

Adopted by the Officers and Board of Directors

**“THE HERITAGE OF THE PAST IS THE
SEED THAT BRINGS FORTH THE HARVEST OF
THE FUTURE.”**

Inscribed on the National Archives building, Washington, D.C.

National Fire Heritage Center

Post Office Drawer 76 // Emmitsburg, Maryland 21727
A non-profit organization

The following is a draft of a Strategic Plan for our National Fire Heritage Center. This document will be circulated to the Board of Directors for consideration and adoption. All comments, observations and considerations should be directed to the attention of Ronny J. Coleman, President, (916)-689-5363 (office) or 916-799-5363 (cell) , fax (916) 686-5266, ronny.coleman@esci.us.

The National Fire Heritage Center is attempting to become an IRS 501(c) (3) non-profit corporation in the State of Maryland

This Strategic Plan for the National Fire Heritage Center Complex is presented as a starting point to establish specific dialogue between the Charter Members to consider strategic initiatives. This document is designed to be modified as appears appropriate.

Forward

The following document is being distributed to interested parties to raise awareness of the creation of a National Fire Heritage Center

We are all the listeners of stories,
Mere custodians of the brittle,
Yellowing invisible pages of the past.
Their only keepers for generations to be.
Remember these people
Whose obituaries have been read so long ago.
Don't let the old stories go with the tellers:
Tell them instead!

Jeanne Alstatt

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“Most of the important things in the world have been accomplished by people who have kept on trying when there seemed to be no hope at all”.

Dale Carnegie

Strategic Plan

Perishable works of members of the fire service and the allied professionals in the field of fire protection are often disposed of when that person leaves through retirement or in some cases mortality. The National Fire Heritage Center is being proposed to ensure that this information is retained and utilized for future generations.

The types of items under discussion are letters, reports, files, original work, photographs, slides, oral histories and other forms of documentation generated by individuals and organizations. The center will provide services for the proper archiving of these materials on a national level.

As early as 1947 there was recognition that a library of this type was needed. Contained in the proceedings of that event was a statement that was both prophetic and unfilled at the same time. It read:

“The Conference seeks to have made available a central library facility, to which reports on all aspects of fire fighting, fire prevention, and fire loss can be made, and which shall make available the bibliography of fire, past and present; abstracted and indexed. Thereby source material for public information, news service, and the like will become available; enforcing authorities and managers of properties can reach decisions upon factual bases; and finally research on fire problems will be so guided as to avoid duplications of planning and experiment.”¹

Some may argue that we do have libraries and that many of them are comprehensive. The operative term in this discussion is past and present. The past is being lost by the disposal and destruction of many works that are not retained by contemporary libraries.

The need to establish a Heritage Center was again in a very broad sense recorded in a report that was originally presented in a 2003 FEMA document entitled: *Heritage Hall - A Proposal to Archive the History of the Fire Service / Fire Protection Disciplines in America*²

The remainder of this document is dedicated to making up for 50 years of lost time, lost legacies and lost libraries –

¹ The President’s Conference on Fire Prevention, Report of the Committee on Research, May 6, 7, 8, 1947

² Heritage Hall-A Proposal to Archive the History of the Fire Service/Fire Protection Disciplines, US Fire Administration FEMA, Sept. 2003

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The National Fire Heritage Center is committed to:

- Preservation of ideas of individuals
- Published literature concerning the history of the American Fire Service
- Published literature from the Insurance Industry and Research Laboratories that include but are not limited to UL, FM, NIST, NRC and JHU
- Preservation of original work and draft by writers and authors that reflect idea development
- Preservation of seminal publications
- Conservation of oral history
- Preserving the perishable
- Preserving the legacy of individual contributors to the profession

The purpose of developing a Strategic Plan

A Strategic Plan reflects the dynamic processes of planning and developing how an organization achieves its vision and its mission. The purpose of this plan, which focuses on the National Fire Heritage Center, is to document a shared, committed, and continuous approach to achieving the mission of preserving the perishable past of all aspects of the fire service and allied professional professions in the United States.

This Strategic Plan serves as a single source for collecting the results from a wide variety of planning and administrative processes and reflects input from numerous parties. The Strategic Plan is intended to provide a clear and concise overview of what the organization is attempting to achieve in terms of its goals and objectives, its strategic initiatives and the action plans that it wishes to implement. It can also be used to assess how successful the organization is in completing these activities.

There are many recognized and influential people both in the fire service and in the fire protection community that could be a tremendous asset in moving this plan forward at a faster pace than is possible with the current personnel. This plan is being proposed by the current Board of Directors in hopes of acquiring additional support for the Program.

Background & History of the Concept

In July 2005, a group of individuals gathered in Frederick, Maryland to discuss a concept that had been in the incipient stage for years. Retired California State Fire Marshal Ronny J. Coleman who had been elected as a chair of a planning committee, brought the group together for the primary reason of determining what future course of action could or should be executed on behalf of protecting

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the intellectual property of the American Fire Services and allied professions based on the FEMA Document.

At the outset, it was noted that this idea has precedent. The proposed Archival and Research Center is basically patterned after the Army Heritage and Education Center located at Carlisle, Pennsylvania. The Army Heritage Center was designed to "serve as the Army's public library and archives for Army history."(1) It is currently operating to actively acquire, store, organize, and preserve, and provide accessibility of all classifications of written documents pertaining to the history of the United States Army and actions of warfare from the time of George Washington right up to the Iraq conflict. Other historical artifacts are both stored and displayed in the Army Heritage Museum. Future plans for this facility include the provision for both indoor and open area exhibit centers to display Army articles of warfare including the evolution of rifles, side arms, uniforms, artillery pieces, armored vehicles, tanks, and other equipment and devices. A separate Visitors and Education Center is in the advanced planning stages.

The Research Center, in the Archival building, provides space for current Army personnel, retired Army and other military personnel, along with civilian writers and researchers to access the documents on file electronically or in special cases to examine the original documents. To provide this capability, there is a staff of librarians, archivist, and document restorers that have established a filing system that cross references each document by specific titles and/or subject matter.

This is a very complex task that requires well trained and professional people. A large auditorium in the center of the Archival Building is used to host both current and retired military officers to discuss specific military engagements or to present special topics on military organization, joint operations, tactics and strategy, and future military planning.

These lectures or presentations are presented frequently and are very well attended by both present and past military personnel. Less specific and detailed lectures, film showings, and presentations are planned for the general public when funds become available.

Subsequent to the visit we have since learned that there is a Law Enforcement Center serving that profession in the same capacity. It is located at 400 7th Street N.W., Suite 300, Washington D.C. 20004. (202-737-3400) It is being studied as part of the strategic planning process.

Vision of Ultimate Facility

The primary objective of the National Fire Heritage Center is to archive the history of the American Fire Service and Fire Protection Disciplines. Establishing

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this facility will facilitate historical review and research to approaches and methods to save human life from destructive fires and mitigate fire losses in the future.

This body of knowledge should significantly eliminate a redundancy in our national effort to achieve these objectives. Therefore, the facility should be the centerpiece of an entire complex, patterned after the very successful and highly utilized Army Heritage and Education Center at Carlisle, PA.

The facility will include a comprehensive variety of materials to tell the complete story of the evolution of:

- 1) The technology and methodology of fire suppression including
 - a. Fire apparatus and equipment
 - b. Personal protective equipment
- 2) The technology of built-in fire protection, including
 - a. Automatic sprinkler systems
 - b. Fire codes requirements
 - c. Other specialized fire protection extinguishing systems
 - d. Building construction and fire testing of materials

Developments in fire protection and safety can only be really appreciated by seeing the evolution of **selected** examples of period fire apparatus and equipment along with the evolution of sprinkler systems and other extinguishing systems, and most important the fire research methods that have brought fire safety in the United States to the level that we enjoy today.

This plan is intended to achieve that long range goal

Election of Officers

On July 17, 2006, a general meeting to discuss the progress of establishing the need for a Heritage Hall for the Fire Service and Allied Fire Protection Disciplines was held at the Emergency Operations Center for Frederick County, Maryland. Chief Ronny Coleman, retired State Fire Marshal from California chaired the meeting.

After an extensive discussion, a committee of the whole voted to establish a Heritage Hall as documented in a FEMA publication titled: "Heritage Hall - A Proposal to Archive the History of the Fire Service / Fire Protection Disciplines in America. Four Charter Officers were elected to establish the Heritage Hall program as described into a non profit organization in the State of Maryland with a permanent facility location (See appendix) to be established in the vicinity of Emmitsburg, Maryland.

What emerged from that meeting was a commitment by all of the parties present

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to serve as members of the Board of Directors and/or as technical advisors for the creation of an organization that was temporarily called the National Fire Service Heritage Hall project. Subsequent to that, the project has been renamed "The National Fire Heritage Center".

