



IAFC 2018-2020 STRATEGIC DIRECTION

LEAD · EDUCATE · SERVE



Table of Contents

Acknowledgements	1
Leadership Message	4
Mission and Guiding Principles	5
Environmental Scan	7
Strategic Direction	9
Definition of Terms.....	9
Initiative 1 – LEAD.....	10
Initiative 2 – EDUCATE.....	11
Initiative 3 – SERVE.....	12
Survey Results	14
Demographics.....	15
Net Promoter Score (NPS).....	18
Training.....	19
Succession Planning	21
Firefighter Safety and Health	22
Diversity and Inclusiveness	24
Community Outreach	24
Analytics and Data Visualization	25
Community Risk Reduction and Fire Prevention	26
Professional Development	28

Cover photo by Nichole Adessa at NicholeAdessa.com



Acknowledgements

This strategic direction would not be possible without the dedication and time of the IAFC Board of Directors and Executive Committee; representatives from each of IAFC's divisions, and sections; WFCC, iDELP, the IAFC professional staff; and you, the members of the IAFC.

2018 IAFC Strategic Direction Participants

Chief Donna Black
Board of Directors
Women Fire Chiefs Council

**Deputy Chief
Geo Blackshire**
iDELP

Chief Keith Brown
Board of Directors

Chief John Butler
iDELP

**Battalion Chief Debbie
Carpenter**
iDELP

Chief Richard Carrizzo
Board of Directors

Chief Kristin Chilton
Women Fire Chiefs Council

**Interim Chief
Norris Croom**
Board of Directors

Chief Joe Dixon
iDELP

Chief John Duross
New England Division

Chief Michael Duyck
Board of Directors

Chief Dan Eggleston
Board of Directors

Chief Oscar Espinosa
iDELP

Chief Virgil Fernandez
iDELP

Chief Larry Few
Board of Directors

Chief Ronald Fowler
Southeastern Division

Chief James Fullingim
Southwestern Division

Chief Darnell Fullum
iDELP

**Deputy Chief
Billy Goldfeder**
Board of Directors

Mr. Jeffrey Griffin
Western Division

**Deputy Chief Shawn
Hanson**
iDELP

Chief Cheryl Horvath
Women Fire Chiefs Council

Captain Michael Jaffa
Company Officers Section

**Assistant Chief Shelly
Jamison**
Women Fire Chiefs Council

Chief Tom Jenkins
Board of Directors

Chief Kara Kalkbrenner
Women Fire Chiefs Council

Chief Tracy Kenny
Women Fire Chiefs Council

Deputy Chief Andrew King
Fire & Life Safety Section

Chief Steven Locke
Board of Directors

**Battalion Chief
Jo-Ann Lorber**
Executive Fire Officers Section

Chief Ted Lowden
Board of Directors

Chief Michael Mavrogeorge
Great Lakes Division



District Chief
Harold McDonald
Emergency Vehicle
Management Section

Chief of EMS Mike McEvoy
EMS Section

Chief Timothy McLaughlin
New England Division

Chief Ken McMullen
Canadian Division

**Chief Mary Beth Michos
(Ret)**
Women Fire Chiefs Council

Battalion Chief
Shirese Moore
iDEL P

Safety Chief Officer
R. Carlos Nava
iDEL P

Chief Len Needham
Southeastern Division

Chief Michael O'Brian
Board of Directors

Chief Randy Parr
Southwestern Division

Chief Corrine Piccardi
Women Fire Chiefs Council

Chief Rick Ramirez
Industrial Fire & Safety Section

Assistant Chief
Jerry Rhodes
Board of Directors

Chief Ken Richards
New England Division

Chief Deryn Rizzi
iDEL P

Chief Roy Robichaux
Board of Directors

Deputy Chief Rudy Ruiz
iDEL P

Assistant Chief Joanne Rund
Safety, Health & Survival Section

Chief Russ Sanders (Ret)
Metro Chiefs

Chief Timothy Schabbel
Board of Directors

Chief Douglas Schrage
Western Division

Chief John Sinclair
Board of Directors

Chief P. Michael Snider
Missouri Valley Division

Chief Tammy Snow
Women Fire Chiefs Council

Paramedic Field Chief
Deborah Sommer
iDEL P

Chief Paul Sterling
Missouri Valley Division

Chief Kenneth Stuebing
Board of Directors

Chief Jack Taylor
Missouri Valley Division

Chief Nathan Trauernicht
iDEL P

Chief Jeffrey Tucker
Western Division

Deputy Chief
Laurie Vandeschoot
iDEL P

Chief Tim Wall
VCOS

Chief William Walton (Ret)
Eastern Division

Chief Colleen Walz
Women Fire Chiefs Council

Chief James Wamsley
Missouri Valley Division

Chief Chip Welch
Great Lakes Division

Chief Jim Yates
Eastern Division

IAFC STAFF

Mark Light
IAFC

Tommy Hicks
IAFC

David Nuckols
IAFC



Christine Booth
IAFC

Rob Brown
IAFC

Ken LaSala
IAFC

Terry Monroe
IAFC

Allen Lassinger
IAFC

Lisa Yonkers
IAFC

Shawn Stokes
IAFC

Jim Philipps
IAFC

Robin Zahory
IAFC

Kelly Ameen
IAFC

Tim Hopkins
IAFC

Shannon Gilliland
IAFC

Leslie Distler
IAFC



Leadership Message

Since its founding in 1873, the strength and status of the International Association of Fire Chiefs (IAFC) has been built upon the leadership and expertise of the organization's members and leaders. Today, as then, they are responsible for the continued success and strength of the IAFC with support from the association's professional staff.

The 2018-2020 Strategic Direction is a declaration of the IAFC's priority strategic goals to **LEAD**, **EDUCATE** and **SERVE** the fire and emergency service in North America and abroad. It was created in the spring of 2018 in a collaborative, face-to-face environment with participation of nearly 100 members holding leadership positions in the major components, including the IAFC Board of Directors, divisions, sections and other groups.

The leaders set out to establish a Strategic Direction to align the IAFC's goals and strategies and serve as the foundation to achieve desired outcomes. The process included an in-depth environmental scan from the perspectives of IAFC members and leaders. Nearly 2,000 members and 115 IAFC leaders responded to an all-member survey, which is included at the end of this document. A SWOT Analysis (strengths, weaknesses, opportunities, and threats) was conducted.

Accomplishing the desired outcomes outlined in this document is dependent upon costs, funding, and available staff resources. Because of the rapid and unexpected changes that occur within the fire and emergency service, resources may be diverted as leadership deems necessary. It is important to remember that this is a dynamic guiding document which allows the association to be agile as times and situations dictate.

Periodic updates on the fulfillment of the goals and desired outcomes will be provided to the IAFC Board of Directors and members each year. I appreciate every leader and member who assisted in the creation of the IAFC's 2018-2020 Strategic Direction.

Sincerely,

Fire Chief Thomas C. Jenkins V
IAFC President and Chairman of the Board





Mission and Guiding Principles

About the Fire and Emergency Service

The fire and emergency service reaches every community, covering urban, suburban and rural neighborhoods. The fire service is the only entity that is locally situated, staffed, trained and equipped to respond to all types of emergencies. The fire department responds to natural disasters, such as earthquakes, floods, tornadoes and hurricanes, as well as to human-made catastrophes, such as hazmat spills, arson and terrorism. As such, the fire and emergency service is a dynamic all-hazard, all-risk response entity.

About the IAFC

The International Association of Fire Chiefs represents the leadership of firefighters and emergency responders worldwide; our members are the world's leading experts in firefighting, emergency medical services, terrorism response, hazmat response, natural disasters, search and rescue, and public safety policy.

