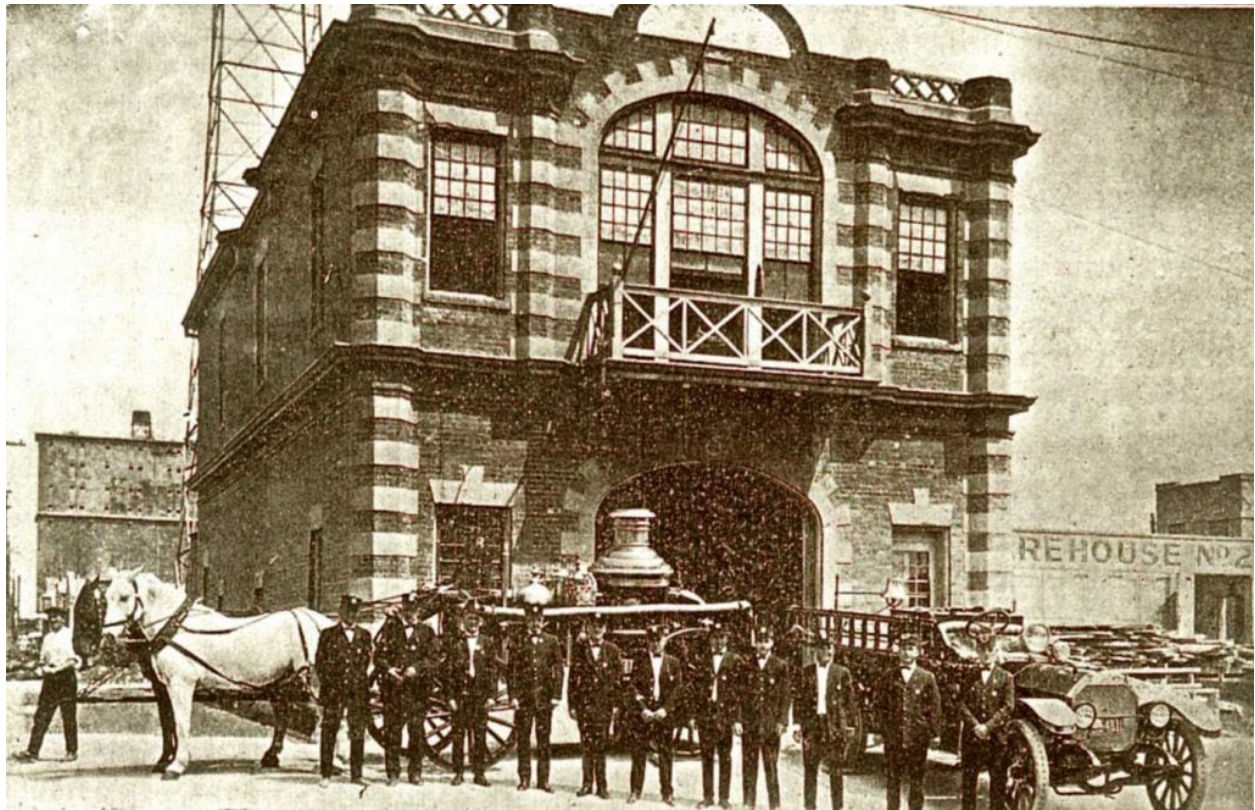




**TEXAS COMMISSION ON FIRE PROTECTION  
STRATEGIC PLAN  
FISCAL YEARS 2027–2031**



*(courtesy of Galvestonhistory.org)*



**TEXAS COMMISSION ON FIRE PROTECTION**

**AGENCY STRATEGIC PLAN**

**FOR**

**FISCAL YEARS 2027-2031**

**BY**

<b><u>Commission Members</u></b>	<b><u>Dates of Term</u></b>	<b><u>Hometown</u></b>
Michael Glynn	2021-2027	Roanoke
David Coatney	2021-2027	College Station
Bob Morgan	2023-2029	Ft. Worth
John Ortega, Jr.	2025-2031	San Antonio
Sue De Villez	2025-2031	Georgetown
Brandon Wade	2025-2031	Corpus Christi
Paul Hamilton	2025-2031	Amarillo
James Mallinger	2025-2029	Cedar Park
Michael Johnson	2023-2027	Texas City
Chris Cantu	2021-2027	Round Rock
Tim Smith	2021-2027	West Carlisle
Daniel Buford	2024-2029	Montgomery
Amanda Frideck	2023-2029	Alice

Submitted June 1, 2026

Signed: Mike Wisko  
Agency Chief

Approved: J. Michael Glynn, Jr.  
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 is responsible for conducting inspections of regulated entities and investigating firefighter injuries to ensure adherence to the rules adopted by the Commission. These rules require fire departments and associated organizations to provide personnel with approved protective equipment, ensure that individuals are properly trained and credentialed for their assigned duties, deliver ongoing training relevant to their responsibilities, and implement procedures and practices that promote personnel safety. In addition to its inspection and investigation functions, the Compliance Division reviews and investigates all complaints submitted to the agency, helping to maintain accountability and uphold the standards of the Texas fire service.
- The Training and Testing Division is responsible for approving courses delivered by fire training providers throughout the state and administering state certification examinations across a broad range of disciplines. These disciplines include various areas of firefighting, apparatus operations, fire inspection and code enforcement, fire investigation, hazardous materials response, incident management, and other specialized fields. Additionally, the Division oversees training facility audits to ensure compliance with established standards and to maintain the quality and integrity of fire service training programs.
- The Certification Division is responsible for ensuring that applicants for state fire certifications meet all required standards to be credentialed in their respective disciplines. Upon verification, the Division issues certifications to qualified individuals. In addition, Certification personnel audit continuing education records and oversee the annual renewal process for all TCFP-regulated departments and individuals. The Division also serves as a liaison to the Curriculum and Testing Committee, supporting efforts to update training curricula and develop, maintain, and manage certification examination test banks.
- The fourth functional area focuses on the collection, analysis, and reporting of data related to fire service personnel injuries. All regulated entities are required to report injuries sustained by their personnel, enabling the Commission to maintain a

comprehensive and reliable dataset. The agency has administered this program since 2010, resulting in a valuable body of information that informs the fire service statewide. Each year, the Commission analyzes this data and publishes a report that includes key findings and recommendations aimed at improving safety and reducing injuries among fire protection personnel. These insights provide fire departments with critical information to enhance training, policies, and operational practices.

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.

At the Texas Commission on Fire Protection, a commitment to innovation and modernization underpins all activities. The agency continually strives to leverage the most current technology to enhance service delivery and regulatory oversight. The Information Technology team works diligently to design, develop, and implement new features that strengthen the Commission's online presence. These efforts include the development of streamlined digital tools for submitting applications and documentation, administering examinations, processing payments for TCFP fees, and reporting injuries. Through these advancements, the Commission aims to provide an efficient, accessible platform that meets the evolving needs of today's fire service and agency personnel.

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 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 vital role in the ever-evolving Texas fire service. As we look toward the future, we remain grounded in the rich heritage and proud history forged by the community we serve and stand beside. At its core, this profession is defined by a servant's heart; men and women who have made a solemn commitment to stand in harm's way, often at great personal cost, to protect the lives and property of our citizens.

We are proud to stand with them in that commitment. We likewise pledge to support their mission by helping them perform their duties more effectively and safely. In doing so, we strive to empower them to fulfill their call and uphold the trust placed in them by the people of Texas.

<b>AGENCY OPERATIONAL GOAL AND ACTION PLAN</b>
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**Agency Operational Goal #1**

Strengthen regulatory compliance and firefighter safety oversight.

**SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL**

1. Conduct inspections and investigations of regulated entities
2. Monitor and address compliance violations
3. Provide corrective guidance and safety recommendations

**DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE**

1. Accountable to tax and fee payers of Texas. - Promotes safety, accountability, efficiency, service quality, and transparency.
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. - Promotes safety, accountability, efficiency, service quality, and transparency.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve. - Promotes safety, accountability, efficiency, service quality, and transparency.
4. Attentive to providing excellent customer service. - Promotes safety, accountability, efficiency, service quality, and transparency.
5. Transparent such that agency actions can be understood by any Texan. - Promotes safety, accountability, efficiency, service quality, and transparency.

**DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM**

Requires staffing resources and coordination with regulated entities.

