

# NEVADA FIRE CHIEFS ASSOCIATION, INC.

## STRATEGIC PLAN

2007 – 2009





**From The President**

Dear NFCA Members and Partners,

I am pleased to present the NFCA Strategic Plan for 2007-2009. The Nevada Fire Chiefs Association is committed to serve Chief Officers of Volunteer and Combination Fire Departments, Career Fire Departments, Fire Districts, Metro Fire Departments, Native American Fire Departments, Military Fire Departments and Industrial Fire Departments from across the State of Nevada. This strategic plan is a detailed document designed to guide us for the next two years; it is a living and evolving planning document.

Please take the time to review the plan and give us your feedback and let us know where you would like to help us meet our strategic goals. I encourage you to become engaged and participate in your organization. We need your help and in return, I believe we can be of benefit to you in your efforts to serve your diverse communities.

Building relationships and partnerships with local, county, state and national agencies should become a reality through the efforts of the NFCA.

Under the direction of the NFCA Executive Board, this plan was developed for your organization. These individuals and members of your organization have done an outstanding job putting this plan together, considering the diversity and needs of our fellow chief officers from across this great State. On behalf of the NFCA, I would like to extend my sincere appreciation to them for their tireless effort in this endeavor.

Sincerely,

Al H. Gillespie  
NFCA President

## **MISSION STATEMENT**

The mission of the Nevada Fire Chiefs Association is to promote and support the fire service of Nevada.

### **Assessment**

A requirement to any strategic planning is to challenge the assumptions used in planning. Even though strategic issues seldom change overnight, the dynamic state of the Nevada Fire Service dictates a review of strategic factors. It must be noted that the Nevada Fire Service is still looking for its role. Urbanization of Nevada, ecological state of emergency in our forests, and the continuing tide of financial obstacles all validate the need for continuous assessment and recalibration of strategic planning factors.

### **Background**

The Nevada Fire Chiefs Association is beginning to use strategic planning to guide its activities for 2007 - 2009. The process of strategic planning initially led the NFCA to several conclusions which guided planning.

- The Nevada Fire Service needs the service of the NFCA to serve its members to ensure success
- Change is our constant companion; embrace it as opportunity.
- Success will come through the professional contributions of our members.
- We need to be instrumental in the professional development of our members.
- The focus of the organization internally and externally is on issues that unite us rather than that which makes us differ. Initial themes from which current planning has evolved are: identity, products and services, membership and funding.

## **1. BUILDING RELATIONSHIPS AND PARTNERSHIPS**

This strategic area assumes that the success of the NFCA will be largely a factor of its ability to seek relationships and partnerships externally to the organization. Collaboration comes as a byproduct of seeking to discuss issues of common interests.

### **Initiative 1.1**

Build and maintain strategic connections with groups and organizations involved in the Nevada Fire Service

#### ***Action items***

- Establish annual planning goals for strengthening relationships.
- Identify key fire service organizations (Government, professional associations, corporate entities, Nevada Association of Chiefs of Police (NACOP), Homeland Security, regional representatives, City Managers Association, educational groups).
- Identify common issues and agendas of various organizations.
- Appoint a liaison board member to coordinate relationships with outside organizations.

## **2. FIRE AND LIFE SAFETY**

This strategic area brings a focus for action on that which protects Firefighters and or improves their effectiveness on a local and statewide level.

### ***Initiative 2.1***

Develop and implement strategies for supporting the Firefighter life safety initiatives identified by the National Fallen Firefighters Foundation to achieve the major goals of decreasing fire service line of duty deaths by 25% in 5 years and 50% in 10 years.

