



2023 - 2025

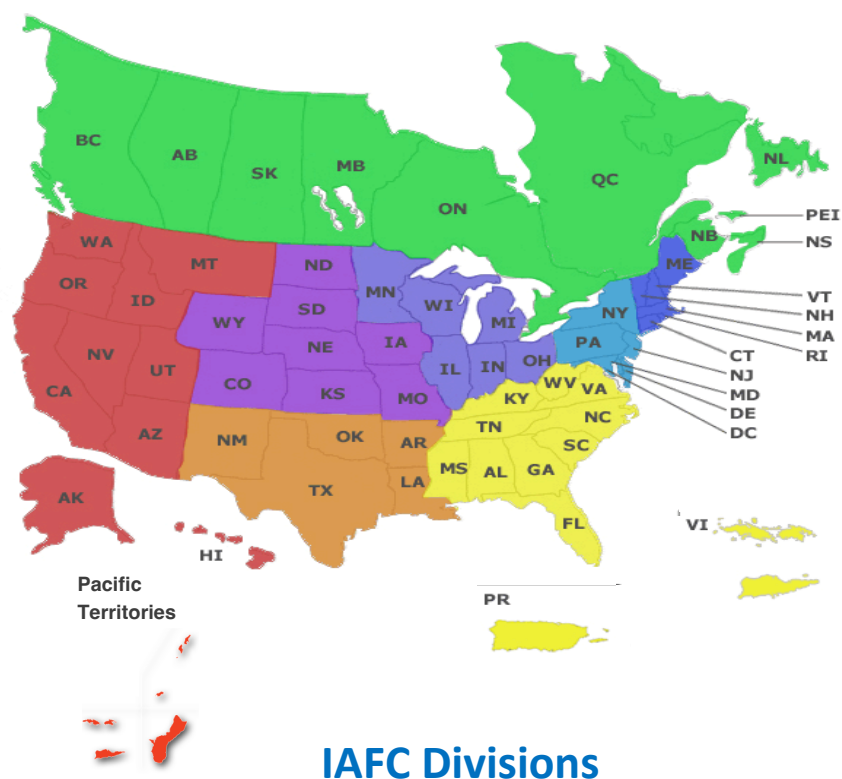
STRATEGIC INITIATIVES PLAN

LEAD - EDUCATE - SERVE - INCLUDE



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Acknowledgements

This Strategic Initiatives Plan (SIP) would not be possible without the dedication and time of the IAFC Board of Directors, our IAFC professional staff, and IAFC Five Bugle Partner Mr. Bob Norton, CEO/Founder, Tenzinga Performance Leadership and Management.

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IAFC Executive Staff

Mr. Rob Brown, Chief Executive Officer
Ms. Rebecca Harned, Chief Programs Officer
Mr. Kevin McGee, Chief Operations Officer

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Mr. Rob Brown, Chief Executive Officer
Ms. Rebecca Harned, Chief Programs Officer
Ms. Cameron Curtis, Interim Chief Operations Officer



Serving Fire Service Leaders Since 1873



Leadership Message

On behalf of the Board of Directors, I am excited to share with you the International Association of Fire Chiefs (IAFC) Strategic Initiative Plan (SIP) for 2023-2025. This plan sets the priorities and strategic initiatives of the IAFC for 2023-2025, all of which support our effort to LEAD, EDUCATE, SERVE & INCLUDE.

Updated by the IAFC Board of Directors through a three-phase process that included member focus groups and IAFC stakeholder meetings throughout 2022, the SIP aligns the IAFC's goals and strategies and builds upon our successful recovery from the impact of COVID-19 on our organization. This new plan aligns our initiatives with each of our IAFC goals and outlines the supporting tasks needed to accomplish these initiatives. Under the direction of our IAFC CEO/Executive Director, IAFC staff will align their efforts into work plans to accomplish the assigned tasks to achieve the initiatives set forth by the IAFC Board of Directors for FY23, FY 24, and FY 25. IAFC staff will track Key Performance Indicators (KPI's) that will be integrated into a dynamic IAFC SIP dashboard that will keep the Board and the membership apprised of our progress and accomplishments.

