



WFC Annual Report

January 1, 2018

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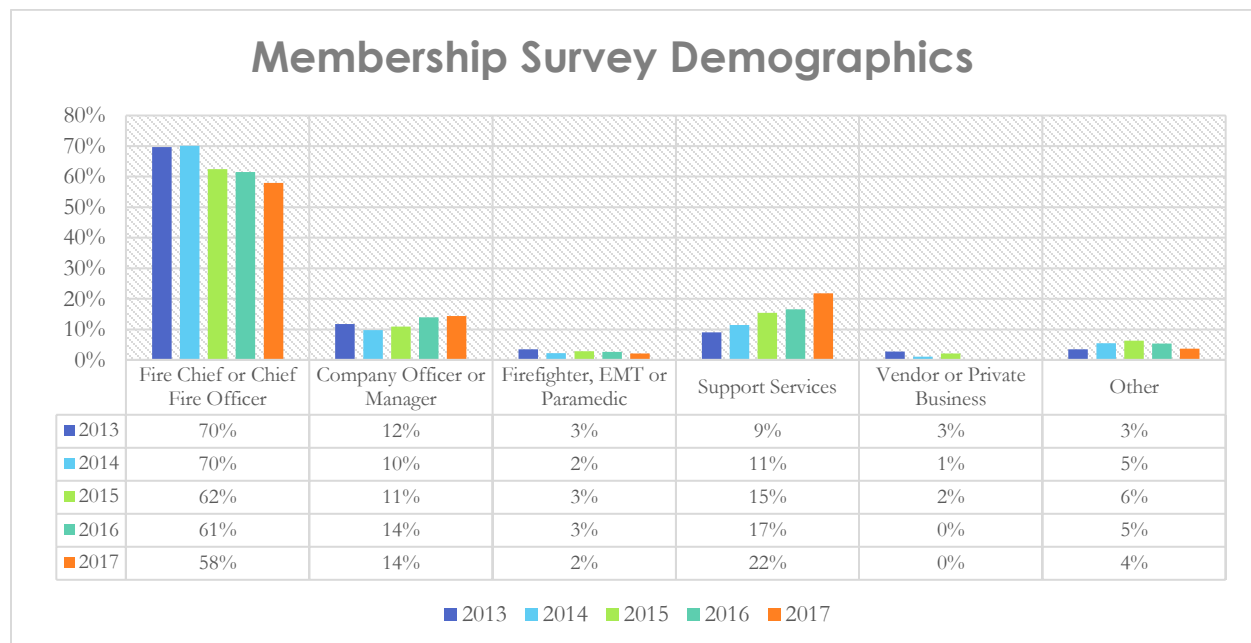
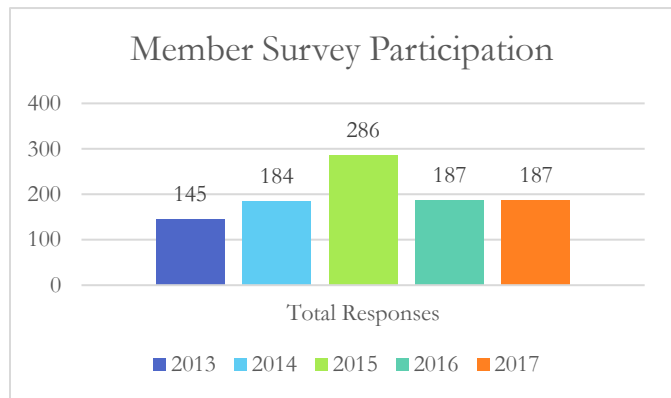
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Introduction

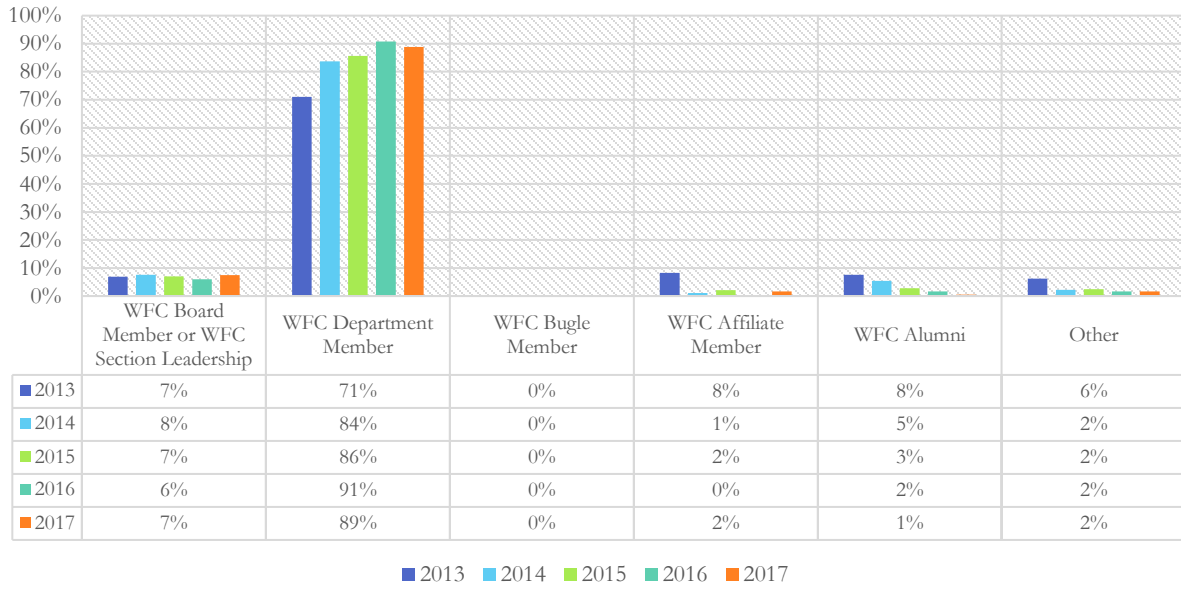
The Washington Fire Chiefs Association (WFC) strives for continuous improvement. To that end, a strategic plan with goals which are used to direct and evaluate progress was developed in 2015. Performance of each strategic goal is based on measurable results and concrete feedback provided by WFC members and other key external stakeholders. As an organization, the WFC is constantly looking for ways to improve the value of membership as seen through the eyes of our 2,244 members.

The WFC Mission is “Providing leadership through service, education & advocacy”. WFC board and staff keep this mission in mind looking for efforts and member benefits that will advance this mission.

Throughout this report you will see a reference to the WFC membership survey. The WFC received 187 responses regarding 2016 services and 187 responses regarding 2017 services. These results are compared and contrasted in this report and offered as one method of evaluation.



Affiliation



In 2017, there were 2244 members and 366 fire departments we represented throughout Washington State. The Association is led by a Board elected by its members. It includes five sections/committees: EMS, Fire Mechanics, Fire Administrative Support, Fire Training, Safety & Officers, Public Fire Educators & the HazMat & Special Ops Committee.