### ***Action items***

- Define and advocate the need for a cultural change within the fire service relating to safety, incorporating leadership, management, supervision, accountability and personal responsibility.
- Enhance the personal and organizational accountability for health and safety throughout the fire service.
- Focus greater attention on the integration of risk management with incident management at all levels, including strategic, tactical and planning responsibilities.
- Empower all firefighters to stop unsafe practices.
- Develop and implement national standards for training, qualifications, and certification (including regular recertification) that are equally applicable to all firefighters, based on the duties they are expected to perform.
- Develop and implement national medical and physical fitness standards that are equally applicable to all firefighters, based on the duties they are expected to perform.
- Create a national research agenda and data collection system that relates to the initiatives.
- Use available technology wherever it can produce higher levels of health and safety.
- Thoroughly investigate all firefighter fatalities, injuries, and near misses.
- Ensure grant programs support the implementation of safe practices and/or mandate practices as an eligibility requirement.
- Develop and champion national standards for emergency response policies and procedures.
- Develop and champion national protocols for response to violent incidents.
- Provide firefighters and their family's access to counseling as psychological support.
- Provide public education more resources and champion it as a critical fire and life safety program.
- Strengthen advocacy for the enforcement of codes and the installation of home fire sprinklers.
- Make safety the primary consideration in the design of apparatus and equipment.

## **Initiative 2.2**

Develop and implement a wildland section of the NFCA to promote collaboration among stakeholders, share wildland information, and support state government in their attempts to make the interface areas of the state safer for residents and Firefighters.

### ***Action items***

- Assist in developing a Statewide Interface Code.
- Insure the training needs of our members are being met.
- Assist in the development and implementation of a comprehensive Statewide Mutual Aid Plan.
- Have "official" NFCA representation to the various wildland arena organizations.

## **Initiative 2.3**

Fully implement the fire service-based statewide mutual aid system (SMAS) to coordinate the response of fire service resources.

### ***Action Items***

- Implement a resource deployment plan.
- Identify and assign SMAS coordination, evaluation and quality improvement responsibilities to appropriate State agencies. Develop and implement statewide electronic (with redundancy) mutual aid resource identification, single-point ordering, assigning and tracking system.
- Review, revise, and retrain on the multi-agency coordination system (MACS) procedures.
- Identify the state agency which is to serve as the state coordinator of fire service resources.
- Ensure communications interoperability and communications system(s) are in place to support SMAS ordering, assignment, and coordination.
- Continue Nevada SMAS Training program.
- Design, conduct and evaluate SMAS deployment exercise(s).

## **Initiative 2.4**

Gain the State of Nevada's participation in the National Fire Incident Reporting System.

### ***Action Items***

- Generate Fire Service recognition and support for issue.
- Establish relationships and resources with United States Fire Administration.
- Assess resistance and obstacles to Nevada participation.
- Appoint a committee chairperson.
- Appoint committee members.
- Develop strategy to achieve Nevada NFRS participation.

### **Initiative 2.5**

Facilitate statewide communications interoperability

#### ***Action items***

- Ensure representation and participation with a statewide communications interoperability committee.
- Ensure communications interoperability and communications system(s) are in place to support SMAS ordering, assignment, and travel coordination.

### **Initiative 2.6**

Identify fire service role in statewide and local homeland security prevention, response, mitigation and recovery and critical infrastructure protection.

#### ***Action items***

- Participate in statewide policy development and implementation.
- Build relationships with region and state participants.
- Promote Homeland Security as a local Fire Service responsibility.
- Incorporate N.I.M.S. in to the local response plans.

## **3. LEADING THE FIRE AND EMERGENCY SERVICES**

This strategic area brings focus to the NFCA's leadership in the Nevada fire service. As the membership of NFCA is composed predominately of local fire service leaders, the opportunity, if not responsibility, of the NFCA to direct a portion of its efforts to that of leadership.

### **Initiative 3.1**

Provide leadership, expertise and direction on issues that impact the fire service.

#### ***Action items***

- Develop strategies that will position the organization as a leader and spokesperson for the state's fire and emergency services.
- Communicate association positions to our members and other related organizations and associations.
- Monitor and regularly review all association policy positions to maintain their currency and relevance
- Create and communicate vision statement for the NFCA.

### **Initiative 3.2**

Develop initiatives that are designed to prepare NFCA members to meet the fire and emergency services leadership challenges of the present and the future.

