



International Association of Fire Chiefs 2009-2010 Strategic Plan Development

BACKGROUND INFORMATION

IAFC Mission Statement

To provide leadership to career and volunteer chiefs, chief fire officers and managers of emergency service organizations throughout the international community through vision, information, education, services and representation to enhance their professionalism and capabilities.

Definitions:

- **Goal** – An aim, the final result of action. Something to accomplish, to assist in moving the organization forward. An over-arching goal developed by the board to fulfill the organization's mission.
- **Strategy** – A possibility. A plan or methodology for achieving a goal. These are items that should be considered or evaluated in order to achieve a goal. A strategy to achieve a goal is developed by both the board and experts in the field (committees and sections).
- **Action Items** – To make advances, especially for the purpose of creating a desired result. Specific activities performed for the purpose of creating a desired result. **Possible** action steps taken by the association and experts in the field (association committees and sections) to realize a strategy that achieves a goal. Not all action items may happen but are suggestions of how to implement the strategy. Implementation depends on cost, resources required and staff availability.



International Association of Fire Chiefs 2009-2010 Strategic Plan

Background Information

The Strategic Plan is a combined effort of the membership and Board of Directors of the IAFC. The board members identified the strategic goals and representatives from the IAFC membership defined the goals and developed the proposed strategies. The possible action items are the result of both recommendations from the member planning session and board discussions.

The goals and strategies below make up the IAFC Strategic Plan for 2009-2010. The IAFC will make every endeavor to accomplish the goals and strategies in the most effective and efficient ways possible. The IAFC commits itself to total integration of human relations concepts and approaches as well as the principles of safety throughout all of the strategies recommended for implementation in the plan.

This section lists the three goals and their strategies that comprise the strategic plan. The following section outlines possible action items that may be considered as a means to accomplish the strategies. Each action item will be evaluated for impact and cost- effectiveness as strategies are addressed. While there are many worthwhile action items that have been suggested the current economic situation does not support their inclusion at this time.

The measure of our success will be at the strategic level. Biannual updates will outline the work completed and status of each strategy. This information will permit the Board of Directors to make strategic decisions to ensure the plan serves as the IAFC's guiding document.

IAFC Vision

To be the premier fire service leadership organization.

Goals

LEAD - EDUCATE - SERVE

Goal and Strategy Detail

Goal 1: To LEAD by being the leading voice and advocate for the fire and emergency service on national policy and in government.

Strategies

1. Provide timely, credible and current information and support to the fire and emergency service by leveraging the most appropriate and emerging technologies.
2. Provide leadership on national and international issues and policies.
3. Enhance relationships with other allied organizations in order to promote the ability of the fire and emergency service to address issues from a unified position.
4. Be the leading advocate for safety policies and programs by influencing the fire and emergency service to embrace and promote a culture of safety.
5. Provide the fire and emergency service with recommendations for creating a culture of diversity and inclusiveness.

Goal 2: To EDUCATE current and future fire and emergency service leaders by providing training, education and professional development opportunities.

Strategies

1. Identify, develop and facilitate the delivery of programs for professional development for current and future fire and emergency service leaders.
2. Continually enhance Fire-Rescue International to ensure its status as the premier fire and emergency service conference.
3. Identify and deliver educational programs to a broader audience using the most effective technology.
4. Continue to enhance labor-management relationships and build programs to enhance relations in career, combination and volunteer systems.
5. Continue to develop partnerships to educate the community with the best life-safety practices, and public education on the role of the fire and emergency service.

Goal 3: To SERVE by providing services and products of value to our membership, affiliates and partners.

Strategies

1. Seek ways to provide the membership with additional services and resources to enhance the value of membership and grow the organization.
2. Fulfill the organization's fiduciary responsibility by creating and developing additional revenue streams to support programs and initiatives.
3. Provide programs that address the specialized issues of the fire and emergency service industry and other stakeholders.
4. Continue to develop resources to support fire and emergency leaders confronted with challenges that exceed their resources to manage.

Strategic Plan with Possible Action Items

The following information is a more detailed version of the IAFC Strategic Plan. The adopted Strategic Plan consists of goals and strategies. The following offers possible action items to be considered for implementation based on the value to our members and the association, impact on the fire and emergency service and costs. Like with all plans there are many competing interests and demands for service. In these fiscally challenging times, the actions recommended are to provide support to members and to maintain the health of the organization in order to serve the membership and the broader fire and emergency service community.

Goal 1: To LEAD by being the leading voice and advocate for the fire and emergency service on national policy and in government.

Strategies

1. Provide timely, credible and current information and support to the fire and emergency service by leveraging the most appropriate and emerging technologies.
 - a. Explore ways of providing timely information using webinars, electronic newsletters and other forms of mass electronic communication.
 - b. Continue to develop IAFC TV.
 - c. Seek relationships with industry and mainstream media to communicate prevention and preparedness messages, as well as to educate the public and allied organizations about the fire and emergency service.
 - d. Build knowledge management capability by leveraging technology and growing informational and educational services.
2. Provide leadership on national and international issues and policies.
 - a. Establish relationships with new administration personnel in order to educate national leaders and contribute knowledge and subject matter expertise to White House, DHS and other federal agencies' initiatives.
 - b. Establish relationships with new congressional members and staff in order to educate national leaders and contribute knowledge and subject matter expertise to legislative initiatives.
 - c. Actively seek to provide education and recommendations that support experienced fire and emergency service practitioners being appointed to federal positions impacting emergency preparedness and response.

