



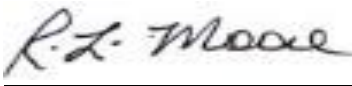
**TEXAS COMMISSION ON FIRE PROTECTION**  
**AGENCY STRATEGIC PLAN**  
**FOR**  
**FISCAL YEARS 2021 -2025**

**BY**

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Submitted June 1, 2020

Signed:   
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# **I. STRATEGIC PLAN**



## 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 in accordance with 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 providing protection 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 in 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 three “core” functional areas: compliance, testing, and certification. A fourth critical function added by the legislature after sunset review in 2007, calls for the commission to gather and analyze data on firefighter injuries and provide an annual report based upon that analysis. Lastly, TCFP maintains an extensive fire protection resource library, and makes these resources available to any organization or individual conducting training, doing research, or simply wishing to gain knowledge in a particular area.

- The agency’s Compliance Section performs inspections of regulated entities to ensure that the organizations are following the rules adopted by the commission. These rules require that fire departments and other associated organizations: provide their personnel with approved protective equipment; ensure that personnel are trained and credentialed with respect to their assigned duties; provide for ongoing training to personnel in their areas of responsibility; and adopt certain procedures and practices to ensure personnel safety.
- The agency’s Training Approval and Testing Section approves courses taught by fire training providers throughout the state and administers state certification exams covering a number of different disciplines. These disciplines include various types of firefighting, apparatus operations, fire inspection/code enforcement, fire investigation, hazardous materials, and other areas of expertise.
- The agency’s Certification Section performs all the necessary checks to ensure that those applying for state fire certifications have met the requirements to be credentialed in a discipline and issues those credentials to qualified persons. Certification personnel also perform audits of continuing education records and manage the annual certification renewal process for all TCFP-regulated departments and individuals.
- The fourth functional area involves the gathering of data related to fire personnel injuries, analyzing the data, and publishing the results annually with recommendations. All regulated entities are required to report on the job injuries such as workers compensation reportable injuries sustained by their personnel including cancer claims. The agency has administered the program since 2010, and valuable information is now available to fire departments regarding injuries sustained by fire protection personnel statewide.
- The Ernest A. Emerson Fire Protection Resource Library contains over 1,500 print resources and nearly 1,000 audio/visual resources, all available to the fire protection community and the general public for checkout or viewing at the library. The agency’s librarian regularly conducts research on

behalf of committees, fire departments, and individuals, and maintains the agency's Records Retention Schedule and Continuity of Operations Plan.

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

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

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



# AGENCY GOALS AND ACTION PLANS

## AGENCY OPERATIONAL GOAL AND ACTION PLAN

**Goal:**

Migrate all TCFP web-based applications and data systems to the cloud. This will minimize downtime resulting from outages and disasters.

**Action Plan:**

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

## ACTION ITEMS TO ACHIEVE GOAL

1. Evaluate different cloud service offerings in order to find a good fit for the agency.
2. Perform cost-benefit analysis and secure funding.
3. Perform gap/redundancy analysis to determine what can/should remain, what needs to be changed, and where efforts need to be dedicated for implementation.
4. Identify operational risks and prepare to address migration challenges such as interoperability; data and application portability; data integrity and security; and business continuity.
5. Establish training requirements for new technologies, tools, processes, governance, etc.
6. Complete ‘lift and shift’ of current systems to cloud by December 2020.
7. Complete optimization efforts of new cloud-based applications, incorporating microservices architecture with continuous integration and continuous delivery by August 2021.

## HOW GOAL OR ACTION ITEMS SUPPORTS STATEWIDE OBJECTIVES

1. *Accountable to tax/fee payers of Texas.*  
This migration exercise represents another technology-based solution for agency operations and interaction with the agency’s regulated community.
2. *Maximum results with minimum waste of taxpayer funds.*  
Agency systems will become more resilient and reduce cost incurred as a result of service downtime.
3. *Effective in fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.*  
Migration to the cloud will lead to an improvement in service delivery as application/server outages will be significantly reduced.
4. *Providing excellent customer service.*  
Once operational, the Texas fire service can be assured of a more reliable and available service from the agency.
5. *Transparent actions apparent to Texans.*  
The cloud-based system, eventually implements CICD, lends itself for fast feature update. This makes the agency become more responsive and open to solving the needs of Texans who rely on the agency.

## AGENCY OPERATIONAL GOAL AND ACTION PLAN

### Goal:

Convert agency's monolithic data management system and user interface to a microservices architecture to address maintenance challenges, improve agility and improve scalability. Thereby leading to high quality, robust features and reduced downtime for both customers and agency staff.

### Action Plan:

Pursue development activities and transition efforts to gradually convert existing data management system to a new microservice architecture for both back- and front-end components; complete deployment of service modules by the end of fiscal year 2021, and update all modules to improve performance, availability and usability as needed.

## ACTION ITEMS TO ACHIEVE GOAL

1. Continue design and development of back-end services, drawing from user input and feedback to determine the features desired in microservice module.
2. Continue design and development of user interfaces, drawing from user input and feedback to determine desired features. Add new or update user interface features during fiscal year 2020 and 2021.
3. Thoroughly test each feature before deployment to production.

## HOW GOAL OR ACTION ITEMS SUPPORTS STATEWIDE OBJECTIVES

### 1. *Accountable to tax/fee payers of Texas.*

The improved, microservice architecture based, data management system will be more efficient, effective, and user-oriented than the previous system. The system is consistent with the statewide goal to implement technological solutions to serve Texas citizens.

### 2. *Maximum results with minimum waste of taxpayer funds.*

All development efforts are being accomplished with existing agency staff. Increased efficiency and convenience of the new system will make the most of taxpayer funds.

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

The new system will allow stakeholders to manage all agency business in a more efficient manner. Functions such as testing, document submittals, renewal, and management of personal information will be a part of the system. Performance measure totals will be obtainable for reporting purposes. The architecture of the new system will make agency services more available and more scalable.

### 4. *Providing excellent customer service.*

The new system requires faster integration and delivery of features, thereby enhancing the ability of the agency to deliver better-quality services to its customers.

### 5. *Transparent actions apparent to Texans.*

The agency has received (and will continue to collect) targeted customer feedback regarding system features and functionality. These feedbacks will inform design and development choices and efforts.

## AGENCY OPERATIONAL GOAL AND ACTION PLAN

### Goal:

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

### Action Plan:

Continue programming efforts that will improve delivery of online exams. Refine established agreements with computer-based testing centers throughout the state to be used by examinees for testing. Launch updated online testing application during fiscal year 2021.

