



# ADMINISTRATIVE FIRE SERVICES SECTION

# STRATEGIC PLAN

2023 - 2028



SERVICE ~ COLLABORATION ~ SUCCESS ~ THRIVE ~ DIVERSITY ~ INNOVATION

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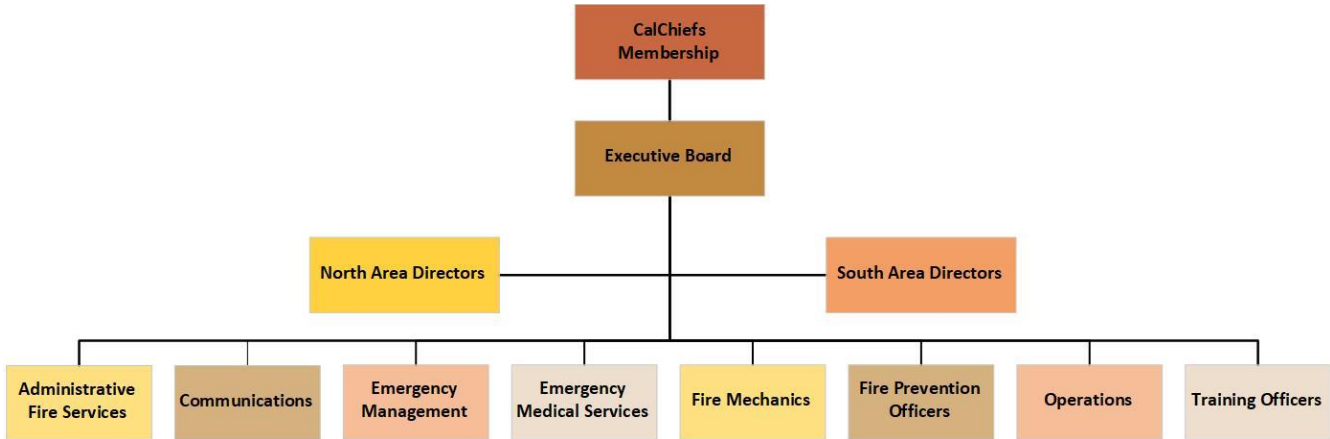
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## INTRODUCTION

The California Fire Chiefs Association (CalChiefs) Administrative Fire Services Section (AFSS) has served as a resource network and specialized training channel for fire service administrative professionals.