Mission

The organization's mission statement should clearly define the primary purpose of the organization's existence. It focuses the organization's members on what is truly important to the organization and community. The mission statement should be understood by all members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory.

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.



Guiding Principles (Values)

Guiding principles (values) define what the organization considers to be appropriate and inappropriate behaviors. An organization's fundamental guiding principles define the organization's culture and belief system, thus providing a foundation in an environment that is always changing. The strategic direction team declared the following as core values for the IAFC.

With the completion of its mission and core values, the IAFC has established the organization's foundation for strategic planning. IAFC strongly recommends that every member empower themselves with these elements; they are the basis for accomplishing the organization's strategic initiatives, goals, objectives, and day-to-day tasks.

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.



Environmental Scan

To properly formulate strategic initiatives, the planning team had to evaluate the external and internal organizational environment. The planning team combined feedback from the membership survey, the internal brainstorming results, and their collective knowledge of the organization and the community to assess the environment in which the IAFC operates. Analyzing and prioritizing the organization's strengths, weaknesses, opportunities, and threats (SWOT) is the first step in identifying actionable strategies for the future.

Strengths

The identification of organizational strengths is the first step in the environment scan. An organization's strengths identify its capability of providing the services requested by its customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate the rate of return on precious staff time. The participants identified and prioritized the following IAFC strengths:

1. Networking
2. Lobbying/Grants
3. IAFC Staff
4. Vision (forward leading)

When we know our own strength, we shall the better know what to undertake with hopes of success.

—John Locke

Weaknesses

Organizational weaknesses, or lack of performance, are also an important environmental scan element. To move forward, the organization must honestly identify the issues that have created barriers to success in the past. Weak areas needing improvement are not the same as challenges, which will be identified later, rather, they are those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the planning team, are typically issues that are at the heart of an organization's problems. The participants identified and prioritized the following IAFC weaknesses:

1. Formal membership
2. More involvement from younger members and lower ranks
3. Diversity (broader voice)
4. Better top to bottom communication

Never be afraid to expose a weakness in yourself. Exposing a weakness is the beginning of strength.

—Robert Anthony



Opportunities

An organization's opportunities and threats are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area. Many opportunities exist for the IAFC:

1. Building the partnership between divisions and the IAFC
2. Closer alignment between divisions and sections
3. Peer support at the membership level
4. Leveraging our talent

A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.

—Winston Churchill

Threats

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a threat becomes an obstacle. By recognizing these challenges, an organization can reduce the potential for loss. The internal planning team identified the following threats:

1. Next generation lack of membership
2. Acceleration of change and ability to respond
3. Perception of EMS defining fire service
4. Political environment

If you don't like change you're going to like irrelevance even less.

—U.S. Army General Eric Shinseki



Strategic Direction

Definition of Terms

There are three main components to the IAFC strategic direction: Initiatives, Goals, and Outcomes. For purposes of this strategic direction document, they are defined as follows:

Initiative – The largest overarching element of a strategic direction plan, an initiative is a broad enterprise where the IAFC may have multiple areas of focus.

Goal – A smaller component of and subordinate to an initiative, a goal is focused on one particular area but is still general in nature. If all the goals under an initiative have been accomplished, the initiative will be considered achieved.

Outcome – The description of a desired measurable outcome of a goal once accomplished.

Strategic initiatives, goals, and outcomes become an important part of the organization's efforts. By following these components carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions. Each of the initiatives, goals, and outcomes were identified and confirmed in a planning workshop facilitated by ESCI with the IAFC planning team.

The 2018–2020 Strategic Direction includes three primary initiatives:

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

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

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

The following series of tables define each initiative with its subordinate goals and each goal with its subordinate desired outcomes.



Initiative 1 – LEAD

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

Goals/Desired Outcomes	Goal 1a. Engage current/future fire and emergency service leaders to address the evolving and emerging challenges and opportunities.
	Outcome: Members report that they are informed and educated to address challenges and opportunities.
	Outcome: Members identify the IAFC as a frequent source of information and resources.
	Outcome: The IAFC, through interaction and communication between its members, divisions and sections, establishes an on-going effort to identify and address evolving and emerging challenges and opportunities.
	Outcome: The IAFC will ensure member access to a structured and organized mentorship program (mentor/mentee “exchange”).
	Goal 1b. Provide forward-thinking leadership that recognizes and responds to emerging trends and opportunities.
	Outcome: Establish standing “Think Tank”/Fusion Center to identify emerging trends and opportunities with fire service stakeholders.
	Outcome: Enhance response modes for requests for assistance on emerging trends/threats.
	Outcome: IAFC identifies opportunities for technological innovation using emerging science and information from stakeholders.
	Goal 1c. Provide innovative solutions to emerging trends.
	Outcome: Establish collaboration with IAFF, NFFF, NVFC, and other national/international fire and emergency service resources of behavioral health and peer support.
	Outcome: Establish policies and procedures for divisions and sections to develop and communicate emerging trends and solutions within the IAFC community.
	Outcome: Increase use of IAFC technology to allow members to obtain information on emerging trends.
Goal 1d. Advance the profession, advocate for inclusiveness, and improve the effectiveness of the fire and emergency service through communication and education.	
Outcome: Develop fire and emergency service leaders to be subject matter experts in their communities through mentoring and education.	
Outcome: Collaborate with fire and emergency service organizations to identify, develop, and promote the use of best practices.	
Outcome: Provide resources for fire and emergency service leaders to create a culture of inclusiveness and diversity to better reflect and serve their communities.	



Initiative 2 – EDUCATE

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

Goals/Desired Outcomes	Goal 2a. Make the knowledge, experience, and resources within the IAFC easily accessible for research and problem solving.
	Outcome: Relevant information is readily available to members.
	Outcome: Information available to members contributes significantly to helping address their needs.
	Outcome: The information provided by the IAFC is valid, accurate, reliable, and timely.
	Goal 2b. Supplement, develop, enhance, and effectively deliver education, training, and professional development programs relevant to the membership.
	Outcome: Facilitate training, education, and professional development programs through relevant methods.
	Outcome: Evaluate increased participation in education programs through metrics delivered semiannually.
	Outcome: Facilitate educational opportunities with a focus on navigating diverse political environments.
	Goal 2c. Facilitate career progression, mentoring, and succession management at all levels.
	Outcome: Members have access to multiple pathways to pursue career development.
	Outcome: Members utilize career development and mentoring programs.
	Outcome: Members describe the programs as valuable.
	Outcome: Members have access to succession planning tools & resources.
	Outcome: IAFC Career development programs (COLS, ODP) achieve national recognition, accreditation and/or designation.
	Goal 2d. Support leadership development throughout the fire service.
	Outcome: Members have access to multiple pathways to pursue leadership development.
Outcome: Members have expanded opportunities for networking and mentoring globally.	
Outcome: Members utilize leadership development programs.	
Outcome: Members have expanded opportunities to participate in Association leadership.	
Outcome: Increased diversity of leadership throughout the IAFC and fire service.	



