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# APPENDICES

## APPENDIX A – DESCRIPTION OF AGENCY’S PLANNING PROCESS

As a reflection of our commitment to develop leaders, we always include a cross-section of TDLR employees in the strategic planning process. Employees are included at every phase and empowered to add their voice to shaping the vision of the agency and the direction of the strategic plan, including the resulting initiatives. Our strategic planning journey began in February 2013 when TDLR’s executive director and deputy executive director met to review the previous 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 by:

- Refining even further the easy-to-read format and applying plain language principles;
- Broadcasting the kickoff meeting from the Austin North Campus meeting room allowing all employees to participate;
- Streamlining the drafting and editing process;
- Increasing the involvement of the Commission throughout the strategic planning process, including the creation of the agency’s vision;
- Creating four cross-divisional evaluation teams to review the increased number of comments and recommendations:
  - IT and Process Improvement Projects
  - Rules and Legislative
  - Communication and Customer Service
  - Core Values and Human Resources
- Adding internal and external crowdsourcing websites for soliciting ideas and facilitating collaboration within TDLR and with the public.
- Involving separate final editing teams in the Workforce Plan and the Customer Service Plan.
- Engaging our public-private partners and industry policymakers to gather ideas for improving agency operations, shaping the way we deliver services, and forecasting issues that may be on the horizon.
- Conducting five regional face-to-face meetings across the state.

# STRATEGIC PLAN INVITATION TO PARTICIPATE

## YOUR VOICE MATTERS

The Texas Department of Licensing and Regulation (TDLR) will hold face-to-face strategic planning sessions around the state throughout March 2014. These open, interactive sessions will help shape our vision and chart the course for TDLR's future. This is your opportunity to let us hear your ideas with no filters. **Your voice matters**, and TDLR wants your input:

- *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?*

Please consider this your invitation to join us in person to discuss the issues most important to you. Regional meetings will take place on the following dates:

### March 17, 2014

- **West Texas Region:** Holiday Inn, Redwood & Aspen Rooms – 3201 South Loop 289, Lubbock TX
- **South Texas Region:** McAllen Convention Center – 700 Convention Center Blvd., Room 103, McAllen TX

### March 24, 2014

- **North Texas Region:** Holiday Inn – 6070 N. Central Expressway, Dallas TX
- **East Texas Region:** Holiday Inn – 8111 Kirby Drive, Houston TX

### March 31, 2014

- **Central Texas Region:** Wyndham Garden Hotel, Executive Learning Center & Guadalupe/Barton Creek Rooms – 3401 South IH-35, Austin TX

### Program Session Times

- **8:30 am – 11:00 am** – Cosmetology and Barbers
- **12:30 pm – 3:00 pm** – Air Conditioning and Refrigeration, Architectural Barriers, Boiler, Boating, Electricians, Elevators, Towing, Used Automotive Parts Recyclers, and Vehicle Storage Facilities
- **3:30 pm – 6:00 pm** – Auctioneers, Combative Sports, Legal Service Contracts, Licensed Breeders, Polygraph Examiners, Professional Employer Organizations, Property Tax Consultants, Property Tax Professionals, Service Contract Providers, Vehicle Protection Product Warrantors, Water Well Drillers and Pump Installers, and Weather Modification

### Here are some other ways you can make your voice heard:

- On March 17th, we'll introduce **ImagineTDLR**, a website where anyone can give us their feedback, post ideas, ask questions, and interact with other participants. Look for an email soon with more information about ImagineTDLR.
- Email us your ideas and comments now at [imagine@tdlr.texas.gov](mailto:imagine@tdlr.texas.gov) and we'll include them in the discussion.
- Jump into the conversation taking place at the [TDLR Facebook page](#). We'll be posting specific questions each week from our strategic planning sessions and including your responses in our research.

Ideas, comments, and suggestions from strategic planning sessions have real-world impact – in recent years, we've made policy and rule changes based on feedback from strategic planning sessions, and we share this feedback with lawmakers each legislative session. One good idea can create real change for Texans.

Help TDLR prepare for the future – let us hear your voice!

Questions? Email [imagine@tdlr.texas.gov](mailto:imagine@tdlr.texas.gov)

Visit our website: [www.tdlr.texas.gov](http://www.tdlr.texas.gov)

Follow us on [Facebook](#) and [Twitter](#)

## TDLR Strategic Plan 2015-2019 Teams

Teams – TDLR Strategic Plan 2015-2019		
Writers (12)	Group Editors (13)	Final Editors (6)
Bill Kuntz Brian Francis George Bomar Jeff Copas Juliane Crocker George Ferrie Christina Kaiser Michael Kelley Charlotte Melder Randy Nesbitt Alaric Robertson Simon Skedd	Bill Kuntz Brian Francis George Bomar (Grammar Czar) Tony Couvillon Randy Nesbitt (PTI Coord.) Jeff Copas George Ferrie Ron Foster Tanya Gauthreaux David Gonzales Christina Guzman Della Lindquist Terry Westrum	Debbie Jahns Donna Lipke Kay Mahan Monica McKenzie Jennifer Harless Pamela Legate  *Includes Strategic Plan, Workforce Plan and Customer Service Report

Workforce Plan Team (11)	Customer Service Report Team (13)	IR Plan Team (8)	PM and Budget Team (10)
Sharon Homoya (Chair) Sharesa Alexander Tony Couvillon Don Dudley David Gonzales Pamela Legate Misty Maldonado Tarsha Redd Amy Johnson Elizabeth Soliz Russ Tauli	Gene Mays (Chair) Patricia Alcantar Nancy Behn Jeff Copas Gregg Dodson Jennifer Harless Albert Orona Michael Shirk Camtu Tran Don Vara Andreea Vasile Terry Westrum Kim Whitt	Simon Skedd (Chair) Glen Bridge Clarence Campbell James Coffman Lisa Mendoza Eddie Morrison ZJ Tao Shufang Yu	Jerry Daniels (Chair) Danny Magness Tony Couvillon Debra Jackson Kay Mahan Dede McEachern Christine Orozco Tomas Spradlin Mary Alice Teal Lori Walker

Each group is responsible for placing the information in the following categories – rule and legislative changes, IT and process improvement projects, communication and customer service initiatives, and core value improvements and human resource initiatives.

External Face-to-Face Team (3)	ImagineTDLR/Online/Facebook Survey Team (3)	Internal Face-to-Face Team (3)
Randy Nesbitt (Chair) Melissa Rinard Willie Sczech	Alaric Robertson (Chair) Willie Sczech Terry Westrum	George Bomar (Chair) Melissa Rinard Willie Sczech

Rules and Legislative Evaluation Team (16)	IT and Process Improvement Projects Evaluation Team (12)	Communication and Customer Service Evaluation Team (8)	Core Values and Human Resources Evaluation Team (9)
Brad Bowman (Chair) Rebecca Armas Laura Hernandez Charles Johnson Christina Kaiser Michael Kelley Lynn Latombe Pamela Legate Della Lindquist Dede McEachern Wendy Pellow Ray Pizarro Tomas Spradlin Trevor Theilen Don Vara Mary Winston	Randy Nesbitt (Chair) George Bomar James Coffman Juliane Crocker George Ferrie Eloy Gonzalez Lisa Houdek Lori Magness Alaric Robertson Dawn Robinson Simon Skedd Bruce Tran	Jeff Copas (Chair) Tanya Gauthreaux Joyce Hennington Olisa Hunt Gene Mays Ruby Ockletree Trey Seals Susan Stanford Soyica White	Don Dudley (Chair) Gabby Berger Jerry Daniels Todd Forrester Ron Foster Mitzy Jimenez Sharon Homoya John Lain Savannah Slayton

