

FIRE APPARATUS MANUFACTURERS' ASSOCIATION



LONG RANGE PLAN

2000 - 2005

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PREFACE

It has now been 54 years since the Fire Apparatus Manufacturers' Association (FAMA) took its first steps as an industry association. Although a lot has been accomplished over the last half century, there are several times during the life cycle of an organization when the need to rethink its direction must be validated – for instance;

- Are the members receiving full value for the dues they are paying?
- Are membership fees adequate to sustain the level of services and products currently being offered as well as provide for future expansion?
- Is the organization still pro-active – or has it become more re-active?
- What are some of the threats that will face the association over the next 5 to 10 years? There have been many changes within the industry as we reflect back to 1990, and as a sound business practice, it's time to evaluate how FAMA stacks up against the challenges of these changing times.

In 1998, a Long-Range Planning Committee (LRP) was formed to analyze FAMA's position within the industry, specifically, its consistency and continuity of purpose for its members. The committee consisted of the two past presidents and the board member at-large. This committee was charged with the responsibility of developing long-range goals and objectives that would span the next 5 years of association history. This would include identifying specific areas where the membership and the industry may have been impacted from a number of acquisitions, mergers and plant closings. Once the committee has surveyed the membership and identified the issues, it will develop the necessary implementation strategies to secure the association's future well being.

The Long-range Planning Committee would like to thank the many companies that supplied the necessary information for this process to be meaningful. At this time several of the proposed strategies already have been implemented and are currently being measured for efficiency and effectiveness.

Remember, the association benefits us all and only will be as strong as the support we give it.

HISTORICAL PERSPECTIVE

The Beginning:

At the end of World War II, the war-time ban on manufacturing non-military vehicles had left the fire service with a well worn, inadequate fleet. Industry standards and apparatus designs reflected pre-war thinking and technology.

Standing on the threshold of a new era in design, production and equipment technology, fire industry manufacturers realized that individual company resources were often not sufficient to improve the standards as well as solve industry-wide concerns. The manufacturers were anxious to produce new equipment utilizing this post-war technology while working collectively to improve safety standards within the fire service.

And so it began, in 1946 a handful of industry pioneers decided to pool their ideas, experience and efforts, which led to the creation of the Fire Truck Manufacturers' Association – the predecessor of today's Fire Apparatus Manufacturers' Association (FAMA).

Our Members:

From a small group of manufacturers, who established the organization in 1946, FAMA has grown to include nearly 300 representatives from some 100-member companies throughout North America. Members meet as a group twice a year to promote the advancement of technology and safety in fire fighting equipment. FAMA is unique in that members honestly share information and are willing to openly discuss common issues as a means of determining what can be accomplished collectively, that best meet the needs of the fire service. This type of communication has allowed manufacturers and end users alike to enjoy the benefits of highly improved, more efficient, and safer equipment.

FAMA's Technical Committee, formed in 1952, also meets twice a year. Members are assigned to system subcommittees that work with numerous industry experts in recommending safe, practical solutions that assist the National Fire Protection Association (NFPA) in the formation of minimum performance based vehicle standards.

Input from industry product users is crucial to the continuing improvement of the fire equipment. At regular roundtable discussions, FAMA members and forward thinking fire chiefs share concerns and offer ideas about current equipment – how it is being used in connection with the delivery of emergency services as well as what the manufacturers could do to meet the future needs of the fire and emergency response community.

FAMA annually sponsors educational seminars and continuing education programs throughout North America and actively supports the National Fire Protection Association (NFPA) standards development process as well as the Congressional Fire Service Institute (CFSI) in Washington.

Changes in government regulations or industry standards are communicated regularly to FAMA members. As part of an on going process, the Association compiles and distributes industry statistics to its member companies.

VISION AND MISSION STATEMENTS

VISION

A vision is a concise word picture of the organization at some future time, which sets the overall direction of the organization and should be thought of as the ultimate pursuit. It is what the organization strives to be. It represents a conceptual aim that drives the organization and those affiliated with it to press onward. A vision provides a target for direction that will keep the organization on course over a long period of time – it will not necessarily be achieved. A vision is to be pursued not accomplished.

The Vision would be:

The improvement of business conditions and the advancement of future technology within the emergency vehicle industry while protecting the interests of the fire and emergency service community.

