TEXAS DEPARTMENT OF LICENSING & REGULATION
2019-2023 STRATEGIC PLAN
Supplemental Schedules

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Supplemental Schedules

Goal A. Licensing – <u>License, Certify, and Register Qualified Individuals and Businesses</u> – Accept and review applications to ensure that licenses, certificates, and registrations are issued to or renewed for qualified individuals or businesses, thereby protecting the health and safety of Texans.

<u>Objective: Regulate All Applicable Individuals and Facilities According to Law</u> – Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.

Outcome Measures
- Percent of Licenses with No Recent Disciplinary Actions – Key
- Percent of Licenses Who Renew Online – Key
- Percent of New Individual Licenses Issued Online – Key
- Percent of Contacts Responded to by Staff at TDLR

<u>Strategy A.1.1. Issue Licenses, Registrations & Certificates to Qualified Individuals</u> – Issue licenses in the quickest, most effective and consistent manner to individuals who have demonstrated to the agency their competency to hold a license.

Efficiency Measures
- Percentage of New Individual Licenses Issued within 10 Days
- Percentage of Individual License Renewals Issued within 7 Days

Explanatory Measure
- Total Number of Licenses Held by Individuals – Key

Output Measures
- Number of New Licenses Issued to Individuals – Key
- Number of Licenses Renewed for Individuals – Key

<u>Strategy A.1.2. License Businesses and Facilities</u> – Issue licenses in the quickest, most effective and consistent manner to businesses who have demonstrated to the agency they have met requirements to hold a license, and for facilities and equipment for which it has been demonstrated are safe for the public.

Explanatory Measure
- Total Number of Licenses Held by Businesses – Key

Strategy A.1.3. Administer Exams to Applicants – Test all applicants applying for those licenses, certifications, or registrations which require an examination to ensure that applicants have the minimum level of competency.

Output Measure
- Number of Courses Approved

Strategy A.1.4. Provide Customer Service – Deliver prompt, courteous, and accurate information and service to all who contact the agency.

Explanatory Measure
- Number of Contacts Received

Strategy A.1.5. Texas.gov – Process online payment for fees and penalties.

Goal B. Enforcement – Protect the Public by Enforcing Laws Administered by the Agency – Ensure the health and safety of the public by investigating and prosecuting violations of the laws and rules for the industries, occupations, and professions entrusted to the agency for regulation.

Objective: Enforce Laws to Achieve Compliance in Regulated Industries/Occupations – Protect Texans through the inspection and investigation of facilities, businesses, and equipment, and the investigation and prosecution of complaints and violations, thereby ensuring health and safety of Texans and discouraging infractions of the laws and rules.

Outcome Measures
- Percent of Complaints Resulting in Disciplinary Action
- Percent of Complaints Closed within Six Months – Key
- Recidivism Rate of Those Receiving Disciplinary Action
- Inspection Coverage Rate – Key

Strategy B.1.1. Enforce Laws by Conducting Routine, Complex, and Special Inspections – Inspect facilities, businesses, and equipment through routine, complex, and special inspections as needed to ensure the safety and health of Texans who use them.

Explanatory Measure
- Total Number of Architectural Barrier Inspections Completed by Third Party Inspectors

Output Measure
- Total Number of Inspections Completed – Key

Strategy B.1.2. Perform Building Plan Reviews – Review all plans for new and renovated equipment, facilities, and housing to ensure they meet a
safety codes and legal requirements.

Output Measure
- Number of Plan Reviews Completed

Strategy B.1.3. Enforce Compliance by Settlement, Prosecution, Penalty and Sanction – Resolve all complaints through fast, fair, and efficien
prosecution or settlement of cases, assessing penalties and sanctions when warranted.

Efficiency Measure
- Average Time for Closing Complaints (Days)

Output Measure
- Number of Complaints Closed – Key

Strategy B.1.4. Investigate Complaints – Review all complaints submitted to the agency to determine if the complaint alleges a violation of the law:
or rules; investigate all jurisdictional complaints to identify and document all violations of the laws or rules.

Explanatory Measure
Number of Complaints Opened – Key

Goal C. Indirect Administration – Provide support to the sections of the agency which administer Goals A and B.

Objective: Indirect Administration – Provide executive, human resources, financial, general counsel, and information technology services to the
agency.

Strategy C.1.1. Central Administration – Provide liaison activities with executive, legislative and governmental entities; communicate with stakeholder:
and media; provide information regarding the agency's programs; provide legal counsel support; administer the agency's internet presence; manag
the agency's day-to-day operations and fiscal resources; and develop workforce planning.

Strategy C.1.2. Information Resources – Develop, implement, and maintain licensing software systems; develop and implement IT security measures
and support online and contact center services.

Strategy C.1.3. Other Support Services – Provide fair and transparent procurement processes, state property accounting and management, facilitie:
and vehicle management, and inventory controls.

Agency: Department of Licensing and Regulation

GOAL:	Accept and review applications to ensure that licenses, certificates, and registrations are issued to or renewed for qualified individuals or businesses, thereby protecting the health and safety of Texans.
OBJECTIVE:	Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.

Outcome Measure: **Percent of Licenses with No Recent Disciplinary Actions**

Definition
The percent of the total number of licenses held by individuals at the end of the reporting period who have not had a disciplinary action within the last thirty-six months. Disciplinary action includes written reprimands, denials, suspensions, probations, revocations, restitutions ordered, and/or penalties assessed on which the Commission or the Executive Director has acted. For purposes of this measure, the term "licenses" includes licenses, certificates, permits and registrations.

Purpose
This measure provides an indication of licensees' compliance with the agency's statutes and rules.

Data Source
Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

Method of Calculation
The numerator for this measure is calculated by subtracting the total number of licenses held by individuals that have had disciplinary actions during the last thirty-six months from the total number of licenses held by individuals at the end of the reporting period. The denominator is the total number of licenses held by individuals. The result is multiplied by100 to achieve a percentage.

Data Limitations
External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and changes in the number of licensees are factors beyond TDLR's control.

Calculation Method
Non-cumulative

New Measure
No

Target Attainment
Higher than target

**Outcome
Measure:** **Percent of Licenses Who Renew Online**

Definition
The percent of the total number of licenses issued to individuals for whom online renewal was available that did renew online during the reporting period. For purposes of this measure, the term "licenses" includes licenses, certificates, permits and registrations.

Purpose
This measure tracks the use of self-service online license renewal technology by the licensee population.

Data Source
The number of licenses issued to individuals who renewed online from the following reports: "PERFRENLIC" from TULIP; "Renewals" from Versa Analytics; and "DES Instructor Licenses Issued" from DES Access database; and the total number of licenses issued to individuals for whom online renewal was available during the reporting period.

Method of Calculation
The numerator for this measure is the total number of licenses issued to individuals who renewed online. The denominator is the total number of licenses issued to individuals for whom online renewal was available. The result is multiplied by 100 to achieve a percentage.

Data Limitations	**Calculation Method**
External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and changes in the number of individuals who choose to remain in the occupation, and the number of those licensees with access to both the internet and credit cards are factors beyond TDLR's control.	Non-cumulative
New Measure	**Target Attainment**
No	Higher than target

Outcome Measure: **Percent of New Individual Licenses Issued Online**

Definition
The percent of all new licenses issued online to individuals for whom online application was available during the reporting period. For purposes of this measure, the term "licenses" includes licenses, certificates, permits and registrations.

Purpose
This measure tracks the use of self-service online licensing technology by the applicant population.

Data Source
The number of new licenses issued online to individuals from the following reports: "PERFORGLIC" from TULIP; "Originals" from Versa Analytics; "DES Instructor Licenses Issued" from DES Access database; and the total number of new licenses issued to individuals for whom online application was available during the reporting period.

Method of Calculation
The numerator for this measure is the total number of new licenses issued to individuals online during the reporting period. The denominator is the total number of new licenses issued to individuals for whom online application was available during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations
External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and changes in the number of individuals who choose to enter the occupation, and the number of those applicants with access to both the internet and credit cards are factors beyond TDLR's control.

Calculation Method
Non-cumulative

New Measure
No

Target Attainment
Higher than target

Outcome Measure: **Percent of Contacts Responded to by Staff at TDLR**

Definition
The percent of contacts responded to by the TDLR Contact Center. This does not include external phone calls received after business hours, on weekends, or on holidays when TDLR offices are closed. For the purpose of this measure, the term "contacts" include external phone calls, faxes, emails, Facebook, Twitter, and web chats.

Purpose
This measure provides an indication of the service level provided by the TDLR Contact Center in providing information to the licensees and the public.

Data Source
A subset of the Contact Center software database extracted to an Excel spreadsheet for further calculations.

Method of Calculation
The numerator for this measure is the total number of "Contacts Responded To" comprised of external phone calls, faxes, emails, Facebook, Twitter, and web chats as reported by the Contact Center software database, including the following resolution types: Callback Lodged, Direct Call, IVR, Queue Call, Recalled, and Transferred. The denominator is the "Number of Contacts Received" comprised of external phone calls, faxes, emails, Facebook, Twitter, and web chats as reported by the Contact Center software database, including the following resolution types: Abandoned, Callback Lodged, Direct Call, Hangup, IVR, Queue Call, Recalled, Transferred, and Unanswered. External phone calls received do not include calls after business hours, state holidays, and weekends. The result is multiplied by 100 and expressed as a percentage.

Data Limitations
External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and changes in the number of licensees are factors beyond TDLR's control.

Internal Factors: Rule changes and turnover in Contact Center staff may also impact the measure.

Calculation Method
Non-cumulative

New Measure
No

Target Attainment
Higher than target

GOAL:	Accept and review applications to ensure that licenses, certificates, and registrations are issued to or renewed for qualified individuals or businesses, thereby protecting the health and safety of Texans.
OBJECTIVE:	Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.
STRATEGY:	Issue licenses in the quickest, most effective and consistent manner to individuals who have demonstrated to the agency their competency to hold a license.

Efficiency Measure: **Percentage of New Individual Licenses Issued within 10 Days**

Definition
The percentage of new licenses issued to individuals within 10 days during the reporting period. This is measured from the time in days elapsed from receipt of the completed application until the license is issued. For purposes of this measure, the term "licenses" includes licenses, certificates, permits and registrations.

Purpose
This measure indicates the ability of TDLR to process new applications in a timely and efficient manner.

Data Source
Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

Method of Calculation
The numerator for this measure is the number of new licenses issued to individuals within 10 days during the reporting period. The denominator is the total number of new licenses issued to individuals during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations
External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and the number of persons desiring to become licensed are factors beyond TDLR's control.

Calculation Method
Non-cumulative

New Measure
No

Target Attainment
Higher than target

Efficiency Measure: **Percentage of Individual License Renewals Issued within 7 Days**

Definition
The percentage of renewed licenses issued to individuals within 7 days during the reporting period. This is measured from the time in days elapsed from receipt of the completed renewal application until the date the renewal license is issued. For purposes of this measure, the term "licenses" includes licenses, certificates, permits and registrations.

Purpose
This is a measure of TDLR's ability to process renewal applications in a timely and efficient manner.

Data Source
Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

Method of Calculation
The numerator for this measure is the number of renewal licenses issued to individuals within 7 days during the reporting period. The denominator is the total number of renewed licenses issued to individuals during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations
External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and the number of persons desiring to renew licenses are factors beyond TDLR's control.

Calculation Method
Non-cumulative

New Measure
No

Target Attainment
Higher than target

Explanatory Measure: **Total Number of Licenses Held by Individuals**

Definition
Total number of licenses held by individuals at the end of the reporting period. For purposes of this measure, the term "licenses" includes licenses, certificates, permits and registrations.

Purpose
This measure indicates the total population of licenses held by individuals regulated by TDLR.

Data Source
Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

Method of Calculation
Total the number of licenses held by individuals at the end of the reporting period.

Data Limitations	**Calculation Method**
External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and the number of persons who renew or become licensed are factors beyond TDLR's control.	Non-cumulative
New Measure	**Target Attainment**
No	Higher than target

**Output
Measure:**   **Number of New Licenses Issued to Individuals**

Definition
The number of new licenses issued to individuals during the reporting period. For purposes of this measure, the term "licenses" includes licenses, certificates, permits and registrations.

Purpose
This measure provides data relating to the number of new licenses issued to individuals in industries regulated by TDLR.

Data Source
Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

Method of Calculation
Total the number of new licenses issued to individuals for all TDLR programs during the reporting period.

Data Limitations
External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and the number of persons desiring to enter occupations regulated by TDLR are factors beyond TDLR's control.

Calculation Method
Cumulative

New Measure
No

Target Attainment
Higher than target

Output Measure: **Number of Licenses Renewed for Individuals**

Definition
The number of renewed licenses issued to individuals during the current reporting period. For purposes of this measure, the term "licenses" includes licenses, certificates, permits and registrations.

Purpose
This measure provides data relating to the number of individuals desiring to remain licensed under the statutes regulated by TDLR.

