

APPENDIX A – DESCRIPTION OF AGENCY’S PLANNING PROCESS

True to the agency’s commitment to developing leaders, we included a broad cross-section of TDLR’s employees in the strategic planning process. Employees were engaged and empowered at every phase of the strategic planning journey. We began our strategic planning process in February 2012, when TDLR’s executive director and deputy executive director met to review the current strategic planning instructions, key strategic plan elements, and TDLR’s proposed strategic planning timeline (see below).

We made key process changes in this strategic planning cycle:

- Increased the number of employees involved in the development, drafting and editing of the plan;
- Exchanged the traditional layout of the Strategic Plan with a more intuitive and easy-to-read format;
- Broadcast the kickoff meeting from the Austin North Campus meeting room allowing Austin-based and field employees to participate;
- Streamlined the drafting and editing process;
- Created five new cross-functional information evaluation teams to review the increased number of comments and recommendations:
 - » information technology
 - » rules
 - » statutory
 - » **communication**
 - » process improvements;
- Added social media components to our strategic planning process; and
- Created separate final editing teams for the Workforce Plan and the Customer Service Plan.

Following his approval of TDLR's timeline, the executive director appointed and met with the following teams on March 19, 2012:

TEAMS – TDLR STRATEGIC PLAN 2013-2017

Writers	Draft Editors	Group Editors	Final Editors
Bill Kuntz	Rebecca Armas	Bill Kuntz	Judy Cannon
Brian Francis	Haregeweyn Demoz	Brian Francis	Carlos Castillo
George Bomar	Nancy Foster	George Bomar	Todd Forrester
Stephen Bruno	Laura Hernandez	Randy Nesbitt	Debbie Jahns
Jeff Copas	Daryl Kunze	Stephen Bruno	Lynn Latombe
George Ferrie	Yvonne Lopez	Jeff Copas	Donna Lipke
Christina Kaiser	Charlotte Melder	Shanna Ducros	Kay Mahan
Randy Nesbitt	David Montgomery	George Ferrie	Monica McKenzie
Lee Parham	Ruby Ockletree	Ron Foster	Holly Respondek
Alaric Robertson	Anna Ramirez	Tanya Gauthreaux	
Willie Sczech	Melody Richards	David Gonzales	
	Soyica White	Christina Guzman	
		Della Lindquist	
		Terry Westrum	

TEAMS – TDLR STRATEGIC PLAN 2013-2017 CONTINUED

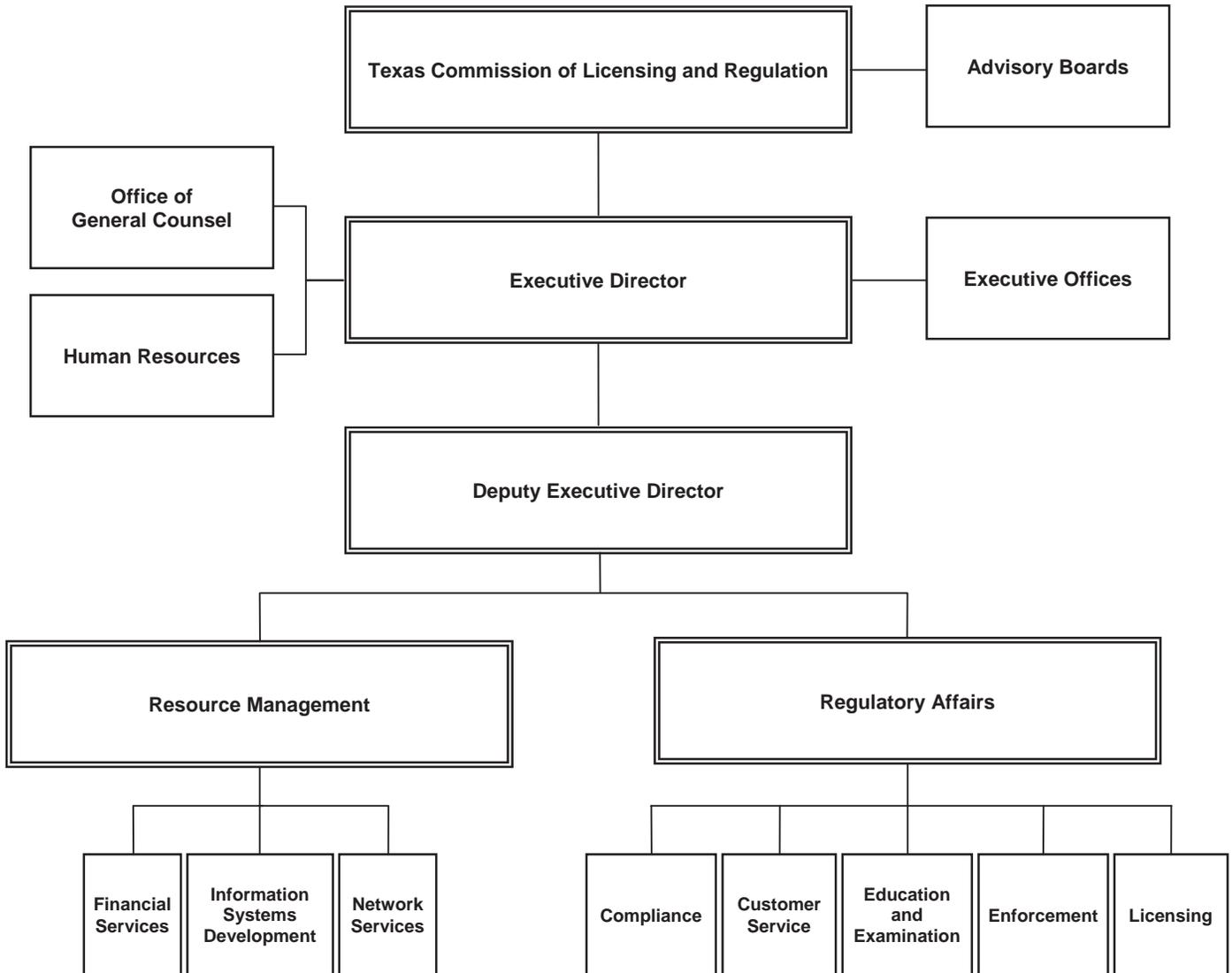
Workforce Plan Group	Final Editors	Customer Service Report Group	Final Editors
Sharon Homoya (Chair)	Nancy Behn	Terry Westrum (Chair)	Tamala Fletcher
Don Dudley	Lisa Houdek	Nancy Foster	Robin Moten
David Gonzales	Amy Johnson	Jason Le	Robert Niño
Christina Kaiser	Pamela Legate	Gene Mays	Andy Pham
Daryl Kunze	Luis Ponce	Laura Montes	Melissa Rinard
Irma Mendoza	Henry Ross	Albert Orona	John Sanchez
Terri Peirce	Shanisty Villanueva	Clayton Phillips	Lorraine Sroufe
Tarsha Redd	Kim Whitt	Ray Pizarro	
Jeff Rinard		WL Stribling	
Janella Simpkins		Camtu Tran	
Elizabeth Soliz		Don Vara	
		Andreea Vasile	

IR Plan Group	PM and Budget Group	
Simon Skedd (Chair)	Jerry Daniels (Chair)	
Glen Bridge	Danny Magness	
Danny Magness	Susan Bonnell	
Albert Medellin	Tony Couvillon	
Eddie Morrison	Debra Jackson	
ZJ Tao	Dede McEachern	
Shufang Yu	Tomas Spradlin	
	Mary Alice Teal	
	Lori Walker	
External Brainstorming Group	Online/Facebook Survey Group	Internal Brainstorming Group
Randy Nesbitt (Chair)	Lee Parham (Chair)	George Bomar (Chair)
Shufang Yu	Susan Bonnell	Stephen Bruno
Stephen Bruno	Glen Bridge	Jeff Copas
Tamala Fletcher	Stephen Bruno	Charles Johnson
Gene Mays	Wendy Pellow	Kay Mahan
Della Lindquist	Alaric Robertson	Willie Sczech
Willie Sczech	Willie Sczech	ZJ Tao
	Terry Westrum	
Communication Strategic Initiative Evaluation Group	Technology Strategic Initiative Evaluation Group	Legislative Strategic Initiative Evaluation Group
Delisa Hamilton	Mike Ballensky	Brad Bowman
Misty Maldonado	James Corral	Jerry Daniels
Jeff Rinard	Eloy Gonzalez	George Ferrie
Trey Seals	Olisa Hunt	Christina Kaiser
Susan Stanford	Eva Lin	Bob Rennich
Lori Walker	Simon Skedd	Tomas Spradlin
Project Strategic Initiative Evaluation Group	Rules Strategic Initiative Evaluation Group	
Don Dudley	Tanya Gauthreaux	
Gene Mays	Caroline Jackson	
James Potter	Dede McEachern	
Melissa Rinard	Lee Parham	
	Trevor Theilen	

The Department's Strategic Plan was developed according to the following timeline:

TIMELINE – TDLR STRATEGIC PLAN 2013-2017	
February 23 rd – March 19 th	Development of Strategic Planning Tool
March	Estimated Release of Instructions for Preparing and Submitting Agency Strategic Plan for 2013-2017
March 19 th	Kick-off Strategic Plan Meeting Disseminate Writing and Editing Assignments
March 21 st	Send Strategic Planning Documents to the Commissioners and Publish on the Lrnet
March 21 st	Disseminate Invitations to Participate in TDLR's Customer Satisfaction Information Gathering Process (External Brainstorming Sessions), Publish Invitation and Schedule on Web with Listserv Message and Facebook and Twitter Announcement
March 22 nd	Lrnet Video to Discuss Strategic Planning Process
March 26 th – April 11 th	Publish Online/Facebook Survey
March 26 th – April 11 th	Conduct Internal Brainstorming Sessions
March 27 th	Strategic Planning Presentation to the Strategic Plan Oversight Workgroup (Chairman Denton, Vice-Chair Arismendez, and Commissioner Morgan)
April	Estimated Release of Instructions for Preparing and Submitting Agency Requests for Legislative Appropriations for 2014 – 2015 to be Issued by the Governor's Office
April	Estimated Due Date for Revisions to Performance Measure and Budget Structures
April 2 nd	Presentation of Revisions to Performance Measures and Budget Structure to Executive
April 9 th	Conduct External Brainstorming Sessions
April 20 th – 27 th	Survey Results and External Brainstorming Session Summaries Posted on Web with Facebook and Twitter Announcement
April 23 rd – May 15 th	Strategic Plan Development and Editing Process
April 25 th	Presentation of Internal Brainstorming Session Summaries to Executive
April 26 th	Internal Brainstorming Session Comments Posted to Lrnet
April 27 th	Presentation of Survey Result and External Brainstorming Session Summaries to Executive
May 2 nd	Survey Result and External Brainstorming Session Summaries Mailed to Commission Members for Review/Comment
May 3 rd	Email External Brainstorming Comments, Agency Wide Survey Results, Program Specific Survey Results, and Survey Comments to Advisory Board Members
May 22 nd	Draft of Strategic Plan Forwarded to Commissioners and Final Editors and Mike Fickel for Formatting
June 1 st	Strategic Plan Customer Service Report Estimated Due Date
June 7 th	Commission Member and Final Editor Comments Due
June 8 th	Meet with Commission Strategic Plan Oversight Workgroup via Conference Call
June 11 th – 13 th	Commission Meeting to Present Revised Strategic Plan to Commission Members for Final Approval
June 15 th	Final Version of Strategic Plan Complete
June 18 th	Mail Final Version of Strategic Plan to Commission Members
June 18 th	Estimated Target Submission of Strategic Plan to Governor's Office, LBB, etc.
June 18 th	Estimated Due Date for Completion of ABEST Entry of Performance Measure Definitions
June 21 st	Post Strategic Plan on Web with Listserv Message and Facebook and Twitter Announcement
August	Agencies Submit Legislative Appropriations Requests for the 2014 – 2015 Biennium
August	Joint Governor's Office of Budget and Planning and Legislative Budget Board Budget Hearings Begin on Agency Legislative Appropriations Requests for the 2014 – 2015 Biennium

APPENDIX B - ORGANIZATIONAL CHART



APPENDIX C – FIVE-YEAR PROJECTIONS FOR OUTCOME MEASURES

OUTCOME MEASURES	2013	2014	2015	2016	2017
Percent of Licensees With No Recent Violations	97.5%	97.3%	97.0%	96.8%	96.5%
Percent of Licensees Who Renew Online	92.0%	92.0%	92.0%	93.0%	93.0%
Percent of New Individual Licenses Issued Online	70.0%	72.0%	74.0%	75.0%	75.0%
Percent of Calls Answered by Staff at TDLR	71.0%	72.0%	72.0%	73.0%	73.0%
Percent of Complaints Resulting in Disciplinary Action	27.0%	25.0%	28.0%	31.0%	29.0%
Percent of Documented Complaints Resolved within Six Months	59.0%	61.0%	64.0%	62.0%	63.0%
Percent of Architectural Barrier Building Plan Reviews Completed w/in 30 Days	95.0%	95.0%	95.0%	95.0%	95.0%
Recidivism Rate of Those Receiving Disciplinary Action	4.3%	4.0%	4.1%	3.4%	3.7%
Inspection Coverage Rate	87.0%	88.0%	88.0%	88.0%	88.0%
Percent of Boilers Inspected for Certification within Appropriate Timelines	70.0%	70.0%	70.0%	70.0%	70.0%

APPENDIX D – PERFORMANCE MEASURE DEFINITIONS

A. GOAL: LICENSING. License, certify and register qualified individuals and businesses.

OUTCOME MEASURES

01-01-01 PERCENT OF LICENSEES WITH NO RECENT VIOLATIONS - KEY

Definition

The percent of the total number of licensed, registered, or certified individuals at the end of the reporting period who have not incurred a violation within the last thirty-six months.

PURPOSE

This measure provides an indication of the job TDLR is doing to educate licensees, registrants and certificants about the agency's statutes and rules and of the necessity for enforcement activities resulting from violations.

DATA SOURCE

The total number of licensed individuals from the report "LICENSECNT" generated from the Texas Umbrella Licensing Information Project (TULIP); the number of individuals licensed/registered/certified - performance measure EX 01-01-01-02; licensees with Final Orders during the 36 month period prior to the end of the reporting period - Enforcement Access Database for Final Orders.

