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ADDITIONAL PLANS

INFORMATION RESOURCES STRATEGIC PLAN

I. Impact of Technology on Current Agency Operations

Technology plays a vital role in TDLR's success. The agency's innovative use of technology can be seen throughout TDLR.

- The Texas Umbrella Licensing Information Project (TULIP) is the backbone of TDLR's licensing environment:
 - **Elevator Inspection Reporting System** – Using this online system, elevator inspectors submit elevator inspection reports. Additionally, inspectors can add information about new buildings and new elevators.
 - **Architectural Barriers Project Registration** – There were 39,371 projects registered and fees paid from September 1, 2011 to August 31, 2013.
 - **Student Hour and Enrollment Automated Reporting System (SHEARS)** – From this online system, cosmetology and barber schools can enroll and drop students, pay enrollment fees, update student profiles, and post student pre-license education hours. Recent enhancements include the ability for multiple students to register in a single data entry session. 76,461 students were enrolled, 81,505 students dropped, and 747,245 records for student hours were posted between September 1, 2011 and August 1, 2013.
 - **Continuing Education (CE) Posting System** – Through this online system, CE providers post licensees' CE course completion hours. When the system was released, only two license types were supported and today there are 45.
 - **Online License Renewal System** – 481,104 licenses were renewed online between September 1, 2011 and August 31, 2013.
 - **New License Application System** – 116,622 applications were submitted online between September 1, 2011 and August 31, 2013.
 - **Cosmetology and Barber Book Order System** – 19,106 book orders were submitted online between September 1, 2011 and August 31, 2013.
 - **Apprentice Management Program System (AMPS)** – This online system tracks enrollments in electrical apprenticeship programs. From September 1, 2011 to August 31, 2013 there were 6,301 enrollments processed through this system.
 - **Administrative Penalty Payment System** – This online system allows licensees to pay administrative penalties. From September 1, 2011 to August 31, 2013, 4,294 penalty payments have been made using this system.
 - **TULIP Dashboard** – The Dashboard integrates a multitude of common tasks and data sources into one user interface. It is an easy to learn and use search engine for accessing licensing information in TULIP, combining results for an entity's identification, licensing, education and other related information in just a few linked windows. Other features include a payments search feature, ability to automatically open a search results window with input from the IVR system, links to TDLR's address validation and TULIP code and status pages, and imaged documentation related to the licensee.
- A document **imaging system developed in-house** provides simultaneous multiple-user access to documents as well as eliminating the need for paper file storage. As documents are generated by the TULIP licensing system, electronic image versions are automatically added to the document imaging system, rather than being printed. This saves considerable time and expense, eliminating manual scanning and indexing. There are currently 13,406,561 images accessible in this system.
- The agency-developed **Purchase Order (PO) tracking system** is a 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. PO's tracked in Fiscal Year 2012 and 2013 were 1,463 and 1,539, respectively.
- The **Legal Files** case management system has efficiently integrated event and document information, workflow, security, and report tools. This contributed to the Enforcement division's average case resolution dropping from 209 days to 185.

