

Alaska Fire Chiefs Association

2008-09 Strategic Plan



Doug Schrage, President

Jeff Tucker, 1st Vice President

Michelle Weston, 2nd Vice President

Sue Sanborn, Secretary/Treasurer

Jack Smith, Seat A

Mark Kirko, Seat B

Rocky Ansell, Seat C

Mark Barker, Seat D

Eric Mohrmann, Seat E

Warren Cummings, Past President

Anchorage Fire Department

North Star Volunteer Fire Department

Anchorage Fire Department

North Star Volunteer Fire Department

North Slope Borough Fire Department

Skagway Volunteer Fire Department

Alaska Division of Forestry

Capital City Fire & Rescue

Fairbanks Fire Department

Alaska Fire Chiefs Association 2008-2009 Strategic Plan

This document represents an attempt to reflect the current state of the Alaska Fire Chiefs Association and present a plan to build on its strengths while addressing its needs and opportunities. The plan is an effort of the Board of Directors and Officers to map the Association's successful future. It is a dynamic document and should be updated and modified as conditions change.

Contents

Mission Statement	3
Strengths, Weaknesses, Opportunities, Challenges (SWOC)	4
Strengths	4
Weaknesses	4
Opportunities.....	4
Challenges.....	4
Strategic Goals, Objectives, Tasks	6
Goal 1: Increase the safety and effectiveness of Alaska emergency services.....	6
Goal 2: Increase representation and participation among Alaska fire & EMS providers	6
Goal 3: Strengthen our ability to identify legislative priorities and pursue legislative agenda.....	6
Goal 4: Increase/maintain liaison and/or partnerships among Alaskan organizations with shared interests	7
Goal 5: Seek opportunities to participate at a higher level in the national emergency service community	7
Goal 6: Ensure long-term financial growth and stability	8
Legislative Agenda	9
Five Areas of Focus	9
Resolutions.....	9
Areas of Liaison / Oversight	10
Committees	11

Mission Statement

The Alaska Fire Chiefs Association's mission is to serve the people of the State of Alaska by influencing fire and emergency service programs and legislation; advancement of fire and emergency services professionals; and providing for the safety and well-being of firefighters and their communities.

Strengths, Weaknesses, Opportunities, Challenges (SWOC)

Developed in breakout at the 2008 Juneau conference, these attributes form the basis for strategic goals, objectives, and associated tasks.

Strengths

- Professionalism
- Diversity
- Experience
- Quorum & communications
- Vendor support
- DPS & DOF relationships
- Ability to adapt & overcome
- Legislative relationships
- National and international leadership
- Open dialogue
- Mentorship/outreach
- Technical support & provision
- Fiscal responsibility

Weaknesses

- Lack of coordination/cooperation with EMS
- Internal communications
- Rural outreach

Opportunities

- Increase membership/representation
- Provide a unified voice on some issues
- Increase education
 - Public
 - Political
 - Rural departments
- Statewide cooperative purchasing
- Provide leadership to departments in recruiting, etc.
- Background checks
- Influence fire & building codes
- Provide mentorship to new members
- Partnerships, e.g. Juvenile Fire Setters
- More educated & informed fire service

Challenges

- Financial – income to meet goals
- Communications with remote areas
- Membership growth & retention
- Promoting the value of AFCA to all chiefs & departments

- Maintaining relationships with other groups
- Changes in political, economical, social environments
- Resistance to improvements in fire safety

Strategic Goals, Objectives, Tasks

Goal 1: Increase the safety and effectiveness of Alaska emergency services

Task 1a Work with State Fire Marshal and Office of Rural Fire Protection in development of rural chief mentoring program

Task 1b Identify legislative priorities that support firefighter safety

Objective 1.1 Strive to fully implement the 16 Firefighter Life Safety Initiatives (<http://www.everyonegoeshome.org/initiatives.html>)

Task 1.1a Post links to Firefighter Near-Miss & Close Calls databases

Objective 1.2 Help Alaska fire departments obtain funding for equipment and programs

Task 1.2a Grant writing workshops at annual conferences

Objective 1.3 Provide training opportunities

Task 1.3a Guest lecturers at annual conferences

Goal 2: Increase representation and participation among Alaska fire & EMS providers

