

Texas Fire Chiefs Association

STRATEGIC PLAN 2019-2020



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Mission and Vision

Mission

The Texas Fire Chiefs Association believes in serving the leaders of the Texas Fire Service by actively participating in the advancement of the fire service through positive leadership, active legislative involvement and the sharing of information while maintaining the highest ethical and professional standards.

Vision

The Texas fire Chiefs Association strives to be the liaison between the Texas Fire Service leadership and the legislative members of the State of Texas, attempting to further strengthen and logically apply proposed and current regulations which actively enhance the safety of the citizens of the State of Texas while protecting the career and volunteer firefighters throughout the State.

Action

- The TFCA will accomplish this by continued effective communication between elected officials and Fire Service leadership emphasizing education, budget considerations, adherence to state and national standards.
- The TFCA will communicate to the Texas Fire Service Leadership on issues which may have an impact on the safety and or welfare of their members. The TFCA will utilize social media, The Friday Report and any new technology which will enhance the effectiveness of the organization including but not limited to podcasts, webcasts and videos.
- The TFCA will continue to be a sounding board for the Texas Fire Service Leadership by providing a mechanism for question and answer type forums and lessons learned through regional meetings and by regional leadership.
- The Texas Fire Chiefs Association will continue to operate with the pride of an organization representing a career with over two hundred years of demonstrated high ethical, moral and professional standards.



Membership Values - Adopted from IAFC Strategic Vision

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.



Executive Summary

Influencing Legislation

The TFCA represents the voice of Texas Fire Chiefs with our legislators. The TFCA works with legislatures in both houses to ensure that state laws, regulations, and policies meet the needs and requirements of the local fire chief. From Senate hearings to meetings with committees, the TFCA advocates on behalf of the Texas Fire Chiefs. One of the legislative committee's main efforts is to introduce and pass legislation to create and maintain programs that assist the Texas fire service leadership.

Texas Commission on Fire Protection

TFCA shall increase our influence and partnership to insure that the TCFP does not erode, dilute functions, or suffer a loss of identity; and to maintain a high standard of safety for firefighters and quality of services. The State of Texas is fortunate to have a regulatory agency that provides regulation that has a positive impact and focuses on the health and safety of firefighters across the State of Texas. The TFCA will keep a substantial focus towards preservation and providing professional leadership as a progressive stakeholder for our Fire Commission.

Enhancing Firefighter Safety

Enhancing and promoting the safety of firefighters should be the highest priority of the Texas fire service leaders. Supporting and facilitating a safety culture should be a dominant principle behind our daily efforts to strive for excellence. Firefighters must be fit and well equipped, adequately trained to address the emergency challenges they face without becoming a victim of the circumstances they are attempting to control.

Professional Development and Succession

Advancing professionalism and achieving excellence in the fire service is conquered through quality training, professional development, and pro-active succession planning. Developing our current and future fire service leaders is an essential component for increasing safety, delivering quality services and cultivating a pre-emptive professional culture. Embracing organizational excellence through professional credentialing programs can enrich the professional image of the fire service and improve community safety.

Implementation Methodology

Successful implementation and plan management includes the need for a process of performance measurements of the identified initiatives and critical tasks within the strategic plan. The TFCA Executive Committee and Executive Director will assume responsibility for monitoring implementation through a developed work plan. The transparency provided in our tracking tools will make the organization as a whole more accountable for both performance and outcomes.



NOTES



S.W.O.T. Analysis

S.W.O.T. Summary Results

Below are highlights of a S.W.O.T. analysis of the TFCA planning committee. The results of the S.W.O.T. along with the survey results were used to develop strategic initiatives that are detailed out within the body of the plan. The initiatives will be accompanied with a time line, critical tasks, performance indicators, and desirable outcomes. The ultimate goal is to have a dynamic plan that will be utilized as a guiding tool for the TFCA.