- TDLR's **data storage warehouse** reduced internal information requests from days to hours. Over 300 different queries have been used to analyze TDLR data in new ways, enabling data driven decisions. Customer Service analytic personnel can query the entire Zeacom database in less than ten minutes, creating custom reports via Excel pivot tables. Financial Services staff query Uniform Statewide Accounting System (USAS) data (modified to include text descriptions of numerous coded fields) via customizable pivot tables. SQL queries are used to analyze inspection locations to decide where new inspectors need to be located. Queries of both licensing data and USAS data are used to match revenue with program costs creating more accurate fee analysis and adjustments, assuring that each program pays its way.
- **Jurisdiction Online** (JO) is a real time boiler web-based inspection platform offered for free by its developer, Praeses. JO replaced the aging mainframe application used in all aspects of boiler inspection reports (data retention, invoicing, issuance of Certificates of Operation and Repair Requirement tracking).
- The Information Systems Development staff developed an online **Advisory Board application system** for people interested in serving on an Advisory Board. The system allows:
 - Applicants to draft and store their applications.
 - Applicants to apply for multiple Advisory Boards with a single application
 - Staff to review with the chairman of the Commission for selection
 - For an electronic copy of the information which reduces the confusion of hand written applications
 - Review of application against the agency's database when an Advisory Board position requires an applicant to meet specific licensing requirements.
- In October 2013, TDLR began using **GovDelivery** to email TDLR notices about rule changes, fee reductions and other information important to our licensees and the public. This newly implemented service allows subscribers to easily control and customize the information they receive from TDLR through email. GovDelivery sends our email updates faster and reduces the workload for staff and our email servers. Approximately 520,000 people currently subscribe to receive email updates using this new system.
- Ordering a **duplicate license** can now be completed online. This has reduced the number of phone calls made to TDLR and the amount of time it takes TDLR staff to process the duplicate license orders.
- The **Breeder Donation** application allows anyone to make a tax-deductible donation with a credit card to the Dog and Cat Breeder Training and Enforcement Account online. This frees TDLR staff from having to manually process these donations.
- TDLR manages its own online **help desk** system, accessible by all staff and used to record incidents, requests for services, and notification of new hires or separations. Approximately 6,000 requests are generated and resolved each year.
- **Mobile** devices are an important resource for our field staff. In the past 12 months, TDLR changed phone carriers, negotiated a new single vendor contract, and eliminated the need for landline phones. This single-carrier approach will save the agency almost \$30,000 per year and cut down on the amount of work required to manage mobile devices.
- **Electronic inspection** is a recent project undertaken with our Field Operations division. A public-private partner, Brazos, developed the e-inspection application. Inspectors will enter inspection results in a durable notebook computer, which uploads results to our in-house database as each inspection is completed. The e-inspection process will significantly reduce data entry and other administrative tasks, allowing for increased productivity.
- The agency purchased a **route optimization** program to map the most efficient and cost effective daily route for inspectors thus eliminating the need for inspectors to manually create a daily itinerary, saving significant administrative time. The route optimization program considers a variety of business rules including: inspection due dates, location of the facilities and inspectors; time to perform inspections; and public safety concerns, among others.
- **Video Streaming** services are provided for all public meetings and made available to staff during internal Town Hall meetings. Recorded public meetings are archived and published online for viewing at a later date.
- **Secure wireless networking** is used by agency staff for collaboration during meetings and while working in the field. Staff attending trade events also use wireless network devices (MiFi cards) allowing up to five users access to the internet and TDLR systems.

- Consistent with its computer refresh plan, the agency replaces all workstations that are over four years old or can no longer perform their needed functions.
- TDLR has implemented Windows 7 as its primary operating system; however, we are in the process of rolling out tablets to our field staff with Windows 8 due to the inherent benefits of touch screen devices.
- In September of 2012 the agency moved from the GroupWise email system to **Microsoft Office 365**. This is a cloud-based solution which enabled us to standardize on the latest version of Microsoft Office, move to Outlook for email and Lync for Instant messaging (including voice/video and screen sharing), implement a single retention policy for all mailboxes (1yr and a 25gb mailbox per user) and give our staff the ability to install and use the same MS Office at home as they use at work. One further benefit of this application change is the ability to conduct agency-wide email discovery. This is especially useful for Open Records requests where we can search across all mailboxes and place the contents in a single mailbox for General Counsel's staff access, or write out to a DVD.
- As part of our move to Office 365, TDLR installed three physical servers on-site through the Data Center Services contract, which are used to synchronize accounts locally to the cloud, offer single login; and web accessibility to users away from the office. This project was completed in Q1 2012 calendar year.
- TDLR is a member of the state's **Data Center Services** program, required by Government Code 2054, Subchapter L, and currently administered by Xerox and CapGemini. 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 virtual systems
 - Storage Management of disk and tape functions
 - Facility and environmental support
 - Hardware and software procurement for in-scope services.
- The Network Services division continues to improve our security posture by investing in new technologies to enhance our efforts to prevent malicious code or threats to our systems. Our security services include 24 x 7 scanning of all incoming email and a web security appliance that identifies and blocks access to sites that might cause harm to our systems.
- As our systems become more complex so does the need for training. TDLR has multiple **training facilities** equipped with dedicated workstations, projectors or Smartboards. The Smartboard devices allow for a more dynamic experience between the presenter and the training participants, where they can interact through the Smartboard. The Smartboards are also equipped with front-facing cameras for video conferencing or remote training sessions.