Data Source
Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

Method of Calculation
Total the number of renewed licenses issued to individuals for all TDLR programs during the reporting period.

Data Limitations
External Factors: General market and economic conditions, statutory changes in the criteria for renewing, addition or elimination of programs or license types, and the number of persons desiring to renew are factors beyond TDLR's control.

Calculation Method
Cumulative

New Measure
No

Target Attainment
Higher than target

GOAL:	Accept and review applications to ensure that licenses, certificates, and registrations are issued to or renewed for qualified individuals or businesses, thereby protecting the health and safety of Texans.
OBJECTIVE:	Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.
STRATEGY:	Issue licenses in the quickest, most effective and consistent manner to businesses who have demonstrated to the agency they have met requirements to hold a license, and for facilities and equipment for which it has been demonstrated are safe for the public.

Explanatory Measure: **Total Number of Licenses Held by Businesses**

Definition
The number of licenses held by businesses at the end of the reporting period. For purposes of this measure, the term "licenses" includes licenses, registrations, permits and certificates; and the term "businesses" includes businesses, facilities, construction projects and pieces of equipment.

Purpose
This measure indicates the total population of businesses regulated by TDLR.

Data Source
Total number of licenses held collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

Method of Calculation
Total the number of businesses licensed at the end of the reporting period.

Data Limitations
External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and the number of businesses that renew or become licensed are factors beyond TDLR's control.

Calculation Method
Non-cumulative

New Measure
No

Target Attainment
Higher than target

GOAL:	Accept and review applications to ensure that licenses, certificates, and registrations are issued to or renewed for qualified individuals or businesses, thereby protecting the health and safety of Texans.
OBJECTIVE:	Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.
STRATEGY:	Test all applicants applying for those licenses, certifications, or registrations which require an examination to ensure that applicants have the minimum level of competency.

Output Measure: **Number of Courses Approved**

Definition
The total number of continuing education courses and school curricula approved by TDLR during the reporting period.

Purpose
This measure provides data relating to the number of continuing education courses and school curricula reviewed and approved by TDLR.

Data Source
Total number of courses approved collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

Method of Calculation
Total the number of continuing education courses and school curricula approved.

Data Limitations
External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and changes in educational requirements are factors beyond TDLR's control.

Calculation Method
Cumulative

New Measure
No

Target Attainment
Higher than target

GOAL: Accept and review applications to ensure that licenses, certificates, and registrations are issued to or renewed for qualified individuals or businesses, thereby protecting the health and safety of Texans.

OBJECTIVE: Ensure that all individuals, facilities and equipment meet all requirements and qualifications, education, experience, and inspection prerequisites to hold required licenses, certifications or registrations.

STRATEGY: Deliver prompt, courteous, and accurate information and service to all who contact the agency.

Explanatory Measure: **Number of Contacts Received**

Definition
The total number of contacts to the TDLR Contact Center from the general public and the licensee population during the reporting period. This does not include external phone calls received after business hours, on weekends, or on holidays when TDLR offices are closed. For purposes of this measure the term "contacts" include external phone calls, faxes, emails, Facebook, Twitter, and web chats.

Purpose
This measure provides the number of contacts received by TDLR.

Data Source
A subset of the Contact Center software database extracted to an Excel spreadsheet for further calculations.

Method of Calculation
The "Number of Contacts Received" from the general public and the licensee population during the reporting period. Contacts are comprised of external phone calls, faxes, emails, Facebook, Twitter and web chats as reported by the Contact Center software database, including the following resolution types: Abandoned, Callback Lodged, Direct Call, Hangup, IVR, Queue Call, Recalled, Transferred, and Unanswered.

Data Limitations
External Factors: General market and economic conditions, statutory and rule changes in professions or programs regulated, addition or elimination of programs or license types, and changes in the number of persons licensed are factors beyond TDLR's control.

Calculation Method
Non-cumulative

New Measure
No

Target Attainment
Lower than target

GOAL: Ensure the health and safety of the public by investigating and prosecuting violations of the laws and rules for the industries, occupations, and professions entrusted to the agency for regulation.

OBJECTIVE: Protect Texans through the inspection and investigation of facilities, businesses, and equipment, and the investigation and prosecution of complaints and violations, thereby ensuring health and safety of Texans and discouraging infractions of the laws and rules.

Outcome Measure: **Percent of Complaints Resulting in Disciplinary Action**

Definition
Percent of complaints that were closed during the reporting period that resulted in disciplinary action. A complaint is any case in the Legal Files system involving a potential violation of TDLR's statutes or rules, generated from any source internal or external to the agency, which could result in disciplinary action. Disciplinary action includes written reprimands, denials, suspensions, probations, revocations, restitutions ordered, and/or penalties assessed on which the Commission or the Executive Director has acted. A complaint is closed when the agency's action to resolve the case is concluded for any reason, including but not limited to insufficient evidence, informal resolution, issuance of a warning letter, or entry of a final order for disciplinary action, and a "date closed" is entered on the "Case File Setup" screen for the case in the Legal Files system.

Purpose
This measure indicates the effectiveness of complaint processing by TDLR.

Data Source
"Percent Resulting in Disciplinary Action" from the Performance Measures Report extracted from the Legal Files system.

Method of Calculation
The numerator for this measure is the number of complaints closed with disciplinary actions during the reporting period. The denominator is the total number of complaints closed during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations
External Factors: General market and economic conditions and the complexity and severity of the complaints filed are factors beyond TDLR's control.
Internal Factors: Turnover in enforcement staff may also impact the measure.

Calculation Method
Non-cumulative

Target Attainment
Higher than target

New Measure
No

Outcome Measure: **Percent of Complaints Closed within Six Months**

Definition
The percent of complaints closed during the reporting period, that were closed within a six month period from the time they were opened by the agency. A complaint is any case in the Legal Files system involving a potential violation of TDLR's statutes or rules, generated from any source internal or external to the agency, which could result in assessment of administrative penalties or license revocation, suspension or denial. A complaint is closed when the agency's action to resolve the case is concluded for any reason, including but not limited to insufficient evidence, informal resolution, issuance of a warning letter, or entry of a final order for disciplinary action, and a "date closed" is entered on the "Case File Setup" screen for the case in the Legal Files system.

Purpose
This measure indicates the effectiveness of complaint processing by TDLR.

Data Source
"Percent Closed within Six Months" from the Performance Measures Report extracted from the Legal Files system.

Method of Calculation
The numerator for this measure is the number of complaints during the reporting period closed within six months from the date opened. The denominator is the number of complaints closed during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations
External Factors: General market and economic conditions and the complexity and severity of the complaints filed are factors beyond TDLR's control.

Internal Factors: Turnover in enforcement staff may also impact the measure.

Calculation Method
Non-cumulative

New Measure
No

Target Attainment
Higher than target

Outcome Measure:

Recidivism Rate of Those Receiving Disciplinary Action

Definition
The number of repeat offenders at the end of the reporting period as a percentage of all disciplinary actions during the reporting period. Disciplinary action includes written reprimands, denials, suspensions, probations, revocations, restitutions ordered, and/or penalties assessed on which the Commission or the Executive Director has acted.

Purpose
This measure shows how effectively the agency deters future violations by enforcing its regulatory requirements and educating its regulated industries.

Data Source
The report generated from the Legal Files system which includes disciplinary actions.

Method of Calculation
The numerator for this measure is the total number of individuals with a disciplinary action for the reporting fiscal year, as well as at least one additional disciplinary action in the reporting fiscal year or the two preceding fiscal years, but only for programs which were regulated for the entire three fiscal years. The denominator is the total number of individuals receiving disciplinary actions in the reporting fiscal year. The result is multiplied by 100 to achieve a percentage.

Data Limitations
External Factors: General market and economic conditions and the complexity and severity of the complaints filed are factors beyond TDLR's control. TDLR also does not find out about all violations committed, only those that are discovered during inspections or sting operations, or those reported in complaints.

Calculation Method
Non-cumulative

New Measure
No

Target Attainment
Lower than target

Outcome Measure: **Inspection Coverage Rate**

Definition
The percentage of inspections required by statutes and completed by agency and third-party inspectors.

Purpose
This measure indicates the effectiveness of TDLR's inspection process.

Data Source
Total number of inspections completed collected from agency licensing systems pursuant to TDLR procedures for processing performance measures.

Method of Calculation
The numerator for this measure is the total number of inspections completed during the reporting period. The denominator is the total number of inspections completed during the reporting period, plus inspections still due at the end of the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations
External Factors: IHB inspections lag by one month and Boiler and Elevator inspections lag by one quarter, to account for delayed third-party reporting deadlines. General market and economic conditions, construction trends, statutory changes, addition or elimination of programs or license types, and the number of third-party inspectors are factors beyond TDLR's control.

Internal Factors: Turnover in inspectors and enforcement action may also impact the measure.

New Measure
No

Calculation Method
Non-cumulative

Target Attainment
Higher than target

GOAL: Ensure the health and safety of the public by investigating and prosecuting violations of the laws and rules for the industries, occupations, and professions entrusted to the agency for regulation.

OBJECTIVE: Protect Texans through the inspection and investigation of facilities, businesses, and equipment, and the investigation and prosecution of complaints and violations, thereby ensuring health and safety of Texans and discouraging infractions of the laws and rules.

STRATEGY: Inspect facilities, businesses, and equipment through routine, complex, and special inspections as needed to ensure the safety and health of Texans who use them.

Explanatory Measure: **Total Number of Architectural Barriers Inspections Completed by Third Party Inspectors**

Definition
The total number of Architectural Barriers inspections completed by third party inspectors during the reporting period.

Purpose
This performance measure shows the number of Architectural Barriers inspections completed.

Data Source
AB database.

Method of Calculation
Total number of Architectural Barriers inspections completed during the reporting period.

Data Limitations
External Factors: General market and economic conditions, construction trends, statutory changes, and the number of registered accessibility specialists and their workloads are factors beyond TDLR's control.

Calculation Method
Non-cumulative

New Measure
No

Target Attainment
Higher than target

**Output
Measure:** **Total Number of Inspections Completed**

Definition
The total number of inspections for AB, BLR, BOX, IHB, ELE, BAR, COS, APR, TOW, VSF, DES, OPS, MID, MLD, LAS, MAS, OEP, and BRE programs completed by agency and third-party inspectors.

Purpose
This measure indicates TDLR's efforts to assure compliance with statutes and rules via inspections.

Data Source
AB - AB Database; BLR – JO database; BOX – List of inspection events provided by the Combative Sports program; IHB – SQL Server database maintained by IHB program; ELE, BAR, COS, APR, and BRE inspections recorded in TULIP; "Initial School Inspections" and "Periodic School Inspections" from Versa Analytics; DES inspections recorded in "New DE School Inspection List" Excel spreadsheet maintained in Education & Examination; "Facility Inspections" from Versa Analytics; and TOW/VSF inspections recorded in TOOLS.

Method of Calculation
Total the number of inspections from all sources.

Data Limitations
External Factors: IHB inspections lag by one month and BLR inspections lag by one quarter, to account for delayed third-party reporting deadlines. AB inspections are completely done by third-party inspectors. General market and economic conditions, construction trends, statutory changes, and the number of and work performed by third-party inspectors are factors beyond TDLR's control.

Calculation Method
Cumulative

New Measure
No

Target Attainment
Higher than target

GOAL: Ensure the health and safety of the public by investigating and prosecuting violations of the laws and rules for the industries, occupations, and professions entrusted to the agency for regulation.

OBJECTIVE: Protect Texans through the inspection and investigation of facilities, businesses, and equipment, and the investigation and prosecution of complaints and violations, thereby ensuring health and safety of Texans and discouraging infractions of the laws and rules.

STRATEGY: Review all plans for new and renovated equipment, facilities, and housing to ensure they meet all safety codes and legal requirements.

Output Measure: **Number of Plan Reviews Completed**

Definition
The total number of construction/engineering plans reviewed by agency and third-party plan reviewers for compliance with applicable building and safety standards. Architectural Barriers, Elevators (only by agency staff) and Industrialized Housing and Building plan reviews are included in this calculation.

Purpose
This measure indicates the number of plan reviews completed by agency and third-party reviewers to ensure that building designs comply with applicable building and safety standards.

Data Source
AB – AB database; ELE - Excel spreadsheet maintained by Elevator Program; and IHB – SQL Server database maintained by IHB program.

Method of Calculation
Total the number of plan reviews from the reports for the current reporting period.

Data Limitations
External Factors: General market and economic conditions, construction trends, statutory changes, and the number of third-party reviewers are factors beyond TDLR's control. AB plan reviews are completely performed by third-party reviewers.

Internal Factors: Turnover in plan reviewers, rule changes, enforcement action and changes to the plan review process may also impact the measure.

New Measure
No

Calculation Method
Cumulative

Target Attainment
Higher than target

GOAL: Ensure the health and safety of the public by investigating and prosecuting violations of the laws and rules for the industries, occupations, and professions entrusted to the agency for regulation.

