

# Professional **Fire Fighters** of Wisconsin Charitable **Foundation**



## 5-year Strategic Plan 2020 – 2025

Adopted by Board of Directors:  
December 7<sup>th</sup>, 2021

# **Professional Fire Fighters of Wisconsin Charitable Foundation**

## **5-year Strategic Plan 2020 – 2025**

### **Our Mission**

The mission of the Professional Fire Fighters of Wisconsin Charitable Foundation is to champion community risk reduction initiatives; promote fire safety and prevention; and deliver meaningful support to burn survivors, fire fighters and communities.

### **Our Vision**

The vision of the Professional Fire Fighters of Wisconsin Charitable Foundation is for all those we serve to be healthy, safe, and supported in their lives and in their communities.

### **Core Values**

Public Service, Dedication, Compassion, and Courage.

# Professional Fire Fighters of Wisconsin Charitable Foundation

## Program Areas



### **BURN SURVIVOR SUPPORT**



### **FIRE SAFETY & PREVENTION**



### **FIRE FIGHTER SUPPORT**



### **STRONG COMMUNITIES**

#### **1. Burn Survivor Support Program**

We provide meaningful support to burn survivors of all ages and in all stages of recovery. Our deep commitment to supporting burn survivors goes back to the very beginnings of our organization. In more than three decades of work, we have discovered over and over that those with life-altering burn injuries are **victors** – not victims. From bike rides and golf invitationals to youth leadership opportunities and our signature Summer Camp for Burn-Injured Youth, we work tirelessly – and in partnership with Burn Centers across the state – to deliver much needed continuation of care that help those we serve to not just survive but **thrive**.

#### **2. Fire Safety and Prevention Program**

Preventing fires and burns through education and risk mitigation. We've proven that fire safety and prevention programs work over the past 30 years, the number of fire related deaths in Wisconsin has been cut in half and deaths among children have been reduced by more than 80%. Still, significant risks remain. Smoke alarms save lives, yet too many people live without working alarms. Escape plans help people prepare, yet busy families often fail to check this item off the to do list. The synthetic materials that now make up our homes and furniture mean a house can be engulfed in as little as three minutes, but people too often think "it won't happen to us." The Fire Fighters Foundation's focus on education and risk mitigation helps educate children, families and communities that, while the risk is real, there are simple steps we can all take to help build strong, safe communities all across Wisconsin.

#### **3. Fire Fighter Support Program**

When those who protect and serve are in need, the Fire Fighters Foundation will be there. Fire fighters work in the heart of every community every day to keep those they serve safe. When Wisconsin's fire fighters are facing physical or mental health issues, personal tragedy or loss, or other challenges, it is our duty – and our honor – to help our brothers, sisters, families, and communities in need. Fire fighter support programs include, but are not limited to: Disaster Assistance, Wisconsin State Fire Fighter's Memorial Support and Professional Fire Fighters of Wisconsin Honor Guard.

#### **4. Community Support Program**

Our vision is for all those we serve to be healthy, safe and supported in their lives and in their communities. So, while we graciously acknowledge the ongoing support of our generous volunteers, donors, partners and sponsors, the Fire Fighters Foundation also gives small grants, sponsorships, donations and more to worthy organizations around the state.