## TDLR Strategic Plan 2015-2019 Timeline

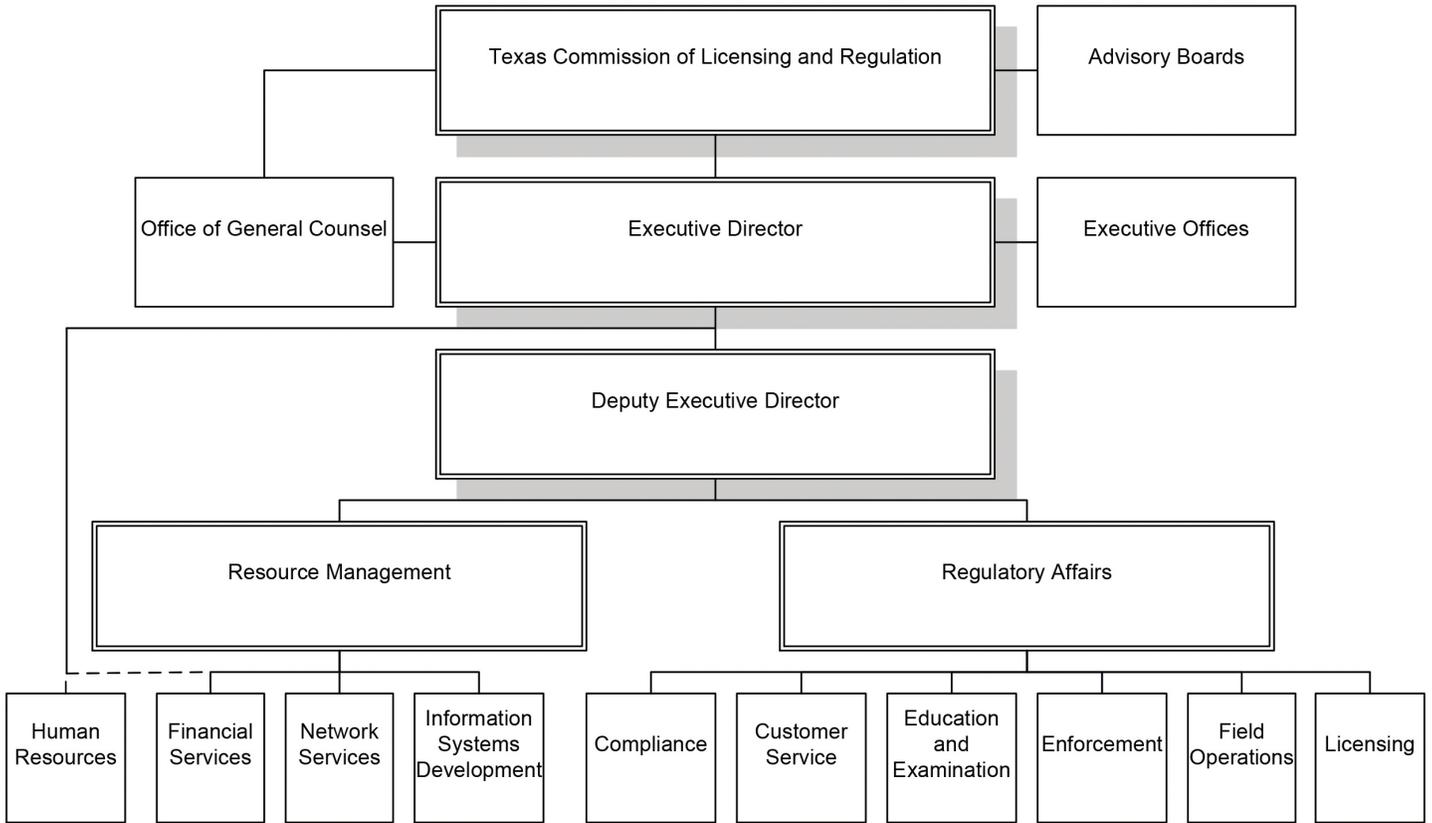
### Timeline – TDLR Strategic Plan 2015-2019

October 2013 – January 2014	Review and Evaluate Workplace Dynamics Survey Results; Develop Director Personal Assessments; and Conduct Divisional Internal Face to Face Sessions
January 29 – February 10, 2014	Development of TDLR's 2015-2019 Strategic Planning Timeline, Teams and Assignments
February 4-5, 2014	Executive Lead Internal Face to Face Sessions
February 6, 2014	Strategic Planning Presentation to Directors at Staff Meeting
February 7, 2014	Chairman Arismendez Appoint Strategic Planning Oversight Workgroup
February 7, 2014	Present Strategic Planning Documents to the Commission
February 13, 2014	Presentation of Divisional Internal Face to Face Session Recommendations to Executive
February 17, 2014	Post Strategic Planning Documents on Lrnet
February 18, 2014	Town Meeting – Strategic Planning Presentation
February 18, 2014	Kick-off Strategic Plan Meeting to Announce Team Writing and Editing Assignments
February 18, 2014	Training for Strategic Plan Writers
February 19, 2014	Presentation of Executive Internal Face to Face Recommendations to Executive
February 25-27, 2014	Executive Lead Strategic Planning Visioning Session with the Commission Strategic Plan Oversight Workgroup and TDLR Employees
March 2014	Estimated Release of Instructions for Preparing and Submitting Agency Strategic Plan for 2015-2019
March 3 – March 17, 2014	Tentative Launch of TDLR's Crowdsourcing Platform – ImagineTDLR
March 6, 2014	Town Meeting to Announce TDLR's 2015-2019 Vision
March 6, 2014	Training for Evaluation Team Chairs
March 7, 2014	Post Internal Face to Face Summaries to Lrnet
March 14, 2014	Launch an Online Survey to TDLR's State Agency Partners
March 17, 2014	TDLR Leads External Face to Face Sessions in the South (Harlingen)/West (Lubbock) Regions
March 18-24, 2014	Post Facebook Survey Question One
March 19, 2014	Executive Lead Public/Private Partnership Roundtable
March 21, 2014	Executive Lead Policy Expert Roundtable
March 24, 2014	TDLR Leads External Face to Face Sessions in the North (Dallas)/East (Houston) Regions
March 25-31, 2014	Post Facebook Survey Question Two
March 26, 2014	Executive Leads Commission Strategic Plan Workgroup Huddle
March 28, 2014	Presentation of ImagineTDLR Recommendations to Executive

