



TEXAS COMMISSION ON FIRE PROTECTION

AGENCY STRATEGIC PLAN

FOR

FISCAL YEARS 2025 -2029

BY

<u>Commission Members</u>	<u>Dates of Term</u>	<u>Hometown</u>
J.P Steelman, Presiding Officer	2024-2029	Longview
Mike Jones	2024-2029	Burleson
Bob Morgan	2024-2029	Ft. Worth
Sue De Villez	2019-2025	Georgetown
David Coatney	2022-2028	College Station
Paul Hamilton	2019-2025	Amarillo
Michael Glynn	2022-2028	Roanoke
Michael Johnson	2024-2029	Texas City
Chris Cantu	2022-2028	Round Rock
Tim Smith	2022-2028	West Carlise
Amanda Frideck	2023-2028	Alice
Kelly Vandygriff	2019-2025	Abernathy
Russell (Rusty) Wilson	2019-2025	Mesquite

Submitted June 1, 2024

Signed:

Mike Wisko

Agency Chief

Approved:

[Signature]
Presiding Officer

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MISSION AND FUNCTIONS

The mission of the Texas Commission on Fire Protection (TCFP) is to aid in the protection of lives and property of Texas citizens through the development and enforcement of recognized professional standards for individuals and fire service organizations.

TCFP is committed to operating under the highest standards of ethics, accountability, efficiency, and integrity. The organization is also committed to administering its statutory duties in a fair, just, and equitable manner. The responsibility for protecting from fire and other hazards is a cooperative effort involving TCFP, other state agencies, local governments, fire service organizations, and even the citizens of this state. As such, the Texas Commission on Fire Protection places great value on its relationships with its fire protection partners and neighbors.

The Texas Commission on Fire Protection accomplishes its mission primarily by ensuring and monitoring the safety, training, and credentialing of Texas firefighters and other fire protection personnel. The agency fulfills most of its responsibilities via four “core” functional areas: compliance, testing, certification, and injury reporting.

- The Compliance Division of the agency performs **inspections of regulated entities and investigations of firefighter injuries**, to ensure that the organizations are following the rules adopted by the commission. These rules require that fire departments and other associated organizations: provide their personnel with approved protective equipment; ensure that personnel are trained and credentialed concerning their assigned duties; provide ongoing training to personnel in their areas of responsibility; and adopt certain procedures and practices to ensure personnel safety.
- The Training and Testing Division approves courses taught by fire training providers throughout the state and administers state certification exams covering many different disciplines. These disciplines include various types of firefighting, apparatus operations, fire inspection/code enforcement, fire investigation, hazardous materials, incident management, and other areas of expertise.
- The Certification Division performs **all the necessary checks** to ensure that those applying for state fire certifications have met the requirements to be credentialed in a particular discipline and issues those credentials to qualified persons. Certification personnel also **perform audits of continuing education records and manage the annual certification renewal process** for all TCFP-regulated departments and individuals.
- The Injury Reporting, **the gathering of data related to fire personnel injuries, analyzing the data, and publishing the results annually with recommendations**. All regulated entities are required to report injuries sustained by their personnel. The agency has administered the program since 2010, and valuable information is now available to fire departments regarding injuries sustained by fire protection personnel statewide.
- The Ernest A. Emerson Fire Protection Resource Library contains resources available to the fire protection community and the public for checkout or viewing at the library.

Overarching all activities at the Texas Commission on Fire Protection is the commitment to adopt the most current technology possible to deliver services and oversight. The information technology team **continuously works to design and develop new features for the commission’s online presence**. Online features that have been developed or are in development include the submission of various documents and applications, testing, payments for TCFP fees, and injury reporting. **The goal is to provide a platform that continues to meet the demands of today’s fire service and agency employees.**

Concurrent with technology development efforts is a dedication to ensuring the security of the data managed by TCFP. Attempted intrusions and attacks on the data infrastructure represent a continuing and growing challenge, not just to our organization but to all the state government. The agency works closely with the state's Department of Information Resources to receive valuable support, guidance, and oversight of agency IT operations.

The Texas Commission on Fire Protection is honored to play a role in the always-evolving Texas fire service. As we move toward the future, we will not forget the great heritage and history forged by the community of which we are a part. It has at its core a servant's heart, made up of those who have pledged to stand, sometimes at a heavy price, in harm's way to protect our citizens. We are proud to stand with them and pledge as well to help them do their jobs better and more safely, and ultimately fulfill their calling to those who depend upon them.

AGENCY GOALS AND ACTION PLANS

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal:

Ensure continued compliance by all regulated entities as it relates to firefighter safety, training standards, and reporting requirements.

Action Plan:

Work in partnership with all regulated entities to educate and ensure a clear understanding of all state laws and administrative codes related to firefighter safety and education, while working with all divisions of TCFP to ensure efficient and timely service delivery.

ACTION ITEMS TO ACHIEVE GOAL

1. Conduct consistent and transparent inspections...
2. Conduct thorough and consistent investigations of injuries and complaints.
3. Ensure regular training for all staff to ensure a consistent message and process for all entities to understand.
4. Continue to share information related to the fire service with all regulated entities.
5. Continue to support all TCFP Divisions and other State agencies as needed to serve the citizens of Texas.

HOW GOAL OR ACTION ITEMS SUPPORT STATEWIDE OBJECTIVES

1. *Accountable to tax/fee payers of Texas.*
Conduct inspections, investigations, meeting attendance, and training travel per agency policies.
2. *Maximum results with minimum waste of taxpayer funds.*
Maintain open lines of communication with all regulated entities to ensure consistent messaging and a clear understanding of laws and regulations related to the fire service.
3. *Ensure effectiveness in fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.*
Continue consistent training for all staff while providing clearly defined guidance for consistent messaging.
4. *Providing excellent customer service.*
Be responsive to our stakeholders and regulated entities to ensure transparency that remains apparent to Texans.

AGENCY GOALS AND ACTION PLANS

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal:

The Texas Commission on Fire Protection (TCFP) will continue to provide outstanding customer service to all fire protection personnel through new and existing certification processes. The goal is to better serve the citizens of Texas by enhancing the professionalism, knowledge, and expertise of the Texas fire service.

Action Plan:

TCFP personnel will modernize and amend the certification processes by collaborating with commissioners, advisory committee members, and customers to continue establishing committees consisting of subject matter experts (SMEs) as needed to develop certification exam test banks, identify areas of need, and create supportable and comprehensible curricula.

ACTION ITEMS TO ACHIEVE GOAL

1. Identify programs and processes that require modifications and modernization.
2. Reach out to TCFP personnel, commissioners, committee members, and customers for concerns and ideas.
3. Continue to schedule and conduct ad hoc committee meetings as necessary to update test banks, curriculum, and other pertinent information for training providers.
4. Maintain compliance with the Certification Division rules.
5. Continue to identify additional certifications our customers desire to enhance their careers and develop exceptional curricula.

HOW GOAL OR ACTION ITEMS SUPPORT STATEWIDE OBJECTIVES

Our goals and action items support statewide objectives by:

1. Accountable to tax/fee payers of Texas.

TCFP is accountable to tax/fee payers of Texas by utilizing our SMEs throughout many of the fire service curriculums, skill developments, and testing processes. This not only allows for the Texas Fire Fighter Tradition to continue but brings additional years of knowledge and experience, which then in return allows tax/fee payers to feel and see our commitment and dedication to provide them the best in service.

2. Maximize results with taxpayer funds.

To maximize the results of taxpayer funds, TCFP shall utilize Texas-certified SMEs as well as TCFP team members.

To get all stakeholders' ideas and concerns, surveys shall be sent out by mass email.

To minimize costs associated with postage, TCFP has modified processes for agencies to pay for certifications within the FIDO system.

3. Effective in fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.

TCFP's core functions are to modify and enhance the processes needed to approve certifications. This ensures our men and women have the correct and most current knowledge and skills.

Measuring success as well as failures shall be continuous within our agency. To ensure that the most effective means of teaching is being conducted by continuing to schedule ad hoc committee meetings as necessary to update test banks, curriculum, and other pertinent information for training providers.

Plans shall be implemented for all aspects of the program. This will ensure that TCFP remains current and can provide the best service to our stakeholders and communities.

4. Providing excellent customer service.

The goal is to provide excellent customer service to create loyal customers and improve the agency's public image.

5. Transparent actions apparent to Texans.

We here at TCFP are fully committed to being transparent by utilizing all forms of communication. The wants and needs of Texans are our top priority.

AGENCY GOALS AND ACTION PLANS

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal:

Refine and maintain a microservice system for administering state examinations via an online process.

Action Plan:

Continue programming efforts that will improve the delivery of online exams. Refine established agreements with computer-based testing centers throughout the state to be used by examinees for testing. Launch updated online testing application during fiscal year 2025.

ACTION ITEMS TO ACHIEVE GOAL

1. Complete functional testing of the microservice system (architectural and organizational approach to software development where software is composed of small independent services that communicate over well-defined application program interfaces) by April 2025 to ensure that the system can deliver online exams as designed.
2. Continue establishing agreements with testing centers to expand availability to as much of the state as possible. Continue the process through fiscal year 2027 as necessary.
3. Include final testing of online scheduling and payment modules for exams in the functional tests above.
4. Expand updated online testing for all disciplines by the end of fiscal year 2025.
5. Ensure that the system for administering hard-copy exams is preserved and functional as well.

