

Oregon Fire Chiefs Foundation



Strategic Plan

Prepared November, 2016

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ACKNOWLEDGEMENTS

This strategic plan was developed by the leadership of the Oregon Fire Chiefs Foundation through a collaborative process. The time spent by each person to provide input and insight into the Foundation's future was very valuable. Special thanks go to each board member for their leadership and commitment to the process.

Oregon Fire Chiefs Foundation Leadership

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George Dunkel

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Dan Peterson

2nd Vice President

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Treasurer

Jeff Humphreys

Director

Jack Snook

Director

Jay Lilly

Director

Elaine Parrott

Director

Jim Oeder

Director

John Buchanan

Director

Gary McQueen

OFCA Board Liaison

ORGANIZATIONAL BACKGROUND

The Oregon Fire Chiefs Foundation (OFCF) officially formed as a 501(c)3 non-profit corporation in early 2002 and the appointment of an all volunteer Board of Directors. The organization, sponsored by the Oregon Fire Chiefs Association was founded to accomplish several key purposes.

First, the Foundation is an option for non-government fire service organizations (NGO) to use for acceptance and management of funds donated or raised by each organization. It allows these NGOs the opportunity to raise and use funds without the need to organize as formal non-profit organizations.

Second it is an option for those wishing to donate money for the betterment of Oregon's fire and emergency services and in particular the development and helps fund leadership development opportunities provided by partner organizations and through direct scholarships to fire service leaders.

The OFCF also supports OFCA member fire chief officers who are going through times of difficult transition. This support includes both financial and counseling/mentoring support.

Finally, the OFCF supports the ready supply of information to the fire service through the funding of information referral services on all matters related to the fire and emergency services.

OFCF also supports the Oregon Fallen Firefighters Memorial and Oregon Honor Guard. Its major fundraising event is the annual Jerry Heater Memorial Golf Tournament.

The Foundation is led by a ten-member Board of Directors. The Oregon Fire Chiefs Association assigns a liaison to the Foundation Board. Administrative and executive support is provided the Oregon Fire Chiefs Association.

MISSION

An organization's mission statement is intended to describe, in succinct terms, the purpose for the organization's existence. It articulates the principal reason for the organization's presence within the community.

The Oregon Fire Chiefs Foundation has developed the following mission statement.

Oregon Fire Chiefs Foundation Mission Statement

Support fire and emergency services and allied organizations deliver quality services to their communities and constituents through the effective generation, management, and utilization of donations and the development and support of quality fire service leaders.

This mission is accomplished via three major programs:

1. Assisting fire chiefs acquire necessary management and leadership training that affords them the opportunity to grow and develop professionally in order to advance their organization and themselves in a manner that will ultimately have a positive influence on their career and the communities they serve.
2. Providing professional and personal support to Oregon's fire chiefs during times of need.
3. Provide support to the Fallen Firefighters Memorial Service.

VISION

In addition to understanding its purpose and reason for existence, all successful organizations need to define where they expect to be in the future. After having established the organization's mission the next logical step is to establish a vision of what the Oregon Fire Chiefs Foundation should be and achieve in the future. Vision statements provide targets of excellence that the organization will strive towards and provide a basis for their goals and objectives. The following vision statements were developed by the Oregon Fire Chiefs Foundation.

Oregon Fire Chiefs Foundation Vision Statements

The Oregon Fire Chiefs Foundation (OFCF) provides opportunities for effective philanthropy to the benefit of Oregon's fire and emergency services by:

- Charitable gifts are managed in a highly professional manner that provides significant benefit to the fire service
- Donations to the Foundation fully support its programs and services
- Oregon fire service leadership capability is significantly improved as a result of the Foundation's efforts
- The fire service community is fully aware of the Foundation, its programs and services, and the value of its contribution to them

VALUES (To be reviewed later)

Establishing values embraced by all members of an organization is extremely important. They recognize those attitudes and behaviors that make up the personality of the organization. The leadership of the OFCF declared the following statement of values for the organization.

