



TEXAS DEPARTMENT OF
LICENSING & REGULATION

2025-2029 STRATEGIC PLAN Supplemental Schedules



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2025-2029 STRATEGIC PLAN

Supplemental Schedules

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FY 2026-27 STRATEGIC PLANNING CYCLE FOR THE 89TH TEXAS LEGISLATURE

► **A. Goal: LICENSING – License, Certify, and Register Qualified Individuals and Businesses** – 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: Regulate All Applicable Individuals and Facilities According to Law – 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 (Results/Impact):

- 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

◆ **A.1.1. Strategy: LICENSE, REGISTER AND CERTIFY – Issue Licenses, Registrations & Certificates to Qualified Individuals** – 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 (Volume):

- Number of New Licenses Issued to Individuals – **KEY**
- Number of Licenses Renewed for Individuals – **KEY**

◆ **A.1.2. Strategy: LICENSE BUSINESSES AND FACILITIES** – 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**

◆ **A.1.3. Strategy: EXAMINATIONS/CONTINUING EDUCATION – 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 (Volume):

- Number of Courses Approved

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

Explanatory Measure:

- Number of Contacts Received

◆ **A.1.5. Strategy: TEXAS.GOV** – Texas.gov. Estimated and Nontransferable. – Process online payment for fees and penalties.

► **B. Goal: 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 (Results/Impact):

- 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**

◆ **B.1.1. Strategy: CONDUCT INSPECTIONS – 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 (Volume):

- Total Number of Inspections Completed – **KEY**

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

Output Measure (Volume):

- Number of Plan Reviews Completed

◆ **B.1.3. Strategy: RESOLVE COMPLAINTS – Enforce Compliance by Settlement, Prosecution, Penalty and Sanction** – 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)

Output Measure (Volume):

- Number of Complaints Closed – **KEY**

◆ **B.1.4. Strategy: INVESTIGATION – Investigate Complaints** – 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 – **KEY**

► **C. Goal: 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.

◆ **C.1.1. Strategy: CENTRAL ADMINISTRATION** – Provide liaison activities with executive, legislative and governmental entities; communicate with stakeholders and media; provide information regarding the agency’s programs; provide legal counsel support; administer the agency’s internet presence; manage the agency’s day-to-day operations and fiscal resources; and develop workforce planning.

◆ **C.1.2. Strategy: INFORMATION RESOURCES** – Develop, implement, and maintain licensing software systems; develop and implement IT security measures; and support online and contact center services.

◆ **C.1.3. Strategy: OTHER SUPPORT SERVICES** – Provide fair and transparent procurement processes, state property accounting and management, facilities and vehicle management, and inventory controls.

In carrying out our mission, our chief goals at TDLR are to protect the health and safety of all Texans and ensure they are served by qualified and competent professionals. We strive to provide consistent, predictable, common-sense guidance to our licensees while remaining flexible and pragmatic in our approach to regulation.

Performance Measure Definitions

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, probation, 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 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 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

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 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

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.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

Performance Measure Definitions (Continued)

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

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 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, and Twitter.

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 as reported by the Contact Center and Customer Relationship Management software databases, including the following resolution types: Queue Call, Resolved Faxes, and Resolved Emails. The denominator is the “Number of Contacts Received” comprised of external phone calls, faxes, and emails, as reported by the Contact Center and Customer Relationship Management software databases, including the following resolution types: Abandoned and Queue Call. 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

Performance Measure Definitions (Continued)

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

Performance Measure Definitions (Continued)

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

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.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

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

Performance Measure Definitions (Continued)

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

Performance Measure Definitions (Continued)

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, and Twitter.

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, and emails as reported by the Contact Center and Customer Relationship Management software databases, including the following resolution types: Abandoned and Queue Call.

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

Cumulative

New Measure

No

Target Attainment

Lower than target

Performance Measure Definitions (Continued)

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

New Measure

No

Target Attainment

Higher than target

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.

New Measure

No

Calculation Method

Non-cumulative

Target Attainment

Higher than target

Performance Measure Definitions (Continued)

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 but do not include Architectural Barriers and Motor Fuel Metering and Quality inspections.

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 due to be completed during the reporting period, plus any inspections from the previous reporting period which are still due at the beginning of the current reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations

External Factors: Industrialized Housing and Buildings 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, and the number of third-party inspectors are factors beyond TDLR’s control.

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

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

Performance Measure Definitions (Continued)

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

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Total Number of Inspections Completed

Definition

The total number of inspections required by statutes and 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

Total number of inspections completed collected from agency licensing systems and tracking databases pursuant to TDLR procedures for processing performance measures.

Method of Calculation

Total the number of inspections from all sources.

Data Limitations

External Factors: Industrialized Housing and Buildings 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, and the number of third-party inspectors are factors beyond TDLR's control.

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

Calculation Method

Cumulative

New Measure

No

Target Attainment

Higher than target

Performance Measure Definitions (Continued)

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

Total number of plan reviews completed collected from agency licensing systems and tracking databases pursuant to TDLR procedures for processing performance measures.

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

Performance Measure Definitions (Continued)

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

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.

Calculation Method

Cumulative

New Measure

No

Target Attainment

Lower than target

Historically Underutilized Businesses (HUB)

In accordance with Texas laws and rules, TDLR is fully committed to making a good faith effort to effectively promote and increase contract opportunities for HUBs, through direct contracting and subcontracting opportunities.

TDLR strengthens its use of HUBs by implementing policies focusing on vendor outreach, education, and recruitment. The agency educates and trains staff in HUB-related topics and distributes HUB-related information as needed. TDLR ensures efforts are always made to utilize HUBs in all procurement opportunities to strengthen the HUB program.

The agency's Contracting and Procurement Services group under the Deputy Executive Director for Administration coordinates business opportunities for HUBs. The Contracting and Procurement Services Manager is TDLR's HUB Coordinator and coordinates all functions and activities related to the implementation of rules and regulations governing the HUB program, and reports HUB activities to TDLR management, the Texas Comptroller of Public Accounts (CPA), and the Legislative Budget Board (LBB).

TDLR will continue to achieve and exceed state-established HUB goals through the following program activities:

- Exploring new opportunities to increase HUB contract awards
- Engaging with HUBs at vendor meetings, conferences and fairs
- Collaborating with other state agency HUB coordinators to identify and implement best practices for improving TDLR's HUB contracting results
- Providing leadership and essential information to Contracts and Procurement Services staff about HUBs
- Pursuing TDLR's goal to regularly exceed the requisite number of HUB contracts and subcontracts awarded annually
- Preparing reports on HUB activity for the CPA

TDLR'S First Annual

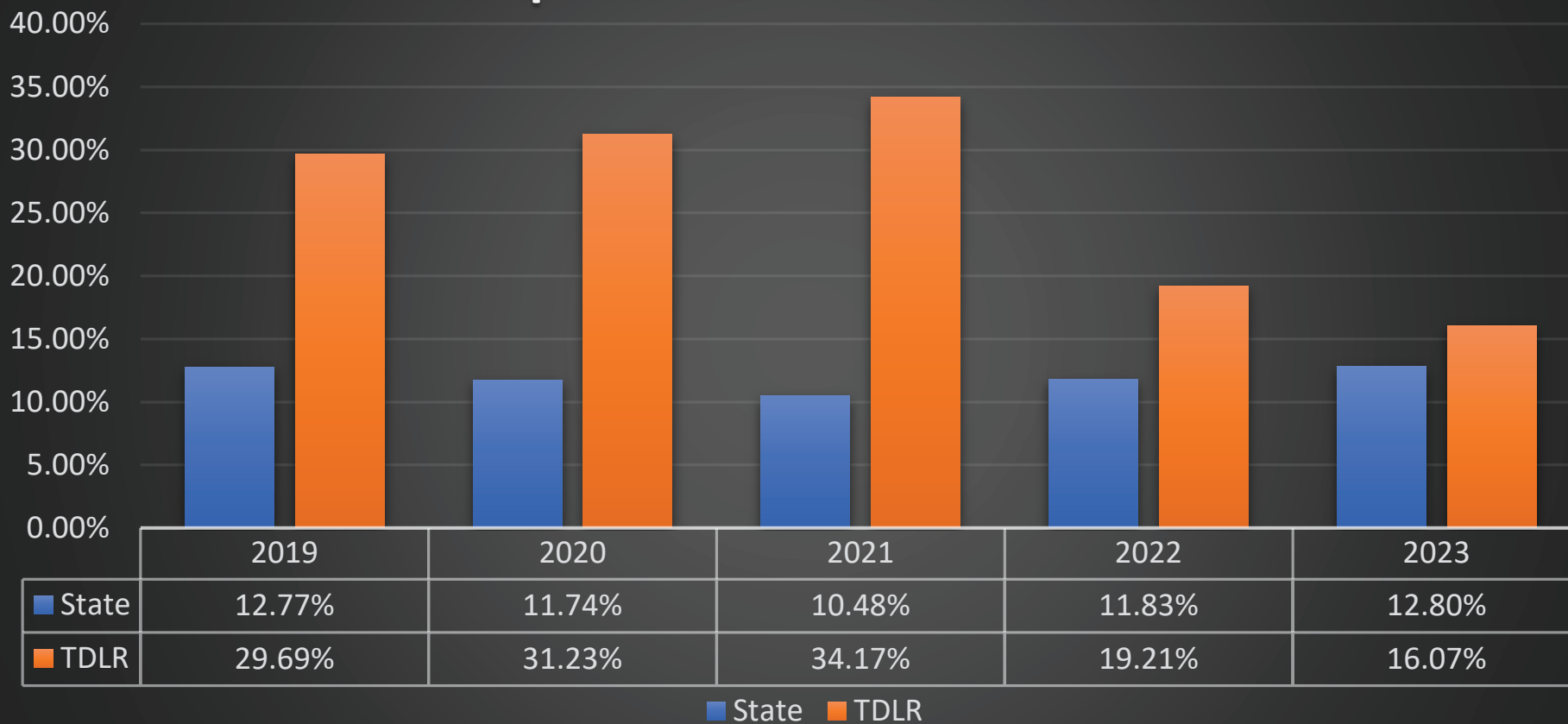
BREAKING BOUNDARIES

HUB Expo

TDLR's strategy and continued efforts in its HUB plan include the following:

- Consistently making good faith efforts to award procurement opportunities whenever possible, as reflected in TDLR's outperformance in overall HUB contracting when compared to the state average for the past five fiscal years
- Identifying HUB vendors for needed goods and services through the CPA Centralized Master Bidders List (CMBL)
- Attending statewide HUB events and conferences to represent TDLR and expand vendor prospects
- Developing prime contractor and HUB sub-contractor relationships through TDLR's Mentor-Protégé Program
- Complying with CPA's HUB program rules, purchasing procedures, and reporting requirements
- Employing the Department of Information Resources (DIR) list of HUB resellers for information technology purchases
- Hosting internal HUB forums where businesses are invited to deliver presentations that demonstrate their ability to work with TDLR
- Hosting the annual "Breaking Boundaries" HUB event in partnership with the CPA's HUB Program and DIR

Comparative HUB Utilization



AGENCY OVERVIEW

In 2024, the Texas Department of Licensing and Regulation (TDLR) entered its 115th year protecting the health and safety of Texans. Established in 1909 as the Bureau of Labor Statistics, the agency initially focused on labor law enforcement, factory inspections, and data compilation. Over time, its role expanded to safeguarding the health and safety of workers, employers, and the public. This evolution led to its renaming in 1973 as the Texas Department of Labor and Standards. In 1989, it became the Texas Department of Licensing and Regulation, with the establishment of the Commission of Licensing and Regulation as its governing body. Today, TDLR serves Texans by providing low-cost licensing services and innovative regulatory solutions that ensure the public receives services from qualified professionals in safe facilities with reliable equipment.

