AGENCY STRATEGIC PLAN

FISCAL YEARS 2025 to 2029

BY

TEXAS REAL ESTATE COMMISSION

AND

TEXAS APPRAISER LICENSING AND CERTIFICATION BOARD

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

June 1, 2024

SIGNED:_____ SIGNED:_____

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Agency Mission

Texas Real Estate Commission and

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, 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.
- Strives continuously for effectiveness, efficiency, and excellence in our performance.

Motto:

Protecting Texans' Dreams

AGENCY OPERATIONAL GOALS AND ACTION PLAN

The agency is transitioning to a new regulatory database to improve its performance and the services it provides to stakeholders. The database's planned launch is in early FY 2025. As part of the transition to the new database, staff is examining current system processes for redundancies and limitations that can be improved upon. Expected outcomes of the new database system on the agency's processes and procedures are noted throughout the strategic plan.

GOAL I ENSURE STANDARDS – TREC LICENSING
The Texas Real Estate Commission (TREC) Licensing Division safeguards the public interest by ensuring license holders satisfy the requirements of Chapters 1101 and 1102 of the Texas Occupations Code and TREC rules when providing real estate services.
SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL
The TREC Licensing Division ensures initial applications and renewals for real estate brokers, sales agents, inspectors, and easement or right-of-way agents comply with state law.   It does this by ensuring applicants   • Satisfy the experience requirements   • Pass the licensing examination   • Satisfy TREC's honesty, trustworthiness, and integrity standards   • Satisfy continuing education and criminal history check requirements for renewal of their license.   The TREC Licensing Division also reviews and processes information required for certain business entity registrations and processes informational changes and histories for real estate brokers, sales agents, inspectors, and easement or right-of-way agents.
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, TREC has been successful in simplifying application and renewal fees and providing prompt service to prospective and current license holders.   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.**   During FY 2023, the TREC Licensing Division processed 38,810 initial applications. As of February 2024, the TREC Licensing Division has already processed 18,577 initial real estate applications. The agency maintains a high quantity and quality of processing thanks to consistent training techniques.   As the agency continues to receive new applications—and as current license holders renew, make inquiries, or changes to information—the agency is committed to timely processing all documents received. The agency's Online Licensing Services Portal promptly and efficiently processes prospective and current license holders' application payments. All documents are forwarded to a dedicated email address at documents@trec.texas.gov to allow immediate access to staff for processing.

While applications can currently be completed and submitted online, all documentation is submitted by email because the current database does not allow applicants to upload documents concurrently with application submission. As a result, staff must review any documents emailed to ensure they correspond to the proper application.

The agency's forthcoming database system will allow applicants to upload all documents online and create a workflow that allows staff to maximize efficiency and ensure applications and documents are processed in the order received. The new database will also automate status report data, replacing the currently required manual and time-consuming process involved in retrieving that data.

Currently, staff must communicate by using templates that are housed in a separate letter system. Additionally, when communications include information not contained in one of the preset templates, staff must send it by separate email through an outside email system. When the new database is in place, communications to applicants and license holders will be done entirely through the new database system, streamlining the communication process, and improving the accuracy of the information provided and the ability for staff to easily retrieve and view communications.

In the future, the agency will require email addresses for all applicants and license holders to facilitate the move toward electronic-only correspondence. This will eliminate the current need to print and mail notices and licenses for those who have not provided the agency with a valid email address, further streamlining communications, and reducing agency costs.

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

From the date documents are received from an applicant, the agency measures and reports the average number of days it takes staff to process the application. The agency uses this data to identify potential complications so it can respond with prompt action if issues arise. The TREC Licensing Division consistently processes applications under the 14-day metric set by the Commission.

4. **Attentive to providing excellent customer service.**

All TREC Licensing Division staff are trained to respond to emails and telephone calls specific to processing TREC licensing applications and renewals. A daily, rotating schedule dedicates two staff members to field these communications and provide accurate and complete information to applicants, license holders, and internal staff. These staff members must respond to emails and telephone calls within 24 hours of receipt and must input notes in a shared agency computer system summarizing their response to calls or the content of their emails to facilitate continuity in staff member communications.

To remove the need for prospective and current license holders to contact the agency by email or phone, the agency website provides on-demand access to the most sought-after information. For example, an online tool on the TREC website allows prospective license holders to check the real-time status of their application. In addition, license holders can access real-time information regarding their completed education courses or how many continuing education course hours they need for a license renewal. Sales agents and brokers can also access an online relationship management tool that allows them to modify their sponsorship relationship without having to engage staff to do so.

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

   The TREC Licensing Division regularly communicates with the agency's stakeholders through updated content on the TREC website. TREC's website includes monthly licensing reports, licensing-related articles, licensing self-service tools, and an application status tracker. The application status tracker and renewal education information pages are open and viewable by the public.

GOAL I ENSURE STANDARDS – TALCB LICENSING

The Texas Appraiser Licensing and Certification Board (TALCB) Licensing Division safeguards the public interest by ensuring applicants and license holders satisfy the minimum requirements for licensure as set forth in the Appraisal Subcommittee (ASC) Policy Statements, Appraiser Qualifications Board Real Property Appraiser Qualification Criteria, Texas Appraiser Licensing and Certification Act (Chapter 1103, Occupations Code), Texas Appraisal Management Company Registration and Regulation Act (Chapter 1104, Occupations Code), and TALCB rules.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

The TALCB Licensing Division ensures compliance with all educational, experience, examination, and application requirements for appraiser and appraisal management company initial applications and renewals.

