

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

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

## **National Fire Heritage Center**

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

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

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

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

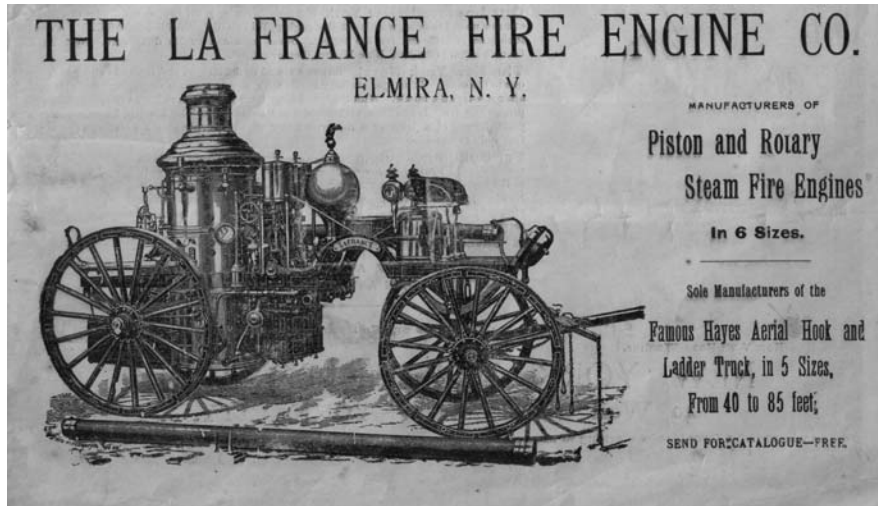
## Forward

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

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

*Jeanne Alstatt*

Adopted by the Officers and Board of Directors



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

*Dale Carnegie*

## Strategic Plan

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

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

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

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

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

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

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

---

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

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

## **Adopted by the Officers and Board of Directors**

### ***The National Fire Heritage Center is committed to:***

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

### **The purpose of developing a Strategic Plan**

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

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

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

### **Background & History of the Concept**

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

## **Adopted by the Officers and Board of Directors**

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

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

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

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

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

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

### **Vision of Ultimate Facility**

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

## **Adopted by the Officers and Board of Directors**

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

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

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

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

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

This plan is intended to achieve that long range goal

### **Election of Officers**

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

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

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

## **Adopted by the Officers and Board of Directors**

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

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

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

## Adopted by the Officers and Board of Directors

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

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

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

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

### **Identity of the Charter Members**

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



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

The following listing is alphabetical:

Briggs, Donald, N.

Balta, Bobby

Clark, Burton

Coleman, Ronny J.

Dickinson, Charlie

Hickey, Harry

Hoglund, John

## **Adopted by the Officers and Board of Directors**

Jewell, Clarence "Chip"

Stratton, Woody

Powell, R. Wayne

Robertson, James C. "Robbie"

White, David

### **The first Board of Directors**

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

### **Initial Activities:**

#### ***Initial Activity Statements***

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

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

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

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

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

2. Create an image – including a logo

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

## **Adopted by the Officers and Board of Directors**

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

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

## **Tour of the Army Heritage and Education Center**

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



## **Acquisition of Ambulance Property in Emmitsburg**

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

## **Adopted by the Officers and Board of Directors**

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

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

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

### **Summary of Background**

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

Your contributions are appreciated.