WFC Board members are:

Keith Wright

President
Central Pierce Fire & Rescue
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Spokane Valley Fire Department
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Steve Wright

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Past-President
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Hank Teran

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Harold Scoggins

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(206) 386-1450
harold.scoggins@seattle.gov

Rocky Eastman

Position 8
Walla Walla County Fire District #4
(509) 529-1282
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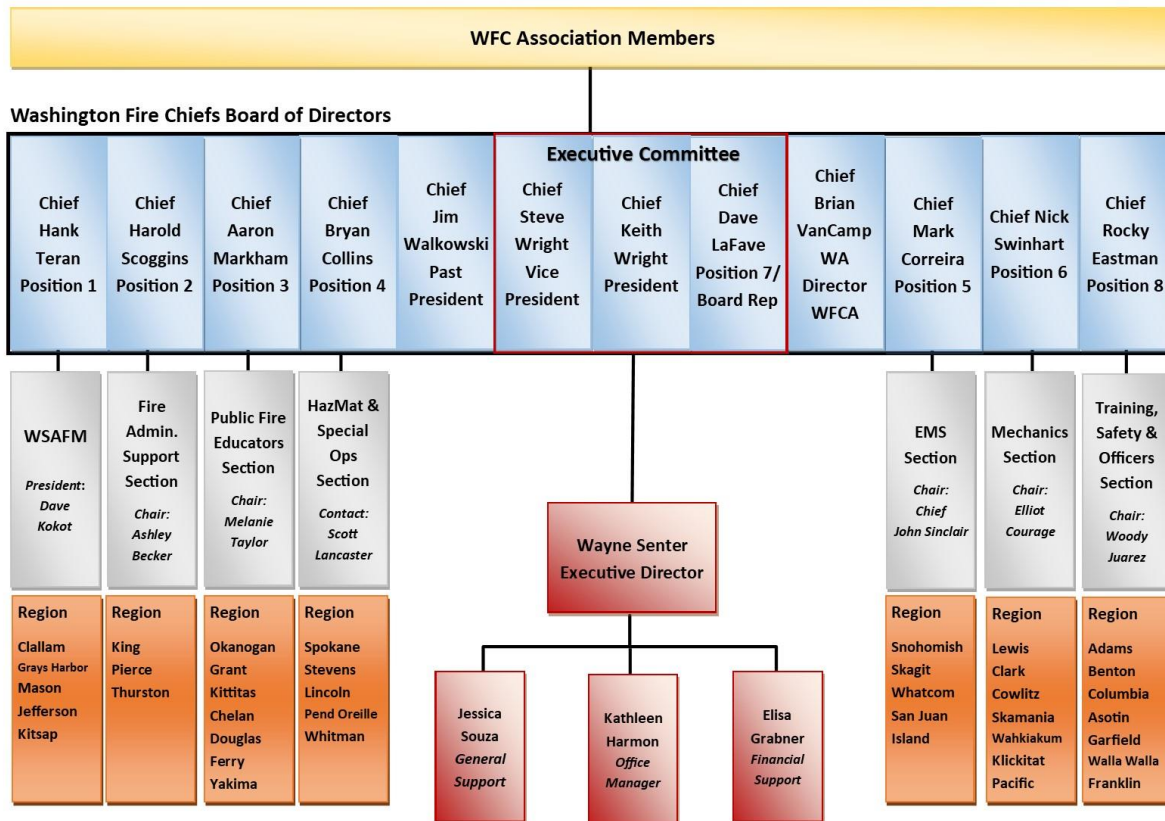
Aaron Markham

Position 3
Yakima Fire Department
(509) 575-6060
aaron.markham@yakimawa.gov

Brian VanCamp

WFC Representative to the WFC
Thurston County Fire District 8
(360) 491-5320
vancamp@southbayfire.com

2017 Organization Chart



Section and Committee Leaders:

Woody Juarez, Training, Safety & Officers
 Ashley Becker, Fire Administrative Support
 Elliot Courage, Fire Mechanics
 Scott Dorsey, EMS
 Melanie Taylor, Public Fire Educators
 Scott Lancaster, HazMat & Special Ops Committee

Region Representatives:

Bryan Collins, Spokane; Stevens; Lincoln; Pend Oreille; Whitman
 Mark Correia, King; Snohomish; Skagit; Whatcom; San Juan; Island
 Rocky Eastman, Walla Walla; Benton; Adams; Franklin; Columbia; Asotin; Garfield
 Aaron Markham, Okanogan; Grant; Kittitas; Chelan; Douglas; Ferry; Yakima
 Hank Teran, Thurston; Pierce; Mason
 Nick Swinhart, Lewis; Clark; Cowlitz; Skamania; Wahkiakum; Klickitat
 Harold Scoggins, Clallam; Grays Harbor; Jefferson; Pacific; Kitsap

Committee Representatives:

AWC Legislative Committee, Chief Joe Molina, Vancouver Fire Department
By-laws, Chief Jim Walkowski, East Jefferson Fire Rescue
Elections, Chief Jim Walkowski, East Jefferson Fire Rescue
Emergency Preparedness, Chief Dave DeHaan, Everett Fire Department
Finance Committee, Chief Mark Correira, Snoqualmie Fire Department
Fire Defense Committee, Chief Dan Smith, North Kitsap Fire and Rescue
Fire Service Memorial Committee, Chaplain Pat Ellis, Puget Sound Fire Authority
Legislative Committee, Administrator Eric Robertson, Valley Regional Fire Authority
PNWCG, Chief Randy Johnson, Spokane County Fire District 4
Resolutions, Chief Nick Swinhart, Camas-Washougal Fire Department
SBCC, Chief Hank Teran, Bainbridge Island Fire Department
SERC, Chief Bill Whealan, Benton County Fire District 4
SIEC, Chief Jim Sharp, West Pierce Fire & Rescue
Trauma Steering Committee, Chief Scott Dorsey, Snohomish County Fire District 7
WSRB, Chief Guy Allen, Key Peninsula Fire Department

The 2017 WFC staff included:

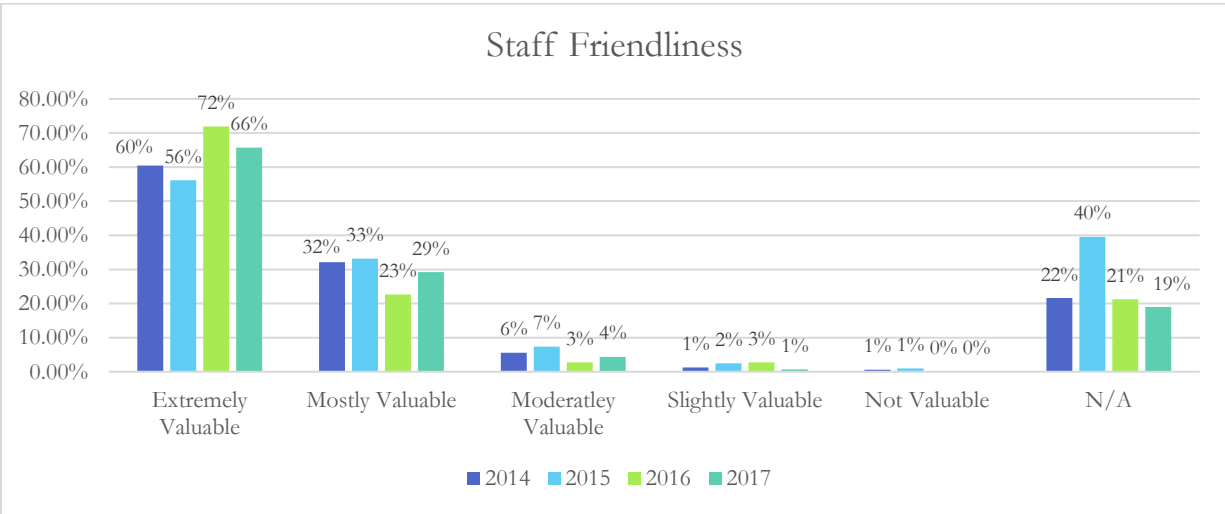
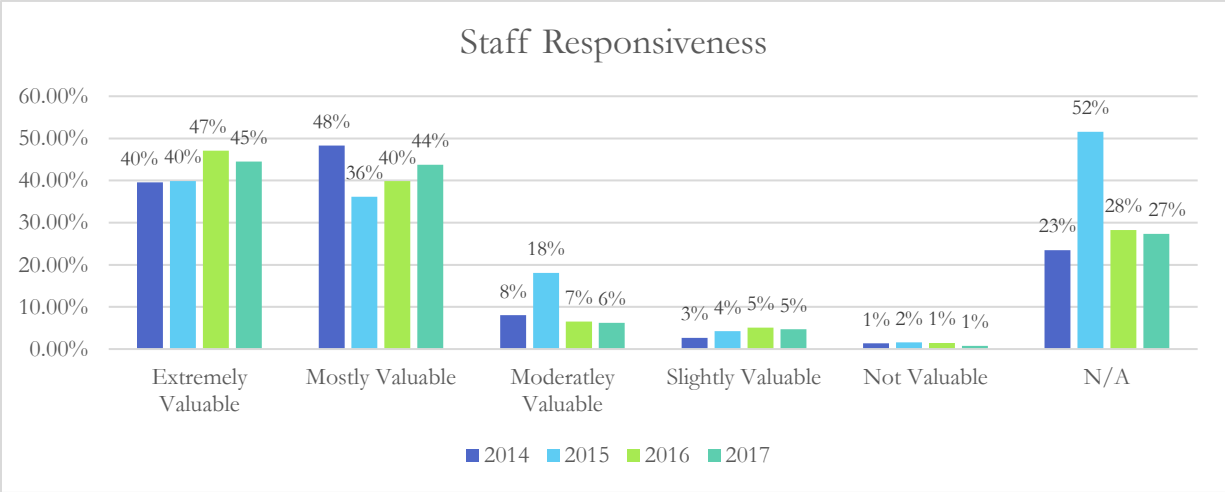
Wayne Senter, Executive Director
Kathleen Harmon, Office Manager
Kaytie Banning, Financial Support
Jessica Souza, General Support
Elisa Grabner, Financial Support