METHODOLOGY

This measure is calculated by subtracting the total number of licensees, registrants and certificants with violations during the three-year period from the total number of licensees, registrants and certificants at the end of the reporting period. The result is divided by the total number of licensees, registrants and certificants and multiplied by 100 to achieve a percentage.

Data Limitations

External Factors: General market and economic conditions, statutory changes, and changes in the number of persons licensed are key variables that impact the measure that are beyond the control of TDLR.

CALCULATION METHOD: Non-cumulative

New Measure: No

Target Attainment: Higher than target

01-01-02 PERCENT OF LICENSEES WHO RENEW ONLINE - KEY

DEFINITION

The percent of the total number of licensed, registered, or certified individuals who may renew online that did renew their license, registration, or certification online during the reporting period.

PURPOSE

To track use of online license renewal technology by the licensee population.

DATA SOURCE

The number of licenses, registrations, or certifications renewed online from the report “PER-FRENLIC” from the Texas Umbrella Licensing Information Project (TULIP) divided by the total number of renewed licenses, registrations, or certifications issued to individuals for whom online renewal is available during the reporting period from the performance measure OP 01-01-01-02.

METHODOLOGY

The total number of individual licenses, registrations, or certifications renewed online divided by the total number of individual licenses, registrations, or certifications renewed during the reporting period 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, changes in the number of individuals who choose to remain in the industry & the number of those licensees with access to both the internet & credit cards. Those factors are beyond TDLR’s control.

CALCULATION METHOD: Cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

01-01-03 PERCENT OF NEW INDIVIDUAL LICENSES ISSUED ONLINE - KEY

DEFINITION

The percent of all new licenses, registrations, or certifications issued online to individuals for whom online application was available during the reporting period.

PURPOSE

To track use of online license issuance technology by the licensee population.

DATA SOURCE

The number of new licenses, registrations, or certifications issued online to individuals from the report "PERFORGLIC" from the Texas Umbrella Licensing Information Project (TULIP) divided by the total number of new licenses, registrations or certifications issued to individuals for whom online application was available during the reporting period from performance measure OP 01-01-01-01.

METHODOLOGY

The total number of new licenses, registrations, or certifications issued to individuals online divided by the total number of new licenses, registrations, or certifications 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, changes in the number of individuals who choose to remain in the industry and the number of those licensees with access to both the internet & credit cards. Those factors are beyond TDLR's control.

CALCULATION METHOD: Cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

01-01-04 PERCENT OF CALLS ANSWERED BY STAFF AT TDLR

DEFINITION

The percent of phone calls received by the TDLR Contact Center that were answered by TDLR Customer Service Representatives at the time the call was received.

PURPOSE

This measure provides an indication of the service level provided by the TDLR Contact Center in providing information to the licensees, registrants and certificants about the agency's statutes and rules.

DATA SOURCE

A standard metric of the Centergy® software provided by AASTRA Intecom.

METHODOLOGY

This measure is calculated by dividing the total number of phone calls answered through the Centergy® software system by the total number of phone calls received during normal business hours. The result is multiplied by 100 and expressed as a percentage.

DATA LIMITATIONS

External Factors: General market and economic conditions, statutory and rule changes in professions or programs regulated and changes in the number of persons licensed are key variables that impact the measure that are beyond the control of TDLR.

CALCULATION METHOD: Cumulative

NEW MEASURE: Yes

TARGET ATTAINMENT: Higher than target

A.1.1. Strategy: License, register and certify. Issue licenses, registrations & certificates to qualified individuals.

OUTPUT MEASURES

01-01-01-01 NUMBER OF NEW LICENSES ISSUED TO INDIVIDUALS - KEY

DEFINITION

The number of licenses, registrations and certificates issued to previously unlicensed, unregistered or uncertified individuals during the reporting period.

PURPOSE

This measure provides data relating to the number of individuals desiring to be initially licensed, registered or certified under the statutes regulated by TDLR.

DATA SOURCE

Boiler - Excel spreadsheet and Boiler Certification Report from the HP3000; IHB - Access database maintained by IHB program; Licensing - "PERFORGLIC" from the Texas Umbrella Licensing Information Project (TULIP).

METHODOLOGY

Add the number of new licenses, registrations and certifications issued to individuals during the reporting period.

Data Limitations

External Factors: General market and economic conditions, statutory changes, the addition or removal of programs and the number of persons desiring to enter industries regulated by TDLR are key variables that impact the measure that are beyond the control of TDLR.

CALCULATION METHOD: Cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

01-01-01-02 NUMBER OF LICENSES RENEWED (INDIVIDUALS) - KEY

DEFINITION

The number of licensed, registered or certified individuals who held licenses, registrations or certificates previously and renewed their license, registration or certificate during the current reporting period.

PURPOSE

This measure provides data relating to the number of individuals desiring to remain licensed, registered or certified under the statutes regulated by TDLR.

DATA SOURCE

Boiler - Excel spreadsheet and Boiler Certification Report for the HP3000; IHB - Access database maintained by IHB program; Licensing - "PERFRENLIC" from the Texas Umbrella Licensing Information Project (TULIP).

METHODOLOGY

Add the number of licenses, registrations and certifications renewed to individuals during the reporting period.

Data Limitations

External Factors: General market and economic conditions, statutory changes in the criteria for renewing, and the number of persons desiring to renew are key variables that impact the measure that are beyond the control of TDLR.

Internal Factors: Rule changes and fee changes may also impact the measure.

CALCULATION METHOD: Cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

01-01-01-02 PERCENT OF INDIVIDUAL LICENSE RENEWALS ISSUED WITHIN 7 DAYS

DEFINITION

The percentage of individual license, registration or certification renewal applications that were processed during the reporting period within 7 days of receipt, measured from the time (in calendar days) elapsed from receipt of the renewal application until the date the renewal license, registration or certificate is mailed.

PURPOSE

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

DATA SOURCE

Boiler – Excel spreadsheet; IHB – Access database maintained by IHB program; Licensing – “PER-FRENLIC” from the Texas Umbrella Licensing Information Project (TULIP).

METHODOLOGY

This measure is calculated by dividing the number of individual licenses, registrations and certificates renewed within 7 days during the reporting period by the total number of individual licenses; registrations and certificates renewed 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 and the number of persons desiring to renew licenses, registrations or certifications are key variables that impact the measure that are beyond TDLR's control.

Internal Factors: Turnover in the staff that process renewals of licenses, registrations and certifications may also impact the measure.

CALCULATION METHOD: Non-cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

EXPLANATORY MEASURES

01-01-01-01 TOTAL NUMBER OF INDIVIDUALS LICENSED - KEY

DEFINITION

Total number of individuals licensed, registered or certified at the end of the reporting period.

PURPOSE

This measure indicates the total licensee, certificate holder and registrant population.

DATA SOURCE

Boiler – Paradox report maintained in the Boiler section; IHB – Access database maintained by IHB program; Licensing- “LICENSECNT” report from the Texas Umbrella Licensing Information Project (TULIP).

METHODOLOGY

Add the number of individuals holding licenses, registrations or certificates.

Data Limitations

External Factors: General market and economic conditions, statutory changes and the number of persons desiring to renew or become licensed, registered or certified are key variables that impact the measure that are beyond TDLR’s control. Internal Factors: Fee changes, rule changes and staff turnover are variables that may also impact the measure.

CALCULATION METHOD: Non-cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

A.1.2. Strategy: License businesses and facilities.

EXPLANATORY MEASURE

01-01-02-01 TOTAL NUMBER OF BUSINESS FACILITIES LICENSED - KEY

DEFINITION

The unduplicated number of businesses, facilities, construction projects or pieces of equipment licensed, registered or certified by the agency at the end of the reporting period.

PURPOSE

This measure indicates the total business, facility construction project and equipment population.

DATA SOURCE

AB - HP3000 LCEABLOGD report from the AB program; Boiler - Excel spreadsheet in the Boiler area and HP3000 report from the Boiler Certification System; Elevator - certification report Database Statistics to Date, maintained in the Elevators section; IHB - Access database maintained by the IHB program; Licensing - "LICENSECNT" report from the Texas Umbrella Licensing Information Project (TULIP).

METHODOLOGY

Add the total number of businesses, facilities, construction projects and equipment licensed, registered or certified.

Data Limitations

External Factors: General market and economic conditions, statutory changes and the number of facilities that renew or become licensed, registered or certified are key variables that impact the measure that are beyond TDLR's control.

Internal Factors: Fee changes, rule changes and staff turnover are variables that may also impact the measure.

CALCULATION METHOD: Cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

A.1.3. Strategy: Examinations/Continuing Education. Administer examinations to applicants.

OUTPUT MEASURE

01-01-03-01 NUMBER OF CONTINUING EDUCATION COURSE APPLICATIONS APPROVED

DEFINITION

The total number of Continuing Education course applications approved during the reporting period.

PURPOSE

This measure provides data relating to the number of new Continuing Education courses reviewed and approved by TDLR by Education and Examination personnel for licensee use in meeting various continuing education requirements.

DATA SOURCE

TULIP Database.

METHODOLOGY

Count the number of new Continuing Education courses approved with event code of “Requirements Met” in TULIP for the reporting period.

DATA LIMITATIONS

External Factors: General market and economic conditions, statutory and rule changes in professions or programs regulated, and changes in continuing education requirements are key variables that impact the measure that are beyond the control of TDLR.

CALCULATION METHOD: Cumulative

NEW MEASURE: Yes

TARGET ATTAINMENT: Higher than target

A.1.4. Strategy: Customer Service. Provide Customer Service.

EXPLANATORY MEASURE

01-01-04-01 NUMBER OF CALLS RECEIVED

DEFINITION

The total number of phone calls received by the TDLR Contact Center from the general public and the licensee population during the reporting period.

PURPOSE

This measure provides data relating to the number of individuals contacting TDLR by phone.

DATA SOURCE

A standard metric of the Centergy® software provided by AASTRA Intecom.

METHODOLOGY

The total number of calls received from the general public and the licensee population during normal business hours for the period as reported on the Centergy® software system.

DATA LIMITATIONS

External Factors: General market and economic conditions, statutory and rule changes in professions or programs regulated, and changes in the number of persons licensed are key variables that impact the measure that are beyond the control of TDLR.

CALCULATION METHOD: Cumulative

NEW MEASURE: Yes

TARGET ATTAINMENT: Higher than target

B. GOAL: ENFORCEMENT. Protect the public by enforcing laws administered by the agency.

OUTCOME MEASURES

02-01-01 PERCENT OF COMPLAINTS RESULTING IN DISCIPLINARY ACTION

DEFINITION

Percent of complaints that were resolved during the reporting period that resulted in disciplinary action.

PURPOSE

This measure indicates the effectiveness of complaint resolution processes by TDLR.

DATA SOURCE

Reports generated from the Legal Files[©] Enforcement database that include disciplinary actions, and a report from the enforcement compliant tracking system that shows the number of complaints closed.

METHODOLOGY

The number of disciplinary actions divided by the total number of complaints resolved minus “L” type cases during the reporting period. The result is multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, written reprimands, suspensions, probations, revocations, restitutions ordered, and/or fines assessed on which the commission or the Executive Director has acted.

Data Limitations

External Factors: General market and economic conditions and the complexity and severity of the complaint filed are key variables that impact the measure that are beyond the control of TDLR.

Internal Factors: Turnover in staff that is associated with the complaint resolution process may also impact the measure.

CALCULATION METHOD: Non-cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

02-01-02 PERCENT OF DOCUMENTED COMPLAINTS RESOLVED WITHIN SIX MONTHS - KEY

DEFINITION

The percent of complaints resolved during the reporting period, that were resolved within a six month period from the time they were opened for investigation by the agency.

PURPOSE

This measure indicates the effectiveness of complaint resolution processes by TDLR.

DATA SOURCE

Reports generated from the Legal Files[©] Enforcement complaint tracking system that includes the percent of complaints closed within 6 months.

METHODOLOGY

The number of complaints resolved within six months from the date opened in the Compliant Intake Monitoring System (CIMS) divided by the number of complaints resolved 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 complaint filed are key variables that impact the measure that are beyond the control of TDLR.

Internal Factors: Turnover in staff that is associated with the complaint resolution process may also impact the measure.

CALCULATION METHOD: Non-cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

02-01-03 PERCENT OF ARCHITECTURAL BARRIER BUILDING PLAN REVIEWS COMPLETED - KEY

DEFINITION

The percent of construction/engineering documents reviewed for compliance with Architectural Barrier standards during the current reporting period that were reviewed within 30 days of receipt of complete submittal by agency plan reviewers.

PURPOSE

This measure indicates the effectiveness of TDLR's Architectural Barrier plan review process.

DATA SOURCE

Information services retrieves information from HP 3000 to create report "Completed Reviews".

METHODOLOGY

The numerator for this measure is calculated by subtracting the total number of AB plan reviews not completed within thirty days from the total number of AB plan reviews completed during the reporting period. The denominator is the total number of AB plan reviews completed during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations

External Factors: General market and economic conditions, construction trends, statutory changes and the number of registered accessibility specialists are key variables that impact the measure that are beyond the control of TDLR.

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

CALCULATION METHOD: Non-cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

02-01-04 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.

PURPOSE

This measure shows how effectively the agency educates its regulated industries and enforces its regulatory requirements.

DATA SOURCE

Report generated from the Legal Files© Enforcement database that includes disciplinary actions and a report from the complaint tracking system that shows the number of complaints closed.

METHODOLOGY

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 divided by 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 complaint filed are key variables that impact the measure that are beyond the control of TDLR.

CALCULATION METHOD: Non-cumulative

New Measure: No

TARGET ATTAINMENT: Lower than target

02-01-05 INSPECTION COVERAGE RATE - KEY

DEFINITION

The total number of inspections completed by agency and third party inspectors divided by the total number of inspections required.

PURPOSE

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

DATA SOURCE

Explanatory Performance measure 02-01-01-02, Total Number of Inspections Completed.

