AGENCY STRATEGIC PLAN

FISCAL YEARS 2021 to 2025

BY

TEXAS REAL ESTATE COMMISSION

AND

TEXAS APPRAISER LICENSING AND CERTIFICATION BOARD

Board Member	Dates of Term	Hometown
R. Scott Kesner, Chair (TREC)	2019-2025	El Paso
Sara Oates, Chair (TALCB)	2019-2025	Austin

June 1, 2020

SIGNED:_____   SIGNED:_____

APPROVED:___May 26, 2020_____   APPROVED:___May 26, 2020_____

TABLE OF CONTENTS

STRATEGIC PLAN

SUPPLEMENTAL SCHEDULES

STRATEGIC PLAN

Agency Mission

Texas Real Estate Commission &

Texas Appraiser Licensing and Certification Board

Our agency protects consumers of real estate services in Texas by ensuring qualified and ethical service providers through upholding high standards in education, licensing, and regulation. We oversee the providers of real estate brokerage, appraisal, inspection, home warranty, timeshares and right-of-way services, thereby safeguarding the public interest while facilitating economic growth and opportunity across Texas.

Philosophy

To achieve this mission, our agency:

- provides exceptional customer service that is accessible, responsive and transparent;
- demands integrity, accountability and high standards, of both license holders and ourselves; and
- strives continuously for effectiveness, efficiency and excellence in our performance.

Motto

Protecting Texans' Dreams

GOAL I ENSURE STANDARDS - LICENSING
To protect the public by ensuring license holders meet the educational, ethical, and legal requirements to provide real estate services in Texas. (Texas Occupations Code, Chapters 1101, 1102, 1103, 1104, and 1303, and Texas Property Code, Chapter 221)

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. The Licensing & Registration Services Division of the Texas Real Estate Commission (the Commission) and Texas Appraiser Licensing & Certification Board (the Board) ensures compliance with all educational, experience, examination and application requirements through the accurate and timely review and process of applications, renewals, informational changes and histories for real estate brokers or sales agents, appraisers, appraisal management companies, inspectors, and easement or right-of-way registrants.

2. Real estate broker, sales agent, inspector and appraiser applicants must complete qualifying (pre-license) education to meet education requirements. In addition, real estate brokers, inspectors and appraisers must satisfy experience requirements as required by statute to ensure competency.

3. Real estate broker, inspector, and appraiser applicants must pass a comprehensive exam to help ensure they provide competent real estate services after obtaining a license.

4. After the exam is passed and prior to the issuance of a license, an applicant must undergo a criminal history background check which is reviewed by the Standards & Enforcement Services divisions of the Commission and Board to determine if an applicant's honesty, trustworthiness, and integrity meets statutory and legal requirements. A license is issued only if an applicant meets these standards. To ensure continued protection for the citizens of Texas, each license holder is enrolled in an automatic rap back program to allow the Commission and Board to be notified of any new criminal history conviction information that may impact license holder's current license status or renewal.

5. License holders are issued a two-year license and must complete continuing education prior to each renewal to further support the license holder's development of skill and competence in providing real estate services to Texas consumers.

6. Through its relationship with the Real Estate Center at Texas A&M University, the Commission has created three non-elective continuing education courses for sales agents and real estate brokers to complete during each renewal period. These non-elective courses provide consistent delivery of current and relevant information on real estate brokerage services, ethical behavior and supervisory responsibilities for brokers as well as legal updates that emphasize the most recent trends, developments, case studies, complaints, laws, statutes, regulations, disciplinary actions, and court cases as they relate to Texas real estate license holders. Inspector continuing education requirements include the completion of a non-elective Legal & Ethics course that Commission staff developed, with the cooperation of the Texas Real Estate Inspector Committee, and a non-elective Standards of Practice Review course. Both courses are required to be completed before renewal. Appraisers are required to complete a USPAP Update course for each renewal that is current to the profession.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

   Through the efficient use of personnel, the Commission and Board have been successful in simplifying application and renewal fees and providing prompt and efficient service to license holders who are primarily Texas citizens. The Commission and Board have also eliminated the fees associated with making changes to license holder information or supervisory relationships, requesting a certificate of license history, and a paper filing fee for submitting paper applications in lieu of filing application or changes online.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.

   During Fiscal Year 2019, the Licensing & Registration Services division processed approximately 30,900 original applications with 16 full-time employees. As of February 2020 the division processed approximately 16,600 original real estate applications with six months remaining in this fiscal year. In addition, through the use of consistent training techniques and cross-training of staff members the agency maintains high quantity and quality of processing.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

   The division experienced an increase of 2% in applications from FY 2018 to FY 2019 and a 7.9% increase in the number of license holders since 2017. As of August 31, 2019, there were 197,151 real estate sales agents, brokers, inspectors and easement and right-of-way registrants and 6,688 certified or licensed Texas real estate appraisers and appraisal management companies to the agency has improved efficiency by streamlining processes and functionality. As the agency receives new applications and as current license holders renew, make inquiries or changes to information, the agency is committed to processing all documents received in a timely fashion. The ability for applicants and license holders to file applications online allows for immediate receipt of an application and more prompt and efficient processing of an application or license holder's supporting documents. Application supporting documents are forwarded to a dedicated email address at documents@trec.texas.gov to allow immediate access to staff for processing.

   The agency recently established an electronic mechanism to measure and report the average number of days it takes division staff to process an application from the date documents are received from an applicant. This mechanism allows for better response to issues and strains on the agency as they arise.

4. Providing excellent customer services.

   This agency has two licensing staff persons assigned each day to respond to emails and telephone calls that are specific to the processing of applications and renewals. All licensing staff are trained and rotate this responsibility and provide accurate and complete information to applicants, license holders, and internal staff. They are required to respond to emails and telephone calls within 24

hours and must make notes in the computer system summarizing their response to calls or the content of their emails for use by other agency staff.

Additionally, for less specific inquires that can be handled by the agency's customer service contact center, since April, 2019 the agency has maintained an average monthly hold time of less than 2 minutes and since May, 2019 the agency has responded to 100% of emails within 2 business days.

The availability of the online application status tracker on the Commission and Board websites that provides real-time status on an initial application has improved the customer service provided by the agency. The application status tracker allows applicants to check the status of an open application by visiting the agency website, and eliminates the need to contact the agency by phone or email to obtain that information.

Additionally, a license holder, has access to a renewal education information page that calculates continuing education hours that have already been satisfied by a license holder and presents real-time information regarding any courses and continuing education course hours needed for license renewal. This tool provides useful information regarding license holders' renewals at the touch of a button that that they would otherwise need to contact the agency by phone or email to obtain.

5. Transparent such that agency actions can be understood by any Texan.

   The Commission and Board maintains websites and publishes a newsletter to communicate and keep license holders and Texans informed of Commission and Board actions. The public may also access Commission and Board meetings through live streaming provided by the agency. The agency also publishes processing dates on the website, as well as reports that include the average number of days to process an application. The application status tracker and renewal education information pages are open and viewable by the public.

GOAL I ENSURE STANDARDS - EDUCATION

To protect the public by ensuring license holders meet the education, ethical and legal requirements to provide real estate services in Texas. (Texas Occupations Code, Chapters 1101, 1102, 1103, 1104, and 1303, and Texas Property Code, Chapter 221)

Support the agency's mission to protect consumers of real estate services in Texas by: ensuring accurate and relevant content is provided in pre-licensing and continuing education courses; ensuring course design and delivery supports adult and active learning theories, providing the best opportunity for subject matter mastery; regularly reviewing performance of license examination test items and establishing minimum required passing scores.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. The Education & Examination Services Division of the Commission and Board consists of 11 members dedicated to ensuring compliance with all education program requirements by accurately and timely reviewing and processing of education provider and course applications. The agency recently began reviewing and approving appraiser continuing education. The division is committed

to ensure current and future license holders receive quality education through oversight of both qualifying and continuing education.

2. Real estate broker, sales agent, inspector and appraiser applicants must complete qualifying (pre-licensing) education to satisfy education requirements as required by statute to ensure competency.

3. Real estate broker, sales agent, inspector and appraiser license holders must complete continuing education requirements to maintain license renewal requirements.

4. The Commission requires various non-elective CE courses for real estate sales agents, brokers and inspectors that emphasize the most recent industry trends, developments, ethics, case studies, complaints, laws, statutes, regulations, disciplinary actions and court cases as they relate to Texas license holders. Each of these courses is reviewed by agency staff and a team of subject matter experts every two years to ensure that they remain current, and include a final exam to support subject matter mastery.

5. Pursuant to legislative requirements, the Commission has established a method for calculating the exam passage rates for Commission approved education providers who offer qualifying real estate and inspector courses. Education providers are ranked on the agency's website based on first time exam passage rates to ensure that data related to education quality is provided to applicants and license holders. An education provider is subject to disapproval or revocation if their first-time exam passage rate ranking is below 50% of the overall average of first-time pass rates calculated for all providers for that license category.

6. Real estate sales agent, broker, inspector and appraiser candidates must pass a comprehensive license examination to ensure they meet minimum competency standards to provide real estate related services.

7. Real estate sales agent, brokers and inspector license examination test items are reviewed annually by agency staff and subject matter experts to ensure performance standards are met.

8. The Board has adopted the National Uniform Licensing and Certification Examinations endorsed by the Appraiser Qualification Board of The Appraisal Foundation.

9. The agency supports the Education Standards Advisory Committee, the Texas Real Estate Inspector Education Subcommittee and the Appraiser Education Subcommittee by providing research and recommendations for improvements for industry related education.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

   Through the efficient use of personnel, the Commission and Board have been successful in maintaining reasonable fees for the review of education provider and course applications.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the minimization of fees for review of provider and course applications.

    During Fiscal Year 2019, the Education & Examination Services division processed: 204 qualifying real estate and inspector courses; 2,171 real estate and inspector CE courses; 370 appraiser courses; 247 CE provider applications; and 15 qualifying education provider applications. Continuing education providers are able to electronically submit course completion records to the Commission in real time, providing added efficiencies and allowing license holders to renew more promptly. Through the use of consistent training techniques and technological advances, the agency is able to maintain the quantity and quality of processing.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

    The agency streamlined processes and improved functionality based on business technology testing and staff recommendations. Further success is anticipated as the agency moves more complex education applications to an online format and allows for document upload features.

4. Providing excellent customer service through development of technology-based improvements and communication.

    The agency has an education staff person dedicated to answering education related calls and emails every day. All calls and emails are responded to within 24 hours, and notes regarding communications are stored in the agency's database management system. All education staff are adequately cross trained to answer detailed questions. Provider application processing goals are determined based on the complexity of the application and are successfully met on a regular basis.

    A search tool maintained on agency website provides the ability to search for currently approved qualifying or continuing education courses for real estate or inspector licenses. The tool allows individuals to search providers or course offerings by city or search for a specific provider or course by name.

    Additionally, for less specific inquires that can be handled by the agency's customer service contact center, since April, 2019 the agency has maintained an average monthly hold time of less than 2 minutes and since May, 2019 the agency has responded to 100% of emails within 2 business days.

5. Transparent such that the agency can be understood by any Texan.

    The Commission and Board maintain websites that contain concise, but thorough information relating to license requirements, accessibility and availability of qualifying and continuing education courses, agency reports and enforcement actions. In addition to regular website updates, GovDelivery is a tool that is often utilized to send targeted notices to agency stakeholders. The Commission and Board also publish quarterly newsletters to communicate with license holders. Open meetings are available to the public onsite and through live-streaming.

GOAL II ENFORCE REGULATIONS - TREC
To safeguard the public interest by effectively and efficiently enforcing the laws and rules of the agency in a fair and consistent manner. (Texas Occupations Code, Chapters 1101, 1102, 1103, 1104, and 1303, and Texas Property Code, Chapter 221)

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL
The Texas Real Estate Commission's Standards & Enforcement Services division ("SES" or "the division") handles a high volume of signed, written complaints from the public and license holders, and a smaller number of staff-initiated complaints. The agency cannot accept anonymous complaints or conduct covert investigations. The complaints primarily concern alleged statutory and administrative violations by brokers, sales agents, and inspectors, or alleged violations by unlicensed persons engaging in activities for which a license is required. A small number of complaints also concern education providers and instructors, and easement or right-of-way certificate holders. In addition, the division oversees timeshare developers and residential service companies (both discussed further below). The division is also charged with evaluating the criminal history of applicants for licensure. To ensure continued protection for the citizens of Texas, each license holder is also enrolled in an automatic rap back program to allow the agency to be notified of any new criminal history conviction information that may impact license holder's current license status or renewal.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE
1. Accountable to tax and fee payers of Texas. The Texas Real Estate Commission is committed to the protection of the citizens of Texas. SES accomplishes this through timely, fair, and consistent enforcement of The Real Estate License Act, Commission rules, Chapter 1102 of the Texas Occupations Code (governing real estate inspectors), the Texas Timeshare Act, and the Residential Service Company Act. In addition, the agency oversees the sanctions of license holders and unlicensed persons who have violated various regulatory requirements. 2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions. From Fiscal Year 2015 through Fiscal Year 2019, the number of complaints received increased from 2403 complaints to 5885 complaints. The agency added two new staff positions to as a result of both the 145% increase in complaints received, and an increase in background history check required for new applicants. As of April 2020, the division has 28.6 staff positions. In Fiscal Year 2015, the division had 26 staff positions. During this same period, the number of complaints resolved increased from 2315 complaints closed to 5920 complaints closed.

The increase in complaints did not adversely impact the timeliness of processing cases related to complaints. As of August 31, 2019, nearly 99 percent of complaints were less than a year old. Out of 1324 open complaints, there were only five cases over two years old.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

    During FY 2019, the division opened 5885 cases and closed 5920 cases. While most complaints from the public relate to the purchase, lease, or inspection of a home, a complaint may also include allegations ranging from misleading advertising to criminal history to unlicensed activity. Some complaints are closed with no action taken because of a lack of agency jurisdiction or lack of evidence. Once it is determined that the complaint is within the agency's jurisdiction, the agency notifies the license holder or other respondent, gives the person an opportunity to respond, and investigates the complaint. Almost all investigations are completed within six months of receipt of the complaint.

    The agency also implements standards, reviews certain applications for a license, and makes determinations of moral character to assess the honesty, trustworthiness, and integrity of applicants. In FY 2019, the agency reviewed and closed 2216 application investigation cases and fitness determination cases, most of which involved an applicant's criminal history.

    The agency also administers the Texas Timeshare Act. The Act requires a developer that desires to offer a timeshare interest for sale to a Texas resident to register the plan with the agency regardless of the location of the timeshare that is the subject of the plan. The agency reviews the registration, and any amendment application, to ensure that it meets the requirements of the Act. TREC will not register a timeshare plan until the plan fully complies with the Act.

    In addition to the Timeshare Act, the agency administers the Residential Service Company Act. That Act requires the agency to license any company wishing to offer a home warranty covering existing residential property in Texas. The agency monitors residential service companies licensed to conduct business in this state to ensure compliance with the Act, including a company's ability to meet financial obligations to Texas contract holders, and assists consumers with any issues related to claim delays or denials. As of February 29, 2020, there were 57 licensed residential service companies in Texas.

4. Providing excellent customer services.

    Each day, Standards & Enforcement Services assigns an attorney to respond to phone and email inquiries. A phone call must be responded to within four hours and an email within one business day. During FY 2019, attorneys handled approximately 4000 emails from the public and license holders. As of February 29, 2019, attorneys have already handled approximately 2600 emails from the public and license holders. In addition, the division has a dedicated email address (enforcement@trec.texas.gov), and phone number (512-936-3005). Further, the division has an email address dedicated only to standards issues (application and fitness determinations) (standards@trec.texas.gov). The agency also employs an ombudsman to respond to residential service company issues. The ombudsman has a dedicated phone number (512-936-3049) for

consumers with residential service company issues. In FY 2019, the ombudsman handled 278 calls from consumers.

In addition, as described above, the agency resolves thousands of enforcement cases, almost all of which are resolved within a year.

5.   Transparent such that agency actions can be understood by any Texan.

The agency maintains a website with a wealth of information (www.trec.texas.gov), including information on complaints under "How to File a Complaint". Other complaint-related information on the website includes information on disciplinary actions and a detailed list of frequently asked questions. The website also discusses and links to the relevant statutes and all commission rules. Further, articles that discuss various enforcement-related issues are published regularly.

