

The Ohio Fire Chiefs' Association

STRATEGIC PLAN



PREMIER • PROFESSIONAL • PROACTIVE

2022-2027

Serving Ohio since 1910

Executive Summary

The Ohio Fire Chiefs' Association (OFCA) and the Ohio Fire and Emergency Services Foundation engaged in a focused strategic planning process to develop a functional strategic plan to guide the organizations over the next three-to-five-year period. Participants included board and executive members from each organization, executive and office staff, and key committee chairs. The OFCA's Consulting Division provided expertise in the strategic planning process as well as serving as planning team facilitators.

The strategic planning process, which was conducted over two separate planning sessions, resulted in the development of eight specific goals. The final plan document identified key steps or critical tasks for implementing each of the goals, resources needed (e.g., financial and staff), as well as a timeline for completion. The individual(s) responsible for completing the critical tasks and managing goal success will be determined by board leadership and the executive staff as plan implementation progresses.

The developed goals were:

Goal 1: Develop an Ohio Managing Officer Program that focuses on enhancing personal and professional skills anchored in the four elements of education, training, experience, and continuing education.

Goal 2: To recognize, research, and develop pathways to address the workforce development and sustainment issues facing Ohio's emergency services.

Goal 3: Maintain and expand technological connectivity with current and future members.

Goal 4: Refine and expand methods to market OFCA services and resources for current, new, and future members (i.e., website, new member orientation, district delegate program).

Goal 5: To evaluate existing OFCA-sponsored programs and services to ensure quality and value.

Goal 6: Collaborate with the Ohio Association of Professional Fire Fighters (OAPFF) to hold an Ohio-specific Labor-Management Initiative seminar with the intention of building better working relationships between labor and management.

Goal 7: Develop a quarterly online education series based on the needs of the combination and volunteer fire service.

Goal 8: To increase engagement of members through active participation by 10% per year in each area (committees, events, programs) of the organization.

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Acknowledgements

The Ohio Fire Chiefs' Association's (OFCA) Consulting Division (facilitation team) wishes to acknowledge all of the participants for their engagement and input into the strategic planning process. During the planning sessions valuable discussions were held among all participants. These discussions revolved around membership involvement; value and continued relevance of the association; expansion of education, training and development programs; public expectations and concerns; funding; and future service delivery. The facilitation team expresses a special 'thank you' to all who contributed to the creation of this strategic plan as it was truly a team effort.

Introduction

The OFCA is a well-respected, professional fire and emergency services association. The association is committed to educating, representing and supporting fire, EMS and related agencies, associations and institutions throughout the state of Ohio. The OFCA prides itself on being viewed as Ohio’s “premier” fire service association. As with most progressive associations, both profit and non-profit, the OFCA understands the value of the planning process in guiding the direction and growth of its services and meeting the mission of the association. The association is more productive and responsive to its members with a roadmap or guide for the association to seek continual improvement. Strategic planning allows organizations to prepare for future challenges and develop an action plan to meet those challenges rather than responding to them in a reactionary, time-constrained manner.

Organizational History and Overview

The OFCA’s origins began in 1910 as fire chiefs met to discuss common problems and the benefits of working toward common goals. That same philosophy is followed today. The association has grown with members from all corners of the state. The association boasts a total member membership of 1,816. This includes 1,157 individual members, 118 department memberships, 446 retired chief officers, and 115 corporate members. This is an impressive 39% increase in total membership over the past 10 years (2013 through 2022).

The association is led by a 14-member elected board. The board is supported by four full-time staff that includes an executive director and legislative agent. The Ohio Fire and Emergency Services Foundation (OFESF) is a non-profit organization under the umbrella of the association. The foundation’s mission is to promote professional development and provide education and training for Ohio’s emergency services. The foundation is led by a six-member elected board of trustees, with an appointed chair and three members of the association’s executive leadership team also serving on the foundation board. The full-time staff also supports the foundation in its mission.