TALCB Licensing does this by ensuring applicants

- Complete the qualifying education requirements promulgated by the Appraiser Qualifications Board

- Satisfy appraisal experience requirements by conducting appraisal experience audits

- Pass the National Uniform Licensing and Certification Examination

- Satisfy TALCB's honesty, trustworthiness, and integrity standards

- Satisfy continuing education and criminal history check requirements prior to renewal.

Additionally, the TALCB Licensing Division is required to accurately report data, collect, and transmit registry fees to the ASC for the National Registry of Appraisers and National Registry of Appraisal Management Companies.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. **Accountable to tax and fee payers of Texas.**

   During FY 2023, the TALCB Licensing Division processed 1,482 initial applications. To promote efficiency and reduce costs, the TALCB Licensing Division continually looks for ways to maximize resources to maintain a high quality of processing while finding ways to reduce redundancies.

   Over the last two fiscal years, the TALCB Licensing Division has streamlined the application process by removing unnecessary steps. As a result, the TALCB Licensing Division routinely meets and often exceeds the processing goals set by the Board.

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.**

   TALCB changed the experience audit process and no longer automatically requests a copy of an applicant's work files at the start of the audit process. TALCB only requests a copy of work files

after the initial review to complete the audit, if necessary. This reduces documents reviewed and managed by staff and reduces the burden on the applicant in producing unnecessary files.

TALCB has taken advantage of the ASC State Appraiser Regulatory Agencies Support Grant, a grant program established by federal law to provide funds to state appraiser regulatory agencies. TALCB has used ASC grant funds to hire additional staff and to develop and improve technologies to reduce application processing times by automating document processing, reducing manual review, and promoting self-service. Specifically, TALCB used grant funding to develop and launch the online TALCB Notebook, which is a web-based platform for appraiser trainees to submit documentation and log and track their experience hours. This online tool also allows a trainee's supervisor to digitally approve those experience entries.

Like TREC, while an applicant can apply online, the current database does not allow applicants to upload documents related to their application, resulting in a multi-step, manual process requiring daily staff oversight.

The agency's forthcoming database system will allow applicants to upload all documents online and create a workflow that allows staff to maximize efficiency and ensure applications and documents are processed in the order received. The new database will also automate status report data, replacing the currently required manual and time-consuming process involved in retrieving that data.

The new database will also add improved self-service for established license holders, thereby reducing call and email volume.

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

As demonstrated below, the TALCB Licensing Division continuously meets and exceeds performance measures for processing times set by the Board or ASC. Staff processes:

- Applications that require experience auditing (certified general appraisers, certified residential appraisers, and licensed residential appraisers) within 40 days, versus the 75-day standard.

- Reciprocity applications in fewer than two days, versus the five-day standard.

- All other application types in fewer than five days, versus the 14-day standard.

TALCB continuously monitors performance, anticipates needs, and identifies process improvements.

4. **Attentive to providing excellent customer service.**

The TALCB Licensing Division has expanded online self-service options, including an online application portal and application status tracker. AMCs and appraisers can manage their relationships online through the Panel Management Tool. The TALCB Licensing Division has significantly reduced experience audit processing times over the past four fiscal years. In FY 2019, commercial experience audits took an average of 218 days to process. In FY 2023, commercial experience audits were processed in an average of 41 days. The TALCB Licensing Division has also reduced application processing times for all appraiser application types.

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

The TALCB Licensing Division regularly communicates with agency stakeholders through email newsletters and a continuously updated website. TALCB's website includes monthly licensing

reports, articles, licensing self-service tools, and an application status tracker. The application status tracker and renewal education information pages are open and viewable by the public.

GOAL I ENSURE STANDARDS – EDUCATION (TREC AND TALCB)

The TREC and TALCB Education and Examinations Division safeguards the public trust by ensuring educational courses required for licensure offered in Texas meet criteria set by the Texas Occupations Code, the ASC, and TREC and TALCB rules.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

The Education and Examinations Division ensures accurate and relevant content is provided in pre-licensing and continuing education courses.

The Education and Examinations Division does this by

- Developing several non-elective continuing education (CE) courses for real estate sales agents, brokers, and inspectors that focus on recent industry trends, ethics, case studies, laws, and court cases as they relate to Texas license holders and ensuring those courses are updated every two years

- Ensuring course design and delivery supports adult and active learning theories

- Regularly reviewing performance of license examination test items and establishing minimum required passing scores

- Monitoring performance of first-time examination pass rate data for real estate and inspector providers to assess their performance

- Conducting administrative audits of education providers

- Supporting the Education Standards Advisory Committee, the Texas Real Estate Inspector Education Subcommittee, and the Appraiser Education and Licensing Subcommittee by providing research and recommendations for improvements to 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, TREC and TALCB have been successful in maintaining reasonable fees for the review of education provider and course applications.

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.**

   During FY 2023, the Education and Examinations Division processed 251 qualifying real estate and inspector courses, 3,058 real estate and inspector CE courses, 322 appraiser courses, 330 CE provider applications, and 20 qualifying education provider applications. Continuing education providers can electronically submit course completion records to the agency in real time, as well as benefit from the minimization of fees for review of provider and course applications. These added efficiencies allow license holders to renew more promptly. Using consistent training techniques and technological advances, the agency can maintain the quantity and quality of processing.

   The new regulatory database will allow for all education-related applications, supporting documents, and payments to be submitted online, eliminating the current process requiring

education providers to submit initial paper applications and then separately submit supporting documents later.

The new system will house the education-related application and all required documents in one place and will provide the ability to send specific communications. This will remove the need for Education and Examinations Division staff to manually draft communications to request additional documents that weren't included with the original or subsequent application, which can lead to multiple emails or phone calls with providers, impacting the processing time.