GOAL II ENFORCE REGULATIONS - TALCB

To safeguard the public interest by effectively and efficiently enforcing the laws and rules of the agency in a fair and consistent manner. (Texas Occupations Code, Chapters 1103, and 1104, and 22 Tex. Admin. Code Chapters 153, 155, 157 and 159).

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

The Texas Appraiser Licensing and Certification Board's Standards & Enforcement Services Division ("TALCB SES" or "the division") investigates and resolves a high volume of signed, written complaints from the public, industry stakeholders and license holders, along with a smaller number of staff-initiated complaints. The division does not accept anonymous complaints and does not conduct covert investigations except when authorized by law. Complaints mostly involve allegations of violations of the Uniform Standards of Professional Appraisal Practice ("USPAP"), the nationwide standards adopted by the Texas legislature as the minimum professional standards for conducting credible and reliable real estate appraisal activity. The division also handles complaints against appraisal management companies ("AMC's") for alleged statutory and regulatory violations. In addition, the division processes complaints involving violations by unlicensed persons engaging in activities for which a license is required.

The division is also charged with evaluating two aspects of applications for licensure. First, the division reviews the criminal history of appraiser applicants and key personnel of AMC's. To ensure continued protection for the citizens of Texas, each license holder is also enrolled in an automatic rap back program to allow TALCB SES to be notified of any new criminal history conviction information that may impact license holder's current license status or renewal.   Second the division conducts experience audits of all appraiser license applications for all licensure categories (licensed, certified residential, and certified general), which includes reviewing license holder work product for compliance with USPAP. Consistent with federal oversight requirements and state law, successful completion of the experience audit and criminal history background check is a prerequisite to the Board's issuance of a license to an applicant.

In addition, the division provides assistance to law enforcement and prosecutors upon request under Tex. Penal Code § 32.32. Law enforcement or prosecutorial agencies may request such assistance by submitting a written request for assistance ("RFA") to TALCB SES.

To achieve efficient enforcement, TALCB has hired additional staff, engaged external contractors, and improved internal metrics to ensure that cases are resolved in a timely manner.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

   The Board protects the citizens of Texas through timely, fair and consistent enforcement of the Texas Appraiser Licensing and Certification Act (Texas Occupations Code Ch. 1103) (the "Act") and the Texas Appraisal Management Company Registration and Regulation Act (Texas Occupations Code Ch. 1104) (the "AMC Act"). TALCB SES investigates and resolves complaints against licensed appraisers and AMC's, and where appropriate, takes remedially oriented disciplinary action to protect the public. TALCB also takes action against unlicensed activity, and cooperates with sister state and federal regulatory agencies and law enforcement / prosecutors upon request for those matters which may involve criminal conduct. The division reviews and audits applicants as required by law to ensure those issued a license have the requisite honesty, trustworthiness and integrity and minimum competency necessary to protect the public.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.

   As of April, 2020 the division has 14 staff positions comprised of 7 appraiser investigators, 4 support staff, 2 attorneys, and a division director. In addition to its 7 appraiser investigators, the agency augments its investigative staff in two ways: First, the Board relies on Board appointed, volunteer members of the statutorily authorized Peer Investigative Committees (PICs) to review appraisals subject to a complaint. Tex. Occ. Code § 1103.453. Each PIC member is a volunteer who is an active real estate appraiser and AQB Certified USPAP Instructor who meets the qualifying criteria prescribed by the Board. The PIC process is managed by the division director. In addition, the Board relies on contract appraisers to provide appraisal review services in connection with the division's experience audit function. The division has significantly reduced its backlog of aged complaints and experience audits in recent years. Most recently, the division has reduced the average complaint resolution timeframe from over 300 days, to roughly 200 days, in ongoing efforts to meet its new goal of a 180-day average complaint resolution timeframe. During the past 6 years, the division continues to achieve the previously elusive 1-year or less timeframe set by the Board's federal oversight body (the Appraisal Subcommittee or "ASC") for resolution of complaints. In February 2020 the Appraisal Subcommittee (ASC) completed an audit of the Board's program. The ASC provides federal oversight of a state's appraisal regulatory program. The ASC gave TALCB program a rating of "excellent" (the highest rating available).   As of February 2020, TALC SES resolves most complaint matters within 218 days and triages complaints within the first 90 days.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

    During FY 2019, TALCB SES received 151 cases and closed 180. In FY 2019 approximately 48% of resolved complaints resulted in disciplinary action, with the remaining roughly 52% being dismissed. The majority of the complaints arise from alleged violations of USPAP, but may also include allegations about unlicensed activity, misleading conduct, or prohibited business practices. After receiving a complaint, the division notifies the license holder and requests that the license holder respond in writing and submit certain documentation responsive to the complaint. If fraud is alleged, the complaint may be handled covertly, as required by Tex. Gov't Code § 402.033 and Penal Code § 32.32. Once the complaint is screened to ensure the Board has jurisdiction, the division notifies the license holder or other Respondent and gives the person an opportunity to respond. After receipt of the response materials, the complaint is then assigned to an investigator to complete an investigation.   During the pendency of a complaint, information and documentation concerning the complaint is generally kept confidential. Tex. Occ. Code §§ 1103.460 and 1104.2082. At present, roughly 72% of all complaint matters result in a dismissal after investigation. Dismissals include complaints involving the issuance of non-disciplinary warning letters or contingent dismissals (in which completion of remedial education or mentorship is required prior to dismissal). In the remaining roughly 28% of the complaints, disciplinary action is warranted, and the division attempts to resolve the complaint by agreement, and with a remedial focus whenever possible, consistent with a Board-approved disciplinary matrix adopted by rule. Such agreements take the form of an agreed final order or voluntary surrender of the license and are approved by the Board. If an agreement cannot be reached between staff and the Respondent, TALCB SES pursues formal disciplinary action via the contested case hearing process at the State Office of Administrative Hearings (SOAH). Regular staff meetings and periodic case management meetings are used to ensure complaints are timely processed, investigated and appropriately resolved.

    During FY 2019 the division also received 204 experience audits and closed 223. Out of those audits closed in FY 2019, 9 resulted in application denials. Typically, two properties from the applicant's experience log are requested and reviewed by a staff investigator for general compliance with USPAP. After review of the applicant's work product for USPAP compliance, the investigator makes a recommendation on whether to approve the audit. In certain borderline instances, an applicant is approved contingent upon completion of additional education or mentorship. In addition, all applicants' criminal history is reviewed by staff. Consistent with Tex. Occ. Code Chapter 53 and Board rules, certain criminal convictions may serve as grounds for denying an application. If denied on either basis, an applicant has 30 days to appeal the denial by notifying the division in writing. Appeals of application denials go through the regular contested case hearing process at SOAH. During 2019 as a result of a change in the federally mandated Appraiser Qualifications Criteria ("ABQ"), the number of applicants (and therefore corresponding experience audits) significantly increased (roughly 15%). This, coupled with staffing shortages, led to an increase in the average resolution timeframe for experience audits, particularly commercial experience audits. However, with the addition of 4 new staff members and use of independent contractors, TALCB SES worked to eliminate this backlog in 2019 and 2020 and is now resolving experience audits with the 30-60-day timeframe expectation set by the Board. Regular staff meetings and periodic case management

meetings are used to ensure experience audits are timely processed, investigated and appropriately resolved.

In 2017, the Texas Legislature passed legislation abolishing the Texas Residential Mortgage Fraud Task Force. During its roughly 10-year existence, TALCB SES was a member of the Task Force. During that time, 148 requests for assistance from state and federal law enforcement and prosecutorial agencies have been received, 147 of these have been resolved. This assistance has led to several indictments, prosecutions and convictions of licensed appraisers for criminal conduct. Despite abolishment of the formal Task Force, TALCB SES continues to cooperate with and make referrals to state and federal law enforcement and prosecutorial agencies when appropriate and as required by Tex. Penal Code § 32.32. During FY 2019 the division received 1 RFA seeking assistance with appraisal related matters involving potential criminal conduct. As of April, 2020 TALCB SES is assisting in 4 RFA matters.

4.   Providing excellent customer services.

The division regularly responds to inquiries from the public and license holders most frequently by telephone and e-mail. The division has a dedicated e-mail address (enforcement.talcb@trec.texas.gov) to serve this purpose. Depending on the nature of the inquiry an investigator or attorney will respond to the inquiry. As of February, 2020 the division maintains a caseload in which matters are resolved on average within 218 days and triages cases within the first 90 days in an effort to resolve complaints efficiently so that the concerns and needs of license holders and the public are addressed as promptly as possible. The Board also maintains a website that provides detailed information about the complaint process, including an online complaint information handbook and a license application tracker that includes the ability to check the status of an applicant's experience audit online. TALCB SES has also instituted regular surveys to complainants, respondents and applicants to assist in monitoring customer service efforts and areas for improvement. Additionally, TALCB SES holds investigative conferences with respondents as part of the complaint resolution process or applicants as part of the audit process in an effort to address their concerns and will occasionally meet with those have filed complaints when necessary to address their concerns.

5.   Transparent such that agency actions can be understood by any Texan.

The Board maintains a website (www.talcb.texas.gov) which provides extensive information about the complaint process to the public, license holders and industry stakeholders alike. Under the "Public" tab on the Board's home page separate sections addressing a variety of topics, including: (1) consumer information; (2) the complaint filing process; (3) how to obtain public information: (4) a license holder search function, (5) frequently asked questions and news and (6) disciplinary actions are readily available. Links are also provided to a .pdf copy of the Board's complaint form, as well as a flow chart of the complaint process and links to the agency's rules and laws. TALCB SES has also created an online complaint information handbook and a license application tracker that includes the ability to check the status of an applicant's experience audit online. Short, informative videos regarding the complaint and experience audit processes are also available on the website. Additionally, in an effort to keep Texans well informed about the regulatory process and new developments in the industry, the Board provides staff to speak throughout the state to stakeholders, trade groups, other associations and public groups, addressing the enforcement process and current topics and trends.

GOAL III COMMUNICATE EFFECTIVELY

To communicate with license holders and create a customer centric environment that promotes transparency and excellent delivery of customer service. Information provided will be reliable, accurate, and timely in order to promote informed decisions in Texas real estate transactions. (Texas Occupations Code, Chapters 1101, 1102, 1103, 1104, and 1303, and Texas Property Code, Chapter 221)

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Providing excellent customer service
   - Specially trained customer service representatives that are committed to making the customer experience superior
   - Anticipating the needs of every customer and staying knowledgeable on agency rules and policies to provide online assistance and guidance to consumers
   - Responding to emails and customer satisfaction surveys within 2 business day time frame

2. Ongoing Contact Center Enhancements:
   - The agency is committed to maintaining low hold times by utilizing features such as courtesy callback, precision call queuing, call recording for training purposes, customer satisfaction surveys, and faster email.

3. Online technology:
   - Constantly updating the agency's website with current information, displaying application processing dates, ability to check status of applications, and tools to determine the number of CE credits required to renew a license.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

   Customer service representatives assist license holders with online transactions which eliminates the cost associated with printing and mailing of paper applications.

   License holders are informed of their license renewal status which assists them on making decisions of the appropriate time for online renewals. Prospective license holders are provided with online assistance via phone and/or email for initial applications.

2. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

   All customer service representatives are expected to handle calls with professionalism and patience. All calls presented to the Texas Real Estate Commission and the Texas Appraiser Licensing and Certification Board will be answered with a greeting thanking the customer for calling, providing a name, and expressing an interest to assist with any questions or concerns. Customer's inquiries will be acknowledged and active listening, empathy, professional tone, and call control will be practiced while clear and concise guidance is provided. At the completion of every call,

representatives will ensure all needs have been met and the customer's record will be updated with a summary of the conversation.

3. Providing excellent customer services.

   The Texas Real Estate Commission and the Texas Appraiser Licensing and Certification Board offers exceptional customer service by telephone, emails, and in person.

   Each customer service representative is hired with applicable skills and show proven examples of providing excellent customer service in previous positions. Once hired, a 4-week, hands-on training is provided before staff is permitted to assist TREC/TALCB customers. After initial training, each representative is provided with feedback on calls and emails through the agency's quality monitoring program. Refresher training is provided on a consistent basis to all staff to stay up to date on various topics of concern.

   The agency is committed to ensure that persons contacting the agency receive the best service possible, as quickly as possible. Since April, 2019 the division has maintained an average monthly hold time of less than 2 minutes. In addition, the percentage of all customers that abandoned a call before speaking to a representative is less than 6%.

   Since May, 2019 the division has responded to 100% of emails within 2 business days but has recently established a new goal of responding to all emails within 1 business day. In January, 2020 the division started tracking the number and currently and average of 86% of emails have been answered in 1 business day.

   The agency is also a member of the Austin Contact Center Alliance (ACCA). The ACCA provides a resource for posting vacant positions, job specific training for staff, and solutions to common challenges contact centers face. This ensures the agency remains at the cutting edge of technology and has skillsets needed to provide excellent customer service.

   Customer Service Surveys are responded within two business days by phone or email.

4. Transparent such that agency actions can be understood by any Texan.

   The agency regularly communicates with the public through various mechanisms, including the website, social media, and statewide strategic planning and engagement tours.

GOAL IV WORK WITH HUBS

To implement purchasing policies encouraging the use of historically underutilized businesses (HUBs). (Texas Government Code, §2161.123)

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Utilize HUB vendors for non-competitive spot purchases of $5,000 or less

2. Solicit a minimum of two certified HUB vendors when available for purchases over $5,000

3. Attend HUB related meetings and forums to network with vendors and gain new knowledge of HUB vendors

4. Encourage and assist vendors who qualify as HUB vendors to become HUB certified by CPA's Statewide Procurement Division (SPD) and to maintain their HUB certification through CPA's Statewide HUB Program.

5. Encourage non-HUB vendors to subcontract with certified HUB vendors, pairing mentors with protégés.

6. Exceed the bid advertisement requirement of obtaining more than two HUB bids from the Centralized Master Bidders List (CMBL) for purchases over $5,000.

7. Maintain positive working relationships with the current HUB vendors

8. Track HUB quarterly performance measures

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

    By maintaining a robust program for HUB, the agency ensures that its financial investment in HUB businesses meets the highest standards for quality products and services. Tax and fee payers may access reports detailing HUB utilization directly through the agency website.

2. Efficient by producing maximum results with no waste of taxpayer funds, and by identifying any function or provision considered redundant or not cost-effective.

    The agency maximizes the HUB vendor pool by trading on historical relationships, and utilizing these businesses at every appropriate opportunity.

3. Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.

    Daily processes for purchasing incorporate activities designed to meet the agency's HUB goal of 30% utilization which is regularly exceeded, and which is significantly higher than the state average. (see chart page 45)

4. Attentive to providing excellent customer service.

    TREC is committed to excellent customer service which is seen in its HUB vendor relationships. The agency makes significant efforts to include HUBs when making purchasing decisions, especially by utilizing them in a manner that exceeds state bidding requirements and significant utilization for non-competitive spot purchases.

5. Transparent such that agency actions can be understood by any Texan.

The attached HUB report and chart provide a clear picture of the actions that TREC takes to accomplish the goal. As previously noted, this information is readily available via the agency website.

Redundancies and Impediments

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	TEX. OCC. CODE §1102.003 requires the agency to maintain a "Recovery Fund" to pay up to $12,500 toward a loss claim by certain qualified customers with an unpaid civil judgment against a licensed inspector.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Since 2007, Inspectors have been required to provide evidence of a current $100,000 Errors & Omissions Insurance policy for protection of their customers against certain losses. This has become the primary protection for Texas consumers.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Repeal the Inspector Recovery Fund, setting a date to resolve any potential claims, and return a portion of the funds to the inspectors who contributed to it, with the balance paid into General Revenue.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	A portion of staff time and expenses for the collecting, accounting, investing and remitting of funds allocated by law to this Recovery Fund is estimated at $24,455 annually.