METHODOLOGY

Inspections required is defined as the number of inspections projected in all regulated industries, forwarded (carried over) from previous period, plus the number of new inspections coming due during the current reporting period. The numerator for this measure is the total number of required inspections completed during the reporting period. The denominator is the total number of inspections required during the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations

External Factors: General market and economic conditions, construction trends, statutory changes and the number of registered accessibility specialists are key variables that impact the measure that are beyond the control of TDLR.

Internal Factors: Turnover in inspectors, inspection backlog, rule changes, enforcement action and changes to the inspection process may also impact the measure.

CALCULATION METHOD: Non-cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

02-01-06 PERCENT OF BOILERS INSPECTED FOR CERTIFICATION WITHIN APPROPRIATE TIME-LINES - KEY

DEFINITION

The percent of Boiler certificate inspections performed by agency and third party inspectors during the reporting period that were inspected within thirty days after the certificate expiration date.

PURPOSE

This measure indicates the effectiveness of TDLR's Boiler inspection process. This is not a standard licensing performance measure.

DATA SOURCE

HP3000 BSAUDIT3 report.

METHODOLOGY

The HP3000 program takes the total number of inspections completed within 30 days after the certificate of expiration date divided by the total number of inspections due. The result is multiplied by 100 to achieve a percentage.

Data Limitations

External Factors: The number of boilers due for inspection, the number of boilers manufactured and general market and economic conditions are key variables that impact the measure that are beyond the control of TDLR.

Internal Factors: Turnover in inspectors also impacts the measure.

CALCULATION METHOD: Non-cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

B.1.1. Strategy: Conduct Inspections. Enforce laws by conducting routine, complex and special inspections.

OUTPUT MEASURE

02-01-01-01 TOTAL NUMBER OF ARCHITECTURAL BARRIER INSPECTIONS COMPLETED BY AGENCY AND THIRD PARTY INSPECTORS - KEY

DEFINITION

The total number of Architectural Barrier inspections completed by agency and third party inspectors during the reporting period.

PURPOSE

This performance measure shows the number of Architectural Barrier inspections completed.

DATA SOURCE

Information Services retrieves information from HP 3000 to create report - Number of Days to Complete Inspection and RAS/ICP Performance Measure Report.

METHODOLOGY

Add the total number of Architectural Barriers inspections completed for the reporting period.

Data Limitations

External Factors: General market and economic conditions, construction trends, statutory changes and the number of registered accessibility specialists are key variables that impact the measure that are beyond the control of TDLR.

Internal Factors: Turnover in inspectors, inspection backlog, rule changes, enforcement action and changes to the inspection process may also impact the measure.

CALCULATION METHOD: Cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

EXPLANATORY MEASURES

02-01-01-01 NUMBER OF BUILDINGS OR FACILITIES INSPECTED FOR ARCHITECTURAL BARRIERS

DEFINITION

The total number of subject buildings or facilities for which an inspection request has been received by TDLR and inspection has not yet been done, and the total number of buildings or facilities leased or occupied by the state, under any lease or rental agreement, that is ready for occupancy, and inspection has not yet been done.

PURPOSE

This shows the work in process in Architectural Barrier inspections.

DATA SOURCE

Information Services retrieves information from HP 3000 to create report.

METHODOLOGY

The HP3000 system totals Architectural Barrier inspections due based on the requests received for inspections that have not been performed.

Data Limitations

External Factors: General market and economic conditions, construction trends, and statutory changes are key variables that impact the measure that are beyond the control of TDLR.

CALCULATION METHOD: Non-cumulative

New Measure: No

TARGET ATTAINMENT: Lower than target

02-01-01-02 TOTAL NUMBER OF INSPECTIONS COMPLETED - KEY

DEFINITION

The total number of inspections, for all regulated industries, completed by agency and third party inspectors.

PURPOSE

This measure indicates the number of inspections completed by agency and third parties.

DATA SOURCE

AB - Information Services retrieves information from HP3000 to create report; Boiler - HP3000 reports BLRRPT2 (Third Party Inspections) and BSRP0185 from the TRS (TDLR inspectors); Boxing - List of inspection events provided by the Boxing program; IHB - Access database maintained by IHB program; Elevators - individual inspectors records; WWD - Word database maintained by Program Manager.

METHODOLOGY

Add the number of inspections from all sources.

Data Limitations

External Factors: General market and economic conditions, construction trends, statutory changes and the number of third party providers or registered accessibility specialists are key variables that impact the measure that are beyond the control of TDLR.

Internal Factors: Turnover in inspectors, inspection backlog, rule changes, enforcement action and changes to the inspection process may also impact the measure.

CALCULATION METHOD: Cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

B.1.2. Strategy: Building Plan Reviews. Perform building plan reviews.

OUTPUT MEASURE

02-01-02-01 TOTAL NUMBER OF PLAN REVIEWS COMPLETED BY AGENCY AND THIRD PARTIES (AB & IHB)

DEFINITION

The total number of construction/engineering documents reviewed by agency and third party plan reviewers for compliance with applicable standards. Both Architectural Barrier and Industrialized Housing building plan reviews are included in this calculation.

PURPOSE

This measure indicates the total number of plan reviews completed by agency and third parties.

DATA SOURCE

Information Services retrieves information from HP 3000 to create the needed report. IHB - Access database maintained by IHB program.

METHODOLOGY

Add the number of plan reviews from the Information Services reports for the current reporting period, access database located in H:\data\engineer\IHB.mdb.access table name "Plans Log".

Data Limitations

External Factors: General market and economic conditions, construction trends, statutory changes and the number of registered accessibility specialists are key variables that impact the measure that are beyond the control of TDLR.

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

CALCULATION METHOD: Cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

B.1.3. Strategy: Resolve Complaints. Enforce compliance by settlement, prosecution, penalty and sanction.

OUTPUT MEASURE

02-01-03-01 NUMBER OF COMPLAINTS RESOLVED - KEY

DEFINITION

The total number of jurisdictional complaints closed during the reporting period.

PURPOSE

This measure reflects the efforts of TDLR's enforcement activities to resolve complaints.

DATA SOURCE

Report generated from the Legal Files[®] Enforcement complaint tracking system that includes the number of complaints closed.

METHODOLOGY

The number of jurisdictional complaints closed in the Legal Files[®] Enforcement complaint tracking system.

Data Limitations

External Factors: General market and economic conditions and the complexity and severity of the complaint filed are key variables that impact the measure that are beyond the control of TDLR.

Internal Factors: Turnover in staff that is associated with the complaint resolution process may also impact the measure.

CALCULATION METHOD: Cumulative

New Measure: No

TARGET ATTAINMENT: Higher than target

EFFICIENCY MEASURE

02-01-03-01 AVERAGE TIME FOR CONSUMER COMPLAINT RESOLUTION (DAYS)

DEFINITION

The average length of time to resolve a complaint based on all jurisdictional complaints closed during the reporting period.

PURPOSE

This measure indicates the effectiveness of investigative and complaint resolution processes by TDLR.

DATA SOURCE

Report generated from the Legal Files[©] Enforcement complaint tracking system that includes the average number of days to close jurisdictional complaints.

METHODOLOGY

The cumulative sum of the number of days it took to close each jurisdictional complaint in the reporting period, divided by 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 complaint filed are key variables that impact the measure that are beyond the control of TDLR.

Internal Factors: Turnover in staff that is associated with the complaint resolution process may also impact the measure.

CALCULATION METHOD: Cumulative

New Measure: No

TARGET ATTAINMENT: Lower than target

B.1.4. Strategy: Investigation. Investigate complaints.

EXPLANATORY MEASURE

02-01-04-01 NUMBER OF JURISDICTIONAL COMPLAINTS RECEIVED - KEY

DEFINITION

The total number of complaints opened for investigation during the reporting period that are within the agency's statutory jurisdiction.

PURPOSE

This measure shows the Enforcement caseload of complaints opened for investigation.

DATA SOURCE

Report generated from the Legal Files® Enforcement complaint tracking system that includes the number of jurisdictional complaints opened for investigation.

METHODOLOGY

The number of jurisdictional complaints opened for investigation during the 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 key variables that impact the measure and are beyond the control of TDLR.

CALCULATION METHOD: Cumulative

New Measure: No

TARGET ATTAINMENT: Lower than target

APPENDIX E – HISTORICALLY UNDERUTILIZED BUSINESS PLAN

Historically Underutilized Businesses (HUB) Plan

The Texas Department of Licensing and Regulation (TDLR) offers contracting opportunities to all Texans. The agency's goal is to award at least 28 percent of the total value of contracts and sub-contracts to HUBs each fiscal year.

Below is TDLR's plan for maintaining the agency's strong purchasing history with HUBs and increasing the use of HUBs in agency contracts:

- 1 TDLR has made a significant commitment to HUB contracting and subcontracting and assigned oversight to its deputy executive director, Brian Francis. The agency's HUB coordinator is responsible for:
 - a organizing training programs for recruiting and retaining HUBs;
 - b preparing reports on HUB activity for the Texas Comptroller of Public Accounts (CPA);
 - c providing leadership and critical information to Purchasing staff about HUBs;
 - d exploring new opportunities to increase HUB contract awards; and
 - e directing and supporting TDLR's goal to include HUBs in at least 28 percent of the total value of contracts and subcontracts awarded annually.
- 2 TDLR follows CPA's HUB rules and purchasing procedures for the HUB program.
- 3 TDLR uses the CPA Certified Master Bidders List (CMBL) to identify certified HUB vendors.
- 4 TDLR purchases from HUB vendors whenever possible.
- 5 TDLR requires that purchases from HUB vendors are made throughout all categories, ensuring that wherever possible, all underutilized groups are represented in our purchasing practices.
- 6 TDLR attends forums presented by the CPA HUB program.
- 7 TDLR works with interested vendors that may be eligible for HUB certification and implements the mentor-protégé program designed by CPA.
- 8 The Senior Purchaser monitors purchasing to ensure that agency goals for HUB vendors are met.
- 9 TDLR's total spending with HUBs for fiscal year 2011 was 3.49% higher than the overall average for all State of Texas agencies.

APPENDIX F – STAFFING STRATEGIC PLAN

Agency Overview

The agency began in 1909 as the Bureau of Labor Statistics and was focused on labor issues – enforcing labor laws, inspecting factories, and encouraging the growth of Texas industry. During the 1930s, the emphasis shifted from labor to industry regulation. In 1973, the name changed to the Texas Department of Labor and Standards to better reflect its dual purposes.

In 1989, the agency was designated as the Texas Department of Licensing and Regulation (TDLR). TDLR became the state’s occupational licensing agency, responsible for regulating certain businesses, equipment, and occupations. The agency’s labor oversight was transferred to what is now the Texas Workforce Commission. In every legislative session since 1999, TDLR has been assigned additional regulatory responsibilities. In 2003, the agency underwent Sunset Review and was recognized as the state’s model regulatory agency. In 2010 and 2011, TDLR was ranked among the top 25 mid-sized employers in Austin by the Austin American Statesman. TDLR also received the Progress Level Award from the Quality Texas Foundation in 2011, in recognition of outstanding organizational management and performance.

Through its functional alignment, TDLR applies uniform processes to issue licenses, conduct inspections, monitor third-party inspectors, investigate and resolve complaints, prosecute violators, and educate licensees and the public about the programs TDLR administers.

A. AGENCY VISION, MISSION AND PHILOSOPHY

TDLR’s vision is to be the leader in public service, customer satisfaction, and **innovation**.

TDLR’s mission is to honor the trust of all Texans, ensure public safety and consumer protection, and provide a fair and efficient regulatory environment.

TDLR’s philosophy is to:

- Serve the public best by regulating in an open, fair, and consistent manner;
- Serve the citizens of Texas responsibly with maximum efficiency and transparency;
- Honor everyone’s right to be heard by providing opportunities for participation for all our customers and employees;
- Provide the highest level of **customer service**;
- Develop leaders who model and foster our Core Values;
- Embrace change and **innovation** by never compromising quality or just doing things the way they’ve always been done;
- Create efficient and cost-effective partnerships with private and public sectors;
- Cut costs and reduce waste wherever possible, ensuring wise and limited use of public resources; and
- Value the dignity and worth of our customers and employees.

B. STRATEGIC GOALS AND OBJECTIVES

Goal: LICENSING

Objective: To effectively license businesses, equipment, and occupations.

Achieving this goal will streamline costs of issuing and renewing licenses in a timely manner, ensuring licensees are competent and qualified.

Goal: REGULATION

Objective: To protect the public by enforcing laws administered by the agency.

We will accomplish this objective by hiring and training inspectors, investigators, legal assistants and prosecutors with deductive reasoning and proficient writing skills. We provide our current staff with the training and technology to ensure efficient complaint resolution.

Goal: CUSTOMER SERVICE

Objective: To promptly respond to customer inquiries on programs regulated by TDLR.

In addition to processing license renewals and penalty payments by phone, our multi-lingual Customer Service staff keeps up to date on TDLR programs and responds quickly to inquiries received by telephone, fax, email, social media, and in person.

Goal: SKILLS

Objective: To hire and retain a workforce committed to outstanding service and performance.

To attain this objective, we will identify training needs and determine cost-effective methods of delivery, provide essential training by function, division, and section, and use retention bonuses, merit pay, and flexible working hours to reward staff.

Goal: LEADERS

Objective: To develop staff for future leadership roles.

This objective will be accomplished by evaluating current performance, increasing responsibilities, identifying developmental opportunities, providing cross-training and mentoring, and cultivating the skills of potential leaders.

C. CORE BUSINESS FUNCTIONS

From boxers to boilers to cosmetologists to tow truck operators, the scope of TDLR's responsibilities covers a wide variety of businesses, equipment, and occupations. TDLR is organized into six functional areas to maximize effectiveness to oversee 28 diverse statutes with 155 license types and a licensee population of 655,987.

Administration

- Provides expertise in executive management, legal counsel, human resources, information technology, financial services, government relations, and Commission and Advisory Board support.

Compliance

- Performs plan reviews and inspections, provides technical expertise, and monitors third-party reviewers and inspectors.

Customer Service

- Assists the public and licensees via telephone, email, social media, and personal contact.

Education and Examination

- Reviews and approves barber and cosmetology schools, and continuing education providers and courses; it also manages licensing examination development and delivery.

Enforcement

- Investigates complaints and prosecutes violators.

Licensing

- Issues licenses to qualified businesses, equipment, and occupations.