Goal 1

Strengthen and improve internal relationships with our members as measured by a reduction of distracting conflict and increased interest-based problem solving resulting in improved outcomes.

The Washington Fire Chiefs first and most important goal is to meet our members’ needs. In each situation the WFC looks for root causes and interest-based solutions that strengthen our connection with Washington fire agencies and cause no unintended negative consequences for the organization.

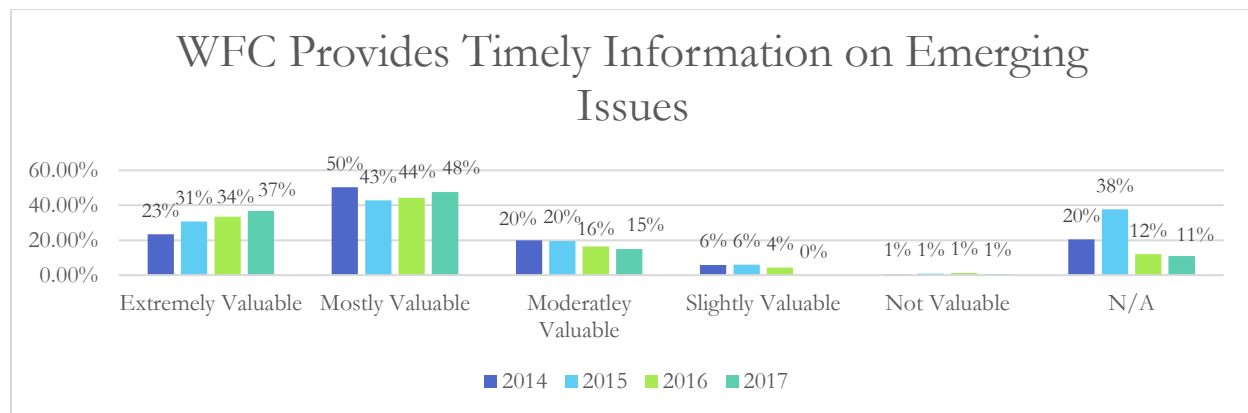
The WFC is often asked for assistance from our members, sometimes in resolving an issue that is a symptom of a larger problem, relationship issues, communications issues or where a proposed solution causes unintended negative consequences. We facilitate this with a problem-solving model, focusing on the member needs and maintaining strong, productive & healthy relationships. Staff works to meet the needs of our members, even if there are obstacles to implementing the solution. WFC staff often connect members with subject matter experts or Bugle member services to assist them in finding ideas, options and solutions. Most importantly, WFC staff and the Board seek out ways to keep communication lines open even during challenging situations.



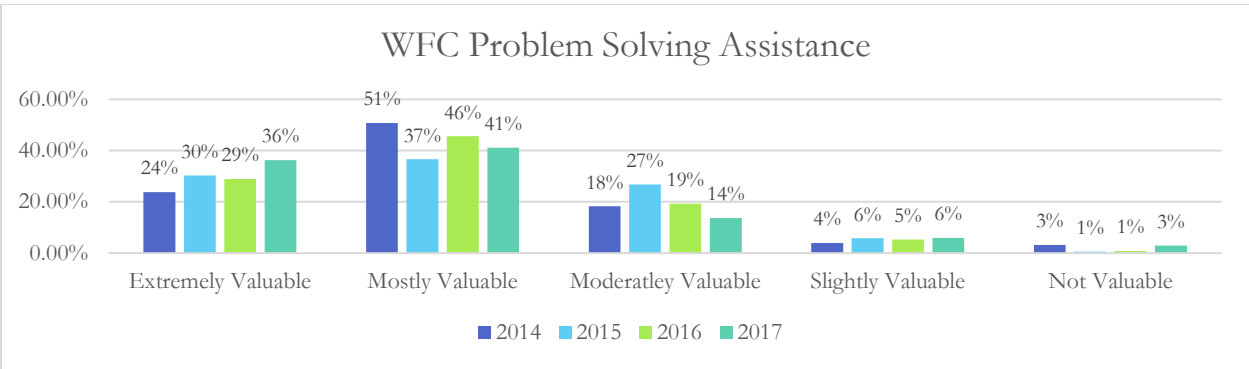
Staff actively look to Bugle members and fire agencies to use their expertise to strengthen existing programs and develop new benefits for our members. For example, this year the WFC partnered with our 5 Bugle member Enduris to offer education for our members at no cost to the member agency. These regional deliveries allowed fire agencies of all sizes to receive vital training on Risk Management and Leadership.

This year the member/customer satisfaction survey for WFC staff responsiveness was 89% extremely valuable and mostly valuable which is an increase of 2% over 2016 and is the highest rating since we have recorded this performance indicator. We believe that member outreach and WFC staff maturity are the greatest influencing factors for this increase.

WFC staff friendliness remained high at 95% as extremely valuable and mostly valuable compared with 2016 at 95%, 2015 at 89% and 2014 at 92%. This reinforces the importance of knowledgeable and friendly staff in the office. In 2017 staff invested by cross training functions to allow for greater versatility within each position. WFC staff procedure cards and scripts were developed to assist staff in quickly answering questions and finding information for members regardless of their specific position. These efforts are the major influences for these two survey performance indicators.