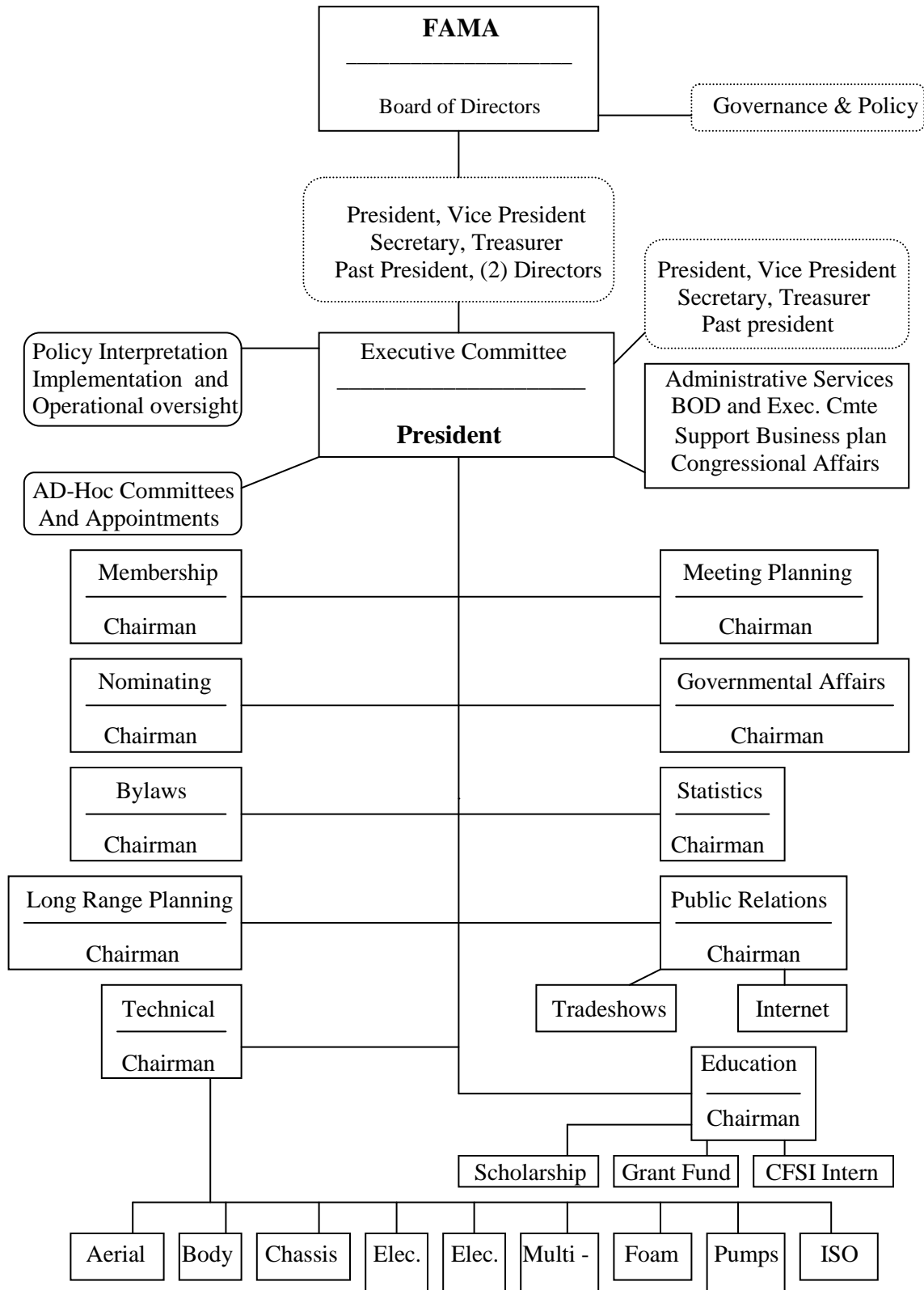
MISSION

A mission is a statement that specifies an organization's purpose or "reason for being." It is the primary objective toward which the organization's plans and programs should be aimed. The mission articulates the organization's motivation as it strives in the direction of its vision.

The Mission would be:

The Association of choice most committed to enhancing the quality of the emergency service community through the manufacture and sale of safe, efficient emergency response vehicles and equipment.

ORGANIZATIONAL CHART



PURPOSES

The purposes of existence will be amended to provide a solid foundation for a new age organization. The purposes become the cost centers in the business planning process, and will provide for measurable objectives, strategies, programs, and projects associated with the operation of the organization.

Purpose 1:

To develop an awareness of importance for compliant emergency response vehicles to the protection of life and the environment, and the role of the manufacturer in unifying those responsible for the safe and reliable performance of all emergency response vehicles and equipment.

Purpose 2:

To enhance membership and organizational initiatives through the development of needs analysis programs that will identify the issues and provide for strategic outlines and policies where by the Association would automatically remain proactive.

Purpose 3:

To enhance the service of providing industry statistics to its members through the creation of a broad based plan that would include gathering statistics from areas other than vehicles and move the reporting process to a higher level of accuracy.

Purpose 4:

To enhance the Technical Committees responsibility by developing a seamless committee structure that would allow the committee to be totally functional and effective.

Purpose 5:

To promote the development of service activities and cooperative opportunities with other industry organizations outside FAMA, through the creation of an umbrella association.

Purpose 6:

To further develop, adopt and apply progressive business systems and practices necessary to provide a sound financial base and adequate resources for the effective and efficient operation and growth of FAMA.

PHASE I

FAMA

FIRE APPARATUS MANUFACTURERS' ASSOCIATION

LONG RANGE PLANNING INITIATIVES

- **P L A N**
- **O R G A N I Z E**
- **D E V E L O P**
- **C O M M U N I C A T E**
- **M E A S U R E**

FIRE APPARATUS MANUFACTURE'S ASSOCIATION (FAMA) STRATEGIC PLAN OUTLINE

- 1. Define the kind of Association we want.**
- 2. Formulate major Association goals**
 - **Mission**
 - **Purpose and Philosophy**
 - **Specific long range objectives**
 - **Membership size and classification**
 - **Participation**
 - **Technical (Safety, Advancement and Research)**
 - **Political**
 - **Educational**
 - **Other**
- 3. Where are we?**
 - **Association philosophy, thrust, mission**
 - **Financial condition**
 - **Competitive condition**
 - **Membership condition**
 - **Association Benefits**
 - **Markets served**
 - **Measures**
- 4. What are the opportunities and threats facing the Assoc.?**
- 5. What are the strengths and weaknesses of the Assoc.?**
- 6. Analyze our members**
 - **Who are they**
 - **How should they be classified**
 - **Why do they belong to FAMA? Will this change? How?**
 - **What market segments do we serve? Should this position change?**
- 7. Inputs – Analyze our Fire and Emergency Service Organizations**
 - **Past history**
 - **Present and future benefits**
 - **Industry trends**
 - **Competition**
 - **Cooperative opportunities**
 - **Other**