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**

**Agency Operational Goal #2**

Advance Training, Testing, and Workforce Development

**SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL**

1. Approve training programs
2. Administer certification exams
3. Update curriculum standards
4. Coordinate and fund the Responding to the Interface (RTI) Training across the state

**DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE**

1. Accountable to tax and fee payers of Texas. - Ensures workforce readiness, efficient service delivery, and accountability.
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. - Ensures workforce readiness, efficient service delivery, and accountability.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve. - Ensures workforce readiness, efficient service delivery, and accountability.
4. Attentive to providing excellent customer service. - Ensures workforce readiness, efficient service delivery, and accountability.
5. Transparent such that agency actions can be understood by any Texan. - Ensures workforce readiness, efficient service delivery, and accountability.

**DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM**

Dependent on stakeholder engagement and evolving standards.

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**

**Agency Operational Goal #3**

Enhance certification and credentialing processes.

**SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL**

1. Review and process certification applications
2. Conduct continuing education audits
3. Streamline certification renewals through online systems
4. Audit continuing education
5. Improve certification reciprocity with other state certifications

**DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE**

1. Accountable to tax and fee payers of Texas. - Supports accountability, efficiency, and transparent credentialing.
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. - Supports accountability, efficiency, and transparent credentialing.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve. - Supports accountability, efficiency, and transparent credentialing.
4. Attentive to providing excellent customer service. - Supports accountability, efficiency, and transparent credentialing.
5. Transparent such that agency actions can be understood by any Texan. - Supports accountability, efficiency, and transparent credentialing

**DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM**

Technology improvements can increase efficiency.

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**

**Agency Operational Goal #4**

Expand data-driven decision-making through injury reporting.

**SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL**

1. Collect and validate injury data submissions
2. Analyze trends and identify risk areas
3. Publish annual reports with recommendations

**DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE**

1. Accountable to tax and fee payers of Texas. - Improves transparency, effectiveness, and safety outcomes.
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. - Improves transparency, effectiveness, and safety outcomes.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve. - Improves transparency, effectiveness, and safety outcomes.
4. Attentive to providing excellent customer service. - Improves transparency, effectiveness, and safety outcomes.
5. Transparent such that agency actions can be understood by any Texan. - Improves transparency, effectiveness, and safety outcomes.

**DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM**

Data accuracy and reporting compliance are critical.

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**

**Agency Operational Goal #5**

Modernize technology and digital service delivery.

**SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL**

1. Develop online services
2. Enhance usability
3. Integrate systems

**DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE**

1. Accountable to tax and fee payers of Texas. - Increases efficiency, accountability, and customer service.
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. - Increases efficiency, accountability, and customer service.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve. - Increases efficiency, accountability, and customer service.
4. Attentive to providing excellent customer service. - Increases efficiency, accountability, and customer service.
5. Transparent such that agency actions can be understood by any Texan. - Increases efficiency, accountability, and customer service.

**DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM**

Requires ongoing IT investment and maintenance.

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**

**Agency Operational Goal #6**

Strengthen cybersecurity and data protection.

**SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL**

1. Implement security controls and monitoring
2. Conduct audits and risk assessments
3. Provide cybersecurity training

**DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE**

1. Accountable to tax and fee payers of Texas. - Ensures accountability, transparency, and protection of public data.
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. - Ensures accountability, transparency, and protection of public data.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve. - Ensures accountability, transparency, and protection of public data.
4. Attentive to providing excellent customer service. - Ensures accountability, transparency, and protection of public data.
5. Transparent such that agency actions can be understood by any Texan. - Ensures accountability, transparency, and protection of public data.

**DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM**

Must align with statewide IT standards.

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**

**Agency Operational Goal #7**

Enhance stakeholder engagement and resource accessibility.

**SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL**

1. Conduct outreach
2. Promote library resources
3. Improve communication

**DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE**

1. Accountable to tax and fee payers of Texas. - Supports transparency, service, and collaboration.
2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. - Supports transparency, service, and collaboration.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve. - Supports transparency, service, and collaboration.
4. Attentive to providing excellent customer service. - Supports transparency, service, and collaboration.
5. Transparent such that agency actions can be understood by any Texan. - Supports transparency, service, and collaboration.

**DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM**

Relies on consistent communication strategies.

REDUNDANCIES AND IMPEDIMENTS (REPEAT SECTION AS NECESSARY FOR EACH IDENTIFIED REDUNDANCY AND IMPEDIMENT)	
<b>SERVICE, STATUTE, RULE, REGULATION, PROGRAM, OR STATE OPERATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</b>	<p>General Appropriations Act for the 2026–2027 Biennium, Rider 2. Appropriations Limited to Revenue Collections.</p> <p>Article V: Public Safety and Criminal Justice, Commission on Fire Protection (Contingency Rider)</p>
<b>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</b>	<p>TCFP operates under a self-funded structure requiring the agency to generate sufficient revenue to cover its appropriations, plus an additional \$1.5 million in excess revenue.</p> <p>This requirement creates significant inefficiencies and operational constraints:</p> <ul style="list-style-type: none"> <li>• Forces the agency to prioritize revenue generation over service optimization</li> <li>• Requires higher fees for regulated entities, creating stakeholder burden</li> <li>• Results in fees that exceed those of comparable public safety regulatory agencies</li> <li>• Limits the agency’s ability to reinvest in services despite increasing demand</li> <li>• Introduces budget uncertainty, as appropriations may be reduced if revenue targets are not met</li> </ul> <p>Additionally, stakeholder feedback consistently identifies high fees and limited-service capacity as primary concerns directly related to this funding structure.</p>
<b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b>	<p>Agency Recommendation for Modification</p> <ul style="list-style-type: none"> <li>• Eliminate or restructure the \$1.5 million revenue rider requirement</li> <li>• Adjust appropriations to align with actual operational needs and workload growth</li> <li>• Reevaluate the agency’s self-funded model to ensure sustainability and fairness</li> </ul>
<b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b>	<ul style="list-style-type: none"> <li>• Stabilized and predictable funding structure</li> <li>• Reduced financial burden on regulated entities, improving stakeholder satisfaction</li> </ul>

- |  |   |
|--|---|
|  | <ul style="list-style-type: none"><li>• Ability to maintain or reduce fees while enhancing service levels</li><li>• Improved efficiency, as resources can be directed toward mission-critical functions rather than excess revenue generation</li><li>• Alignment with best practices used by comparable public safety agencies</li></ul> |
|--|---|

Removing this impediment will allow the agency to operate in a more efficient, service-focused, and sustainable manner, directly benefiting both the agency and the Texas fire service community.

**REDUNDANCIES AND IMPEDIMENTS (REPEAT SECTION AS NECESSARY FOR EACH IDENTIFIED REDUNDANCY AND IMPEDIMENT)**

<p><b>SERVICE, STATUTE, RULE, REGULATION, PROGRAM, OR STATE OPERATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</b></p>	<p>Comptroller of Public Accounts – Expenditure Object Code Requirements (Object Code 7309 – Promotional Items)</p> <p>Texas Government Code §419.031 (Training Assistance)</p>
<p><b>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</b></p>	<p>Under current Comptroller guidance, state agencies must have explicit or clearly implied statutory authority to utilize Object Code 7309 (Promotional Items). The TCFP does not have a clearly defined authority specific to the use of promotional items, creating ambiguity in how expenditures related to outreach and training support activities should be classified.</p> <p>TCFP’s statutory mission includes statewide training, certification, and safety outreach to more than 38,000 fire service personnel and approximately 1,300 regulated entities. These responsibilities require periodic use of mission-supportive materials such as agency-branded items, educational resources, and outreach materials designed to promote:</p> <ul style="list-style-type: none"><li>• Firefighter safety awareness</li><li>• Training participation</li><li>• Compliance with regulatory standards</li><li>• Public and stakeholder engagement</li></ul> <p>The lack of clear statutory authority creates the following inefficiencies:</p> <ul style="list-style-type: none"><li>• Inconsistent or delayed expenditure processing due to uncertainty in allowable coding</li><li>• Administrative burden associated with seeking case-by-case justification or alternative coding methods</li><li>• Risk of audit findings or compliance issues related to improper object code usage</li><li>• Reduced effectiveness of outreach and training efforts, particularly in public-facing and educational settings</li></ul> <p>This ambiguity results in operational inefficiencies and limits the agency’s ability to fully support its training, education, and outreach functions in a consistent and compliant manner.</p>
<p><b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b></p>	<p>TCFP recommends establishing explicit or clearly recognized implied statutory authority allowing the agency to utilize Object Code 7309 (Promotional Items) for mission-related activities.</p>