The new database will establish work queues and a dashboard from which managers can assign applications to appropriate staff, replacing the current antiquated system of receiving batches from the mailroom and then dispersing them amongst team members to process. Finally, reporting measures that are unavailable in our current system will be available in the new system, allowing for more accurate performance expectations and the ability to better gauge employee performance.

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

The agency continues to streamline processes and improve functionality based on business user feedback and staff recommendations. Further success is anticipated as the agency transitions to a new database system in the coming fiscal year and moves more complex education applications to an online format that allows for document upload features.

4. **Attentive to providing excellent customer service.**

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 and Examinations Division staff are adequately cross-trained to answer detailed questions. Provider and course 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 the agency website provides the ability to search for currently approved qualifying and continuing education courses for real estate, inspector, and appraiser licenses. The tools allow individuals to search providers or course offerings by city or delivery method, or search for a specific provider or course by name.

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

The Education and Examinations Division routinely sends an email newsletter to education providers with updates on processes and any rules that may impact them. The Education and Examinations Division also updates both the TREC and TALCB websites with information relating to education license requirements and availability of qualifying and continuing education courses, as well as monthly Education and Examinations Division reports.

GOAL II ENFORCE REGULATIONS – TREC ENFORCEMENT
The TREC Enforcement Division safeguards the public interest by enforcing the laws under the agency's jurisdiction (Chapters 1101 and 1102, Occupations Code, and Chapter 221, Property Code) and TREC rules, in a fair and consistent manner.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL
The TREC Enforcement Division handles a high volume of signed, written complaints from the public and license holders, as well as a smaller number of staff-initiated complaints. Importantly, the agency cannot accept anonymous complaints or conduct covert investigations.

The complaints primarily concern alleged statutory and administrative violations by real estate 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, as well as easement or right-of-way certificate holders. In addition, the agency has regulatory authority over timeshare developers.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. **Accountable to tax and fee payers of Texas.**

   TREC is committed to the protection of the citizens of Texas. The TREC Enforcement Division accomplishes this through timely, fair, and consistent enforcement of The Real Estate License Act (Chapter 1101, Occupations Code), Chapter 1102 of the Texas Occupations Code governing real estate inspectors, the Texas Timeshare Act (Chapter 221, Property Code), and TREC rules. In addition, the TREC Enforcement Division oversees the sanctions of license holders and unlicensed persons who have violated these requirements.

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 TREC Enforcement Division has seen an increase in complaints over the last five fiscal years. Over that period, staff opened an average of 6,278 cases per fiscal year, with a peak of 7,332 cases opened in FY 2021. This increase in open cases required the TREC Enforcement Division to hire additional staff to continue to respond to cases in a timely manner.

   As of March 2024, 99% of cases are less than a year old and of that percentage, 94% of cases are fewer than six months old. There are no cases more than two years old.

   Implementation of the new database will make filing a complaint easier and greatly streamline the process. Currently, someone who wants to file a complaint must download the TREC complaint form, fill it out, and email it back to TREC Enforcement Division staff. Complaint files are then created manually by staff, with parts of the file housed in the current database and other parts kept in common drives on the TREC server. Any documents related to a complaint, whether from the complainant or the respondent, must be emailed to TREC Enforcement Division staff, who then must sort through the emails and connect the documents to the appropriate complaint file.

   With the new database, a complainant will be able to file a complaint online. Once the complaint is submitted, the complainant will receive the complaint number and the complaint will be created by and housed within the new database. The new system will allow complaint documents to be uploaded electronically by both the complainant and the respondent.

   Communications between TREC Enforcement Division staff and the parties to a complaint will also be greatly improved by the new system. Rather than communications being manually sent and managed via email, they will be sent and managed by the new database system, allowing for more automated processes.

   Finally, the new system will allow for administrative penalties to be paid through an online invoicing system, removing the need for the manual processing of checks.

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

During FY 2023, the TREC Enforcement Division opened 6,307 cases and closed 6,670 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 a complaint is within the agency's jurisdiction, the agency notifies the license holder or other respondent, gives the respondent an opportunity to respond, and investigates the complaint. The TREC Enforcement Division staff completes almost all investigations within four months of receipt of a complaint.

The TREC Enforcement Division implements disciplinary standards, reviews the backgrounds of applicants for a license, and makes fitness determinations to assess the honesty, trustworthiness, and integrity of applicants. In FY 2023, the TREC Enforcement Division reviewed and closed 3,459 application investigation cases and fitness determination cases. Most involved an applicant's criminal history.

The TREC Enforcement Division also administers the Texas Timeshare Act, which 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 TREC Enforcement Division reviews the registration, and any amendment application, to ensure that it meets the requirements of the Texas Timeshare Act. TREC will not register a timeshare plan until the plan fully complies with the Texas Timeshare Act.

4. **Attentive to providing excellent customer service.**

The TREC Enforcement Division has a dedicated email address and phone number. Each day, a division attorney is assigned to respond to phone and email inquiries. A phone call must be responded to within four hours and an email within one working day. During FY 2023, TREC Enforcement Division attorneys handled approximately 3,200 emails from the public and license holders. Further, the TREC Enforcement Division has an email address dedicated only to standards issues (i.e., application and fitness determinations).

In addition, as described above, the TREC Enforcement Division resolves thousands of cases, almost all of which are resolved within a year. The TREC Enforcement Division also provides a great deal of information for the agency's website and in the materials at quarterly Commission meetings and expanded its outreach to the agency's stakeholders by attending meetings and conferences to speak on a variety of issues and answer questions concerning the TREC complaint process.