March 31, 2014	TDLR Leads External Face to Face Session in the Central (Austin) Region
April 2014	Estimated Release of Instructions for Preparing and Submitting Agency Requests for Legislative Appropriations for 2016 – 2017 to be Issued by the Governor's Office
April 2014	Estimated Due Date for Revisions to Performance Measure and Budget Structures
April 1-7, 2014	Post Facebook Survey Question Three
April 4, 2014	Presentation of Revisions to Performance Measures and Budget Structure to Executive
April 14-May 5, 2014	Strategic Plan Development and Editing Process
April 15, 2014	Presentation of External Face to Face Sessions
April 15, 2014	Executive Leads Commission Strategic Plan Workgroup Huddle
April 21, 2014	Post Survey Results and External Face to Face Session Summaries on Web
May 12, 2014	Forward Draft of Strategic Plan to Commissioners, Final Editors and for Formatting
May 22, 2014	Commission Member and Final Editor Comments Due
May 23, 2014	Executive Leads Commission Strategic Plan Workgroup Huddle
May 28-30, 2014	Commission Meeting to Present Revised Strategic Plan to Commission Members for Final Approval
June 1, 2014	Strategic Plan Customer Service Report Estimated Due Date
June 6, 2014	Final Version of Strategic Plan Complete
June 10, 2014	Town Meeting – Overview of TDLR's Key Strategic Initiatives
June 11, 2014	Provide Final Version of Strategic Plan to Commission Members
June 18, 2014	Estimated Target Submission of Strategic Plan to Governor's Office, LBB, etc.
June 18, 2014	Estimated Due Date for Completion of ABEST Entry of Performance Measure Definitions
June 23, 2014	Post Strategic Plan on Web
August 2014	Agencies Submit Legislative Appropriations Requests for the 2016 – 2017 Biennium
August 2014	Joint Governor's Office of Budget and Planning and Legislative Budget Board Budget Hearings Begin on Agency Legislative Appropriations Requests for the 2016 – 2017 Biennium

# APPENDIX B – ORGANIZATION CHART

## Texas Department of Licensing and Regulation



## APPENDIX C – FIVE-YEAR PROJECTIONS FOR OUTCOME MEASURES FISCAL YEARS 2015-2019

OUTCOME MEASURES	2015	2016	2017	2018	2019
Percent of Licensees With No Recent Violations	97.0%	97.0%	97.0%	97.0%	97.0%
Percent of Licensees Who Renew Online	95.0%	95.0%	95.0%	95.0%	95.0%
Percent of New Individual Licenses Issued Online	89.0%	89.0%	90.0%	90.0%	90.0%
Percent of Calls Answered by Staff at TDLR	72.0%	73.0%	73.0%	73.0%	73.0%
Percent of Complaints Resulting in Disciplinary Action	29.0%	31.0%	30.0%	32.0%	33.0%
Percent of Documented Complaints Resolved within Six Months	60.0%	59.0%	58.0%	58.0%	59.0%
Recidivism Rate of Those Receiving Disciplinary Action	9.0%	10.0%	8.0%	8.0%	7.0%
Inspection Coverage Rate	74.0%	75.0%	76.0%	76.0%	76.0%
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 LICENSES WITH NO RECENT DISCIPLINARY ACTIONS - KEY

#### DEFINITION

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

#### PURPOSE

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

#### DATA SOURCE

Total number of licenses held: IHB – SQL Server database maintained by IHB section; Licensing - “LICENSECNT” report from TULIP; “WMAApplicationsDays” from HP3000, JO database, Excel spreadsheet maintained in Licensing for Combative Sports Event Coordinators. Licensees with Disciplinary Actions report from Legal Files.

#### METHODOLOGY

The numerator for this measure is calculated by subtracting the total number of licenses held by individuals that have had disciplinary actions during the last thirty-six months from the total number of licenses held by individuals at the end of the reporting period. The denominator is the total number of licenses held by individuals. The result is multiplied by 100 to achieve a percentage.

#### DATA LIMITATIONS

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

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Higher than target

##### 01-01-02 PERCENT OF LICENSES WHO RENEW ONLINE - KEY

#### DEFINITION

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

#### PURPOSE

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

## **DATA SOURCE**

The number of licenses issued to individuals who renewed online from the report “PERFRENLIC” from TULIP, and the total number of licenses issued to individuals for whom online renewal was available during the reporting period.

## **METHODOLOGY**

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

## **DATA LIMITATIONS**

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

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Higher than target

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

### **DEFINITION**

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

### **PURPOSE**

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

## **DATA SOURCE**

The number of new licenses issued online to individuals from the report “PERFORGLIC” from TULIP, and the total number of new licenses issued to individuals for whom online application was available during the reporting period.

## **METHODOLOGY**

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

## **DATA LIMITATIONS**

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

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Higher than target

## 01-01-04 PERCENT OF CONTACTS RESPONDED TO

### DEFINITION

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

### PURPOSE

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

### DATA SOURCE

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

### METHODOLOGY

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

### DATA LIMITATIONS

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

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

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Higher than target

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

### OUTPUT MEASURE

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

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

### PURPOSE

This measure provides data relating to new businesses and job generation created under the statutes regulated by TDLR.

### DATA SOURCE

BLR – JO database; IHB – SQL Server database maintained by IHB program; Licensing - “PERFORGLIC” from TULIP; BOX – “WMAApplicationDays” and Excel spreadsheet for Event Coordinators.

## **METHODOLOGY**

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

## **DATA LIMITATIONS**

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

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Higher than target

## **01-01-01-02 NUMBER OF LICENSES RENEWED FOR INDIVIDUALS - KEY**

### **DEFINITION**

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

### **PURPOSE**

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

### **DATA SOURCE**

BLR – JO database; IHB – SQL Server database maintained by IHB program; Licensing - "PERFRENLIC" from TULIP; BOX – "WMAApplicationDays" and Excel spreadsheet for Event Coordinators.

## **METHODOLOGY**

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

## **DATA LIMITATIONS**

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

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

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Higher than target

## ***EFFICIENCY MEASURES***

## **01-01-01-01 PERCENTAGE OF NEW INDIVIDUAL LICENSES ISSUED WITHIN 10 DAYS**

### **DEFINITION**

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

## **PURPOSE**

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

## **DATA SOURCE**

BLR – JO database; IHB – SQL Server database maintained by IHB; Licensing – “PERFORGLIC” from TULIP; BOX – “WMApplicationDays”, and Excel spreadsheets for Event Coordinators and VPP.

## **METHODOLOGY**

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

## **DATA LIMITATIONS**

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

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

**CALCULATION METHOD:** Non-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 renewed licenses issued to individuals within 7 days during the reporting period. This is measured from the time in days elapsed from receipt of the completed renewal application until the date the renewal license is issued. For purposes of this measure, the term “licenses” includes licenses, certificates, permits and registrations.

### **PURPOSE**

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

### **DATA SOURCE**

BLR – JO database; IHB – SQL Server database maintained by IHB program; Licensing – “PERFRENLIC” from TULIP; BOX – “WMApplicationDays” and Excel spreadsheet for Combative Sports Event Coordinators and VPP.

### **METHODOLOGY**

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

### **DATA LIMITATIONS**

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

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

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Higher than target

## ***EXPLANATORY MEASURE***

### **01-01-01-01 TOTAL NUMBER OF LICENSES HELD BY INDIVIDUALS - KEY**

#### **DEFINITION**

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

#### **PURPOSE**

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

#### **DATA SOURCE**

BLR – JO Report; IHB – SQL Server database maintained by IHB program; Licensing- “LICENSECNT” report from TULIP; “WMApplicationDays” from HP3000, Excel spreadsheet maintained in Licensing for Combative Sports Event Coordinators and VPP.

#### **METHODOLOGY**

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

#### **DATA LIMITATIONS**

External Factors: General market and economic conditions, statutory changes, addition or elimination of programs or license types, and the number of persons who renew or become licensed are factors beyond TDLR’s control.

Internal Factors: Fee and rule changes are variables that 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 BUSINESSES LICENSED - KEY**

#### **DEFINITION**

The number of licenses issued to businesses at the end of the reporting period. For purposes of this measure, the term “licenses” includes licenses, registrations, permits and certificates; and the term “businesses” includes businesses, facilities, construction projects and pieces of equipment.