## ACTION ITEMS TO ACHIEVE GOAL

1. Complete functional testing of the data system by April 2021 to ensure that the system is able to deliver online exams as designed.
2. Continue establishing agreements with testing centers to expand availability to as much of the state as possible. Continue the process through fiscal year 2023, as necessary.
3. Include final testing of online scheduling and payment modules for exams in functional tests above.
4. Expand updated online testing for all disciplines by the end of fiscal year 2021.
5. Ensure that the system for administering hard-copy exams is preserved and functional as well.

## HOW GOAL OR ACTION ITEMS SUPPORTS STATEWIDE OBJECTIVES

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

## AGENCY OPERATIONAL GOAL AND ACTION PLAN

### Goal:

Continue to offer important credentialing opportunities for fire protection personnel through new and existing certifications, with the goal to better serve the citizens of Texas by enhancing the professionalism and expertise of the Texas fire service.

### Action Plan:

Collaborate with commission board and advisory committees to identify certifications to be developed based upon fire service input and need. Establish committees of subject matter experts to develop state certification exam test banks, and other necessary information for training providers.

## ACTION ITEMS TO ACHIEVE GOAL

1. Identify one or two certifications during the first quarter of fiscal year 2021 to be developed over the following 18 months.
2. Advertise for candidates for ad hoc committees of subject matter experts and select committee members during the 2<sup>nd</sup> quarter of fiscal year 2021.
3. Schedule and conduct meetings of ad hoc committee(s) as necessary to develop test banks, information on reference material, and other pertinent information for training providers.
4. Begin the process of rule adoption to reflect new certifications by spring of 2022; rules should be adopted in conjunction with availability of the new credentials.
5. Identify additional certifications to be developed by end of fiscal year 2023.
6. Follow the above general schedule for development of the additional certifications.

## HOW GOAL OR ACTION ITEMS SUPPORTS STATEWIDE OBJECTIVES

1. *Accountable to tax/fee payers of Texas.*  
The ability of Texas fire service personnel to become better trained and credentialed provides a direct benefit to the citizens of the state.
2. *Maximum results with minimum waste of taxpayer funds.*  
Credentials are developed primarily by ad hoc committees of subject matter experts who volunteer their time and efforts to the process. Agency staff members provide coordination and support, as necessary.
3. *Effective in fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.*  
The development of new certifications enhances the improvement of fire service delivery to the state. It expands two of the three core functional areas of the agency: testing and certification and increases the ability of the agency to generate revenue from both processes.
4. *Providing excellent customer service.*  
Fire service stakeholders continually request new credentialing opportunities. In turn, better-trained personnel can provide better service to Texas citizens.
5. *Transparent actions apparent to Texans.*  
The entire process of credentialing development is very open, and input is sought by the agency so that Texans' needs are met.

## AGENCY OPERATIONAL GOAL AND ACTION PLAN

### Goal:

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

### Action Plan:

Explore new ways to "market" the valuable data available in our library and consider development of additional features and educational material offered through our public information system that add value to the Texas fire service and others.

## ACTION ITEMS TO ACHIEVE GOAL

1. Establish a committee in fiscal year 2021 to assess the library and other educational data, including stakeholders, the agency's public information division, and any other key staff members.
2. Committee should be prepared to present findings and recommendations to the Commission board by the spring of 2022.
3. Adopt changes to the program as directed by the Commission board and implement strategies for marketing the program to stakeholders and others as coordinated by the agency's public information supervisor.

## HOW GOAL OR ACTION ITEMS SUPPORTS STATEWIDE OBJECTIVES

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

## AGENCY OPERATIONAL GOAL AND ACTION PLAN

### Goal:

Establish and maintain an agency workforce that reflects the mission, functions, and workload demands of the agency.

### Action Plan:

Perform a comprehensive assessment of the agency's workforce following the completion of the data management system transition, and adjust personnel classifications, assignments, and workloads, as necessary.

## ACTION ITEMS TO ACHIEVE GOAL

1. Complete the transition of the agency data management system by the end of fiscal year 2021. (Some smaller projects may remain, but most of the transition will have occurred).
2. Monitor agency workflow and personnel duties for 90 to 180 days to assess how changes in the new data system impact job duties and responsibilities.
3. Perform a review of the position classifications of personnel versus job responsibilities to determine any changes that should occur.
4. Revise job classifications as needed based upon the assessment.
5. Move FTE positions within the agency as necessary to the appropriate functional sections, with particular priority being given to compliance activities.

## HOW GOAL OR ACTION ITEMS SUPPORTS STATEWIDE OBJECTIVES

1. *Accountable to tax/fee payers of Texas.*  
The goal ensures that agency personnel resources are utilized effectively and with the greatest possible benefit to Texas citizens.
2. *Maximum results with minimum waste of taxpayer funds.*  
Assessment and adjustment of the organization's staff so as to best fit the agency's mission demonstrates a commitment to prudent utilization of taxpayer funds.
3. *Effective in fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.*  
The goal is intended to ensure that the agency is well positioned to fulfill its functions, with a commitment to improvement.
4. *Providing excellent customer service.*  
The agency takes customer service very seriously. Any adjustments made to agency staff would be accomplished in such a way as to both preserve current service, and address improvements wherever necessary.
5. *Transparent actions apparent to Texans.*  
The agency's organization, members, classifications, and responsibilities can be easily viewed by citizens.

# **REDUNDANCIES AND IMPEDIMENTS**

## **Identified Statute**

General Appropriations Act for the 2020-2021 Biennium  
Article V: Public Safety and Criminal Justice, Commission on Fire Protection

## **Reason for Impediment**

A continuing budgetary challenge for the commission rests in a contingency rider attached to the agency's budget. The General Appropriations Act requires the agency to generate revenues that will cover the amount appropriated for its operations. However, the Act also calls for the agency to generate an additional 1.5 million dollars in revenue over and above its appropriation responsibility. Furthermore, the Act directs that in the event actual and/or projected revenue collections are insufficient to cover the total required (including the rider amount), the Legislative Budget Board may direct the Comptroller of Public Accounts to reduce the agency's appropriation to an amount expected to be available above the 1.5 million dollars.

This obviously places tremendous pressure on the commission's limited budget and revenue-generating responsibility. Furthermore, the rider forces the commission to pass on its impact to all regulated entities and individuals statewide through unnecessarily high fees.

## **Commission Recommendation and Benefit**

It is the recommendation of the commission that the rider be struck from the next state budget. The commission understands that it will likely be required to continue its self-funded status but should not be burdened with generating additional revenue that is in no way associated with its operations. The regulated community would benefit as well from the savings through fees that better reflect the actual cost of agency operations.