	<p>This authority may be supported through clarification or legislative affirmation tied to <i>Texas Government Code §419.031 (Training Assistance)</i>, which authorizes activities related to training, education, and outreach.</p> <p>The requested authority would be limited to appropriate, mission-driven use, including:</p> <ul style="list-style-type: none"> <li>• Training and educational outreach materials</li> <li>• Public safety awareness campaigns</li> <li>• Stakeholder engagement and communication tools</li> <li>• Limited recognition or informational items supporting program participation</li> </ul>
<p><b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b></p>	<p>This request does not require additional appropriations or funding. Instead, it provides a clarification of allowable use, resulting in the following benefits:</p> <ul style="list-style-type: none"> <li>• Improved compliance and audit readiness, reducing the risk of findings or reclassification of expenditures</li> <li>• Increased administrative efficiency, eliminating delays and redundant approvals related to coding uncertainty</li> <li>• Enhanced transparency and accountability in financial reporting and expenditure tracking</li> <li>• Improved effectiveness of outreach and training programs, supporting higher participation and compliance among regulated entities</li> <li>• Alignment with statewide accounting practices, ensuring consistent and appropriate use of object classifications</li> </ul> <p>By removing ambiguity and aligning statutory authority with operational practice, this recommendation represents a low-cost, high-impact improvement that increases efficiency while strengthening compliance and mission delivery.</p>

**REDUNDANCIES AND IMPEDIMENTS (REPEAT SECTION AS NECESSARY FOR EACH IDENTIFIED REDUNDANCY AND IMPEDIMENT)**

<p><b>SERVICE, STATUTE, RULE, REGULATION, PROGRAM, OR STATE OPERATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</b></p>	<p>General Appropriations Act for the 2026–2027 Biennium, 2. Appropriations Limited to Revenue Collections.</p> <p>Article V: Public Safety and Criminal Justice, Commission on Fire Protection (Self-Funded Structure and Fee-Based Revenue Model)</p>
<p><b>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</b></p>	<p>The TCFP operates under a primarily fee-supported funding model, requiring the agency to rely on fees assessed to regulated entities and individual firefighters to sustain ongoing operations.</p> <p>Separate from any revenue rider requirements, this structure creates a systemic misalignment between the cost of regulatory services and the financial burden placed on stakeholders.</p> <p>As the Texas fire service community continues to expand, with more than 38,000 certified personnel and approximately 1,300 regulated entities, the current model results in:</p> <ul style="list-style-type: none"> <li>• Higher-than-average fees compared to similar public safety regulatory agencies</li> <li>• A funding approach that places a disproportionate burden on individual firefighters and local fire departments, many of which operate with limited budgets</li> <li>• Reduced affordability for training, certification, and renewal processes</li> </ul> <p>This structure leads to several operational inefficiencies:</p> <ul style="list-style-type: none"> <li>• Reduced participation or delayed compliance, as individuals and departments may postpone certifications or renewals due to cost</li> <li>• Increased need for administrative follow-up and enforcement, raising operational costs</li> <li>• Barriers to entry for new firefighters entering the profession</li> <li>• Challenges in aligning fee levels with actual service delivery timelines, creating a perception of low value relative to cost</li> <li>• Increased stakeholder dissatisfaction, which can affect cooperation and engagement with agency programs</li> </ul>
<p><b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b></p>	<p>TCFP recommends evaluating and modernizing the current fee-based funding structure to improve sustainability and stakeholder affordability by:</p> <ul style="list-style-type: none"> <li>• Diversifying funding sources to reduce reliance on fee revenue as the sole operational support mechanism</li> </ul>

	<ul style="list-style-type: none"> <li>• Aligning fees more closely with the actual cost of services provided, rather than broader operational needs</li> <li>• Conducting a comparative review of fee structures across similar public safety regulatory agencies</li> <li>• Considering partial General Revenue support to stabilize funding and reduce pressure on fee increases</li> </ul> <p>These adjustments would allow the agency to maintain necessary operations while ensuring that fees remain reasonable, equitable, and aligned with service delivery.</p>
<p><b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b></p>	<p>While this recommendation may require a rebalancing of funding sources, the long-term benefits include:</p> <ul style="list-style-type: none"> <li>• Improved compliance rates, as lower and more predictable costs encourage timely certification and renewal</li> <li>• Reduced administrative and enforcement costs, due to increased voluntary compliance</li> <li>• Enhanced accessibility and workforce participation, supporting the continued growth of the fire service profession</li> <li>• Improved stakeholder satisfaction and trust, strengthening collaboration with regulated entities</li> <li>• Greater alignment with statewide objectives of equity, transparency, and customer service</li> </ul> <p>By addressing the structural reliance on fees, not just revenue requirements, this recommendation supports a more efficient, sustainable, and balanced funding approach that better serves both the agency and the Texas fire service community.</p>

**REDUNDANCIES AND IMPEDIMENTS (REPEAT SECTION AS NECESSARY FOR EACH IDENTIFIED REDUNDANCY AND IMPEDIMENT)**

**SERVICE, STATUTE, RULE, REGULATION, PROGRAM, OR STATE OPERATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)**

General Appropriations Act for the 2026–2027 Biennium

Article V: Public Safety and Criminal Justice, Commission on Fire Protection (Self-Funded Structure and Fee-Based Revenue Model)

**DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS**

The TCFP collects fees associated with International Fire Service Accreditation Congress (IFSAC) seals, which are required to validate nationally recognized certifications and maintain reciprocity for Texas firefighters.

These funds are restricted in purpose and are used exclusively for:

- Maintaining IFSAC accreditation
- Paying required annual accreditation and participation fees
- Supporting staff training necessary to meet accreditation standards and audit requirements

Although these funds are not considered agency-generated revenue, they are currently included within the agency’s appropriated budget authority through a \$200,000 rider, creating a structural misalignment between:

- Funds available for general agency operations, and
- Funds that are restricted, externally driven, and required to maintain national accreditation

This treatment creates several inefficiencies and risks:

- Overstatement of the agency’s true operational budget, as these funds cannot be used to support core regulatory functions
- Reduced clarity for policymakers when evaluating the agency’s actual funding needs
- Administrative complexity in segregating restricted-use accreditation funds within appropriated structures
- Potential misalignment of funding priorities if these funds are perceived as flexible resources

Most critically, improper classification or constraints on these restricted funds introduce programmatic risk to the agency’s ability to maintain IFSAC accreditation.

Loss or degradation of accreditation would have significant statewide consequences, including:

- Reduced national recognition and reciprocity of Texas firefighter certifications

	<ul style="list-style-type: none"> <li>• Barriers for Texas firefighters seeking employment or mutual aid opportunities across state lines</li> <li>• Diminished credibility of the state’s fire training and certification programs</li> <li>• Potential impacts to firefighter readiness and public safety outcomes</li> </ul>
<p><b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b></p>	<p>TCFP recommends removal of the \$200,000 IFSAC rider from the agency’s appropriated budget authority.</p> <p>Specifically, TCFP requests that:</p> <ul style="list-style-type: none"> <li>• IFSAC-related funds be excluded from appropriations and treated as restricted, program-specific funds</li> <li>• Budget and reporting structures be updated to reflect the critical and limited-use nature of these funds</li> </ul>
<p><b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b></p>	<p>While this recommendation does not generate direct cost savings, it provides significant operational, financial, and public safety benefits:</p> <ul style="list-style-type: none"> <li>• Protection of IFSAC accreditation, avoiding substantial long-term costs associated with loss of accreditation, re-accreditation efforts, and diminished program credibility</li> <li>• Improved transparency and accuracy in the agency’s budget, aligning appropriations with actual usable resources</li> <li>• Enhanced ability for policymakers to make informed funding decisions based on true operational capacity</li> <li>• Reduced administrative burden associated with managing restricted funds within appropriated structures</li> <li>• Strengthened compliance with sound fiscal and program management practices</li> </ul> <p>By ensuring these funds are properly classified and protected, this recommendation mitigates risk to a critical statewide certification program and supports the continued recognition and mobility of Texas firefighters.</p>