OBJECTIVE: Protect Texans through the inspection and investigation of facilities, businesses, and equipment, and the investigation and prosecution of complaints and violations, thereby ensuring health and safety of Texans and discouraging infractions of the laws and rules.

STRATEGY: Resolve all complaints through fast, fair, and efficient prosecution or settlement of cases, assessing penalties and sanctions when warranted.

Efficiency Measure: **Average Time for Closing Complaints (Days)**

Definition
The average length of time to resolve a complaint, for all complaints closed during the reporting period. A complaint is any case in the Legal Files system involving a potential violation of TDLR's statutes or rules, generated from any source internal or external to the agency, which could result in assessment of administrative penalties or license revocation, suspension or denial. A complaint is closed when the agency's action to resolve the case is concluded for any reason, including but not limited to insufficient evidence, informal resolution, issuance of a warning letter, or entry of a final order for disciplinary action, and a "date closed" is entered on the "Case File Setup" screen for the case in the Legal Files system.

Purpose
This measure indicates the effectiveness of complaint processing by TDLR.

Data Source
"Average Days to Close" from the Performance Measures Report extracted from the Legal Files system.

Method of Calculation
The numerator for this measure is the cumulative sum of the number of days it took to close each complaint in the reporting period. The denominator is the total number of complaints closed in the reporting period.

Data Limitations
External Factors: General market and economic conditions and the complexity and severity of the complaints filed are factors beyond TDLR's control.

Internal Factors: Turnover in enforcement staff may also impact the measure.

Calculation Method
Non-cumulative

New Measure
No

Target Attainment
Lower than target

Output Measure: **Number of Complaints Closed**

Definition
The total number of complaints closed during the reporting period. A complaint is any case in the Legal Files system involving a potential violation of TDLR's statutes or rules, generated from any source internal or external to the agency, which could result in assessment of administrative penalties or license revocation, suspension or denial. A complaint is closed when the agency's action to resolve the case is concluded for any reason, including but not limited to insufficient evidence, informal resolution, issuance of a warning letter, or entry of a final order for disciplinary action, and a "date closed" is entered on the "Case File Setup" screen for the case in the Legal Files system.

Purpose
This measure indicates the effectiveness of complaint processing by TDLR.

Data Source
Cases Closed" from the Performance Measures Report extracted from the Legal Files system.

Method of Calculation
The sum of the number of complaints closed during the reporting period minus any complaints that were opened in error and subsequently closed during the same reporting period.

Data Limitations
External Factors: General market and economic conditions and the complexity and severity of the complaints filed are factors beyond TDLR's control.

Internal Factors: Turnover in enforcement staff may also impact the measure.

Calculation Method
Cumulative

New Measure
No

Target Attainment
Higher than target

GOAL:	Ensure the health and safety of the public by investigating and prosecuting violations of the laws and rules for the industries, occupations, and professions entrusted to the agency for regulation.
OBJECTIVE:	Protect Texans through the inspection and investigation of facilities, businesses, and equipment, and the investigation and prosecution of complaints and violations, thereby ensuring health and safety of Texans and discouraging infractions of the laws and rules.
STRATEGY:	Review all complaints submitted to the agency to determine if the complaint alleges a violation of the laws or rules; investigate all jurisdictional complaints to identify and document all violations of the laws or rules.

Explanatory Measure: **Number of Complaints Opened**

Definition
The total number of complaints opened during the reporting period. A complaint is any case in the Legal Files system involving a potential violation of TDLR's statutes or rules, generated from any source internal or external to the agency, which could result in assessment of administrative penalties or license revocation, suspension or denial.

Purpose
This measure indicates the case workload of TDLR.

Data Source
"Cases Opened" from the Performance Measures Report extracted from the Legal Files system.

Method of Calculation
The sum of the number of complaints opened minus any complaints that were opened in error and subsequently closed during the same reporting period.

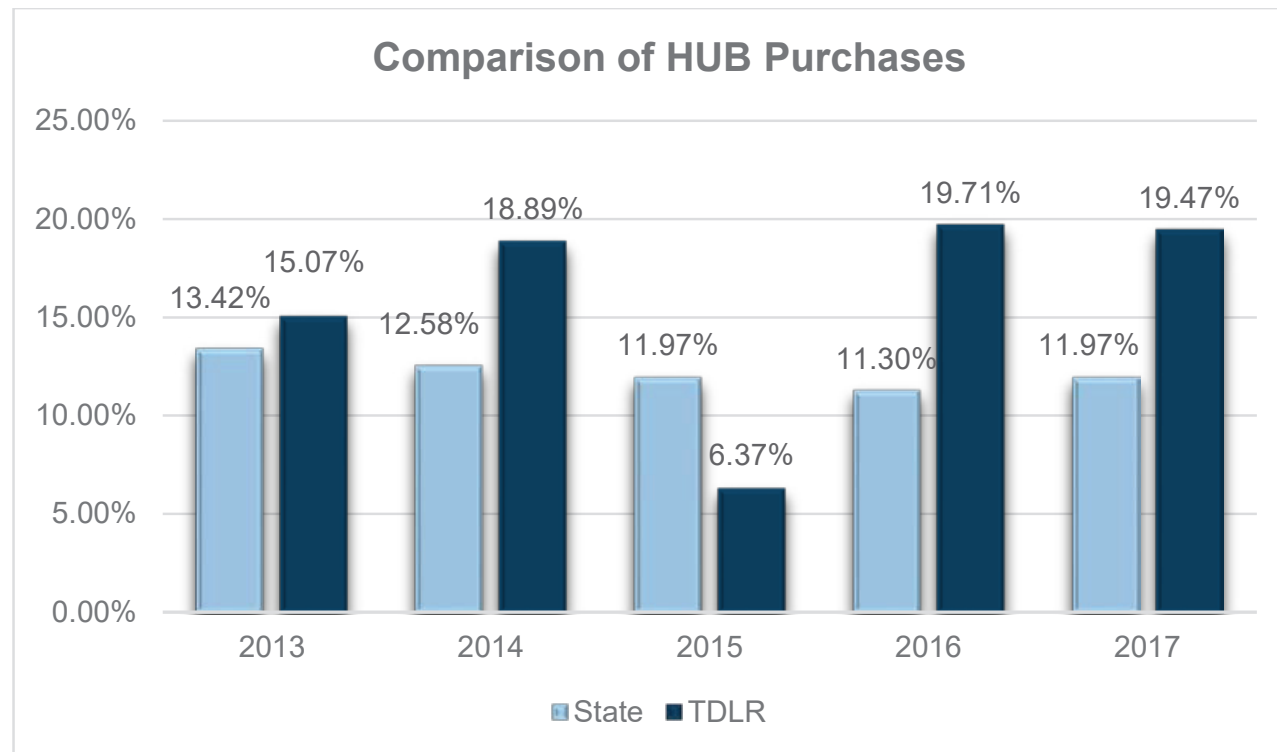|	
Data Limitations	**Calculation Method**
External Factors: General market and economic conditions, the number of transactions or business activities involving an industry or business regulated by TDLR are factors beyond TDLR's control.	Non-cumulative
	Target Attainment
New Measure	Lower than target
No	

Historically Underutilized Business Plan

The Texas Department of Licensing and Regulation (TDLR) continues to increase procurement opportunities to Historically Underutilized Businesses (HUBs). TDLR consistently outperforms the state average for total HUB-related purchases. This history of success is a direct result of TDLR's commitment to increasing the procurement opportunities for HUBs.

Comparison of HUB Purchases

Year	State	TDLR
2013	13.42%	15.07%
2014	12.58%	18.89%
2015	11.97%	6.37%
2016	11.30%	19.71%
2017	11.97%	19.47%

UNDERUTILIZED BUSINESS PLAN

The following are key elements of our HUB plan:

1. We made a significant commitment by naming Deputy Executive Director Carla James as the agency's HUB coordinator. Carla has elevated TDLR's HUB procurement efforts by drawing on her years of experience in the financial services area as well as channeling the passion for small business outreach championed by the Commission. Our HUB coordinator is responsible for:

   • exploring new opportunities to increase HUB contract awards;
   • enhancing engagement with HUBs at conferences and fairs;
   • collaborating with other state agency HUB coordinators to identify and implement best practices for improving our HUB contracting results;
   • providing leadership and critical information to financial services division staff about HUBs;
   • directing and supporting TDLR's goal to exceed the requisite number of HUB contracts and subcontracts awarded annually; and
   • preparing reports on HUB activity for the Texas Comptroller of Public Accounts (CPA).

2. TDLR complies with CPA's HUB program rules and purchasing procedures.

3. TDLR uses the CPA Certified Master Bidders List to identify certified HUB vendors.

4. TDLR requires that purchases from HUB vendors are made throughout all categories, ensuring that wherever possible, all underutilized groups are represented in our purchasing practices.

Our efforts resulted in 100 percent procurement of professional services, 55 percent in commodity purchases and 20 percent in other services purchases contracted with HUBs in fiscal year 2017. TDLR percentages exceed the statewide average in all categories.

"TDLR plays an integral role in the Texas economy and is committed to maximizing efforts to provide opportunities for historically underutilized businesses to participate in our agency's procurement."
— **Commissioner Helen Callier**

AGENCY OVERVIEW

The Texas Department of Licensing and Regulation (TDLR) licenses and oversees a wide range of programs in Texas. TDLR issues 219 license types within 39 programs to more than 800,000 licensees. These licenses encompass various professions, occupations, businesses, facilities, and equipment. The number of licenses we issue is likely to grow as the population of Texas increases and if TDLR receives more programs as a result of future legislative sessions.

In 1909, the 31st Texas Legislature enacted House Bill 109, creating the Bureau of Labor Statistics. The mission of the Bureau was to collect and report statistical information to the Governor regarding labor and industry within the state of Texas. Gradually, the Texas Legislature increased the Bureau's responsibilities and added powers of administration and enforcement of laws impacting the health and safety of employees, employers, and the public. In 1973, the agency's name was changed to the Texas Department of Labor and Standards. In 1989, the Legislature changed the agency's name to the Texas Department of Licensing and Regulation and created a six-member (later seven) Commission of Licensing and Regulation to act as the agency's governing body.

TDLR achieves its mission using a functionally-aligned organizational structure. The agency creates efficiencies by applying uniform processes to license application development, facility inspections, complaint investigation, violation prosecution, curriculum review, and examination development. In March 2018, TDLR's Executive Director calibrated the organizational structure to improve overall productivity following the integration of several new programs.

TDLR's responsibilities have steadily grown with the Governor and Legislature's confidence and trust in the agency's ability to successfully transform programs and take on new responsibilities. The Sunset Commission and the Legislature continue to recognize TDLR's abilities, having transferred 23 programs with more than 417,000 licensees to TDLR since 2001. In 2018, the Sunset Commission stated that TDLR "uses a proven, standardized method to regulate occupational and small industry programs." It commended our "straightforward approach" to identifying practices or rules which need to improve, keeping stakeholders engaged in the process, and developing clear and effective procedures which achieve regulatory goals while maintaining fairness for the licensees.

AGENCY VISION, MISSION, AND PHILOSOPHY

TDLR will continue to refine our vision, mission, and philosophy to adjust for the agency's growth and increase in responsibilities.

TDLR's MISSION

To earn the trust of Texans every day by delivering innovative regulatory solutions for our licensees and those they serve.

TDLR's VISION

To be the best at creating 'next' practices that provide low-cost licensing and regulatory services and an exceptional customer experience.

TDLR's PHILOSOPHY

To achieve smaller, smarter government, we:

- Honor the public by being fair, transparent, and efficient;

- Value our customers and coworkers by seeking and using their input;

- Foster innovation and change by challenging the status quo;

- Recruit, empower, and reward high-performing employees; and

- Transform programs and improve services for customers.

TDLR'S CORE VALUES

- **Accountable** to Texans
- Create an **exceptional customer experience**
- **Integrity** in all we do
- Lead through **innovation**
- **Open and free communication**
- **Respect** for all
- **Teamwork** built on individual strengths and ingenuity

STRATEGIC GOALS AND OBJECTIVES

Goal: **Continue to effectively consolidate and improve administration of services for the programs recently transferred to TDLR by the Texas Legislature.**

Objective: Continuously review and improve TDLR regulatory program services.

Goal: **Improve efficiencies, lower fees and eliminate bottlenecks throughout TDLR.**

Objective: Review fees and continuously improve agency processes, while ensuring licensees and consumers are provided exceptional services.

Goal: **Educate and empower consumers by providing them with the tools to make informed choices about the industries TDLR regulates.**

Objective: Provide relevant information about TDLR regulated programs to protect consumers and raise awareness.

Goal: **Prioritize enforcement personnel efforts to resolve complaints involving consumer harm or a threat to public safety.**

Objective: Continue enforcement efforts designed to promptly resolve complaints that ensure consumer protection.

Goal: **Decrease regulatory burdens on business by removing redundancies and impediments.**

Objective: Identify and maintain efficiencies to eliminate regulatory burdens on licensees and consumers.

