AGENCY STRATEGIC PLAN

FISCAL YEARS 2019-2023

BY

TEXAS COMMISSION ON FIRE PROTECTION

Commission Member	Term	Hometown
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Tommy Anderson	2015-2021	Santa Fe
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J. P. Steelman	2017-2023	Longview
Steven C. Tull	2015-2021	Waco
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Submitted June 8, 2018

Signed: _____

Executive Director

Approved: _____

Presiding Officer

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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 in a recent legislative session, 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 Compliance Section of the agency 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 commission'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 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 injuries sustained by their personnel. The agency has administered the program since 2010, and valuable information is now available to fire departments regarding injuries sustained by fire protection personnel statewide.

- The Ernest A. Emerson Fire Protection Resource Library contains over 2,500 print resources and nearly 2,000 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 helps to maintain the agency's social media presence.

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:
Develop and maintain an agency data management system with a web-based user interface, offering high quality, robust features for both customers and agency staff.

Action Plan:
Continue development activities of the new data management system for both back- and front-end components, launch remaining application modules by the end of fiscal year 2018, and update all modules to improve performance and usability as needed.

ACTION ITEMS TO ACHIEVE GOAL

1. Continue design and development of front end applications of the new system, drawing from user input and feedback to drive the system look and function. Add new user interface features during fiscal year 2018 and 2019.

2. Thoroughly test each developed feature before launching to full use.

3. Begin version II of some modules during fiscal year 2018 and continuing into 2019.

HOW GOAL OR ACTION ITEMS SUPPORTS STATEWIDE OBJECTIVES

1. *Accountable to tax/fee payers of Texas.*
   The new 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 business with the agency in a much more effective way. 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 allow for convenient upgrades and improvements as the need arises.

4. *Providing excellent customer service.*
   The new system will enhance the ability of the agency to deliver improved services to its customers.

5. *Transparent actions apparent to Texans.*
   Targeted customer feedback has been received by the agency regarding system features and functionality, and has driven design features to the degree possible.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal:
Develop and maintain a system for administering state examinations via an online process.

Action Plan:
Continue programming efforts that will result in the ability to deliver online exams. Establish agreements with computer-based testing centers throughout the state to be used by examinees for testing. Begin online testing during fiscal year 2018.

ACTION ITEMS TO ACHIEVE GOAL

1. Complete functional testing of the data system by April 2018 to ensure that the system is able 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. Launch limited online testing in April/May of 2018, starting with two or three disciplines and expanding to others once successful administration of the initial launch is attained.

5. Expand to online testing for all disciplines by the end of fiscal year 2019.

6. 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 online testing system will be more efficient and cost effective than the delivery of onsite exams. Although the onsite exam process will be preserved as an option for examinees for much of the strategic plan period, its need is expected to be significantly reduced as the online system becomes more utilized.

3. *Effective in fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.*
   The new system will be an improvement in terms of effectiveness in fulfilling the agency's testing function. Performance measure data will be easily tracked and obtained as needed.

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 new system will directly benefit and be apparent to any who use it.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal:

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 2019 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 2nd quarter of fiscal year 2019.

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 2020; rules should be adopted in conjunction with availability of the new credentials.

5. Identify additional certifications to be developed by end of fiscal year 2021.

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 committees of subject matter experts who volunteer their time and efforts to the process. Agency staff members provide coordination and support to committees 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-hosted injury reporting system to the Texas fire service and the general public.

Action Plan:

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

ACTION ITEMS TO ACHIEVE GOAL

1. Establish a committee in fiscal year 2018 to assess the injury reporting program, including stakeholders, the agency's public information officer, and any other key staff members.

2. Committee should be prepared to present findings and recommendations to the Commission board by the spring of 2019.3

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 officer.

HOW GOAL OR ACTION ITEMS SUPPORTS STATEWIDE OBJECTIVES

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

   Further development of the injury program addresses the agency's statutorily mandated requirement to obtain, analyze, and report injury information annually.

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

   All development of the injury reporting system is accomplished using current agency staff.

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

   Further development of the system enhances the ability of the agency to gather injury data and provide statistical information to the fire service.

4. *Providing excellent customer service.*

   An improved system will help fire departments with input of data, and will provide them with the ability to obtain valuable injury statistical data whenever needed.