D. ANTICIPATED CHANGES TO MISSION, STRATEGIES AND GOALS

TDLR's core mission, strategies, and goals remain the same. However, we anticipate needing to support our workforce to maintain our high standards and meet future challenges.

TDLR increasingly relies more and more on technology to deliver our services and will need to provide additional cost-effective training to ensure advanced knowledge and skills.

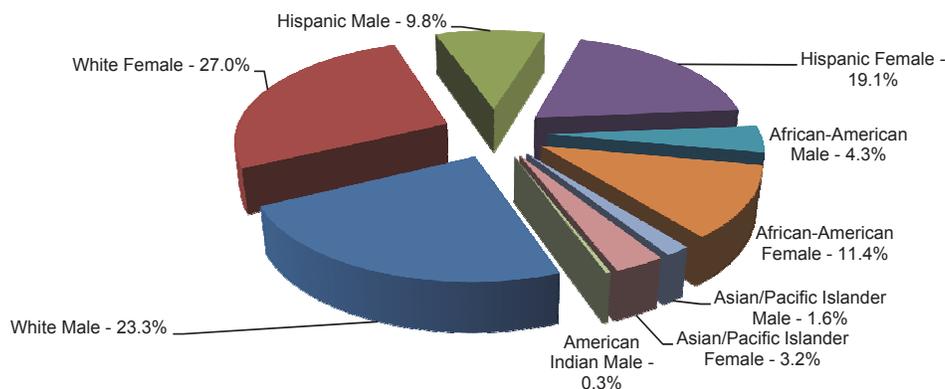
The agency may be assigned additional responsibilities, and would request corresponding adjustments to maintain or increase productivity.

TDLR's Current Workforce Profile

A. WORKFORCE DEMOGRAPHICS

For the 2012 - 2013 biennium, the agency has an authorized workforce of 392.2 full-time equivalent positions (FTEs), a 2.4 percent decrease over the last biennium. Of the 392.2 FTEs, 318.2 are located in Austin and 74 work in field locations around the state.

Fiscal Year 2012 Organization Profile (through 2nd Quarter)



Commitment to Employing a Qualified and Diverse Workforce

TDLR meets its commitment to provide equal employment opportunities to all employees and applicants. We employ a highly qualified workforce that reflects the diversity of Texas.

TDLR’s workforce was 28.9 percent Hispanic-American, 15.7 percent African-American, and 4.8 percent Asian/Pacific Islander-American in the second quarter of fiscal year 2012, with over a 60 percent female workforce. The composition of the agency’s workforce is equally diverse when compared to the statewide public workforce by job category.

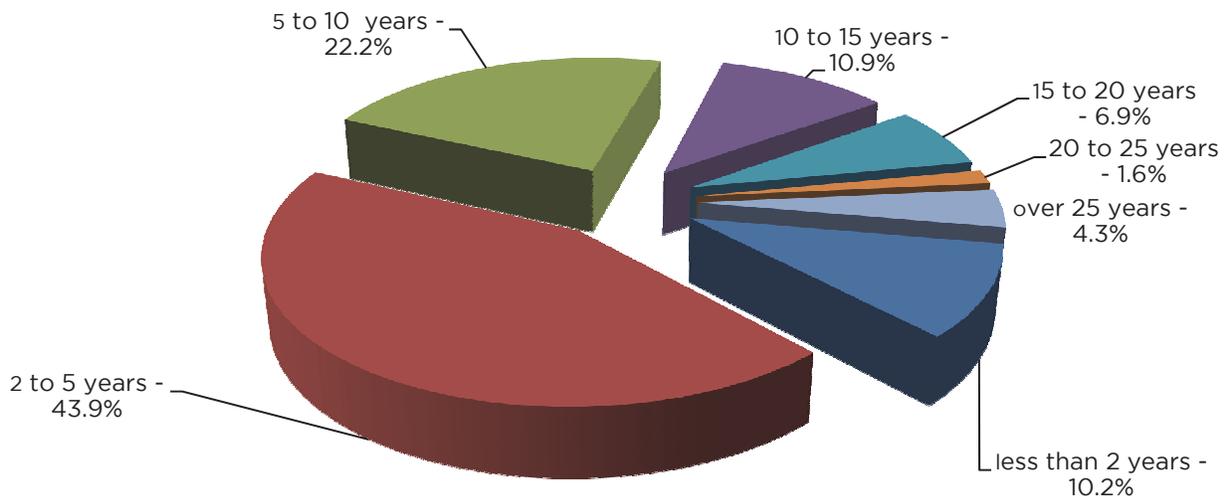
Agency Workforce Composition (fiscal year 2012, through 2nd quarter)

JOB CATEGORY	AFRICAN-AMERICAN		HISPANIC-AMERICAN		FEMALE	
	TDLR %	STATE %	TDLR %	STATE %	TDLR %	STATE %
Officials / Administrators	17.6	10.2	5.9	15.6	19.7	45.1
Professionals	15.3	14.9	24.5	19.9	56.4	51.9
Paraprofessionals	9.3	31.5	30.9	28.8	82.5	71.7
Technicians	10.2	15.2	26.5	28.6	44.0	55.1
Administrative Support	24.6	19.2	40.0	32.2	86.3	87.1

Experienced Workforce

Approximately 46 percent of our employees have five or more years of experience with agency programs, and can provide knowledge and industry expertise. Newer employees contribute new perspectives that improve our planning, processes, and services. Both are essential to the continued growth and success of the agency.

Employee Length of Service with Agency Programs FY 2012



B. EMPLOYEE TURNOVER

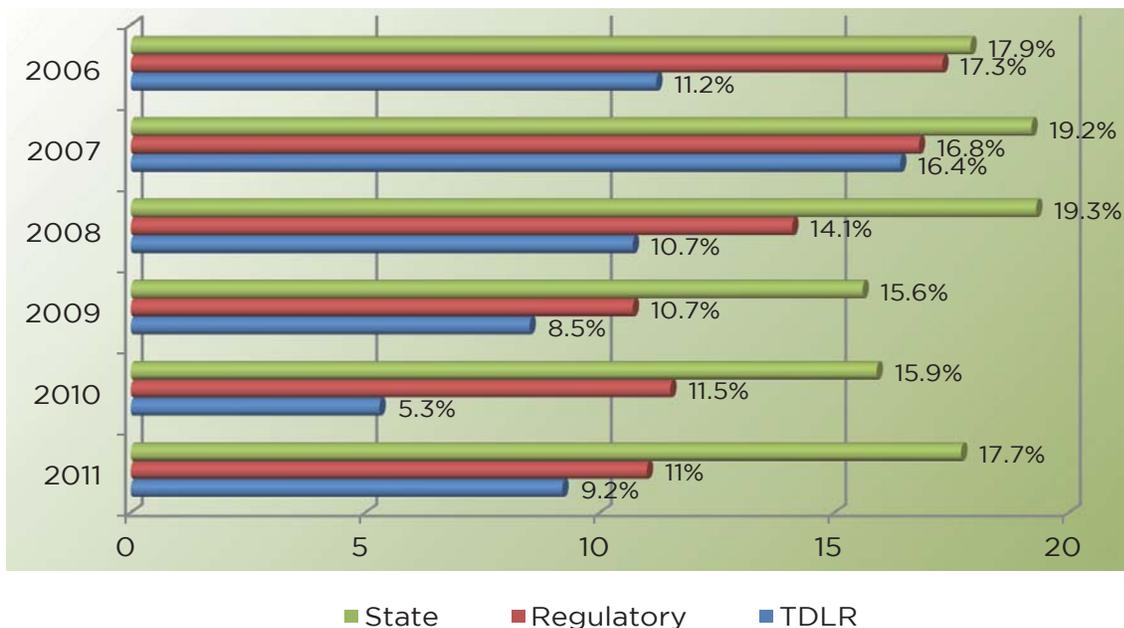
TDLR achieves a consistently low turnover rate due to its satisfying work environment, opportunities for growth and culture of respect. TDLR uses employee feedback from the Survey of Employee Engagement and the Employee Exit Survey to develop a positive environment that

empowers and helps to retain employees. TDLR also offers comprehensive benefits, flexible work schedules, retention contracts, wellness programs, and employee recognition.

Projected Turnover

While TDLR’s projected turnover rate for 2012 will continue to be below the state average, it is in danger of increasing if the department can only offer less than competitive salaries as a result of recent budgetary constraints.

TDLR, Regulatory Agencies and State Turnover Rates



Turnover Rates by Selected Positions

In fiscal year 2011, inspectors and customer service representatives contributed to over 40 percent of the agency’s turnover rate.

Turnover by Classification Fiscal Year 2011

FY 2011 TURNOVER BY CLASSIFICATION	PERCENT OF TOTAL FTES	PERCENT OF AGENCY TURNOVER
Customer Service Representatives	10.2	23.5
Inspectors	10.5	17.6

Length of Service and Turnover

The higher turnover rate of employees with two to five years of service indicates a need to refocus our employee retention efforts.

Length of Service with Turnover Rate

FY 2011 LENGTH OF SERVICE	PERCENT OF TOTAL FTES	PERCENT OF AGENCY TURNOVER
Less than 2 years	13.1	17.7
2-5 years	46.3	50.0
5-10 years	22.5	23.5
10-15 years	10.2	5.9
15-20 years	3.9	0.0
20-25 years	1.2	2.9
Over 25 years	2.7	0.0

Age and Turnover

As a result of the aging of our workforce, we will inevitably see increases in the number of employees retiring who are 50 and older. Nearly 10 percent of the agency's employees between the age of 60 and 69 retired from the agency in fiscal year 2011.

Age Distribution with Turnover

FY 2011 AGE GROUPS	TOTAL FTES	PERCENT OF TOTAL FTES	TOTAL SEPARATIONS	PERCENT OF AGENCY TURNOVER
Under 30 years	17	4.6	1	2.9
30-39 years	66	17.9	7	20.6
40-49 years	131	35.5	12	35.3
50-59 years	102	27.6	8	23.5
60-69 years	50	13.6	6	17.6
70 years and over	3	0.8	0	0.0

C. INCREASED RETENTION

TDLR's turnover rate has remained significantly lower than the statewide rate for the past seven years as a direct result of management's commitment to maintaining a satisfying work environment.

- Our retention strategies include:
 - » merit pay to reward staff for exceptional performance;
 - » retention contracts for key staff, including technical and bilingual employees;
 - » flexible work hours and compressed work weeks;
 - » **open communication** between all staff, including implementing suggestions from employee brainstorming sessions, surveys and online suggestion box;
 - » training to develop job-related skills and enrich professional and personal growth;
 - » the "You Can Count On Me" program to allow employees to recognize and reward their coworker's contributions to the agency's success by recommending four hours of administrative leave;

- » opportunities for staff beyond their regular job responsibilities such as program implementation teams, bill analysis teams, and strategic planning teams;
- » an on-site wellness program, to address nutrition, stress-relief, and fitness;
- » special programs throughout the year to celebrate cultural diversity; and
- » length-of-service awards.

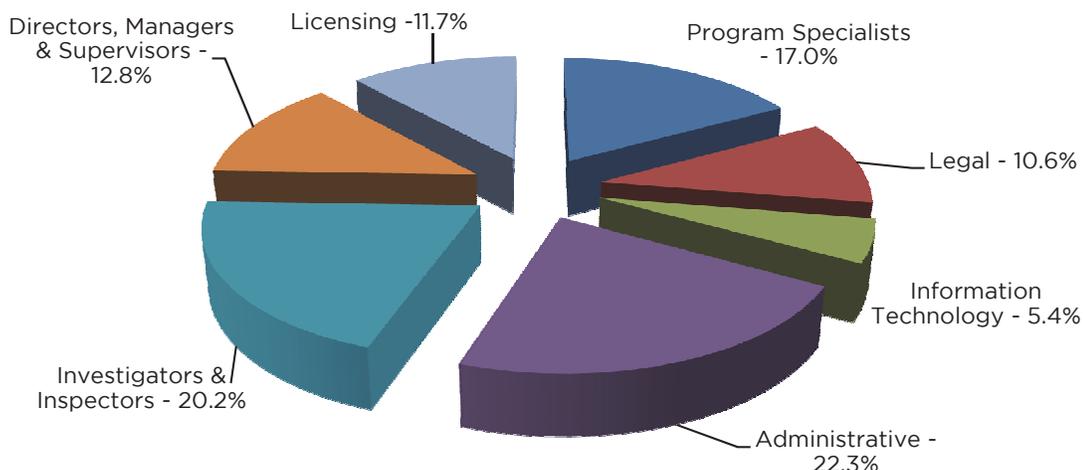
TDLR’s recognition as one of the top 25 mid-sized employers in 2010 and 2011 by the Austin American-Statesman demonstrates our level of success in providing a satisfying work environment for our employees. TDLR also recently earned the Progress Level Award from the Quality Texas Foundation, which recognizes companies and agencies that demonstrate sound, balanced approaches to organizational management and performance.

D. RETIREMENT ELIGIBILITY

TDLR reviews the reasons employees leave the agency. In 2011, nearly 24 percent of the employees who left the agency left due to retirement. This rate is likely to increase as more than a quarter of TDLR’s workforce will be eligible to retire within the next five years.

Retirement Eligibility by Job Category (through fiscal year 2017)

E. CRITICAL WORKFORCE SKILLS



TDLR relies on each employee to achieve the agency’s mission and goals. Our employees’ critical workforce skills include:

- leadership, mentoring, and project management;
- solving problems, anticipating trends, and explaining statutes, rules and policies;
- technical knowledge of regulated industries;
- quality **customer service**;
- expert inspection and investigation techniques;
- effective **communication**, with specialists providing both bilingual and plain language skills;

- legal and financial analysis;
- capable recruiting and hiring of a dedicated workforce;
- prudent fiscal and accounting services;
- professional partnerships with private sector vendors, municipalities and state agencies; and
- expertise in information technology, telecommunications, and social media.

TDLR’s Future Workforce Profile

TDLR’s vision is to be the leader in public service, customer satisfaction, and **innovation**. We have a proven track record of success, both streamlining transferred agencies (the Barber, Cosmetology, Polygraph Examiners, and Property Tax Professionals) and implementing newly assigned programs (Licensed Breeders, Licensed Court Interpreters, and Service Contract Providers). At a time when consolidating government agencies or responsibilities can provide solutions to current budgetary and operational issues, our successes demonstrate to the Legislature that they can continue to assign and transfer licensing programs to us with confidence.

