

# Illinois Fire Chiefs Association Strategic Plan 2026



## ILLINOIS FIRE CHIEFS' ASSOCIATION STRATEGIC PLAN

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## **Illinois Fire Chiefs' Association**

### **Executive Board**

Chief Brian Lambel, President

Chief Kent Adams, First Vice President

Chief Joe Schrage, Second Vice President

Chief Chad Hoefle, Immediate Past President

Chief John Buckley (retired), Executive Director

### **Directors**

Chief Mick Smith ♦ Chief John Winters ♦ Chief Ed StLouis (ret)

Chief Mick Humer ♦ Chief Steve Regenwether ♦ Division Chief Nate Rice

IAFC-GLD Representative Division Mick Humer

### **Area Representatives**

**Area 1** Chief Ryan Buskol & Deputy Chief Kyle Sommers

**Area 2** Chief Rudy Horist, Deputy Chief Mike Brown & Deputy Chief Jeremy Lockwood

**Area 3** Chief Craig Hanson, Chief Mike Huneke, Chief Keith Krestan & Chief Steve Hernandez

**Area 4** Chief Steve Norvilas, Chief Brian Kolosh & Chief David Schweihs

**Area 5** Fire Commissioner Annette Nance-Holt

**Area 6** Chief Casey Rexroat & Chief Bobby Zimmerman

**Area 7** Chief James Keener & Chief Steve Malone

**Area 8** Chief Rich Evans Jr. & Chief Steve Salrin

**Area 9** Chief Mark Ames & Chief Chris Humer

**Area 10** Chief Adam Pennock

**Area 11** Chief Jeff Hilligoss

**Area 12** Chief Mich Tolbert

### **IFCA Staff**

Maureen Griseto ♦ Raymond Kay ♦ John Buckley

## **Strategic Plan Recognition**

The Illinois Fire Chiefs Association (IFCA) strategic plan is a working document that is intended to be used not only as a reflection of what the Association represents but also a summary of present and future goals, initiatives, and direction for both short and long-term initiatives.

This document is designed to be updated as necessary as the Association changes its focus and potential direction over time. This document shall be used as a guiding tool for the Association and as a means of providing communication and transparency for its membership, partners, and associates.

## **Organizational Background:**

### **History**

On August 3, 1951, nine fire chiefs from northeastern Illinois gathered in River Forest to discuss their mutual concerns. From this meeting came the impetus to continue meeting, and to begin an organization which years later, has become one of the leading organizations in the Illinois fire service – the Illinois Fire Chiefs Association (IFCA). The IFCA Mission follows:

*The Illinois Fire Chiefs Association is dedicated to promoting excellence in the fire service by providing an information-sharing network and by offering educational, legislative and technical opportunities to our diverse membership and associated partnerships.*

The IFCA is composed of nearly 1,500 members and requires proactive management to meet the needs of this large, diverse group. The Executive Board was expanded to meet both the needs and the mission of the Association. Currently, there are 20 elected positions on the Executive Board, which includes the positions of President, two Vice-Presidents, five Directors, one Retired Director, and Area Representatives for twelve regional areas. The position of Area 5 (City of Chicago) is appointed by the Fire Commissioner of Chicago. With many Areas having multiple Area Representatives, the number of Executive Board members for 2025-2026 is 34. The IFCA created several committees, which focus on individual areas of concern or specific projects. There are both standing and external committees which meet regularly and report their activities to the membership through the Association's publications and website.

Over the past several years, the IFCA has increased its daily workload by representing the general membership on numerous regional and state committees that were created to draft legislation or to modify state-mandated programs or projects. Since the IFCA represents the state's fire and EMS leadership, when requested to participate on those committees, the Association must represent our interests and concerns. But more importantly, the IFCA has expanded its professional service offerings to include consulting services which benefit both the Association financially, and the community requesting our studies.