Oregon Fire Chiefs Foundation Values

Respect

- *Involve current and former fire service professionals and friends as vital stakeholders in OFCF.*
- *Serve as an advocate for the fire service for the purpose of representing their interests in working with the OFCA constituencies as well as the broader community.*
- *Treat personal information provided by members of the OFCF, OFCA, friends or others in a professional and confidential manner at all times.*
- *Recognize contributions of time, talent and treasure.*

Inform

- *Inform the fire service, the community and friends about OFCF's mission, goals, programs and achievements.*
- *Provide the OFCA with financial and program information concerning the work of OFCF and its activities.*
- *Ensure the mission, goals and programs of OFCF complement those of the OFCA and the fire service.*

Involve

- *Encourage the OFCA, members of the fire service, and friends to participate in and support the programs, services and events of OFCA, OFCF or other related fire service organizations.*
- *Encourage members of the OFCA, current or former fire service professionals, and friends to pursue leadership opportunities in the OFCA, OFCF, and throughout the fire and emergency services profession.*
- *Encourage the OFCA, OFCF, current and former fire service professionals, and friends to serve in the broader community as ambassadors for the OFCA, OFCF and for the Oregon fire service in general.*

STRENGTHS

It is important for any organization to identify their strengths in order to ensure they are capable of providing the services requested by customers. Often, identification of organizational strengths leads to the channeling of efforts toward primary community needs that match those strengths. Through a consensus process, the strengths of the Oregon Fire Chiefs Foundation were identified.

Strengths of the Oregon Fire Chiefs Foundation

- The Board is a diverse group of people who care about the fire service and chief officers that has extensive experience with the fire service and business
- A majority of the Board is committed to helping the Foundation succeed
- The current Board is geographically diverse
- The Board is very team-oriented
- The Foundation receives strong support of OFCA/WFCA Staff
- The Board members bring their experience and resources to the Foundation's efforts
- The Foundation has an established track record of accountability and scholarship awards – we have several recipients that can vouch for the benefits of OFCF
- OFCF is vetted by its place within the structure and oversight of OFCA
- The Board works hard to try to get our message out
- The OFCF is recognized and respected by the fire chiefs for the most part
- OFCF is visible at the OFCA conference each year
- The Board is committed to participate in its meetings (always have a quorum)
- OFCF now has funds to work with to broaden our methods of providing additional training

CHALLENGES

Accomplishing results depends greatly on identifying and resolving organizational challenges. 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 where it does not function well or not at all.

Challenges for the Oregon Fire Chiefs Foundation

- The lack of reporting on our accomplishments (or maybe the lack of accomplishments) makes it difficult to motivate donors.
- We need to have a common understanding of purpose and value to the fire service
- Very few (if any) big corporate players on our Board. Most of us are service oriented fire chiefs, which is not necessarily the best for foundation work.
- Board members do not fully understand the Foundation's mission and are not properly communicating that mission to the current and former members of Oregon's fire service
- We try to be as visible as we can during events (handing out information, speaking to the membership during business sessions etc.) but I don't know that people are always listening.
- We rely on the golf tourney as our main fundraising opportunity.
- For most of the Board members this is their first experience with organized philanthropy. We've had to learn a lot on the fly and don't have the benefit of a board member or two with professional foundation experience and wise in the ways of planned giving.
- In spite of our outreach efforts we don't have as much "brand recognition" as we should.
- Marketing the donation management services has not been as effective as needed.
- Some Board members do not participate or contribute to the Foundation.

GOALS AND OBJECTIVES

In order to achieve the Oregon Fire Chiefs Foundation's mission and vision, realistic goals and objectives must be established. Goals and objectives are necessary to provide the individual members with clear direction.

As goals and objectives are management tools, they should be reviewed and updated on an ongoing basis to identify what has been accomplished and to note changes within the organization and the community. The attainment of a performance target should be recognized and celebrated to provide a sense of organizational accomplishment.

The strategic planning team set priorities for the accomplishment of its objectives. Those that carried higher priorities are scheduled for completion first and lower priority objectives scheduled later. The lowest priority objectives will be scheduled at a later time. Overall these goals and objectives provide very specific timelines for the next several years and more general timelines beyond that.

Goal 1 – Develop an effective organization, responsive to the needs of its members and the fire service community.

Every successful organization requires capable and committed leadership in order to accomplish its mission. Accomplishment of this goal will ensure the Foundation is properly organized, has people with the right skill sets and abilities in leadership positions, has a pool of new talent available to fill vacancies, and effectively utilizes talent outside the organization to assist with the delivery of services and programs.

