

WASHINGTON FIRE COMMISSIONERS ASSOCIATION

STRATEGIC PLAN



Mission Statement

We inform, educate, represent, lead and serve Fire Districts and Regional Fire Authorities of Washington State in the preservation and protection of life and property.

Adopted April 16, 2016

Washington Fire Commissioners Association Strategic Plan

MISSION, VISION & GUIDING PRINCIPLES

Mission Statement

We inform, educate, represent, lead and serve Fire Districts and Regional Fire Authorities of Washington State in the preservation and protection of life and property.

Vision Statement

- We will be the recognized leader statewide in providing services to member Fire Districts, Regional Fire Authorities and elected fire officials.

Guiding Principles

- Honest and open communication.
- Responsiveness.
- Participation.
- Diversity.
- Ethical behavior.
- Dependability, reliability and credibility.
- Collaboration and cooperation.

MEMBER EXPECTATIONS & SERVICES

Member Expectations

- Timely, pertinent information.
- Provide assistance with interpretation of laws, mandates and administrative rules.
- Educational opportunities.
- Influence legislation.
- Provide and maintain quality cost effective health and dental insurance.
- Be a resource broker.
- Availability of association staff to assist members with issues.
- Provide research services to assist fire districts/RFAs when possible.

Priority Services Provided by the Association to its Members

- Annual conference/seminars.
- Annual fire service directory (both hard copy and online versions).
- Health and dental insurance for eligible member districts and regional fire authorities.
- Legislative representation.
- Monitoring emerging fire service issues.

- Newsletter (*Fireline*).
- E-blasts – periodic emails outlining time sensitive, pertinent information.
- Commissioner Handbook & Fire District Lawbook Update.
- Sample documents and forms for use by individual districts.
- Training, education and informational services for managers and fire commissioners.
- Wage and benefit survey/volunteer survey.
- Website/Facebook/social networking.

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

Strengths

- Experienced and knowledgeable office staff.
- Diversity in size and type of organizations and organizational cultures.
- Legislative lobbying ability.
- Communications.
- Liaison between member districts and various state agencies.
- Educational opportunities.
- Opportunities for direct involvement in WFCAs programs.
- Financial stability – fiscally responsible to membership.
- Genuine commitment to the public sector at large.
- Ability to work together, collaboration.
- Future oriented.
- World class health care and dental program.
- Exploitation of available technology.
- New commissioner development/education program.

Weaknesses

- Public education.
- Inability to develop solutions for unfunded legislative mandates.
- Limited number of office staff.

Opportunities

- Expand membership participation in WFCAs.
- Explore new and emerging technology.
- Expand our legislative presence.
- Expansion of educational programs.
- Explore new avenues for disseminating information.
- Facilitate annexation of cities by fire districts.
- Facilitate cooperative effort strategies.
- Provide efficient services through comprehensive email system.
- Regional fire authorities and merger efficiencies.

Threats

- Legislative issues.
- Lack of collaboration among various fire service organizations.
- Loss of membership due to annexations, mergers and consolidations.
- Apathy of membership.
- Annexation of fire district boundaries/taxing authority by cities.
- External requests and demand on staff.
- Lack of staff succession plan.

CRITICAL ISSUES

- Membership participation.
- Health care provider program.
- Staff workload and resources.
- Legislative agenda.
- Member education.
- Maintain financial stability.
- Cooperation with other organizations.
- Member recruitment and retention.
- Public relations.

STRATEGIC INITIATIVES

Strategic Initiative 1

Protect and Preserve the WFCAs Health Care Program.

Objective: Monitor state and federal legislative activity regarding health care and insurance.

The Executive Secretary and Health Care Manager will report to the Board during regular meetings of any pending state and federal legislation that could have a material effect on the WFCAs health insurance program.

Strategic Initiative 2

Enhance Staff and Resource Capabilities.

Objective: Monitor staff workload and provide financial support as needed.

- Work with WFCAs Treasurer and Finance Manager to calculate long term revenue and expenditures.
- Work with WFCAs Staff to provide cost-effective employee incentives to increase effectiveness. Review job descriptions annually. Revise when necessary.
- Examine and determine resource impacts on staff due to new program requests prior to submission to the Board of Directors for adoption and provide fiscal report.
- Examine effective ways and implement strategies to optimize investment of WFCAs resources in health care program.
- Continue to strengthen the bond investment program to maximize interest earnings for the Health Care Program.

Strategic Initiative 3

Enhance an Effective Legislative Presence.

Objective A: Continue to inform members regarding legislative issues.

- The Legislative Committee should find new and effective ways to communicate legislative issues and priorities to the members.
- Use surveys to solicit input from membership during interim.
- Increase awareness of legislative email “blast” program.

Objective B: Continue to build relationships with other lobbying organizations.

The Executive Secretary should look for every opportunity to work with other lobbying groups that have common objectives with the WFCFA.

Strategic Initiative 4

Maintain Financial Stability.

Objective: Monitor current financial situation.

- Continue to review monthly operating statement and payment of bills.
- Maintain excellent audit performance.
- Review yearly if dues income covers expenses and determine if a dues adjustment is necessary.
- Maintain a reserve of at least three months of operating budget.
- Continue investment strategy of government bonds and long term certificate of deposits.

Strategic Initiative 5

Create and Reinforce WFCFA’s Positive Image.

Objective: Maintain and/or increase WFCFA membership.

- Revise WFCFA information through pamphlets and helps, brochures and fire commissioners’ handbook to provide information to new and existing commissioners.
- Continue to travel throughout the state to assist districts/RFAs and advocate various services that the WFCFA provides.
- Provide Board with updated membership lists so regional Board members can monitor districts/RFAs for payment of dues.
- Offer educational grants to new member districts and districts with limited financial resources for attendance at seminars and conference.
- Continue online/electronic registrations for seminars and conferences.

Strategic Initiative 6

Maintain an Effective Educational Program for Commissioners, Chiefs and Administrative Personnel.

Objective: Look for ways to improve seminars and conference programs in a cost effective manner.

- Provide and update Commissioner Handbook for member fire districts/RFAs.
- Provide the mandated Open Public Records and Open Public Meetings Act educational programs through the State Attorney General’s Office and through WFCFA programs.
- Provide a commissioner role and responsibility seminar in even numbered years after fire commissioner elections.
- Continue online registration program implemented in 2015.
- Continuously evaluate the effectiveness of training provided at conferences and seminars and adjust topics to meet the needs of member districts.