## **II. SUPPLEMENTAL SCHEDULES**



# Schedule A: BUDGET STRUCTURE

As Adopted in the FY2020-2021 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 in an effort 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>2018</b>	<b>2019</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	425	425
<b>Explanatory Measures</b>		
Percent of Individuals Who Pass the Certification Exam	90%	90%
Number of Individuals Certified	32,000	32,000
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 at 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 inspection 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**

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**

Accuracy of 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**

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 percent 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 is responsible for 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 on a voluntary basis.

**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 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 in order 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 judgement 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 is 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 prior to or following the reporting period are not counted. The total may include certifications issued to persons who were previously certified, but whose certificate has 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 prior to certification. This measure is a primary workload indicator which 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 evaluation and data entry of some renewal applications submitted by mail. Individuals can also renew their certifications online via the agency's renewal portal. The data system is queried following the reporting period to obtain the total.

### **Method of Calculation**

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

### **Purpose/Importance**

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

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Higher than Target



# SCHEDULE C: HISTORICALLY UNDERUTILIZED BUSINESS PLAN

## State Agency Progress Report

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

HUB Report Procurement Categories	Fiscal 2018		Fiscal 2019		Fiscal 2020
	Agency-Specific	% of Dollars Spent	Agency-Specific	% of Dollars Spent	Agency-Specific
Heavy construction other than building contracts	0.00%	0.00%	0.00%	0.00%	0.00%
Building construction, including general contractors and operative builder's	0.00%	0.00%	0.00%	0.00%	0.00%
Special trade construction projects	0.00%	0.00%	0.00%	0.00%	0.00%
Professional services contracts	23.70%	25.37%	23.70%	0.00%*	23.70%
Other services contracts	26.00%	2.82%	26.00%	27.29%	26.00%
Commodities contracts	21.10%	21.74%	21.10%	44.79%	21.10%

\*The agency had no expenditures in professional services for FY2019

## Reporting Provisions

### Purchasing Mission

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

### Objectives

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

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

### HUB Subcontracting Program

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

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

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

## Quality Service and HUB Goals

TCFP's HUB program seeks to provide quality service and results to agency users while meeting legislative HUB contract goals. The agency reviews all contracts and vendors to ensure quality work and to try to maintain as many HUB vendors as possible. All contracts are bid at a 2:1 ratio of HUB vendors versus non-HUB vendors to maintain the opportunity to meet HUB objectives and contract goals.

### Commission percentages in comparison to state goals:

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

TCFP has consistently surpassed its goal of utilizing HUB vendors. For the fiscal years 2017 and 2019, the agency had purchases from HUB vendors equaling 38.43 and 40.21 percent, respectively. Fiscal year 2018 had challenges with obtaining specific technology vendors who held HUB certifications.

Total Expenditures/HUB Expenditures	Fiscal 2017	Fiscal 2018	Fiscal 2019
Total Expenditures	76,180.00	88,033.00	64,102.00
HUB Expenditures	29,474.00	16,171.00	25,777.00
Total Percentage of Expenditures - HUB	38.43%	18.37%	40.21%

In past the agency has surpassed its goals in professional services and commodities contracts. The agency fell below its goals in Other Services Contracts for 2017 and 2018 which did not include Termed Contracts; the agency utilized more vendors within Term Contracts in 2017 and 2018 versus 2019.

Types of Contracts	State Goals	Fiscal 2017	Fiscal 2018	Fiscal 2019
Heavy construction other than building contracts *	11.2%	N/A	N/A	N/A
All building construction, including general contractors and operative builder's contracts *	21.1%	N/A	N/A	N/A
All special trade construction contracts *	32.9%	N/A	N/A	N/A
Professional services contracts**	23.7%	100.00%	25.37%	N/A*
All other services contracts	26.0%	0.00%	2.82%	27.29%
Commodities contracts	21.1%	45.25%	21.74%	44.79%

\*The agency had no expenditures in professional services in 2019

We have included a breakout to include the HUB versus Term Contracts to show the difference in the percentages for 2017 versus 2018 and 2019.

Totals Include Term Contracts for all Other Services Contracts	Fiscal 2017	Fiscal 2018	Fiscal 2019
Total All Other Services Contracts	28,288.05	31,073.64	27,440.73
HUB Term Contracts	0.00	452.50	4,571.53
Term Contracts	13,407.78	15,025.55	10,688.76
HUB Percentage including Term Contracts	48.00%	50.00%	56.00%



## **Assessment**

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



# SCHEDULE F: AGENCY WORKFORCE PLAN

## CURRENT WORKFORCE PROFILE

Workforce Demographics for the agency, as of fiscal year-end 2018, are as follows:

Gender:	Male	58.62%
	Female	41.38%
Age:	60+	27.59%
	50-59	31.03%
	40-49	13.79%
	30-39	27.59%
	20-29	0.00%
	Race:	African American
	Hispanic American	31.03%
	White	58.62%
	Other	0%

The following table shows the agency breakdown by percentage of its workforce for fiscal year, as reported by the Civil Rights Division of the Texas Workforce Commission. The commission continues to work toward increasing diversity in the workforce.

Job Categories	Statewide Agency Workforce			TCFP Workforce		
	African American	Hispanic American	Female	African American	Hispanic American	Female
Officials/Administrators (A)	11.4%	15.2%	54.2%	0%	0%	0%
Administrative Support (C)	17.7%	33.5%	81.8%	0%	3.5%	0%
Service/Maintenance (M)	24.7%	35.6%	44.5%	0%	0%	0%
Professionals (P)	11.1%	16.4%	56.3%	3.5%	17.2%	17.2%
Para-Professionals (Q)	36.2%	29.8%	71.4%	3.5%	3.5%	17.2%
Protective Services (R)	34.4%	24.6%	45.7%	0%	0%	0%
Skilled/Craft (S)	8.7%	27.6%	8.1%	0%	0%	0%
Technicians (T)	18.4%	25.9%	60.7%	11.8%	5.9%	11.8%

### Approximate Average Agency Employment Tenure

For FY18, workforce demographics data show that, on average, agency employees had 6.7 years of state service.

### Approximate Percentage of Employees Eligible to Retire within Five Years

According to agency projections, an estimated 24.1 percent of agency employees will be eligible to retire between fiscal years 2019 and 2023.

### Employee Turnover

The agency's turnover rate has historically been lower than the overall state. The agency was impacted by legislatively mandated actions and proposed actions between FY 2011 and 2014, which resulted in an

unusually high turnover rate in those years, before normalizing in 2015. However, in fiscal years 2018 and 2019, the agency had over 24 percent of its workforce retire.

Fiscal Year	Statewide	TCFP
2019	20.3%	13.9%
2018	19.3%	21.1%
2017	18.6%	10.1%
2016	17.6%	6.7%
2015	18.0%	7.0%

### **Critical Workforce Skills**

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

### **FUTURE WORKFORCE PROFILE: DEMAND ANALYSIS**

#### **Expected Workforce Changes**

The Texas Commission on Fire Protection will experience many of the workforce changes seen across the country impacted by an aging population. The agency expects that these factors may shrink the pool of qualified employees requiring greater recruiting efforts and more job skills training for new and current employees.