5. *Transparent actions apparent to Texans.*

   Injury statistical data is currently available to all Texans as part of the State Fire Marshal's annual report, and is also available independently on the agency's website. The agency always welcomes feedback from stakeholders and others regarding its services and projects.

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 workload as necessary.

ACTION ITEMS TO ACHIEVE GOAL

1. Complete the transition of the agency data management system by the end of fiscal year 2018. (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.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Goal:
Develop and maintain an online continuing education reporting system for use by all TCFP-regulated fire protection entities.

Action Plan*:*
Following the completion of the main data management system, initiate a program to develop a system for regulated entities to electronically report continuing education completed by their certified employees.

ACTION ITEMS TO ACHIEVE GOAL

1. Ensure completion of main agency data management system.

2. Have IT personnel meet with staff members charged with reviewing continuing education to determine appropriate format and content of reporting system.

3. Organize meetings with targeted stakeholders to obtain feedback from the fire department perspective regarding design and function of reporting system.

4. Begin programming of reporting system during fiscal year 2019.

5. Complete programming and testing, and launch continuing education reporting system by the beginning of 2019-20 CE reporting year (November 2019).

HOW GOAL OR ACTION ITEMS SUPPORTS STATEWIDE OBJECTIVES

1. *Accountable to tax/fee payers of Texas.*
   This initiative 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.*
   Once operational, the system will provide for electronic reporting and enhanced verification of fire personnel continuing education, and the ability to easily notify departments of inadequacies.

3. *Effective in fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.*
   The initiative addresses the agency's responsibility to enforce rules regarding completion of continuing education by regulated fire personnel statewide. The new format represents a substantial improvement over the current system of reviewing CE records during compliance inspections.

4. *Providing excellent customer service.*
   Fire department administrators will be able to quickly submit information regarding classes completed by personnel, and will have the ability to maintain an electronic record of department activities.

5. *Transparent actions apparent to Texans.*
   Continuing education management, reporting, and record keeping will be readily available to fire departments throughout the state.

REDUNDANCIES AND IMPEDIMENTS

Identified Statute

General Appropriations Act for the 2018-19 Biennium
Article V: Public Safety and Criminal Justice, Commission on Fire Protection

Reason for Impediment

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

This 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 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 2018-19 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.

Output Measures	2018	2019
Number of Inspections of Regulated Entities	1,120	1,120
Number of Examinations Administered	9,200	9,200
Efficiency Measures		
Average Cost Per Inspection of Regulated Facilities	425	425
Explanatory Measures		
Percent of Individuals Who Pass the Certification Exam	90%	90%
Number of Individuals Certified	31,600	31,600
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 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 2016		Fiscal 2017		Fiscal 2018
	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%	100.00%	23.70%	100.00%	23.70%
Other services contracts	26.00%	0.00%	26.00%	0.00%	26.00%
Commodities contracts	21.10%	57.32%	21.10%	45.25%	21.10%

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 2015, 2016, and 2017, the agency had purchases from HUB vendors equaling 37.22, 51.68, and 38.43 percent respectively.

Total Expenditures/HUB Expenditures	Fiscal 2015	Fiscal 2016	Fiscal 2017
Total Expenditures	91,088.00	83,158.00	76,180.00
HUB Expenditures	33,900.00	42,979.00	29,474.00
Total Percentage of Expenditures - HUB	37.22%	51.68%	38.43%

In the past two years the agency has surpassed its goals in professional services and commodities contracts. The agency is below its goals in Other Services Contracts which does not include Termed Contracts; the agency used more HUB vendors in Term Contracts in 2015 versus 2016 and 2017.

Types of Contracts	State Goals	Fiscal 2015	Fiscal 2016	Fiscal 2017
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%	100.00%	100.00%
All other services contracts	26.0%	0.00	0.00%	0.00%
Commodities contracts	21.1%	39.68%	57.32%	45.25%

We have included a breakout to include the HUB Term Contracts to show the difference in the percentages for 2015 versus 2016 and 2017.