## Strategic Planning and Current Initiatives

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

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

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

### Mission Statement

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

### Vision Statement

The purpose of the National Fire Heritage Center is to:

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

---

<sup>3</sup> See Glossary

## Adopted by the Officers and Board of Directors

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

### Value Statement

The Center values:

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

### Principles Involved

The Board believes in the following principles:

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

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

Strengths:

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

Weaknesses:

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

## Adopted by the Officers and Board of Directors

### Opportunities:

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

### Threats:

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

## Major Goals

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

These strategic initiatives are:

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

**Adopted by the Officers and Board of Directors**

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

**Adopted by the Officers and Board of Directors**

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

**Adopted by the Officers and Board of Directors**

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

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

**Adopted by the Officers and Board of Directors**

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

**Adopted by the Officers and Board of Directors**

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

**Adopted by the Officers and Board of Directors**

<b>Strategic Initiative V</b>		
<b>To Identify and Establish Major Committees</b>		
<p>Committees need to be formed with scheduled meetings to rapidly move the work of the National Fire Heritage Center program forward. Once these committees have been formed, there needs to be a meeting of all Charter Members and Steering Committee members in or near Emmitsburg, Maryland to discuss the work of each Committee within the overall plan of the National Fire Heritage Center development vision and obtain general approval of a course of direction. The following committee structure and Chairperson for each committee should be established at this time. Standing Committees should include but are not limited to:</p>		
<p>Guiding Principles Supported:</p> <ul style="list-style-type: none"> <li>✓ Sound Planning Principles</li> <li>✓ Creative and Innovative Solutions</li> </ul>		
<b>Objectives</b>	<b>1. Create a Finance Committee</b>	
	Performance Measure: Amount of money raised	Critical Tasks:
	Importance   Extremely High	<ul style="list-style-type: none"> <li>• Establish fund raising ideas</li> <li>• Complete financial plan</li> <li>• Seek grant funding</li> <li>• Establish financial records keeping system</li> </ul>
	Timeline   Ongoing	
	Lead   Bill Killen	
	<b>2. Create a Facilities Management Committee</b>	
	Performance Measure: Effective day to day operations	Critical Tasks:
	Importance   Very High	<ul style="list-style-type: none"> <li>• Create Policy and Procedure</li> <li>• Identify all key and critical factors of operating a facility</li> <li>• Maintain relationships with the county</li> <li>• Monitor utility costs</li> <li>• Prepare plan for revision of the exterior of the building</li> </ul>
	Timeline   Ongoing	
	Lead   Bobby Balta	
	<b>3. Create Acquisitions Policy Committee</b>	
	Performance Measure: Acquisition Policy	Critical Tasks:
	Importance   High	<ul style="list-style-type: none"> <li>• Develop accession-donation acceptance policy</li> <li>• Determine materials access, use and copying protocols</li> <li>• Develop appropriate records system</li> </ul>
	Timeline   Ongoing	
	Lead   Dave White	
	<b>4. Create an Archival Committee</b>	
	Performance Measure: Preservation of donated materials	Critical Tasks:
	Importance   High	<ul style="list-style-type: none"> <li>• Determination of preservation techniques required</li> <li>• Development of a space utilization policy</li> <li>• Development of office practices</li> </ul>
	Timeline   Ongoing	
	Lead   Harry Hickey	
<b>5. Institutionalize the Strategic Planning Committee</b>		
Performance Measure: Revision of Strategic Plan within two years of adoption	Critical Tasks:	
Importance   High	<ul style="list-style-type: none"> <li>• Conduct Strategic Planning</li> <li>• Review workshop within 18 months</li> <li>• Revise plan accordingly</li> <li>• Issue revised Strategic Plan</li> </ul>	
Timeline   24 months		
Lead   President and Board		

**Adopted by the Officers and Board of Directors**

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

**Adopted by the Officers and Board of Directors**

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

**Adopted by the Officers and Board of Directors**

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

**Adopted by the Officers and Board of Directors**

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

**Adopted by the Officers and Board of Directors**

			materials to create visibility for the program
--	--	--	--

**Adopted by the Officers and Board of Directors**

**Adopted by the Officers and Board of Directors**

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

**Adopted by the Officers and Board of Directors**

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

## Appendix A -

### The Vision: An Exhibition Complex Harry Hickey's Dream

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

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

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

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

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

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

## Adopted by the Officers and Board of Directors

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

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

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

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

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

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

## **Adopted by the Officers and Board of Directors**

other promotional items.