CORE BUSINESS FUNCTIONS

TDLR's core business functions include the licensing and regulation of an array of professionals, occupations, businesses, facilities, and equipment. The agency is functionally aligned into four key areas: Licensing Services; Regulatory Affairs; Communications and External Services; and Resource Management.

Licensing Services includes the following divisions:

- *Licensing* – evaluates applications and issues and renews licenses.
- *Education and Examination* – reviews and approves school applications, continuing education providers and courses, and manages licensing examination development.

Regulatory Affairs includes the following divisions:

- *Regulatory Program Management* – provides technical expertise, program management, research, industry outreach, inspections, and management of third-party reviewers and inspectors.
- *Field Inspections* – performs inspections of business facilities and schools, and provides industry outreach to ensure public safety and consumer protection.
- *Enforcement* – evaluates, investigates, and resolves complaints; prosecutes violations; and coordinates with local, state, and federal agencies to raise public awareness and increase consumer protection.

CORE BUSINESS FUNCTIONS (cont'd)

Communications and External Services includes the following divisions:

- *Customer Service* – serves as point of contact for public and licensee inquiries through phone, email, social media, and personal interaction at the front desk lobby.

- *Strategic Communication* – provides legislative outreach, public relations, internal communication, advisory board support, and web and social media services.

Resource Management includes the following functions:

- Executive management, legal counsel, human resources, information technology, financial services, project management, innovation, and support for the Commission.

ANTICIPATED CHANGES TO MISSION, STRATEGIES, AND GOALS

As TDLR's responsibilities grow, we use our successful regulatory 'next' practices philosophy to refine our Mission, Strategies, and Goals to reflect who we serve, what we do, and how we do it.

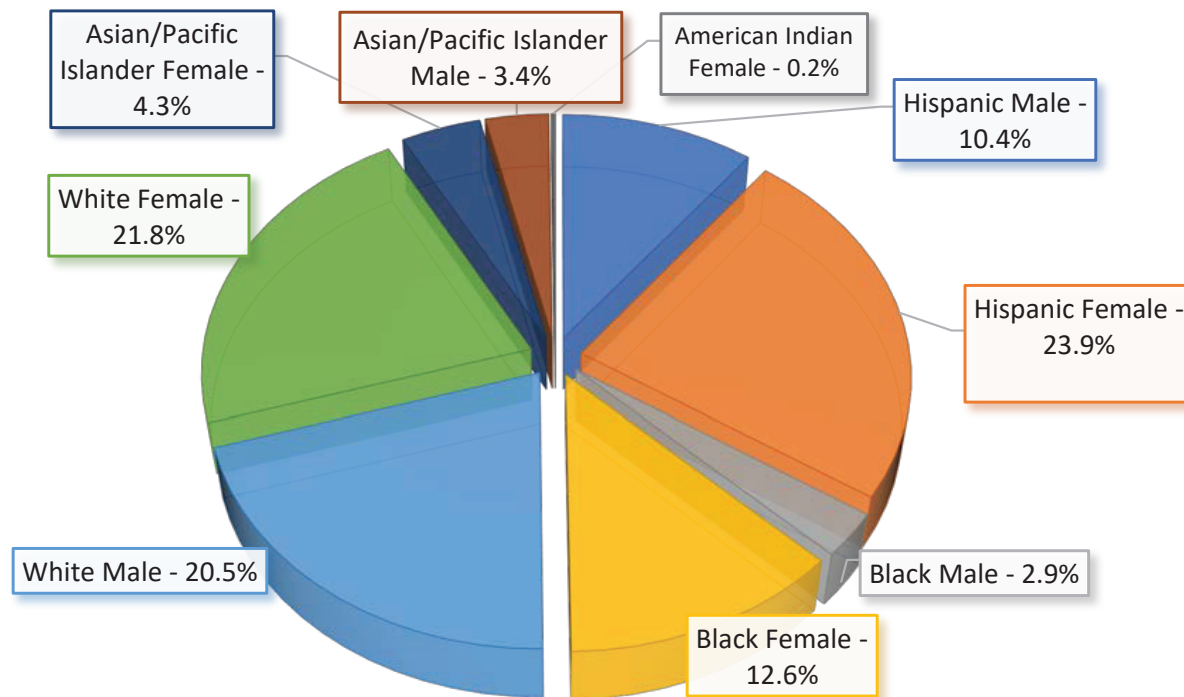# TDLR'S CURRENT WORKFORCE PROFILE

WORKFORCE DEMOGRAPHICS

In fiscal year 2018, TDLR's authorized workforce increased from the previous fiscal year by 4.5 percent to 469.5 full-time equivalent (FTE) positions. These additional FTEs are needed to manage recently transferred programs and an expanding licensee population. Over 80 percent of employees work in TDLR's Austin offices, while 20 percent are located throughout the state. Veterans comprise 13 percent of TDLR's workforce.
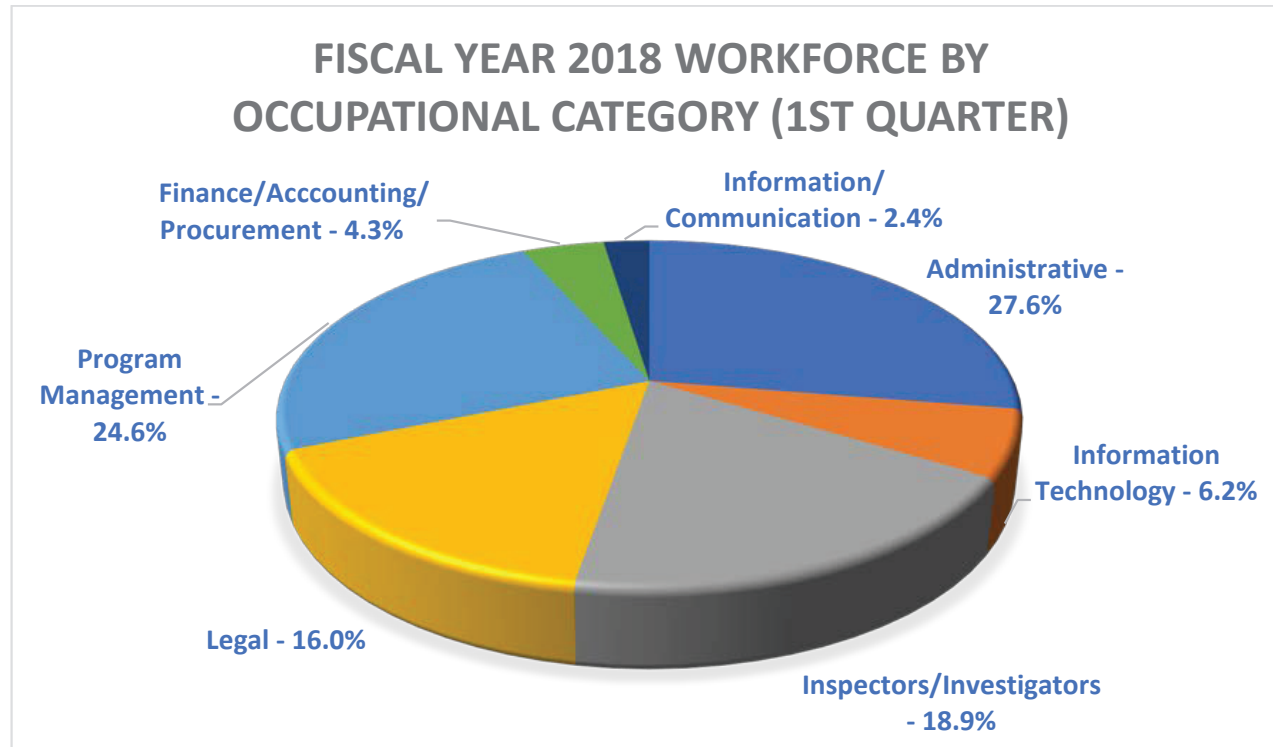
COMMITMENT TO A QUALIFIED AND DIVERSE WORKFORCE

TDLR employs a highly motivated and qualified workforce that reflects the diversity of Texas and provides equal opportunities to all employees and applicants.

FISCAL YEAR 2018 ORGANIZATION PROFILE (1ST QUARTER)

- Asian/Pacific Islander Female - 4.3%
- Asian/Pacific Islander Male - 3.4%
- American Indian Female - 0.2%
- Hispanic Male - 10.4%
- White Female - 21.8%
- Hispanic Female - 23.9%
- White Male - 20.5%
- Black Male - 2.9%
- Black Female - 12.6%

In the first quarter of Fiscal Year 2018, nearly 63 percent of TDLR employees were female, 18 percent higher than the statewide civilian workforce composition. The agency's workforce was 34.3 percent Hispanic, less than 3 percent lower than the civilian workforce composition; and 15.5 percent Black, nearly 4 percent higher than the civilian workforce composition during this same period. Additionally, TDLR's workforce was 7.7 percent Asian/ Pacific Islander, over 5 percent higher than the overall state agency composition. Although the agency's workforce is diverse, we will continue to find more ways to reach demographics underrepresented at TDLR.

FISCAL YEAR 2018 WORKFORCE BY OCCUPATIONAL CATEGORY (1ST QUARTER)

Finance/Acccounting/ Procurement - 4.3%

Information/ Communication - 2.4%

Administrative - 27.6%

Program Management - 24.6%

Information Technology - 6.2%

Legal - 16.0%

Inspectors/Investigators - 18.9%

While TDLR is committed to a diverse workforce, 80 percent of TDLR employees are over the age of 40. The overall state agency workforce is comprised of nearly 18 percent of employees under the age of 30, while TDLR's workforce is 3%.

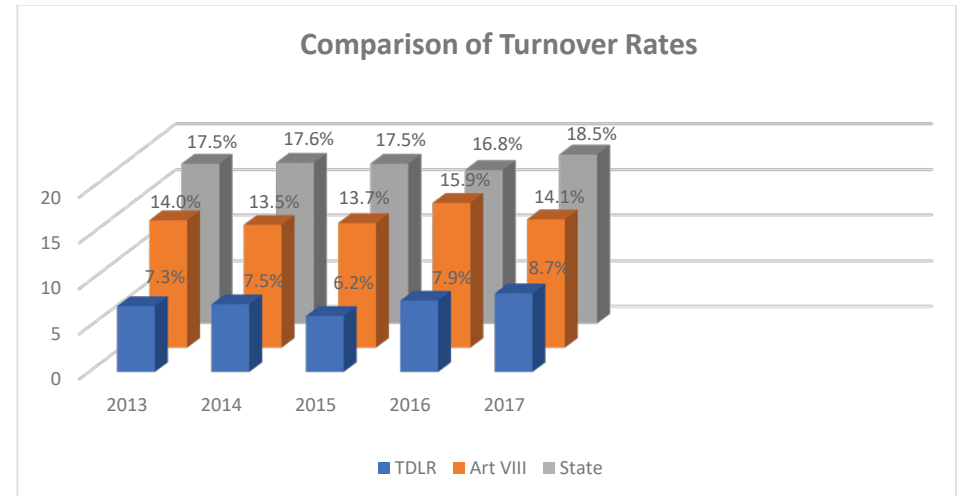| Age	Percent of Workforce
Under the age of 30	3.1%
30 to 39 years of Age	17.5%
40 to 49	33.3%
50 to 59	31.8%
Above 60 years of age	14.3%

EXPERIENCED WORKFORCE

TDLR values all its employees – those who provide critical knowledge due to their experience with agency programs and those who bring fresh perspectives. Fifty-four percent of TDLR employees have worked for the agency for five or more years. Of the 46 percent of employees who have been with the agency for less than five years, 16 percent had prior experience with programs transferred to TDLR.
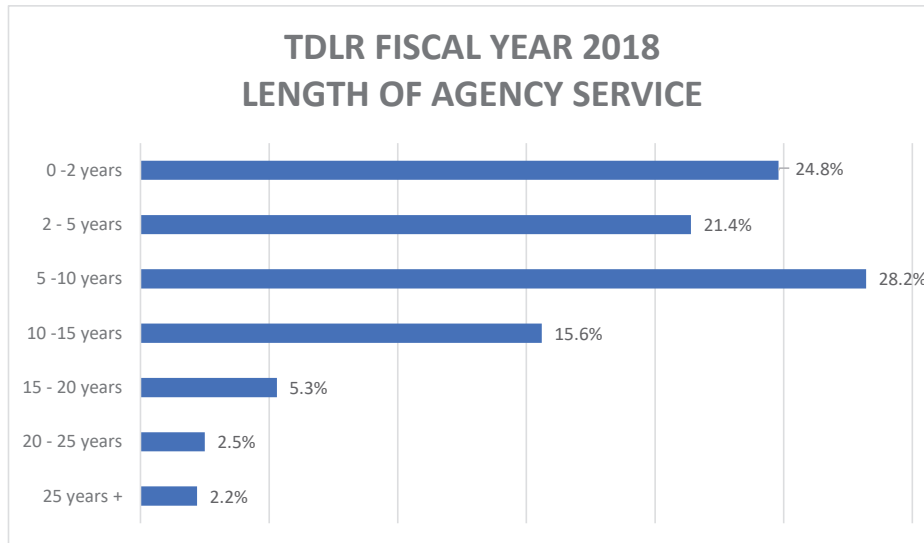
EMPLOYEE TURNOVER

Since Fiscal Year 2015, TDLR's turnover rate has been steadily rising due to an increasing number of retirements. In Fiscal Year 2015, retirements accounted for eight separations. While the turnover rate has remained low, 15 employees retired in both Fiscal Year 2016 and in Fiscal Year 2017. Twenty percent of those completing the State of Texas Employee Exit Survey listed career advancement as the reason for departure. Other reasons listed were better pay or personal and/or family health.