Objective 1-A Present the OFCF Strategic Plan to the OFCA Board for approval

Timeline: 2016

Responsibility: Peterson

Critical Tasks:

- Present the Strategic Plan to the OFCA Board of Directors for approval
- Present the final Strategic Plan to OFCA membership at the 2017 conference

Outcome: The OFCF Strategic Plan meets the approval of the OFCA Board and all OFCA members are informed of the plans content

Objective 1-B Review and refine the annual budget format and develop a long-term forecast that identifies resources and needs

Timeline: July 2018

Responsibility: Ulbricht

Critical Tasks:

- Review and modify as needed the current format for the budget including appropriate line items
- Review and modify the format of periodic financial statements for presentation to the Board and other interests
- Prepare a five-year financial forecast identifying expected revenues and expenditures

Outcome: Current financial resources and requirements are clearly defined. Long-term financial needs and potential resources are identified

Objective 1-C Develop a succession plan for Foundation leadership.

Timeline: July 2018

Responsibility: Parrott

Critical Tasks:

- Review the current Board makeup and identify its strengths and weaknesses for long-term success
- Identify skill sets and attributes critical to the effective operation of Foundation programs and services.
- Create a list of people who possess the needed skill sets and attributes who would be willing to serve on each position in the future.
- Offer opportunities to each person to become involved in the Foundation to prepare them for eventual service in an identified position.
- Provide training to current and potential Board members to prepare them for their positions
- Develop a new Board member orientation program and materials

Outcome: Critical Foundation positions are constantly filled by people able to perform effectively in their role.

Objective 1-D Develop a board policy manual and operating procedures.

Timeline: July 2017

Responsibility: Dunkel

Critical Tasks:

- List the important functions and policy decisions made by the Board.
- List activities that are essential to the delivery of programs and services.
- Obtain example policies and procedures from other non-profit foundations
- Prepare a draft of Board policies and operating procedures that address each function, decision, and activity.
- Present the Board policy manual to the Board for review and approval.

Outcome: Written policies and procedures are available to support decision making and program delivery.

Objective 1-E Identify committees that would support delivery of Foundation services and develop charters and operating procedures for each.

Timeline: December 2018

Responsibility: Dunkel

Critical Tasks:

- Identify Foundation services and programs that would benefit from management and operation by a specifically identified committee.
- List the important functions and decisions to be made by each committee.
- List the committee activities that are essential to the delivery of programs and services.
- Identify and recruit people, both within the Foundation and outside, who would provide important expertise to committee activities.
- Prepare charters for each committee that lists its purpose, authority, and reporting responsibilities.
- Present the committee charters to the Board for review and approval.

Outcome: Written guidelines are available to each committee to ensure full understanding of roles, responsibilities and expectations.

Objective 1-F Review the investment agreement and other Foundation documents to ensure use of funds by investment partners do not create risk to the Foundation and that the intent of the investment partner program is well defined

Timeline: July 2017

Responsibility: Ulbricht

Critical Tasks:

- Review the investment agreement to ensure language is included that restricts use of investment partner funds to only those authorized by the statutes and regulations governing 501(c)3 organizations
- Review the Foundation incorporating documents and bylaws to ensure the Foundation is not at risk from inappropriate use of investment partner funds and that dissolution terms do not place investment partner funds at risk
- As needed, modify the investment agreement, bylaws, and other Foundation documents
- As needed, renew agreements with existing investment partners using the revised agreement

Outcome: The Foundation is protected from the inappropriate use of funds deposited with the Foundation and then returned to investment partners

Goal 2 – Develop reliable and sustainable funding sources to ensure the Foundation is capable of delivering services for the long-term.

All organizations require sufficient funding in order to deliver its programs and services. There are many ways to do so. Accomplishment of this goal will ensure the Foundation has explored all fundraising opportunities and is maximizing the value of the most appropriate sources.

Objective 2-A Develop and implement a sustaining membership program to provide a reliable funding stream.

Timeline: TBD¹

Responsibility: TBD

Critical Tasks:

- Review sustaining membership programs operated by other similar non-profit entities.
- Develop a draft program that will encourage people and organizations to participate in ongoing funding for Foundation programs.
- Prepare an advertising and promotion plan for the sustaining membership program.
- Present the program and plan to the Board for review and approval.

Outcome: A reliable and sufficient flow of funding is available to provide Foundation programs and services.

Objective 2-B Identify potential grant opportunities and learn the process to apply for those grants. Secure the services of a qualified grant writer.

Timeline: TBD

Responsibility: TBD

Critical Tasks:

- Identify the types of grants that the Foundation may be eligible to apply for.
- Determine the application process and timelines for each
- Identify people who are qualified and successful in writing these types of grants.
- Select the most suitable person and negotiate fees.