Patterned after the US Army's Heritage and Education Center located in Carlisle, Pennsylvania, but lacking the same level of visibility and/or financial support, this organization proceeded forward to create a private non-profit corporation and then to implement the necessary paperwork to become a 501(c) (3) corporation. This has been accomplished and a Board of Directors has been established to pursue the vision that emerged from that very first meeting. This resulted in an action to do three things:

- Establish a Non-Profit Organization
- Develop a Board of Directors
- Set some initial Goals

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Create an organizational structure and establish the identity of the Charter Members.

The Board of Directors took an official action to establish a non-profit organization and to start the development of the Charter Members as well as to solicit support from other individuals and organizations that are interested in the Heritage concept.

Establishing the Non Profit Organization 501(c) (3)

The paperwork process was initiated utilizing an attorney who is locally available in Emmitsburg. Each office and board member loaned the organization \$ 100.00 to create a funding mechanism to get started. There were some procedural difficulties in getting the actual non-profit status secured but these have been overcome and the organization will have that status in the very near future.

Identity of the Charter Members

It is most important to organize all of those individuals who over the past several years have contributed so much to the thinking and development of the Heritage Hall Foundation. These are the real founders of the organization and they need to be permanently recognized for their contribution to this effort. Furthermore, it is highly desirable to have their continued input and involvement in the development and implementation of the organization.



Therefore, the following identified persons were initially named as Charter Members of the Organization.

The following listing is alphabetical:

Briggs, Donald, N.

Balta, Bobby

Clark, Burton

Coleman, Ronny J.

Dickinson, Charlie

Hickey, Harry

Hoglund, John

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Jewell, Clarence "Chip"

Stratton, Woody

Powell, R. Wayne

Robertson, James C. "Robbie"

White, David

The first Board of Directors

The first members elected to serve as the Charter Officers are listed in the Appendix

Initial Activities:

Initial Activity Statements

1. Establish a Post Office Box at Emmitsburg with a complete mailing address and establish some stationary.

The new stationary will include a mailing address and a telephone number.

Establish an organization telephone contact number and an E-Mail address.

The Secretary is to purchase and set up a filing cabinet to hold all correspondence and meeting minutes of the organization except as noted below.

The Secretary with the concurrence of the Treasurer will purchase a safe with a 4 hour UL Rating to store all incorporation papers and legal documents associated with the organization.

2. Create an image – including a logo

The Charter Members of the Heritage Hall Foundation will submit suggestions for an organization logo to the Secretary.

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The Officers will eventually select five logo submittals to be voted upon by the Charter Members.

The final logo will appear on organization stationary which is to be printed immediately after the logo has been established.

Tour of the Army Heritage and Education Center

Several tours were actually conducted of the facility located in Carlisle, PA. Many board members visited the staff and observed the type of activity that was being conducted. This gave the board members a perspective on what our own version might look like in the future.



Acquisition of Ambulance Property in Emmitsburg

Shortly after getting the organization created an opportunity arose to work with the Ambulance Company in Emmitsburg, MD. This facility is owned by the company and is used to house an ambulance service for the area. Anyone that has gone to the National Fire Academy has seen the building. It is on Seton Avenue, on the left hand side as you approach downtown. The ambulance company is building a new structure to house its facilities. Chip Jewell, one of the Founders, works for the county and submitted the idea that we see if our group could acquire this facility as an interim step in creating the Center. Bobby Balta, the President of the Maryland State Firemen's Association joined in the discussion. This three party group approached the Mayor of Emmitsburg with the idea of our three groups setting up an agreement to share in the building.

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The process was somewhat complicated because the town had previously taken an action to remove the building once it was emptied by the current occupant. Mayor Hoover, Chip Jewell and Wayne Powell went to work to get that decision reversed and it was.

At the time of the writing of this draft we have a tentative agreement that could or should allow us to have some components of the Heritage Center in place within the next 120 days. This includes getting our non-profit status and obtaining access and an inter-agency agreement to utilize the building.

As a result the INTERIM facility to house the center is going to be at the Ambulance Building, within the next 6 months. That places even more urgency on the planning process.

Summary of Background

It has now been 50 years from the time of President Truman's Conference. Those 50 years have seen the introduction of hundreds, if not thousands or tens of thousands of individual participants that have contributed to the development of the field of fire protection. Some wore badges, some didn't. Some preserved their collections of contributions only to have them sent to local landfills because the ideas were on paper, and not worthy of being saved along with the "collectibles" that mark most of the fire services way of keeping track of history. If this project is to make the next 50 years a more enlightened fire service it must begin now.

Your contributions are appreciated.

Strategic Planning and Current Initiatives

In the following pages readers of this document will be exposed to a more complete plan for this project. A Mission Statement that outlines the spirit and intent of the activity and a vision of what it may be some day is being provided for discussion. That in turn will be supported by a series of values, principles and goals that will be structured into the framework of some strategic initiatives. These initiatives will then be broken down into some very specific action planning steps that will require commitment on the part of all supporters of this concept if the Strategic Plan is to be meaningful in any way.

For purposes of this discussion the National Fire Heritage Center is offering the following terms for use within the context of this specific document.³

- Mission
- Vision
- Value
- Principles
- Goals
- Objectives
- Strategic Initiative
- Action Plans
- Event/Activity

Mission Statement

The National Fire Heritage Center exists to preserve, protect and increase utilization of individual contributors to the body of knowledge of the American Fire Protection Services and allied disciplines through identification, acquisition, preservation, conservation and restoration.

Vision Statement

The purpose of the National Fire Heritage Center is to:

- Honor the heritage of the U.S. Fire Service and allied disciplines through the collection, preservation, and study of the collected memories of its members and related artifacts, photographs, and other documents.
- Foster a greater public awareness of the Fire Service's and allied disciplines contribution to the fire safety in peace and war.

³ See Glossary

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(See Later Section on Vision of Ultimate Facility as described by Harry Hickey)

Value Statement

The Center values:

- The original works, contributions and knowledge of individual members of the fire protection discipline representing all types of organizations that have contributed to the advancement of our body and knowledge.
- The lifelong efforts of individuals who have collected documentation that identifies the activity of individuals, organizations and agencies that have contributed to fire and life safety.
- The preservation of the institutional memory of both individuals and organizations.

Principles Involved

The Board believes in the following principles:

- Creative and innovative solutions
- Sound financial planning
- Sound planning principles

Our Motto: ***“Preserving the Perishable”***

Strengths:

- ❖ A group of dedicated people who want to see this happen.
- ❖ A considerable amount of information generated by individuals that contribute to the body of knowledge.

Weaknesses:

- ❖ Our group is fairly small at this time.
- ❖ Our group has limited funds to make this happen.

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Opportunities:

- ❖ To capture the materials that are being disposed right now because there is a generation that is leaving the service. This generation encompasses the timeframe from approximately the 1950's through the turn of the century.
- ❖ To create a sense of respect for the contributions of individuals who have made a difference in the fire profession.

Threats:

- ❖ If the NFHC doesn't happen now, it is unlikely that it will be done in the future
- ❖ Once these materials are disposed of either by being destroyed or being put into personal libraries we lose track of the materials.

Major Goals

The following is a list of the Strategic Initiatives that are being proposed as the draft of this plan. You will note that not all of the assignments have been made regarding the lead in each category. One of the purposes of distributing this document is to define roles and responsibilities as we continue moving ahead. Each of the following initiatives has objectives and action plans to develop and implement the program.

These strategic initiatives are:

- I. To develop a Strategic Plan
- II. To develop a Financial Plan
- III. To develop a Marketing Plan
- IV. To create a Cooperative Agreement
- V. To identify and establish major committees
- VI. To identify and establish operational committees
- VII. To develop acquisition policies
- VIII. To develop archival and retrieval system policies
- IX. To find a permanent site
- X. Seeking out the future contributors to the center

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Strategic Initiative I			
Developing a Strategic Plan.			
Guiding Principles Supported: ✓ Sound Planning Principles			
Objectives	1. Draft Plan Prepare draft plan for distribution to the board		
	Performance Measure: Development of Draft		Critical Tasks: <ul style="list-style-type: none"> • Collect input from Board of Directors • Prepare Draft for review • Distribute to Board Members
	Importance	Extremely High	
	Timeline	Immediately	
	Lead	Ron Coleman	
	2. Final Draft Prepare a final draft version for adoption by the Board		
	Performance Measure: Submittal to Board		Critical Tasks: <ul style="list-style-type: none"> • Review by Board Members • Return of input
	Importance	Extremely High	
	Timeline	Within 60 days	
	Lead	Ron Coleman	
	3. Adopt the Final Plan		
	Performance Measure: Adoption		Critical Tasks: Review by the Board of Directors in a face to face meeting <ul style="list-style-type: none"> • Adoption by the Board • Occurred on October 7, 2007
	Importance	Extremely High	
	Timeline	By October 7 th . 2007	
	Lead	Ron Coleman	
	4. Distribute the plan to interested parties		
	Performance Measure: Number of copies distributed		Critical Tasks: <ul style="list-style-type: none"> • Create marketing plan • Create mailing list of potential supporters • Create White paper for distribution
	Importance	High	
	Timeline	Within 6 months	
	Lead	Ron Coleman	
5. Use the Strategic Plan as the basis for developing a Financial Plan within 3 years			
Performance Measure: Accomplishment of a financial plan		Critical Tasks: <ul style="list-style-type: none"> • See Strategic Initiative II 	
Importance	Very High		
Timeline	By December 31 st , 2007		
Lead	Entire Board		

