

Western Fire Chiefs Association

2006-2008 STRATEGIC PLAN

Adopted: May 25, 2006

INTRODUCTION

In addition to guiding the direction of the association's efforts and allocation of resources for a two-year period, this document is intended to outline the necessary steps to position the WFCAs as a strong and viable resource for the fire service into the future.

The goals, objectives and related tasks herein were developed to address critical issues that are key to the fire service in the West (see Appendix A) and other identified needs. Additionally, these elements reflect and are consistent with the WFCAs adopted doctrine, an excerpt of which includes the following statements (see Appendix B for the complete document):

The WFCAs will:

- build and maintain relationships with our members, our state associations, the IAFC, and other partner organizations; the WFCAs will actively foster communication to enhance these relationships.
- support its members through the delivery of quality member services.
- remain focused on enhancing the financial strength of the association.
- endorse, support, and foster legislative and policy development initiatives that will enhance the fire service and advance firefighter, citizen, and community safety.
- will endorse programs that foster and promote quality improvement and professional development for fire service professionals and agencies.
- will seek and utilize fire service leaders who will professionally and enthusiastically advance the mission, goals and objectives of our organization.

The core elements of the Strategic Plan were drafted by the Board of Directors during a series of special work sessions and the final product was vetted at the inaugural President's Forum on April 27, 2006. Refinements to the document were incorporated in May 2006 from the feedback received from the attendees at the event, which included delegates from the ten state fire chiefs associations in the Western Division and the WFCAs appointed representatives to allied committees and task forces.

Progress toward achievement of the plan's elements will be facilitated by staff and the assigned Board members. As this is considered to be a living document, additional refinements that serve to move the association forward toward its overall goals could be incorporated throughout the next two years.

GOAL #1: Provide timely and relevant communications between the WFCAs, its members, and emergency services community partners.

Objective 1A: Ensure effective communications between the WFCAs, IAFC, state associations, and the membership.

Lead Responsibility: Staff

Supporting Participants: Jim Critchley and Jim Madden

Task 1: Enhance and regularly evaluate the use, content, functionality, and accessibility of the existing Daily Dispatch and WFCAs website as well as electronic mail to communicate emerging issues, events, and activities to WFCAs members.

- Post and maintain the following foundational documents on the website:
 - WFCAs bylaws, policies, guidelines, and annual budget
 - Position papers, resolutions, requests for action to IAFC and state associations, and model documents
 - Meeting minutes and action summaries

Completion Date: May 2006 Board Teleconference

Performance Measure: Documents posted

- Create and maintain a page specific to committees/task forces/workgroups on the WFCAs website and list contact information for officers and appointees.

Completion Date: May 2006 Board Teleconference

Performance Measure: Web page completed

- Create a forum via the Daily Dispatch and WFCAs website to push emergent messages/updates from the leadership; create a policy for its use.
 - Messages and updates from the President/Board
 - Legislative updates/reports to states

Completion Date: May 2006 Board Teleconference

Performance Measure: Policy and system completed

- Disseminate "notices" or "alerts" via electronic mail and/or the Daily Dispatch whenever new key documents/resources are added to the website.

Completion Date: May 2006 Board Teleconference

Performance Measure: System created and used

Task 2: Improve functionality of the National Fire Service Library by expanding the number of documents/resources and identify specific areas of content need to include all areas of customer interest (e.g., model employment agreement, SOGs/SOPs, best practice guidelines, etc.).

Completion Date: May 2006

Performance Measure: All needed categories filled with multiple documents

- Assess membership utilization and satisfaction with the Library through feedback assessments.

Completion Date: Before FRI Conference/September 2006

Performance Measure: Results presented to Board

- Each WFCB Board Member provide their agency's SOGs/SOPs and other items as desired for posting.

Completion Date: Before FRI Conference/September 2006

Performance Measure: Documents posted.

Task 3: Invite, track, and support regular participation by the leadership of the WFCB Sections (e.g., UFCA) at WFCB business and board meetings to encourage and maintain a continual exchange of information.

Completion Date: May 2006 and review annually in January

Performance Measure: Track and report attendance

Objective 1B: Update and promulgate the Strategic Plan six months prior to the biennial leadership transition.

Lead Responsibility: Board President

Supporting Participants: Board Vice-President and Staff

Task 1: Facilitate annual review of strategic plan – review and revise as necessary; add the annual review and related benchmarks to the WFCB by-laws.

