



IAFC Terrorism and Homeland Security (T&HS) Committee Strategic Plan

2017-2018

I) **IAFC Strategy:**

- Equip current and future fire and emergency service leaders to meet evolving and emerging challenges and opportunities.
- Supplement, develop, enhance and effectively deliver education, training and professional development programs to address the needs of the membership.
- Encourage increased membership and participation through the enhancement of IAFC's image as a valuable organization.
- Provide IAFC products and services that are relevant to current and emerging issues, and topics important to the target audiences, affiliates, and partners.
- Increase awareness of the IAFC as the go-to resource for policy and subject matter expertise.

T&HS Committee Action: Enhance education and awareness of the national fire and emergency service, affiliated partners, and the public about fire-service-related homeland security matters.

Tasks:

- 1) **Work with FEMA to develop a project to improve NIMS education, including basic fundamental incident command training and the application of NIMS within the early phase of emergency incidents.**
- 2) **Gain traction with the larger IAFC membership about high-threat operations, and partner with other organizations.**
 - a. **Define "high-threat operations."**
- 3) **Share greater information with the IAFC membership about emerging trends, and what fire and EMS departments can do to prepare for them. (Completed articles for On Scene, Ballistic Protection information and Active Shooter Toolkit)**
- 4) **For high-threat operations, pair high-level policy with SOPs and a training plan.**
- 5) **Raise the profile of the IAFC and the T&HS Committee as a trusted representational source for homeland security issues through representation on federal advisory committees and**

other similar groups. (Remain a trusted resource with the House Homeland Security Committee).

- 6) Develop Member Education task group to complete the following:
- a. Organize the NCTC symposium. Deliver two FBI briefings, and at least one T&HS Committee class at FRI.
 - b. Routinely submit articles to On Scene, the IAFC blog, and other publications with partnerships with the IAFC.
 - c. Prepare IAFC Member Alerts about emerging threats.
 - d. Organize IAFC webinars relating to terrorism and homeland security topics.
 - e. Identify and produce other forms of T&HS educational material to elevate the criticality of preparedness for the homeland security mission.

II) **IAFC Strategy:**

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

T&HS Committee Action: Engage in homeland security information collection and information sharing for fire and emergency service needs.

Tasks:

- 1) Share greater information with the IAFC membership about emerging trends and what fire and EMS departments can do to prepare for them. (Completed series of articles for On Scene)
- 2) Help IAFC members improve their information-sharing activities, including joining the LEO website; suspicious activity reporting; improving fire service representation at fusion centers; and defining what we expect from fusion centers. (Completed articles for On Scene)
- 3) Inform IAFC members about good sources or intelligence information, including the development of a one-page document for the IAFC website and creation of a HSIN IAFC T&HS community of interest. (Ongoing effort)
- 4) Revise the Homeland Security Intelligence Guide for Fire Chiefs to develop a model guide for fire/EMS based fusion center assignments (including a job aid/task list.) (Revision complete, copy-editing mostly done, need to add Intel Requirements document)

- 5) **Make the IAFC a repository for information on topics that the committee thinks deserves attention, including Fire as a Weapon; Active Shooter; IEDs; cyber-threats to 9-1-1 centers; etc. (Developed Active Shooter toolkit with CCA component)**
- 6) **Encourage and facilitate funded partnerships with federal agencies, including recruiting fire departments to staff the JCAT and encouraging fire departments to place representatives with JTTFs.**
- 7) **To support fire service understanding of evolving terrorist tactics, techniques, and procedures. Lead project teams to provide analysis of international and domestic terrorist incidents to develop briefings, articles, products and case studies.**

III) IAFC Strategy:

- Provide innovative leadership by advocating for and guiding the fire and emergency service to create, recognize and respond to emerging trends and opportunities.
- Provide IAFC products and services that are relevant to current and emerging issues, and topics important to the target audiences, affiliates and partners.

T&HS Committee Action: Contribute to the national fire and emergency service preparedness for homeland security incident response.

Tasks:

- 1) **Focus on the need to integrate the concepts and proficiencies of NIMS throughout the emergency response community, including all emergency support functions.**
- 2) **The IAFC and the T&HS Committee will form liaison relationships with leaders of other disciplines, beginning with law enforcement associations to collaborate and understand the roles, capabilities, and core competencies of the other disciplines.**
- 3) **For high-threat operations, pair high-level policy with SOPs and a training plan.**
 - a. **Engage with the NFPA 3000, Standard for Preparedness and Response to Active Shooter and/or Hostile Events committee.**
 - b. **Develop guide/best practice document for pre-hospital care in hostile incidents, including patient distribution to hospitals and patient tracking.**
 - c. **Share training plans on Active Shooter Toolkit.**
- 4) **Explore and formalize international partnerships to enhance fire service preparedness, including information sharing and capabilities.**
- 5) **Broaden the understanding of the risk of cyber-threats and their impact on our critical systems.**
 - a. **Develop preparedness and prevention initiatives to protect mission-critical systems.**

- 6) **Understand the benefits and threats of emerging technologies, such as Unmanned Aerial Systems.**
- 7) **Develop pre-planning for IAFC T&HS Committee team to produce after-action review after major terrorist attacks.**

IV) IAFC Strategy:

- Increase awareness of the IAFC as the go-to resource for policy and subject matter expertise.
- Expand recognition of those showing exceptional or extended service to their organizations or the industry.

T&HS Committee Action: Serve as an advocate for federal policies that support fire-and-emergency-service-related homeland security activities.

Tasks:

- 1) **Articulate the gaps or needs for the fire and emergency service to policymakers.**
- 2) **Raise the profile of the IAFC and the T&HS Committee as a trusted representational source for homeland security issues through representation on federal advisory committees (including DHS and FEMA) and other similar groups. (Remain a trusted resource with House Homeland Security Committee)**
 - a. **Develop relationships with Congressional committees, FBI, DHS, FEMA, NCTC, National Security Council, state homeland security organizations, and state and local emergency management organizations.**
- 3) **Educate the Executive Branch agencies and Congress about important homeland security issues for the fire and emergency service through hearing testimony and in-person meetings. (Ongoing effort)**
- 4) **Encourage the development of a federal database with best practices and successful projects developed with the use of DHS preparedness grants.**