Strengths:

- Provides Leadership to Texas Fire Service
- Regional Director system to enhance communication
- Recognized positive influence on legislative and regulatory process
- Continued development of TFCA Fire Chiefs Academy, EMS Chief Update, Company Officer Symposia, LODD Conference, Best Practices Recognition Program, Executive Conference, Workshop
- Partnership with Fire Engineering Powerhouse
- Dedicated and enthusiastic staff
- Legislative efforts more proactive than reactionary
- Steps taken to secure long-term financial income
- Annual Conference revamped for HOD and Command Staff primarily
- Great technological reach (great database)

Weakness:

- Getting members more active in the TFCA
- Need to use technology more in communicating to membership via videos, podcasts, digital articles, newsletters
- Transparency of priorities and goals of the Executive Board to membership

Opportunities:

- Demonstrate value to the state-wide fire service
- Utilize technology as a communication medium
- Legislative membership in Texas is changing, opportunity to influence them towards key issues facing the membership and the fire service of Texas
- Labor associations are approachable and willing to conduct informational sharing and conduct joint management labor educational programs
- Reach out to younger leaders (particularly through the Academy)
- Foster deep relationships with vendors and partners
- Develop ties to fire publishers who share common goals

Threats:

- Need to get more Chiefs involved in serving on committees and running for elected executive board positions
- Conflicting messages within the TCFA - or representatives lacking engagement
- Lack of a unified voice
- Membership apathy
- Shortfalls in communication with stakeholders
- Senior members disliking change and verbalizing





Priority Statements and Strategic Initiatives

Priority 1

• **Influencing Legislation**

The TFCA represents the voice of Texas Fire Chiefs in Austin. The TFCA works with legislatures in both houses to ensure that state laws, regulations, and policies meet the needs and requirements of the local fire chief. From Senate hearings to meetings with committees, the TFCA advocates on behalf of the Texas Fire Chiefs.

One of the Legislative Committee's main efforts is to introduce and pass legislation to create and maintain programs that assist the Texas fire service leadership. The Committee addresses a variety of administrative and operational issues that span the broad scope of the fire and emergency service.



Initiative 1A:
Develop and introduce legislation to critical issues that support consistent laws and regulations

- Responsibility:** Legislative committee, TFCA, Executive Director, stakeholder groups, TFCA Lobbying Team
- Collaborators:** TFCA, SFFMA, TEEX, TDEM, TFS, SFMO
- Critical Tasks:**
- Identify key legislative issues that will produce positive results for the fire service
 - Create opportunities for fire service leaders to increase their knowledge to understand the details of the issues and potential legislative solutions
 - Gain an understanding of what solutions produce positive outcomes for the Texas fire service
 - Work collectively with stakeholder groups, committee members and legislators to draft and propose legislation and regulations
- Performance Indicators:**
- Number of issues identified for resolution
 - Number of issues resolved by legislative advocacy
- Outcome:** The Texas fire service is supported by consistent laws and regulations at the federal, state and local levels.





Texas Fire Chief's Association 2019 -2020 Legislative Plan

President Chief Patrick Shipp – Webster Fire Chief

Legislative Chair Chief Mike Wisko – Galveston Fire Chief

Legislative Committee Members

- Chief Clay Huckaby – 1st VP / Buda Fire Chief
- Chief Les Stephens – 2nd VP/ San Marcos Fire Chief
- Chief Donnie Norman - 3rd VP/Travis County ESD#1 Fire Chief
- Chief Robert Isbell – Treasurer / Round Rock Fire Chief
- Chief Jimmy Chew – TML Director / Stephenville Fire Chief
- Chief Brent Parker - Immediate Past President/ Wylie Fire Chief

Legislative Committee Mission

The Legislative Committee will strive to build and maintain positive relationships with legislators and all Fire Service interest Groups in an effort to develop and maintain logical legislative initiatives which reflect the Mission, Vision and Priorities outlined in the TFCA Strategic Plan while enhancing the safety and welfare of the Citizens and Fire Service professionals of the Great State of Texas.