TDLR’s regulatory responsibilities and licensee population have dramatically increased over the past ten years. As illustrated in the table below, the number of licensees to employees has more than doubled in this time. This is not another example of “big government” but a demonstration of TDLR’s ability to manage increased responsibilities with more efficient use of staff and resources. But no matter how efficient, every organization has a tipping point. In order for TDLR to effectively administer new programs, we will need additional employees and appropriations to match the growth of our agency.

Licensees to Employees Fiscal Years 2001 - 2013

YEAR	STATUTES REGULATED	LICENSEE POPULATION	EMPLOYEES	NUMBER OF LICENSEES TO EMPLOYEES
2001	16	105,904	144.5	733
2003	19	136,785	149.0	915
2005	21	257,079	184.5	1,393
2007	23	532,720	251.0	2,122
2009	25	604,616	379.5	1,593
2011	29	640,195	401.7	1,594
2013	28	655,000*	392.2	1,670*
* estimated				

Expected Functional Needs

Compliance

- Specialists and inspectors whose unique skills and industry knowledge are critical to ensuring compliance with regulatory requirements.

Customer Service

- Experienced and knowledgeable staff with strong interpersonal, technological, and bilingual skills to meet the increase in volume and complexity of contacts, along with expanded social media outreach.

Enforcement

- Investigators, attorneys, and legal assistants will be required to effectively resolve the increasing number of consumer complaints in a timely and efficient manner.

Licensing

- Personnel with the knowledge and analytical skills to review applications to handle a growing number of license types and licensees.

Information Technology

- Programmers to develop and implement new software and other innovative technologies to scale down the work for Compliance, Customer Service, Enforcement, and Licensing divisions and allow the agency to continue to leverage our limited resources.

“I like that management encourages me to meet with future salon owners and discuss the Texas Cosmetology Laws and Rules. This enables owners to keep their customers and employees safe and well-informed.” -
Fernando Reyes, Compliance Inspector, El Paso - TDLR start date: February 1, 2012

Expected Workforce Changes

Expanding Responsibilities

- As the economy in Texas slowly improves, the agency expects an increase in licensees, inspections, and complaints. This growth will increase the workload for our Compliance, Customer Service, Enforcement, and Licensing divisions. Identifying efficiencies and training personnel across functional areas and programs will continue to be a priority.

Individuals with Technical and Industry Expertise

- We rely on employees with unique skills in technical areas such as air conditioning, architectural barriers, boilers, electrical, elevators, industrialized housing and buildings, water well drilling, and weather modification. Competition from the private sector makes it difficult to retain technical employees and significantly decreases the availability of skilled and experienced applicants.

Information Technology

- Increased use of business technology makes it vital to attract and retain employees proficient in developing and maintaining network and information systems. Competition from other employers and the scarcity of the required skills creates a challenge to attract and retain these individuals who are so critical to our success.

Pending Retirements

- The increased number of retiring employees who possess vast program knowledge demands constant refinement of the agency's succession planning to attract qualified employees.

Cost Savings from Flexible Hours and Workspace

- Advances in technology continue to make it more feasible for flexible hours and work from home opportunities. Cost-saving benefits both employee and employer by reducing employee commutes and cost of lease space.

F. INCREASE IN NUMBER OF EMPLOYEES NEEDED

As demonstrated in the past, future staffing needs will be determined by the size and number of programs sent to TDLR. Our employee-to-licensee ratio remains the lowest among all Texas regulatory agencies. This ratio demonstrates our ability to deliver premier service in a cost-effective and prudent manner in these challenging economic times. While we are prepared to implement any new responsibilities given to us, future efficiencies will depend upon receiving the necessary staff and appropriations.

Gap Analysis

A. ANTICIPATED SHORTAGE IN STAFFING LEVELS

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

- The number of applicants qualified to administer technical programs such as Air Conditioning and Refrigeration, Architectural Barriers, Boilers, Electricians, Elevators, Industrialized Housing and Buildings, Water Well Drillers, and Water Well Pump Installers has declined significantly as fewer applicants possess the necessary skills and experience. Additionally, the higher pay and stronger benefits offered in the private sector compound the challenge of hiring and retaining technically skilled employees.
- More than a quarter of our workforce is or will become eligible for retirement within the next five years. Approximately 14 percent of our directors, managers, and supervisors, who possess highly specialized skills, leadership ability, and technical knowledge will be eligible for retirement.
- Recent budget constraints have limited TDLR's ability to offer and maintain competitive salaries; these constraints impact recruiting and retention.

“Each week the Licensing division creates a list of people who demonstrate a core value in action. Applying the core values, to not only our licensees but to our co-workers as well, makes for a pleasant work environment.” - *Mitzy Jimenez, Program Specialist, Austin - TDLR start date: June 1, 1992*

B. ANTICIPATED SHORTAGE OF SKILLS

Based on our workforce assessment, we anticipate a shortage of skills in the following areas:

- leadership, mentoring, and project management;
- technical knowledge of regulated industries;
- solving problems, anticipating trends, and explaining statutes, rules, and policies;
- expertise in information technology, telecommunications, and social media;
- critical program areas;

- effective **communication**, with specialists providing both bilingual and plain language skills; and
- professional partnerships with private sector vendors, municipalities, and state agencies.

A large number of employees identified as eligible for retirement are in management positions and positions requiring critical program knowledge. We continue to focus on these key positions in our succession planning to ensure successful administration of programs without interruption, including training, mentoring, cross-training for technical program positions, and leadership development.

TDLR understands that change is constant, and motivates employees to welcome transition. We develop strategies to advance our goals through coaching, **communication**, critical thinking, leadership, and project management. As the agency's responsibilities grow, so does the need for training across functional areas. A competent, well-trained workforce is vital for the continuity of services and successful program implementation.

TDLR continues to focus on recruiting and retaining bilingual employees in positions requiring customer interaction. The department uses retention contracts to retain bilingual employees. In fiscal year 2011, 12 percent of our staff received bilingual retention contracts. Additionally, to increase bilingual skills, TDLR implemented a Rosetta Stone pilot project.

With TDLR's increasing reliance on technology and scarcity of qualified personnel, employees with specific information technology skills are also offered retention contracts.

Strategy Development

The following goals outline how TDLR will address its anticipated workforce gaps. Meeting these goals will allow us to maintain a capable, committed, and empowered workforce.

Retirements create a significant loss of valuable experience and technical knowledge.

Goal: Develop future leaders to maintain leadership and service quality.

Rationale: Directors, managers, and staff who possess vital technical knowledge are eligible for retirement over the next five years.

Action: Management will identify opportunities for succession training and involvement in special assignments such as legislative analysis, program implementation, and strategic planning to develop core leadership competencies. The Executive Office plans to continue sending program managers to the Governor's Executive Development Program training.

Budget constraints limit our ability to attract and retain the best employee for each job.

Goal: Attract and retain qualified employees.

Rationale: TDLR is hindered in its ability to hire and retain qualified employees who contribute to our continued success.

Action: Seek appropriations to fund competitive salaries, benefits, merit increases and retention bonus contracts. Expand flexible work schedules, telecommuting opportunities, employee recognition, and the wellness program. Explore soft-dollar initiatives to further enhance TDLR's work environment to attract and retain the best employees.

Improving critical and future workforce skills.

Goal: Enhance the skills of our workforce.

Rationale: A capable workforce is critical to the agency's mission.

Action: Train employees on new technologies, industry practices, and rule and statutory changes; cross-train employees; offer specific training using online resources and educational tools to better serve our licensee population; and use brainstorming sessions, surveys, and follow-up meetings with employees to identify training needs.

APPENDIX G – INFORMATION RESOURCES STRATEGIC PLAN

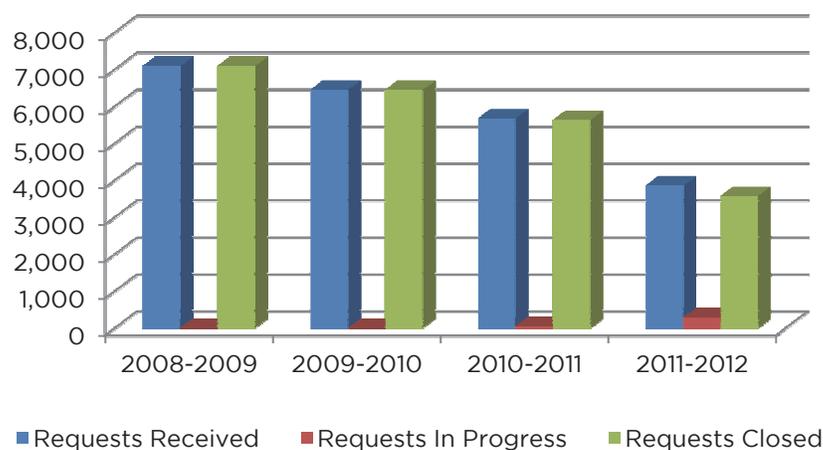
Impact of Technology on Current Department Operations

Technology is of prime importance to TDLR's business model, especially concerning the goals of providing excellent **customer service**, reducing keystrokes, and increasing productivity. Since the agency's last Strategic Plan, we have achieved the following using either in-house developed tools or off the shelf software or hardware:

- As the backbone of TDLR's licensing environment, the Texas Umbrella Licensing Information Project (TULIP) drives the majority of the licensing systems for TDLR. Examples of TDLR's systems include:
 - » TDLR software development staff successfully migrated the licensing of **Polygraph Examiners and Property Tax Professionals** from agencies that were transferred to TDLR. As of April 17, 2012, there are 240 active Polygraph Examiners and 4,012 active Property Tax Professionals in the TDLR system.
 - » **Property Tax Professional (PTP) Core Course Posting System:** Created a new online system allowing core education providers to post PTP core course data. As of April 17, 2012, 5,844 records have been posted using this system. Released on 3/1/2010.
 - » **Elevator Inspection Reporting System:** This online system released on August 3, 2009, allows elevator inspectors to report completed inspections and add new buildings and elevators. Since August 2009 (use the submission date from the last strategic plan as the starting point), there have been 104,856 inspections reported for 22,992 buildings.
 - » **Architectural Barriers Project Registration:** Since October 15, 2008, there have been 58,512 projects registered and fees paid.
 - » **Student Hour and Enrollment Automated Reporting System (SHEARS):** This online system allows cosmetology and barber schools to enroll and drop students, pay enrollment fees, update student profiles, and post student pre-license education hours. Recent enhancements include a shopping cart feature that allows multiple students to be registered in a single data entry session. From 2/15/2007 through 4/17/2012, 147,083 students have been enrolled, 6,219 student profiles updated, 163,317 students dropped, and 1,616,218 records for student hours have been posted.
 - » **Continuing Education (CE) Posting System:** This online system allows providers to post licensees' CE course completion hours. When the system was released on 5/24/2005 only two license types were supported. Recent upgrades now allow posting for 46 license types.
 - » **Online License Renewal System:** 406,371 (77.7%) licenses were renewed online between September 2009 and August 2011.
 - » **New License Application System:** 171,655 (67.3%) applications were submitted online between September 2009 and August 2011.
 - » **Cosmetology and Barber Book Order System:** 10,372 book orders were submitted online between September 2009 and August 2011.
 - » **Apprentice Management Program System (AMPS):** This online system tracks enrollments in accepted electrical apprenticeship programs. Since September 2010 there have been 7,506 enrollments processed through this system.
 - » **Administrative Penalty Payment System:** This online system allows licensees to pay administrative penalties and update contact information. Since June 2011, 1,261 penalty transactions (\$281,719.45) have been processed using this system.

- » **TULIP Dashboard:** Developed in late 2010, the Dashboard integrates several common tasks and data sources into one user interface. Among the features are: address validation, links to TDLR's intranet, document imaging and the TULIP code and status pages, and TULIP applicant and licensee searches, which combine results for identification, licensing, education, and imaged documentation.
- **IHR** is a Human Resources Management system used to assist in the tracking of employee information such as emergency contacts, hire dates, length of state service, position class and description, and tracking training requirements or certifications. The system has a built in notification process emailing employees of key events such as when Ethics or Driver Safety training is due, or for managers, when annual appraisals are due.
- An agency-developed document **imaging system**, designed for specific agency needs, provides for simultaneous multiple-user access to documents as well as eliminating the need for paper file storage. As documents are produced by the TULIP licensing system, electronic versions are automatically added to the imaging system. This saves considerable time and expense, eliminating the need to scan and index them manually. As of April 15, 2012, 10,749,317 images are accessible in this system.
- The agency-developed **Timekeeping** system automates the exchange of key information between TDLR and the Comptroller of Public Accounts, eliminating the need for redundant data entry by Human Resources personnel.
- The agency-developed **Purchase Order (PO) Tracking system** is a simple tracking and report-generating system for expenditure and purchasing needs, with the groundwork to expand and interface with other existing systems to create a more efficient approach to fiscal management. POs tracked in fiscal year 2010 and 2011 were 1,426 and 1,547, respectively.
- The newly implemented **Legal Files** system has efficiently integrated case, event and document management, workflow, security, and reports. The new system contributed to the Enforcement division's average case resolution dropping from 209 to 181 days.
- **Data Warehouse:** TDLR has deployed a consolidated data warehouse that aggregates data from many agency sources for statistical analysis and query.
- **Global Positioning System (GPS)** technology is used by our field staff to track the locations of water wells and mobile salons to facilitate inspections.
- **In-house Help Desk:** TDLR's online Help Desk application allows agency staff to report incidents, request new services or equipment, and report new staff or staff separations. Since 2008 we have received and closed over 23,000 requests.