Initiative 3 – SERVE

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

Goals/ Desired Outcomes	Goal 3a. Increase membership and participation through expanded opportunities.
	Outcome: Increased participation by the next generation of fire and emergency service leaders in IAFC divisions, sections and committees.
	Outcome: Membership becomes more diverse, inclusive, and representative of the communities we serve.
	Outcome: Diversity of thought, talent, and experience of the Association’s membership increases.
	Outcome: Membership increases through retention of members with continuous growth of new members.
	Outcome: Membership and engagement of the international fire service community increases.
	Outcome: Increased communication about ways to be involved and the value of participation.
	Goal 3b. Promote and foster a culture of inclusivity to the IAFC membership.
	Outcome: Increased availability of IAFC resources to help foster inclusivity.
	Outcome: All IAFC offerings model a culture of diversity.
	Outcome: Reflect the values of the organization through programs such as: work groups, publication of articles, and training (i.e., FSEDI).
	Outcome: Members validate they feel valued in all IAFC activities and are encouraged to participate.
	Goal 3c. Provide IAFC products, resources and services that are both relevant and timely to existing and emerging issues, and topics important to the target audiences, affiliates, and partners.
	Outcome: Increased attendance at IAFC conferences, events, and focused offerings.
	Outcome: Products, services, and resources meet the needs of stakeholder.
	Outcome: Increased utilization of IAFC products, services, and resources.
	Goal 3d. Strengthen the IAFC role in the global community as a resource for sharing best practices and knowledge based in real-world experience. Develop an effective international presence and delivery of value through the Association.
	Outcome: Increased international partnerships and participation as evidenced by the distribution of resources and dissemination of knowledge between emergency service providers globally.
Outcome: Increased participation and outreach to foster and nurture international relationships.	
Outcome: Development of regionally based international divisions.	



Initiative 3 – SERVE (continued)

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

Goals/ Desired Outcomes	Goal 3e. Increase awareness and accessibility of the IAFC as the “go-to resource” for policy, advocacy, subject matter expertise, and support.
	Outcome: Increased sharing of best practices among internal and external stakeholders.
	Outcome: Increased utilization of all IAFC resources.
	Outcome: Members validate that resources provide value.
	Outcome: Increased access to IAFC information and databases (i.e., websites, KnowledgeNet, Helix, etc.).
	Goal 3f. Expand recognition to those showing exceptional or extended service to their organizations or the industry.
Outcome: Simplify the process to proactively recognize the positive action(s) of others.	
Outcome: Support exceptional programs and actions so that they receive greater exposure and appropriate recognition.	



The 2018 survey results guided the 2018-2020 Strategic Direction.





Survey Results

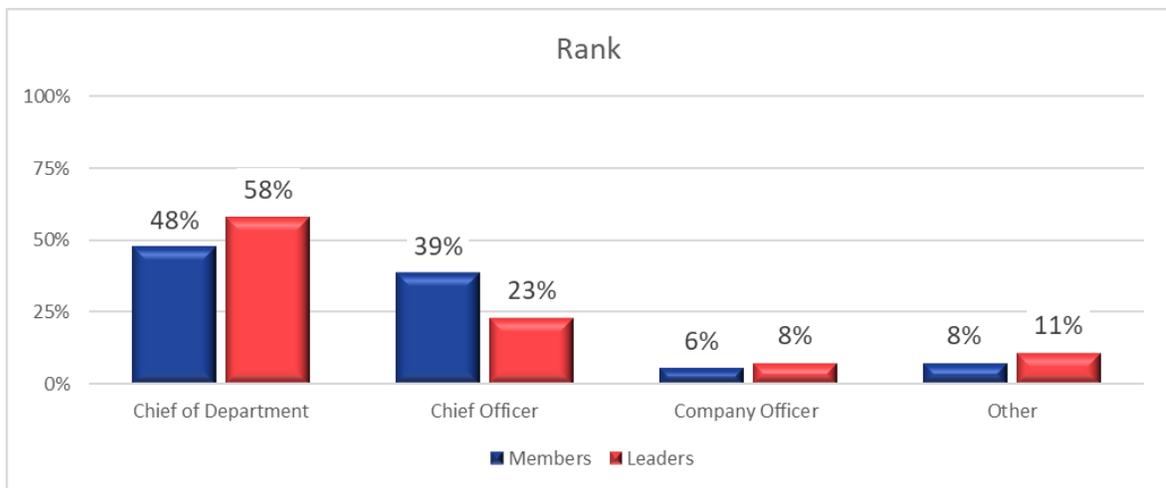
For this survey, respondents were grouped into one of two categories: members or leaders.

- **Members** are the general membership of the IAFC, inclusive of all ranks and positions.
- **Leaders** are members in IAFC leadership positions and the Board of Directors.

Demographics

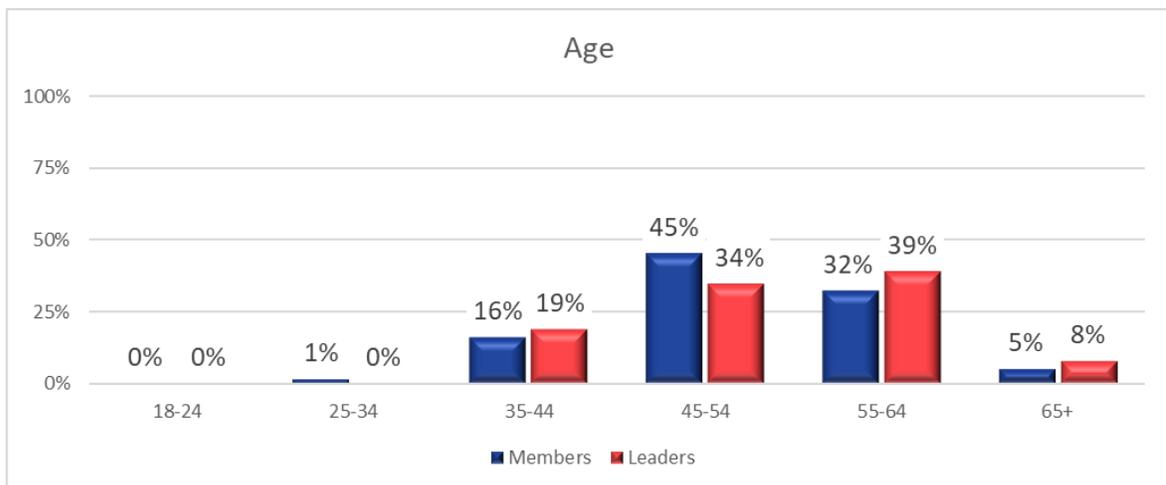
- Most members (87%) are fire chiefs or chief officers; 6% are company officers.
- Most leaders (81%) are fire chiefs or chief officers; 8% are company officers.

Figure 1. Rank



- More members are between 45–54 years old; 77% are between 45–64 years old.
- More leaders are between 55–64 years old; 73% are between 45–64 years old.