Legislative Plan

- Set Legislative Priorities
- Identify Bills that are of interest to TFCA
- Assign Committee members to focus on specific Priorities
- Identify Chiefs by Representative/Senate Districts
- Work with Fire Service Consortium to push Priorities
- Work with TML to ensure support for legislative priorities
- Meet/Get to know State Senators, State Representatives and their Staff members
- Regular Conference Calls with Committee, TML and TFCA Lobbyists

2019 Priorities

- Career Ending injuries
- PTSD/Mental Health legislation
- State Fire Response agency
- TIFMAS funding
- Residential Sprinklers
- Guns



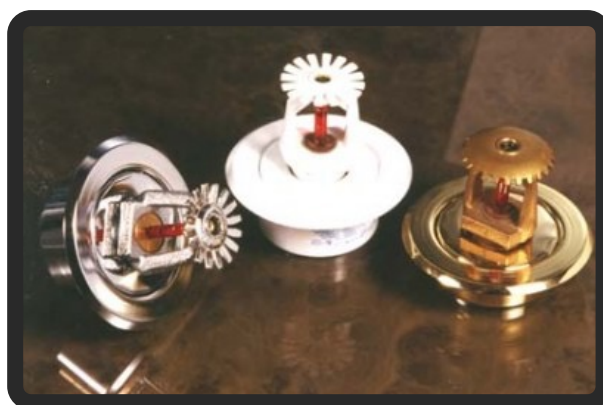




Priority 2

• Enhancing Firefighter Safety

Enhancing and promoting the safety of firefighters should be the highest priority of the Texas fire service leaders. Supporting and facilitating a safety culture should be a dominant principle behind our daily efforts to strive for excellence. Firefighters must be fit and well equipped, adequately trained to address the emergency challenges they face without becoming a victim of the circumstances they are attempting to control. It is a priority to reduce the annual death and injury rate by encouraging the Texas fire service to improve fire safety measures and encourage improvements in personal protective equipment, emergency response equipment, training systems and research.



Initiative 2A:

Continued promotion of Life Safety initiatives, to incorporate civilian and firefighter safety.

Timeline:	April 2019
Responsibility:	Safety Committee
Collaborators:	TFCA, TCFP, SFFMA, TAMFS, TML, TSAFF, TEEX, SFMO, State and Local Legislatures
Critical Tasks:	<ul style="list-style-type: none">• Support fire sprinkler initiatives• Sponsor / support Risk/Benefit Analysis training• Sponsor / support community risk reduction opportunities• Promote the importance of collecting and retrieving validated data• Advocate for courage to be safe and leadership accountability• Encourage the review and adoption of current versions of Fire/Life Safety codes and building codes.• Create opportunities to advance professional credentialing• Facilitate post incident analysis
Performance Indicators:	<ul style="list-style-type: none">• Notable Increase in professional credentialing• Compliance with 2015 CTBS requirement• Statistics on Firefighter injuries/LODD• Statistics on Civilian fire injuries and fatalities• Increased compliance of utilization of injury reporting through FIDO
Outcome:	The reduction of civilian fire related injury and death, as well as the reduction of firefighter LODD and injury.



Initiative 2B:

The Texas Fire Chiefs Association will support and enable firefighter Wellness and Fitness programs.

Timeline:	April 2019
Responsibility:	Safety Committee, LODD Committee
Collaborators:	TFCA, IAFC, TCFP, TSAFF, SFFMA
Critical Tasks:	<ul style="list-style-type: none">• Advocate for a holistic wellness approach for the following programs:<ol style="list-style-type: none">1) Fitness evaluations2) Medical evaluations3) Rehabilitation practices4) Behavioral Health• Sponsor and recommend credentialing of Peer Fitness Trainer programs• Support and promote the implementation of NFPA 1582 standards• Indorse and support IAFC Safety, Health, and Survival section initiatives and programs.• Promote chapter 10- Safety and Health of the TFCA Best Practice Program.• Sponsor and facilitate smoke coalition programs• Participate and encourage efforts on the fight against Cancer• Encourage compliance with TCFP injury reporting practices and utilization of FIDO reporting.• Promotion of Regional CISM response teams
Performance Indicators:	<ul style="list-style-type: none">• Regional offerings for credentialing opportunities for peer fitness trainers• Participation and endorsement of IAFC Safety, Health, and Survival programs• FIDO reporting results
Outcome:	To observe an annual reduction in firefighter injury and LODD cases with an increase awareness of the risk related to smoke exposure (Cancer).