In-House Help Desk Requests



- **Smart phones** play an important role for our field staff by providing:
 - » voice and email communication;
 - » access to TDLR's web sites and software to perform licensee data searches; and
 - » a secure connection to the TDLR network.
- **Audio and Video Streaming** services are provided for all public meetings and made available to our staff when internal Town Hall meetings are held.
- **Secure wireless networking** is used in many conference rooms by agency staff for collaboration during meetings and while working away from their primary location. Staff traveling to trade events also utilize wireless network devices (MiFi cards) allowing up to 5 laptop users access to the internet and to TDLR systems.
- **Patching** of operating system and application software of all agency workstations is automated via a centralized distribution server. Currently we patch 320 desktops and 159 laptops. All workstations over four years old are replaced in accordance with TDLR's **personal computer refresh plan**. From September 2009 through August 2011, TDLR replaced 59 notebook computers, 123 desktop computers and 20 workstations. TDLR has also adopted Windows 7 as its primary operating system.
- TDLR is a member of the **State's Data Center Services** program, authorized by Government Code 2054, Subchapter L. This program was created to improve efficiency and reduce the cost of agency information technology infrastructure. This contract has recently been re-bid and the new vendors, ACS and CapGemini take over the role from IBM on July 1st 2012. This contract is intended to provide the following:
 - » 24 x 7 support of agency servers and system software;
 - » Disaster recovery services;
 - » Server consolidation of legacy hardware to modern virtualized systems;
 - » Storage Management of disk and tape functions;
 - » Facility and environmental support; and
 - » Hardware and software procurement for in-scope services.
- **Security systems** for web and email. Network Services continues to improve our security by investing in new technologies to further prevent malicious code or threats to our systems and spam. Our security services include 24x7 scanning of all incoming email and a web security appliance that identifies and blocks access to sites that might cause harm to our systems. Since April 2011 our security devices have blocked a total of 6,075,454 incoming threat messages.
- **Network Redundancy** – TDLR has established redundant network connectivity between both TDLR buildings in Austin and the consolidated data center. Having a fault-tolerant solution in place minimizes downtime for both TDLR staff as well as external users who access and rely on our systems.
- **Training facilities** – As our systems become more complex, so does the need for training. TDLR has three permanent training areas equipped with dedicated workstations, projectors and screens. TDLR recently installed interactive Smartboards in our Austin locations. These devices allow for a more dynamic experience between the presenter and the training participants. Smartboards can also be used for video conferencing.

Impact of Anticipated Technological Advances

- » **The constant challenge for IT staff is balancing speed, efficiency, and budget constraints to keep pace with internal and external customer demand, and the changes in technology. Mobile devices** and the impact of user demand for mobile-enabled applications will further drive TDLR's IT staff to develop in-house software and make the necessary improvements. Creating our own mobile applications will effectively expand the agency's reach to mobile device users and provide TDLR's staff access to licensing and inspection data during field operations.
- » **Electronic Notifications:** Customers prefer the convenience and speed of having the information they want delivered to them. To meet our customers' expectations, TDLR provides real-time updates and other information through email notification, Twitter, and Facebook.
- » **Virtualized Desktops:** Moving away from the normal physical desktop to a virtualized desktop, that is a small foot print computer with nominal functions until plugged into a shared large system that provides their desktop, networking, storage space, etc.
- » **Cloud Services:** Services provided over the internet, can benefit the agency by offering a rapidly deployed, flexible environment at an affordable cost.

Agency Automation

TDLR develops tailored, automated systems to benefit the public, our licensees, and agency staff.

- » Student enrollments, fee payment, and the posting of accumulated hours of instruction are performed online and posted to the TDLR databases in real time by the Cosmetology, Barber, and Property Tax Professional education providers, allowing TDLR personnel to concentrate on other agency activities.
- » Continuing education course providers post the CE course completions directly into the TULIP database via our website. This eliminates duplicative data entry and record keeping.
- » TDLR inspectors view their list of inspections due on the agency intranet. Since TDLR inspectors are cross-trained to inspect a variety of facility types, this system sorts inspections by geographic area to maximize the inspectors' productivity and reduce travel costs.
- » TDLR uses the Lock Box services of the Comptroller of Public Accounts for coupon-based cosmetology renewals, eliminating the need for TDLR staff to handle mail, check-processing and data entry for these transactions.
- » TDLR was the first agency to implement the online payment service system through TexasOnline/Texas.gov. The agency continues to expand its use of this service whenever possible. For the calendar year ending March 31, 2012, 91% of license renewals and 64% of original applications were processed online. Additionally, publication sales and payment of administrative penalties can be conducted online.
- » TDLR outsources the printing and mailing of license cards for many of its license types. This service provides a durable identification card and eliminates the need for TDLR staff to mail the licenses. Beginning May 15, 2012 special card types were introduced to address the unique needs of certain license types. This type of flexibility is inherent in agency-developed systems.
- » Instant messaging is used within the agency for collaboration and problem resolution. One example is custom chat rooms created for Licensing and Customer Service staff. There are multiple rooms shared by distinct groups, i.e. Boiler, Building, Combative Sports, and Industrial Occupations where staff from each division respond to questions from the Contact Center.

- » Migration from stand-alone printers, scanners and fax machines to multi-function devices has resulted in more space and fewer devices to support. It has also given staff new abilities such as scanning documents straight to their workstation and sending or receiving faxes at the workstation.
- » TDLR uses Microsoft SharePoint, a browser-based collaboration and project management application. It allows centralized, password protected document sharing. Documents can be stored, downloaded and edited, then uploaded for continued sharing.
- » Network Services recently deployed a mandatory online Security Awareness Training course for all personnel. It instructs staff on the importance of conducting online duties in a safe and secure manner. The course interjects Q&A sessions to ensure staff is learning as they proceed through the course.

Future Automation Needs

As technology changes and new responsibilities and programs are added, TDLR must prepare our internal systems and users for those changes. We must continue to migrate and update current systems as well as design and write new systems. Some of these are listed below.

- » TDLR plans to increase training by delivering information via the Internet, intranet, and audio/video conferencing for staff training.
- » We must continue to develop software with mobility in mind. One such need is for TDLR staff in tracking travel and inspections. Also, TDLR will evaluate the use of new technologies such as QR codes for added benefits to the citizens of Texas who rely on TDLR services.
- » TDLR continues to explore Video Conferencing for Advisory Boards and Commission meetings to reduce travel expenses.
- » Retention Policy automation: It is imperative that we align our Imaging System with the retention policy.
- » TDLR will increase the availability of 'self-serve' report creation and delivery, allowing users to create electronic versions of reports currently printed, reducing paper costs and increasing the timeliness of delivery.
- » TDLR is exploring the use of real-time online chat sessions with external customers to improve **communication**. Customer Service agents can respond to multiple chats simultaneously, often solving very technical questions with direct links to detailed answers found online.
- » The agency is exploring Microsoft's Exchange and Outlook email platforms to enable the use of automation that relies on Outlook. The improved automation will reduce costs and increase staff productivity.
- » The agency must continue to use state-of-the-art systems development methods and tools to enhance existing systems and rapidly respond to change.

APPENDIX H – CUSTOMER SERVICE REPORT

The Texas Department of Licensing and Regulation (TDLR) focuses on **customer service** as one of seven core values that define our culture. We believe each person we serve deserves our best. We pride ourselves on providing courteous and timely delivery of services, getting the job done right, and making information easily accessible.

The Customer Service division provides the primary point of contact for most of our customers. Thirty-six customer service representatives work in the division answering phone calls, replying to emails, responding to social media inquiries, and helping people who visit our downtown office. Customers can call us from 7 a.m. until 6 p.m. Monday through Friday, email us or contact us through our social media outlets at any time, and visit us from 8 a.m. until 5 p.m. Monday through Friday. The Customer Service team's goal is to answer all questions in a single contact. We aim for minimal hold-times when customers call. We receive an average of 7,577 calls each week and have improved the level of **customer service** offered to the public and licensees by answering an increasing number of calls, from more than 43 percent in 2007 to more than 76 percent in 2012.

Providing the best customer experience is just as important in every division of the agency. While most customer contact occurs through our Customer Service division, each TDLR employee strives to offer great service.

What's New

TDLR now serves a record number of customers, including 655,987 licensees. We are constantly working to improve our **customer service** in all areas. Since our last strategic plan in 2010, we took many steps to improve customers' experiences:

- » redesigned the website to make it easier to navigate, focusing on the most popular pages and services;
- » created social media outlets for our customers by using Facebook and Twitter to facilitate dialogue, answer questions, share news and foster community;
- » enabled customers to serve themselves through our website, including renewing cosmetologist and barber licenses and applying for booth rental licenses;
- » offered more services over the phone, including accepting payments by credit card, license renewals, penalty payments, and address changes;
- » improved complaint process times by 18% (40 days);
- » continued to review and update information on our website, forms and other documents to make them easier to read and understand;
- » targeted peak call-volume times with schedule changes and new part-time positions to match these times;
- » began using a new case management software to increase efficiency in processing and investigating complaints, and resolving cases;

Compact with Texans

TDLR ensures that customers have satisfying experiences with us by training our staff and following through on our commitment to provide excellent customer service. We invest our resources in training employees to anticipate and meet the needs of our customers.

TDLR is committed to:
providing courteous, respectful and accurate service to every person that we serve;
responding to your telephone inquiries within one working day;
responding to your email inquiries within two working days;
responding to your social media inquiries within one working day; and
responding to your mail inquiries within one week.

- » led and participated in informational meetings and trade shows throughout the state for the Air Conditioning and Refrigeration, Architectural Barriers, Barber, Cosmetology, Electrician, Property Tax Professionals, Towing, and Used Automotive Parts Recyclers industries, among others;
- » partnered with the media and other government agencies to warn the public about safety issues, like abandoned water wells and malfunctioning elevators, and about the dangers of using unlicensed individuals or companies;
- » created and improved internal software programs that speed up the time spent finding license information;

Mr. Scott Hawley called Customer Service and expressed his appreciation of a TDLR Customer Service Representative who went “above and beyond and made a bad situation a pleasant experience. One bad apple spoils the bunch, but one good experience can change the face of a company. What a wonderful experience!” - Scott Hawley, ACR Licensee #10099636

- » added an internal communication specialist to ensure instructions and changes are clearly communicated to all staff, increasing the consistency and accuracy of our services;
- » increased the amount of information and number of documents offered in Spanish and Vietnamese, including foot spa cleaning logs used in many salons. We now perform inspections in English, Spanish, and Vietnamese; and
- » began a pilot program for our employees, using the Rosetta Stone training system, to better assist customers who prefer communicating in other languages.

Customer Service Related Performance Measures

Method of Survey

TDLR receives feedback from its customers through brainstorming sessions and online surveys. These brainstorming sessions are open forums that encourage our customers to discuss a full range of issues, allowing for more detailed and immediate feedback than a traditional survey. Brainstorming participants give a more complete picture of their opinions, allowing us to more fully address their concerns.

We invited our licensees and key stakeholders to attend and participate in brainstorming sessions. We asked everyone the following questions:

- » What is TDLR doing well?
- » What could TDLR do better?
- » If you could change one service that we provide or
 - » eliminate or amend any provision of TDLR’s statutes or rules, what would it be?
- » What major changes will occur over the next five years that will impact the way you do business and the services we provide?

TDLR also offered an online survey to our customers. We asked survey participants to rank their level of satisfaction in numerous areas and also asked the same four questions as in the brainstorming sessions.

Output Measures

Total Customers Surveyed

Invitations to participate in the brainstorming sessions and the online survey were posted on TDLR's website and social media outlets and sent to TDLR's more than 600,000 email notification subscribers. A total of 2,296 people participated, including 61 in the brainstorming sessions and 2,235 in the online survey.

Total Customers Served

TDLR's total license population is 655,987, including individuals, businesses, and facilities. We also serve Texans who receive services from our licensees.

Outcome Measures

Percentage of Surveyed Respondents Expressing Overall Satisfaction with Customer Services Received

Participant satisfaction reported in online survey:

- » 90% satisfied with TDLR interactions;
- » 89% satisfied with accuracy of answers provided by email;
- » 88% satisfied with complaint updates;
- » 87% satisfied with initiating complaints;
- » 82% satisfied with complaint investigation completeness;
- » 80% satisfied with complaint response;
- » 79% satisfied with accuracy of answers provided by phone;
- » 69% satisfied with the ease of contacting TDLR by phone;
- » 45% satisfied with inspectors' explanations;
- » 32% of continuing education participants satisfied with course registration; and
- » 25% satisfied with reporting continuing education completion.

There were no significant differences in answers by age group. TDLR's preferred method of gathering information, customer brainstorming sessions, does not allow calculation of percentage of persons expressing overall satisfaction.

All participants were asked, "What is the agency doing well?" Their answers indicate they are most satisfied with TDLR's **communication**.

Brainstorming comments regarding what we are doing well fall into five broad categories: **communication**, online services, timeliness, opportunities to participate, and adaptability.

Communication: Participants expressed high levels of satisfaction with both the quality and quantity of **communication** offered by TDLR. Many people indicated they noticed improvement in our **communication**. Each of our **communication** methods, including website, phone, email, social media, and face-to-face, was specifically cited as items we do well. People particularly appreciate the email updates they receive concerning changes and other important notifications.

Online services: Our website and our increasing number of online services also received praise. Online license applications and renewals remain extremely popular with our licensees. Many people noted the ease with which they are able to apply and renew online. Participants appreciated the detailed and up-to-date information available through the website. People enjoy the convenient access to our online databases. Several participants expressed satisfaction with the new design of the website.

Timeliness: Many participants expressed appreciation for how quickly we provide services. The speed of license processing and **communication** services was frequently commended.

Opportunities to participate: Participants said we effectively engage with our customers by continuously asking for their input and listening to their responses. We share our customers' belief that we can provide the best service by working together and listening to their feedback.

Adaptability: Many people noted that we are effective in anticipating change and adapting our services, operations and programs accordingly. This includes adding and removing rules as the industries change.

Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery

All participants were asked, "What could TDLR do better?" and "If you could change one service that we provide, or eliminate or amend any provision of TDLR's statutes or rules, what would it be?"

Brainstorming comments that identify ways to improve service fall into five broad categories: **communication**, online services, enforcement and inspection, speed of service, and training.

Communication: Participants asked for clearer **communication** from TDLR. Many people asked for plain language to help them understand laws, rules and procedures more easily. They asked for better explanations of changes to laws and rules. Many participants requested increased **communication**, including easier access to meetings by conducting them throughout the state; and greater outreach to communities and the public.

Online services: Many participants requested improved navigation for our website. They expressed difficulty in finding the information or services they need. We received many comments requesting increased or additional online services, particularly for the number and types of license applications and renewals, but also including payments and document submissions.