# Professional **Fire Fighters** of Wisconsin Charitable **Foundation**

## Functional Areas

1. **Programming** – the following are program services and supporting activities to accomplish the mission of the Foundation.
  - a. **Burn Survivor Support**
    - i. Burn Awareness
    - ii. Burn Prevention
    - iii. Burn Advocacy
    - iv. Burn Center Support and Coordination
    - v. Aftercare
      1. Summer Camp for Burn Injured Youth
      2. Young Adult Programming
      3. Scholarship
  - b. **Fire Safety & Prevention**
    - i. Fire Safety Newspapers in Education
    - ii. Smoke Alarm Installation
    - iii. Fire Safety, Awareness, Education, Prevention, & Advocacy
    - iv. Smoke Alarm Installation
    - v. Wisconsin Smoke Alarm Fire Education (WisSAFE)
    - vi. Wisconsin Fire Sprinkler Coalition
  - c. **Fire Fighter Support**
    - i. Disaster Assistance
    - ii. Health, Safety, and Wellness
      1. Cancer Prevention
      2. Mental Health
      3. Wisconsin Fire and EMS Health and Safety Collaborative
    - iii. Professional Fire Fighters of Wisconsin State Honor Guard
    - iv. Support for the Wisconsin State Fire Fighters Memorial
  - d. **Community Support** – enhance the work fire fighters do both on and off duty.
2. **General and Administrative** – Management and general includes the functions necessary to maintain an adequate working environment; provide coordination and articulation of the Foundation's program strategy; secure proper administrative functioning of the board of directors; manage the financial and budgetary responsibilities of the Foundation.
  - a. Budget and Finance
  - b. Governance
  - c. Compliance
  - d. Communication
  - e. Planning
3. **Fund Development** – provides the structure necessary to encourage and secure financing from individuals, foundations, and corporations.
  - a. Individual Giving
  - b. Grants
  - c. Fundraisers & Events
  - d. Third Party Fundraisers and Events
  - e. Planned Giving

# Professional Fire Fighters of Wisconsin Charitable Foundation

## Previous Strategic Plans

### **Professional Fire Fighters of Wisconsin**

*In October 2012, the Professional Fire Fighters of Wisconsin established three, themed priorities to guide its activities over the next five years. These areas of focus include Communities, Coalitions, and Commonsense – the Three C’s. While Coalitions and Commonsense address the need to focus on leading a collaborative of public safety groups in the state, as well as thwarting misinformation about the inherent value of the labor movement in Wisconsin, Communities seeks to establish a means by which the Professional Fire Fighters of Wisconsin (PFFW) and our affiliate Locals can become more intricately involved in charitable acts and social advocacy in the neighborhoods we serve. The goal is for us to better serve our communities by deepening their understanding of local issues and engaging fully in the implementation of solutions.*

*In order for us to support our communities in a way that is consistent with the strategic goals of the organization, the Professional Fire Fighters of Wisconsin seeks to establish a charitable foundation to guide and direct the philanthropic activities of career firefighters around the state. The Professional Fire Fighters of Wisconsin Charitable Foundation would function as the governing body for all charitable activities and events throughout Wisconsin.*

### **Wisconsin Alliance for Fire Safety**

FireSafety 2015, under Education Committee Chair Mike Hafeman, DeTech, Inc., a home alarm system company, revised the FireSafety 2000 Goals in 2006 to set new direction for the organization. The energetic proposal met Board approval to:

- *engage in more fire/burn prevention outreach in the state using schools, reaching parents and using the web site with an effective fire safety curriculum.*
- *Working productively to generate revenue to enhance existing and developing new programming was paramount.*
- *And lastly, outreaching to all corners of the state that programming for burn survivors exists through projects like the Summer Camp for Burn Injured Youth and World Burn Congress.*

FireSafety 2000 established aggressive goals for the WAFS to seek by the year 2000.

- *Establish a statewide fire safety educational program to help citizens understand the importance of home fire prevention habits.*
- *Get the citizens of Wisconsin to understand the life-safety early warning value of smoke alarms by installing them according to state and local requirements and maintain them according to manufacturer’s recommendations.*
- *Educate all in the critical response to early warning by establishing and practicing a fire escape plan with the whole family participating.*
- *Educate the state on the life-saving and property saving value of the residential fire sprinklers concept.*
- *Provide statewide grants for local Survive Alive House/Safety House Programs.*
- *Establish a free camp for burn injured children to help them cope and overcome their burn injuries to reach their maximum potential in life.*

# Professional Fire Fighters of Wisconsin Charitable Foundation

## The Strategic Process

The 2020-2025 Professional Fire Fighters of Wisconsin Charitable Foundation Strategic Plan is the culmination of more than 30 years of history and almost 3 years of hard work and dedication. A diverse group of stakeholders provided the feedback needed to develop our mission, vision, and pathway to achievement. Ensuring an effective process that was and continues to be inclusive, transparent, and well informed.