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Strategic Initiative II			
Developing a Financial Plan			
Guiding Principles Supported: ✓ Sound Financial Planning			
Objectives	1. Start up Costs Develop an Initial Revenue Stream to Support the Organizational Development.		
	Performance Measure: Collection of \$10,000	Critical Tasks: <ul style="list-style-type: none"> • Collect initial funds to do business • The Charter Officers and members of the Charter group have made some initial donations to assist in establishing the National Fire Heritage Center organization. • However, more substantial funding is immediately needed to keep the process moving. • It was proposed that all of the Charter members and the Steering Committee members pledge \$1,000.00 to be paid within five months of the strategic plan approval to provide support for development of the organization through June 30, 2008 	
	Importance		High
	Timeline		120 Days
	Lead		All Board Members
	2. Create Budget We need to raise adequate funds to implement, operate and sustain an archival facility to house the National Fire Heritage Center.		
	Performance Measure: Develop Straw Budget	Critical Tasks: <ul style="list-style-type: none"> • Calculate monthly operational costs • Develop staffing plan • Develop volunteer utilization plan 	
	Importance		Very High
	Timeline		Within 120 Days
	Lead		Don Briggs Bill Killen
	3. Establish a "Finance" Committee		
	Performance Measure: Dollars Collected	Critical Tasks: <ul style="list-style-type: none"> • Identify fund raising ideas • Create concept of sale-able items • Establish list of potential stakeholders 	
	Importance		Very High
	Timeline		Immediately
	Lead		Bill Killen
	4. Explore grants		
	Performance Measure: Grants obtained	Critical Tasks: <ul style="list-style-type: none"> • Identify sources of grant funding consistent with activity of non-profit organization. • Complete grant applications for submittal 	
	Importance		High
	Timeline		Within 6 months
Lead	Finance Committee		
5. Develop long range financial projections			
Performance Measure: Five Year Funding Plan	Critical Tasks: <ul style="list-style-type: none"> • Convene finance committee as identified in Strategic Initiative V 		

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	Importance	Very High	in Strategic Initiative V
	Timeline	December 31 st , 2007	
	Lead	Finance Committee	

Strategic Initiative III			
Developing a Marketing Plan			
Guiding Principles Supported:			
✓ Sound Planning Principles, Creative and Innovative Solutions			
1. Create membership base			
Performance Measure:		Critical Tasks:	
Membership List		<ul style="list-style-type: none"> • Create membership classifications • The term "MEMBERSHIPS" that might be titled such as Active, Sustaining, Corporate, Contributing, Student, Affiliate, and the like, which could be separately identified from titles denoting large donors of funds, in-kind services, large collections of historical materials, etc. • Interact with archival industry 	
Importance	High		
Timeline	Ongoing		
Lead	Board Secretary		
2. Conduct an annual meeting			
Performance Measure:		Critical Tasks:	
Minutes of annual meeting		<ul style="list-style-type: none"> • Pick a location • Pick a time/date • Prepare an agenda • Conduct meeting 	
Importance	High		
Timeline	Within reporting period		
Lead	Board of Directors		
3. Conduct frequent teleconferences			
Performance Measure: 3 Per Year		Critical Tasks:	
		<ul style="list-style-type: none"> • Set times • Create agendas • Develop minutes 	
Importance	High		
Timeline	Every 90 days		
Lead	Wayne Powell		
4. Develop Support Network through public relations (See Initiative VI)			
Performance Measure: Increase the number of personnel engaged with process		Critical Tasks:	
		<ul style="list-style-type: none"> • Develop partner/partnerships with interested entities • Develop speaking points • Prepare news releases • Develop White Paper • Develop Magazine articles • Develop Website 	
Importance	High		
Timeline	Ongoing		
Lead	Wayne Powell Dave White Bill Killen		
5. Develop Marketing Plan			
Performance Measure: Draft Document		Critical Tasks:	
		<ul style="list-style-type: none"> • Research marketing plan concepts • Incorporate data • Prepare draft document • Submit to Board of Directors 	
Importance	High		
Timeline	120 days		
Lead	Public Relations Committee		

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Strategic Initiative IV Creating a Cooperative Agreement for Staffing the Ambulance Building In Emmitsburg.		
Guiding Principles Supported: ✓ Sound Planning Principles, Creative and Innovative Solutions		
1. Develop Cooperative Agreement with FF Association		
Performance Measure: Sign Cooperative Agreement		Critical Tasks: <ul style="list-style-type: none"> • The creation and staffing of an interim center in the Town of Emmitsburg Maryland in cooperation with the County, and Maryland State Firemen’s Association
Importance	Very High	
Timeline	Before occupancy	
Lead	Ron Coleman Bobby Balta	
2. Conduct Space Utilization Study		
Performance Measure: Space Utilization Plan		Critical Tasks: <ul style="list-style-type: none"> • Determine what is going in and what is not going in to the interim facility • Office space would be provided for: Secretarial Services, Facility Manager and staff, Security Office including the monitoring of fire and security devices for all buildings, and both small and large conference rooms to be used for committee meetings with adjacent offices for the primary organization officers. • ADA Compliance and Public rest rooms would need to be provided • An archival room for the storage of all documents pertaining to the collection • Develop concept for remodel of exterior
Importance	Very High	
Timeline	Within 120 days	
Lead	Ron Coleman Chip Jewell	
3. Create Operating Policies and Procedures		
Performance Measure: SOP Manual		Critical Tasks: <ul style="list-style-type: none"> • Create a set of standard operating guidelines to operate the facility <ul style="list-style-type: none"> ○ Office practices ○ Facilities management ○ Office equipment ○ Office supplies ○ Records management system (legal documentation) ○ Facilities access/use (hours of operation, parking, etc) • Reference Strategic Initiative VII
Importance	High	
Timeline	Within 90 days	
Lead	Bobby Balta Ron Coleman	
4. Develop model organizational structure to staff the facility		
Performance Measure: Table of Organization		Critical Tasks: <ul style="list-style-type: none"> • Identifying voluntary staff • Identifying critical functions • Creating a table of organization that reflects the cooperative agreement • Establishing office management protocols
Importance	High	
Timeline	Within 90 days	
Lead	Board of Directors	

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5. Establish a facility management committee to serve as team representing the Board in executing the provisions of the inter organizational agreement.		
Performance Measure: Committee minutes		Critical Tasks: <ul style="list-style-type: none"> • Establish Committee • Establish office needs list <ul style="list-style-type: none"> ○ Desks ○ Filing Cabinets ○ Computers ○ Scanner ○ Photography equipment ○ Fax machine ○ Photo copy machine ○ Stationary supplies ○ Keys and security system ○ Knox Box ○ Telephone ○ Internet Access ○ Tables ○ Chairs ○ Preservation materials • Establish protocols • Assure insurance compliance
Importance	High	
Timeline	Ongoing	
Lead	Don Briggs Robbie Robertson	

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Strategic Initiative V
To Identify and Establish Major Committees

Committees need to be formed with scheduled meetings to rapidly move the work of the National Fire Heritage Center program forward. Once these committees have been formed, there needs to be a meeting of all Charter Members and Steering Committee members in or near Emmitsburg, Maryland to discuss the work of each Committee within the overall plan of the National Fire Heritage Center development vision and obtain general approval of a course of direction. The following committee structure and Chairperson for each committee should be established at this time. Standing Committees should include but are not limited to:

Guiding Principles Supported:
 ✓ Sound Planning Principles
 ✓ Creative and Innovative Solutions