#### **PURPOSE**

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

#### **DATA SOURCE**

AB – “AB” database; BLR – JO database; ELE – “Active Certificates”; IHB – SQL Server database maintained by the IHB program; Licensing - “LICENSECNT” report from TULIP; TOOLS program for TOW and VSF; BOX and TCW – “WMApplicationDays” from HP3000; Excel spreadsheets maintained in Licensing for VPP, Amateur Combative Sports Associations; and Word database maintained by PIA staff for WXM.

#### **METHODOLOGY**

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

## **DATA LIMITATIONS**

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

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

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Higher than target

### **A.1.3. STRATEGY: EXAMINATIONS/CONTINUING EDUCATION. ADMINISTER EXAMS TO APPLICANTS.**

#### ***OUTPUT MEASURE***

#### **01-01-03-01 NUMBER OF CONTINUING EDUCATION COURSES APPROVED**

#### **DEFINITION**

The total number of Continuing Education courses approved by TDLR 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**

"PERFORGEDU" from TULIP.

#### **METHODOLOGY**

Total 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 changes, addition or elimination of programs or license types, and changes in continuing education requirements are factors beyond TDLR's control.

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Higher than target

### **A.1.4. STRATEGY: CUSTOMER SERVICE. PROVIDE CUSTOMER SERVICE.**

#### ***EXPLANATORY MEASURE***

#### **01-01-04-01 NUMBER OF CONTACTS RECEIVED**

#### **DEFINITION**

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

## **PURPOSE**

This measure provides the number of contacts received by TDLR.

## **DATA SOURCE**

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

## **METHODOLOGY**

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

## **DATA LIMITATIONS**

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

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Lower than target

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

### **PURPOSE**

This measure indicates the effectiveness of complaint processing by TDLR.

### **DATA SOURCE**

“Percent Resulting in Disciplinary Action” from the Performance Measures Report extracted from the Legal Files system.

### **METHODOLOGY**

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

## **DATA LIMITATIONS**

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

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

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Higher than target

## **02-01-02 PERCENT OF COMPLAINTS CLOSED WITHIN SIX MONTHS - KEY**

### **DEFINITION**

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

### **PURPOSE**

This measure indicates the effectiveness of complaint processing by TDLR.

### **DATA SOURCE**

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

### **METHODOLOGY**

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

## **DATA LIMITATIONS**

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

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

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Higher than target

## **02-01-03 PERCENT OF ARCHITECTURAL BARRIERS BUILDING PLAN REVIEWS COMPLETED WITHIN 30 DAYS - KEY**

### **DEFINITION**

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

## **PURPOSE**

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

## **DATA SOURCE**

AB database.

## **METHODOLOGY**

The numerator for this measure is the total number of AB plan reviews completed within thirty days by agency plan reviewers during the reporting period. The denominator is the total number of AB plan reviews completed during the reporting period by agency plan reviewers. 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 factors beyond TDLR's control.

Internal Factors: Rule changes, enforcement actions, and changes to the plan review process, including outsourcing the plan reviews to third party reviewers, 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. Disciplinary action includes written reprimands, denials, suspensions, probations, revocations, restitution ordered, and/or penalties assessed on which the Commission or the Executive Director has acted.

### **PURPOSE**

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

### **DATA SOURCE**

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

### **METHODOLOGY**

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

### **DATA LIMITATIONS**

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

**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 by statutes. Inspections for this measure include those required in BLR, BOX, IHB, ELE, BAR, COS, APR, TOW, VSF, and BRE regulated industries, but do not include non-certificate boiler inspections or Architectural Barriers inspections.

### **PURPOSE**

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

### **DATA SOURCE**

BLR – JO database; BOX – List of inspection events provided by the Combative Sports program; IHB – SQL Server database maintained by IHB program; ELE, BAR, COS, APR, and BRE inspections recorded in TULIP; and TOW/VSF inspections recorded in TOOLS.

### **METHODOLOGY**

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

### **DATA LIMITATIONS**

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

Internal Factors: Turnover in inspectors, 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 BOILER CERTIFICATION INSPECTIONS WITHIN TIMELINES - KEY**

### **DEFINITION**

The percent of Boiler certificate inspections performed by agency and third-party inspectors during the reporting period that were completed no later than thirty days after the certificate expiration date.

### **PURPOSE**

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

## **DATA SOURCE**

JO database.

## **METHODOLOGY**

The numerator for this measure is the total number of certificate inspections completed no later than 30 days after the certificate expiration date. The denominator is the total number of certificate inspections done. The result is multiplied by 100 to achieve a percentage.

## **DATA LIMITATIONS**

External Factors: Boiler certificate inspections included for this measure are for the quarter preceding the reporting period, to account for delayed third-party reporting deadlines. The number of boilers due for inspection, the number of third-party inspectors, the number of boilers manufactured, and general market and economic conditions are factors beyond TDLR's control.

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 BARRIERS INSPECTIONS COMPLETED BY AGENCY AND THIRD-PARTY INSPECTORS - KEY**

### **DEFINITION**

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

### **PURPOSE**

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

## **DATA SOURCE**

AB database.

## **METHODOLOGY**

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

## **DATA LIMITATIONS**

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

Internal Factors: Rule changes, enforcement actions and changes to the inspection process may also impact the measure.

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Higher than target

## **EXPLANATORY MEASURES**

### **02-01-01-01 NUMBER OF BUILDINGS OR FACILITIES TO BE INSPECTED FOR ARCHITECTURAL BARRIERS**

#### **DEFINITION**

The total number of subject buildings or facilities for which inspection requests and fees have been received by TDLR but inspections have not yet been performed by agency staff at the end of the reporting period; plus the total number of buildings or facilities leased or occupied by the state, under any lease or rental agreement, that are ready for occupancy and fees have been received, but inspections have not yet been performed by agency staff at the end of the reporting period.

#### **PURPOSE**

This measure shows the effectiveness of TDLR's AB inspection program.

#### **DATA SOURCE**

AB database.

#### **METHODOLOGY**

Total the Architectural Barriers inspections due based on complete requests received for inspections that have not yet been performed by agency staff at the end of the reporting period.

#### **DATA LIMITATIONS**

External Factors: General market and economic conditions, construction trends, statutory changes, and the number of state leases registered each year are factors beyond TDLR's control.

Internal Factors: Outsourcing of AB inspections to third party inspectors impacts the measure.

**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 AB, BLR, BOX, IHB, ELE, BAR, COS, APR, TOW, VSF and BRE programs completed by agency and third-party inspectors.

#### **PURPOSE**

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

## **DATA SOURCE**

AB – AB Database; BLR - JO Reports; BOX - List of inspection events provided by the Combative Sports program; IHB – SQL Server database maintained by IHB program; ELE, BAR, COS, APR and BRE inspections recorded in TULIP; and TOW/VSF inspections recorded in TOOLS.

## **METHODOLOGY**

Total the number of inspections from all sources.

## **DATA LIMITATIONS**

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

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

**CALCULATION METHOD:** Non-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 NUMBER OF PLAN REVIEWS COMPLETED**

### **DEFINITION**

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

### **PURPOSE**

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

## **DATA SOURCE**

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

## **METHODOLOGY**

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

## **DATA LIMITATIONS**

External Factors: General market and economic conditions, construction trends, statutory changes, and the number of third-party reviewers are factors beyond TDLR's control.

Internal Factors: Turnover in plan reviewers, 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

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

#### ***OUTPUT MEASURE***

#### **02-01-03-01 NUMBER OF COMPLAINTS CLOSED - KEY**

#### **DEFINITION**

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

#### **PURPOSE**

This measure indicates the effectiveness of complaint processing by TDLR.