Completion Date: December 2007/January 2008

Performance Measure: Review completed and presented to the board.

Objective 1C: Expand the core resources and materials made available to existing and future board members, appointees, state association to promote consistency of message and aid in implementation of assigned action items.

Lead Responsibility: Staff

Supporting Participants: Board President

Task 1: Develop and promulgate preset "doctrine" messages, position statements, and other guidance/direction for existing and future WFCAs appointees, board members, and state association presidents.

Completion Date: July 2006

Performance Measure: Doctrine packets completed

Task 2: Develop and distribute "toolboxes"/"ready-kits" to existing and future board members, appointees, and state association presidents. (e.g. foundational documents, contact lists, issue-related documents, letterhead and envelopes).

Completion Date: July 2006

Performance Measure: Toolboxes/ready kits completed and distributed

Task 3: Review and update doctrine, toolboxes/ready kits, and other provided resources to ensure factual and current information.

Completion Date: Annually in January

Performance Measure: Review and updates completed

GOAL #2: Contribute to the success of the WFCAs membership through promotion of quality professional development.

Objective 2A: Promote ethical principles consistent with professional conduct.

Lead Responsibility: Ed Wilson

Supporting Participants: Bill Lankford

Task 1: Review existing IAFC and other fire service ethics policies.

Completion Date: January 1, 2007

Performance Measure: Findings disseminated to the Board for discussion at January 2007 meeting.

Task 2: Develop a WFCAs model ethics policy for review and adoption by WFCAs.

Completion Date: February 1, 2007

Performance Measure: Model ethics policy adopted by WFCAs Board, disseminated to the membership, and posted to the WFCAs website and Daily Dispatch

Objective 2B: Promote firefighter safety and wellness as a key priority in development of standards of operation.

Lead Responsibility: Bill Lankford

Participants: Ed Wilson

Task 1: Develop, adopt, and distribute a resolution and/or model policy specifically promoting the IAFC/IAFF Wellness Initiative as the preferred model for firefighter wellness programs.

Completion Date: September 1, 2006

Performance Measure: Resolution and/or model policy submitted at the annual WFCAs business meeting (in Dallas, TX) for adoption; adopted document(s) distributed to the membership and posted on the website and the Daily Dispatch

Objective 2C: Establish and adopt by resolution formal policy positions endorsing established professional development courses/programs (e.g., NFA/EFO, CFOD, CFAI, etc.).

Lead Responsibility: Bill Lankford

Supporting Participants: Ed Wilson

Task 1: Review and compare existing professional development programs; develop and adopt policy positions on endorsements.

Completion Date: September 1, 2006

Performance Measure: Position paper and/or resolution submitted at annual WFCA business meeting (in Dallas, Texas)

GOAL #3: **Actively contribute to shaping fire service leadership and support legislative issues or policies that promote fire safety.**

Objective 3A: **Establish and support a legislative affairs assignment to continually monitor and coordinate WFCAs actions relative to legislative initiatives and policy.**

Lead Responsibility: Board President and Legislative Assignee

Supporting Participants: Staff

Task 1: Establish a system to receive timely reports from WFCAs State Vice Presidents and Officers (e.g., web-based reporting tool).

Completion Date: *January 1, 2007*

Performance Measure: *Mechanism is implemented and operable.*

Task 2: Actively monitor and report on legislative issues/activity at all levels (e.g., ADA regulations/facilities and dual role paramedic/407K exempt); add legislative report as a regular item on the board meeting agenda.

Completion Date: *On-going*

Performance Measure: *Regular report is given by assignee and/or Board members at monthly meeting.*

Task 3: Coordinate development, adoption, and promulgation of WFCAs policy positions with the Board, state associations, other divisions, and the IAFC.

Completion Date: *On-going*

Performance Measure: *Key initiatives are posted and partner identified.*

Task 4: Working in conjunction with related IAFC efforts, develop a mechanism to provide members with timely information on emergent and critical issues pertaining to political affairs and emergent legislative initiatives/actions (e.g., "alerts" via the Daily Dispatch and electronic mail).

Completion Date: *January 1, 2007*

Performance Measure: *Regular feature of the Daily Dispatch format and updated regularly.*

Task 5: Research the practices associated with the Great Lakes Division Congressional Network "model" (promoted by IAFC) for potential adoption/application by WFCAs.