During the first month of 2019, we embarked on this strategic planning journey without a formal acknowledgment of doing so when we decided to update our mission statement. The former Wisconsin Alliance for Fire Safety (WAFS) mission statement was adopted almost five years earlier, when the Professional Fire Fighters of Wisconsin Charitable Foundation was formed and acquired the WAFS organization with the promise to maintain and improve upon the cause and programming.

*Circa 1992 the Wisconsin Alliance for Fire Safety Board of Directors created the following mission statement: "To promote, encourage and foster fire safety, burn prevention and public fire safety education. We support burn survivors of all ages as well as sponsorship of the "Summer Camp for Burn Injured Youth."*

The services of Maggie Baum from Maggie B Communications were engaged to assist in the comprehensive process to develop a new mission and vision statement. Through identification of stakeholders and obtaining feedback the process began. Information was gathered, analyzed, and presented to our Board of Directors, Executive Committee, and an ad hoc committee tasked with interpreting all the feedback and perceptions of our organization into actionable priorities. Considering our history; past, present, and future ideas; and stakeholder feedback our new mission statement began to take form. Draft mission and vision statements continued to be circulated, workshopped, and massaged by internal and external stakeholders before being formally adopted by our Board of Directors at their December 2019 meeting.

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*The vision of the Professional Fire Fighters of Wisconsin Charitable Foundation is for all those we serve to be healthy, safe, and supported in their lives and in their communities.*

Commencement of the listening phase of the strategic planning process started early in 2020. Despite the novel coronavirus and global pandemic that ensued, we pressed on and held listening sessions with stakeholders from every possible aspect of our organization via a safe combination of in person and virtual meetings. As strengths, weaknesses, opportunities, threats (SWOT), and other feedback was being gathered; observable reoccurring themes and patterns across our organization began to emerge.

# Professional Fire Fighters of Wisconsin Charitable Foundation

Omnipresent data made encapsulating reoccurring themes and patterns very straightforward. Unsurprisingly, people, programs, and purpose were identified as our top strengths. The mode of identified weaknesses stemmed from; communication; the absence of a sense of unity, connection, and/or continuity amongst our programming, services, and organization as a whole; and the truancy of the fundamental infrastructure, foundational consensus, and capacity needed to scale and/or measure our impact. Numerous opportunities were identified commonly referring to ideas for increasing inclusion, diversity, equity, and access (IDEA). IDEA related feedback was both plentiful and identified as important throughout this process by numerous groups of stakeholders. The most frequently identified threats were rooted in the observation that an overabundance of our institutional knowledge, capacity, and resources are clenched among a very small number of people. Thus, making our organizational resilience and sustainability a concern. The sifting of feedback and SWOT analysis of our organization provided the foundation for the following strategic priorities:

- Increase inclusion, diversity, equity, and access (IDEA) throughout our organization.
- Increase communication and engagement.
- Unify organization.
- Strengthen organizational capacity
- Improve organizational resilience and sustainability

Further clarification of specific areas of focus as well as possible strategies to achieve our mission were refined into the goals and objectives of this strategic plan. Charting the course to turn our vision into reality, determining the best actions, ensuring that our plan is right-sized, and achievable was accomplished. Through analysis of our resource and capacity constraints; prioritization of tasks, and the necessity to delegate, inspire, and empower others to take action in order for our organization to succeed. The following objectives we developed to be specific, measurable, attainable, realistic, and timely (SMART).

Throughout the implementation and execution of this strategic plan, tasks and steps will be further identified and added to support the attainment of objectives, ensure continuity, and maintain transparency. Progress will be constantly monitored, and progress will be reported to the Board of Directors at each meeting. Adjustments will be made and communicated as needed. Each objective will be formally evaluated to help us learn whether our activities produced the desired result or change we are seeking to accomplish, gained new insights for us to improve upon and increase our impact; demonstrated to funders that our work is making a difference; and given us the data to serve as a footing for our next strategic plan.