- 8. Can we get there?**
 - Current momentum
 - Organizational requirements – Infrastructure
 - Personnel requirements
 - Resource requirements – Locations
 - Financial requirements
 - Other drivers
- 9. Define major objectives**
 - Membership
 - Dues
 - Benefit Development
 - Structure (Board and Committees)
 - Service activities
 - IT (Information technology)
- 10. Define major strategies and policies**
 - Membership
 - Benefits
 - Finance
 - Dues
 - Technology – Video
 - IT (Information technology)
- 11. What strategy decisions must be made now to get there?**
 - Short term budget
 - Short and mid – term organization, infrastructure, personnel, managerial
- 12. Prepare detail plan to implement strategies**
- 13. Develop contingency plans – what if!**
- 14. Translate into budgets**
 - Prepare other associated plans
 - Manpower
 - Financing
 - Facilities
 - Etc. as needed
- 15. Monitor performance against plans and objectives**
- 16. Recycle annually**

SCOPE OF ISSUES

Issue 1: Membership Membership is the heartbeat of the association and needs to have a clearly defined recruitment program that targets prospective members on a continuing basis. This is a customer service function and needs to have a committee structure that provides for concise and timely communications. There also needs to be accurate and concise direction with regard to determining membership eligibility requirements for prospective members. For example;

- Committee policies and procedures
- Requirements and expectations
- Eligibility
- Classifications – Associate/Social
- Dues increase
- Succession planning
- Bring a member campaign

Issue 2: Political Action Companies are constantly reacting to new federal and state legislation every day. There needs to be a early warning system of awareness that would allow member companies time to react to legislation that impacts their businesses. Government Affairs is a significant member benefit and the committee needs better direction on how to get on the front end of this legislation. The committee also needs to develop a hit list of the types of legislation that need to be tracked that also may be impacting our industry.
For example;

- Committee policies and procedures
- Federal legislation
- OSHA
- NIST
- Information sources and education
- Proactive and politically Active

Issue 3: Organizational Structure There are several areas within the associations infrastructure that need better definition in the form of policies and procedures.
For example;

- Formal position statement policy
- Integrated financial reporting system
- Donations and meeting sponsorships

Issue 4: Technical Committee This committee is the nerve center of the association and is one the major reasons for the organizations existence. Due to the large sub-committees structure information exchange is critical, there needs to be a clearly defined means for providing better continuity for and

between the sub-committees. Need to expand the technical data research to obtain greater substance for the committee meetings. For example;

- Committee policies and procedures
- Safety awareness
- Research opportunities
- Enhanced communications
- ISO interface
- NFPA interface
- Succession planning
- Meeting attendance

Issue 5: Public Relations Public relations plays a major role in presenting the association to the Industry. Promotional awareness programs need to be developed, as it pertains to the role of the manufacturer, and distributed on a continuing basis. Duties and responsibilities of the committee and sub-committees need to be redefined and re-instituted. For example;

- Committee policies and procedures
- Public service announcements
- Tradeshow promotion
- Internet expansion (interactive member section)
- Association promotional literature
- Succession planning

Issue 6: Industry Statistics There has been a rising need to compile statistics from areas of our business other than vehicles and take the reporting process to a higher level of accuracy. This could be one of greatest benefits of membership and FAMA should position itself as a leader in this area. For example;

- Committee policies and procedures
- International statistics on fire apparatus
- Wage and benefit survey
- Succession planning

Issue 7: Globalization With the advent of e-commerce and the internet, companies today have more opportunities for attracting business outside North America. We are living in a global economy and need to promote discussions with industry associations in other countries as to the sharing of information and other areas where there may be common interest. For example;

- Markets
- Statistics
- Standards
- Membership

Issue 8: Certification There has been a growing concern about how compliant our products really are. The association should investigate the possibility of developing a “seal of approval” program that would certify that the products produced by member companies meet certain industry production standards as established by recognized standards making bureaus. For example;

- NFPA
- ISO
- DINN
- ULC

Issue 9: Education It is becoming much more difficult to find qualified people with interests in the emergency services field. This is an area where the association expends 10% of its financial resources, through the offering of college scholarships, attracting possible candidates seeking careers in the emergency vehicle manufacturing field. This committee needs to establish a higher profile with academia and narrow the focus of its recruitment effort as a means of targeting the proper candidates. There also needs to be formulated a publicity campaign structured recognition program.

- Committee policies and procedures
- Scholarships
- Grant fund
- Succession planning

Issue 10: Meeting planning As the years go by it becomes more difficult to secure meeting sites that fit within the associations budget. With expenses continuing to escalate, it is critical that sites are selected that offer reasonable amenities and services and are consistent with association policy. Speaker programs need to be motivating and offer the member attendee something to take home and put to use. Maximum attendance could be achieved through the institution of a meeting survey that would provide a means of measuring whether or not the programs are meeting the needs of the members.

- Committee policies and procedures
- Audit of meeting expenses
- Programs and speakers
- Speaker recognition
- Succession planning

Issue 11: Bylaws Continue the constant refinement of the bylaws as a means for staying current with organizational changes. This is a necessary process to ensure the integrity of the association is maintained and the policies and procedures are being applied consistently across the board.

- Committee policies and procedures
- Succession planning

Issue 12: Nominating The future success of the association will lie within the people elected. It is highly critical that the committee continue to recruit individual candidates with demonstrated leadership skills to serve on FAMA committees and the Board of Directors.