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

The TREC Enforcement Division maintains information on the TREC website regarding complaints. Other complaint-related content 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 TREC rules. Furthermore, the TREC Enforcement Division staff contributes articles that discuss various enforcement-related issues and participates frequently in public speaking engagements to educate license holders and provide transparency about the complaint process.

GOAL II ENFORCE REGULATIONS – TALCB ENFORCEMENT

The TALCB Enforcement Division safeguards the public interest by enforcing federal and state regulations relating to real property appraisal services, including the ASC Policy Statements, Texas Appraiser Licensing and Certification Act (Chapter 1103, Occupations Code), the Texas Appraisal

Management Company Registration and Regulation Act (Chapter 1104, Occupations Code), and TALCB rules.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

The TALCB Enforcement Division investigates complaints against appraisers, appraisal management companies, appraiser continuing education providers, and individuals engaging in unlicensed activity. The TALCB Enforcement Division also assists law enforcement in matters related to mortgage fraud pursuant to section 32.32, Penal Code.

The TALCB Enforcement Division does this by

- Investigating complaints to ensure compliance of appraisal service regulations, including the minimum standards set forth in the Uniform Standards of Professional Appraisal Practice (USPAP)

- Resolving complaints consistent with TALCB rules

- Ensuring compliance with sanctions imposed

- Ensuring that disciplinary action is reported to the ASC within five days.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. **Accountable to tax and fee payers of Texas.**

   Over the last five fiscal years, the TALCB Enforcement Division has prioritized efficiently investigating and resolving complaints, reducing the average complaint resolution time from 192 days in FY 2019 to 135 days in FY 2023.

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.**

   TALCB partnered with the Texas Workforce Commission Civil Rights Division (TWC) to jointly investigate cases alleging appraisal bias. TALCB investigators are experts in appraisal investigations while TWC investigators are experts in fair housing investigations, and the partnership capitalizes on each agency's respective areas of expertise and reduces redundancies.

   The TALCB Enforcement Division streamlined its investigations by eliminating an overly burdensome standard checklist. Under the new process, investigators can identify relevant issues and tailor the investigation to the specific facts of each case. This has improved the quality of investigations and reduced complaint turnaround time.

   TALCB has been awarded funds through the ASC State Appraiser Regulatory Agencies Support Grant, a grant program established by federal law to provide funds to state appraiser regulatory agencies.

   TALCB has used ASC grant funds to hire additional staff and to develop and improve technologies to reduce complaint processing times by automating document processing, reducing manual review, and promoting self-service. Specifically, the TALCB Enforcement Division developed a web-based complaint platform that allows users to submit complaints and related documents through an end-user interface. The system also sends complainant an acknowledgment and displays status, enhancing self-service. This system has replaced paper complaint forms and email submissions.

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

   The TALCB Enforcement Division continuously exceeds case resolution deadlines set by the Texas Sunset Commission (average 180 days) and ASC (one-year, absent special documented circumstances) resolving open cases in in FY 2022 and FY 2023 in 135 days on average.

   The TALCB Enforcement Division leverages Volunteer Appraisal Reviewers that are appointed by the Board to assist in appraisal-related case review. Additionally, legislation that passed during the 2023 Texas legislative session gave TALCB the authority to appoint an investigative committee for complaints filed against an Appraisal Management Company (AMC), and the Board established rules for such a committee. In instances when a complaint warrants disciplinary action against an AMC, the Investigative Committee will assess the complaint and findings and may make a recommendation to staff for further action.

4. **Attentive to providing excellent customer service.**

   TALCB continuously monitors performance, anticipates needs, and identifies process improvements.

   The TALCB Enforcement Division has expanded online self-service options, including the development of the online web-based complaint platform and online case status tracker.

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

   TALCB's website includes monthly enforcement reports, consumer information on how to file a complaint, a comprehensive complaint-processing handbook which outlines the complaint process in easily understandable terms, articles, and enforcement self-service tools.

GOAL III COMMUNICATE EFFECTIVELY

The agency engages with a variety of stakeholders, such as prospective and current license holders, consumers, legislative offices, and the news media. All divisions within the agency are committed to providing timely, transparent, and accurate information and do so in a variety of ways. The Communications Department sets the brand and tone for the agency and collaborates across divisions to support the overarching goal to communicate effectively.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

TREC and TALCB provide transparent, clear explanations of rules, laws, and practices to equip license holders, consumers, and other stakeholders with meaningful information. This includes:

- Maintaining TREC and TALCB websites that
    - Reflect current rules and law
    - Provide information about public meetings (e.g., how to attend or provide comments, when they occur, and recapping the outcomes)
    - Give details on how to become licensed or renew a license, including continuing education providers, application processing dates, and application status
    - Explain through articles and FAQs how license holders can abide by rules and law
    - Walk through why and how to file a complaint with the agency
    - Displays disciplinary actions that result from complaints, which can be used as teaching tools and help consumers when vetting license holders.

- Staffing, training, and retaining a robust Customer Relations Division, which is responsible for

  - Answering incoming phone calls from license holders and the public and providing high-quality customer service

  - Maintaining low hold times by offering courtesy callbacks, precision call queuing, and call recording for training purposes

  - Responding timely to emails received at information@trec.texas.gov and ensuring queries make it to the appropriate divisions.

- Providing subject-matter expertise through

  - Presentations at industry events (e.g., executive director, deputy executive director, TALCB director, enforcement director, and general and deputy general counsels speaking at trade association events, brokerage trainings, and ancillary industry events)

  - Videos that clarify rules, laws, or practices

  - Educational course materials that are continuously updated to reflect current rules and laws, industry standards, and trends

  - Accessible and responsive contact channels, including staff from each division on rotating duty prepared to respond to emails and phone calls

  - Government relations staff available to support legislative inquiries, specifically constituent concerns or queries

  - Media relations staff available to support news inquiries, as well as disseminate important consumer information to the public.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. **Accountable to tax and fee payers of Texas.**

   Information and services are provided to license holders and the public through free and accessible online communications channels, such as the agency's websites, email newsletters, videos, and social media posts. Licensing and other fees are kept updated and accessible on the website, and communications with license holders about costs are clear, frequent, and early enough in advance that they can plan for these costs.