Objectives	1. Create a Finance Committee		Critical Tasks: <ul style="list-style-type: none"> • Establish fund raising ideas • Complete financial plan • Seek grant funding • Establish financial records keeping system
	Performance Measure: Amount of money raised		
	Importance	Extremely High	
	Timeline	Ongoing	
	Lead	Bill Killen	
	2. Create a Facilities Management Committee		Critical Tasks: <ul style="list-style-type: none"> • Create Policy and Procedure • Identify all key and critical factors of operating a facility • Maintain relationships with the county • Monitor utility costs • Prepare plan for revision of the exterior of the building
	Performance Measure: Effective day to day operations		
	Importance	Very High	
	Timeline	Ongoing	
	Lead	Bobby Balta	
	3. Create Acquisitions Policy Committee		Critical Tasks: <ul style="list-style-type: none"> • Develop accession-donation acceptance policy • Determine materials access, use and copying protocols • Develop appropriate records system
	Performance Measure: Acquisition Policy		
	Importance	High	
	Lead	Dave White	
	4. Create an Archival Committee		Critical Tasks: <ul style="list-style-type: none"> • Determination of preservation techniques required • Development of a space utilization policy • Development of office practices
	Performance Measure: Preservation of donated materials		
	Importance	High	
	Lead	Harry Hickey	
	5. Institutionalize the Strategic Planning Committee		Critical Tasks: <ul style="list-style-type: none"> • Conduct Strategic Planning • Review workshop within 18 months • Revise plan accordingly • Issue revised Strategic Plan
	Performance Measure: Revision of Strategic Plan within two years of adoption		
	Importance	High	
	Lead	President and Board	

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<p align="center">Strategic Initiative VI To Identify and Establish Operational Committees</p>		
<p align="center">Guiding Principles Supported: ✓ Creative and Innovative Solutions</p>		
Objectives	1. Create Public Relations Committee	
	Performance Measure: Broader support	<p>Critical Tasks:</p> <ul style="list-style-type: none"> • Ask for <u>Liaisons</u> from national fire-related groups / organizations) – every major organization could be allowed to have a designated liaison to a National Advisory Committee (much like CFSI has where there would be no limit on the number of groups involved). • Set up <u>Regional</u> representative (geographically representative) – perhaps using one of the national organizations' current regions – IAFC, IAFF, FEMA, NFPA, etc. • Establish <u>Topical</u> (subject matter experts) that are various areas of – insurance, apparatus, safety, PPE, military, federal, industrial, private-sector, fire marshals, higher education, sprinkler technology, manufacturing, building officials, codes – evolution / development / impact, fire museums, fire libraries, instructors / training, hydraulics, audio-visual, alarm / communications, leaders from all levels, prevention, uniforms / apparel, firemanic collectibles, insignia, operations, women and minorities, specialty devices, innovations, fire-related humor, forestry / wildland, hazardous materials, EMS, classified fire-related documentation (i.e., wartime), breathing apparatus, maritime / marine firefighting, monuments / memorials, fire-themed foods / beverages / restaurants, fire in the movies & films, fire on television, recruitment retention, tax incentives, leadership / management / administration, detection / suppression devices, antiques (non-vehicle), antique apparatus, foam / foam equipment, command / ICS / NIMDS, physical fitness, monitors / personal-alerting radios, public education, international exchange / innovation, legislation • Interact with all of the fire related libraries and museums • Inform the fire service on how to best preserve the history of both individuals and organizations in their local context. • Distribute a database of text and references to fire libraries for use by researchers • Participate in national, state, regional
	Importance	
	High	
	Timeline	
	Ongoing	
	Lead	Wayne Powell Don Briggs

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		and local events to make people aware of foundation. <ul style="list-style-type: none"> • Create an information and exchange network with other interested parties
2. Create Membership Committee		
Performance Measure: Number of items distributed accordingly		Critical Tasks: <ul style="list-style-type: none"> • Establishment of membership categories • Creation of membership application • Development of a membership list • Interface with a marketing plan
Importance	Moderate	
Timeline	Ongoing	
Lead	Wayne Powell Bill Killen	
3. Development of White Paper		
Performance Measure: Distribution of document		Critical Tasks: <ul style="list-style-type: none"> • Development of a White Paper for distribution through the Public Relations Committee • Identification of opportunities to distribute it • Maximize use of Internet to get the word out
Importance	High	
Timeline	Ongoing	
Lead	Public Relations Committee	
4. Develop speaker bureau opportunities		
Performance Measure: number of opportunities		Critical Tasks: <ul style="list-style-type: none"> • Identify an inventory of potential speaking opportunities in this country • Develop a speakers bureau among board and members to respond to speaking opportunities • Develop documentation of these events and feedback to the Board of Directors
Importance	Moderate	
Timeline	Ongoing	
Lead	Ron Coleman	
5. Develop magazine articles		
Performance Measure: Published articles		Critical Tasks: <ul style="list-style-type: none"> • Develop an inventory of publications for potential articles • Establish policy for who can officially write on behalf of the center • Identify opportunities for news articles to be done in local newspapers • Keep copies • Be technically correct • Coordinate with Public Relations Chairperson
Importance	High	
Timeline	Ongoing	
Lead	All Board Members	

Adopted by the Officers and Board of Directors

Strategic Initiative VII Developing A Materials Acquisition Policy				
Guiding Principles Supported: ✓ Sound Planning Principles ✓ Creative and Innovative Solutions				
Objectives	1. Research and develop information on acquisition policies			Critical Tasks: <ul style="list-style-type: none"> • Check with IRS • Develop specific instrument to accept materials • Check with attorney on legal aspects of collecting and disposing of materials
	Performance Measure:		Adopted policies	
	Importance	High		
	Timeline	Within 120 days		
	Lead	Dave White		
	2. Establish library identification system			Critical Tasks: <ul style="list-style-type: none"> • Contact fire service librarians • Review archival websites • Recommend system to Board of Directors • Adopt system
	Performance Measure:		Adoption of a library system	
	Importance	High		
	Timeline	Within 1 year		
	Lead	Dave White		
	3. Identify software for cataloging			Critical Tasks: <ul style="list-style-type: none"> • Contact librarians for suggestions • Research available software • Obtain costs of purchase • Prepare staff report for Board • Adopt software
	Performance Measure:		Purchase of software	
	Importance	High		
	Timeline	Within 1 year		
	Lead	Robbie Robertson		
	4. Develop initial documentation			Critical Tasks: <ul style="list-style-type: none"> • Determine basic documentation needs • Coordinate with librarians and archivists • Develop system of retrieval
	Performance Measure:		Creation of record keeping system	
	Importance	High		
	Timeline	Within 1 year		
	Lead	Ron Coleman		
5. Develop written materials for use by potential donors and stakeholders			Critical Tasks: <ul style="list-style-type: none"> • Develop a document that can be distributed to interested parties as to how they can contribute to the center and to identify what advantage if any that the heirs might receive from contributing to the concept. 	
Performance Measure:		Creation of an instrument to be distributed to supporters and executors of wills		
Importance	Very High			
Timeline	Within 3 months			
Lead	Wayne Powell			

Adopted by the Officers and Board of Directors

Strategic Initiative VIII <i>Developing Archival and Retrieval Systems</i>		
Guiding Principles Supported: ✓ Sound Planning Principles ✓ Creative and Innovative Solutions		
Objectives	1. Develop space utilization plan for acquisition and storage of contributed materials	
	Performance Measure: Adequate workspace	Critical Tasks: <ul style="list-style-type: none"> • Establish area in the ambulance building for storage of new materials • Establish area in ambulance building for processed materials • Establish work area to convert donated materials to processed materials
	Importance Very High	
	Timeline Within 1 year	
	Lead Bobby Balta	
	2. Develop means of filing and preserving paper products	
	Performance Measure: Minimum damage to archived materials	Critical Tasks: <ul style="list-style-type: none"> • Develop information on proper storage techniques for storing paper and photography • Develop cost factors for archival materials • Submit to budget committee
	Importance Extremely High	
	Timeline ASAP	
	Lead Harry Hickey	
	3. Develop bibliographies and information indexes for use by visitors to the center	
	Performance Measure: Inventory of materials in the library	Critical Tasks: <ul style="list-style-type: none"> • Utilizing computers and software devise methods of retrieving information • Share information with other libraries and qualifying agencies • Adopt policy for inter-library loans • Adopt policy for review of original material by center visitors
	Importance High	
	Timeline Ongoing	
	Lead Staff	
	4. Develop protective measures	
	Performance Measure: Preservation of the safety of archived materials	Critical Tasks: <ul style="list-style-type: none"> • Review fire safety, including fire alarms, fire sprinklers and other elements • Obtain support of sprinkler companies • Review facility access for vandalism potential • Establish insect and rodent control policy • Establish methods of monitoring degradation of materials
	Importance Absolutely the highest importance	
	Timeline Ongoing	
	Lead Board of Directors	
5. Promote Utilization of the library		
Performance Measure: Number of times the system is accessed	Critical Tasks: <ul style="list-style-type: none"> • Create Website (Done October 10th, 2007) • • Create access on the website to some of the more popular and important documents • Archive and display specific legacy 	
Importance High		
Timeline Ongoing		
Lead Staff		