#### ***Action items***

- Maintain and enhance the quality of educational offerings at all NFCA conferences as measured by appropriate evaluation instruments.
- Deliver timely information on critical issues and educational opportunities through appropriate and innovative delivery methods.
- Identify and provide regional educational opportunities.

### **Initiative 3.3**

The NFCA will pro actively promote, support and practice diversity.

#### ***Action items***

- Establish a diversity committee and clearly define diversity as it relates to the NFCA.
- Benchmark the Nevada fire service with regard to current levels of diversity.
- Develop programs that will educate NFCA members as to diversity issues (i.e., cultural differences, correct verbiage in dealing with various minority groups).
- Annually communicate goals and accomplishments with regard to increased diversity.

## **4. LEGISLATIVE/POLITICAL ACTION**

This strategic area focuses on providing information to the political and public policy arena to advance the NFCA efforts to provide accurate timely information to influence decision making in order to improve the Nevada Fire Services.

### **Initiative 4.1**

Maintain a high profile positive force in legislation affecting the Nevada fire service.

#### ***Action items***

- Keep abreast of legislation affecting the fire service.
- Educate membership on the legislative process. (year one)
- Develop a process and tools to assist the membership in the legislative process (year two)
- Seek consensus positions with other fire service groups in an effort to build a Nevada Fire Service legislative agenda.

## **5. MARKETING, BRANDING, AND COMMUNICATIONS**

This strategic area is defined by those actions which position the NFCA in the Nevada Fire Service and are the source for collaboration, unity, credibility, influence, and quality member service to include timely communications regarding issues of importance.

### **Initiative 5.1**

Improve the speed of transferring information and knowledge on key issues to our members. Enhance current and develop new communication networks that anticipate our members' needs.

#### ***Action items***

- Identify current electronic communications alternatives and identify the most effective means of reaching the largest number of members in the shortest time; implement as soon as possible.
- Communicate information and knowledge in real time (i.e., FAX, e-mail).
- Develop an interactive system to solicit members' input in a timely manner.

### **Initiative 5.2**

Establish a resource coordination page on NFCA website where members can list needed resources and available resources for purchase or donation.

#### ***Action items***

- Establish criteria concerning page content.
- Consult with technical experts on implementation and maintenance.
- Implement page, have webmaster maintain.
- Periodic review.

## **6. NEW REVENUE AND ASSOCIATION GROWTH**

This strategic area recognizes the importance of the long-term financial solvency of the organization; in addition to the need for financial resources, the responsibility to manage the resources lawfully and ethically.

### **Initiative 6.1**

Increase membership of chief officers and associates throughout Nevada.

#### ***Action Items***

- E Board Visits to each regular regional Chiefs organization annually
- Increase membership by 10% annually
- Secure 75% of all Chief Officers in the state and 100% of chiefs from all departments/Districts in the state.
- Develop regional reports on membership data.
- Make direct contact with non-member chiefs and departments/districts.
- Make more effective use of internet

### **Initiative 6.2**

Diversify the organization's revenue stream to ensure NFCA's economic stability.

#### ***Action items***

- Identify funding opportunities.
- Develop ongoing corporate finance partners.
- Establish on-line store

### **Initiative 6.3**

Increase conference participation by 10% annually.

#### ***Action items***

- Promote increased participation.
- Strengthen conference agenda through annual review to increase attendance.
- Focus on marketing annual conference throughout the United States.

### **Initiative 6.4**

Increase active member participation on committees and task groups to maximize regional representation.

*Action items*

- Audit membership participation on committees and task groups.
- Distribute a cover letter explaining our goal and action plan.
- Use the letter in a campaign to encourage member participation on various committees and task groups.
- Identify committee and task groups needing increased participation and forward information to regional directors for additional recruitment.
- Make more effective use of regional and section representative.

**Initiative 6.5**

Demonstrate fiscal responsibility in the management of association finances

*Action items*

- Establish an annual operating budget.
- Develop training and workshop opportunities to be eventually revenue-generating.
- Develop annual conference to be profitable.
- Maximize those funding resources currently available to the Association while also seeking opportunities to diversify funding resources.