Totals Include Term Contracts for all Other Services Contracts	Fiscal 2015	Fiscal 2016	Fiscal 2017
Total All Other Services Contracts	50,232.09	29,006.03	28,288.05
HUB Term Contracts	16,304.80	0.00	0.00
HUB Percentage including Term Contracts	32.46%	0.00%	0.00%

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 2016, are as follows:

Gender:	Male	62.07%
	Female	37.93%
Age:	60+	27.59%
	50-59	24.14%
	40-49	13.79%
	30-39	17.24%
	20-29	17.24%
Race:	African-American	13.79%
	Hispanic-American	24.14%
	White	62.07%
	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)	11.0%	15.4%	53.2%	0%	0%	0%
Administrative Support (C)	18.1%	31.9%	82.1%	0%	6.5%	3.2%
Service/Maintenance (M)	25.0%	35.1%	44.1%	0%	0%	0%
Professionals (P)	11.0%	15.8%	56.2%	6.5%	9.7%	16.1%
Para-Professionals (Q)	35.0%	29.7%	70.4%	3.2%	3.2%	12.9%
Protective Services (R)	33.5%	23.2%	45.2%	0%	0%	0%
Skilled/Craft (S)	8.5%	26.6%	6.4%	0%	0%	0%
Technicians (T)	18.5%	25.5%	60.2%	3.2%	3.2%	0%

Approximate Average Agency Employment Tenure

For FY16, 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 2017 and 2021.

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. However, the agency's turnover rate has normalized in FY 2015.

Fiscal Year	Statewide	TCFP
2017	18.6%	10.1%
2016	17.6%	6.7%
2015	18.0%	7.0%
2014	17.5%	28.6%
2013	17.6%	20.9%

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 and USAS; 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 2019-2023 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
Report on Customer Service Surveys, 2018

Submitted May 15, 2018

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IDENTIFICATION OF CUSTOMERS

For the purpose of the commission's 2018 Customer Service Survey, the following groups reflect customers served by strategies in the 2018-19 General Appropriations Act.

Goal 1: Education & Assistance

Strategy A.1.1.: Fire Safety Information & Education 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; utilize exhibit booth at conferences; provide instruction on field examinations, and commission rules and regulations.

Goal 2: Fire Department Standards

Strategy B.1.1.: Certify and Regulate Fire Service

CUSTOMER: Fire departments and local governments

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

SURVEY DEVELOPMENT

The commission developed a survey to measure statutorily required customer service quality elements. The agency conducted the 2018 survey online during March and April 2018.

To randomly select customers, the agency displayed a banner link to the survey on its public web pages. The agency also published a link to the survey on its Facebook page.

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

TCFP's Function
   The survey form asked customers to describe their understanding of the commission's role.

Your interactions with TCFP
   The survey form asked customers to describe how and why they contact us.

Service quality
   The survey form asked customers to rate their satisfaction with the agency on dimensions of timeliness, knowledge, courtesy and respect, and the outcome of their interactions with us.

Additional comments
   The survey form asked customers for additional suggestions for improvement.

SURVEY RESPONSE ANALYSIS

Overall, the results indicate an average to below average satisfaction rate among the agency's customers. The agency launched a new data management system in January 2018 and numerous problems, particularly with the user interface, manifested following the launch. The problems drove many of the interactions between customers and agency staff, often overwhelming staff members' ability to respond to all requests for help. Responses and comments from survey participants largely reflect the frustration faced by users due to the problems encountered.

Work began immediately to correct the problems with the system and continued during the survey period. Corrections and improvements continue to be implemented as of the publishing of this report.

Key findings – overall

1. The commission achieved "less than satisfied" rating (lower than 4.0) in most categories.

2. The commission received 162 responses during the 2018 survey period, representing a significant drop in the number of responses compared to the 2016 survey (548 responses).

3. The overall trend in satisfaction between the 2018 survey and previous surveys is lower, again likely due to the difficulties experienced following the data system launch.

The commission analyzes the responses several ways, including examining the raw scores and the percentages of satisfied and dissatisfied customers. The scores and a brief analysis of each question follow.

Findings – specific areas

Each section includes the raw scores and percent of satisfied and dissatisfied customers.

The ratings are determined on a scale of 1 to 5, with 1 indicating "very dissatisfied" and 5 indicating "very satisfied," except where noted otherwise.

Percentages of satisfied customers are determined by dividing the number of customers choosing "satisfied" or "very satisfied" by the total number of respondents to a particular question.