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			materials to create visibility for the program
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Strategic Initiative IX Seeking out the future contributors to the center Provide an alternative location for family, friends and stewards of wills and trusts of fire service and allied discipline members who have passed on to preserve and memorialize their personal legacies		
Guiding Principles Supported: ✓ Sound Planning Principles ✓ Creative and Innovative Solutions		
Objectives	1. Advertise Policies to promote acquisitions	
	Performance Measure: Adopted policy List	Critical Tasks: <ul style="list-style-type: none"> Follow adopted acquisitions policy that meets that needs of the person being able to receive a tax benefit.
	Importance Moderate	
	Timeline Within one year	
	Lead Staff	
	2. Develop appraisal process	
	Performance Measure: Written policy	Critical Tasks: <ul style="list-style-type: none"> Create an appraisal process to establish the value of materials
	Importance High	
	Timeline Within 90 days	
	Lead Treasurer	
	3. Develop disposal process	
	Performance Measure: Acceptance by potential donors	Critical Tasks: <ul style="list-style-type: none"> Create a policy on the permission to sell or otherwise dispose of materials that are duplicates.
	Importance High	
	Timeline Within 90 days	
	Lead Board	
	4. Create Preservation considerations	
	Performance Measure: Confidence by donors	Critical Tasks: <ul style="list-style-type: none"> Create a program for the preservation of damaged and improperly maintained materials
	Importance Very High	
	Timeline Ongoing	
	Lead Staff	
5. Distribute information to individuals regarding legacy contributions		
Performance Measure: Number of donors measured on an annual basis	Critical Tasks: <ul style="list-style-type: none"> Develop handout that can be distributed to individuals and organizations telling them how they can donate their libraries and materials to the center. This process should outline more of a planning approach. 	
Importance Very High		
Timeline Ongoing		
Lead Board		

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Strategic Initiative X			
Find a Permanent Site			
Guiding Principles Supported: ✓ Sound Planning Principles			
Objectives	1. Conduct review of process involved in operating ambulance building		
	Performance Measure: Assessment of the success of ambulance site	Critical Tasks: <ul style="list-style-type: none"> • Documentation of activity at interim site • Clarification of issues that evolve • Consideration of future space needs 	
	Importance		Very high
	Timeline		Within 2 years
	Lead		Board of Directors
	2. Develop conceptual framework for permanent site		
	Performance Measure: Assessment of total cost	Critical Tasks: <ul style="list-style-type: none"> • Development of renderings, drawings, plot plans, etc. • Review of Harry Hickey's suggested theme later in this document • Develop estimated construction cost 	
	Importance		High
	Timeline		Within 5 years
	Lead		Board of Directors
	3. Develop estimated budget for a permanent site		
	Performance Measure: Projected future budget	Critical Tasks: <ul style="list-style-type: none"> • Determine overall cost of construction (minimum 2 million dollars) 	
	Importance		High
	Timeline		Within 5 years
	Lead		Board of Directors
	4. Develop list of potential locations		
	Performance Measure: List of potential locations	Critical Tasks: <ul style="list-style-type: none"> • Identify the criteria for the ultimate location for the facility • Nominate locations • Apply criteria to locations 	
	Importance		Very high
	Timeline		Within 5 years
	Lead		Facilities Management Committee
5. Acquire a permanent site			
Performance Measure: Identification of a site specific	Critical Tasks: <ul style="list-style-type: none"> • Raising sufficient funds • Having organization stability to execute the plan • Having the Strategic Plan, Marketing Plan and Financial Plan all provide positive indications that a permanent site is viable. 		
Importance		Very high	
Timeline		Within 5 years	
Lead		Board of Directors	

Appendix A -

The Vision: An Exhibition Complex Harry Hickey's Dream

The following is a description of the future facility that could conceivably evolve if we can make this program a success. This has been excerpted from other documents that have been prepared.

"In the future it is proposed that a future facility house be built that will house three separate Exhibit Centers.

The **Primary Exhibit Center** would display the evolution of structural fire suppression equipment and personal protective clothing from as early a time as possible right up to the present time. This exhibit would change each year as follows.

The basic concept would be to have 60 booths or exhibit spaces. There would be one space for each State to present a historical display. The individual exhibits might be assigned to the State Firemen's Association, or the State Chief's Association or some special committee. Each exhibit would be displayed from April 1 of a given year to December 31, of the same year. The exhibit would then be removed and from January through March of the following year a new exhibit would be installed in the assigned space. The concept is that a new and different display each year will be a new driver for attracting a revisit to the exhibit center on a yearly basis. Photographs and a collective CD would be available of all previous exhibits. These should become collector items.

The Charter Committee or eventually the Board of Directors would name 10 different cities to exhibit on an annual basis in the remaining 10 booths. This will provide the larger cities to present individual fire department histories and possible call attention to the "large scale" fires that have occurred including the early conflagrations. Again, each display would be recorded as a historical collection.

It is proposed that there be vehicle access through the exhibition center to the courtyard area where apparatus manufacturers can display the most recent technology in fire apparatus. The apparatus can be changed out at the discretion of the manufacturer.

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Guidelines would need to be established so this is not a sales show.

A second Exhibit Center would be devoted to display booths that relate to the history and development of private sector fire protection in the United States. The objective is to illustrate the progress in building and occupancy protection and would include specific displays on the evolution of sprinkler heads and systems, other fire extinguishing agent systems, standpipe systems, fire testing of building materials, building code development, the NFPA Standards development, and the list of potential displays should be quite extensive. At this conception level, the display would be more static and only changed as there is approval of new products to display or demonstrate.

The **third Exhibit Center** would be devoted to Emergency Services provided by Fire Departments including Emergency Medical Services, Rescue Services in a wide range of specialization areas such as high rise rescue, water rescue, etc. The specialized equipment associated with Emergency Services including rescue squads of different types could be displayed and these exhibits could be changed out as new or more specialized equipment becomes available.

The courtyard could be used to provide emergency services demonstrations on a scheduled basis.

However, the written word, paintings, photographs, films and video tapes alone do not tell the complete story of either the evolution of public sector fire suppression in relation to fire apparatus and equipment along with personal protective clothing, or the development of private sector fire protection in terms of automatic sprinkler systems and other specialized fire protection extinguishing systems along with the development of building construction and fire testing of materials. The development in fire protection and safety can only be really appreciated by seeing the evolution of selected examples of period fire apparatus and equipment along with the evolution of sprinkler systems and other extinguishing systems, and most important the fire research methods that have brought fire safety in American to the level that we enjoy today.

The expanded National Fire Heritage Center complex (NFHC) needs a great deal of favorable and consistent publicity to the American Fire Service, to the fields of private sector fire protection, to all professional organization associated with fire protection and especially governmental official's at all levels of government. It is extremely important to establish the correct image of the NFHC complex program and provide everyone with the same progress reports at the same time. The chairperson for public relations needs to carefully control the information flow about this project and present it with a "positive spin." It would be helpful to have one or more persons with journalism experience and good writing skills on this committee. This committee would have charge of all public information on the NFHC complex program including brochures and

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other promotional items.

Architectural Planning Committee

This committee would be responsible for the plan layout of the NFHC complex and architectural renderings of one or more buildings to archive materials, retrieve materials, provide a research center, and education center and potentially exhibit centers as envisioned below.

Note: Additional committee's can be formed as deemed necessary by the Charter Group and or the Steering Committee.

A Preliminary Vision of the Complex

Furthermore, it has to be recognized that the American Fire Service is rapidly transcending into an Emergency Services Delivery System that involves Emergency Medical Services and a wide range of Rescue Services. In reality the Fire Service is called upon to handle most emergency eventuality. The fire service needs to understand this transition, our government officials need to understand the implications of fire and emergency services development at all levels of government, and most important, the public needs to understand the Big Picture. Therefore, the NFHC project should carefully consider not just an Archival and Research Center but a Complex to advance the above objectives and also to serve as a revenue stream from visitors that view the exhibits in three separate exhibit centers.

Based on the above comments, I envision that the NFHC complex will eventually include a minimum of six buildings as outlined below. The following concepts are presented as ideas to be fully explored by the Charter Members of the NFHC and possibly the Steering Committee as suggested. This complex is intended to show the worth, the sacrifice, and the capabilities of the American Fire Service and at the same time to document and illustrate the evolution of the private sector in the reduction and evaluation of both public sector and private sector fire protection. After fifty-eight years in both public and private sector fire protection, I do not feel that government officials and the public at large have any idea of the services rendered or the complexity of fire safety in the United States.

At a minimum, this is one approach to moving forward with the National Fire Heritage Center Archive and Research Center and move beyond that vision to a more encompassing Complex that would serve to educate both fire and emergency service personnel, but maybe even more important the public at large. This should be an added attraction for those visiting nearby Gettysburg and serve as a revenue stream to keep the entire operation solvent.

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Finally, it is suggested that one of the fund raising approaches for building either the National Fire Heritage Center Archive and Research Center or the entire complex is to sell paving bricks for the travel paths for both vehicles and pedestrians. Plus selling bricks for the structures themselves.