**7. PROFESSIONAL/EXECUTIVE SKILLS DEVELOPMENT**

This strategic area recognizes the NFCA’s function as a facilitating organization that proposes standards of organizational and individual conduct as well as a body of mentors helping to increase the professionalism of its members.

**Initiative 7.1**

Promote professional development and excellent services through annual conferences and outreach programs throughout the state.

*Action items*

- Develop and deliver “New Chief” orientation workshop.
- Establish dialogue with other professional development agencies (NFA, NFP A, IAFC, etc.).
- Develop and implement a recognition mechanism for excellent service programs.
- Continue to provide and improve annual conferences.
- Continue to improve and provide statewide workshops.
- Poll the membership regarding conference/workshop program content.
- Publish a written summary of conferences and workshops.
- Market conferences and workshops at the regional and county levels.

## **Initiative 7.2**

Dedicate efforts to enhance professionalism in the Nevada fire service.

### ***Action Items***

- Develop a "New Chief" orientation manual.
- Promote the Chief Fire Officer designation and recognize designated Nevada Fire Chiefs.
- Strengthen ties to the International Association of Fire Chiefs (IFCA). Strengthen ties to the Western Fire Chiefs Association (WFCA).
- Promote standards for chief officer professionalism.
- Establish ethical standards for NFCA members and Nevada chief officers.
- Provide means of input from all members of Nevada fire service.
- Promote the Fire Chief of the Year program.
- Promote the Lifetime Achievement award program.
- Identify and find additional professional development opportunities.

## **KEY CONCLUSIONS**

We feel that it is important to note that some very important and logical conclusions emerge from the plan. It is our hope that they will clearly identify what it will take for the NFCA to be successful over the planning period

1. Professional Development - NFCA should be a facilitating organization proposing standards of organizational and individual conduct, as well as, a body of mentors helping to increase the professionalism of the Nevada fire service community.
2. Communication – NFCA will provide a vehicle for the open exchange of ideas and information necessary to keep the membership current on issues at the local, state, and federal levels.
3. Collaboration – NFCA will strive to provide a means of uniting on the issues that bind us together we espouse a belief in the fact that strength lies in numbers and that there is a synergistic quality in effect that says we are greater than just the sum of our individual parts.
4. Participation - NFCA is an organization committed to the premise that all parties have something to offer, and that the organization's leaders must recognize that they lead only as directed by the-membership whose trust they must earn and value appropriately.

The preceding components of this strategic plan serve as the NFCA's road map over the next two years. Ultimately, like any successful organization, our own success will be achieved because of the professional contributions of our members and the recognition by the membership that service is about individuals stepping in to offer their help. Those contributions are not just how the NFCA will achieve its goals, but are the building blocks of professional development on both an individual and collective basis. In the end, those efforts improve the fire service, and the result is an enhanced quality of life in Nevada.

## Nevada Fire Chief's Association Strategic Work Plan 2007-2009

Reference	Description	Lead Responsibility	Team Members	Date Due	Current Status
1.000	<b>BUILDING RELATIONSHIPS AND PARTNERSHIPS</b>				
1.100	Build and maintain strategic connections with groups and organizations involved in the Nevada Fire Service	Gillespie			
1.101	Establish annual planning goals for strengthening relationships	Gillespie			
1.102	Identify key fire service organizations (Government, professional associations, corporate entities, Nevada Association of Chiefs of Police (NACOP), Homeland Security, regional representatives, City Managers Association, educational groups).	Gillespie			
1.103	Identify common issues and agendas of various organizations	Gillespie			
1.104	Appoint a liaison board member to coordinate relationships with outside organizations	Gillespie			
2.000	<b>FIRE AND LIFE SAFETY</b>				
2.100	Develop and implement strategies for supporting the Firefighter life safety initiatives identified by the National Fallen Firefighters Foundation to achieve the major goals of decreasing fire service line of duty deaths by 25% in 5 years and 50% in 10 years.	Smith, Myers			
2.101	Define and advocate the need for a cultural change within the fire service relating to safety, incorporating leadership, management, supervision, accountability and personal responsibility.	Smith, Myers			
2.102	Enhance the personal and organizational accountability for- health and safety throughout the fire service	Smith, Myers			
2.103	Focus greater attention on the integration of risk management with incident management at all levels, including strategic, tactical and planning responsibilities	Smith, Myers			
2.104	Empower all firefighters to stop unsafe practices	Smith, Myers			

