

Colorado State Fire Chiefs' Association Strategic Plan 2011 – 2014

Mission

The Colorado State Fire Chiefs' Association is dedicated to providing leadership, education, and service to the Chief Officers of Colorado fire departments in order to reduce the loss of life and property and to protect Colorado's citizens and institutions from all types of emergencies.

Vision

The vision of the CSFCA is to represent the interests of all chief fire officers across the state of Colorado. We will be a dynamic organization, characterized by our integrity, customer focus, proactive leadership, and innovation. We will excel by building strategic alliances, by the mentoring of aspiring leaders, and the professional development of our members through continuing education.

Values

The Colorado State Fire Chiefs' Association:

- strives to have a public that is educated on what to do before, during and after an emergency in order to protect themselves, their families, their homes, and their businesses.
- endeavors to provide the executive and legislative branches of Colorado's government with information and recommendations in order to shape public policy that meets the goal of protecting those who live, work and play in Colorado.
- values government with a focus on customer service, teamwork within and between government and private agencies, cost effectiveness, and honesty and integrity in all its dealings with institutions and citizens in the State.
- values the safety of firefighters, by providing educational opportunities and a safe work environment.
- strives to create a fire service that reflects the diversity of the communities we serve and exceeds expectations of the citizens who depend on us.

“Serving the Chief Fire Officers of Colorado since 1968”

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Colorado State Fire Chiefs' Association Strategic Plan 2011 – 2014

Board of Directors – 2010

Officers

President

Chris Riley, Fire Chief
Pueblo Fire Department
1551 Bonforte Boulevard
Pueblo, CO 81001
719-553-2830

Vice President

Steven J. Pischke, Deputy Chief
Mountain View Fire Protection Dist.
9119 E. County Line Rd
Longmont, CO 80501
303-772-0710

Secretary

Michael Morgan, Fire Chief
Rifle Fire Protection District
1850 Railroad Avenue
Rifle, CO 81650
970-625-1243

Treasurer

Andrew Marsh, Fire Chief
Federal Heights Fire Department
2400 W. 90th Avenue
Federal Heights, CO 80260
303-412-3560

Regional Representatives

Northwest Region

Bob Struble, Emergency Manager
Routt County, Colorado
P.O. Box 773598
Steamboat Springs, CO 80477
970-870-5551

North Central Region (DMFCA)

Don Lombardi, Dep. Chief
West Metro FPD
433 South Allison Way
Lakewood, CO 80226
303-989-4307

Northeast Region

Warren Jones, Fire Chief
Evans Fire Department
1100 37th Street
Evans, CO 80620
970-475-1108

Southwest Region

Larry Behrens, Fire Chief
Los Pinos Fire Protection District
P.O. Box 319
Ignacio, CO 81137
970-563-9501

South Region

Chris Riley, Fire Chief
Pueblo Fire Department
1551 Bonforte Boulevard
Pueblo, CO 81001
719-553-2830

Southeast Region

Aaron Eveatt, Fire Chief
La Junta Rural Fire Protection District
601 Colorado Avenue/P.O. Box 1066
La Junta, CO 81050
719-384-2323

Regional Representatives (cont'd)

South Central Region

Dave Ury, Fire Chief
Black Forest Fire Protection District
11445 Teachout Road
Colorado Springs, CO 80908
719-495-4300

San Luis Valley Region

Don Chapman, Fire Chief
Alamosa Fire Department
902 Weber
Alamosa, CO 81101
719-589-2596

West Region

Bob Pistor, Fire Chief
Montrose Fire Protection District
441 S. Uncompahgre Avenue
Montrose, CO 81401
970-249-9181

Section Representatives

Combination Fire Chiefs' Section

Bruce Mygatt, Fire Chief
Boulder Rural Fire Protection District
5075 Jay Road
Boulder, CO 80301
303-530-9575

Volunteer Chiefs Section

Don Chapman, Fire Chief
Alamosa Fire Department
902 Weber
Alamosa, CO 81101
719-589-2596

Fire Marshals Association of Colorado

David Lowrey, Fire Marshal
City of Boulder Fire Department
1805 33rd St.
Boulder, CO 80306
303-441-4356

Fire & Life Safety Educators of Colorado

Tracey Taylor
Life Safety Education Manager
South Metro Fire Rescue
9195 E. Mineral Avenue
Centennial, CO 80112
720-989-2272