Completion Date: *July 1, 2007*

Performance Measure: *Report to the Board with recommendations.*

Objective 3B: Actively support key initiatives that remove barriers to fire and life safety.

Lead Responsibility: Board President and/or Legislative Assignee

Supporting Participants: Staff and/or specific task forces to be assigned as needed.

Task 1: Encourage and facilitate WFCAs State Vice-Presidents' participation in state association activities and to report on WFCAs legislative initiatives and activities.

Completion Date: On-going

Performance Measure: Regular reports to Board and updates to website.

Task 2: Participate in the annual Congressional Fire Caucus event and meet with congressional representatives from WFCAs states to discuss and promote our legislative agenda.

Completion Date: Annually in April

Performance Measure: Legislative agenda is published and presented to key legislators at meetings prior to/during the CFSI event.

Promote the Proliferation of Fire-Safe(r) Cigarettes

Task 3: Develop model legislation consistent with the "New York model" legislation standard for adoption by each of the Western Division states requiring only the sale of fire-safe(r) cigarettes.

Completion Date: November 2006

Performance Measure: Model legislation is adopted and disseminated with guidance on implementation to member states.

Task 4: Create a legislative task force to assist lobby efforts in the individual states in conjunction with the fire-safe cigarette coalition.

- Develop a fire-safe(r) cigarette legislative packet for hand-off to state presidents to include at least the following resources:
 - Key contact information for the fire-safe cigarette coalition
 - Text of model legislation
 - List of reporting/coordination mechanisms to ensure a unified and identical legislative result
- Provide a training session for State Presidents on strategy for implementation and pitfalls from past experiences.
- Disseminate information on the issue to all members via the Daily Dispatch.
- Develop a liaison with NFPA, California, and the Fire Safe Cigarette Coalition to ensure regular updates and coordination/assistance.
- Identify and publicize legal, technical, and technical support resources to all member state associations.
- Initiate outreach and coalitions with allied advocacy groups i.e. tobacco control organizations, burn care, public health and insurance interests.

Completion Date: November 2006

Performance Measure: Materials are published and distributed.

Promote the Proliferation of Community-Based Automatic External Defibrillator (AED) Programs

Task 5: Adopt a WFCAs resolution urging that all fire response apparatus and fleet vehicles be equipped with AEDs.

Completion Date: January 1, 2007

Performance Measure: Resolution is developed, adopted, and communicated to state associations and IAFC.

Task 6: Adopt a WFCAs resolution urging all allied public safety associations to promote within their membership the need to equip their apparatus and fleet vehicles with AEDs, and to provide related training.

Completion Date: January 1, 2007

Performance Measure: Resolution is developed, adopted, and communicated to other associations.

Task 7: Adopt a WFCAs resolution to join/partner with the appropriate emerging or existing networks or coalitions.

Completion Date: September 1, 2006

Performance Measure: WFCAs has secured membership or supporting status.

Task 8: Develop, adopt, and disseminate to the Western Division state associations model legislation, administrative rules, and local-level resolutions that propose to facilitate improvements in immunity laws and the proliferation of AED installations in targeted public or commercial occupancies.

Completion Date: January 1, 2007

Performance Measure: Developed, adopted, and disseminated.

Promote the Proliferation of Fire Sprinkler Installations

Task 9: Encourage WFCAs State Vice-Presidents to participate in processes that advance the installation of sprinklers in all occupancy classifications.

Completion Date: September 2006

Performance Measure: Developed and distributed position paper to member state leadership and officials.

Task 10: Formally develop and assert pro-active positions on legislation and administrative rule adoption to support fire sprinkler installations.

Completion Date: January 1, 2007

Performance Measure: WFCAs positions are communicated with NFPA, International Code Council (ICC), and American Public Works Association (APWA).

Task 11: Pass a WFCAs resolution asking the IAFC to formally request HUD to require the installation of fire sprinklers in all manufactured housing.

Completion Date: September 1, 2006

Performance Measure: Resolution is adopted and communicated to IAFC.

Task 12: Join with NFPA and the Home Fire Sprinkler Coalition to promote removal of the barriers to residential fire sprinkler system installations (e.g., elimination of system development charges for residential sprinkler systems).

Completion Date: November 1, 2006

Performance Measure: Board liaison appointed to monitor progress and distribute updates through communication channels.

