



# ICAR Strategic Plan

# ICAR Strategic Planning

In an effort to look forward to the future of ICAR, the ICAR Executive Board has undertaken the first steps to develop a Strategic Plan in 2022.

This plan will include participation by ICAR members and the global rescue community. It is envisioned that a *first draft of the plan* will be shared with ICAR members at the Assembly of Delegates in October 2022 in Montreux Switzerland.

## Futura 2010

The most recent ICAR Strategic Plan was completed in 2010. The final report for the plan, called “Futura 2010” was divided into the following sections:

- Convention and Workshops
- Bylaws and Organization Rules
- Finances
- ICAR Office / Secretary
- Organization Structure
- Members and Voting Rights
- Proposals for
  - Mission Statement
  - Bylaws Modifications
  - Rules for the Organization of the Technical Commissions

## Futura 2010

Futura 2010 was an important internal evaluation of ICAR as an organization. It served a valuable purpose and led to many improvements.

## Strategic Plan 2022

The 2022 ICAR Strategic Plan will not only be an internal evaluation of ICAR as an organization, but also an external review of who we serve, what services we provide, and how we deliver those services to the international rescue community and other stakeholders

# Strategic Planning Team

## 5 Technical Commission Presidents

- Gebhard Barbisch (Terrestrial Commission President)
- John Ellerton (Medical Commission President)
- Dominique Letang (Avalanche Commission President) and Stephanie Thomas (Vice President, as needed)
- Marcel Meier (Dog Handler Sub-Commission President)
- Charley Shimanski (Air Rescue Commission President)

## 2 Executive Board Members

- Markus Hölzl (Treasurer) (overall operations and finance)
- Dan Hourihan (Assessor) (membership categories)

## ICAR Office

- Lise Forster

# Initial Strategic Planning Work

Initial Strategic Planning foundational work included Zoom calls by the Strategic Planning Team on May 19, May 28, June 30

An in-person meeting of the ICAR Executive Board took place in Zurich on August 20

A Membership Sub-Committee then met by Zoom to discuss ICAR Membership Categories

# Strategy Foundation

A Strategy Foundation document is being developed that serves as a framework to assist us as we work through the initial four questions that will inform our future strategic planning:

- QUESTION 1 – Who Do We Serve?
- QUESTION 2 – What Services Do We Provide?
- QUESTION 3 – How Do We Deliver Those Services?
- QUESTION 4 – What human, financial, and technical resources will we need to deliver those services?

*From this foundation we will develop a Strategic Plan*

# Strategy Foundation

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**This is where we are  
having discussions now**

# Question 1

## Who Do We Serve?

# QUESTION 1 – Who Do We Serve?

## External Constituents and Stakeholders

Category 1 – RESCUE ORGANIZATIONS - ICAR members

Category 2 – RESCUE ORGANIZATIONS - Non-members

Category 3 – INDIVIDUALS

Category 4 – GOVERNMENTAL ORGANIZATIONS

Category 5 – NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

Category 6 – BUSINESSES AND COMPANIES

Category 7 – THE MEDIA

## Internal Constituents and Stakeholders

Category 8 – ICAR LEADERSHIP

Category 9 – ICAR OFFICE

# QUESTION 1 – Who Do We Serve?

## External Constituents and Stakeholders

- Category 1 – RESCUE ORGANIZATIONS - ICAR members
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- Category 3 – INDIVIDUALS
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## Internal Constituents and Stakeholders

- Category 8 – ICAR LEADERSHIP
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**This is where we are  
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## QUESTION 1 – Who Do We Serve?

External - Category 1 – RESCUE ORGANIZATIONS –  
ICAR members

### COMMITTEE CONCLUSION

*ICAR is first and foremost an international membership organization.* Our strategic focus must be to maintain that status as a membership organization.