The OFCA has a history of engaging the strategic planning process; the most recent plan was developed for the period of 2015 through 2020. The strategic plan provided a guide to direct the association's efforts and positioned them to more effectively respond to sudden external issues or challenges. This was most recently demonstrated with the coronavirus pandemic as the association and foundation adapted quickly to provide daily informational updates, and developed alternative methods of program delivery for their many training and educational programs.

The OFCA has experienced tremendous growth and through a variety of efforts have reached a level of financial stability. Other accomplishments from the previous plan and other environmental factors include:

- New committees to meet the needs of the membership
 - Diversity, inclusion and equality
 - Safety, health and wellness
 - Policy
- New training room at office facility
- Social media platform to engage membership
 - Facebook
 - Twitter
 - Instagram
 - You Tube
 - Podcasts
- Created new logo that combines OFCA & OFESF
- Created OFESF chair position-to bring consistency to the foundation
- Adapted to serve membership during pandemic
 - Established COVID response guidelines
 - Daily membership updates
 - Ongoing COVID resources to membership
 - Continuation of services and leadership training
 - Promotional and written testing
 - Consulting
 - Ohio Fire Executive (OFE) Program (adapted)
 - Fire Officer I & II (adapted)
- OFE graduates
 - Increased the percentage of graduates that have membership
 - Increased involvement of graduates on committees and in other leadership roles
 - New graduates given 18-month association membership
- Education class offerings and conferences that are more inclusive and designed to attract junior officers

- Continued federal legislative involvement
 - Congressional Fire Services Institute attendance
 - Potential funding for PEERS training.

Mission Statement

One of the key elements to engage in the strategic planning process is the development of an organization's mission statement. The association's existing mission and vision statements were recently developed and found to be applicable to the association's current operation.

The mission statement of an organization should clearly define services provided and focus members on what is truly important to the organization. The mission statement should be understood by all board and foundation members, as well as staff. The association's mission is:

The Ohio Fire Chiefs' Association exists to improve the safety of Ohio by leading, representing, educating and supporting Ohio's emergency services.

Vision

In addition to knowing who they are, all successful organizations need to define where they expect to be in the future. A vision statement provides members with a visualization of how things can be and a sense of organizational pride and purpose. The association's vision is:

The OFCA will be the leading innovator and trusted resource in emergency services.

Core Values

Core values define what the organization considers appropriate member and board behaviors that essentially identify the organization's culture and belief system. The following core values are what drive the OFCA to carry out the mission of the organization.

We honor our traditions

We conduct ourselves with integrity

We are good stewards of our resources

We are passionate service providers

We are models of excellence and innovation.

Process

Planning sessions were conducted on September 24th and September 25th, 2022 at Salt Fork Lodge and Conference Center in Lore City, OH. Participants in the planning process were comprised of association board members, foundation trustees, key committee chairs, executive board officers, the executive director and office staff.

Participants	
Colin Altman	OFCA President
Joe Kitchen	OFCA President-Elect
Richard Vober	OFCA Vice-President
Steve Kelly	OFCA Sergeant-at-Arms
Mark Kidd	OFCA Past President
Chad Hollinger	OFCA Northwest District Director
John Frazier	OFCA Northeast District Director
Jack Rupp	OFCA Southcentral District Director
Steve Agenbroad	OFCA Southwest District Director
Robert Rymer	OFCA Southeast District Director
Jerry Winkler	OFCA At-Large Director
Rick Anderson	OFCA At-Large Director
Jeff Deeks	OFCA At-Large Director
Paul Wright	OFESF Chair
C.W. Durham	OFESF Southeast District Trustee
Clayton O'Brien	OFESF Northwest District Trustee
Andrew Baillis	OFESF Northeast District Trustee
Jason Conklin	OFESF Northcentral District Trustee
Mike Little	OFESF Southcentral District Trustee
Bill Houck	Director of OFCA's Emergency Response System
Michelle Fitzgibbon	OFCA Executive Director and Legislative Agent
Anne Beauch	OFCA Director of Programs & Publications