- Committee policies and procedures
- Succession Planning

FIRE
APPARATUS
MANUFACTURERS' ASSOCIATION

LONG RANGE PLAN
MEMBER SURVEY RESULTS

SEPTEMBER, 1999

(55 Returns out of 116 Sent)

-
- 1. What do you think the primary goals of the FAMA organization should be?
(5 being the most important.)**

	1	2	3	4	5
Addressing Governmental Affairs Issues	2	4	18	14	14
Participation in NFPA Standards Development	3	5	6	7	34
Collect and Distribute Industry Statistics	2	2	9	12	31
Promote Manufacturer/Supplier Networking	7	3	13	14	18
Opportunity for Participation in Technical Committees	3	4	12	21	16
Social Interaction Among Members	6	6	19	20	4
Interaction with Fire Marketing Industry as a Whole	6	4	13	18	15
Industry Image - Self Criticism and Examination	4	12	13	14	12
Research & Education on Industry (Technical) Issues	3	7	14	15	15
Grants, Scholarships	8	16	23	5	1

2. In the Technical area, which topics are most important to you and your company?

Electronics

Product Development & Safety

Foam

Lighting, Electrical Components (i.e, Multiplexing) and System Integration

NFPA Standards – 7

NFPA Standards and standardization of industry graphics

Participation in NFPA Standards - 2

Standards and their changes

NFPA standards; research & education

New Upcoming Standards in the Truck Industry

Chassis

Electrical and Lighting

New Technology

Pumping Systems and Foam Systems

Maximize firefighting performance

Electrical, NFPA, DOT Standards

Education on technical issues

Staying on top of the changing standards, industry health and govt direction regarding support for funding fire research.

Also, the ability to stay ahead of the general fire industry by learning of developing issues and technical advances that FAMA members are pursuing and/or developing.

Compliance with rules, regulations and standard.

Electrical, rear pump mountings.

Areas affecting the chassis

Safety, technical advancements, standards with chassis

manufacturers

New electronics

Being updated on new and useful developments

Aerial

Chassis related topics; power train specific

Safety issues regarding NFPA recommendations

All

Multiplexing

Engine/chassis

Not one in particular; all are important

Safety
Safety standards for apparatus
NFPA compliance and liabilities
System controls/power train controls
Fire department equipment/ladders
To ensure the right product will be available at the time of any new program
Electrical and electronics control systems
Vehicle drive train (axles front and rear)
Vehicle standards

3. Currently, FAMA membership is open only to fire apparatus related manufacturers in North America. Do you feel FAMA should offer membership to companies outside of North America?

π Yes – 24 π No – 30

Comments: Yes – Canadian truck builders; feel it's up to apparatus builders

Yes – to countries that adopt the NFPA standards and have an attendance requirement

Yes – international acquisitions are occurring on a weekly basis from all sides. We cannot ignore this.

Yes – as a component supplier, it would open up sales opportunities and a forum for networking – may present ill-guided issues for the body builders?

No – would make it more difficult to reach consensus on issues.

Yes – We're in a global economy.

No – I believe we should begin doing some statistical work on a worldwide basis, but FAMA should exist to serve North American companies.

No – If expanded it should start out with associate memberships only.

No – Becoming more international will leave a gap for American fire apparatus issues. World group needs to be on its own for a while.

No – It has always been N. America and should stay that way.

No – We do not need to be international. Some would like it so we could have world wide meeting.

Yes – That way we can better influence their standards and also learn from them.

No – What can be gained is less than what can be lost.

No strong opinion

Yes – There are many areas where the exchange of information can be of great value. Many companies are already competing internationally on a day-to-day basis. “WWW” means world wide web.

Yes – Open up input from outside North America

No – Other jurisdictions have different standards and traditions. Interaction should be through committees not membership.

Yes – We should be aware of developments throughout the world and share US technology in return

Yes – Why not? It’s a world market.

Yes – Why not? Other associations do it and can be influential with new ideas.

No – Governmental affairs and standards development are a US issue

Yes – If they actively sell units in the US

- 4. Currently, FAMA membership is open to manufacturers of fire apparatus or components permanently affixed or attached to the apparatus. Do you feel membership in FAMA should be:**

π Broader - 7

π Narrower – 3

π Remain the same – 42

- 5. Membership Classification. Currently, FAMA offers only one class of membership to qualified companies. Do you feel that FAMA membership should be expanded to include an “associate” or “social” classification for companies who would not otherwise qualify under the existing class (i.e., dealers, magazines, etc.)?**

π Yes - 12

π No - 39

Comments:

No – associate or social memberships help generate revenue but *can* impact the perception of the Group – we cannot afford “bad PR”.

No – would “water down” the membership.

No – To expand to other classes of membership would remove the confidentiality that we as manufacturers now enjoy at our meetings.

Yes - Certain companies may have valuable input and interaction. I think it can be structured so that the “associate” members cannot vote on critical issues etc. yet they can offer good input for FAMA members.

No – I am strongly against this.

Yes – “Associate” sounds good – why not let dealers & magazines in – will it not broaden knowledge of present members?

Yes – Magazines (trade) could be our friend, governmental agencies, NFPA, military groups.

No – Membership is large enough. We just need to do more to draw in existing members.

Yes – Governmental agencies, NFPA, magazines

Yes – I think there are many vocations where knowledge can be transferred. I also think the image of FAMA could be enhanced as far as the closed club perception. I don’t believe this would dilute the association at all as long as this class of membership stays a non-voting class. By establishing a non-voting class, these members would have no ability to impact the future direction of the organization.

No – Remain the same.

No – Social members would be entitled to a voice if not a vote. I believe FAMA would no longer represent the apparatus manufacturer.

NO WAY

No – That would change the complexion of the meetings and could lead to commercializing meetings.

No – Some thing may be priority nature and should stay within house.

No – This might dilute the manufacturers’ efforts. There is a potential conflict of interest between the dealers and the manufacturers.

No strong feeling

6. Membership Dues.

A. Since 1991, annual membership dues have been frozen at \$1,000 per member company. The Board of Directors has considered proposing a dues increase in order to maintain FAMA’s current level of services, programs and activities. Would you prefer:

π Dues Increase – 40

π Reduced services - 13

Comments:

Reduced services – cut the overhead

Reduced services – less meals and drink costs

Reduced services – or dues based on annual sales

Dues increase within reason and depending on increased services

Increase if necessary

B. The Long Range Planning Committee has recommended that annual dues be increased to \$1,500 by adopting a \$100 increase in the dues each year for the next five years beginning in the year 2000. This increase is necessary to support FAMA’s current level of activity and to deliver the additional services as outlined in the proposed long range plan. Considering FAMA’s overall benefit to your company, would you support or oppose a moderate increase in membership dues as described above?