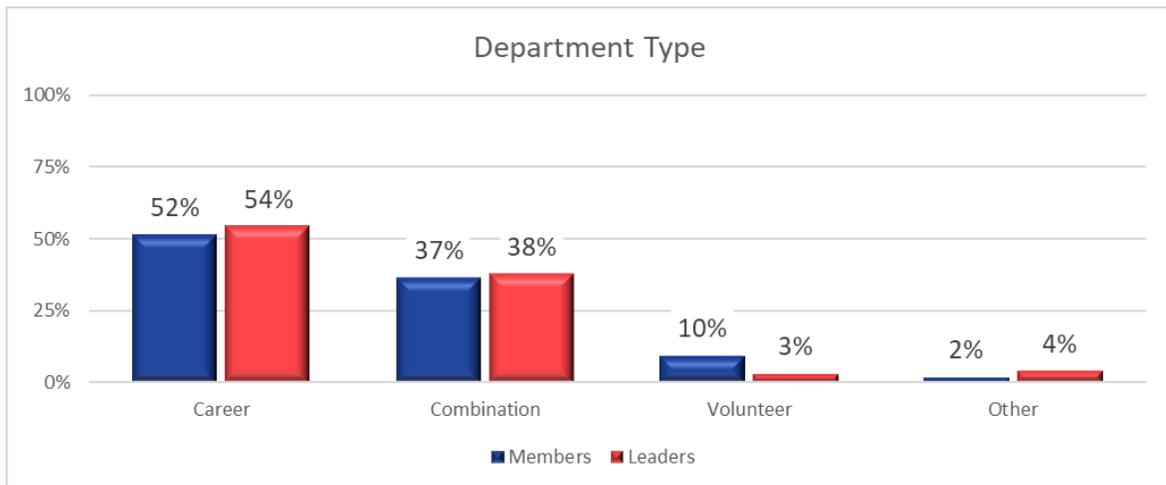
Figure 2. Age





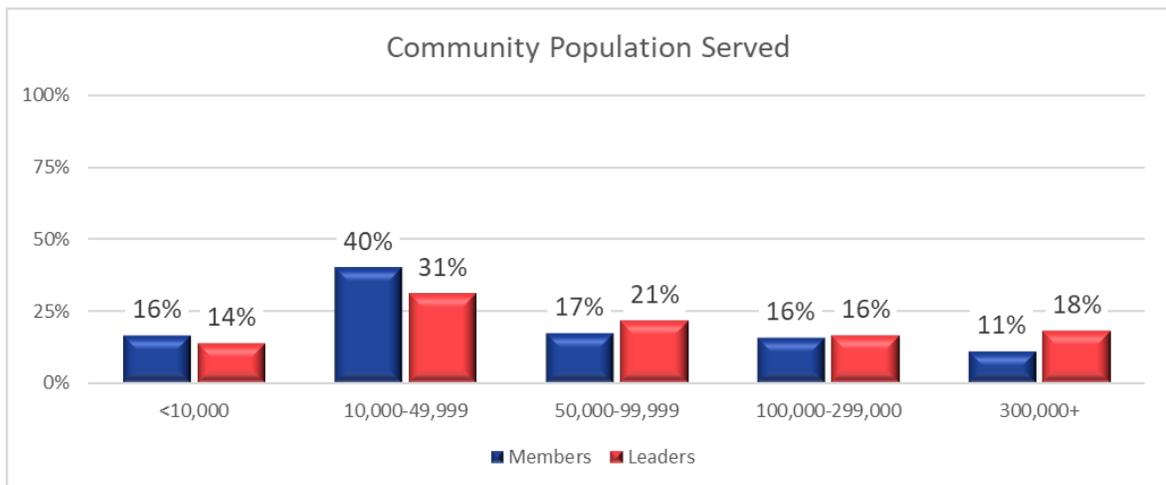
- Over half of members are with career departments: about 37% are with combination departments; only 10% or less are with volunteer departments—only 4% of leaders are volunteers.
- This compares to about 9% career, 25% combination, and 66% volunteer for all fire departments in the U.S.¹

Figure 3. Department Type



- About half—57% of members and 52% of leaders—serve a community population between 10,000 and 99,999.

Figure 4. Community Served

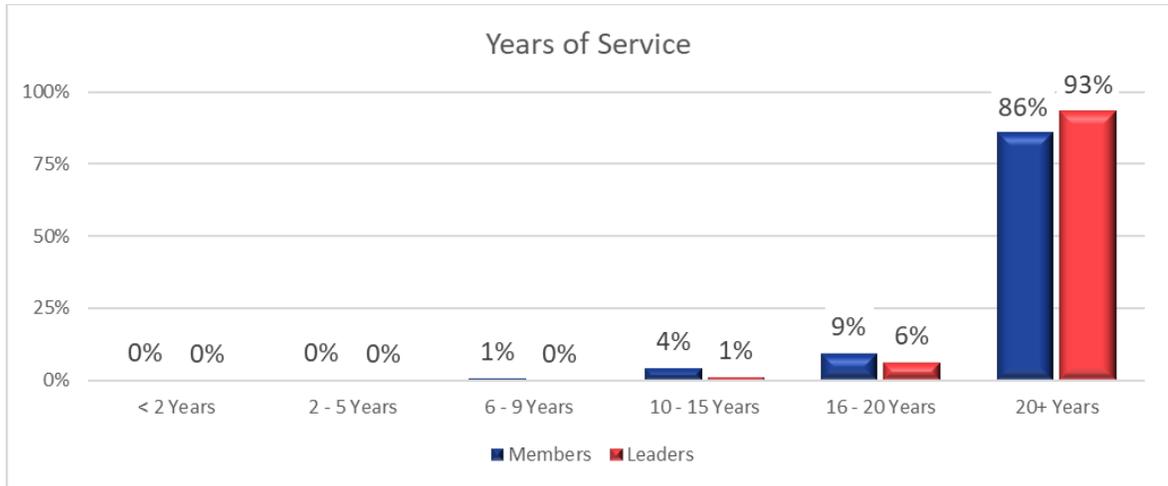


¹ U.S. Fire Department Profile, 2015; Hylton J.G. Haynes and Gary P. Stein; National Fire Protection Association; April 2017, page 24.



- The overwhelming majority, over 90% of both members and leaders, have 16 or more years of service.

Figure 5. Years of Service



- 47% percent percent of members have been IAFC members LESS than 5 years; 65% LESS than 10 years.
- 35% percent of leaders have been IAFC members MORE than 16 years; 67% MORE than 10 years.

Figure 6. Years of IAFC Membership

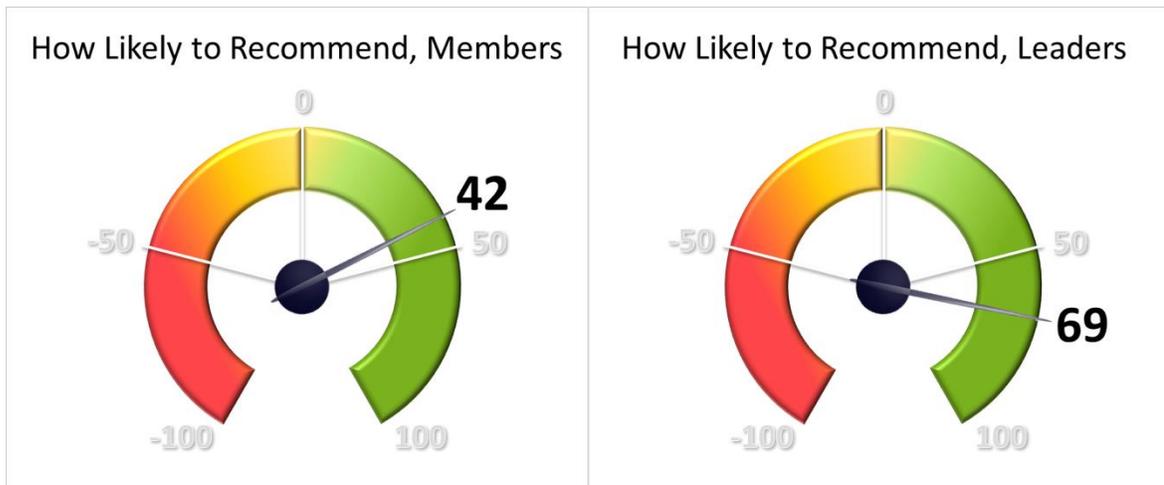




Net Promoter Score (NPS)

- The Net Promoter Score (NPS) measures the strength of an individual’s feelings toward a product or organization, by asking the question, “On a scale of 0–100, how likely is it you would recommend X to a friend or colleague?”
- A “positive” score or NPS above 0 is considered “Good,” above 50 is “Excellent,” and above 70 is considered “World Class.”
- The IAFC NPS for members is 42; the NPS score for Leaders is 69.