HOW GOAL OR ACTION ITEMS SUPPORT STATEWIDE OBJECTIVES

1. *Accountable to tax/fee payers of Texas.*
Online testing is consistent with the statewide goal of implementing technological solutions to serve Texas citizens.
2. *Maximum results with minimum waste of taxpayer funds.*
The updated online testing system will be more efficient and cost-effective than previous and onsite versions. Onsite exams will remain an option for examinees, but an improved web-based exam will engender a significant reduction in usage.
3. *Effective in fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.*
The updated testing system will be an improvement in terms of effectiveness in fulfilling the agency's testing function. It will improve the gathering of testing statistics and performance measures data.
4. *Providing excellent customer service.*
Although customers will still be required to go to a testing center to take an exam, results from their test will be available to them quickly, which will expedite and simplify the individual's ability to obtain certification.
5. *Transparent actions apparent to Texans.*
The updated system will provide convenience and direct benefits to Texans who use it.

AGENCY GOALS AND ACTION PLANS

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal:

Securely migrate all TCFP file systems and ancillary systems to the cloud. This will improve access to agency files from remote locations.

Action Plan:

Take all necessary steps, including securing funding and technical expertise needed, to migrate current file systems to the cloud—beginning with a “lift and shift” strategy of legacy systems.

ACTION ITEMS TO ACHIEVE GOAL

1. Evaluate different cloud service offerings to find a good fit for the agency.
2. Perform cost-benefit analysis and secure funding.
3. Perform gap/redundancy analysis to determine what can/should remain, what needs to be changed, and where efforts need to be dedicated for implementation.
4. Identify operational risks and prepare to address migration challenges such as interoperability; data and application portability; data integrity and security; and business continuity.
5. Establish training requirements for new technologies, tools, processes, governance, etc.
6. Complete the “lift and shift” of current systems to the cloud by December 2024.

HOW GOAL OR ACTION ITEMS SUPPORT STATEWIDE OBJECTIVES

1. *Accountable to tax/fee payers of Texas.*
This migration exercise represents another technology-based solution for agency operations and interaction with the agency’s regulated community.
2. *Maximum results with minimum waste of taxpayer funds.*
Agency systems will become more resilient and reduce costs incurred because of service downtime at the current physical location.
3. *Effective in fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.*
Migration to the cloud will lead to an improvement in service delivery as staff and applications will have improved access to needed files. Outages or disasters at current physical file server locations will have no negative impact on work.
4. *Providing excellent customer service.*
Once operational, the Texas Fire Service can be assured of a more reliable and available service from the agency.
5. *Transparent actions apparent to Texans.*
The cloud-based system, eventually implementing continuous integration and continuous deployment (CI/CD), lends itself to fast feature updates. This makes the agency more responsive and open to solving the needs of Texans who rely on the agency.

AGENCY GOALS AND ACTION PLANS

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal:

Improve the usefulness of the TCFP Library for the Texas fire service and the general public.

Action Plan:

Explore new ways to market the valuable data available in our Library and consider the development of additional features and educational material offered through our Public Information system that add value to the Texas Fire Service and others.

ACTION ITEMS TO ACHIEVE GOAL

1. Adopt changes to the program as directed by the Commission board and implement strategies for marketing the program to stakeholders and others as coordinated by the agency's public information officer.

HOW GOAL OR ACTION ITEMS SUPPORT STATEWIDE OBJECTIVES

1. *Accountable to tax/fee payers of Texas.*
Further development of the Public Information Division annually.
2. *Maximum results with minimum waste of taxpayer funds.*
All development of the Public Information Division & system is accomplished using current agency staff and Stakeholders.
3. *Effective in fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.*
Further development of the system enhances the ability of the agency to gather educational data and provide statistical information to the fire service.
4. *Providing excellent customer service.*
An improved system will help fire departments with input of data and will provide them with the ability to obtain valuable statistical data whenever needed.
5. *Transparent actions apparent to Texans.*
Injury statistical data is currently available to all Texans as part of the State Fire Marshal's annual report and is also available independently on the agency's website. The agency always welcomes feedback from stakeholders and others regarding its services and projects.

AGENCY GOALS AND ACTION PLANS

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal:

Improve the usefulness of the agency's injury reporting system to the Texas fire service and the general public.

Action Plan:

Explore new ways to use the valuable data obtained from the injury reporting program and consider the development of additional features in the reporting system that add value to the data for local fire departments and others.

ACTION ITEMS TO ACHIEVE GOAL

1. The agency's public information officer will explore recommendations provided by the Commission and stakeholders on ways to improve the injury reporting program and work with IT staff to implement recommendations.
2. Create more opportunities for learning about the injury reporting program for our stakeholders. This can be done by hosting webinars, creating more tutorial videos, and promoting the injury reporting program at regional meetings.

HOW GOAL OR ACTION ITEMS SUPPORT STATEWIDE OBJECTIVES

1. *Accountable to tax/fee payers of Texas.*
Further development of the injury program addresses the agency's statutorily mandated requirement to obtain, analyze, and report injury information annually.
2. *Maximum results with minimum waste of taxpayer funds.*
All development of the injury reporting system is accomplished using current agency staff.
3. *Effective in fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.*
Further development of the system enhances the ability of the agency to gather injury data and provide statistical information to the fire service.
4. *Providing excellent customer service.*
An improved system will help fire departments with the input of data and will provide them with the ability to obtain valuable injury statistical data whenever needed.
5. *Transparent actions apparent to Texans.*
Injury statistical data is currently available to all Texans as part of the State Fire Marshal's annual report and is also available independently on the agency's website. The agency always welcomes feedback from stakeholders and others regarding its services and projects.

REDUNDANCIES AND IMPEDIMENTS

Identified Statute

General Appropriations Act for the 2026-27 Biennium

Article V: Public Safety and Criminal Justice, Commission on Fire Protection

Reason for Impediment

The TCFP continues to operate as a small state agency with a minimal number of FTEs to develop and revise training curriculum, verify and issue certifications annually, to more than 38,000 career firefighters, conduct inspections of 1300 regulated entities, conduct investigations of firefighter injuries and complaints, maintain open and on-going communications with all regulated entities and collect, evaluate, analyze and produce an annual firefighter injury report, intended to increase education and improve firefighter safety.

Over the past four years, Texas has experienced unprecedented growth resulting in many communities transitioning from an all-volunteer fire department to a full-time career or a combination career/volunteer fire department. This growth has increased the workload at TCFP to ensure compliance with the established safety and training standards. Our Compliance Division is charged with conducting inspections of regulated fire departments and Training Facilities while at the same time conducting investigations into firefighter injuries and complaints.

Commission Recommendation and Benefit

It is the recommendation of the Commission to increase the number of FTEs by twelve positions, to increase the overall efficiency of the Agency. The largest increase is in the Compliance Division. Currently, one Manager supervises eight Compliance Inspectors. These inspectors are responsible for inspections and investigations. TCFP suggests separating Inspections and Investigations and **adding five FTEs for the Investigation Division**. While both Divisions could be managed by one Division Director, there is a clear need to have a supervisor for each division to ensure an effective span of control and overall management of both divisions. The supervisor duties could be added duties for one Inspector and one Investigator with an adjustment in salary for the extra responsibilities. At the same time, the Compliance/Investigation Divisions need clerical support, in the way of one Administrative Support staff.

Additionally, **two additional FTE positions in Certification** are needed to manage the continued increase in the number of certified firefighters. **Two additional FTEs in Testing** are needed to ensure adequate audits of On-Line Training Facilities. **One new FTE in Information Technology** is needed to keep up with the growing technological challenges. **One additional FTE in Public Information** would streamline the Injury reporting process, creation of the annual Injury report, and management of the resource library. **One additional FTE is needed to support the Executive Assistant** who currently manages all Executive Office clerical duties, Commission meeting documentation, and Human Resources duties.

Identified Statute

General Appropriations Act for the 2026-27 Biennium

Article V: Public Safety and Criminal Justice, Commission on Fire Protection

Reason for Impediment

Another budgetary challenge for the commission rests in the budgeted salaries for 33 FTE positions. We currently have **32 FTEs and do not have the funding available to fill the 33rd FTE position**. The current workload requires an additional 12 FTE positions as outlined in the previous section, yet we cannot afford to fill all 33 positions currently allotted. This places tremendous pressure on the Commission's remaining staff because our mission and responsibilities continue to increase.

Commission Recommendation and Benefit

It is the recommendation of the Commission to restore the funding for the 33rd FTE position.

Identified Statute

General Appropriations Act for the 2026-27 Biennium

Article V: Public Safety and Criminal Justice, Commission on Fire Protection

Reason for Impediment

A continuing budgetary challenge for the commission rests in a contingency rider attached to the agency's budget. The General Appropriations Act requires the agency to generate revenues that will cover the amount appropriated for its operations. However, **the Act also calls for the agency to generate an additional \$1,500,000 in revenue over and above its appropriation responsibility**. Furthermore, the Act directs that in the event actual and/or projected revenue collections are insufficient to cover the total required (including the rider amount), the Legislative Budget Board may direct the Comptroller of Public Accounts to reduce the agency's appropriation to an amount expected to be available above the \$1,500,000.