**REDUNDANCIES AND IMPEDIMENTS (REPEAT SECTION AS NECESSARY FOR EACH IDENTIFIED REDUNDANCY AND IMPEDIMENT)**

<p><b>SERVICE, STATUTE, RULE, REGULATION, PROGRAM, OR STATE OPERATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</b></p>	<p>General Appropriations Act for the 2026–2027 Biennium</p> <p>Article V: Public Safety and Criminal Justice, Commission on Fire Protection (Transportation Code §504.414 – Firefighter License Plate Receipts)</p>
<p><b>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</b></p>	<p>The General Appropriations Act includes a rider appropriating estimated receipts of \$25,000 per fiscal year from firefighter specialty license plates under Texas Transportation Code §504.414.</p> <p>These funds are pass-through in nature and are not part of the agency’s true operational funding. However, they are presented within the agency’s appropriations structure, creating a disconnect between:</p> <ul style="list-style-type: none"> <li>• The agency’s actual available operating budget, and</li> <li>• Funds that are externally generated, restricted, and not discretionary for general operations</li> </ul> <p>This creates several inefficiencies and challenges:</p> <ul style="list-style-type: none"> <li>• Misrepresentation of available funding, as these funds appear to be part of the agency’s operating budget when they are not</li> <li>• Reduced clarity for policymakers and oversight bodies attempting to assess the agency’s true financial capacity and needs</li> <li>• Administrative burden associated with tracking, reconciling, and reporting a small, restricted funding stream within appropriated structures</li> <li>• Complications in budget planning and execution, particularly when aligning funding resources with staffing and operational priorities</li> <li>• Potential confusion during legislative and budget review processes due to the appearance of funds that do not meaningfully support agency operations</li> </ul>
<p><b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b></p>	<p>TCFP recommends modification of the rider to improve budget transparency and efficiency by:</p> <ul style="list-style-type: none"> <li>• Removing firefighter license plate receipts from the agency’s appropriated budget authority or</li> <li>• Clearly classifying these funds as pass-through or non-operational funds that are not part of the agency’s core budget</li> </ul>

	<ul style="list-style-type: none"> <li>• Simplifying reporting requirements to reduce the administrative burden associated with managing this limited funding stream</li> </ul>
<p><b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b></p>	<p>While the direct fiscal impact is minimal due to the small size of the funding stream, the benefits are significant in terms of transparency and efficiency:</p> <ul style="list-style-type: none"> <li>• Improved accuracy and clarity of the agency's budget, ensuring that appropriations reflect only usable operational funds</li> <li>• Enhanced ability for policymakers to evaluate funding needs based on true operational capacity</li> <li>• Reduced administrative workload related to tracking and reporting a small pass-through funding source</li> <li>• Better alignment between budget structure and actual agency operations</li> <li>• Increased transparency, supporting statewide objectives of accountability and effective financial management</li> </ul> <p>By correcting the classification and presentation of these funds, this recommendation removes a structural inefficiency and ensures that the agency's budget more accurately reflects its operational realities.</p>

**REDUNDANCIES AND IMPEDIMENTS (REPEAT SECTION AS NECESSARY FOR EACH IDENTIFIED REDUNDANCY AND IMPEDIMENT)**

**SERVICE, STATUTE, RULE, REGULATION, PROGRAM, OR STATE OPERATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)**

General Appropriations Act for the 2026–2027 Biennium, 2. Appropriations Limited to Revenue Collections.

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

**DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS**

The TCFP operates under a funding structure in which core regulatory and public safety functions are primarily supported through fees collected from regulated individuals and entities, rather than through General Revenue.

Unlike issues related to fee levels or specific revenue requirements, this impediment reflects a broader structural misalignment between the nature of the agency’s responsibilities and its funding source.

TCFP’s statutory role includes:

- Establishing and enforcing statewide fire safety standards
- Regulating firefighter certification and training
- Monitoring compliance to reduce injury and loss of life

These activities provide statewide public safety benefits, extending beyond the regulated community to all Texas citizens.

However, the current funding model:

- Places primary financial responsibility on individual firefighters and local departments, rather than distributing costs across the broader public that benefits from these protections
- Treats core regulatory functions as fee-supported services, rather than essential government functions
- Limits the agency’s ability to scale services in response to population growth and increased demand

This results in operational inefficiencies that are distinct from fee burden concerns:

- Constrained long-term planning, as funding is tied to participation rather than statewide need
- Reduced flexibility to respond to emerging risks, workforce growth, or changing service demands
- Structural limitations on aligning staffing, technology, and program investments with public safety priorities
- A funding model that does not reflect the shared public benefit nature of fire protection and safety oversight

This reflects a policy-level inconsistency in how statewide public safety functions are financed.

<p><b>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</b></p>	<p>TCFP recommends evaluating and modifying the current funding structure to better align with the agency’s public safety mission by:</p> <ul style="list-style-type: none"> <li>• Transitioning to a hybrid funding model that incorporates increased General Revenue support for core regulatory functions</li> <li>• Defining which agency activities constitute statewide public safety responsibilities and should be supported through appropriations rather than fees</li> <li>• Retaining fees only for direct, service-specific activities, rather than general operational support</li> </ul>
<p><b>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</b></p>	<p>While this recommendation may involve increased General Revenue support, the benefits are structural and long-term:</p> <ul style="list-style-type: none"> <li>• Alignment of funding responsibility with public benefit, ensuring statewide safety functions are supported appropriately</li> <li>• Improved ability to plan, scale, and sustain operations based on need rather than fee volume</li> <li>• Increased flexibility to respond to population growth and evolving fire service demands</li> <li>• Enhanced effectiveness in delivering core regulatory functions tied to life safety and risk reduction</li> <li>• Strengthened consistency with statewide governance principles, where critical public safety activities are supported through broad-based funding mechanisms</li> </ul> <p>By addressing the structural funding model, this recommendation improves the long-term effectiveness, scalability, and sustainability of the agency without focusing on fee levels or revenue requirements.</p>

**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.

a. **OBJECTIVE** – Provide fire protection information, educational materials, and research opportunities to fire departments and other organizations.

b. **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.

a. **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.

b. **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.

<b>Output Measures</b>	<b>2024</b>	<b>2025</b>
Number of Inspections of Regulated Entities	1,120	1,120
Number of Examinations Administered	18,000	18,000
<b>Efficiency Measures</b>		
Average Cost Per Inspection of Regulated Facilities	475	475
<b>Explanatory Measures</b>		
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.

a. **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.

b. **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

## **Appendix C: VETHUB Plan**

### **I. Purpose**

In accordance with Texas Government Code §2161.123, the Texas Commission on Fire Protection (TCFP) previously implemented a Historically Underutilized Business (HUB) Plan to promote equal opportunity in procurement and contracting. Following the State of Texas transition that replaced the HUB program, TCFP has adopted this plan to emphasize increasing participation in purchases that utilize Veteran Heroes United in Business vendors, collectively referred to as VETHUBs.

### **II. Policy Statement**

The Texas Commission on Fire Protection is committed to fostering full and equitable participation of qualified businesses in all agency procurement and contracting opportunities, with a primary emphasis on VETHUB participation.

TCFP will ensure that all procurement practices are conducted in a fair, transparent, and competitive manner while complying with Texas Government Code §2161.123, Texas Constitution Article I Section 3a, and the United States Constitution Amendment XIV. All VETHUB-related efforts will be implemented using race and gender-neutral methods and will focus on expanding access and opportunity through outreach, inclusion, and open competition.

### **III. Goals**

1. Achieve VETHUB Participation Target: Attain a minimum of 1% of total applicable agency procurement expenditures with VETHUB.
3. Expand VETHUB Vendor Pool.
4. Enhance Accessibility and Awareness.
5. Strengthen Accountability and Compliance aligned with the 1% utilization target.

### **IV. Programs and Strategies**

- A. Outreach and Vendor Development: Participate in outreach events and partner with veteran organizations.
- B. Vendor Identification and Engagement: Use registries and maintain vendor lists.
- C. Procurement Practices: Include VETHUB vendors and ensure clear processes.
- D. Subcontracting and Contractor Engagement: Encourage VETHUB subcontracting and require good faith efforts.
- E. Training and Internal Oversight: Train staff and monitor participation.
- F. Reporting and Performance Monitoring: Track participation against the 1% goal and implement corrective actions as needed.