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	Amend Occupations Code 1101.353 to provide authority to fingerprint individuals seeking a fitness determination before applying for a license. TREC received 1,178 fitness determination requests in Fiscal Year 2019.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Currently, TREC charges $50 to make a fitness determination of license candidates to determine whether their history will be a barrier to receiving a license. This fitness determination is based on a candidate providing details of their history to make that determination on the honor system. If the candidate later decides to apply for a license, part of the application process includes a background history check through fingerprinting.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Change law to allow license candidates to obtain fingerprints to determine whether their history is a barrier to receiving a license.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT	By authorizing fingerprints as part of the fitness determination, an applicant who has requested a fitness determination prior to applying for license is saved the

ASSOCIATED WITH RECOMMENDED CHANGE	redundancy of going through a limited background check based on the honor system only to later undergo a more complete background check that requires the applicant to provide fingerprints. There is the potential for savings depending on how a requirement to provide fingerprints as part of a fitness determination process is implemented.

NATURAL DISASTER-RELATED REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	In the event of a natural disaster, TREC and TALCB are not statutorily authorized to modify or waive certain license application and renewal requirements or fees without written approval from the Governor under chapter 418 of the Texas Government Code.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	TREC and TALCB have not seen any impediment to the agency's ability to serve its license holders as the Governor has consistently provided alternate means for statute and rule waiver in the event of a natural disaster.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	The agency does not propose any modification at this time.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	N/A. See response above.

SUPPLEMENTAL SCHEDULES

Schedule B
Performance Measure Definitions

Goal 01: Ensure Standards

Outcome Measures:

(Key) Percent of Applicants Who Pass the Exam (TREC)

Definition:	The overall percent of individual real estate applicants who pass the examination.
Purpose:	This measures the ability of education providers (who are approved by the Texas Real Estate Commission to offer qualifying courses) to maintain education standards for applicants to achieve initial competence through an examination pass rate of 75 percent annually.
Data Source:	Data is derived from the agency's automated records. The Director of Education & Examination Services is responsible for this measure. The data is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure is the percent of applicants who pass the exam.
Calculation Type:	Non-cumulative
New Measure:	No
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides agency staff with data relating to the performance of education providers and the licensing exam.

(Key) Percent of Applicants Who Pass the Exam (TALCB)

Definition:	The overall percent of individual appraiser applicants who pass the examination.
Purpose:	This measures the ability of education providers to maintain education standards for applicants to achieve initial competence through an examination pass rate of 75 percent annually.
Data Source:	Data is derived from the agency's automated records. The Director of Education & Examination Services is responsible for this measure. The data is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure is the percent of applicants who pass the exam.
Calculation Type:	Non-cumulative
New Measure:	No
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides agency staff with data relating to the performance of education providers and the licensing exam.

(Key) Percent of License Holders with No Recent Violations (TREC)

Definition:	The percent of the total number of licensed, registered, or certified license holders at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).
Purpose:	Licensing, registering, or certifying individuals helps ensure that practitioners meet legal standards for professional education and practice which is a primary agency goal.

This measure is important because it indicates how effectively the agency's activities deter violations of professional standards established by statute and rule.

Data Source:	Data is derived from the agency's automated records and is stored in TALCB's Standards and Enforcement Division and in Versa, the agency's centralized database system. The Director of Standards & Enforcement Services is responsible for this measure.
Methodology:	The total number of license holders currently licensed, registered, or certified by the agency who have not incurred a violation within the current and preceding two years (numerator) is divided by the total number of individuals currently licensed, registered, or certified by the agency (denominator). The numerator for this measure is calculated by subtracting the total number of license holders with violations during the three-year period from the total number of license holders at the end of the reporting period. The denominator is the total number of license holders at the end of the reporting period. The result is multiplied by 100 to achieve a percentage. The period included must be through the last date of the fiscal year being reported. The period goes back two full fiscal years from the beginning of the current fiscal year. (Example: FY 2019, inception date must be September 1, 2016.) This would include all of FY 2017, all of FY 2018 and all of FY 2019.
Data Limitation:	Economic conditions sometimes impact the number of violations of the License Act and Commission Rules.
Calculation Type:	Non-cumulative
New Measure:	No
Desired Performance:	Higher than Target of 99%

(Key) Percent of Licensed Appraisers with No Recent Violations (TALCB)

Definition:	The percent of the total number of licensed, registered or certified individuals who have not incurred a violation within the current and preceding two years (three years total).
Purpose:	Licensing, registering, or certifying individuals helps ensure that practitioners meet legal standards for professional education and practice which is a primary agency goal. This measure is important because it indicates how effectively the agency's activities deter violations of professional standards established by statute and rule.
Data Source:	Data is derived from the agency's automated records. The TALCB Director of Standards and Enforcement is responsible for this measure. Data is stored in TALCB's Standards and Enforcement Division and in Versa, the agency's centralized database system.
Methodology:	The total number of individuals currently licensed, registered, or certified by the agency who have not incurred a violation within the current and preceding two years (numerator) is divided by the total number of individuals currently licensed, registered, or certified by the agency (denominator). The numerator for this measure is calculated by subtracting the total number of license holders with violations during the three-year period from the total number of license holders at the end of the reporting period. The denominator is the total number of license holders at the end of the reporting period. The result is multiplied by 100 to achieve a percentage. The period included must be through the last date of the fiscal year being reported. The period goes back two full fiscal years from the beginning of the current fiscal year. (Example: FY 2019, inception date of report must be September 1, 2016.) This would include all of FY 2017, all of FY 2018 and all of FY 2019.
Data Limitation:	Economic conditions as well as federal and state legislation may sometimes impact the number of violations.
Calculation Type:	Non-cumulative
New Measure:	No
Desired Performance:	Higher than Target of 99%

Output Measures:

(Key) Number of Initial License Applications Received (TREC)

Definition:	The number of initial license applications received during the reporting period by license type.
Purpose:	This measure illustrates trends in the market place. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to reassess projects and adjust staffing levels.
Data Source:	Data is derived from the agency's automated records. The Director of Licensing & Registration Services is responsible for this measure. The data is stored in the Licensing & Registration Services Division and in Versa, the agency's centralized database system.
Methodology:	Report the number of initial license applications received during the reporting period by license type. For the purposes of this measure, initial license applications include applications filed for the reinstatement of a license that has been expired for more than six months.
Data Limitation:	Economic conditions and other factors beyond the agency's control may affect the number of individuals desiring to enter the real estate industry for the first time or return to the industry if previously licensed.
Calculation Type:	Cumulative
New Measure:	No
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

(Key) Number of Initial License and Certification Applications Received (TALCB)

Definition:	The number of initial license and certification applications received during the reporting period by license type.
Purpose:	This measure illustrates trends in the market place. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to reassess projects and adjust staffing levels.
Data Source:	Data is derived from the agency's automated records. The Director of Licensing & Registration Services is responsible for this measure. The data is stored in the Licensing & Registration Services Division and in Versa, the agency's centralized database system.
Methodology:	Report the number of initial license and certification applications received during the reporting period. For the purposes of this measure, initial applications include applications filed for the reinstatement of a license, certification, or registration that has been expired more than six months.
Data Limitation:	Economic conditions, federal requirements and other factors beyond the agency's control may affect the number of individuals desiring to enter the appraiser industry.
Calculation Type:	Cumulative
New Measure:	No
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

(Key) Number of Experience Audits Received Processed (TALCB)

Definition:	The total number of experience audits received during the reporting period.

Purpose:	This measure shows the number of experience audits received, as an SDSI agency, upward or downward trends could have impact on the agency and may indicate a need to adjust staffing levels and could have a corresponding budgetary impact.
Data Source:	Data is derived from the agency's automated records and is stored in TALCB's Standards & Enforcement Services Division.
Methodology:	The total number of experience audits received during the reporting period.
Data Limitation:	TALCB does not control the volume of experience audits, which are required by law to be performed when an applicant applies for a license or certification.
Calculation Type:	Cumulative
New Measure:	Yes

Desired Performance: Higher than Target (200)

(Key) Percent of Licenses Renewed (TREC)

Definition:	The percent of licenses renewed timely during the reporting period.
Purpose:	This measure illustrates trends in the market place. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to reassess projects and adjust staffing levels.
Data Source:	Data is derived from the agency's automated records. The Director of Licensing & Registration Services is responsible for this measure. The data is stored in the Licensing & Registration Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure is calculated by querying the licensing data base to produce the percent of licenses renewed timely by individuals.
Data Limitation:	Economic conditions and other factors beyond the agency's control may affect the number of individuals desiring to remain in the real estate industry.
Calculation Type:	Non-cumulative
New Measure:	No
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

(Key) Percent of Licenses and Certifications Renewed (TALCB)

Definition:	The percent of licenses and certifications renewed timely during the reporting period.
Purpose:	This measure illustrates trends in the market place. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to reassess projects and adjust staffing levels.
Data Source:	Data is derived from the agency's automated records and is stored in the Licensing & Registration Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure is calculated by querying the licensing data base to produce the percentage of licenses renewed timely by individuals.
Data Limitation:	Economic conditions, success as an appraiser, and other factors beyond the agency's control affect the renewal of appraiser certification and licensing.
Calculation Type:	Non-cumulative
New Measure:	No
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

(Key) Percent of Education Provider Renewals Issued (TREC)

Definition:	The percent of education provider renewals issued during the reporting period to the percentage of licenses renewed during that same reporting period (four years prior for qualifying education providers and or two years prior for continuing education providers).
Purpose:	This measure illustrates trends in the market place. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to reassess projects and adjust staffing levels.
Data Source:	Data is derived from the agency's automated records. The Director of Education & Examination Services is responsible for this measure. The data is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure is calculated by querying the education data base to produce the percentage of approvals issued to education providers who currently hold a valid approval and renewed timely or who renewed an approval that has been expired six months or less.
Data Limitation:	Economic conditions and other factors beyond the agency's control may affect the number of education providers desiring to remain in the profession.
Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

(Key) Percentage of ACE Provider Renewals Issued (TALCB)

Definition:	The percentage of ACE provider renewals issued during the reporting period to approved ACE providers who renewed timely or renewed an approval that has been expired six months or less.
Purpose:	This measure provides data on the number of ACE provider renewals issued during the reporting period to the percentage of ACE providers who renewed during that same reporting period two years prior
Data Source:	Data is derived from the agency's automated records. The Director of Education & Examination Services is responsible for this measure. The data is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure is calculated by querying the education data base to produce the total number of approvals issued to ACE providers who currently hold a valid approval and renewed timely or who renewed an approval that has been expired six months or less.
Data Limitation:	Economic conditions and other factors beyond the agency's control may affect the number of ACE providers desiring to remain in the profession.
Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

(Key) Percentage of Course Renewals Issued (TREC)

Definition:	The percentage of course renewals issued during the reporting period.
Purpose:	This measure provides data as to the percentage of real estate and inspector courses and the availability of qualifying and continuing education for current and future license

holders. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels.

Data Source:	Data is derived from the agency's automated records and is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure is calculated by querying the education data base to produce the percentage of course renewals issued for courses that hold a current approval or have been expired less than six months.
Data Limitation:	Economic conditions and other factors beyond the agency's control may affect the number of real estate and inspector courses offered by approved education providers.
Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

(Key) Percent of ACE Course Renewals Issued (TALCB)

Definition:	The percent of ACE course renewals issued during the reporting period.
Purpose:	This measure provides data as to the percentage of ACE courses and the availability of ACE for current license holders. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels.
Data Source:	Data is derived from the agency's automated records and is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure is calculated by querying the education data base to produce the percentage of ACE course renewals issued for ACE courses that hold a current approval or have been expired less than six months.
Data Limitation:	Economic conditions and other factors beyond the agency's control may affect the number of ACE courses offered by approved ACE providers.
Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help inform the agency's budgetary process

Output Measures:

(Key) Number of New Education Provider Applications Received (TREC)

Definition:	The number of new education provider applications received during the reporting period.
Purpose:	This measure illustrates trends regarding the number of real estate and inspector education providers entering the profession and the availability of qualifying and continuing education for current and future license holders. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels.
Data Source:	Data is derived from the agency's automated records. The Director of Education & Examination Services is responsible for this measure. The data and is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	Report the number of new education provider applications received during the reporting period and includes persons who were not previously approved or whose approval has been expired more than six months.

Data Limitation:	Economic conditions and other factors beyond the agency's control may affect the number of individuals desiring to become approved to offer real estate and inspector education or return to the profession after allowing an approval to expire for more than six months.
Calculation Type:	Cumulative
New Measure:	Yes
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

(Key) Number of New ACE Provider Applications Received (TALCB)

Definition:	The number of new ACE provider applications received during the reporting period.
Purpose:	This measure provides data as to the number of ACE providers entering the profession and the availability of ACE courses for current license holders. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels.
Data Source:	Data is derived from the agency's automated records. The Director of Education & Examination Services is responsible for this measure. The data is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	Report the number of new ACE provider applications received during the reporting period and includes persons who were not previously approved or whose approval has been expired more than six months.
Data Limitation:	Economic conditions and other factors beyond the agency's control may affect the number of individuals desiring to become approved to offer ACE courses or return to the profession after allowing an approval to expire for more than six months.
Calculation Type:	Cumulative
New Measure:	Yes
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

(Key) Number of New Course Applications received (TREC)

Definition:	The number of new course applications received during the reporting period.
Purpose:	This measure provides data as to the number of new real estate and inspector courses and the availability of qualifying and continuing education for current and future license holders. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels.
Data Source:	Data is derived from the agency's automated records and is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	Report the number of new course applications received during the reporting period and includes courses not previously approved or where an approval has been expired more than six months.
Data Limitation:	Economic conditions and other factors beyond the agency's control may affect the number of real estate and inspector courses offered by approved education providers.
Calculation Type:	Cumulative
New Measure:	Yes
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

(Key) Number of New ACE Course Applications Received (TALCB)

Definition:	The number of new ACE course applications received during the reporting period.
Purpose:	This measure provides data as to the number of new ACE courses and the availability of ACE education for current and future license holders. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels.
Data Source:	Data is derived from the agency's automated records and is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	Report the number of new ACE course applications received during the reporting period and includes courses not previously approved or where an approval has been expired more than six months.
Data Limitation:	Economic conditions and other factors beyond the agency's control may affect the number of ACE courses offered by approved ACE education providers.
Calculation Type:	Cumulative
New Measure:	Yes
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

Efficiency Measures:

(Key) Average Time to Issue a License, Certificate, or Registration (TREC)

Definition:	The average number of days to process an initial license, certificate, or registration application.
Purpose:	This measures the ability of the agency to process initial applications in a timely manner and its responsiveness to applicants.
Data Source:	Data is derived from the agency's automated records. The Director of Licensing & Registration Services is responsible for this measure. The data is stored in the Licensing & Registration Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure counts the total number of days from the date information is received (course completion certificates) for an initial application to when a response provided by staff (evaluation letter, curative/deficiency letter, exam authorization letter. The total number of days by application type is divided by the number of applications where a response was provided by application type to obtain the average.
Data Limitation:	There are factors beyond the agency's control that determine when a license, certificate or registration can be issued, such as passing the examination and passing the fingerprint based background check. This measure excludes the time outside of the agency's control and measures the time it takes for agency staff to process an application for a license, certificate, or registration.
Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	Lower than Target (Targets for FY 2021 and 2023: 14 days)

(Key) Average Time to Issue a License, Certificate, or Registration (TALCB)

Definition:	The average number of days to process an initial license, certificate, or registration application.
Purpose:	This measures the ability of the agency to process initial applications in a timely manner and its responsiveness to applicants.