### **IFCA Personnel**

Executive Director ♦ Program Director ♦ Executive Assistant

### **Standing Committees**

Administrative Professionals ♦ Administrative Professional of the Year ♦ Annual Conference

Annual Symposium ♦ Chief Emeritus ♦ Chief of the Year ♦ Jerry Burke Award

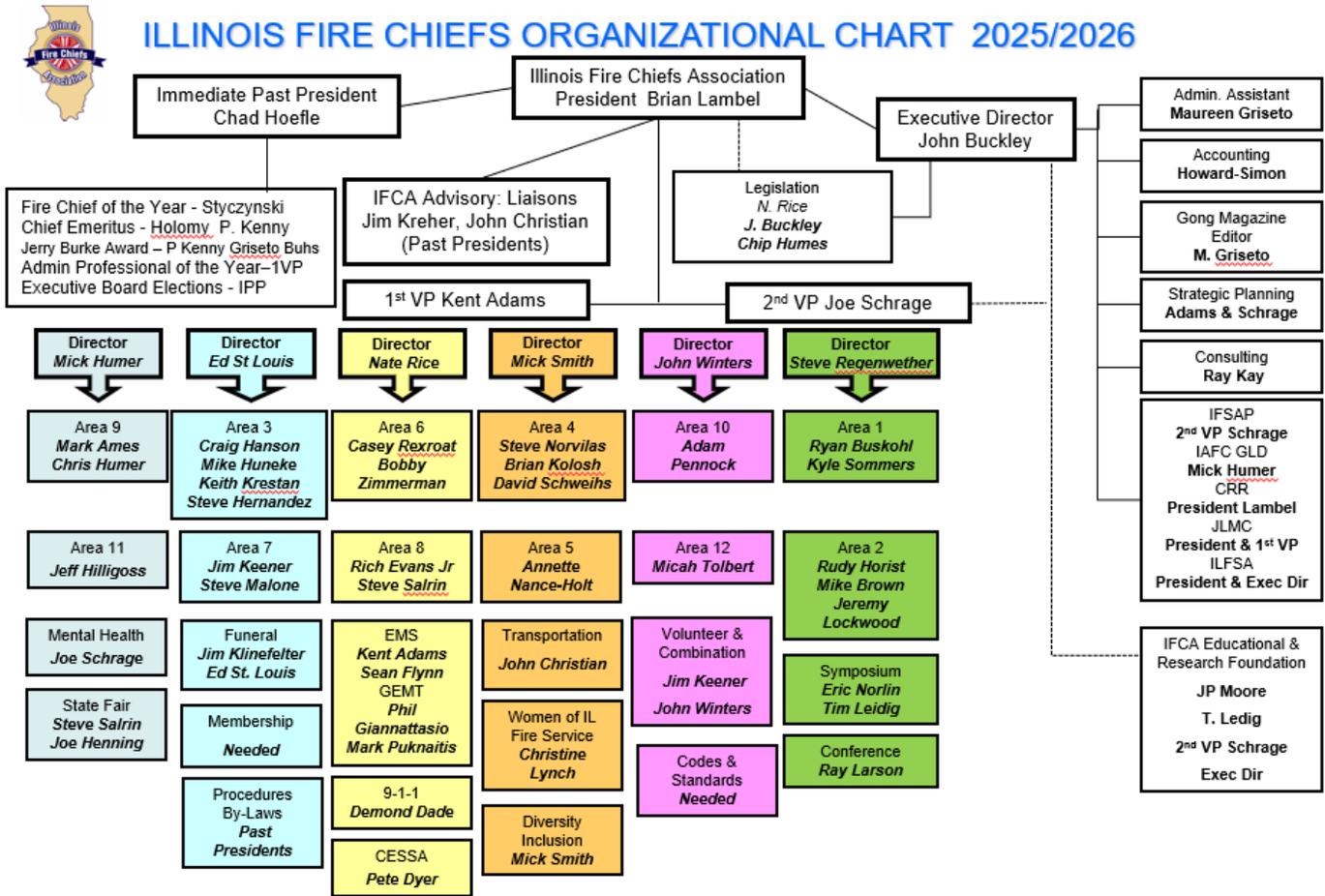
Codes & Standards ♦ Communications/9-1-1 ♦ Data & Resource

