

STRATEGIC PLANNING GUIDE



Introduction and Purpose

The purpose of a strategic plan for a local is to break down seemingly complex projects into specific, measurable, assignable, realistic, and time-based tasks (SMART). Through your strategic plan, you can track your progress and effectiveness, delegate specific items to members, and assign a budget/cost to union activity.

Getting Started

First, we must determine where the information for the plan will come from. Begin by identifying areas of work to include in the plan:

- Committees outlined by your constitution and bylaws
- Additional committees
- Performance indicators (pay, benefits, membership engagement, PAC contributions, political endorsement wins, etc.)
- Areas identified by the SWOT analysis

Building the Plan

A strategic plan should have the following:

Mission Statement – Develop a mission statement identifying the focus of your local and its values.

- *Example:* “The mission of the **Washington State Council of Fire Fighters** is to enhance the lives of professional fire fighters and paramedics through politics and education.”

Honest SWOT analysis – Identify strengths, weaknesses, opportunities, and threats (SWOT) by asking yourself the following questions:

- Where can we build relationships?
- Where are there easy wins?
- What can or will hurt the local?
- What will make our work more difficult?

Identify Priorities – Now that you know where your local is with your SWOT analysis, identify where you want to be.

- Make sure to include realistic timelines for when you will achieve these priorities.

List Goals & Objectives – Identify what your goals are and write them down. These should follow the SMART test:

- **Specific:** Identify a specific result or outcome to be achieved.
- **Measurable:** Must be able to track progress and verify results.
- **Assignable:** Task must be assigned to a specific member or committee.
- **Realistic:** Task must be within the capacity of the local to accomplish.
- **Time-Based:** Assign a date for when the result or outcome be achieved

STRATEGIC PLANNING GUIDE (continued)

Create Your Union Calendar – Creating a calendar of union activities will help your local stay on task and appropriately plan for events. Here are a few suggestions for creating your ongoing calendar.

- Executive Board should meet and determine projects the local will engage in for the remainder of the year.
- Write down known ongoing tasks for each month (union meetings, quarterly meeting with fire chief, monthly station visits, IAFF events, pertinent department events, etc.)
- Break down each project into identifiable tasks. Assign each task to a member and determine date for task to be completed. Place each time-based task into the calendar.
- Consider providing an overview of this calendar to your membership.
 - > Report on progress at monthly meetings and through internal communications as tasks are accomplished.

TEMPLATE

Local Mission Statement

SWOT Analysis – Strengths, Weaknesses, Opportunities, Threats (SWOT)

Strengths – internal	Weaknesses – internal
Opportunities – external	Threats – external

Goals & Objectives – Use SMART!

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