Customer and agency roles

For the 2018 survey, the agency asked customers to identify their primary role in the fire service, and to rank the relative importance of each of the agency's four major service areas.

Customer roles

The survey tool asked customers to identify their primary role within the fire service. 81 percent indicated they were fire fighters, company officers or chief officers. In the "Other" category, approximately half of respondents indicated their primary role was fire apparatus engineer.

Customer role	Response Count	Percent of customers
Chief Officer	71	43.8%
Fire fighter	35	21.6%
Company Officer	25	15.4%
Other	11	6.8%
Inspector/Investigator	10	6.2%
Instructor	5	3.1%
Individual certificate holder	5	3.1%

TCFP's role

The survey tool asked customers to rank the relative importance of the agency's functions. (Note that for this measure, the lowest average score corresponds to the highest-ranked function.)

Answer options	1	2	3	4	Rating average
Develop and issue credentials (certifications)	59	44	37	22	2.86
Assist in the education process for fire service personnel	40	42	39	41	2.50
Enforce fire service standards	49	28	27	58	2.42
Administer certification exams	14	48	59	41	2.22

Customer interactions with TCFP

Most of the agency's interactions with its 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.

Contacts with the agency

In the "Customer interactions with TCFP" portion of the survey, the agency asked, "Have you contacted TCFP in the last 12 months?" Ninety-six percent of respondents indicated that they had contacted agency within the last year.

Contact methods

The survey asked, "If you contacted TCFP, what method did you use to contact us? (Check all that apply.)" For this question, we allowed customers to select multiple methods of communication, to accurately represent the ones most frequently used to interact with the agency. Aside from the usual methods, we included options for the agency's public website, FIDO (the agency's proprietary online certification and professional data management portal), and social media.

Contact method	Number of customers	Percent of customers
Telephone	106	73.6%
E-mail	102	70.8%
FIDO	101	70.1%
Website	70	48.6%
Face to face	35	24.3%
Mail	25	17.4%
Social media	5	3.5%
Fax	4	2.8%

As shown above over 70 percent of the agency's customers interacted with the agency by phone, e-mail, or via FIDO.

Purpose of interactions

The survey tool asked customers, "What was the purpose of your interaction(s) with TCFP?"

Answer options	Number	Percent
Certification (checking requirements, applying for a new certification, etc.)	125	86.8%
Testing (applying for/taking a test, checking prerequisites, etc.)	92	63.9%
Updating personal information	45	31.3%
Compliance (inspections, questions about standards, etc.)	36	25.0%
Injury reporting (adding/updating injury reports)	21	14.6%
Other	11	7.6%
Library resources (checking out library items, research requests, receiving newsletter, etc.)	4	2.8%

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 customer's perception of our knowledge, timeliness, respect and courtesy. The commission launched its new data management system in January, which included a new user interface for both outside customers and agency staff. Unfortunately, numerous problems were encountered following the launch, particularly with the user interface. As might be expected, this resulted in a significant drop in the satisfaction rate of our customers. The problems likely also had a negative impact on the number of individuals participating in the survey as compared to the previous one.

Staff was knowledgeable

136 respondents. Overall 3.78 out of 5.00.
70% "agreed" or "strongly agreed."

Strongly agree	Agree	Undecided	Disagree	Strongly disagree
35	60	23	12	6
25.7%	44.1%	16.9%	8.8%	4.4%

Staff directed me to the right person as needed.

136 respondents. Overall: 3.74 out of 5.00.
72% "agreed" or "strongly agreed."

Strongly agree	Agree	Undecided	Disagree	Strongly disagree
33	65	16	14	8
24.3%	47.8%	11.8%	10.3%	5.9%

Staff was helpful.

135 respondents. Overall: 3.55 out of 5.00.
66% "agreed" or "strongly agreed."

Strongly agree	Agree	Undecided	Disagree	Strongly disagree
30	59	15	17	14
22.2%	43.7%	11.1%	12.6%	10.4%

Service quality (continued)

Staff provided clear instructions.

136 respondents. Overall: 3.46 out of 5.00.
58% "agreed" or "strongly agreed."

Strongly agree	Agree	Undecided	Disagree	Strongly disagree
26	53	27	17	13
19.1%	39.0%	19.9%	12.5%	9.6%

Staff handled my issue in a timely manner.

