



Fire & Life Safety Section

International Association of Fire Chiefs

2023 Internal Strategic Plan



Emergency Services Consulting International

Providing Expertise and Guidance that Enhances Community Safety

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SECTION I: Process Overview & Acknowledgments

STRATEGIC WORK SESSION

Process Overview

Change starts with a plan. Having goals in and of themselves does not accomplish anything. A plan -- complete with goals, timelines, assignments, and incremental steps which can be measured -- creates a roadmap for an organization to follow. For any organization, public or private, to reach its full potential, it must have a plan. An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there, has the best chance to meet the needs of its community and achieve its vision. This planning process has served to refresh the IAFC Fire & Life Safety Section's continuing commitment to professionalism and set the path toward future success.

This strategic implementation planning process results in a three-year work plan intended to guide the work effort of the entire Section toward a common set of goals and objectives. The process includes representation from the Board. Each stakeholder should feel that their interests are represented by someone in attendance on the team.

During the planning work session, the team went over the Section's mission, vision, and values. The Board then collectively identified the top actions that should be started, stopped or continued for each major area, in alignment with the International Association of Fire Chiefs (IAFC) four main strategic goals of Lead, Educate, Serve, and Include. Once the recommendations were compiled, the Board identified broad themes. These themes formed the strategic initiatives of the strategic implementation plan.

After the strategic initiatives were created, the Board broke into smaller work teams to develop actions that, if successfully completed, would accomplish the strategic initiatives. The smaller groups facilitated deeper conversation, brainstorming, and discussion than the larger group allowed. However, each small group provided input and ideas to all other groups and then reported to the full planning team to "cross-pollinate" ideas and concepts. This also created buy-in from the entire Board. Once the goals were identified, the Board continued their small group work and developed measurable objectives for each goal using the variety of inputs. Once completed, the Board did a final prioritization exercise to assess the expected "effort" and "impact" of each action. At the conclusion of the planning session, the Board had identified the initiatives, goals, objectives, critical tasks, and prioritizations.

At the conclusion of the planning session, the Board selected a smaller work team that continued the work after the session to avoid groupthink, and begin developing performance metrics, timelines and responsibilities for each goal to ensure a relatively balanced workload over the life of the plan. These were drafted into a plan by ESCI and then reported to the small work team for refinement.

Once this iterative review process was completed, ESCI then compiled the results of the two-day work session and the work groups revisions into a single document and provided a draft for the

Board to review. After any necessary revisions, the report will be finalized, printed, and provided to the Section for adoption and implementation.

Strategic Planning Process

ESCI's Strategic Planning Process methodology has been adopted and utilized by the International Association of Fire Chiefs and numerous other national, regional, and state fire service agencies and associations, as well as hundreds of local fire departments across the United States and Canada. This process was utilized in the development of the Fire & Life Safety Section (FLSS) strategic planning framework and will include, but not necessarily be limited to:

- Review organizational background.
- Define services provided to the member community.
- Develop a vision for the future
- Establish the organization's guiding principles.
- Identify gaps in service delivery.
- Establish the organization's strategic initiatives (mission-specific goals)
- Identify the objectives that support the strategic initiatives.
- Identify implementation (critical) tasks for each objective.
- Define service outcomes in the form of performance measures and targets.

ACKNOWLEDGMENTS

Fire & Life Safety Section Board

Chair, Chief Greg Rogers	Chief Robert Marshall
Karen Berard-Reed	Chief Scott Moore
Chief Elizabeth Bednarcik	Chief Michael O'Brian
Chief Mike Carsten	Peg Paul
Chief Kathy Clay	Chief Joe Powers
Chief Larry Cocco	Vickie Pritchett
Chief Shawn Hanson	Chief Ray Reynolds
Howard Hopper	Richard Roberts
Chief Andy King	Peg Paul

IAFC Staff Liaison

Richard Miller

Special thanks to The Knox Company for hosting the board during the planning session.

MESSAGE FROM THE CHAIR

Welcome.

On behalf of the IAFC Fire & Life Safety Section's Board of Directors, I am excited to present to you the FLSS Strategic Initiatives Plan for the years 2023 – 2025.

