

Arizona Fire Chiefs Association

Strategic Plan

2010

Developed with the assistance of:

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Acknowledgements

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as Immediate Past President-AFCA)
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- Ron Dennis
Executive Director- AFCA



From the President

March 2010

The 2010 Arizona Fire Chiefs Association Strategic Plan is now complete. This has been a significant collaborative effort. We note that the Strategic Planning Committee of AFCA did an outstanding job in committing to this important project and seeing it to its final form. In creating this document, we have drawn on the rich and diverse intellectual resources from both inside and outside the organization to learn from our past, appraise our current condition, and move AFCA toward a future in which we will grow.

The Strategic Plan is a living document intended to be used as the foundation for decision making at all organizational levels; policy, administrative, management, and membership. It will be subjected to regular review, and its details will be revised as needed to ensure that we achieve the ultimate purpose, to define where we are going as an association and how we propose to get there. Open communication of the plan will help to assure accountability. Continuous evaluation of outcomes will determine the effectiveness of effort and direction.

Thank you for being part of the vision and action during these exciting times.

Larry Rooney, Deputy Chief - Peoria Fire Department
President, AFCA



Planning For Change

Mission

“The Arizona Fire Chiefs Association serves chief fire officers by providing leadership through involvement; professional development through networking, education and information distribution; and a forum to improve the fire service of Arizona.”

While the above mission statement describes the necessity and function of the AFCA, it should be noted that the essence of how the mission will be achieved is critical to understand. The AFCA seeks to work *collaboratively* in its mission. The hallmark of collaborative efforts is the recognition of common interests which bind us together and an appreciation and understanding of what makes us differ.

Guiding Values

- Fellowship, representation, respect, and inclusion
- Education, leadership, and professional development
- High standards of professional integrity and ethics
- Collaboration and consensus building
- Community enhancement through sustainability, fiscal responsibility, and accountability
- Open, honest, transparent communication
- Health and safety



Strategic Themes, Initiatives, Critical Tasks

1. *Building Relationships and Partnerships*

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

Initiative 1.1: Continue to build, strengthen and maintain strategic connections with groups and organizations involved in both the Arizona and national fire service.	
<i>Responsibility:</i> Board of Directors	
Importance: Medium	Action Items: <ul style="list-style-type: none"> Identify key regional / county fire service organizations within the state Establish outreach goals for strengthening relationships with county / regional fire service groups that provides for Executive Board attendance at a regularly scheduled meeting for each identified county/regional group Identify common issues and needs of various organizations and develop a plan of action to assist in addressing those issues and/or needs Promote the establishment of fire service groups in areas where such organizations do not currently exist
Timeline: Ongoing	
Outcomes: <ul style="list-style-type: none"> At least one member of the Executive Board will meet with each regional group at least once each year. Conduct 7 regional input workshops over the period of the strategic plan (2 years). 	
Initiative 1.2: Fully implement the fire service-based statewide mutual aid system (SMAS) to coordinate the response of fire service resources.	
<i>Responsibility:</i> SMAS sub-committee	
Importance: High	Action Items: <ul style="list-style-type: none"> Implement the resource deployment plan Identify and assign SMAS coordination, evaluation, and quality improvement responsibilities Implement the statewide electronic (with redundancy) mutual aid resource identification, single-point ordering, assigning and tracking system Review, revise, and retrain on the multi-agency coordination system (MACS) procedures Identify the state coordinator of fire service resources Ensure communications interoperability and communications system(s) are in place to support SMAS ordering, assignment, and travel coordination Continue Arizona SMAS training program Design, conduct, and evaluate SMAS deployment exercise(s)
Timeline: End of 2010	
Outcomes: <ul style="list-style-type: none"> Documents published and distributed County fire resource coordinators, state resource coordinator, and state coordinating agency in place Training and implementation completed 	



2. Health and Safety

This strategic area brings a focus for action on that which protects Firefighters and or improves their effectiveness on a local and statewide level. The Initiatives and Action items in this section are based on the NFFF/USFA 16 Firefighter Life Safety Initiatives. The AFCA has endorsed these initiatives and actively promotes implementation strategies through the Safety, Health, and Survival Section.