Diversity ♦ EMS ♦ Funeral ♦ Legislative ♦ Marketing/Membership

Medal of Honor ♦ Procedures & By-Laws ♦ State Fair

Transportation ♦ VCOC

**Organization Chart**



January 2026

**Statistics**

Membership Totals as of January 15, 2026	
Departments	474
Active	1331
Associate	30
Retired	208
Individuals	1

## **Planning Steps**

Key steps of the Strategic Planning Process include:

1. Selecting a Strategic Planning process and team. A broad cross-section of the Association is ideal for the make-up of the team. The IFCA Planning team is headed up by the two current IFCA Vice-Presidents.
2. Identifying the Association's mission, vision and values. This step answers "what, who, how and why" for the Association. This step attempts to clarify the Association's reason for being and where it wants to be.
3. Identify internal and external partners. To help define the people and resources with which the Association must collaborate and to help identify those who are impacted by the decisions and actions the Association takes.
4. Conduct a Strength, Weakness, Opportunity and Challenges (SWOC) analysis to help create focus on the issues facing the Association. Strengths and weaknesses are generally internal to the organization, while opportunities and challenges evaluate external factors.
5. Identify and define the strategic objectives and goals. This step attempts to define and describe broadly what the Association must do well to be successful.
6. Select specific programs or projects to complement strategic objectives; links the strategic objectives to tangible efforts towards meeting the mission of the Association. This step generally also requires specific measurement strategies to help evaluate progress.
7. Document the planning process and review periodically. This step creates the "blueprint" and provides a reference to guide future planning.

## **Planning Process**

The IFCA Executive Board facilitates the process, utilizing management staff expertise, to identify and refine the Association's visions and values. This is done by our IFCA Vice Presidents as moderators.

As the Association charts its course over the long-term, it must map concrete strategies that will allow it to focus on the vision. These strategies for achieving the mission and vision are the strategic objectives. They will change as the Association advances toward the goals set out in the Strategic Plan, as long as the Association decides its focus should change in order to achieve its mission and vision.

The project list tracks the initiatives the Association undertakes to improve its performance within the strategic objectives. A new project that is initiated and assigned resources should always be aligned with, and in support of, the Association's strategic objectives.

Because the Association has a limited amount of resources, it must decide how best to allocate the resources it does have. Those decisions should not be made arbitrarily, but rather in support of the Association's strategies and based on data that helps to clarify the Association's needs.

## **Methodology for Future Updates to the Plan**

The Strategic Plan is designed to offer guidance for the 3–5-year time horizon. As such, it should be reviewed frequently by Association staff and Executive Board members to ensure that the mission, vision and organization expectations have not dramatically changed. Initiatives should undergo a rigorous analysis to evaluate their value in achieving alignment with the Strategic Objectives. Each initiative should also be analyzed for resource requirements. Once this review is complete and the initiative continues to receive the Board support, a project plan can be drafted to begin comprehensive development and implementation.

This document should also be updated on a continuing basis to ensure that assumptions, stakeholder desires and economic factors continue to be relevant. The specific planning steps may change, but the Association should actively seek input from multiple partners and groups to ensure future planning is considerate of a diverse set of expectations and demands.

## **Planning Assumptions**

In developing a long-term strategic plan, it is necessary to rely on certain assumptions based on information that is currently available. Upon accessing information which reflects the community, there are key assumptions that can be formulated. The following are key assumptions and challenges that have been identified to exist by the Illinois Fire Chiefs Association. over the next five to ten years.