Data Source:	Data is derived from the agency's automated records. The Director of Licensing & Registration Services is responsible for this measure. The data is stored in the Licensing & Registration Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure counts the total number of days from the date information is received (course completion certificates) for an initial application to when a response provided by staff (evaluation letter, curative/deficiency letter, exam authorization letter. The total number of days by application type is divided by the number of applications where a response was provided by application type to obtain the average.
Data Limitation:	There are factors beyond the agency's control that determine when a license, certificate or registration can be issued, such as passing the examination and passing the fingerprint based background check. This measure excludes the time outside of the agency's control and measures the time it takes for agency staff to process an application for a license, certificate, or registration.
Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	Lower than Target (Targets for FY 2021 and 2023: 14 days)

(Key) Average Number of Days to Process an Experience Audit (TALCB)

Definition:	The average length of time to review and clear an experience audit during the reporting period.
Purpose:	Measures the efficiency and effectiveness of the experience audit process.
Data Source:	Data is derived from the agency's automated records and stored in TALCB's Standards & Enforcement Services Division.
Methodology:	The total number of calendar days per experience audit processed, summed for all experience audits resolved during the reporting period, that elapsed from the receipt of the applicant's work product samples to the date upon which final action on the experience audit was taken by the Board (numerator) divided by the number of experience audits resolved during the reporting period (denominator).
Data Limitation:	The number of pending experience audits, complexity of the experience submitted, available staffing, time taken by applicant to submit and requested follow-up information all may impact this measure.
Calculation Type:	Non–cumulative
New Measure:	Yes
Desired Performance:	Lower than Target (60)

(Key) Average Time to Issue a Qualifying Education Provider Approval (TREC)

Definition:	The average number of days to process a qualifying provider application.
Purpose:	This measures the ability of the agency to process qualifying education provider applications in a timely manner and its responsiveness to applicants.
Data Source:	Data is derived from the agency's automated records. The Director of Education & Examination Services is responsible for this measure. The data is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure counts the total number of days from the date information is received (application, fee and supporting documents) for a qualifying provider application to when a response provided by staff (curative/deficiency letter or approval letter.) The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.
Data Limitation:	There are factors beyond the agency's control that determine when an approval can be issued, such as submission of complex documentation. This measure excludes the time

outside of the agency's control and measures the time it takes for agency staff to process an application.

Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	Lower than Target (Targets for FY 2021 and 2023: 45 days)

(Key) Average Time to Issue a Continuing Education (CE) Provider Approval (TREC)

Definition:	The average number of days to process a CE provider application.
Purpose:	This measures the ability of the agency to process CE education provider applications in a timely manner and its responsiveness to applicants.
Data Source:	Data is derived from the agency's automated records. The Director of Education & Examination Services is responsible for this measure. The data is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure counts the total number of days from the date information is received (application, fee and supporting documents) for a CE provider application to when a response provided by staff (curative/deficiency letter or approval letter.) The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.
Data Limitation:	There are factors beyond the agency's control that determine when an approval can be issued, such as submission of all required documentation. This measure excludes the time outside of the agency's control and measures the time it takes for agency staff to process an application.
Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	Lower than Target (Targets for FY 2021 and 2023: 30 days)

(Key) Average Time to Issue a Qualifying Course Approval – Classroom Delivery (TREC)

Definition:	The average number of days to process a qualifying classroom course application.
Purpose:	This measures the ability of the agency to process qualifying classroom course applications in a timely manner and its responsiveness to applicants.
Data Source:	Data is derived from the agency's automated records. The Director of Education & Examination Services is responsible for this measure. The data is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure counts the total number of days from the date information is received (application, fee and supporting documents) for a qualifying classroom course application to when a response provided by staff (curative/deficiency letter or approval letter.) The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.
Data Limitation:	There are factors beyond the agency's control that determine when an approval can be issued, such as submission of complex documentation. This measure excludes the time outside of the agency's control and measures the time it takes for agency staff to process an application.
Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	Lower than Target (Targets for FY 2021 and 2023: 30 days)

(Key) Average Time to Issue a Qualifying Course Approval – Distance Education Delivery (TREC)

Definition:	The average number of days to process a qualifying course application offered through distance education (DE) delivery.
Purpose:	This measures the ability of the agency to process qualifying DE course applications in a timely manner and its responsiveness to applicants.
Data Source:	Data is derived from the agency's automated records. The Director of Education & Examination Services is responsible for this measure. The data is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure counts the total number of days from the date information is received (application, fee and supporting documents) for a qualifying DE course application to when a response provided by staff (curative/deficiency letter or approval letter.) The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.
Data Limitation:	There are factors beyond the agency's control that determine when an approval can be issued, such as submission of complex documentation. This measure excludes the time outside of the agency's control and measures the time it takes for agency staff to process an application.
Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	Lower than Target (Targets for FY 2021 and 2023: 45 days)

(Key) Average Time to Issue a Continuing Education (CE) Course Approval – Classroom Delivery (TREC)

Definition:	The average number of days to process a CE classroom course application.
Purpose:	This measures the ability of the agency to process CE classroom course applications in a timely manner and its responsiveness to applicants.
Data Source:	Data is derived from the agency's automated records. The Director of Education & Examination Services is responsible for this measure. The data is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure counts the total number of days from the date information is received (application, fee and supporting documents) for a CE classroom course application to when a response provided by staff (curative/deficiency letter or approval letter.) The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.
Data Limitation:	There are factors beyond the agency's control that determine when an approval can be issued, such as submission of required documentation. This measure excludes the time outside of the agency's control and measures the time it takes for agency staff to process an application.
Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	Lower than Target (Targets for FY 2021 and 2023: 15 days)

(Key) Average Time to Issue a Continuing Education (CE) Course Approval – Approval – Distance Education Delivery (TREC)

Definition:	The average number of days to process a CE DE course application.

Purpose:	This measures the ability of the agency to process CE DE course applications in a timely manner and its responsiveness to applicants.
Data Source:	Data is derived from the agency's automated records. The Director of Education & Examination Services is responsible for this measure. The data is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure counts the total number of days from the date information is received (application, fee and supporting documents) for a CE DE course application to when a response provided by staff (curative/deficiency letter or approval letter.) The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.
Data Limitation:	There are factors beyond the agency's control that determine when an approval can be issued, such as submission of complex documentation. This measure excludes the time outside of the agency's control and measures the time it takes for agency staff to process an application.
Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	Lower than Target (Targets for FY 2021 and 2023: 30 days)

(Key) Average Time to Issue an Appraiser Continuing Education (ACE) Provider Approval (TALCB)

Definition:	The average number of days to process an ACE provider application.
Purpose:	This measures the ability of the agency to process ACE education provider applications in a timely manner and its responsiveness to applicants.
Data Source:	Data is derived from the agency's automated records. The Director of Education & Examination Services is responsible for this measure. The data is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.
Methodology:	This measure counts the total number of days from the date information is received (application, fee and supporting documents) for an ACE provider application to when a response provided by staff (curative/deficiency letter or approval letter.) The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.
Data Limitation:	There are factors beyond the agency's control that determine when an approval can be issued, such as submission of all required documentation. This measure excludes the time outside of the agency's control and measures the time it takes for agency staff to process an application.
Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	Lower than Target (Targets for FY 2021 and 2023: 30 days)

(Key) Average Time to Issue an Appraiser Continuing Education (ACE) Course Approval (TALCB)

Definition:	The average number of days to process an ACE course application.
Purpose:	This measures the ability of the agency to process ACE course applications in a timely manner and its responsiveness to applicants.
Data Source:	Data is derived from the agency's automated records. The Director of Education & Examination Services is responsible for this measure. The data is stored in the Education & Examination Services Division and in Versa, the agency's centralized database system.

Methodology:	This measure counts the total number of days from the date information is received (application, fee and supporting documents) for an ACE course application to when a response provided by staff (curative/deficiency letter or approval letter.) The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.
Data Limitation:	There are factors beyond the agency's control that determine when an approval can be issued, such as submission of required documentation. This measure excludes the time outside of the agency's control and measures the time it takes for agency staff to process an application.
Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	Lower than Target (Targets for FY 2021 and 2023: 15 days)

Goal 02: Enforce Regulations
Outcome Measures:

Percent of Complaints Resolved Resulting in Disciplinary Action (TREC)

Definition:	Percent of complaints which were resolved during the reporting period that resulted in disciplinary action.
Purpose:	This measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of complaints received. It is important that both the public and license holders have an expectation that the agency will work to ensure fair and effective enforcement of the act and this measure seeks to indicate agency responsiveness to this expectation.
Data Source:	Data is derived from the agency's automated records and is stored in TREC's Standards & Enforcement Services Division and in Versa, the agency's centralized database system.
Methodology:	The total number of complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, advisory letters, suspensions, probation, revocation, restitution, and administrative penalties agreed to by the licensee. Complaints determined to be non-jurisdictional are not resolved complaints for purposes of this measure, and application inquiries and moral character determination-related closings are not considered for purposes of this measure.
Data Limitation:	Staffing, data sources, and equipment availability, the facts and law, the complexity of the complaints, legal representation by the respondent, SOAH findings, and Commission action all affect this measure.
Calculation Type:	Non-cumulative
New Measure:	No
Desired Performance:	For informational purposes only. Illustrates if the agency is balanced in its enforcement of agency statutes and rules.

Percent of Complaints Resolved Resulting in Disciplinary Action (TALCB)

Definition:	The number of complaints which were resolved during the reporting period that resulted in disciplinary action.
Purpose:	This measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of complaints received. It is important that both the public and license holders have an expectation that the agency

will work to ensure fair and effective enforcement of the act and this measure seeks to indicate agency responsiveness to this expectation.

Data Source:	Data is derived from the agency's automated records and is stored in TALCB's Standards & Enforcement Services Division and in Versa, the agency's centralized database system.
Methodology:	The total number of complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, suspensions, probation, revocation, restitution, and administrative penalties agreed to by the licensee. Complaints determined to be non-jurisdictional and Requests for Assistance (RFA) are not resolved complaints for purposes of this measure. Requests for Assistance reflect the work performed by TALCB as a result of the statutory requirement in HB 716 to assist law enforcement agencies investigating mortgage fraud cases. Also, complaints resolved through deferred prosecution are not part of this measure.
Data Limitation:	Staffing, data sources and equipment availability, complexity of the complaints, mortgage fraud, legal representation by the respondent, SOAH findings, and Board action all affect this measure. Informal complaint resolution options and increased reporting due to mandatory reporting requirements under the Dodd-Frank Act and jurisdictional expansion over AMCs.
Calculation Type:	Non-cumulative
New Measure:	No
Desired Performance:	For informational purposes only. Illustrates if the agency is balanced in its enforcement of agency statutes and rules.

(Key) Percent of Complaints Resolved Within Six Months (TREC)

Definition:	The percent of complaints resolved during the reporting period that were resolved within a six-month period from the time they were initially received by the agency.
Purpose:	This measure is intended to show the percentage of complaints which are resolved within a reasonable period of time as well as the effectiveness and efficiency of the enforcement and complaint resolution process.
Data Source:	Data is derived from the agency's automated records and stored in TREC's Standards & Enforcement Services Division and in Versa, the agency's centralized database system.
Methodology:	The number of complaints resolved within a period of six months or less from the date of receipt (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage. Complaints determined to be non-jurisdictional are not resolved complaints for purposes of this measure, and application inquiries and moral character determination related closings are not considered for purposes of this measure.
Data Limitation:	Workloads and staffing levels, complexity of the complaints, SOAH proceedings, and commission meeting schedules all affect this measure.
Calculation Type:	Non-cumulative
New Measure:	No
Desired Performance:	Higher than Target of 60%

(Key) Percent of Complaints Resolved within 6 Months (TALCB)

Definition:	The percent of complaints resolved during the reporting period that were resolved within a six-month period from the time they were initially received by the agency.

Purpose:	This measure is intended to show the percentage of complaints which are resolved within a reasonable period of time as well as the effectiveness and efficiency of the enforcement and complaint resolution process.
Data Source:	Data is derived from the agency's automated records and stored in TALCB's Standards & Enforcement Services Division and in Versa, the agency's centralized database system.
Methodology:	The number of complaints resolved within a period of six months or less from the date of receipt (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage. Complaints determined to be non-jurisdictional and Requests for Assistance (RFA) are not resolved complaints for purposes of this measure. Requests for Assistance reflect the work performed by TALCB as a result of the statutory requirement in HB 716 to assist law enforcement agencies investigating mortgage fraud cases.
Data Limitation:	Workloads and staffing levels, complexity of the complaints, SOAH proceedings, board meeting schedules, and Peer Investigative Committees all affect this measure. Also, federal and state legislation may also impact the number of violations.
Calculation Type:	Non-cumulative
New Measure:	No
Desired Performance:	Higher than Target (75%)

Output Measures:

(KEY) Number of Complaints Resolved (TREC)

Definition:	The total number of complaints resolved during the reporting period.
Purpose:	Measures the efficiency and effectiveness of the enforcement and complaint resolution process and investigative process. Additionally, as an SDSI agency, upward or downward trends could impact on the agency and may indicate a need to adjust staffing levels and have a corresponding budgetary impact.
Data Source:	Data is derived from the agency's automated records and is stored in TALCB's Standards & Enforcement Services Division.
Methodology:	The total number of complaints during the reporting period upon which final action was taken by the commission or for which a determination is made that a violation did not occur, regardless of the period in which the complaint was received. A complaint that, after preliminary review, is determined to be non-jurisdictional is not a resolved complaint. Application inquiries and moral character determinations are not complaints for purposes of this measure.
Data Limitation:	Workloads, staffing, and SOAH proceedings affect this measure.
Calculation Type:	Cumulative
New Measure:	No
Desired Performance:	Higher than Target of 1,200

(Key) Number of Complaints Resolved (TALCB)

Definition:	The total number of complaints resolved during the reporting period.
Purpose:	Measures the efficiency and effectiveness of the enforcement and complaint resolution process and investigative process. Additionally, as an SDSI agency, upward or downward trends could have impact on the agency and may indicate a need to adjust staffing levels and could have a corresponding budgetary impact.

Data Source:	Data is derived from the agency's automated records and is stored in TALCB's Standards & Enforcement Services Division.
Methodology:	The total number of complaints during the reporting period upon which final action was taken by the board or for which a determination is made that a violation did not occur, regardless of the period in which the complaint was received. Complaints determined to be non-jurisdictional and Requests for Assistance (RFA) are not resolved complaints for purposes of this measure. Requests for Assistance reflect the work performed by TALCB as a result of the statutory requirement in HB 716 to assist law enforcement agencies investigating mortgage fraud cases.
Data Limitation:	Workloads and staffing levels, complexity of the complaints, SOAH proceedings, board meeting schedules, and Peer Investigative Committees all affect this measure.
Calculation Type:	Cumulative
New Measure:	No
Desired Performance:	Higher than Target (200)

Efficiency Measures:

(Key) Average Number of Days for Complaint Resolution (TREC)

Definition:	The average length of time to resolve a complaint, for all complaints resolved during the reporting period.
Purpose:	Measures the efficiency and effectiveness of the enforcement and complaint resolution and investigative process.
Data Source:	Data is derived from agency's automated records and is stored in TALCB's Standards & Enforcement Services Division.
Methodology:	The total number of calendar days per complaint resolved, summed for complaints resolved during the reporting period, that elapsed from the receipt of a request for agency intervention to the date upon which final action on the complaint was taken by the commission (numerator) is divided by the number of complaints resolved during the reporting period (denominator). Application Inquiries and Moral Character Determinations are not complaints for purposes of this measure. The calculation excludes complaints determined to be non-jurisdictional under the agency's statutes.
Data Limitation:	The complexity of cases, staffing, and SOAH proceedings affect this measure.
Calculation Type:	Non-cumulative
New Measure:	No
Desired Performance:	Lower than Target of 195

(Key) Average Number of Days for Complaint Resolution (TALCB)

Definition:	The average length of time to resolve a complaint, for complaints resolved during the reporting period.
Purpose:	Measures the efficiency and effectiveness of the enforcement and complaint resolution and investigative process.
Data Source:	Data is derived from the agency's automated records and is stored in TALCB's Standards & Enforcement Services Division.
Methodology:	The total number of calendar days per complaint resolved, summed for complaints resolved during the reporting period, that elapsed from the receipt of a request for agency intervention to the date upon which final action on the complaint was taken by the commission (numerator) divided by the number of complaints resolved during the reporting period (denominator). The calculation excludes complaints determined to be non-jurisdictional of the agency's statutory responsibilities.

