



ADMINISTRATIVE FIRE SERVICES SECTION

STRATEGIC PLAN

2023 - 2028



SERVICE ~ COLLABORATION ~ SUCCESS ~ THRIVE ~ DIVERSITY ~ INNOVATION

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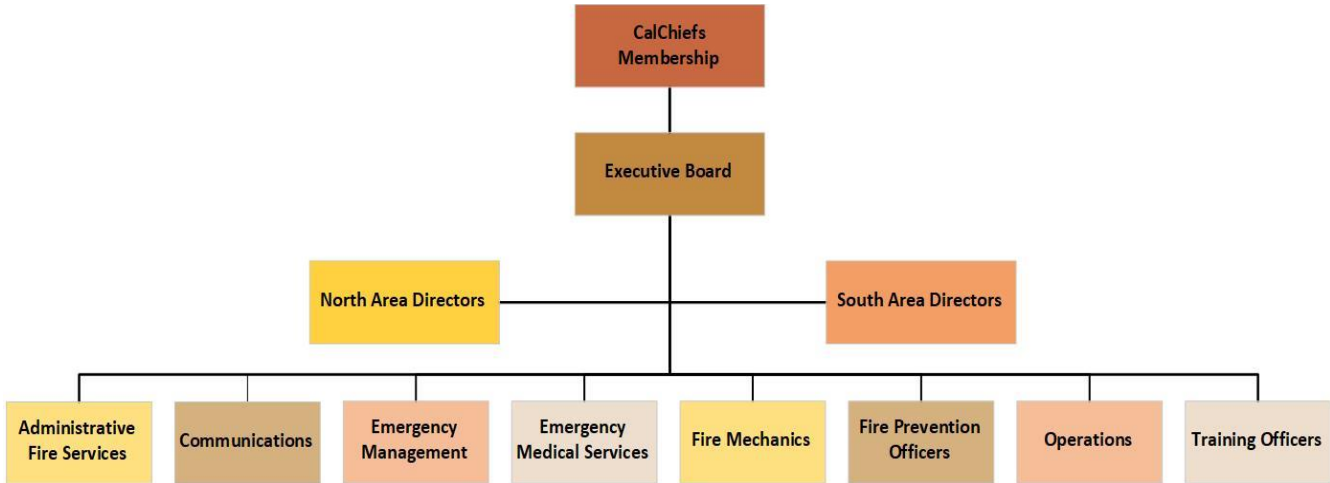
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INTRODUCTION