This places tremendous pressure on the Commission's limited budget and revenue-generating responsibility. **TCFP is already struggling to meet the increased demand created by an increase in regulated entities and certificate holders**. Furthermore, the rider forces the Commission to pass on its impact to all regulated entities and individuals statewide through unnecessarily high fees. TCFP fees are higher than other public safety regulatory agencies. The most common complaints expressed by the members of the Texas Fire Service are that the fees are too high while the services provided are less than adequate.

Commission Recommendation and Benefit

It is the recommendation of the Commission to re-evaluate the request and self-funded status, increase the appropriation amount to cover the agency's exceptional request and **remove the \$1.5 million rider**. This would allow the agency to maintain the current fees charged to our regulated community while enhancing the services provided by the agency through improved operations.

II. SUPPLEMENTAL SCHEDULES

Schedule A: BUDGET STRUCTURE

As Adopted in the 2024-25 General Appropriations Act

A. GOAL: EDUCATION AND ASSISTANCE

Assist local governments and other entities in their fire protection educational and planning efforts.

- 1. **OBJECTIVE** – Provide fire protection information, educational materials, and research opportunities to fire departments and other organizations.
- 2. **STRATEGY** – Provide fire safety information and educational programs. Acquire, develop, and maintain training resources and information on all aspects of fire protection in the agency fire protection library, and make the resources and information available upon request. Gather, analyze, and report on fire service injury data annually to help reduce fire protection personnel injuries statewide. Develop and maintain other educational outreach efforts via social media, participation at conferences, and other avenues as possible.

B. GOAL: FIRE DEPARTMENT STANDARDS

Enforce statutes and rules regarding fire service education, credentialing, training facilities, and protective equipment.

- 1. **OBJECTIVE** – Promote and develop training, credentialing, and safety standards for fire service personnel and entities under the agency’s jurisdiction and implement the resulting requirements through the core functional programs of the agency.
- 2. **STRATEGY** – Certify and regulate fire departments and personnel. Test and certify personnel pursuant to adopted standards and perform inspections of regulated fire protection entities to ensure compliance with rules adopted by the agency and prescribed by statute.

Output Measures	2024	2025
Number of Inspections of Regulated Entities	1,120	1,120
Number of Examinations Administered	18,000	18,000
Efficiency Measures		
Average Cost Per Inspection of Regulated Facilities	375	375
Explanatory Measures		
Percent of Individuals Who Pass the Certification Exam	90%	90%
Number of Individuals Certified	37,000	37,000
Number of Training Providers Certified	260	260

C. GOAL: INDIRECT ADMINISTRATION

Provide indirect administrative services to the agency.

- 1. **OBJECTIVE** – Ensure the provision of efficient and effective administrative services to agency operations and do so to the best value to the citizens of the state.
- 2. **STRATEGY** – Review operations on a regular periodic basis to ensure that indirect administrative resources are being utilized to the fullest potential, that they continue to provide adequate support to agency programs, and that the services are consistent with the size and scope of the agency’s mission.

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

KEY MEASURES

Output Measure: Number of Inspections of Regulated Entities

Definition

The total number of inspections conducted during the reporting period.

Data Limitations

Since the data source is the commission's data management system, the accuracy of the count of inspections is dependent upon data entry.

Source/Collection of Data

Agency inspectors input records of inspection activities into the agency's data management system. The system is queried at the end of the reporting period to obtain the total number of inspections performed.

Method of Calculation

The total number of inspections of regulated entities conducted within the reporting period is obtained from the commission's data management system.

Purpose/Importance

This measure reflects the quantity of work performed by the commission's compliance section. The commission is required by statute to conduct biennial inspections of regulated entities. Additional inspections include unannounced inspections of training programs in progress, inspections conducted following reports of possible rule violations, and risk-based inspections.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Output Measure: Number of Examinations Administered

Definition

The number of examinations administered during the reporting period.

Data Limitations

Since the data source is the commission's data management system, the accuracy of the count of examinations administered is dependent upon data entry and appropriate querying of the system.

Source/Collection of Data

The source of data is the agency's data management system, which tracks all examinations administered by the agency. Some data is collected automatically by the system as examinations are completed, while some is input by testing staff.

Method of Calculation

Each written examination is counted. The measure records the total number of examinations administered by the agency for fire service certification purposes. A skill performance evaluation is also conducted for most disciplines by training providers during ongoing courses, and this evaluation is part of the certification testing process. It is not counted separately from the written examination.

Purpose/Importance

This measure shows the number of examinations administered for both mandatory state certifications and voluntary certifications. Curriculum and test development and maintenance, examination purchase, test administration, grading, and notification costs are directly related to this measure and represent a major cost element for the agency. The testing process determines the knowledge and skills of fire protection personnel to ensure they can effectively do their jobs.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Efficiency Measure: Average Cost Per Inspection of Regulated Facilities

Definition

The average cost incurred by the agency for inspecting regulated entities.

Data Limitations

The accuracy of the average cost per inspection is dependent on correct data entry of inspection-related costs and the number of inspections.

Source/Collection of Data

Costs for the reporting period related to inspections are obtained from the financial services section of the agency. Costs used to perform the calculation include salaries of inspection personnel (including 25% of compliance manager's salary); travel costs directly related to inspections and inspection-related meetings with regulated entities; supplies; document review and handling; and notifications. Indirect costs are excluded. The total number of inspections for the reporting period is obtained from the agency's internal data management system, as input by inspection personnel. The total includes statutorily mandated biennial inspections; inspections of training programs in progress; inspections resulting from reports of possible rule violations; and risk-based inspections.

Method of Calculation

The total cost related to inspection activities for the reporting period (numerator) is divided by the total number of inspections conducted during the same period (denominator) to determine the average cost.

Purpose/Importance

This measure is intended to assess how cost-effectively the agency conducts inspections.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than target

Explanatory Measure: Examination Pass Rate

Definition

The percentage of individuals to whom an examination was administered during the reporting period who received a passing score.

Data Limitations

Since the data source is the commission's data management system, the accuracy of the count of passing examinations is dependent upon data entry and appropriate querying of the system.

Source/Collection of Data

The source of data is the agency's data management system. The testing program is responsible for inputting examination information into the data management system.

Method of Calculation

The total number of individuals who passed the examination from the agency data management system (numerator) is divided by the total number of individuals examined (denominator) and then multiplied by 100 to achieve a percentage. Persons taking an examination multiple times are counted each time they take the exam.

Purpose/Importance

The measure shows the rate at which those examined passed. This is an important step in the certification process and a low pass rate may represent unnecessarily restrictive certification requirements, effectiveness of training entities and instructors, or inadequate preparation by testing applicants. The measure also helps validate the reliability and effectiveness of the agency's examinations.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than target

Explanatory Measure: Number of Individuals Certified

Definition

Total number of individuals certified at the end of the reporting period. This measure reflects the number of individuals certified and renewed as fire protection personnel on an annual basis, including paid fire protection personnel, volunteer fire protection personnel, fire protection personnel instructors, and individuals certified without regard to their employment status.

Data Limitations

The accuracy of the count of individuals certified is dependent upon data entry by certification staff and appropriate querying of the data system.

Source/Collection of Data

Agency staff are responsible for the evaluation and data entry of some applications submitted by individuals for certification. The data system also allows individuals to apply for and receive many certifications via the agency's online portal. The system is queried at the end of the reporting period to obtain the total number of individuals holding one or more active certification(s).

Method of Calculation

The total unduplicated number of individuals certified is obtained from the data management system at the end of the reporting period. An individual who holds more than one certification is counted only once. This measure records the number of fire protection personnel, volunteers, state/federal personnel, and individuals certified by the agency.

Purpose/Importance

The measure shows the total number of individuals currently certified, which indicates the size of one of the agency's primary constituencies. Current statute requires all paid fire protection personnel in Texas to be certified according to the duties to which they are appointed. The statute also allows volunteer personnel, state/federal personnel, and individuals regardless of employment status to participate in the state certification program voluntarily.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than target

Explanatory Measure: Number of Training Providers Certified

Definition

The number of training providers certified by the agency at the end of the reporting period. This measure reflects the growth or decline in the number of training providers certified to meet the state's minimum standards for training fire service and other emergency personnel.

Data Limitations

The accuracy of the count of training facilities certified is dependent upon data entry by agency staff and appropriate querying of the data system.

Source/Collection of Data

Agency staff is responsible for the evaluation and data entry of applications submitted by training providers for certification. The agency's data management system is queried at the end of the reporting period to obtain the total number of facilities with one or more active certifications.

Method of Calculation

The unduplicated list of training providers with one or more active certifications is counted. A training provider that holds more than one certification is counted only once. The measure records the number of training providers certified and renewed by the agency.

Purpose/Importance

The measure reflects the number of facilities approved to deliver various training programs leading to certification for individuals. In most cases, commission rules require individuals to complete training with one of these facilities to qualify for state certification testing.

The measure also directly relates to the workload of the agency's compliance section. For example, it impacts the amount of time and travel required of agency personnel to perform inspections of the facilities. The measure does not reflect the total number of training certifications issued by the agency, but rather the number of providers for which the agency is responsible to provide oversight.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than target

NON-KEY MEASURES

Outcome Measure: Number of Inspected Regulated Entities with Uncorrected Violations

Definition

The total number of entities at the end of the reporting period that have incurred an uncorrected violation of statute or commission rules within the reporting period. Uncorrected violations are those which cannot be corrected on the spot, or during a compliance inspection; follow-up by agency personnel is required to verify compliance.