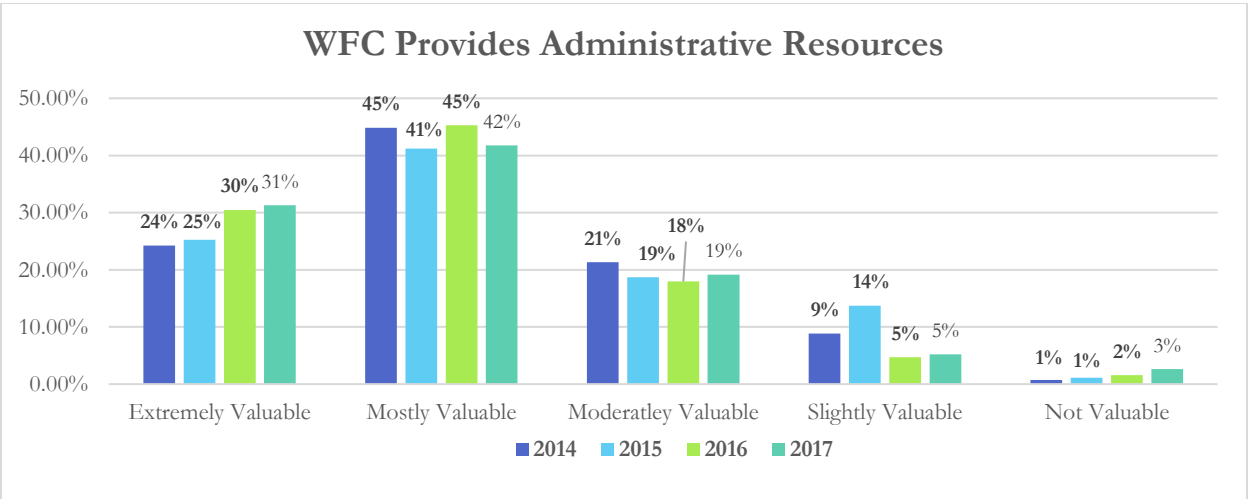


WFC staff regularly provides information on emerging issues and proactively responds to member concerns through networking at the local, state and federal level. Staff continually looks for issues and situations that may impact our fire agencies. In 2017, 85% of our members indicated that the activity of providing timely information on emerging issues was ranked as extremely valuable or mostly valuable, an increase of 7% from 2016. One example of this activity was our effort to represent our members concerns when the Chlorine industry proposed a change that reduced recommended evacuation distances without any evidence supporting that. The membership was notified, as well as, letters sent to the Chemical Safety & Hazard Investigation Board and the US National Safety Transportation Board. The industry effort was suspended.



Problem solving assistance was ranked as extremely or mostly valuable by 77% of those surveyed which is a 2% increase from the previous year and is the highest mark in this category since this performance indicator was measured. The WFC regularly receives calls from members asking for assistance with a wide variety of issues, which we will specifically address in goal 9.

The value of our administrative resources decreased by 2% from 75% in 2016 to 73% in 2017. The WFC continues to look for meaningful member programs like LNI premium reduction efforts and other targeted resources for its members to increase the ranking for this performance indicator. Another influence that may be affecting this rating is the Section dissatisfaction with support during conferences and rules regarding profits from the same. In 2017 the WFC developed a “Return to Work Guide” through a SHIP grant to assist fire agencies with their time loss ratings.



Goal 2

Build on existing legislative relationships to maximize influence in the legislative process as measured by our effectiveness on a collective fire service agenda.



The WFC continuously works to build relationships with fire service groups, state agencies and elected officials. This work ensures that the overall fire service needs are adequately represented in the legislature. The WFC worked closely in 2017 with the Washington State Fire Commissioners Association, Washington State Fire Fighters Association, Washington State Council of Fire Fighters, State Fire Marshal's Office, Washington State Association of Fire Marshals, Department of Natural Resources, State Military Department, State Emergency Management Association, Association of

Washington Cities, Association of Washington Counties, Washington Ambulance Association, Department of Ecology and many others. By working together with all stakeholders, we ensure our efforts are well supported and avoid unintended negative consequences for the fire service or our industry partners.

The WFC enjoyed many successes during the 2017 session.

- RFA Equity – SHB 1467 Removing disincentives to the voluntary formation of regional fire protection service authorities by establishing parity, equalizing certain provisions with existing laws governing fire protection districts, and clarifying the formation process. *Passed the Legislature and signed into law by the Governor; effective 5/5/17.*
- Fire Incident Reporting System – SHB 1863 Requires the chief of the Washington State Patrol, through the director of fire protection, to administer the national fire incident reporting system including purchasing equipment, establishing procedures, standards, and guidelines, providing training and education, and employing staff. *Passed the Legislature and signed into law by the Governor; effective 7/23/17, pending appropriation.*
- Community Assistance Referral Programs – E2SHB 1358 Requires the state health care authority to adopt standards for the reimbursement of health care services provided to eligible clients by fire departments pursuant to a community assistance referral and education services program. Requires the standards to allow payment for covered health care services provided to individuals whose medical needs do not require ambulance transport to an emergency department. Requires the department of health to: (1) Review the professional certification and training of health professionals participating in a community assistance referral and education program; (2) Review the certification and training requirements in

other states with similar programs; and (3) Coordinate with the state health care authority to link the certification requirements with the covered health care services recommended for payment. Requires the joint legislative audit and review committee to, in consultation with the state health care authority, conduct a cost-effectiveness review of the standards for reimbursement. Provides that this act is null and void if appropriations are not approved. *Passed the Legislature and signed into law by the Governor; effective 7/23/17.*

- Public Records Act Reform - HB 1595 passed and allows agencies to recover costs associated with fulfilling records requests and provides agencies with the right to deny certain types of requests. HB 1594 also passed. An amendment to HB 1594 requires agencies that spend over \$100,000 annually on fulfilling PRA requests to measure and report their performance. The reporting requirements would be less onerous under the amended version of the bill. The amendment also provides a structure for responding to unclear requests. *Both bills passed the Legislature and were signed into law by the Governor; both take effect on 7/23/17.*
- City Fire District Formation – ESSB 5628 Providing for fire protection district formation by the legislative authority of a city or town subject to voter approval. *Passed the Legislature and signed into law by the Governor; effective 7/23/17.*
- Fire district annexations– SB 5454 Allowing fire protection district annexations and mergers within a reasonable geographic proximity and eliminating cross-county restrictions for annexations to a fire protection district. *Passed the Legislature and signed into law by the Governor; effective 7/23/17.*
- Fire district tax levies – HB 1166 Removes certain requirements of the Board of fire commissioners of a fire protection district with regard to levying ad valorem taxes on taxable property within the district. *Passed the Legislature and signed into law by the Governor; effective 7/23/17.*
- Fire Commission Compensation – SB 5122 Addresses inflation adjustments for the compensation of a fire commissioner. *Passed the Legislature and signed into law by the Governor; effective 7/23/17.*
- EMTs/LEOFF2 Membership – HB 2202 Addresses membership in the law enforcement officers' and firefighters' retirement system plan 2. Authorizes a member who provided service as an emergency medical technician to an employer to establish credit for the service rendered on or after July 24, 2005, and before the effective date of this act, unless the service is already credited. Requires the department of retirement systems, upon receipt of a written request, to notify the member of the cost to establish credit for the service. Provides a benefit calculation if a member, who elected to transfer, dies or retires for disability prior to five years from their election date. *Passed the Legislature and signed into law by the Governor; effective 7/23/17.*
- Private Wildland Fire Contractors – HB 1489 Requires DNR, for the maximum effective use of local fire suppression assets, to actively engage in ongoing pre-fire season outreach and recruitment of qualified wildland fire suppression contractors and equipment owners and

compile and annually update a master list of the qualified contractors. Requires the local wildland fire liaison to fulfill duties as assigned by the commissioner of public lands or the legislature, including the recruitment of local wildland fire suppression contractors. *Passed the Legislature and signed into law by the Governor; effective 6/30/17.*

- Forest health treatments – E2SHB 1711 Requires the department of natural resources to: (1) Develop and implement a policy for prioritizing investments on forest health treatments to protect state lands and state forestlands against losses from wildfire; (2) Consistent with the policy, identify areas of state lands and state forestlands that would benefit from forest health treatments at the landscape level; (3) In order to expedite initial treatments, prioritize and address lands for treatment that are currently identified by the department as pilot treatment projects; and (4) Consult with and take into account the land management plans and activities or nearby landowners, including federal agencies, other state agencies, local governments, tribes, and private property owners. Creates the forest health revolving account. Provides that this act is null and void if appropriations are not approved. *Passed the Legislature and signed into law by the Governor; effective 7/23/17, pending appropriation.*
- Fire suppression methodologies – SB 5198 DNR must report on the types and risks of fire retardants used, including long term fire retardants, foams, and gels. Specifically, this report must include best practices for fire retardants used at the national level. Additionally, the report must summarize public outreach and education regarding these fire suppressants and analyze fire retardant chemicals and health and natural resources impacts. *Passed the Legislature and signed into law by the Governor; effective 7/23/17.*
- Forest health treatment assessments – SB 5546 Requires the department of natural resources to: (1) Establish a forest health assessment and treatment framework designed to proactively and systematically address the forest health issues facing the state; (2) Use the framework to assess and treat acreage in an incremental fashion each biennium; (3) Identify and assess two hundred thousand acres of fire prone lands and communities that are in need of forest health treatment; and (4) Establish a forest health advisory committee to assist in developing and implementing the framework. *Passed the Legislature and signed into law by the Governor; effective 7/23/17, pending appropriation.*
- Funding hospital inspections via hospital license fees rather than fire sprinkler contractor license fees – HB 1915 Requires the department of health to set the fees for an application for a license, or renewal of a license, by a hospital to include the costs of inspections for fire protection purposes. Specifies that, the standards for fire protection and its enforcement, with respect to hospitals, are no longer eligible for expenditures from the fire protection contractor license fund.