## **V. Compliance with Non-Discrimination Requirements**

TCFP will implement this plan in strict compliance with *the Texas Constitution, Article I, Section 3a*, and the *United States Constitution, Amendment XIV*, using race and gender-neutral methods.

## **VI. Continuous Improvement**

TCFP will monitor progress toward the 1% goal, expand partnerships, remove barriers, and adopt best practices to improve VETHUB participation.

## **SCHEDULE F: AGENCY WORKFORCE PLAN**

### **FORWARD**

The Texas Commission on Fire Protection (the agency) Workforce Plan provides an overview of the agency's staffing resources and workforce needs. In pursuing its mission and strategic goals, the agency has continued to deliver high-quality services through a highly trained and skilled workforce. The agency has leveraged technology, enhanced operational processes, and implemented flexible work practices to address a significant increase in demand for fire service regulation across Texas, while managing staff turnover related to salary constraints and employee retirements.

This Workforce Plan identifies current and future staffing needs and outlines workforce skills, demographics, and trends necessary to support effective agency operations and service delivery. The plan supports the Texas Commission on Fire Protection's *FY 2027–2031 Strategic Plan* and the 2028–2029 biennium, and is developed in accordance with *Texas Government Code, Chapter 2056*.

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### **OVERVIEW**

The agency currently employs forty-two (42) full-time employees. To maintain high standards of performance and service delivery, many staff members perform multiple job functions. Over the past five years, the Commission has experienced a significant increase in workload, driven largely by statewide population growth and the corresponding expansion of fire service needs.

Advancements in internal technology, process improvements, and targeted staff training have enabled the agency to continue providing quality customer service to its stakeholders while requiring only moderate changes to overall staffing levels. In addition, the implementation of flexible work schedules has contributed to improved employee retention, expanded the available candidate pool for vacant positions, and supported increased productivity and employee work-life balance.

The agency's current strategic goals include initiatives to support the workforce through training and development, strengthen internal communication, promote a positive work environment, and advance succession and retention planning to ensure continued operational effectiveness.

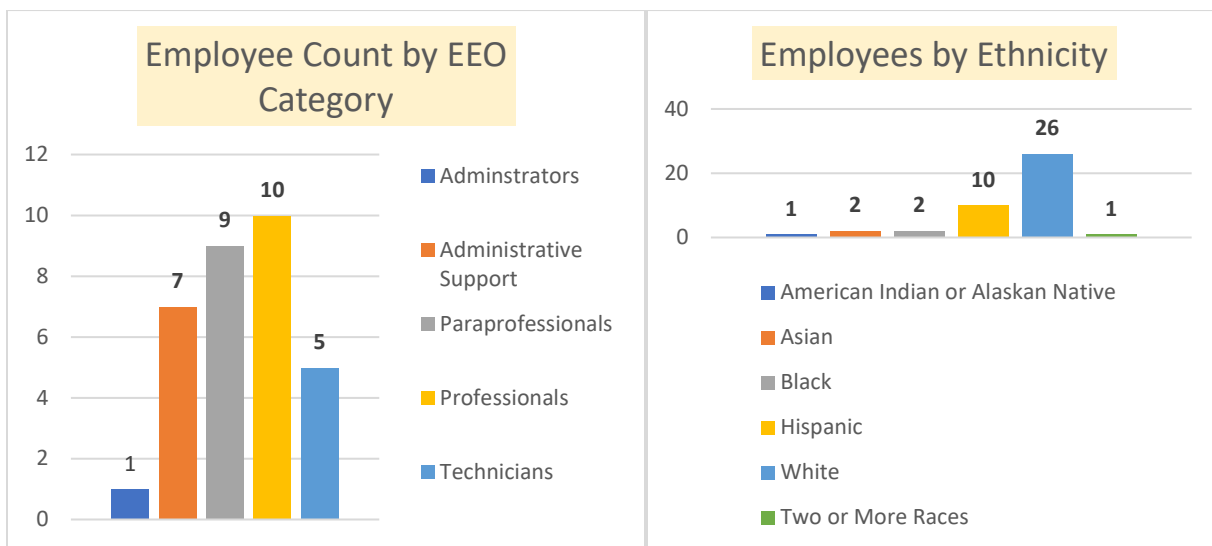
### **CURRENT WORKFORCE PROFILE**

The following charts reflect the agency's workforce as of May 2026. The workforce is comprised of approximately 31 percent female and 69 percent male employees. In terms of age distribution, 48 percent of employees are 50 or older, and approximately 31 percent are currently eligible for or approaching retirement eligibility.

In terms of tenure, 60 percent of employees have fewer than five years of agency service, reflecting a workforce with limited long-term institutional experience. An additional 37 percent of employees fall within the 5 to 15-year mid-tenure range, while only 5 percent represent long-tenured employees. This distribution highlights the importance of structured onboarding, training, and professional development initiatives to support knowledge transfer, maintain technical proficiency, and promote long-term workforce stability. The agency will continue to monitor tenure trends and adjust workforce development strategies as needed to mitigate operational risks associated with limited institutional knowledge.

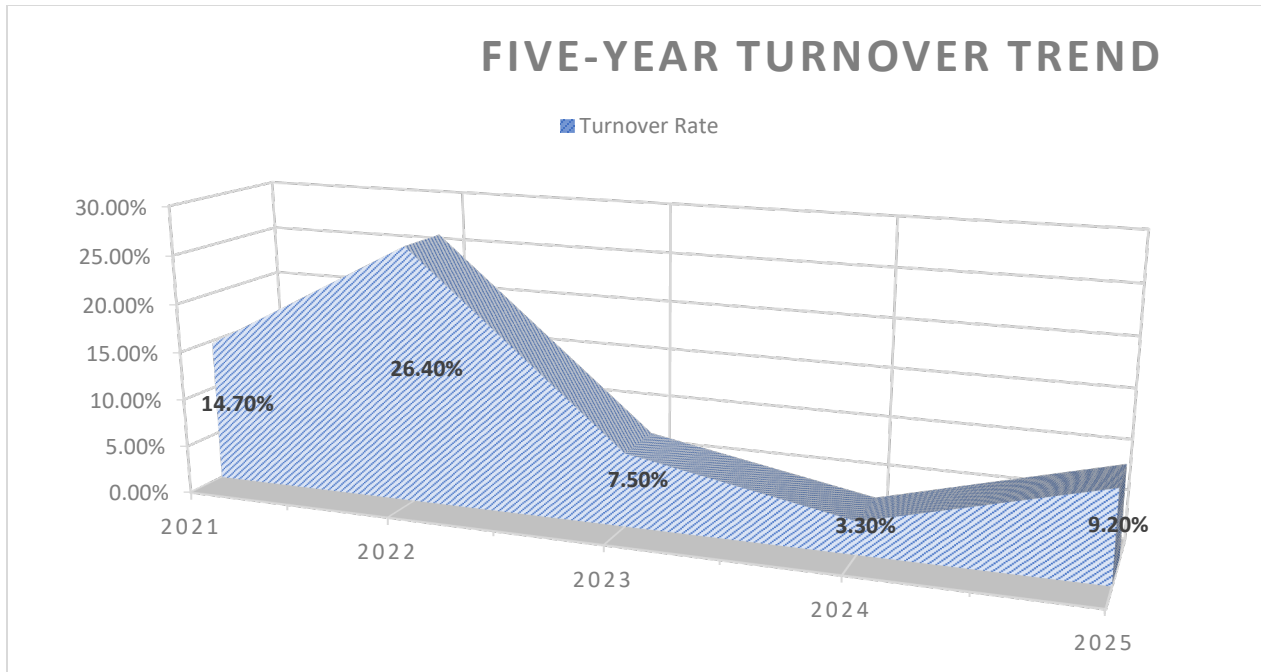
A total of forty-four (44) full-time equivalent (FTE) positions are authorized by legislative rule. This authorized staffing level increased from thirty-two (32) positions during the 89th Texas Legislative Session. The agency has been actively working to recruit and fill the newly appropriated positions to support expanding operational needs.