## **IFCA Mission, Vision and Values – Our Building Blocks**

<p><b>Mission</b></p> <p>The Illinois Fire Chiefs Association is dedicated to promoting excellence in the fire service by providing an information-sharing network and by offering educational, legislative and technical opportunities to our diverse membership and associated partnerships.</p>			
<p><b>Vision Statement</b></p> <p>To strive to be the trusted source of training and education for Chief Fire Officers as we work towards a diverse Illinois Fire Service that reflects professionalism and integrity while supporting the health and safety of all fire department personnel.</p>			
<p><b>Values</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>Credibility</li> <li>Integrity</li> <li>Sustainability</li> <li>Diversity</li> <li>Tradition/History</li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>Trust</li> <li>Responsiveness</li> <li>Representation</li> <li>Reliability</li> <li>Resourcefulness</li> </ul> </td> </tr> </table>		<ul style="list-style-type: none"> <li>Credibility</li> <li>Integrity</li> <li>Sustainability</li> <li>Diversity</li> <li>Tradition/History</li> </ul>	<ul style="list-style-type: none"> <li>Trust</li> <li>Responsiveness</li> <li>Representation</li> <li>Reliability</li> <li>Resourcefulness</li> </ul>
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## **Internal Stakeholders**

Illinois Fire Chiefs Association Educational and Research Foundation

Illinois Fire Service Administrative Professionals

## **External Stakeholders**

Illinois Association of Fire Protection Districts

International Association of Fire Chiefs

Illinois Fire Service Institute

Great Lakes Division – IAFC

Illinois Fire Safety Alliance

Illinois Society of Fire Inspectors

Women of the Illinois Fire Service

Wisconsin Fire Chiefs Association

Metro Fire Chiefs Association

Office of the State Fire Marshal

Northern Illinois Alliance of FPD's

Illinois MABAS

Illinois Fire Services Association

Illinois Firefighters Association

Illinois Society of Fire Instructors

Associated Fire Fighters of Illinois

Governor's Office

Various Sponsors-Vendors

## Committees

### Diversity, Equity, and Inclusion

A committee involved with articles for the Gong and monthly IFCA news, work with OSFM as a primary partner (State) that can open doors to an annual conference/symposium or special event, provide speakers for conference presentation/breakouts. This is a new committee with hard-working members that want to grow the team and grow membership involvement.

### Emergency Medical Services

**Committee and or Section:** EMS

**Current Chair & Co-Chair:** Chairman Chief Kent Adams Co-Chair Chief Sean Flynn

**Goals and objectives of the committee:** The goal of the EMS committee is to promote the advancement of EMS as practiced within the State of Illinois. The Committee will focus on solutions for Illinois Fire Chiefs Association and their departments/districts that address barriers to them providing EMS services to their citizens.

**Statement of intent from the Committee:** It is the intent of the EMS Committee to be the resource for the Illinois Fire Chiefs Association Executive Board, Area Representatives, and membership in all matters as they relate to the Illinois Fire Services provision of EMS.

**Commitment from the Committee:** The Committee will keep itself informed on national trends within the provision of EMS nationally, internationally and statewide. Above all, the Committee will establish and maintain communications channels with the IFCA Executive Board and Executive Director. The Committee will not be able to accomplish its goals without the assistance of other IFCA committees so to that end it will work with and update the various committees as to the needs of Illinois Fire Service EMS. Also, the EMS Committee will assist other IFCA committees in meeting their goals and objectives.

### Fire Chief of the Year

**Goals and objectives of the committee:**

It is the goal of the Committee to provide a process to select a Fire Chief of the Year from several categories based on the type of department and population.

**Statement of intent from the Committee:**

It is the intent of the Committee to provide a fair process for nominations of applicants and have the ability to communicate that to other organizations that may submit nomination packets.

**Commitment from the Committee:**

The Committee is very committed for the nomination process and representing the Illinois Fire Chiefs Association with great honor.

### **Funeral Committee**

**Committee and or Section:** Funeral Committee

**Current Chair:** Chief Jim Klinefelter

**Goals and objectives of the Committee:** To provide assistance to departments/districts stricken by the loss of current or past employees/members.

**Statement of intent from the Committee:** Providing support to our Committee members by providing them information, assistance, and in-person guidance as they carryout their duties of serving stricken departments/districts.