As you can see, an extraordinary amount of work went into this document by many vested individuals and organizations. To be successful, everyone is on the same page regarding the direction of this organization. Everyone must do their part to hold ourselves and each other accountable to reach our goals to get us to the next page, chapter, and book.



# Professional Fire Fighters of Wisconsin Charitable Foundation

## Strategic Goals, Objectives, and Tasks

**GOAL 1.** The Professional Fire Fighters of Wisconsin Charitable Foundation will assess, ensure, and increase inclusion, diversity, equity, and access (IDEA) involving our programming and services throughout Wisconsin by collecting, analyzing, and utilizing the information and data to guide, measure, and make an impact related to our mission.

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*Championing Community Risk Reduction initiatives*

**Objective 1A** By 12/31/2022, The Wisconsin Smoke Alarm Fire Education and Wisconsin Fire Sprinkler Coalitions will be responsible for working with coalition partners on creating an annual survey of Wisconsin Fire Departments to obtain information related to the presence and status of each fire departments Community Risk Reduction (CRR) Plan to establish a baseline for performance measurement, identify needs, and where to concentrate outreach efforts.

Step 1) Obtain the latest list of Wisconsin Fire Departments from the Department of Safety and Professional Services.

Step 2) Work with coalition partners to design survey questions.

Step 3) Create and communicate a timeline for the annual survey.

Step 4) Create survey, format, and automated follow-up settings.

Step 5) Test survey by sending to a select sample of departments.

Step 6) Implement survey by delivering to fire departments via email, coalition partners, QR code, and other identified methods.

Step 7) Evaluate the effectiveness of survey by determining participation, barriers to success, and possible solutions for the next year's survey.

Step 8) Implement solutions to overcome barriers and increase effectiveness of survey.

Step 9) Create a report that includes recommendations and needs to increase the prevalence of formalized CRAs and CRR plans for Wisconsin Communities.



# Professional **Fire Fighters** of Wisconsin Charitable **Foundation**

*Promote fire safety and prevention initiatives*

- Objective 1B The Program Coordinator will be responsible for creating a database to track demographic, geographic, and economic data related to fire related deaths by 12/31/2020. Coalition partners, volunteers, and/or interns will be responsible for research and data entry into the database going back at least 5 years by 12/31/2023. A report of findings shall be published by coalition partners pending approval of Executive Director by the end of the second quarter of each year.
- Objective 1C The Program Coordinator will be responsible for creating a database and/or obtaining the information required to track demographic, geographic, and economic data related to burn injuries by 12/31/2022. Historical data going back at least 5 years shall be added by 12/31/2024.
- Objective 1D The Executive Director will be responsible for creating a database and/or obtaining the information required of actual fire related property loss in Wisconsin by 12/31/2021. By 12/31/2022 the Executive Director shall create a report that includes finding and a comparative analysis of actual to National Fire Incident Reporting System property losses. Coalition Partners, volunteers, and/or interns will be responsible for research and data entry into the database going back at least 5 years by 12/31/2024.
- Objective 1E By 3/1/2022, the Program Coordinator shall collect demographic, geographic, and economic data related to our Fire Safety Newspapers in Education Program. Data then shall be utilized to increase IDEA and implemented into the 25<sup>th</sup> Annual Edition of our Fire Safety Newspapers by 9/2/2022.
- Objective 1F Our Wisconsin Smoke Alarm Fire Education (WisSAFE) Coalition will be responsible for creating a database, reporting system, and/or processes to track demographic, geographic, and economic data related to smoke alarm saves by 12/31/2022.
- Objective 1G Our Wisconsin Fire Sprinkler Coalition shall create a database, reporting system, and/or processes to track demographic, geographic, and economic data related to fire sprinkler saves by 12/31/2022.
- Objective 1H Annually the Executive Director and Program Coordinator will consolidate data collected within each year for the above objectives, analyze data, and adjust service and programming delivery based on data to guide us forward, increase IDEA, and increase our impact on our mission.