Data Limitation:	The number of pending cases, complexity of the complaints, available staffing, Board meeting schedules, SOAH scheduling and reporting, and funding all may impact this measure.
Calculation Type:	Non–cumulative
New Measure:	No
Desired Performance:	Lower than Target (180)

Explanatory Measures:

Number of Complaints Received (TREC)

Definition:	The total number of complaints received or opened during the reporting period that are within the agency's jurisdiction of statutory responsibility.
Purpose:	The measure shows the number of jurisdictional complaints. As an SDSI agency, upward or downward trends could impact on the agency and may indicate a need to adjust staffing levels and have a corresponding budgetary impact
Data Source:	Data is derived from the agency's automated records and is stored in TALCB's Standards & Enforcement Services Division.
Methodology:	The agency sums the total number of complaints received for which it has jurisdiction. The agency keeps track of the total number of complaints that are not in its jurisdiction but does not use that figure in this calculation. Application inquiries and moral character determination related closings are not considered for purposes of this measure.
Data Limitation:	TREC does not control who files most complaints or the type of complaints filed, and typically responds only to written and signed complaints.
Calculation Type:	Cumulative
New Measure:	No
Desired Performance:	For informational purposes only. Illustrates if the agency is balanced in its enforcement of agency statutes and rules.

Number of Complaints Received (TALCB)

Definition:	The total number of complaints received or opened during the reporting period which is within the agency's jurisdiction of statutory responsibility.
Purpose:	This measure shows the number of jurisdictional complaints. As an SDSI agency, upward or downward trends could impact on the agency and may indicate a need to adjust staffing levels and have a corresponding budgetary impact
Data Source:	Data is derived from the agency's automated records and is stored in TALCB's Standards & Enforcement Services Division.
Methodology:	The agency sums the total number of complaints received only relative to its jurisdiction. The agency keeps track of the total number of complaints that are not in their jurisdiction but does not use that figure in this calculation. Requests for Assistance are not included in this measure. Requests for Assistance reflect the work performed by TALCB as a result of the statutory requirement in HB 716 to assist law enforcement agencies investigating mortgage fraud cases
Data Limitation:	TALCB does not control who files complaints or the type of complaints filed, and may only respond to written and signed complaints.
Calculation Type:	Cumulative
New Measure:	No
Desired Performance:	For informational purposes only. Illustrates if the agency is balanced in its enforcement of agency statutes and rules.

Goal 03: Communicate Effectively
Outcome Measures:

(Key) Percentage of Abandoned Calls

Definition:	Percentage of customers that disconnect the call prior to being connected to a representative of the agency.
Purpose:	Measure the effective management of the Contact Center and the customer experience. Indicate how accessible the center is to customers and how many agents needed to provide efficient service.
Data Source:	Data is derived from the agency's Cisco Unified Intelligence Center (CUIC) Software. The Service Quality Queue Activity report produces the number of customer calls presented to the agency as well as the percentage of customers that abandoned calls prior to speaking with a representative of the agency. The Director of Reception & Communication Services is responsible for this measure. Data is stored in the Director of Reception & Communication Services' office.
Methodology:	This measure keeps track of the percentage of customers the agency was not able to assist.
Calculation Type:	Cumulative
New Measure:	Yes

Desired Performance: 5% or less

(Key) Average Hold Time

Definition:	Length of time that a caller waits in queue for a TREC/TALCB representative to answer their inquiry
Purpose:	Measure the effective management of the Contact Center and the customer experience. Indicate how accessible the center is to customers and how many agents needed to provide efficient service.
Data Source:	Data is derived from the agency's Cisco Unified Intelligence Center (CUIC) Software. The Service Quality Queue Activity report produces a report on the average hold time. The Director of Reception & Communication Services is responsible for this measure. Data is stored in the Director of Reception & Communication Services' office.
Methodology:	This measure keeps track of the time in which a customer is waiting to speak to a customer service representative.
Calculation Type:	Cumulative
New Measure:	Yes

Desired Performance: Average hold time of 1 minute or less

(Key) Percent of Emails Responded to Within 1 Working Day

Definition:	Emails received for TREC Headquarters are handled by the Reception and Communication Services Division. All emails are answered within a one business day time frame.
Purpose:	This measure indicates the information demand of the public and the real estate industry and the corresponding workload of TREC. It also reflects the shift from communication by telephone to e-mail.
Data Source:	The Director of Reception & Communications Services maintains a record on the total number of each e-mail response handled by Reception & Communications Services staff on inquires and requests for information. Records are kept in the office of the Director of Reception & Communications Services.

Methodology:	The Reception & Communication Division's staff provides a count of e-mails, which are submitted to the Division Director, by fiscal year and by month. The total number of emails includes responses from customer service responses.
Calculation Type:	Cumulative
New Measure:	Yes
Desired Performance:	Target (100%)

Output Measures:

(Key) Number of Customers served in Contact Center

Definition:	The number of customers receiving a response to their request for services by telephone, email, and walk-ins. This reflects the number of customers who received a response, but excludes those customers who abandoned or dropped their calls.
Purpose:	Provides the agency with the valuable information regarding the number of customers requesting services through the Contact Center.
Data Source:	Data is derived from the agency's Cisco Unified Intelligence Center (CUIC) Software. The Service Quality Queue Activity report produces the number of customer calls presented to the agency. In addition, the division manually collects and calculates the number of customers served by email and in person. The Director of Reception & Communication Services is responsible for this measure. Data is stored in the Director of Reception & Communication Services' office.
Methodology:	This measure keeps track of the number of customers the agency assists and provides the ability to forecast call volumes and needs of the agency.
Calculation Type:	Cumulative
New Measure:	Yes
Desired Performance:	Average hold time of 1 minute or less

(Key) Number of Services Accessible on Agency Website

Definition:	Reflects the total number of services that can be completed through online transactions rather than in person or mail-in transactions.
Purpose:	Encourage the availability of services offered online where a license holder or perspective license holder can complete their inquiry on their schedule.
Data Source:	Data gathered from all online presence by the Director of Information Technology Services and tallied quarterly within a spreadsheet.
Methodology:	Count of online services which resolves a request that would normally be dependent upon interaction with agency staff.
Calculation Type:	Non-cumulative
New Measure:	Yes
Desired Performance:	Higher than Target

(Key) Number of Online Customer Surveys Received

Definition:	The figure reflects all requests for information received by the Reception & Communications Division via e-mail which were submitted online through the customer service survey.
Purpose:	This measure indicates the comments that are submitted by the public and the real estate industry.

Data Source:	The Director of Reception & Communication Services maintains a record on the total number of each e-mail response. Records are kept in the office of the Director of Reception & Communications Services.
Methodology:	The surveys provide a count of e-mails, which are filed electronically by fiscal year and by month.
Calculation Type:	Cumulative
New Measure:	Yes

Desired Performance: Higher than Target

(Key) Number of Visits to Agency Website

Definition:	Measure the utilization of the website by the public.
Purpose:	Tracking the utilization will give an indication of usage of the website tool. Usage of the website allows the agency to extend the services provided beyond normal office hours and improves public interaction.
Data Source:	Monthly web analytics log files.
Methodology:	Running of Web Analytic reports product the monthly count of visitors to the site. Track trends through documenting into the WWW pages viewed worksheet.
Calculation Type:	Cumulative
New Measure:	Yes

Desired Performance: Higher than Target

Goal 04: Work with HUBs
Output Measures:

Number of HUB contractors contacted for bid proposals

Definition:	The number of HUB contractors contacted for bid proposals during the reporting period.
Purpose:	It is a statewide initiative to give preference whenever possible to a HUB.
Data Source:	Data is derived from the agency's records. The Director of Staff and Support Services is responsible for this measure. The data is stored in the Staff and Support Services Division.
Methodology:	The measure is a count of the total number of HUB Contracts and Subcontracts that are contacted for bid proposals during the reporting period.
Calculation Type:	Cumulative
New Measure:	No

Desired Performance: Higher than historical average.

Number of HUB contracts awarded

Definition:	The number of HUB Contracts and Subcontracts awarded during the reporting period.
Purpose:	It is a statewide initiative to give preference whenever possible to a HUB.
Data Source:	Data is derived from the agency's records. The Director of Staff and Support Services is responsible for this measure. The data is stored in the Staff and Support Services Division.
Methodology:	The measure is a count of the total number of HUB Contracts and Subcontracts that are awarded during the reporting period.
Calculation Type:	Cumulative
New Measure:	No

Desired Performance: Higher than historical average.

Dollar value of HUB contracts awarded

Definition: The total dollar value of HUB Contracts and Subcontracts awarded during the reporting period.

Purpose: It is a statewide initiative to give preference whenever possible to a HUB.

Data Source: Data is derived from the agency's records. The Director of Staff and Support Services is responsible for this measure. The data is stored in the Staff and Support Services Division.

Methodology: The measure is a sum of the dollar amounts of the HUB Contracts and Subcontracts that are awarded during the reporting period.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than historical average.

Explanatory Measures:

Total dollar value of contracts awarded

Definition: The total dollar value of all Contracts and Subcontracts awarded during the reporting period.

Purpose: It is a statewide initiative to give preference whenever possible to a HUB.

Data Source: Data is derived from the agency's records. The Director of Staff and Support Services is responsible for this measure. The data is stored in the Staff and Support Services Division.

Methodology: The measure is a sum of the dollar amounts of the all Contracts and Subcontracts that are awarded during the reporting period.

Calculation Type: Cumulative

New Measure: Yes

Desired Performance: Higher than historical average

Schedule C

Historically Underutilized Business Plan

The agency is committed to making a good faith effort to increase business with Historically Underutilized Businesses (HUBs). Staff actively encourages purchasing from HUBs to provide goods and services for the agency's operations. The agency's goal is to meet agency statewide HUB goals for the procurement categories of the State of Texas. Agency efforts to promote HUB participation include the following:

- Utilizing HUB vendors for non-competitive spot purchases of $5,000 or less whenever possible;

- Attending HUB related meetings and forums to network with vendors and gain new knowledge of HUB vendors;

- Encouraging and assisting vendors who qualify as HUB vendors to become HUB certified by the Statewide Procurement Division of the Comptroller's office and to maintain their HUB certification;

- Encouraging non-HUB vendors to sub-contract with certified HUB vendors; pairing mentors with protégés;

- Exceeding the bid advertisement requirement of obtaining more than two HUB bids from the Centralized Master Bidders List (CMBL) on purchases over $ $5,000;

- Maintaining positive working relationships with current HUB vendors; and

- Track quarterly HUB performance measures.

The following reflects the agency's overall HUB performance in FY 2019.
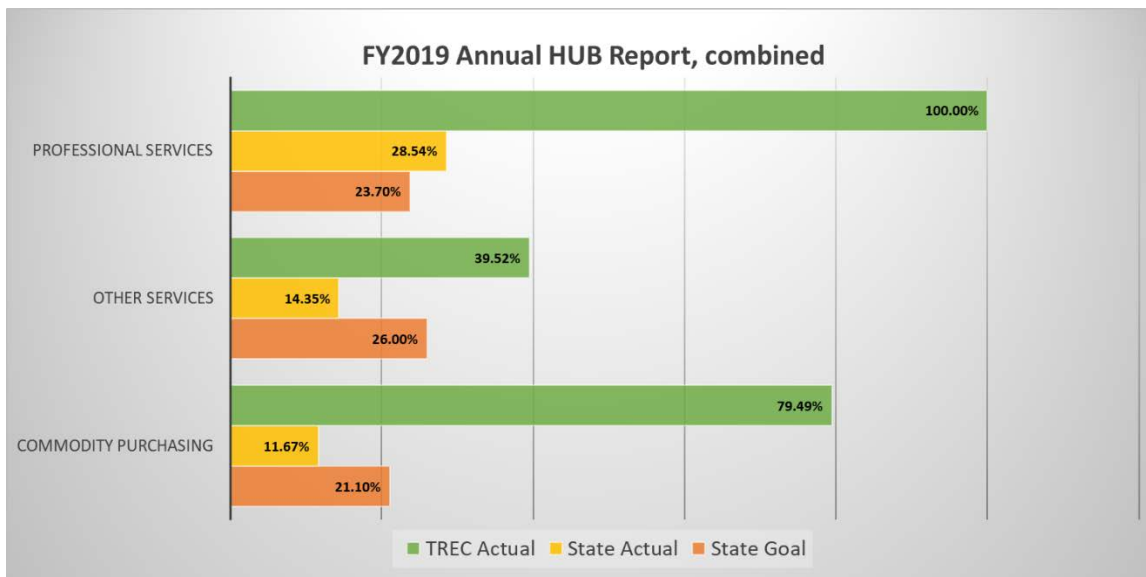
Schedule F

Texas Real Estate Commission
Texas Appraiser Licensing and Certification Board
Fiscal Year 2021 to 2025 Workforce Plan

I. Agency Overview

With the advent of the GI Bill providing unprecedented education opportunities for a new generation and the VA Home Loan Guaranty program enabling home mortgage loans with a federal insurance feature, the nation dramatically shifted to a substantial increase in home-ownership potential after World War II. Created in 1949 to respond to this trend, the Texas Real Estate Commission (TREC) administers four laws: Texas Occupations Code, Chapter 1101, the Real Estate License Act; Texas Occupations Code, Chapter 1102, Real Estate Inspectors; Texas Occupations Code, Chapter 1303, Residential Service Companies; and Texas Property Code, Chapter 221, Texas Timeshare Act. TREC is the state's regulatory agency for:

- real estate brokers and salespersons
- real estate inspectors
- education providers for real estate and inspection courses
- residential service companies
- timeshare developers
- easement or right-of-way agents

The Texas Appraiser Licensing and Certification Board (TALCB) was created in 1991 to enable Texas to operate a program for the licensing and oversight of licensed and certified appraisals pursuant to Title XI of the Financial Institutions Regulatory Reform and Enforcement Act (FIRREA). The Board serves as an independent subdivision of the Texas Real Estate Commission with independent rulemaking and disciplinary authority.   The main functions of TALCB are to license, register, and certify real estate appraisers and appraisal management companies in conformity with state law and federal requirements and to administer FIRREA in the interests of the public. The enabling statutes for TALCB are the Texas Occupations Code, Chapter 1103, the Texas Appraiser Licensing and Certification Act and Texas Occupations Code, Chapter 1104, the Appraisal Management Company Registration and Regulation Act.

The agency's mission is carried out through broad regulatory functions that include issuing licenses, registrations and certificates and related activities; investigating and resolving complaints; participating in administrative disciplinary actions against license holders and others who may violate any of the laws under its jurisdiction; overseeing aspects of real estate education, including the registration of real estate providers, instructors and courses for both pre-licensure and continuing education; and communicating regularly with licensees and the general public to educate them about the many programs administered by the agency.

The agency's main office is located in Austin, Texas. Six investigators located throughout the state assist in the TREC Standards & Enforcement Services Division. Five appraiser investigators located throughout the state assist in the TALCB Standards & Enforcement Services Division. The Commission currently has 136 authorized full time equivalent (FTE) employees, an increase of 28.8 FTEs from FY 2018. One hundred percent of the funds needed to finance the agency's activities come from fees paid by licensees.

A. Agency Mission and Philosophy

The agency exists to safeguard the public interest and protect consumers of real estate services. In accord with state and federal laws, the agency oversees real estate brokerage, appraisal, inspection, home warranty and timeshare interest providers. Through education, licensing and regulation, the agency ensures the availability of qualified and ethical service providers, thereby facilitating economic growth and opportunity in Texas.

To achieve its mission, the agency embraces these core values:

- Provide exceptional customer service that is accessible, responsive and transparent;
- Demand integrity, accountability and high standards, both of licensees and ourselves;
- Strive continuously for excellence and efficiency; and
- Demonstrate professional kindness to all in the workplace.

B. Strategic Goals and Objectives

The Texas Real Estate Commission has two main goals and the Texas Appraiser Licensing and Certification Board has a distinct primary goal:

Ensure Standards

Objective   To protect the public by ensuring license holders meet the educational, ethical, and legal requirements to provide real estate services in Texas. (Texas Occupations Code, Chapters 1101, 1102, 1103, 1104, and 1303, and Texas Property Code, Chapter 221)

Strategies   Perform the Commission's licensing function by:
- Reviewing applications
- Issuing exam eligibility letters
- Evaluating education
- Processing criminal history checks
- Issuing licenses

Enforce TREC Regulations

Objective   To safeguard the public interest by effectively and efficiently enforcing the laws and rules of the agency in a fair and consistent manner. (Texas Occupations Code, Chapters 1101, 1102, 1103, 1104, and 1303, and Texas Property Code, Chapter 221)

Strategies   Administer an effective system of enforcement and adjudication which includes investigating and resolving valid complaints.