**Commitment from the Committee:** The members of the IFCA Funeral Committee are committed to the departments/districts they serve and will pefrom to the best of their ability to meet the expectations of the family and the department/district.

### **Symposium and Conference Committee**

**Current Chair:** Symposium Eric Norlin / Conference Ray Larson

**Goals and objectives of the Committee:**

Plan, build and deliver an annual educational and networking event for the Illinois Fire Chiefs Association.

**Statement of intent from the Committee:**

To provide an exceptional event incorporating topical educational subjects in concert with a social networking opportunity for fire chiefs and their staff memebers in a relaxing atmosphere that is all inclusive.

## Legislative

**Committee and or Section:** Legislative

**Current Chair:** Division Chief Nate Rice

**Goals and objectives of the committee:**

Review legislation that impacts the fire service and determine IFCA positions. Introduce legislation as necessary. Communicate IFCA position with membership and legislature. Assure IFCA voice is heard in Springfield and Washington DC.

**Statement of intent from the Committee:**

It is the intent of the Legislative Committee to represent the membership of the IFCA in legislative matters.

**Commitment from the Committee:**

The Legislative Committee is committed to representing all the members of the IFCA including Municipal Departments and Fire Districts, as well as, Volunteer, POC, part-time or career Fire Chiefs.

## Volunteer and Combination Fire Officer

**Committee and or Section:** VCOC

**Current Chair & Co-Chair:** Chief Jim Keener & Chief John Winters

**Goals and objectives of the committee:**

1. Focus on Volunteer and Combination Firefighter Wellness and Cancer Prevention
2. Community Risk Reduction
3. Market Existing Educational Programs of the VCOC
4. Legislative Action
5. Improve VCOC presence in the IFCA

**Statement of intent from the Committee:**

To assist chief and company officers of volunteer and combination fire departments in the development of professional leadership skills and providing representation on critical issues affecting the volunteer services of the State of Illinois to create greater opportunities in funding, training and professional service for their respective departments. To elevate the quality of fire service at local level to enhance the overall quality of life to the citizens of the State of Illinois and promote safety and wellbeing of members of the fire service.

**Commitment from the Committee:**

Our vision is to be a professional, integral arm of the Illinois Fire Chiefs Association, representing what is best about the Illinois Volunteer and Combination Fire Officer. We will be a dynamic organization, characterized by integrity to serve as the collective voice of the volunteer/combination fire officer to create greater opportunities in funding, training, and professional service for their respective departments. We will continuously adapt with the evolution of our state volunteer service and work together for success within the individual departments.

## **Assessments and Consulting**

The Assessment and Consulting Services of the IFCA will provide expert guidance and comprehensive evaluations to the Illinois fire service. Through customized and data-driven consulting services and assessments tailored to individual fire departments, we will support fire agencies in enhancing performance and resource management. Conduct thorough assessments that analyze fire service personnel performance, education, and knowledge consistent with the rank of the position they are testing for. Offer customized consulting services to the fire service, focusing on risk management, and strategic planning to strengthen overall organizational effectiveness and community protection.

We will continue our core services: Officer Assessment Centers, Fire Chief Hiring Assessments, Interim Fire Chief Placement and Station Location Consulting. We will work towards providing: Mentoring Programs, Policy Development, GEMT Advising and Grant Assistance.

## **International Association of Fire Chiefs-Great Lakes Division**

We are a division of the International Association of Fire Chiefs and therefore we operate under the following IAFC Mission Statement: Provide leadership to career and volunteer chiefs, chief fire officers and managers of emergency service organizations throughout the Great Lakes region, through vision, information, education, services and representation to enhance their professionalism and capabilities.

