

VCOS STRATEGIC PLAN

Last update: 4-22-10

GOALS AND ACTION ITEMS	EXPENSE	DUE DATE	STATUS	COMMENT
Goal 1 PROVIDE LEADERSHIP TO FIRE AND EMERGENCY SERVICES				
1.1 Provide input as requested to IAFC to create a single fire and emergency service doctrine			no activity	
1.2 Actively participate in the National Fire Service Policy Institute (the Institute)			ongoing communications with IAFC staff - Shawn Kelley	
1.3 Re-evaluate and communicate the VCOS mission/vision statement annually	none		completed	new mission & vision statements written May 06 and communicated to membership through website and newsletter
1.3b Develop and maintain policy and position statements that support the mission and vision (what is the purpose) on an annual basis				
1.4 Request a full time position within the IAFC for direct VCOS support			completed	dialog with IAFC January 2007
1.4a Develop infrastructure needs analysis and develop a program to address the needs				
1.5 VCOS will do a followup to the recommendations of the VCOS Blue Ribbon Report to the IAFC Board of Directors			completed	CDs produced & distributed by BOD at conferences and leadership classes
1.5a VCOS will provide recommendations of the VCOS Red Ribbon Report to the IAFC Board of Directors			completed	CDs produced & distributed by BOD at conferences and leadership classes
1.5b Develop White Ribbon Report list of recommendations to the IAFC BOD after the report is produced			completed	CDs produced & distributed Fall 2006 by BOD at conferences and leadership classes. Presented to IAFC Bd Jan 07
1.5c Develop and publish Orange Ribbon Report in cooperation with EMS Section			completed	
1.5d Develop and publish Green Ribbon report in cooperation with the Safety, Health & Survival Group				
1.6 Build relationships and partnerships to advance the fire service by enhancing mutually beneficial strategic relationships with national and international volunteer-based leadership organizations including but not limited to International City/County Management Association(KCMA), National Association of Counties (NACO), National League of Cities (NLC), International Association of Fire Fighters (IAFF), National Volunteer Fire Council (NVFC), International Association of Chiefs of Police (IACP), International Association of Emergency Managers (IAEM), National Emergency Management Association (NEMA)			ongoing	mtg with NACo summer 06, working with NVFC - mtg in Spring 07, ongoing conversations, mtgs with IAFF Spring 07
1.7 Expand and foster mutually beneficial strategic relationships with internal and external emergency service affiliates			ongoing	National Jr. Explorer Post (Jim Kaminski), working with ISO, working with EMS section on producing orange ribbon report, working with Jr Explorer Post.

1.7a	Build relationships and communication with state and provincial fire chiefs organizations			ongoing	Delaware State Fire chief, MD State fire chiefs, NC State Fire chiefs Montana State Fire Chiefs, CT and New England State Fire Chiefs, and all divisions bringing VCOS newsletters to other division mtgs and through e-mails
1.7b	Build relationships between and among IAFC and its divisions, sections and committees			ongoing	
1.7c	Build relationships between and among fire service vendors and publishers			ongoing process	working with ISO, Fireman's Fund, VFIS, Provident, National Fire & Rescue Magazine, Pierce, Paratech. Conversations begun with International Truck.
1.8	As appropriate, foster and enhance strategic relationships with federal agencies that impact the fire service			ongoing process	Board members attended CFSI dinner and have good working relationship, Waters met with Dept of Interior and Dept of Agriculture Wildland Agencies (Brett Waters)
1.9	Maintain IAFC requests to assure volunteer/combination chiefs are represented in all IAFC strategy and policy development			ongoing process	May 3, 2007. spoke with IAFC officers and Executive Director during VCOS board meeting.
1.1	Develop and release VCOS 'Hiring Your First Firefighter' and VCOS 'FLSA' reports			completed 2006	FLSA manual completed and distributed in Fall 2006
Goal 2	WORK TOWARD THE DEVELOPMENT OF A UNIFIED VOICE FOR FIRE, RESCUE AND ALL EMERGENCY SERVICES LEADERSHIP FOR VOLUNTEER AND COMBINATION AGENCIES				
2.1	Define volunteer/combination fire service all-hazards leadership approach	\$1,000		part of the IAFC strat plan	
2.1.a	Create PowerPoint presentation for volunteer/combination fire chiefs to use locally to promote all-hazards response by the fire service			completed 2007	Dave Fulmer developed Power Point program
2.1.b	Create appropriate communications regarding all hazard management			no action	On Going
2.1.c	Continue involvement with the Citizen Corps/Fire Corps at the national and local levels			ongoing	Continue to promote.
2.2	Encourage IAFC to continue and expand media relations programs to include volunteer/combination section issues via VCOS branding			ongoing	we have published VCOS articles in OnScene
2.2.a	Create opportunities to establish 'brand' and increase the name recognition of the VCOS, our logo and brand			ongoing and continuous	will have VCOS logo on ISO website. Our logo is on Driving Safety Initiative, Fireman's Fund will put VCOS logo on their website.
2.3	Provide access for members to seek solutions via a "Q and A" (i.e., through a listserv or a forum)			completed	maintained through website
Goal 3	PROVIDE LEADERSHIP FOR FIREFIGHTER AND LIFE SAFETY INITIATIVES FOR VOLUNTEER AND				