II. Impact of Anticipated Technological Advances

- The need for internal and external customers to stay current with ever-changing and evolving technologies presents a challenge to the Information Technology staff. Leadership continues to make the hard decisions necessary to balance our customers' need for speed, efficiency, and effectiveness against our budgetary limits. **Mobile devices** and the impact of a growing demand for mobile computing will further drive our software developers to create applications that will allow our customers to perform all needed services from their mobile devices.
- **The use of Virtual Desktops allows us to** move away from the conventional desktop to a computer with nominal functions. Additional functionality is available when connected to a larger shared system that provides the full range of networking, storage space and other computing functions.
- **Web-based cloud services** will continue to benefit the agency by offering a rapidly deployed, flexible environment at an affordable cost.
- **Virtual servers provide** the ability to request and deploy new servers for development, testing, or production in a secure, virtual environment that is much quicker than providing the same in a physical form factor.
- Switching from mailing to **emailing notifications** such as license renewals and enforcement case status updates using the GovDelivery service.

III. Agency Automation

TDLR continues to develop innovative, customized software solutions to benefit the citizens of Texas and our employees:

- Education providers enroll students and pay fees online, and post instruction hours to the TDLR database in real-time, by the Cosmetology, Barber, and Property Tax Professionals, allowing TDLR personnel to concentrate on other mission-critical agency activities.
- The tracking of Continuing Education course completion is accomplished through a web-based system where the education providers post the completions directly into the TULIP database. This eliminates duplicative record keeping and data entry.
- TDLR inspectors have a central location on the agency intranet to view their schedule of facilities to be inspected. Since TDLR inspectors are cross-trained to inspect a variety of facility types, this system combines all types of inspections by geographic area to maximize the inspectors' productivity. This system will be replaced when the agency moves to the route-optimization software.
- Licensees who have been assessed administrative penalties can now make payments with a credit card online.
- Licensees can change their mailing address, phone number and email address online.
- TDLR was one of the first to implement the online payment services of Texas.gov. The agency continues to expand the use of this service for our customers whenever possible. Between April 1, 2013 and March 31, 2014, 95% of license renewals were completed online and 90% of original applications were filed online. Additionally, customers may purchase law and rule books online.
- TDLR outsources the printing of license cards for many of its license types. The process is entirely automated and requires minimal staff time. This service provides a durable identification card and eliminates the need for TDLR staff to print and mail the licenses. Beginning May 1, 2012 distinctive color-coded cards were introduced to address the unique needs of certain license holders.
- The agency's transition from separate printers, scanners and fax machines to all-in-one multi-function devices has afforded not only more space and fewer devices to support, but has also given the agency new abilities such as scanning documents straight to workstations, and sending or receiving faxes at workstations. In 2013, we negotiated a new contract with Xerox to not only replace copiers that lowered our costs from the previous vendor, but also added all our non-copier devices to the contract. The devices are monitored remotely by our public-private partner, who sends replacement cartridges before the ones in use are empty. This new contract is saving us an estimated \$18,000 per year.
- TDLR uses Microsoft SharePoint, a browser-based collaboration and document management application that allows creation of centralized, password-protected folders for project management and document sharing. Documents can be stored, downloaded and edited, then uploaded for continued sharing.
- Network Services recently began using an online security awareness training course which all employees must complete annually. This course teaches and reminds staff of the importance of conducting online business in a safe and secure manner.