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

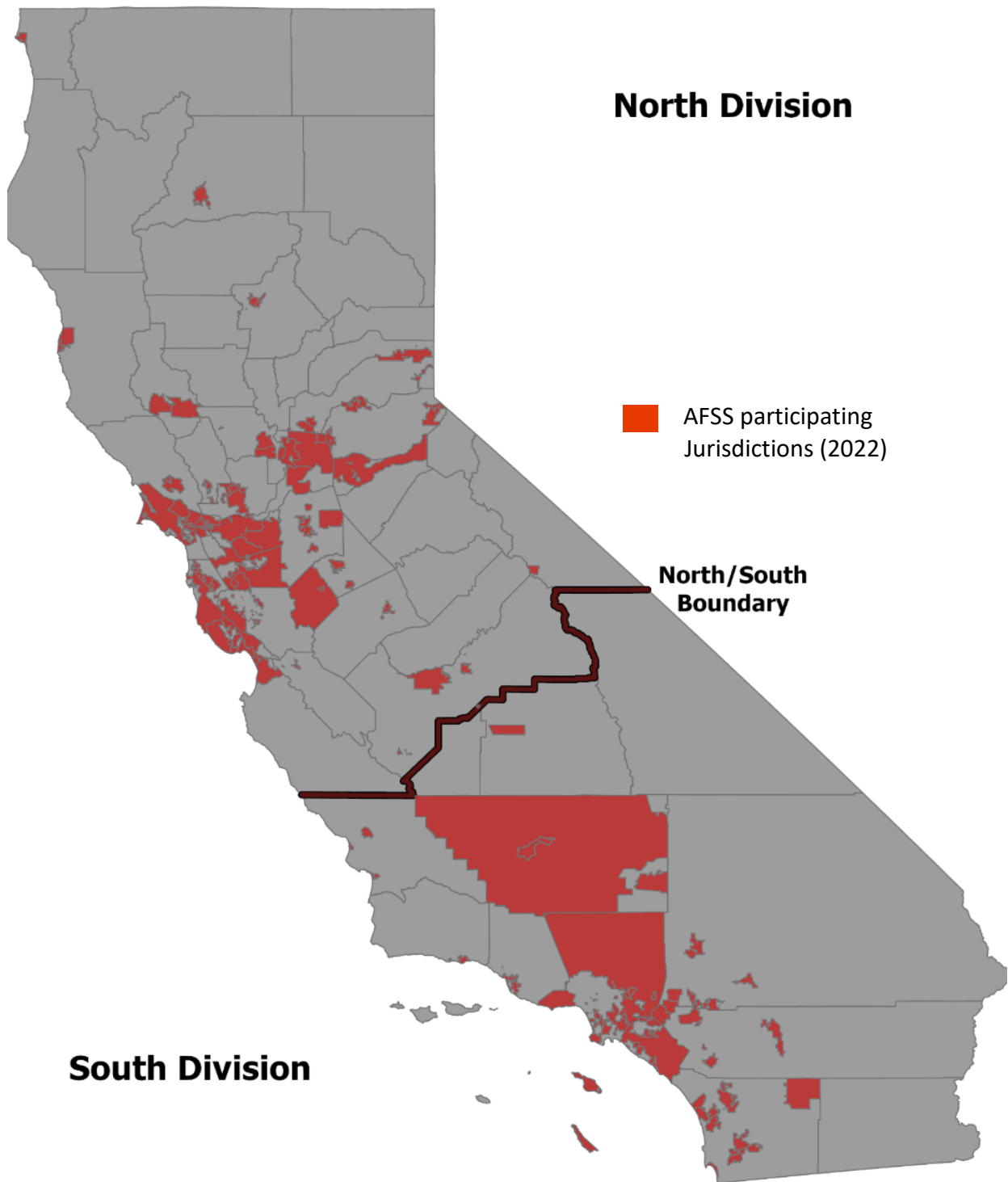
In 1985, a group of fire chiefs gathered to discuss the meaning of the Fire Chief position and the assumption of authority in a formal organization. They decided to form CalChiefs as an informal group to act as a sounding board for each other. In 1986, their secretaries were invited to attend a meeting 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 individual division 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



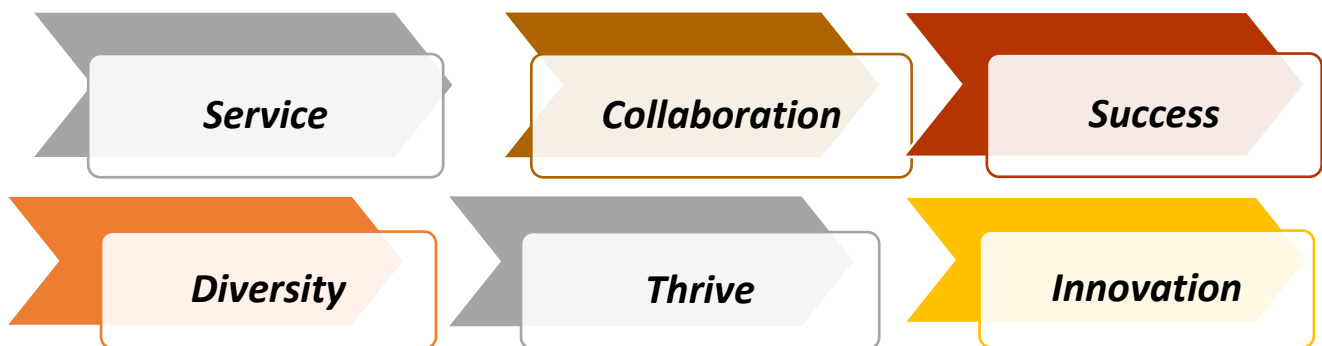
OUR SECTION

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.

