

Firemen's Association of the State of New York

Updated Strategic Plan

March 2015



MISSION:

To maintain, support and serve the volunteer fire service of New York, its firefighters, and to promote and protect the public they protect through education, legislation, communication, recruitment and retention, recognition and community service. To provide a haven at the FASNY Firemen's Home for our volunteer firefighters.

The mission will be accomplished by:

- ❖ Building camaraderie among the members and forming positive partnerships with related organizations
- ❖ Representing the interests of the volunteer Fire and EMS organizations at the local, state and federal levels
- ❖ Promoting the interests of sectional organizations at all levels
- ❖ Promoting health and wellness, as well as fire safety initiatives, and providing education and training for the volunteer Fire and EMS organizations
- ❖ Providing representation on state and national standards setting committees and projects
- ❖ Gathering information from and disseminating information to the volunteer Fire and EMS organizations through printed, web and social media

VISION:

Our Vision is:

- ❖ To be the resource organization for legislative, regulatory and standards making bodies
- ❖ To be the premier resource for the volunteer fire service for recruitment education and retention of the volunteer Fire and EMS personnel
- ❖ To be a resource for health and wellness as well as fire safety education initiatives.

CORE VALUES:

- ❖ Recognizing that collective personality and values of its members enhance the organization, the FASNY Board declared what they valued as well as Specific Core Values of the Organization.

What We Value:

1. The contribution of the volunteer fire and EMS service
2. Strive to meet internal and external customers' needs through innovation, competence and teamwork
3. The dedication of volunteer firefighters and EMS personnel to provide life safety and the protection of property
4. Public fire and firefighter safety
5. Inter-agency cooperation and communication
6. Providing an atmosphere for involvement and participation
7. Open lines of honest communication within the FASNY family

8. Family Unity and Support
9. Camaraderie, trust and integrity of the Fire and EMS service

Goals and Objectives:

Goal #1: Develop a relationship with our stakeholders

- ❖ Objective 1: Identify stakeholders at all levels
- ❖ Objective 2: Create a database file of stakeholders – Internal and External
- ❖ Objective 3: Create recommended guidelines for leaders to achieve effective relationships with New York Legislators, other policy leaders and firematic organizations
- ❖ Objective 4: Develop a succession plan that fosters leadership personnel for all facets of FASNY (Include representation on national, state and local firematic associations)

Goal #2: Training and Development of FASNY Membership

- ❖ Objective 1: Identify future needs of all levels of the volunteer fire service as it pertains to training to ensure effective, consistent and measurable outcomes
- ❖ Objective 2: Working with our stakeholders to create new online courses
- ❖ Objective 3: Continue to evaluate and provide training at our annual convention
- ❖ Objective 4: Plan and promote effective training seminars across the state

Goal #3: Employee Salary Awards, Recognition of Personnel and Benefit Programs

- ❖ Objective 1: Attract and retain the best personnel the job market has to offer
- ❖ Objective 2: Conduct comparative analysis of pay and benefit studies
- ❖ Objective 3: Continue to re-examine retirement benefits
- ❖ Objective 4: Recognize personnel retention within the organization and utilize success stories in the development of position Best Practices.

Goal #4: Organizational Unity and Non-Fire Service Partnerships

- ❖ Objective 1: Strengthen unification partnerships through improved communication
- ❖ Objective 2: Continue to pursue potential stakeholders to support FASNY needs
- ❖ Objective 3: Continue to provide membership with quality benefits

Goal #5: Create a Facility, Equipment and Vehicle Master Plan that Ensures the Health and Safety of our Personnel and Enhances the Effective and Efficient Operations of FASNY

- ❖ Objective 1: Analyze FASNY facilities and develop a renovation and improvement plan that reflects the replacement of infrastructure and major appliances
- ❖ Objective 2: Review and update the current vehicle replacement schedule to reflect debt service, available revenue and maintenance costs
- ❖ Objective 3: Develop a comprehensive replacement master plan schedule for the replacement of FASNY office, Firemen's Home equipment and future goals and objectives of the Capital Projects Committee.

Goal #6: The long range financial and operational sustainability of the Firemen's Association of the State of New York to maintain, support, and serve the volunteer fire service of New York, its firefighters, and the public they serve. To provide a haven at The FASNY Firemen's Home for volunteer Firefighters of New York.

- ❖ Objective 1: The Board of Director of the Firemen's Association of the State of New York would solicit Request for Proposals (RFP's) concerning future operations of The FASNY Firemen's Home. The Firemen's Association has a long, honored tradition of service and support to the volunteer fire service in New York. However, the Board of Directors recognizing the potential threat to the long range sustainability of the Association and wishes to maintain the FASNY Firemen's Home as a haven for volunteer firefighters of New York.

Goal #7: Technology- To develop, implement and maintain the technology systems, equipment, and services that support and improve organizational operations and delivery of service to the citizens

- ❖ Objective 1: Manage and support the cultural shift needed within the association to more effectively implement and fully leverage technology solutions
- ❖ Objective 2: Automate work-processes to offer opportunities that maximize FASNY's return on investment in technologies such as laptops, servers, desktops, web-based applications, etc.
- ❖ Objective 3: Continue to research and evaluate technologies regularly. Keep current with the latest software, hardware systems, and equipment attending training sessions when possible, participating in software and hardware vendor conferences

Goal #8: Ensure that recruitment and retention programs continue to meet the demands of our membership

- ❖ Objective 1: Continue to promote Recruit NY across the state
- ❖ Objective 2: Use of social, print and web media to promote RR
- ❖ Objective 3: Research the continued funding of the AFG SAFER Grant

- ❖ Objective 4: Research possible financial support using stakeholder approach
- ❖ Objective 5: Continue to update and promote high school recruitment campaign that includes school visits
- ❖ Objective 6: Continue to research and promote new initiatives pertaining to recruitment, education and training of our youth in the fire service.

Goal #9: Develop plans that would ensure membership growth

- ❖ Objective 1: Increase association membership
- ❖ Objective 2: Promote benefits to members
- ❖ Objective 3: Take an active role in the National Firefighter's Benefit Summit
- ❖ Objective 4: Increase conference attendance by improving convention marketing-regional-sectional-national-using a broader approach
- ❖ Objective 5: Develop various tools to reach those counties with low FASNY membership
- ❖ Objective 6: Research the feasibility of including benevolent organizations as members

Goal 10: Annually Review and Ensure Efficient and Productive Committee Work and Need

- ❖ Objective 1: Presidents/Board review committee results, need and structure on an annual basis
- ❖ Objective 2: Committee's meet during convention week to begin planning their annual objectives for following year
- ❖ Objective 3: Committee produces goals and measurable objectives for the coming year to the Board by November 1
- ❖ Objective 4: Chairman provides data from measurable objectives to Presidents/Board by June 1.
- ❖ Objective 5: Develop and review annually a Code of Conduct/Expectations of all committee members
- ❖ Objective 6: Liaison reviews the committee handbook to review data and completion of goals and objectives