Colorado Fire Training Officers Association

Kevin Milan, Spec. Ops. Captain
South Metro Fire Rescue Authority
17801 E. Plaza Dr.
Parker, CO 80134
720-274-3813

CSFCA Wildland Fire Section

Jamey Bumgarner, Fire Chief
Larkspur Fire Protection District
9414 S. Spruce Mountain Road
Larkspur, CO 80118
303-681-3284

Colorado Fire Chaplains Association

Ken Rice, President
Colorado Fire Chaplains Association
P. O. Box 2072
Silverthorne, CO 80498
970-262-9212

Colorado Fire Mechanics Association

Gary Aranda, Captain
Southwest Adams County Fire Rescue
3365 W. 65th Avenue
Denver, CO 80221
303-429-3597

Ex-Officio

Past President

Dave Parmley, Fire Chief
Lake Dillon Fire Protection District
P.O. Box 4428
Dillon, CO 80435
970-262-5110

Executive Director

Paul L. Cooke
Colorado State Fire Chiefs' Association
PO Box 3945
Englewood, CO 80155
720- 874-8116

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Adopted

December 2, 2010

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INTRODUCTION

During 2006, the Colorado State Fire Chiefs' Association (CSFCA) Board of Directors held a series of meetings across the state to receive member input on the strategic direction of the Association. Prior to this year, the strategic direction of the CSFCA was guided by the principles embodied in the *Five Point Plan for a Fire Safe Colorado*. The strategic direction was then executed through a series of annual operational plans (expressed through the annual budget process).

The 2006 effort examined how the CSFCA could align itself to better meet the needs and desires of our members and culminated in the development and publication of the first Strategic Plan for the Association. The Strategic Plan document answered the following three strategic questions:

1. Where has the CSFCA been and where is it going?
2. Why is it important?
3. What is the action plan?

Planning:

This strategic plan serves as a compass to guide CSFCA's decision-making and ongoing operational work.

Focus:

One of the challenges that the CSFCA faces is the fact that there is more to be done for members and stakeholders than resources to meet these needs. The temptation to do every thing can often lead an organization to *try to be all things to all people*. The result of this approach is not doing anything particularly well. If everything is important — *nothing is important*.

Planning strategically is the counter to the *all-things syndrome*. It is about identifying a limited number of *key activities* that the association must undertake to move successfully into the future. Implementing this plan will bring focus to CSFCA's future activities.

Approach:

CSFCA provides a wide portfolio of programs and services — its annual operational plan. The approach in defining the new plan was not to identify what CSFCA is doing today, but to determine what must be done to succeed in the future.

This approach separates the strategic plan from the annual operational plan. This strategic direction is a constant reminder of what must be done to steer towards the envisioned future.

Updating the Plan:

This document represents the first major update to the Strategic Plan and was developed by the CSFCA Board of Directors through a series of meetings and planning sessions; and soliciting member input on the final draft.

A strategic plan that covers a three-year planning horizon can only stay current and relevant if the Board of Directors insures that the plan is updated on an annual basis.

The objective of the planning effort was to recast a credible and relevant strategic direction that is distinguished both by its simplicity and its power to assist leadership in making tough decisions in order to sustain CSFCA's success.

We wish to thank CSFCA members, leaders, and staff who offered their valuable time and hard work to participate in the successful development of this strategic direction. It is the responsibility of CSFCA's entire leadership team to give the new direction meaning and life.

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STRATEGIC ASSUMPTIONS

The following are CSFCA's three-year assumptions concerning the key external trends, challenges, or issues that will impact the fire and emergency services profession and the association in the future. They may represent future opportunities or threats.

Financial Concerns and Costs:

- Financial support, adequate budgets and funding will always be a major challenge.
- Recurring worldwide events and natural disasters will continue to have an effect on Colorado's overall economic health.
- The increasing cost of business in general will continue to challenge fire departments and services.
- Most fire agencies will not be able to afford the escalating cost of the new technological advances in emergency services.
- Fire and emergency services will be challenged to keep pace with the rapid population growth in the state.
- The fire service will continue to be forced to compete against other government services providers for limited resources.

