



Strategic Planning Report December 2021

Executive Summary

The Kansas State Association of Fire Chiefs (KSAFC) executive board, using feedback collected from its membership, collaborated to develop its first strategic plan – crafting its vision and mission, identifying five key performance areas, and establishing priority goals. The new strategic plan was developed through a membership survey, engagement at the KSAFC annual conference, and a workshop for board members. (A full summary of the workshop begins on Page 4; and the survey report can be found at the end of this document.)

Vision

Kansas State Association of Fire Chiefs is the leading advocate for all aspects of the Kansas Fire Service.

Mission

Our mission is to prepare the leaders of the Kansas Fire Service and to represent our interests at the state and local level to better serve our communities.

Vision

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Key Performance Areas and Priorities

1. Advocate

- Goal 1: Create a legislative strategy, including the need to hire a lobbyist.
- Goal 2: Promote minimum standards for fire service training

2. Educate

- Goal 1: Promote leadership development in partnership with KFRTI and KSFFA

3. Network

- Goal 1: Define KSAFC board member positions, responsibilities and expectations.
- Goal 2: District representatives provide regular updates to members regarding the statewide boards to which they are appointed.

4. Membership

- Goal 1: Increase membership in KSAFC by five to 10 percent annually.
- Goal 2: Actively engage and educate members and non-members about KSAFC, its mission, and key priorities.

5. Conference

- Goal 1: Provide innovative educational opportunities appropriate to command staff of all types of departments.
- Goal 2: Conduct an annual review of the KSAFC conference to identify what is serving the membership and what needs to be improved.
- Goal 3: Develop comprehensive checklist for conference sponsors and organizers with tasks and associated timelines.

Use of the Strategic Plan

To ensure that the strategic plan remains a valuable management tool, the following actions should be considered.

Implementation Plan: This plan identifies five Key Performance Areas and priority goals. Kansas State Association of Fire Chiefs President and Executive Board members should now identify objectives for each of those priority goals. In other words, what actions are necessary to achieve the priority goals, in what timeframe should they be achieved, and by whom.

Board Actions: As part of its regular meetings, the KSAFC President and Executive Board should note actions it takes that will specifically move the organization closer to achieving its mission.

Communication: Efforts should be made to publicize the results of the strategic planning process and progress that is made in achieving it. In addition, the plan should be communicated with KSAFC members so that they are aware of the association's continued efforts.

Full Summary

Kansas State Association of Fire Chiefs Executive Board Members gathered on December 7, 2021, to update the strategic plan and identify priority goals to work toward achieving its mission. Board members in attendance were:

- Tim Smith, President
- Lester Kaiser, Vice President
- Pat Collins, Past President
- Darin Myers, District 2 Representative
- Chad Russell, District 6 Representative

Also participating was Ryan Almes, a member instrumental in promoting the strategic planning process.

Understanding the Current Environment

An overview of the data and information collected through the member survey was provided. (The survey report is attached to this document.) Participants were then asked to reflect on the following questions:

What lessons have been learned?

- Attending county chiefs' meetings are important
- Need board development
- Increase communication with the legislature
- Improve future planning for annual conference

What successes have there been?

- Increased communication
- Having the conference

Imagining the Future for KSAFC

At the October conference, participants were asked to imagine what they would hope an IAFC bulletin might say in five years about KSAFC.

- KSAFC are the subject matter experts on issues relating to the Kansas Fire Service
- I look forward to the opinion of KSAFC on emerging issues
- I can go to KSAFC for help with political issues that impact the Kansas fire service.
- KSAFC revitalizes annual conference, increasing participation by 100%.
- KSAFC to offer new approach to increase membership and participation.
- KSAFC leaders in officer development for upcoming fire service leaders
- KSAFC helps lead Kansas fire service to better recruitment and retention.
- KSAFC at forefront on leadership skills and techniques
- KSAFC leads fire training throughout the state
- KSAFC has record attendance at conference
- KSAFC places high priority on officer development
- KSAFC offers new officer development training; has record number in attendance at annual conference.
- Kansas volunteer fire officers receive training on making their departments better.
- Kansas fire departments break the mold on new firefighter recruitment.
- Record attendance at conference.
- Important topics were covered by speakers
- New fresh ideas
- IAFC has huge increase of Kansas state fire chiefs, not because of covid, but support to break down barriers and numbers of interest derived from IAFC
- KSAFC leads the way
- Kansas fire chiefs are at the forefront of implementing change based on evidence-based research
- KSAFC has become a legislative force in volunteer firefighter recruitment and retention initiatives
- KSAFC provides innovate fire officer development programs
- KAFC is the fastest growing state association
- KSAFC partners with the fire service leaders to create a new state fire school.
- Let KSAFC guide your steps of leadership as a chief.
- How can KSAFC make you a better leader?
- KSAFC, the driving force of legislators for Kansas fire service.
- KSAFC is the recognized leader in the Kansas Fire Service
- KSAFC awards new leaders in the fire service in Kansas
- Record attendance
- Through continued dialogue and communication, the KSAFC has been successful in legislative issues with the State of Kansas.
- KSAFC leads a coalition of associations to improve legislation that affects emergency services. KEMSA, KEMA, KSFFA were their partner organizations.
- KSAFC conference had record attendance

- KSAFC has 100% membership for the second consecutive year
- KSAFC is a model association for other chiefs' associations nationwide.
- KSAFC membership up – mostly with fire chiefs with less than five years of experience
- KSAFC announce scholarship programs for officers
- KSAFC stands as the leading association for the state of Kansas and surround areas
- KSAFC is the lead for developing future officers in the state
- KSAFC represents organizations at the State Capitol
- KSAFC sees 50% growth in membership
- KSAFC promoted leadership statewide
- The KSAFC has become a leading organization within the Missouri Valley Division of IAFC
- The KSAFC in partnership with KFRTI and KSFFA has develop a premier officer development program
- KSAFC – finding opportunities to serve
- KSAFC – equipping fire chiefs for the future of the fire service in Kansas

The results from the above exercise were used to form the basis of developing a vision for KSAFC.

