



IAFC 2015-2016
STRATEGIC DIRECTION

LEAD. EDUCATE. SERVE.



IAFC Strategic Direction

2015-2016

Leadership Message

The 2015-2016 strategic direction, which reaffirms the priority strategic goals of LEAD, EDUCATE and SERVE, is a combined effort of the membership represented by the leadership of all components of the International Association of Fire Chiefs (IAFC).

Updated by the IAFC Board of Directors in January 2015, the strategic direction aligns the association's goals and strategies and builds upon the strategic direction developed in 2013 by the IAFC Board of Directors in collaboration with other leaders and representatives of the organization. It serves as the foundation for the development of action items that formulates the work program for the IAFC leadership, members and staff. These are necessary for more effective and complete implementation of the strategies.

Development and accomplishment of the action items will be dependent on the cost, funding, and staff resources available. Because of the rapid and unexpected changes that occur within the fire and emergency service, resources may be diverted as the leadership deems necessary. It is important to remember that this is a dynamic guiding document and it should allow the association to be agile as times and situations dictate.

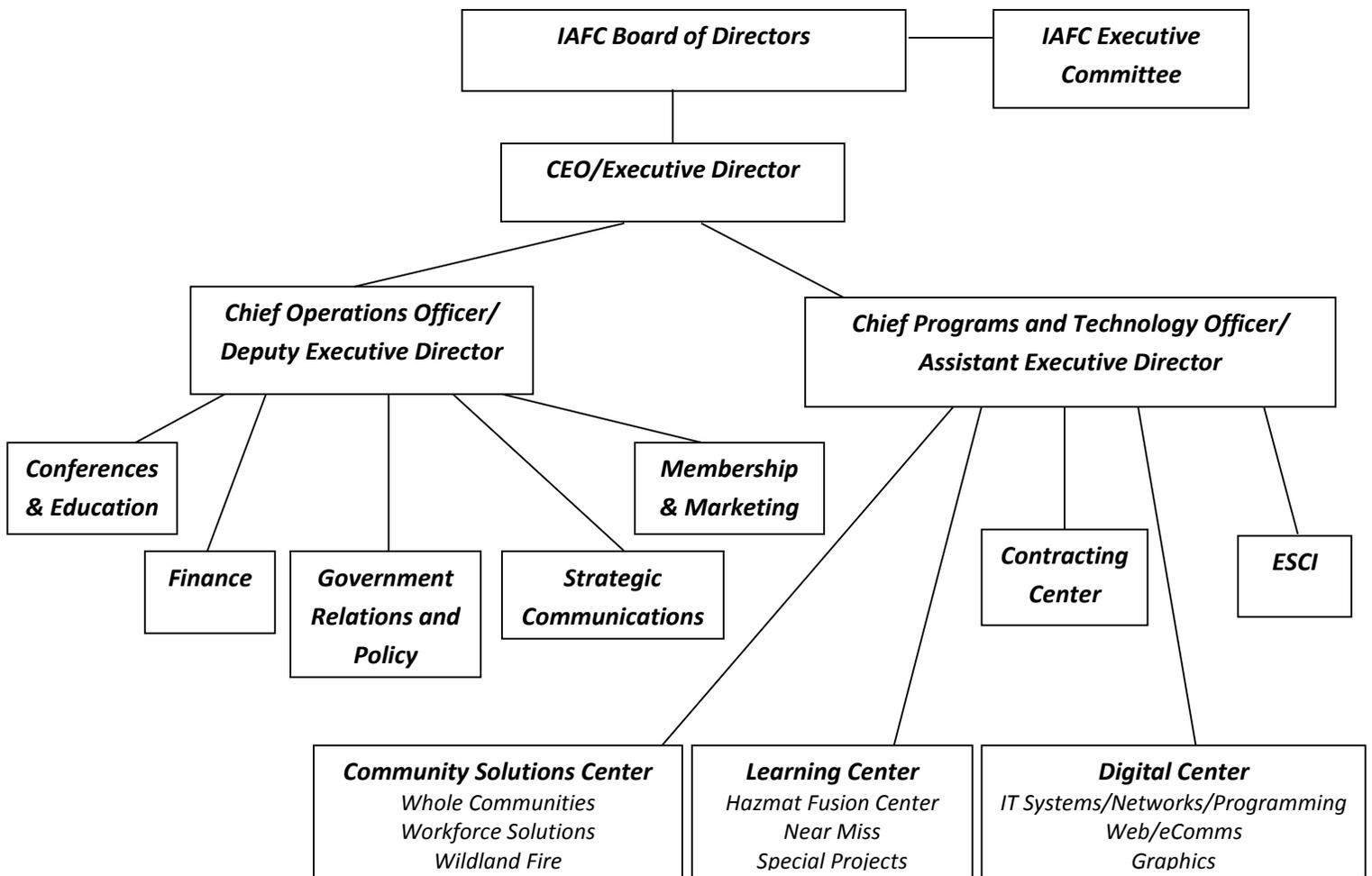
The Board of Directors and members will be provided with updates at least semi-annually on the fulfillment of the strategies and action items.