The community of Hummelstown, PA. just completed a restoration of the business area with new streets, sidewalks and lighting by selling bricks to raise 1.7 million dollars. Extrapolate this concept to a national perspective and the outcome could be staggering.

“Harry Hickey Submittal”

APPENDIX B

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APPENDIX C

Sample Solicitation Letter

National Fire Heritage Center

An Archive For and About America's Fire Services and Fire Protection Disciplines
Post Office Drawer 76 Emmitsburg, Maryland 21727

2007

Dear Friend,

Today, you can become part of the remarkable effort to preserve the history and contribute to the growth of knowledge in the American Fire Discipline. I invite you to support the National Fire Heritage Center (NFHC) by becoming an initial member of the organization to support this endeavor.

This extraordinary tribute to those who have shaped the fire discipline in this country – is unlike any other. Through a unique cooperative effort with the Maryland State Fire Association the NFHC will be occupying a building that is within walking distance of the National Frederick County Fire Academy. With your help it will be opening its doors to the public in the very near future.

This building is currently housing the Emmitsburg Ambulance Company. Through a unique partnership this building will be shared by a museum and library that will provide the first facility in the nation devoted to the preservation of the most perishable aspect of the fire service, the ideas and contributions of individual firefighters.

Surrounded by artifacts and icons from our history – fire veterans and visitors will be able to immerse themselves in the proud heritage of America's most respected occupation.

A museum worthy of our heritage.

As you know, the fire discipline in this country goes back to 1606. Since its sponsorship by Benjamin Franklin in 1736, the concept of fire and emergency services has constantly evolved as it played a vital role in shaping American history and preserving our way of life. From the first structure fire in Jamestown to the urban wildland conflagrations at the turn of this century, individuals have struggled to create solutions to deal with this complex problem.

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Thus, it is a daunting task to create a facility that is equal to the caliber of the men and women who have proudly dedicated their services to the protection of life and property.

Perhaps you are wondering why I am asking you to help. The reason is simple. Our Board of Directors believes that those who are proud of our Nation's heritage also care about the Nation's future. And for that reason, we think you would like to invest in the preservation efforts which will serve future generations.

Am I right? This is an opportunity to make history – and to say thank you to generations of individuals who have strived to protect our Nation and its quality of life.

Share the spirit of Semper Vigilans

The motto Semper Vigilans was posted on the fire stations of the Roman Fire Brigades 2000 years ago. It remains a motto today because it is pertinent. Even though we have located a building and established a partnership with other entities, we urgently need individuals like you to partner with us for the next phase of our mission.

You see, the National Fire Heritage Center is the pivotal first step in creating an archival research and exhibit complex to preserve our national fire heritage. Your membership will help us establish that facility which is sure to become a focal point to rival any destination for fire information in this country.

So, please return the enclosed membership form today.

This historic endeavor now stands at a critical juncture. We need your support to complete our mission of creating a lasting testament to the contributions of individuals.

Sincerely,

Ronny J. Coleman
President, National Fire Heritage Center

Appendix D

Glossary of Terms

For

Use in Strategic Planning

Action Plan – is a detailed description of the strategies used to implement an objective. Action plans break strategies into manageable parts for coordinated implementation of goals and objectives. Task specification includes staff assignments, material resource allocations, and schedules for completion. Action plans specify detailed cost and expenditure information and are often referred to as “operational plans” or “implementation plans”

Authority Having Jurisdiction – the organization that has the authority granted it by government to take action in a regulatory environment.

Benchmark – is a standard or point of reference in judging quality, cost-effectiveness or performance.

Benchmarking – is the process of rating an agency’s practices, processes, and products against the best and then emulating them. It involves seeking out best-in-class performers inside or outside the agency, studying them to determine why they are the best at what they do, and applying what is learned.

Cost Benefit Analysis – is a management tool that involves calculating or estimating the known costs and potential benefits of a course of action under consideration.

Customers – are people, internal or external to the organization, who receive or use what an agency produces. Customers are also anyone whose best interests are served by the actions of the agency. Customers can also be clients.

Efficiency Measure – are indicators of the input resources required to produce a given level of output (good or service). It is a measure of resource cost in dollars, employee time, or equipment used per unit of product or service output. An efficiency measure relates agency efforts to agency outputs. Indicators of average cost and average time normally serve as efficiency measures for agency processes, but they may also serve as outcome measures when cost-per-unit –of-outcome is the focus and can be meaningfully captured. The act of providing the highest quality

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goods or services at an established cost. Efficiency measures are also known as productivity measures.

Environmental Scan – is an analysis of key external elements or forces that influence the conditions in which an agency functions. This is commonly referred to as the opportunities of and threats to the agency.

External Variables – are factors not controlled through the policy or program that may have independent and significant effects on outcomes such as economic downturns, population shifts, technological advances, cultural differences or changes.

Facilitator – is someone who keeps the discussion flowing in planning sessions. A facilitator does not express an opinion, but helps ensure that the views of all participants are considered in the discussion.

Goal Statements – a statement made by the participants in a planning process that indicates a condition that they wish to achieve at some point in the future. Goal statements are generally broad and visionary as opposed to being very specific.

Input Measures – are tools, or indicators, which identify the amount of resources needed to provide a particular product or service. Inputs include labor, materials, equipment and supplies.

Internal Assessment – is the analysis and evaluation of key internal and key external data and factors that influence the success of an agency in achieving its mission and goals. Detailed evaluation of trends, conditions, opportunities, and obstacles directs the development of each element of the strategic plan. This type of assessment should be heavily quantitative. Key internal factors include management policies, resource constraints, organizational structure, automation, personnel, and operational procedures. Key external factors may include economic conditions, population shifts, technological advances, geographical changes and/or statutory changes.

Measurement – is a quantitative assessment of performance, quality or cost used to guide policy and the decision-making process. Measurements help guide staff and define objectives.

Mission – is the agency's unique reason for existence; the overarching goal for the agency's existence, usually contained within a formal statement of purpose. It succinctly identifies what an agency, program or subprogram does (or should do) and why and for whom it does it. The statutory mission statement is usually found in the legislation creating the agency. A mission statement reminds everyone – the public, the

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Governor, legislators, the courts, and agency personnel – of the unique purposes promoted and served by the agency.

Monitoring and Tracking – The systems to monitor progress, compile management information and keep the plan on track.

Objectives – are specific and measurable targets for accomplishments of a goal. They mark interim steps toward achieving an agency's long-term mission and goals. Linked directly to agency goals, objectives are measurable, time-based statements of intent. They emphasize the results of agency actions at the end of a specific time.

Outcomes – are indicators of the actual impact or effect upon a stated condition or problem. These measures address whether or not the service is meeting its proposed goals. They are tools to assess the effectiveness of an agency's performance and the public benefit derived.

“True outcome measures are likely to report performance in terms of changed public or client behavior. Although outcome measures are generally preferable to efficiency or output measures, since they are most relevant to whether intended public policy goals are met, they sometimes suffer from a lack of proximate linkage to the responsibilities of the administering department. The outcome of enhanced public safety for a program's clientele, for example, could be affected by broader societal variables (e.g., the economy, criminal sentencing policies) as well as a program's crime prevention and law enforcement efforts. Thus, in some cases, a program's reported performance may not be exclusively controlled by the administering department and the investment level appropriated for that outcome. Accordingly...departments should review the casual linkages between all outcome oriented performance measures and their own responsibilities....department should attempt to control and/or articulation of any assumptions with respect to such effects. While every effort should be made to establish outcome measures with strong casual linkages to program responsibilities, the departments may sometimes have to settle for output or efficiency measures if they cannot control or explain the effects of external influences. “In contract, output or efficiency indicators are usually under the control of an administering department” (Appendix E, reference #1, page 16)

Outputs – are tools or indicators, which represent the amount of products or services provided by an agency. The number of people receiving a service or the number of services delivered are often used as measures of output.

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Performance Accountability – is a means of judging policies and programs by measuring their progress toward achieving agreed-upon performance targets. Performance accountability systems are composed of three components – defining performance measures including outcomes, measuring performance, and reporting results.

Performance Measures – the performance measure is a management tool that measure work performed and results achieved. It describes (a) what is to be measured, and (b) the methods of measurement. The measure may be short-intermediate- and/or long-term.

Principles – Principles are human factors, which drive the conduct of an agency and function as a guide to the development and implementation of all policies and actions. Often an agency's principles are implicitly understood, but it can be helpful to explicitly state them. Principles summarize the operating philosophies or core values that will be utilized in fulfillment of the vision and mission. Thus, principles are the bridge between where we are and where we want to be.