IV. Future Automation Needs

As technology changes and advances, TDLR must prepare our internal systems and users to meet these challenges. We must continue to upgrade current systems and design new systems. Some of these are listed below:

- TDLR will increase the availability of training materials via the internet, intranet, podcasting and video conferencing.
- We will continue to develop software that can be used on mobile devices.
- TDLR continues exploring the use of video conferencing for Advisory Board meetings, Commission meetings, and brainstorming meetings with our stakeholders.
- We continue to work towards aligning our imaging system with our document retention efforts.
- We will increase the use of on-demand report delivery to allow users to create electronic reports, reducing paper costs and increasing the timeliness of delivery.
- TDLR is exploring the use of web chat with external customers to improve communication effectiveness. Customer service representatives can respond to multiple customers simultaneously, often answering technical questions by providing links to detailed answers found online.

REPORT ON CUSTOMER SERVICE

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

The Customer Service division personnel serve as the primary point of contact for the agency. Thirty-six customer service representatives are busy answering phone calls, replying to emails, responding to social media inquiries, and assisting customers face-to-face at our downtown offices. Customers can contact us from 7 a.m. until 6 p.m. Monday through Friday and visit our headquarters at 920 Colorado Street in Austin from 8 am until 5 pm. Email and social media inquiries can be received at any time.

One-call resolution – to answer all questions and customer inquiries in a single contact – is our goal. We aim for minimal hold-times when customers call. We receive approximately 7,000 calls and 800 emails from our customers each week.

What's New?

TDLR now serves a record number of customers, including our over 650,000 licensees. Since our last strategic plan, we have continued to improve the customer experience:

- Added an interactive-voice-response (IVR) feature that allows customers to gather information on renewals, payments, and continuing education at their convenience.
- Implemented the Customer Call-back feature in the contact center software. Customers have the option to set the time they want TDLR to call them back instead of waiting on hold.
- Continued to enhance the way we interact with customers through our growing social media presence.
- Enabled customers to serve themselves through our website, including applications and renewals for Air Conditioning, Auctioneers, Electricians, For-Profit Legal Service Contracts, Licensed Breeders, Property Tax Professionals, Tow Operators, Used Auto Parts Recyclers, Vehicle Storage Facility Employees, Cosmetologist and Barber licenses.
- Offered more services over the phone, including accepting payment by credit card for license renewals, penalty payments, duplicate license orders, and book orders.
- Added the ability for licensees to update their contact information online.
- Improved complaint resolution processing time by 9%.
- Continued to review and update information on our website, forms and other documents to make them easier to read and understand.
- Used peak load theory to match customer service representatives' availability with high call-volume times.
- Increased the number of Tow Truck Roundups so licensees can complete their inspections at convenient times and locations. The Roundups also provide an opportunity for companies to interact with TDLR inspectors to ask questions.
- Changed our internet domain to tdlr.texas.gov, consistent with other state agencies.
- Consolidated the issuance of law and rule books with the license and renewal processes, eliminating the need for a separate payment for law and rule books for Cosmetology and Barbering programs. Current additions of the law and rule books are sent to the licensees at the time of initial application and renewal.

Compact with Texans

TDLR assures that our customers have a positive experience with us by training our staff and following through on our commitment to provide exceptional customer service. We prudently invest our resources in training employees to anticipate and exceed the needs of our customers.

We are committed to providing courteous, respectful and accurate responses to every person we serve; responding to phone and social media inquiries within one working day; responding to email inquiries within two working days; and responding to mail inquiries within one week.



Licensed Breeder Inspection

- Created the Process Improvement and Analytics section that specializes in finding new ways to leverage efficiencies, allowing the agency to improve output while keeping costs down.
- Conducted periodic and initial inspections for the Licensed Breeders and Vehicle Booting programs.
- Continued to update and simplify all FAQs to ensure accuracy and consistency of information.
- Led and participated in informational meetings and trade shows throughout the state for the Air Conditioning and Refrigeration, Architectural Barriers, Barber, Cosmetology, Electricians, Licensed Breeders, Property Tax Professionals, Towing and Used Automotive Parts Recyclers industries, among others.