We here at FLSS have the tremendous privilege and responsibility of stewarding the organization into the future in a manner that benefits all our members. We take that responsibility very seriously. We are committed to ensuring that our members are represented with dignity and respect and feel that this organization is one that truly represents their interests.

We have been working with our membership to better understand the issues and develop a plan for moving FLSS forward, in alignment with the strategic direction of the IAFC to be a more robust, inclusive, and dynamic section. This strategic plan is just the beginning of the work we will undertake in the coming years to spearhead initiatives that will take our organization into the future while preserving the incredible culture that gives us such pride in our work and the service we provide to our membership.

As the Board Chair, I commit to you that our process for creating this change will be transparent, that we will include all of you as we move through our plans, and that we will report back regularly on the status of these plans.

Stay safe,

Chief Greg Rogers

Board Chair

IAFC Fire & Life Safety Section



SECTION II: STRATEGIC PLANNING

MISSION & VISION STATEMENT

The primary purpose of strategic planning is to connect an organization's mission and vision by addressing these four questions:

What Is Our Purpose? | The Mission
What Do We Want to Achieve? | The Vision
What Is Our Culture? | The Values
How Are We Going to Get There? | The Plan

In May of 2022, the Fire & Life Safety Section adopted a mission and vision statement for the Section.

Mission

An organization's mission statement should clearly define the primary purpose of their existence. It focuses Fire & Life Safety Section members on what is truly important to the group and the fire service community. The mission statement should be the underlying driving force behind the efforts of the Board to make the greatest impact for its members and the Fire Service at large. It should be understood by all Section members and posted prominently in all of the Section's public facing mediums. Each member should commit the mission to memory. The Board, through a consensus process reviewed and revised the section's mission statement.

FLSS Mission

The International Association of Fire Chiefs Fire and Life Safety Section advances and promotes collaborative Community Risk Reduction efforts through leadership to our members and those we serve.

Vision

The vision of an organization will clearly define and establish what it is they want to become. It becomes a target and guiding beacon as the strategic plan and initiatives are completed. At the conclusion of the plan, the adopted vision should be a reality and an accurate portrayal of the Fire & Life Safety Section.

FLSS Vision

Inspiring safe and resilient communities

Values

The values of an organization are the beliefs and guiding principles that show members and those they serve what's important to the group, and how members should behave. They provide purpose and direction, and when applied correctly, they set the foundation for the culture. Values help the team work better together and are essential tools in decision making to stay true to the Fire & Life Safety Section's vision.

FLSS Values

1. *Integrity - I will do what is right.*
2. *Professionalism - I will conduct myself at all times in a competent manner that reflects positively on the fire and emergency service.*
3. *Responsiveness - I will efficiently and accurately process and provide information, resources, solutions, and direction in a timely manner.*
4. *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.*
5. *Diversity/Inclusiveness - I will provide opportunities for all. I will embrace differences and purposefully engage others in organizational activities.*
6. *Safety - I will model and promote a safety-driven fire and emergency service culture at all times.*
7. *Innovation - I will continually create, adapt, and share solutions to evolving current events, issues, or problems.*

SECTION III: FLSS Current State Analysis

FLSS CULTURE

Before beginning the process of designing where an organization wants to move to (the future state), it is important to have a clear understanding of where they are today (the current state). To properly formulate forward facing strategic initiatives, the Fire & Life Safety Section Board started by reflecting on the current state of FLSS, the preferred future of the Section, and the actions required to span the gap.

As one component of the planning process, the Board reflected on the current culture of the Section. In this context, culture referred to the system of shared beliefs, values, and assumptions that each member had, and how they governed how members behave in the Section. While the culture is comprised of the mission, vision, and values, it also includes the formal strategy of goals, initiatives and tasks and the informal culture of values, practices, and behaviors.

When members were asked to describe the current FLSS culture, they responded with words like “dedicated”, “inclusive”, “encouraging”, “fun”, “ambitious”, “motivated”, “respectful”, “collaborative” and “passionate”; while simultaneously acknowledging that there were areas for improvement as they also described themselves as “under-strategic”, “overwhelming”, “tight” and “elite”.

As they set their minds to the future, however, and started to think about the “ideal” culture of the Section. In this process, members identified a dynamic exciting organization that served the needs of all members, created meaningful impact in the fire service and made space for all.