TDLR's regulatory responsibilities have steadily grown over time, an expansion driven by legislative action and population growth, resulting in a 41% increase in licensee population since 2015. TDLR has risen to this challenge by utilizing a functionally aligned organizational structure, a framework that pursues uniformity in processes across all agency functions. This includes license application development, facility inspections, complaint investigations, violation prosecutions, curriculum reviews, and examination development. TDLR now serves as the state's premier licensing and regulatory agency, regulating a diverse array of professions, occupations, businesses, facilities, and equipment and issuing more than 200 license types across 38 programs.

TDLR is committed to efficiently serving its growing licensee population through strategic resource allocation and advancing innovative solutions that elevate service delivery to licensees and the public. The upcoming integration of a centralized licensing system, consolidating various complex legacy systems, serves as a testament to this commitment. Through this initiative and ongoing efforts to streamline and optimize all services and processes, TDLR continues to pioneer inventive solutions to present and future challenges while ensuring the health and safety of Texans.

AGENCY MISSION, VISION, AND PHILOSOPHY

Our mission, vision, and philosophy embody our dedication to serving our licensees and the public with excellence. While currently unchanged, we anticipate an evolution of these guiding principles as the agency responds to emerging challenges and embraces further innovation, including the integration of new technologies under new agency leadership.

TDLR'S MISSION

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

TDLR'S VISION

To be the best at creating 'next' practices that deliver 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
- Transform programs and improve services for customers

TDLR's CORE VALUES

TDLR's Core Values reflect what is truly important to us as an organization. These values remain constant, unaffected by time, circumstances, or individual differences; they are the foundation of the agency culture and guide our employees in the fulfillment of the agency's mission, vision, and philosophy.

- **Accountable** to Texans
- Create an exceptional **customer service** 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:** Procure and successfully implement the Legacy Systems Replacement Project to replace TDLR's legacy systems.
- Objective:** Making it easier for qualified individuals to get licensed and providing a better user experience to licensees and TDLR staff.
- Goal:** Expand training and licensing opportunities for career and technical education (CTE) in high schools and community colleges.
- Objective:** Ensuring Texas industries have qualified, competent employees entering their fields to provide quality services to Texas consumers.
- Goal:** Finalize implementation of the Sunset objectives in House Bill 1560, 87th Legislature.

- Objective:** Improving services for Texans by streamlining licensing programs, developing data driven processes and eliminating inefficient or redundant regulations and processes.
- Goal:** Continue to effectively assist the Texas Board of Veterinary Medical Examiners (TBVME).
- Objective:** Assisting TBVME to be more responsive to the needs of licensees, people, and animals of Texas.
- Goal:** Explore the use of generative Artificial Intelligence (GenAI) and large language models to provide automated on-demand customer service and enhance accuracy, security, training and user experience.
- Objective:** Using GenAI in appropriate places to deliver consistent services and information will help us provide the best possible customer experience.
- Goal:** Successfully implement a regulatory environment for Electric Vehicle Supply Equipment (EVSE) across the state of Texas to standardize and ensure public safety for this emerging technology.
- Objective:** Establishing essential guidelines and standards for the installation, repair, and disabling of damaged EVSE chargers will help us safeguard public health and safety
- Goal:** Continue to build capacity and strengthen the effectiveness of TDLR's Anti-Trafficking Efforts.
- Objective:** Helping to eradicate human trafficking in Texas through education, outreach, and cooperation with state, local, and NGO partners.

CORE BUSINESS FUNCTIONS

The agency is aligned into the following key functions: Licensing Services, Regulatory Services and Administrative Services.

Licensing Services includes:

- Licensing – reviews and processes applications to issue and renew licenses and certificates of operation
- Customer Service – responds to public and licensee inquiries through phone, email, and social media
- Education and Examination – reviews and approves license applications for continuing education providers, and courses; manages the development and delivery of licensing examinations through a third-party vendor; performs audits on regulated schools; and provides training and outreach

Regulatory Services includes:

- Compliance – provides valuable subject matter knowledge for TDLR programs and anti-trafficking efforts while assisting with technical and clinical matters that require an industry or professional perspective, and answering complex questions about state regulations, code requirements, and health care professional standards
- Field Inspections – performs risk-based inspections on-site and periodic inspections on-site and virtually throughout the state at business facilities and schools, identifies possible indicators of human trafficking, and engages in industry outreach to ensure public safety and consumer protection
- Enforcement – evaluates the criminal history of applicants to determine whether licensure is appropriate, investigates and resolves complaints against licensees, identifies possible indicators of human trafficking, prosecutes violations, and increases consumer protection by working with local, state, and federal agencies

Administrative Services includes:

- Executive management, legal counsel, human resources, information technology and security, financial services, and commission and advisory board support
- Coordination and oversight of legislative outreach, media relations, and internal communication
- Process improvement, change management, and project management
- Asset, contract, and fleet management, facilities operations, and response to critical events

Specialized Functions:

- Texas Board of Veterinary Medical Examiners (TBVME) Legislative Attachment – In the 88th Legislative Session, the legislature entrusted TDLR with the responsibility of optimizing administrative operations at the TBVME through a four-year administrative attachment. This legislation enables TDLR to partner with and provide TBVME policymaking and administrative oversight, guidance, and support to ensure the efficiency of its operations while daily licensing and regulatory functions remain with TBVME.
- Financial Crimes Intelligence Center (FCIC) – TDLR dedicates efforts to ensure public safety and consumer protection from payment card skimmers through the FCIC, a statewide fusion center that coordinates law enforcement investigations of various types of financial crimes with a focus on organized crime, payment card skimming and shimming. The Smith County District Attorney's Office oversees the FCIC through a contractual partnership with TDLR.

CURRENT WORKFORCE PROFILE

CRITICAL WORKFORCE SKILLS

TDLR maintains a workforce with skills and competencies essential to executing the agency's mission, goals, and objectives with excellence. To successfully perform the agency's core functions, employees in mission-centric roles maintain the following critical skills:

- Expert knowledge of program laws, rules, regulations, and policies
- Detailed license application review
- Comprehensive assessment of educational course content
- Skillful inspection and investigative techniques
- Public safety and consumer protection-based resolution of cases
- Data-driven decision-making and analysis
- Research and information analysis

In addition, all employees perform mission-critical work utilizing skills in the following areas:

Customer Service

- Resolution-based and next-issue avoidance customer service
- Internal and external teamwork and collaboration
- Legislative and stakeholder outreach

Communication

- Plain language and multilingual skills
- Cultural competency and awareness
- Public speaking and presentation
- Clear and concise writing
- Media relations and outreach

Technical Knowledge

- Database development, management, and integration
- Fluency with information technology, software applications, and equipment
- Tactical legal skills including analysis, advisement, research, writing, rulemaking, negotiation, settlement, and litigation
- Knowledge of relevant local, state, and federal laws, rules, regulations, and policies
- Policy analysis and development
- Process and project management expertise
- Quality analysis and process improvement
- Smart fiscal management including procurement and contract management

Leadership and Management

- Coaching, mentoring, and motivating
- Performance management and staff development
- Relationship building
- Change management
- Visionary and strategic thinking and planning

Organizational Excellence

- Innovative critical thinking and problem-solving
- Effective organizational and time management skills
- Adaptability

DIVERSE WORKFORCE DEMOGRAPHICS

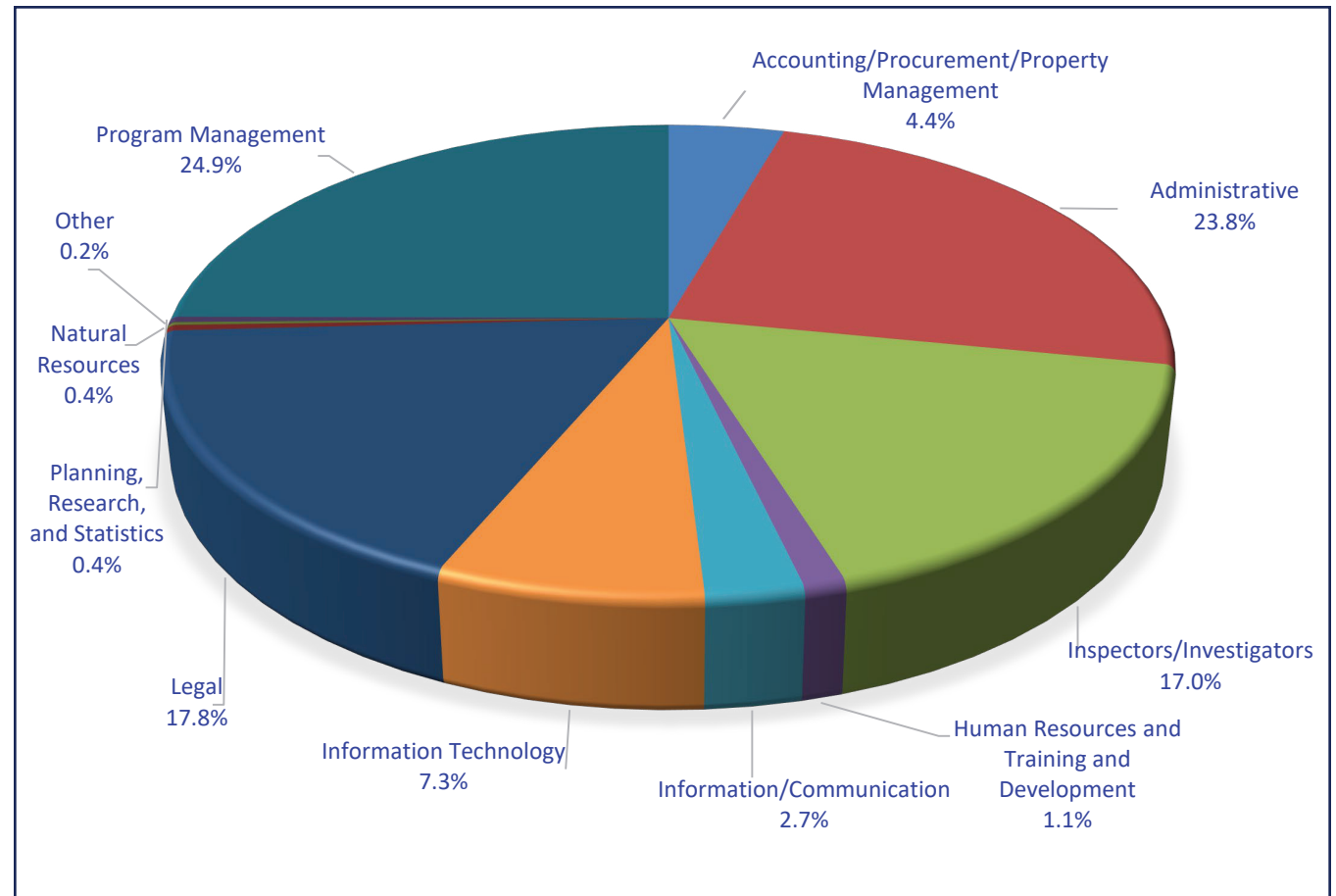
TDLR's authorized workforce for Fiscal Year 2024 is 586.2 full-time equivalent (FTE) positions, increasing to 590.7 FTEs for FY 2025. Currently, 83% work in TDLR's Austin offices, while 17% work in locations throughout the state. TDLR is committed to employing military veterans and has been a proud member of the We Hire Vets employer recognition program since 2018. Military veterans currently comprise 10.5% of the agency's workforce.