At the beginning of the first session, the participants were separated into four work groups to facilitate the planning process. Each work group was assigned an area of responsibility or pillar of planning. Using the pillars of planning approach allowed the work groups to focus on real problems or issues facing the association, rather than a broader, less-focused approach. Those pillars of planning were:

- Membership
- Education, Training and Development
- Marketing
- Relevance, Value and Sustainability

During the first session, each work group performed a strengths, weaknesses, opportunities and threats (SWOT) analysis. The SWOT analysis provided an opportunity to identify internal and external factors facing the organization.



Work Group Session



Work Group Session

Strengths

It is important for any organization to identify its strengths in order to assure that it is capable of providing the services requested by the membership and ensure that strengths are consistent with the issues facing the organization. This includes issues confronting the association from external environment such as proposed legislation, changes in federal and state regulations, as well as economic impacts and unexpected influences (e.g., pandemic). Programs that do not match organizational strengths or the primary function of the organization should be reviewed to evaluate the effectiveness and impact for members.

Weaknesses

Performance or lack of performance within an organization depends greatly on the identification of weaknesses and how they are confronted. For any organization to either begin or to continue to move progressively forward, it must not only be able to identify its strengths, but also those areas with poor performance or in some cases, no performance at all. These areas of needed enhancement or improvement are not the same as threats (to be identified later), but rather those day-to-day issues and concerns that may slow or inhibit progress.

Opportunities

The opportunities for an organization are varied and normally depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing services, but on expanding and developing new opportunities both inside and beyond (external focus) the traditional service area.

Threats

To gain full benefit of any opportunity, the threats (sometimes referred to as challenges) to the organization, with their new risks and challenges, must be identified in the strategic planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss and deal with issues in a proactive rather than reactionary manner. It is also important to recognize that threats may not be under the control or direction of the organization (e.g., pandemic). The SWOT analyses completed by each work group are listed in Appendix A.

After completion of the SWOT analysis, work groups were challenged with identifying three or four major goals from the information developed during the SWOT analysis. The work groups, who were led by an experienced facilitator, were asked to develop the goals using the SMART guideline. SMART goals are specific, measurable, achievable, realistic and time-related.

Goals developed by the work groups are listed in no particular order of importance:

- A. Explore co-branding and marketing opportunities with relevant and related associations (e.g., Ohio Township Association, Ohio City Managers Association, Ohio Municipal League, Ohio Society of Fire Service Instructors, etc.).
- B. Maintain and expand technological connectivity with current and future members (e.g., improve the OFCA's website, app, etc.).
- C. Refine and expand methods to market OFCA services and resources for current, new and future members (e.g., website, new member orientation, district delegate program).
- D. The Education Committee will collaborate with stakeholders to develop and present one Ohio-based case study analysis every six months.
- E. Develop an Ohio Managing Officer Program that focuses on enhancing personal and professional skills anchored in the four elements of education, training, experience, and continuing education.
- F. Collaborate with the Ohio Association of Professional Fire Fighters (OAPFF) to hold an Ohio-specific Labor-Management Initiative seminar with the intention of building better working relationships between labor and management.
- G. Develop a quarterly online education series based on the needs of the combination and volunteer fire service.
- H. To recognize, research, and develop pathways to address the workforce development and sustainment issues facing Ohio's emergency services.
- I. Create pathways and opportunities for the OFCA/OFESF leadership and committee chairs to be reflective and representing the diversity of Ohio's emergency services.

- J. To increase engagement of members through active participation by 10% per year in each area (committees, events, programs) of the organization.
- K. To raise awareness of the OFCA to maintain and promote a positive and professional image of the association and its membership. (e.g., perception, open membership up to company officer, divisional and bureau managers).
- L. To provide a value-added experience for all members.
- M. To evaluate existing OFCA sponsored programs and services to ensure quality and value.
- N. To engage in OFCA continuity planning: succession and training.
- O. To promote collaboration amongst fire and EMS departments to achieve common goals.