As we embark on this three-year journey, we have fully funded the 2023 Initiatives in the FY23 IAFC Budget. However, development and accomplishment of the three-year SIP will always be contingent on adequate funding and staff resources. This is a dynamic guiding document. As such, the IAFC Board will review the SIP initiatives on an annual basis. However, as we all learned with the rapid onset of the COVID-19 worldwide pandemic, it is important to remember that rapid and unexpected changes that occur within the fire and emergency service will require our organization to be agile as times and situations dictate and to divert resources as necessary to allow the IAFC to accomplish our mission for our members.

This is an exciting time for the IAFC! On October 20, 2023, the IAFC will celebrate 150 years of service representing leaders worldwide. As your IAFC President, and more importantly an IAFC member, I am excited to see what this organization can achieve. With this realistic SIP in place, engaged members and our dedicated staff, we are well on our way to shaping the future of the IAFC and serving our members for the next 150 years!

Sincerely,

Chief Donna Black, EFO, CFO
President and Board Chair

February 14, 2023



Planning Methodology

“You can't change the world alone - you will need some help - and to truly get from your starting point to your destination takes friends, colleagues, the good will of strangers and a strong coxswain to guide them.”

— Admiral William H. McRaven, USN Retired

As the quote above submits: while the IAFC Board of Directors acts as a strong coxswain – steering our organization and navigating the opportunities and challenges our members encounter – we must never forget that it is our member’s and stakeholder’s guidance that keep us on course. To this end, we set a course in 2022 to seek input and develop actionable initiatives that support our purpose and beliefs. To assure success, Bob Norton, CEO and Founder of *Tenzinga Performance Leadership and Management* and longtime IAFC partner, offered to organize and guide the process *pro bono publico* (for the public good) at no cost to the IAFC.

As the Board began to envision the IAFC after recovery from the impact of COVID-19 on our organization, Mr. Norton challenged us not to fall prey to the *status quo*. Traditional “strategic planning” typically involves discussions focused on eliminating risk and defining deliverables. But true strategy is about embracing risk and setting direction. Mr. Norton challenged us to embrace risk and set direction by focusing on the hard choices needed to increase our odds of success.

Beginning with a series of IAFC member focus groups¹ in December 2021 and January 2022 and continuing through collaboration meetings with all the IAFC sections, committees, councils, and programs throughout 2022, the Board of Directors arrived at this Strategic Initiative Plan (SIP). This plan will drive our efforts in FY23, FY24, and FY25 through initiatives and supporting tasks in support our goals to LEAD, EDUCATE, SERVE & INCLUDE. IAFC staff will align their efforts to achieve the initiatives set forth in this SIP and will track Key Performance Indicators (KPI’s) through a dynamic IAFC SIP dashboard to illustrate our progress and accomplishments.

¹ Participants were IAFC members from each geographic division of the IAFC who were randomly selected from all membership categories. Tenzinga staff conducted the focus groups and provided the results to the IAFC Board.



Strategic Planning Initiative Stakeholder Participants

Stakeholder Invitees *

Stakeholder Groups	Number of Invited Attendees Per Group	Total Invited Attendees
BOD	18	18
DIVISIONS	2	16
SECTIONS	1	10
COMMITTEES	1	11
COUNCILS/PRGMS	1	5
TOTAL		60

* All Division, Section, Committees, Councils and Programs were invited to participate. In addition to the Division and Section representatives serving on the IAFC Board of Directors, two (2) additional Division participants and one (1) additional Section participant were invited to participate.

Division Participants **

Joseph	Cunningham, Sr.	Eastern Division	First Vice President
Steve	Dirksen	Missouri Valley Division	First Vice President
James	Fullingim	Southwestern Division	Secretary/Treasurer
Scott	Garber	Southeastern Division	Second Vice President
BJ	Jungmann	Great Lakes Division	Vice President
Scott	Miller	Western Division	President
Patrick	Parker	Great Lakes Division	President
Chad	Roberson	Southwestern Division	President
Paul	Sullivan, Jr.	Eastern Division	President
Larry	Williams	Southeastern Division	Executive Director/Secretary



Section Participants **

Rich	Cowger	Volunteer and Combination Officers Section	Vice Chair
Randall	Hanifen	Company Officers Section	Chair
Don	Lombardi	Metropolitan Fire Chiefs Section	President
Jo-Ann	Lorber	Executive Fire Officers Section	Chair
Vance	Riley	EMS Section	Vice Chair
Joanne	Rund	Safety, Health & Survival Section	Secretary
Ray	Reynolds	Fire & Life Safety Section	Board Member