π Support – 41

π Oppose - 12

Comments:

I think the dues should be based on size of company

As a smaller company, would rather see dues kept more affordable

C. What is the maximum amount that you believe to be reasonable for membership dues in FAMA?

\$ _____ per year

Responses:

\$5,000

\$2,500

\$2,500 – depends on size of member company and their status. Larger

companies pay more and suppliers pay more

\$1,500-\$2,000

\$1,500 per year – 21

\$1,500 – Dues cost is not the issue – cost of attending meeting should be reviewed. Spring meeting cost is too high

\$1,500 – Under current economic conditions

\$1,500 per year for the foreseeable future

\$1,250

\$1,200

\$1,200 – more for the large companies

\$1,200 (\$50 per year)

\$1,000 - 5

\$500

\$500 per year associate member. Non-apparatus OEM but a component supplier to the OEMs

\$100 (note: also supported increase of \$100 over ea. Of next 5 years)

\$50 (note: although supported dues increase)

Range depending on size of company

Not sure

Only as much as necessary

7. Membership Meetings.

A. FAMA currently holds two membership meetings each year (Spring and Fall). Would you:

π Maintain the same schedule - 49

π Increase number of meetings - 0

π Decrease number of meetings - 4

Comments:

Decrease – Hold one annual meeting in Jan/Feb. before show season

Substitute fall meeting for 2-day Tech meeting

B. Are you satisfied with the content of membership meetings?

π Yes – 41

π No – 6

? - 1

Comments:

Yes – My concern with the meetings is not the format, it is the location. Again, small companies cannot afford luxury locations – perception is also a problem in explaining our goals and accomplishments rather than the golf course fees or ranking...

No – I attended one membership meeting. I did not think that it was worth attending (for the high cost resort area) and would not attend again unless changes were made. Too much time was spent socializing, without enough real content.

No – I think some new creative things can be done to make the meetings more productive and interactive – i.e., professional moderation, automated interaction – hand held response devices, more objective based group projects with full reports back to the group.

Yes – Spring meeting is too expensive for many to participate. Suggest cost be in line with fall meeting.

No – Spring fling is a joke.

Yes – Over the past 4 years the meeting content has gotten better and better – management side yes; Tec side no.

Unable to comment due to never attending as of yet.

Management side Yes; Tec side No.

No – Speaker presentations should be more focused to industry issues. Most presentations are too broad, lack a lot of substance and don't really cover the issues that pertain to the industry.

Yes – Specifically “quality” Comm. Reports

No – We do not need anymore “Pizza Trucks” round tables. What is going on in Washington? There should be more of an educational meeting for the members – something you can take home with you and use in your business.

No – Location

Neutral – too new to comment but last (1st) meeting very acceptable.

Yes – Usually well done. Last spring meeting was exceptionally well done.

No – My longtime belief of vacation junkets has come to pass. Meetings are a farse with the bulk of attendees leaving early for tee time.

Of the following, select all topics of interest to you:

π Business Management – 27

π Day to Day Operations – 13

π Financial Planning – 6

π Successorship - 6

π Industry News/Trends – 47

π Motivational Speakers – 15

π Other:

User Interface

Roundtables

Roundtables with Chiefs
Ideas from other industries that we can apply to fire service manufacturing.
Customer speakers!!!
Tec fall meeting with management meeting - 2
Technical issues

Comments:

I think all of the above topics are interesting. If there were more content (like suggested in these points) planned for the meetings, I would attend.

None (of these of interest)

? – Work for continued improvement

8. Technical Committee Meetings.

The Long Range Planning Committee has recommended that Technical Committee Meetings need to be:

A. In a location that is easily accessed

π Agree - 49 π Disagree - 0 π Don't Care - 4

B. Separate from other functions, not tacked on to shows

π Agree - 24 π Disagree - 20 π Don't Care - 10

C. Structured like NFPA Committee Meetings:

Subcommittees meet first, then full committee

π Agree - 36 π Disagree – 6 π Don't Care - 11

D. Two (2) day meetings – Friday and Saturday

π Agree - 14 π Disagree – 28 π Don't Care - 11

Comments:

You will not get attendance unless easy, 1 Day – look at KC attend.

Rotate Tec meeting within member companies which are common to most body builders

9. Would you prefer the Technical Committee Meeting be held at the FDIC and IAFC conferences:

π Before show hours, Day 2 of show - 22

π Before show hours, Day 3 of show - 11

π Day following close of show - 13

Comments:

Before... - Agree w/vote at last Tech Mtg in KC

Before ... - Rotate Tec meeting between the following companies: Rockwell, Detroit, Cummins, Cat, Allison, Navistar, Freightliner, Hale, Waterous, Darley.

Preference: Day 1 immediately before show.

Preference: Separate from other functions, not tacked on to shows.

No (not at the FDIC and IAFC)

2-day meetings – Don't care, but only if absolutely necessary.

Separate from shows.

10. Industry Statistics.

Would you participate in a wage and benefit survey in a highly confidential manner which gives member companies better data to manage their businesses?

π Yes - 38

π No - 15

11. Would you consider such information useful in your business?

π Yes – 36

π No - 16

Comments:

Yes, but I do not want to divulge mine.

12. Governmental Affairs.

Do you feel our industry is adequately represented?

π Yes - 27

π No - 11

Are the following types of legislation important to you? (Circle response with 5 being the most important.)