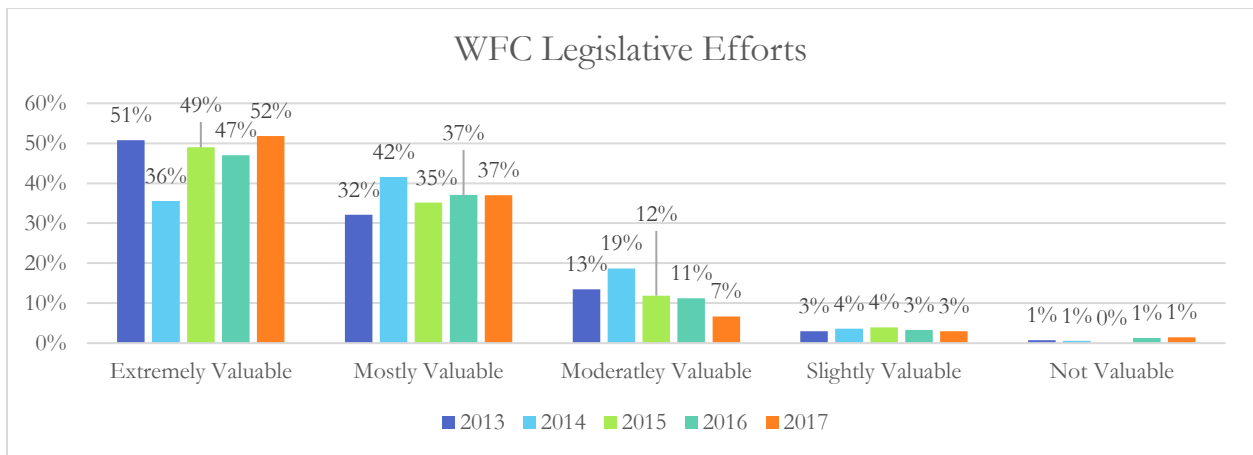
The bill did not ultimately pass; however, the House budget proposal includes language directing DOH to engage in the necessary rulemaking to set hospital license fees to include the cost of hospital inspections. This rulemaking process has already begun by DOH, without waiting for the budget to be finalized.

- Concerning the state building code council – SB 5500 Allows substantial amendments to the codes to be adopted no more frequently than every six years after the adoption and

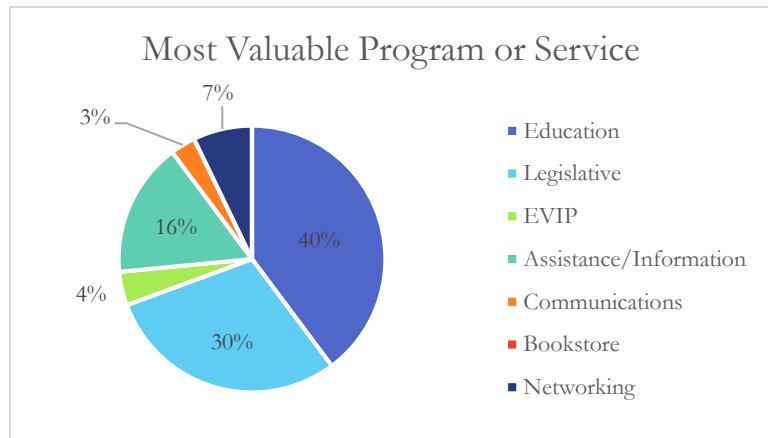
implementation of the 2016 codes referenced in RCW 19.27.031. Authorizes the state building code council to enact emergency statewide amendments to the state building codes if an amendment is needed: (1) To address a critical life and safety need; (2) To address a specific new or amended statute; (3) For consistency with state or federal regulations; or (4) To correct errors or omissions. Requires the department of enterprise services, with the advice and input from the members of the state building code council, to employ permanent and temporary staff and contract for services for the state building code council. Changes the composition of the state building code council. *Successfully opposed this and other efforts to move to a six-year code cycle for the state fire code and other key building codes.*

- Concerning state fire services mobilization – HB 1019 Revises the definition of "mobilization" for purposes of state fire services responding to an emergency or disaster situation. Requires the chief of the Washington state patrol to: (1) Also report information for each emergency or disaster for which resources were prepositioned in anticipation of a disaster or emergency predicted to exceed local capabilities; and (2) Update the state mobilization plan to account for the authorization to send resources in preparation of emergencies or disasters that are predicted to exceed local resources.

Although the bill did not pass in 2017, the issue has been highlighted and moved forward, with the Legislature, WSP, and other key stakeholders better understanding the need for fast-attack capabilities. Additionally, we continue to explore possible language in the budget to create a pilot program on this issue.



The membership survey indicated our legislative effort as the second most valuable program and rated it as 89% extremely or mostly valuable, an increase of 5% from the previous year. Of those surveyed in 2017, 30% saw the WFC legislative efforts as the single most valuable service the association provides second only to education.



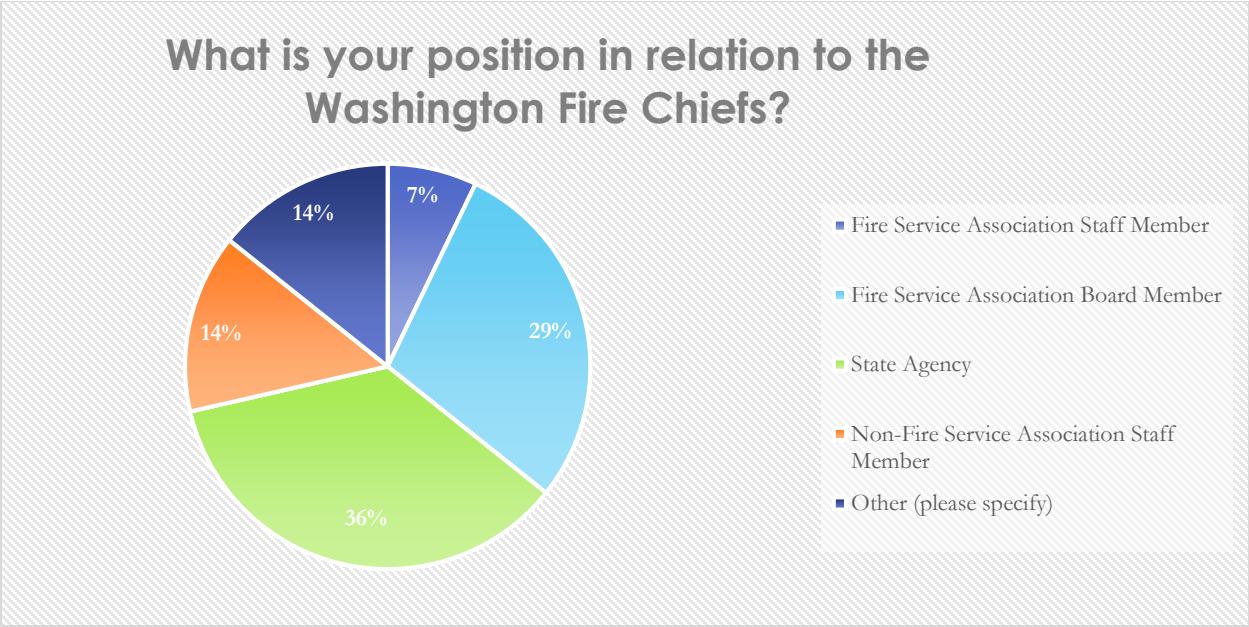
Approximately 1500 WFC staff hours are spent each year to support Legislative efforts on behalf of our members. This effort is headed by our lead legislative lobbyist Dylan Doty. In addition, our WFC legislative chair Eric Robertson, Administrator of Valley Regional Fire Authority leads our legislative committee that meets regularly to coordinate our efforts. Our Executive Director Wayne Senter is a lobbyist and along with other WFC staff support these efforts administratively.