Task 13: Copy, inform, and engage code development committees (e.g., ICC-FCC and NFPA) on all related WFCAs resolutions, positions, and actions.

Completion Date: On-going

Performance Measure: Board minutes and other updates copied to appointed representative to the code development committees from the purpose of promulgation among those committees.

Objective 3C: Promote and actively engage in processes that advance intra/interoperability for public safety voice and data communications.

Lead Responsibility: Legislative Assignee

Supporting Participants: Jeff Johnson, Ken Burdette, and Staff

Task 1: Pass a WFCAs resolution requesting the Western Division states to establish statewide interoperability councils consistent with the models promoted by the federal SAFECOM Program.

Completion Date: September 1, 2006

Performance Measure: Resolution is developed, adopted, and communicated to the states.

Task 2: Participate with SAFECOM and the IAFC Communications Committee to foster development of planning initiatives that ensure funding (e.g., grant funds) intended for communications supports the development of integrated statewide systems that allow for local user access.

Completion Date: January 1, 2008

Performance Measure: Policy positions communicated and testimony presented as required

Task 3: Advocate to the Congressional Delegation a legislative agenda that requires federal agencies to allow location of radio/data tower facilities on federal land for interoperability systems that are designed to be consistent with SAFECOM's goals.

Completion Date: January 1, 2007

Performance Measure: Agenda/model legislation is developed, adopted, and communicated to the Congressional Delegation.

Task 4: Provide a link on the web page or Daily Dispatch to the appropriate FCC Transition Administrator resources for members seeking assistance with the Nextel/800 MHz re-banding process (the Consensus Plan); include a link to the functional plan.

Completion Date: September 1, 2006

Performance Measure: Links are on the WFCAs website and the Daily Dispatch.

Task 5: Host a national conference for statewide interoperability councils at no net cost to the WFCAs.

Completion Date: By January 1, 2008

Performance Measure: Conference is held and all state interoperability councils/taskforces are invited to attend. Fees for the event cover the cost for hosting the conference.

Task 6: Advocate for engaging non-fire response and support agencies in interoperability planning efforts.

Completion Date: On-going

Performance Measure: The WFCAs's position is communicated to the appropriate allied associations and partners.

Objective 3D: Promote and actively engage in processes that advance resource sharing (e.g., mutual aid) and facilitate integration of incident management resources throughout the Western Division.

Lead Responsibility: Legislative Assignee

Supporting Participants: Ed Wilson and Bill Lankford

Task 1: Assign a WFCAs board member as a liaison to the IAFC's national mutual-aid system task force and to report back to the WFCAs board on key issues and progress.

Completion Date: Assigned by April 1, 2006

Performance Measure: Liaison assigned and their report is on the WFCAs board meeting agendas.

Task 2: Promote the national mutual-aid system to and in conjunction with allied associations (e.g., National Governors, National League of Cities, foresters, etc.)

Completion Date: On-going

Performance Measure: IAFC report adopted and delivered to allied associations at annual meetings and/or conferences.

Task 3: Promote and encourage NIMS adoption by associations, utilities, non-government organizations, and private sector response organizations; recommend tools to support NIMS.

Completion Date: September 2006

Performance Measure: Appropriate agencies identified and initial contact made to communicate NIMS support tools.

Task 4: Adopt a resolution to support development and adoption of a single national incident management system.

Completion Date: June 2006

Performance Measure: Resolution adopted and disseminated to IAFC.

Task 5: Assemble and promulgate the minimum, mandatory state and federal incident management certification requirements for chief fire officers/incident commanders from established standards and regulatory entities.

Completion Date: January 1, 2007

Performance Measure: Position paper developed, distributed to membership and posted on website.

Task 6: Advocate for engaging fire service representation on key terrorism/intelligence/early warning initiatives.

Completion Date: On-going

Performance Measure: Request for increased fire service presence is communicated to the Int'l Association of Chiefs of Police.

GOAL #4: Promote the modernization of the ISO fire service grading system.

Objective 4A: Work with counsel to outline options for moving the ISO toward advancing their grading methodology (e.g., travel time vs. travel distance, training competency vs. training time).

Lead Responsibility: Ken Burdette

Supporting Participants: International Director and Frank Heumann

Task 1: Establish a task force comprised of members from multiple Western Division states to work on and promote this issue.

Completion Date: On-going (launched in January 2006)

Performance Measure: Formation of the task force complete and working.