Data Limitations

The number of violations found during an inspection of an entity can be based to some degree on the judgment of professional staff. A degree of subjectivity is inherent, but the measure can offer reliable information regarding the program's effectiveness. The accuracy of the count is dependent on data entry by staff into the commission's data management system.

Source/Collection of Data

Collected by staff and input by compliance program personnel. The source of data is the commission's data management system.

Method of Calculation

The measure is a count of the total number of entities that have incurred an uncorrected violation during the reporting period.

Purpose/Importance

Certifying and inspecting entities helps ensure that fire protection organizations meet legal standards for professional education and practice, which is a primary agency goal. This measure is important because it indicates how effective the agency's activities are in deterring violations, or in facilitating immediate corrections when they are found. The measure also reflects the overall workload of the agency's compliance section.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Lower than target

Output Measure: Number of New Certifications Issued to Individuals

Definition

The number of new certificates issued to previously uncertified individuals, and to individuals already certified in a different discipline or level during the reporting period.

Data Limitations

The accuracy of the count of new certifications is dependent upon data entry by certification staff and appropriate querying of the data system.

Source/Collection of Data

Agency staff are responsible for evaluation, data entry, and approval of some applications. If approved and the necessary fee has been submitted, the system will issue a certification. The data system also allows individuals to apply for and receive certifications via the agency's online portal. The system is queried following the end of the reporting period for the total number of active certifications with an issue date during the reporting period.

Method of Calculation

This measure counts the total number of certifications issued to individuals during the reporting period, regardless of when the application was originally received. Certifications issued before or following the reporting period are not counted. The total may include certifications issued to persons who were previously certified, but whose certificate expired, and they were required to meet the criteria of a new applicant.

Purpose/Importance

A successful certification structure must ensure that legal standards for professional education and practice are met before certification. This measure is a primary workload indicator that is intended to show the number of uncertified persons, or persons certified in a different discipline or level, who were documented to have successfully met all certification criteria established by statute and rule as verified by the agency during the reporting period.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

Output Measure: Number of Certifications Renewed (Individuals)**Definition**

The number of certified individuals who held certificates previously and renewed their certificates during the current reporting period.

Data Limitations

The accuracy of the count of individuals whose certifications are renewed is dependent upon data entry by certification staff, accurate data system operations, and appropriate querying of the system.

Source/Collection of Data

Agency staff is responsible for the evaluation and data entry of some renewal applications submitted by mail. Individuals can also renew their certifications online via the agency's renewal portal. The data system is queried following the reporting period to obtain the total.

Method of Calculation

The measure counts the total number of individuals whose certification has been renewed. The measure is calculated by querying the agency database to produce the total number of individuals whose certifications were renewed during the reporting period.

Purpose/Importance

Certification renewal is intended to ensure that persons who want to continue to practice in their respective professions satisfy current requirements established by statute and rule for professional education and practice.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than Target

SCHEDULE C: HISTORICALLY UNDERUTILIZED BUSINESS PLAN

State Agency Progress Report

(Source: Texas Government Code, Title 10, Subtitle D, Section 2161.124)

HUB Report Procurement Categories	Fiscal 2022		Fiscal 2023		Fiscal 2024
	Agency-Specific	% of Dollars	Agency-Specific	% of Dollars	Agency-Specific
Heavy construction other than building contracts	0.00%	0.00%	0.00%	0.00%	0.00%
Building construction, including general contractors	0.00%	0.00%	0.00%	0.00%	0.00%
Special trade construction	0.00%	0.00%	0.00%	0.00%	0.00%
Professional services contracts	23.70%	N/A*	23.70%	N/A*	23.70%
Other services contracts	26.00%	20.20%	26.00%	18.60%	26.00%
Commodities contracts	21.10%	13.40%	21.10%	12.30%	21.10%

* No Expenditures made within the Category

REPORTING PROVISIONS

Purchasing Mission

The agency seeks to purchase goods and services from Historically Underutilized Businesses (HUBs) whenever possible. The agency obtains vendors primarily from the Texas Comptroller of Public Accounts (CPA) Texas Procurement and Support Services (TPASS) Centralized Master Bidders List (CMBL).

Objectives

The agency's Historically Underutilized Business (HUB) program objectives are to:

- Identify American minority- and women-owned businesses.
- Encourage participation in the competitive bid process.
- Make an impact on the economy.

HUB Subcontracting Program

The Texas Legislature requires state agencies to make a good-faith effort to give HUBs part of the total contract value of all contracts. The Texas Commission on Fire Protection has adopted the State's expenditure goals as its own.

Before the agency solicits bids, proposals, offers, or other applicable expressions of interest for contract documents of \$100,000 or more, the agency shall determine whether subcontracting opportunities are probable under the contract.

If subcontracting opportunities are probable, the agency's invitation for bids or other purchase solicitation documents for construction, professional services, other services, and commodities with an expected value of \$100,000 or more shall state that probability and require a HUB Subcontracting Plan.

Quality Service and HUB Goals

TCFP's HUB program seeks to provide quality service and results to agency users while meeting legislative HUB contract goals. The agency reviews all contracts and vendors to ensure quality work and to try to maintain as many HUB vendors

as possible. All contracts are bid at a 2:1 ratio of HUB vendors versus non-HUB vendors to maintain the opportunity to meet HUB objectives and contract goals.

Commission percentages in comparison to state goals

According to Texas Procurement and Support Services (TPASS), the following information has been provided to track the expenditures and utilize it as a benchmarking tool to meet or exceed the HUB utilization in each of the categories.

TCFP has met challenges to meet its goal of utilizing HUB vendors though the agency still strives to utilize HUB vendors when possible. TCFP has seen a drastic decrease in HUB utilization since the agency switched to the CAPPs Financial System along with turnover in personnel. TCFP is collaborating with the Comptroller's Office to verify any if there are purchase entry errors and training deficiencies. Because TCFP is a small agency, we almost always piggyback onto existing contracts held by larger state agencies. The challenge with this is that those larger agencies are awarded credit for these contracts.

The agency had challenges with term contract vendors who held HUB certifications.

Total Expenditures/HUB Expenditures	Fiscal 2021	Fiscal 2022	Fiscal 2023
Total Expenditures	84,696.00	85,889.00	87,957.00
HUB Expenditures	21,488.00	13,596.00	12,511.00
Total Percentage of Expenditures - HUB	25.37%	15.83%	14.22%

The agency fell below goals in Other Services Contracts due to utilizing more vendors within Term Contracts. The agency has had challenges finding the commodities needed that are available through a HUB vendor.

Types of Contracts	State Goals	Fiscal 2021	Fiscal 2022	Fiscal 2023
Heavy construction other than building contracts	11.2%	N/A	N/A	N/A
All building construction, including general contractors and operative builder's contracts *	21.1%	N/A	N/A	N/A
All special trade construction contracts *	32.9%	N/A	N/A	N/A
Professional services contracts**	23.7%	N/A	N/A	N/A
All other services contracts	26.0%	9.89%	20.18%	18.56%
Commodities contracts	21.1%	35.69%	15.83%	12.25%

Totals Include Term Contracts for all Other Services Contracts	Fiscal 2021	Fiscal 2022	Fiscal 2023
Total all other services contracts	42,278.05	39,945.00	37,430.00
HUB Term Contracts	3,402.00	9,153.00	9,932.00
HUB Percentage including Term Contracts	8.05%	22.91%	26.53%

Assessment

The numbers show that TCFP has maintained HUB participation in purchasing and contracting in the past three years. The agency has demonstrated its compliance with Texas Government Code §2161.123 and its good faith efforts to meet HUB goals for purchasing and contracting required under the statute.

SCHEDULE F: AGENCY WORKFORCE PLAN

FORWARD

The Texas Commission on Fire Protection Workforce Plan provides an overview of agency staffing information. In addition to meeting its mission and goals, the agency has successfully provided high-quality service with a highly trained and skilled staff. The agency has been able to work smarter and leverage technology to address a significant increase in the demand for the Texas fire service while navigating staff turnover due to salary restrictions and retiring staff. The Workforce Plan forecasts staffing goals, workforce skills, demographics, and trends required to continue to ensure a high standard of agency operations and services.

OVERVIEW

The agency currently employs thirty-two full-time individuals. To continuously meet our high standards of performance, most staff members are required to work multiple job functions. The Commission has seen a significant increase in workload in the last five years. This is due to an increasing population with a rising need for fire services throughout the state. Advances in internal technology and staff training have allowed the agency to provide quality customer service to its stakeholders with moderate changes in staffing.

Since continuing the agency's work-from-home model that was implemented during the COVID-19 pandemic, the agency has been able to increase employee retention and increase the candidate pool to fill open positions. The current strategic goal is aligned to support the agency workforce, including training, communications, agency environment, and succession and retention planning.

Based on the current workload, there is a need to expand the workforce in several areas. The compliance division handles mandated bi-annual compliance inspections for over 1700 regulated entities, firefighter injury investigations, training facility audits, and complaints. Our annual Injury report has revealed an increase in Firefighter injuries, specifically, burn injuries.