Vision Aspirations

- Conference that focuses on emerging issues and leadership
- To lead, train and develop
- Equip up and coming chiefs and develop future leaders
- Increased membership and participation
- Partner with other associations
- Recognized as a leader
- Considered subject matter experts

Vision

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A Mission for KSAFC

A mission statement identifies what an organization does, for whom it does that work, and for what purpose.

What does/should KSAFC do?	For whom?	For what purpose?
<ul style="list-style-type: none"> • Good partner with other organizations in the state • Recognition at the legislative level • Recruitment for future leaders • Provide leadership • Education resource and driving force to spearhead legislative change and communicates those initiatives • Provide leadership and educational training throughout the state • Be role model • Provide professional guidance • Be consistent advocate for professional development • Create pathways to innovative change • Progressive change • Provide valuable board leadership • The premier agency in leadership development • An advocate for legislative actions that affect the fire service and EMS agencies we represent • Educate and share • Networking • Fire service advocate • Better community support • A resource for Kansas fire chiefs on issues pertaining to policies procedures and politics 	<ul style="list-style-type: none"> • KSEMSA • Representation from fire departments across the state of Kansas • For fire officers at all levels • Members and partners • Fire service and fire service leadership • Aspiring and veteran fire officers • Members, strategic partners and public • Current and future fire officers • All fire and EMS agencies that may or may not be members of the organization • Fire service leaders • Any company officer in the fire service 	<ul style="list-style-type: none"> • Partnership in legislative issues • To provide support to legislators and legislative aides • To develop future fire officers within the Kansas fire service • To continuously improve the Kansas fire service • Resilient, adaptable, innovative, proactive fire service • Develop outstanding fire officers • To better serve our communities with outstanding leadership that encourages others to want to serve • To represent the group as a whole/as one voice to make changes or improvements to statutes or regulations • Ability to make the Kansas fire service more effective, knowledgeable, safe, respected • Fire service leaders working together • So executive fire officers don't need to attend the National Fire Academy

The board used the above input from the membership at the October conference to establish a mission statement for KSAFC.

Key Performance Areas (KPA's)

KPA's are categories in which KSAFC must be successful to achieve its mission and define how we develop a common understanding of those outcomes.

1. Advocate
2. Educate
3. Network
4. Membership
5. Conference

KSAFC's Priority Goals

Considering the key performance areas (KPA's), all participants were provided the opportunity to identify initiatives within the KPA's. They then participated in a poll to prioritize those initiatives. The results of the exercise follow.

Advocate

Create legislative strategy	
Evaluate the need for lobbyists	3
Share advocacy efforts with members and non-members across the state	3
Be a resource for policy makers	3
Increase communication from representatives on state committees	2
Identify key issues and position statements	2
Identify membership who can testify	
Engage IAFC/NFPA Missouri Valley College with local and state issues	
Be a resource for local governments about the fire service	
Research and address local and state issues that may apply statewide (i.e., sprinkler ordinance, fireworks)	

Educate

Promote a minimum standard for training	5
Promote leadership development mentors and development program	4
Partner with KFRTI and KSFFA for Officer development courses	3
Utilize the website to provide resources for fire departments	2
Use the website to promote classes offered throughout the state	
Procure funding to provide educational materials and grants	
Establish a scholarship program	
Provide a clearinghouse for analytical benchmarking	
Offer assistance and resources to educate local officials	

Network

Define board member positions and responsibilities	5
Provide regular communication to members	4
Receive and share regular updates from appointees	3
Provide district representatives with access to updated members within their districts	2
Share applicable information with non-members	2
Implement a regularly scheduled newsletter	
Create a membership program at the annual conference	
Attend conferences and hearings related to the fire service	
Network with other emergency service providers	

Membership

Increase membership by 5-10% annually and increase participation of members at AFC activities	4
Engage and educate non-members about AFC	4
Solicit annual feedback from members about AFC goals and effectiveness	1
Provide incentives for new members	1
Obtain balanced membership between career, volunteer, and combination departments	1
Create a marketing plan for prospective new members	1
Update new member information in the system regularly	
Create pride in being a fire officer	
Distribute an annual survey of needs and expectations to members	

Conference

Provide a hospitality room	
Provide innovative educational opportunities	
Provide an affordable conference rate for all sizes of fire departments	
Provide a scholarship for new conference attendees	
Provide a multi-agency update?	
Provide networking opportunities and demonstrations for vendors?	
Implement a fun “family day”	
Be receptive of member feedback on improving the annual conference experience	
Assign board members to coordinate planning	
Create a conference checklist with timelines	
Offer training appropriate for Chief Officers	
Review Colorado state conference for possible improvements	