TDLR FISCAL YEAR 2018 LENGTH OF AGENCY SERVICE

Length of Service	Percentage
0 - 2 years	24.8%
2 - 5 years	21.4%
5 - 10 years	28.2%
10 - 15 years	15.6%
15 - 20 years	5.3%
20 - 25 years	2.5%
25 years +	2.2%

Comparison of Turnover Rates

Year	TDLR	Art VIII	State
2013	7.3%	14.0%	17.5%
2014	7.5%	13.5%	17.6%
2015	6.2%	13.7%	17.5%
2016	7.9%	15.9%	16.8%
2017	8.7%	14.1%	18.5%

PROJECTED TURNOVER

TDLR projects its turnover rate for the next five fiscal years will continue to be under 10 percent and below the state and Article VIII (other Regulatory Agencies) turnover rate. TDLR's low turnover rate is attributed to the agency's engaged leadership and supportive work culture which promotes flexibility, employee recognition, career progression and growth, and extracurricular programs and activities. Seventy-three percent of surveyed employees leaving the agency stated they would want to work for TDLR in the future.

SELECTED POSITIONS AND TURNOVER

In Fiscal Year 2017, license and permit specialists, legal assistants, and administrative assistants comprised 25.5 percent of TDLR's employees yet accounted for 46.5 percent of the agency's turnover. Retirements accounted for 40 percent of separations in these three classifications. Only 9.3 percent of separating employees transferred to another state agency.

Classification	Percent of Total FTEs	Percent of Agency Turnover
License and Permit Specialists	8.5	20.9
Legal Assistants	9.4	14.0
Administrative Assistants	7.4	11.6

GENDER AND TURNOVER

Females comprised nearly 63 percent of TDLR's workforce in Fiscal Year 2017 but accounted for nearly 56 percent of separations.

Gender	Headcount	Separations	Percent of Separations
Female	274.0	24	55.8
Male	165.0	19	44.2

ETHNICITY AND TURNOVER

In Fiscal Year 2017, Hispanics accounted for nearly 34 percent of the agency's employees but nearly 26 percent of separations. Blacks compromised nearly 16 percent of agency staff and a nearly equal percentage of separations.

Ethnicity	Headcount	Separations	Percent of Separations
American Indian	.75	0	0
Asian/Pacific Islander	30.25	1	2.3
Black	69.5	7	16.3
Hispanic	148.5	11	25.6
White	190.0	24	55.8

INCREASED RETENTION

TDLR's turnover rate remains consistently lower than the statewide agency turnover rate. We attribute this to leadership's commitment to maintaining a supportive work culture. In addition to the comprehensive state benefits package, TDLR retention strategies include:

Flexibility:

- Flexible work hours, compressed work weeks and telecommuting opportunities;
- Business casual to casual work environment and dress; and
- Open and free communication among staff, including opportunities for feedback through surveys, brainstorming sessions, and staff and town hall meetings.

Employee Recognition:

- Merit increases, salary adjustments, retention contracts, and bonuses;
- "You Can Count On Me" program allows employees to recognize and reward coworkers' contributions by granting administrative leave;
- TDLR Veterans Association to recognize and assist veterans and their families; and
- Length of agency service awards.

Engaged Leadership:

- Committed and focused executive leadership, communication, and vision; and
- Transparency from the executive team, keeping employees informed about issues affecting the agency through town hall meetings, internal newsletters and video updates.

Career Progression and Growth:

- Opportunities for employees to participate in activities instrumental to our success, such as program and bill implementation, bill analysis, cost estimate, and strategic planning teams;
- Knowledge sharing to enrich professional and personal growth;
- Opportunities for employees to cross-train to learn new skills and increase potential for advancement; and
- Internal-only job postings.

Extracurricular Programs and Activities:

- Dynamic Employee Recognition Team that regularly schedules activities to honor and recognize TDLR employees;
- Wellness program to promote nutrition, fitness and stress-relief, including Get Fit Texas Challenge;
- Multi-cultural committee to celebrate diversity;
- Special programs throughout the year to foster cohesiveness such as the State Employee Charitable Campaign Committee, TDLR Talent Show, Employee Appreciation Day and Veterans Day Ceremony;
- TDLR Toastmasters Club; and
- TDLR Veterans' Association to serve as a resource and support for TDLR veteran members and their families.

RETIREMENT ELIGIBILITY

In 2017, 35 percent of TDLR's separations were retirements. This rate is likely to increase as nearly one-third of TDLR's workforce will be eligible to retire within the next five years. TDLR's workforce is comprised of 3.2% of return to work retirees.

CRITICAL WORKFORCE SKILLS

TDLR's workforce possesses critical skills necessary to achieve the agency's vision, mission and goals, including:

- Respect-based and transformational leadership;

- Innovative problem-solving;

- Teamwork and collaboration both internally and with input from advisory boards;

- Legislative and stakeholder outreach;

- Critical response management;

- Resolution-based and next-issue avoidance customer service;

- Leveraging diversity;

- Data-driven decision-making and trend analysis;

- Process and project management;

- Working understanding of statutes, rules, and policies related to TDLR;

- Technical knowledge of TDLR programs;

- Tactical legal and financial services;

- Skillful inspection and investigative techniques;

- Public safety and consumer harm-based resolution of cases;

- Effective communication and public speaking;

- Plain language and multi-lingual skills;

- Constructing or maintaining multiple information technology systems; and

- Proficiency with multiple software applications and hardware systems.

TDLR'S FUTURE WORKFORCE PROFILE

TDLR's vision is to be the best at creating and actualizing 'next' practices that provide low-cost licensing and regulatory services and create an exceptional customer experience. We have a proven record of maximizing efficiencies through process innovation; aligning transferred programs efficiently; and implementing newly developed programs seamlessly. Our success shows that efficient regulatory oversight at the lowest possible cost can be achieved through the strategic allocation of employees, appropriations, and other resources.

TDLR's future workforce must expand to ensure we can continue to deliver exceptional customer service despite increased regulatory responsibilities and a growing licensee population. Although TDLR's responsibilities have consistently increased through population growth and legislative action, TDLR's staff allocation has grown at a significantly lower rate. Our future workforce must continue to be intelligent, innovative, diverse, multi-talented, solution-centered, and customer-focused.

Appropriations are needed to enable us to properly compensate and retain current staff amid a growing cost of living and to recruit and hire exceptional employees in a competitive job market. This will allow TDLR to continue to provide and improve upon the quality of service that the citizens of Texas expect and deserve.

FUTURE WORKFORCE SKILL NEEDS

Over the next five years TDLR expects knowledge and experience gaps resulting from retirements, the addition of new programs, and increased workloads. To respond to these growing challenges, the agency must continue to develop strong leaders and recruit a qualified workforce who can gather, interpret and process information to ensure we meet our licensing and regulatory responsibilities.

AGENCY WORKFORCE PLAN

TDLR WILL REQUIRE:

- Technical experts whose unique professional skills and industry knowledge ensure an understanding of state regulatory requirements.

- Experienced professionals with expertise in procurement, contract review and management.

- Customer Service staff with strong written and oral communication; technological, bilingual, and multi-tasking skills; and problem-solving abilities to match the volume and complexity of inquiries.

- Investigators, prosecutors and legal assistants with skills to resolve the increasing number and variety of complaints in a timely and efficient manner.

- Knowledgeable inspectors with strong communication, technological, bilingual and critical thinking skills to meet both the increasing volume and complexity of inspections and education of licensees across multiple industries.

- Employees with analytical skills to process and review license applications for a growing number of businesses, facilities, equipment, and individuals.

- Information Technology professionals with knowledge in various databases, security protocols, technology support, web development, accessibility, and software applications including legacy systems.

- Personnel with Project Management Professional experience to assist in agency efforts to streamline and implement new programs and responsibilities.

EXPECTED WORKFORCE CHANGES

GROWING RESPONSIBILITIES

TDLR faces greater demands every year due to growth in population and the number of our licensees. The assignment of new programs, as well as transferred programs resulting from the Legislature seeking efficiencies and cost savings, present further challenges for the agency. To meet these challenges, the agency continues to identify efficiencies and utilize staff across functional areas and programs. However, additional resources will be critical to our continued success.

TECHNOLOGY

As the Legislature transfers programs to TDLR, employees must continually sharpen their skills to develop, support and proficiently utilize various legacy databases and software systems. In addition, TDLR is charged with safeguarding confidential information across multiple platforms. To ensure operational efficiency, information security and expanded customer service capabilities, TDLR must address software, hardware, and infrastructure needs. These needs require additional skilled staff, training for current staff and outsourcing. As technology evolves, the need for telecommuting and remote workers will become more prominent. Our infrastructure must keep up with demand.

RETIREMENTS AND SEPARATIONS

Nearly one-third of TDLR employees will be eligible for retirement in the next five years. The potential loss of these employees with essential agency and program knowledge requires constant review of the agency's succession planning. As the Texas economy strengthens, the agency may see an increase in separations due to employees seeking career advancement, professional development, and higher salaries. TDLR also foresees increased competition with the private sector, limiting the number of available employees with the necessary skill sets to achieve our mission.

INCREASE IN STAFF NEEDED

As the population of Texas and the number of programs TDLR regulates continue to grow, TDLR anticipates an increase in the agency's workload resulting in the need for additional employees. Appropriations are needed to attract and retain skilled staff to continue to deliver cost-effective customer service, safeguard the public, and ensure an efficient regulatory environment.

GAP ANALYSIS

ANTICIPATED SHORTAGE IN KEY STAFF

The agency identifies the following gaps between anticipated needs and current workforce:

- Thirty-two percent of TDLR's workforce will be eligible for retirement within the next five years, including 57 percent of our directors and managers.

- TDLR's workforce does not reflect the growing number of millennials and members of Generation Z entering the workplace, with three percent of TDLR's current workforce under the age of 30.

- TDLR continues to face challenges in attracting and retaining skilled technical experts.

ANTICIPATED SHORTAGE OF SKILLS

TDLR aggressively recruits, trains, and retains a diversely skilled staff, but continues to see a shortage of skills in the following areas:

COMMUNICATION

TDLR needs staff skilled in written and verbal communication, including those who are multilingual. TDLR has increased its retention of employees fluent in other languages. However, there is a rising demand for employees speaking Mandarin, due to the licensee population from the recently transferred Massage Therapy program.

TECHNOLOGY

TDLR needs staff capable of maximizing the use of available technology and information systems.

TRAINING

As our responsibilities grow, we must enhance the skills of our workforce through innovative training and professional development opportunities. Capable, cross-trained, and technology-savvy employees are vital to delivering low-cost licensing services and successful regulatory "next" practices.

STRATEGY DEVELOPMENT

The following sections outline how TDLR will address our anticipated workforce gaps.

Issue: Retirements create a significant loss of valuable experience and knowledge.

Goal: Continue developing critical skills in current staff to maintain successful administration of programs.

Rationale: Executive and divisional leadership as well as staff throughout the agency with indispensable knowledge are eligible for retirement.

Action: The agency will formalize existing efforts that promote the transfer of institutional and technical knowledge across the workforce through mentoring, job shadowing, and cross-training. This will allow less-tenured staff to work with senior subject-matter experts to develop and sharpen specific skills.

Issue: Attracting and retaining workers within a growing generational demographic.

Goal: Increase hiring and retention of employees who recently entered the workforce to maintain diversity.

Rationale: TDLR is committed to employing a qualified and diverse workforce. Only 13 of TDLR's 465 FTEs are filled by employees under 30.

Action: TDLR will broaden recruitment efforts to identify qualified individuals who have recently entered the workforce and who possess knowledge and skills critical to an innovating agency. We recognize that knowledge and skills may be obtained in a multitude of settings, including military experience and online education. To attract this dynamic and evolving workforce, we must consider using nontraditional tools to recruit and evaluate applicants, as well as nontraditional credentials and assessments of qualification. In addition, we will continue to improve outreach efforts and coordinate with technical schools, colleges, and universities to generate interest in and promote opportunities available at TDLR. TDLR's existing internship program will also be reviewed to determine if we can expand the eligibility pool to provide a greater number of students with an opportunity to experience TDLR.

Issue: Need to develop critical and future workforce skills to meet the agency's growing demands.