PLAN ALIGNMENT

The FLSS Strategic Plan is meant to align with, and cascade from the IAFC Board of Directors Strategic Initiatives Plan (FY 2023-2025). Although the current plan is expiring and under review by the Board, the FLSS was able to acquire a base level understanding of the intended directions, and the 2023 funded initiatives. We are confident that IAFC's new or updated Strategic Plan will place a strong emphasis on placing members first, and that this plan will compliment it.



FLSS START - STOP - CONTINUE ANALYSIS

As a component of the Current State Analysis, the Board thought about the things that FLSS is currently doing and then identified specific actions that FLSS should either start, stop, or continue doing as a first step in identifying actionable strategies for the future. By identifying what's missing, what's broken, and what's working, FLSS leaders can refine their strategic initiatives to be more in alignment with their overall vision and improve the actions they should take to fulfill its mission.

Start Doing What's Missing

The identification of activities that FLSS doesn't currently do, but that would be good to start doing, is the first step in the SSC analysis. In this step, participants identified what parts of their current action plan fall short and identify suggestions for fixing them. Participants asked themselves, "If we had new resources, what would we have them work on? If money was no object, where would we

invest? What fresh ideas that we think are worth trying? What are the needs and obvious gaps in our service that we need to fill?”

The FLSS Board identified these activities that they would like the Fire & Life Safety Section to start:

- Collaborate better with operation minded Fire Chiefs for better understanding of CRR importance – win their hearts and minds.
- Collaborate with other Sections or Divisions for training and information sharing.
- Provide an orientation of the Section / IAFC to new Board members.
- Help fire service leaders “market” the industry – show them the way to CRR.
- Develop SOP’s for FLSS Board activities and functions.
- Provide FLSS mentorship opportunities for those wishing to advance within the Section.
- Create a board history document for onboarding new members “internal development.”
- Engaging with and promoting the industry standard (NFPA 1300) for CRR.
- Fire Chief toolbox to handle wicked problems.
- Targeted recruitment of more diversified individuals on the board and in the Section.
- FCFD literature / workshop, like a “fire code for dummies” resource.
- Get on the scene of disasters to share causes with members (like NFSA).
- Promoting home safety visits.
- We need to be the author of “America is still burning.”
- Advocate for a risk based CRR resource model, not solely response based.
- More cooperation between Sections as it relates to overall goals and objectives.
- Member soapbox.
- Promote CRR at leadership level with IAFC member success stories.
- Think holistically about the fire service (not just fire prevention).
- More actively engage FLSS members (not on the board).
- Involve new additional fire chiefs with FLSS mission.
- Stronger operational focus as it relates to CRR.
- Thinking in a 2033 mindset.
- Focus on what really works for CRR.
- Set a research agenda aligned to FLSS.
- Establish a data-based look at the reach of our programs.
- Focus on strategic partnerships.
- Stress the importance of fire service in codes and standards development.
- Become more involved in and with ULF SRI.
- Expand codes and standards activities beyond I codes.
- Targeted recruitment of code minded people.
- Code development liaisons.
- Provide all members with critical life safety information.
- Special collaborative meetings (i.e., current events brainstorming challenges).

- Work more with NFFF to best understand LODD so we can best spread risk reduction accurate messaging.
- Get a national messaging strategy.
- With funding via collaboration.
- Provide regular messaging.
- Reach out to other stakeholders for collaboration and funding.
- Institute a process to increase collaboration across CRR focused affinity groups (i.e. Elevate the professional pathway for CRR through badging earned by cross-collaborative participation in events)
- Start a CRR “specialist” credential.
- Expand FLSS attendance at State life safety conferences.
- Recognize FLSS member’s accomplishments (new awards and newsletter).
- Better communication between all Sections.
- Full-time staff for FLSS and code & standards involvement.
- Build database of IAFC / FLSS leaders & CRR success.

Stop Doing What’s Broken

Once participants had identified the activities that they thought FLSS should “Start”, the FLSS Board moved on to “Stop” and discussed the part of the current action plan that isn’t working as well. “Stop” actions or activities are things that FLSS is currently doing but should stop doing because they’re not adding any value and don’t make the best use of the team’s time or talents, or don’t serve the membership in a significant way. To trigger ideas, participants thought about “What activities do we constantly put off? Why do we never get to these activities? What activities do I think could be eliminated from our workplan? Is there some activity FLSS does that you think is a waste of time?”