### **Architectural Planning Committee**

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

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

### **A Preliminary Vision of the Complex**

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

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

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

**Adopted by the Officers and Board of Directors**

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

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

“Harry Hickey Submittal”

## APPENDIX B

Ronny J. Coleman, President  
8866 St. Anthony Court  
Elk Grove, CA 95624  
916-799-5363 (cell)  
916-689-5363 (office)  
916-689-4998 (fax)  
[ronny.coleman@esci.us](mailto:ronny.coleman@esci.us)

Dr. Harry E. Hickey, Vice President  
324 Club House Drive  
Lusby, MD 20657  
410-326-9326 (home)  
[Hhickey1@earthlink.net](mailto:Hhickey1@earthlink.net)

James C. "Robbie" Robertson, Secretary  
P.O. Box 147  
Ranson, WV 25438  
304-724-4159 (home)  
352-682-1155 (cell)  
[robbie4771@aol.com](mailto:robbie4771@aol.com)

R. Wayne Powell, Treasurer  
11628 Simmons Road  
Taneytown, MD 21787  
240-344-7390 (cell)  
301-447-6335 (home)  
301-380-6681 (fax at work)  
301-447-3748 (fax at home; call first)  
[wayne.powell@marriott.com](mailto:wayne.powell@marriott.com)

Bobby Balta, Director  
President, Maryland State Firemen's Association  
P.O. Box 39  
St. Inigoes, MD 20684  
301-872-4408 (home)  
240-538-7150 (cell)  
301-748-8605 (cell)  
301-872-4408 (fax)  
[bobbyb@md.metrocast.net](mailto:bobbyb@md.metrocast.net)

**Adopted by the Officers and Board of Directors**

Donald N. Briggs, Director / Resident Agent  
Briggs Associates, Inc.  
P.O. Box 1139 / 130 South Seton Avenue  
Emmitsburg, MD 21727  
301-447-3110 (office)  
301-606-1512 (cell)  
[dbriggs@briggsassoc.com](mailto:dbriggs@briggsassoc.com)

Clarence "Chip" Jewell, Director  
Director, Frederick County Department of  
Emergency Communications  
110 Airport Drive East  
Frederick, MD 21701-3146  
301-600-2072 (office)  
240-644-4013 (fax)  
[cjewell@fredco-md.net](mailto:cjewell@fredco-md.net)

William D. Killen, CFO, Director  
526 Whitetail Road  
Church Hill, TN 37642  
423-357-3076 (home)  
202-409-8204 (cell)  
[nschsto@charter.net](mailto:nschsto@charter.net)

David White, Director  
President, Industrial Fire World  
P.O. Box 9161  
College Station, TX 77842  
979-690-7559 (office)  
979-820-3227 (cell)  
979-690-7562 (fax)  
[davidw@fireworld.com](mailto:davidw@fireworld.com)

## APPENDIX C

### Sample Solicitation Letter

# National Fire Heritage Center

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

2007

Dear Friend,

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

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

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

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

### **A museum worthy of our heritage.**

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

**Adopted by the Officers and Board of Directors**

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

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

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

**Share the spirit of Semper Vigilans**

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

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

So, please return the enclosed membership form today.