Governmental and Political:

- Legislation and political issues will continue to influence and impact the delivery of emergency services.
- Worldwide changes will have more of an impact on local fire and emergency services in the future.
- Public policy will play a vital role in the safety of this state. The fire and emergency services profession needs to have a "voice" in the political process to keep it strong and up-to-date.
- The issue of funding will continue to be an issue to be addressed with state and federal legislators. Local funding is impacted by state public policy (i.e. state fiscal policy, mandates, etc.).
- Emerging demographics will change future service demands and the way services are delivered.

Changes in the Profession:

- The role of the fire and emergency service profession continues to expand beyond traditional fire-rescue and EMS services to an "all hazards" approach.

- The most important asset the fire service has is its people and it is through its people that it is able to deliver its service to the community. Workforce planning, including succession planning and the training of new leaders will be a critical component of the fire and emergency services organizations' ability to meet future service demands.

OUR ENVISIONED FUTURE

This envisioned future is a concise picture of the desired organization out three years. By engaging in a process, the association is sets direction and helps focus the CSFCA's efforts.

By 2014, CSFCA will continue to:

- be the leading advocate and focal point for the state's fire and emergency services.
- enhance a unified voice of the Colorado fire and emergency services.
- be recognized by the public as the authoritative voice for fire and emergency services information.
- Help create a favorable governmental environment to support the success of fire and emergency services.
- have developed strategic alliances, coalitions, and relationships with a variety of public, private, and not-for-profit organizations to advance the fire chief's profession.
- have developed personalized relationships with key decision-makers in appropriate governmental communities.
- enjoy increased membership and membership retention.
- have improved the value of belonging to the association.
- have enhanced the quantity and quality of educational offerings at CSFCA conferences and meetings.
- have improved the flow of communications to and from its members.
- realize more involvement from its members, through value and relevance.
- have increased its legislative advocacy capacity and expertise.
- pursue and sustain financial stability.
- offer a useful and informative website.
- be known for its leading edge programs, products and services, operational effectiveness, and the ability to create strong membership loyalty.

The following represents the three-year strategic plan for the Colorado State Fire Chiefs' Association to enable the association to achieve its envisioned future.

1. BUILDING RELATIONSHIPS AND PARTNERSHIPS

A factor in the success of the CSFCA is its ability to develop and maintain relationships and partnerships outside the organization. Collaboration comes as a direct result of discussing issues of common interest. Over the last few years, the CSFCA has worked hard to improve relationships with local, state and national organizations and has made significant inroads.

Objective 1.1

Build and maintain strategic alliances with groups and organizations involved in fire and emergency services policy-making and delivery in Colorado.

Action items

1. Identify key organizations (government, professional associations, corporate entities, educational groups) that are involved in making or influencing policy and/or the delivery of fire and emergency services.
 - Continue efforts to develop a working relationship with the Colorado Professional Fire Fighters Association (CPFFA).
2. Maintain and annually review all existing relationships and related agreements for currency, relevance, and effectiveness.
3. Identify common issues and agendas of various organizations; support common positions.
4. Establish annual planning goals for strengthening relationships.
5. Appoint a liaison (board member or other designated representatives) to each organization that the CSFCA desires to build and maintain a strategic alliance with.
6. Provide opportunities for reciprocal attendance at regularly scheduled meetings and conferences.

Objective 1.2

Develop an Effective Relationship with the Governor

Action items

1. Seek regularly scheduled meetings with Governor and/or key staff.
2. Identify Governor-sponsored issues the CSFCA can support.
3. Identify opportunities to offer objective, non-partisan information on issues and decisions.

Objective 1.3

Develop an Effective Relationship with the Legislature

Action items

1. Identify issues of importance to fire and emergency services the CSFCA can support.
2. As a non-partisan organization, the CSFCA will identify key legislators with bipartisan balance for legislative support.
3. Develop a briefing paper with bullet points that would introduce CSFCA for legislative priorities.
4. Encourage interaction between fire chiefs and their legislators to build relationships before issues arise.
5. Develop and distribute talking points for CSFCA members on legislative issues.
6. Establish broad-based coalitions whenever possible with other stakeholders.

