



Strategic Direction

2019-2024

Acknowledgements

This strategic direction would not have been possible without the dedication and time of the Board of Directors, Area Directors, and the officers of the California Fire Chiefs Association sections including the following participants:

Executive Board

Jeff Meston, President
Ed Rodriguez, President-Elect
Mark Hartwig, Past President
Mark Heine, Treasurer
Steve Prziborowski, Northern Director
Dan Stefano, Southern Director
David Rocha, Member-at-Large
Mike McLaughlin, Legislative Director
Tracey Hansen, Executive Director

Area Directors – North

Cullen Kreider, Area 1
Bill Hack, Area 2
Niko King, Area 3
John Binaski, Area 4
Bill Gillespie, Area 5
Anthony Gossner, Area 6
Lance Calkins, Area 7

Area Directors - South

Rob Heckman, Area 1
Bertral Washington, Area 2
Tim Shackelford, Area 3
Edward Hadfield, Area 4
Trever Martinusen, Area 5

Section Presidents

Lynda Vargas, AFSS North
Janet Arthur, AFSS South
Melinda Hunley, Communications
Steven Hall, Emergency Management
Dustin Hall, EMS
Jessica Power, FPOs North
Patricia Koch, FPOs South
Rick Noguera, Mechanics North
George Solano, Mechanics South
Dan Munsey, Operations
Alan Ernst, TOs North
Chris Coates, TOs South

Section Leadership

Janice Parker
Bernie Molloy
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Maria Koolhoven
Tony Bulygo
Eric Munson
Tony Gonzales

Kim Roderick
Troy Bair
Jason Nailon
Valerie Erwin

VISION

Be the Voice of the California Fire Service

MISSION

To strengthen and advocate for the California Fire Service through leadership, unity, and collaboration.

VALUES

Integrity
Professionalism
Credibility
Innovation
Competency

SECTIONS

In addition to membership in the California Fire Chiefs Association parent organization, the following Sections are part of our larger Association. Each Section has their own Board members and maintains their own membership and by-laws.

Administrative Fire Services Section (AFSS)

Communications

Emergency Management

Emergency Medical Service (EMS)

Fire Mechanics

Fire Prevention Officers (FPO)

Operations (Ops)

Training Officers (TO)

ENVIRONMENTAL SCAN

To properly formulate a strategic initiative, each section was asked to go to their board and develop a Strength / Weakness / Opportunity / Threat (SWOT) analysis and bring that information to the two-day CalChiefs planning session, held on January 24-25, 2019. A North group and a South group were then led by Chiefs John Binaski and Dan Stefano, respectively, to provide feedback and refine their thoughts for the entire group.

STRENGTHS

Strengths of the organization were identified as the following:

- Membership is strong
- Networking opportunities
- Subject Matter Experts in the field of fire and life safety
- Establishment of strong partnerships
- Value to our membership

WEAKNESSES

Weaknesses of the organization were identified as the following:

- Lack of membership participation and involvement
- Communications throughout the organization
- Lack of succession planning for the organization
- Every fire agency in California should belong
- Lack of ability to demonstrate the value of the organization

OPPORTUNITIES

Opportunities for the organization were identified as the following:

- Training and working closer with the sections
- Social media opportunities
- The technological evolution
- Branding and marketing the organization
- Increasing membership and participation

THREATS

Threats to the organization were identified as the following:

- Funding the organization to be relevant within California
- Lack of succession planning
- Recruitment and retention of members
- Lack of direction

CALIFORNIA FIRE CHIEFS ASSOCIATION (CFCA) INITIATIVES

Initiative 1- Advocates

CFCA should serve as an advocate on fire and life safety matters within California.

- Establish legislative priorities prior to the January planning meeting. This task needs to be completed in the months of November and December each year to meet the legislators' calendar for bill submittal.
- CFCA should collaborate with the other Fire Service leadership groups to develop its legislative priorities.
- CFCA should develop a comprehensive legislative tool kit for local fire chiefs that would include issues, talking points, and legislative contacts. The goal is to make it easy for local fire chiefs to be informed and effective when dealing with their local legislators.
- Develop a legislative process and issue segment for each annual conference. The goal would be to educate members on issues, problems, and resolutions.

The following legislative issues have been identified as part of a work plan for the 2019 legislative session. Some items may have to carry over to a subsequent legislative session. CFCA's ability to be successful will include development of alliances with labor and other governmental agencies and groups.

- Continue the DRiSC efforts which include response to urban conflagrations and other natural disasters
- EMS Act clarifications
- Clarification of Medical Control
- Clean up of First Responder Fees
- Federal funding to an IGT program

- Long-term SETNA 911 funding program
- Community paramedicine
- Behavioral Health and Critical Incident Stress programs

Initiative 2- Membership Services

CFCA should focus on, and improve efforts to, membership services to ensure that California has a world-class fire and life safety delivery service.

Improve education on specific CFCA issues to include advocating for the membership by providing well-documented positions that can easily be shared with fire chiefs and the media.

Educate the membership to educational opportunities that allow for succession planning, such as the Chief Officer Leadership Symposium held in conjunction with the Training Officers annual conference.

CFCA Area Directors should serve as a two-way conduit with local fire chief associations for communications about local and statewide issues and concerns.

CFCA should establish a membership goal to include 100% of all fire departments within the State of California.

CFCA should update the Member Benefit section to include re-naming it to “Why You Should Belong” and revising the content.

CFCA should establish a formal “Rapid Deployment Team” for specific and relevant issues of concern to members. This RDT should be experienced and available to help on issues as they arise for local members and associations.

CFCA should develop a survey to determine what its members want, expect, and need. The survey should be compiled and acted upon by the Board of Directors and reported out at the annual meeting.

The CFCA’s Executive Board should continue to provide presidential support to sections with installations or attendance to local conferences.

Area directors should assist with the recruitment of members and providing information specific to the mission of the CFCA.

CFCA should be a partner in the development of a fire service directory and work with Fire Districts Association of California and Cal OES.

CFCA should evaluate the option of adding a “Members Only” component to its website.

CFCA should work with the Sections to determine the value of section membership. An example is the mechanics certification that is offered through the Mechanics section and is a cost-effective way for mechanics to become certified.

CFCA should publish an events calendar. This is dependent on the sections providing relevant information.

CFCA should develop a CFCA Orientation Guide.

CFCA should encourage Fire Chiefs to allow its fire department members to serve on the sections for career development and the overall good to the California fire service.

CFCA should determine if there could be an incentive to encourage members to serve on boards and subsections.

Initiative 3- Improvement of Communications

CFCA should establish a Public Information Officer (PIO) directory within the association to share critical information on topical fire and life safety issues.

CFCA should continue to reinforce local government's role on significant issues and incidents through improved communications. California citizens need to know that the mutual aid system is made up of primarily local governments (often 70%-80% of the resources on any major mutual aid event).

CFCA should develop a message and benefit to the upcoming dues increase, highlighting past successes and future goals.

CFCA should reinforce that those serving on the Executive Board and as Area Directors and Section Presidents should use CFCA e-mail addresses to conduct CFCA business.

CFCA should establish a committee to recommend how to improve communication between the parent body and the subsections. The committee should respond back to the Executive Board no later than April 15, 2019.

CFCA should disseminate detailed relevant information on issues as they arise.

CFCA should develop a multi-media approach to sharing information including social media to its membership.