2020 – 6,406 total injuries with 96 being burns.

2023 – 4,613 total injuries with 142 being burns.

To effectively handle all of this, the need exists to create an investigations division, under the direct supervision of the compliance division chief. Creating this split in responsibility would include adding three FTEs for investigations and two supervisor positions to ensure an efficient span of control for both compliance and investigations. Both division supervisors would report to the compliance division chief.

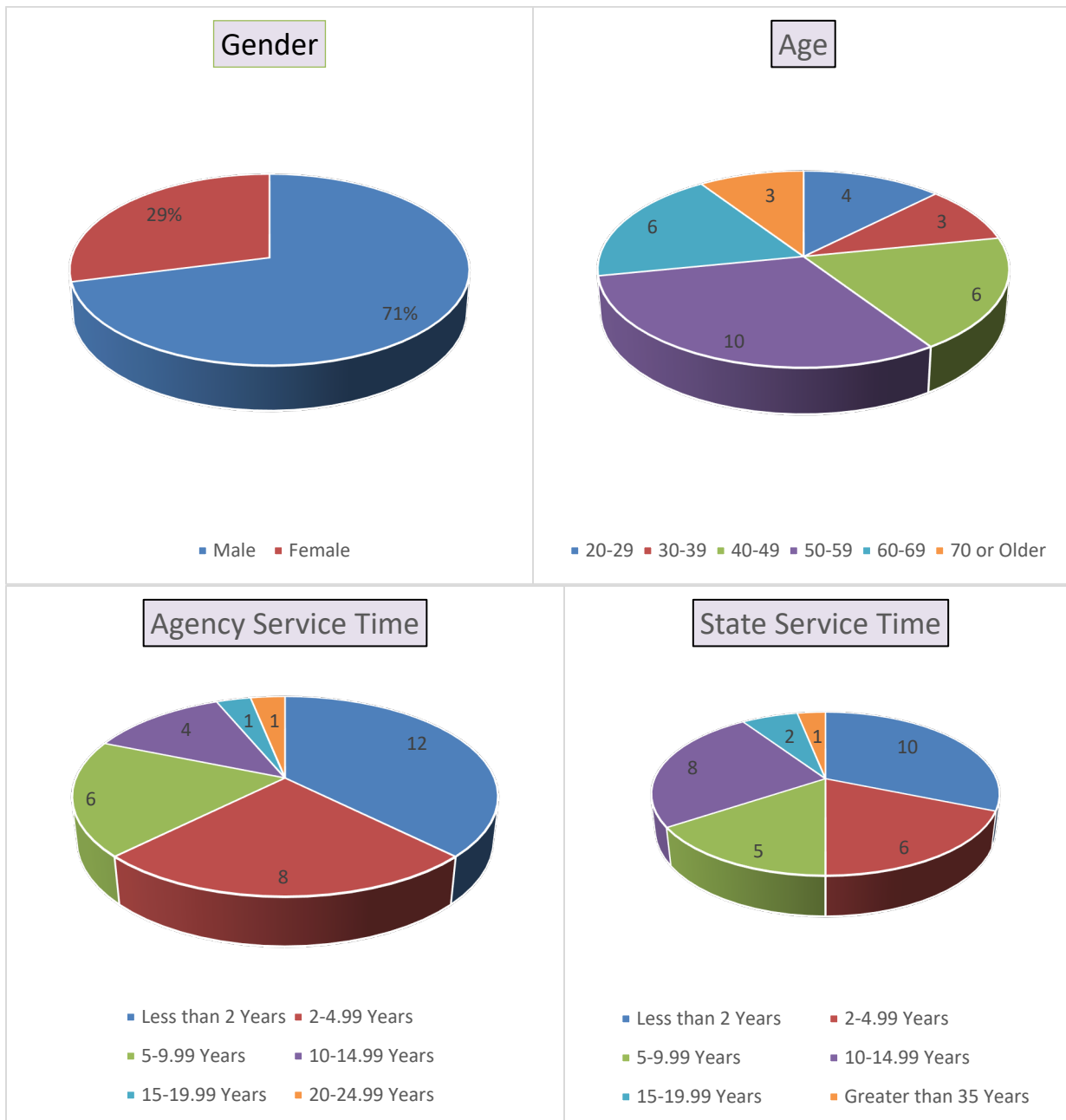
The division chief also needs an administrative support FTE to assist with all record-keeping, fleet management documentation, and clerical work. Currently, 31% of the Compliance Division Chief's workload is contributed to clerical duties such as approving trips, reviewing vouchers, reviewing injury reports, determining criteria for investigations, assigning to field staff, reviewing complaints, and assigning investigations to field staff. Maintaining data related to activities such as what is used for quarterly reports, reviewing for accuracy, and adding new FDID requests and HODs into FARM.

The next area of concern is the certifications division. Currently, this division functions with one division chief and four FTEs. With the increased workload of additional certified firefighters and the management of the Emergency Manager Certification program, there is a need for three new FTE positions.

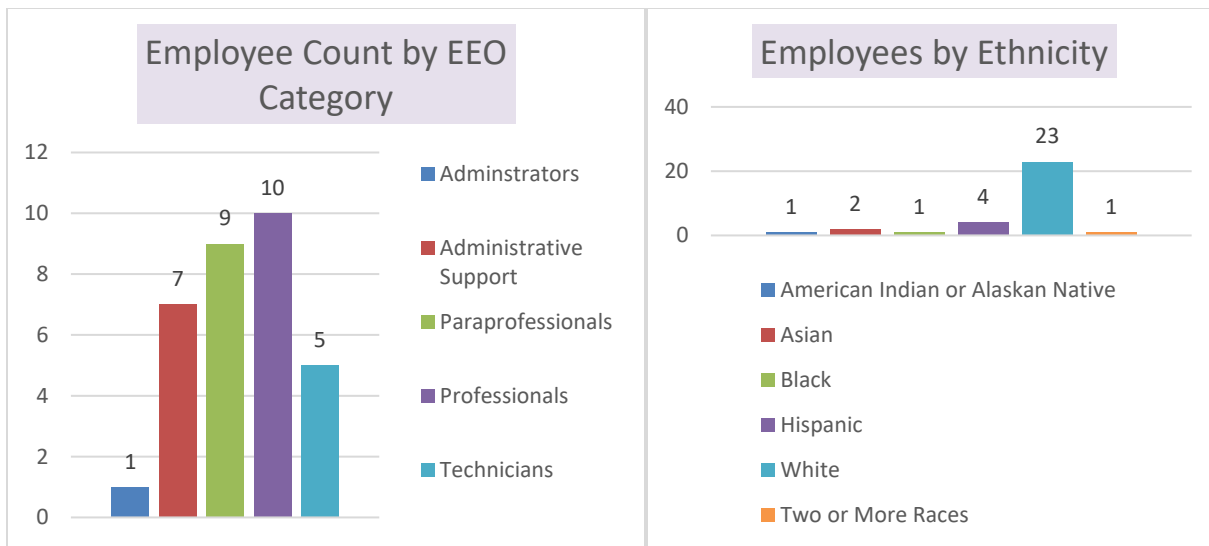
The final area of concern is the HR/executive assistant role. Currently, these duties are handled by one person who is responsible for Commission meeting agendas, scheduling, travel expense documentation, clerical support for the agency chief, deputy chief, legal counsel, and all HR documentation. One additional FTE functions solely as the executive assistant allowing one FTE to function solely in HR.

CURRENT WORKFORCE PROFILE

The following charts reflect the agency's workforce as of April 2024. The agency's workforce comprises 29% females and 71% males. The agency's staff consists of 61% aged 50 years or higher while 29% are at or past retirement eligibility age. About 61% of employees have less than five years of agency service. This warrants training programs to ensure our employees maintain professional growth and development.



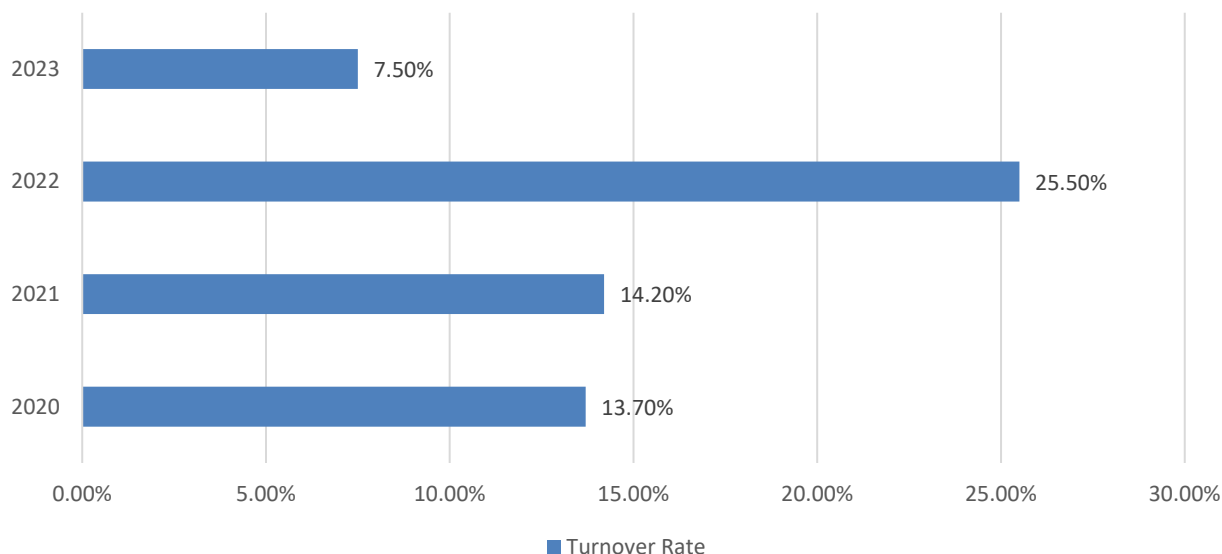
A total of thirty-two full-time positions are allowed by legislative rule. Due to budgetary restraints, only thirty-one of these positions are filled. Using EEO definitions, currently, there is one administrator, ten professionals, nine paraprofessionals, seven administrative support staff members, and five technicians. Fire Service experience and expertise are crucial to the agency's mission; therefore, the agency must employ professional firefighters to cover fire departments' compliance inspections. Due to the increasing demand for fire service throughout the state and increased investigations, the agency added an extra region and an additional FTE in the compliance division to help with investigations to alleviate the added strain on current staff. The ethnic distribution of the staff is 71% White, 13% Hispanic, 6% Asian, 3% American Indian or Alaskan Native, 3% two or more races, and 3% Black.