## QUESTION 1 – Who Do We Serve?

**External - Category 1 – RESCUE ORGANIZATIONS –**  
**ICAR members**

### **COMMITTEE CONCLUSION**

**Our current “membership types” may need to be reviewed to confirm that they are appropriate for our future work**

- We must strategically define what the term “regional” means, and modify the language in our documentation.

## QUESTION 1 – Who Do We Serve?

*ICAR Assessor Dan Hourihan convened a “Membership Types Task Force” to discuss this.*

- All Assessors
- Gebhard Barbisch and Charley Shimanski
- Zoom call late July

# QUESTION 1 – Who Do We Serve?

## External - Category 1 – RESCUE ORGANIZATIONS –

### ICAR members

How do we structure the membership application process to maximize efficiency, documentation, record-keeping, and communication?

# QUESTION 1 – Who Do We Serve?

**External - Category 2 – RESCUE ORGANIZATIONS –**

**NON-members**

## **COMMITTEE CONCLUSION**

The Board agrees with the statement that “ICAR wants to grow.” We must address “strategic growth” in this process. WHERE do we want to grow?

- Geographically?
- By rescue discipline (air, terrestrial, avalanche, medical, dog)?
- By organization type?
- By Membership Category?

We reviewed valuable data on membership growth in the past few years, compiled by Gebhard Barbisch.

## QUESTION 1 – Who Do We Serve?

External - Category 2 – RESCUE ORGANIZATIONS –  
NON-members

### COMMITTEE CONCLUSION

Since ICAR is an international membership organization, we believe that providing services to the global rescue community will enhance our stature and help us strategically grow our membership.

## QUESTION 1 – Who Do We Serve?

External - Category 4 – GOVERNMENTAL ORGANIZATIONS

External - Category 5 – NON-GOVERNMENTAL ORGANIZATIONS

External - Category 6 – BUSINESSES AND COMPANIES

External - Category 7 – THE MEDIA

### COMMITTEE CONCLUSION

- We will evaluate these relationships, but the Committee did not see need for major adjustments to our relationships and partnerships.

## QUESTION 1 – Who Do We Serve?

Internal - Category 8 – ICAR LEADERSHIP

Internal - Category 9 – ICAR OFFICE

### COMMITTEE CONCLUSION

We will address the Leadership and Office further when we move to “QUESTION 4 – What human, financial, and technical resources will we need to deliver those services?” This will be in 2022, at the earliest.

## Question 2

# What Services Do We Provide?

## QUESTION 2 – What Services Do We Provide?



### External Constituents and Stakeholders

Category 1 – RESCUE ORGANIZATIONS - ICAR members

Category 2 – RESCUE ORGANIZATIONS - Non-members

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Category 5 – NON-GOVERNMENTAL ORGANIZATIONS (NGOs)

Category 6 – BUSINESSES AND COMPANIES

Category 7 – THE MEDIA

### Internal Constituents and Stakeholders

Category 8 – ICAR LEADERSHIP

Category 9 – ICAR OFFICE

# QUESTION 2 – What Services Do We Provide?



## External - Category 1 – RESCUE ORGANIZATIONS –

### ICAR members

## CONGRESS TASK FORCE

- How do we address the size of our Congress?
- Should we establish a hybrid in-person and online October Congress after 2021?
- Many other questions to be considered, and member feedback will be important

# Next Steps

## Next Steps

- **2021**
  - Membership Task Force reviews membership categories
  - Strategic Planning Team meets by Zoom to continue the discussions
  - Strategic Planning Team prepares discussion with ICAR Executive Board at January 2022 meeting
- **2022**
  - January through May
    - Strategic Planning Team finalizes Strategic Planning Foundation effort
    - Strategic Planning Team finalizes plan to integrate member feedback
  - Strategic Planning Team discusses with ICAR Executive Board at August 2022 meeting
  - October – Draft Plan presented to ICAR Assembly of Delegates in Montreux

# Questions, comments?

## Thank you

**Charley Shimanski**

Air Rescue Commission President

[charley.shimanski@gmail.com](mailto:charley.shimanski@gmail.com)