Initiative 2.1: Promote the adoption of national fire and life safety initiatives by local agencies.	
<i>Responsibility: Safety and Health Committee</i>	
Importance: High	Action Items: <ul style="list-style-type: none"> Promote the 16 fire and life safety initiatives Continue “courage to be safe” program
Timeline: Ongoing	<ul style="list-style-type: none"> “Safety through leadership” “Taking care of our own” Other “everyone goes home” programs Develop a training and participation tracking mechanism
Outcomes: <ul style="list-style-type: none"> Year 1 – Survey membership to determine number of agencies that have formally adopted the Life Safety initiatives Year 2 – Increase the number of agencies that have adopted the Life Safety initiatives by 50% Arizona risk of firefighter injuries and deaths will be reduced 	
Initiative 2.2: Establish guidelines for sections and committees	
<i>Responsibility: Find an appropriate location</i>	
Importance: Medium	Action Items: <ul style="list-style-type: none"> Develop chair expectations Better support chair and section
Timeline: 12 months	<ul style="list-style-type: none"> Charter documents
Outcomes: <ul style="list-style-type: none"> Better communications from safety section to members and better direction to chair from executive board 	



Initiative 2.3:	Encourage fire chiefs to adopt, develop, and promote mandatory programs that enhance member safety and health through best practices models for risk management.
<i>Responsibility:</i>	
Importance:	Action Items:
Timeline:	<ul style="list-style-type: none"> Disseminate new Rules of Engagement program from IAFC Use “everyone goes home” outreach program to inform fire chiefs and department members Promote mandatory annual physicals and wellness programs for all members
Outcomes:	
<ul style="list-style-type: none"> Injuries and deaths reduced annually Improve overall health 	
Initiative 2.4:	Better utilization of communication avenues including website and social media to promote safety health section initiatives.
<i>Responsibility:</i>	
Importance:	Action Items:
Timeline: Ongoing	<ul style="list-style-type: none"> Improve website design to increase information and dissemination Begin developing plan for utilizing social media
Outcomes:	
<ul style="list-style-type: none"> Increased awareness of safety, health, and survival section practices 	



3. Professional Development and Leadership

This strategic area brings focus to the AFCA’s leadership role in the Arizona Fire Service. As the membership of AFCA is composed predominately of local fire service leaders, the opportunity if not responsibility of the AFCA is to direct a portion of its efforts to that of leadership.

Initiative 3.1: Promote professional development through annual conferences and outreach programs throughout the state.	
<i>Responsibility: AFCA Conference Committee</i>	
Importance: High	Action Items: <ul style="list-style-type: none"> • Develop and deliver resource mechanism • Continue dialogue with professional agencies (NFPA, WFCA, IAFC, AFSI) • Continue to provide and improve annual conference • Continue to provide and improve statewide workshops • Solicit membership input regarding conference / workshop content • Publish summary of conferences / workshops
Timeline: Annually	
Outcomes: <ul style="list-style-type: none"> • Increase conference attendance 5% per year • Create baseline survey for comparison in future years 	
Initiative 3.2: Dedicate efforts to enhance professionalism in the Arizona fire service.	
<i>Responsibility: AFCA Board / Training Section</i>	
Importance:	Action Items: <ul style="list-style-type: none"> • Promote chief fire officer designation and recognize officers • Promote accreditation and recognize agencies • Promote professional standards for chief officers • Promote ethical standards • Identify and provide professional development opportunities • Support the adoption of the FESHE model through the community college system • Create an orientation course for new chiefs of department
Timeline:	
Outcomes: <ul style="list-style-type: none"> • Elevate the professional standards and certification for fire service officers • Increase the chances of success in the fire chiefs position 	



Initiative 3.3:	Establish a networking system to provide individual support to Association members.
<i>Responsibility: Executive Director / Committee</i>	
Importance: Timeline:	Action Items: <ul style="list-style-type: none">• Use a training, development, and coaching resource pool (regional representatives, area chiefs)• Begin to establish consultancies to local agencies and members
Outcomes: <ul style="list-style-type: none">• Positive feedback from members who engage is increased	



4. Communications

This strategic area is defined by those actions which position the AFCA as a leader in the Arizona Fire Service and are the source for collaboration, unity, credibility, influence, and quality member services to include timely communications regarding issues of importance and on providing information to the political and public policy arena to advance the AFCA efforts to provide accurate timely information to influence decision making in order to improve the Arizona Fire Service.