Objective 1.4

Maintain an Effective Partnership with the Division of Fire Safety

Action items

1. Hold regular meetings with DFS Director.
2. Invite DFS Director to actively participate in CSFCA meetings and conferences.
3. Encourage CSFCA member participation on DFS Advisory Committees.
4. CSFCA representatives on DFS Advisory Boards should update the Board of Directors as indicated and necessary.
5. Offer CSFCA and CSFCA Sections as technical resource to DFS.
6. Actively support preservation of the office and functions.

Objective 1.5

Develop an Effective Partnership with other state agencies that are involved in making or influencing policy affecting the delivery of fire and emergency services (including, but not limited to the Colorado State Forest Service, the Governor's Office of Homeland Security, the Division of Emergency Management, and the State Department of Public Health and Environment)

Action items

1. Hold regular meetings with Agency Directors.
2. Invite Agency Directors to attend CSFCA meetings and conferences.
3. Encourage CSFCA member participation on applicable State Agency Advisory Committees.
4. Offer CSFCA and CSFCA Sections as technical resource to State Agencies.
5. Actively support preservation of those functions that are important to the efficient and effective delivery of fire and emergency services to the citizens of Colorado.

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2. IMPROVING MEMBER SERVICES AND INVOLVEMENT

This area is defined by those actions that provide value to the CSFCA membership.

Objective 2.1

Ensure effective communications between the CSFCA, CSFCA Sections, and the membership.

Action items

1. Provide timely and relevant communications between the CSFCA, its members, and emergency services community partners.
2. Encourage the development of county and/or regional fire chiefs associations in order to facilitate two-way communications between the CSFCA and its members.
3. Enhance the capability to provide members with timely information on emergent and critical issues pertaining to political affairs and emergent legislative initiatives/actions (e.g., "alerts" via electronic mail).
4. Develop a newsletter that is distributed via electronic mail to all members and partner organizations at least quarterly, or more often as the need arises.
5. Invite, track, and support regular participation by the leadership of the CSFCA Sections (e.g., FMAC, CFTOA, etc.) at CSFCA business and board meetings to encourage and maintain a continual exchange of information.
6. Evaluate the need for new CSFCA Sections or Divisions to meet the diverse needs of our members.

Objective 2.2

Enhance and regularly evaluate the use, content, functionality, and accessibility of the CSFCA website to communicate emerging issues, events, and activities to members.

Action items

1. Survey membership to identify what they want on the website and analyze website usage logs to determine which links are being viewed most often.
2. Post and maintain the following foundational documents on the website:

- CSFCA bylaws, policies, guidelines, and annual budget
 - Position papers, resolutions, requests for action to members, and model documents
 - Meeting minutes and action summaries
3. Create and maintain a page specific to committees/task forces/workgroups on the CSFCA website and list contact information.
 4. Disseminate "notices" or "alerts" via electronic mail whenever new key documents/resources are added to the website.
 5. Expand the number of documents/resources and identify specific areas of content need to include all areas of customer interest (e.g., Strategic Plans, SOGs/SOPs, best practice guidelines, etc.).
 6. Establish a resource coordination page on CSFCA website where members can list needed resources and available resources for purchase or donation.

Objective 2.3

Improve the speed of transferring information and knowledge on key issues to our members.

Action items

1. Identify current electronic communications alternatives and identify the most effective means of reaching the largest number of members in the shortest time.
2. Enhance current and develop new communication networks that anticipate our members' needs.
3. Communicate information and knowledge in real time.
4. Develop an interactive system to solicit members' input in a timely manner.

Objective 2.4

Sustain a position of relevance to our members by providing the programs, products and services that they need and want.

Action Items

1. Develop a process to identify and satisfy information, training and services for unmet needs, including an emphasis on all section views.
2. Conduct training and professional development workshops.
3. Develop positions on key issues of interest and importance to members and the profession.

4. Develop a "Technical Advisory Group" comprised of subject matter experts that can be called upon when fire chiefs are in need of assistance.
5. Develop a pool of "seasoned" fire chiefs willing to serve as mentors for new fire chiefs.
6. Develop a Colorado Fire Chiefs Resource Manual (including laws affecting fire and emergency services).
7. Develop a web survey tool to validate the strategic plan against member expectations, e.g. identify the level of importance that members place on the individual goals and objectives and survey member perception of how well the association is doing in meeting these goals and objectives.

Objective 2.5

Increase active member participation on committees and task groups to maximize member involvement in the CSFCA.