2.105	Develop and implement national standards for training, qualifications, and certification (including regular recertification) that are equally applicable to all firefighters, based on the duties they are expected to perform	Smith, Myers			
2.106	Develop and implement national medical and physical fitness standards that are equally applicable to all firefighters, based on the duties they are expected to perform	Smith, Myers			
2.107	Create a national research agenda and data collection system that relates to the initiatives	Smith, Myers			
2.108	Use available technology wherever it can produce higher levels of health and safety	Smith, Myers			
2.109	Thoroughly investigate all firefighter fatalities, injuries, and near misses	Smith, Myers			
2.110	Ensure grant programs support the implementation of safe practices and/or mandate practices as an eligibility requirement	Smith, Myers			
2.111	Develop and champion national standards for emergency response policies and procedures	Smith, Myers			
2.112	Develop and champion national protocols for response to violent incidents	Smith, Myers			
2.113	Provide firefighters and their family's access to counseling as psychological support	Smith, Myers			
2.114	Provide public education more resources and champion it as a critical fire and life safety program	Smith, Myers			
2.115	Strengthen advocacy for the enforcement of codes and the installation of home fire sprinklers	Smith, Myers			
2.116	Make safety the primary consideration in the design of apparatus and equipment	Smith, Myers			
2.200	Develop and implement a wildland section of the NFCA to promote collaboration among stakeholders, share wildland information, and support state government in their attempts to make the interface areas of the state safer for residents and Firefighters	Scheuerman			
2.201	Assist in developing a Statewide Interface Code	Scheuerman			
2.202	Insure the training needs of our members are being met	Scheuerman			
2.203	Assist in the development and implementation of a comprehensive Statewide Mutual Aid Plan	Scheuerman			
2.204	Have "official" NFCA representation to the various wildland arena organizations	Scheuerman			

2.300	Fully implement the fire service-based statewide mutual aid system (SMAS) to coordinate the response of fire service resources	Scheuerman			
2.301	Implement a resource deployment plan	Scheuerman			
2.302	Identify and assign SMAS coordination, evaluation and quality improvement responsibilities to appropriate State agencies. Develop and implement statewide electronic (with redundancy) mutual aid resource identification, single-point ordering, assigning and tracking system	Scheuerman			
2.303	Review, revise, and retrain on the multi-agency coordination system (MACS) procedures	Scheuerman			
2.304	Identify the state agency which is to serve as the state coordinator of fire service resources	Scheuerman			
2.305	Ensure communications interoperability and communications system(s) are in place to support SMAS ordering, assignment, and coordination	Scheuerman			
2.306	Continue Nevada SMAS Training program	Scheuerman			
2.307	Design, conduct and evaluate SMAS deployment exercise(s)	Scheuerman			
2.400	Gain the State of Nevada's participation in the National Fire Incident Reporting System	Rivera			
2.401	Generate Fire Service recognition and support for issue	Rivera			
2.402	Establish relationships and resources with United States Fire Administration	Rivera			
2.403	Assess resistance and obstacles to Nevada participation	Rivera			
2.406	Develop strategy to achieve Nevada NFRS participation	Rivera			
2.500	Facilitate statewide communications interoperability	Madden, Neilson			
2.501	Ensure representation and participation with a statewide communications interoperability committee	Madden, Neilson			
2.502	Ensure communications interoperability and communications system(s) are in place to support SMAS ordering, assignment, and travel coordination	Madden, Neilson			