The Fire & Life Safety Section Board identified these activities that they thought FLSS should consider stopping:

- Newsletter articles
- Information needs to be more than a link to click on
- Stop sending links” when sharing info.
- Elimination of consumer fireworks
- Monthly nationwide campaigns on fire, life & prevention
- Stop only involving board members on activities – engage members.
- Online library
- Stop squeezing too much into each Board meetings
- Stop talking and more action – Be bold
- Stop spending the meeting time talking too much about stuff that doesn’t matter – have better focus
- The “good ol’ boy” system

- Stop working in silos within the FLSS
- IAFC process delay
- Delays in information exchange
- Being apprehensive ““\$#%^ things up”
- Being comfortable
- Supporting organizations who take a lot of federal money but don’t move the needle.
- Limiting our reach
- Not being honest with our communities about what we can’t do
- Not stopping, but prioritizing code development involvement
- 2005 mindset
- Stop making decisions that aren’t guided by goals and strategy
- Stop having financially driven objectives over quality (i.e., CRRL)
- Stop competing and be more collaborative
- Stop working in silos as a section within IAFC

Continue Doing What’s Working

Finally, the last stage of the process was to review what is currently working in the existing work plan. During this stage, participants identified some of FLSS’s most recent successes, and the areas that were highly treasured by the membership. “Continue” activities were those things that have been working well and should be adopted as part of FLSS’ core activities. Participants asked themselves, “Where are we adding the most value? Are there activities or behaviors that promote our values or culture? What FLSS activities do I find most fulfilling? What activities are we doing that have proven to be successful?”

The Fire & Life Safety Section Board identified these core activities that should continue:

- CRR Conference
- Commitment to programs that promote FF health and Safety
- Took boxes
- Engage in education, research & sharing of information relevant to emerging issues and wicked problems that impact the fire service and FLSS in communities
- Annual retreat for Board members
- Provide opportunities for CRR growth and networking
- CRRL
- CRR-L Conference
- Actively recruit engaged members to the Section
- Recruit new members
- Conference
- Face to face networking, learning & growth opportunities for the board
- CRR Conference
- Bylaws

- ICC codes and standards development (i.e., FCAC)
- Code development
- Efforts on code development
- The bull pen list
- Newsletter (communication committee)
- Listening
- Regular monthly meetings
- In person meetings
- FLSS communication committee
- Informing the membership on what we do
- Positioning for change
- FCAC
- Code development participation
- Fire sprinkler alliances
- The CRRL
- Enhance CRRL with code and investigation training.
- Involvement with Home Fire Sprinkler Coalition
- Collaboration with other organizations
- Legislative reviews
- Collaboration with Partners
- The bylaws committee
- Engaging with external stakeholders
- Transition to a CRR mindset
- Build upon CRR success – CRRL.
- Continue growth of CRR-L conference, with a goal of being the premier conference
- Active engagement on key issues facing the fire service (i.e. lithium batteries)
- Executive board staying on top of the timing of hot issues
- Identifying evolving risks and solutions
- Battery workgroup
- National efforts for education on Lithium-Ion hazards

SECTION IV: Implementation Methodology

IMPLEMENTATION METHODOLOGY

During the planning process, Board members were asked to identify issues that could potentially stall or derail the work they had identified as priority areas of focus in the Action Plan. These included:



When asked what the FLSS Board could do to mitigate these risks and obstacles to remain committed to this work, members said:

- Be open minded
- Prioritize
- Review the plan regularly
- Be willing to disrupt the establishment
- Prioritize & focus
- More part time paid/contractors
- Believe!! Prioritize the effort, it matters!!
- Be ruthless and stay on point, stick to the priorities and don't deviate
- Focus
- Be realistic with what we ask off each other and our Section
- Refine and focus
- More retreats
- Follow plan and deal with emergencies as they happen
- We must lead and engage members to aid in the process
- Board agreement on CRR
- Support and uplift each other
- Stay consistent
- Delegate
- Unity and common view
- Work with each other to find results
- Communication and stay focused

As stated by Chris Ahoy, Associate Vice President of Facilities Planning & Management at Iowa State University, "The three major keys to successful strategic planning and implementation are

commitment, credibility, and communication." These three critical elements are best addressed by appropriate prioritization and completion of objectives, consistently seeking, and utilizing input from Fire & Life Safety Section members, keeping the strategic plan and its status front and center of the organization continuously, and measuring compliance for the established timelines. Where circumstances cause timelines to be jeopardized, clear articulation of the reasons for the delay is key to credibility for the plan's long-term success. Additionally, to the extent possible, the budget should align with strategic plan elements. The Board Chair and Members must strive to allocate funding for the strategic plan elements to keep funding from being the roadblock to successful implementation.