Figure 7. NPS Score



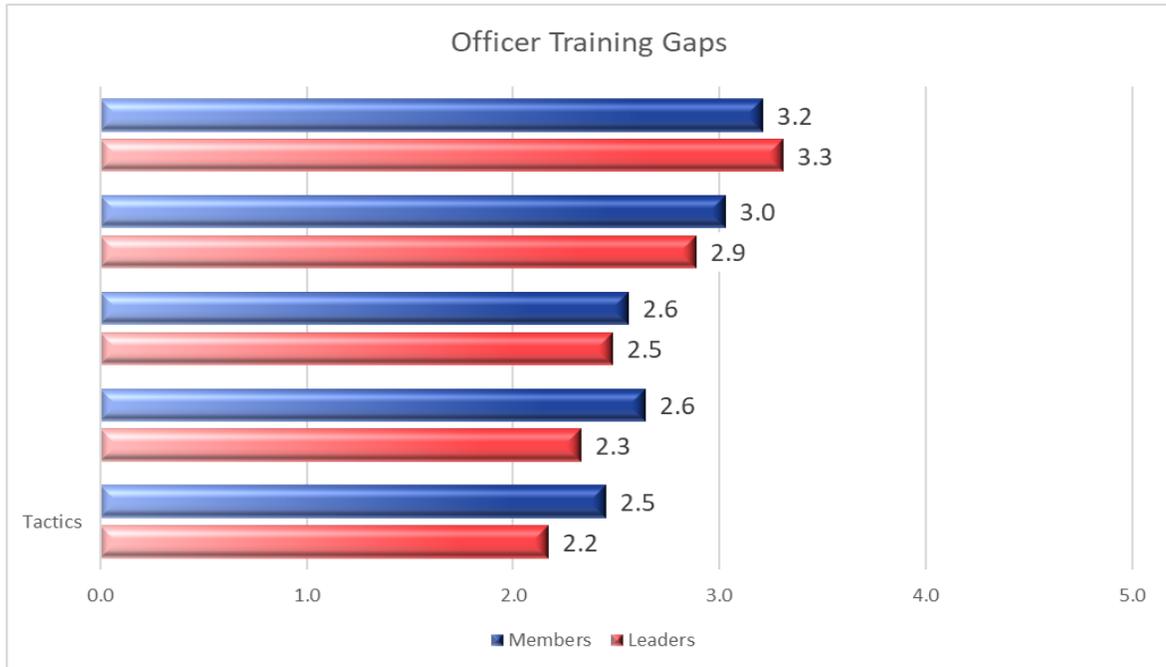
- Actions IAFC can take to increase NPS:
 - Reduced or discounted membership rate: volume discount based on number of memberships; fixed-price department membership for all officers; introductory membership; and one price that includes all sections.
 - More training, including more opportunities regionally and locally.
 - Easier access to SOPs/SOGs.
 - More outreach at the local and regional level.
 - More support for fire-based EMS and volunteers.
- In terms of engagement and member value, one member suggests:
 - More opportunities to participate: assisting in research, reviewing data, assisting with legislative recommendations.
 - More involvement for company officers and lower-level chief officers.



Training

- Both members and leaders see the most “significant” gaps in officer development in the areas of administration and leadership.

Figure 8. Officer Training Gaps



- Outside of FRI and IAFC specialty conferences, the first choice of members and leaders for officer development training is through regional, in-person events.
- Members rank online training as their second choice, whereas leaders rank small, cohort-style programs (e.g., FSEDI, Chief’s Edge) as second choice.

Figure 9.





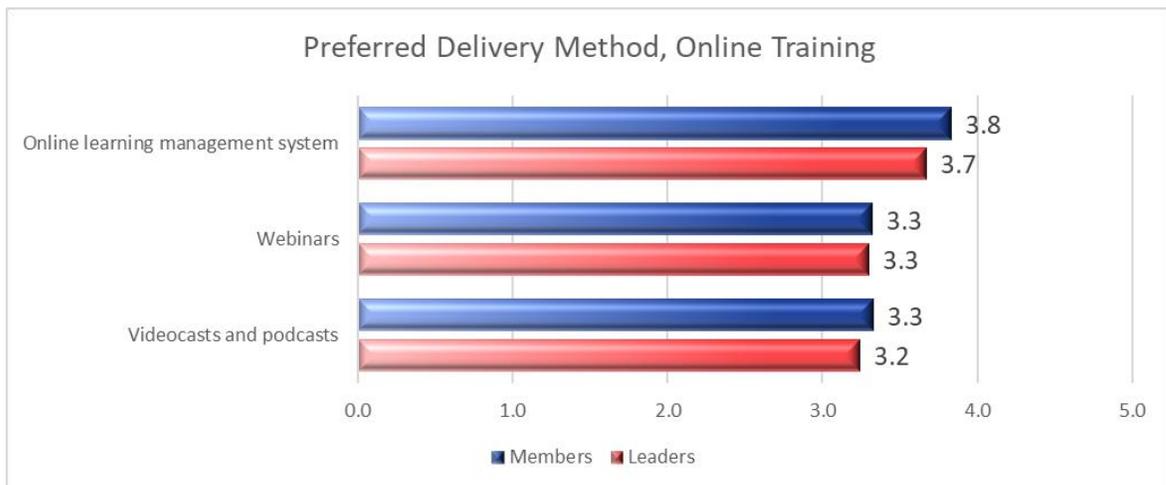
- The most preferred location for in-person training is “within the local region,” followed closely by “within my department.”
- Division conferences are least preferred by members; state fire academies are least preferred by leaders.

Figure 10. Preferred Location



- The most preferred method for online training is through an online learning management system by a strong margin over webinars and videocasts or podcasts.

Figure 11. Most Preferred Method for On-line Training

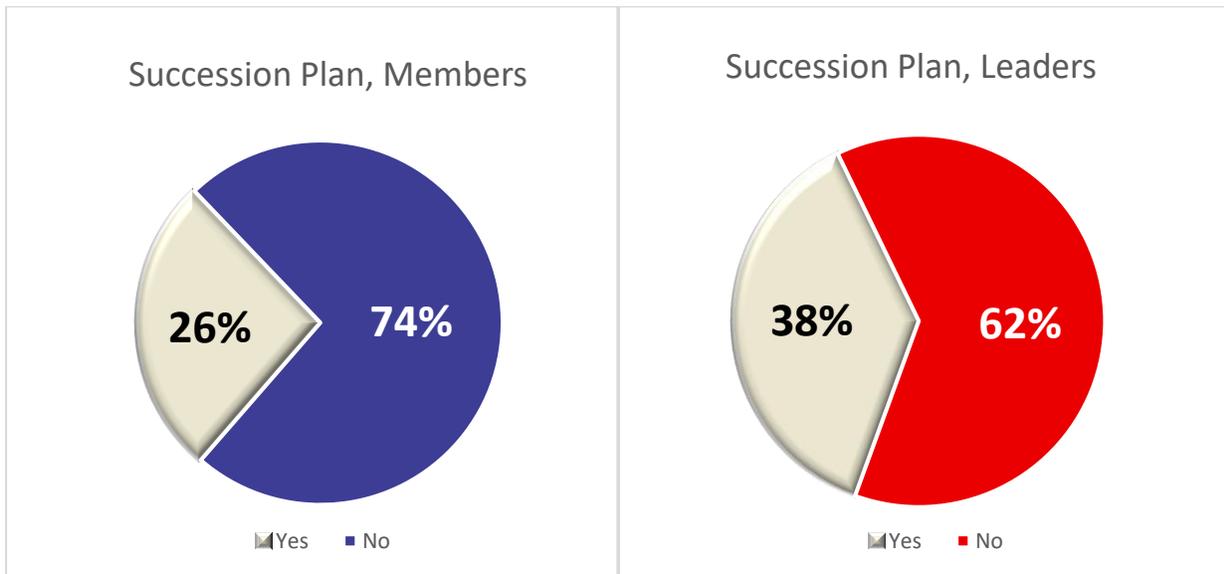




Succession Planning

- 74% of members and 62% of leaders say their department does not have a formal succession plan.