Our top five legislative issues for 2017:

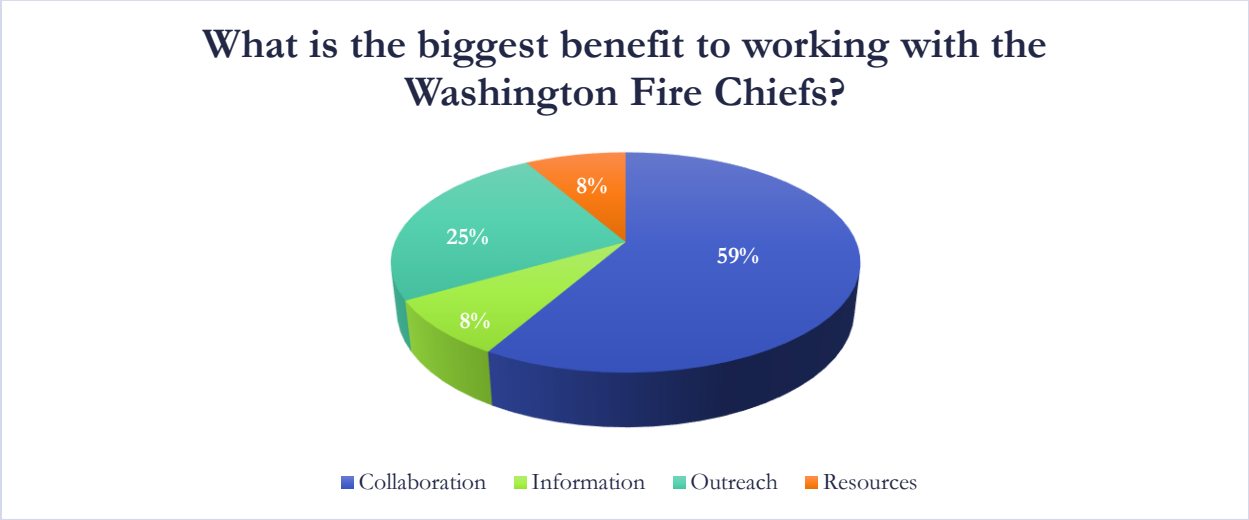
- Sustainable Fire/EMS funding (examples)
 - Restructure the 1% Lid Limit
 - Raise the E.M.S. levy cap to \$.75/\$1000 of A.V.
 - Change fire levy funding to mirror port authorities which are outside the \$10 constitutional limit
 - Equitable compensation from tax exempt facilities for contracted fire services
- Wildland Fire prevention, mitigation, suppression (examples)
 - Pre-fire mitigation planning (e.g. Ready Set Go!)
 - Volunteer FF's pension fix
 - Create incentives for communities to voluntarily adopt the WUI code
 - Fireworks bans during extreme fire danger without a one-year wait
- Capital improvements for Fire Training Academy, specifically the burn building
- Support recommendations from volunteer recruitment & retention incentives committee
 - Volunteer FF's opt into employer medical insurance pool
 - Employer tax credit for active volunteer FF response during working hours
- JATC funding and sustainability

Goal 3

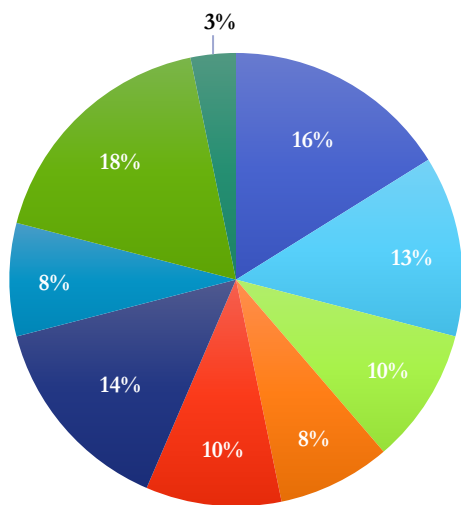
Strengthen and improve external fire partnership relationships, especially the WFCA, WSFFA, WSCFF, DNR, Military Department-EMD and WSP as measured by feedback from Board Members and Staff from those organizations.



The WFC Staff and leadership continues to build and improve our relationships with external organizations. A relationship survey aimed at soliciting feedback went to multiple contacts within our key external organizations. Those that responded noted the biggest benefit to working with the WFC as collaboration and outreach. This is a change in direction from previous years where survey participants ranked “information” higher than “outreach”. Overall, when asked to rate their relationship with the WFC, 100% expressed a favorable relationship with the majority (61%) expressing that their relationship with the WFC was excellent. This is up 3% from 58% in 2016.



How have you had contact with the Washington Fire Chiefs?



- WFC Newsletter
- WFC E-Mail Blasts
- Telephone Call to Office
- WFC Board Meetings
- WFC Educational Conferences
- Visited the WFC Office
- Personal Contact from WFC Board Member
- Personal Contact from WFC Staff
- Other (please specify)

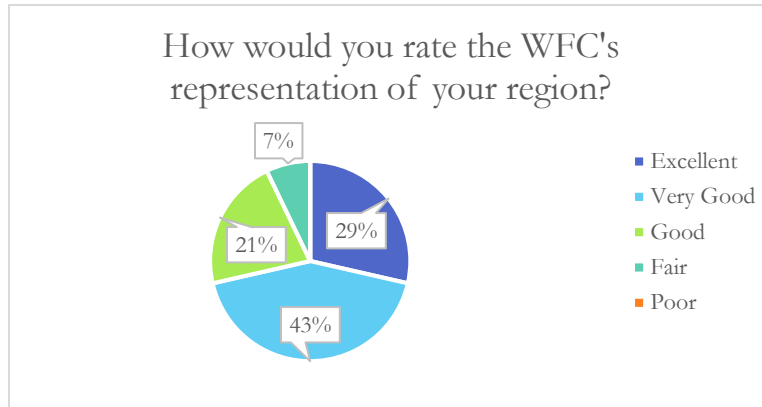
In the survey, survey participants were asked what the WFC could do better to further improve relationships in the future. Comments asked the organization to work on things like cross agency communication, education and continuing to look for opportunities to collaborate with associations.

The WFC continues its effort to communicate with key external partners. The WFC meets regularly with the State Fire Marshal, WFCOA and state agencies such as LNI, EMD, DNR, MD, and more. In addition, the WFC participated in other out of state events, creating opportunities for communication and partnerships not previously available.

The WFC's streamlined communication process continues to allow these external organizations to participate in the WFC board meetings, giving them a chance to report on a related activity in their organization. If they are unable to attend, we encourage them to send a short, written report for inclusion in the Board agenda packet or to call in and make a verbal report. New in 2017, the WFC implemented several virtual board meetings and the options to call in to report, to try and encourage greater participation from our external agencies.

Goal 4

Increase proactive communication and contact with members on critical issues as measured by feedback from the county chief organizations.