This ended a full and productive first session. At the conclusion of the first session, the facilitators finalized the SWOT analysis, refined the goals, and developed a handout for participants to review at the beginning of Session 2.

Session 2 began the next morning. After a review of the SWOT analysis and the goals developed in Session 1, each participant was asked to rank the goals in order of importance. As a result, the top eight goals were identified for the association. The number of goals was limited to eight; this allows the association a realistic opportunity for goal achievement and to manage the goal implementation process within the time frame of the final plan.

Two of the eight goals selected were in the area of Membership; two goals were in the area of Marketing; three goals were in the area of Education, Training and Development; and one goal was in the area of Relevance, Value, and Sustainability. The Marketing and Relevance, Value, and Sustainability work groups were combined to further work on their goals.

Each work group was tasked with developing action steps and critical tasks which would help the association achieve the stated goal. Those are listed under each goal, along with a timeframe for completion and estimated cost to implement the goal. The individual, committee, or group tasked with working on the goal will be determined by the association's leadership as needed (except where noted), thus allowing the greatest flexibility possible. The following timeline references were used:

- Short-term; up to one-year
- Mid-term; one-year to three years
- Long-term; three years to five years.

Goals

Goal 1	
Develop an Ohio Managing Officer Program that focuses on enhancing personal and professional skills anchored in the four elements of education, training, experience, and continuing education.	
Action Item 1.1	Establish an OFCA Managing Officer Program workgroup to identify a Program Director.
Critical Tasks	<ul style="list-style-type: none"> • Work with the Program Director to identify the target audience for the program. • Work with the Program Director to establish admission requirements. • Work with the Program Director to evaluate and design the course curriculum. The existing National Fire Academy Managing Officer Program should be considered as a template. Note: this program may currently be under revision.
Timeframe	Mid-term; goal completion should be targeted for the end of 2025.
Assigned to	
Budget Estimate	Personnel: Staff time and Workgroup time Supplies: Undetermined Contractual services: n/a Capital expense: n/a

Goal 2	
To recognize, research, and develop pathways to address the workforce development and sustainment issues facing Ohio's emergency services.	
Action Item 2.1	Select or create a committee or sub-committee.
Critical Tasks	<ul style="list-style-type: none"> • Determine if a current committee can take on project [OFCA Board of Directors (B.O.D.)] • Determine if a subcommittee is appropriate (i.e., OFCA B.O.D.) • Create new committee if necessary. • Determine if external stakeholders are necessary for committee membership.
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: n/a Supplies: n/a Contractual services: n/a Capital expense: n/a

Goal 2 continued	
To recognize, research, and develop pathways to address the workforce development and sustainment issues facing Ohio's emergency services.	
Action Item 2.2	Clearly identify the workforce development and sustainment issues.
Critical Tasks	<ul style="list-style-type: none"> • Communicate and meet with stakeholders <ul style="list-style-type: none"> ○ Identify stakeholders. • Research current workforce demographics. <ul style="list-style-type: none"> ○ Determine demographics for research • Determine appropriate resources for research.
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: n/a Supplies: n/a Contractual services: n/a Capital expense: n/a
Action Item 2.3	Develop strategies to address identified issues.
Critical Tasks	<ul style="list-style-type: none"> • Categorize issues <ul style="list-style-type: none"> ○ Place issues in appropriate existing categories or develop appropriate broad categories. • Create subcommittee(s) if needed to handle each category. • Research <ul style="list-style-type: none"> ○ Current best practices. ○ Models of success in other states. ○ Models of success in other industries. ○ Any other areas determined by the committee. • Develop strategies or pathways.
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: n/a Supplies: n/a Contractual services: n/a Capital expense: n/a