#### **Future Workforce Skills Needed**

To meet increased demands, the agency will use employee teams to boost productivity through streamlined processes and increased use of automation. Communication and interpersonal skills will be critical to the team approach. Technical and critical thinking skills will be necessary for balancing priorities and finding more innovative ways to meet productive demands. Computer software skills will be a vital part of the agency’s automation efforts.

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

- A cross-training program to address the changing needs of the agency.
- A professional improvement component targeting work skills and work-place enhancements.
- Educational and skills training.
- Overall employee performance improvement.

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

The plan will become a part of the agency's Employee Guide and will be available for each employee's participation. Funding for this plan will be included in the biennial budget process.

### **Anticipated Impact on Workforce**

The agency anticipates that an increase in statewide population and customer demand over the five-year period of 2020-2025 will likely result in the need to reclassify and reassign some positions within the organization following the implementation of technology and productivity improvements being adopted by the agency. Additional FTE's may ultimately be called for depending upon workload.

To better prepare its workforce for both anticipated and unexpected changes, the agency recently implemented an employee succession plan wherein personnel learn to perform the duties of their co-workers in the same work group and general classification. The goal of this plan is to provide a smooth transition and continuation of essential agency functions when an employee's service is interrupted, regardless of the reason. Cross-training of personnel will expand across agency sections as the workload and position classifications allow, which will provide even more organizational flexibility and professional development opportunities for employees. This plan is especially important in light of the small workforce utilized by the agency, where the loss of a single key employee can have a significant impact on productivity and work quality.

In conjunction with the employee succession plan, the agency is aggressively expanding its use of technology to increase efficiency and productivity, which should also help to minimize the need for additional FTEs in the future. Although technology improvement alone will not address all workload issues, it serves as another tool in the overall plan for the agency and its workforce utilization. The improvements will allow for enhanced automation of some functions currently handled manually by agency staff, and for customers to self-manage their business with the agency to a much greater extent than the current infrastructure allows.

Nonetheless, additional FTEs may likely be needed in the future to address the demand placed on the agency due to population growth occurring across the state, and increased fire service demand for new credentialing to enhance its professionalism and to meet the needs of the communities it protects. With population growth, the demand on the fire service will certainly result in more personnel being added to existing fire departments, and in the creation of new entities regulated by the commission. The fire service also continues to aggressively press ahead to advance the education, training, and expertise of its personnel. As such, it is incumbent upon the commission to help lead in this trend by offering as many credentialing opportunities as possible.

Finally, some changes occurring in the recent past through legislative action have contributed to the workload of the agency. Until now, the agency has been able to absorb the increased work with existing staff. However, with any new legislative action that increases the workload, consideration must be given to increasing the number of FTEs appropriated for the agency's mission. Again, technology and productivity improvements alone can only address workload issues up to a point.

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

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

### **Gap Analysis**

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

### **Strategy Development**

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

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

Texas Commission on Fire Protection

# 2020 CUSTOMER SERVICE SURVEY

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## Identification of Customers

For the purpose of the commission's 2020 Customer Service Survey, the following groups reflect customers served by strategies in the 2020-2021 General Appropriations Act (GAA).

### **Goal 1: Education & Assistance**

Strategy A.1.1: Fire Safety Information & Educational Programs

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

**SERVICE PROVIDED:** Acquire, develop, and maintain current and historical information on fire protection and provide training aids and fire protection information to fire departments and other entities. Collect and analyze injury data from fire departments and develop recommendations to help reduce the number of fire fighter injuries. Attend and make presentations at conferences hosted by state fire protection associations; staff exhibit booths at conferences; provide instruction on field examinations, and on commission rules and regulations.

### **Goal 2: Fire Department Standards**

Strategy B.1.1: Certify and Regulate Fire Departments and Personnel

**CUSTOMER:** Fire departments and local governments.

**SERVICE PROVIDED:** Certify and regulate fire departments and fire service personnel according to standards adopted by the agency and as prescribed by statute. Regulate paid fire protection personnel, fire departments and training facilities. Perform biennial inspections of fire departments, local government agencies providing fire protection, and institutions or facilities conducting training for fire protection personnel or recruits. Establish minimum curriculum requirements for basic certification as fire protection personnel. Establish minimum requirements and evaluation of courses for higher levels certification by fire protection personnel. Enforce standards for protective clothing and self-contained breathing apparatus. Administer a voluntary certification and regulation program for qualified individuals not connected with local governments or volunteer fire departments. Administer a voluntary certification and regulation program for volunteer fire protection personnel, volunteer fire departments and their training facilities.

## Survey Development

The TCFP developed a survey to measure statutorily required customer service quality elements. The agency conducted the 2020 survey online from January 6 through April 6, 2020.

To randomly select customers, the agency displayed a link to the survey on its public web pages as well as the “FIDO” login page so that it could be seen by any of our customers who were logging in to their TCFP account. The agency also published a link to the survey on its Facebook page.

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

### *Your primary role or position in the fire service*

The survey asked customers to indicate what their primary role is and how many years they have worked in the fire service.

### *Your interactions with TCFP*

The survey asked customers to describe how and why they contact us.

### *Service quality*

The survey asked customers to rate their satisfaction with the agency on a variety of dimensions related to timeliness, knowledge, professionalism and courtesy, friendliness, and quality of service. Customers were able to rate interactions with our staff as they related to different agency functions (getting certified, taking a certification exam, having a compliance inspection, renewing certifications, applying for IFSAC seals, using the FIDO online system). They were also able to give us feedback about the general daily operations of our agency.

### *Additional comments*

The survey asked customers for additional suggestions for improvement in both general terms and for specific agency functions.

# Survey response analysis

## Key findings - overall

1. The TCFP achieved an above average *Overall Customer Service Rating* of 80.2%. (See p. 44 for details on how this was calculated.)
2. The TCFP had 467 people take our survey during the 2020 period, which was nearly three times the number of responses as compared to the 2018 survey (162 Responses).
3. The overall trend in satisfaction between the 2020 survey and the 2018 survey is significantly higher.
4. Even though the overall rating was higher in 2020 than in 2018, improvement is still needed in telephone communications and in the functionality of our website and online services.

## Findings - specific areas

TCFP staff analyzed the responses several ways, including an examination of the raw scores and the percentages of satisfied and dissatisfied customers. The scores and a brief analysis of each question follow.