COMMITMENT TO A QUALIFIED AND DIVERSE WORKFORCE

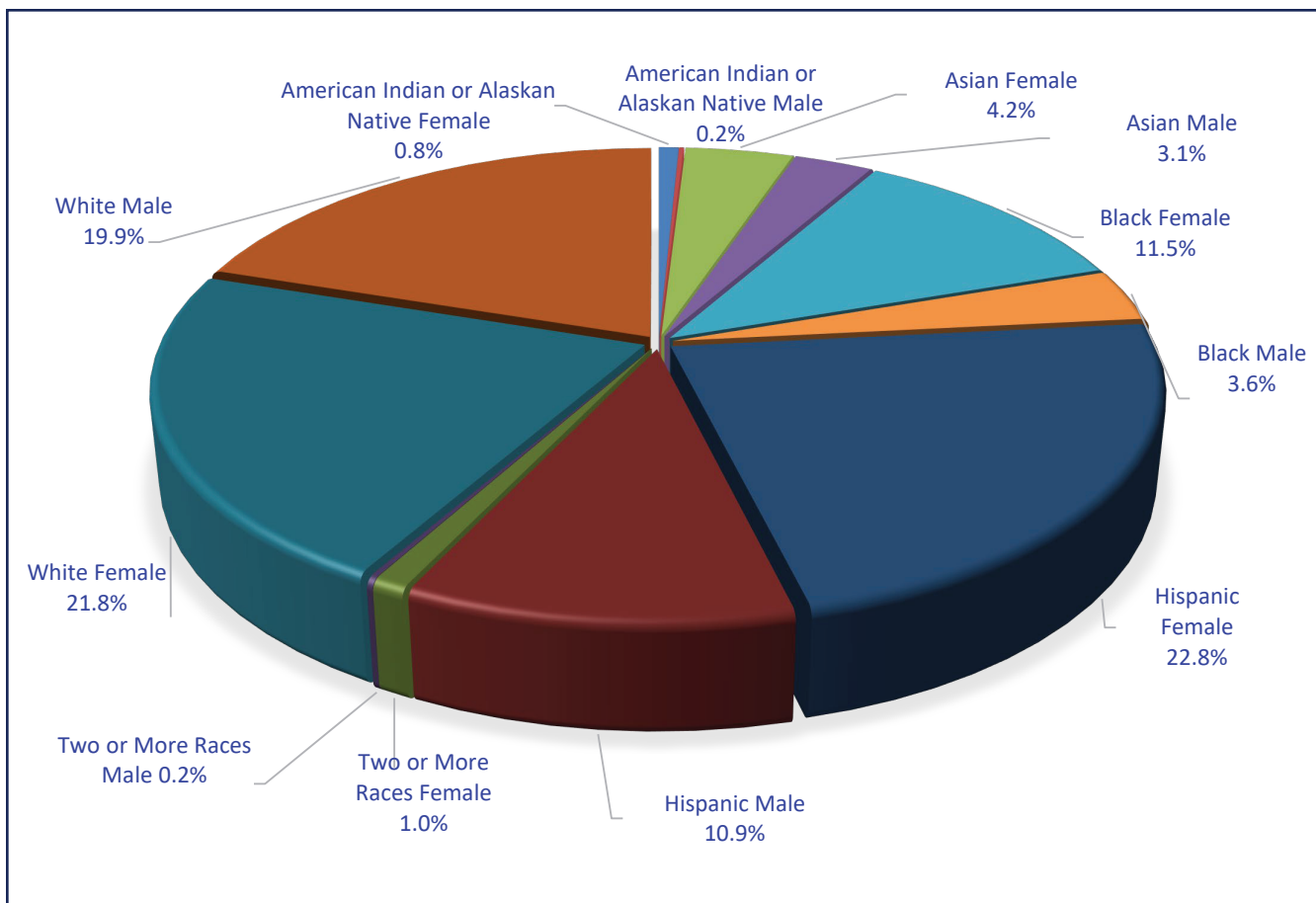
TDLR maintains a culture of inclusion and belonging that values all employees and aims to harness the unique perspectives and talents of our workforce. This culture is reflected in our commitment to providing equal employment opportunities to all, resulting in a talented and diverse workforce dedicated to fulfilling the agency's mission and goals.

TDLR's workforce is 34% Hispanic, over 5% higher than the overall state agency workforce composition, and 7% Asian, over 4% higher than the overall state agency workforce composition. The overall state agency workforce composition was 24% Black, over 9% higher than the agency's workforce composition.

FISCAL YEAR 2024 WORKFORCE BY OCCUPATIONAL CATEGORY (1st Quarter)



FISCAL YEAR 2024 ORGANIZATIONAL PROFILE (1st Quarter)

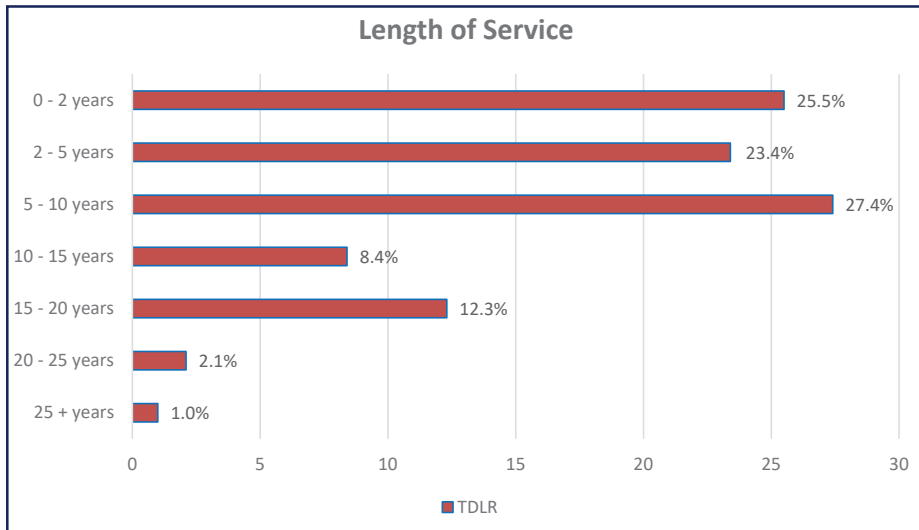


At the time of this writing, 80% of TDLR employees are over the age of 40, while the overall state agency workforce is comprised of almost 62% percent of employees in that same demographic. Thirty percent of TDLR employees are eligible for retirement in the next five years. Nearly 5% of agency employees are return-to-work retirees.

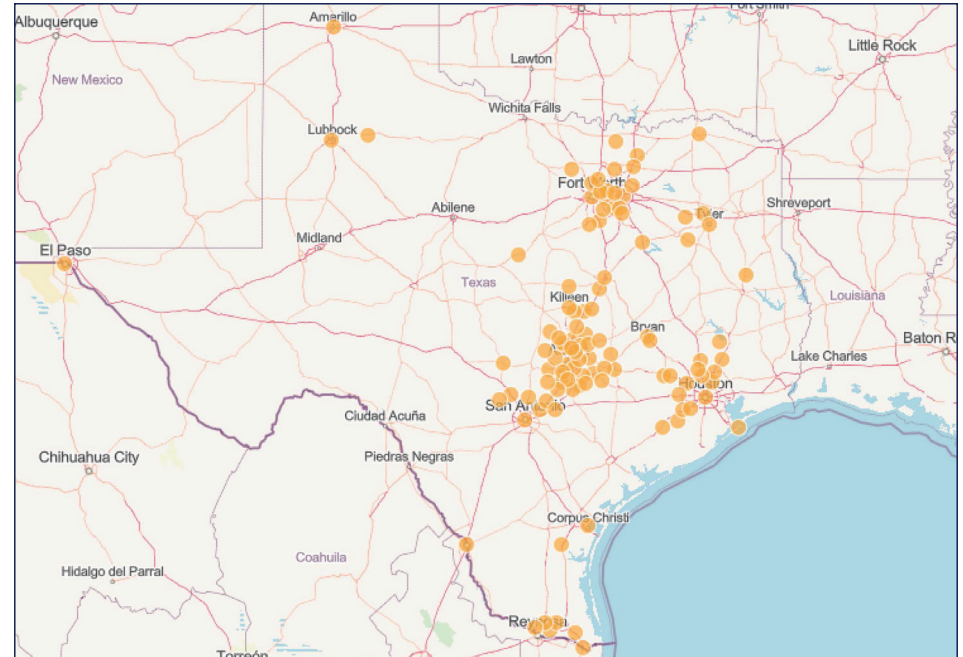
Employment of individuals under the age of 30 is approximately 10% lower than the state agency workforce composition, and employment of individuals under the age of 40 is nearly 17% lower than state agency workforce composition. Although TDLR maintains a diverse workforce, efforts must continue to attract and recruit employees in underrepresented demographics.

Age	Percent of Workforce
Under the age of 30	5.4%
30 to 39 years of age	14.0
40 to 49	27.6
50 to 59	36.0
Above 60 years of age	17.0

Due to increased turnover, nearly 50% of employees have worked for the agency for less than five years. These employees are steadily gaining experience in programs regulated by TDLR through the critical knowledge transferred to them by more tenured staff.



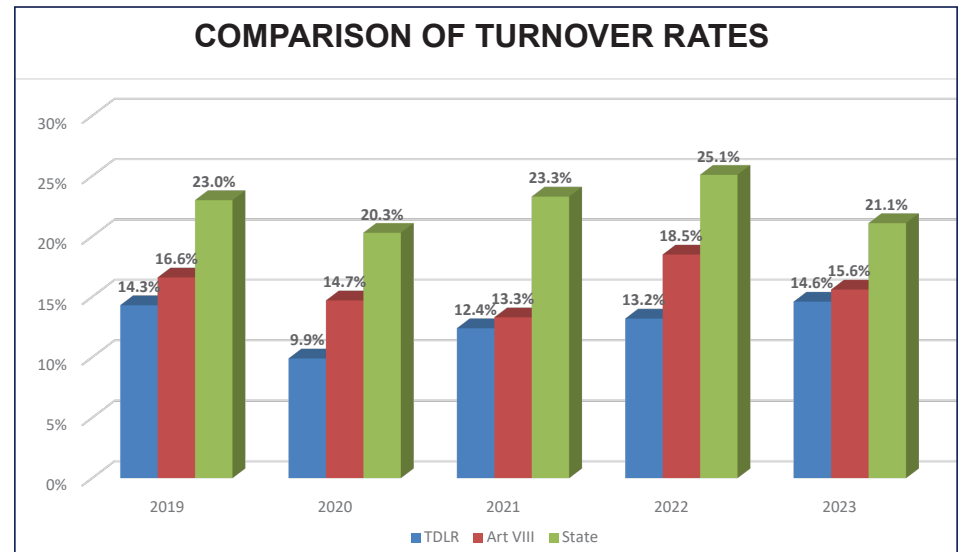
LOCATIONS OF TDLR STAFF ACROSS TEXAS



EMPLOYEE TURNOVER

TDLR's turnover rate has consistently remained lower than the state and other Article VIII agency averages. However, an increasing number of departing employees have transferred to another state agency, and more employees have indicated they are leaving state employment altogether. In 2023, 28% of employees transferred from TDLR to another state agency, and 39% left state employment. In addition, retirements accounted for 22% of agency separations. Of the employees completing the exit survey, 67% stated they would want to work for TDLR again in the future.