#### **DATA SOURCE**

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

#### **METHODOLOGY**

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

#### **DATA LIMITATIONS**

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

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

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Higher than target

## ***EFFICIENCY MEASURE***

### **02-01-03-01 AVERAGE TIME FOR CLOSING COMPLAINTS (DAYS)**

#### **DEFINITION**

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

#### **PURPOSE**

This measure indicates the effectiveness of complaint processing by TDLR.

#### **DATA SOURCE**

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

#### **METHODOLOGY**

The numerator for this measure is the cumulative sum of the number of days it took to close each complaint in the reporting period. The denominator is the total number of complaints closed in the reporting period. The result is multiplied by 100 to achieve a percentage.

#### **DATA LIMITATIONS**

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

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

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

**TARGET ATTAINMENT:** Lower than target

### **B.1.4. Strategy: Investigation. Investigate complaints.**

## ***EFFICIENCY MEASURE***

### **02-01-04-01 NUMBER OF COMPLAINTS OPENED - KEY**

#### **DEFINITION**

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

#### **PURPOSE**

This measure indicates the case workload of TDLR.

**DATA SOURCE**

“Cases Opened” from the Performance Measures Report extracted from the Legal Files system.

**METHODOLOGY**

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

**DATA LIMITATIONS**

External Factors: General market and economic conditions, the number of transactions or business activities involving an industry or business regulated by TDLR are factors beyond TDLR’s control.

**CALCULATION METHOD:** Non-cumulative

**NEW MEASURE:** No

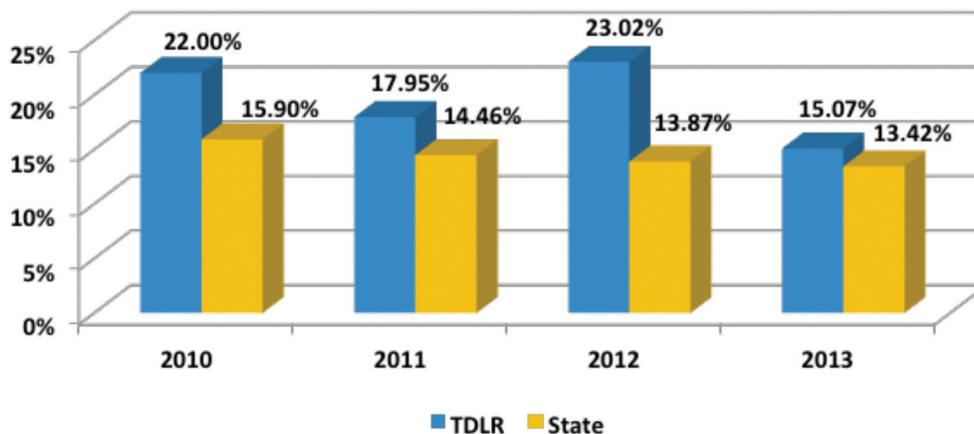
**TARGET ATTAINMENT:** Lower than target

## APPENDIX E – HISTORICALLY UNDERUTILIZED BUSINESS (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 subcontracts to HUBs each fiscal year. Below is TDLR's plan for maintaining the agency's strong purchasing record with HUBs and increasing their use 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 Financial Services 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 complies with CPA's HUB program rules and purchasing procedures.
3. TDLR uses the CPA Certified Master Bidders List (CMBL) to identify certified HUB vendors.
4. TDLR requires that purchases from HUB vendors are made throughout all categories, ensuring that wherever possible, all underutilized groups are represented in our purchasing practices.
5. TDLR attends forums presented by the CPA HUB program.
6. TDLR works with interested public-private partners who may be eligible for HUB certification and implements the mentor-protégé program designed by CPA.
7. The Senior Purchaser monitors purchasing to ensure that agency goals for HUB vendors are met.
8. TDLR's total spending with HUBs for Fiscal Year 2013 was 1.65 % higher than the overall average for all State of Texas agencies.
9. During the first six months of Fiscal Year 2014, the total spent with HUBs reached 28.26%.

**Comparison of HUB Purchases**



## APPENDIX F – STAFFING STRATEGIC PLAN

### WORKFORCE PLAN

#### *Agency Overview*

The agency was established in 1909 as the Bureau of Labor Statistics to enforce labor laws, inspect factories and encourage the growth of Texas industry. During the 1930's, authority began shifting from labor issues to include industry regulation. The agency's name was changed to the Texas Department of Labor and Standards in 1973, to better reflect its dual responsibilities.

In 1989, the agency was reorganized as the Texas Department of Licensing and Regulation (TDLR) with responsibility for regulating individuals, businesses and equipment in a broad spectrum of industries. TDLR uses functional alignment to apply uniform processes to issue licenses, conduct inspections, monitor third-party inspectors, investigate complaints, prosecute violators and educate licensees and the public about programs the agency administers.

Recognizing the efficiencies of our functional business model, the legislature has entrusted TDLR with additional regulatory responsibilities in every legislative session since 1999. TDLR was also recognized as the "Model Regulatory Agency" for Texas in its last Sunset Commission review and ranked one of "Austin's Top 25 Mid-sized Employers" by the Austin American-Statesman in three of the last four years. Additionally, the Texas Quality Foundation recognized TDLR with the Foundation's Progress Level Award for outstanding organizational management and performance in 2011.

#### **A. AGENCY VISION, MISSION AND PHILOSOPHY**

TDLR's vision, mission and philosophy define the direction of the agency.

##### **Vision**

To be the leader in public service by creating innovate, low cost licensing and regulatory best practices, and cultivating employees who provide exceptional customer service.

##### **Mission**

To honor the trust of all Texans, ensure public safety and customer protection, and provide a fair and efficient licensing and regulatory environment at the lowest possible cost.

##### **TDLR's Philosophy**

To achieve smaller smarter government, we:

- Honor the public by regulating in a fair, open, and consistent manner;
- Provide more opportunities and avenues for our customers and employees to be heard (Your Voice Matters);
- Deliver simple, clear, and courteous service to our customers;
- Maintain a culture of change and innovation by always challenging and re-evaluating the status quo;
- Build efficient and cost-effective public-private partnerships;
- Mentor leaders to exemplify TDLR's Core Values;
- Eliminate waste and maximize our resources to lower the cost for the customers we serve;
- Reward high-performing employees through promotion, raises, and recognition;
- Serve the citizens of Texas responsibly through transparency and efficiency; and
- Value the dignity and worth of our customers and employees.

## **TDLR's Core Values**

### ***Accountability***

We are personally responsible to the citizens of Texas. We take pride in our successes and responsibility for our failures – celebrating achievements and using setbacks as opportunities for growth.

### ***Customer Service***

We deliver courteous, timely and easily accessible service, getting the job done right the first time. Each person we serve deserves our best.

### ***Innovation***

We foster a culture of creativity to generate out of the box thinking and ideas in order to bring about value added change and improvement in the services we deliver.

### ***Integrity***

We are trustworthy, responsible and ethical in all we do.

### ***Open and Free Communication***

We listen to everybody, honoring the right to be heard and respecting all opinions. We invite participation from all of our customers and employees.

### ***Respect***

We value our customers and each other by treating everyone with courtesy and dignity.

### ***Teamwork***

Our success is a result of our collective wisdom, dedication and energy, working together towards our shared vision and mission.