Priority 3

• Professional Development & Succession Planning

Advancing professionalism and achieving excellence in the fire service is conquered through quality training, professional development, and pro-active succession planning. Developing our current and future fire service leaders is an essential component for increasing safety, delivering quality services and cultivating a pre-emptive professional culture. Embracing organizational excellence through professional credentialing programs can enrich the professional image of the fire service and improve community safety.



Initiative 3A:

Enhance our programs to support career development and mentoring to current and future leaders.

Timeline: January 2019

Responsibility: All TFCA Committees, Board Members

- Critical Tasks:**
- Promote / sponsor professional credentialing programs
 - Encourage development through professional designation programs
 - Encourage succession planning, and sponsor conferences
 - Sponsor leadership training and mentoring programs
 - Leverage the repository of knowledge and experience and make it easily accessible for research to the membership. (Post Position statements)
 - Develop a Texas “EFO” model and designation (expand the “CFE” model)
 - Evaluate existing TFCA sponsored programs to ensure quality and value
 - Promote and sponsor Fire Marshal credentialing programs
 - Sponsor managing LODD investigations and the aftermath
 - Promote regional professional Honor Guard training
 - Be Inclusive; demonstrate how to communicate the purpose and value of our services.
- Performance Indicators:**
- Attendance and participation of training opportunities
 - Quality assurance results indicate development programs provided value
 - Increase number of credentialed fire service leaders
 - White papers and position statements posted on web site
 - Membership increase from being a go to resource...Best Practices, executive development.
 - Multiple pathways available to pursue career development opportunities
- Outcome:**
- Access to multiple venues for training and educational opportunities will be available for professional development of current and future fire service leaders.



Initiative 3B:
Provide conferences and educational events that are relevant to current and emerging topics.

Timeline: January 2019

Responsibility: Executive Director

Collaborators: TFCA Executive Director, TFCA Committee and Board Members

Critical Tasks:

- Evaluate all TFCA programs for continued success and continuous improvement
- Support regional TIFMAS credentialing academies
- Continuous marketing of the purpose and value of the association

Performance Indicators:

- Retention of existing members and new Memberships enrollment
- Overall participation from existing membership
- Attendance at TFCA conferences, symposiums, and meetings
- Feedback from training and education programs
- Web site activity and utilization
- Participation from vendors and industry professionals

Outcome:

- Provide quality conferences and development opportunities that provide for a valued quality experience to the participants.



Priority 4: Promote Fire Based EMS

Timeline: January 2019

Responsibility: EMS Committee

Critical Tasks:

- Identify trends in EMS delivery
- Share information with the Texas Fire Service on identified trends
- Identify threats to Fire Based EMS
- Identify and understand future funding streams related to EMS delivery
- Identify and understand Patient Protection and Affordable Care Act and its implication for EMS delivery
- Assign an EMS point of contact to work directly with the Legislative Chair

Performance Indicators:

- TFCA Position Statement
- Power Point of talking points
- Fire Based EMS Track at Texas EMS Conference
- EMS or equivalent Leadership Track at the Texas Fire Chiefs Academy
- TFCA EMS Committee member liaison assigned to GETAC
- TFCA EMS Committee P.O.C. assigned to Legislative Chair

Outcome:

- Texas Fire Based EMS gains in exposure and unification of position
- Texas Fire Based EMS establishes precedent for industry
- Texas Fire Based EMS becomes leader in industry



Implementation Methodology

Successful implementation and plan management includes the need for a process of performance measurements of the identified initiatives and critical tasks within the strategic plan. The TFCA Planning Committee and Executive Director will assume responsibility for monitoring implementation through a developed work plan.

This work plan brings additional value; it increases the level of communication and addresses accountability by measuring task assigned to various committees and members. Being able to analyze progress of critical tasks creates transparency within the organization and assists in measuring progress towards achieving the desired outcome of each initiative. The transparency provided in our tracking tools will make the organization as a whole more accountable for both performance and outcomes.