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

Sincerely,

Ronny J. Coleman  
President, National Fire Heritage Center

## **Appendix D**

### ***Glossary of Terms For Use in Strategic Planning***

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

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

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

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

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

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

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

## **Adopted by the Officers and Board of Directors**

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

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

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

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

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

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

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

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

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

## **Adopted by the Officers and Board of Directors**

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

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

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

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

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

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

## **Adopted by the Officers and Board of Directors**

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

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

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

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

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

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

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

## **Adopted by the Officers and Board of Directors**

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

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

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

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

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

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

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

## Appendix E

### Glossary of Terms For Not for Profit Organizations

**501(c) (3)**

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

**501(c)(4)**

refers to social welfare organizations as defined by the IRS

**501(c)(6)**

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

**501(h) election**

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

**527**

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

### A

**Accountability**

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

**Action organization**

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

**Ad hoc committee**

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

**Advisory council**

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

**Advocacy**

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

**Affiliate**

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

**Agenda for meetings**

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

**All volunteer organization (AVO)**

a nonprofit organization that is managed and governed by volunteers

**Altruism**

## Adopted by the Officers and Board of Directors

an unselfish need and wish to help build a better world

### **Annual campaign**

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

### **Arm's length transaction**

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

### **Articles of incorporation**

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

### **Articles of organization**

a charter for an unincorporated organization

### **Assets**

all money and property owned by an organization

### **Association**

a membership organization that may be incorporated or unincorporated

### **Attorney general**

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

### **Audit**

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

## **B**

### **Board cycles**

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

### **Board development**

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

### **Board member**

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

### **Board member agreement**

a verbal or written commitment outlining board member expectations

### **Board member profile grid**

a tool helping identify desired characteristics and gaps on a board

### **Board of directors**

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

### **Bylaws**

the legal operating guidelines for a board

### **Bylaws amendment**

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

C

**Capital campaign**

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

**Carver, John**

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

**Case statement**

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

**Cause related marketing**

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

**CEO**

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

**Chair**

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

**Chapter**

a member or affiliated organization of a federated organization

**Charitable contribution**

a tax-deductible donation given to a nonprofit organization

**Charity**

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

**Charter**

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

**Chief executive**

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

**Code of conduct**

the high ethical standards expected of every board member

**Committee**

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

**Community foundation**

a foundation whose mission is to support a specific community

**Confidentiality clause**

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

**Conflict of interest**

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

**Consent agenda**

## Adopted by the Officers and Board of Directors

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

### **Constitution**

this usually refers to the organizational documents of an organization

### **Consultant**

an expert providing professional advice or services

### **Corporate foundation**

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

### **Corporate name search**

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

### **Corporate sponsorship**

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

### **Corporation**

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

## D

### **D&O (Directors' and Officers') insurance**

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

### **Determination letter**

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

### **Development**

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

### **Direct marketing**

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

### **Disclosure form**

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

### **Disclosure requirement**

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

### **Dissolution of nonprofits**

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

### **Diversity**

inclusivity; equal opportunity; collective mixture of participants

### **Domestic corporation**

## Adopted by the Officers and Board of Directors

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

### **Donor-advised funds**

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

### **Due diligence**

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

### **Duty of care**

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

### **Duty of loyalty**

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

### **Duty of obedience**

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

## **E**

### **EIN (Employee Identification Number)**

a number issued by the IRS to all corporations

### **Emeritus status**

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

### **Endowment**

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

### **Estate tax**

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

### **Ex officio**

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

### **Excess benefit transaction**

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

### **Excise tax**

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

### **Executive committee**

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

### **Executive session**

## Adopted by the Officers and Board of Directors

a meeting of a board in which no staff are present