COMPARISON OF TURNOVER RATES



SELECTED POSITIONS AND TURNOVER

In Fiscal Year 2023, employees in the license and permit specialist, investigator, inspector, and attorney classifications comprised 30% of TDLR’s employees but accounted for nearly 45% of the agency’s turnover. Retirements accounted for 24.2% of separations in these four classifications.

Recruiting and retaining employees in these mission-centric positions has proven challenging. We have also been challenged in recruiting administrative assistants who perform critical support functions across multiple divisions. TDLR has struggled to competitively compensate these employee demographics because other state agencies and the private sector offer significantly higher pay for comparable work. Increased appropriations will be vital to ensuring all staff can be adequately compensated for the work performed. Two-thirds of departing employees indicated in exit surveys they left for higher paying positions.

Another area of significant concern is the turnover of employees in leadership roles within the agency. During a twelve-month period, from December 2022 through December 2023, TDLR experienced 100% turnover in its executive office leadership. In addition, in 2023, nearly 17.6% of directors left the agency; of those, 67% were retirements.

Classification	Percent of Agency Turnover	Percent of Total FTEs
Investigator/Inspector	21.6%	13.2%
License and Permit Specialist	17.6	10.1
Attorney	6.7	4.2

GENDER AND TURNOVER

In Fiscal Year 2023, TDLR’s workforce was composed of 62% female and 38% male. Turnover in the male demographic was slightly higher than the agency composition for that demographic.

Gender	Headcount	Separations	Separation Rate
Female	314	43	13.7%
Male	191	31	16.2

ETHNICITY AND TURNOVER

In Fiscal Year 2023, separations were proportionate in relation to the agency composition for each ethnicity.

Ethnicity	Headcount	Separations	Separation Rate
Asian/Pacific Islander	36	4	11.3%
Black	83	19	22.8
Hispanic	174	24	13.8
White	203	26	12.8
Two or More Races	5	1	22.2
American Indian or Alaskan Native	5	0	0.0

PROJECTED TURNOVER

We project our turnover rate for the next five fiscal years will be higher than normal because of the competitive job market, increasing salaries at other state agencies and in the private sector, and a growing demand for fully remote work opportunities. In response, we continue to maintain our commitment to a supportive work culture which promotes flexibility, self-care, employee recognition, career progression and growth, and engagement programs and activities – factors that contribute to continued employee retention and job satisfaction.

EMPLOYEE RETENTION

TDLR retains diverse and highly qualified employees by cultivating an organizational culture that inspires engagement and commitment from employees. We prioritize transparency in organizational communication, work-life balance and personal well-being, professional growth and advancement, and organizational cohesion. Through strategic employee development and engagement initiatives, we provide employees ongoing technical and interpersonal skills training along with agency-wide programming designed to foster connection and unity among employees. The result is a skilled workforce committed to fulfilling our mission, vision, and goals. We attribute our success to our core value-centered culture where we respect and appreciate employees and their distinct contributions while actively fostering the development and growth of employees and camaraderie among staff.

We approach recruitment strategically with a focus on retention from day one. Our comprehensive new employee orientation program, complemented by extended onboarding via TDLR University (TDLR-U), places new hires in cohorts for quarterly sessions during their first year. These sessions facilitate peer interaction and agency familiarity early-on while also promoting professional and personal development.

As a result of our active recruitment and retention of veterans, we earned the We Hire Vets designation from the Texas Workforce Commission for the seventh consecutive year, recognizing that at least 10% of our workforce are veterans. TDLR has also earned the distinction of Best Place for Working Parents awarded through BestPlaceforKids.com by providing employee benefits and policies that support family-friendly practices.

Members of the Texas Commission of Licensing and Regulation are dedicated in their support of the agency's recruitment efforts, providing advice on how to reach additional communities for excellent employees.

Employee Support and Flexibility:

- Work-life balance with flexible and compressed work schedules
- Business casual environment
- Equipping employees for remote and hybrid work environments and opportunities
- Access to a robust Employee Assistance Program (EAP) which provides counseling, training, and a variety of additional support services
- Physical and mental well-being encouragement through agency-promoted health and wellness activities, including initiatives incentivized through an agency wellness store and a health assessment to reward participating employees
- New employee and Human Resources follow-up support meeting strategically planned for optimum support

Employee Engagement Programs and Initiatives:

- Town Halls led by executive leadership to provide employees with up-to-date information on agency news and initiatives
- Biennial picnic and regular activities hosted by Employee Recognition Team
- Employee Resource Groups tailored to employee interests that allow staff to foster relationships while enhancing agency culture
- Fun-Filled Fridays with interactive participation and teambuilding activities
- TDLR Veterans Association that provides resources and support for agency veterans and their families
- Annual Veterans Day luncheon and recognition program
- State Employee Charitable Campaign Committee promotes activities to raise funds for Texas charities

Employee Recognition:

- Employee recognition notices in weekly agency newsletter
- HR announcements for interagency promotions and transfers
- Total state and agency length of service acknowledgements
- Recognition from leadership for exceptional work performance
- Merit-salary increases
- Retention and recruitment contracts

Professional Development and Career Progression:

- Comprehensive and individualized training to employees on core functions, operations, and processes of agency divisions
- Leadership mentoring and cross-training opportunities to advance skills and knowledge
- Career progression opportunities without tenure-based limitations
- Trainings provided by Human Resources staff on application process and interviewing skills
- Internal-only job postings
- Personal and professional development platform through LinkedIn Learning
- TDLR Chapter of Toastmasters International, teaching public speaking and leadership skills, held virtually and on-site at no cost to employees for membership

TDLR'S FUTURE WORKFORCE PROFILE

We maintain a highly skilled and mission-oriented workforce, engaged in complex and diverse responsibilities across a variety of program and technical areas. As we look to the future, our workforce must remain intelligent, innovative, adaptable, multi-talented, culturally sensitive, customer-focused, and solution-centered. Amid unprecedented change and evolving organizational dynamics marked by the embrace of new leadership

and technologies, our workforce's adaptability and resilience are paramount. These essential skills will be fostered through strategic change management initiatives and training, guided by exemplary leadership within our ranks.

Increased technological proficiency will be imperative for all employees as we anticipate the evolution of our operations through deploying a centralized licensing system and leveraging of other technologies to optimize our services. In addition to prioritizing ongoing professional development to ensure we employ a well-qualified workforce, we remain committed to providing high-quality training and professional development opportunities tailored both to agency-wide and division-specific critical skills and technical requirements.

Our regulatory landscape has undergone significant transformation in recent years, changes propelled by legislative action and population growth. However, as our responsibilities have steadily expanded, staff allocation has not aligned with the pace of this growth and attracting qualified candidates has proven challenging. Consequently, employees are experiencing heightened workloads as our responsibilities evolve and grow, increasing our need for a multi-functional workforce capable of seamlessly sharing responsibilities across divisions.

TDLR has intensified its focus on engaging employees and fostering a culture of employee appreciation and development in light of current challenges. Despite our concerted efforts to motivate employee performance and enhance morale, turnover has increased. Aligning our compensation structures to be competitive and implementing effective recruitment and retention strategies remains essential to positioning TDLR as an employer of choice in today's competitive job market. This endeavor is crucial to achieving our vision of providing low-cost licensing and regulatory services and exceptional customer service.

FUTURE WORKFORCE SKILL NEEDS

Over the next five years, we anticipate a shortage of critical workforce skills due to persistent recruitment challenges across multiple positions.

These challenges stem from an increasingly tight labor market and lack of competitive compensation due to our salary packages falling below the median offered by other state agencies for several classifications, and significantly trailing behind private sector offerings.

Analysis of TDLR salaries shows that roughly two-thirds of our agency's classifications are compensated at a lower wage compared to overall state agency average salary for these same classifications. While recent legislative salary adjustments have provided some relief, they have not addressed this disparity, particularly considering the expanding responsibilities and skills sets required of our employees. Notably, in Fiscal Year 2023, 20% of departing staff cited they were transferring to another state agency in exit surveys. This figure has risen to 25% thus far in Fiscal Year 2024, indicating a potential further increase in turnover. These difficulties indicate a potential shortage of vital skills in the foreseeable future.

Additionally, we anticipate a potential gap in institutional and program knowledge as well as technical experience due to growing workloads; the alignment and expansion of current programs; and retirements. Organizational development efforts to train and mentor our current workforce must be implemented. Moreover, recruitment and retention initiatives alongside strategic and comprehensive succession planning will enable us to facilitate the transfer of knowledge as we attract and maintain a diverse and highly skilled workforce.

TDLR WILL REQUIRE

- License and Permit Specialists with technological proficiency to seamlessly transition to automated processes under a centralized licensing system, and analytical skills to process and review license applications
- Attorneys with tactical legal skills, particularly adept in rulemaking and regulatory compliance
- Investigators and legal assistants qualified to quickly resolve a high

volume and variety of complaints

- Inspectors with strong communication, technological, bilingual, and critical thinking skills to meet the complexity of inspections and educate licensees from multiple industries
- Finance professionals with expertise and experience in procurement and contract review and management
- Administrative assistants with organizational skills and proficiency in office software and hardware to support cross-functional teams
- Customer service staff with strong written and oral communication, bilingual, and problem-solving abilities to match the volume and complexity of inquiries
- Information Technology professionals with knowledge in information security, technology support, web development, accessibility, and software applications
- Subject matter experts whose unique professional skills and industry knowledge ensure an understanding of state regulatory requirements
- Employees with technological proficiency across multiple software programs that can increase productivity through efficient use of technological resources
- Employees with bilingual and multilingual skills to engage our increasingly diverse licensee population

EXPECTED WORKFORCE CHANGES

TECHNOLOGY

Advanced technological skills will be required for all employees in our future workforce as technology continues to impact every aspect of agency operations. Our employees must demonstrate technological competence to skillfully navigate databases, software applications and technical hardware. With an increasing volume of business conducted online, including interactions with government

agencies, excellent customer service in this landscape demands a well-equipped and adaptable workforce capable of excelling at their job duties with equal proficiency virtually as well as face-to-face. Moreover, the implementation of a new licensing system will significantly shift our operational landscape and the responsibilities of many frontline employees, while also requiring IT professionals to manage and oversee an entirely new system.

ADJUSTING TO EXPANDING RESPONSIBILITIES

We anticipate further increases in the agency's workload due to population growth and emerging trends in regulated industries, as well as advancements in technologies aligned with current programs. While the legislature has historically transferred programs to us from other agencies, it is evident that evolving and emerging issues within our current programs continually expand our responsibilities. This is exemplified by the increased need for streamlined efforts in regulated industries susceptible to human trafficking, which has resulted in additional staffing resources and broadened the responsibilities of employees to include human trafficking education and awareness initiatives.