Committees, Councils and Program Participants

Mary	Cameli	Women Chiefs Council	Co-Chair
John	Donnelly	Terrorism and Homeland Security Committee	Vice Chair
Dave	Downey	USAR Committee	Chair
Rich	Elliott	Wildland Fire Policy Committee	Chair
Tom	Jenkins	Presidents Council	Chair
Mary Beth	Michos	FSEDI/iDELP Programs	Program Director
Josh	Waldo	FRI Program Planning Committee	Chair
Trisha	Wolford	Professional Development Committee	Chair
Kim	Zagaris	Emergency Management Committee	Chair

**** IAFIC Board Division and Section International Director participants not included**



Vision, Mission and Core Values

Vision

The development of a Vision statement is vital for an organization to know their direction and why they exist. It allows everyone to see what the organization is striving to attain and where the organization is going. It focuses on the potential that is inherent in the organization's future, and what they intend to achieve. The Vision will enable leaders to motivate members and staff through a common foresight that the organization must endeavor to follow in the days, months, and years ahead. The Vision statement is a brief and all-encompassing statement that sets direction and reason for existence that lets the entire membership know why the organization exists and where it is going.

IAFC Vision Statement

Igniting Global Leaders for a Safer Tomorrow

Mission

The mission statement is the outline of how the organization will fulfill the Vision that has been established. It identifies how the organization will provide specific functions that will assist in moving toward the Vision and fulfilling its purpose.

IAFC Mission Statement

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



Core Values (Guiding Principles)

Foundational to every organization is an agreed upon set of Core Values. These Core Values are the fundamental guiding principles that assist in defining an organization's culture and belief system and they provide a foundation from which an organization can embrace change. Core Values serve as the "true north" for leaders and members as they work toward achieving the Mission and Vision. Core Values serve as the guide in communicating the purpose behind what the organization is striving to achieve each day they serve.

IAFC Core Values

Integrity

I will do what is right.

Professionalism

I will conduct myself at all times in a competent manner that reflects positively on the fire and emergency service.

Responsiveness

I will efficiently and accurately process and provide information, resources, solutions, and direction in a timely manner.

Collaboration

*I will build relationships both inside and outside the fire and emergency service.
I will work together, network, and share resources, experiences, and knowledge with others.*

Diversity/Inclusiveness

*I will provide opportunities for all.
I will embrace differences and purposefully engage others in organizational activities.*

Safety

I will model and promote a safety-driven fire and emergency service culture at all times.

Innovation

I will continually create, adapt, and share solutions to evolving current events, issues, or problems.



Strategic Initiative Plan

Definition of Terms

There are three main components to the IAFC Strategic Initiative Plan (SIP): Goals, Initiatives and Tasks. For purposes of this strategic plan, they are defined as follows:

Goal – The overarching element of the SIP. Each Goal is supported by multiple initiatives identified by the IAFC Board of Directors.

Initiative – A sub-element of each Goal, developed by the IAFC Board of Directors, that provides direction and desired outcomes.

Task – A sub-element of each Initiative, developed by the SIP stakeholder participants, that provides specific direction and desired deliverables in support of the Initiatives.

Characterization of Goals

The 2023 – 2025 Strategic Initiative Plan continues to follow the IAFC's longstanding Goals to Lead, Educate and Serve. But this year, a fourth goal was added – INCLUDE – to demonstrate the sincere commitment of the IAFC to diversity, equity, inclusion and belonging.

Goal 1 – LEAD: To LEAD by being the preeminent global advocate for the fire and emergency service on leadership, policy, management, and service delivery.

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

Goal 3 – SERVE: To SERVE by providing relevant and timely services, products and resources to our membership, affiliates, and partners.

Goal 4 – INCLUDE: To INCLUDE by assuring acceptance of all people and treating them all fairly and equally, and assuring all members, affiliates and partners feel respected, have a sense of belonging, and are able to participate and achieve to their potential.

The following series of tables define each Goal, Initiative and Task. IAFC staff will align their efforts into work plans to accomplish the assigned tasks to achieve the initiatives identified in the tables below based on the priority rating and desired timeline.