3.1	Encourage and endorse programs that keep firefighters safe during and after their careers	\$1,400		ongoing	working with "Whistle Stop tour" working with Safety Stand down week, working with Heart Healthy program, we are supporting the following safety organizations through the VCOS web site; Firefighter Cancer Foundation, Firefighter Life Safety Initiatives, Carbon Monoxide Kills.com, Near Miss, National Seat Belt Pledge.
3.1.a	Develop a policy/position statement on how to safely respond with personal vehicles by producing a model policy			contact Steve Austin, Responder Safety, & Bill Jenaway from VFIS	produced seat belt policy Spring 2007, developed the annual safe driving award in partnership with VFIS (07), the VCOS web site Resource page has several policies and procedures from contributing departments. VCOS may want to produce their own model policy on safe driving.
3.1.b	Partner with the Safety, Health & Survival Section to develop a Best Practice model for emergency and non-emergency response of department vehicles (and other organizations)			VCOS should engage with SHS board to possibly appoint VCOS member to an ex-officio seat (non-voting) on SHS board	Pending with SHS section.
3.1.c	Partner with the Safety, Health & Survival Section to develop a program to educate elected and appointed officials on firefighter risk-potential and vulnerability for the purpose of justifying budget requests				On going
3.1.d	Partner with the Safety, Health & Survival Section/USFA/others to develop programs to assist in the reduction of fire service vehicular accidents			working with Near Miss Program. Share newsletter articles, promote them at our conferences & meetings	We continue to support Near Miss, we offer the Safe Driving Award, safe vehicle operation policy and procedures are offered on the VCOS web site.
3.1.e	Continue support of the National Institute of Standard and Technology (NIST) study on the firefighter safety, firefighter requirements, deployment and community risk factors				On going
3.1.f	Promote the value of wellness programs including psychological, emotional and behavioral wellness				On going.
3.2	Provide input as requested for information on prohibiting the involvement of personnel above a determined age for emergency operations in the absence of passing a medical evaluation (in accordance with most current National Fire Protection Association [NFPA] standards)			draft a position statement relative to IDLH/hot zone and age HS&SS, discussions of resolution to limit age of responders to Code 1 to age 18.	On going.
3.3	Coordinate with allied organizations to minimize the number of firefighter injuries and fatalities			reviewed Sleep Deprivation Study with SHS Section	On going.
3.3.a	Promote research of firefighter behavior that results in death and injury and develop appropriate behavior models			ongoing	On going.
3.3.b	Utilize the Near-Miss reporting data to identify trends and develop program(s) to reduce Near-Miss events			information on our home page. News articles in newsletter. Logo on our website,	This continues as stated in the status box.
3.4	Research the use of a standardized process to measure fire and community risk reduction effectiveness			working with ISO	On going.
3.5	Support Fire and Life Safety Section to adopt effective fire and life safety standards				On going.
3.6	Implement direct liaison with HS&S Section to assure volunteer and combination issues are considered in their action plans			On going.	