Each survey question that asks respondents to grade an aspect of our customer service was given a *rating*. The ratings were determined by assigning a point value to the answer selected using the points system detailed below, multiplying each point value by the number of respondents who chose each answer and then adding all of those results together. After calculating that total amount, we divided it by the “perfect score” of the question (i.e. if every respondent chose the most favorable response).

<u>Answer choice</u>	<u>Points</u>
Excellent	5
Above average	4
Average	3
Below average	2
Poor	1
Very easy	5
Easy	4
Neither easy nor difficult	3
Difficult	2
Very difficult	1

Strongly agree	5
Agree	4
Neutral/undecided	3
Disagree	2
Strongly disagree	1

Very satisfied	5
Satisfied	4
Neutral	3
Unsatisfied	2
Very unsatisfied	1

(For questions 17 – 21)	
Yes	5
No	1

*Percentages of satisfied customers* are determined by dividing the number of customers choosing an “average” score or higher (i.e. answer choice with 3 points or higher) by the *net total number of respondents* to each question. (The net total number of respondents is determined by taking the total number of respondents minus the number who selected an N/A response. For example, if 100 people answered the question, but 20 people chose the N/A response, the net total number of respondents would be 80.)

***Overall Customer Service Rating***

If each question (or part of a question) that asked customers to rate an aspect of our service quality is worth a total of five points, the total possible score for the whole survey is 205 points. By adding all of the ratings for each question (or parts of a question), the total score TCFP received was 164.4 points. By dividing TCFP’s total score of 164.4 by the total possible score of 205, **this results in an overall customer service rating of 80.2%.**

## Customer Roles

(Q. 2)

We asked our customers to identify their primary role or position in the fire service. Nearly 60 percent indicated they were either chief officers or company officers, while only 17 percent were basic firefighters. This is indicative of the fire service roles that have the most day-to-day interaction with our agency.

Customer role	Response count	Percent of customers
Chief Officer	227	49.9%
Firefighter	77	16.9%
Company Officer	43	9.5%
Administrative personnel/staff	37	8.1%
Inspector	17	3.7%
Apparatus driver/operator	16	3.5%
Instructor	12	2.6%
Individual certificate holder	10	2.2%
Investigator	6	1.3%

(Q. 3)

We then asked customers how many years they have worked in the fire service. As you can see, the majority of respondents had more than 20 years of experience in the fire service.

Answer options	Response count	Percent of customers
0 – 5 years	57	12.6%
6 – 10 years	32	7.1%
11 – 15 years	54	12.0%
16 – 20 years	65	14.4%
21 or more years	244	54.0%

## Customer Interactions with TCFP

Most of the agency’s interactions with customers occur over the telephone, by e-mail, or online, so the location and accessibility of the agency’s physical facilities are less relevant than measuring how customers interact with the agency. The agency uses the survey to gain a more accurate understanding of the relative importance of each of its communication channels.

(Q. 4)

We asked customers “Have you interacted with the TCFP in the past 12 months?” 84% of respondents answered “Yes” indicating that they had interacted with TCFP within the last year.

(Q. 5)

When we asked, “What was the purpose of your interaction(s) with TCFP?” respondents were allowed to select as many answers as applied to their situation, which is why the response count totals more than the total number of respondents to the survey (i.e., 467 respondents to the survey).

Answer choices	Response count	Percent of customers
Certification	260	81.5%
Compliance	179	56.1%
Testing	162	50.1%
Updating information	137	43.0%
Injury reporting	83	26.0%
Library resources	8	2.5%

(Q. 6)

We then asked, “How did you communicate with the agency? Please select all answers that apply.” Following are the answers that were selected.

Answer choices	Response count	Percent of customers
FIDO	223	69.9%
E-mail	195	61.1%
Telephone	189	59.3%
TCFP website	174	54.6%
In person (offsite) w/compliance officer	72	22.6%
In person @ TCFP, Austin office	27	8.5%
In person @ offsite event	25	7.8%
Mail	22	6.9%
Social media	9	2.8%
Fax	4	1.3%

## Service Quality

A focus of this year’s survey was to gain a better understanding of the quality of the services we provide. The survey sought to measure our customers’ perceptions of our timeliness, knowledge, professionalism and courtesy, friendliness, and quality of service as a whole, but also as it related to several different agency functions (specifically: getting certified, taking a certification exam, having a compliance inspection, renewing certifications, applying for IFSAC seals, and using the FIDO online system).

The answer choice that received the highest number of responses (minus any N/A responses) has been highlighted.

## General questions

(Q. 7)

“Please rate the quality of the customer service you experienced using the following methods of communication:”

*Telephone*

Answer choices	Response count	Percent of customers
Excellent	64	23.0%
Above average	42	15.1%

Average	56	20.1%
Below average	23	8.3%
Poor	38	13.7%
N/A	55	19.8%

(Rating = 3.3 out of 5, Percentage of satisfied customers = 72.6%)

*Email*

Answer choices	Response count	Percent of customers
Excellent	90	31.8%
Above average	49	17.3%
Average	73	25.8%
Below average	10	3.5%
Poor	12	4.2%
N/A	49	17.3%

(Rating = 3.8 out of 5, Percentage of satisfied customers = 90.6%)

*Mail*

Answer choices	Response count	Percent of customers
Excellent	16	7.1%
Above average	7	3.1%
Average	34	15.0%
Below average	4	1.8%
Poor	6	2.7%
N/A	159	70.4%

(Rating = 3.3 out of 5, Percentage of satisfied customers = 85.1%)

*Fax*

Answer choices	Response count	Percent of customers
Excellent	3	1.4%
Above average	6	2.8%
Average	8	3.8%
Below average	3	1.4%
Poor	3	1.4%
N/A	188	89.1%

(Rating = 3.1 out of 5, Percentage of satisfied customers = 73.9%)

*Website*

Answer choices	Response count	Percent of customers
Excellent	50	18.8%
Above average	63	23.7%
Average	72	27.1%
Below average	19	7.1%
Poor	18	6.8%
N/A	44	16.5%

(Rating = 3.5 out of 5, Percentage of satisfied customers = 83.3%)

*FIDO*

Answer choices	Response count	Percent of customers
----------------	----------------	----------------------

Excellent	72	24.7%
Above average	80	27.4%
Average	81	27.7%
Below average	17	5.8%
Poor	18	6.2%
N/A	24	8.2%

(Rating = 3.6 out of 5, Percentage of satisfied customers = 86.9%)

*Social Media*

Answer choices	Response count	Percent of customers
Excellent	13	6.0%
Above average	16	7.4%
Average	20	9.3%
Below average	2	0.9%
Poor	2	0.9%
N/A	163	75.5%

(Rating = 3.7 out of 5, Percentage of satisfied customers = 92.5%)

*In person, TCFP Austin*

Answer choices	Response count	Percent of customers
Excellent	17	7.8%
Above average	12	5.5%
Average	18	8.2%
Below average	5	2.3%
Poor	2	0.9%
N/A	165	75.3%

(Rating = 3.7 out of 5, Percentage of satisfied customers = 87.0%)

*In person, offsite event*

Answer choices	Response count	Percent of customers
Excellent	25	11.0%
Above average	17	7.5%
Average	12	5.3%
Below average	4	1.8%
Poor	0	0
N/A	170	74.6%

(Rating = 4.1 out of 5, Percentage of satisfied customers = 93.1%)

*In person, w/compliance officer*

Answer choices	Response count	Percent of customers
Excellent	71	29.6%
Above average	27	11.3%
Average	23	9.6%
Below average	3	1.3%
Poor	7	2.9%
N/A	109	45.4%

(Rating = 4.2 out of 5, Percentage of satisfied customers = 92.4%)



(Q. 10)

“For any interactions you had with TCFP staff in the last 12 months, please indicate your agreement or disagreement with the following statements. TCFP staff members...”