Customer Service Related Performance Measures

Method of Survey

TDLR received feedback from its customers through regional face-to-face meetings, social media, emails, and an online forum, *ImagineTDLR*. Face-to-face sessions are open discussions that encourage customers and the public to explore a full range of issues, providing detailed and immediate responses. Listening to the voices of our customers ensures that we are receiving unfiltered views, allowing us to more fully address their concerns.

We invited licensees, the public and key stakeholders around the state to attend and participate in face-to-face sessions at five locations in Texas – Lubbock, McAllen, Dallas, Houston and Austin. We asked everyone the following questions:

- What are we doing well?
- What can we do better?
- What changes would you make to TDLR if you were king or queen for a day?
- Over the next five years, what major changes will affect the way you do business and the services we provide?

Working with the community crowdsourcing software MindMixer, we created *ImagineTDLR*, an online forum for sharing and discussing ideas to improve TDLR. We asked *ImagineTDLR* participants the same four questions as in the regional face-to-face sessions, and posted the same questions on TDLR’s Facebook page and Twitter accounts.

Our approximately 520,000 email subscribers received invitations to participate in the face-to-face sessions, as well as online at *ImagineTDLR*. In addition, a designated email address was created for people to give us their feedback.

Output Measures

Total Customers Surveyed

Invitations to participate in the regional face-to-face sessions and to use the *ImagineTDLR* web page were posted on TDLR’s website and social media outlets and sent to TDLR’s 520,000 email notification subscribers. Over 1,600 comments were gathered from the face-to-face sessions, *ImagineTDLR* participants, and social media. 450 individuals participated online through *ImagineTDLR* and social media. 298 attendees participated in the regional face-to-face meetings.

Total Customers Served

TDLR’s total license population is over 650,000, including individuals, businesses, equipment and facilities. We also serve those who receive services from our licensees.

Outcome Measures

Satisfaction with Customer Services Received

All participants were asked “What are we doing well?” Their answers indicate that they are very pleased with TDLR’s communication efforts.

Participants expressed high levels of satisfaction with both the quality and the frequency of communication offered by TDLR, including emails, social media interactions, and face-to-face customer service. Participants especially appreciate the email updates TDLR sends to its subscribers informing them of law and rule changes, program updates, and public meetings.

Many participants expressed appreciation for the renewal notices they receive from TDLR prior to their license expiration.

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Online participant

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– Online participant

“TDLR Facebook has been an excellent source in providing us with answers quickly. Thanks!”
Social media participant

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– Social media participant

Participants also expressed high levels of satisfaction with TDLR’s increasing number of online services offered, particularly online renewals. The convenience of online applications and renewals remains extremely popular with our licensees. Participants also noted they appreciate being able to view Commission and Advisory Board meetings online, watch archived meetings, and view minutes and agendas.

Participants expressed satisfaction with TDLR’s flexibility and noted that we are good at anticipating change and adapting our services, operations and programs, including adding and removing rules in response to industry changes and feedback.

“My license had expired and I did not have the money to renew before the expiration, and TDLR’s rules allowed me to renew past the time of expiration. And for that, I AM VERY thankful!”
– Online participant

Finally, participants said we effectively engage with our customers by 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.

“I admire the fact that my opinions are being heard by TDLR. That reassures that my profession is just that – professional.”
– Online participant

“I appreciate the transparency that TDLR has and the open door allowing anyone to come in and talk.”
– Regional meeting participant

All participants were asked “What can we do better?” and “What changes would you make to TDLR if you were king or queen for a day?”

Many participants asked for clearer communication from TDLR. Participants expressed frustration with inconsistencies in law and rule interpretations from division to division, and asked for better, clearer explanations of law and rule changes.

Some participants expressed disappointment with the customer service they receive, citing inconsistent responses to questions, lack of information and training, and inability to get through to someone who can provide answers. Overall, they would like our customer service staff to have better program knowledge.

“I would improve the level of communication provided between program-specific TDLR representatives and the professionals being regulated by the organization.”
– Online participant

“The rules are ambiguous and interpreted differently at different times against different people.”
– Regional meeting participant

Many participants requested improved navigation for the TDLR website, including additional information, better layout, and more frequent updates.