Using Equal Employment Opportunity (EEO) classifications, according to the State Auditor’s Office reports, the 2026 workforce includes three (3) officials and administrators, twenty (20) professionals, two (2) paraprofessionals, four (4) administrative support staff, one (1) protective service worker, and ten (10) technicians. The racial and ethnic composition of the workforce is 62 percent White, 24 percent Hispanic, 5 percent Asian, 2 percent American Indian or Alaska Native, 5 percent Black, and 2 percent identifying as two or more races.



### Employee Turnover

The Texas Commission on Fire Protection has experienced strong employee retention due to a combination of organizational practices, workforce strategies, and mission-driven work that support employee engagement and continuity. Key factors contributing to employee retention include mission-driven work, flexible work practices, cross-training and skill development, professional development and career growth opportunities, collaborative work environment, organizational stability and supportive leadership, use of technology and process improvements, and recognition of workforce contributions.



These skills are fundamental to maintaining consistent regulatory enforcement, ensuring compliance with state requirements, and supporting the agency's ability to respond to evolving workload demands.

#### **Expected Workforce Changes**

The Texas Commission on Fire Protection anticipates workforce changes consistent with current statewide and national trends, including an aging workforce and increased competition for qualified employees with specialized skills. As a growing portion of the agency's workforce approaches retirement eligibility, the available labor pool for experienced candidates is expected to remain limited. These conditions will require continued emphasis on recruitment, onboarding, cross-training, and skills development for both new and existing employees.

In addition, sustained population growth and continued expansion of the Texas fire service are expected to increase demand for testing, certifications, inspections, investigations, and compliance oversight. Advancements in technology and evolving stakeholder expectations have also increased the complexity and volume of agency work. Together, these trends are expected to place increasing demands on current staffing levels and highlight the need for workforce planning strategies that support operational continuity, timely service delivery, and mission effectiveness.

#### **Workforce Expansion Needs**

The increasing scope and complexity of agency operations, including fire service regulation, curriculum development, technology support, and cybersecurity requirements, support the need for targeted additions to the agency's workforce to maintain operational effectiveness and continuity of services. The agency requires additional Subject Matter Experts (SMEs) (Education Specialist II positions) and a curriculum oversight role to support the growing demand for curriculum development, review, and quality assurance. Expanding the number of programs and credentialing requirements has increased reliance on ad hoc committees, which has introduced challenges in maintaining consistency and safeguarding assessment materials.

Dedicated staff will allow the agency to centralize curriculum functions, strengthen internal controls, improve efficiency, and reduce the risk of assessment and test bank compromise.

In addition, the establishment of a Fire Programs Technical Outreach Coordinator (Education Specialist) position, along with up to four additional FTE positions to support a newly developed Outreach Division, will provide a centralized, statewide resource for communication and regulatory guidance. This initiative will enhance the agency's ability to ensure consistent interpretation and application of *Title 37, Part 13 of the Texas Administrative Code* through proactive outreach, technical assistance, and direct engagement with regulated entities. By strengthening communication and education efforts, the agency will promote a more uniform understanding and implementation of regulatory requirements, reduce inconsistencies across jurisdictions, and improve overall compliance. These efforts will also support proactive problem-solving, increase stakeholder engagement, and contribute to improved firefighter safety outcomes statewide.

The agency also requires additional capacity in information technology and cybersecurity support. This function combines administrative IT support, technical documentation, Knowledge Hub content management, video tutorial development, endpoint support, hardware tracking, and lifecycle management. These responsibilities strengthen daily IT operations and support continuity of services for agency staff and external stakeholders. Dedicated cybersecurity support will further enhance the agency's ability to manage vulnerabilities, coordinate RSOC activities, respond to incidents, conduct access reviews, enforce security policies, and protect mission-critical systems.

### **Risk Statement**

Without these targeted workforce enhancements, the agency faces increased risk to operational continuity, regulatory consistency, system security, and the integrity of curriculum and assessment processes. Limited staffing in these areas may result in delays in service delivery, reduced effectiveness of compliance and outreach activities, increased vulnerability to cybersecurity threats, and greater potential for errors or inconsistencies in curriculum and regulatory implementation.

### **Future Workforce Skills Needed**

To effectively address increasing workload demands and ensure continuity of operations, the Texas Commission on Fire Protection will continue to emphasize a team-based, cross-functional approach supported by streamlined business processes and expanded use of technology and automation. As agency functions become more complex and data-driven, employees must possess the ability to adapt to changing requirements while maintaining consistent service delivery and regulatory oversight.

Effective communication and interpersonal skills are essential to support coordination across divisions, collaboration in remote or hybrid work environments, and engagement with regulated entities and stakeholders. In addition, employees must demonstrate technical proficiency, analytical capability, and critical-thinking skills to manage competing priorities, respond to workload fluctuations, and support informed decision-making.

Based on anticipated workforce changes and operational requirements, the agency has identified the following competencies as critical for future positions:

- Process analysis and continuous improvement
- Project and workload management

- Performance measurement and reporting
- Strategic and operational planning
- Business process development, documentation, and revision

To maintain a qualified, flexible, and prepared workforce, the agency will implement a structured personnel development approach focused on continuity, succession readiness, and skill development. Workforce development activities will include:

- Cross-training to mitigate the impact of turnover, retirement, and vacancies
- Targeted professional development to support evolving job responsibilities and agency needs
- Education and skills training aligned with current and anticipated operational requirements
- Performance improvement efforts to support efficiency and accountability
- Career trajectory planning to promote retention and internal advancement

For positions that require employees to maintain certifications issued by the agency, continuing education will remain a required component of workforce development and will comply with applicable statutes, rules, and agency regulations. Training and professional development needs for non-certified staff will also be addressed to support overall organizational effectiveness.

This workforce development framework will be incorporated into the agency's Employee Guide and implemented as resources allow. Funding considerations for training and development activities will be addressed through the biennial budget process.

### **Anticipated Impact on Workforce**

Due to continued statewide population growth and limited funding, the agency has reclassified and reassigned certain positions following the implementation of technology solutions and productivity improvements adopted over the past several years. These adjustments have allowed the agency to manage increased workload demands within existing resources. The agency will continue to evaluate these organizational changes to assess effectiveness and operational impact.

To better prepare for both anticipated and unanticipated workforce changes, the agency has implemented a succession planning approach focused on cross-training employees within the same workgroups and position classifications. This approach allows staff to develop the skills necessary to perform essential functions outside their primary assignments, reducing operational risk associated with turnover, vacancies, or retirements. In addition, the agency plans to implement a career ladder framework to support continuity of customer service and institutional knowledge as a growing number of employees become eligible for retirement within the next five to six years.

Cross-training efforts will be expanded across agency sections as workloads and position classifications allow, providing increased organizational flexibility and professional development opportunities for employees. These efforts are particularly critical given the agency's small workforce, where the absence of a single employee can have a measurable impact on productivity, service timeliness, and work quality.

Recent legislative changes have also contributed to increases in agency workload. To date, the agency has absorbed these additional responsibilities within existing staffing levels. However, future legislative actions that further expand programmatic or regulatory requirements may

necessitate consideration of additional full-time equivalent positions to ensure the agency can continue to effectively fulfill its mission.

### **Critical Functions That Must Be Performed to Achieve the Strategic Plan**

All current agency functions are critical to achieving the objectives outlined in the strategic plan. As business processes are reviewed and redesigned, the agency anticipates that certain essential job functions may evolve or shift emphasis for some positions. As discussed throughout this workforce plan, continued growth, operational maturity, and changing stakeholder demands will require periodic adjustments to workforce composition and functional alignment.

To support these evolving needs, the agency will continue to assess its organizational structure and realign resources as appropriate. Through ongoing collaboration and partnerships with other state agencies and stakeholders, the agency will adapt its workforce and operational approach to effectively respond to expanding responsibilities, increased coordination efforts, and emerging service demands.

### **Gap Analysis**

Current employees possess the skills necessary to perform their essential job functions. However, as the agency continues to redesign business processes and experiences attrition due to turnover and retirements, the scope and emphasis of certain positions may change. These changes may require targeted recruitment strategies, focused skills training, or both to ensure the agency maintains operational effectiveness and continuity of services.