Goal 4 GOAL:PROMOTE HUMAN RELATIONS INITIATIVES SO THAT THE IAFC AND THE FIRE SERVICE ARE DIVERSE AND INCLUSIVE FOR VOLUNTEER AND COMBINATION AGENCIES					
4.1	Support diversity and human relations practices within the fire service			completed	Train the Trainer focused on diversity issues - Jan 2007
4.1.a	Identify and promote diversity & human relation Best Practices for volunteer/combination fire service			No current activity in this goal	
4.1.b	Support effective mentoring programs and models created by IAFC			No current activity in this goal	
4.1.c	Support policies to recognize and respect religious, cultural and professional traditions			No current activity in this goal	
4.1.d	Encourage participation in Explorer programs and other related programs (Fire Corps, CERT, etc.)			Fire Corps, National Jr Explorer Post conference in June 07	VCOS has partnered with and supports Exploring.
4.1.e	Implement IAFC Human Relations Committee diversity & human relations programs into VCOS Leadership Courses			ongoing	
Goal 5 ENHANCE AND EXPAND IAFC GOVERNMENT RELATIONS INITIATIVES AND INFLUENCE FOR VOLUNTEER AND COMBINATION AGENCIES					
5.1	Utilize and support IAFC legislative network	\$15,000			Board will work with the Divisions to identify legislative related issues and opportunities.
5.1.a	Monitor and communicate timely legislative/regulatory actions and issues including state issues/legislation and related standards			ongoing	working with IAFC Government Relations Dept
5.2	Support legislative efforts that assist in funding the fire service			ongoing	On going.
5.2.a	Utilize network/regional representatives for members to contact their legislators			ongoing	e-mail blasts to all members
5.2.b	Utilize relationships with key players in funding programs to the fire service				
5.3	Develop programs and materials to empower and encourage members to advocate the IAFC message on behalf of the fire service			ongoing	continually seeking increased membership
5.3.a	Utilizing our legislative agenda items, develop, request and use information sheets for members who meet legislators on Capitol Hill			ongoing	working with IAFC Gov Relations
5.3.b	Support the Congressional Fire Services Institute (CFSI) initiatives			ongoing	representatives of VCOS regularly attend CFSI dinner and communicate with CFSI on an as-needed basis. Discussions about having educational event at some future CFSI dinner
5.4	Develop positions/recommendations to strengthen the fire service			ongoing	
5.4.a	Submit legislative issues to the IAFC Board of Directors for consideration			ongoing	working with IAFC Gov Relations

Goal 6 ADVANCE THE FIRE SERVICE AS A CRITICAL ELEMENT OF HOMELAND SECURITY WITH FOCUS ON VOLUNTEER AND COMBINATION AGENCIES					
6.1	Redefine the fire service's role in all hazards approach to homeland security: Prevention; Response; Mitigation; Recovery; Critical Infrastructure Protection	\$500		ongoing	On going.
6.1.a	Provide input on Homeland Security doctrine as developed				Entire Board.
6.1.b	Support Interoperability, Compatibility & Standardization for fire & emergency equipment			ongoing	working with MASTF
6.2	Support the IAFC as a leading resource to integrate its policies/doctrine, programs, and procedures within the Department of Homeland Security			ongoing	On going.
6.2.a	Work with IAFC staff with Homeland Security efforts				On going.
6.3	Provide input on all-hazards approach for fire/safety/emergency services delivery systems for Department of Homeland Security funding and policies			ongoing	On going.
6.4	Support the promotion of homeland security as a core value and responsibility of the IAFC			ongoing	On going.
6.5	Incorporate NIMS and NRP into VCOS programs and conferences			ongoing	On going.
Goal 7 STRENGTHEN VCOS FINANCIAL RESOURCES					
7.1	Improve financial security through diversification	\$2,000		ongoing	seeking additional sponsors. Currently relying too much on membership dues and Pierce. Working on marketing to increase numbers of members, conversations with IAFC Director of Development to find additional funding sources
7.1.a	Explore opportunities to partner and deliver small and regional VCOS conferences / programs (i.e., attaching to existing programs)			ongoing	Such as ISO, Wildland Interface IAFC conference, NACO, etc.
7.1.b	Explore and implement new fundraising initiatives (i.e., major gifts, corporate funding, etc.) as tied to or relative to projects or tasks of VCOS			ongoing	Orange Ribbon report and possible new sponsors
7.2	Improve financial security through the management and expansion of existing services and programs			ongoing	Outreach programs that assist in procuring funds and increasing knowledge of our section
7.2.a	Generate and Reinvest the profits of VCOS Symposium to Maximize future programs and initiatives			ongoing	

