

SCHEDULE F: AGENCY WORKFORCE PLAN

FORWARD

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

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

OVERVIEW

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

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

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

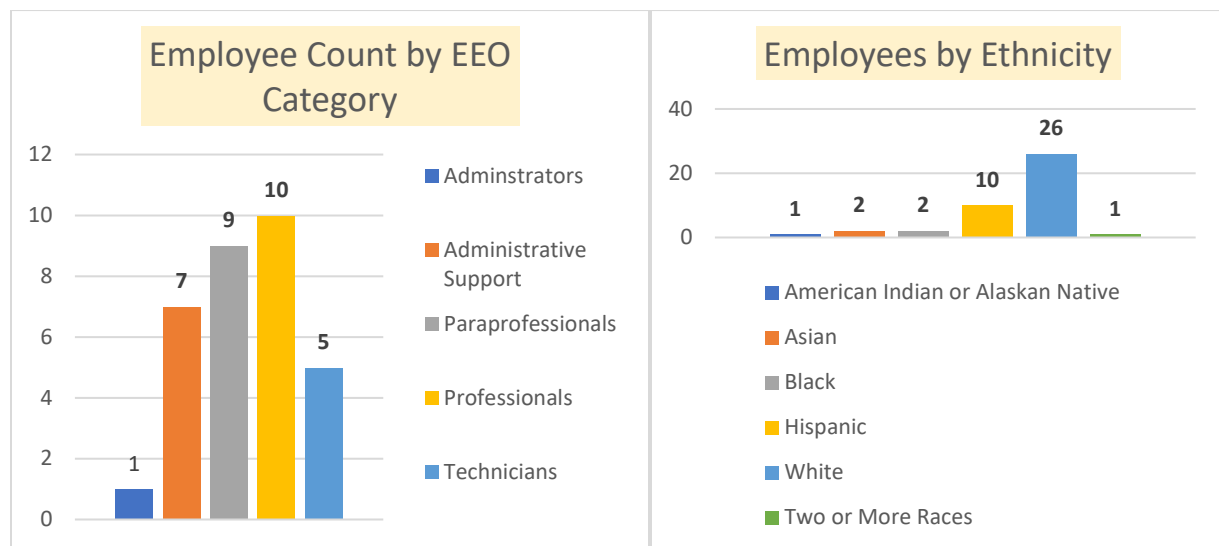
CURRENT WORKFORCE PROFILE

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

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

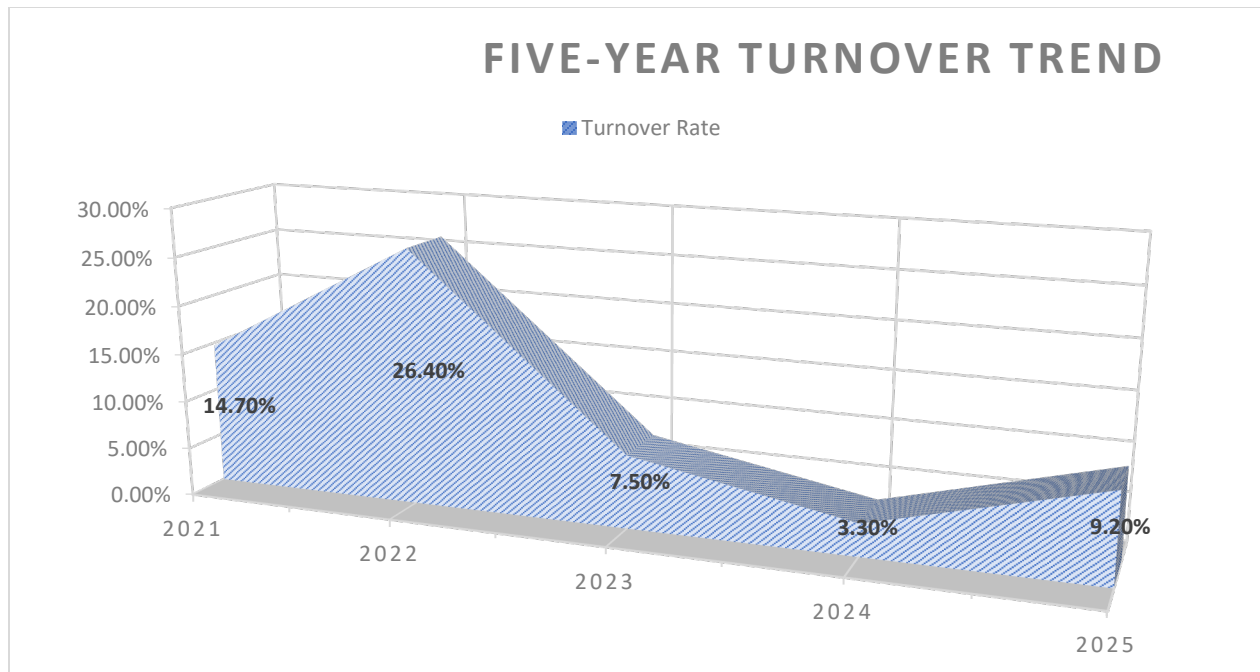
A total of forty-four (44) full-time equivalent (FTE) positions are authorized by legislative rule. This authorized staffing level increased from thirty-two (32) positions during the 89th Texas Legislative Session. The agency has been actively working to recruit and fill the newly appropriated positions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

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



Employee Turnover

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



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

Expected Workforce Changes

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

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

Workforce Expansion Needs

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

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

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

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

Risk Statement

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

Future Workforce Skills Needed

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

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

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

- Process analysis and continuous improvement
- Project and workload management

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

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

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

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

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

Anticipated Impact on Workforce

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

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

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

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

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

Critical Functions That Must Be Performed to Achieve the Strategic Plan

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

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

Gap Analysis

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

Strategy Development

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

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