(5 being the most important)

	0	1	2	3	4	5
Federal		3	1	7	13	30
State		5	6	11	13	17
Local		10	9	14	3	16
Human Resource Issues		6	13	18	9	5
Taxes		6	9	16	10	10
Motor Vehicles		2	5	12	8	25
Other Equipment Standards & Regulations		4	5	17	11	13
Product Liability		2	3	7	12	27
CFSI Liaison		7	7	16	13	6
IAFC Government Relations		3	11	18	10	7
GSA Issues	1	4	9	13	13	12

Y2K	13	17	14	5	2
13.How important do you feel it is that FAMA liaison with other organizations such as:					
(5 being the most important)	1	2	3	4	5
FEMSA (Fire and Emergency Manufacturers and Services Association)	2	6	15	14	18
FEMA (Federal Emergency Management Agency)	3	12	23	8	6
FDSOA (Fire Department Safety Officers Association)	2	7	25	12	5
FDIC (Fire Department Instructors Conference)	2	4	13	21	12
EVTCC (Emergency Vehicle Technician Certification Commission)	1	5	19	20	7
IAFC (International Association of Fire Chiefs)	3	3	9	19	18
NAEVT (National Association of Emergency Vehicle Technicians)	1	3	13	24	12
NEEDA (National Emergency Equipment Dealers Association)	5	9	21	11	3
NFPA (National Fire Protection Association)	3	4	5	11	30
NTEA (National Truck Equipment Association)	4	11	22	13	2
NAM (National Association of Manufacturers)	7	12	22	10	1

AAM (American Ambulance Mfgs) 9 7 23 9 4

14.Cooperative Opportunities with Other Associations:

The following associations have some common interests that could benefit from cooperation:

FAMA, FEMSA, NAEVT, EVTCC, Ambulance Manufacturers Association (part of NTEA), FEMA (Fire Equipment Manufacturers' Association), NAFED (National Association of Fire Equipment Dealers).

The Long Range Planning Committee proposes that FAMA develop a draft of bylaws for an umbrella Association – FEESA (Fire and Emergency Equipment and Services Association). Do you:

π Agree - 36

π Disagree - 11

Comments:

Agree – sometimes too many cooks spoil the cake!

Need more info as to purpose of such organization

Agree – It is important to share knowledge and experience with these associations where we have a common interest. However, we are different enough that we do need to maintain a separate identity.

Disagree – Require resolutions from listed assoc. of their members interest first.

Agree – Annual meeting at the IAFC, round table format, max of 2 reps. President & Past President of each association, FAMA members could attend and watch.

Agree – Meeting at IAFC. Members made up of Presidents of other associations. FAMA members could attend on a watch basis.

Agree – What we don't need is another set of dues to pay. Any company that has corporate membership to 2 or more of the agencies should have a free membership.

Agree in concept – Do not have enough information at this point to take a position. Would like to see some sort of a proposal on what this association would do – goals, mission, objectives, etc. – before agreeing to draft bylaws.

Agree – Would provide the numbers of people and companies to be a louder voice in Washington.

Do not care

Neutral – No experience to offer a good decision, however where do all these groups come from? Seems like some could be combined and accomplish the same objective.

Agree – Structure the association so FAMA manufacturers do not lose their independence.

15.FAMA presently budgets \$8,000 per year (8.4% of its annual revenues) for college scholarships to deserving fire protection students. Do you feel it is important to maintain the scholarship program?

π Yes, at current level - 29

π Yes, at reduced levels - 14

π No - 11

Comments:

No – Cut the dues or hold

Yes, at current level – But with new out of the box method: two \$4,000 scholarships would be traded to University for internship with one of the FAMA member companies. Would be awarded to FAMA member company by way of lottery drawing. Professors would make recommendations on students to receive awards.

Need to know more about results.

Two \$4,000 scholarships under new method.

No – All this is a way for some members to take care of some schools that they like or have a friend at the school.

No – a pet project of some member

16.FAMA presently offers a Grant Fund of up to \$7,500 per year for the purposes of research and development. Do you feel it is important to maintain this fund?

π Yes, at current level - 30

π Yes, at reduced levels - 12

π No - 12

Comments:

No – I am not sure of the details here, but my position is that a company should take on the R&D themselves. They don't need an organization funding them. Free market.

17.FAMA presently offers an Intern Program to assist member companies. Are you interested in participating in this program?

π Yes - 21

π No - 31

Comments:

Not sure what is involved...

Possibly – need to know more

18.Is there a specific area or topic that you believe FAMA should address?

π Yes - 7

π No - 28

If yes, please comment:

Foam

Long Range Plan, NFPA

Product liability reform and supporting those that are supporting this effort to control litigation on this subject.

Yes – The development of a more comprehensive industry statistical analysis.

Imports

More industry statistics

Yes – Take a look at some members who are using FAMA to better themselves and/or their company.

Yes – standardization of controls and graphics

No – Put substance into something

Yes – More on vehicular safety

19. The Long Range Planning Committee has proposed a three (3) year plan to use the NFPA 1901 standard as a guideline for creating a performance based standard that is a consensus of the manufacturers. Would you support the creation of such a standard?

π Yes - 33

π No - 16

Comments:

No - Lot of time, high risk, NFPA will not rubber stamp anyway. Smaller companies won't have resources to participate – therefore standard written by a few people. If manufacturers participate, very little in open NFPA task group meetings (where much change can happen). I see no reason why they would participate in this.

No – There is currently too much industry suspicion that the manufacturers control NFPA standards, and by getting involved before the current process starts would add to that.

No – This is redundant to the NFPA 1901 effort.

Yes – I am not certain what this would accomplish?

No – One standard is enough and I prefer the one (NFPA 1901) that has input from customers!

No – Manufacturers should not develop standard. FAMA is not a standards writing body.

Undecided

No – FAMA is not a standards writing body

No – If a performance-based standard is what is needed, then FAMA should take an active role in introducing performance standards into the present NFPA standard within its process.

No – Again some members think they run the NFPA. All they want is to p___ themselves; make themselves look like a _____ of the industry.

No – FAMA should not be a standards developing body – just assist NFPA.