Moreover, evolving technologies such as electric vehicle charging stations have prompted the expansion of our regulatory functions. It is imperative that our staff possess the ability to identify, quickly learn, and adapt to emerging trends while maintaining their existing knowledge base. In addition, the administrative attachment of the Texas Board of Veterinary Medical Examiners (TBVME) due to legislation will continue to result in an increased workload as we meet the challenge of optimizing administrative operations at another agency. Recognizing the existing demands on staff and recruiting individuals who are forward-thinking and flexible is crucial as we anticipate changes will coincide with increased responsibilities from population growth.

ORGANIZATIONAL CHANGES

In Fiscal Year 2024, TDLR experienced significant changes in

its executive leadership with all members of our executive office departing due to retirements and transitions. With newly appointed executive leaders assuming their roles within the past year, we anticipate a period of adjustment as we welcome and acclimate to new leadership. This adjustment may prompt reorganizations that necessitate diverse and enhanced skills from staff, potentially leading to turnover as individuals respond to change.

Additionally, as of this fiscal year, nearly one-third of employees will be eligible for retirement within the next five years. The potential loss of these employees who hold vital institutional and technical knowledge demands continued careful succession planning. Mentoring, job shadowing, and cross-training will continue to be essential to maintaining institutional knowledge and technical expertise as well as to developing and enhancing critical workforce skills.

ANTICIPATED SHORTAGE IN KEY STAFF

We have identified the following gaps between anticipated needs and our current workforce:

- Loss of critical skills and core competencies stemming from turnover amid leadership departures and ongoing challenges in staff recruitment and retention, compounded by shifts in the workforce landscape
- Loss of institutional knowledge and expertise due to turnover among key staff resulting from separations and retirements. Approximately 30% of our workforce is eligible for retirement within the next five years, including nearly 53% of our agency's directors
- Challenges posed by an aging workforce, necessitating robust succession planning efforts
- Demand for technologically adept individuals to adapt to ongoing advancements

ANTICIPATED SHORTAGE OF SKILLS

We are committed to cultivating a diverse and skilled workforce. Despite our efforts to recruit, develop, and retain talented employees, we continue to face challenges maintaining subject matter experts in mission-critical positions due to turnover. Additionally, as we progress towards optimizing technology and implementing a centralized licensing system, there is an anticipated shortage of individuals possessing advanced technological skills as we require employees who can quickly adapt to and fully leverage new and existing technology and information systems. Moreover, our recruitment efforts have been impacted by competition from both state agencies and the private sector, especially for positions in frontline and professional roles critical to the fulfillment of our mission.

STRATEGY DEVELOPMENT

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

Issue: **Attracting and retaining employees in frontline, technical and professional positions central to the fulfillment of our mission.**

Goal: Implement initiatives that increase hiring and retention of employees in frontline, technical and professional mission-centric roles.

Rationale: Competition from other state agencies and the private sector has resulted in the loss of employees in many frontline, technical and professional positions such as license and permit specialists, investigators, inspectors, and attorneys. In addition, it has been challenging to recruit qualified candidates to these roles and to fill vacancies in certain technical roles in regulatory divisions.

Action: Provide competitive compensation packages, comprehensive benefits, recruitment contracts, and retention bonuses. Promote awareness of our flexible work arrangements, remote work options, employee engagement programs, professional development opportunities, employee recognition initiatives, and wellness programs to attract top-tier candidates. Formalize pathways for novices in professional and highly technical regulated industries to join our workforce, facilitating on-the-job training that fosters early commitment and cultivates the requisite proficiencies essential for success within their positions at the agency.

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

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

Rationale: Leadership and staff throughout the agency with indispensable knowledge are eligible for retirement.

Action: A formal mentorship program has emerged as the prominent strategy to ensure knowledge transfer, particularly amid the transitions in leadership that we have recently undergone. Recognizing the effectiveness of relationship-building in knowledge transfer, our mentorship initiative will provide both management and peer-to-peer mentorship to specific staff members, promoting strategic knowledge transfer, cross-training, and skill development. In addition, all staff members will have the opportunity to participate in mentorship voluntarily. Moreover, the mentorship program will offer executive and divisional leadership opportunities for peer-to-peer mentorship.

Beyond mentorship efforts, we will further formalize the documentation of core processes and procedures, producing guidance documents to record decision-making protocols. We will also continue assigning backups to positions with identified gaps, as well as promoting cross-training and job shadowing to facilitate collaboration within programs and across divisions, enabling subject matter experts to develop and refine specific skills.

While our existing training program is robust, we aim to enhance it further to standardize technical training and clarify standard operating procedures. However, the mentorship program will serve as a cornerstone in ensuring the effectiveness of tools such as training programs and detailed documents in transferring knowledge, as the interactive nature of mentorship not only facilitates effective assessment of performance and progress but also fosters a culture of continuous improvement, where mentors and mentees collaboratively refine their skills and knowledge.

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

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

Rationale: We endeavor to employ a qualified and diverse workforce. Less than 5% of our employees are under the age of 30.

Action: We are committed to persisting in our recruitment efforts to identify capable individuals who are either preparing to enter or have recently entered the

workforce, bringing with them valuable knowledge and skills. This year, we forged a partnership with another state agency to establish a paid internship program that also provides robust professional development opportunities. This initiative not only allows us to be reimbursed for hiring undergraduate interns but also provides aspiring professionals with invaluable experience at our agency, thereby fostering a direct pathway to employment.

Moving forward, we will formalize pathways for recent graduates of higher education institutions and technical trade programs to seamlessly transition into entry-level positions within our agency. These structured programs will afford them the opportunity to embark on their career journeys with our agency while receiving on-the-job training that complements their academic backgrounds. By providing a comprehensive program that facilitates targeted skill progression, we will enable candidates to assume roles within our workforce without the extensive experience typically required for specific classifications while ensuring they gain the experience necessary to meet the qualifications required for their desired job classification.

Additionally, we continue to significantly increase our presence at job fairs, strategically reaching prospective candidates. In our ongoing efforts to streamline the hiring process and remove barriers to joining our workforce, we are assessing measures such as enabling applicants to complete applications directly at job fairs. These initiatives reflect our unwavering dedication to attracting top talent and fostering a diverse and dynamic workforce.

GAP ANALYSIS

Issue: Ongoing development of critical and future workforce skills to meet the agency's growing technological demands.

Goal: Provide comprehensive and uniform training that enhances employee skills and empowers staff to effectively contribute to our vision, mission, and objectives.

Rationale: The agency's evolving and expanding responsibilities require employees to further their knowledge of regulatory programs, use multiple systems, and develop advanced technological competencies to create proficiencies and maximize productivity.

Action: We will enhance and further standardize operational policies and procedures to carefully curate training that meets division-specific technological needs, program requirements, and fills knowledge gaps.

REPORT ON CUSTOMER SERVICE

TDLR's fundamental area of focus, in addition to licensing and regulating, is customer service. We have always endeavored to excel at customer service, and we know there are always opportunities to improve ourselves. Our primary method in providing first-rate assistance to those who connect with us is our Customer Service Division, which provides a wide range of knowledge and guides customers through TDLR processes. In Fiscal Year 2023, our dedicated customer service representatives (CSRs) responded to 417,859 inquiries, encompassing email, phone, and social media interactions. These inquiries span various topics, including licensing applications, consumer complaints, and clarification regarding the laws, rules, and TDLR policies. Along with our Customer Service coworkers, TDLR provides exceptional customer service in every strategy that is part of TDLR's makeup.

INVENTORY OF EXTERNAL CUSTOMERS SERVED BY STRATEGIES IN GENERAL APPROPRIATIONS ACT

Strategy – License, Register and Certify

TDLR's primary customers for this strategy are applicants for licensure or current licensees in one or more of the agency's 38 programs.

Key services include:

- initial application processing
- renewal processing
- reciprocity determinations
- criminal background checks
- accreditation of verified military experience
- providing specialized services to military spouse applicants

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 38 programs.

Key services include:

- initial application processing
- renewal processing

Strategy – Examinations/Continuing Education

TDLR's primary customers for the examination strategy are applicants for licensure who are required to take an examination to receive or renew an occupational license.

Key services include:

- 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/fail rates
- online reporting of student hours
- availability of performance reports for new students enrolling in barbering, cosmetology, or massage schools

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. Twenty-three of TDLR's programs require CE.

Key services include:

- approval of course providers and curricula
- online posting of licensees' completion of CE hours
- 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
- answering email requests
- using social media to convey critical information to customers

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 include:

- online payments for initial and renewal license applications
- online payments for administrative penalties

Strategy – Conduct Inspections

TDLR's primary customers for this strategy are the businesses and equipment for which we perform inspections:

- barber and cosmetology establishments and schools
- boilers
- combative sports events
- driver education schools
- industrialized (modular) builders and manufacturers
- licensed dog and cat breeder facilities
- massage establishments and schools
- midwife schools
- mold remediation projects
- motor fuel devices
- orthotic and prosthetic facilities
- used automotive parts recyclers
- vehicle storage facilities
- water wells

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 of vehicle storage facilities
- 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
- elevator safety
- industrialized housing and buildings
- 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
- manufacturers and owners of industrialized (modular) houses and buildings

Customers also include:

- the third-party plan reviewers
- Registered Accessibility Specialists
- design review agencies
- individuals with disabilities who use the facilities described above

Key services include:

- the certification of Registered Accessibility Specialists
- approval of design review agencies
- the development and adoption of standards and procedures.

Strategy – Resolve Complaints

TDLR's primary customers for this strategy are individuals who file complaints.

Key services include:

- assigning of complaint priorities based on risk
- 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
- publishing enforcement actions arising from final orders of the Commission and the executive director

Strategy – Investigations

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 38 programs
- investigation of licensee or applicant criminal history

Strategy – Central Administration

TDLR's primary customers for this strategy are:

- individuals and businesses who pay a fee
- the public
- the Office of the Governor
- the Texas Senate and Texas House of Representatives
- our TDLR Commissioners
- the Legislative Budget Board
- the Sunset Advisory Commission
- the Comptroller of Public Accounts
- advisory board members
- public-private partners
- other government agencies

Key services include:

- working with other state agencies to comply with all laws overseeing

TDLR and agencies in general

- 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
- managing and developing anti-trafficking efforts
- 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
- 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
- the public

Key services include:

- developing, implementing, and maintaining licensing software systems
- developing and implementing IT security measures
- supporting online and contact center services

Strategy – Other Support Services

TDLR’s primary customers for this strategy are:

- vendors and public-private partners
- Historically Underutilized Businesses
- state agencies such as:
 - the Texas Facilities Commission
 - the State Office of Risk Management
 - the Department of Information Resources
 - the Comptroller of Public Accounts

Key services include:

- fair and transparent procurement processes
- state property accounting and management
- facilities and vehicle management
- inventory controls

INFORMATION-GATHERING METHOD OF SURVEY

In the Spring of 2024, TDLR solicited feedback from customers through an online customer satisfaction survey. TDLR sent survey invitations to our more than one million email subscribers and posted the link to the survey on social media, including Facebook, Twitter, LinkedIn, Threads and Instagram. The survey asked customers, if they received specific services in the last two years, to rate the quality of services received. We received responses from 6,012 people.

TDLR conducted eleven regional face-to-face meetings in five cities to gather individual feedback. The meetings in Austin were live streamed, allowing viewers to participate in the polls used during the sessions.