## **Illinois Fire Service Administrative Personnel (IFSAP)**

The purpose of the Illinois Fire Service Administrative Professionals, a division of the Illinois Fire Chiefs Education and Research Foundation, is:

- to be an effective support system to the Fire Chiefs
- to provide a forum in which Illinois Fire Service Administrative Professionals may discuss matters of mutual interest
- to provide an educational channel for Illinois Fire Service Administrative Professionals in their continuing efforts to improve their efficiency and to elevate their professional status
- to keep updated with the ever-growing Fire Service industry, striving to obtain information so that we may equip ourselves to serve our departments with even greater skills and knowledge

## **Past President Advisory Board**

**Affiliation:** Past Presidents

### **Goals and objectives of the IFCA Executive Board:**

To provide resources and representation for all members of the IFCA. To provide feedback and participate in forums, committees and groups with the goal of improving the IFCA and moving the strategic plan agenda into the future.

## Area Representatives / Directors / Board Members

### Goals and Objectives:

Assist the Illinois Fire Service in being successful. Be and advocate for all types of Illinois Fire Departments. Plan and advocate for legislation to improve the Illinois Fire Service, *Recruitment, Education and preparing our future officers*

### Your statement of intent and does your time & position allow for additional assignments with the IFCA:

- Time allowed – common answer is yes when applicable and with the use of virtual meetings.
- My intent is to assist the IFCA in achieving its goals and improve the fire service in the Illinois.
- Assist and offer expertise by taking on committee assignments
- *I also intend to reach out to members in my Area to get more of them involved with the Association either through committee work or just attending the various events we host throughout the year.*

### Your understanding of the internal partners of the IFCA? [Foundation, IFSAP]:

- The internal partners of the IFCA are unique partnerships that help move the organization in a forward direction. These partners help the IFCA achieve its organizational goals.
- The Foundation is our fundraising partner that allows us to give back to the fire service through education.
- IFSAP is the Administration Assistant group, which are the backbone of our department and organization.
- At times not really sure how we do work together, but know that it is a central part of [IFCA]
- Foundation strength is education, need to expand throughout the state
- Need to advertise or promote our internal partners

### Strategic Goals, Objectives and Tasks

<b>Strategic Priority</b>	<b>EDUCATION</b>
<b>Strategic Goals</b>	The IFCA will provide fire service leadership with operational expertise by developing innovative, accessible training programs that address emerging challenges and best practices in the fire service.
<b>Strategic Objectives</b>	<p>Develop and maintain curriculum that incorporates the latest in fire service innovation, leadership principles and safety.</p> <p>Foster partnerships with fire service organizations and subject matter experts to create learning opportunities, mentorship programs, and knowledge-sharing platforms that promote professional development.</p>
<b>What We Do Now</b>	<ul style="list-style-type: none"> <li>• Annual Conference</li> <li>• Annual Symposium</li> <li>• VCOC Conference</li> <li>• Be Prepared for Promotion Workshops</li> </ul>
<b>What Do We Want To Do</b>	<ul style="list-style-type: none"> <li>• Explore a Statewide EMS Conference</li> <li>• Explore/Create a Paramedic National Registry Exam refresher class</li> <li>• Explore/Create a Pre-class for EMT/Paramedic students</li> <li>• Capture CFO continuing education opportunities</li> <li>• Improve Information sharing on current topics</li> <li>• Support and mentor women and minorities in the Illinois fire service</li> </ul>
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Schedule National Registry Director to speak at annual conference</li> <li>• Create/Invest in Webinars on Officer Development, training etc.</li> <li>• Obtain more female instructors for IFCA classes</li> <li>• Support mentorship of firefighters/officers through the Fire Service Woman of Illinois</li> <li>• Collaborate with organizations that represent minority groups within the Illinois Fire Service</li> <li>• Document continuing education at IFCA Symposium and Conference</li> </ul>