Goal 2 continued	
To recognize, research, and develop pathways to address the workforce development and sustainment issues facing Ohio's emergency services.	
Action Item 2.4	Review developed strategies with stakeholders.
Critical Tasks	<ul style="list-style-type: none"> • Determine appropriate stakeholders for each strategy. • Determine methods to convene with appropriate stakeholders. • Ensure strategy is feasible and addresses the issue(s). • Determine measurements for success. • Determine budgetary items and impact.
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: n/a Supplies: n/a Contractual services: n/a Capital expense: n/a
Action Item 2.5	Select two pathways to pilot test.
Critical Tasks	<ul style="list-style-type: none"> • Committee selects and presents three or four pathways or strategies to Board of Directors. • Committee and Board of Directors select two pathways to pilot test.
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: n/a Supplies: As determined by committee in Action Item 2.4 Contractual services: n/a Capital expense: n/a
Action Item 2.6	Implementation and assessment of selected pilot programs.
Critical Tasks	<ul style="list-style-type: none"> • Develop implementation plan. • Select participants for pilot program(s). • Determine assessment schedule. • Develop assessment criteria collection instruments.
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: n/a Contractual services: n/a Capital expense: n/a

Goal 2 continued
To recognize, research, and develop pathways to address the workforce development and sustainment issues facing Ohio’s emergency services.

Action Item 2.7	Report findings and recommendations to OFCA Board.
Critical Tasks	<ul style="list-style-type: none"> • Compile and review assessment data from pilot programs. • Construct written report detailing and explaining assessment data. • Make recommendation for continuing, amending, or abolishing program(s).
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: n/a Contractual services: n/a Capital expense: n/a
Action Item 2.8	Fully implement recommended program(s) or pathway(s).
Critical Tasks	<ul style="list-style-type: none"> • Make program(s) available to all. • Continue tracking and compiling program assessment data. • Periodically review value of program(s) toward Association and stakeholders (Are the identified issues still present and/or are the programs still effectively addressing the issues?).
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: n/a Supplies: n/a Contractual services: n/a Capital expense: n/a

Goal 3
Maintain and expand technological connectivity with current and future members (e.g., improve the OFCA’s website, app, etc.).

Action Item 3.1	Create task force or committee.
Critical Tasks	<ul style="list-style-type: none"> • Evaluate current website and app for strengths and weaknesses. • Review other associations and departments, etc. for background.
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: n/a Contractual services: n/a Capital expense: n/a

Goal 3 continued	
Maintain and expand technological connectivity with current and future members (e.g., improve the OFCA’s website, app, etc.).	
Action Item 3.2	Emphasize membership and value on website.
Critical Tasks	<ul style="list-style-type: none"> • Reevaluate webpage design. • Explore adding short video clips for new members, identifying services and resources available.
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: n/a Contractual services: up to \$10,000 Capital expense: n/a
Action Item 3.3	Expand web-based informational offerings.
Critical Tasks	<ul style="list-style-type: none"> • Evaluate podcast development and delivery • Evaluate webinar development and delivery
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: n/a Supplies: n/a Contractual services: up to \$2,500 Capital expense: n/a
Action Item 3.4	Redesign the OFCA app.
Critical Tasks	<ul style="list-style-type: none"> • Current and interactive. • Engage design professional. • Seek design that can be managed daily by staff.
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: n/a Contractual services: Up to \$25,000 Capital expense: n/a

Goal 4	
Refine and expand methods to market OFCA services and resources for current, new, and future members (e.g., website, new member orientation, district delegate program).	
Action Item 4.1	Create task force or committee.
Critical Tasks	<ul style="list-style-type: none"> • Determine commonality with technology committee. • Review current methods to market services and resources for effectiveness.
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: n/a Contractual services: n/a Capital expense: n/a
Action Item 4.2	Monitor the launch of the District Delegate Program
Critical Tasks	<ul style="list-style-type: none"> • Provide necessary support.
Timeframe	Short-term and on-going
Assigned to	
Budget Estimate	Personnel: n/a Supplies: n/a Contractual services: n/a Capital expense: n/a
Action Item 4.3	Explore expanding educational opportunities
Critical Tasks	<ul style="list-style-type: none"> • Develop short introductory and condensed training videos. • Explore adding short video clips from Action Item 4.2. • Coordinate with Volunteer Committee on Goal 7 (online educational sessions).
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: n/a Contractual services: Undetermined; should be able to accomplish in-house Capital expense: n/a