Goal: Provide innovative training and meaningful professional development opportunities that equip employees with the tools to contribute to TDLR's vision, mission, and goals.

Rationale: The agency's responsibilities require employees to expand their knowledge of transferred and new programs, use multiple systems, and develop additional competencies. Training and professional development efforts must be expanded to ensure employees are equipped with the requisite skills and motivation to achieve agency goals.

Action: TDLR has always emphasized growing leaders from within the agency and will continue to offer a wide range of training opportunities to all employees. Training will be individualized to meet division-specific needs and program requirements. We are currently expanding mandatory management training to address effective leadership, recruitment, retention and performance development strategies. We will periodically identify and prioritize training needs throughout the agency.

The Texas Department of Licensing and Regulation (TDLR) focuses on customer service as one of the seven core values that define our culture. We provide quick, easy, and accessible service, treating each person with honor and respect. We pride ourselves on providing courteous and timely assistance. Our goal is to answer all customer inquiries in a single contact.

INVENTORY OF EXTERNAL CUSTOMERS SERVED BY STRATEGIES IN GENERAL APPROPRIATIONS ACT

Strategy − License, Register and Certify

TDLR's primary customers for this strategy are individuals who are or desire to be licensed, registered, or certified in one or more of the agency's 39 programs. Key services are initial application processing; renewal processing; criminal background checks; online application processing; online renewal; military experience, service, training, or education verification; and expediting applications from military spouses.

Strategy − License Businesses and Facilities

TDLR's primary customers for this strategy are owners of businesses, facilities, and equipment that are required to be licensed or registered in one or more of the agency's 39 programs. Key services are initial application processing, renewal processing, online application processing, and online renewal.

Strategy – Examinations/Continuing Education

TDLR's primary customers for the examination strategy are people required to take an examination to receive or renew an occupational license. Key services are electronic delivery of examinations throughout Texas; availability of special accommodations for taking examinations, including those offered in other languages; online posting of Candidate Information Bulletins and pass rates; online reporting of student hours into the Student Hour and Enrollment Automatic Reporting System (SHEARS); and the availability of performance reports for new students enrolling in a barber or cosmetology school.

TDLR's primary customers for the continuing education strategy are course providers and individuals required to complete continuing education (CE) hours to renew their licenses. 26 of TDLR's programs require CE. Key services are approval of providers and courses, online posting of licensees' completion of CE hours, and auditing of CE hours.

Strategy – Customer Service

TDLR's primary customers for this strategy include anyone who contacts us. Key services include responding to phone calls, emails, social media posts, and walk-in visits.

Strategy – Texas.gov

TDLR's primary customers for this strategy are applicants for licenses and registrations, persons renewing licenses, and individuals paying administrative penalties. Key services are online payments for license applications, renewals, registrations, and administrative penalties.

Strategy – Conduct Inspections

TDLR's primary customers for this strategy are the following businesses and equipment for which we perform inspections: barber shops and schools; boilers; combative sports events; cosmetology salons and schools; driver education schools; industrialized (modular) builders and manufacturers; licensed dog and cat breeder facilities; massage establishments and schools; midwife schools; mold remediation projects; orthotic and prosthetic facilities; towing companies; used automotive parts recyclers; and vehicle storage facilities.

Key services include inspections of the businesses and equipment outlined above; online availability of architectural barriers project registrations; online availability of boiler and elevator inspection reports; online access of inspection results by towing companies and vehicle storage facilities; and technical memoranda and staff assistance to help building owners, building officials, and local law enforcement to understand laws and rules. In addition, TDLR staff provides training

and services for third-party inspectors who conduct inspections for the following programs: Architectural Barriers, Boilers, Combative Sports, Elevator Safety, Industrialized Housing and Buildings, and Mold Remediation.

Strategy – Building Plan Reviews

TDLR's primary customers for this strategy are individuals and businesses who are building, renovating, or modifying commercial facilities; elevator and escalator owners; and manufacturers and owners of industrialized (modular) houses and buildings. Customers also include the third-party plan reviewers; Registered Accessibility Specialists (RAS); design review agencies; and people with disabilities who use the facilities described above. Key services include the certification of RAS, approval of design review agencies, and the development of standards and procedures.

Strategy – Resolve Complaints

TDLR's primary customers for this strategy are individuals who file complaints. Key services include the processing, evaluation, and resolution of complaints through negotiation and formal prosecution; providing information about the complaint investigation and resolution process; developing and applying criminal conviction guidelines for the issuance and renewal of licenses; developing and implementing penalty matrices for uniform assessment of sanctions and penalties; and publishing enforcement actions arising from final orders of the Commission and the executive director.

Strategy – Investigation

TDLR's primary customers for this strategy are individuals who file complaints. Key services include the ability to file complaints in person, in writing, or online; intake and investigation of complaints related to TDLR's 39 programs; and investigation of licensee or applicant criminal history.

Strategy – Central Administration

TDLR's primary customers for this strategy are the individuals and businesses who pay a fee, the public, the Office of the Governor, the Texas Senate and Texas House of Representatives, our Commissioners, the Legislative Budget Board, the Sunset Advisory Commission, the Comptroller of Public Accounts, advisory board members, public-private partners, and other government agencies.

Key services include communicating with governmental partners and industry and trade groups; providing information regarding the agency's programs; providing legal counsel support to the agency, Commission, and advisory boards; ensuring agency compliance with ethics laws; responding to requests under the Texas Public Information Act; administering the agency's websites; evaluating and analyzing data and input to identify process improvements; responding to media inquiries; managing the agency's day-to-day operations and fiscal resources; and developing workforce planning.

Strategy – Information Resources

TDLR's primary customers for this strategy are licensees; registrants; third-party inspectors; applicants; building and business owners; city building officials; the Office of the Governor; executive, legislative and other governmental agencies; and the public. Key services include developing, implementing, and maintaining licensing software systems; developing and implementing IT security measures; and supporting online and contact center services.

Strategy – Other Support Services

TDLR's primary customers for this strategy are vendors and public-private partners, including Historically Underutilized Businesses and state agencies such as the Texas Facilities Commission, the State Office of Risk Management, and the Comptroller of Public Accounts. Key services include fair and transparent procurement processes; state property accounting and management; facilities and vehicle management; and inventory controls.

INFORMATION-GATHERING METHOD OF SURVEY

In April 2018, TDLR received feedback from its customers through an online customer satisfaction survey. Invitations to take the survey were sent to our 799,916 email subscribers and 9,737 people completed the survey. The survey asked customers if they received specific services in the last two years, and asked them to rate the quality of services received.

Survey Analysis
Survey participants expressed overall satisfaction with TDLR's customer service. They expressed satisfaction with the information we share via email and mail; our friendly and courteous manner on the phone; our website; our timeliness; and the knowledge and expertise of our staff.

Survey participants expressed dissatisfaction with the process or outcome for complaints about licensees or unlicensed activity. TDLR continues to look for ways to streamline the complaint resolution process.

Some participants were dissatisfied with the process or outcome for complaints about TDLR and its employees. In response to this feedback, we are improving our process to ensure such complaints reach the appropriate supervisor in a timely manner.

TDLR further plans to upgrade its mobile-friendly web services to improve the customer service experience for those who access the website on mobile devices.

PERFORMANCE MEASURE INFORMATION FOR CUSTOMER SERVICE STANDARDS AND CUSTOMER SATISFACTION

Through the first half of Fiscal Year 2018, TDLR was contacted 293,050 times – 50 percent of the projected 582,193 contacts for the year. We successfully responded to 72 percent of those contacts. In Fiscal Year 2017, TDLR received 491,401 calls and answered 95 percent of them (note: the performance measures are for "contacts" which includes calls, email, and social media).

In Fiscal Year 2017, the average complaint resolution time was 140 days. Through March 2018, TDLR's average time for resolution of complaints about licensees or unlicensed activity was 145 days.

Outcome Measures

Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received by our Customers who:

%	
78%	**Email us**
66%	**Visit us in-person**
62%	**Phone our contact center**
56%	**Visit our website** (*tdlr.texas.gov*)
53%	**Contact us via social media (Facebook/Twitter)**
49%	**Report a complaint about licensee or unlicensed activity**
39%	**Contact us by mail**
22%	**Report a complaint about TDLR**

Surveyed Customer Respondents Identified Ways to Improve the Quality of our Service when Contacting TDLR through:

4%	**Email**
10%	**In-person visit**
12%	**Website** (tdlr.texas.gov)
15%	**Customer Service Contact Center**
18%	**Via social media (Facebook/Twitter)**
22%	**Website to report a complaint about licensee or unlicensed activity**
29%	**Mail**
54%	**Website to report a complaint about TDLR**

Output Measures

Total Customers Surveyed
TDLR emailed 799,916 invitations to participate in the survey and 9,737 people completed the survey.

Total Customers Served
TDLR's total license population is approximately 800,000 including individuals, businesses, facilities, and equipment. We also serve Texans who receive services from our regulated occupations, professions, and industries.

Efficiency Measures

Cost per Customer Surveyed
TDLR paid $65 for the software used to conduct the survey. With 9,737 customers participating, the survey cost $.006 per person.

Explanatory Measures

Total Customers Identified
TDLR has more than 800,000 licensees as its primary customers. Our customers also include Texans who rely on the services of the licensed occupations, professions, industries, and equipment.