### Strategic Goals, Objectives and Tasks

<b>Strategic Priority</b>	<b>Assessment Consulting</b>
<b>Strategic Goals</b>	<p>The Assessment and Consulting Services of the IFCA will provide expert guidance and comprehensive evaluations to the Illinois fire service. Through customized and data-driven consulting services and assessments tailored to individual fire departments, we will support fire agencies in enhancing performance and resource management.</p>
<b>Strategic Objectives</b>	<p>Conduct thorough assessments that analyze fire service personnel performance, education, and knowledge consistent with the rank of the position they are testing for.</p> <p>Offer customized consulting services to the fire service, focusing on risk management, and strategic planning to strengthen overall organizational effectiveness and community protection.</p>
<b>What We Do Now</b>	<ul style="list-style-type: none"> <li>• Officer Assessment Centers</li> <li>• Fire Chief Hiring Assessments</li> <li>• Interim Fire Chief Placement</li> <li>• Station Location Consulting</li> </ul>
<b>What Do We Want To Do</b>	<ul style="list-style-type: none"> <li>• Support grant writing and administration</li> <li>• Update New Fire Chiefs – First 100 days</li> <li>• GEMT consulting</li> <li>• Procedural consulting</li> <li>• Consolidation consulting</li> <li>• Department Structure consulting</li> </ul>
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Reorganize and streamline the administration of the assessment program</li> <li>• Review all Assessment and Consulting programs, providing updates as needed while streamlining and documenting the administrative process</li> <li>• Provide Assessment and/or Consulting services to Volunteer and Paid on Call fire departments</li> <li>• Document the Assessment and Consulting process to assure future continuity</li> </ul>

**Strategic Goals, Objectives and Tasks**

<b>Strategic Priority</b>	<b>Communications</b>
<b>Strategic Goals</b>	The IFCA will enhance internal and external communication to deliver timely, accurate, and transparent information to its members.
<b>Strategic Objectives</b>	Leverage multiple platforms and technologies to promote and support the association's membership, mission, vision, and values.
<b>What We Do Now</b>	<ul style="list-style-type: none"> <li>• Monthly Newsletter (Hotsheet)</li> <li>• Monthly Update (Warmsheet)</li> <li>• Gong</li> <li>• Website (Public and Member Restricted)</li> <li>• Social Media (Facebook/Youtube)</li> </ul>
<b>What Do We Want To Do</b>	<ul style="list-style-type: none"> <li>• Review the effectiveness and value of The Gong (look at a possible replacement for it) – Consider the desires of retirees</li> <li>• Communicate virtually – electronically</li> <li>• Consider Blogs, Vlogs Podcasts, and/or possibly a YouTube channel</li> <li>• Communicate with MABAS Divisions throughout the State of Illinois</li> <li>• Improve communication between Area Reps and Directors</li> <li>• Obtain advertisers in the Hot/Warm sheets.</li> </ul>
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Create an Area representative information newsletter/update sheet. Form letter to new Area reps. Chad Hoefle will work on this</li> <li>• Update the website, consider consolidation of public and member site</li> <li>• Facilitate regular information sharing forum.</li> <li>• Create a Podcast by the end of the year-Mick Smith to head up</li> <li>• Create a packet for Area Representatives/Directors to be sent out when they are elected. Look at membership information on the IFCA website. Provide a video to orientate new Area Representatives</li> <li>• Assign a contact list of vendors to the Presidents to communicate with. Important for the Reps and Directors as well – John Buckley to handle</li> </ul>

**Strategic Goals, Objectives and Tasks**

<b>Strategic Priority</b>	<b>Collaboration</b>
<b>Strategic Goals</b>	The IFCA goal of collaboration is to foster interagency partnerships and enhance consistent resource sharing among fire service and allied organizations statewide.
<b>Strategic Objectives</b>	Create and support a communication platform that enables real-time information sharing with partners. Communicate and work together regularly with partnered statewide organizations.
<b>What We Do Now</b>	<ul style="list-style-type: none"> <li>• Communicate and support the Illinois Fire Service Administrative Professionals</li> <li>• Communicate and support Fire Service Women of Illinois</li> <li>• Partner with the IAFFPD, NIAFFPD, IFSI, MABAS Illinois, OSFM, WSFCA, NFCA, and Homeland Security</li> </ul>
<b>What Do We Want To Do</b>	<ul style="list-style-type: none"> <li>• Explore new organizations to collaborate with that support the IFCA mission</li> <li>• Establish short term and long-term goals for committees and programs</li> <li>• Continue to support the IFCA Day at the State Fair</li> </ul>
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Committees/Programs need to develop their long term and short-term goals. To be headed up by John Buckley</li> <li>• Each committee should review and update its membership and participation. Responsibility Committee Chairs and John Buckley</li> <li>• Schedule 20 volunteers to attend the IFCA Day at the State Fair</li> <li>• Utilize IFSAP membership for regular administrative tasks</li> <li>• Create a list of organizations to collaborate with</li> </ul>