Goal 4 continued	
Refine and expand methods to market OFCA services and resources for current, new, and future members (e.g., website, new member orientation, district delegate program).	
Action Item 4.4	Develop association new member orientation package.
Critical Tasks	<ul style="list-style-type: none"> • Overview of the Association's (i.e., services and organizational structure); member benefits; resources; and how to be involved.
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: Undetermined Contractual services: n/a Capital expense: n/a

Goal 5	
Evaluate existing OFCA-sponsored programs and services to ensure quality and value.	
Action Item 5.1	Establish task force or committee.
Critical Tasks	<ul style="list-style-type: none"> • Review current evaluation processes. • Act to identify that feedback is provided in all service areas. • Develop a secondary review process, and provide feedback where applicable.
Timeframe	Mid-term and on-going
Assigned to	
Budget Estimate	Personnel: n/a Supplies: Undetermined Contractual services: n/a Capital expense: n/a

Goal 6	
Collaborate with the OAPFF to hold an Ohio-specific Labor-Management Initiative (LMI) seminar with the intention of building better working relationships between labor and management.	
Action Item 6.1	Meet with OAPFF representatives to explore interest and to develop partnership in program development.
Critical Tasks	<ul style="list-style-type: none"> Initial meeting participants determined by association leadership
Timeframe	Mid-term
Assigned to	
Budget Estimate	Personnel: n/a Supplies: n/a Contractual services: n/a Capital expense: n/a
Action Item 6.2	Establish an LMI workgroup made up of members of the OFCA and OAPFF.
Critical Tasks	<ul style="list-style-type: none"> Determine program curriculum and key issues to be addressed. Consider the existing IAFC/IAFF Labor-Management programming as a template. Assure Ohio laws and best practices are included.
Timeframe	Mid-term; goal completion should be targeted for the end of 2025.
Assigned to	
Budget Estimate	Personnel: n/a Supplies: Undetermined Contractual services: Undetermined Capital expense: n/a

Goal 7	
Develop a quarterly online education series based on the needs of the combination and volunteer fire service.	
Action Item 7.1	Develop program goals and delivery method.
Critical Tasks	<ul style="list-style-type: none"> • Use data from the volunteer surveys to develop training topics. • Use data from the volunteer surveys to determine preferred delivery method. • Identify subject matter experts to deliver the training topics. • Develop a schedule for the trainings (delivered quarterly). • Identify ways to market the training to the target audience.
Timeframe	Short-term
Assigned to	Volunteer Committee
Budget Estimate	Personnel: Staff time Supplies: Undetermined Contractual services: Undetermined Capital expense: n/a

Goal 8	
To increase engagement of members through active participation by 10% per year in each area (e.g., committees, events, programs, etc.) of the organization.	
Action Item 8.1	Establish a participation baseline.
Critical Tasks	<ul style="list-style-type: none"> • Review and compile attendance and/or registration numbers for events and programs occurring over the past five years (accommodates COVID). • Committee chairs update and clean-up committee rosters <ul style="list-style-type: none"> ○ Determine members no longer active (retired/resigned) ○ Determine members no longer interested. • Committee chairs compile committee meeting attendance over past five years.
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: n/a Contractual services: n/a Capital expense: n/a