Total Customer Groups Inventoried
This inventory includes individuals, businesses, facilities, and equipment licensed in TDLR's 39 programs. It also includes all Texans who rely on the services of the licensed occupations, professions, and industries.
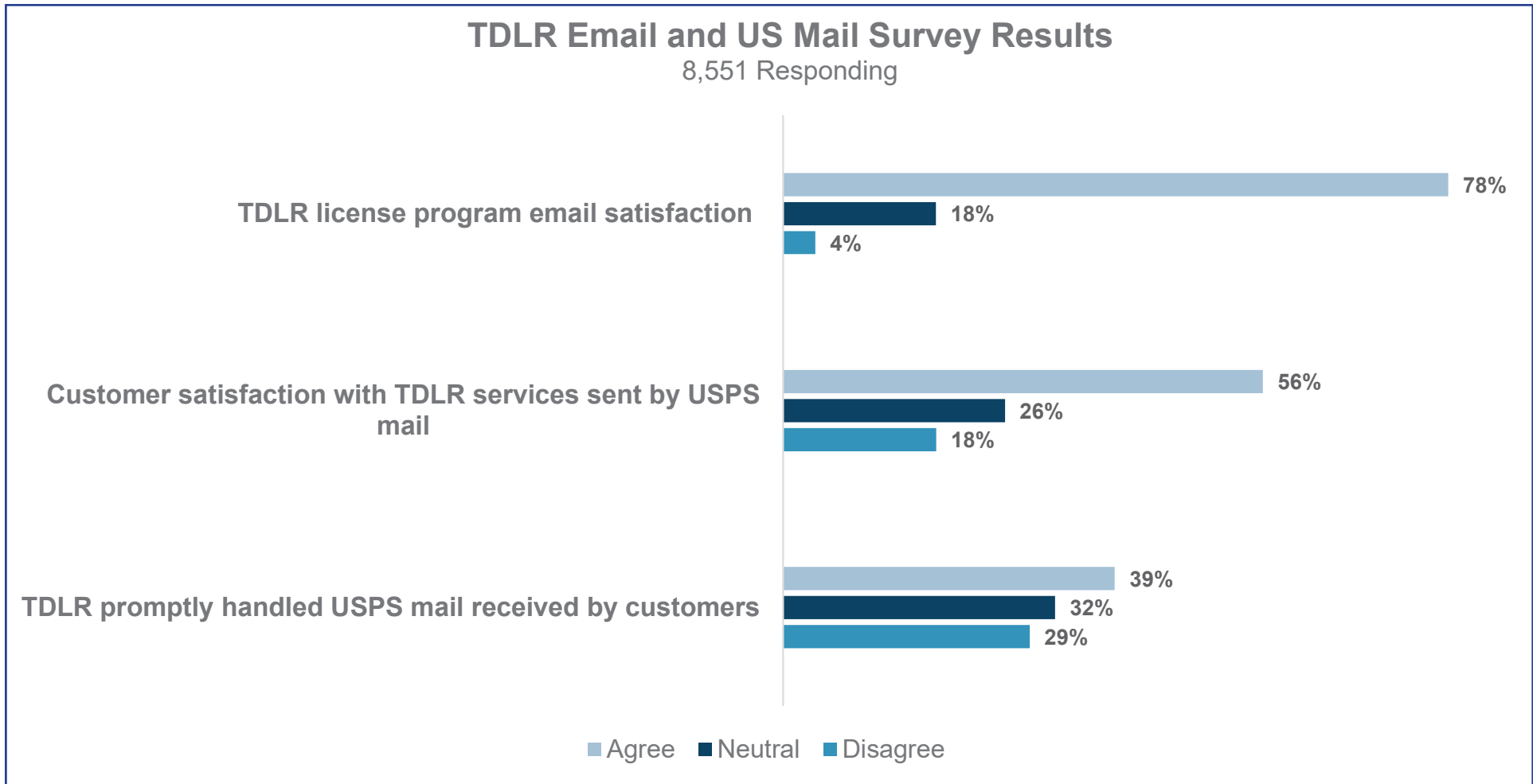
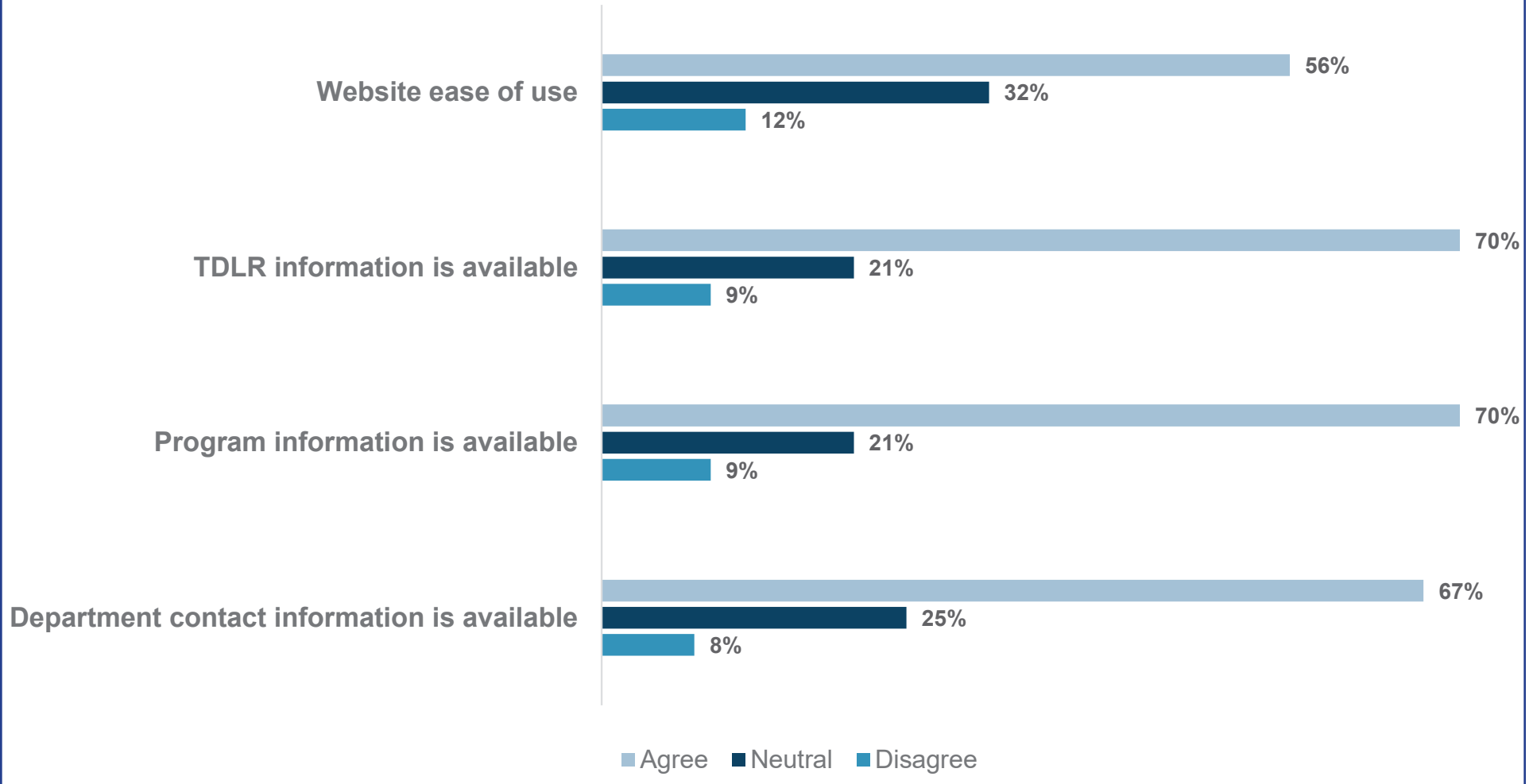## TDLR Customer Service Contact Center Survey Results
4,638 responding

	Agree	Neutral	Disagree
Email resolution satisfaction	45%	43%	12%
Emails are answered promptly	46%	41%	13%
Call is transferred to the right department	57%	31%	12%
Call resolution satisfaction	62%	23%	15%
Employees are knowledgeable about my program	58%	29%	13%
Employees are friendly and courteous	51%	27%	22%
Employees identify themselves by name	73%	21%	6%
Call was answered promptly	69%	26%	5%
Know toll-free number	77%	15%	8%

■ Agree ■ Neutral ■ Disagree

TDLR Email and US Mail Survey Results
8,551 Responding

	Agree	Neutral	Disagree
TDLR license program email satisfaction	78%	18%	4%
Customer satisfaction with TDLR services sent by USPS mail	56%	26%	18%
TDLR promptly handled USPS mail received by customers	39%	32%	29%

■Agree ■Neutral ■Disagree

TDLR Website Survey
8,620 responding

	Agree	Neutral	Disagree
Website ease of use	56%	32%	12%
TDLR information is available	70%	21%	9%
Program information is available	70%	21%	9%
Department contact information is available	67%	25%	8%

■ Agree ■ Neutral ■ Disagree

Website Complaint Survey Results
965 Responding

Licensee complaint ease of use
- Agree: 49%
- Neutral: 29%
- Disagree: 22%

Licensee complaint was handled promptly
- Agree: 33%
- Neutral: 30%
- Disagree: 37%

Licensee complaint resolution satisfaction
- Agree: 23%
- Neutral: 30%
- Disagree: 47%

TDLR complaint ease of use
- Agree: 38%
- Neutral: 30%
- Disagree: 32%

TDLR complaint was handled promptly
- Agree: 27%
- Neutral: 30%
- Disagree: 43%

TDLR complaint resolution satisfaction
- Agree: 22%
- Neutral: 24%
- Disagree: 54%

Agree ■ Neutral ■ Disagree

TDLR Visitors and Social Media Survey
804 Responding

TDLR in person visit handled promptly
- Agree: 70%
- Neutral: 20%
- Disagree: 10%

TDLR in person visit satisfaction
- Agree: 66%
- Neutral: 24%
- Disagree: 10%

Facebook/Twitter response satisfaction
- Agree: 53%
- Neutral: 29%
- Disagree: 18%

Facebook/Twitter responses handled promptly
- Agree: 51%
- Neutral: 34%
- Disagree: 15%

Legend: ■ Agree ■ Neutral ■ Disagree

APPENDIX A – SCORECARD

2017-2021 STRATEGIC PLAN SUCCESSES

In 2016, through an extensive strategic planning process, TDLR developed seven strategic initiatives with a total of 56 statutory recommendations and one management action (non-statutory) action. The 85th Texas Legislature adopted 93 percent of all TDLR statutory recommendations (52 of 56). All recommendations adopted by the Legislature took effect September 1, 2017, unless otherwise noted.

Strategic Initiative 1. Deregulate Programs. The Legislature adopted recommendations 1.1 through 1.5 to deregulate the following occupations and activities.

1.1 Temporary Common Worker Employers (SB 2065)
1.2 For-Profit Legal Service Contracts (HB 2113, SB 2065) – September 2019
1.3 Vehicle Protection Product Warrantors (SB 2065)
1.4 Vehicle Booting (SB 1501, SB 2065) – September 2018
1.5 Threading (SB 1502, SB 2065)

Strategic Initiative 2. Eliminate Licenses. The Legislature adopted recommendations 2.1 through 2.7 to eliminate the following licenses.

2.1 For Athletic Trainers, Temporary License/Certificate of Registration (HB 4007)
2.2 For Barbers and Cosmetologists, Shampoo Apprentice Permit and Shampoo Specialty Certificate (SB 1503, SB 2065)
2.3 For Dietitians, Provisional License (HB 4007)
2.4 For Dietitians, Temporary License/Certificate of Registration (HB 4007)
2.5 For Massage Therapists, Provisional License (HB 4007)
2.6 For Speech-Language Pathologists and Audiologists, Temporary License/Certificate of Registration (HB 4007)
2.7 For Towing and Vehicle Storage Facilities, Dual Vehicle Storage Facility/Towing License (HB 2615)

Strategic Initiative 3. Transfer Program. The Legislature did not adopt Recommendation 3.1.

3.1 For Property Tax Consultants, to transfer regulation to the Texas Real Estate Commission.

Strategic Initiative 4. Eliminate Licensing Impediments. The Legislature adopted recommendations 4.1 through 4.11.

4.1 For Athletic Trainers, to repeal a five-year residency requirement for membership on the advisory board. (HB 4007)
4.2 For Dietitians, to repeal a provision limiting reexamination for a license. (HB 4007)
4.3 For Driver Education and Safety, to reduce the surety bond amount from $25,000 to $10,000. (SB 848)
4.4 For Driver Education and Safety, to remove the requirement that an instructor renewal be mailed and postmarked 30 days prior to expiration date of the license. (SB 848)
4.5 For Hearing Fitters and Dispensers, to repeal a provision relating to out-of-state applicants and reexamination. (HB 4007)
4.6 For Hearing Fitters and Dispensers, to repeal provisions prohibiting a person who fails an examination from reapplying for a temporary training license. (HB 4007)
4.7 For Hearing Fitters and Dispensers, to remove a residency requirement on the advisory board. (HB 4007)
4.8 For Hearing Fitters and Dispensers, to remove the requirement for an out-of-state applicant to hold a license at least three years prior to application. (HB 4007)
4.9 For Orthotists and Prosthetists, to remove the residency requirement for a license. (HB 4007)
4.10 For Speech-Language Pathologists and Audiologists, to repeal a redundant reexamination provision. (HB 4007)
4.11 For Speech-Language Pathologists and Audiologists, to remove a residency requirement on the advisory board. (HB 4007)

Strategic Initiative 5. Eliminate Redundancies. The Legislature adopted recommendations 5.1 through 5.6. As a management action, Recommendation 5.7 did not require legislative action.

5.1   For Athletic Trainers, Code Enforcement Officers, Dyslexia Therapists, Mold Remediators and Assessors, Speech-Language Pathologists and Audiologists, Orthotists and Prosthetists, to repeal provisions relating to administrative penalties, license denial, revocations, suspensions for criminal convictions, or sanctions. (HB 4007)

5.2   For Athletic Trainers, Code Enforcement Officers, Massage Therapists, Midwives, and Sanitarians, to amend provisions requiring TDLR to maintain rosters and registries of licenses and applicants. (HB 4007)

5.3   For Barbers, Cosmetologists, Towing/Booting, and Vehicle Storage Facilities, to repeal provisions relating to risk-based inspection requirements. (HB 2739, SB 1501)

5.4   For Hearing Fitters and Dispensers to remove redundant continuing education exemptions for regular and armed forces members. (HB 4007)

5.5   For Hearing Fitters and Dispensers and Speech-Language Pathologists and Audiologists, to eliminate restrictions on the sale and labeling of hearing instruments. (HB 4007)

5.6   For Orthotists and Prosthetists, to repeal redundant provisions relating to reciprocity. (HB 4007)

5.7   For Service Contract Providers and Administrators, to coordinate with the Texas Real Estate Commission and the Texas Department of Insurance to clarify each agency's regulatory responsibilities for service contracts. (Management Action)

Strategic Initiative 6. Eliminate Burdens and Government Interference with Business Practices. The Legislature adopted recommendations 6.2 and 6.3. The Legislature did not adopt recommendations 6.1 and 6.4.

6.1   For Barbers and Cosmetologists, to amend or repeal the provision that requires a school to readmit a student within four years after the student withdraws or is terminated.

6.2   For Boilers, to clearly exempt espresso machine equipment from Boiler law. (HB 3257)

6.3   For Hearing Fitters and Dispensers, to repeal provisions requiring a CEO of a corporation or each partner in a partnership to be a licensed hearing instrument fitter and dispenser. (HB 4007)

6.4   For Towing/Booting, to remove provisions that interfere with the private contractual relationship between parking facility owners and towing companies. (HB 3009)

Strategic Initiative 7. Remove Inflexible, Rigid, and Excessive Requirements. The Legislature adopted recommendations 7.1 through 7.11, except for Recommendation 7.2 which the Legislature did not adopt.

7.1   For Barbers and Cosmetologists, to amend chapter 1603 to allow credit hours to be used for educational requirement. (HB 2738, SB 2065)

7.2   For Barbers and Cosmetologists, to amend the section to allow properly licensed and compliant barber schools to operate in the same space as a licensed cosmetology school.