Initiative 4.1:		Improve the speed of transferring information and knowledge on key issues to our members. Enhance current and develop new communication networks that anticipate our members' needs.
<i>Responsibility: Executive Director</i>		
Importance: High	Action Items:	
Timeline: Ongoing	<ul style="list-style-type: none"> • Communicate information and knowledge in real time (i.e., email, twitter, etc.) • Continue to utilize an interactive system to solicit members' input • Request feedback from IAFC, WFCAs surveys as they relate to Arizona • Improve the use of communications technology to include pod casts, webcasts, and teleconferencing 	
Outcomes:		
<ul style="list-style-type: none"> • Quick and more efficient exchange of information and coincides with membership needs 		
Initiative 4.2:		Improve communications with AFCA Regional Representative.
<i>Responsibility: Membership</i>		
Importance: High	Action Items:	
Timeline: 12 Months	<ul style="list-style-type: none"> • Establish a process to interact with the Regional Representatives on a regular basis. • Develop job descriptions and expectations for regional representatives 	
Outcomes:		
<ul style="list-style-type: none"> • Better communications between representatives and executive board to improve distribution of information to members 		



Initiative 4.3: Improve the AFCA website so that it provides more timely and pertinent information to the membership.	
<i>Responsibility: Executive Director</i>	
Importance: High Timeline: Ongoing	Action Items: <ul style="list-style-type: none"> • Establish criteria concerning page content • Consult with technical experts on implementation and maintenance • Periodic review by Board of Directors • Establish a resource coordination page on AFCA website where members can list needed resources and available resources for purchase or donation • Establish a breaking news section (information no older than 24-hours)
Outcomes: <ul style="list-style-type: none"> • Updated real time information and better use of resources/time management 	



5. Membership Services

This strategic area recognizes the importance of the individual member.

Initiative 5.1: Develop and implement an information/welcoming packet for new members.	
<i>Responsibility:</i> Executive Committee	
Importance: High	Action Items: <ul style="list-style-type: none"> • Establish a membership committee • Survey new members
Timeline: 12 Months	<ul style="list-style-type: none"> • Search for best practices from other state associations • Provide resources to complete packets • Develop plan to distribute to new members
Outcomes: <ul style="list-style-type: none"> • Survey would indicate that newcomers feel part of the group and are informed. 	
Initiative 5.2: Added value for membership.	
<i>Responsibility:</i> Membership Committee	
Importance: Medium	Action Items: <ul style="list-style-type: none"> • Increase information available to “members only” access to website • Research what other states offer for membership
Timeline: 12 Months	<ul style="list-style-type: none"> • Possible discounts for conference or seminars • Newsletter • Develop better guidance for GPO access (membership benefit) • Training session
Outcomes: <ul style="list-style-type: none"> • Increase number of regular members by 10%. 	



Initiative 5.3: Develop a mentoring program.	
<i>Responsibility: Membership Committee</i>	
Importance: High	Action Items: <ul style="list-style-type: none"> Utilizing retired members Develop list of existing members willing to mentor
Timeline: 6-24 Months	<ul style="list-style-type: none"> Advertise on web that service is available Develop guidelines / program Review bylaws for needed changes re: retired members
Outcomes: <ul style="list-style-type: none"> Provide members continued support / guidance in their positions. 	
Initiative 5.4: Encourage membership to represent AFCA on various state, regional, or national committees (board, task forces, etc.).	
<i>Responsibility: Executive Board</i>	
Importance: Medium	Action Items: <ul style="list-style-type: none"> Research on-going committees where AFCA representation is important Board should seek out members to represent AFCA at meetings
Timeline: 12 Months	<ul style="list-style-type: none"> Develop guidelines for AFCA committee representatives
Outcomes: <ul style="list-style-type: none"> Expand AFCA influence / representation and inclusion of members. Enhance professional development opportunities. 	



6. Financial Stability

The strategic area recognizes the critical need for revenue diversification and expenditure control to ensure the long-term sustainability of the organization.