Employee Turnover

After several years of significant turnover, the agency has been able to reduce the turnover rate by 18% from Fiscal Years 2022 to 2023. Continuing the agency's work-from-home model and increasing work flexibility, the agency has been able to increase employee retention, which is reflected in the reduction of turnover.

Four-year Turnover Trend



Retirement Eligibility

According to agency projections, an estimated 45% of agency employees will be eligible to retire within the next five years. The agency has implemented a career ladder program and is working on retention and succession programs.

Critical Workforce Skills

The Texas Commission on Fire Protection values its human capital as its most important asset. Commission employees possess highly desirable skill sets that are critical to accomplishing the mission of the agency. These skills include written and oral communication skills, interpersonal skills, expertise related to fire service standards, technical skills related to state systems, and information technology skills.

FUTURE WORKFORCE PROFILE: DEMAND ANALYSIS

Expected Workforce Changes

The Texas Commission on Fire Protection will experience many of the workforce changes seen across the country impacted by an aging population. The agency expects that these factors may shrink the pool of qualified employees requiring greater recruiting efforts and more job skills training for new and current employees. Due to the consistent increase in the population of Texas, the agency also expects continued growth in testing, certifications, and overall need for the Texas Fire Service which would greatly impact the agency's ability to deliver on its mission with current staffing levels.

Future Workforce Skills Needed

To meet increased demands, the agency will use employee teams to boost productivity through streamlined processes and increased use of automation. Communication and interpersonal skills will be critical to the team approach. Technical and critical thinking skills will be necessary for balancing priorities and finding more innovative ways to meet productive demands. In addition to the competencies listed before, additional skills will be essential for future positions:

- Process analysis and improvement.
- Project management.
- Performance management.
- Strategic planning.
- Business process creation and revision.

Key to maintaining a motivated, vibrant, and professional workforce is the development of a comprehensive personnel development plan. This plan will be comprised of:

- A cross-training program to address the changing needs of the agency.
- A professional improvement component targeting work skills and workplace enhancements.
- Educational and skills training.
- Overall employee performance improvement.
- Creating a career trajectory plan for each staff member.

In the case of employees who must have and maintain certifications issued by the agency to perform their assigned duties, continuing education will be included in this plan and will be compliant with the rules and regulations the agency enforces on its stakeholders. The plan will also address other continuing education requirements of non-certified personnel.

The plan will become a part of the agency's Employee Guide. Participation will be available to all employees. Funding for this plan will be included in the biennial budget process.

Anticipated Impact on Workforce

Due to the increase in statewide population and lack of funding, the agency has reclassified and reassigned some positions within the organization following the implementation of technology and productivity improvements adopted by the agency over the last couple of years. The agency will continue to monitor these shifts in the organization for efficacy.

To better prepare its workforce for both anticipated and unexpected changes, the agency recently implemented an employee succession plan wherein personnel learn to perform the duties of their co-workers in the same workgroup and general classification. In addition to cross-training employees, the agency plans to adopt a career ladder plan to sustain customer service with the anticipated retirements within the next 5-6 years. The goal of this plan is to provide a smooth transition and continuation of essential agency functions when an employee's service is interrupted, regardless of the

reason. Cross-training of personnel will expand across agency sections as the workload and position classifications allow. This will provide even more organizational flexibility in the agency and more professional development opportunities for employees. This plan is especially important considering the small workforce utilized by the agency, where the loss of a single employee can have a significant impact on productivity and work quality.

Additional employees are needed to separate the compliance and investigation duties, enhance the certification division operations, and separate and enhance the administrative and HR duties. In total an additional ten FTEs are needed to address the demand placed on the agency due to the population and subsequent professional growth. Likewise, funding for the 32nd authorized FTE that is unfilled, needs to be added. This will enhance professionalism and the ability to meet the needs of the communities the fire service protects. With population growth, the demand for the fire service will certainly result in more personnel being added to existing fire departments, and in the creation of new entities regulated by the commission. The fire service also continues to aggressively press ahead to advance the education, training, and expertise of its personnel. As such, it is incumbent upon the commission to help lead in this trend by offering as many credentialing opportunities as possible.

Finally, some changes occurring in the recent past through legislative action have contributed to the workload of the agency. Until now, the agency has been able to absorb the increased work with existing staff. However, with any new legislative action that increases the workload, consideration must be given to increasing the number of FTEs appropriated for the agency's mission.

Critical Functions That Must Be Performed to Achieve the Strategic Plan

All current functions of the agency are critical to the achievement of the strategic plan. As business processes are redesigned, the agency expects essential job functions to change or shift in importance for some positions. As discussed in other areas of this plan, as the agency matures, adapts, and grows to meet the demands of the stakeholders, the overall needs of the agency will lead to adjustments in the workforce and functional groups. Through partnerships with other state agencies and stakeholders, the agency will continue to realign its structure to reflect expanding and expected needs resulting from greater levels of cooperation.

Gap Analysis

Current employees do not lack the skills necessary to perform their essential job functions. However, as the agency redesigns business processes and loses employees through attrition, some positions could change significantly, requiring targeted recruiting and/or skills training.

Strategy Development

To meet workforce needs brought about by increased customer demands, business process redesigns, and employee attrition, the agency will:

- Ensure its organizational structure reflects the efficient use of its personnel resources.
- Update position descriptions as necessary.
- Provide individualized job skill training that targets essential job functions.
- Provide individualized professional training to meet anticipated skill requirements.
- Utilize a rigorous recruiting and selection process to fill vacant or newly created positions with highly qualified candidates.
- Involve employees in the design and improvement of business processes.
- Increase employee satisfaction and performance through ethical, fair, and performance-oriented employment practices.
- Instill a strategy to increase response to the annual customer satisfaction survey.

Report on Customer Service

TEXAS COMMISSION ON FIRE PROTECTION

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Identification of Customers

The Texas Commission on Fire Protection (“TCFP” or “the agency”) developed a survey to measure statutorily required customer service quality elements. For the agency’s 2024 Customer Service Survey, the following groups reflect customers served by strategies in the *2024-2025 General Appropriations Act* (GAA).

Goal A: Education and Assistance

Strategy A.1.1: FIRE SAFETY EDUCATION. Fire Safety Information and Educational Programs

CUSTOMER: Fire departments (chiefs, training officers and other officers, fire protection personnel), schools and universities, state agencies, industries, local governments, businesses, training academies, and the general public.

SERVICE PROVIDED: Acquire, develop, and maintain current and historical information on fire protection and provide training aids and fire protection information to fire departments and other entities. Collect and analyze injury data from fire departments and develop recommendations to help reduce the number of firefighter injuries. Attend and make presentations at conferences hosted by fire service stakeholder groups; staff exhibit booths at conferences; host regional meetings throughout the state; provide instruction on field examinations, as well as TCFP rules and regulations.

Goal B: Fire Department Standards

Strategy B.1.1: CERTIFY AND REGULATE FIRE SERVICE. Certify and Regulate Fire Departments and Personnel.

CUSTOMER: Fire departments and local governments.

SERVICE PROVIDED: Certify and regulate fire departments and fire service personnel according to standards adopted by the agency and as prescribed by statute. Regulate paid fire protection personnel, fire departments, and training facilities. Perform biennial inspections of fire departments, local government agencies providing fire protection, and institutions or facilities conducting training for fire protection personnel or recruits. Establish minimum curriculum requirements for basic certification as fire protection personnel. Establish minimum requirements and evaluation of courses for higher levels of certification by fire protection personnel. Enforce safety standards.

Survey Development

TCFP conducted the 2024 survey regarding customer service quality elements online from April 1 through April 14, 2024.

To solicit responses, TCFP displayed a link to the survey on its public website. TCFP also published a link to the survey on its Facebook page, made the survey link available on staff email signatures, and sent an email blast to all individuals in its database.

The TCFP's customer service survey categorized the service elements into three major groups, as follows:

Customer interactions with TCFP

The survey asked customers to describe how and why they contacted TCFP over the past two years.