## **B. STRATEGIC GOALS AND OBJECTIVES**

### **Goal: LICENSING**

#### **Objective: To effectively license businesses, equipment and individuals.**

We will streamline the process of issuing licenses while ensuring licensees are competent and qualified.

### **Goal: REGULATION**

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

We will employ knowledgeable staff and provide them with the training and technology needed to ensure licensees comply with the required regulations.

### **Goal: CUSTOMER SERVICE**

#### **Objective: To promptly respond to and address customer inquiries.**

We will increase our knowledge of TDLR programs and respond accurately, courteously and timely to inquiries received by phone, fax, email, social media, and in person.

## **Goal: SKILLS**

### **Objective: To attract and retain employees who are committed to outstanding service and performance.**

We will provide essential training to staff and use retention bonuses, merit pay, and soft-dollar incentives to acknowledge employees that exemplify TDLR's Core Values.

## **Goal: LEADERS**

### **Objective: To develop staff to meet current and future leadership needs.**

We will evaluate competencies, provide developmental opportunities, offer cross-training and mentoring, and foster leadership skills.

## **C. CORE BUSINESS FUNCTIONS**

TDLR's regulatory responsibilities cover a wide variety of businesses, equipment, and individuals. The agency is functionally aligned into seven areas to maximize effectiveness overseeing 25 diverse programs, including 126 license types and a licensee population that exceeds 650,000.

### **Administration**

Leads TDLR through expertise in executive management, legal counsel, human resources, information technology, financial services, project management, process improvement, analytics, government affairs, communication, public relations, and support for the Commission and Advisory Boards.

### **Compliance**

Provides program management, research, technical expertise, industry outreach, inspections; and monitors third-party reviewers and inspectors.

### **Customer Service**

Assists the public and licensees through phone, email, social media, and personal contact.

### **Education and Examination**

Reviews and approves pre-licensure and continuing education providers and courses; manages licensing examination development and delivery through a public-private partner.

### **Enforcement**

Evaluates, investigates and resolves complaints; prosecutes violations.

### **Field Operations**

Interacts with regulated industries throughout the state by performing inspections and providing industry outreach to ensure public safety and consumer protection.

### **Licensing**

Processes applications; reviews qualifications and issues licenses or certificates of operation to qualified businesses, buildings, equipment, and individuals.

## **D. ANTICIPATED CHANGES TO MISSION, STRATEGIES AND GOALS**

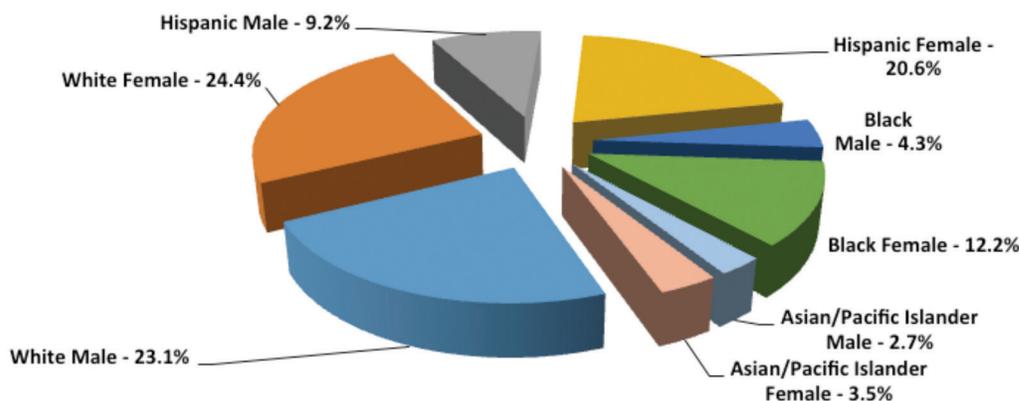
TDLR's mission statement, strategies and goals have been refined to more accurately reflect who we serve, what we do and how we do it.

## TDLR's Current Workforce Profile

### A. WORKFORCE DEMOGRAPHICS

The agency has an authorized workforce of 382.2 full-time equivalent positions for the 2014-2015 biennium, a 2.5 percent reduction from the previous biennium. Of these positions, 321.7 are located in Austin and 60.5 are in other locations around the state.

**Fiscal Year 2014 Organization Profile (1st Quarter)**



### Commitment to Employing a Qualified and Diverse Workforce

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

In the first quarter of Fiscal Year 2014, over 60 percent of TDLR employees were female. The agency's workforce consisted of 29.8 percent Hispanic-Americans, compared to 23.8 of the State's workforce; 16.5 percent Black, and 6.2 percent Asian/Pacific Islander-Americans during this same period.

While the overall composition of the agency's workforce is diverse, TDLR continues to strive for diversity in all job categories.

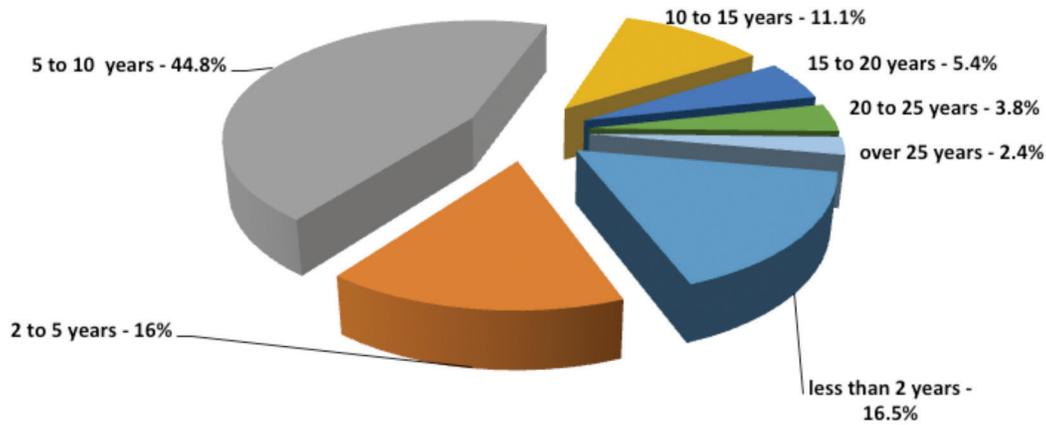
**Fiscal Year 2014 Agency Workforce Composition (1st quarter)**

JOB CATEGORY	BLACK		HISPANIC-AMERICAN		FEMALE	
	TDLR %	STATE %	TDLR %	STATE %	TDLR %	STATE %
Officials/Administrators	12.5	10.7	6.25	16.7	18.8	47.1
Professionals	19.6	14.4	25.0	19.3	58.7	50.4
Paraprofessionals	8.3	32.7	41.7	28.5	87.5	71.3
Technicians	9.7	21.0	28.0	31.6	28.0	59.1
Administrative Support	23.3	19.7	33.3	32.5	82.5	86.7

### Experienced Workforce

Approximately 68 percent of our employees have five or more years of experience with agency programs and provide critical industry knowledge. Newer employees contribute new perspectives and challenge the status quo, improving our planning, processes, and services. This important mix of experienced and newer staff provides the formula from which TDLR is able to create innovative services to meet the needs of our customers, now and in the future.

## Fiscal Year 2014 Employee Length of Service with Agency Programs (1st Quarter)



### B. EMPLOYEE TURNOVER

TDLR strives to maintain a diverse, skilled workforce by offering a positive work environment, opportunities for growth and a culture of respect. However, employee turnover challenges the agency's ability to address its current critical business and regulatory oversight needs. TDLR uses employee feedback from workplace surveys to further our practice of empowering our people and to identify ways to retain employees.