Objective 2.1 Recruitment & communications plan

Task 2.1a Survey of existing & prospective members

Task 2.1b Membership drive

Task 2.1c Visit regional chiefs' associations

Task 2.1d Newsletter

Objective 2.2 Marketing – branding

Task 2.2a Patches, pins, paraphernalia

Goal 3: Strengthen our ability to identify legislative priorities and pursue legislative agenda

Objective 3.1 Develop legislative priorities & agenda early in off-season

Task 3.1a Confer with affiliate organizations in developing agenda

Task 3.1b Consolidate capitol legislative requests

Task 3.1c Distribute position paper prior to Juneau visits

Task 3.1d Welcome/congratulations letters to new legislators

Objective 3.2 Facilitate relationships between members and legislators

Task 3.2a Identify members by legislator district

Objective 3.3 Prepare our members to speak with their legislators

Task 3.2b Develop talking points on each priority / agenda item

Goal 4: Increase/maintain liaison and/or partnerships among Alaskan organizations with shared interests

Objective 4.1 Further foster the Alaska Fire Leadership Alliance

Task 4.1a Develop constitution and Charter

Task 4.1b Schedule meeting concurrent with fall joint conference

Objective 4.2 Seek/continue memberships:

- Alaska Municipal League
- State EMS Training
- Fire Standards Council

Task 4.2a Seek AFCA position on ACEMS

Objective 4.3 Initiate/maintain dialogue with organizations:

- State Fire Marshal
- Training & Education Bureau
- AWFCG
- ACEMS
- State Emergency Response Committee
- Alaska Association of Chiefs of Police

Goal 5: Seek opportunities to participate at a higher level in the national emergency service community

Objective 5.1 Participate actively:

- Western Fire Chiefs Association
- Congressional Fire Service Institute
- Yukon Fire Chiefs Association

Objective 5.2 Encourage our members to participate:

- VCOS
- Peer grant reviews
- National Fallen Firefighters Foundation
- NFPA
- ICC

Goal 6: Ensure long-term financial growth and stability

Objective 6.1 Write program budget

Task 6.1a Capture historical income and expenses

Task 6.1b Develop charity & benevolent giving plan

Objective 6.2 Update dues structure

Task 6.2a Develop dues schedule for life, active, sustaining, and honorary memberships

Task 6.2b Update by-laws

Legislative Agenda

For the 26th Alaska State Legislature

Five Areas of Focus

- Aging Infrastructure (performance measure: capital budget funding)
 - Aging facilities too small to support new equipment
 - Aging apparatus
 - New national standards
 - Need more investment in state infrastructure partners
 - More reliance on emergency services as economy decreases
 - How it affects your community...
- PERS (performance measure: continued pressure to fix it)
 - Retention issues
- Novelty Lighters (performance measures: passing legislation in 2009)
 - good transition into Juvenile Fire Setters
- Fire Standards Council (performance measure: funded 2010 budget)
 - Continued support in operating budget
 - Good progress since funding last year
 - How it is beneficial to your community...
- Funding in FY10 for ALMR (performance measure: funded 2010 budget)
 - One Million for local government contribution

Resolutions

1. Obtain a sustainable funding source for the Alaska Fire Standards Council
2. Promote residential fire sprinklers
3. Prevent localities from being required to share maintenance and operating costs of Alaska Land Mobile Radio system infrastructure
4. Achieve statewide funding for Juvenile Fire Setters program
5. Ban the use of certain chemicals known to harm humans in the State of Alaska (PBDE)
6. Find a long-term funding solution for the Public Employees Retirement System that reduces the share of local governmental entities
7. Seek statutory position on Alaska Council on Emergency Medical Services (ACEMS)
8. Seek statutory position on State Emergency Response Commission (SERC)
9. Support a ban of novelty lighters

Areas of Liaison / Oversight

ALMR, AML, State EMS

Legislative Agenda & Government Relations

Hooks & Ladders

Grants, WFCA

Admin Support, web site Management

Sponsorships and fundraising

Membership and recruiting, YFCA

LODD/LAST

Fallen Firefighter Memorial

Health, ICC

Communications

Jeff Tucker

Michelle Weston

Jason Elson

Warren Cummings

Sue Sanborn

Jack Smith

Mark Kirko

Rocky Ansell

Mark Barker

Eric Mohrmann

Doug Schrage

Committees

<u>Name</u>	<u>Type</u>	<u>Chair</u>
Nominations	Ad hoc	Mark Barker
Finance	Standing	Doug Schrage
Audit	Standing	Jeff Tucker
Membership/Board Development	Standing	Michelle Weston