Survey Analysis

In the column to the right is a table reflecting the percentage of survey respondents from the various TDLR programs with a response rate of 1.0% or greater.

TDLR Program	Percentage of Survey Respondents
Barber and Cosmetology	35.3
Electricians	24.1
Air Conditioning and Refrigeration Contractors	13.8
Other – Write In*	7.3
Tow Trucks, Operators and Vehicle Storage Facilities	5.5
Massage Therapy	3.2
Property Tax Professionals	2.5
Driver Education and Safety	1.9
Elimination of Architectural Barriers	1.3
Property Tax Consultants	1.2
Speech-Language Pathologists and Audiologists	1.2
Water Well Drillers and Pump Installers	1.2
Behavior Analysts	1.0
Code Enforcement Officers	1.0

**Of the “Other – Write In” responses, some were license types of TDLR programs (i.e. Estheticians, in the Barbering and Cosmetology program) or were related to TDLR programs (i.e. Realtors, related to the Service Contractor Provider program), while others referenced programs over which TDLR does not have regulatory authority (i.e. Plumbing, Drivers Licenses, Concealed Carry, Child Care Licensing, etc.).*

The majority of survey participants who indicated they had been to an agency location expressed satisfaction with the agency's facilities, including their ability to access the agency, the office locations, signs, and cleanliness. Some dissatisfaction may be attributable to the fact that the lobby of the downtown Austin office is currently closed during the noon hour. We plan to have the lobby staffed so that it can remain open during the entire workday in the near future.

The majority of survey participants expressed satisfaction with the agency's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name for accountability. While we broke out the question of employee knowledgeability separately, the responses between the two questions are comparable. The dissatisfaction may be attributed to our front-line customer service staff needing to refer inquiries to other divisions for resolution. We will continue to develop additional practices and procedures to ensure we promote the best customer experience in everything we do.

The majority of survey participants expressed satisfaction with the agency's communications, including toll-free telephone access, the average wait time spent on hold, call transfers, access to a live person, letters sent, electronic mail, and any applicable text messaging or mobile applications. Some dissatisfaction may be attributed to not immediately getting to speak with a subject matter expert when additional information is needed.

The majority of survey participants expressed satisfaction with the agency's recently redesigned internet site, including ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as listing of services and programs and whom to contact for further information or to file a complaint. In February 2024, TDLR launched a new website that was specifically designed to make it easier and faster for users to locate the information they need. The new website

is optimized for mobile users – who make up the majority of visitors to the site – and is fully accessible for users with disabilities. The new website is also translated via Google Translate for those who feel more comfortable using the site in a language other than English.

The majority of survey participants expressed satisfaction with or were neutral about the agency's complaint handling process. Some dissatisfaction may be attributable to the current inability to attach documents to complaints filed online. TDLR strives to be responsive to customer needs, accepting complaints online, by email and by telephone. Additionally, the agency is transitioning to an online complaint filing system that will not only allow customers to attach a multitude of documents to a complaint filed online, but also incorporates improved efficiency measures to identify high-priority complaints. TDLR also provides periodic updates throughout the complaint-resolution process to customers on non-anonymous complaints which are opened.

The majority of survey participants expressed satisfaction with or were neutral about the agency's ability to provide timely service, including the amount of time they wait for service in person. The Customer Service Division is always striving to improve on quality of service and wait times. The agency anticipates that the new single licensing system will further improve these numbers.

The majority of survey participants expressed satisfaction with the agency's brochures or other printed information, including the accuracy of the information.

Survey participants expressed overall satisfaction with the agency.

PERFORMANCE MEASURE INFORMATION FOR CUSTOMER SERVICE STANDARDS AND CUSTOMER SATISFACTION

In Fiscal Year 2023, Customer Service received 505,966 total contacts consisting of phone calls, emails, and social media inquiries. We answered 83% of the inbound contacts. Enforcement opened 13,045 complaints during Fiscal Year 2023, and resolved 11,284 complaints during that same period.

In Fiscal Year 2024, we project 432,000 Customer Service contacts. From September 2023 through February 2024, TDLR received 257,535 contacts and responded to 81% of those contacts. We also project to open 11,488 new complaints in Fiscal Year 2024. From September 2023 through February 2024, TDLR opened 6,249 complaints and resolved 6,621 complaints during the same time period.

Outcome Measures

Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received

Of the 6,008 survey participants who responded to the survey question regarding overall satisfaction with TDLR, 3,831 participants – or 63.7% - indicated they are satisfied or very satisfied with the agency.

Output Measures

Total Customers Surveyed

TDLR emailed 1.1 million subscribers inviting them to participate in the survey, and 6,012 people responded to the survey.

Response Rate

The percentage of customers invited who completed the survey was 0.55%.

Total Customers Served

TDLR's total license population through Fiscal Year 2023 is 919,307 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 \$1,095 for the software used to conduct the survey. With 6,012 customers participating, the survey cost approximately \$0.18 per person.

Explanatory Measures

Total Customers Identified

TDLR has more than 919,000 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 consists of individuals, businesses, facilities, and equipment licensed in TDLR's 38 programs. It also includes all Texans who rely on the services of the licensed occupations, professions, and industries.

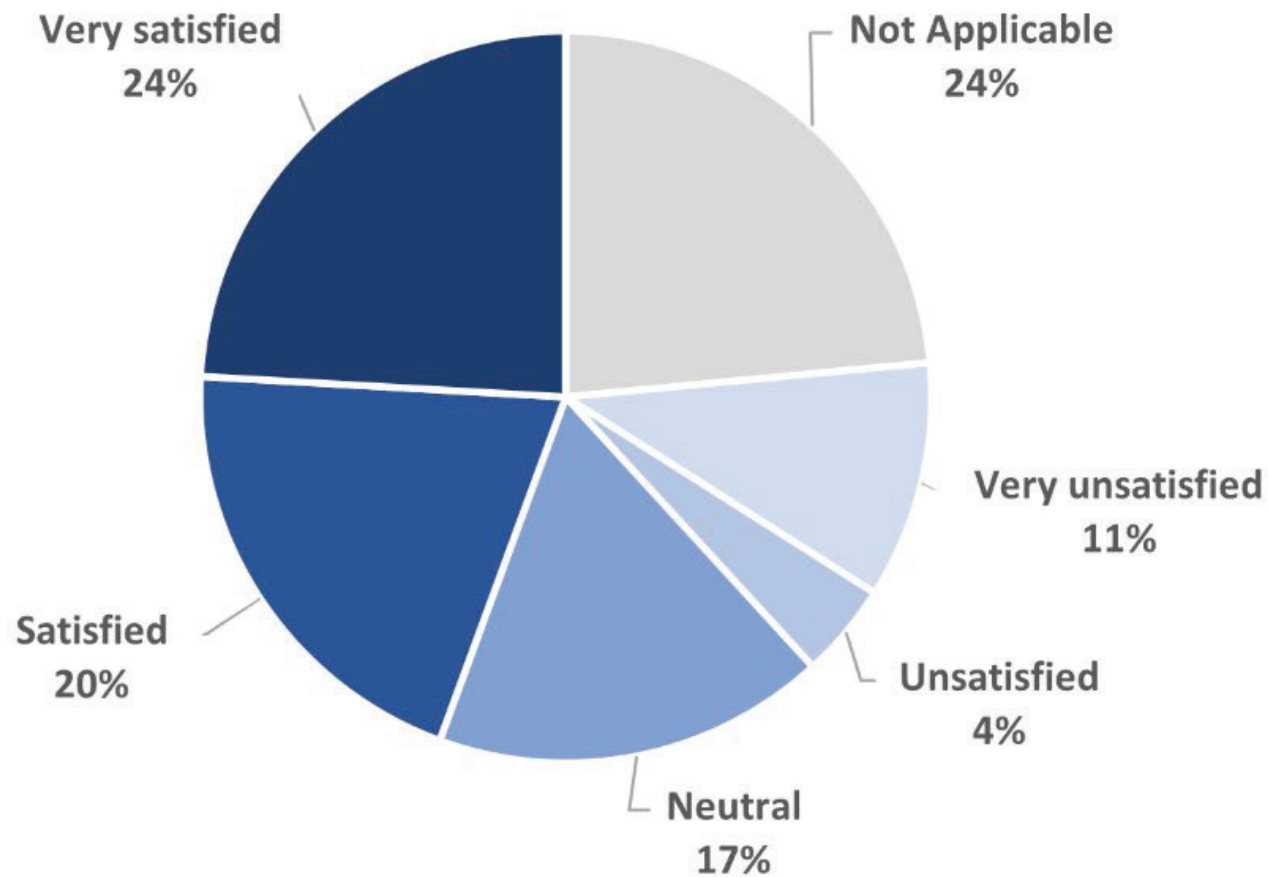
Challenges:

Working for the TDLR's Customer Service division requires a high level of empathy and emotional intelligence, as well as good judgment and technical skill. Because CSRs help customers whose livelihoods depend on them for fast, reliable assistance, they often act as both the voice of the agency and an advocate for the customers, especially when the news is not good. Managing customer expectations and frustration can be difficult. Additional resources are needed to care for the emotional health and physical wellbeing of frontline employees.

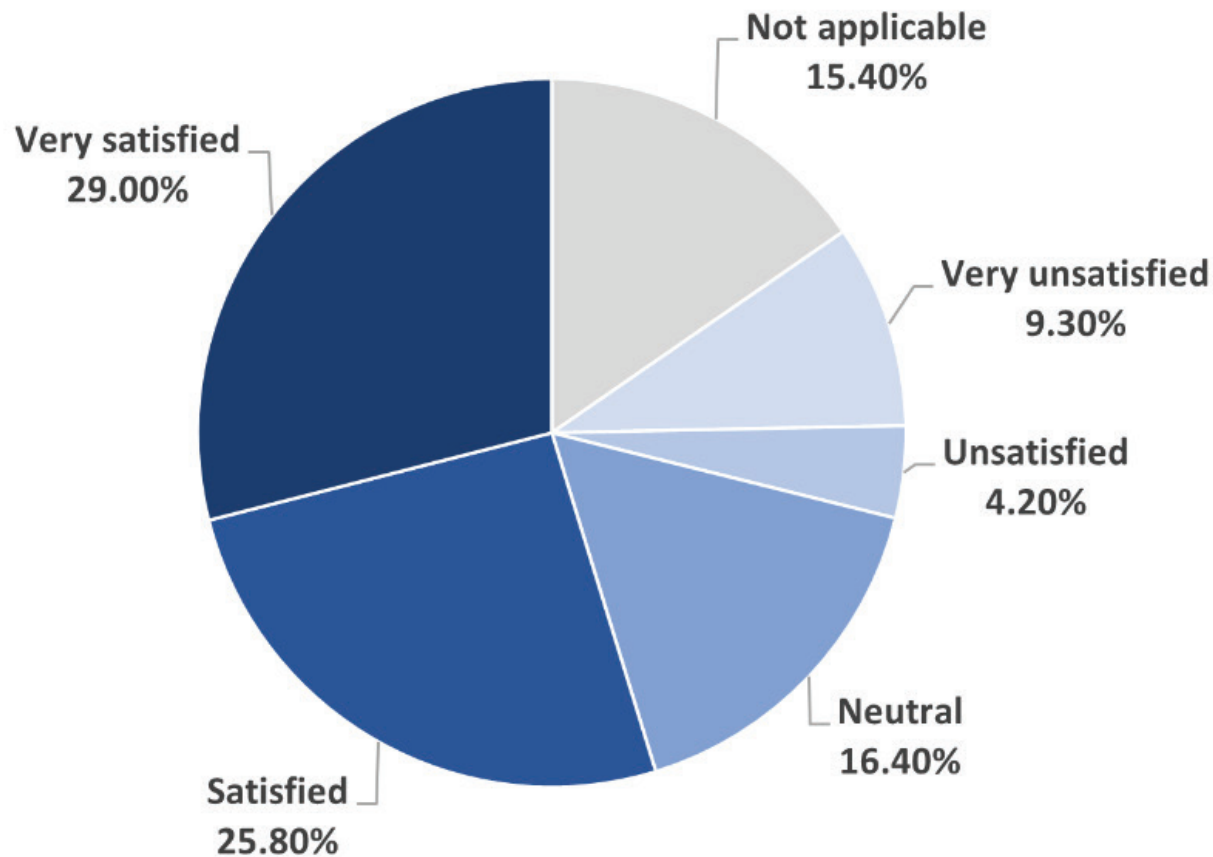
Although the CSR role is traditionally seen as an entry-level position, the knowledge and maturity needed to perform this job at TDLR requires a much higher skill level. Retaining experienced employees is difficult because once trained, CSRs can and do move to other positions within the agency, earning more money and usually specializing in fewer processes and statutes than what CSRs are typically required to know.