Service quality

The survey asked customers to rate their satisfaction with TCFP on a variety of issues related to its facilities, website, complaint handling process, communications, TCFP staff's knowledge, timeliness, professionalism, courtesy, and quality of service.

Additional comments

The survey asked customers to rate their overall satisfaction with TCFP and for additional comments and suggestions for improvement in both general terms and for specific agency functions.

Survey Response Analysis

Key findings – overall

1. The TCFP achieved an above-average *Overall Customer Service Rating* of 79.6%. (This is the result of the answers to question #17 of the survey for “Very Satisfied” and “Satisfied,” and the assumption that an “average” rating is 70%.)
2. The TCFP had 232 people take its survey during the 2024 period, which was roughly half the 475 responses received from the 2022 survey. The difference in the number of responses was because the 2024 survey was open for only two weeks, whereas the 2022 survey had been open for two months.
3. The overall trend in satisfaction increased between the 2024 survey (79.6%) and the 2022 survey (78.5%).
4. Improvement from TCFP is needed in telephone communications, the functionality of the agency’s website and online services, and signage for the physical office location.

Statutorily Identified Customer Service Quality Elements

The following are the statutorily identified customer service quality elements on which all state agencies are required to report:

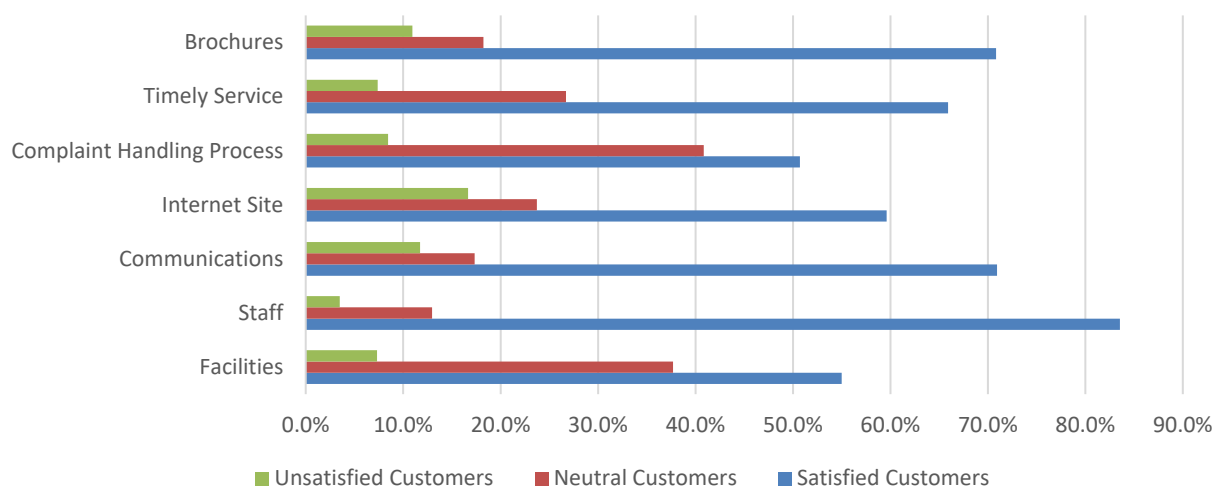
- **Facilities**, including the customer’s ability to access the agency, the office location, signs, and cleanliness. Questions 3, 4, and 5 of the survey are related to facilities.
- **Staff**, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability. Questions 6 and 7 of the survey are related to staff.
- **Communications**, including toll-free telephone access, the average times a customer spends on hold, call transfers, access to a live person, letters, electronic email, and any applicable text messaging or mobile applications. Questions 8, 9, 10, and 11 are related to communications.
- **Internet site**, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain. Question 12 is related to the agency’s internet site.
- **Complaint handling process**, including whether it is easy to file a complaint and whether responses are timely. Questions 13 and 14 are related to the complaint-handling process.
- Ability to provide **timely service** to its customers, including the amount of time a customer waits for service in person, by phone, by letter, or at a website. Question 15 is related to timely service.
- **Brochures** or other printed information, including the accuracy of that information. Question 16 is related to brochures and other printed information.

The table below and subsequent chart reflect our findings from our customers' perceptions of the service quality they received in each of the statutorily identified customer service quality elements:

	Satisfied Customers	Neutral Customers	Unsatisfied Customers
Facilities	55.0%	37.7%	7.3%
Staff	83.5%	13.0%	3.5%
Communications	70.9%	17.3%	11.7%
Internet Site	59.6%	23.7%	16.7%
Complaint Handling Process	50.7%	40.8%	8.5%
Timely Service	65.9%	26.7%	7.4%
Brochures	70.8%	18.2%	10.9%

- Satisfied customers are those who gave ratings of “Satisfied” and “Very satisfied.”
- Neutral customers are those who gave a rating of “Neutral.”
- Unsatisfied customers are those who gave ratings of “Unsatisfied” and “Very unsatisfied.”

Statutorily Identified Customer Service Quality Elements



Survey Questions

In this section, we provide the questions we asked on our customer service survey and the statistical information we collected.

How did we determine the *percentage of satisfied customers* for our survey questions?

You will see that below the tables of answer choices for most of the survey questions, we have noted a percentage of the customers who gave a rating that was either satisfied or very satisfied. **We did not count any of the “N/A” responses into this figure** as that is considered a *non-answer* to the question from those customers who felt the question did not apply to their interactions with us.

Ultimately, to calculate the percentage of satisfied customers number, we did the following:

1. We started by figuring out a “net total number of respondents” to each question. This would be the total number of people who responded to the question, LESS the “N/A” responses. Essentially, this is the number of people who rated us on this question.
2. Next, we added the number of respondents who chose a rating of “satisfied” or “very satisfied” to get a total number of customers who indicated to us that they were satisfied.
3. Finally, we took the total number of customers who indicated to us that they were satisfied (from step 2), then divided that number by the “net total number of respondents” (from step 1), and then multiplied by 100 to get the percent of customers who indicated to us they were either satisfied or very satisfied.

Questions

(Q. 1)

To begin, we asked our customers if they had interacted with the Texas Commission on Fire Protection in the past two years. 97% said yes, while 3% said no. Selecting the “No” response effectively ended the survey for those respondents.

(Q. 2)

We then asked customers what was the purpose of their interaction(s) with the TCFP. Respondents were allowed to choose more than one option:

Answer options	Response count	Percent of customers
Certification	180	83.7%
Training/testing	131	60.9%
Compliance	110	51.2%
FIDO	134	62.3%
Injury Reporting	50	23.3%
Library Resources	3	1.4%
Attended a meeting	90	41.9%
Facebook	22	10.2%
Curriculum	40	18.6%
Other	6	2.8%

(Q. 3)

“How satisfied are you with the agency’s facilities?”

Answer Choices	Response Count	Percent of Customers
Very satisfied	50	23.5%
Satisfied	67	31.5%
Neutral	35	16.4%
Unsatisfied	7	3.3%
Very unsatisfied	7	3.3%
N/A – not applicable	47	22.1%

Percentage of satisfied customers = 70.9%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 21.1%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 8.4%. (Those who answered N/A were not figured into this number.)

(Q. 4)

“How satisfied are you with the agency’s office location?”

Answer Choices	Response Count	Percent of Customers
Very satisfied	29	13.7%
Satisfied	51	24.1%
Neutral	58	27.4%
Unsatisfied	8	3.8%
Very unsatisfied	1	0.5%
N/A – not applicable	65	30.7%

Percentage of satisfied customers = 54.4%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 39.5%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 5.4%. (Those who answered N/A were not figured into this number.)

(Q. 5)

“How satisfied are you with the agency’s signage?”

Answer Choices	Response Count	Percent of Customers
Very satisfied	16	7.7%
Satisfied	35	16.8%
Neutral	77	37.0%
Unsatisfied	6	2.9%
Very unsatisfied	4	1.9%
N/A – not applicable	70	33.7%

Percentage of satisfied customers = 37.0%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 55.8%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 7.2%. (Those who answered N/A were not figured into this number.)

(Q. 6)

“How satisfied are you with the agency staff’s courtesy?”

Answer Choices	Response Count	Percent of Customers
Very satisfied	92	44.4%
Satisfied	74	35.8%
Neutral	27	13.0%
Unsatisfied	5	2.4%
Very unsatisfied	3	1.5%
N/A – not applicable	6	2.9%

Percentage of satisfied customers = 82.6%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 13.4%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 4.0%. (Those who answered N/A were not figured into this number.)

(Q. 7)

“How satisfied are you with the agency staff’s knowledgeability?”

Answer Choices	Response Count	Percent of Customers
Very satisfied	96	46.8%
Satisfied	73	35.6%
Neutral	25	12.2%
Unsatisfied	5	2.4%
Very unsatisfied	1	0.5%
N/A – not applicable	5	2.4%

Percentage of satisfied customers = 84.5%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 12.5%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 3.0%. (Those who answered N/A were not figured into this number.)

(Q. 8)

“How satisfied are you with communications with agency staff?”

Answer Choices	Response Count	Percent of Customers
Very satisfied	84	41.0%
Satisfied	65	31.7%
Neutral	30	14.6%
Unsatisfied	14	6.8%
Very unsatisfied	8	3.9%
N/A – not applicable	4	2.0%

Percentage of satisfied customers = 74.1%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 14.9%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 10.9%. (Those who answered N/A were not figured into this number.)