Figure 12. Succession Plans



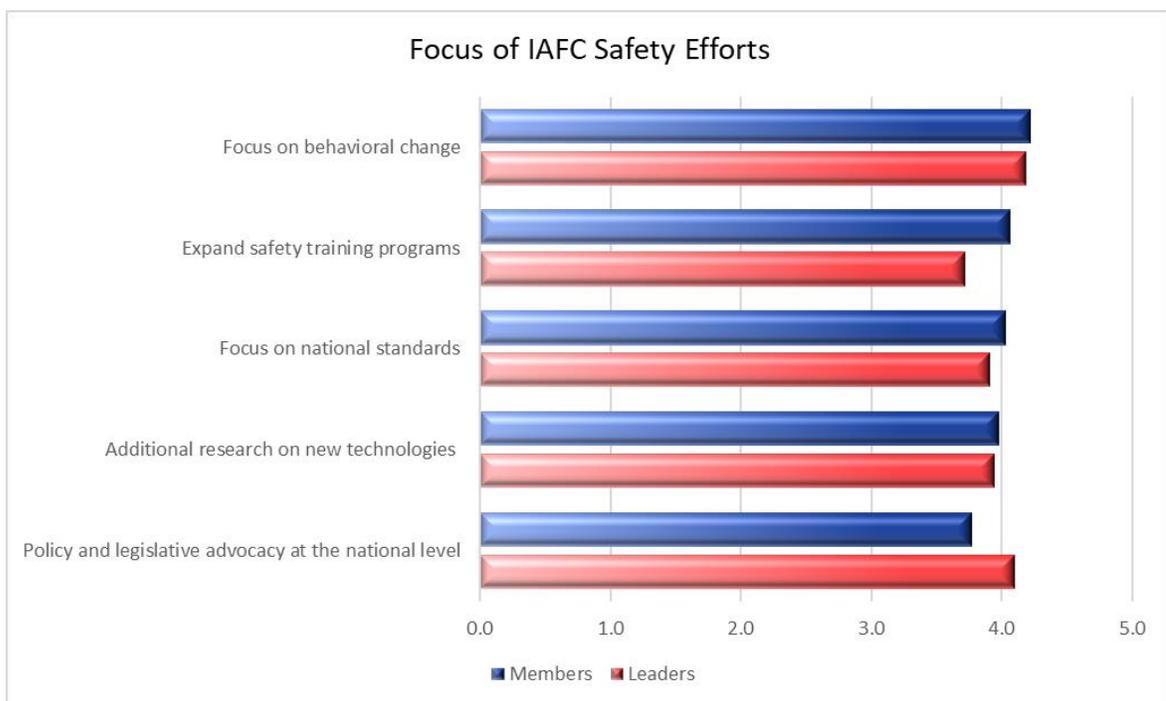
- Action items the IAFC can take to help departments understand the importance of and develop a succession plan:
 - Emphasize the importance of having a plan.
 - Provide case studies of successful plans.
 - Provide templates and model plans based on department size.
 - Provide more local training opportunities for future leaders.



Firefighter Safety and Health

- Firefighter Safety and Health is very important to members and leaders alike, with little differentiation between how IAFC should focus its efforts.
- Both members and leaders believe IAFC efforts should focus most on behavioral change.
- Members also want focus on expanded safety programs, national standards, and additional research. They are least interested in policy and legislative advocacy, but still have strong support for IAFC efforts in this area.
- Leaders also want focus on policy and legislative advocacy, followed by additional research and national standards. They also support expanded safety programs.

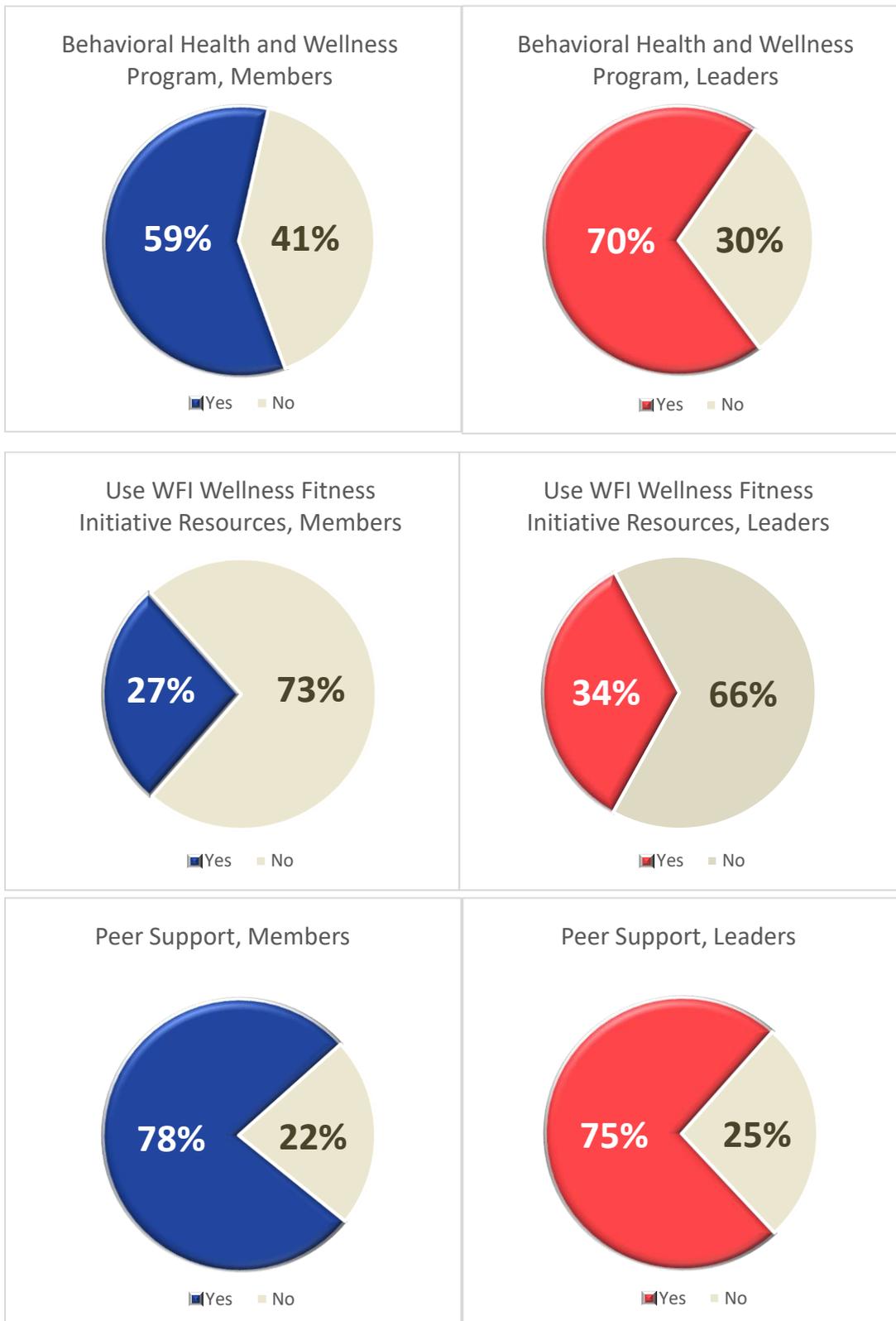
Figure 13. Focus of IAFC Safety Efforts



- Most members (59%) and leaders (70%) say their departments have a behavioral health and wellness program.
- Only 27% of members and 34% of leaders use the joint IAFC/IAFF Wellness Fitness Initiative (WFI) program resources.
- Most members (78%) and leaders (75%) have department peer support.
- Action items for IAFC to consider for additional behavioral health resources:
 - Collaborate with others (e.g., IAFF, NFFF, and behavioral health organizations) to support and promote current programs and to develop additional resources.
 - Provide access to templates and best practices of successful programs.
 - Provide additional training.