Survey Results

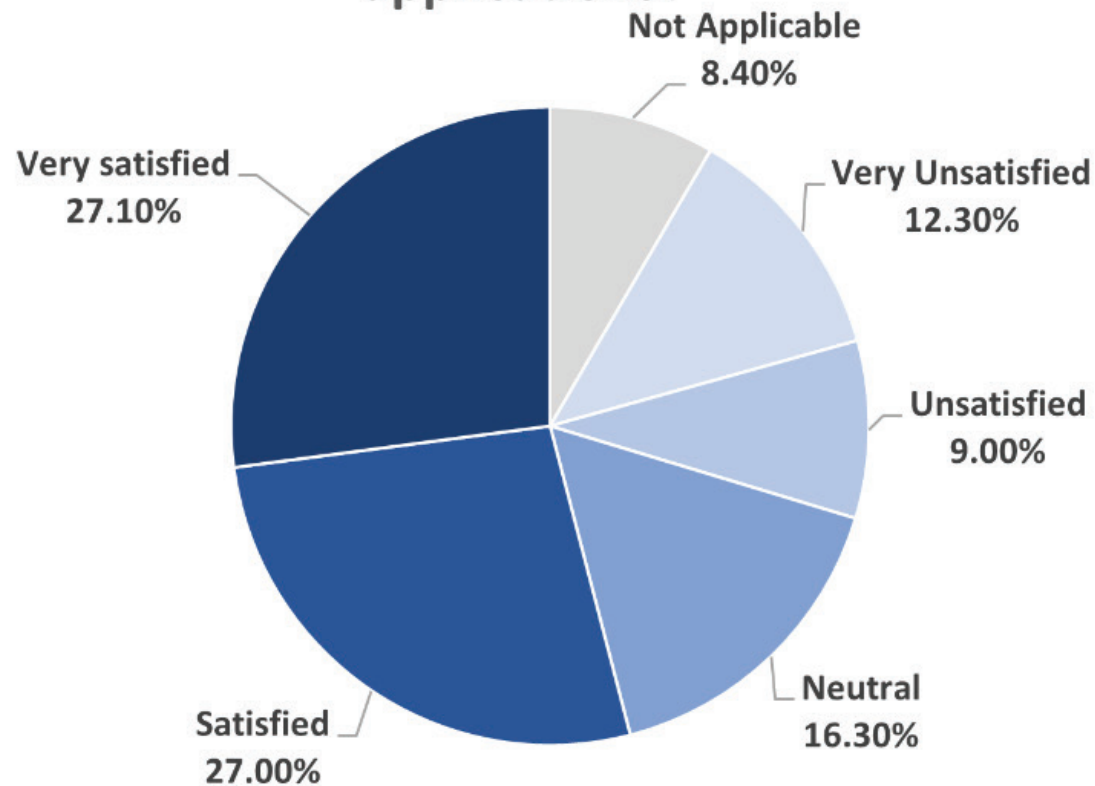
How satisfied are you with TDLR facilities, including your ability to access the agency, the office location, signs, and cleanliness?



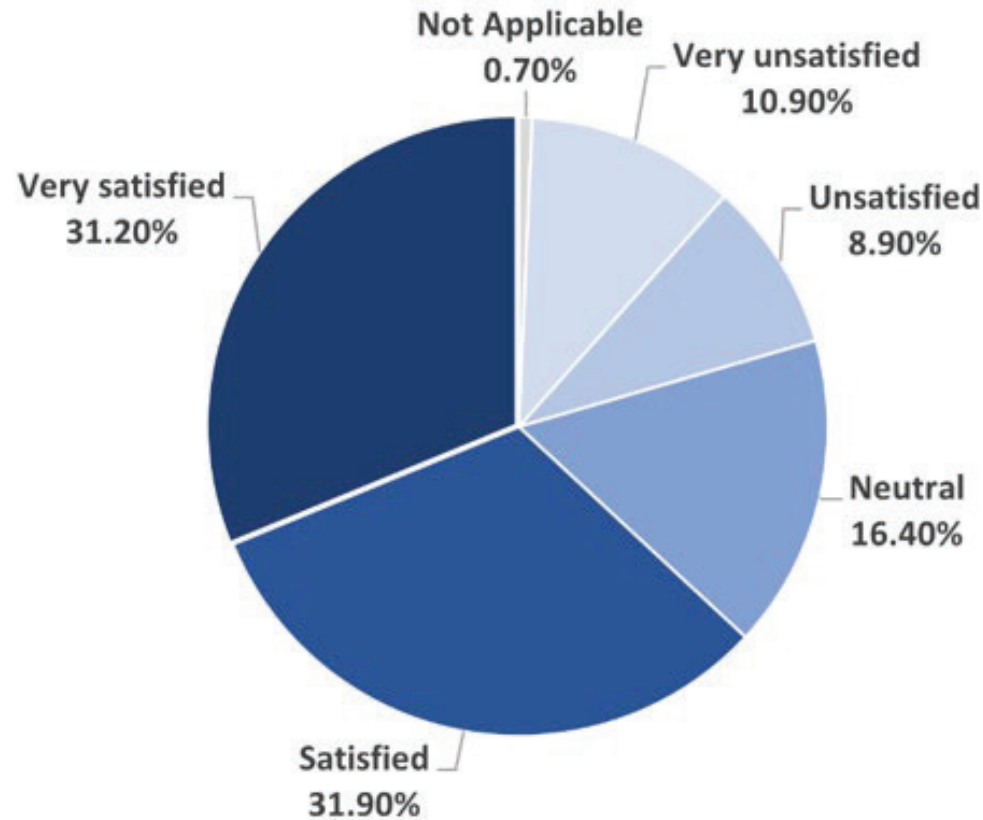
How satisfied are you with TDLR staff, including employee courtesy, friendliness and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?



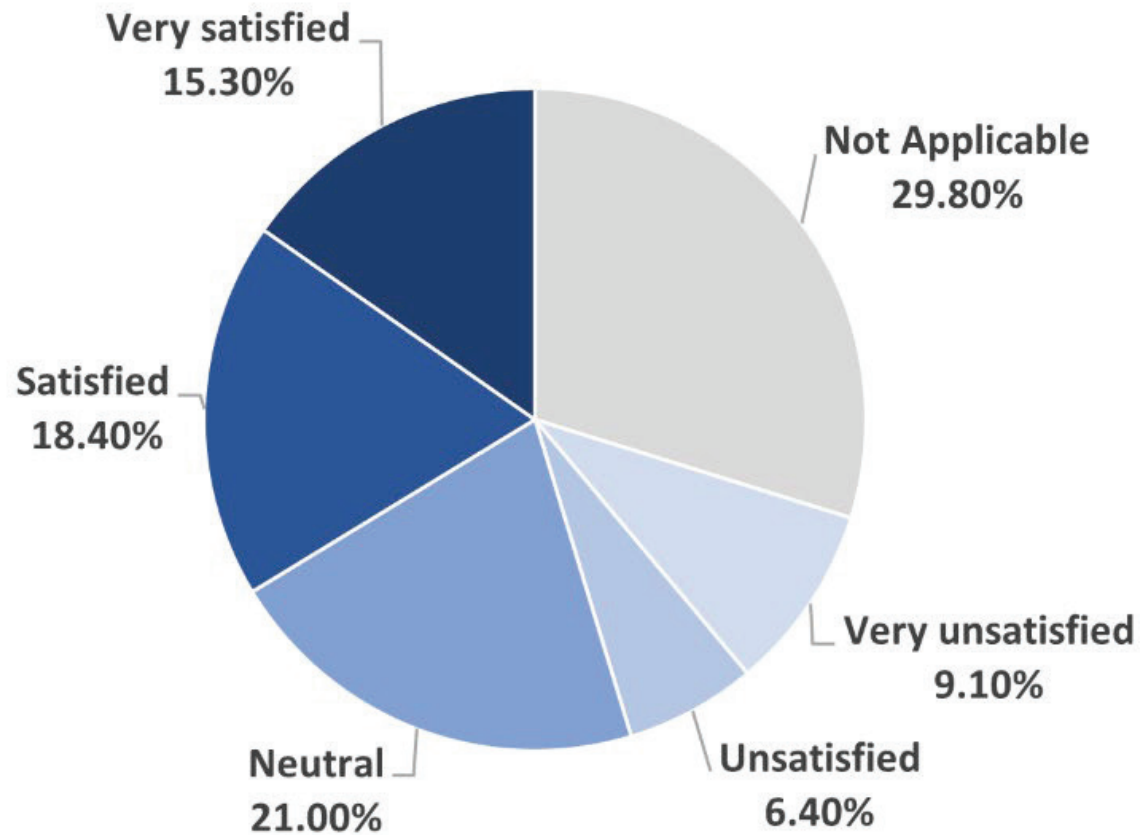
How satisfied are you with TDLR communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?