Initiative 6.1: Identify and evaluate existing revenue sources.	
<i>Responsibility:</i> Executive Board	
Importance: Medium	Action Items: <ul style="list-style-type: none"> Annually review the AFCA dues structure and make recommendations for change Annually review conference fees and make recommendations for change
Timeline: Annual	<ul style="list-style-type: none"> Develop new marketing strategies to attract new members
Outcomes: <ul style="list-style-type: none"> Create a solid revenue base. 	
Initiative 6.2: Identify and recommend new revenue sources.	
<i>Responsibility:</i>	
Importance: Medium	Action Items: <ul style="list-style-type: none"> Research revenue generation methods utilized by other state associations Recommend potential new revenue sources
Timeline:	<ul style="list-style-type: none"> Establish a “Marketing, Planning, and Fiscal Resource Committee” which will actively assume a coordination role for these initiatives
Outcomes: <ul style="list-style-type: none"> Increase overall association revenue by 10%. 	
Initiative 6.3: Regularly review the fiscal performance of the association.	
<i>Responsibility:</i>	
Importance: Medium	Action Items: <ul style="list-style-type: none"> Research potential investment options Establish a comprehensive annual budget
Timeline: Quarterly	<ul style="list-style-type: none"> Evaluate expenditures on an ongoing basis Complete an annual internal audit and external financial review Identify corporate sponsors to help reduce costs
Outcomes: <ul style="list-style-type: none"> Improve fiscal accuracy and transparency Reduction in overall association expenses 	



7. Legislative/Regulatory

The strategic area recognizes the importance of being involved in the legislative and regulatory processes of the state.

Initiative 7.1: Improve AFCA effectiveness in the legislative process.	
Responsibility: Executive Board	
Importance: High Timeline: 12 Months	Action Items: <ul style="list-style-type: none"> • Develop AFCA legislative guiding principles • Annually publish a legislative agenda • Annually distribute agenda to membership and legislature • Train membership on legislative process • Develop tools to support members lobbying efforts • Establish legislative spokesperson • Develop timely position papers on contemporary issues • Publish white paper on legislative / regulatory / administrative constraints of state government on public safety
Outcomes: <ul style="list-style-type: none"> • The AFCA is sought out as a trusted advisor on fire and life safety issues in the state by the legislature and Governor’s Office. • Published guiding principles on website. • Published annual agenda. • Sub-Committee approved. • Tools, training, distributed. • Published white paper. 	



Arizona Fire Chiefs Association Work Plan - 2010

Theme: Building Relationships and Partnerships

Initiative 1.1: Continue to build, strengthen and maintain strategic connections with groups and organizations involved in both the Arizona and national fire service.

Action Items	Responsibility	Timeline	Status
Identify key regional / county fire service organizations within the state			
Establish outreach goals for strengthening relationships with county / regional fire service groups that provides for Executive Board attendance at a regularly scheduled meeting for each identified county / regional group			
Identify common issues and needs of various organizations and develop a plan of action to assist in addressing those issues and / or needs			
Promote the establishment of fire service groups in areas where such organizations do not currently exist			

Outcomes:

- At least one member of the Executive Board will meet with each regional group at least once each year.
- Conduct 7 regional input workshops over the period of the strategic plan (2 years).



Theme: Building Relationships and Partnerships

Initiative 1.2: Fully implement the fire service-based statewide mutual aid system (SMAS) to coordinate the response of fire service resources.

Action Items	Responsibility	Timeline	Status
Implement the resource deployment plan			
Identify and assign SMAS coordination, evaluation, and quality improvement responsibilities			
Implement the statewide electronic (with redundancy) mutual aid resource identification, single-point ordering, assigning and tracking system			
Review, revise, and retrain on the multi-agency coordination system (MACS) procedures			
Identify the state coordinator of fire service resources			
Ensure communications interoperability and communications system(s) are in place to support SMAS ordering, assignment, and travel coordination			
Continue Arizona SMAS training program			
Design, conduct, and evaluate SMAS deployment exercise(s)			

- Outcomes:**
- Documents published and distributed
 - County fire resource coordinators, state resource coordinator, and state coordinating agency in place
 - Training and implementation completed



Theme: Health and Safety

Initiative 2.1: Promote the adoption of national fire and life safety initiatives by local agencies.

Action Items	Responsibility	Timeline	Status
Promote the 16 fire and life safety initiatives			
Continue “courage to be safe” program			
“Safety through leadership”			
“Taking care of our own”			
Other “everyone goes home” programs			
Develop a training and participation tracking mechanism			

- Outcomes:**
- Year 1 - Survey membership to determine number of agencies that have formally adopted the Life Safety initiatives
 - Year 2 - Increase the number of agencies that have adopted the Life Safety initiatives by 50%
 - Arizona risk of firefighter injuries and deaths will be reduced

Initiative 2.2: Establish guidelines for sections and committees.