Goal 8 continued	
To increase engagement of members through active participation by 10% per year in each area (e.g., committees, events, programs, etc.) of the organization.	
Action Item 8.2	Set achievable number of active participants for each committee, event, or program.
Critical Tasks	<ul style="list-style-type: none"> • Create measuring criteria for each individual committee, event, or program. • Determine realistic or achievable increases for each committee, event, and program. • Create a schedule prioritizing committees, events, and programs for targeted increases.
Timeframe	Short-term and mid-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: n/a Contractual services: n/a Capital expense: n/a
Action Item 8.3	Develop support resources to assist leaders to increase engagement.
Critical Tasks	<ul style="list-style-type: none"> • Determine resources already in place to provide support. • Create additional needed resources to assist committee chairs and/or event coordinators. • Compile generalized list of resources available. • Develop plan for continued support and follow-up.
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: n/a Contractual services: n/a Capital expense: n/a

Goal 8 continued	
To increase engagement of members through active participation by 10% per year in each area (e.g., committees, events, programs, etc.) of the organization.	
Action Item 8.4	Communicate the engagement plan.
Critical Tasks	<ul style="list-style-type: none"> • Plan, schedule, and hold annual meeting to inform chairs and coordinators of the engagement plan. • Review and collect feedback on proposed engagement plan. • Update and confirm yearly engagement plan. • Provide engagement plan to general membership.
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: n/a Contractual services: n/a Capital expense: n/a
Action Item 8.5	Implement engagement plan.
Critical Tasks	<ul style="list-style-type: none"> • Committee chairs and coordinators carryout plan for engagement. • Provide continued support and follow-up to chairs and coordinators. • Collect feedback from appropriate stakeholders.
Timeframe	Short-term
Assigned to	
Budget Estimate	Personnel: Staff time Supplies: n/a Contractual services: n/a Capital expense: n/a
Action Item 8.6	Review and amend plan as needed.
Critical Tasks	<ul style="list-style-type: none"> • Review feedback from stakeholders. • Determine if results meet the stated goal. • Continue or amend plan as appropriate <ul style="list-style-type: none"> ○ Cycle back to second action item.
Timeframe	Mid-term and ongoing
Assigned to	
Budget estimate	Personnel: Staff time Supplies: n/a Contractual services: n/a Capital expense: n/a

Appendix A

The results of the SWOT analysis as developed by each work group.

Membership

STRENGTHS

1. Tap into career departments
2. Board of Directors outreach and accessibility
3. Membership benefits
4. Diverse communication platforms
5. Member retention
6. Increased recognition of association shortcomings, weaknesses, and deficiencies
7. Increased committee participation
8. Statewide representation
9. Increased southeast district involvement
10. Developing next generation successor planning (both fire service and association)
11. Professional development
12. Resiliency of OFCA through pandemic
13. Internal resources – bench strength

WEAKNESSES

1. Percentage of engaged members
2. Volunteer involvement
3. Lack of link or connection between the “old guard” and “new guard”
4. Recruitment of new members
5. Translating transitions through the generation gap
6. Networking deficiency – “silo effect”
7. Identity perception of OFCA Board of Directors
8. Insufficient interaction between members and legislators
9. Membership lacks understanding of differences between association and foundation
10. Unbalanced outreach-pockets of involvement-some rural areas and non-members

OPPORTUNITIES

1. Engagement of district delegates
2. More participation
3. Untapped talent
4. Join both association and foundation (promote the Foundation)
5. OFE Alumni
6. Collaboration with other public safety services
7. Improved use of technology to reach all demographics
8. Train /equip members to engage legislature
9. Build acceptance & create resources to support acceptance

THREATS

1. Lack of willingness to change (veteran members)
2. Competing for time and interest
3. Financial and viability of member departments
4. Workforce sustainability, recruitment, and retention
5. Unidentified blind spots
6. Loss of institutional knowledge
7. Failing to remain flexible and adaptive
8. Failing to remain relevant
9. Mobility of the workforce
10. Changing nature of our job