   By maximizing the agency's existing tools, plus its work toward an updated database with more self-service options, the agency is moving paperless, which is both a time and cost savings.

   Those who are interested in becoming a license holder but have a criminal history can save time and money by requesting a fitness determination from the agency, which reviews the history provided by applicants to assess whether they are eligible for licensure. The agency recommends pursuing the fitness determination before taking courses and applying for a license. After clarifying the process on the website, and actively pushing the information out to the agency's audiences, more people requested fitness determinations in 2023.

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 Communications Department handles inquiries it receives through the public on social media, legislative staffers assisting constituents, and news media looking for industry information.

To ensure subject-matter experts remain available to the public, whenever a request for a speaker is made, staff works with requestors on economical ways to present information to agency stakeholders, such as having staff make a virtual presentation.

The Office of the General Counsel examines rules and looks for opportunities to streamline and clarify requirements with an eye toward reducing unnecessary barriers to entry.

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

   Utilizing Voice Over Internet Protocol (VOIP) phone services has increased the availability of the contact center staff. All customer service representatives are expected to handle calls with professionalism and patience. At the completion of every call, the customer's record will be updated with a summary of the conversation, so staff has context and continuity on interactions with that individual in the future. Software is utilized to track and monitor calls, resulting in improved contact center metrics, more effective customer interactions, and the ability to better monitor trends. Also, those who contact the agency through the Customer Relations Division receive a survey. Staff follows up on any low-scoring interactions to further investigate the issue and try to provide a resolution.

   Divisions track trends, questions, and issues and share that information. Building cross-division communication has improved the quality of communications, ensuring it is timely and accurate.

4. **Attentive to providing excellent customer service.**

   The Customer Relations Division requires a four-week, hands-on training before newly hired staff can assist agency 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 Customer Relations Division staff to stay up to date on various topics of concern.

   Every division designates subject-matter experts to handle daily calls or emails that relate to their function. The divisions all assign staff for this duty so any incoming correspondence can be reviewed timely and responded to efficiently or routed appropriately.

   When individuals express frustration or ask questions on social media, the Communications Department works with staff to troubleshoot issues and timely respond or provide clarification.

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

   Communications are adapted based on the agency's stakeholders' needs, which are identified by staff who observe trends in questions or concerns the agency receives through its many contact touchpoints.

   The agency routinely promotes participation in public meetings—from the larger TREC and TALCB meetings to advisory committee meetings and subcommittee meetings. The chairs of these committees also extend frequent invitations for participation.

   All Commission and Board meetings are livestreamed so those who may not be able to attend in person can follow the process. All open meetings are recorded and accessible on demand after a meeting ends. In addition, the Communications Department writes recaps of each meeting, providing high-level takeaways and publicizing opportunities to provide public comment on prospective rule changes or other decision-making points.

These reminders and recaps are pushed out to targeted audiences composed primarily of license holders, though anyone who is interested in the content can sign up for these messages. The agency also posts information on social media, and is adding more creative audiovisual components, particularly video, to try and reach more people in new ways.

The Communications Department also disseminates information to the media to help reach more consumers across the state, including Spanish-speaking Texans, through targeted press releases and other timely information related to industry issues.

REDUNDANCIES AND IMPEDIMENTS

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	TEX. OCC. CODE § 1101.003 specifies the content requirements for real estate qualifying courses and § 1101.358 sets out the qualifying course requirements needed to obtain a sales agent license in Texas.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Education requirements related to a sales agent license—including the contents of qualifying courses—are dictated by statute. As a result, any changes necessitate a legislative change, making the education requirements and the content of these courses inflexible and sometimes stale. These requirements may also create an unnecessary barrier to entry for nonresident applicants.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Remove these specific requirements set out in statute and grant TREC the authority to establish those requirements by rule.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Amending the referenced statutory provisions would allow TREC the ability to be nimble and responsive to an evolving real estate market and may remove a barrier to entry for nonresident applicants.
REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	TEX. GOV. CODE § 552.11765 makes certain identifying information maintained by a state licensing agency confidential by law.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Last session, SB 510 made certain personal contact information related to a person regulated by a licensing agency confidential. Prior to this change in the law, TREC and TALCB made a license holder's address, email, and telephone number available to the public through an online license holder look up. Because agency records did not distinguish between business and personal contact information, all contact information was removed to comply with the statute. The public, license holders, and other real estate service providers utilized that information as a resource to locate and verify persons licensed in their area.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Amend applicable law to allow the agency to collect a license holder's business address and business telephone number.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Amending applicable law in this way would better protect consumers by allowing appropriate access to business contact information.

