

MARYLAND STATE FIREMEN'S ASSOCIATION

RETREAT 2003

Friday, July 18, and Saturday, July 19, 2003
St. Mary's College, St. Mary's City, Maryland

The first session of the 2003 Retreat was opened by President Terry E. Thompson, who offered a welcome and gave a brief overview of the Retreat Goals. He thanked Chief Ron Siarnicki, Executive Director of the National Fallen Firefighters Foundation for agreeing to be the Facilitator for the weekend. Chief Siarnicki announced the group topics and distributed group assignments.

The second session of the 2003 Retreat was called to order at 0900 hours on Saturday, at the St. Mary's College, St. Mary's, Maryland, by Facilitator Ron Siarnicki. He went over the four topics and who was assigned to each sub group. The four sub groups were given room assignments and last minute instructions. The session adjourned at 0930 hours and the groups proceeded to their assigned room for break out meetings.

The session was reconvened by Facilitator Ron Siarnicki at 1300 hours. Ron welcomed the group back and now the work Begins. There was a plague on the building with a quote from Jarrod Aldom '97 that read "Don't let the events of the past blind you to the possibilities of the future", how true this is. We began with group presentations, the order is as follows: (see attachment)

- Sub Group "D" – Reorganization Report given by John Dulina
- Sub Group "C" – Organizational Relationships Report given by Roger Steger
- Sub Group "B" – Financial Oversight Report given by Ron Watkins
- Sub Group "A" – Alternative Funding Report given by Roger Powell/Craig Moe

After each group gave their report a questions and answer session was held.

Facilitator Ron Siarnicki thanked everyone for their participation, dedication and commitment to this retreat. He wrapped up the session with some critical points that we touched on during this Retreat, they are:

- better communications within our organization,
- ways to reach the smaller/individual companies and their members to let them know of our presence, and what benefits we can give them; and
- How to bring more life blood into our organization, that's a two-fold - members and money, and without this, our organization would not survive.

The floor was opened for comments, one was maybe to have a follow-up meeting and not wait for three years, and also some people who have been to several retreats see some ideas implemented in the past years. These topics should be included into and adopted by the five year planning committee that was accepted by the Executive Committee this year.

Host and Past President Tom Mattingly gave his closing remarks and offered his assistance in planning a follow up meeting or our next retreat. He thanked Ron for facilitating

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this retreat, he did a wonderful job. Ron thanked Burton Clark, Steve Carter and William Barnard for the outstanding job this weekend. Ron and his team worked well together and will be taking their act on the road. Ron also thanked the Ridge Volunteer Fire Company for their hospitality this weekend. President Thompson, Vice President Jacobs and Sachs gave closing remarks. President Thompson established a Development committee to work on the Reorganization of MSFA and their goal is to have a formal presentation ready for October's Executive Committee. The Retreat was adjourned at 1530 hours.

Sub Group "A": Alternative Funding

- Committee members were Robert Jacobs, Fred Cross, Steve Kesner, Craig Moe, John Denver, Jenks Mattingly, Beth Stone, Ben Kurtz, Roger Powell, Clara Mae Buckmaster, and Assistant Secretary Joseph Cooper. (Facilitator Burton Clark)
- The group speaker was Roger Powell and Craig Moe, this group broke into two (2) smaller groups.
- **Group One: New Funding Resources**
- 1. Foundation:
 - Objective: To utilize the foundation as a fundraising tool.
 - Performance Statement: To create and maintain an entity for the purpose of raising funds and distributing funds in the name of MSFA. This would be for such purposes as relief, scholarships, and other purposes as might be, from time to time, determined by the managing administrators to be in the best interest of the foundation,
 - Tasks:
 - Set up structure
 - Establish a committee
 - Identify targets to pursue, such as BGE, Verizon, and individuals
 - Measurement Process:
 - Receive contributions
 - Timeline:
 - Year to Year (convention to convention)
 - Committee Assignment:
 - MSFA Presidents and Officers
 - Executive Committee
- 2. Sponsorships/Partnerships
 - Objective: Identify a corporation with a state-wide presence.
 - Performance Statement: Acts should be coordinated with the Foundation.
 - Tasks:
 - Identify Target opportunities
 - Advise of benefits and opportunities of sponsors and partners
 - Educate the public
 - Recognition
 - Measurement Process:
 - Success in getting sponsors and partnerships