### **Strategy Development**

To address workforce needs resulting from increased customer demand, business process redesign, and employee attrition, the agency will implement the following strategies:

- Ensure the organizational structure supports efficient and effective use of personnel resources and aligns with operational priorities
- Update position descriptions as necessary to reflect evolving job functions and responsibilities
- Provide targeted job-specific training to support essential functions and maintain operational effectiveness
- Offer professional development opportunities to address anticipated skill requirements and succession needs
- Utilize a structured and competitive recruitment and selection process to fill vacant and newly created positions with qualified candidates
- Engage employees in the evaluation, design, and improvement of business processes to enhance efficiency and service delivery
- Promote employee satisfaction, accountability, and performance through ethical, equitable, and performance-based employment practices
- Implement practices to improve participation in the annual customer satisfaction survey to better assess service effectiveness and identify improvement opportunities

SCHEDULE F: AGENCY WORKFORCE PLAN

2026 Customer Service Survey

# Report on Customer Service

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TEXAS COMMISSION ON FIRE PROTECTION

# 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 2026 Customer Service Survey, the following groups reflect customers served by strategies in the 2026-2027 General Appropriations Act (GAA).

## **Goal A: Education & Assistance**

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

CUSTOMERS: 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.

SERVICES 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 exhibits booths at conferences; host regional meetings throughout the state; and provide instruction on field examinations, as well as TCFP rules and regulations.

## **Goal B: Fire Department Standards**

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

CUSTOMERS: Fire departments and local governments.

SERVICES 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 a survey of customer service quality elements online from January 2 through January 23, 2026.

To solicit responses, TCFP displayed a link to the survey on its public website: <https://www.tcfp.texas.gov/>. TCFP also published a link to the survey on its Facebook page: <https://www.facebook.com/TCFPinfo/>, made the survey link available on staff email signatures, and sent an email blast to all individuals in the agency's database.

The agency's customer service survey sought feedback on three main elements of service:

## Customer Interactions with TCFP

The survey asked customers for information on 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.

# Survey Response Analysis

## Key Findings – Overall

1. The TCFP achieved an **above-average Overall Customer Service Rating of 89%**. This rating stems from the answers received on question #17 of the survey. The 89% figure quantifies the number of respondents who gave ratings of “Very Satisfied” or “Satisfied” to Question #17. The “above average” rating is based on the assumption that an “average” rating is 70%.
2. **237 people took the survey** during the 2026 period, which was slightly more than the 232 responses received during the 2024 survey.
3. The overall trend in satisfaction increased notably between the 2024 survey (79.6%) and the 2026 survey (89%).
4. Improvement from TCFP is needed in telephone communications, in the functionality of the agency’s website and online services, and in the timeliness of resolutions for complaints.

## 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 who to contact

for further information or to complain. Question 12 is related to the agency’s website.

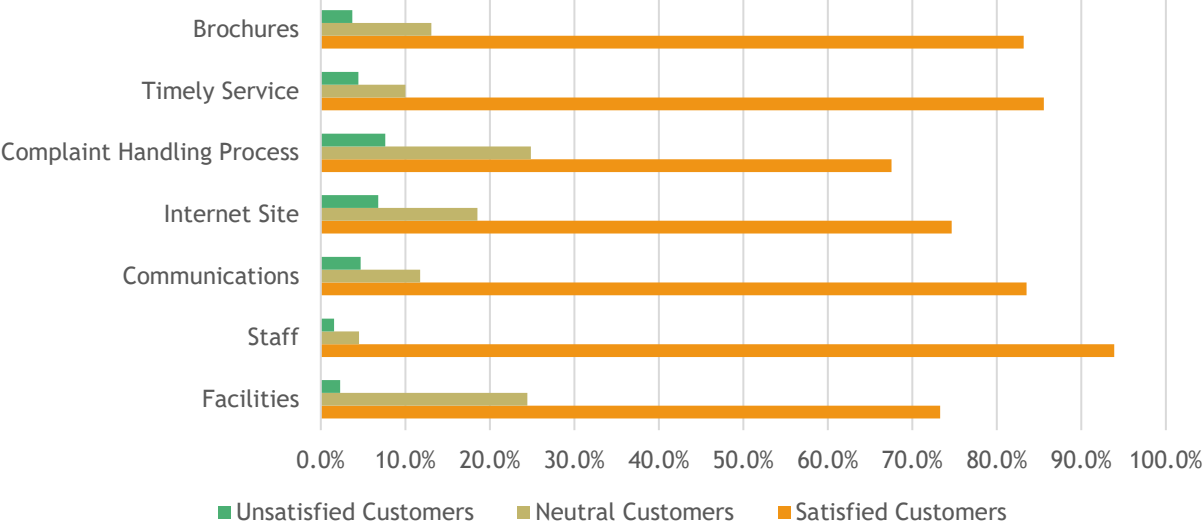
- **Complaint handling process**, including whether it is easy to file a complaint and whether responses are timely. Questions 13 and 14 are related to the complaint handling process.
- Ability to **timely service** its customers, including the amount of time a customer waits for service in person, by 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:

	<b>Satisfied Customers</b>	<b>Neutral Customers</b>	<b>Unsatisfied Customers</b>
<b>Facilities</b>	73.3%	24.4%	2.3%
<b>Staff</b>	93.9%	4.5%	1.6%
<b>Communications</b>	83.5%	11.8%	4.7%
<b>Internet Site</b>	74.7%	18.6%	6.8%
<b>Complaint Handling Process</b>	67.5%	24.8%	7.6%
<b>Timely Service</b>	85.6%	10.0%	4.4%
<b>Brochures</b>	83.2%	13.1%	3.7%

- 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 in this figure**, as that is considered a non-answer to the question (customers who felt the question did not apply to them).

Ultimately, to calculate the percentage of satisfied customers, 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)

“Have you interacted with the Texas Commission on Fire Protection in the last two years?”

Answer options	Response count	Percent of customers
Yes	225	95%
No	12	5%

Selecting the “No” option for question 1 effectively ended the survey for those respondents.

(Q. 2)

“What was the purpose of your interaction(s) with the TCFP? You may select more than one answer.”

(Respondents were able to select as many answer options as they wanted.)

<b>Answer options</b>	<b>Response count</b>	<b>Percent of customers</b>
Certification	168	71%
Training/testing	130	55%
Compliance	148	62%
FIDO online system	109	46%
Injury reporting	63	27%
Library	4	2%
Attended a meeting	98	41%
Facebook	18	8%
Curriculum	52	23%
Website	65	27%
Other	20	8%

(Q. 3)

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

<b>Answer options</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	79	35%
Satisfied	67	30%
Neutral	22	10%
Unsatisfied	1	<1%
Very unsatisfied	2	1%
N/A – not applicable	54	24%

**Percentage of satisfied customers = 85%.** 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%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 2%.** (Those who answered N/A were not figured into this number.)

(Q. 4)

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

<b>Answer options</b>	<b>Response count</b>	<b>Percent of customers</b>
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Very satisfied	49	22%
Satisfied	58	26%
Neutral	44	20%
Unsatisfied	0	0
Very unsatisfied	1	<1%
N/A – not applicable	73	32%

**Percentage of satisfied customers = 70%.** 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 = 29%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 1%.** (Those who answered N/A were not figured into this number.)

(Q. 5)  
 “How satisfied are you with the TCFP’s signage?”

Answer options	Response count	Percent of customers
Very satisfied	35	16%
Satisfied	63	28%
Neutral	51	23%
Unsatisfied	4	2%
Very unsatisfied	3	1%
N/A – not applicable	69	31%

**Percentage of satisfied customers = 63%.** 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 = 33%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 4%.** (Those who answered N/A were not figured into this number.)

(Q. 6)  
 “How satisfied are you with the TCFP staff members’ courtesy?”

Answer options	Response count	Percent of customers
Very satisfied	134	60%
Satisfied	72	32%
Neutral	12	5%

Unsatisfied	0	0%
Very unsatisfied	3	1%
N/A – not applicable	4	2%

**Percentage of satisfied customers = 93%.** 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 = 5%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 1%.** (Those who answered N/A were not figured into this number.)

(Q. 7)

“How satisfied are you with the TCFP staff members’ knowledge?”

<b>Answer options</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	129	57%
Satisfied	80	36%
Neutral	8	4%
Unsatisfied	2	1%
Very unsatisfied	2	1%
N/A – not applicable	4	2%

**Percentage of satisfied customers = 95%.** 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 = 4%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 2%.** (Those who answered N/A were not figured into this number.)