2.600	Identify fire service role in statewide and local homeland security prevention, response, mitigation and recovery and critical infrastructure protection	Leary, Fuller	Scheuerman, Neilson		
2.601	Participate in statewide policy development and implementation	Leary, Fuller	Scheuerman, Neilson		
2.602	Build relationships with region and state participants	Leary, Fuller	Scheuerman, Neilson		
2.603	Promote Homeland Security as a local Fire Service responsibility	Leary, Fuller	Scheuerman, Neilson		
2.604	Incorporate N.I.M.S. in to the local response plans	Leary, Fuller	Scheuerman, Neilson		
3.000	<b>LEADING THE FIRE AND EMERGENCY SERVICES</b>				
3.100	Provide leadership, expertise and direction on issues that impact the fire service	President	Executive Board		
3.101	Develop strategies that will position the organization as a leader and spokesperson for the state's fire and emergency services	President	Executive Board		
3.102	Communicate association positions to our members and other related organizations and associations	President	Executive Board		
3.103	Monitor and regularly review all association policy positions to maintain their currency and relevance	President	Executive Board		
3.104	Create and communicate vision statement for the NFCA	President	Executive Board		
3.200	Develop initiatives that are designed to prepare NFCA members to meet the fire and emergency services leadership challenges of the present and the future	President	Executive Board		
3.201	Maintain and enhance the quality of educational offerings at all NFCA conferences as measured by appropriate evaluation instruments	President	Executive Board		
3.202	Deliver timely information on critical issues and educational opportunities through appropriate and innovative delivery methods	President	Executive Board		
3.203	Identify and provide regional educational opportunities	President	Executive Board		
3.300	The NFCA will pro actively promote, support and practice diversity in accordance to national diversity plan	Kleven			
3.301	Establish a diversity committee and clearly define diversity as it relates to the NFCA	Kleven			
3.302	Benchmark the Nevada fire service with regard to current levels of diversity	Kleven			

3.303	Develop programs that will educate NFCA members as to diversity issues (i.e., cultural differences, correct verbiage in dealing with various minority groups)	Kleven			
3.304	Annually communicate goals and accomplishments with regard to increased diversity	Kleven			
4.000	<b>LEGISLATIVE/POLITICAL ACTION</b>				
4.100	Maintain a high profile positive force in legislation affecting the Nevada fire service	Neilson, Campbell, Gillespie			
4.101	Keep abreast of legislation affecting the fire service	Neilson, Campbell, Gillespie			
4.102	Educate membership on the legislative process	Neilson, Campbell, Gillespie			
4.103	Develop a process and tools to assist the membership in the legislative process	Neilson, Campbell, Gillespie			
4.104	Seek consensus positions with other fire service groups in an effort to build a Nevada Fire Service legislative agenda	Neilson, Campbell, Gillespie			
5.000	<b>MARKETING, BRANDING, AND COMMUNICATIONS</b>				
5.100	Improve the speed of transferring information and knowledge on key issues to our members. Enhance current and develop new communication networks that anticipate our members' needs	Wittwer, Riddle			
5.101	Identify current electronic communications alternatives and identify the most effective means of reaching the largest number of members in the shortest time; implement as soon as possible.	Wittwer, Riddle			
5.102	Communicate information and knowledge in real time (i.e., FAX, e-mail).	Wittwer, Riddle			
5.103	Develop an interactive system to solicit members' input in a timely manner	Wittwer, Riddle			
5.200	Establish a resource coordination page on NFCA website where members can list needed resources and available resources for purchase or donation	Wittwer, Riddle			
5.201	Establish criteria concerning page content	Wittwer, Riddle			