Figure 14. Behavioral Health and Wellness Programs

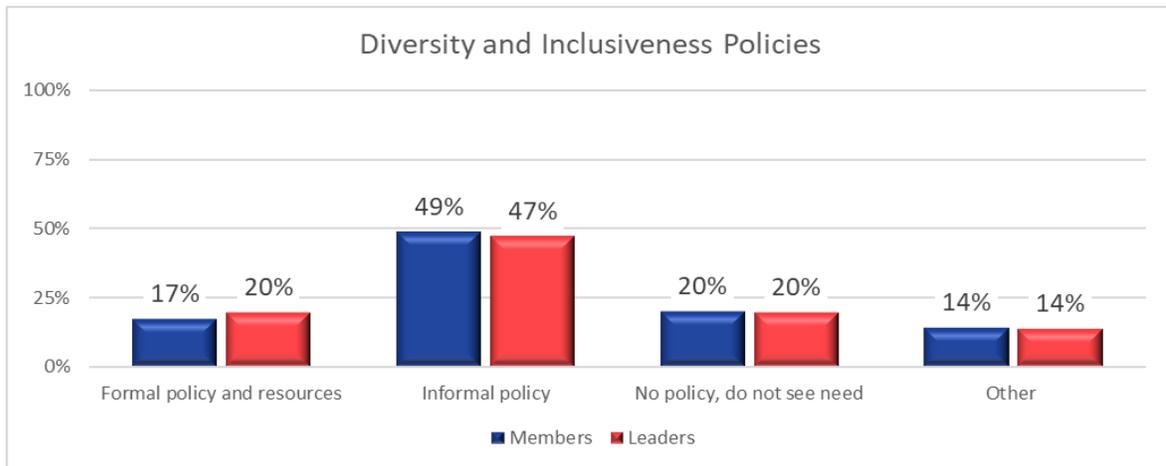




Diversity and Inclusiveness

- Only 17% of members and 20% of leaders say their departments have a formal policy on diversity and inclusiveness, plus the resources to implement the policy.
- About half of members and leaders say their departments have an informal policy.²
- About one of every five members and leaders say that their departments do not have a policy and do not see a need for one.

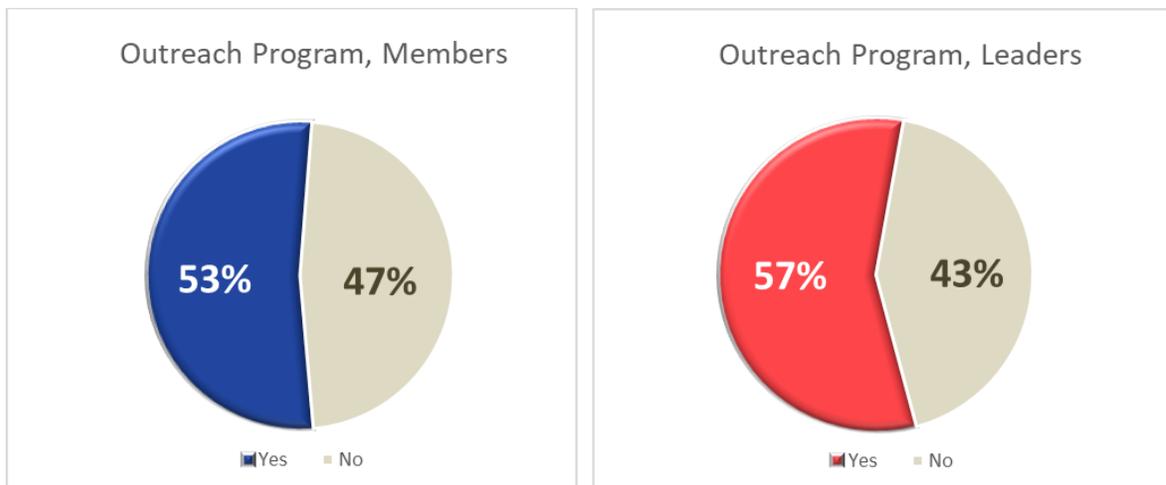
Figure 15. Diversity and Inclusiveness



Community Outreach

- About half of all respondents have a community engagement/outreach plan.

Figure 16. Community Engagement and Outreach

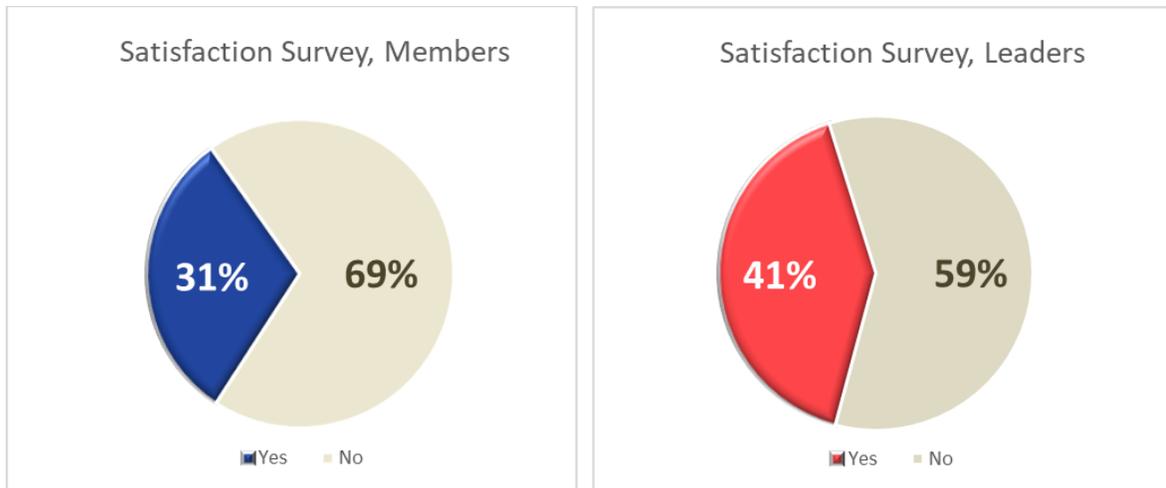


² About one of every six members and leaders (14%) provided other responses; almost all of these appeared to be justifications for no department policy.



- Most respondents say their fire departments do not regularly conduct customer satisfaction surveys.