**Figure 1:** Organizational Structure – CalChiefs Section Organizational Chart



### Organizational History

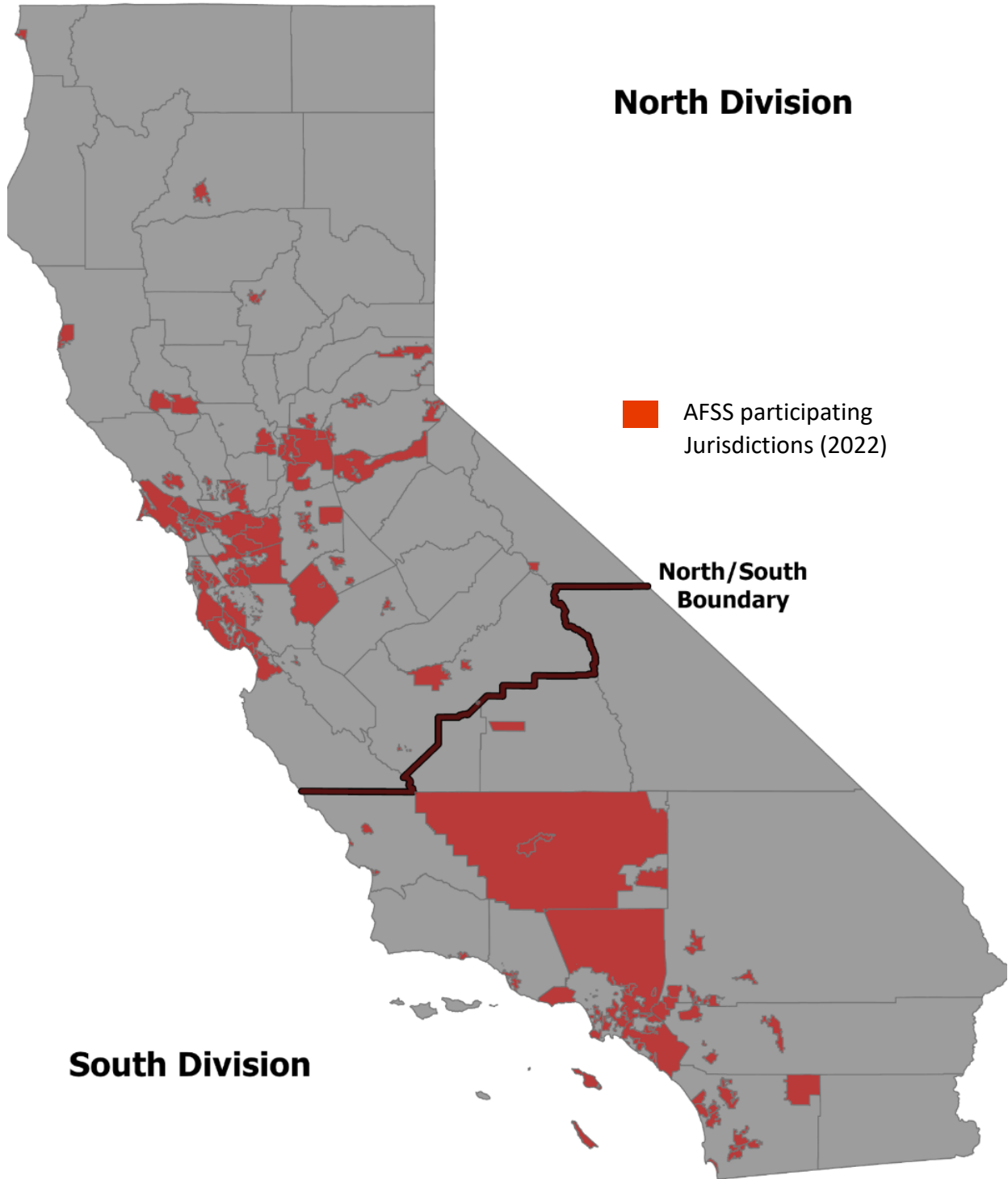
In 1985, a group of fire chiefs gathered to discuss the meaning of the Fire Chief position and the assumption of authority in a formal organization. They decided to form CalChiefs as an informal group to act as a sounding board for each other. In 1986, their secretaries were invited to attend a meeting and, as a result, many of those attendees discussed the idea of forming a networking group of their own. In 1988, the framework of the current formal organization was started. Bylaws were written and adopted, and the first AFSS Executive Board was elected.

In 1989, the AFSS was officially recognized as a section of the CalChiefs (Figure 1), and a vast professional networking nucleus was formed for all fire administrative support personnel. Now more than 30 years later the AFSS network has continued to grow and has a membership participation from over 142 fire department jurisdictions. Our section is comprised of fire service administrative professionals throughout the state of California and is represented by a Northern and a Southern Division (Figure 2). As of 2022, the section has grown to over 200 members, collectively.

The two divisions of AFSS work together, abiding by the same Bylaws and Standard Operating Guidelines. Each division has their own elected Executive Board, comprised of a President, First Vice President, Second Vice President, Recording Secretary, Corresponding Secretary, Treasurer, a Member-at-Large, and a CalChiefs Fire Chief Liaison.

Each division holds four quarterly trainings, four executive board meetings, and two joint executive board meetings. An annual Educational Forum is held alternating between the North and South Divisions.

Figure 2 Division and Area Map of Active Agencies



## OUR SECTION

AFSS is committed to serving the needs and interests of members by providing a resource network, allowing them to increase organizational proficiency, enhance professional status, promote educational opportunities, and encourage leadership development.

### Mission

*The mission of the Administrative Fire Services Section is to support and empower administrative professionals to develop and strengthen administrative operations in fire service organizations throughout California.*

### Core Values



**Service:** Demonstrated by member efforts for continued growth as administrative professionals providing exceptional service for the communities served.

**Collaboration:** Demonstrated by actively listening and empowering each member to build on the power of a common vision.

**Success:** Demonstrated by the commitment to develop and improve one’s professional journey.

**Diversity:** Demonstrated by embracing diverse perspectives, equality, and inclusion to ensure a sense of belonging and support among peers within all levels of the agency.