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- Timeline:
 - Year to Year (convention to convention)
- Committee Assignment:
 - Representative from Marketing and Convention committee
 - President's representative
 - John Denver
- 3. Requests and Trusts
 - Objective: TO establish a committee to create a process for soliciting requests for trusts and life insurance proceeds.
 - Performance Statement: Implementation of the objective
 - Tasks:
 - Identify entities and individuals to solicit
 - Dinners
 - Recognition of contribution (gold label MSFA logo pin)
 - Measurement Process:
 - To receive commitment of funds
 - Timeline:
 - Year to Year (convention to convention)
 - Committee Assignment:
 - President's representative
 - Financial Secretary
 - Treasurer
 - Attorney
 - Bank representative
- **Group II: Existing Funding**
- 1. The Trumpet Newsletter
- Objective: Develop a strategy to increase solidify and increase ads and develop a subscription fee.
- Performance: Increase advertising and subscription to member companies, businesses, and the general public with one year.
- Tasks:
 - Need to create the subscription to Individual Membership and outside members.
 - Develop fee structure for subscription.
 - Develop fee structure for advertising.
 - Establish a billing process with accountability.
- Measurement:
 - Increase income of ads each year, 1st year – 20%, 2nd year – 30% and 3rd year – 40%.
- Timeline:
 - Three (3) to six (6) months to establish a program
 - Six (6) to nine (9) months to implement program

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- Committee Assignment:
 - Public Relations and Individual Memberships
- 2. New Taxes or Surcharge
- Objective: Review and discuss Restaurant/Amusement/Hotel taxes to create a Homeland Security Tax/Surcharge at State or Local level.
- Performance:
 - Increase funding to MSFA
 - Member Departments within two years
- Tasks:
 - Bring Legislators, MACO, MMC into partnership and discussion to ask for support
- Measurement:
 - Increase funding and develop a constant revenue source to MSFA
- Timeline:
 - Within two years develop strategy and submit to legislation
- Committee Assignment:
 - MSFA Presidents and Officers
 - Legislative Committee
 - Office of the Attorney
- 3. The MSFA Website
- Objective: Develop a strategy to increase solicity and increase ads and develop a subscription fee.
- Performance: Increase advertising and subscription to member companies, businesses, and the general public with one year.
- Tasks:
 - Need to create the subscription to Individual Membership and outside members.
 - Develop fee structure for subscription.
 - Develop fee structure for advertising.
 - Establish a billing process with accountability.
- Measurement:
 - Increase income of ads each year, 1st year – 20%, 2nd year – 30% and 3rd year – 40%.
- Timeline:
 - Three (3) to six (6) months to establish a program
 - Six (6) to nine (9) months to implement program
- Committee Assignment:
 - Public Relations
 - Individual Memberships
 - Special Activates
 - Webmaster
 - Data Processing

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Sub Group “B”: Financial Oversight

- Committee members were Lee Sachs, Gene Worthington, Thomas Mattingly, Charles Riley, Donald Mooney, John Denver, Wylie Donaldson, Joan Robison, Robyn Duff and Assistant Secretary Ron Watkins. (Facilitator Steve Carter)
- Ron Watkins was the speaker for this group.
- Objective I: Manage Budget Growth
- Performance: Improve the value of the Scholarship funds to the MSFA.
- Tasks:
 - Review benefits and process of the MSFA Scholarship program;
 - Complete review and evaluate the allocation of Scholarship funding;
 - Make recommendations to the appropriate bodies from the results of the review;
 - Implement the recommendations.
- Timeline: Review in six (6) months and implement in one (1) year of review
- Committee Assignments:
 - Special Sub-committee of Executive Committee.
- Objective II: Manage Budget within funds available
- Performance I: Monthly monitoring of expenses and income
- Tasks:
 - Treasurer submits reports monthly;
 - Promote electrical emission where possible and acknowledgement of receipt of report;
 - Establish process for budget modification and approval of expenditures between Executive meetings;
 - Develop system for review and follow-up;
 - Encourage prudent spending.
- Measurement Process:
 - Response to Treasurer’s report
 - Note whether MSFA stays within budget
 - Evaluation of Committee Chairpersons
- Performance II: Explore modifying fiscal year
- Tasks:
 - Identify alternatives based on income and incoming administrative plans
- Timeline – One (1) year from start.
- Performance III: Explore actual based budget as opposed to cash based budget.

Sub Group “C”: Organization Relationships

- Committee members were Roger Steger, Charles Albright, Richard Yinger, George Blanco, Bobby Balta, Rev. Harvey Dixon, Carlos Alfaro and Assistant Secretary Jackie Olson. (Facilitator William Bernard)
- Roger Steger was the speaker for this group.
- Objective: To come up with ideas to make our interaction with organizations more productive and strengthen those we have. To provide a better relationship with Organizations and Members.