*were knowledgeable.*

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Strongly agree	116	37.9%
Agree	116	37.9%
Neutral/undecided	27	8.8%
Disagree	13	4.3%
Strongly disagree	12	3.9%
N/A	22	7.2%

(Rating = 4.1 out of 5, Percentage of satisfied customers = 91.2%)

*directed me to the right person.*

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Strongly agree	104	34.1%
Agree	102	33.4%
Neutral/undecided	31	10.2%
Disagree	14	4.6%
Strongly disagree	11	3.6%
N/A	43	14.1%

(Rating = 4.0 out of 5, Percentage of satisfied customers = 90.5%)

*provided clear instructions.*

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Strongly agree	96	31.6%
Agree	100	32.9%
Neutral/undecided	33	10.9%
Disagree	29	9.5%
Strongly disagree	19	6.3%
N/A	27	8.9%

(Rating = 3.8 out of 5, Percentage of satisfied customers = 82.7%)

*handled my issue in a timely manner.*

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Strongly agree	100	32.7%
Agree	105	34.3%
Neutral/undecided	35	11.4%
Disagree	17	5.6%
Strongly disagree	23	7.5%
N/A	26	8.5%

(Rating = 3.9 out of 5, Percentage of satisfied customers = 85.7%)

*resolved my question or problem to my satisfaction.*

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Strongly agree	101	33.2%
Agree	95	31.3%
Neutral/undecided	34	11.2%
Disagree	20	6.6%
Strongly disagree	21	6.9%
N/A	33	10.9%

(Rating = 3.9 out of 5, Percentage of satisfied customers = 84.9%)

*were helpful.*

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Strongly agree	112	37.3%
Agree	92	30.7%
Neutral/undecided	35	11.7%
Disagree	12	4.0%
Strongly disagree	26	8.7%
N/A	23	7.7%

(Rating = 3.9 out of 5, Percentage of satisfied customers = 86.3%)

*were friendly.*

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Strongly agree	116	38.4%
Agree	78	25.8%
Neutral/undecided	32	10.6%
Disagree	13	4.3%
Strongly disagree	40	13.3%
N/A	23	7.6%

(Rating = 3.8 out of 5, Percentage of satisfied customers = 81.0%)

*were professional, respectful, and courteous.*

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Strongly agree	120	39.5%
Agree	86	28.3%
Neutral/undecided	28	9.2%
Disagree	17	5.6%
Strongly disagree	31	10.2%
N/A	22	7.2%

(Rating = 3.9 out of 5, Percentage of satisfied customers = 83.0%)

## Taking a Certification Exam

(Q. 11)

“Have you taken a TCFP certification exam in the past 12 months?”

Out of 320 respondents to this question, 121 answered “Yes.” Respondents who answered “No” skipped to question 14.

(Q. 12)

“Please rate the following aspects of your certification exam experience:”

*Applying to test*

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Excellent	55	45.8%
Above average	30	25.0%
Average	28	23.3%
Below average	5	4.2%
Poor	2	1.7%

(Rating = 4.1 out of 5, Percentage of satisfied customers = 94.2%)

*Confirming your exam date*

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Excellent	56	46.7%
Above average	32	26.7%
Average	27	22.5%
Below average	3	2.5%
Poor	2	1.7%

(Rating = 4.1 out of 5, Percentage of satisfied customers = 95.8%)

*Exam room conditions (temp, noise...)*

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Excellent	59	49.2%
Above average	33	27.5%
Average	27	22.5%
Below average	1	0.9%
Poor	0	0%

(Rating = 4.3 out of 5, Percentage of satisfied customers = 99.2%)

*Clarity of exam instructions*

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Excellent	62	51.7%
Above average	31	25.8%
Average	25	20.8%
Below average	2	1.7%
Poor	0	0%

(Rating = 4.3 out of 5, Percentage of satisfied customers = 98.3%)

*Test proctor (i.e. the person who gave your exam)*

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Excellent	70	58.8%
Above average	29	24.4%
Average	18	15.1%
Below average	1	0.8%
Poor	1	0.8%

(Rating = 4.4 out of 5, Percentage of satisfied customers = 98.3%)

## Having a Compliance Inspection

(Q. 14)

“Did your department have a compliance inspection in the last 12 months?”

Out of 313 respondents to this question, 184 answered “Yes.” Respondents who answered “No” skipped to question 23.

(Q. 15)

“How did you participate in the compliance inspection?” We felt this was an important question to ask as the answer to it could significantly impact how respondents answered some of the subsequent compliance questions. If a respondent did not participate much in a fire department inspection, they wouldn’t be able to answer some of the following questions in this section.

Answer choices	Response count	Percent of customers
I did not participate in the inspection; I just know we had one.	60	32.4%
I observed parts of the inspection.	19	10.3%
My personal gear was inspected.	13	7.0%
I assisted the compliance officer(s) in some way.	93	50.3%

(Q. 16)

“Please rate the following aspects of your compliance inspection:”

*Professionalism of compliance officer:*

Answer choices	Response count	Percent of customers
Excellent	81	66.4%
Above average	22	18.0%
Average	12	9.8%
Below average	5	4.1%
Poor	2	1.6%

(Rating = 4.4 out of 5, Percentage of satisfied customers = 94.3%)

*Helpfulness of compliance officer:*

Answer choices	Response count	Percent of customers
Excellent	78	65.0%
Above average	22	18.3%
Average	13	10.8%
Below average	5	4.2%
Poor	2	1.7%

(Rating = 4.4 out of 5, Percentage of satisfied customers = 94.2%)

*Compliance officer’s knowledge of standards, rules, and inspection process:*

Answer choices	Response count	Percent of customers
Excellent	76	62.8%
Above average	24	19.8%
Average	14	11.6%

Below average	3	2.5%
Poor	4	3.3%

(Rating = 4.4 out of 5, Percentage of satisfied customers = 94.2%)

(Q. 17)

“Did the compliance officer’s inspection mirror the Compliance Inspection Guide?”