**Thrive:** Demonstrated by creating value and providing resources for members to succeed within their administrative roles.

**Innovation:** Demonstrated by establishing opportunities for idea sharing, problem solving, and pioneering new concepts.



## ACKNOWLEDGEMENTS

This strategic plan would not have been possible without the time and dedication of the North and South Executive Boards, Strategic Plan Committee, and active AFSS members.

### 2022 EXECUTIVE BOARD

	<u>North</u>	<u>South</u>
PRESIDENT	Brita Geiger	Michelle Pearson
1 <sup>ST</sup> VICE PRESIDENT	Julie Ervin	Tina Lopez
2 <sup>ND</sup> VICE PRESIDENT	Joyce Engler	Gina Molina
RECORDING SECRETARY	Robin Holcomb	Deborah Baird
CORRESPONDING SECRETARY	Mandi Ladd	Sarah Montagne
TREASURER	Jeran Scruggs	Terri Aylward
MEMBER AT LARGE	Christina Burroughs	Ruth Slusher
CALCHIEFS LIAISON	Greg Tarascou	Don Butz

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### LIFE MEMBERS

<u>North</u>	<u>South</u>
Linda Benson	Judy Blumberg
Paula Forencich	Eileen Dirksen
Beverly Fuchs	Marie Gonzales
Linda Hoover	Nancy Haglund
Susan Kim	Carrie Joyce
Jodi Martin	Karen McCoy
Janice Parker	Georgia Minklein
Joyce Suihkonen	Darilyn O'Dell
	Ruth Slusher
	Carol Tousignant
	Christine White

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### 2022 STRATEGIC PLAN COMMITTEE

Deborah Baird  
Alicea Caccavo  
Brita Geiger  
Leah Harris  
Tina Lopez  
Sandra Reyes

## STAKEHOLDER FEEDBACK

A key element of any strategic plan is involvement from internal and external stakeholders. Both AFSS divisions recognized the need for a strategic plan as a guiding document to continue to fulfill the section’s mission. Goals and objectives were needed to improve members’ effectiveness in carrying out the purpose of AFSS. Two initial workgroups were formed in 2019 for both divisions to begin drafting a strategic plan. Due to the COVID-19 pandemic, the workgroups were reorganized in 2021 to complete the plan. Within the workgroup, feedback was collected from members during quarterly trainings. A Strengths, Weaknesses, Opportunities, and Threat (SWOT) Analysis was completed during the 2020 and 2022 annual Educational Forums. This led to the formation of the Strategic Plan Committee, compiled of north and south division members to develop initiatives, goals, and objectives. Through this process, a new Mission Statement and Core Values were also formed.

### SWOT Analysis

The following information details the findings of the SWOT analysis and serves as the basis of the strategic plan. Members of AFSS were invited to participate in an “all hands” visioning process at the Educational Forum in March 2022. The goal of the process was to identify the SWOT and to focus on short and long-term organizational goals that support the Mission Statement and Core Values. Following are the results of the SWOT Analysis as determined by the participants:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Internal member support</li> <li>• Networking opportunities</li> <li>• Vast knowledge and experience</li> <li>• Dedication to service</li> <li>• Relationship building</li> </ul>	<ul style="list-style-type: none"> <li>• Recruiting new members</li> <li>• Website content</li> <li>• Leadership support</li> <li>• Branding and outreach</li> <li>• Communication channels</li> <li>• Member availability</li> <li>• Relevant training</li> <li>• Succession planning</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Enhance relationships with CalChiefs</li> <li>• Information sharing</li> <li>• Quality training</li> <li>• Member collaboration</li> <li>• Expand social media and branding</li> <li>• Increase hybrid meeting opportunities</li> <li>• Professional accreditation</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting geography</li> <li>• Limited attendance</li> <li>• Lack of relevant social media content</li> <li>• Disengaged members</li> <li>• Inflated economic costs</li> <li>• Chief officers’ support for membership and training</li> </ul>