Outcome: The Foundation is effective in securing grant funding to support delivery of Foundation programs and services.

¹ TBD – To be determined at a later time

Objective 2-C Develop a list of additional fundraising opportunities and complete a cost/benefit analysis for each.

Timeline: TBD

Responsibility: TBD

Critical Tasks:

- Create a list of fundraising opportunities not currently utilized by the Foundation.
- Evaluate each opportunity for the costs associated with each and the potential revenue that could be derived.
- Quantify the amount of labor required to conduct each opportunity.
- Complete a cost/benefit analysis for each opportunity that compares the amount of money that could be raised against the labor and other costs involved in conducting each fundraising opportunity.
- Meet with the Oregon Community Foundation to determine if their support has value

Outcome: Additional fundraising activities are conducted that are expected to provide a high rate of return.

Objective 2-D Develop a list of corporate donors to contact for funding and prepare materials that will encourage them to donate to the Foundation.

Timeline: July 2018

Responsibility: Snook

Critical Tasks:

- List corporate donors who have contributed in the past.
- List potential corporate donors.
- Identify, from past experience, the information that has best encouraged previous donors to contribute to the Foundation.
- Prepare promotional material to present to potential donors to support the in-person contact.

Outcome: Contributions to support Foundation programs and services increase.

Objective 2-E Develop and implement a computerized fundraising database

Timeline: TBD

Responsibility: TBD

Critical Tasks:

- Identify and acquire a computerized fundraising database program
- Gather information needed to fully populate the database.
- Enter information into the database and verify its accuracy.
- Develop reports and analysis tools that will fully utilize the database for fundraising purposes.

Outcome: An effective tool is developed that maximizes fundraising results.

Goal 3 – Deliver quality services and programs that contribute to the improvement of fire service leadership, agencies, and allied organizations.

Services and programs delivered by an organization must have value to its customers and be focused on the organization's mission. Accomplishment of this goal will ensure the Foundation has fully evaluated the types and levels of services and programs it should be providing and is delivering each to maximum effectiveness and efficiency.

Objectives 3-A Review all currently delivered and/or supported services and programs to determine if each are important to the fire service and are to ensure each are effectively delivered.

Timeline: July 2017

Responsibility: Dunkel

Critical Tasks:

- List all currently delivered services and programs
- Evaluate each service or program for the value it provides to the fire service versus the level of effort required to deliver the service or program.
- Identify changes that may be needed to improve the effectiveness of each service or program.
- Identify those services or programs that do not provide sufficient benefit and discontinue delivery as appropriate.

Outcome: The services and programs delivered by the Foundation are appropriate, provide value to the fire service, and are delivered in the most efficient manner possible.

Objective 3-B Explore opportunities to deliver and/or support new services or programs.

Timeline: TBD

Responsibility: TBD

Critical Tasks:

- List services and programs not now delivered by the Foundation that are within the Foundation's mission. Consider:
 - Greater involvement in the Fallen Firefighters Memorial
 - Funding the Oregon Honor Guard
 - Assist in funding the NW Leadership Seminar
 - Assist in funding the Oregon Fire Museum
 - Others as identified by the Board
- Evaluate each service or program to identify potential benefits and the level of effort required to deliver each.
- Present new service or program opportunities to the Board for consideration.

Outcome: New services and programs that can be delivered by the Foundation and are within the Foundation's mission have been considered for implementation.

Objective 3-C Develop a program to offer grants to qualified fire service organizations to deliver leadership training

Timeline: TBD

Responsibility: TBD

Critical Tasks:

- Identify what constitutes acceptable leadership training
- Determine the maximum amount of money that will be awarded through the grant
- Develop a grant application process and form
- Formalize a policy and procedure describing the leadership training grant program

Outcome: All current and future fire service leaders have access to educational resources regardless of ability to pay and organizations with a leadership development mission have access to OFCF funding support

Objective 3-D Complete development of a program, policy, and procedure for Foundation support to fire chiefs experiencing difficulties

Timeline: December 2017

Responsibility: Snook

Critical Tasks:

- List the types of support fire service leaders may need
- Identify the type of support that the Foundation will provide
- Identify providers of support for fire service leaders experiencing difficulties and the cost of those services.
- Identify appropriate providers of identified support services if needed
- Identify the sources and costs for identified services
- Develop and implement contracts for service with providers within the scope of Foundation budget limitations as needed
- Aggressively advertise the availability of services to the fire service community
- Formalize a policy and procedure describing the support that will be provided by the Foundation