Role of Task Teams

One way to manage the implementation of the strategic initiatives is to develop small working groups, or task teams, for each of the four goal areas. In this model, each goal area and its corresponding initiatives and tasks would be assigned to a task team. While these task teams would exist in name only, they would be populated by capable members with an emphasis on those having the desire to achieve the initiatives or who have expertise or job assignments that align with the tasks. Each task team would convene for an initial meeting to select a lead (Goal Manager), become familiar with the goal area as a team, seek clarification from the entire Board where there are questions, identify the need for resource appropriations (human and financial), set timelines and performance measures and begin the process of outlining a work plan. This distribution of the workload will help the FLSS achieve their initiatives within the assigned timelines.

Once a work plan has been created, the Goal Manager should coordinate the setting of a meeting schedule that works for the team and minimizes organizational conflicts (e.g., training, vacations, etc.). Significant actions of the task teams and issues they face should be recorded for status updates to the goal managers.

Role of Goal Managers

The task team lead, also known as a Goal Manager, will coordinate all of the initiatives in their goal area. They will take responsibility for specific initiative management which will equally divide the work among board members. The goal managers must be clear on their roles and responsibilities; identify and assign inclusive and capable task teams for each of the tasks within the initiative; identify funding needs in order to effectively and efficiently accomplish their assignments; maintain constant awareness of the status and progress of each task under their charge; troubleshoot and help remove obstacles or barriers to the task team as they perform their work; and regularly report on initiative status, progress, barriers, strategies to address barriers, successes, and achievements. They are a crucial part of communicating the status of their plan element to the FLSS Board.

Role of the FLSS Board Chair & Executive

The Board Chair and Executive Team are owners of the plan, establishing how often people meet, what they produce, and how they should report it. They are responsible for compiling the status of

the goal areas and the strategic initiatives, providing adequate funding for initiatives, reporting the status on a regular basis to the entire Section and the IAFC Board, and working with goal managers and potentially task teams where obstacles have been identified that interfere with or jeopardize the accomplishment of an initiative or delay its achievement beyond the timeline set within this plan.

The Board Chair should focus on communicating the plan to the Section using as many effective mechanisms and approaches as possible. No single method of communicating is likely to reach the four corners of the organization and keep the plan top-of-mind for every member. The Board Chair is the natural champion of it. However, for the strategic plan to be truly successful, every member of the Section must own it, embrace it, and help hold the organization accountable to it.

Role of Section Members

Every member of the Fire & Life Safety Section is responsible for understanding the strategic plan, internalizing the mission, vision, values, goals, and objectives of it, and helping the organization achieve it, whether a part of the various task teams or not. By being aware of the various efforts being expended to make the Section more successful, members can be on the lookout for opportunities the various task teams may be able to take advantage of to achieve the initiatives. Members must also help by holding the organization accountable to its stated timelines and outcomes. While there should be room for unforeseen circumstances arising that require adjustment of timelines or unexpected opportunities arising that may necessitate a shift in a specific approach, they should not be a routine excuse for not achieving what was committed to in the beginning.

It is also important to be reasonable in the expectations of the Section of the strategic plan. In some cases, it has taken years for some of the challenges the Section faces to manifest themselves in their current form. They will not be reversed overnight. It is important that each member sees themselves as part of the solution. Sometimes, despite the strongest desires and best efforts of all involved, the resolution of some thorny issues requires more effort than is available to the Section in the near term. Therefore, every effort should be made to manage this effort with a focus on efficiency and effectiveness.

Communication Strategies and Mechanisms

The strategic plan must be communicated often and through many mechanisms. The Board must discuss numerous communication strategies. They include:

- Board Members meet with Section members over the course of time to review the strategic plan.
- Incorporation of mission, vision, and values discussions within educational opportunities and at the CRRL.
- Highlight a single element of the plan during each Section meeting (e.g., ten minutes for strategic planning).
- Upload the strategic plan electronically to make it accessible to all members.