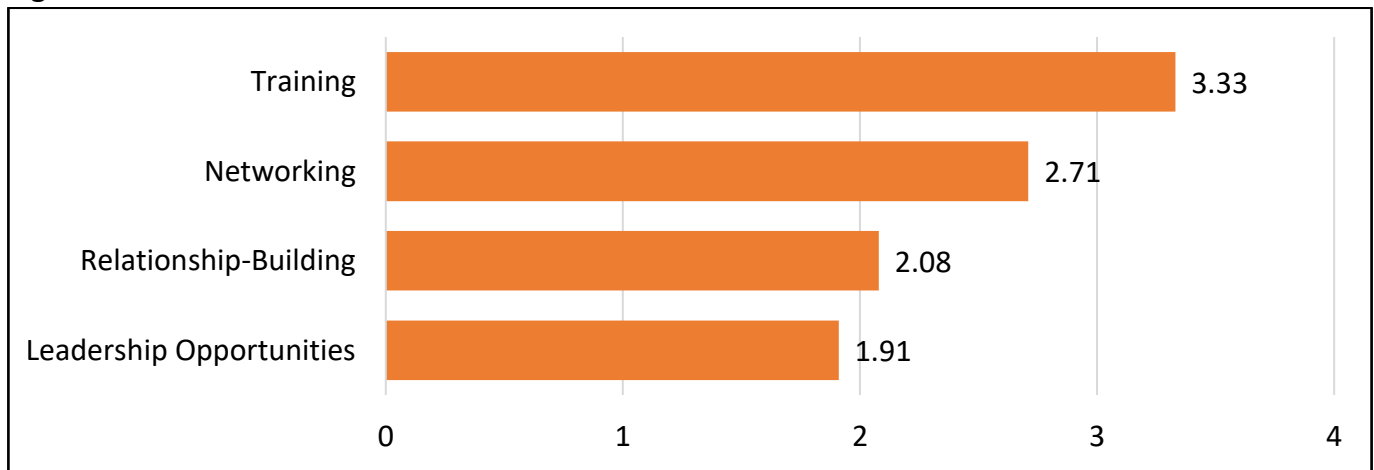
**Survey Results**

In July 2022, a survey was sent to active AFSS members. Responses were received from 52 members, providing a sample of the 200 total AFSS membership. An electronic survey was sent to CalChiefs members, with 24 chiefs completing the survey. Stakeholders in both surveys were asked to prioritize the programs offered by AFSS through a process of direct comparison to determine what was most and least important for them. Additionally, the respondents were asked to prioritize their expectations for future trainings by ranking a list of options. The following data includes questions and results related to the priorities and expectations from the member survey.

**Priorities from the Chiefs**

Question: *Please rank the attributes you believe are most valuable for your admins, with regard to AFSS membership.* (Figure 3)

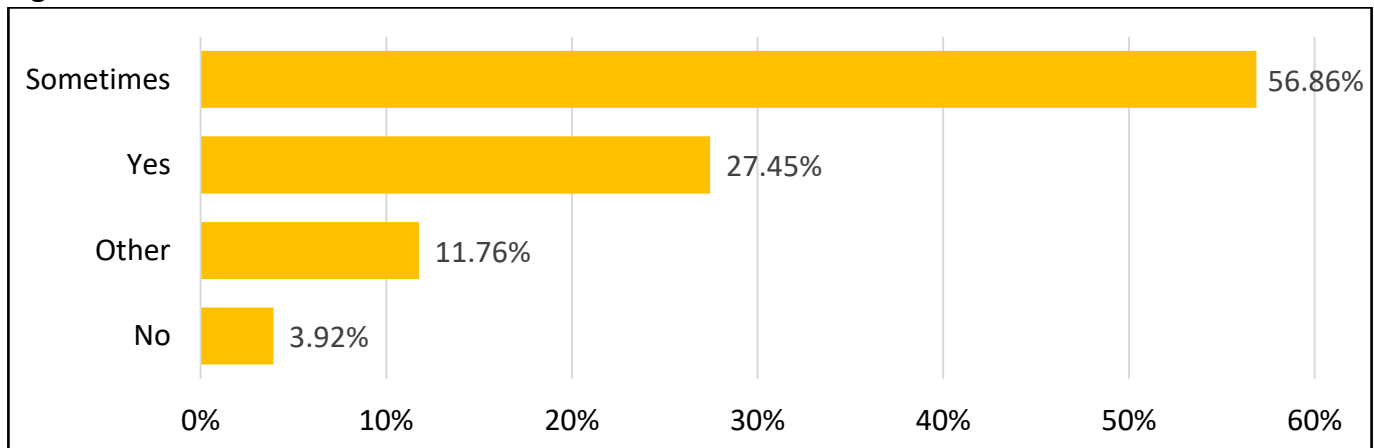
**Figure 3**



**Training Hurdles**

Question: *Are you able to attend quarterly meetings in person?* (Figure 4)