Action Items	Responsibility	Timeline	Status
Develop chair expectations			
Better support chair and section			
Charter documents			

- Outcomes:**
- Better communications from safety section to members and better direction to chair from executive board



Theme: Health and Safety

Initiative 2.3: Encourage fire chiefs to adopt, develop, and promote mandatory programs that enhance member safety and health through best practices models for risk management.

Action Items	Responsibility	Timeline	Status
Disseminate new Rules of Engagement program from IAFC			
Use “everyone goes home” outreach program to inform fire chiefs and department members			
Promote mandatory annual physicals and wellness programs for all members”			

Outcomes:

- Injuries and deaths reduced annually
- Improve overall health

Initiative 2.4: Better utilization of communication avenues including website and social media to promote safety health section initiatives.

Action Items	Responsibility	Timeline	Status
Improve website design to increase information and dissemination			
Begin developing plan for utilizing social media			

Outcomes:

- Increased awareness of safety, health, and survival section practices



Theme: Professional Development and Leadership			
Initiative 3.1: Promote professional development through annual conferences and outreach programs throughout the state.			
Action Items	Responsibility	Timeline	Status
Develop and deliver resource mechanism			
Continue dialogue with professional agencies (NFPA, WFCA, IAFC, AFSI)			
Continue to provide and improve annual conference			
Continue to provide and improve statewide workshops			
Solicit membership input regarding conference / workshop content			
Publish summary of conferences / workshops			
Outcomes: <ul style="list-style-type: none"> • Increase conference attendance 5% per year • Create baseline survey for comparison in future years 			



Theme: Professional Development and Leadership			
Initiative 3.2: Dedicate efforts to enhance professionalism in the Arizona fire service			
Action Items	Responsibility	Timeline	Status
Promote chief fire officer designation and recognize officers			
Promote accreditation and recognize agencies			
Promote professional standards for chief officers			
Promote ethical standards			
Identify and provide professional development opportunities			
Support the adoption of the FESHE model through the community college system			
Create an orientation course for new chiefs of department			
Outcomes: <ul style="list-style-type: none"> • Elevate the professional standards and certification for fire service officers • Increase the chances of success in the fire chiefs position 			
Initiative 3.3: Establish a networking system to provide individual support to Association members.			
Action Items	Responsibility	Timeline	Status
Use a training, development, and coaching resource pool (regional representatives, area chiefs)			
Begin to establish consultancies to local agencies and members			
Outcomes: <ul style="list-style-type: none"> • Positive feedback from members who engage is increased 			



Theme: Communications

Initiative 4.1: Improve the speed of transferring information and knowledge on key issues to our members. Enhance current and develop new communication networks that anticipate our members’ needs.

Action Items	Responsibility	Timeline	Status
Communication information and knowledge in real time (i.e., email, twitter, etc.)			
Continue to utilize an interactive system to solicit members’ input			
Request feedback from IAFC, WFCA surveys as they relate to Arizona			
Improve the use of communications technology to include pod casts, webcasts, and teleconferencing			

Outcomes:

- Quick and more efficient exchange of information and coincides with membership needs

Initiative 4.2: Improve communications with AFCA regional Representative.

Action Items	Responsibility	Timeline	Status
Establish a process to interact with the Regional Representatives on a regular basis			
Develop job descriptions and expectations for regional representatives			

Outcomes:

- Better communications between representatives and executive board to improve distribution of information to members



Theme: Communications			
Initiative 4.3: Improve the AFCA website so that it provides more timely and pertinent information to the membership			
Action Items	Responsibility	Timeline	Status
Establish criteria concerning page content			
Consult with technical experts on implementation and maintenance			
Periodic review by Board of Directors			
Establish a resource coordination page on AFCA website where members can list needed resources and available resources for purchase or donation			
Establish a breaking news section (information no older than 24-hours)			
Outcomes: <ul style="list-style-type: none"> Updated real time information and better use of resources/time management 			



Theme: Membership Services			
Initiative 5.1: Develop and implement an information/welcoming packet for new members.			
Action Items	Responsibility	Timeline	Status
Establish a membership committee			
Survey new members			
Search for best practices from other state associations			
Provide resources to complete packets			
Develop plan to distribute to new members			
Outcomes: <ul style="list-style-type: none"> Survey would indicate that newcomers feel part of the group and are informed. 			
Initiative 5.2: Added value for membership.			
Action Items	Responsibility	Timeline	Status
Increase information available to “members only” access to website			
Research what other states offer for membership			
Possible discounts for conferences or seminars			
Newsletter			
Develop better guidance for GPO access (membership benefit)			
Training session			
Outcomes: <ul style="list-style-type: none"> Increase number of regular members by 10%. 			