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	While the agency has reduced the need for paper processing, the agency still accepts paper applications and complaint forms, and payment by check for various processes.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Because the agency primarily works with electronic documents, any paper submitted to the agency must be scanned and then sent to the appropriate division. Any paper documents submitted in support of an initial document must also go through that process, and staff must then manually combine those documents. Depending on the nature of the paper document submitted to the agency, it may need to be physically stored on site at a cost to the agency. Similarly, paper checks must be manually processed. Complications can arise if the incorrect amount is submitted or if there are insufficient funds.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Migrate paper applications to an online process and exclusively accept electronic payments.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	The elimination of paper allows for the agency to be more efficient. Electronic documents can be shared more effectively. Manual processes currently driven by the need to work paper documents can become automated. The cost to store paper documents is reduced or eliminated. Requiring electronic payments will eliminate the potential delay in application processing or complications arising out of insufficient funds.
REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	TEX. OCC. CODE § 1104.202 Administrative Penalty
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Section 1104.202 relates to administrative penalties imposed on AMCs. Specifically, the statute requires penalties collected be deposited in a restricted fund maintained and operated by TALCB to develop education programs for appraisers or to conduct studies that enhance consumer protection. This requirement mirrors the former language of TEX. OCC. CODE § 1103.552, which relates to administrative penalties imposed on appraisers. However, the 86th Texas Legislature, in SB 624, amended the language in 1103.552 and required that penalties be deposited in the general revenue fund. This inconsistency in where administrative penalties are deposited results in

	inefficient and ineffective agency operations because it requires the agency to maintain and operate a fund that cannot generate sufficient funds to fulfill the purpose of developing educational programs or studies to enhance consumer protection.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Modify 1104.202 to mirror 1103.552, and require penalties be deposited into the general revenue fund.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	With this modification, the agency would be relieved of the costs associated with maintaining a restricted fund, and the penalties collected would be deposited in the state's general revenue fund.

Schedule B
Performance Measure Definitions

GOAL 01: ENSURE STANDARDS

Outcome Measure - Percent of Applicants Who Pass the Exam (TREC and TALCB)

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 TREC to offer qualifying courses) to maintain education standards for applicants to achieve initial competency through the passage of the licensing exam.

Data Source: Data are derived from the agency's automated records. The Director of Education and Examinations is responsible for this measure. Data are stored in the Education and Examinations Division and in the agency's centralized database system.

Methodology: This measure is the percent of applicants who pass the exam.

Data Limitations: Economic conditions may affect the number of individuals desiring to enter the real estate industry.

Calculation Method: Non-cumulative

New Measure: No

Target Attainment: 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.

Output Measure - Percent of Licenses Renewed (TREC)

Definition: The percent of licenses renewed timely during the reporting period.

Purpose: This measure illustrates trends in the marketplace. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to reassess projects, adjust staffing levels, or examine fees.

Data Source: Data are derived from the agency's automated records. The TREC Director of Licensing is responsible for this measure. Data are stored in the TREC Licensing Division and in the agency's centralized database system.

Methodology: This measure is calculated by querying the licensing database to produce the percent of licenses renewed timely by individuals.

Data Limitations: 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 Method: Non-cumulative

New Measure: No

Target Attainment: 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.

Output Measure - 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 marketplace. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to reassess projects, adjust staffing levels, or examine fees.

Data Source: Data are derived from the agency's automated records. The Director of Education and Examinations is responsible for this measure. Data are stored in the Education and Examinations Division and in the agency's centralized database system.

Methodology: This measure is calculated by querying the education database 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 Limitations: Economic conditions and other factors beyond the agency's control may affect the number of education providers desiring to remain in the profession.

Calculation Method: Non-cumulative

New Measure: No

Target Attainment: 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.

Output Measure - Number of New Course Applications Received (TREC)

Definition: The number of new course applications received during the reporting period.

Purpose: This measure provides data on 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 or examine fees.

Data Source: Data are derived from the agency's automated records and is stored in the Education and Examinations Division and the agency's centralized database system.

Methodology: Report the number of new course applications received during the reporting period. Includes courses not previously approved or where an approval has been expired more than six months.

| **Data Limitations**: | 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. |

Data Limitations: 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 Method: Cumulative

New Measure: No

Target Attainment: 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.

Output Measure - Percentage of Course Renewals Issued (TREC)

Definition: The percentage of course renewals issued during the reporting period.

Purpose: This measure provides data on 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 or examine fees.

Data Source: Data are derived from the agency's automated records and is stored in the Education and Examinations Division and the agency's centralized database system.

Methodology: This measure is calculated by querying the database to produce the percentage of course renewals issued for courses that hold a current approval or have been expired less than six months.

Data Limitations: 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 Method: Non-cumulative

New Measure: No

Target Attainment: 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.

Output Measure - 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 marketplace. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to reassess projects, adjust staffing levels, or examine fees.

Data Source: Data are derived from the agency's automated records. The Director of TALCB is responsible for this measure. Data are stored in the TALCB Division and 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 Limitations:	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 Method:	Cumulative
New Measure:	No
Target Attainment:	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.

Output Measure - 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 marketplace. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to reassess projects, adjust staffing levels, or examine fees.
Data Source:	Data are derived from the agency's automated records and is stored in the TALCB Division and the agency's centralized database system.
Methodology:	This measure is calculated by querying the licensing database to produce the percentage of licenses renewed timely by individuals.
Data Limitations:	Economic conditions, success as an appraiser, and other factors beyond the agency's control affect the renewal of appraiser certification and licensing.
Calculation Method:	Non-cumulative
New Measure:	No
Target Attainment:	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.

Output Measure - Number of New Appraiser Continuing Education (ACE) Provider Applications Received (TALCB)

Definition:	The number of new ACE provider applications received during the reporting period.
Purpose:	This measure provides data on 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 or examine fees.
Data Source:	Data are derived from the agency's automated records. The Director of Education and Examinations is responsible for this measure. Data are stored in

the Education and Examinations Division and 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 Limitations: 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 Method: Cumulative

New Measure: No

Target Attainment: 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.

Output Measure – 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. 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 or examine fees.

Data Source: Data are derived from the agency's automated records. The Director of Education and Examinations is responsible for this measure. Data are stored in the Education and Examinations Division and the agency's centralized database system.