Action items

1. Evaluate membership participation on committees and work groups.
2. Develop a campaign to encourage member participation on various committees and work groups.
3. Identify committee and work groups needing increased participation and forward information to regional and section representatives for additional recruitment.
4. Make more effective use of regional and section representatives.

Objective 2.6

Facilitate annual review of the strategic plan – review and revise as necessary.

Action Items

1. Develop a process for the annual review of the strategic plan, incorporating member input and feedback.

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3. FIRE AND LIFE SAFETY

This area focuses on reducing the loss of life and property and protecting Colorado's citizens and institutions from all types of emergencies. This area also focuses on those issues that protect firefighters and improves their effectiveness on a local and statewide level.

Objective 3.1

Develop and implement strategies to reduce the loss of life and property and to protect Colorado's citizens and institutions from all types of emergencies.

Action items

1. Develop positions on key issues that affect fire and life safety and communicate these positions to CSFCA members, other organizations, and the legislative and executive branches of state government.
2. Promote and advocate for the adoption of codes and standards that enhance life safety and property preservation.
3. Promote and advocate for the installation of residential sprinkler systems.
4. Contribute to the development of engineering standards that promote life safety and property preservation.
5. Develop programs to educate the public on what to do before, during, and after an emergency.
6. Appoint a committee to revisit the Five Point Plan for a Fire Safety Colorado, update and republish the plan.

Objective 3.2

Develop and implement strategies for supporting the Firefighter Life Safety Initiatives identified by the National Fallen Firefighters Foundation.

Action items

1. Develop a position statement in support of the National Fallen Firefighters Foundation's Firefighter Life Safety Initiatives and communicate the position to CSFCA members, other fire service groups and stakeholder organizations.
2. Define and advocate the need for a cultural change within the fire service relating to safety, incorporating leadership, management, supervision, accountability and personal responsibility.
3. Develop strategic alliances, coalitions, and relationships with all fire service groups and other stakeholder organizations to develop consensus

positions on strategies likely to reduce the incidence of fire service line of duty injuries and deaths.

Objective 3.3

Develop and implement a wildland fire section of the CSFCA to promote collaboration among stakeholders, share wildland fire information, and support federal, state, and local government efforts to make the wildland urban interface areas of the state safer for residents and firefighters.

Action items

1. Develop strategic alliances, coalitions, and relationships with all fire service groups and other stakeholder organizations to develop consensus positions on strategies likely to affect fire and life safety in wildland urban interface areas.
2. Ensure "official" CSFCA representation to the various wildland fire-related organizations.

Objective 3.4

Develop and implement a more effective all-hazards capability in the State of Colorado.

Action items

1. Support the Division of Fire Safety in its efforts to fully implement the CSERMP and the Resource Ordering and Status System as the single-point resource ordering, assigning and tracking system.
2. Promote communications interoperability and communications system(s) necessary to support CSERMP ordering, assignment, and travel coordination and participate in the State Executive Interoperability Committee.
3. Design, conduct and evaluate CSERMP deployment exercise(s).
4. Support and promote the implementation of the IAFC's statewide mutual aid and national mutual aid systems in Colorado.
5. Support the Division of Emergency Management in its efforts to implement the National Incident Management System (NIMS) statewide and to improve the State Emergency Operations Center function.
6. Examine the feasibility of developing a standardized rate schedule or formula for CRF agreements, CSERMP mobilizations, and EMAC deployments.
7. Support and encourage participation in the COFRAC Credentialing System.

8. Support and encourage participation in the Type 3 All-Hazard Incident Management Teams.

Objective 3.5

Fully implement the National Fire Incident Reporting System (NFIRS) in Colorado and seek opportunities to enhance the system.

Action Items

1. Support the Division of Fire Safety and Colorado State Forest Service efforts to fully implement NFIRS in the state.
2. Seek opportunities to enhance the NFIRS program to provide relevant information in a timelier manner to stakeholders and decision-makers.
3. Improve the quality of field data collection and the feedback provided by the system.

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4. LEADING THE FIRE AND EMERGENCY SERVICES

This area brings focus to the CSFCA's leadership in the Colorado Fire Service.

Objective 4.1

Provide leadership, expertise and direction on issues that impact the fire service.