**Figure 4**





**Training Topics**

Question: *Please rank the training topics that would bring value to administrative support and the organization.* (Figure 5)

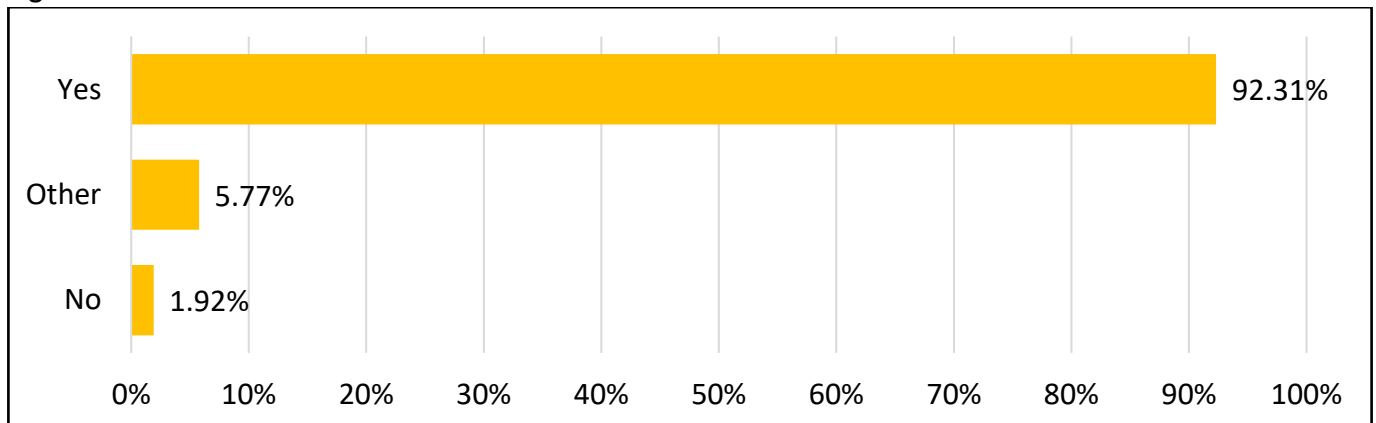
**Figure 5:**



**Training Opportunities**

Question: *Would you like the opportunity to receive monthly online training sessions in addition to the quarterly trainings?* (Figure 6)

**Figure 6:**



## GOALS AND OBJECTIVES

To achieve the mission of the AFSS, realistic goals and objectives must be established to enhance strengths, address identified weaknesses, provide clear direction, and recognize the expectations of members. The goals and objectives listed below will allow personnel to complete them in an organized manner.

### 1. MEMBERSHIP

#### Goal 1A: Leadership Support

Objective: AFSS shall work to obtain the support of chief officers.

#### Goal 1B: Recruitment and Retention

Objective: AFSS shall develop a plan to enhance recruitment and sustain retention.

#### Goal 1C: Meeting Structure

Objective: AFSS shall develop innovative opportunities to encourage meeting attendance.

### 2. DEVELOPMENT

#### Goal 2A: Training and Education

Objective: Develop quality training and design a professional accreditation for fire service administrators.

#### Goal 2B: Succession Planning

Objective: Develop and implement succession plan for future elected board positions.

### 3. RELATIONSHIP BUILDING

#### Goal 3A: Communication

Objective: Create and maintain communication channels with AFSS members.

#### Goal 3B: Build partnership with CalChiefs Organizational Sections

Objective: Build and foster relationships with different sections within CalChiefs organization.

### 4. MARKETING & OUTREACH

#### Goal 4A: Branding

Objective: Improve the AFSS brand strategy by creating a strong positive perception.