Task 2: Present a preliminary report to the WFCAs Board.

Completion Date: October 2006

Performance Measure: Strategy, goals, and timelines presented to the board.

Objective 4B: Promote advancements in ISO methodology with the other IAFC divisions.

Lead Responsibility: Ken Burdette

Supporting Participants: International Director and Frank Heumann

Task 1: Work with the WFCAs International Director and the WFCAs Division Secretary to outline strategies for informing and creating "buy in" among the other divisions.

Completion Date: January 2007

Performance Measure: Strategy developed and presented to the board.

Objective 4C: Promote adoption of a resolution, position, or goals from the IAFC to support the modernization of the ISO as a key national fire service issue.

Lead Responsibility: Ken Burdette

Supporting Participants: International Director and Frank Heumann

Task 1: Work with the WFCAs International Director and the WFCAs President to outline the best approach for forwarding this issue to the IAFC.

Completion Date: January 2007

Performance Measure: Strategy approved for implementation by the board.

GOAL #5: Develop an association business plan that sustains the current level of operation and services provided by the WFCA.

Objective 5A: Research and adopt a business plan model to best meet WFCA's needs.

Lead Responsibility: Staff

Supporting Participants: Joe Perry and Lynn Borders

Task 1: Assign a task team to research options for business plan models.

Completion Date: July 1, 2006

Performance Measure: Task team members approved by the board and assignments disseminated.

Task 2: Select and adopt a business plan model for application by the WFCA.

Completion Date: August 1, 2006

Performance Measure: Model presented to and approved by the WFCA board.

Objective 5B: Identify key business objectives/assumptions based upon the WFCA mission and guiding principles.

Lead Responsibility: Staff

Supporting Participants: Joe Perry and Lynn Borders

Task 1: Catalog and review all current business activities, agreements, and contracts.

Completion Date: August 1, 2006

Performance Measure: Reported to the Board at the Annual Meeting

Task 2: Compare activities and agreements against mission and guiding principles.

Completion Date: August 1, 2006

Performance Measure: Reported to the Board at the Annual Meeting

Objective 5C: Identify and define performance benchmarks against adopted business objectives.

Lead Responsibility: Staff

Supporting Participants: Joe Perry and Lynn Borders

Task 1: Research and document WFCA's intention for each business objective; assign a performance benchmark to each business objective.

Completion Date: August 1, 2006

Performance Measure: Reported to the Board at the Annual Meeting

Objective 5D: Document current revenue and expenditures and their historical performance.

Lead Responsibility: Staff

Supporting Participants: Joe Perry and Lynn Borders

Task 1: Identify and chart all current and past revenue streams.

Completion Date: August 1, 2006

Performance Measure: Reported to the Board at the Annual Meeting

Task 2: Analyze revenues and expenditures for application to adopted business objectives.

Completion Date: August 1, 2006

Performance Measure: Reported to the Board at the Annual Meeting

Objective 5E: Establish a marketing plan that expands the WFCA across current and future business targets.

Lead Responsibility: Staff

Supporting Participants: Joe Perry and Lynn Borders

Task 1: Identify current and future member base.

Completion Date: July 1, 2006

Performance Measure: Distributed to State Vice Presidents at annual Business Meeting (in Dallas, Texas)

Task 2: Catalog current marketing efforts and determine their success sustainability.

Completion Date: January 2007

Performance Measure: Results submitted to Board for discussion at Board meeting

Task 3: Establish a marketing objective for each adopted business objective.

Completion Date: January 1, 2007

Performance Measure: Submitted to Board for discussion at Board Meeting

Objective 5F: Establish a management reporting system which ensures accountability by the WFCAs executive director/division secretary, executive board, and the board of directors.

Lead Responsibility: Staff

Supporting Participants: Joe Perry and Lynn Borders

Task 1: Provide accurate and up-to-date monthly financial reporting/forecasts for WFCAs and its sections.

Completion Date: Starting August 1, 2006

Performance Measure: Disseminated to Board members by e-mail monthly and prior to Board Meetings

Task 2: Develop management reports/forecasts for each business objective using adopted performance benchmarks.

Completion Date: August 1, 2006

Performance Measure: Initially distributed to Board in time for discussion at August 2006 Board meeting; distributed quarterly to the Board thereafter.

GOAL #6: Seek strategic partnerships and formulate strategies with entities that have a common interest in WFCA issues.