Participants indicated a need for more frequent and thorough monitoring by TDLR of unlicensed activity, particularly in the air conditioning, electrical, and towing fields. More frequent license stings and sweeps were requested in all regions across the state, especially in South Texas and rural areas.

Participants requested that TDLR work more closely with local and state law enforcement to educate them about TDLR's role and responsibilities and to communicate law changes. Participants also requested that TDLR work closer with other state agencies whose responsibilities intersect with TDLR's, such as Texas Department of Insurance, Texas Department of Motor Vehicles, Texas Department of Transportation, Texas Department of Public Safety, Texas Commission on Environmental Quality, and Texas Water Development Board.

Finally, participants asked TDLR to do more to educate the public about licensed professionals and TDLR's licensing and enforcement responsibilities. Participants suggested using public service announcements and directing monies toward an advertising budget to promote awareness of the importance of using licensed professionals and reporting unlicensed activity.

"It would be great if we could educate the general public more on how to recognize licensed breeders." – Regional meeting participant

Efficiency Measures

Cost per Customer Surveyed

TDLR's regional face-to-face sessions were attended by 298 participants which is 287% greater than the participation for the prior strategic plan. There were 450 participants through ImagineTDLR and social media. Additionally, 520,000 TDLR email subscribers were asked to participate. TDLR's cost for meeting rooms and travel for the five regional face-to-face sessions was \$12,791. TDLR did not incur any additional costs for implementing the ImagineTDLR website, which was folded into the annual cost of our service contract with MindMixer, our crowdsourcing software partner.



Licensed Breeder Inspection

Explanatory Measures

Total Customers Identified

TDLR has over 650,000 licensees as its primary customer base. Our customers also include Texans who rely on the services of the individuals, businesses, equipment and facilities that are licensed, who contact TDLR to inquire about programs and who file complaints.

Total Customer Groups Inventoried

This inventory includes individuals, businesses, equipment and facilities licensed in TDLR's 25 programs. It also includes all Texans who rely on the services of the individuals, businesses, equipment and facilities that are licensed, who contact TDLR to inquire about programs and who file complaints.

Strategic Priorities Requiring Additional Appropriations

More Compliance Inspectors and Enforcement Investigators in the Field

As in previous years, we received many comments stating that TDLR needs more inspectors and investigators to serve the entire state. We also received feedback that we should increase the frequency of inspections, license sweeps, and sting operations. While we believe these comments have merit, we are presently unable to increase field staff due to TDLR's current FTE cap and limited 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:** 512-463-9468

Relay Texas-TDD: 800-735-2989

Air Conditioning and Refrigeration Contractors: CS.Air.Conditioning@tdlr.texas.gov

Architectural Barriers: TechInfo@tdlr.texas.gov

Auctioneers: CS.Auctioneers@tdlr.texas.gov

Barbers: CS.Barbers@tdlr.texas.gov

Boilers: CS.Boilers@tdlr.texas.gov

Combative Sports: Combative.Sports@tdlr.texas.gov

Cosmetologists: CS.Cosmetologists@tdlr.texas.gov

Electricians: CS.Electricians@tdlr.texas.gov

Elevators, Escalators and Related Equipment: CS.Elevators.Escalators@tdlr.texas.gov

Industrialized Housing and Buildings: CSIndustrialized.Buildings.Escalators@tdlr.texas.gov