5.202	Consult with technical experts on implementation and maintenance	Wittwer, Riddle			
5.203	Implement page, have webmaster maintain	Wittwer, Riddle			
5.204	Periodic review	Wittwer, Riddle			
6.000	<b>NEW REVENUE AND ASSOCIATION GROWTH</b>				
6.100	Increase membership of chief officers and associates throughout Nevada	Executive Board			
6.101	E Board Visits to each regular regional Chiefs organization annually	Executive Board			
6.102	Increase membership by 10% annually	Executive Board			
6.103	Secure 75% of all Chief Officers in the state and 100% of chiefs from all departments/Districts in the state	Executive Board			
6.104	Develop regional reports on membership data	Executive Board			
6.105	Make direct contact with non-member chiefs and departments/districts	Executive Board			
6.106	Make more effective use of internet	Executive Board			
6.200	Diversify the organization's revenue stream to ensure NFCA's economic stability	Wittwer			
6.201	Identify funding opportunities	Wittwer			
6.202	Develop ongoing corporate finance partners	Wittwer			
6.203	Establish on-line store	Wittwer			
6.300	Increase conference participation by 10% annually	Riddle			
6.301	Promote increased participation	Riddle			
6.302	Strengthen conference agenda through annual review to increase attendance	Riddle			
6.303	Focus on marketing annual conference throughout the United States	Riddle			
6.400	Increase active member participation on committees and task groups to maximize regional representation	Executive Board			
6.401	Audit membership participation on committees and task groups	Executive Board			
6.402	Distribute a cover letter explaining our goal and action plan	Executive Board			

6.403	Use the letter in a campaign to encourage member participation on various committees and task groups.	Executive Board			
6.404	Identify committee and task groups needing increased participation and forward information to regional directors for additional recruitment	Executive Board			
6.405	Make more effective use of regional and section representative	Executive Board			
6.500	Demonstrate fiscal responsibility in the management of association finances	Wittwer			
6.501	Establish an annual operating budget	Wittwer			
6.502	Develop training and workshop opportunities to be eventually revenue-generating	Wittwer			
6.503	Develop annual conference to be profitable	Wittwer			
6.504	Maximize those funding resources currently available to the Association while also seeking opportunities to diversify funding resources	Wittwer			
7.000	<b>PROFESSIONAL/EXECUTIVE SKILLS DEVELOPMENT</b>				
7.100	Promote professional development and excellent services through annual conferences and outreach programs throughout the state	Brame, Washington, Alameda			
7.101	Develop and deliver "New Chief" orientation workshop	Brame, Washington, Alameda			
7.102	Establish dialogue with other professional development agencies (NFA, NFP A, IAFC, etc)	Brame, Washington, Alameda			
7.103	Develop and implement a recognition mechanism for excellent service programs.	Brame, Washington, Alameda			
7.104	Continue to provide and improve annual conferences	Brame, Washington, Alameda			
7.105	Continue to improve and provide statewide workshops	Brame, Washington, Alameda			
7.106	Poll the membership regarding conference/workshop program content	Brame, Washington, Alameda			
7.107	Publish a written summary of conferences and workshops	Brame, Washington, Alameda			

7.108	Market conferences and workshops at the regional and county levels	Brame, Washington, Alameda			
7.200	Dedicate efforts to enhance professionalism in the Nevada fire service.	Brame, Washington, Alameda			
7.201	Develop a "New Chief" orientation manual	Brame, Washington, Alameda			
7.202	Promote the Chief Fire Officer designation and recognize designated Nevada Fire Chiefs	Brame, Washington, Alameda			
7.203	Strengthen ties to the International Association of Fire Chiefs (IFCA). Strengthen ties to the Western Fire Chiefs Association (WFCA).	Brame, Washington, Alameda			
7.204	Promote standards for chief officer professionalism	Brame, Washington, Alameda			
7.205	Establish ethical standards for NFCA members and Nevada chief officers	Brame, Washington, Alameda			
7.206	Provide means of input from all members of Nevada fire service	Brame, Washington, Alameda			
7.207	Promote the Fire Chief of the Year program	Brame, Washington, Alameda			
7.208	Promote the Lifetime Achievement award program	Brame, Washington, Alameda			
7.209	Identify and find additional professional development opportunities	Brame, Washington, Alameda			