- Communicate status updates quarterly, celebrate successes, and identify struggles transparently.
- The goal managers should report to the FLSS Board at least semi-annually to share lessons learned, brainstorm resolutions to barriers, and provide status updates.
- Convene the entire Board annually to update the plan and ensure accountability.
- The Board Chair should report to the IAFC Board on status updates quarterly as a standing agenda item for the life of the plan (three years).

These strategies and mechanisms each have their advantages and disadvantages, but the primary theme is to use what works and communicate regularly and transparently to the Section. By keeping the plan front and center in the Section, the plan is alive in the minds and hearts of its members. Celebrating successes as they occur increases the level of anticipation by the members for the other elements to be accomplished.

The Action Plan can be used for each task team to keep track of their work performance and can also be used to provide regular updates to the goal managers. This helps keep the process standardized and on track and can be the basis for communicating progress to the Section. Whether an Action Plan sheet, an internally developed spreadsheet, or other tracking device created by the Board is used, the important takeaway is maintaining granular tracking at the task team level and the big picture across the Section.

SECTION V: Strategic Action Plan

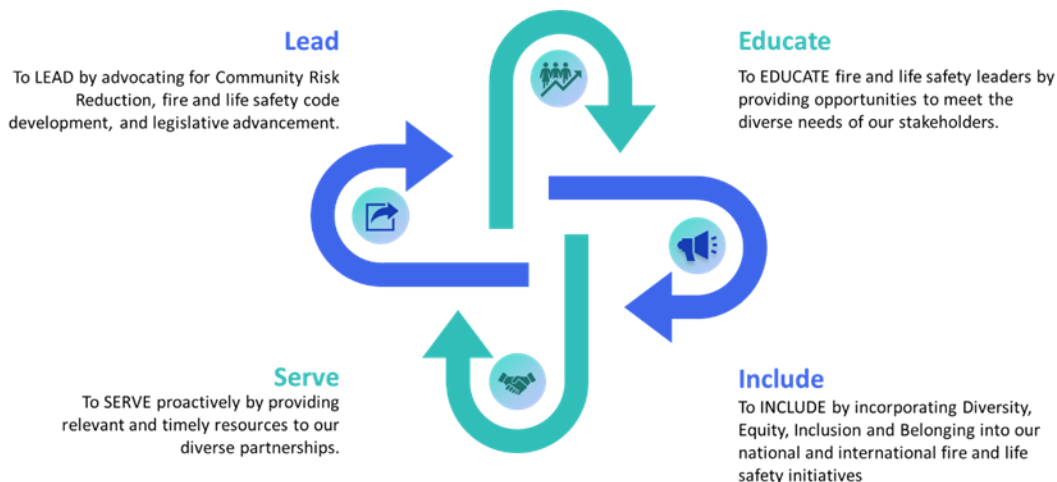
PLAN HIERARCHY

There are four main components to this strategic plan: Goal Areas, Strategic Initiatives, Critical Tasks, and Performance Metrics. For purposes of this strategic plan, they are defined as follows:

- **Goal:** The largest overarching element of a strategic plan, the goal is aligned with the IAFC Strategic Plan goals and is a broad enterprise where the Section may have multiple areas of focus.
- **Strategic Initiative:** A smaller component of and subordinate to a goal, the strategic initiatives set the desired long-term outcome for the goal. If the strategic initiative under a goal has been accomplished, the goal will have been achieved.
- **Critical Tasks:** A smaller component of and subordinate to the strategic initiative, a task is usually defined as SMART (specific, measurable, action-oriented, realistic, and time-sensitive). If all tasks under the strategic initiative are accomplished, the strategic initiative will have been accomplished.
- **Performance Metric:** A performance metric is a set of quantitative and qualitative data used to track the progress of the strategic plan and each task using activities, behaviour, and productivity as important indicators. These metrics track and measure the achievement of each critical task, strategic initiative and goal.

FLSS Strategic Goals and Initiatives

Cascading from the 2023-2025 Strategic Initiative Plan of the IAFC, the FLSS Board worked to develop four goals to focus this strategic plan to obtainable results.