Outcome: Mentoring and counseling resources are available to fire service leaders experiencing life and career challenges and fire service leaders in difficult transitions are aware of and use available services

Objective 3-E: Produce and present donation management and non-profit organization development training to fire service organizations

Timeline: TBD

Responsibility: TBD

Critical Tasks:

- Explore partnerships with other organizations for the delivery of training
- Develop a work group of interested partners
- Develop a training program for the fire service regarding donation management, tax liabilities, and establishing a non-profit organization
- Identify and secure appropriate instructional talent to present training
- Schedule training dates and market the training through fire service organizations
- Conduct training and evaluate attendee comments to adjust future trainings

Outcome: Fire service organizations understand the law related to non-profit status and are able to create their own non-profit organization if so desired.

Goal 4 – Ensure the fire service, allied organizations, and donor communities are well informed of the Foundation’s services and programs.

Every organization of this type must ensure its customers fully understand the types of programs and services available and the value of those services and programs to the accomplishment of their mission. Further, donors must understand that their contribution will make a positive difference. Accomplishment of this objective will benefit the Foundation through greater awareness of its services and programs and will assist in maximizing donation opportunities.

Objective 4-A Conduct a survey to determine the current level of awareness of the Foundation’s programs and services.

Timeline: December 2017

Responsibility: Keller

Critical Tasks:

- Retain the services of a qualified survey firm.
- Create a survey instrument that will provide useful information to guide the Foundation’s program planning.
- Conduct the survey and review the results.
- Identify program changes that may be needed based on the results of the survey.

Outcome: The Foundation is able to effectively plan the delivery of its programs and services.

Objective 4-B Develop a campaign that will improve the awareness of the Foundation and its programs and encourage financial contributions.

Timeline: July 2018

Responsibility: Birr/Keller

Critical Tasks:

- Using the survey results, identify information the fire service and others need to better understand the Foundation’s work and financial needs.
- Develop a marketing plan and materials that will provide the fire service and others with information about Foundation programs and services and opportunities to contribute financially.
- Implement the plan and evaluate its results including conducting a follow-up survey (see Objective 4-A).

Outcome: Public awareness of the Foundation’s programs increases and financial contributions to the Foundation increase.

Objective 4-C: Meet with other state-level fire service organizations to increase awareness of the OFCF and to develop greater collaboration and cooperation with each (i.e. OVFA, OFDDA, OFSOA, SDAO, OFIA, OFMA, OFMAA, OSFFC, OFSM)

Timeline: TBD

Responsibility: TBD

Critical Tasks:

- Schedule meetings with partner organizations
- Develop meeting agendas to ensure all topics are discussed
- Identify collaborative opportunities available with each partner organization
- Develop agreements to move forward with collaborative opportunities
- Incorporate the work resulting from any agreements into future updates of the OFCF Strategic Plan

Outcome: Partner organizations will better understand the opportunities the Foundation provides to them and the benefits of collaboration and cooperation

Objective 4-D Develop a system to report Foundation program successes to the fire service and donors.

Timeline: July 2017

Responsibility: Birr/Parrott

Critical Tasks:

- Create a list of accomplishments to-date
- Prepare reports at least semi-annually that describe:
 - Number of leadership trainings funded and the number of people attending
 - Providers of significant donations
 - Other Foundation activities
- Distribute the report to fire chiefs, affiliated organizations, and donors via at-conference presentations, email, website posting, and other means

Outcome: The fire service and Foundation donors realize the value of the Foundation's programs and services

PERFORMANCE OBJECTIVES AND TARGETS

No program or service can be improved unless the ability exists to measure the effectiveness of those programs and services. Outcome based measures are critically important to any effective organization so that it can evaluate whether its efforts and expenditures are having an impact.

The Oregon Fire Chiefs Foundation has established the following performance objectives and targets to evaluate the success of its programs.

1. Number of people and organizations contributing as sustaining members.
 - a. Current –
 - b. Target –

2. Annual income from people and organizations contributing as one-time donors
 - a. Current –
 - b. Target –

3. Annual income from grants
 - a. Current –
 - b. Target –

4. Number of leadership training programs delivered using Foundation funding
 - a. Current –
 - b. Target –

5. Number of people receiving leadership training delivered using Foundation funding
 - a. Current –
 - b. Target –

6. Percentage of fire chiefs utilizing difficult transition services who successfully re-enter the fire service workforce
 - a. Current –
 - b. Target –