**Strategic Goals, Objectives and Tasks**

<b>Strategic Priority</b>	<b>Legislation</b>
<b>Strategic Goals</b>	The IFCA Legislative goal is to advocate for policies and legislation that enhance fire service resources, safety standards, and emergency response capabilities statewide.
<b>Strategic Objectives</b>	Engage with lawmakers and stakeholders to promote fire service priorities. Identify key issues affecting the fire service and actively engage legislators through regular meetings, testimony, and written communications to advocate for favorable policies and funding. Identify legislation that could negatively impact on our membership and work to express the view of our organization, promoting a positive solution.
<b>What We Do Now</b>	<ul style="list-style-type: none"> <li>• Sponsor Legislation that Benefits our Members</li> <li>• Review Legislation that Might Impact Our Members</li> <li>• Challenge Legislation that may have Negative Consequences</li> </ul>
<b>What Do We Want To Do</b>	<ul style="list-style-type: none"> <li>• Education for members of the legislative process</li> <li>• Workout strategies for notification to members of quickly occurring legislation during session</li> <li>• Consider moving our legislative positions behind our member portal</li> <li>• Develop a “Core Legislative” agenda</li> </ul>
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Create a coalition of fire service and allied organizations to build broad-based support for legislation, ensuring a unified voice and increased influence in the legislative process.</li> <li>• Disseminate who is on what committee/ committee members to the IFCA membership</li> <li>• Consider a blog for legislation or subscription list for getting the information out to members who want to receive it</li> <li>• Evaluate the need to put legislation behind the membership “curtain” (members only portion of the website) of the website to post IFCA positions, etc. in a confidential manner</li> <li>• Provide member education on the legislative process</li> <li>• Develop a forum for members to see legislative updates and comment</li> </ul>

### Strategic Goals, Objectives and Tasks

Strategic Priority	Services Programs Benefits
Strategic Goals	The IFCA goal is to create services, committees, and programs that support and benefit the membership.
Strategic Objectives	By leveraging member feedback and fire service trends, the association will deliver initiatives that will support and enhance operational goals of the IFCA and Illinois Fire Service.
What We Do Now	<ul style="list-style-type: none"> <li>• Supporting committees: Funeral, legislation, elections, awards, advisory, consulting, education, VCOC, EMS, CESSA, DEI, Symposium/Conference, membership, codes and standards, transportation, and mental health</li> </ul>
What Do We Want To Do	<ul style="list-style-type: none"> <li>• Communicate to membership what each of the IFCA committees do. Also list the members on those committees and are they participating in committee meetings or activities</li> <li>• Create mentorship opportunities.</li> <li>• Review of all IFCA roles and committees</li> <li>• Provide wellness support for Illinois Fire Chiefs through education, programs, resources, and awareness.</li> </ul>
Tasks	<ul style="list-style-type: none"> <li>• Create rack cards (Brian Lambel to head up) to hand out</li> <li>• Develop and launch mentorship programs and/or networking opportunities that focus on leadership, innovation, and best practices.</li> <li>• Update media/tri-folds- those things we have on the website and/or handout.</li> <li>• Review all committees and fill chair positions. If determined, eliminate committees with no value</li> <li>• Capitalize on mentoring opportunities</li> <li>• Provide a calendar of Committee meetings</li> </ul>

## State of Illinois – IFCA Regional Boundaries