International Association of Fire Chiefs

Board of Directors

Strategic Initiative Plan • FY2023 - FY2025

Goal 1: LEAD

Initiative 1A	Implement a comprehensive communications strategy that includes messaging, marketing, and promoting a mindset that enhances the fire service.			
Task Number	Task	BOD Priority Rating		Desired Timeframe
1A.1	Develop and implement an IAFC Mobile Application to enhance member communication and provide user defined access to IAFC messaging and resources.	2		2023
1A.2	Re-Develop IAFC website for better member access, enhanced information and resources, and better user friendly functionality.	1		2023
1A.3	Develop and implement a comprehensive IAFC member (internal) and stakeholder (external) communications plan to include the use of multiple print and electronic communications mediums.	1		2023
1A.4	Develop and implement a comprehensive IAFC membership marketing plan, in conjunction with Divisions and Sections, that seeks to increase annual IAFC membership.	2		2023
1A.5	Develop and implement an IAFC public and media relations strategy to include a proactive social media strategy, proactive news and industry media strategy, and creation of an IAFC member SME media resource cadre.	2		2023





Initiative 1B Advocate for fire chiefs and the fire and emergency services through education, representation, and influence.				
Task Number	Task	BOD Priority Rating		Desired Timeframe
1B.1	Develop and implement a strategy for Government Relations communications with IAFC leadership and membership	2		2023
1B.2	Establish a Legislative Coordination Group with Divisions, Sections and Committees.	1		2023
1B.3	Develop advocacy training and resources for IAFC leadership and members.	3		2025

Initiative 1C Monitor emerging topics, trends and events and provide expertise, education, advocacy, and resources.				
Task Number	Task	BOD Priority Rating		Desired Timeframe
1C.1	Develop and implement an IAFC "Fusion Center" to provide alerts and resources on emerging Issues based on IAFC COVID-19 best practices.	3		2024
1C.2	Establish an SME and resource database for member only access.	3		2024
1C.3	Re-establish IAFC "Go Teams" for "all-needs" IAFC member support for emergent and non-emergent issues.	3		2024

Initiative 1D Build collaborative relationships with stakeholder organizations outside fire and EMS.				
Task Number	Task	BOD Priority Rating		Desired Timeframe
1D.1	Develop a plan to enhance current non-emergency service organization stakeholder relations.	3		2024
1D.2	Identify new stakeholder and partnership opportunities that compliment or enhance the mission of the IAFC.	3		2024

**Goal 2: EDUCATE**

Initiative 2A				
Integrate all IAFC educational programs under one umbrella and work to offer higher-education credit for IAFC education programs and course offerings.				
Task Number	Task	BOD Priority Rating		Desired Timeframe
2A.1	Develop and implement a comprehensive IAFC education, training and professional development strategy.	1		2023
2A.2	Achieve appropriate accreditation of IAFC education, training and professional development programs to provide higher education credit and/or certification.	4		2023

Initiative 2B				
Expand the IAFC Visiting Fire Officers Fellowship Program to offer a department exchange program for fire officers and department staff.				
Task Number	Task	BOD Priority Rating		Desired Timeframe
2B.1	Research like programs offered by other professional/trade organizations and determine need for program expansion.	2		2025

Initiative 2C				
Expand the IAFC Officer Development Program (ODP) to integrate the IAFC Fire Service Executive Development Institute (FSEDI) to offer an advanced executive chief officer program.				
Task Number	Task	BOD Priority Rating		Desired Timeframe
2C.1	Conduct a complete review and re-development of IAFC ODP.	2		2024
2C.2	Integrate all IAFC leadership development programs, such as FSEDI and iDELP, into the IAFC ODP .	2		2024
2C.3	Expand ODP delivery and explore alternative and/or partnership ODP delivery methods.	2		2025



Initiative 2D Expand the IAFC Company Officer Leadership Symposium (COLS) offerings and methods of delivery and increase company officer development opportunities in the IAFC Officer Development Program (ODP).				
Task Number	Task	BOD Priority Rating		Desired Timeframe
2D.1	Conduct a complete review and re-Development of IAFC COLS as part of the ODP review and re-development.	3		2024
2D.2	Expand COLS delivery and explore alternative and/or partnership COLS delivery methods as part of the ODP review and re-development.	3		2024

Initiative 2E Expand IAFC professional development opportunities through online, hybrid (online/onsite), and regional onsite education and training offerings.				
Task Number	Task	BOD Priority Rating		Desired Timeframe
2E.1	Assure expansion of IAFC professional development delivery methods as part of the ODP review and re-development.	3		2024

Initiative 2F Develop and implement online, hybrid (online/onsite), and regional forums for networking, “TED type” talks, industry “pulse checks”, and thought-leader development.				
Task Number	Task	BOD Priority Rating		Desired Timeframe
2F.1	Develop and implement online, hybrid and regional onsite networking forums	3		2025
2F.2	Integrate into comprehensive IAFC education, training and professional development strategy.	3		2025



Goal 3: SERVE

Initiative 3A Develop a consistent, concise member communications plan.