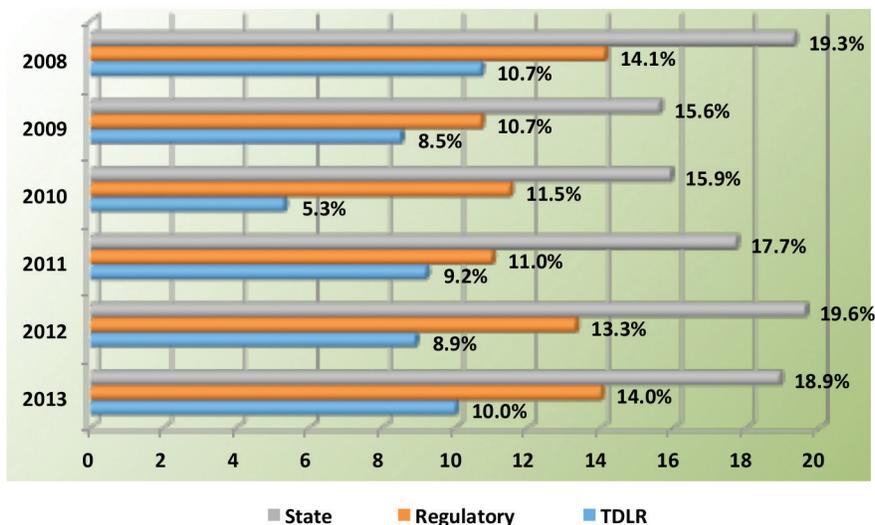
TDLR experienced approximately 10% employee turnover in 2013. Despite TDLR's efforts to promote a positive, empowering workplace, we found that 41% of departing employees left the agency for better pay and benefits. Most notably, 45% of those employees left for increases in annual salary of \$10,000 or more. Employees leaving for better pay will likely increase as the average salaries for 55 of the 66 job classifications used by TDLR are below the state average salaries for those same classifications. Retirement was the number two reason for separations, accounting for 27% of the turnover.

#### Projected Turnover

While TDLR's projected turnover rate for 2014 will continue to be below the state average, turnover is in danger of increasing if the agency is unable to offer competitive salaries.

### TDLR, Regulatory Agencies and State Turnover Rates

TDLR, Regulatory Agencies and State Turnover Rates



## Turnover Rates by Selected Positions

In Fiscal Year 2013, legal assistants, inspectors and attorneys comprised 18.6% of TDLR's employees yet accounted for 43 percent of the agency's turnover. Much of this turnover is due to TDLR's inability to pay competitive salaries.

### Turnover by Classification Fiscal Year 2013

FY 2013 TURNOVER BY CLASSIFICATION	PERCENT OF TOTAL FTES	PERCENT OF AGENCY TURNOVER
Legal Assistants	7.3	18.9
Inspectors	7.6	13.5
Attorneys	3.7	10.8

## Length of Service and Turnover

FTEs with 10 or fewer years of experience comprised 82% of employees. This group accounted for 78.4% of turnover. FTEs with more than 10 years of experience make up 18% of employees and this group accounted for 22% of turnover.

### Length of Service with Turnover Rate

FY2013 LENGTH OF SERVICE	PERCENT OF TOTAL FTES	PERCENT OF AGENCY TURNOVER
Less than 2 years	15.9	16.2
2-5 years	22.6	24.3
5-10 years	43.4	37.9
10-15 years	8.5	13.5
15-20 years	5.3	8.1
20-25 years	2.1	0.0
Over 25 years	2.2	0.0

## Age and Turnover

As a result of our aging workforce, we will inevitably see increases in the number of employees retiring. Over 15 percent of the agency's employees over the age of 60 retired from the agency in Fiscal Year 2013.

### Age Distribution with Turnover

FY2013 AGE GROUPS	TOTAL FTES	PERCENT OF TOTAL FTES	TOTAL SEPARATIONS	PERCENT OF AGENCY TURNOVER
Under 30 years	6.25	1.7	0	0.0
30-39 years	69	18.7	8	21.6
40-49 years	131.25	35.5	6	16.2
50-59 years	108.25	29.3	9	24.3
60-69 years	49.25	13.3	12	32.4
70 years and over	5.50	1.5	2	5.4

## C. INCREASED RETENTION

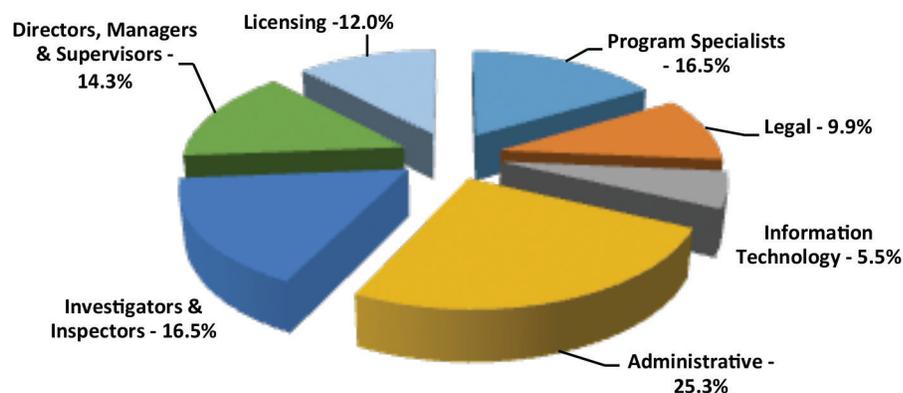
TDLR's turnover rate has remained significantly lower than the statewide rate for the past nine years as a direct result of leadership's commitment to maintaining a positive work environment. TDLR's recognition as one of "Austin's Top 25 Mid-sized Employers" by the Austin American Statesman in 2010, 2011 and 2013, demonstrates our level of success in providing a satisfying work environment. Our retention strategies include:

- career paths that ensure professional growth and advancement within the agency;
- on-the-job and cross-training to develop job-related skills and enrich professional and personal growth;
- flexible work hours, compressed work weeks and telecommuting opportunities;
- **open communication** between all staff, including opportunities for staff to give feedback through surveys regarding vital issues, offer suggestions, voice concerns, pose questions to the executive team, and recognize fellow employees through the agency's online forum "ThinkTDLR", employee brainstorming sessions, and staff meetings;
- empowerment of staff by supervisors to perform their duties efficiently;
- transparency by executive team who keeps employees informed regularly about issues affecting the agency through town hall meetings, and via internal "In the Loop" and "Under the Umbrella" emails;
- opportunities for employees to participate in activities instrumental to the agency's growth, such as program and bill implementation teams, bill and cost analysis teams, and strategic planning teams;
- 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;
- length-of-state service awards, including experience with TDLR and other state agencies;
- an on-site wellness program, to address nutrition, stress-relief, and fitness;
- a dynamic employee recognition team that regularly schedules activities to honor and recognize TDLR employees;
- special programs throughout the year to celebrate cultural diversity;
- retention bonuses for key staff, including technical and bilingual employees; and
- merit pay, one-time bonuses and equity adjustments.

## D. RETIREMENT ELIGIBILITY

In 2013, 27 percent of the employees left the agency due to retirement. This rate is likely to increase as a quarter of TDLR's workforce will be eligible to retire within the next five years.