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, Sections and Committees; and the IAFC professional staff.

Our Organization





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.

IAFC Member 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.



Priority Goals and Strategic Initiatives

Goal One: To LEAD

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

Strategy: Equip current and future fire and emergency service leaders to meet evolving and emerging challenges and opportunities.

Outcomes:

- Members report that they feel they are equipped to handle challenges and opportunities.
- Members identify the IAFC as a frequent source of information and resources for its members.
- The IAFC, through interaction and communication between its members, establishes an on-going effort to identify and disseminate evolving and emerging challenges and opportunities.

Strategy: Provide innovative leadership by advocating for and guiding the fire and emergency service to create, recognize and respond to emerging trends and opportunities.

Outcomes:

- Government and public safety organizations recognize the IAFC as the premier leadership organization for fire and emergency service issues.
- IAFC is actively engaged with government and other public safety organizations in the identification and response to emerging trends and opportunities.
- Codes and standards are adopted that are aligned with IAFC's position.
- IAFC identifies opportunities for technological innovation using emerging science and information from other industries.



Strategy: Enhance the profession, culture and effectiveness of the fire and emergency service leadership.

Outcomes:

- Fire and emergency service leaders' organizations produce measurable results and adhere to best-practices.
- Fire and emergency service leaders promote a culture that is inclusive, diverse and reflective of societal expectations.
- Fire and emergency service leaders are recognized as subject matter experts by their communities, allied public safety leaders, and elected and appointed officials.

Goal Two: To EDUCATE

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

Strategy: Make the knowledge and experience within the IAFC easily accessible for research and problem solving.

Outcomes:

- Relevant information is readily available to members.
- Information available to members contributes significantly to helping address their issues.
- The information provided by IAFC is valid, accurate and reliable.



Strategy: Supplement, develop, enhance and effectively deliver education, training and professional development programs to address the needs of the membership.

Outcomes:

- Members have access to multiple venues for training, education and professional development.
- Demonstrate increased participation in education programs.
- Members value and validate IAFC education programs.
- Enhance political competence of members.

Strategy: Enhance IAFC's system to support career progression and mentoring at all fire service levels.

Outcomes:

- Members have access to multiple pathways to pursue career development that will be recognized nationally.
- Members utilize career development and mentoring programs.
- Members describe the programs as valuable.

Strategy: Support leadership development at all fire service levels.

Outcomes:

- Members have access to multiple pathways to pursue leadership development.
- Continue to offer and expand member networking and mentoring opportunities.
- Members utilize leadership development programs.
- Members achieve career development goals.
- Members are provided opportunities to participate in association leadership.



Goal Three: To SERVE

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

Strategy: Encourage increased membership and participation through the enhancement of IAFC’s image as a valuable organization.

Outcomes:

- Membership increases through increased retention of members and real growth in new members.
- Recommendation of the IAFC by members increases.
- Participation in IAFC programs by members increases.
- Participation from top talent and professionals in the industry increases.
- Enhanced relationships with division and state-level organizations.

Strategy: Provide IAFC products and services that are relevant to current and emerging issues, and topics important to the target audiences, affiliates and partners.

Outcomes:

- Increased attendance at IAFC conferences.
- Participants indicate programs provided value.
- Increased involvement and networking at all IAFC events.

Strategy: 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 in the association.



Outcomes:

- Increased international partnerships and participation as evidenced by sharing of resources or access to knowledge between emergency service providers globally.
- Increased participation and outreach to foster and nurture international relationships.

Strategy: Increase awareness of the IAFC as the go-to resource for policy and subject matter expertise.

Outcomes:

- Increased sharing of best practices among internal and external stakeholders as a result of a measurable increase in people accessing IAFC information and databases (website, KnowledgeNet traffic).
- Increased utilization of IAFC resources.
- Members indicate resources provide value.

Strategy: Expand recognition of those showing exceptional or extended service to their organizations or the industry.

Outcomes:

- Members and support industry receive tangible acknowledgement of their service (e.g. pin, letter, post online, newsletter, etc.) to increase goodwill and morale.
- Exceptional programs and actions receive greater exposure.