Implement and Enforce TALCB Standards & Regulations

Objective   To safeguard the public interest by effectively and efficiently enforcing the laws and rules of the agency in a fair and consistent manner. (Texas Occupations Code, Chapters 1101, 1102, 1103, 1104, and 1303, and Texas Property Code, Chapter 221)

Strategies   Perform the Board's licensing function by:
- Processing appraiser license applications
- Issue licenses, certifications, registrations and renewals
- Approve appraisal educational coursework
- Develop standards and agreements for reciprocity with other states for licensing and certification

C. Core Business Functions

The agency licenses and regulates real estate brokers, sales agents, inspectors, appraisers, appraisal management companies, and easement or right-of-way agents. It also regulates timeshare projects and residential service companies. Its core functions are to issue licenses, registrations and certificates; and to accept and process complaints from consumers against persons regulated by the agency, and in certain cases pay validated claims made on the recovery fund.

D. Anticipated Changes in Strategies

Based on information gathered during the strategic planning process that included feedback from persons' subject to the agency's jurisdiction as well as the general public, a number of strengths and weaknesses were identified.

The agency's strengths with respect to workforce planning include:
- a set of deeply held core values founded on consumer protection and customer service;
- the knowledge, experience, and dedication of an exceptional staff; and
- open channels of communication with its stakeholders.

The agency's weaknesses include:
- a significant number of newly hired employees, as staffing has increased to improve customer service and provide more robust support; and
- staffing that does not include some of the "support" functions one may expect to find in an agency overseeing such large and important fields of activity, such as a staff training function to enhance increasing technical requirements of the agency.

II. Current Workforce Profile (Supply Analysis)

A. Workforce Demographics

The following chart profiles the agency's workforce as of April 1, 2020, based on data from the Centralized Accounting Payroll/Personnel System[1] and includes both full-time and part-time employees. The agency's workforce is comprised of 98 (72.1%) females and 38 (27.9%) males. TREC/TALCB has a mature workforce with employees over age 40 accounting for 72.8% of the staff. The experience of the agency's workforce tends to be new with the average tenure of agency employees being 5.4 years and 61.8% having less than five years of agency service. The agency's veteran population accounts for 1.5% of the workforce.

Gender

Age

---
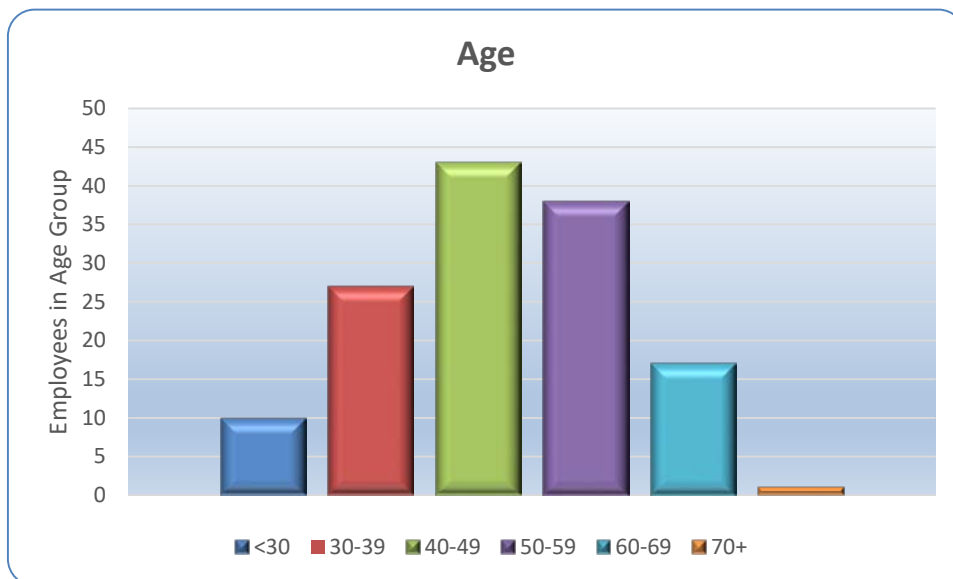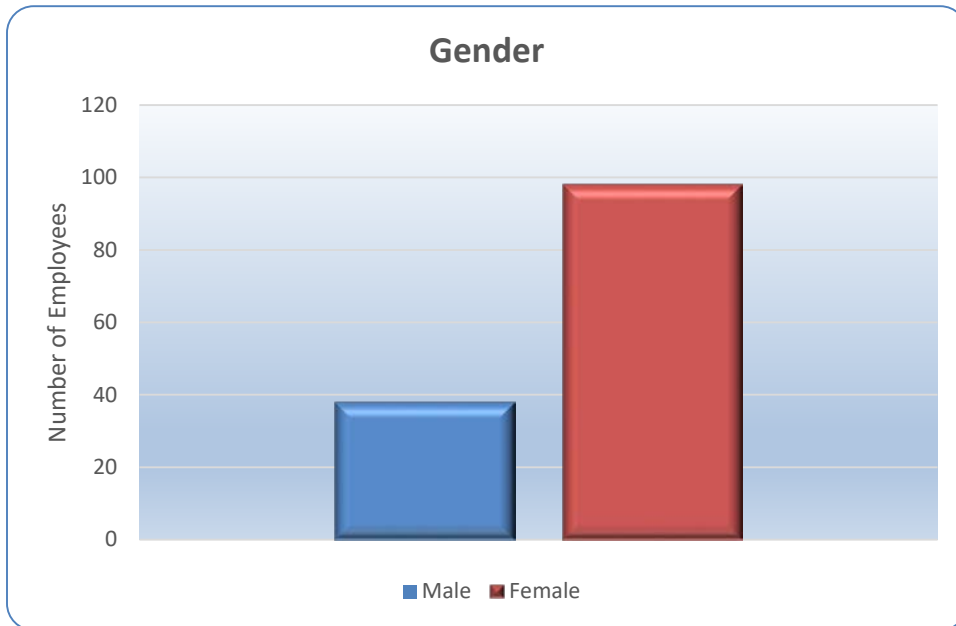
[1] This analysis does not include board members, commissioners, or temporary employees, such as contract workers.

Tenure

The agency's veteran population accounts for 1.5% of the workforce.
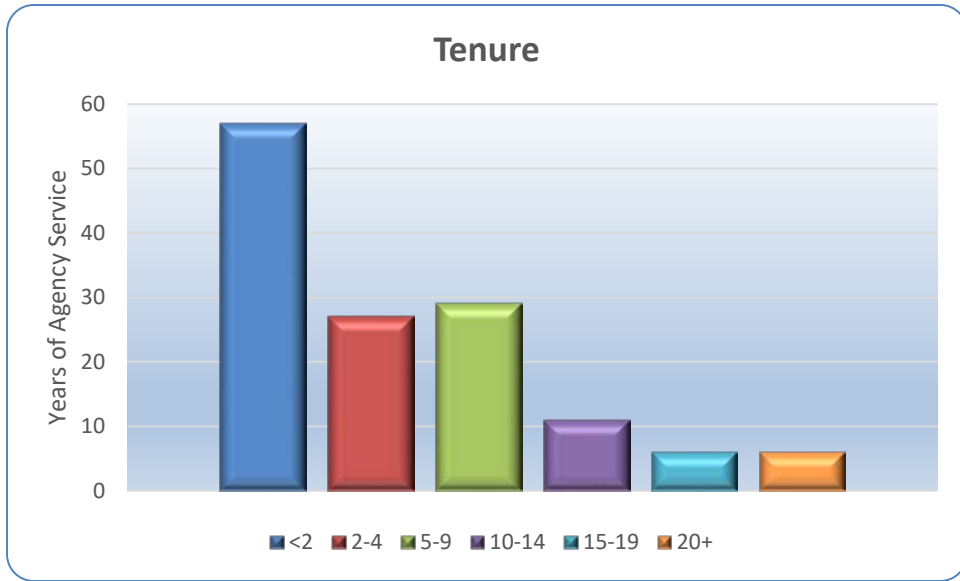
Veterans' Preference
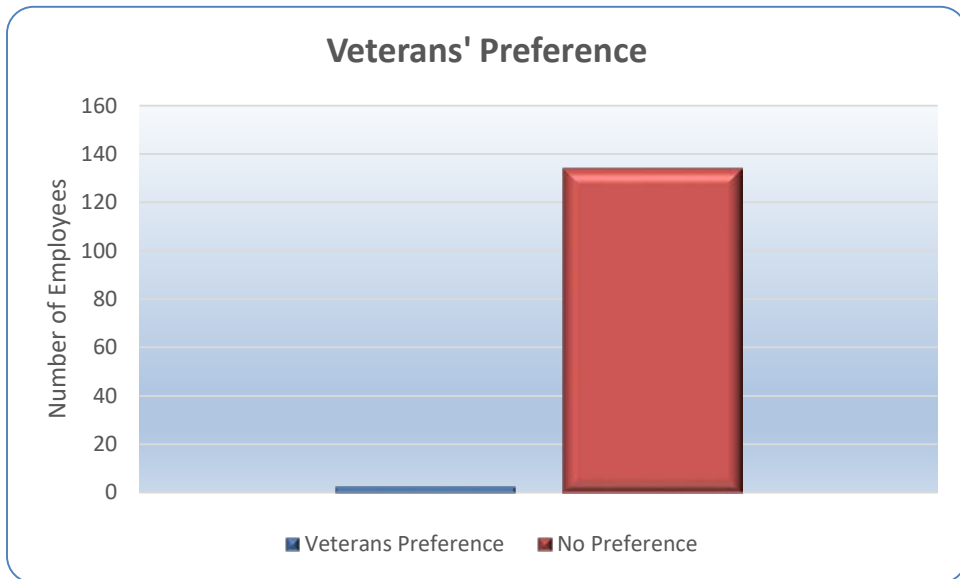
The following table compares the percentage of Black, Hispanic and Female agency employees (as of May 23, 2016) to the statewide civilian workforce[2]. The agency does not employee any Service & Maintenance (M), Skilled Craft Workers (S), or Protective services (R) positions; therefore, those categories are not included in the chart.

Statewide Civilian Workforce Composition Fiscal Years 2017 – 2018 TREC/TALCB Workforce Composition Fiscal Year 2019						
Job Categories	**Hispanic American**		**African American**		**Female**	
	Texas	**TREC**	**Texas**	**TREC**	**Texas**	**TREC**
Officials/Administrators (A)	20.90%	11.11%	7.21%	11.11%	37.48%	55.56%
Professional (P)	18.55%	9.84%	10.96%	16.39%	54.88%	60.66%
Technical (T)	28.82%	33.33%	13.75%	33.33%	51.31%	33.33%
Administrative Support (C)	33.00%	23.81%	13.58%	31.75%	72.80%	87.30%

Overall, the agency percentages are slightly above the state workforce percentages for African-Americans and females, but are consistently percent below the state averages for Hispanics. Job categories where TREC's percentages are less than 80 percent of the state percentage are shown in red (for those job categories found at TREC). Job categories where the sample size was inconclusive because of the sample size, but indicate a possible underutilization are shown in blue. agency recruitment will continue to seek out various ways to reach those segments of the state workforce that are underrepresented at TREC, to include veterans, in an effort to obtain an applicant pool that reflects the diversity of the state, and thereby help reduce the differentials noted above.

B. **Retirement Eligibility**

Currently 5.1% of the agency's workforce is comprised of return-to-work retirees and 8.1% are currently eligible. An additional 14.7% will be eligible to retire during this planning period. The agency is at a risk of losing institutional knowledge and expertise with approximately 30% of the workforce eligible to retire. The chart below shows the agency's risk based on retirement eligibility.
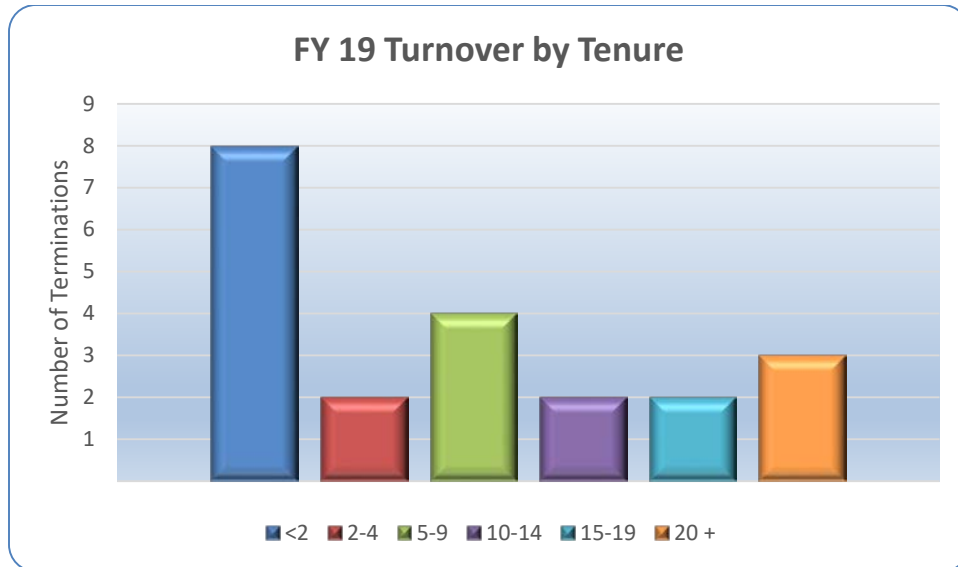
C. Employee Turnover

Turnover is an important issue in any organization, and this agency is no exception. The biggest workforce challenge facing the agency is the retention of qualified and experienced staff. The major cause of staff turnover has been employees leaving the agency for more lucrative positions or due to retirements. The agency's turnover has been greatest in the administrative support positions.   The turnover in the Reception & Communication Services and Licensing & Registration Services Divisions have impacted the agency the most. The following graph compares the average of agency turnover to the state as a whole and other Article VIII agencies.

Turnover Rate
(including interagency transfers)
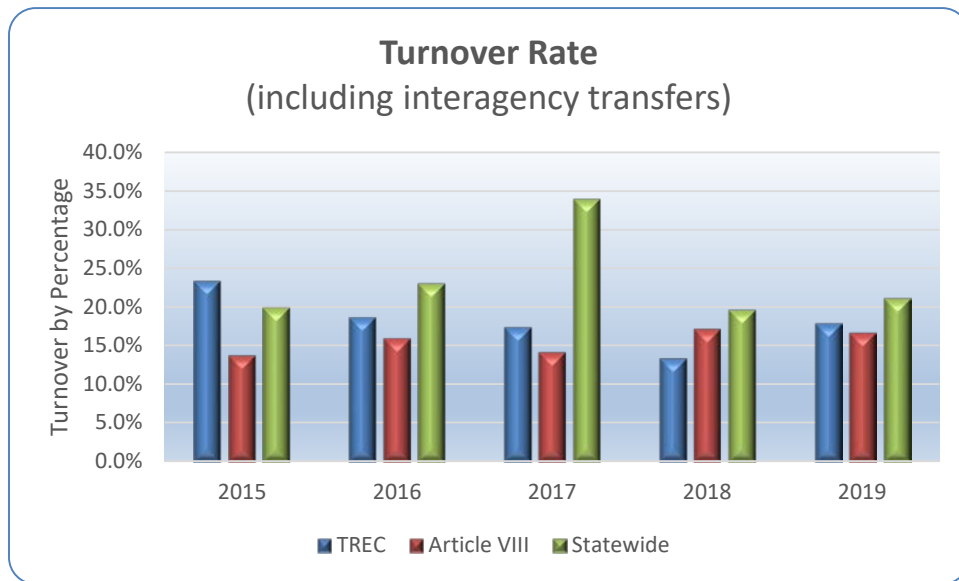
During the last five years the agency has seen a variance in turnover, yet generally remains below the statewide average. The agency collects in house data in addition to the State Auditor's Offices' Exit Survey to determine turnover reasons and how to prevent it from becoming a trend. Based on the turnover rate from the last five years and potential retirements, the projected employee turnover rate for the next five years will be between 15% - 18%.