Goals, strategic initiatives, tasks, and performance metrics become an important part of the organization's efforts. By following these components carefully, the Section will be guided into the future and should benefit from reduced obstacles and distractions. Each of the goals, initiatives, and tasks was identified in a two-day planning work session facilitated by ESCI with the FLSS Board.

The following pages define the Section’s core business, as well as each goal with its subordinate initiatives and each initiative with its subordinate tasks.

2023-2025 AREAS OF CORE BUSINESS

Over the course of the next 3 years, the FLSS will focus its efforts on 4 specific areas that reflect its core business. These essential functions, processes and capabilities are the guiding principles and operating guidelines that provide the most value for the IAFC and FLSS members, and are aligned with the organization’s mission, vision, and values. Ideally, the FLSS will devote most of its resources and creative energies to their core business, and augment these with new initiatives and innovative activities that advance Fire & Life Safety mandates.

Maintain Focus on Codes and Standards

The FLSS will serve as active participants in all codes and standards processes by ensuring representation on relevant codes and standards development committees, providing technical advice to affinity and stakeholder groups, and advocating for code adoption at the community level.

- Ensure active representation and active participation in all codes and standards processes.
- Provide progressive involvement on the ICC Fire Code Action committee.
- Provide progressive involvement on relevant NFPA technical committees.
- Collaborate effectively with, and provide technical advice to, the IAFF and other affinity and stakeholder groups in the areas of code and standards development support and advocacy.
- Enable Fire Chiefs and their departments with the tools, information, and resources they need to implement broad based CRR.
- Advocate for departments to include fire suppression personnel involvement in community risk reduction, including company inspections, public education, home safety visits, and legislative efforts.
- Advocate for fire service agencies to participate in nationally recognized accreditation and certification programs for their fire and life safety sections and personnel.
- Advocate for the National Fire Academy to provide programs on prevention, CRR, and fire & life safety leadership.

Invest in Communications

The FLSS will support the fire & life safety efforts of professionals in other Sections and Divisions by creating 360° communications strategy that engages the larger IAFC membership.

- Ensure strong communication between FLSS representatives and sections to remove IAFC silos.
- Actively attempt to break silos by participating in other Section’s activities.
- Provide the IAFC Board with timely and relevant information, support, and feedback.

- Have board members attend, and engage in, other Section / Division conferences, as well as state affinity organization conferences.

Lead in Organizational Accountability, Management and Transparency

The FLSS will ensure that its members can engage in a well-organized, goal-focused, inclusive membership-driven organization that offers professional development designed to elevate the fields of fire prevention and community risk reduction.

- Improve FLSS internal meeting processes, administration, document management and succession planning.
- Acquire appropriate human and financial resources (including the IAFC staff position, section budget, & grant opportunities) to support the FLSS mission and its future growth.
- Increase transparency in position-opportunity processes to all FLSS executive and board members.
- Actively pursue opportunities for board development and team building.
- Provide new board members with a comprehensive board orientation on the Section's history and process.

Engage Partners Through Collaboration

Force-multiply the efforts of the FLSS membership by collaborating with partners and stakeholders.

- Partner with other influencers and develop positive relationships with affinity groups that can assist with attaining FLSS goals.
- Promote the development of local stakeholder groups, to identify and address fire safety in their respective communities.
- Cultivate "Needle Movers" and "Subject Matter Experts" to provide leading edge resources to IAFC members.
- Promote and support the USFA's Fire is Everyone's Fight™ and America is Still Burning™ initiatives as part of a broad coalition to increase the public's understanding of key steps they can take to reduce their risk of a home fire.