Methodology: This measure is calculated by querying the education database 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 Limitations: Economic conditions and other factors beyond the agency's control may affect the number of ACE providers desiring to remain in the profession.

Calculation Method: Non-cumulative

New Measure: No

Target Attainment: 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.

Output Measure – 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 on 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 or examine fees.

Data Source: Data are derived from the agency's automated records and is stored in the Education and Examinations Division and 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 Limitations: Economic conditions and other factors beyond the agency's control may affect the number of ACE courses offered by approved ACE education providers.

Calculation Method: Cumulative

New Measure: No

Target Attainment: 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.

Output Measure – Percent of ACE Course Renewals Issued (TALCB)

Definition: The percent of ACE course renewals issued during the reporting period.

Purpose: This measure provides data on 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 or examine fees.

Data Source: Data are derived from the agency's automated records and is stored in the Education and Examinations Division and the agency's centralized database system.

Methodology: This measure is calculated by querying the education database 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 Limitations: Economic conditions and other factors beyond the agency's control may affect the number of ACE courses offered by approved ACE providers.

Calculation Method: Non-cumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs, examine fees, and inform the agency's budgetary process.

Efficiency Measure – 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 are derived from the agency's automated records. The Director of Licensing is responsible for this measure. Data are stored in the Licensing Division and 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 is 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 Limitations: 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 the results of 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 Method: Non-cumulative

New Measure: No

Target Attainment: Lower than Target (Target: 14 days)

Efficiency Measure – 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 are derived from the agency's automated records. The Director of Education and Examinations is responsible for this measure. Data are stored in the Education and Examinations Division and 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 Limitations: 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 Method: Non-cumulative

New Measure: No

Target Attainment: Lower than Target (Target: 45 days)

Efficiency Measure – 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 are derived from the agency's automated records. The Director of Education and Examinations is responsible for this measure. Data are stored in the Education and Examinations Division and 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 Limitations: There are factors beyond the agency's control that determine when an approval can be issued, such as receipt 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 Method: Non-cumulative

New Measure: No

Target Attainment: Lower than Target (Target: 30 days)

Efficiency Measure – 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 are derived from the agency's automated records. The Director of Education and Examinations is responsible for this measure. Data are stored in the Education and Examinations Division and 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 Limitations:	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 Method:	Non-cumulative
New Measure:	No
Target Attainment:	Lower than Target (Target: 30 days)

Efficiency Measure – Average Time to Issue a Qualifying Course Approval: Distance Education (DE) Delivery (TREC)

Definition:	The average number of days to process a qualifying course application offered through 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 are derived from the agency's automated records. The Director of Education and Examinations is responsible for this measure. Data are stored in the Education and Examinations Division and 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 Limitations:	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 Method:	Non-cumulative
New Measure:	No
Target Attainment:	Lower than Target (Target: 45 days)

Efficiency Measure – 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 are derived from the agency's automated records. The Director of Education and Examinations is responsible for this measure. Data are stored in

the Education and Examinations Division and 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 Limitations:	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 Method:	Non-cumulative
New Measure:	No
Target Attainment:	Lower than Target (Target: 15 days)

Efficiency Measure – Number of Experience Audits 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 could have a budgetary impact on the agency and may indicate a need to reassess projects, adjust staffing levels, or examine fees.
Data Source:	Data are derived from the agency's automated records and stored in the TALCB Division.
Methodology:	The total number of experience audits received during the reporting period.
Data Limitations:	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 Method:	Cumulative
New Measure:	No
Target Attainment:	Higher than Target (Target: 200)

Efficiency Measure – 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 are derived from the agency's automated records and stored in the TALCB 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 Limitations: 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 Method: Non–cumulative

New Measure: No

Target Attainment: Lower than Target (Target: 60 days)

Efficiency Measure – 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 are derived from the agency's automated records. The Director of TALCB is responsible for this measure. Data are stored in the TALCB Division and 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 Limitations: 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 Method: Non-cumulative

New Measure: No

Target Attainment: Lower than Target (Target: 14 days)

Efficiency Measure – Average Time to Issue an 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 are derived from the agency's automated records. The Director of Education and Examinations is responsible for this measure. Data are stored in

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.
	the Education and Examinations Division and the agency's centralized database system.

the Education and Examinations Division and 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 Limitations: 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 Method: Non-cumulative

New Measure: No

Target Attainment: Lower than Target (Target: 30 days)

Efficiency Measure – Average Time to Issue an 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 are derived from the agency's automated records. The Director of Education and Examinations is responsible for this measure. Data are stored in the Education and Examinations Division and 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 Limitations: There are factors beyond the agency's control that determine when an approval can be issued, such as receipt 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 Method: Non-cumulative

New Measure: No

Target Attainment: Lower than Target (Target: 15 days)

Explanatory Measure - 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 marketplace. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to reassess projects, adjust staffing levels or examine fees.

Data Source: Data are derived from the agency's automated records. The TREC Director of Licensing is responsible for this measure. Data are stored in the TREC Licensing Division and 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 Limitations: 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 Method: Cumulative

New Measure: No

Target Attainment: 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.

Explanatory Measure - 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 or examine fees.

Data Source: Data are derived from the agency's automated records. The Director of Education and Examinations is responsible for this measure. Data are stored in the Education and Examinations Division and 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 Limitations: 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 Method: Cumulative

New Measure: No

Target Attainment:	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.