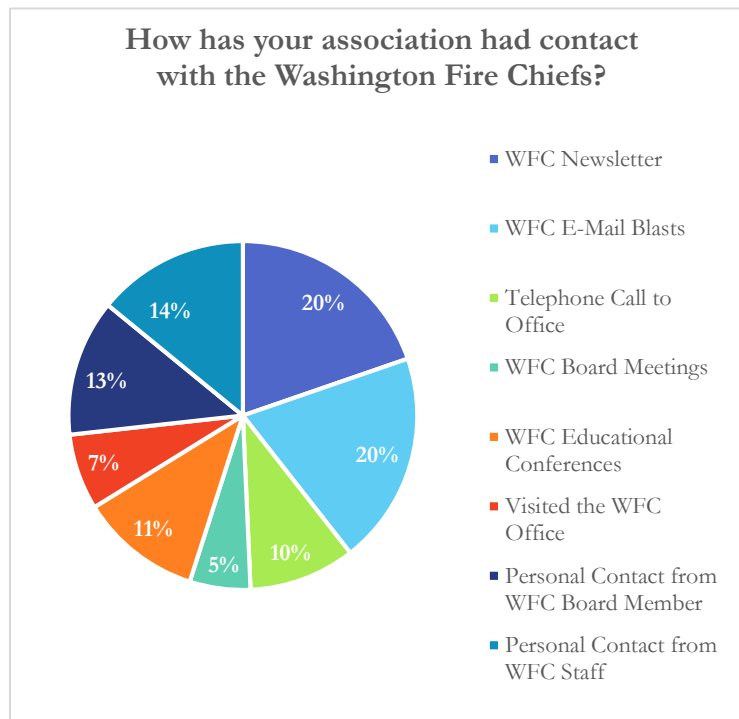


The WFC Executive Director visited all Washington state county fire chief's associations in the past four years. During this last year, the Executive Director visited 9 county fire chief association meetings, including Asotin, Garfield, Skamania, Wahkiakum, Pacific, Pierce, Lincoln, Adams & Snohomish. These visits with county fire chiefs create opportunities for legislative input,

local issues and open the lines of communication so that the WFC can continue to represent even the least populated Washington counties. In addition, our Board regional representatives are actively engaged within their assigned regions.

County Chief Association board members were asked to rate the WFC's representation of their region, with 29% of those who responded sharing that the WFC's representation was Excellent, and 43% reporting that their representation was Very Good. This is a significant increase from 2016, where Excellent ranked at 0% and Very Good ranked at 25%.

The editorial feedback received highlighted a need for more communication from our region representatives with counties. It also outlined how vital the legislative representation is to County Fire Chiefs Associations.



The WFC is continuously looking for ways to improve communication with the County Fire Chiefs association, through better outreach by our region representatives and better reporting of those interactions to the board. The WFC also began to host several board meetings virtually in 2017 which we believe allows more remote county organizations to participate in meetings that were traditionally difficult to attend.

Goal 5

Strengthen support for staff and continue to meet the needs of our customers as measured by staff/customer feedback during six month and annual reviews.

In 2017 the WFC staff began to really settle into each role, giving staff the opportunity for some much-needed cross training.

Staff began meeting over lunches to discuss overall direction and day to day issues that might arise. This kept all staff members better apprised of upcoming projects, deadlines, and the opportunity to problem solve day to day issues together.

Staff also met quarterly to receive leadership training, and network socially over staff appreciation meals.

All of the WFC staff are very pleased with the support they receive and the direction the WFC is heading.



Goal 6

Increase involvement and participation of our members in the strategic plan development and the execution of that collaborative document as measured by post development surveys.



The strategic planning process is a session only occurring every five years, so it was not due in 2017. However the strategic goals within the Strategic Plan are an annual road map for WFC staff to follow and meet.

Staff continues to take an active role in keeping the direction the members set at the forefront of day to day activities, through monthly “Objectives” which tie in to the strategic goals.

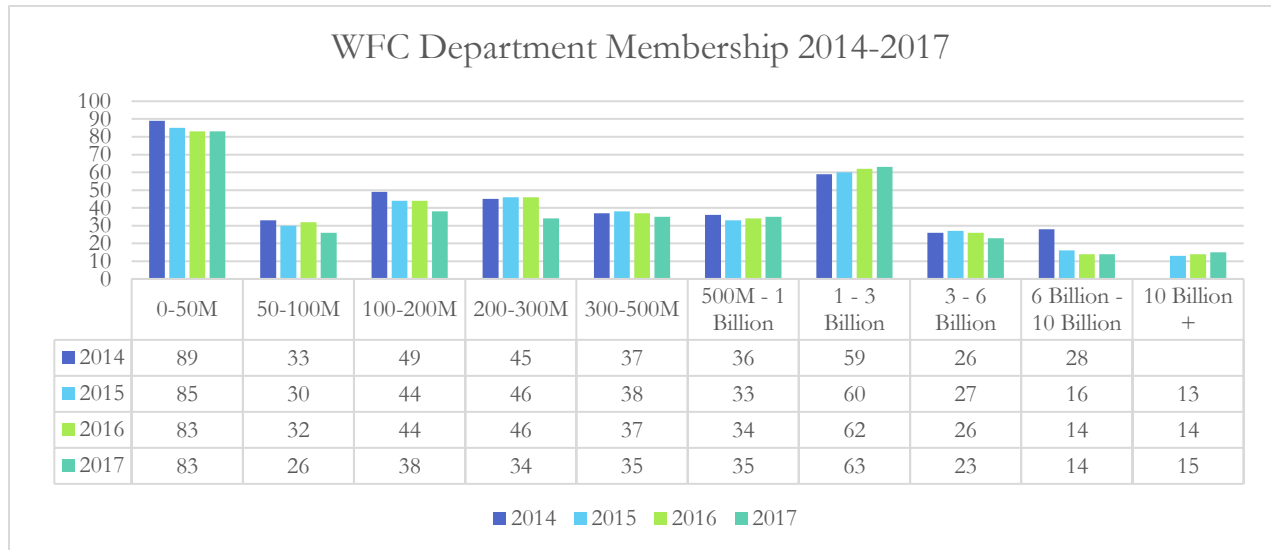
Because strategic goals, which come from the five year strategic plan, are directly related to the task level objectives, it ensures coordination and alignment with what our members view as priorities and value.

The next strategic planning session will be hosted in Ellensburg, November 1, 2018. This will allow for ample time to develop a strategic planning document that the association can base the next 5 years direction on.

Washington Fire Chiefs Strategic Planning Participants				
<i>Kris Alberti</i>	<i>Bud Backer</i>	<i>Grant Baynes</i>	<i>Russ Bong</i>	<i>Lisa Brengan</i>
<i>Steve Brooks</i>	<i>Mike Bucy</i>	<i>Jeremy Burns</i>	<i>Bryan Collins</i>	<i>Mark Correira</i>
<i>Elliot Courage</i>	<i>Lysandra Davis</i>	<i>Scott Dorman</i>	<i>Dylan Doty</i>	<i>Chuck Duffy</i>
<i>Larry Elliott</i>	<i>Pat Ellis</i>	<i>Robert Ferrell</i>	<i>Don Fortier</i>	<i>Murray Gordon</i>
<i>Jeff Griffin</i>	<i>Ed Grubbs</i>	<i>Kathleen Harmon</i>	<i>Elizabeth Harris</i>	<i>Shane Heston</i>
<i>Jeff Jensen</i>	<i>Jim Kambeitz</i>	<i>Ted Krysinski</i>	<i>Hallie McCurdy</i>	<i>Jennifer McGinnis</i>
<i>Brian McMahan</i>	<i>T.J. Nedrow</i>	<i>Chris Panush</i>	<i>Erica Reich</i>	<i>Michael Roesch</i>
<i>Trip Rumberger</i>	<i>Ryan Scharnhorst</i>	<i>Karmen Schuemann</i>	<i>John Sinclair</i>	<i>Doug Stoltz</i>
<i>Melanie Taylor</i>	<i>Bill Terhune</i>	<i>Brian VanCamp</i>	<i>Ted Vander Houwen</i>	<i>Jim Walkowski</i>
<i>John Westfall</i>		<i>Keith Wright</i>		<i>Steve Wright</i>

Goal 7

Increase membership value in the eyes of current and potential members as measured by recruitment and retention data.