Program Performance – the measurement of program performance should be a function of a program's legislated purposes. Depending on the specific purposes, a program's public outcomes or impacts (or indicators thereof) may be more or less susceptible to precise quantification. When program outcomes cannot be precisely quantified, performance might be best evaluated through measurement of efficiency or output indicators, coupled with ad hoc qualitative evaluations of effectiveness in achieving program purposes. In either case, however, the program measurements or indices (whether of efficiency, outputs, or outcomes) should be relatively consistent from year-to-year, to allow longitudinal comparison of performance levels.

Quality Measures – are indicators, which reflect the effectiveness in meeting the expectations of customers and stakeholders. Measures of quality include reliability, accuracy, courtesy, competence, responsiveness, and completeness associated with the product or service provided.

Resource Allocation – the determination and allotment of resources or assets necessary to carry out strategies and achieve objectives, within a priority framework.

Situation Inventory – is the internal assessment of an agency's position, performance, problems, and potential; in other words, its strengths and weaknesses.

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Stakeholders – are groups or individuals that have a vested interest or expect certain levels of performance or compliance from the agency. Stakeholders do not necessarily use the products or receive the services of a program. Sometimes referred to as expectation groups.

Strategic Issues – are those concerns of vital importance to the organization. Often they impact several or all of the programs in an agency. Identifying these few critical concerns can help an agency focus on high priority goals for the agency as a whole.

Strategic Plan – a practical, action-oriented guide, based upon an examination of internal and external factors, which directs goal-setting and resource allocation to achieve meaningful results over time.

Strategic Planning – is a long-term, future-oriented process of assessment, goal-setting, and strategy building that maps an explicit path between the present and a vision of the future, that relies on careful consideration of an organization's capabilities and environment, and leads to priority-based resource allocation and other decisions. It includes the process of developing a strategic plan. Because strategic planning is a team effort that builds consensus on a future direction for an agency, the process itself is more important than the resulting document.

Strategies – are methods to achieve goals and objectives. Formulated from vision and mission, a strategy is the means for transforming inputs into outputs, and ultimately outcomes, with the best use of resources. A strategy reflects budgetary and other resources.

Tracking and Monitoring – are systems that monitor and report progress on implementing goals and objectives.

Vision – is a compelling, conceptual, vivid image of the desired future. A vision focuses and ennobles an idea about a future state of being in such a way as to excite and compel an agency toward its attainment. It crystallizes what management wants the organization to be in the future. A vision is not bound by time, represents global and continuing services, and serves as a foundation for a system of strategic planning.

Appendix E

Glossary of Terms For Not for Profit Organizations

501(c) (3)

refers to public charities and private foundations as defined by the IRS

501(c)(4)

refers to social welfare organizations as defined by the IRS

501(c)(6)

refers to trade associations and business leagues as defined by the IRS

501(h) election

an option for public charities (except churches) to measure their permissible lobbying activity using an expenditure test

527

Internal Revenue Code Section 527 regulations apply to political organizations; these include political action committees

A

Accountability

a board's sense of responsibility, building of trust, and credibility with the public and constituents

Action organization

an organization whose primary objective may be obtained through lobbying and influencing legislation

Ad hoc committee

a temporary committee or task force established to address a specific issue

Advisory council

a group created to advise and support a nonprofit and its board, also called advisory group, advisory committee, or advisory board; usually focuses on a specific issue

Advocacy

representing an organization through articulating the mission and supporting and defending the organization's message

Affiliate

a local chapter, an auxiliary group, or a branch of a (usually) national parent organization

Agenda for meetings

an outline for what will be discussed at a meeting; provides structure for a meeting

All volunteer organization (AVO)

a nonprofit organization that is managed and governed by volunteers

Altruism

Adopted by the Officers and Board of Directors

an unselfish need and wish to help build a better world

Annual campaign

a fundraising program that occurs annually to help raise basic operational funds

Arm's length transaction

a financial transaction where both parties act independently and agree on a fair price for a product or service

Articles of incorporation

an official statement of creation of an organization; it is filed with the appropriate state agency

Articles of organization

a charter for an unincorporated organization

Assets

all money and property owned by an organization

Association

a membership organization that may be incorporated or unincorporated

Attorney general

a senior state attorney; state government position to which nonprofits are accountable

Audit

a review of financial and/or legal transactions and activities of an organization

B

Board cycles

a term used to describe the evolution of an organization's board from creation to full operation and establishment

Board development

a process of building effective boards and educating board members about their governance role

Board member

a person sharing the responsibility and liability for the organization with the rest of the members of the board

Board member agreement

a verbal or written commitment outlining board member expectations

Board member profile grid

a tool helping identify desired characteristics and gaps on a board

Board of directors

governing body of a nonprofit or for-profit corporation; the board has specific legal and ethical responsibilities to the organization

Bylaws

the legal operating guidelines for a board

Bylaws amendment

a change to the original bylaws of an organization; the bylaws themselves should outline amendment procedures

C

Capital campaign

a fundraising program to help raise funds for major capital projects or an endowment

Carver, John

an author and lecturer about board governance, as well as the creator of the Policy Governance Model

Case statement

a tool used in fundraising to help articulate the purpose and goals of a specific campaign

Cause related marketing

a form of corporate sponsorship where a company promotes a cause or organization by donating a percentage of the profits generated from the sale of a specific product

CEO

the chief executive officer; top staff position of a nonprofit organization or a for-profit company

Chair

the chief volunteer position in the organization; elected leader of the board

Chapter

a member or affiliated organization of a federated organization

Charitable contribution

a tax-deductible donation given to a nonprofit organization

Charity

a nonprofit organization providing a public service as defined by the Internal Revenue Code Section 501(c)(3)

Charter

the legal organizational document for a nonprofit; also known as the articles of incorporation or articles of organization

Chief executive

the top staff position of a nonprofit organization, also called CEO or executive director

Code of conduct

the high ethical standards expected of every board member

Committee

a subgroup of a board organized to help manage the board's work

Community foundation

a foundation whose mission is to support a specific community

Confidentiality clause

a board policy defining unauthorized and improper disclosures of confidential information by board members

Conflict of interest

a situation in which the personal or professional concerns of a board member or a staff member affect his or her ability to put the welfare of the organization before personal benefit

Consent agenda

Adopted by the Officers and Board of Directors

a component of the meeting agenda that groups routine items and resolutions as one agenda item

Constitution

this usually refers to the organizational documents of an organization

Consultant

an expert providing professional advice or services

Corporate foundation

a foundation whose funds are provided by a specific corporation; representatives of the corporation supervise disbursement of funds

Corporate name search

a state or national search of corporate names; should be performed as a part of the creation of the organization to ensure that the name of the nonprofit is unique

Corporate sponsorship

a relationship between a nonprofit and a company where the nonprofit receives monetary support, goods, or services in exchange for public recognition of the company

Corporation

a legal entity that exists to perpetuity until it is dissolved; a 'fictitious person,' separate from its managers or governors, usually given the same rights and obligations as natural persons

D

D&O (Directors' and Officers') insurance

insurance that protects board members and top staff personnel from liability created by board decisions or actions

Determination letter

an official notification by the IRS stating that a nonprofit is recognized as a tax-exempt organization

Development

a term used to describe all methods of obtaining funding or support for an organization

Direct marketing

a fundraising method relying on a one-to-one form of communication

Disclosure form

a form on which board members annually detail personal and professional connections that could create a potential conflict of interest

Disclosure requirement

regulations requiring nonprofits to share financial or other information with the public, defining IRS form 990 as a public document

Dissolution of nonprofits

the formal procedure by which a nonprofit ceases to operate or exist; involves filing with the state and distribution of assets

Diversity

inclusivity; equal opportunity; collective mixture of participants

Domestic corporation

Adopted by the Officers and Board of Directors

a corporation is considered domestic in the state where it has filed its articles of incorporation; it is foreign in any other state

Donor-advised funds

donations given to an entity in which the donor retains some control over how the funds are spent

Due diligence

an expectation that a board member exercises reasonable care and follows the business judgment rule when making decisions

Duty of care

an expectation that a board member exercises reasonable care when making decisions

Duty of loyalty

an expectation that a board member remains faithful and loyal to the organization

Duty of obedience

an expectation that a board member remains obedient to the central purposes of the organization and respects all laws and legal regulations

E

EIN (Employee Identification Number)

a number issued by the IRS to all corporations

Emeritus status

an honorific title usually given to a former board member who is invited to stay on board as a non-voting member in an advisory capacity

Endowment

a fund or collection of assets whose investment earnings support an organization or a specific project

Estate tax

a federal tax on inheritances over a specific amount; planned giving can provide a way to avoid paying some or all of this tax

Ex officio

"by reason of their office"; a person serving on a board due to his or her position rather than through elections

Excess benefit transaction

a transaction in which an economic benefit is provided by a nonprofit, directly or indirectly, to a disqualified person, and the value of the economic benefit provided by the organization exceeds the value of the consideration (including the performance of services) received by the organization