135 respondents. Overall: 3.41 out of 5.00.
60% "agreed" or "strongly agreed."

Strongly agree	Agree	Undecided	Disagree	Strongly disagree
26	55	19	18	17
19.3%	40.7%	14.1%	13.3%	12.6%

Staff was respectful, courteous and professional.

136 respondents. Overall: 3.64 out of 5.00.
70% "agreed" or "strongly agreed."

Strongly agree	Agree	Undecided	Disagree	Strongly disagree
40	55	11	12	18
29.4%	40.4%	8.1%	8.8%	4.4%

Staff resolved my question, problem or inquiry to my satisfaction.

135 respondents. Overall: 3.41 out of 5.00.
62% "agreed" or "strongly agreed."

Strongly agree	Agree	Undecided	Disagree	Strongly disagree
25	59	22	14	15
18.5%	43.7%	16.3%	10.4%	11.1%

Testing section

The agency included an extra section in the 2018 survey to gauge customer satisfaction with its certification examination processes. Just under half of the respondents indicated that they had taken a certification exam within the past 12 months.

Have you taken a TCFP certification exam in the past 12 months?		
	Count	**Percent**
Yes	65	45.1%
No	79	54.9%

If the respondent answered "Yes," the survey tool asked respondents to rate the quality of their testing experience on the dimensions of testing conditions, clarity of exam instructions, and test proctor effectiveness.

Testing conditions

65 respondents. Overall: 4.23 out of 5.00.
83% rated the conditions as "excellent" or "good."

Excellent	Good	Average	Mediocre	Poor
31	23	8	1	2
47.7%	35.4%	12.3%	1.5%	3.1%

Clarity of examination instructions

65 respondents. Overall: 4.2 out of 5.00.
85% rated the instructions as "excellent" or "good."

Excellent	Good	Average	Mediocre	Poor
27	28	8	0	2
41.5%	43.1%	12.3%	0.0%	3.1%

Test proctor effectiveness

65 respondents. Overall: 4.26 out of 5.00.
86% rated proctor effectiveness as "excellent" or "good."

Excellent	Good	Average	Mediocre	Poor
30	26	7	0	2
46.2%	40.0%	10.8%	0.0%	3.1%

Comments

The survey form provided a field which asked customers, "If there was one thing you would like to see the Texas Commission on Fire Protection improve, what would it be?"

Of the 162 respondents, 145 customers submitted responses, with some falling into multiple categories, totaling 159 suggestions. Improvements to FIDO made up 80 percent (40) of responses in the "Technology" category, with nearly half of those (19) specifically mentioning a better user interface or increased user-friendliness.

The "Policies/Procedures" included suggestions regarding commission policies and processes, such as suggestions for agency's compliance division to adopt higher standards or improvements to the testing process, as well as changes to reciprocity between the agency and other certifying entities.

The third highest category (with just over 10 percent of total responses) was "Customer Service," followed closely by "Timeliness," with half of customer responses (7) seeking faster posting of test results.

Category	Total
Technology	50
Policies/Procedures	28
Customer Service	19
Timeliness	14
Fees	9
Communication	6
Staffing	4
Compliments	3
Resources	3
Coordination with other entities	2
Existential	1
N/A	20
Total	159

SURVEY TOOL ANALYSIS

The Tool used for this year's survey was essentially identical to the last one administered in 2016. Again, the difference in satisfaction rate was no doubt a reflection of the problems encountered with the new data management system and the frustration experienced by users.

For the FY 2018 survey period, the agency targeted a random sample of agency customers by conducting the survey only online.

Approaches under consideration for future surveys include distributing the survey to certification exam takers, or to departments undergoing an inspection, etc. These approaches might be difficult without dedicating more agency staff specifically to the task of performing the surveys.

This agency's governing bodies, including the commission and its advisory committees, are comprised primarily of members of the community the agency serves. These groups provide oversight and feedback regarding the agency's activities. Although objectivity might be a factor given these members' involvement in the rulemaking processes, some method of quantifying satisfaction levels among these groups could provide additional insights regarding the agency's customer satisfaction performance.