Answer choices	Response count	Percent of customers
Yes	96	78.1%
No	6	4.9%
I don’t know	21	17.1%

(Rating = 4.8 out of 5, Percentage of satisfied customers = 94.1%)

(Q. 18)

“Was the inspection organized and completed in a timely manner, during normal working hours?”

Answer choices	Response count	Percent of customers
Yes	114	91.9%
No	3	2.4%
I don’t know	7	5.7%

(Rating = 4.9 out of 5, Percentage of satisfied customers = 97.4%)

(Q. 19)

“When the compliance officer arrived at your department, did he notify the on-duty department head of his intention to conduct a departmental inspection?”

Answer choices	Response count	Percent of customers
Yes	108	87.1%
No	4	3.2%
I don’t know	12	9.7%

(Rating = 4.9 out of 5, Percentage of satisfied customers = 96.4%)

(Q. 20)

“Did the compliance officer explain the inspection process in a way that was easy to understand?”

Answer choices	Response count	Percent of customers
Yes	106	86.2%
No	4	3.3%
I don’t know	13	10.6%

(Rating = 4.9 out of 5, Percentage of satisfied customers = 96.4%)

(Q. 21)

“Do you feel the compliance officer was objective, fair, and non-biased?”

Answer choices	Response count	Percent of customers
Yes	110	90.2%
No	10	8.2%

(Rating = 4.7 out of 5, Percentage of satisfied customers = 91.7%)

## Renewing Certifications

(Q. 23)

“Did you renew one or more certifications in the last 12 months?”

Out of 310 respondents to this question, 261 answered “Yes.” Respondents who answered “No” skipped to question 27.

(Q. 24)

“Which type of renewal did you do?”

Answer choices	Response count	Percent of customers
Individual renewal	57	22.2%
Department renewal	200	77.8%

(Q. 25)

“How easy or difficult was it for you to process your renewal?”

Answer choices	Response count	Percent of customers
Very easy	109	42.6%
Easy	95	37.1%
Neither easy nor difficult	42	16.4%
Difficult	7	2.7%
Very difficult	3	1.2%

(Rating = 4.2 out of 5, Percentage of satisfied customers = 96.1%)

## Applying for IFSAC Seals

(Q. 27)

“Did you apply for one or more IFSAC seals in the past 12 months?”

Out of 304 respondents to this question, only 73 answered “Yes.” Respondents who answered “No” skipped to question 30.

(Q. 28)

“How easy or difficult was it to apply for IFSAC seals?”

Answer choices	Response count	Percent of customers
Very easy	46	63.9%
Easy	15	20.8%
Neither easy nor difficult	4	5.6%
Difficult	3	4.2%
Very difficult	4	5.6%

(Rating = 4.3 out of 5, Percentage of satisfied customers = 90.3%)

## Using the FIDO Online System

(Q. 30)

“Did you use the FIDO system in the last 12 months?”

Out of 304 respondents, 292 answered “Yes.” Respondents who answered “No” skipped to question 33.

(Q. 31)

“How easy or difficult was it to use the FIDO system?”

Answer choices	Response count	Percent of customers
Very easy	79	27.1%
Easy	107	36.6%
Neutral - not easy but not difficult either	65	22.3%
Difficult	29	9.9%
Very difficult	12	4.1%

(Rating = 3.7 out of 5, Percentage of satisfied customers = 86.0%)

## Required Questions

This section of the report presents the results of the required questions that all state of Texas agencies must ask on their customer service surveys. Because we published our survey in January of 2020, but the required questions were not published in the LBB’s *Instructions for Preparing and Submitting Agency Strategic Plans: Fiscal Years 2021 to 2025* until February 2020, the eight required questions were tacked onto the end of our survey after a number of survey responses had already been received. We publicized the fact that there were new questions on the survey and made it easy for customers who had already taken it to take it again and skip directly to the new required questions. Despite our efforts, only 79 respondents elected to answer the questions in this section of the survey.

(Q. 34)

“How satisfied are you with TCFP’s 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?”

Answer choices	Response count	Percent of customers
Very satisfied	23	29.1%
Satisfied	20	25.3%
Neutral	17	21.5%
Unsatisfied	5	6.3%
Very unsatisfied	5	6.3%
N/A – Not Applicable	9	11.4%

(Rating = 3.7 out of 5, Percentage of satisfied customers = 85.7%)

(Q. 35)

“How satisfied are you with TCFP’s communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?”

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	23	29.1%
Satisfied	26	32.9%
Neutral	12	15.2%
Unsatisfied	11	13.9%
Very unsatisfied	2	2.5%
N/A – Not Applicable	5	6.3%

(Rating = 3.8 out of 5, Percentage of satisfied customers = 82.4%)

(Q. 36)

“How satisfied are you with TCFP’s internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?”

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	22	27.9%
Satisfied	31	39.2%
Neutral	9	11.4%
Unsatisfied	8	10.1%
Very unsatisfied	6	7.6%
N/A – Not Applicable	3	3.8%

(Rating = 3.7 out of 5, Percentage of satisfied customers = 81.6%)

(Q. 37)

“How satisfied are you with TCFP’s complaint handling process, including whether it is easy to file a complaint and whether responses are timely?”

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	13	16.5%
Satisfied	10	12.7%
Neutral	16	20.3%
Unsatisfied	5	6.3%
Very unsatisfied	4	5.1%
N/A – Not Applicable	31	39.2%

(Rating = 3.5 out of 5, Percentage of satisfied customers = 81.3%)

(Q. 38)

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

<b>Answer choices</b>	<b>Response count</b>	<b>Percent of customers</b>
Very satisfied	18	22.8%
Satisfied	23	29.1%
Neutral	15	19.0%



Unsatisfied	2	2.5%
Very unsatisfied	3	3.8%
N/A - Not Applicable	18	22.8%

(Rating = 3.8 out of 5, Percentage of satisfied customers = 91.8%)

(Q. 39)

“How satisfied are you with TCFP’s brochures or other printed information, including the accuracy of that information?”

Answer choices	Response count	Percent of customers
Very satisfied	10	12.7%
Satisfied	18	22.8%
Neutral	17	21.5%
Unsatisfied	2	2.5%
Very unsatisfied	2	2.5%
N/A - Not Applicable	30	38.0%

(Rating = 3.7 out of 5, Percentage of satisfied customers = 91.8%)

(Q. 40)

“Please rate your overall satisfaction with the Texas Commission on Fire Protection.”