Participants expressed high levels of satisfaction with both the quality and quantity of communication offered by TDLR.

Enforcement and inspection: Many participants indicated they want more frequent and thorough monitoring of illegal activity. They are particularly concerned with finding and penalizing unlicensed activity. Participants indicated they wanted more frequent license stings and sweeps conducted throughout the state, in both rural and urban areas. Many indicated they want more frequent inspections of licensed facilities. At the same time, many people asked for greater leniency and use of warnings for licensees who are trying to remain in compliance.

Speed of service: Many participants requested faster service and shorter wait times. They most often cited long hold times and how long it takes for us to reply to emails.

Training: Participants indicated that TDLR staff need increased and improved training. Simply put, they want our employees to have better program knowledge while demonstrating excellent **customer service**. They also seek consistency in the answers and information they receive from all staff. Some people also wanted our inspectors to be licensed in the industries they inspect or to only specialize in certain inspections. TDLR's preferred method of gathering information, customer brainstorming sessions, does not allow calculation of the percentage of persons identifying ways to improve service delivery.

Efficiency Measures

Cost per Customer Surveyed

TDLR did not incur any additional cost for conducting the online survey and spent \$350 renting meeting rooms for the brainstorming sessions.

TDLR has 655,987 licensees as its primary customer base. Our customers also include Texans who rely on the services of our licensees, who contact TDLR to inquire about programs, and who file complaints.

Explanatory Measures

Total Customers Identified

TDLR has 655,987 licensees as its primary customer base. Our customers also include Texans who rely on the services of our licensees, who contact TDLR to inquire about programs, and who file complaints.

Total Customer Groups Inventoried

This inventory includes individuals and businesses licensed in TDLR's 28 statutes. It also includes all Texans who rely on the services of our licensees, who contact TDLR to inquire about programs, and who file complaints.

Customer Service Strategic Priorities

Increased and Improved Online Services

We frequently receive kudos for the many online services we provide. Because of this success, we often receive requests for more online services and have set the following priorities:

- Increase online license applications and renewals – We will add online license applications and renewals for additional license types. This priority will require additional programming by our Information Systems Development team.
- Online payments – We will modify our systems to accept online payments for services such as duplicate licenses. This priority will also require additional programming by our Information Systems Development team.
- Web design – In response to feedback from our customers, we are redesigning our website to make it easier to find information and access services. We will also increase efforts to make our website easy to use on mobile devices.
- Plain language – The use of plain language is central to TDLR's culture. We have improved many documents by using a more direct writing style, so that all information is clearly written and easy to understand. We will continue identifying more documents to improve.
- Web chat – We will begin offering web chat as yet another way for our customers to communicate with, and receive help from us.
- Video FAQs – We will offer video answers to our most frequently asked questions through our website and YouTube. These videos will help reach and educate customers in new ways.
- Social media – TDLR will continue to expand our online social media efforts to ensure we actively engage our customers who prefer this way of communicating.
- Multiple languages – Much like the plain language priority, TDLR will continue to offer more documents in Spanish and Vietnamese to ensure our message is easily understood.

The use of plain language is central to TDLR's culture. We have improved many documents by using a more direct writing style, so that all information is clearly written and easy to understand.

- Webinars – We will explore providing online seminars for customers to participate in. These webinars will allow us to share critical information in new ways to more people.
- Online accounts for licensees – We will explore the benefits and costs of creating and maintaining online account profiles for licensees, allowing them to easily track the status of their license(s), continuing education hours, penalties, and fees.

Knowledgeable and Courteous Phone Service

TDLR will continue to identify ways of improving the knowledgeable and courteous phone service that our customer service representatives provide.

Strategic Priorities Requiring Additional Appropriations

More Compliance Inspectors and Enforcement Investigators in the Field

We received many comments stating that TDLR does not have enough inspectors and investigators to serve the entire state. We also received feedback that we should increase the frequency of inspections. While we believe these comments have merit, we are presently unable to increase field staff because of insufficient appropriations.

Customer Service Contact

Customers may contact us by phone, fax, email, Facebook, Twitter, in person, and by mail.

Telephone: 512-463-6599 / **Toll-Free (in Texas):** 800-803-9202 / **Fax:** 512-475-2871

Relay Texas-TDD: 800-735-2989

Air Conditioning and Refrigeration Contractors: CS.Air.Conditioning@license.state.tx.us

Architectural Barriers: TechInfo@license.state.tx.us

Auctioneers: CS.Auctioneers@license.state.tx.us

Barbers: CS.Barbers@license.state.tx.us

Boilers: CS.Boiler@license.state.tx.us

Combative Sports: CS.Combative.Sports@license.state.tx.us

Cosmetologists: CS.Cosmetologists@license.state.tx.us

Electricians: CS.Electricians@license.state.tx.us

Elevators, Escalators and Related Equipment: CS.Elevators.Escalators@license.state.tx.us

ID Recovery: S.ID.Recovery@license.state.tx.us

Industrialized Housing and Buildings: Industrialized.Buildings@license.state.tx.us

Legal Service Contracts: CS.Legal.Service.Contracts@license.state.tx.us

Licensed Breeders: CS.Breeders@license.state.tx.us

Licensed Court Interpreters: CS.Court.Interpreters@license.state.tx.us

Loss Damage Waivers: CS.Loss.Damage.Waivers@license.state.tx.us

Polygraph Examiners: CS.Polygraph.Examiners@license.state.tx.us

Property Tax Consultants: CS.Property.Tax.Consultants@license.state.tx.us

Property Tax Professionals: CS.Tax.Professionals@license.state.tx.us

Service Contract Providers: CS.Service.Contract.Providers@license.state.tx.us

Staff Leasing Services: CS.Staff.Leasing.Services@license.state.tx.us

Temporary Common Worker Providers: CS.Common.Workers@license.state.tx.us

Tow Trucks, Vehicle Storage Facilities and Booting Companies: CStowing@license.state.tx.us

Used Automotive Parts Recyclers: CS.Parts.Recycling@license.state.tx.us

Vehicle Protection Product Warrantors: CS.Vehicle.Protection@license.state.tx.us

Water Well Drillers and Pump Installers: CS.Water.Well@license.state.tx.us

Weather Modification: Weather.Modification@license.state.tx.us

Facebook: www.facebook.com/tdlrlicense

Twitter: www.twitter.com/tdlrlicense

TDLR Headquarters: 920 Colorado Street, Austin, Texas 78701

Mailing Address: P.O. Box 12157, Austin, Texas 78711

To ensure customers are satisfied, we have designated Customer Service director Gene Mays as the customer service contact. We invite the public to contact him regarding complaints or comments at:

P.O. Box 12157
Austin, TX 78711
512-463-7736
gene.mays@license.state.tx.us

We promise to respond to concerns within two working days and resolve them within 10 working days of receipt.

Customer Service Related to Strategies in General Appropriations Act

Strategy – License, Register and Certify

TDLR's primary customers are individuals who are licensed, registered, or certified under one or more of the department's 28 statutes. Key services provided under this strategy are initial application processing, renewal processing, online application processing, and online renewal.

Strategy – License Businesses and Facilities

TDLR's primary customers are businesses and facilities that are licensed, registered, or certified under one or more of the department's 28 statutes. Key services provided under this strategy are initial application processing, renewal processing, online application processing, and online renewal.

Strategy – Examinations

TDLR's primary customers are people who are required to take an examination to receive an occupational license. Key services provided under this strategy are electronic delivery of examinations throughout the state of Texas, availability of special accommodations for examinations including

examinations in other languages, and online posting of student hours into the Student Hour and Enrollment Automatic Reporting Systems (SHEARS).

Strategy - Continuing Education

TDLR's primary customers for continuing education include course providers and individuals required to complete continuing education hours to maintain their licenses. Continuing education is required for 11 of the agency's programs. Key services provided under this strategy are approval of providers and courses that licensees may take.

Strategy - Customer Service

TDLR's targeted consumers for customer service are any members of the public who make contact with the department. Key services provided under this strategy include responding to phone calls, emails, social media posts, and walk-in visits in a courteous and helpful manner.

Strategy - TexasOnline/Texas.gov

TDLR's primary customers are applicants for licenses, licensees renewing licenses, and companies and individuals registering. Key services provided under this strategy allow electronic payments to apply for and renew licenses and registrations.

Strategy - Conduct Inspections

TDLR's primary customers include building and business owners, municipalities, barbers, cosmetologists, manufacturers, towing companies, vehicle storage facilities, used automotive parts recyclers, licensed breeders, and consumers who benefit from safety and accessibility inspections. Key services provided under this strategy are the online availability of architectural barriers, boiler, and elevator inspection results, online availability of imaged boiler and elevator reports, and the Texas Occupations Online Licensing System (TOOLS) for towing companies and vehicle storage facilities. Knowledgeable field staff and technical memoranda are available to assist third-party inspectors, building owners, and local law enforcement in understanding laws and rules. Regional field staff are located throughout the state to inspect barber and cosmetology establishments, boilers, towing companies, tow trucks, vehicle storage facilities, used automotive parts recyclers, licensed breeders, and to ensure compliance with the Texas Architectural Barriers law.

Strategy - Building Plan Reviews

TDLR's primary customers include citizens with disabilities, building and business owners, municipalities, state agencies, Registered Accessibility Specialists, design professionals, elevator contractors, and modular housing and building owners. Key services provided under this strategy are: completing plan reviews to identify non-compliance before construction is completed or elevators are operated; providing training/seminars/speaking events to educate individuals on understanding laws, rules, and standards; and providing technical assistance and technical memoranda to assist individuals in understanding laws and standards.

Strategy - Resolve Complaints

TDLR's primary customers include members of the public and our licensees. Key services provided under this strategy include: processing and resolving complaints; online availability of information about the complaint investigation and resolution process; criminal conviction standards; penalty and disciplinary action matrices; publication of enforcement actions; and distribution of consumer alerts and sting operation results through the media and our email notification service.

Strategy - Investigation

TDLR's primary customers include members of the public and our licensees. Key services provided under this strategy are: intake and investigation of complaints related to TDLR's 28 statutes;

investigation of applicants' criminal history; online availability of complaint submission; information about complaint investigation and resolution process; criminal conviction standards; penalty and disciplinary action matrices; publication of enforcement actions; and distribution of consumer alerts and sting operation results through the media and our email notification service.

Strategy - Central Administration

TDLR's primary customers are the Office of the Governor, the Texas Senate and House of Representatives, our Commissioners, Advisory Board and council members, licensees, vendors, the public, individuals and businesses who pay a fee or penalty, people who contact us, and other state agencies. Key services provided are: liaison activities with executive, legislative and governmental entities; communicating with industry and trade groups; disseminating information regarding the agency's programs; providing legal counsel support to the agency and Commission; responding to open record requests; responding to media inquiries; issuing press releases; managing the agency's day-to-day operations and fiscal resources; and workforce planning.

Strategy - Information Resources

TDLR's primary customers include licensees, inspectors, registrants, applicants, continuing education providers, building and business owners, executive, legislative and governmental agencies, and the public. Key services provided under this strategy are: development and implementation of licensing and inspection software; maintenance of interactive technological infrastructure for all agency operations; audio/video broadcasts for public meetings; and coordination of the agency's imaging initiatives.

Strategy - Other Support Services

TDLR's primary customers include vendors and private sector partners used for agency purchases, including Historically Underutilized Businesses, and state agencies such as the Texas Facilities Commission, the State Office of Risk Management, and the Comptroller of Public Accounts. Key services provided under this strategy include state property accounting and management, facilities and vehicle management, and inventory controls.

APPENDIX I - STATEWIDE CAPITAL PLANNING

Capital planning information relating to projects for the upcoming 2014-2015 biennium that equal or exceed \$1 million are required to be reported to the Bond Review Board. TDLR did not have capital projects that met this requirement for the 2012-2013 biennium and does not anticipate any projects for the 2014-2015 biennium that meet this requirement.

APPENDIX J - COMPLIANCE DIVISION ACTIVITIES AND SERVICES

The Air Conditioning and Refrigeration program helps ensure the safe installation and efficient operation of air conditioning, heating, ventilation, and refrigeration systems.

The Architectural Barriers program ensures that persons with disabilities have access to services and employment in new and renovated buildings and facilities.

The Barber program ensures that barber services such as shaves and haircuts are provided in a sanitary and safe manner.

The Boiler Safety program helps ensure the proper installation and safe operation of boilers in Texas power plants including nuclear facilities, and schools, hospitals, nursing homes, laundries, dry cleaners, office buildings, and apartments.

The Combative Sports program promotes the fair treatment and safety of contestants and attendees of combative sports events in Texas.

The Cosmetology program ensures that cosmetology services such as haircuts, hair braiding, hair weaving, hair extension, eyelash extensions, facials, pedicures, and manicures are provided in a sanitary and safe manner.

The Electrical Safety program helps ensure the safe installation of electrical wiring and equipment by evaluating the qualifications of our applicants, implementing local and state electrical safety codes, and meeting with industry professionals, regional licensing authorities, and consumers on a regular basis to share information.

The Elevator Safety program works to ensure the safety of everyone who rides elevators and related equipment in Texas, monitoring inspections and certifications, and clarifying safety standards through oversight of inspections and certifications, and clarification of safety standards.

The Industrialized Housing and Buildings program works to ensure modular buildings and portable classrooms in Texas meet specific construction standards.

The Licensed Breeders program conducts inspections and oversees regulation of dog and cat breeders.

The Water Well Driller and Pump Installer programs help protect the quality of groundwater resources and the safety of the public water supply.

The Weather Modification program works with groundwater conservation districts, county officials, and the public to ensure the application of safe rain enhancement (cloud seeding) and hail suppression techniques.