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 ST VICE PRESIDENT	Julie Ervin	Tina Lopez
2 ND 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

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

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 2022 annual Educational Forum. 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"> • Internal member support • Networking opportunities • Vast knowledge and experience • Dedication to service • Relationship building 	<ul style="list-style-type: none"> • Recruiting new members • Website content • Leadership support • Branding and outreach • Communication channels • Member availability • Relevant training • Succession planning
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Enhance relationships with CalChiefs • Information sharing • Quality training • Member collaboration • Expand social media and branding • Increase hybrid meeting opportunities • Professional accreditation 	<ul style="list-style-type: none"> • Meeting geography • Limited attendance • Lack of relevant social media content • Disengaged members • Inflated economic costs • Chief officers’ support for membership and training

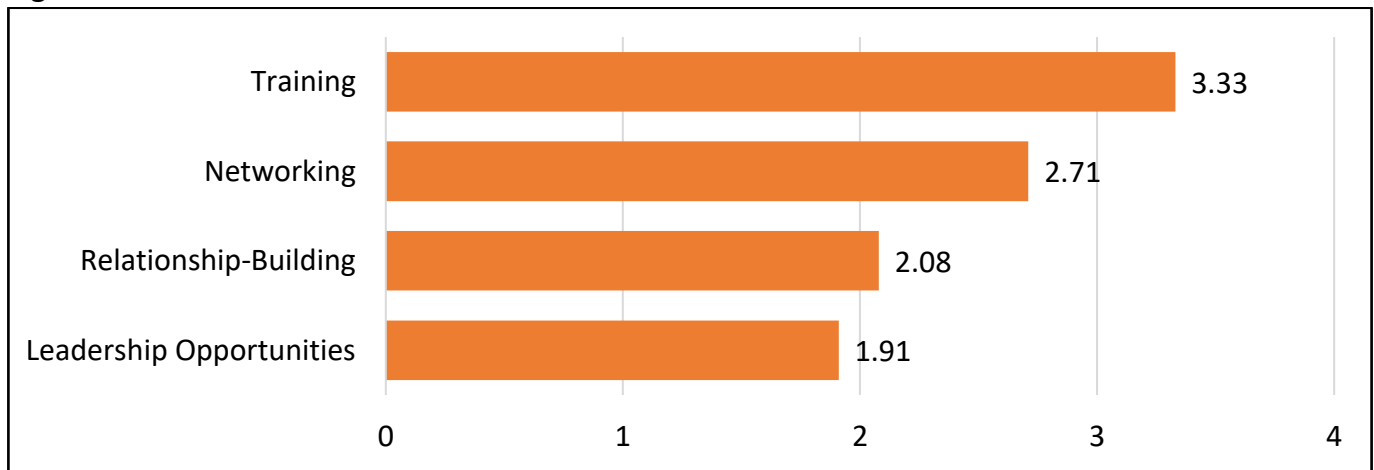
Survey Results

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)