FY 19 Turnover by Tenure

Number of Terminations

■ <2 ■ 2-4 ■ 5-9 ■ 10-14 ■ 15-19 ■ 20 +

The greatest area of turnover is with employees with less than two years of experience. An average of 5.9% of the agency's workforce did not make it to two years of tenure. In Fiscal Year 2019, employees with less than five years of agency tenure accounted for 47.6% of the agency's total turnover.

FY 19 Turnover by Age

Number of Terminations

■ > 30 ■ 30-39 ■ 40-49 ■ 50-59 ■ 60 +
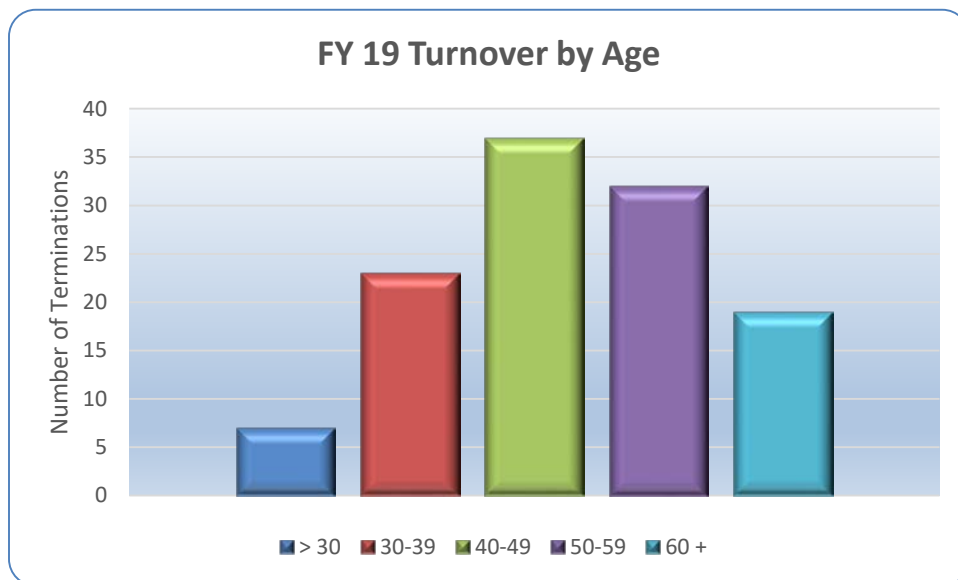
The agency's turnover is higher in the 40-49 and 50-59 age groups.

D. Critical Workforce Skills

Skills are needed in the following substantive areas for TREC/TALCB to accomplish its basic business functions:

- Regulatory and enforcement
- Financial investment and management
- Investigation
- Appraisal
- Customer Service

To succeed at these substantive functions, agency employees also need skills in:

- Practical knowledge of regulatory processes
- Customer service and interpersonal relationship skills
- Time management/organizational skills
- Effective written and verbal communication
- Ability to conduct comprehensive and detailed investigations
- Ability to interpret and accurately apply legal statutes and rules
- Knowledge of administrative law processes
- Litigation and alternative dispute resolution experience
- Negotiation, facilitation, and collaboration skills
- Critical thinking, analysis, and problem solving skills
- Information systems development, programming, and maintenance
- Internet systems development, and maintenance
- Network and data center operations support
- Data and information management principles and tools
- Efficient computer systems and peripheral device literacy
- Computer literacy – Microsoft 365, budgeting/accounting software, HRIS, databases, cybersecurity
- Government and corporate accounting and financial management
- Government purchasing and contract processes
- Human resources planning, recruitment, retention, staff development, and performance management
- Educational curricula development and critical evaluation
- Organizational effectiveness and strategic planning
- Leadership principles and management skills
- Mentoring and coaching techniques and skills
- Effective public presentations to diverse groups
- Public relations management principles and tools
- Inter-governmental relations management skills

III. Future Workforce Profile (Demand Analysis)

Technology innovation is driving business practice changes in the professions licensed by the agency. More effective communication methods provide better monitoring and oversight of day-to-day activities, allowing remote employees to be located across the state and remain connected to the main office. Many transactions engaged in by license holders are allowed, and often even required, to deliver services by electronic means across vast information networks in rapid and secure formats. It is a legitimate expectation of the licensee communities and of the consuming public using the services that the agency which oversees and regulates

these service providers will not only understand the implications of these changes, but will also enact rules and protections that reflect them.

The present and the future will be one characterized by customer maintained data, rapid and reliable electronic communications, and service delivery. These changing demands for licensing, enforcement, and communicating with license holders and with the public regarding the license holders within the real estate industry subject to the agency's jurisdiction call for the following changes in TREC and TALCB's future workforce:

A. Expected Workforce Changes

Given the agency's strategic plan priorities, it is anticipated that the workforce may:
- Require an increased emphasis on the use of technology to serve customers and streamline work processes to make them more efficient and paperless;
- Experience a high number of retirements, which will result in the loss of historical knowledge, expertise, and experience;
- Experience periodic difficulty in attracting and retaining qualified employees due to fluctuations and cycles in the labor market;
- Increase diversity in employee and customer demographics, backgrounds, experience, and other characteristics; and
- Conduct critical analysis of positions, workflow, and external equity, which may result in reclassifications and salary adjustments.

B. Future Workforce Skills Needed

For the foreseeable future, TREC/TALCB employees will continue to need the critical workforce skills listed above. In addition, the agency may face a continued, and possibly growing, need for the following skills:
- A strong ability and willingness to learn and use new and more advanced computer systems and applications on an on-going basis, to include web-oriented skills.
- An ability to work in a paperless system and access electronic systems effectively.

C. Anticipated increase/decrease in number of employees needed to do the work

The agency does not anticipate needing significant additional FTEs.

D. Critical Functions

The agency's critical functions are:
- Ensuring TREC/TALCB standards
- Enforcing TREC/TALCB regulations
- Providing effective communications to license holders and the public
- Ensuring education curriculum standards development and evaluation

To successfully complete these critical functions, the agency relies on a strong set of support areas with expertise in areas such as:

- Legal services
- Property appraisal
- Information technology
- Financial reporting and management
- Budget
- Communications
- Investigations
- Procurement/travel
- Human resources
- Employee relations
- Governmental relations
- Mail and file management

E. Outsourcing

Outsourcing is an appropriate tool for exploring efficiencies or as a means to quickly access needed skills until an effective internal capacity is developed. TALCB has embraced this model by contracting with private appraisers as an alternative to and in conjunction with the hiring of additional staff as a means by which to promptly address experience audits, specifically on the commercial side. This has allowed TALCB to reduce a long term backlog impacting TALCB's ability to issue commercial appraiser licenses in timely manner. While TALCB continues to contact with private appraisers as a possible resource for commercial experience audit reviews, the reduction in the historic backlog of those audits has significantly reduced the need to utilize them in the review process in the future.

IV. Gap Analysis

A. Anticipated Surplus or Shortage of Workers or Skills

The agency does not anticipate needing significant additional FTEs. Increased and changing demands will be facilitated by optimum utilization of technology and by continuous review and development of efficient work processes.

Given the agency's current priorities and goals, the agency has been successful in recruiting and hiring qualified employees in professional and administrative positions. There is some concern regarding turnover and retention in some areas. Similarly, an analysis reflects a gap in professional skills necessary to take the agency from a data processing workforce to one with strong critical thinking and information technology skills. The agency has been upgrading positions from lower-level administrative positions to a higher-level information and technology skilled workforce.

B. Potential Skill Shortage/Surplus

Due to the workforce data and anticipated changes noted above, the agency may experience periodic shortages of employees with the following skills:

- Employees with the technology skills needed to develop, maintain, and fully utilize the agency's continually advancing computer systems
- Employees with the skills needed to lead and motivate staff, communicate effectively, resolve conflict, and coordinate with other program areas in the agency, especially during times of change and challenges, in order to meet agency goals
- Employees with the skills needed to work in and manage others in an environment that is increasingly diverse in terms of age, ethnicity, and other factors
- Employees with the knowledge, skills, abilities, and experience needed to replace future retirees and managers prepared to find replacements for these vacated positions
- Employees with the skills needed to hire qualified staff for vacancies that are hard to fill due to fluctuations and cycles in the labor market and/or because of overall labor shortages

V. Strategy Development

To address the deficits between the current workforce and future demands, the agency has developed several goals for the current workforce plan. These are based on a range of factors identified by analyzing the agency and its workforce. Future workforce requirements can be grouped into two key areas, both limited by available funding.

Gap	Employees with the technology skills needed to develop, maintain, and fully utilize the agency's continually advancing computer systems.
Goal	Employ staff with the technology skills needed to develop, maintain, and fully utilize the existing and future agency computer systems.
Rationale	As the agency continues to use technology to improve the efficiency and productivity of its work and customer service, the agency will need adequate staffing of qualified information technology staff and employees who are willing and able to learn to use new and more advanced computer systems and applications on an on-going basis.
Action Steps	• Recruit employees with highly technical skills to further develop and refine the information management systems • Use and promote internal and external training opportunities

Gap	Employees with the skills needed to lead and motivate staff, communicate effectively, resolve conflict, and coordinate with other program areas in the agency, especially during times of change and challenges, in order to meet agency goals.
Goal	Employ managers who are able to effectively lead, develop, and manage their staff during times of change.
Rationale	The agency may periodically make changes. These changes can lead to reduced productivity, morale, loyalty, and increased conflict and turnover. The agency needs employees who are adept at working effectively and productively during times of change.
Action Steps	• Provide team leads and managers with leadership management training. Include other high-potential employees to prepare them for future leadership roles. • Educate agency managers/team leads on leadership skills needed during times of change to help them increase morale, loyalty, optimism, and productivity. • Encourage managers to implement appropriate retention strategies. • Maintain the agency's Employee Assistance Program and continue to remind employees of its many services that they can use (or they can refer staff to use) to help employees handle change and stress.
Gap	Employees with the skills needed to work with and manage others in an increasingly diverse work environment.
Goal	Employee staff who can effectively work and manage in a diverse environment.
Rationale	As Texas and the agency continue to become more diverse in terms of age, ethnicity, language, and other characteristics, agency employees must be able to work with, assist, and manage people with a myriad of differences in order to do the agency's work and to be the kind of workplace that can attract and retain qualified employees.
Action Steps	• Provide access to diversity-related training classes. • Utilize recruitment strategies in an effort to achieve a qualified, diverse applicant pool that more closely mirrors the civilian workforce. • Regularly review agency demographics, looking for trends that suggest areas of further emphasis in development, recruitment, and/or training.
Gap	Employees with valuable institutional knowledge, expertise, and experience; employees needed to fill vacancies; and employees with the skills needed to recruit and hire during a tight labor market.
Goal	Maintain a competent and knowledgeable workforce by effectively recruiting, developing, and retaining quality employees.
Rationale	Over 30% of the workforce will be eligible to retire by the end of this strategic planning period. This is in addition to non-retirement turnover. The agency must be ready to either fill these vacancies with existing staff, or aggressively recruit from outside the agency.

Action Steps	• Provide Succession Planning training to managers.
	• Make Human Resources' staff available for one-on-one assistance with succession plans as needed.
	• Encourage programs to ensure institutional knowledge and important program information is retained with written procedures, cross-training to ensure continuity of business functions and processes (with regular opportunity for practice), and/or mentoring.
	• Provide professional development training to employees.
	• Encourage managers to create programs that allow employees who are seeking new challenges to work on special projects, rotations, and/or developmental assignments (to help them increase their knowledge and experience).
	• Encourage managers to be proactive in planning employee training to make sure that it provides for their development (perhaps as part of the performance appraisal process).
	• Offer and maintain competitive salaries to the extent possible.
	• Broadly market agency positions in an effort to achieve a qualified applicant pool.

TREC/TALCB Organization Chart

January 1, 2020

```
                              ┌─────────────────────┐
                              │  Governor of Texas  │
                              └─────────────────────┘

Broker/Lawyer      TREC Commissioners      TALCB Board Members      AMC Advisory
Committee                                                           Committee

                   TREC Executive Director /
                   TALCB Commissioner

TREC Recording     TREC                    TALCB                   TALCB Recording
Secretary          General Counsel         General Counsel         Secretary

                              Deputy Executive
                              Director

TREC              Information &    Reception &      Education &     Licensing &      Staff &        TALCB
Standards &       Technology      Communication     Examination    Registration     Support        Standards &
Enforcement       Services        Services          Services       Services         Services       Enforcement
Services                                                                                           Services
```

VI. Survey of Employee Engagement

TREC/TALCB has participated in the Survey of Employee Engagement (SEE) since the 1999 survey. The survey is used as a means of assessing the employee attitudes towards the agency, identifying employee perceptions of the strengths and weaknesses of the agency, and identifying areas that could be improved.

Survey Results and Analysis

Response Rate

The agency's response to the SEE is considered high. As a general rule, rates higher than 50% suggest soundness. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace. With this level of engagement, employees have high expectations from leadership to act upon the survey results.
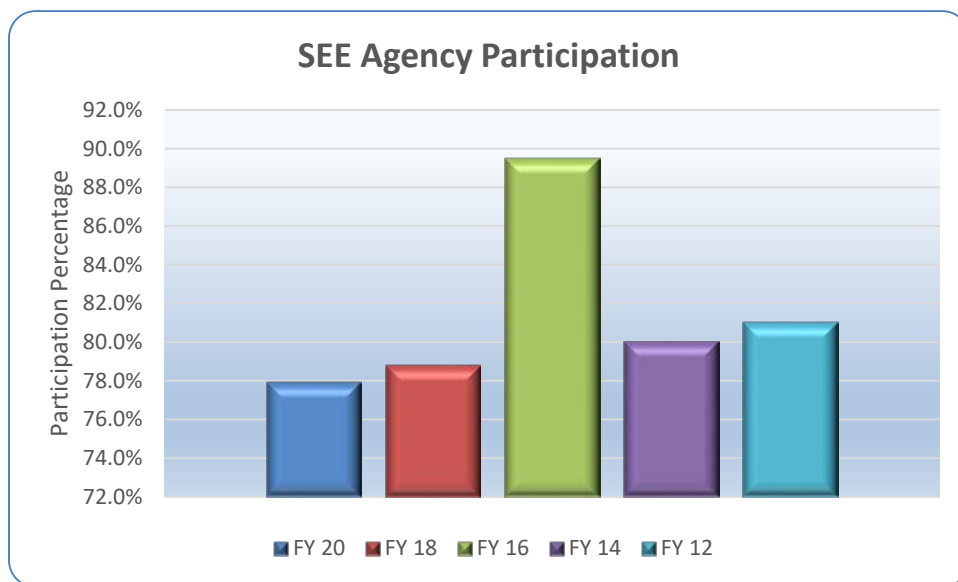
Overall Survey Score

The Institute for Organizational Excellence provides participants with an overall score. The overall score is a broad indicator for comparison purposes with other entities. While scores above 350 are desirable and ones above 400 are the product of a highly engaged workforce, scores typically range from 325 to 375. TREC/TALCB's overall score is above average at 396 and scores have consistently increased.

SEE Overall Score
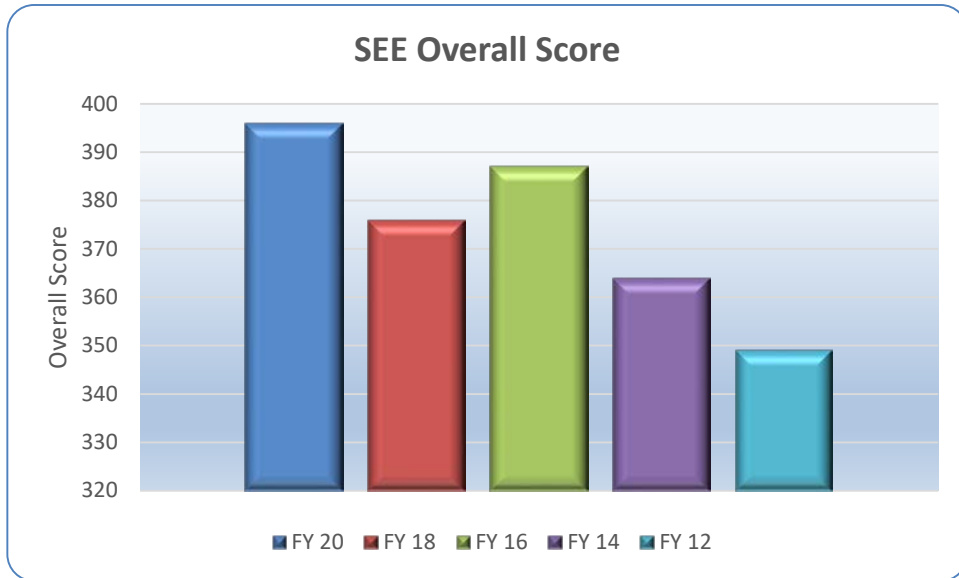
Levels of Employee Engagement

Twelve items crossing several survey constructs assess the level of engagement above individual employees. For TREC/TALCB, 29% of employees are highly engaged, 36% are engaged, 26% are moderately engaged, and 8% are disengaged.