The Compliance division also oversees and provides program expertise and insurance, bonding, and net worth requirements for these regulated programs:

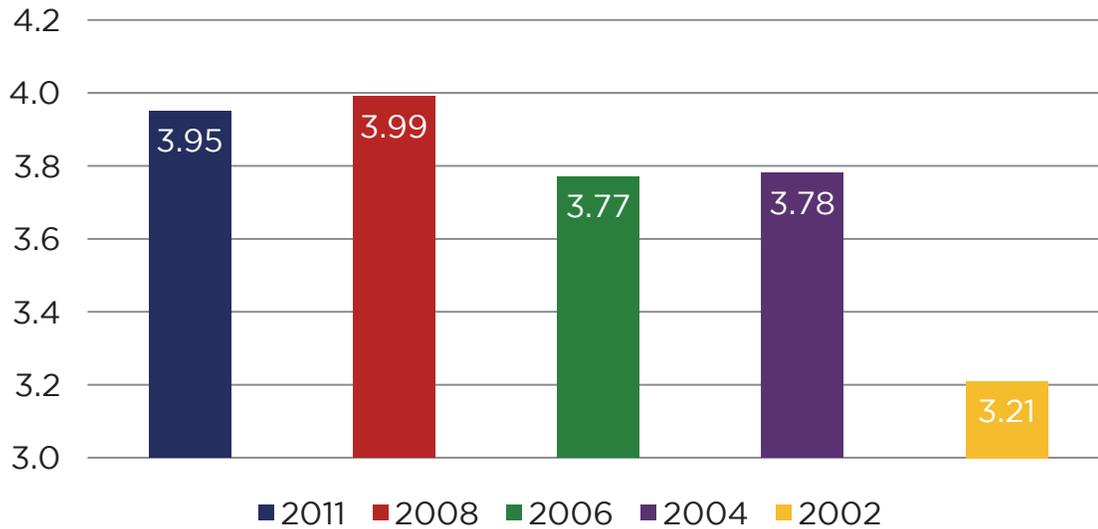
- Auctioneers
- Licensed Court Interpreters
- Loss Damage Waiver Providers
- Identify Recover Service Contract Providers
- Polygraph Examiners
- Property Tax Consultants

- Property Tax Professionals
- Service Contract Providers
- Staff Leasing Services
- Temporary Common Worker Employers
- Tow Trucks
- Used Automotive Parts Recyclers
- Vehicle Booting Companies
- Vehicle Protection Product Warrantors
- Vehicle Storage Facilities

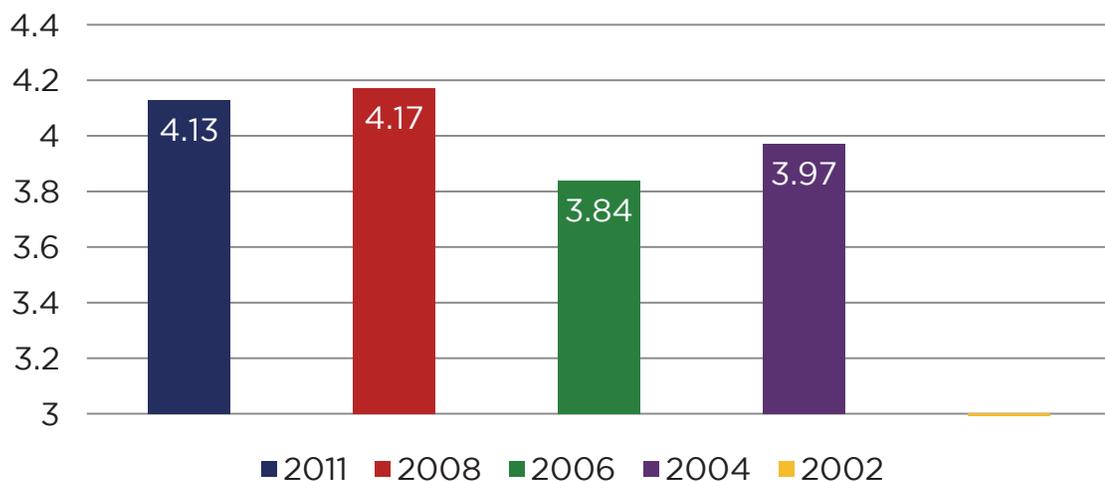
APPENDIX K – SURVEY OF EMPLOYEE ENGAGEMENT CHARTS

TDLR participated in the Survey of Employee Engagement (SEE) in September of 2011. The SEE is designed to assist leadership by providing information about work force issues that impact the quality of service ultimately delivered to all customers. Following are charts showing the data gathered from the SEE.

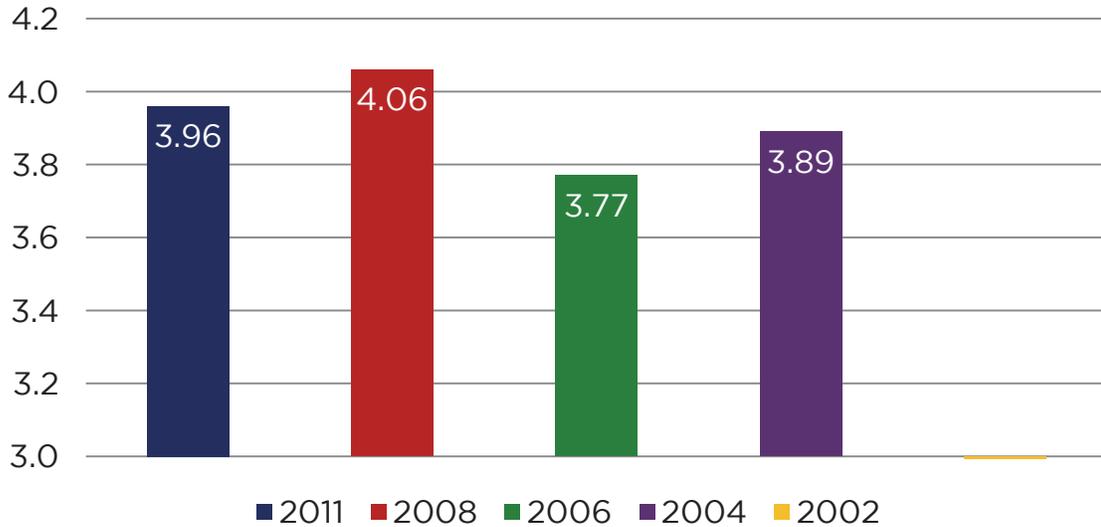
An effort is made to get the opinions of people throughout the organization.



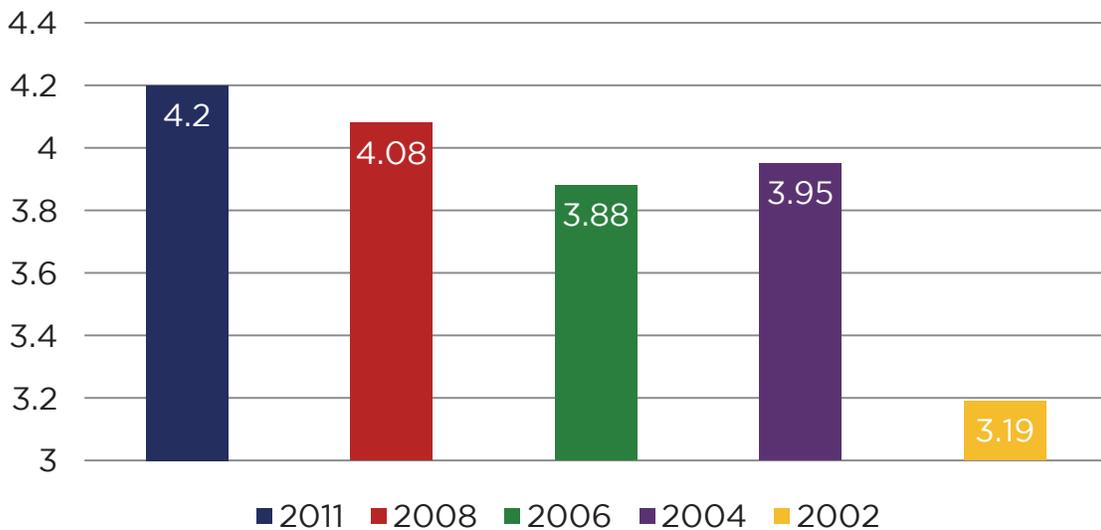
I believe our organization communicates our mission effectively to the public.



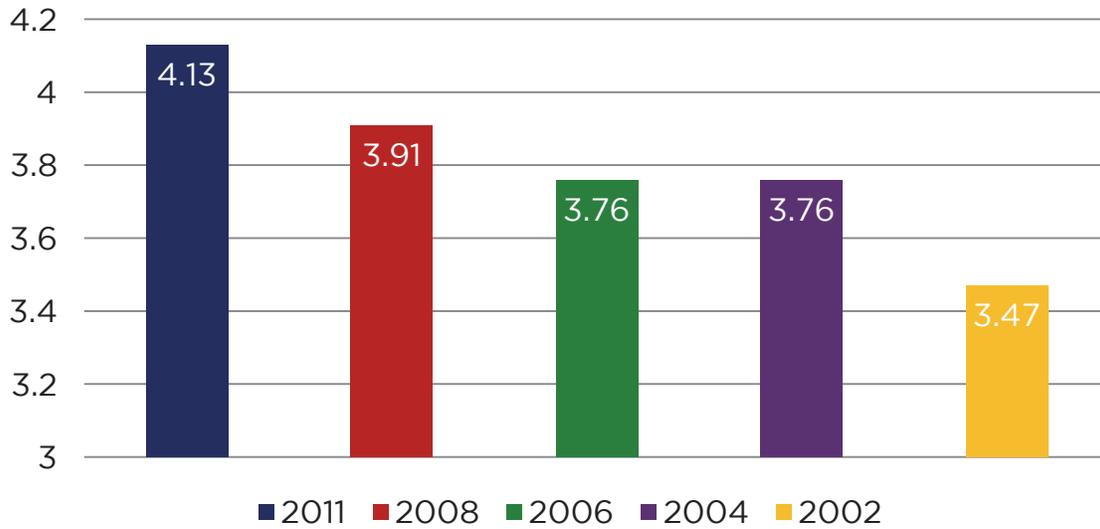
I believe we will use the information from this survey to improve our performance.



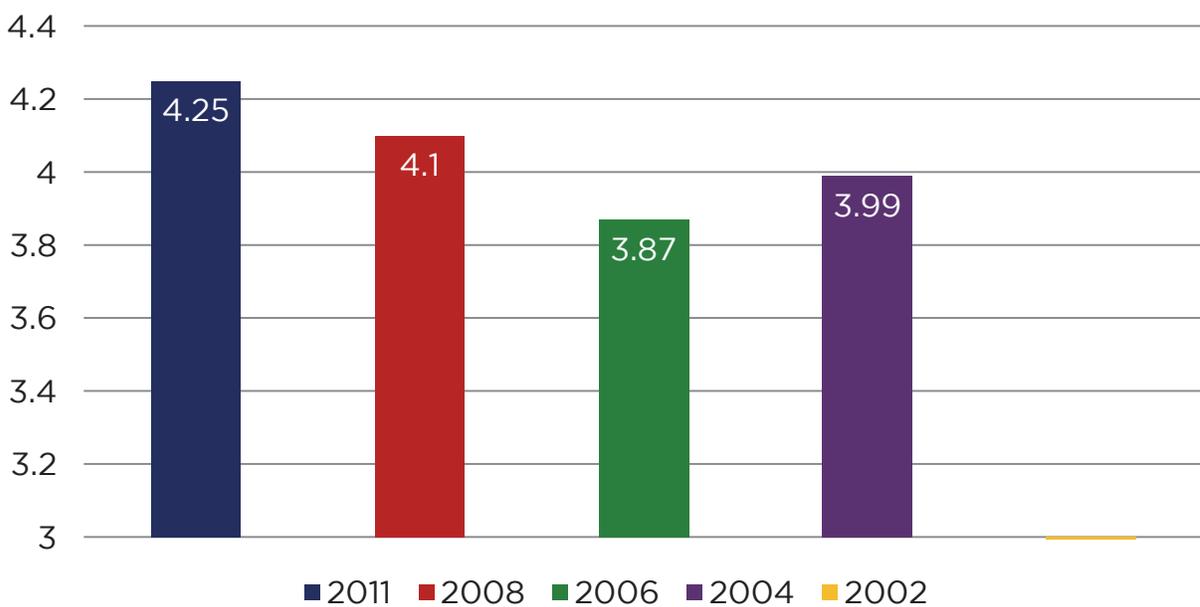
I know how my work impacts others in the organization.



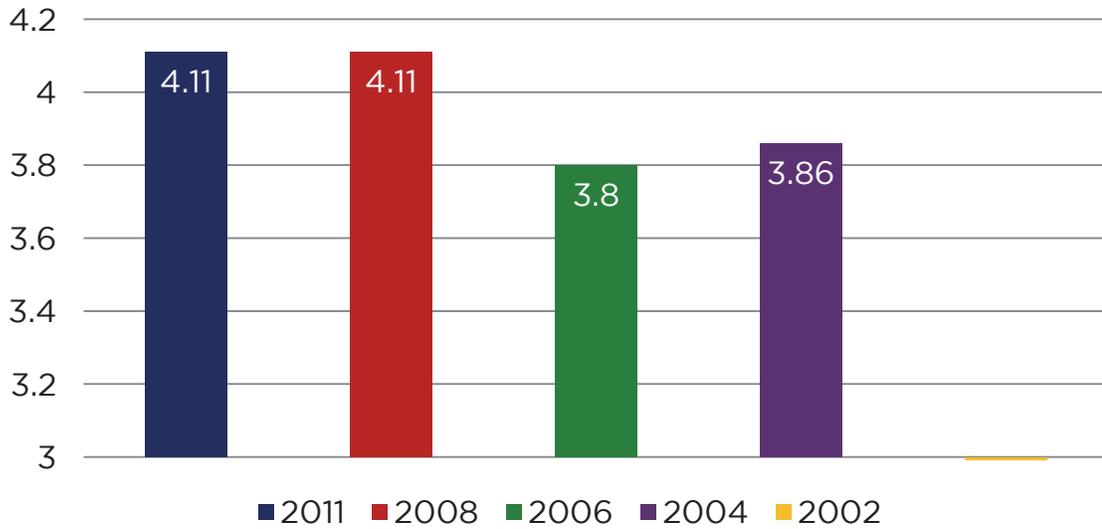
My organization communicates effectively with other organizations.



My organization shares appropriate information with the public.



My supervisor gives me the opportunity to do my best work.



My work group is actively involved in making work processes more effective.