# Professional **Fire Fighters** of Wisconsin Charitable **Foundation**

*Deliver meaningful support to burn survivors, fire fighters, and communities.*

## *Burn Survivors*

- Objective 1I By 2/1/2022, the Program Coordinator will be responsible for working with the Burn Camp Director on creating, procuring, updating, and implementing a new process(s) for burn survivors, caregivers, and volunteer staff to collect applications/registrations for our programming including, but not limited to our Summer Camp for Burn Injured Youth (Burn Camp), Winter Leadership Retreat for Young Adult Burn Survivors, Summer Family Picnic and Bike Ride, Burn Survivor Academic Scholarship Program, Grant Program to attend outside programming, and Speakers Bureau. This will include software for applications that populates a secure database. As well as recommendations on procedures for communications, staff interviews and ways to increase participation in our Burn Survivor Support Programming.
- Objective 1J The Program Coordinator will be responsible for working with the Burn Camp Director on creating a database of all past and present burn survivors and staff that attended our Summer Camp for Burn Injured Youth by 12/31/2022. This database will include as much demographic, geographic, and economic as feasibly possible.
- Objective 1K The Executive Director will be responsible for working with the Program Coordinator, Burn Camp Director, and Rogers Behavioral Health Research Center on the creation, implementation, analysis of an ongoing study, survey, and/or database to measure the impact of our programming on the lives of and more specifically the mental health of Burn Survivors that participate in our programming by 12/31/23.

## *Fire Fighters*

- Objective 1L By 12/31/2020 the Executive Director and Program Coordinator in partnership with Rogers Research Center shall create an annual Wisconsin Fire and EMS Mental Health Survey.
- Objective 1M By 12/31/2022 the Executive Director and Program Coordinator shall work with coalition partners to development and implement a system and database to track the health and safety of fire fighters (*this may include but is not limited to suicides, active-duty deaths, line of duty deaths, separations prior to retirement age, cancer rates, injuries, workers comp claims, disability claims, and exposures*). Coalition partners will be responsible for research and data entry into the database going back at least 5 years by 12/31/2024.

# Professional **Fire Fighters** of Wisconsin Charitable **Foundation**

## *Communities*

Objective 1N By 12/31/2022 the Fund Development Specialist will create a database to track demographic, geographic, and economic data related to all the support provide by the Professional Fire Fighters of Wisconsin Charitable Foundation to both individuals and organizations in Wisconsin communities going back to 2014. Staff will be responsible for updating database.

## *Other / General and Administrative / Finance*

Objective 1O Starting after 1/1/2022 the Executive Director will develop and implement systems, processes, and procedures to collect more information and data related to contributors including but not limited to in-kind gifts, soft asks, 3<sup>rd</sup> party event attendees, and utilization of client resource management (CRM) functions in existing software.

Objective 1P Starting at Board of Director meetings after 1/1/2023 the Executive Director will analyze, publish, and present financial information in a dashboard format to our Board of Directors that clearly and concisely displays detailed sources of revenue, expense summaries by program, restricted/unrestricted fund analysis and more. Staff will be responsible for updating database.

Objective 1Q Starting after 1/1/2024 the Executive Director will implement inventory and asset management systems, processes, and procedures to formally account for, depreciate, and replace PFFWCF assets.

# Professional **Fire Fighters** of Wisconsin Charitable **Foundation**

**GOAL 2.**      **The Professional Fire Fighters of Wisconsin Charitable Foundation will increase communication to and engagement with all stakeholders to establish and maintain well-informed Wisconsin communities and a thriving organization.**

Objective 2A      By 12/31/2023, the Executive Director will work with our Board of Directors and Staff to develop and implement a communications plan that includes but is not limited to identified stakeholders; most effective and efficient pathways and processes of communication; communication goals, needs assessment to increase communications and achieve goals, actionable ways to increase communications, and a system to measure and track our communications via a calendar and/or project management software.