Task Number	Task	BOD Priority Rating		Desired Timeframe
3A.1	Address as part of Initiative 1A	2		2023

Initiative 3B Explore development of fire chief support network.

Task Number	Task	BOD Priority Rating		Desired Timeframe
3B.1	Develop and implement a peer-to-peer support network utilizing Division and Sections as primary POC.	2		2024
3B.2	Re-establish the "Chief in Trouble" program as part of Initiative 1C.3	2		2024

Initiative 3C Explore mental health and wellness programs and partnerships for chief officers.

Task Number	Task	BOD Priority Rating		Desired Timeframe
3C.1	Develop strategic partnerships with appropriate mental health and wellness researchers and organizations to provide information and resources for IAFC members.	1		2024
3C.2	Identify existing mental health and wellness programs and provide IAFC members with information and resources to access these programs.	2		2023
3C.3	Integrate education and training on mental health and wellness into all IAFC education, training and professional development programs.	3		2024

Initiative 3D Reengineer and expand the IAFC's "digital footprint".

Task Number	Task	BOD Priority Rating		Desired Timeframe
3D.1	Address as part of Initiative 1A	2		2023



Initiative 3E Develop strategic partnerships to enhance member benefits.				
Task Number	Task	BOD Priority Rating		Desired Timeframe
3E.1	Research like member benefits programs offered by other associations and professional organizations.	4		2023
3E.2	Establish additional partnerships which benefit IAFC members such as purchasing consortiums and access to information and programmatic resources.	4		2024
3E.3	Explore strategic conference partnership opportunities.	4		2024



“The International Association of Fire Chiefs (IAFC) represents the international fire service - a noble calling, and one which is founded on mutual respect and trust between the IAFC, the firefighters and emergency medical service personnel, and the citizens they serve. To ensure the continuing integrity of the IAFC to the highest of standards, ethical conduct must be maintained at all times.”

– IAFC Professional Code of Ethics

**Goal 4: INCLUDE**

Initiative 4A	Lead, encourage and integrate Diversity, Equity, Inclusion and Belonging (DEIB) in everything we do and stand for.			
Task Number	Task	BOD Priority Rating		Desired Timeframe
4A.1	Develop an IAFC position on DEIB.	1		2023
4A.2	Conduct a complete review of all IAFC documents to assure DEIB consideration and compliance with IAFC Position.	2		2023
4A.3	Review all IAFC DEIB programs for possible consolidation into one comprehensive effort to enhance communications and effectiveness.	2		2023

Initiative 4B	Expand and improve the IAFC international footprint.			
Task Number	Task	BOD Priority Rating		Desired Timeframe
4B.1	Identify and pursue formal partnerships with other international fire and emergency service organizations.	1		2023
4B.2	Integrate international membership recruitment into comprehensive membership marketing plan.	3		2024
4B.3	Explore creation of an International Division for international members and explore an International Council to embrace international member needs.	3		2024

Initiative 4C	Build IAFC membership through new partnerships and programs.			
Task Number	Task	BOD Priority Rating		Desired Timeframe
4C.1	Research and develop a comprehensive membership partnership strategy that will enhance membership through new member opportunities.	2		2023
4C.2	Research and recommend a new membership structure that will increase IAFC membership.	1		2023
4C.3	Working with IAFC Divisions, develop membership partnership programs with state, tribal and territorial fire chief organizations that will enhance IAFC membership.	1		2023



Initiative 4D Evaluate member representation and involvement opportunities.				
Task Number	Task	BOD Priority Rating		Desired Timeframe
4D.1	Conduct annual focus groups and surveys to understand IAFC member needs.	2		2023
4D.2	Conduct annual focus groups and surveys to understand member representation satisfaction.	2		2023
4D.3	Increase IAFC member involvement through virtual participation on committee, task force and council meetings and implementation of IAFC President "town hall" meetings.	2		2023



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