7.3   For Barbers and Cosmetologists, to amend the current square footage and equipment for schools to provide greater flexibility and lower operational costs for specialty schools. (HB 2739, SB 2065)

7.4   For Hearing Fitters and Dispensers, to amend the section to remove the provisions that are outdated and prevents the use of electronic processing of licenses. (HB 4007)

7.5   For Hearing Fitters and Dispensers and Orthotists and Prosthetists, to repeal sections relating to taking the state examination for continuing education credits or provisions regarding failure to complete continuing education that are inconsistent with Chapter 51. (HB 4007)

7.6   For Licensed Dyslexia Therapists, to amend the unnecessary requirement to consult with the advisory board concerning day-to-day operations. (HB 4007)

7.7   For Massage Therapists, to remove a provision requiring a memorandum of understanding to be adopted by Commission rule. (HB 4007)

7.8   For Mold Assessors and Remediators, remove the 70 percent passing score from statute. (HB 4007)

7.9   For Driver Education and Safety, to amend parent-taught driver education to remove the lifetime DWI ban for a parent to teach their children driver education to reduce it to a seven-year DWI prohibition, and bring the parent-taught instructor requirements in line with the commercial driver education instructor requirements by deleting the phrase "mental illness." (HB 912)

7.10 For Speech-Language Pathologists and Audiologists, to repeal a provision relating to the required use of private investigators. (HB 4007)

7.11 For Vehicle Storage Facilities, to remove specific size requirements relating to the fonts on signs and allow for tolerances to be established by rule. (SB 1501)

Strategic Initiative 8. Remove Criminal and Civil Penalties for Administrative Violations. The Legislature adopted recommendations 8.1 through 8.11.

8.1   For Athletic Trainers, to repeal unnecessary criminal penalty provisions. (HB 4007)

8.2   For Code Enforcement Officers, to repeal unnecessary criminal penalty provisions. (HB 4007)

8.3   For Dietitians, to repeal unnecessary criminal penalty provisions. (HB 4007)

8.4   For Hearing Instrument Fitters and Dispensers, to repeal unnecessary civil penalty provisions. (HB 4007)

8.5   For Midwives, to repeal unnecessary civil penalty provisions. (HB 4007)

8.6   For Midwives, to repeal unnecessary criminal penalty provisions. (HB 4007)

8.7   For Mold Assessors and Remediators, to repeal unnecessary civil penalty provisions. (HB 4007)

8.8   For Orthotists and Prosthetists, to repeal unnecessary civil penalty provisions. (HB 4007)

8.9   For Orthotists and Prosthetists, to repeal unnecessary criminal penalty provisions. (HB 4007)

8.10 For Sanitarians, to repeal unnecessary criminal penalty provisions. (HB 4007)

8.11 For Speech-Language Pathologists and Audiologists, to repeal unnecessary criminal penalty provisions. (HB 4007)

2017-2021 STRATEGIC PLAN SUCCESSES

Goal One ➡ Action Step #1

Improve efficiencies, lower fees, and eliminate bottlenecks throughout TDLR.

> **Transform TDLR's customer service business model using scalable and repeatable processes, and expanded online self-service applications.**

- Realigned customer service division's structure, implemented new customer relationship management (CRM) solution, and reconfigured contact center call routing software. Implemented alternative staffing schedules to address increased email volume. Worked cross-agency to improve website, email, and social media content for increased clarity for customers and to reduce phone call volume.

- For Speech-Language Pathologists, TDLR developed a new online, self-service system that supervisors can use in lieu of submitting paper Supervisory Responsibility Statement forms, and Intern Plan of Agreement and Supervision forms.

- Additionally, in response to Hurricane Harvey, TDLR implemented online self-service options for licensing, registration, and authorization of qualified out-of-state healthcare practitioners, tow truck operators, and electricians to operate in Texas.

TARGET DATE	9/1/2019	STATUS	ON TARGET

Goal One ➡ Action Step #2

Improve efficiencies, lower fees, and eliminate bottlenecks throughout TDLR.

> **Promote communication, cooperation, and unity of effort across TDLR to successfully manage current and future agency programs.**

- Functionally aligned Customer Service Division and other agency communication efforts under the leadership of the Chief of Staff for Communication and External Services.

- Engaged TDLR employees through internal strategic planning sessions.

- Encouraged participation in the Survey of Employee Engagement administered by the University of Texas School of Social Work to gauge overall employee satisfaction.

- TDLR leadership initiated an organizational calibration to continue to meet current challenges and prepare for future opportunities.

TARGET DATE	9/1/2019	STATUS	COMPLETED

Goal One ➡ Action Step #3

Improve efficiencies, lower fees, and eliminate bottlenecks throughout TDLR.

> **Establish a comprehensive information governance plan to manage regulatory, legal, security, and operational requirements.**

- TDLR's IT Governance Committee considers, scores, and approves or rejects all proposed IT projects.
  - Meeting monthly, the committee receives project status updates, provides oversight of IT activities, and reviews and votes on potential IT projects. TDLR has established a security subcommittee that is responsible for making decisions about agency IT security.
- Developed and implemented sub-networks to secure data and systems on our network (Gartner Study recommendation).
- TDLR added records management officer to evaluate, streamline, and implement stronger information retention and management efforts for agency records.
- TDLR has enhanced its open records efforts through the addition of an open records attorney who has strengthened TDLR's open records management including HIPPA and medical privacy records.
- Conducted a comprehensive review of publicly available licensee information.
- Responded to and implemented security audit provisions (internal auditors).

TARGET DATE	9/1/2019	STATUS	COMPLETED

Goal One ➡ Action Step #4

Improve efficiencies, lower fees, and eliminate bottlenecks throughout TDLR.

➡ **Integrate new and legacy software technologies to ensure that TDLR has robust systems to support 39 unique licensing programs.**

- In Fall 2018, TDLR will implement a new system – Texas Architectural Barriers System (TABS) – to replace our legacy system used for the Elimination of Architectural Barriers Program. TABS will automate Project Status Update (PSU) form submission by allowing a Registered Accessibility Specialist (RAS) to complete PSU information and upload required documents electronically. Currently, a RAS must manually complete the form, mail it to TDLR, and then TDLR staff must enter the data.

TARGET DATE	8/1/2021	STATUS	ON TARGET

Goal Two ➡ Action Step #1

Educate and empower consumers by providing them with the tools to make informed choices about the industries TDLR regulates.

➤ **Make public outreach a priority for all TDLR employees and a core responsibility for designated employees in each operational division.**

- Regulatory Program Management, Enforcement, and Field Inspections regularly conduct public outreach through participation in industry and association conferences, and participating in speaking engagements, forums, and training for associations.

- Provide licensees, stakeholders, and the public with varied ways to contact the agency and receive information: phone calls, emails, Twitter, Facebook.

- Statewide strategic planning sessions provide licensees, stakeholders, and the public with an opportunity to share input face-to-face with TDLR staff.

- Advisory Board Support Team works closely with the public and board appointees on matters related to advisory board meetings and board membership.

TARGET DATE	1/1/2017	STATUS	COMPLETED

Goal Two ➡ Action Steps #2 & 3

Educate and empower consumers by providing them with the tools to make informed choices about the industries TDLR regulates.

➡ **Use voice of the customer strategies to share information, develop new communication channels, and strengthen customer relationships.**

- Published program newsletters, such as the Health Monitor, Arc Flash, and Education Connection, which are sent to licensees to provide information on specific industry issues and provide agency updates.

- Dedicated Twitter and Facebook social media accounts for medical and health-related programs.

- Conducted customer satisfaction survey during strategic planning to obtain customer feedback on resolution processes of customer concerns.

- TDLR response to Hurricane Harvey included 1,352,994 emails sent directly to licensees containing vital disaster-related information.

TARGET DATE	9/1/2018	STATUS	ON TARGET

➡ **Develop and distribute reference materials to inform consumers about laws and rules enacted to protect them.**

- Dedicated TDLR webpage on legislative updates, sorted by program, and updated monthly during the legislative session.

- Created Human Trafficking Awareness Signs, available for free on TDLR website, to ensure cosmetology establishments are able to comply with new law requirements.

- TDLR has developed a suggested notice and acknowledgement form to provide guidance to the public and regulated schools on how to provide notice of potential ineligibility for licensure to students as required by House Bill 1508 (85th Legislature).

TARGET DATE	9/1/2019	STATUS	ON TARGET

Goal Three ➡ Action Steps #1 & 2

Focus limited enforcement resources on complaints that involve consumer harm or a threat to public safety.

Concentrate our enforcement efforts on outcomes that promote consumer remedies and industry education.

- Enforcement prosecutors within TDLR's towing program actively pursue consumer remedies through refunds made to victims of illegal tows.
- In the air conditioning and refrigeration program, investigators and prosecutors urge contractors to make the consumer whole by repairing systems that were improperly installed, in return for reduced penalties and sanctions.

TARGET DATE	3/1/2017	**STATUS**	COMPLETED

Use program-specific investigation protocols to ensure complex investigations are completed promptly and accurately.

- The Enforcement Division has created detailed procedures to ensure consistent collection and secure storage of protected health information.
- Additionally, the division created expert witness procedures for cases involving violations of a standard of care. These procedures create clear expectations, which allow these complex cases to be investigated and resolved in an efficient and expeditious manner.

TARGET DATE	9/1/2017	**STATUS**	COMPLETED

Goal Three ➡ Action Steps #3 & 4

Focus limited enforcement resources on complaints that involve consumer harm or a threat to public safety.

> **Streamline procedural steps to ensure prompt investigation and resolution of complaints.**

- The Enforcement Division has focused on taking a simplified approach to creating and updating penalty matrices so they are better understood by prosecutors, licensees, and the public.

- The division has streamlined procedures for criminal history cases to remove redundant processes, ultimately shortening the time to process these types of cases.

- Through clear and consistent processes and expectations of productivity, the Enforcement Division has successfully lowered the average time to resolve a complaint to 145 days.

TARGET DATE	9/1/2018	STATUS	COMPLETED

> **Reduce the time and attention spent on violations that are administrative in nature, including those that are identified in the strategic plan as redundancies and impediments.**

- By reducing the number of inspection-related violations that result in a case being opened, the Enforcement Division opened 1,544 fewer inspection cases on a year-to-year basis. This allows the division to focus its resources on violations related to consumer harm and threats to public health and safety.

TARGET DATE	9/1/2019	STATUS	COMPLETED

Goal Four ➡ Action Steps #1 & 2

Decrease regulatory burdens on business by removing redundancies and impediments.

> **Recommend statutory changes to simplify or eliminate laws that do not support health and safety or ease licensing.**

- The Texas Legislature, with TDLR's input and advice, has deregulated a number of occupations and activities, including temporary common worker employers, vehicle protection product warrantors, and eyebrow threading. Deregulation of for-profit legal service contracts and vehicle booting will take effect in 2018 and 2019, respectively. Additional actions by the Texas Legislature have removed redundancies, barriers to entry, and burdens on licensees of many TDLR-administered programs.

TARGET DATE	1/1/2019	STATUS	COMPLETED

> **Simplify or eliminate agency rules that do not support health and safety or that create impediments to business.**

- TDLR re-write of rules for former Department of State Health Services programs resulted in a 45 percent reduction in word count.
- Agency has eliminated fees for license verification and reinstatement for former DSHS programs.

TARGET DATE	3/1/2020	STATUS	COMPLETED

Goal Four ➡ Action Steps #3

Decrease regulatory burdens on business by removing redundancies and impediments.

➡	**Eliminate barriers to licensing, pursue additional reciprocity agreements, and maintain a reasonable fee structure.**

- TDLR continues to focus on reducing licensing and registration fees to reduce barriers to entry.

- Agency continues to accept alternative qualifications for licensure and waive prerequisites for licensure for experienced applicants.

- Agency outreach to other states should result in additional reciprocity agreements, particularly within TDLR's Electricians program.

TARGET DATE	9/1/2020	STATUS	COMPLETED

Goal Five ➡ Action Steps #1 & 2

Effectively consolidate and improve management and services for the 14 programs transferred to TDLR by the 84th Texas Legislature.

➡ **Ensure a successful consolidation of new programs by developing and executing implementation plans for the licensing, education, examination, customer service, compliance, enforcement, inspection, financial, and communication functions.**

- Successfully transferred 13 former Department of State Health Services (DSHS) programs in two phases (finalized in October 2016 and November 2017, respectively). In addition, TDLR successfully transferred the podiatry program on September 1, 2017. The transfers brought more than 75,000 additional licensees to the family of TDLR's programs.

TARGET DATE	1/1/2019	STATUS	COMPLETED

➡ **Identify and prioritize technologies that sustain the agency and support growth through its IT Governance Committee, and build a robust licensing software system to properly integrate new license programs for increased efficiency.**

- Implemented smart onboarding for VERSA to provide an automated process to stop the creation of duplicate licensee entries in the licensing system used by 13 TDLR healthcare programs formerly administered by DSHS. Previously, VERSA administrators would have to merge entries on a case-by-case basis. Licensing systems that contain a large pool of duplicate entities waste storage space and system resources. To decrease implementation costs, TDLR partnered with DSHS, the Texas Real Estate Commission, and the Health Professions Council, which has 11 agency members.

TARGET DATE	8/1/2021	STATUS	ON TARGET