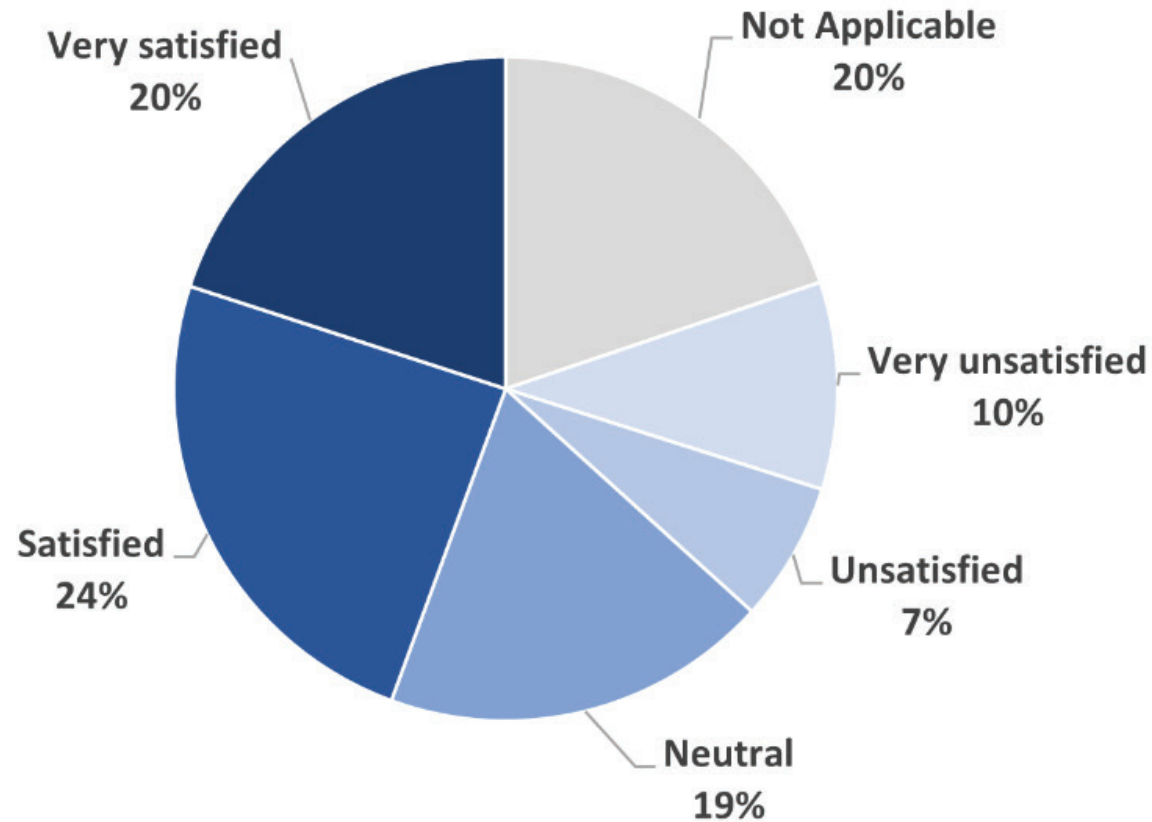
How satisfied are you with TDLR's Internet site, including ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or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



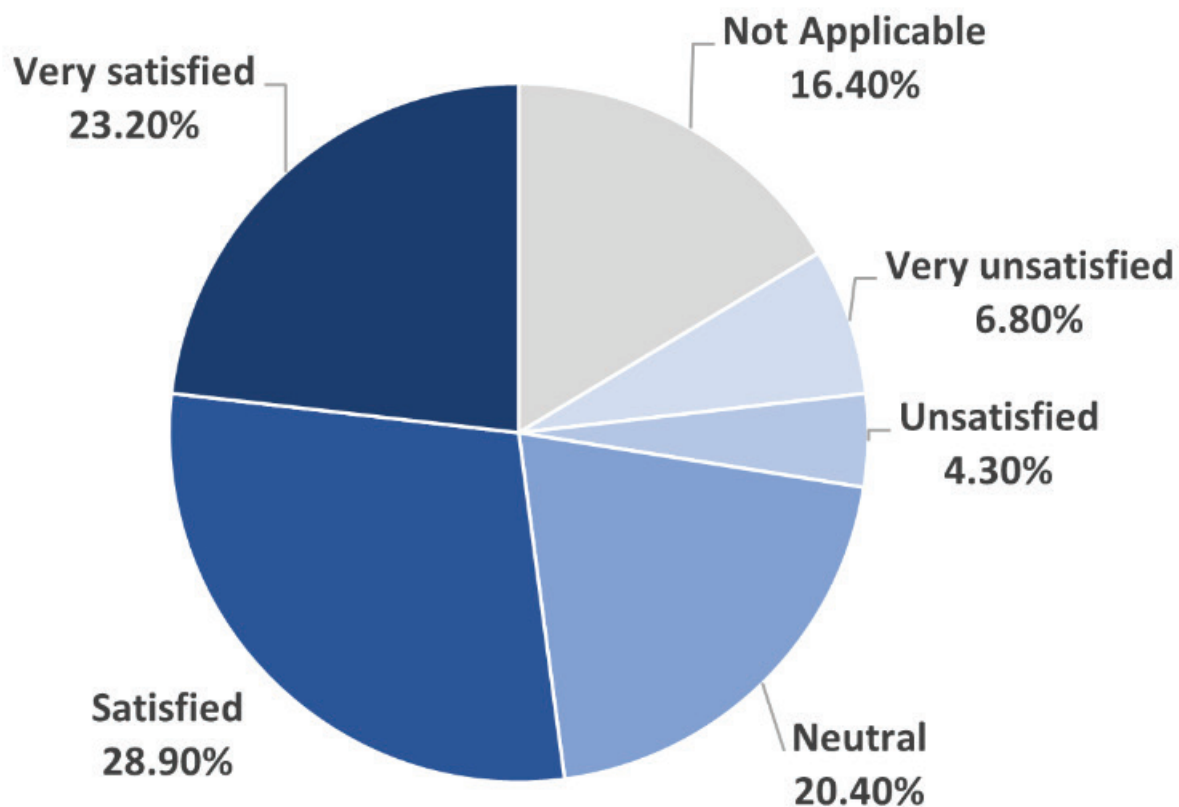
How satisfied are you with TDLR's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?



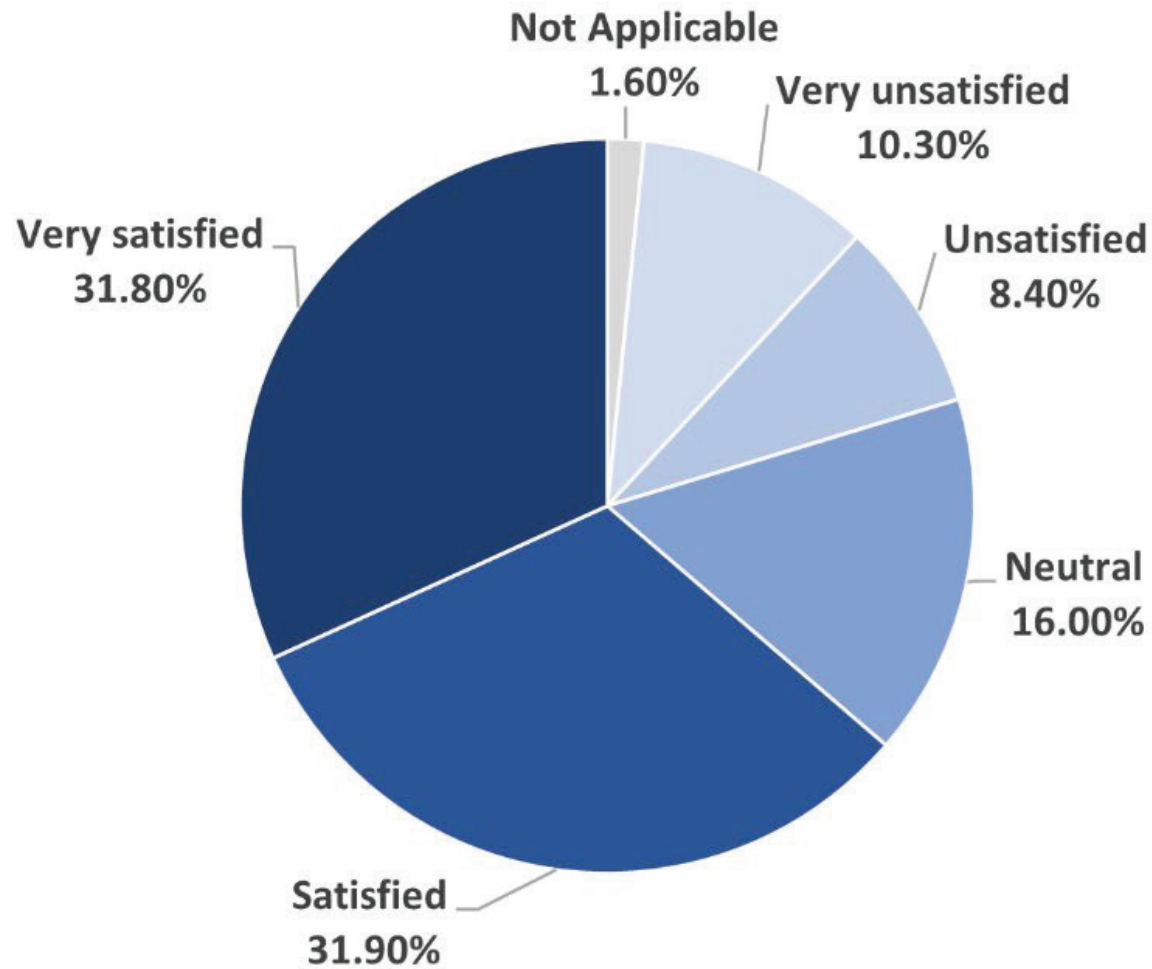
How satisfied are you with TDLR's ability to timely serve you, including the amount of time you wait for service in person?



How satisfied are you with any TDLR brochures or other printed information, including the accuracy of that information?



Please rate your overall satisfaction with the TDLR.



SCHEDULE I: CERTIFICATE OF COMPLIANCE WITH CYBERSECURITY TRAINING



Certificate of Compliance with Cybersecurity Training

From: [Security Training Certification Applications](#)
To: [Josh Kuntz](#);
Subject: [Security Training Certification Applications](#) Confirmation of Cybersecurity Training Certification STV-16865
Date: Thursday, September 7, 2023 10:20:07 AM

This email serves as a written certification of Licensing and Regulation, Texas Department of's compliance with cybersecurity training, required under Texas Government Code Sections 2054.5191 and 2054.5192. Please save this confirmation for your entity's records as it is required to be included as part of the grant application under Texas Government Code Section 772.012, or the state agency's strategic plan under Texas Government Code Section 2056.002, as applicable.

This email confirms that you have successfully submitted the required annual Cybersecurity Training Certification for Fiscal Year 2023 for Licensing and Regulation, Texas Department of.

ReportID: STV-16865

Email: josh.kuntz@tdlr.texas.gov

Name: Joshua Kuntz

Title: CISO

Organization Name: Licensing and Regulation, Texas Department of

Organization Type: State Government

Phone Number: (512) 745-9271

Fiscal Reporting Year: 2023

Percentage Training Completion: 100%

(For School Districts, if provided) Were school district employees trained (in addition to the Cybersecurity Coordinator and elected/appointed officials who have access to local government systems and use a computer to perform 25% of their duties)?

Certification Statement

- If a local government, my organization is in compliance with the employee security awareness training requirements of Section 2054.5191, Texas Government Code;
- If a school district, my district is also in compliance with Section 11.175(g), Education Code;
- If a state agency, my agency is in compliance with the employee security awareness training requirements of Section 2054.519, Texas Government Code and the contractor security awareness training requirements of Section 2054.5192, Texas Government Code.

AND

- My organization is in compliance with the internal review requirements of Section 2054.5191, Texas Government Code; and
- I am authorized by my organization to submit this certification.

I certify that the information I have submitted is true and complete. I understand that knowingly submitting information that is not true and complete may result in civil or criminal penalties. I acknowledge that submitting this form satisfies the reporting requirements specified under Sec. 2054.5191 and Sec. 2054.5192, Texas Government Code (if applicable).

Date Submitted: September 7, 2023

Thank you.

Texas Department of Information Resources

TXTrainingCert@dir.texas.gov