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- Three Goals to accomplish and achieve:
 - **1. Increase Involvement:**
 - Performance Statement – To promote involvement of Organizations/Members through improved benefits, incentives and services to develop and strengthen partnerships.
 - Tasks:
 - Plan meaningful meetings, i.e., set agenda and timeline.
 - Except criticism
 - Promote diversity
 - Time for open dialogue
 - Appropriate dress for meetings
 - Develop interest of partnerships
 - Committee Assignments:
 - MSFA Presidents and Officers
 - Executive Committee
 - **2. Improve Communications:**
 - Performance Statement – To expand and develop more effective lines of communications with affiliated Organizational/Members.
 - Tasks:
 - Better use of technology
 - MSFA Directory on website
 - Company addresses and credentials on website
 - Conduct regional retreat and town meetings

 - Make web more user friendly
 - Bulletin Board – companies can advertise events, as well as MSFA events
 - Timeline – 60 to 90 days for website
Two (2) years for regional and town meetings
 - Committee Assignments:
 - MSFA Presidents and Officers
 - Executive Committee
 - Data Systems, Marketing and Public Relations
 - **3. Identify Common Interest:**
 - Performance Statement – To develop areas of common interest and to enhance working relationships to achieve mutual success.
 - Tasks:
 - Direct personal contact
 - Review mission statements of other organizations that we partner with to compare to ours, how can we help each other
 - Plan and organize town meetings
 - Timeline – 2 years

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- Committee Assignments:
 - MSFA Presidents and Officers
 - Executive Committee
 - Legislative and Marketing

Group “D”: REORGANIZATION

- Group members were: John Dulina, Steve Hales, Leonard King, Calvin Stack, Doyle Cox, Richard Brooks, Joseph Robison, Rick Hemphill, Paul Sterling, and Frank Underwood. (Facilitator Ron Siarnicki)
- John Dulina was the speaker for this group.
- Objective: To improve local service to our members.
- First, we proposed a revised organizational chart to help achieve that goal; it would help open the lines of communications from our organization to individual member companies as well as vice-versa.

Current Organizational Chart:

- PRESIDENT
- 1ST VICE PRESIDENT
- 2ND VICE PRESIDENT
- EXECUTIVE COMMITTEE

Proposed Organizational Chart:

- President
- Senior Vice President (at large)
- Each of the Regional Vice Presidents (elected by companies in region)
- Each of the Appointed Representative (appointed by President's)
 - Elected and Appointed Representative can not be in same region
- Concerns with current organizational chart: (not a lot of time)
 - Business vs. Ceremonial
 - People to attend all meetings
 - County vs. Local Fire Department
 - Time Constraints
 - Increase Participation by Operational (Suppression) Personnel.
 - Line vs. Staff Meetings
 - Relationship with Local Officials
 - Rush Agenda on local level
- Task to Implement: By modifying organizational chart it will allow more time to accomplish the goal and open better lines of communications for our organization.
- Benefits of Reorganization:
 - MEETS OBJECTIVES
 - BETTER COMMUNICATION
 - BETTER REPRESENTATION
 - COST SAVINGS (10,000)
 - INCREASES PARTICIPATION
 - MARKETS THE ASSOCIATION

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- INCREASES MEMBERSHIP
 - MORE POLITICAL SUPPORT
 - 2 YEAR - TIMELINE
 - BY LAW CHANGES
 - POSITION DESCRIPTIONS
 - GROUP STRUCTURE
 - NEW ORGANIZATIONAL CHART
 - SURVEY PAST PRESIDENTS
 - POSITION PAPER
- Timeline
- TODAY – DEVELOPMENT TEAM APP.
 - 2WEEKS – OUTLINE
 - 4 WEEKS – TEAM MEETING
 - SEPT 1 – DRAFT POSITION PAPER
 - PRESENT TO PAST PRESIDENTS
 - Oct 25 – PRESENTATION TO EXEC. COM
 - DEC – MAJOR LEADERSHIP BRIEFINGS
 - FEB 04 – INTERIM PRESIDENTS ADVISORY
 - APRIL – PROPOSED BYLAW CHANGES
 - JUNE – PRESENTATION TO BODY – VOTE

For The Service,

Office of the Secretary
Leonard T. King, Sr., P.P.
J. Edward Cross
Joseph A. Cooper
Ronald E. Watkins
Jacqueline Olson