Action items

1. Communicate the Strategic Plan for the CSFCA.
2. Communicate association positions to our members and other related organizations and associations.
3. Develop, monitor and regularly review all association policy positions to maintain their currency and relevance.
4. Strengthen ties to the International Association of Fire Chiefs (IAFC).
5. Strengthen ties to the Missouri Valley Division of the International Association of Fire Chiefs.
6. Promote standards for chief officer professionalism.
7. Communicate the ethical standards for CSFCA members and Colorado chief officers.

Objective 4.2

Develop initiatives designed to prepare CSFCA members to meet the leadership challenges of the present and the future.

Note: Over the last few years, the CSFCA has been very proactive in the development of initiatives designed to prepare CSFCA members to meet the leadership challenges of the present and the future, including the establishment of the Accreditation Consortium, Chief Fire Officer Designation (CFOD) Mentoring Program, and the Company Officer Leadership Symposium.

Action items

1. Maintain and enhance the quality of educational offerings at the Fire Leadership Conference and as measured by appropriate evaluation instruments.
2. Deliver timely information on critical issues and educational opportunities through appropriate and innovative delivery methods.
3. Identify and provide regional educational opportunities.
4. Further develop and deliver "New Fire Chief" orientation workshops.

5. Enhance dialogue with other professional development agencies (NFA, NFPA, IAFC, Fire Service Institute, etc.) to develop and/or implement professional development training and mentoring programs.
6. Seek input from the membership regarding conference/workshop program content, venue and size.
7. Make copies of conference and workshop presentations available to members.
8. Evaluate the development of a recognition program for fire departments meeting certain accreditation standards with the goal of encouraging departments to ultimately seek accreditation.

Objective 4.4

Support and promote statewide communications operability and interoperability.

Action items

1. Ensure representation and participation with regional and statewide communications interoperability committees.
2. Support communications interoperability and communications system(s) are in place to support CSERMP ordering, assignment, and travel coordination.

Objective 4.5

Identify fire service role in local and statewide homeland security prevention, response, mitigation and recovery, and critical infrastructure protection.

Action items

1. Participate in statewide homeland security information analysis and sharing and critical infrastructure policy development.
2. Build relationships with regional and state homeland security organizations.
3. Promote homeland security and critical infrastructure as a local fire service responsibility.
4. Support the incorporation of NIMS principles and practices into local response plans.

5. LEGISLATIVE/POLITICAL ACTION

This area focuses on providing information to the political and public policy arena to provide accurate timely information to influence decision makers.

Objective 5.1

Be actively engaged in legislation affecting the Colorado fire service.

Action items

1. Develop an annual legislative agenda consistent with the vision, goals, objectives and resources of the association.
2. Keep abreast of legislation affecting the fire service.
3. Educate membership on the legislative process.
4. Continue to enhance the process and tools to assist members in the legislative process.
5. Maintain contact with an outside legislative liaison.
6. Seek consensus positions with other fire service groups in an effort to build a Colorado Fire Service Legislative agenda.

Objective 5.2

Establish a CSFCA legislative team and legislative process

Action items

1. Identify general subject areas and topics pertinent to the fire and emergency services profession requiring specific expertise; and experts that are qualified to provide legislative input to the team.
2. Identify a point of contact and chain of command for legislative communications.
3. Cultivate relationships with strategic partners for fire service and emergency service legislative issues and develop a process for successful collaboration.
4. Maintain a methodology for identifying and prioritizing legislative issues.
5. Take a proactive approach to building long-term relationships with legislators.
6. Reach out to CSFCA members for key contact legislators.
7. Develop a briefing paper with bullet points that would introduce CSFCA for legislative priorities.
8. Identify the key legislators and invite them to CSFCA's Fire Leadership Conference.

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6. NEW REVENUE AND ASSOCIATION GROWTH

This area recognizes the importance of the long term financial stability of the organization and the responsibility to manage the resources lawfully and ethically. This strategic area assumes that the success of the CSFCA will be largely a factor of its ability to sustain a position of relevance to our members by providing the programs, products and services that they need and want.