**Retirement Eligibility by Job Category (through Fiscal Year 2019)**



## E. CRITICAL WORKFORCE SKILLS

Each employee's knowledge and skills contribute to TDLR achieving its vision, mission and goals. Our employees possess the following critical skills:

- creative leadership and change management;
- mentoring, coaching and project management;
- legislative analysis and stakeholder outreach;
- complex analytics, innovative problem-solving, and trend analysis;
- knowledge of and ability to implement statutes, rules and policies;
- technical knowledge of regulated industries;
- crisis management and media relations;
- providing quality customer service;
- expert inspection and investigation techniques;
- effective communication, including bilingual and plain language skills;
- sound legal and financial analysis;
- strategic recruiting and hiring of dedicated employees;
- astute fiscal and accounting services;
- expertise in information technology, telecommunications and social media; and
- forging professional partnerships with private sector vendors, municipalities and other state agencies

### ***TDLR's Future Workforce Profile***

TDLR's vision is to be the leader in public service by creating innovative, low cost licensing and regulatory best practices, and cultivating employees who provide exceptional customer service. We have a proven track record of success in streamlining processes, consolidating transferred agencies and implementing new programs. Our successes demonstrate to the Legislature that they, with confidence, can continue to assign and transfer licensing programs to TDLR, coupled with the necessary employees, appropriations and resources.

TDLR's regulatory responsibilities and licensee population have dramatically increased over the past ten years. The 2.5% reduction of FTEs made during the last legislative session needs to be restored, along with the corresponding legislative appropriations, for TDLR to effectively ensure the quality of service that the citizens of Texas deserve. TDLR needs additional appropriations to properly compensate current staff, attract qualified prospects and maintain current services.

## A. FUTURE WORKFORCE NEEDS

### **Compliance**

Technical experts whose unique skills and industry knowledge are critical to ensure understanding of and compliance with state regulatory requirements, specifically for the Air Conditioning and Refrigeration Contractors; Boilers; Cosmetology; Electricians; Elevators, Escalators and Related Equipment; Industrialized Housing and Buildings; and Towing and Vehicle Storage programs.

### **Customer Service**

Trained and knowledgeable staff with strong written and oral communication, technological, bilingual and multi-tasking skills to meet the ongoing increase in volume and complexity of inquiries, including social media outreach.

## **Enforcement**

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

## **Field Operations**

Knowledgeable inspectors with strong written and oral communication, technological, bilingual and multi-tasking skills to meet the increased volume and complexity of performing inspections in multiple industries, and ability to educate licensees.

## **Licensing**

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

## **Information Technology**

Software developers, network specialists and cyber security personnel to develop, implement, support, maintain, and protect systems and innovative technologies.

# **B. EXPECTED WORKFORCE CHANGES**

## **Expanding Responsibilities**

With continued economic growth, the agency expects the number of licensees, inspections, and complaints to increase, resulting in a greater demand on our Compliance, Customer Service, Enforcement, Field Operations, and Licensing divisions and the Office of General Counsel. Identifying efficiencies and training personnel across functional areas and programs will continue to be of primary importance in order to handle the increased activity.

TDLR's workload will increase with the assignment of new or transferred programs to the agency as the legislature seeks efficiencies and cost-savings through consolidation of programs and licensing activities.

## **Information Technology**

Each year our agency relies more and more on technology to increase operational efficiencies and to improve customer service. It is crucial to have employees proficient in developing and maintaining network and information systems as well as individuals able to adapt to and utilize new technology and associated changes to work processes.

## **Pending Retirements**

The number of retiring employees who possess essential program knowledge demands improvements to the agency's salary resources and constant refinement of the agency's succession planning to attract qualified employees.

# **C. INCREASE IN NUMBER OF EMPLOYEES NEEDED**

Staffing needs are determined by the complexity, size and number of programs regulated by TDLR. Our employee-to-licensee ratio remains the lowest among all Texas regulatory agencies. However, TDLR needs additional employees to continue delivering premier service in a cost-effective and prudent manner. Future efficiencies will depend upon receiving the necessary appropriations and staff.

## Gap Analysis

### A. ANTICIPATED SHORTAGE IN KEY STAFF

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

- The number of applicants qualified and interested in administering technical programs continues to decline due to the higher salaries offered in the private sector. Currently, TDLR is unable to attract technical experts that possess the required skills for the Air Conditioning and Refrigeration Contractors; Architectural Barriers; Boilers; Elevators, Escalators and Related Equipment; and Industrialized Housing and Buildings programs.
- Within the next five years, 25% of our entire workforce will be eligible for retirement. Forty-six percent of TDLR's executive leadership team, who possess highly specialized skills, leadership ability, and technical knowledge, will be eligible for retirement in the next five years.
- Budget constraints have limited TDLR's ability to offer and maintain competitive salaries for staff; these constraints have adversely impacted TDLR's ability to recruit and retain qualified employees.

### B. ANTICIPATED SHORTAGE OF SKILLS

TDLR aggressively recruits, employs and trains a diversely skilled staff, but we project a shortage of skills in the following areas:

#### Key Positions

A significant number of employees identified as eligible for retirement are in leadership and other key positions requiring critical program knowledge. We continue to focus on these key positions in our succession planning to assure successful administration of programs without interruption, including hiring and developing additional employees for "bench strength", training and mentoring critical staff, and providing leadership development opportunities.

#### Training

As the agency's responsibilities have grown, so has the need for training. Competent, cross-trained and technology-proficient employees are vital for the continuity of services and successful program implementation. Additionally, the agency's continued investment and participation in the Governor's Executive Development Program (GEDP) is essential to developing innovative solutions for smaller smarter state government.

#### Communication Skills

TDLR foresees difficulties maintaining its diversely skilled staff in positions requiring customer interaction including those with bilingual, plain language and social media skills. Retention bonuses are a tool TDLR uses to retain skilled bilingual staff, but the number awarded is limited by budget.

#### Information Technology

TDLR continues to increase its reliance on information technology and improve our efforts to increase information systems security, leading to additional staffing needs in this area. However, it is difficult to attract and retain qualified personnel to fill these positions due to higher salaries offered in the private sector.

## Strategy Development

The following goals outline how TDLR will address our anticipated workforce gaps:

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

**Goal:** Continue developing leaders to maintain successful administration of programs.

**Rationale:** Directors, managers, and staff who possess vital technical knowledge are eligible for retirement.

**Action:** Agency leaders continue to provide opportunities for leadership training, including book clubs, conversations in leadership, as well as formal leadership programs (such as GEDP). Additionally, special assignments such as legislative analysis, program implementation, and strategic planning provide opportunities for employees to develop core leadership competencies.

**Issue: Budget constraints limit our ability to attract and retain the best employees for each job.**

**Goal:** Attract and retain highly qualified employees.

**Rationale:** TDLR is hindered in its ability to hire and retain qualified employees who contribute to our continued success, especially those with technical or specialized expertise.

**Action:** Agency leaders will seek appropriations to fund competitive salaries, merit increases, training, license reimbursements, and retention bonus contracts. In the meantime, we will continue to enhance TDLR's work environment by offering flexible work schedules, telecommuting opportunities, employee recognition, and promoting the tuition reimbursement and wellness programs to hire and retain qualified employees.

**Issue:** Improve critical and future workforce skills.

**Goal:** Enhance the skills of our workforce.

**Rationale:** A capable, competent, and qualified workforce is critical to the agency achieving its mission.

**Action:** Agency leaders will provide coaching, mentoring, cross-training and learning opportunities on new technologies, industry practices, and agency laws and rules. TDLR will also offer online training resources and educational tools as appropriate.