2023-2025 ACTION PLAN

Goal 1: LEAD

Strategic Initiative	We LEAD by advocating for Community Risk Reduction, fire and life safety code development, and legislative advancement. We are visionary trailblazers who cultivate strategic collaborations that positions Community Risk Reduction as a critical tool to assist fire service leaders in meeting goals related to firefighter health and safety, reduction of injury, deaths, and property loss in across the community, and efficient, equitable deployment of resources.			
Task Number	Critical Tasks	Required Resources	Responsibility	Desired Timeline
1.1	Drive thought leadership, in collaboration with other national-level organizations, on FLSS issues across the fire service by monitoring, analyzing, and providing timely and accurate position papers, research and reports that address emerging risks and community fire trends.			
1.2	Develop an on-line library of materials and resources, such as Member FAQs, Chief's Talks, Toolkit, quarterly eNewsletter, website, social media tools, that fire departments can use, free of charge, to assist them with making the public aware of the community safety message, the fire problem and the public's role in fire prevention.			
1.3	Develop a list of experts, or a coalition of diverse organizations, that FLSS can call upon to be the voice that responds in the immediate aftermath of a significant incident involving risk reduction failures or significant life safety events with media materials to take advantage of the teachable moment.			
1.4	Actively work with partners and community collaborators to reduce or eliminate risks.			
1.5	Support advocacy efforts related to the adoption of the most current codes and standards that put community and firefighter safety at the forefront, such as requiring automatic fire sprinkler protection in all occupancies, through impactful activities such as legislative direction, nurturing FLSS members to serve as SMEs, and activating the IAFC communications strategy to inform members of critical actions.			
Task Number	Performance Metrics	Baseline	Target	Status Complete

1.1				
1.2				
1.3				
1.4				
1.5				

Goal 2: EDUCATE

Strategic Initiative	We EDUCATE fire and life safety leaders by providing opportunities to meet the diverse needs of our stakeholders. We are visionary leaders in the delivery of current, relevant, and innovative CRR educational opportunities to our board, our members, and the industry			
Task Number	Critical Tasks	Required Resources	Responsibility	Desired Timeline
2.1	Adopt a common definition for CRR across the FLSS board, FLSS membership, and IAFC that aligns to current industry standards, considers a data-driven approach, and outlines the critical roles of education, engineering, enforcement, economic incentives, and emergency response in CRR interventions.			
2.2	Promote the benefits of CRR to the Fire Service by developing campaigns.			
2.3	Host an annual Community Risk Reduction Leadership Conference to cultivate industry leaders in CRR advocacy and knowledge. Leverage assets from the event throughout the year to generate interest and momentum and engage in a thoughtful evaluation process which improves the event.			
Task Number	Performance Metrics	Baseline	Target	Status Complete
2.1				
2.2				
2.3				

Goal 3: SERVE

Strategic Initiative	We SERVE proactively by providing relevant and timely resources to our members and diverse partnerships. We have the sustainable resources to provide the IAFC membership with a broad range of services and innovative solutions to emerging trends and support research efforts that will yield scientific data that can be used to address community risk.			
Task Number	Critical Tasks	Required Resources	Responsibility	Desired Timeline

3.1	Drive thought leadership, in collaboration with other national-level organizations, on FLSS “wicked problems” and issues across the fire service by monitoring, analyzing, and providing timely and accurate position papers, research and reports that address emerging risks and community fire trends.			
3.2	Engage in legislative advocacy efforts to drive top-down support of critical and emerging fire and life safety initiatives.			
3.3	Investigate new funding streams to acquire appropriate human and financial resources (including the IAFC staff position, section budget, & grant opportunities) to support the FLSS mission and its future growth.			
Task Number	Performance Metrics	Baseline	Target	Status Complete
3.1				
3.2				
3.3				

Goal 4: INCLUDE

Strategic Initiative	We INCLUDE by incorporating diversity, equity, inclusion and belonging into our national and international fire and life safety initiatives and apply that lens to all FLSS initiatives. We provide intentional opportunities to ensure FLSS leadership, activities, and purpose address the needs of a diverse population and include the opinions and expertise of a body that reflects the communities they serve.			
Task Number	Critical Tasks	Required Resources	Responsibility	Desired Timeline
4.1	Examine the FLSS Board representation and Section demographics as a means to recruit more forward thinkers and visible and invisible diversity onto the FLSS board and expand the bull pen to consider diversity, equity, inclusion and belonging measures.			
4.2	Provide board-shadowing opportunities to iDELP members.			
4.3	Provide one scholarship to the CRRL conference to each IAFC Section, and to 2 additional members with the intention of expanding diversity, increasing CRR knowledge, and advocacy across the IAFC (to better serve the fire service needs and give credibility to the IAFC’s authority as the voice of the fire service.)			
Task Number	Performance Metrics	Baseline	Target	Status Complete
4.1				

4.2				
4.3				