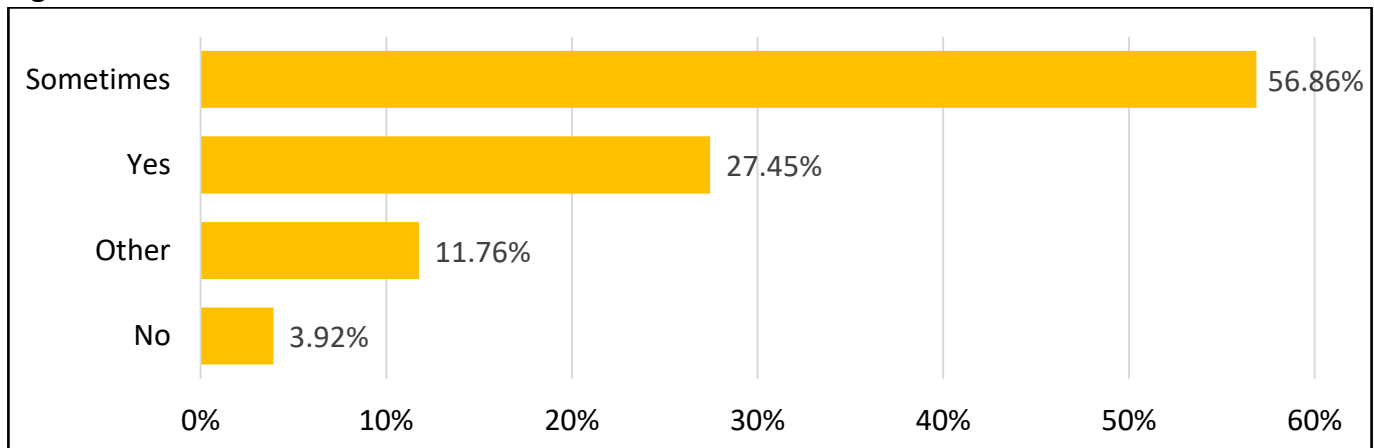
Figure 3



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)

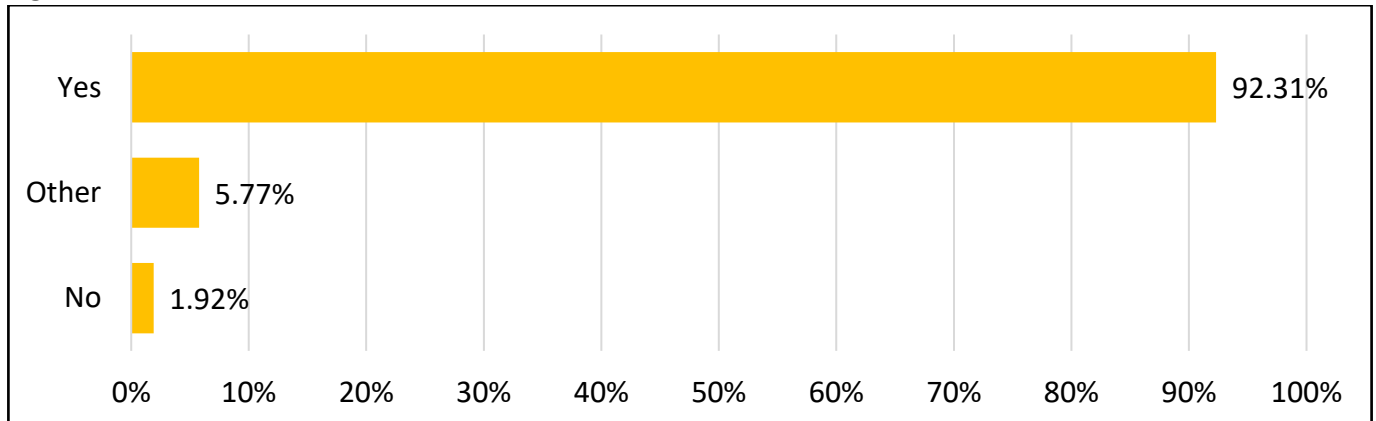
Figure 5:



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

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



2. Development

GOAL 2A	TRAINING AND EDUCATION
Objective 2A	Develop quality training and design a professional accreditation for fire service administrators
Critical Tasks	<ul style="list-style-type: none"> • Analyze survey data to determine training needs of membership • Research quality training opportunities • Formulate and organize a process for quality training procurement • Explore and report on feasibility of professional accreditation • Offer independent training opportunities for members



GOAL 2B	SUCCESSION PLANNING
Objective 1A	Develop and implement succession plan for future elected board positions
Critical Tasks	<ul style="list-style-type: none"> • Explore incentive opportunities for elected board positions • Create a succession process and procedural handbook • Establish a mentorship program for potential executive board positions

3. Relationship Building

GOAL 3A	COMMUNICATION
Objective 1A	Create and maintain communication channels with AFSS members
Critical Tasks	<ul style="list-style-type: none"> • Explore option of implementing a digital information sharing forum for members • Create a culture that encourages collaboration and networking outside of regular meetings • 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	<ul style="list-style-type: none"> • 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

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

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



APPENDIX A: FIRE AGENCY ACTIVE MEMBERS

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