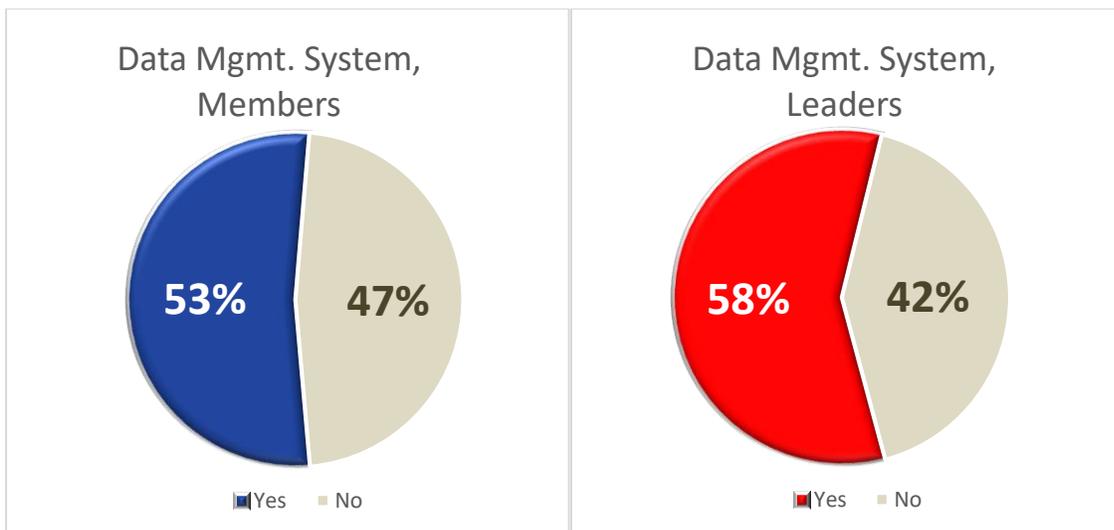
Figure 17. Customer Satisfaction Surveys



Analytics and Data Visualization

- Over half of members and almost 60% of leaders say their fire departments use a data management system with geographic information system (GIS) capabilities to review and analyze incident information and help to determine needs and identify gaps.

Figure 18. Use of Data Management System with GIS





Community Risk and Fire Prevention

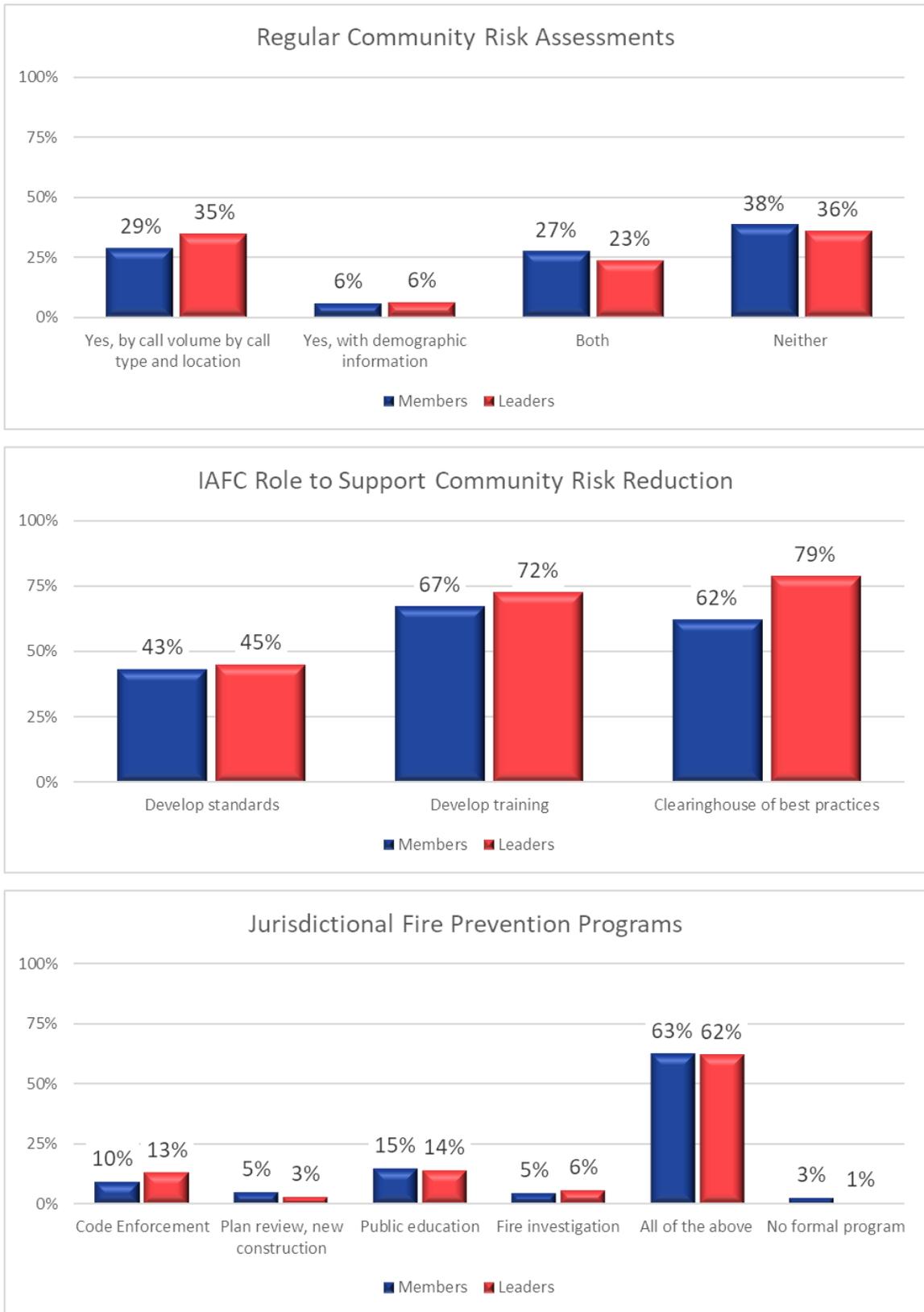
Community Risk Reduction (CRR) is an integrated approach to risk management that marries emergency operations and fire prevention strategies into a more cohesive approach to reducing risks in any community. It includes the fire department partnering with the community, non-profit organizations, and any private sector agencies with a nexus to an identified community risk.

The risks are not limited to structure fires. They can include falls, drowning, interface exposure, disasters, or any risk requiring fire department response. Risk can also be localized by station area or other planning zone. CRR also includes public education for risk reduction: A prepared and informed community is a safer community.

- 62% of members and 64% of leaders say their departments conduct community risk assessments, by call type and location, demographics (including at-risk populations), or both.
- An overwhelming 97% of members and 100% of leaders report having a fire prevention program in their jurisdiction.
- 63% of members and leaders report having multiple components to their program (e.g., fire and life safety public education, code enforcement, plan review of new construction, fire investigation).
- The prioritized focus of IAFC actions received support to include:
 - Training: 67% of members and 72% of leaders.
 - Clearinghouse of best practices: 62% of members and 78% of leaders.
 - Standards development: Only 43% of members and 45% of leaders.
- Action items for IAFC to assist with residential sprinkler implementation include:
 - Increase efforts to educate the public and elected officials.
 - Encourage lower prices and/or provide incentives to encourage adoption.
 - Support sprinkler legislative advocacy at both federal and state levels.



Figure 19. Community Risk Reduction





Professional Development

In response to the question, “What can the IAFC do to help you do your job better?”

- Both members and leaders called for training classes and programs, especially at a regional level.
- Provide more templates and examples of best practices.
- Members want to see more support for new and aspiring chiefs, including a mentor program for new chiefs.
- Members want the IAFC to continue to fight for federal grants, volunteer retention benefits, and funding for added safety measures.
- Sustain efforts for career departments, but do more for small, volunteer departments.
- Address the perception that a “good old boy” culture permeates governance of the organization.
- Reduce dues.

In response to the question, “What can your Division do to assist you and your department?”

- More training, especially at the regional and state level.
- Increase availability of online training.
- Increase availability of, and opportunities for, networking and mentoring.
- More communication at the division level. As examples:
 - “Our state has a rep on our division board but besides periodic reports, don’t know much about what is going on within the division.”
 - “Don’t know. There is very little communication from the division and my organization cannot afford the cost of attending the division conference. I don’t feel I receive much assistance from the Division.”



IAFC Strategic Direction

"The status of the IAFC has been built upon the leadership and expertise of the organization's members, and working diligently behind the scenes has been the organization's staff. Together they are responsible for the success of the IAFC."

- IAFC Commemorative History, 2000