#### Goal 4B: Outreach

Objective: Improve AFSS member outreach utilizing different platforms.

## 1. Membership

<b>GOAL 1A</b>	<b>LEADERSHIP SUPPORT</b>
<b>Objective 1A</b>	<b>AFSS shall work to obtain the support of chief officers</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Attend fire chief meetings at local and state level</li> <li>• Attend the annual CalChiefs Conference</li> <li>• Annually track agencies’ demographics for membership outreach opportunities</li> </ul>
<b>GOAL 1B</b>	<b>RECRUITMENT AND RETENTION</b>
<b>Objective 1A</b>	<b>AFSS shall develop a plan to enhance recruitment and sustain retention</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Create and maintain a statewide agency list to determine annual agency participation trends and challenges, to be evaluated by executive boards</li> <li>• Determine an action plan to reach out to agencies with no participation</li> <li>• Send brochures and membership information to non-participating agencies</li> </ul>
<b>GOAL 1C</b>	<b>MEETING STRUCTURE</b>
<b>Objective 1A</b>	<b>AFSS shall develop innovative opportunities to encourage meeting attendance</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Determine multi location meeting feasibility</li> <li>• Create and implement hybrid meeting structure</li> <li>• Prioritize and encourage regular meeting attendance by all members</li> <li>• Offer collaborative problem-solving opportunities at general meetings</li> </ul>



## 2. Development

<b>GOAL 2A      TRAINING AND EDUCATION</b>	
<b>Objective 2A</b>	<b>Develop quality training and design a professional accreditation for fire service administrators</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Analyze survey data to determine training needs of membership</li> <li>• Research quality training opportunities</li> <li>• Formulate and organize a process for quality training procurement</li> <li>• Explore and report on feasibility of professional accreditation</li> <li>• Offer independent training opportunities for members</li> </ul>
<b>GOAL 2B      SUCCESSION PLANNING</b>	
<b>Objective 1A</b>	<b>Develop and implement succession plan for future elected board positions</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Explore incentive opportunities for elected board positions</li> <li>• Create a succession process and procedural handbook</li> <li>• Establish a mentorship program for potential executive board positions</li> </ul>



### 3. Relationship Building

#### GOAL 3A COMMUNICATION

##### Objective 1A Create and maintain communication channels with AFSS members

- Explore option of implementing a digital information sharing forum for members
  - Create a culture that encourages collaboration and networking outside of regular meetings
- Critical Tasks**
- Expand member profile to include job responsibilities and areas of expertise
  - Encourage idea sharing through regular communication for scheduled CalChiefs liaison meetings
  - Communicate Standard Operating Guidelines and Bylaws in regular meetings

#### GOAL 3B BUILD PARTNERSHIP WITH CALCHIEFS ORGANIZATIONAL SECTIONS

##### Objective 3B Build and foster relationships with different sections within CalChiefs organization

- Critical Tasks**
- Introduce AFSS to each section by attending meetings and/or events
  - Explore opportunities to partner with organizational sections
  - North and South Presidents meet with CalChiefs Liaison regularly



## 4. Marketing and Outreach

<b>GOAL 4A</b>	<b>BRANDING</b>
<b>Objective 4A</b>	<b>Improve the AFSS brand strategy by creating a strong positive perception</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Explore additional logo for apparel and accessories</li> <li>• Enhance website design, content, and functionality</li> <li>• Market to vendors/agencies</li> </ul>

<b>GOAL 4B</b>	<b>OUTREACH</b>
<b>Objective 4B</b>	<b>Improve AFSS member outreach utilizing different platforms</b>
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Promote special events</li> <li>• Create and distribute biannual AFSS newsletter</li> <li>• Explore and report on social media opportunities</li> <li>• Establish a social media committee</li> <li>• Implement a regular monthly social media post</li> </ul>