(Q. 9)

“How satisfied are you with the average time you spend on hold on the telephone?”

Answer Choices	Response Count	Percent of Customers
Very satisfied	40	19.5%
Satisfied	57	27.8%
Neutral	38	18.5%
Unsatisfied	17	8.3%
Very unsatisfied	8	3.9%
N/A – not applicable	45	22.0%

Percentage of satisfied customers = 60.6%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 23.8%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 15.6%. (Those who answered N/A were not figured into this number.)

(Q. 10)

“How satisfied are you with access to a live person?”

Answer Choices	Response Count	Percent of Customers
Very satisfied	68	33.5%
Satisfied	69	34.0%
Neutral	32	15.8%
Unsatisfied	14	6.9%
Very unsatisfied	6	3.0%
N/A – not applicable	14	6.9%

Percentage of satisfied customers = 72.5%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 16.9%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 10.6%. (Those who answered N/A were not figured into this number.)

(Q. 11)

“How satisfied are you with agency communications with you, including letters, electronic mail, and/or any text messaging?”

Answer Choices	Response Count	Percent of Customers
Very satisfied	81	40.1%
Satisfied	68	33.7%
Neutral	30	14.9%
Unsatisfied	13	6.4%
Very unsatisfied	8	4.0%
N/A – not applicable	2	1.0%

Percentage of satisfied customers = 74.5%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 15.0%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 10.5%. (Those who answered N/A were not figured into this number.)

(Q. 12)

“How satisfied are you with the usability of the agency’s website?”

Answer Choices	Response Count	Percent of Customers
Very satisfied	50	24.8%
Satisfied	88	43.6%
Neutral	37	18.3%
Unsatisfied	19	9.4%
Very unsatisfied	7	3.5%
N/A – not applicable	1	0.5%

Percentage of satisfied customers = 68.7%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 18.4%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 12.9%. (Those who answered N/A were not figured into this number.)

(Q. 13)

“How satisfied are you with the agency’s complaint-handling process?”

Answer Choices	Response Count	Percent of Customers
Very satisfied	23	11.4%
Satisfied	24	11.9%
Neutral	41	20.3%
Unsatisfied	4	2.0%
Very unsatisfied	4	2.0%
N/A – not applicable	106	52.5%

Percentage of satisfied customers = 49.0%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 42.7%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 8.3%. (Those who answered N/A were not figured into this number.)

(Q. 14)

“If you used the complaint process, how satisfied are you with the timeliness of your complaint’s resolution?”

Answer Choices	Response Count	Percent of Customers
Very satisfied	11	5.5%
Satisfied	13	6.5%
Neutral	17	8.5%
Unsatisfied	3	1.5%
Very unsatisfied	1	0.5%
N/A – not applicable	154	77.4%

Percentage of satisfied customers = 53.3%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 37.8%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 8.9%. (Those who answered N/A were not figured into this number.)

(Q. 15)

“How satisfied are you with the agency’s ability to timely serve you, including the amount of time you wait for service in person?”

Answer Choices	Response Count	Percent of Customers
Very satisfied	56	28.1%
Satisfied	60	30.2%
Neutral	47	23.6%
Unsatisfied	9	4.5%
Very unsatisfied	4	2.0%
N/A – not applicable	23	11.6%

Percentage of satisfied customers = 65.9%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 26.7%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 7.4%. (Those who answered N/A were not figured into this number.)

(Q. 16)

“How satisfied are you with any agency reports, instructions, or other printed information?”

Answer Choices	Response Count	Percent of Customers
Very satisfied	55	27.9%
Satisfied	81	41.1%
Neutral	35	17.8%
Unsatisfied	18	9.1%
Very unsatisfied	3	1.5%
N/A – not applicable	5	2.5%

Percentage of satisfied customers = 70.8%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 18.2%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 10.9%. (Those who answered N/A were not figured into this number.)

(Q. 17)

“Please rate your overall satisfaction with the agency.”

Answer Choices	Response Count	Percent of Customers
Very satisfied	65	33.2%
Satisfied	91	46.4%
Neutral	20	10.2%
Unsatisfied	15	7.7%
Very unsatisfied	5	2.6%
N/A – not applicable	0	0.0%

Percentage of satisfied customers = 79.6%. This figure represents the number of customers who gave a rating (if they answered “N/A” they did not give us a rating) and who indicated to us that they were either satisfied or very satisfied.

Percentage of neutral customers = 10.2%. (Again, those who answered N/A were not figured into this number.)

Percentage of unsatisfied customers = 10.2%. (Those who answered N/A were not figured into this number.)

Analysis of the Findings

Changes that would improve the survey process

- Continue to seek new ways to promote the survey to increase customer engagement, including more face-to-face engagements with the customers.
- Leave the survey open for a longer period to increase the number of customers who take the survey.
- Verify that the survey questions accurately provide relevant information and review customer comments for additional information needed.
- Reduce the number of questions while having questions specific to areas of concern within the agency.

Summary findings regarding the quality of service provided

- Overall, customers indicated improved satisfaction in all areas of the agency. There were specific, isolated complaints related to the website, phones, and staff.
- Customers are dissatisfied with their access to the agency by telephone. They don't like having to leave voicemail messages and then wait for a callback. They would prefer to be able to connect with a live person the first time they call.
- TCFP's FIDO online system is not as user-friendly as customers would like it to be.
- While the new office facility is receiving positive feedback, the absence of signage remains a serious issue.

Improvements in progress and/or being considered

- TCFP continues to improve its FIDO online system to make it more user-friendly with better functionality.
- At regional meetings, TCFP solicits input and ideas from customers on ways to improve its services with them as well as the customer experience.
- Work with the Texas Facilities Commission to add signage to help customers find TCFP's offices.

Performance Measures

Customer Service Performance Measures	2024 Performance
Outcome: Percent of surveyed customer respondents expressing overall satisfaction with services received	79.6%
Output: Total customers surveyed	102,069
Output: Response rate	0.2%
Output: Total customers served	37,541
Efficiency: Cost per customer surveyed	\$.07
Explanatory: Total customers identified	55,000
Explanatory: Total customer groups inventoried	6

Definitions: Customer Service Performance Measures

Outcome: Percent of surveyed customer respondents expressing overall satisfaction with services received = 79.6%

Definition: The total number of survey respondents to question 17 who indicated that they are satisfied or very satisfied overall with the agency, divided by the total number of respondents to that question. Of the 196 respondents who left a rating for this question, 156 indicated that they were satisfied or very satisfied with the agency. This results in 79.6% of respondents expressing overall satisfaction with the services received.

Source/Collection of Data: Surveys were made available from April 1, 2024 – April 14, 2024, totaling two weeks of availability. Links to the survey were posted on the TCFP website, on TCFP's Facebook page, and in staff email signatures. And we sent an email blast to all individuals in our database, inviting them to take our survey.

Output: Total customers surveyed = 102,069

Definition: The number of customers who receive access to surveys regarding agency services. This number includes all customers who receive surveys in person or by phone, mail, email, web, or any other means.

Source: According to our email blast application, the survey link was emailed to 102,069 individuals.

Output: Response Rate = 0.2%

Definition: The percentage of total customers surveyed who completed the survey.

Source: We had 232 customers take our survey. 232 out of 102,069 equals a 0.2% response rate.

Output: Total customers served = 37,541

Definition: Total number of customers receiving services through the agency's programs.

Source: For this number, we took the total number of individuals with active certification in our database.

Efficiency: Cost per customer surveyed = \$0.07

Definition: Total costs for the agency to administer customer surveys divided by the total number of customers surveyed.

Collection of Data: Cost was determined by estimating 80 hours of one staff member's time who was devoted to creating and administering the survey, plus one hour for the entire agency's staff, plus the cost of the online survey tool; this would equal the total cost of the survey to the taxpayers of the state of Texas.

Method of Calculation: The cost per customer surveyed was calculated by dividing the total cost by the total number of customers surveyed.

Explanatory: Total customers identified = 55,000

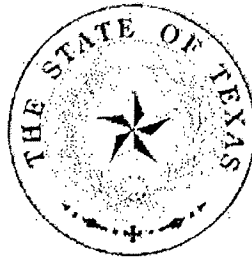
Definition: The total population of customers in all unique customer groups.

Method of calculation: An estimate of the total number of customers within our stakeholder groups (i.e. fire service administration, fire protection personnel, fire prevention personnel, individual certificate holders, training facility administrators, and training facility personnel).

Explanatory: Total Customer Groups Inventoried = 6

Definition: The total number of unique customer groups identified for each agency program. Customer groups served by more than one agency program should be counted only once.

Method of calculation: The total number of stakeholder groups, including fire service administration, fire protection personnel, fire prevention personnel, individual certificate holders, training facility administrators, and training facility personnel.



CERTIFICATE

Agency Name: Texas Commission on Fire Protection

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Chief Executive Officer or Presiding Judge

Handwritten signature of Mike Wisko.

Signature

Mike Wisko

Printed Name

Agency Chief

Title

5-20-2024

Date

Board or Commission Chair

Handwritten signature of JP Steelman.

Signature

JP Steelman

Printed Name

Commission Chair

Title

05/21/2024

Date