Neutral – no comment

Yes – This is a critical issue for FAMA

Yes – As long as we have input to NFPA standard

20. The Long Range Planning Committee has recommended that the Technical Committee investigate the possibility of certifying, by way of a “seal of approval,” that the products of member companies meet certain standards established by FAMA. Would you be interested in the development of such a program?

π Yes - 32

π No - 19

Comments:

Yes – Currently participate in similar program with ambulance OEMs – good program!

Yes – Wonderful!!!!

Yes – Keep standards simple and minimal – complete independence in certification very important (no members certifying other members).

Yes – This would add to the value of being a FAMA member, but would have to be carefully handled to be legal.

No – Too much time would be wasted deciding the standards. Let's stay with one standard making body and support it.

Yes – Would help promote FAMA and raise our exposure to the general end users. Further, it brings a tone of “professionalism and pride” to our products.

No – Would this not be regarded as an “anti-competitive” move?

No – Manufacturers should not develop – use third party testing –

2

Yes – This needs to be discussed opening prior to commitment.

Yes – This is what you call a member benefit. I think this would be one of the best ways to induce companies to join.

No – We build fire apparatus. The chiefs set the standards. We should not cross that line. Some chiefs feel that the people from FAMA are trying to push up the price of a truck. More profit in them. We should not be a part of this.

Yes – If the “seal of approval” was earned, not awarded just for being a member.

Yes – if you mean 3rd party cert.

No – It will become political

General Comment:

The organization is mostly for the apparatus manufacturers. We sell equipment that is used on apparatus. We are members so that we can communicate about changes that we might have some input on. We feel that the decisions on FAMA should be made by the apparatus manufacturers as they are the core of the organization.

Phase II

Date: December 2, 1999
To: FAMA Board
From: Long Range Planning Committee
Subject: LONG RANGE PLANNING FINAL REPORT

The Long Range Planning (LRP) Committee has concluded their study of the future direction of the FAMA organization. This report is based on previous reports issued by the LRP Committee and input from the general membership in response to those previous reports.

Committee Members:

The Long Range Planning Committee is made up of the two past presidents and the board member at-large. For 1999 the members are: Dennis Chamberlain, Lloyd De Wald and Gary Towers. Ron Ewers was a member of the committee in 1998 when this study was initiated.

Mission Statement:

To provide direction for the future of the FAMA organization by developing a five-year plan identifying long-term goals and objectives and updating the plan on an annual basis.

Committee Objectives:

Provide consistency and continuity of purpose for the Association.

Update Association mission statement and objectives to align with long-term goals and objectives.

Identify membership and organizational issues that will impact the Association in the long-term

Develop long-term goals and objectives that will give the Association a focus that spans the year-to-year operations of the Association.

Committee Review of Current Organization, Future Issues and Recommended Actions

Mission Statement and Objectives:

The current objectives listed under the mission statement are accurate and appropriate in describing the mission of FAMA and appear that they will remain appropriate in the future.

Membership:

The Long Range Planning (LRP) Committee consensus is that the industry in the near future may consist of several large manufacturers and a number of small manufacturers. This perspective is based on the current consolidation that is taking place in the industry and similar consolidation that has and is taking place in other industries.

The implications of this for FAMA are that there will be a need to recruit the small manufacturers to participate in FAMA along with the large manufacturers.

ACTION ITEM – Membership Committee – Identify why small manufacturers are not members of FAMA and what needs to be done to attract them.

FAMA should move from being a reactive association to a proactive association. Taking formal positions on issues that affect the industry is one way that the Association should become proactive.

Organizational issues to be addressed with the membership structure include how to take positions as an association on issues. A policy needs to be developed on FAMA taking formal positions on issues that affect the industry.

ACTION ITEM -Board– Develop a policy statement on voting on formal FAMA position statements.

The definition of qualification for membership has been revised in the bylaws to reflect the clarifications recommended by the LRP Committee. Continue to require that members be engaged in manufacturing in North America. No expansion of membership should be made for associate or social memberships. Investigation with FEMSA of liaison with European associations of manufacturers at Interschutz 2000 in Germany.

In order to deliver the services outlined in this long range plan, annual membership dues have been increased to \$1500.00 by having a \$100 increase in the dues each year for the next five years beginning in the year 2000.

Officers and Directors:

The method of election and the terms of officers and directors has been revised to provide for continuity and transition. The practice of ensuring truck manufacturer representation has been formalized in the bylaws.

General Membership Meetings:

Continue the current practice of meeting two times per year, in the spring and the fall. The content of the meetings should continue as it has been, to include business management and industry news/trends topics as well as the general business of the Association.

Committees

The LRP Committee reviewed each standing committee function.

1. TECHNICAL COMMITTEE: In order for the technical committee to be functional and effective, it needs to be organized to address industry technical issues. One of the technical issues is the impact the NFPA Standard has on the industry. The technical committee needs to review the NFPA 1901 Standards for the purpose of ensuring that they are accurate, appropriate and performance based standards. In order to accomplish a comprehensive review of the NFPA Standards, the committee needs to be organized to have an agenda for each meeting and continuity from one meeting to the next. The agenda for meetings should be based on accomplishing a comprehensive review and developing any required proposals for modifying or updating the NFPA standard to ensure it is performance based by the time of the next public proposal period. An important outcome of the review would be to identify any needs for research projects that need to be done to substantiate standards or to determine new standards for safety or performance. This research could be supported by the FAMA grant program.

2. INDUSTRY STATISTICS: Create a plan to move the statistics to a higher level of accuracy. Better definition and broader industry statistics. Develop a statistics program modeled after other industries.

Implement a study to carefully gather data on average wages and benefits in the industry in a manner which gives member companies better data to manage their businesses.

3. GOVERNMENT AFFAIRS: Create a plan for tracking and identifying legislation that impacts our industry. Define categories of legislation – create subcommittees to address these categories. Monitor legislation on human resource issues, taxes, motor vehicles, federal level, and state level, CFSI liaison, IAFC Government Relations, GSA issues, etc.