Excise tax

a tax issued by the IRS on nonprofits that violate specific regulations

Executive committee

a committee that has specific powers, outlined in the bylaws, which allow it to act on the board's behalf when a full board meeting is not possible or necessary

Executive session

Adopted by the Officers and Board of Directors

a meeting of a board in which no staff are present

F

FASB

the Financial Accounting Standards Board; organization that develops concepts and standards for financial accounting and reporting for organizations and businesses; these standards are recognized as authoritative by the Securities Exchange Commission and the American Institute of Certified Public Accountants

Feasibility study

a first step for a capital campaign to determine whether adequate support exists to launch the campaign

Federated organization

an organizational structure composed of a national umbrella organization and smaller local chapters

Fiduciary duty

a responsibility of board members and the nonprofit board as a whole to ensure that financial resources of an organization are sufficient and handled properly

Fiscal agent

an organization or a legal entity managing the funds for a nonprofit organization

Fiscal sponsor

an arrangement where an established nonprofit provides financial support for a project that may be independent or which has yet to obtain its own tax-exempt status

Foreign corporation

a corporation that is incorporated in another state than where it carries out business

Form 1023

an application form for nonprofits that want to be recognized as a 501(c)(3) organization

Form 1024

an application form for nonprofits that seek tax-exempt recognition as any other type of 501(c) organization than a 501(c)(3)

Form 8282

a Donor Information Return form to be filed by a charity that sells property valued over \$5,000 that was donated to the organization

Form 8283

a Noncash Charitable Contributions form to be filed by an individual who claims a total charitable deduction worth more than \$500

Form 8718

a User Fee for Exempt Organization Determination Request Letter form to be sent to the IRS with your application form and payment

Form 990

an annual information form submitted to the IRS

Adopted by the Officers and Board of Directors

Form 990-PF

an information form for private foundations to be filed with the IRS

Form 990-T

a financial form for organizations who must pay unrelated business income tax

Form SS-4

an application form for an Employee Identification Number

Foundation

a tax-exempt nonprofit organization that normally distributes funds rather than running its own programs

Founderitis

a situation in which the founder of an organization is resistant to changes proposed by the board

Fund accounting

a nonprofit accounting method that separates various restricted assets in different fund categories

Fund balance

an organization's claim to its assets; the net worth of the organization

Fundraiser

a special event or activity organized to raise funds for a nonprofit

Fundraising

a wide variety of activities that help generate donations for an organization

G

Governance

the legal authority of a board to establish policies that will affect the life and work of the organization while holding the board accountable for the outcome of such decisions

Governance committee

a committee responsible for recruiting, orienting, and training of board members

Grant

funding provided to an organization through a foundation or government source

Grassroots lobbying

influencing legislation indirectly by attempting to mold the general public's opinion on an issue

Group exemption

IRS tax-exempt recognition of all organizations under an already recognized 501(c)(3)

I

In-kind donation

a donation of products or services instead of money to a nonprofit by a company or individual

Incorporation

Adopted by the Officers and Board of Directors

a legal process in which a group is created and recognized by the state as an entity separate from the individuals who manage or govern it

Incorporator

a person or group who signs and delivers the articles of incorporation to the appropriate state agency

Indemnification

a guarantee by an organization to rely on its own resources to pay board members' legal costs for claims that result from board service

Independent contractor

an individual who is contracted to perform a specific project or service for a specified amount

Insider

a board, staff, or family member of a board or staff member who has influence on the decisions made by the organization

Intermediate sanctions

IRS regulations creating penalties for nonprofit board members and staff who receive or authorize an excessive benefit transaction for an insider

Involuntary dissolution

a mandate from the state requiring a nonprofit to cease all operations and distribute all assets

IRS (Internal Revenue Service)

a government agency that regulates the tax-exempt status of nonprofit organizations

J

Joint venture

a specific project or event conducted by two or more nonprofits, or a nonprofit and for-profit corporation

K

Knowledge management

capturing, compiling, and disseminating data or information and turning it into knowledge

L

Lead gift

a major gift, usually from a board member to launch a capital campaign

Legal audit

a process of systematically reviewing all legal documents and processes, usually with professional help

Liability

any legal responsibility, duty, or obligation

Lobbying

attempting to influence legislation through direct contact with lawmakers or with constituents

M

Membership organization

a nonprofit that grants its members specific rights to participate in its internal affairs

Mentoring

an orientation tool where an experienced board member helps teach new board members about the organization and the work of the board

Merger

combining two organizations into one nonprofit

Micromanagement

this usually refers to a manager who is paying too much attention to details and is not focusing on the big picture

Minutes

a legal written record of what occurred during a meeting

Mission

the fundamental purpose and reason to exist for an organization

Mission statement

this describes the needs the organization was created to fill and answers the basic question of why the organization exists

MSO (Management Support Organization)

an organization providing management assistance services for other nonprofits

Mutual benefit organization

a nonprofit providing services to its members rather than the public in general

N

NGO (Non-Governmental Organization)

any nonprofit organization that is independent from government

Nonprofit organization

an organization established for activities other than profit making

Nonprofit sector

this includes organizations that are independent from government and not part of the for-profit business sector

Not-for-profit

a term that usually refers to an activity rather than to a nonprofit organization as an entity

O

Officer

a board leadership position; typically refers to the chair, vice chair, secretary, or treasurer

Open meeting laws

also called “Sunshine Laws”; state regulations that require government agencies and some nonprofit organizations receiving public funding to open at least some of their board meetings to the public

Adopted by the Officers and Board of Directors

Operating foundation

a foundation that actively runs programs rather than just distributing grants

Operational reserves

a reasonable buffer against unforeseen, seasonal, irregular, or exceptional cash shortages

Orientation

educating board members on their roles, responsibilities, their organization, and how the board works

P

PAC (Political Action Committee)

a separate organization or a segregated fund whose function is to influence federal, state, or local public office elections

Piercing the corporate veil

a failure to maintain separate records or commingling of funds and assets

Planned giving

gifts through wills, bequests, or trusts

Policy

a written plan used to influence and determine decisions or actions about a specific issue

Policy governance

a structured governance model created by John Carver

Policy manual

a book in which all policies are compiled

Political organization

a party, committee, association, or fund organized and operated for the purpose of influencing federal, state, or local public office elections

President

a term used to describe the chief volunteer officer or the chief staff officer of an organization

Private inurement

this happens when an insider, an individual who has sizable influence over the organization, enters into an arrangement with the nonprofit and receives benefits greater than she or he provides in return

Public support test

an IRS regulation used to determine whether a nonprofit organization is a private foundation or public charity; involves determining the source of the majority of funding for the organization

Q

Quid pro quo contribution

a donation that is given with the condition that the donor receives something in return

Quorum

a minimum number of people required at a meeting in order for business to be conducted

R

Relief organization

an organization that provides humanitarian aid

Retreat

a day or weekend event where the board or staff go to a location outside of the office or board room and focus on a specific issue or a specific group of issues; examples include orientation, strategic planning, or self-assessment

Robert's Rules of Order

a parliamentary procedure used to conduct meetings

S

Secretary

an officer position that involves taking minutes and keeping records and archives of the board

Self-assessment

a process by which the board evaluates its own performance

Staggered term limits

an organizational structure where board members' terms expire in alternating years

Sunshine laws

also called open meeting laws; state regulations that require government agencies and some nonprofit organizations that receive public funding to open at least some of their board meetings to the public

SWOT analysis

a tool for strategic planning; focuses on strengths, weaknesses, opportunities, and threats

T

Tax-deductible donation

a donation in which the donor can deduct the amount of the donation from his or her taxable income

Term limits

a restriction on the number of consecutive terms that a person can serve as a board member

Third sector

a term used to describe the nonprofit sector, as it is separate from government and the for-profit sector

Transparency

a system of operation that allows outsiders to see how the organization operates, makes decisions, and uses resources; an important aspect to ensure the public trust in an organization

Treasurer

a board officer position that is responsible for coordinating and ensuring financial oversight of the organization

U

UBI (Unrelated Business Income)

income generated by a nonprofit through activities that are not related to the mission of the organization

UBIT (Unrelated Business Income Tax)

a tax levied on the unrelated business income of a nonprofit; the tax is equivalent to corporate taxes

Unincorporated association

an organization that has decided not to seek incorporation by the state

V

Values statement

a written description of the beliefs, principles, and ethical guidelines that direct a nonprofit's planning and operations

Vice-chair

a board officer whose main duty is to replace the chair when the chair is not able to carry out his or her duties

Vision

a picture or a dream of a desired future

Vision statement

a written description of the ultimate desired objective of the organization

Voluntarism

this refers to anything voluntary

Volunteer

a person working without compensation

Volunteer Protection Act

a law that protects volunteers from personal financial liability when acting for an organization

Volunteerism

this refers to volunteers and volunteer activities

Appendix F

Bibliography

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