Step 1)      Identify internal and external stakeholders of the Professional Fire Fighters of Wisconsin Charitable Foundation.

Step 2)      Identify pathways and processes of internal and external communications to determine current scope of use.

Step 3)      Determine effectiveness of identified pathways and processes of internal and external communications to establish a baseline to compare.

Step 4)      Compare the results, pathways, and processes against their effectiveness to determine needs for improvement.

Step 5)      Prioritize list of stakeholders within the current capacity of our organization. Conduct needs assessment to increase communication and engagement with stakeholders

Step 6)      Prioritize identified needs to plan processes, procedures, and actions needed to improve communications internally and externally.

Step 7)      Plan to implement identified processes, procedures, and actions needed by pinpointing resources required for success.

Step 8)      Implement identified processes, procedures, and actions required for successful communications.

Step 9)      Evaluate enacted processes, procedures, and actions by repeating processes used to determine needs

# Professional **Fire Fighters** of Wisconsin Charitable **Foundation**

Objective 2B By 3/1/2023

Objective 2C , the Executive Director will establish communication procedures for all programming that will remain in place until the completion and adoption of a formal communications plan.

Objective 2D To achieve all the goals within this strategic plan, increase visibility, and overall good governance each Board of Directors member will provide a headshot, bio, and a short video clip with their “why” statement for use on our website, social media, and other communication mediums by 6/1/2022.

# Professional **Fire Fighters** of Wisconsin Charitable **Foundation**

**GOAL 3.**      **The Professional Fire Fighters of Wisconsin Charitable Foundation will unify our organization so all stakeholders (Board of Directors, Staff, Volunteers, and Supporters), regardless of level, understand how their work contributes to our mission and how our mission impacts people, organizations, and communities.**

Objective 3A      Cultivate a one team attitude and culture by communicate guiding principles (mission, vision, values, history, strategic plan, progress...), improving workflows and processes, and setting specific, measurable, actionable, realistic, and timely (SMART) expectations at every level of our organization. Since attitude and culture is difficult to measure, success will be measure by the completion of the following inputs such as:

- Step 1)      Adoption of Strategic Plan per Objective 4D
- Step 2)      implementation of all Programming Plans by 12/31/22
- Step 3)      Creation and execution of Communications Plan per Obj. 2A
- Step 4)      Creation and execution of Fundraising Plan per 4E
- Step 5)      Successful execution of this Strategic Plan by 12/31/2024.

Objective 3B      Through comprehensive communication efforts with stakeholders and leadership, we maintain transparency about daily operations and the strategic direction of our organization. Since transparency is difficult to measure, success will be measured by the completion of the following inputs:

- Step 1)      Credentialling through the maintenance of Guidestar.org's Goal Seal of Transparency by 12/31/2020.
- Step 2)      Credentialling through the achievement of Guidestar.org's Platinum Seal of Transparency by 12/31/2024 that include strategic plan, metrics, and evaluation instruments.

# Professional **Fire Fighters** of Wisconsin Charitable **Foundation**

Objective 3C Convene a Personnel Committee to assist the organization and Executive Director with personnel and board member related tasks. The committee shall convene, define their scope, operational procedures, and create an annual work plan by 6/1/2022.

Step 1) Define Scope of Committee

- a. Assist Executive Director with personnel as needed.
- b. Conduct a regular review and update of documents under the auspices of the personnel committee.
  - 1. Employee Handbook, Policy and Procedures
  - 2. Job Descriptions / Org Chart
  - 3. Evaluation Instruments
  - 4. Onboarding Checklist
- c. Conduct a regular review of the Executive Director's Performance.
- d. Conduct a periodic review of compensation.
- e. Make recommendations to the Chairman, Executive Committee, and/or Board of Directors regarding expectations, needs, recruitment, and evaluation of board members.
- f. Review personnel recommendations by the Executive Director.

Step 2) Establish procedures for meetings (agenda, minutes, annual timeline of responsibilities.