Objective 6.1

Increase membership of chief officers throughout Colorado

Action items

1. Develop a system of Executive Board (or E-Board member) visits to each regular Chiefs organization annually.
2. Establish annual goals for increasing membership.
3. Develop reports on membership data and provide to regional representatives for follow-up.
4. Make direct contact with non-member chiefs and departments/districts.
5. Encourage the development of county and/or regional fire chiefs associations.
6. Consider the establishment of new sections (e.g. volunteer fire chiefs section, operations chief section, wildland fire section).

Objective 6.2

Diversify the organization's revenue stream to ensure CSFCA's economic stability

Action items

1. Search for new sources of non-dues revenue.
2. Identify grant funding opportunities.
3. Explore and implement new fundraising initiatives (i.e. gifts, corporate funding, etc.).
4. Explore the feasibility of conducting training and professional development workshops as a revenue source.
5. Explore the feasibility of taking over as the fire publications distributor for the state.
6. Explore the cost/benefit of increasing annual conference participation.

Objective 6.3

Demonstrate fiscal responsibility in the management of Association finances

Action items

1. Develop a long-range financial plan for the association.
2. Establish an annual operating budget by October of each year.
3. Evaluate CSFCA's dues structure every two years.
4. Develop a means to ensure that the annual conference continues to be profitable.
5. Maximize those funding resources currently available to the Association while also seeking opportunities to diversify funding sources.
6. Perform periodic reviews of investment strategies.

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**Colorado State Fire Chiefs' Association
Liaisons and Representatives**

IAFC Missouri Valley Division Representatives		
President	John Mullin, Chief	Littleton Fire Rescue
2 nd Vice President	Chris Riley, Chief	Pueblo Fire Department
State Vice-President	John Bales, Chief	Golden Fire Department
Colorado Urban Search & Rescue Task Force 1 (USAR)	Douglas McBee, Chief	West Metro Fire Rescue
Colorado State Emergency Medical and Trauma Advisory Council (SEMTAC)	Ralph Vickrey, Div. Chief	Cunningham FPD
SEMTAC Rural	Dan Noonan, Chief	Durango Fire Rescue
Colorado Municipal League	Larry Donner, Chief	Boulder Fire Department
Special Districts Association of Colorado	Doug McBee, Chief	West Metro Fire Rescue
Emergency Fire Fund (EFF)	Dave Parmley, Chief Dave Ury, Chief	Lake Dillon Fire Prot. Dist. Black Forest Fire Prot. Dist.
CSFS Wildfire Preparedness Plan Committee	Dave Parmley, Chief	Lake Dillon Fire Prot. Dist.
CSU/CSFS Indirect Cost Assessment Committee	Steve Pischke, Dep. Chief Paul Cooke, Exec. Director	Mountain View FPD CSFCA
State Air Operations Committee	Paul Cooke, Exec. Director	CSFCA
Colorado State Emergency Resource Mobilization Program (CSERMP)	Steve Pischke, Dep. Chief Dan Qualman, Chief Jerry Rhodes, Chief	Mountain View FPD South Metro Fire Rescue Cunningham FPD
Colorado IMT Committee & IMT Certification Committee	Dan Qualman, Chief Doug McBee, Chief	South Metro Fire Rescue West Metro Fire Rescue
Fire Service Training and Certification Board	Bob Leigh, Div. Chief	Aurora Fire Department
Hazardous Materials Responder Certification Board	John Mullin, Chief	Littleton Fire Rescue
State All Hazards Advisory Committee (SAHAC)	Joe Bruce, Chief Dan Qualman, Chief	North Metro Fire Rescue South Metro Fire Rescue
Colorado Information Analysis Center (CIAC) Advisory Committee	Norris Croom, Div. Chief	Castle Rock Fire Rescue
Metro State Bachelors' Degree Program Committee	Andy Marsh, Chair	Federal Heights Fire Dept.

COLORADO STATE FIRE CHIEFS' ASSOCIATION STRATEGIC PLAN (2011 – 2014)