Lead Responsibility: Staff

Participants: Board President and Doug Williams

Task 1: Maintain and annually review all existing relationships and related agreements for currency, relevance, and effectiveness.

- UFCA
- IAPMO
- Cal-Chiefs
- GTI
- GPO
- NFPA
- Private Partnerships

Completion Date: Annually in January

Performance Measure: All relationship agreements reviewed and updated as scheduled

Task 2: Develop a tracking mechanism (e.g., Gantt chart) for benchmarks of key partnership agreements (e.g., expiration dates).

Completion Date: Develop mechanism by January 2007; revise annually

Performance Measure: Tracking mechanism in place

Task 3: Research and solicit partnerships that will enhance or advance the WFCA.

Completion Date: On-going

Performance Measure: Reviewed as agenda item at Board Meetings

Task 4: Develop and foster "Bugle Partnership" commitments.

Completion Date: Initial commitments by July 1, 2006; additional commitments by July 1st of each year thereafter.

Performance Measure: At least two partners signed up by the 2006 Annual Business Meeting (in Dallas, Texas) and at least two more added each year thereafter.

Western Fire Chiefs Association
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Appendix A

Critical Issues Facing the Fire Service:

- Dual role paramedic 407K exemption / Fair Labor Standards Act (FLSA)
- Applicability of ADA requirements to station design and construction
- Funding for fire agencies.
- Participation in development of standards-setting processes (e.g., CFAI, NFPA, ISO)
- Accreditation from the Commission on Fire Accreditation International
- Preparation for the next generation – succession planning for the WFCFA leadership roles and promoting officer/chief officer development
- Firefighter safety – preventing injury/death
- Fair and competitive compensation for chief officers - salary compression and comparability; model employment contracts
- Quality leadership and management tools for chief officers
- Elevation of advancing WFCFA's legislative agenda in the Western States (e.g., fire-safe cigarettes, public access defibrillators, sprinkler installation)
- Support for our strategic partners and their goals/objectives

Future Tasks (as time and resources become available):

- Research and implement current and emergent issues message/discussion board on WFCFA and/or Daily Dispatch websites
- Publish/post a membership directory on the WFCFA website and the Daily Dispatch, to be updated at a frequency that will to ensure accuracy and relevance.

Western Fire Chiefs Association
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Appendix B

DOCTRINE
May 2006

“Serving, Leading, and Mentoring Fire Chief Officers”

Purpose

The Western Fire Chiefs Association (WFCA) supports, promotes, and develops Chief Officers in the ten states that comprise the Western Division of the International Fire Chiefs Association¹ and furthers the interests of prevention, control, and mitigation of fire, life safety, and all hazards in our region.

Mission

Pursue the protection of life and property by leadership, education, and support for its members and affiliate organizations.

Fundamental Principles

The WFCA values:

- honesty and integrity
- ethical behavior
- timely and responsive service
- excellence

The WFCA promotes:

- safe communities
- firefighter safety
- an “all-hazards” approach to prevention, control, and mitigation of incidents
- officer development
- legislation and legislators that supports our doctrine
- adequate funding to deliver our principles
- strategic planning
- the development and adoption of standards of cover documents

The WFCA will:

- build and maintain relationships with our members, our state associations, the IAFC, and other partner organizations; the WFCA will actively foster communication to enhance these relationships.
- support its members through the delivery of quality member services.
- remain focused on enhancing the financial strength of the association.
- endorse, support, and foster legislative and policy development initiatives that will enhance the fire service and advance firefighter, citizen, and community safety.
- will endorse programs that foster and promote quality improvement and professional development for fire service professionals and agencies.
- will seek and utilize fire service leaders who will professionally and enthusiastically advance the mission, goals and objectives of our organization.

¹ Western Division: Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, and Washington.

Fundamental Principles (cont'd)

The WFCAs are expected to:

- produce and promulgate biennial strategic plans consistent with the doctrine
- produce and disseminate public annual reports to the membership
- maintain a financial position of solvency
- develop and maintain functional bylaws
- promote membership
- promote legislation that advances our collective interests
- promote the fire service industry
- promote the success of our membership
- properly advise its board, staff, appointees and representatives, and all other appropriate relationships on issues of adopted principles and doctrine, bylaws and policies, and best practices
- develop, promulgate, and maintain quality, timely, and relevant communications

Origin:

(To be drafted)

Adopted: May 25, 2006

Revised: