fire service.

X + 12 months

### **II.1.b Assist Local and State organization in developing strategic plans**

Action: Establish a list of facilitators to help any organizations with strategic planning

X + 3 months

## **II.2 Goal: Identify and promote a model systems approach for regional interoperability**

### **II.2.a Re-establish interoperability committee**

Action: Promote the Southern New England Mutual Aid Pact, and plans of individual fire departments Study the IAFC Interoperability Handbook

Educate Rhode Island Fire Service about relevant programs

X+ 18 months

### **II.2.b Define the Fire Service Role in Homeland Security**

Action: Work with other Fire Public Safety Agencies to define the Fire Service role in Homeland Security.

Action: Support Fire Service related individuals in Key Homeland Security Positions

X + 12 months

## **II.3 Goal: Promote fire service training**

### **II.3.a Put state and National Fire Academy training program calendars on the website**

Action: Establish a link on RIAFC website to Rhode Island State Fire Academy

X + 1 month

### **II.3.b Promote officer level training**

Action: Conduct programs

X + 6 months

### **II.3.c Promote and encourage the application process for Fire related grants.**

Action: Conduct or sponsor educational seminars on grant processes

X + 6 months

### **II.3.d Support an increase in funding for the Safer and Fire Acts.**

Action: Congressional meeting during CFSI trip to Washington DC

X + 1 month

## **II.4 Promote use of Statewide Incident Management Team**

### **II.4.a Identify ownership and stakeholders of RIIMT**

Action: Partner with RIEMA to expand opportunities and trainings for RIIMT

X + 6 months

# **III Marketing, Branding and Communications**

## **III.1 Goal: Enhance RIAFC membership communications**

### **III.1.a Increase electronic communications capability**

Action: Promote and expand our email member alert system

Action: Re-establish department information links on website.

X + 1 month

### **III.1.b Personal Phone contact on critical issues**

Action: Maintain and distribute semi-annually an updated telephone list of members

X + 6 Months

## **III.2 Goal: Promote the RIAFC to the Rhode Island fire service**

### **III.2.a Identify the benefits of being a member of RIAFC**

Action: Create a PowerPoint presentation

Create a brochure

X + 3 Months

### **III.2.b Increase usage/visibility of the logo and web site**

Action: Use logo on all letter head and promotional materials

X + 3 months

### **III.2.c Promote the RIAFC initiatives to the public at major events**

Action: Acquire booth equipment and space at major public events

X + 6 months

## **IV Fire Prevention and Life Safety**

### **IV.1 Goal: Promote fire prevention programs**

**IV.1.a Continue support for fire prevention and inspector certifications**

**IV.1.b Strengthen relationships with the Rhode Island Association of Fire Marshals and the National Fire Protection Association**

Action: Contact Fire Marshal Assoc. and NFPA

X + 3 months

**IV.1.c Establish fire prevention areas at major events**

Action: Identify events to participate in

X + 2 months

Establish booth at major public events

X + 6 Months

**IV.2 Goal: Assist and promote a goal of reducing firefighter injuries and mortality**

**IV.2.a Promote wellness and fitness programs**

Action: Provide fitness and trainer certifications

X + 24 months

**IV.2.b Promote safe driving**

Action: Conduct educational seminars

X + 12 months

**IV.2.c Promote fire ground operations safety**

Action: conduct educational seminars for Certification and/or training for Fire Ground Safety Officer

X + 9 months

# **V Professional/Executive Skills Development**

## **V.1 Goal: Define and establish job descriptions for the RIAFC officers**

### **V.1.a Complete and distribute job descriptions for officers and committees**

Action: Review job descriptions with newly elected officers

X + 6 Months

### **V.1.b Establish a mentoring program for new RIAFC officers and members**

Action: Develop a packet and orientation program for new members and newly elected Board members

X + 9 Months

## **V.2 Goal: Take a lead role to help establish contemporary management needs for Chief Officers**

### **V.2.a Provide guidance for new chief officers**

Action: Schedule an annual Professional Development Seminar

Promote National Fire Academy courses, particularly the EFO program

Promote Chief Fire Officer Designation program

Promote Commission on Fire Accreditation International process

Promote the IAFC Professional Development Committee Officer Development Handbook

Establish information/links on the website

Assist in the development and support of State Fire Academy Training programs for Chief Fire Officers

X + 9 months

# **VI Legislative/Political Action**

## **VI.1 Goal: Work with political leaders to build a strong relationship with the state and national elected officials**

### **IV.1.a Promote communications on RIAFC legislative activities**

Action: Continue to utilize Yahoo group to send out political action alerts

X + 0

### **VI.1.b Encourage RIAFC members to maintain a relationship with all of their elected officials**

Action: Educate Fire Chiefs in the importance of having a good working relationship with their legislators

Establish Email list

Website Links to U.S. Congressmen and Senators

X + 2 months

### **VI.1.c Continue to facilitate a day at the US Capital in conjunction with the CFSI Dinner**

Action: Encourage more chiefs to attend CSFI dinner

Promote joint meeting with all New England States on Capitol Hill

X + 13 months

## **VI.2 Goal: Encourage legislators to support fire service initiatives**

### **VI.2.a Continue to build support for our Political Action Committee (PAC)**

Action: promote fund raising efforts

X + 0

### **VI.2.b Work with Legislative Committee to establish RIAFC legislative agenda**

Action: Promote discussion at meetings

X + 3 months

## **VI.3 Goal: Update the bylaws**

### **VI.3.a Utilize standing committee**

Action: Review and recommend changes

Consider including a mission statement for the RIAFC

X + 12 months