APPENDIX A: FIRE AGENCY ACTIVE MEMBERS

- Alameda County Fire Department
- Alpine Fire Protection District
- Amador Fire District
- American Canyon
- Arcadia Fire Department
- Atascadero Fire & Emergency Services
- Bakersfield Fire Department
- Barona Fire Department
- Big Bear Fire Authority
- Borrego Springs Fire Protection District
- Brea Fire Department
- Cal Fire
- CalFire/Pismo Beach Fire Department
- Canyon Lake Fire Department
- Carlsbad Fire Department
- Central County Fire Department
- Central Fire District
- Central Fire District of Santa Cruz County
- Central Fire Protection District of Santa Cruz County
- Central Marin Fire Department
- Central San Mateo County Training Division
- Chico Fire-Rescue
- Chino Valley Fire District
- City of Coalinga Fire Department
- City Of Merced Fire Department
- City Of Patterson/West Stanislaus County Fire
- City of Riverside Fire Department
- Clovis Fire Department
- Colton Fire Department
- Contra Costa County Fire Protection District
- Coronado Fire Department
- Costa Mesa Fire & Rescue
- Cosumnes Fire Department
- Crescent City Fire & Rescue
- Dinuba Fire Department
- El Dorado Hills Fire (Retired)
- El Segundo Fire Department
- Fairfield Fire Department
- Felton Fire Protection District / Ben Lomond Fire District
- Five Cities Fire Authority
- Folsom Fire Department
- Fort Bragg Fire Protection Authority
- Fountain Valley Fire Department
- Fremont Fire Department
- Georgetown Fire District
- Hanford Fire Department
- Heartland Communications
- Heartland Fire & Rescue
- Heartland Fire Training Authority
- Hollister Fire Department
- Hollister Fire Department
- Kelseyville Fire District
- Kentfield Fire District
- Kern County Fire Department
- Kingsburg Fire Department
- La Verne Fire Department
- Laguna Beach Fire Department
- Lake County Fire
- Lake Valley Fire Protection District
- Lake Valley Fire Protection District
- Lakeside Fire Protection District
- Linden-Peters Fire Protection District
- Lodi Fire Department
- Loma Linda Fire Department
- Los Angeles County Fire Department
- Mammoth Lakes Fire Department
- Manteca Fire Department
- Marin County Fire Department
- Metro Cities Fire Authority
- Metro Fire
- Mill Valley Fire Department (Retired)
- Modesto Fire Department
- Monrovia Fire & Rescue
- Morro Bay Fire Department
- Murrieta Fire & Rescue
- Napa Fire Department
- Nevada County Consolidated Fire District North Central Fire District
- North County Fire Protection District
- North Tahoe Fire Protection District
- Novato Fire District
- Oceanside Fire Department
- Office Of the Fire Marshal Riverside County Ontario Fire Department
- Orange City Fire Department
- Orange County Fire Authority
- Orange Fire Department
- Oxnard Fire Department
- Pala Fire Department
- Palm Springs Fire Department
- Pinole Fire Department
- Rancho Adobe Fire District
- Rancho Cucamonga Fire District Rancho Santa Fe Fire Protection District Redding Fire Department
- Redlands Fire Department Redondo Beach Fire Department Redwood City And San Carlos Fire Department Rialto Fire Department
- Richmond Fire Department
- Rincon Fire Department
- Rocklin Fire Department
- Rodeo Hercules Fire District
- Rohnert Park Dps
- Roseville Fire Department
- Sacramento Fire Department
- Sacramento Metropolitan Fire
- Sacramento Regional Fire / Ems Communication Center
- San Diego North County Fire Protection District
- San Manuel Fire Department
- San Marcos Fire Department
- San Mateo Consolidated Fire
- San Mateo County Fire
- San Miguel Fire & Rescue
- San Rafael Fire Department
- San Ramon Valley Fire
- Santa Barbara City Fire Department
- Santa Clara County Central Fire Protection District
- Santa Clara County Fire Department
- Santa Cruz Fire Department
- Santa Fe Springs Fire Rescue
- Santa Monica Fire Department
- Scotts Valley Fire Protection District
- Sierra Madre Fire Department
- South Lake Tahoe Fire Rescue South Pasadena Fire Department South San Francisco Fire
- Stockton Fire Department
- Suisun City Fire Department
- Truckee Fire Protection District
- Turlock Fire Department
- UC Davis Fire Department
- Valley Center Fire Protection District Ventura Fire Department
- Victorville Fire Department
- Viejas Fire Department
- Visalia Fire Department Watsonville Fire Department
- West Sacramento Fire Department
- West Stanislaus Fire District
- Woodland Fire Department
- Yocha Dehe Fire Department