Highly engaged employees are willing to go above and beyond in their employment. Engaged employees are more present in the workplace and show an effort to help out. Moderately engaged employees are physically present, but put minimal effort towards accomplishing the job. Disengaged employees are disinterested in their jobs and may be actively working against their coworkers. The chart below shows how the agency compares to nationwide polling data.

Levels of Employee Engagement
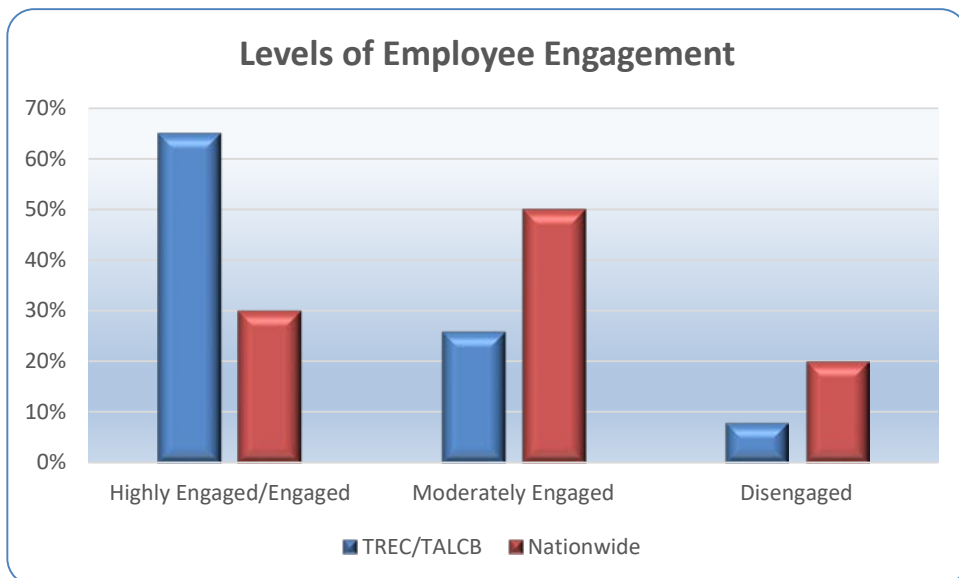
Constructs

Constructs capture the concepts most utilized by leadership to drive organizational performance and engagement. Each construct is displayed below with its corresponding score. Constructs are listed from lowest score to highest. Scores typically range from 300 to 450, and 350 is a tipping point between positive and negative perceptions. The agency has 3 scores above 350 and 8 at or over 400, indicating an overall positive perception from employees.

SEE Construct Scores

Construct	Score
Pay	316
Internal Communication	380
Information Systems	388
Diversity/Community	397
Strategic Issues	400
Supervision	400
Team/Workgroup	403
Job Satisfaction	405
Employee Engagement	409
Employee Development	412
Benefits	412
Environment/Workplace	417
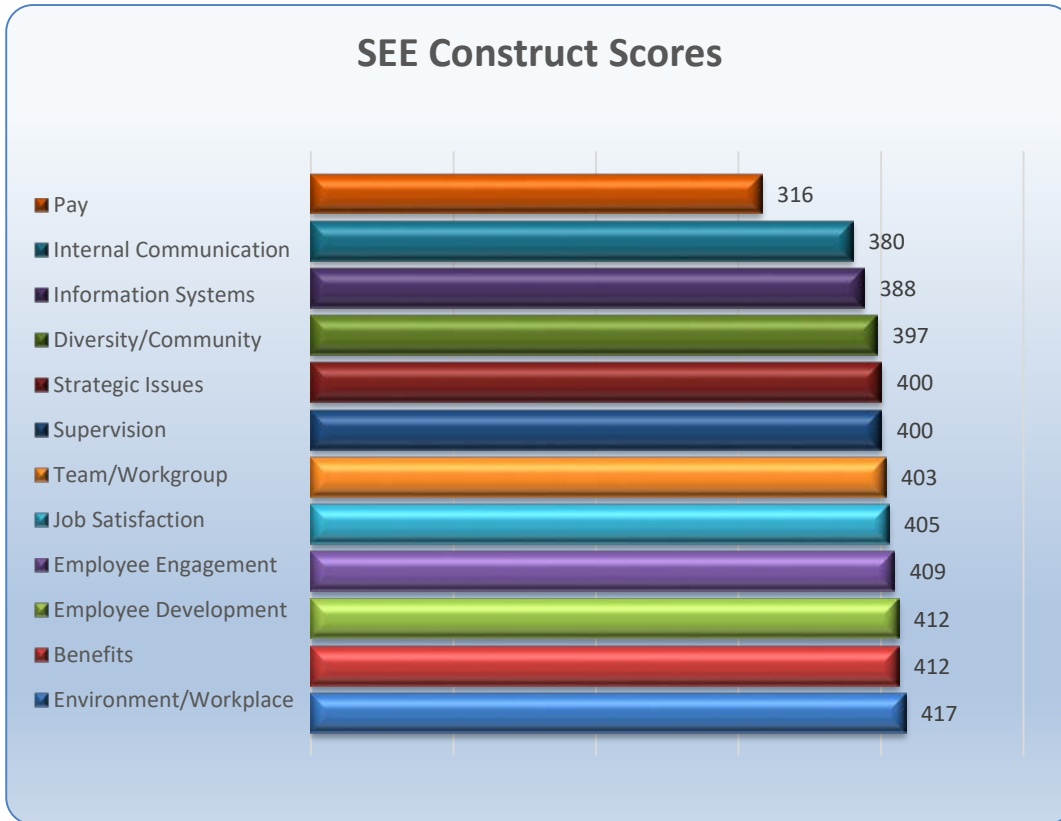
The agency's areas of strength include:

- **Environment/Workplace** – The workplace construct captures employee's perceptions of the total work atmosphere, the degree to which they consider it safe, and the overall feel. Higher scores suggest that employees see the setting as satisfactory, safe, and that adequate tools and resources are available.
- **Benefits** – The benefits construct captures employees' perceptions about how the benefits package compares to packages at similar organizations and how flexible it is. Higher scores suggest that employees think health insurance and retirement benefits are competitive with similar jobs in the community.
- **Employee Development** – The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. Higher scores suggest that employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.

Texas Appraiser Licensing and Certification Board

The agency's areas of concern include:

- **Pay** – The pay construct captures employees' perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.
- **Internal Communication** – The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid, and helpful. Lower scores suggest that employees feel information does not arrive in a timely fashion and is difficult to find.
- **Information Systems** – The information systems construct captures employees' perceptions of whether computer and communication systems provide accessible, accurate, and clear information. The lower the score, the more likely employees are frustrated with their ability to secure needed information through current systems.

Climate

The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical, law-abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions. Below are the percentages of employees who marked disagree or strongly disagree for each of the climate items.

- 18.6% of employees participating in the survey feel there are not enough opportunities to give supervisor feedback.
- 13.9% of employees participating in the survey feel that upper management should communicate better.
- 9.9% of employees participating in the survey believe the information from this survey will go unused.
- 9.8% of employees participating in the survey feel they are not treated fairly in the workplace.
- 2.9% of employees participating in the survey feel there are issues with ethics in the workplace.
- 2.0% of employees participating in the survey feel that workplace harassment is not adequately addressed.

Plans for Continued Improvement

In addition to the SEE, the agency conducts Pulse Surveys to determine progress on areas of concern. Results from the surveys are provided to all employees via email and at agency-wide staff meetings. Senior management continues to discuss how to improve results and periodically surveys all staff members to gain their feedback prior to implementing changes resulting from the survey. The agency is committed to researching and/or improving all areas that employees perceive as areas of concern.

TREC/TALCB considers the agency's participation in the SEE as a valuable tool for improving agency operations. The agency will participate in future surveys with a goal to increase participation and improve key indicators related to employee engagement. Comparison of future results with these goals, as well as with the benchmarks, will enable the agency to further define methods for addressing the needs of the agency and its employees.

Schedule H
Report on Customer Service

INFORMATION-GATHERING METHODS

The Texas Real Estate Commission (TREC) and the Texas Appraiser Licensing and Certification Board (TALCB) provide a customer service survey on the agency's website for customers of the agency to offer feedback regarding their satisfaction with agency performance. A link to this survey is also sent in any reply to persons who contact the agency by email. Individuals are asked to rate the agency's performance in a number of areas by providing a ranking of Excellent, Above Average, Moderate, Below Average, & Poor. The form is designed to collect customer satisfaction feedback on five customer service quality elements:

- Email
- Telephone
- Walk-in
- Social Media
- Online Services

AGENCY INVENTORY OF EXTERNAL CUSTOMERS

- Consumers
- Real Estate Sales Agents
- Real Estate Brokers
- Real Estate Appraisers
- Real Estate Inspectors
- Education Providers
- Education Instructors
- Residential Service Companies (Home Warranty Companies)
- Timeshare Developers and Projects
- Easement or Right-of-Way Agents

TYPES OF SERVICES PROVIDED TO CUSTOMERS

- Responding to inquiries by phone, email, and in person
- Issuing new and renewal licenses
- Accrediting real estate education providers
- Approving real estate instructor and course content
- Handling written complaints
- Prosecuting administrative hearings
- Monitoring residential service companies and timeshare registrations
- Providing comprehensive public access to information via email and internet access
- Processing original and renewal licenses via internet access
- Constituent relations for legislators and staff
- Providing consumer protection, education and access to information about the commission and our license holders via our website, news releases and newsletters
- Legislative and rulemaking interpretation. Communication of changing rules and laws to license holders and public.

CUSTOMER-DETERMINED SERVICE QUALITY SURVEY RESULTS: 09/01/2018 – 08/31/2019

Responses by Relationship with TREC/TALCB		
	# of responses	**% of Total**
Consumers	81	7.69%
Real Estate Agents	640	60.78%
Real Estate Brokers	218	20.70%
Real Estate Appraisers	48	4.56%
Real Estate Inspectors	44	4.18%
Education Providers	10	0.95%
Education Instructors	2	0.19%
ERW Agent/Business	8	0.76%
Timeshare Provider	0	0.00%
Residential Service Company	2	0.19%

Number of contacts with the agency		
	# of responses	**% of Total**
One time	495	45.92%
2 to 5 times	460	42.67%
More than 5 times	123	11.41%

Source of Responses		
	# of responses	**% of Total**
Web based survey (Survey Monkey)	1875	100.00%

Rating for telephone experience		
	# of responses	**% of Total**
Excellent	647	83.73%
Above Average	31	4.16%
Moderate	18	2.41%
Below Average	11	1.47%
Poor	39	5.23%

CUSTOMER-DETERMINED SERVICE QUALITY SURVEY RESULTS: 09/01/2018 – 08/31/2019 (CONTINUED)

Rating for telephone experience		
	# of responses	% of Total
Excellent	647	83.73%
Above Average	31	4.16%
Moderate	18	2.41%
Below Average	11	1.47%
Poor	39	5.23%

Ratings on Customer Service Representative		
	# of responses	% of Total
Excellent	90	72.00%
Above Average	17	13.60%
Moderate	15	12.00%
Below Average	2	1.60%
Poor	1	0.80%

Reasons customers provided a compliment		
	# of responses	% of Total
Friendly Service	13	9.92%
Quick Response	57	43.51%
Got what you needed	33	25.19%
Our email or mail process	6	4.58%
Other	22	16.79%

Suggested areas for improvement		
	# of responses	% of Total
Response time	10	22.22%
Technology Issue	4	8.89%
Customer Service Experience	6	13.33%
Answer you received	8	17.78%
Other	17	37.78%

CUSTOMER SATISFACTION ASSESSMENT ANALYSIS

For FY2019, responses were generally favorable in regards to the customers' experience with telephones, emails, and customer service representatives.

Customers that provided a compliment to the agency provided specific reasons to why their experience was rated as excellent or above average. 43% of these customer stated that our quick response to their questions via phone and/or email provoked them to provide a compliment. Other reasons for leaving a compliment were, got what they needed, friendly service, and efficient email and/or mail process.

Since January, 2019 the agency has allocated additional resources to increase satisfaction for those customers communicating with the agency electronically or by telephone. The wait time on telephone is an average of less than 2 minutes. The agency has implemented new features in the call center phone technology that allows a courtesy callback feature for customers to leave a phone number for a future callback. Call distribution was implemented where customers have the option to choose the reason for their inquiry and be placed in a queue to speak with staff trained to handle that specific inquiry. Precision queuing was created to allow contact center management the ability to immediately reallocate staff to address workload demands to various queues.

Additionally, the agency created more online service tools such as application status tracker, CE credit look-up, and application processing dates. These online service tools allow customer to self-serve and reduce the number of reasons they need to contact us via phone and/or email. The agency continues to look for ways to provide self-service options to our stakeholders, and this is reflected in the increase in total unique visitor to the agency website form FY 2018 to FY 2019, and a decreased total number of phone calls, walk-ins, and emails from FY 2018 to FY 2019. At the same time, the agency has focused on soliciting feedback from its stakeholders, as reflected in the increase in surveys conducted. All of this has had a positive impact on the customer experience with the agency as reflected in the increased percent of customers from FY 2018 to FY 2019 expressing overall satisfaction with the services they received, from 63.8% in FY 2018 to 90.6% in FY 2019.

The Board's SES division has implemented policies in response to a directive in the agency's 2018 Sunset report that the Board reduce complaint processing time to 180 days or less. As a result, the number of complaints processed by the Board in less than six months increased from 19% in FY 2018 to 55% in FY 2019. Additionally, the Board's complaint processing time was reduced from an average of 300 days in FY 2018, to an average of 196 days in FY 2019

The Texas Real Estate Commission and the Texas Appraiser Licensing and Certification Board are committed to continual improvement in all areas based on input from license holders and members of the public.

PERFORMANCE MEASURES RELATED TO CUSTOMER SERVICE STANDARDS AND SATISFACTION

COMMUNICATIONS

	FY2018	FY2019
19% in FY 2018 to 55% in FY 2019. Additionally, Outcome measures		
• % of surveyed customer respondents expressing overall satisfaction with services received (excellent/good/fair)	63.8%	90.6%
• % of surveyed customer respondents identifying ways to improve service delivery (poor)	19%	9.3%
Output Measures		
• Total customers surveyed	663	1,092
• Total customers served (walk-ins)	3,291	2,229
• Total number of phone calls received	316,780	230,813
• Total number of electronic contacts received (Emails)	111,445	49,778
• Total number of unique visits to the agency website	15,162,456	17,261,008
• Total number of services available via the agency website	78	83
Efficiency Measures		
Cost per customer surveyed	$0.00	$0.00
Explanatory Measures		
• Number of customers identified	196,488	203,839
• Number of customer groups inventoried	12	12

LICENSING

	FY2018		FY2019	
	TREC	**TALCB**	**TREC**	**TALCB**
Efficiency Measures				
% of individual license renewals issued within 7 days	94.2%	79.3%	93.3%	87.3%
Explanatory Measures				
Total # of individuals licensed	189,843	6,645	197,151	6,688

ENFORCEMENT

	FY2018		FY2019	
	TREC	**TALCB**	**TREC**	**TALCB**
Outcome Measures				
% of documented complaints resolved within 6 months	45.2%	19%	49.7%	55%
Output Measures				
Total # of complaints resolved	1,481	224	1,449	199
Efficiency Measures				
Average time for complaint resolution (in days)	206.6	300	194.0	196
Explanatory Measures				
Total # of jurisdictional complaints	1,385	154	1,594	152