Step 3) Establish Annual workplan with timeline to accomplish tasks.

Objective 3D Through in the spirit of team building, strengthening relationships, and promoting unity as an organization the PFFWCF shall host an/or support; well-planned; structured; inclusive, diverse, equitable, and accessible; initiatives and/or activities for teams at all levels of our organization. The Program Coordinator will be responsible for at least (2) outings each year comprised of at least 20% of the team or 5 people, starting 1/1/2022.



# Professional Fire Fighters of Wisconsin Charitable Foundation

**GOAL 4.** The Professional Fire Fighters of Wisconsin Charitable Foundation with strengthen our organizational capacity through; a systematic needs assessment of available time, money, and resources; streamlining processes to create efficiencies; and implementing capacity building solutions where and whenever possible. All while continuing to improve and increase our program offerings and services that have an impact on our mission.

Objective 4A By 8/1/2021 the Executive Director will create a funding proposal and obtain funding to increase capacity by; working with a consultant to find efficiencies in existing systems; procure and implement project management software; and update processes and procedures to increase organizational capacity in all areas by 3/31/2022.

Objective 4B By 8/31/2021 the Executive Director will analyze staff time utilization, conduct a needs assessment, and present findings and recommendations to the personnel committee.

Objective 4C On 10/25/2021, based upon the needs assessment and recommendations of the Executive Director and Personnel Committee; the Board of Directors approved the 2022 Budget with the addition of a fulltime staff member to specialize in fund development for the purpose of building the financial capacity needed to fund more capacity building initiatives. The Fund Development Specialist will start fulltime work during the first quarter of 2022 (by 3/31/2022).

Objective 4D By 12/31/2021 Board of Directors will develop and adopt a strategic plan.

Objective 4E By 10/31/2022 the Executive Director and staff will develop a Fundraising Plan to support the 2023 and 2024 budget.

Objective 4F Starting 1/1/2023, on an annual basis the Personnel Committee will be responsible for determining the feasibility of approving funding to change roles, promote, hire, and/or support additional staff as identified through a needs assessment and recommended by the Executive Director.

*Capacity Improvements and increases to programming offerings and services.*

*Championing Community Risk Reduction initiatives*

Objective 4G WisSAFE and/or Wisconsin Fire Sprinkler Coalition partners will develop and publish a list of resources for Wisconsin Fire Departments to utilize for the development and maintenance of a formalized Community Risk Assessment (CRA) and Community Risk Reduction (CRR) Plan by 12/31/2023.

# Professional Fire Fighters of Wisconsin Charitable Foundation

Objective 4H The Executive Director shall conduct a needs and feasibility assessment for the creation of an annual grant program to assist fire departments with the first-time creation of a Community Risk Assessment and/or Community Risk Reduction Plan. The Executive Director will present findings to the Professional Fire Fighters of Wisconsin Charitable Foundation's Board of Directors before 10/1/2024.

Objective 4I The Membership Committee and ED shall conduct a needs and feasibility assessment for the creation of a free or low-cost accreditation, certification, and/or credentialing process for Wisconsin Fire Departments. The Executive Director will present findings to the Professional Fire Fighters of Wisconsin Charitable Foundation's Board of Directors before 10/1/2024.

## *Promote fire safety and prevention initiatives*

Objective 4J The Executive Director and Program Coordinator will create a plan to enhance the 25<sup>th</sup> Annual Edition of our Fire Safety Newspapers in Education by 12/31/2021.

Objective 4K The Wisconsin Smoke Alarm Fire Education (WisSAFE) Coalition will review organizational structure and reach a consensus on direction of coalition by 12/31/2021. If the coalition decides to stay, a programming plan shall be developed by 3/31/2022. If the coalition decides to disband, the PFFWCF will develop programming plan by 3/31/2022.

Objective 4L By 3/1/2022, the Executive Director will work with the Program Coordinator and WFSC Chairperson to develop and communicate a programming plan complete with identified goals/outcomes, vision, organization structure, roles and responsibilities and job descriptions for the Wisconsin Fire Sprinkler Coalition.