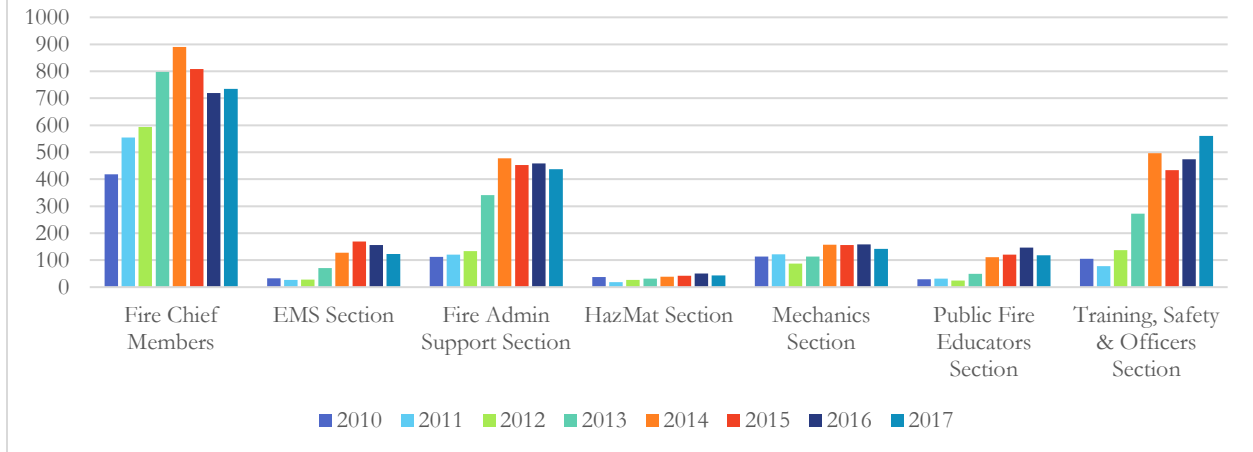
The membership of the Washington Fire Chiefs is our very reason for existence. As such, recruitment and retention of members is a primary focus. In 2015 a 10th tier automatically went into effect. As shown in the “Department Member 2014-2017” chart above, membership overall stayed very static, with the smallest tiers seeing some reduction, which are due to mergers and consolidations and the mid-sized department membership tiers seeing some growth. The WFC saw record numbers of mergers and RFA’s formed in 2017 and fire agencies look for ways to maximize their effectiveness.

The WFC goal remains to have 100% of all agencies as members, a level not met to date. In 2017 we had a total of 366 member agencies of roughly 475 possible fire agencies statewide.



To maintain a high level of membership, the WFC strives to provide excellent outreach, follow up and value. To this end, the WFC has developed new benefits that positively impact member agencies. In 2017 the WFC piloted a AD&D policy, free for all members in the 50-100M tier of membership. The WFC also found ways to partner with key bugle members to provide low cost or free workshops in addition to the training normally offered by the association.

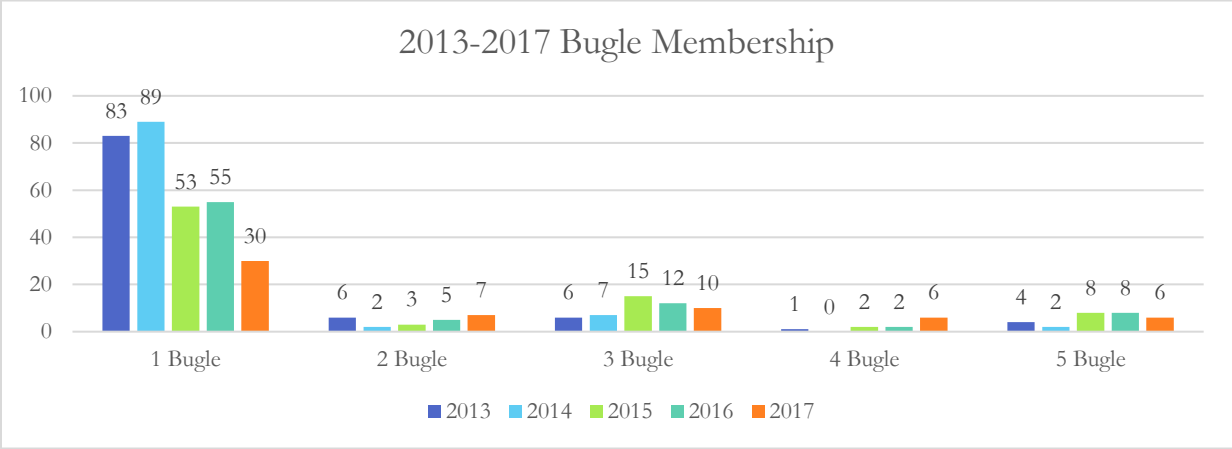
2010-2017 Individual Members



We worked with member agencies to ensure our membership records were accurate and as we deleted old information we experienced a loss in membership numbers. In 2017 WFC we saw membership totals start going up again. WFC staff has taken an active role in communicating with member fire agencies and has made the membership system easier for members to update themselves. We now see a higher level of accuracy in the WFC membership records, which leads to greater and more consistent value for the WFC membership.

Goal 8

Increase revenues through partnerships with vendors, fire service partners and the Fire Rescue Wellness Corporation as measured against historic annual revenues.



The WFC Associate membership program was revised in 2012. This program was renamed at that time to be the WFC Bugle Membership program. This is an area where the most opportunity for membership exists since there are a finite amount of fire agencies in the state but there are many more businesses throughout the US that could potentially benefit from a Bugle membership with the WFC.

In 2017, the WFC continued efforts to reach out to existing contacts that may not have been approached regarding the Bugle program. The WFC staff also reviewed the benefits and made changes based on the feedback from Bugle Members and others who staff had contact with over the year.

This program has remained challenging. Many of the current program benefits relate directly to the conference Expo, which has been an event with declining attendance the last several years. And a type of event that has been dwindling in popularity across multiple industries. The WFC is actively looking for ways to revive this program through revised benefits and a new focus, to be determined through the strategic planning in 2018.



Goal 9

Continue to be the premier resource fire chiefs use when they are facing a crisis within their agency or region as measured by documenting the contacts and outcomes.

One of the key benefits the WFC provides is problem solving expertise for Fire Chiefs and Fire Chief Associations.

Each month the WFC receives roughly 40 contacts, through office phone, email and directly to the Executive Director, seeking assistance on key issues for their agency.

In many instances, these calls can be an indicator of a greater issue that affects fire agencies statewide. For example, in 2017, the WFC learned that fire agencies were receiving management letters during their audit due to the way they used group purchasing programs for purchases greater than \$50,000. As soon as the WFC received word of this issue, a meeting was set up with the state auditor, a formal interpretation was requested through the State Attorney General and legislation may be pending. The WFC also quickly communicated with the membership about the situation and how to avoid this management letter.

The WFC Board members and staff proactively contact agencies and Chiefs to offer help when a community or agency is facing a crisis or a problem.

Conclusion

The results of feedback, surveys and association involvement show that there have been improvements made in customer service, problem solving assistance, resources and legislative representation.

Future areas where opportunity to improve exist include communications and connection with the county fire chief associations, communications with the Section and committee leadership and finding an incentive for revenue generation that meets mutual interests, revising Bugle membership and the WFC Expo. WFC staff will bring these issues to the 2018 Strategic Planning Workshop for stakeholder discussion.

Thank you for your feedback, survey responses, and anecdotal information! The Washington Fire Chiefs appreciates your support and looks forward to an exciting and productive year ahead.