IAFC Professional Development Committee	Chris Riley, Chief	Pueblo Fire Department
IAFC Emergency Management Committee	Jerry Rhodes, Chief	Cunningham FPD
IAFC National Fire Service Mutual Aid System (IMAS)	Dan Qualman, Chief	South Metro Fire Rescue
Waste Tire Advisory Committee (CDPHE)	Jim Reid, Commander	El Paso County Emer. Mgmt.
State Executive Interoperability Committee	Dan Qualman, Chief	South Metro Fire Rescue
School Safety Resource Center	John Mullin, Chief Jerry Rhodes, Chief	Littleton Fire Rescue Cunningham FPD
CSFCA Accreditation Consortium	Will Gray, Captain	Pueblo Fire Department
CSFCA Legislative Committee	Steve Pischke, Chair Chris Riley, Chief Jerry Rhodes, Chief Doug McBee, Chief Dan Qualman, Chief Dave Parmley, Chief Dan Noonan, Chief Larry Donner, Chief Ken Watkins, Chief Paul Cooke, Exec. Director Roberta Robinette	Mountain View FPD Pueblo Fire Department Cunningham FPD West Metro Fire Rescue South Metro Fire Rescue Lake Dillon Fire Prot. Dist. Durango Fire Rescue Boulder Fire Department Grand Junction Fire Dept. CSFCA CSFCA Legislative Liaison
CSFCA Leadership Conference Committee	Dave Parmley (Chair) Bruce Farrell, Asst. Chief Chris Riley, Chief Steve Pischke, Dep. Chief Jerry Rhodes, Chief Donna Mullison Gerry Morrell, Chief Jackie Pike Kevin Milan, Captain Theresa Staples Robert Gordanier, Chief Garry DeJong, Chief Ken Watkins, Chief Eric Tade, Chief	Lake Dillon Fire Prot. Dist. Lake Dillon Fire Prot. Dist. Pueblo Fire Department Mountain View FPD Cunningham FPD Mountain View FPD Lafayette Fire Department Red, White & Blue FPD South Metro Fire Rescue Division of Fire Safety Lakeside Fire Department Evergreen FPD Grand Junction Fire Dept. Denver Fire Department

Note: The list of liaisons and representatives, committees and committee members may not be complete. Any oversight was inadvertent and should be brought to the attention of the CSFCA Executive Director.

External Organization Contact Information

<p>Colorado Association of Chiefs of Police Karen Renshaw, Executive Director 2170 South Parker Road, Suite 255 Denver, CO 80231 Telephone: 303-750-9764 Fax: 303-750-0085 Email: CACP@Kareams.com</p>	<p>County Sheriffs of Colorado Don Christensen, Executive Director 9008 N. US Highway 85 Littleton, CO 80125-9915 Telephone: 720-344-4609 Fax: 720-344-6500 Email: dchristensen@csoc.org</p>
<p>Colorado City and County Management Association (CCCMA) Barb Major, Executive Director 1144 Sherman Street Denver, CO 80203 (303) 831-6411 Fax: (303) 860-8175 Email: bmajor@cml.org</p>	<p>Colorado Professional Firefighters Association Randy Atkinson, President 2342 Broadway Denver, CO 80205 Phone: 303-308-1992 Fax: 303-308-1940 Email: randy@cpff.org</p>
<p>Colorado Counties, Inc. Larry Kallenberger - Executive Director 800 Grant Street, Suite 500 Denver, CO 80203 Phone: 303-861-4076 Fax: 303-861-2818 Email: lkallenberger@ccionline.org</p>	<p>Colorado State Fire Fighters Association Keeley Dunn, Secretary to the Board 3489 W. 72nd Ave., Suite 205 Westminster, CO 80030 Phone: (303) 863-9817 Fax (303) 863-9838 Email: csffa1@msn.com</p>
<p>Colorado Emergency Management Assn. Jim Lancy, President Arvada Office of Emergency Preparedness 8101 Ralston Road Arvada, CO 80001 Phone: 720-898-7510 Email: jlancy@ci.arvada.co.us</p>	<p>Emergency Medical Services Association of Colorado (EMSAC) Sean Caffrey, President Summit County Ambulance Service P.O. Box 4910 Frisco, CO 80443 H: (970) 262-2297 W: (970) 668-5777 Email: seanc@co.summit.co.us</p>
<p>Colorado Municipal League Sam Mamet, Executive Director 1144 Sherman Street Denver, CO 80203 Phone: 303- 831-6411 Fax: (303) 860-8175 Email: smamet@cml.org</p>	<p>Special District Association of Colorado Ann Terry, Executive Director 225 East 16th Avenue, Suite 1000 Denver, CO 80203 Phone: 303-863-1733 Fax: 303-863-1765 Email: ann.terry@sdaco.org</p>