- d. Take advantage of opportunities to enhance international relationships through partnering with international fire and emergency service organizations.
 - e. Explore means of expanding the influence of the IAFC beyond North America.
 - f. Take a stand on hard issues that influence or impact the health and safety of responders and communities.
 - g. Support means for information and data collection to further data-driven models, policies and decisions.
3. Enhance relationships with other allied organizations in order to promote the ability of the fire and emergency service to address issues from a unified position.
 - a. Collaborate with other fire and emergency service, and other public-safety stakeholders to develop consensus on national and international issues.
 - b. Support the efforts to increase the influence of fire-based EMS on a national level.
 4. Be the leading advocate for safety policies and programs by influencing the fire and emergency service to embrace and promote a culture of safety.
 - a. Seek new—and leverage existing—resources to bring together safety programs for emergency responders under the umbrella of a national safety center. Lead efforts to develop a national fire and emergency service agenda.
 - b. Reach out to non-fire-based EMS to work together with fire-based EMS to develop an increased awareness of patient and provider safety in EMS operations.
 - c. Continue to support programs that positively impact the health, safety, and well being of fire and emergency service personnel.
 - d. Support advancement of the 16 Life Safety Initiatives.
 - e. Provide resources to our members to support efforts to promote residential sprinklers in their communities.
 5. Provide the fire and emergency service with recommendations for creating a culture of diversity and inclusiveness.
 - a. Reach out to organizations that reflect the diversity of the fire service for assistance in developing resources to assist fire and emergency service organizations.

- b. Utilize available data and resources to develop recommendations for helping fire and emergency service organizations to enhance their diversity and become more inclusive.

Goal 2: To EDUCATE current and future fire and emergency service leaders by providing training, education and professional development opportunities.

Strategies

1. Identify, develop and facilitate the delivery of programs for professional development for current and future fire and emergency service leaders.
 - a. Complete the Company Officer program with the presentation of Year Three along with the already existing levels at FRI 2009.
 - b. Develop the Company Officer program into a package that can be presented at state-based and division meetings.
 - c. Develop a Battalion Chief training program to be launched at FRI 2010.
 - d. Develop a leadership training program to support new chiefs.
 - e. Explore resources to develop a program that will make mentoring and leadership coaching available to the membership.
 - f. Continue to research educational and developmental resources needed to help fire and emergency leaders manage challenging issues as they arise.
2. Continually enhance Fire-Rescue International to ensure its status as the premier fire and emergency service conference.
 - a. Format the program agenda to ensure participants are provided with educational and informative sessions that are timely, on emerging issues and can't be obtained in other conferences. Provide for maximum utilization of attendees' time and financial commitment.
 - b. Explore obtaining educational and professional credits for attendance at FRI in order to enhance the value of attendance.
 - c. Invite other organizations to participate and hold their meetings in conjunction with FRI.
 - d. Enhance the use of technology and environmentally-friendly processes for FRI and all conferences presented by the IAFC.
 - e. Develop opportunities to utilize vendors and sponsors to provide needed information to attendees, in order to enhance their conference experience.

3. Identify and deliver educational programs to a broader audience using the most effective technology.
 - a. Provide educational services and programs with an emphasis on emerging issues on a rapid and timely basis using the most effective communication technology.
 - b. Develop programs that can be delivered regionally to increase availability.
4. Continue to enhance labor-management relationships and build programs to enhance relations in career, combination and volunteer systems.
 - a. Coordinate scheduling and presentation of the revised Labor-Management Initiative (LMI) workshops.
 - b. Coordinate with the IAFF to conduct another LMI Conference.
 - c. Identify issues where the IAFC and IAFF can combine forces to develop unified positions to educate our constituencies and others.
5. Continue to develop partnerships to educate the community with the best life- safety practices, and public education on the role of the fire and emergency service.
 - a. Seek partnerships with organizations and industries that support community public safety, prevention, community-risk education and diversity programs.
 - b. Support means for information and data collection, in order to further data-driven models, policies and decisions.
 - c. Work with partners to educate the public on the value of residential sprinklers.
 - d. Work with partners to further research and educate the public on smoke alarm technology.
 - e. Attempt to build bridges with organizations of differing opinions on public safety issues in order to seek meaningful solutions that will advance public and responder safety.

Goal 3: To SERVE by providing services and products of value to our membership, affiliates and partners.

Strategies

1. Seek ways to provide membership with additional services and resources to enhance the value of membership and grow the organization.
 - a. Enhance mechanisms to continuously seek out, evaluate and respond to feedback from membership.

- b. Continue to support the Membership Task Force with the development of recommendations to enhance member service and representation.
 - c. Explore additional opportunities to develop relationships with the private sector to provide valuable information or benefits to support membership and programs.
 - d. Determine if there are unfulfilled needs for education and resources for under-represented groups like career municipal departments and small community departments.
2. Fulfill the organization's fiduciary responsibility by creating and developing additional revenue streams to support programs and initiatives.
- a. Enhance the ability of IAFC Services and Global Public Safety Solutions (GPSS) to provide local governments and the fire and emergency service with quality products and services.
 - b. Continue to develop additional marketing relationships with the private sector for mutual benefit.
 - c. Continue to strengthen federal partnerships and obtain the resources to develop quality programs to meet the challenges facing the fire and emergency service.
3. Provide programs that address the specialized issues of the fire and emergency service industry and other stakeholders.
- a. Collaboration with industry, universities and others to promote common goals around technology, training and other issues.
4. Continue to develop resources to support fire and emergency service leaders confronted with challenges that exceed their resources to manage.
- a. Seek resources for the publications and education programs recommended in support of the "Chief in Crisis" program.