Objective 4M The Executive Director and Program Coordinator will work with coalition partners on identifying and implementing additional fire safety and prevention initiatives into a comprehensive programming and fundraising plan by 12/31/2022.

# Professional **Fire Fighters** of Wisconsin Charitable **Foundation**

*Deliver meaningful support to burn survivors, fire fighters, and communities.*

## *Burn Survivors*

Objective 4N By 3/1/2022, the Program Coordinator will work with the Burn Camp Director and other stakeholders to develop and communicate a programming plan complete with identified goals/outcomes, organization structure; roles and responsibilities; tasks, scope of steering committees, and job descriptions for all Burn Survivor Support Programming including but not limited to our Summer Camp for Burn Injured Youth (Burn Camp), Winter Leadership Retreat for Young Adult Burn Survivors, Summer Family Picnic and Bike Ride, Burn Survivor Academic Scholarship Program, Grant Program to attend outside programming, and Speakers Bureau.

## *Fire Fighters*

Objective 4O By 10/1/2022, the Executive Director will work with the Program Coordinator and Fire Fighter Support Programming Leadership including the PFFW Executive Board Member responsible for the Member Assistance Program / Wisconsin Fire and EMS Health and Safety Collaborative, The Professional Fire Fighters of Wisconsin State Honor Guard Leadership, and Wisconsin Fire and EMS Memorial Representatives to develop and communicate a programming plan complete with identified goals/outcomes, organization structure; roles and responsibilities and job descriptions for all Fire Fighter Support Programming including but not limited to Disaster Assistance, WFEM, Fire Fighter Mental Health Survey, PFFWHG, and other yet to be identified initiatives.

## *Other / General and Administrative / Finance*

Objective 4P The Executive Director shall update the organizational chart for the organization by 3/31/2022 and review and update on a regular basis or as needed.

Objective 4Q The Personnel Committee will make recommendations to establish, maintain, and formalize expectations, roles and responsibilities for utilization of PFFW facilities (office space), PFFW resources, and PFFW Executive Assistance by 12/31/2022.

# Professional **Fire Fighters** of Wisconsin Charitable **Foundation**

**GOAL 5.**      **The Professional Fire Fighters of Wisconsin Charitable Foundation will Improve organizational resilience and sustainability through planning, conducting a needs assessment, and concerted efforts to continue to make an indefinite impact on our mission.**

- Objective 5A      The Board of Directors will ensure the execution of all items in this strategic planning document. Including but not limited to; Adoption of Strategic Plan; Creation and execution of Programming Plan(s); Creation and execution of Communications Plan; Creation and execution of Fundraising Plan and Successful execution of this Strategic Plan by 12/31/2024.
- Objective 5B      In addition to the plans mentioned above the Executive Director will develop, update and maintain a crisis communications plan, a succession plan, a fundraising plan.
- Objective 5C      The Professional Fire Fighters of Wisconsin Charitable Foundation Board of Directors will review and update their constitution and bylaws no more than every five years. This review and update shall take place before 12/31/2023.
- Objective 5D      The Personnel Committee shall be responsible for reviewing, updating, and developing Human Resources documents, Personnel related Policy and Procedures and the Employee Handbook by 12/31/2022.
- Objective 5E      The Personnel Committee shall work with the Executive Director to create a career path/ladder, compensation levels, and make recommendations to the Board of Directors by 12/31/2022.
- Objective 5F      To increase safety and security of sensitive information the Executive Director will work with consultant to implement software resources to safely store, update, and share passwords amongst staff by 12/31/2021. Related policy and procedure shall be updated within one year of implantation.
- Objective 5G      The Professional Fire Fighters of Wisconsin Charitable Foundation Board of Directors shall be responsible for overseeing, updating, and providing strategic direction to our endowment/investment account.
- Objective 5H      The Executive Director and Staff shall be responsible for adding specific steps for each of the above objectives to ensure continuity, timely execution, and evaluation.