Theme: Membership Services			
Initiative 5.3: Develop a mentoring program.			
Action Items	Responsibility	Timeline	Status
Utilizing retired members			
Develop list of existing members willing to mentor			
Advertise on web that service is available			
Develop guidelines / program			
Review bylaws for needed changes re: retired members			
Outcomes: <ul style="list-style-type: none"> • Provide members continued support / guidance in their positions. 			
Initiative 5.4: Encourage membership to represent AFCA on various state, regional, or national committees (board, task forces, etc.)			
Action Items	Responsibility	Timeline	Status
Research on-going committees where AFCA representation is important			
Board should seek out members to represent AFCA at meetings			
Develop guidelines for AFCA committee representatives			
Outcomes: <ul style="list-style-type: none"> • Expand AFCA influence / representation and inclusion of members. • Enhance professional development opportunities. 			



Theme: Financial Stability			
Initiative 6.1: Identify and evaluate existing revenue sources.			
Action Items	Responsibility	Timeline	Status
Annually review the AFCA dues structure and make recommendations for change			
Annually review conference fees and make recommendations for change			
Develop new marketing strategies to attract new members			
Outcomes:			
<ul style="list-style-type: none"> • Create a solid revenue base. 			
Initiative 6.2: Identify and recommend new revenue sources.			
Action Items	Responsibility	Timeline	Status
Research revenue generation methods utilized by other state associations			
Recommend potential new revenue sources			
Establish a “Marketing, Planning, and Fiscal Resource Committee” which will actively assume a coordination role for these initiatives			
Outcomes:			
<ul style="list-style-type: none"> • Increase overall association revenue by 10%. 			



Theme: Financial Stability			
Initiative 6.3: Regularly review the fiscal performance of the association.			
Action Items	Responsibility	Timeline	Status
Research potential investment options			
Establish a comprehensive annual budget			
Evaluate expenditures on an ongoing basis			
Complete an annual internal audit and external financial review			
Identify corporate sponsors to help reduce costs			
Outcomes: <ul style="list-style-type: none"> • Improve fiscal accuracy and transparency • Reduction in overall association expenses 			



Theme: Legislative / Regulatory

Initiative 7.1: Improve AFCA effectiveness in the legislative process.

Action Items	Responsibility	Timeline	Status
Develop AFCA legislative guiding principles			
Annually publish a legislative agenda			
Annually distribute agenda to membership and legislature			
Train membership on legislative process			
Develop tools to support members lobbying efforts			
Establish legislative spokesperson			
Develop timely position papers on contemporary issues			
Publish white paper on legislative / regulatory / administrative constraints of state government on public safety			

Outcome:

- The AFCA is sought out as a trusted advisor on fire and life safety issues in the state by the legislature and Governor’s Office.
- Published guiding principles on website.
- Published annual agenda.
- Sub-Committee approved.
- Tools, training, distributed.
- Published white paper.



Appendix “A” - Environmental Scan

Strengths

- Communication
- Collaborative/Representative/Networks/
- Diverse/Relationships
- Professional Development
- Leadership
- Strength of Membership
- Political/Influence
- Not Categorized
 - Established organization
 - Desire to respond
 - Diversified funding
 - Problem definition
 - Resourceful
 - Emergency services vs. fire service
 - Strength in numbers
 - Purchasing power
 - Value of subcommittees - training, last
 - Arizona Fire Chiefs Conference
 - Develop plans as a whole to solve problems
 - Flexible dues
 - Structuring
 - Political strength
 - Forum for standards development
 - Statewide
 - United Front
 - Delivery
 - Wide support - local, state and national
 - Value of and commitment to its mission

Weaknesses

- Politics/Influence/Labor Relations
- Active Membership/Diverse/Obstacles
- Best Practices/Resource Sharing
- Outreach
- Education/Info Sharing/Communication/Marketing
- Not Categorized
 - Perception
 - Mentoring
 - Lack of succession planning
 - Cost - right now
 - 5/95 rule