### F

#### **FASB**

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

#### **Feasibility study**

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

#### **Federated organization**

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

#### **Fiduciary duty**

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

#### **Fiscal agent**

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

#### **Fiscal sponsor**

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

#### **Foreign corporation**

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

#### **Form 1023**

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

#### **Form 1024**

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

#### **Form 8282**

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

#### **Form 8283**

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

#### **Form 8718**

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

#### **Form 990**

an annual information form submitted to the IRS

## Adopted by the Officers and Board of Directors

**Form 990-PF**

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

**Form 990-T**

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

**Form SS-4**

an application form for an Employee Identification Number

**Foundation**

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

**Founderitis**

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

**Fund accounting**

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

**Fund balance**

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

**Fundraiser**

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

**Fundraising**

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

## G

**Governance**

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

**Governance committee**

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

**Grant**

funding provided to an organization through a foundation or government source

**Grassroots lobbying**

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

**Group exemption**

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

## I

**In-kind donation**

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

**Incorporation**

## Adopted by the Officers and Board of Directors

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

### **Incorporator**

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

### **Indemnification**

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

### **Independent contractor**

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

### **Insider**

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

### **Intermediate sanctions**

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

### **Involuntary dissolution**

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

### **IRS (Internal Revenue Service)**

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

## J

### **Joint venture**

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

## K

### **Knowledge management**

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

## L

### **Lead gift**

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

### **Legal audit**

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

### **Liability**

any legal responsibility, duty, or obligation

### **Lobbying**

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

**M**

**Membership organization**

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

**Mentoring**

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

**Merger**

combining two organizations into one nonprofit

**Micromanagement**

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

**Minutes**

a legal written record of what occurred during a meeting

**Mission**

the fundamental purpose and reason to exist for an organization

**Mission statement**

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

**MSO (Management Support Organization)**

an organization providing management assistance services for other nonprofits

**Mutual benefit organization**

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

**N**

**NGO (Non-Governmental Organization)**

any nonprofit organization that is independent from government

**Nonprofit organization**

an organization established for activities other than profit making

**Nonprofit sector**

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

**Not-for-profit**

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

**O**

**Officer**

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

**Open meeting laws**

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

## Adopted by the Officers and Board of Directors

### **Operating foundation**

a foundation that actively runs programs rather than just distributing grants

### **Operational reserves**

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

### **Orientation**

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

## P

### **PAC (Political Action Committee)**

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

### **Piercing the corporate veil**

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

### **Planned giving**

gifts through wills, bequests, or trusts

### **Policy**

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

### **Policy governance**

a structured governance model created by John Carver

### **Policy manual**

a book in which all policies are compiled

### **Political organization**

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

### **President**

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

### **Private inurement**

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

### **Public support test**

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

## Q

### **Quid pro quo contribution**

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

### **Quorum**

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

**R**

**Relief organization**

an organization that provides humanitarian aid

**Retreat**

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

**Robert's Rules of Order**

a parliamentary procedure used to conduct meetings

**S**

**Secretary**

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

**Self-assessment**

a process by which the board evaluates its own performance

**Staggered term limits**

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

**Sunshine laws**

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

**SWOT analysis**

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

**T**

**Tax-deductible donation**

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

**Term limits**

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

**Third sector**

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

**Transparency**

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

**Treasurer**

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

U

**UBI (Unrelated Business Income)**

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

**UBIT (Unrelated Business Income Tax)**

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

**Unincorporated association**

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

V

**Values statement**

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

**Vice-chair**

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

**Vision**

a picture or a dream of a desired future

**Vision statement**

a written description of the ultimate desired objective of the organization

**Voluntarism**

this refers to anything voluntary

**Volunteer**

a person working without compensation

**Volunteer Protection Act**

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

**Volunteerism**

this refers to volunteers and volunteer activities

## ***Appendix F***

### ***Bibliography***

Heritage Hall: A Proposal to Archive the History of the Fire Service/Fire Protection Disciplines in America. This report was produced under contract #EME-2002-SA-0303 for the U.S. Fire Administration, Federal Emergency Management Agency, Department of Homeland Security, September 18, 2003.

<http://www.planware.org/strategicsample.htm>

Fogg, C. Davis, Team-Based Strategic Planning: A complete Guide to Structuring, Facilitating and Implementing the Process, AMACOM publishers, New York, 1994

Goodstein, Leonard D., Ph.D., Nolan, Timothy M., Ph.D., Pfiffer, Ph.D., J.D., Applied Strategic Planning: An Introduction, Jossey-Bass/Pfiffer, A Wiley Company, San Francisco, 1992

U.S. Army Heritage & Education Center, A non-dated brochure.

Wallace, Mark, Fire Department Strategic Planning: Creating Future Excellence, 2<sup>nd</sup> Edition, Pennwell, Fire Engineering, New York 2006

**Adopted by the Officers and Board of Directors**