



IAFC Strategic Plan 2011-2012

IAFC Mission Statement

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



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

Safety Culture

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



IAFC Priority Goals

To Lead

To Educate

To Serve

Background Information:

This strategic plan is a combined effort of the membership represented by the leadership of all components of the International Association of Fire Chiefs (IAFC). The process was initiated with the Board of Directors reaffirming the priority strategic goals of Lead, Educate and Serve. The Executive Committee and Board of Directors identified their vision for the coming years. This served as a foundation for a meeting of the leadership where they further defined the future direction of the association and developed the basis of the strategies identified in this document. During the discussion, numerous action items were also identified and have been included in this document.

This document will serve as the foundation for the development of additional action items that will formulate 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.

IAFC Strategic Philosophy

- The board and association leadership need to be courageous in developing a proactive agenda for the association and its membership, in taking a lead role in the fire service and with strategic partners, and in creating energy and leading a change in fire and emergency service culture.
- Members must be engaged and encouraged to take ownership in the IAFC.
- The IAFC should focus on value propositions for the broader fire and emergency service community as well as the fire and emergency service industry.
- The IAFC must continue to recognize the value of partnerships and needs to take this to the next level. The IAFC needs to establish itself as a leader with its partners while reaching out to an even greater audience both nationally and internationally.
- In implementing the strategic plan, the leadership and staff needs to consider who the IAFC can work with to achieve the stated strategies.

GOAL ONE: TO LEAD

To LEAD by being the preeminent voice and advocate for the fire and emergency service on national policy and in government.

STRATEGIES

1. *Capitalize on our leadership position by engaging “members as owners.”*

Possible Action Items:

- a. Develop a plan to engage members in the work of the IAFC. Continuously stay abreast of member issues and as much as possible utilize member expertise.
 - b. Develop and implement a bold proactive agenda that moves legislation and regulatory process to support the needs of the emergency services and the communities they serve.
 - c. Continue to advocate current legislative priorities and create the necessary tactical changes to ensure advancement of these agendas.
 - d. Create a business model for the fire and emergency service which will result in community awareness for funding and support for public safety.
2. *Play a lead role in helping the culture adapt to the fundamental shift in local fire service from “putting out fires” to community risk management.*

Possible Action Items:

- a. Work with the various components of the association to identify and define economic and political issues that must be addressed in order to sustain effective structures to meet the changing needs of communities.
- b. Identify a broad spectrum of “best practices” for all aspects of community risk management.
- c. Assist departments in shifting from focusing on operations as the priority to the broader spectrum of community risk management by providing information in educational offerings. Develop “personal support” initiatives to assist members in such areas such as operations, structure and public relations associated with shifting the fire department culture.
- d. Support the development of a model for standardized data collection to serve as a source for creating knowledge to be used to educate the fire and emergency service on best practices.

3. *Be intentional about developing strategic partnerships that will enhance the IAFC's ability to serve its members and the communities they serve.*

Possible Action Items:

- a. Explore strategic opportunities with current and potential partners. Consider non-traditional stakeholders and look for opportunities to involve them.

GOAL TWO: TO EDUCATE

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

STRATEGIES

1. *Create a Knowledge Management System (KMS) which provides member value and makes information and knowledge available on a timely basis.*

Possible Action Items:

- a. Develop a system of capturing knowledge that will facilitate search and find capabilities, provide tools for effective decision-making and career long professional development.
 - b. Explore making the on-line membership directory more accessible to members for the purpose of sharing resources and networking for solution to issues of common concern.
 - c. Promote the development of communities of practice within the “walls” (virtual) of the IAFC.
 - d. Harvest existing knowledge and make available information to support the fire and emergency service in sustaining the “new norm”.
2. *Develop a new approach to education delivery, partnering on face-to-face education and use technology interface for knowledge sharing.*

Possible Action Items:

- a. Using information and input from stakeholders, design educational programs to maximize participation and use of new educational concepts as well as technology.
- b. Develop plan for systematic revision of existing educational programs.
- c. Consider partnerships with states and divisions for regional delivery and educational institution collaborations.



GOAL THREE: TO SERVE

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

STRATEGIES

1. *Enhance the IAFC value proposition to the broader fire and emergency service community so that the IAFC becomes the preeminent organization that fire and emergency service leaders look to for timely, relevant and credible information, training, education and guidance.*

Possible Action Items:

- a. Publish an annual calendar of events and education so that fire-EMS departments can budget funds and personnel time to attend the most relevant events that meet their needs.
 - b. Create wide visibility in the elected and volunteer communities for recognition of the IAFC as a resource for all fire and emergency service leader's needs.
 - c. Develop IAFC services so that members can connect in a convenient and personal way.
 - d. Assist fire and emergency service leaders in creating and fostering personal support teams including multi-discipline relationships.
 - e. Create the capability of "My IAFC" which offers members information delivery options and applications personally designed by those who interface with the IAFC.
2. *Reinvent FRI to be an accessible knowledge management function relevant to all parties involved in the event.*

Possible Action Items:

- a. Solicit feedback from stakeholders to identify future structuring of FRI.
- b. Develop a plan to implement the changes necessary to restructure FRI based on changing fire and emergency service dynamics, technology to make it more than a once a year event.

3. *Research and learn about effective international presence and delivery of value in the association environment.*

Possible Action Items:

- a. Create specific international development plan and determine necessary amendments to bylaws to allow for appropriate structural considerations.
- b. Establish the IAFC role in the global community as a resource for best practices and knowledge based in real-world experience.
- c. Research and prepare for launch of an effective international outreach strategy.

ADOPTED BY IAFC Board of Directors on: March 10, 2011