- Competing interests with AFDA/PFFA/etc
- Expensive model/service to represent
- Sub Councils of Ops Chiefs - maybe already exists
- Expand the existing training opportunities
- IGA on multi-station training
- Staying strategic vs. tasks (in the weeds)
- Defining the AZFC role in relationship to other fire service organizations, i.e. AFSI
- Egos
- Working in parallel without knowing it
- Working in silos
- Taking a stand when someone doesn't like it
- Multiple (disjointed) voices
- Limited opportunity for members to contribute to statewide issues
- More talk, less help

Opportunities

- Collaborative/Networking
- Officer/Professional Development
- Politics/Influence
- Member Services
- "New" Fire Service
- Not Categorized
 - External view
 - GPO
 - Growth
 - Culture
 - Not alone in our issues good or bad
 - Funding opportunities
 - Training opportunities multi-station
 - Diverse representation to engage
 - Contribute to the dialogue
 - To rise above the economic ashes
 - Financial crisis is creating a vacuum – fill that void to increase influence
 - Financial solvency
 - As part of AFSI, we contribute to the preservation of training standards
 - Create a PAC fund



Threats (Or Challenges)

- Loss of Leadership Focus
- Membership Decline
- Political/Tax Reform/Shift Public Opinion
- AFCA Funding
- State Government Impacts
- Member Services
- Not Categorized
 - Efficiency - (participation/time constraints)
 - Reduced staffing
 - Division of membership
 - Rank and file opinions
 - Statistics
 - Consolidation
 - Privatization
 - ICMA
 - PSCG



Appendix “B” – General Information and Accomplishments

Successes

- Three strategic planning sessions held across the state (Tucson, Glendale, Flagstaff)
- Proposal to update bylaws
- Statewide Mutual Aid plan exercise evaluated by IAFC
- Strengthened state partnerships (AFSI, SFMO)
- Training section conference (140 participants)
- L.A.S.T. tea – funds raised to purchase trailer and equipment for LODD in Arizona
- Fundraising activities (golf tournament, burn camp, Last Alarm Foundation, 100 Club)
- Executive Director position funded
- Supported scholarships to state fire school and ASU Fire Service Institute
- Met with state congressional delegation as part of CFSI event
- Improved financial transparency
- Financial Issues summit
- Leadership in public safety organizations collaborative effort in program development

Lessons Learned

- Don’t assume that smaller departments feel comfortable and / or welcome by AFCA (perception of intimidation with respect to larger departments)
- Need to do a better job reaching out to new members
- Need to re-engage rural Arizona
- Adapting mission to local budget difficulties
- Need more involvement from Regional Representatives
- Need to work on membership diversity issues

Status of Legislative Issues

- AFCA needs to be more involved in legislative arena (difficult due to diverse membership)
- Fire sprinkler legislative – defeated Homebuilders efforts
- Opposed fireworks legislation – successful
- Supported ban of novelty lighters – died in committee
- Downsizing government vs. public safety needs – ongoing battle
- Supported ICC residential fire sprinkler effort in Baltimore - successful

Membership

- Increased by 40% (growth in associate membership)
- Increased participation due to outreach efforts
- Instituted a membership newsletter
- Significant increase in corporate membership
- Growth in training section membership *(from 80 to 250)
- Added resource management section



Conference Attendance

- Most successful – 285 registered (revenue / expenditure ratio improved by 40%)
- Largest vendor expo ever (50,000 sq ft / 122 exhibitors)
- Included a Company Officer Symposium (80 attendees)
- Volunteer Symposium (52 attendees)

Financial Outlook

- Restructured association financially
- Less dependent on regular member dues
- Increased corporate sponsorships
- Increased bookstore revenues

Unique Services

- Fire Service Bookstore / GPO partnership
- Blanket insurance coverage for state instructors
- Collaboration with corporate partners (i.e. Columbia Southern University, 1-800-BoardUp)
- Collaboration with other major state fire service associations (AFSI, SFMO)

Critical Issues

- Status of statewide training / certification process and other resources / programs provided by the State Fire Marshal's Office
- Future financial success of annual conference
- Time commitment of members
- Budget impacts on local departments (travel / training / membership)
- Local budget impact on conference attendance
- Need for further financial diversification