Legal Service Contracts: CS.Legal.Service.Contracts@tdlr.texas.gov

Licensed Breeders: CS.Breeders@tdlr.texas.gov

Polygraph Examiners: CS.Polygraph.Examiners@tdlr.texas.gov

Property Tax Consultants: CS.Property.Tax.Consultants@tdlr.texas.gov

Property Tax Professionals: CS.Tax.Professionals@tdlr.texas.gov

Service Contract Providers: CS.Service.Contract.Providers@tdlr.texas.gov

Professional Employer Organizations: CS.PEO@tdlr.texas.gov

Temporary Common Worker Employers: CS.Common.Workers@tdlr.texas.gov

Tow Trucks, Vehicle Storage Facilities and Boating: CStowing@tdlr.texas.gov

Used Automotive Parts Recyclers: CS.Parts.Recycling@tdlr.texas.gov

Vehicle Protection Product Warrantors: CS.Vehicle.Protection@tdlr.texas.gov

Water Well Drillers and Pump Installers: CS.Water.Well@tdlr.texas.gov

Weather Modification: Weather.Modification@tdlr.texas.gov

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@tdlr.texas.gov

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 or desire to be licensed, registered or certified in one or more of the agency's 25 programs. Key services provided under this strategy are initial application processing; renewal processing; criminal background checks; online application processing; online renewal; military experience, service, training, or education verification; and expediting applications from military spouses.

Strategy - License Businesses and Facilities

TDLR's primary customers are businesses and facilities that are required to be licensed, registered or certified in one or more of the agency's 25 programs. 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 taking examinations, including those offered 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. 12 of TDLR's programs require continuing education. Key services provided under this strategy are approval of providers and courses for licensees, and online posting of licensees' completion of continuing education hours.

Strategy – Customer Service

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

Strategy – [Texas.gov](https://www.texas.gov)

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

Strategy – Conduct Inspections

TDLR's primary customers include building and business owners, municipalities, barber shops and schools, cosmetology salons and schools, vehicle booting companies, towing companies, vehicle storage facilities, used automotive parts recyclers, industrialized builders and manufacturers, licensed breeders, and their customers and the public who benefit from elevator, boiler and accessibility inspections.

Key services provided under this strategy are the inspections performed by our field personnel of barber establishments, cosmetology establishments, boilers, vehicle booting companies, dog and cat breeding facilities, combative sports events, industrialized housing and building manufacturers, towing companies, tow trucks, vehicle storage facilities, and used auto parts recyclers. Other key services include 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.

In addition, TDLR program staff oversee and support third-party inspectors who conduct inspections for the Architectural Barriers, Boiler Safety, Elevator Safety, and Industrialized Housing and Buildings programs. Architectural Barriers program staff conduct training academies for interested members of the public and persons desiring to become third-party accessibility inspectors.

Strategy – Resolve Complaints

TDLR's primary customers include members of the general public and our licensees. Key services provided under this strategy include the processing, evaluation, and resolution of complaints through negotiation and formal prosecution; providing information about the complaint investigation and resolution process; developing and applying criminal offense guidelines for the issuance and renewal of licenses; developing and implementing penalty matrices for uniform assessment of sanctions and penalties; and publishing enforcement actions arising from Final Orders of the Commission and the executive director.

Strategy – Investigation

TDLR's primary customers include members of the general public and our licensees. Key services provided under this strategy are: intake and investigation of complaints related to TDLR's 25 programs; investigation of an applicant's criminal history; the ability to file complaints online; published penalty matrices; publication of enforcement actions; law and rule presentations regarding TDLR's programs; and distribution of consumer and safety alerts and sting operation results through news media, TDLR's email notification service, and social media.

Strategy – Central Administration

TDLR's primary customers are the Office of the Governor, the Texas Senate and House of Representatives, the Legislative Budget Board, the Comptroller of Public Accounts, our Commissioners, Advisory Board and Council members, licensees, public-private partners, 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; administering the agency's websites; evaluating and analyzing data and input to identify process improvements; 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, third-party inspectors, registrants, applicants, continuing education providers, building and business owners, executive, legislative and governmental agencies and the public. Our online services have been expanded so that customers are able to order a duplicate license, update contact information and order law and rule books. Customers may also watch tutorials for additional instructions and information on TDLR activities and requirements. Our new contact center software application provided by Zeacom includes a detailed interactive voice response (IVR) and the option for callback requests. The software also routes e-mails and faxes and will soon include an online customer chat feature.

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.

STATEWIDE CAPITAL PLANNING

Capital planning information relating to projects for the upcoming 2016-2017 biennium that equal or exceed \$1 million are required to be reported to the Bond Review Board. TDLR did not have capital projects for the 2014-2015 biennium and does not anticipate any projects for the 2016-2017 biennium that will meet this threshold.