Answer choices	Response count	Percent of customers
Very satisfied	23	29.1%
Satisfied	27	34.2%
Neutral	16	20.3%
Unsatisfied	7	8.9%
Very unsatisfied	4	5.1%
N/A - Not Applicable	2	2.5%

(Rating = 3.8 out of 5, Percentage of satisfied customers = 85.7%)

## Analysis of the Findings

### Changes that would improve the survey process

- Change the wording of the survey questions that ask for a rating so that consistent answer choices are used throughout the survey. This will help remove ambiguity in the analysis and scoring.
- Make sure the LBB's required questions from Appendix 8 of the *Preparing and Submitting Agency Strategic Plans* document are included for the entire time period the survey is open. This will not be an issue unless there are changes to the required questions and the changes are not shared with TCFP until after our 2022 survey has already been opened.
- Send a link to the survey with an email blast to all customers to make sure they are personally invited to take the survey. We hope this will increase the number of customers who take the survey.
- Keep the survey open for only two months instead of three. This will provide staff with more time to conduct the analysis and create the report. Since the majority of respondents take the survey near the start of the open period, we feel this will not result in a significant loss of respondents.

### Summary findings regarding the quality of service provided

- Respondents want more emails from us.
- Customer service over the telephone needs to be improved.
- With our current practice of how we do the unannounced compliance inspections, fire departments don't have time to get the appropriate staffing arranged to cover department needs as well as assist us with the inspection.
- Our most highly rated service is that provided by our compliance division. Customers really appreciate their helpfulness and professionalism.
- The user experience with our FIDO system has improved since the 2018 survey, but some still find it difficult and/or confusing. There is room for improvement to make it more user friendly with better functionality.
- The new website is an improvement over the old one, but it can still be difficult to find information.
- Customers prefer the convenience and speed of online testing over paper-and-pencil testing.
- Customers are interested in having training from us on using the FIDO online system.

### Improvements to be made in response to this assessment

- We plan to start offering live video streaming of commission & FFAC meetings.
- Customer service training will be provided to employees who interact with the public.
- The Testing division is going to add dialogue at the end of all online exams that explains to examinees very clearly that they have only 180 days to retest.
- We will continue our efforts to add more online testing centers in smaller communities. Success in these efforts depends on availability of existing testing centers, the center's ability to meet our requirements, and their interest in participating.

- We plan to make Firefighter I and Firefighter II certification exams available in the online format. We are currently working on updating our test question banks to make this move possible.
- Staff will create additional video tutorials to help customers learn more about the injury reporting application in the online FIDO system.
- The agency will purchase a software application that will enable us to send 10,000+ emails at once, then start sending out email blasts to different customer groups at regular intervals in an effort to keep all customers informed about agency updates, changes and news.
- Since Texas Administrative Code 435.19 requires this agency to conduct unannounced inspections of fire departments, legally we cannot give departments advanced notice of compliance inspections. But we understand the logistical difficulties this rule puts on departments in terms of proper staffing for the inspections. So, we will experiment with beginning each fire department inspection with an email notification rather than the current practice of having a compliance officer physically show up at a fire department unannounced to begin the inspection. The email will commence the inspection by requiring the department to immediately submit electronically the required Standard Operating Procedures (SOPs) for review by the compliance officer, which can be done remotely. The email will also contain detailed instructions about the forthcoming onsite inspection, including information about all the other types of records and department personnel that will need to be made available in the coming days for the physical inspection.
- IT staff will re-imagine the FIDO system's user interface to make it more user-friendly. Planned improvements include:
  - Changing the Training Prior Approval (TPA) application's layout into a grid format and employ a funnel system
  - Allowing global search in FIDO
  - Allowing users to bundle their application and payment in FIDO with a cart-based system.
  - Creating a mobile app that allows users to apply for IFSAC seals and certification, and view eligibilities for IFSAC and certification.

## Performance Measure Information

Customer Service Performance Measures	FY 2020 Performance
<b>Outcome:</b> Percent of surveyed customer respondents expressing overall satisfaction with services received	63%*
<b>Output:</b> Total customers surveyed	12,400
<b>Output:</b> Response rate	3%
<b>Output:</b> Total customers served	33,816
<b>Efficiency:</b> Cost per customer surveyed	\$0.31
<b>Explanatory:</b> Total customers identified	50,619
<b>Explanatory:</b> Total customer groups inventoried	6

### Customer service performance measure definitions

**Outcome: Percentage of surveyed customer respondents expressing overall satisfaction with services received = 63%**

**Definition:** The total number of agency survey respondents indicating that they are satisfied or very satisfied with the agency, divided by the total number of agency survey respondents. This measure is based solely on responses to question 8 of *Appendix 8: Customer Service Survey* (aka question 40 of TCFP’s 2020 customer service survey). Of the 79 respondents who answered this question, 50 indicated that they were satisfied or very satisfied with the agency. This results in 63.3% of respondents expressing overall satisfaction with services received.

**\*Data limitations:** This question (along with the other required questions from the LBB’s instructions) wasn’t added to the survey until February of 2020 when the document was published by the LBB. This resulted in many of the previous respondents skipping this question, despite TCFP’s good faith efforts to inform our customers that additional questions had been added to the survey and inviting those who’d already taken the survey to weigh in on the new questions as well. As a result, we feel this performance measure isn’t as accurate as the *Overall Customer Service Rating* (described in detail on pages 5-6) since this performance measure only measures the responses to one question (question 40, which only had 79 responses). The *Overall Customer Service Rating* considers customer responses to all survey questions with a ranking scale.

**Source/Collection of Data:** Surveys were made available from the beginning of January 2020 until the beginning of April 2020, totaling 3 months of availability. Links to the survey were posted on the TCFP website, on the login page to FIDO (TCFP’s online account portal and database), on TCFP’s Facebook page, and in staff email signatures. We also reached out to community partners to ask for assistance in publicizing the survey in their newsletters and at their gatherings.

**Output: Total customers surveyed = 12,400**

**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:** Since we didn't "send" the survey to our customers, but rather posted an announcement that it was available with a link for easy access (on our website, on social media, in staff email signatures, and on the FIDO login page – our online account portal), this number is an estimate. We took the total number of individuals who accessed FIDO during the period of time when the survey was available (Jan. 6 – April 6, 2020) and added the number of people who were reached with our social media postings, then rounded to the nearest 100.

**Output: Response Rate = 3%**

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

**Source:** We had 467 customers access our survey, with 80% of those customers actually completing it. That would be 374 customers who actually completed the survey. 374 out of 12,400 equals a 3% response rate.

**Output: Total customers served = 33,816**

**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 = \$0.22**

**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 counting staff hours devoted to making the survey and the cost of the online survey tool.

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

**Explanatory: Total customers identified = 50,619**

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

**Method of calculation:** 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.