7.2.b	Implement and expand cause-related marketing			ongoing	expand the distribution/use of the VCOS logo
7.3	Implement a periodic review of VCOS income & spending trends			ongoing	
7.4	Monitor IAFC analysis and reporting systems to improve and allow effective monitoring of financial performance				On going.
7.4.a	Develop an annually updated, three-year financial forecast including environmental assessment and "threat" analysis (reserve balance)				On going.
7.4.b	Develop and Use financial performance benchmarks as key evaluation criteria of programs and services				On going.
7.4.c	Develop a cost/benefit analysis to decide the feasibility of new programs and initiatives			ongoing	
7.4.d	Continue timely and accurate budgeting and financial reporting for all programs			ongoing	All board members
7.5	Partner with IAFC to identify shared resources as a part of the IAFC's corporate support			ongoing	meeting with Director of Development 4-07 to discuss resources.
Goal 8	ADVANCE THE IAFC/VCOS THROUGH EXPANDING MEMBERSHIP/MARKETING WITH FOCUS ON VOLUNTEER AND COMBINATION AGENCIES				
8.1	Increase the value of the IAFC/VCOS to the fire service	\$2,500		ongoing	
8.1.a	Explore & develop affiliate membership program			complete	Project complete May 2006
8.1.b	Increase opportunities for membership participation in VCOS initiatives and programs			ongoing	blast e-mails identifying opportunities, newsletter articles, have begun several new committees, have found grant reviewers for SAFER and Fire Act Grants

8.1.c	Increase member recruitment and retention efforts			ongoing	frequent e-mailed "Reports from the Chair (begun 2006), "Ask-Em" campaign (3-07), sending welcome letters to all new VCOS members (Fall 06) , sent out VCOS newsletter to 3000 non-VCOS members with follow-up of letter/postcard (Spring 07), added Affiliate section membership, bringing IAFC Sales Manager to Symposium (2008)
8.1.d	Improve recruitment coordination with state and provincial associations (e.g., provide communications to states and localities from IAFC; develop partnerships and collaboration; create IAFC presence at state/division conferences; and from within IAFC membership including divisions and states)			ongoing	encouraging board members to speak at division meetings and other state/local meetings, also distributing VCOS info at leadership courses.
8.1.e	Revisit VCOS member tangible benefits and create new ones; publish in various methods			ongoing	produced VCOS decals, produced ribbon reports on CDs
8.1.f	Provide membership brochures to all participants at fire service meetings/trade shows				Firehouse Expo, Harrisburg Show, FRI, Symposium, FDIC, state meetings, etc.
8.1.g	Building Partnerships (e.g. Identification, communications, printing, email, brochures)			ongoing	established complimentary section membership Jan 07, e-mail blasts to membership for information purposes. Have included more guests on conference calls. Have expanded our partnership with NFR Magazine to publicize the section
Goal 9 ADVANCE FIRE OFFICER AND CHIEF FIRE OFFICER EXPERTISE RELATED TO VOLUNTEER AND COMBINATION AGENCIES					
9.1	Provide strategic directions, leadership and influence to coordinate and promote fire officer development processes	\$2,000		ongoing	through our leadership courses, have put out e-mail blasts in reference to educational opportunities at National Fire Academy
9.1.a	Integrate appropriate Officer Development Handbook items into VCOS initiatives				
9.1.b	VCOS participates in support to maintaining National Fire Academy				
9.1.c	Identify, develop and implement skill sets for the utilization of a mentorship process				
9.1.d	Encourage and promote participation in the continuing education development process			ongoing	expansion of Symposium classes and number of attendees - sell out crowd at last 2 symposiums
9.2	Provide networking opportunities to enhance professional development focused upon self, family, organization and community			ongoing	many networking opportunities at Symposium. Working on FRI Networking opportunities

9.2.a	Use VCOS programs to advance fire officer and chief fire officer expertise			ongoing	
9.2.b	Expand joint partner and partner programs to enhance networking opportunities for self and family at regional VCOS sponsored events			ongoing	
9.2.c	Structure all VCOS events to foster networking opportunities			ongoing	
9.2.d	Develop funding strategies to support networking opportunities and joint partners and partners programs			ongoing	
9.2.e	Develop and implement Web-based opportunities for networking			ongoing	
9.3	Provide strategic direction, leadership and influence for volunteer/combination officers among other professional organizations and institutions of higher learning to coordinate and promote the fire officer development process			ongoing	produced FLSA Manual Fall 2006, also included in three ribbon reports. how can the VCOS gain a voice in the selection of Harvard Fellowships and other such national appointments
9.4	Serve as an information resource for relevant issues and events that address volunteer/combination fire service and community needs			ongoing	
9.5	Establish a VCOS liaison with the IAFC Program Planning & Professional Development Committees			ongoing	Gasaway involved in these committees
9.6	Continue to update and enhance the Beyond Hoses and Helmets Leadership courses			ongoing	Student handbook updated in 2010. We will keep the course up-to-date and relevant to the needs of the volunteer and combination fire service.