Customer Service Performance Measures	FY 2018 Performance
Outcome: Percent of surveyed customer respondents expressing overall satisfaction with services received	**34%**
Outcome: Percent of surveyed customer respondents identifying ways to improve service delivery	**90%**
Output: Number of customers surveyed	**162**
Output: Number of customers served	**32,381**
Efficiency: Cost per customer surveyed	**$0.62**
Explanatory: Number of customer groups inventoried	**7**

CUSTOMER SERVICE PERFORMANCE MEASURE DEFINITIONS

OUTCOME: PERCENTAGE OF SURVEYED CUSTOMER RESPONDENTS EXPRESSING OVERALL SATISFACTION WITH SERVICES RECEIVED.

Short Definition: Surveyed customers are offered an opportunity to rate the overall quality of service experienced. The rating scale included five response selections from "Excellent" to Poor" and from "Strongly Agree" to "Strongly Disagree."

Purpose/Importance: The purpose of the survey is to meet legislative requirements. While meeting this requirement, the survey will offer the agency an opportunity to augment its understanding of customer needs and expectations.

Source/Collection of Data: Surveys were made available from the agency's website in March and April 2018.

Method of Calculation: The overall satisfaction rating is the percentage of respondents to the question, "Please rate the overall quality of service you experienced" who marked "Excellent" or "Good," divided by the number of respondents who answered the question. (Non-respondents are not included in the calculation of percentages.)

Data Limitations: Accurate tallying and analysis of survey scores.

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Higher than Previous.

OUTCOME: PERCENTAGE OF SURVEYED CUSTOMER RESPONDENTS IDENTIFYING WAYS TO IMPROVE SERVICE DELIVERY.

Definition: The percentage of surveyed customer respondents who identified ways to improve service delivery expressed as a ratio of surveys returned to surveys containing suggestions.

Purpose/Importance: Customers receiving agency services are often the best judges of how they would like to receive that service. Responses and suggestions from our customers encourage an open dialog that will result in better customer service and may result in more efficient methods of delivery.

Collection of Data: Surveys were made available from the agency's website in March and April 2018.

Method of Calculation: For calculating the percentages, the "percent suggesting improvement" is the number of respondents who made comments, divided by the total number of respondents.

Data Limitations: Accurate tallying and analysis of survey scores.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Active participation by customer respondents.

OUTPUT: NUMBER OF CUSTOMERS SURVEYED.

Short Definition: The number of surveys distributed to agency customers.

Purpose/Importance: A wide range of distribution and large number of customers reached will afford the agency an excellent opportunity to poll the expectations of the customers.

Collection of Data: The survey was made available from the agency's website in March and April 2018.

Method of Calculation: The number of responses.

Data Limitations: The survey respondents are self-selected, and limited to visitors to the agency's website or Facebook page during the survey period.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Active participation by customers.

OUTPUT: NUMBER OF CUSTOMERS SERVED.

Short Definition: This measure reflects the number of fire protection personnel regulated by the agency during the survey period.

Purpose/Importance: Determination of the number of customers served allows the agency to allocate its time and resources to the specific needs of regulated individuals.

Collection of Data: The number of regulated individuals in the agency's certification database.

Method of Calculation: Identified the number of certified fire fighters.

Data Limitations: Data is limited to those individuals or entities specifically regulated by the agency. Customers not regulated by the agency cannot be anticipated.

Calculation Type: Cumulative

New Measure: Yes

Desired Performance: Not Applicable

EFFICIENCY: COST PER CUSTOMER SURVEYED.

Short Definition: Personnel costs for coding and posting to the website, monthly cost of the survey tool, and compiling and analyzing the data.

Purpose/Importance: Determine the cost of surveying the agency customers.

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 was calculated by dividing the total cost by the customers surveyed.

Data Limitations: Data is limited to known costs.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Utilization of the most cost-effective methods.

EXPLANATORY: NUMBER OF CUSTOMER GROUPS INVENTORIED.

Short Definition: This measure defines the various customer groups served by the agency.

Purpose/Importance: Determination of the customer groups allows the agency to allocate its time and resources to the specific needs of the specific groups served.

Collection of Data: Groups served was determined from input from the agency employees.

Method of Calculation: Totaled the groups reported by the employees.

Data Limitations: Data is limited to those groups identified by the employees.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Effective service to all customer groups.