OBJECTIVE: To improve the information provided to membership.

4. PUBLIC RELATIONS: Create a 3-year plan to promote our industry. To increase awareness of industry and create the need for manufacturers to be a member of the association. Maintain a FAMA calendar.

Other issues addressed:

Cooperative ventures are limited because of the diversity of the member companies. FAMA should not pursue cooperative ventures such as insurance, telephones, product

liability defense and labeling. Addressing these cooperative ventures drains energy from the association without results due to the diversity of the member companies.

Research involvement should be developed by technical committee requirements. The board of directors has defined requirements for support of research projects outside of FAMA with the grant program definition.

Service Activities – continue scholarship programs.

The board should have defined requirements for support of service activities outside of FAMA with the grant program definition.

Investigate possibility of certifying by way of a “seal of approval” that the products of member companies meet certain standards established by FAMA.

Cooperative Opportunities with other associations:

The following associations have some common interests that could benefit from cooperation:

FAMA, FEMSA, EVT/NAEVT, NEEDA, Ambulance Manufacturers Association (part of NTEA), FEMA (Fire Equipment Manufacturers’ Association), NAFED (National Association of Fire Equipment Dealers)

Proposal – Develop a draft of bylaws for an umbrella association – FEESA (Fire and Emergency Equipment and Services Association).

Methodology – Approach ambulance manufacturers association to see if there is an interest. Then approach the other associations. Priority would be NFPA, FEMSA, IAFC, NAEVT, and FDIC.

Key issues – FEESA would be run by a professional association manager. Legislative monitoring, lobbying, shows are all issues that could be dealt with cooperatively by this umbrella association. This umbrella association could be more effective in dealing with these issues since it would have more resources collectively than the individual associations. All issues that the individual associations have in common would be turned over to the umbrella association. FEESA would have a board of directors consisting of the president of each of the member associations.

Summary

The work of the LRP Committee has been completed with the publication of this final report. The ownership of the implementation of this plan now lies with the Board and the committee chairpersons. The LRP Committee should be reconvened when further long range planning for the future is necessary.

MEASUREMENT GUIDELINES

As with any strategic initiative, you need to determine if the plan is providing the necessary direction intended. “Is it doing the job you want it to do?” This is usually done by measuring the time it takes to complete, as well as the efficiency and the effectiveness of its implementation through recognized industry measurement guidelines. In order for this LRP to be treated as a real living document, each annual LRP chairman must set certain goals as to what areas of the plan will be completed and implemented during the year. The Tactical strategy would then become a charge to the committee chairs for aligning their yearly goals and objectives with those as defined in the LRP. The following are suggested measurement guidelines;

- Develop a master short-term milestone chart with time lines that will track the completion of the strategic plan.
- Develop a milestone chart with time lines that will track the tactical implementation of the strategic plan.
- Develop a milestone chart that will track the financial progress of the plan through a series of comparisons, budgeted vs. actual.
- Develop a long-term milestone chart with time lines that will track the completion of the strategic plan.
- Develop a long-term milestone chart with time lines that will track the tactical implementation of the strategic plan.
- Develop a means for tracking membership retention on an annual basis.
- Develop a short-term and long-term media plan for providing the association with exposure and visibility.

Date: September 27, 2001

To: FAMA Board

From: Long Range Planning Committee
Paul Darley, Carolyn Jackson, Rick Suche, Rollie Myers

Subject: LONG RANGE PLANNING FINAL REPORT

The Long Range Planning (LRP) Committee has concluded their study of the future direction of the FAMA organization. This report is based on previous reports issued by the LRP Committee and input from the general membership in response to those previous reports.

Below we have made our recommendations for changes and indicated progress against those changes. Changes will be made to the actual long-range plan pending board approval of the below.

Long Range Plan – Recommendations and Progress report

v Establish simple measurement guide line

- Plan too aggressive based on other commitments of member companies. Specific measurement guidelines to include:
 - Annual report by LRP Chairman on recommended changes and progress
 - Membership Feedback
 - Annual addendums to the LRP report which the board approves
 - Annual update on plan based on report

Status: Being Implemented

v Change Composition of LRP committee

- To reflect 2 Board members
Completed
- To remove Second past president and add the Vice President
Completed

Status: Being Implemented

- ✓ **Presidential review for prioritization and establishment of annual goals**

Status: Being Implemented

- ✓ **Board and committee chairs to conduct Annual Review of LRP and set committee direction based on LRP**

Status: Hopefully will be reviewed when board and committee set goals this fall.

- ✓ **Each committee to have chair and vice chair**

Status: Being implemented by some committees. Should be mandatory for 2002 Committee Chairs.

- ✓ **Reassess need for an umbrella association**

-Umbrella –dropped this an no longer a priority

-Continue to communicate with other organizations pertinent to FAMA). Specifically:

-Continue Alliance with CFSI and IAFC Leadership Summit

-Establish lines of communication with Ambulance Association

Status: Being Implemented. Needs to remain a priority of the board

- ✓ **Drop the seal of approval plan**

Status: Being Implemented – Not pursuing

✓ **Drop the rewrite of NFPA**

-Continue to strong influence through the technical committee

Status: Being implemented – Not pursuing

✓ **Make it an ongoing - Not 5 year**

Status: Being Implemented

✓ **Address issues as they arise, such as:**

- Amicus Brief
- Apparatus Rollover
- Quality Survey

Status: Being Implemented

✓ **Establish new member orientation on FAMA**

- How to get involved
- What goes on at Tech Committee.
- How to join a committee

Status: Needs to be delegated to Membership committee

✓ **Way to incorporate and monitor changes effectively**

- Annually solicit membership input
- LRP committee to submit annual report as addendum to annual
- Report to be dated each and revision number attached each year following modification