Marketing

STRENGTHS

1. Enthusiasm of board members; serving as ambassadors of the association and one-on-one marketing
2. Professionally managed and current social media platforms
3. Podcasts – open to members and non-members
4. Past membership marketing efforts
5. Membership availability to non-chief officers
6. Membership engaged in marketing the association and programs
7. Branding of the OFCA & OFESF
8. Erasing the past image of a “good-old-boy” organization
9. Professional staff

WEAKNESSES

1. Promoting membership value
2. Promoting in-person participation of members (in lieu of technological participation)
3. New member orientation
4. Showcasing member accomplishments
5. Promoting membership on the website
6. OFCA App does not provide relevant information for daily use

OPPORTUNITIES

1. Maintaining membership engagement
2. Identify preferred method of connectivity with younger members
3. Identify needs of potential membership pool
4. Explore co-branding and marketing opportunities with related associations (OTA, OML, OCMA, OSFSI)
5. Improve website and App to promote membership and services

6. Develop new membership orientation program
7. Continue with the District Delegate Program
8. Continue with incentivized offerings
9. Develop marketing “talking points” for board members

THREATS

1. Competing OFA programs
2. Information overload (outside agencies and from OFCA)
3. Keeping up with technological advances

Education, Training, and Development

STRENGTHS

1. OFE
2. Maxwell Leadership Course
3. Fire Officer I & II
4. Podcast
5. Resources within the OFCA
6. Legislative Committee (Winter Symposium / Roundtable)
7. Engaged members
8. Emergency Response Plan training
9. Fitzgibbon Group and office staff
10. Collaboration efforts with other agencies (peer support)

WEAKNESSES

1. Diversity – race, gender, etc. and rank and department (volunteer, combination, etc.)
2. Retain engagement of OFE graduates, other OFCA activities
3. Outreach
4. Capacity of the membership (i.e., many of us are stretched thin)
5. Could be more proactive vs reactive

OPPORTUNITIES

1. County / District meeting – training / education
2. Collaborate – ISFSI, Ohio Public Employer Labor Relations Association, OAPFF, BWC, NIST, etc.
3. Collection of data through a point system – (i.e., collect data to evaluate association membership engagement)
4. Labor / Management initiative or reactivate “Ohio Fire Alliance”
5. Develop a committee specific to outreach training
6. Make webinars more interactive
7. Managing Officer Program for OFCA – Fire Officer I & II, Tactics
8. OFE for volunteer chiefs – hybrid or online only

9. Webinars offered in the evenings directed towards volunteer chiefs\
10. Case study trainings of significant incidents from around the state. Education / Training Committee as point of contact

THREATS

1. Non-quality trainings
2. Attempt to decrease continuing education hours
3. Anti-science training
4. Online training leading to decreased performance

Relevance, Value, and Sustainability

STRENGTHS

1. Provides Leadership to Ohio Fire Service
2. Dedicated and enthusiastic staff
3. Knowledge and experience
4. Services and programs that the OFCA offers
5. Flexible and adaptable to change
6. Benefits far outweigh the cost
7. Networking/Relationship Management
8. Quality Educational Opportunities

WEAKNESSES

1. Getting members more active in the OFCA
2. Need to use technology more in communicating to membership via videos, podcasts, digital articles, newsletters
3. Caliber of speakers (e.g., key note) at the annual conference
4. Perception
5. Diversity between departments
6. Succession Planning
7. Time Involvement

OPPORTUNITIES

1. Non-chief officers' affiliation and involvement
2. Deliver services in a manner that attract more involvement
3. Market and demonstrate value to the state-wide fire service
4. Enhance marketing of the OFCA (e.g., using testimonies and reviews)
5. Market to township and municipality leadership
6. Regional educational opportunities
7. Collaboration and common goals
8. Reach out to younger leaders
9. Engagement with smaller departments

10. Collaboration toward common goals
11. Mentoring/Succession Planning

THREATS

1. Membership apathy
2. Succession Leadership/Planning concerns – replacing high profile staff in current education and services position
3. Limited rural department involvement
4. Time
5. Cost
6. Membership interest / staying involved

References

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