(Q. 8)

“How satisfied are you with the communication with TCFP staff members?”

<b>Answer options</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	125	56%
Satisfied	75	33%
Neutral	16	7%
Unsatisfied	4	2%
Very unsatisfied	2	1%
N/A – not applicable	3	1%

**Percentage of satisfied customers = 90%.** 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 = 7%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 3%.** (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?”

<b>Answer options</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	70	31%
Satisfied	62	28%
Neutral	32	14%
Unsatisfied	7	3%
Very unsatisfied	6	3%
N/A – not applicable	48	21%

**Percentage of satisfied customers = 75%.** 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%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 7%.** (Those who answered N/A were not figured into this number.)

(Q. 10)

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

<b>Answer options</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	108	48%
Satisfied	63	28%
Neutral	26	12%
Unsatisfied	4	2%
Very unsatisfied	6	3%
N/A – not applicable	18	8%

**Percentage of satisfied customers = 83%.** 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%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 5%.** (Those who answered N/A were not figured into this number.)

(Q. 11)

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

<b>Answer options</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	114	51%
Satisfied	72	32%
Neutral	23	10%
Unsatisfied	6	3%
Very unsatisfied	4	2%
N/A – not applicable	6	3%

**Percentage of satisfied customers = 85%.** 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 = 11%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 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?”

<b>Answer options</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	64	29%
Satisfied	101	45%
Neutral	41	18%
Unsatisfied	10	4%
Very unsatisfied	5	2%
N/A – not applicable	4	2%

**Percentage of satisfied customers = 75%.** 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 = 19%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 7%.** (Those who answered N/A were not figured into this number.)

(Q. 13)

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

<b>Answer options</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	25	11%
Satisfied	42	19%
Neutral	22	10%
Unsatisfied	3	1%
Very unsatisfied	2	1%
N/A – not applicable	131	58%

**Percentage of satisfied customers = 71%.** 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%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 5%.** (Those who answered N/A were not figured into this number.)

(Q. 14)

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

<b>Answer options</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	14	15%
Satisfied	25	27%
Neutral	17	18%
Unsatisfied	6	6%
Very unsatisfied	1	1%
N/A – not applicable	31	33%

**Percentage of satisfied customers = 62%.** 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 = 27%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 11%.** (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?”

<b>Answer options</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	71	32%
Satisfied	83	37%
Neutral	18	8%
Unsatisfied	6	3%
Very unsatisfied	2	1%
N/A – not applicable	45	20%

**Percentage of satisfied customers = 86%.** 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%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 4%.** (Those who answered N/A were not figured into this number.)

(Q. 16)

“How satisfied are you with any reports, instructions, or printed information prepared by the TCFP?”

<b>Answer options</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	81	36%
Satisfied	97	43%
Neutral	28	12%
Unsatisfied	5	2%
Very unsatisfied	3	1%
N/A – not applicable	11	5%

**Percentage of satisfied customers = 83%.** 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%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 4%.** (Those who answered N/A were not figured into this number.)

(Q. 17)

“Please rate your overall satisfaction with the TCFP.”

<b>Answer options</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	107	48%
Satisfied	93	41%
Neutral	17	8%
Unsatisfied	3	1%
Very unsatisfied	5	2%
N/A – not applicable	0	0%

**Percentage of satisfied customers = 89%.** 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 = 8%.** (Again, those who answered N/A were not figured into this number.)

**Percentage of unsatisfied customers = 4%.** (Those who answered N/A were not figured into this number.)

(Q. 18)

“We hope you will give us your comments, suggestions, complaints, and feedback. Was there an interaction with us that stands out to you? Do you have positive or negative feedback for us? Who is/are your favorite TCFP employee(s), and why? Is there anything we can do to improve our service? Thank you for your time.”

The TCFP received 108 written comments. The vast majority of the written feedback received was positive. Many employees were named as being very helpful and giving great customer service. The following are a few examples of the comments we received:

- *All interactions have been positive.*
- *Dan and Charai have done a great job with the curriculum!!*
- *Calvin Chaney is an outstanding professional and a pleasure to work with.*
- *Please take the AI chatbot off the front page. It is just one more thing that I have to close to do my business!!*

- *FIDO is still very buggy from time to time, but it's improved throughout the years. Any issues I've had are usually responded to or fixed in a day or two so I appreciate the service.*
- *After being in the fire service for 20+ years, the transformation that TCFP has gone through has been phenomenal. The culture has completely changed for the better, especially with interactions between agency personnel and fire service members. This is an agency I am happy to represent and be affiliated with due to the culture change.*

# Analysis of the Findings

## Changes that would improve the survey process

- Continue to seek new ways to promote the survey to increase customer engagement.
- **We recommend that the LBB consider eliminating the required survey questions** that each state agency must ask and instead provide general guidelines about functional areas that should be addressed in each agency's survey. The required questions, as written, make it fundamentally necessary that each question be disaggregated by the agency so that respondents can provide feedback on each quality element. This, in turn, makes the agency's survey quite lengthy, with only the required questions being used. While we would like to add more questions specific to areas of concern within our agency, adding more questions would likely result in fewer customers participating in the survey due to its length. Also, some of the questions are compound questions that may affect the results.

## 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 online complaint system.
- Customers would prefer more immediate access to agency staff by telephone. They want to be able to connect with a live person the first time they call, rather than having to leave a message and wait for a call back.
- TCFP's FIDO online system is not as user-friendly as customers would like it to be.
- Some customers who used our online complaint system were not happy with how long it took for their complaints to be processed, investigated, and resolved.

## Improvements in progress and/or being considered

- TCFP continues to improve its FIDO online system with the goal of making 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.

- The agency has requested that the Texas Facilities Commission install signage to help customers find TCFP's offices more easily.

# Performance Measures

Customer Service Performance Measures	2026 Performance
<b>Outcome:</b> Percent of surveyed customer respondents expressing overall satisfaction with services received	89%
<b>Output:</b> Total customers surveyed	115,756
<b>Output:</b> Response rate	0.2%
<b>Output:</b> Total customers served	40,492
<b>Efficiency:</b> Cost per customer surveyed	\$0.02
<b>Explanatory:</b> Total customers identified	55,000
<b>Explanatory:</b> Total customer groups inventoried	6

## Definitions: Customer Service Performance Measures

**Outcome: Percent of surveyed customer respondents expressing overall satisfaction with services received = 89%**

*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 225 respondents who left a rating for this question, 200 indicated that they were satisfied or very satisfied with the agency. This results in 89% of respondents expressing overall satisfaction with services received.

*Source/Collection of Data:* Surveys were made available from January 2, 2026, to January 23, 2026, totaling three weeks of availability. Links to the survey were posted on the TCFP website, on TCFP's Facebook page, and in staff email signatures. And TCFP sent an email blast to all individuals in our database, inviting them to take our survey.

**Output: Total customers surveyed = 115,756**

*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 115,756 individuals.

**Output: Response Rate = 0.2%**

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

*Source:* We had 237 customers take our survey. 237 out of 115,756 equals a 0.2% response rate.

**Output: Total customers served = 40,492**

*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 = \$0.02**

*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.

*Method of Calculation:* 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, to include 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 Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required under Government Code, Sections 2063.103 and 2063.104.

**Chief Executive Officer or Presiding Judge**

*Mike Wisko*

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Mike Wisko

Printed Name

\_\_\_\_\_  
Agency Chief

Title

\_\_\_\_\_  
05-27-26

Date

**Board or Commission Chair**

*J. Michael Glynn, Jr.*

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Michael Glynn

Printed Name

\_\_\_\_\_  
Presiding Officer

Title

\_\_\_\_\_  
05-27-2026

Date



## CERTIFICATE

**Agency Name:** Texas Commission on Fire Protection

Pursuant to Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the Artificial Intelligence training required under Government Code, Sections 2063.103 and 2063.104.

**Chief Executive Officer or Presiding Judge**

Mike Wisko  
Signature

Mike Wisko  
Printed Name

Agency Chief  
Title

05-27-2026  
Date

**Board or Commission Chair**

J. Michael Glynn, Jr.  
Signature

Michael Glynn  
Printed Name

Presiding Officer  
Title

05-27-2026  
Date