GOAL 02: ENFORCE REGULATIONS

Outcome Measure - Percent of License Holders with No Recent Violations (TREC and TALCB)

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:	This measure indicates how effectively the agency's activities deter violations of professional standards established by statute and rule.
Data Source:	Data are derived from the agency's automated records. TREC data is stored in TREC's Enforcement Division and the agency's centralized database system. TALCB data are stored in the TALCB Division and the agency's centralized database system. The Director of TREC Enforcement and the Director of TALCB are responsible for this measure for their respective areas.
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 Limitations:	Economic conditions sometimes impact the number of violations of The Real Estate License Act, Texas Appraiser Licensing and Certification Act, and Commission and Board Rules.
Calculation Method:	Non-cumulative
New Measure:	No
Target Attainment:	For informational purposes only. It can help the agency ascertain if it needs to provide more education and communication about statutes, rules, or disciplinary actions.

Outcome Measure - 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. The public and license holders should expect that the agency will work to ensure fair and effective enforcement of The Real Estate License Act and TREC rules, and this measure seeks to indicate agency responsiveness to this expectation.

Data Source: Data are derived from the agency's automated records and is stored in TREC's Enforcement Division and 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 license holder. Complaints determined to be non-jurisdictional are not resolved complaints for purposes of this measure, and application inquiries and Fitness Determination-related closings are not considered for purposes of this measure.

Data Limitations: Staffing, data sources, and equipment availability, the facts and law, the complexity of the complaints, legal representation by the respondent, State Office of Administrative Hearing (SOAH) findings, and Commission action all affect this measure.

Calculation Method: Non-cumulative

New Measure: No

Target Attainment: For informational purposes only. It can help the agency ascertain if it needs to provide more education and communication about statutes, rules, or disciplinary actions.

Outcome Measure - Percent of Complaints Resolved Resulting in Disciplinary Action (TALCB)

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. The public and license holders should expect that the agency will work to ensure fair and effective enforcement of rules and laws, and this measure seeks to indicate agency responsiveness to this expectation.

Data Source: Data are derived from the agency's automated records and stored in the TALCB Division and 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 license holder. 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 to assist law enforcement agencies investigating mortgage fraud cases. Also, complaints resolved through deferred prosecution are not part of this measure.

Data Limitations: 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 Method: Non-cumulative

New Measure: No

Target Attainment: For informational purposes only. It can help the agency ascertain if it needs to provide more education and communication about statutes, rules, or disciplinary actions.

Efficiency Measure - 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. 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 or examine fees.

Data Source: Data are derived from the agency's automated records and stored in TREC's Enforcement 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 Fitness Determinations are not complaints for purposes of this measure.

Data Limitations: Workloads, staffing, and SOAH proceedings affect this measure.

Calculation Method: Cumulative

New Measure: No

Target Attainment: Higher than Target (Target: 1,200)

Efficiency Measure - 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 are derived from agency's automated records and stored in TREC's Enforcement 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 Fitness Determinations are not complaints for purposes of this measure. The calculation excludes complaints determined to be non-jurisdictional under the agency's statutes.

Data Limitations: Workloads, staffing levels, complexity of the complaints, SOAH proceedings, and Commission meeting schedules, during which they consider orders, all affect this measure.

Calculation Method: Non-cumulative

New Measure: No

Target Attainment: Lower than Target (Target: 195 days)

Efficiency Measure - 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 as well as the effectiveness and efficiency of the enforcement and complaint-resolution process.

Data Source: Data are derived from the agency's automated records and stored in TREC's Enforcement Division and 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 Fitness Determination related closings are not considered for purposes of this measure.

Data Limitations: Workloads and staffing levels, complexity of the complaints, SOAH proceedings, and Commission meeting schedules, during which they consider orders, all affect this measure.

Calculation Method: Non-cumulative

New Measure: No

Target Attainment: Higher than Target (Target: 60%)

Efficiency Measure - 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. 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 or examine fees.
Data Source:	Data are derived from the agency's automated records and stored in the TALCB 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 to assist law enforcement agencies investigating mortgage fraud cases.
Data Limitations:	Workloads, staffing, complexity of the complaints, and SOAH proceedings affect this measure.
Calculation Method:	Cumulative
New Measure:	No
Target Attainment:	Higher than Target (Target: 200)

Efficiency Measure - Percent of Complaints Resolved Within Six 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 as well as the effectiveness and efficiency of the enforcement and complaint resolution process.
Data Source:	Data are derived from the agency's automated records and stored in the TALCB Division and 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 to assist law enforcement agencies investigating mortgage fraud cases.
Data Limitations:	Workloads, staffing, complexity of the complaints, and SOAH proceedings affect this measure.
Calculation Method:	Non-cumulative
New Measure:	No
Target Attainment:	Higher than Target (Target: 75%)

Efficiency Measure - 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 are derived from the agency's automated records and stored in the TALCB 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 Limitations: Workloads, staffing, complexity of the complaints, and SOAH proceedings affect this measure.

Calculation Method: Non–cumulative

New Measure: No

Target Attainment: Lower than Target (Target: 180)

Explanatory Measure - Number of Complaints Received (TREC)

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

Purpose: The measure shows the total number of complaints filed with TREC and includes complaints that are jurisdictional and non-jurisdictional. As an SDSI agency, upward or downward trends in the number of complaints received could have a budgetary impact on the agency and may indicate a need to reassess projects, adjust staffing levels, or examine fees.

Data Source: Data are derived from the agency's automated records and stored in TREC's Enforcement Division.

Methodology: The agency sums the total number of complaints received. Application inquiries and Fitness Determination related closings are not considered for the purposes of this measure.

Data Limitations: TREC does not control who files complaints or the type of complaints.

Calculation Method: Cumulative

New Measure: Yes

Target Attainment: 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.

Explanatory Measure - Number of Complaints Received (TALCB)

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

Purpose:	This measure shows the total number of complaints filed with TALCB and includes complaints that are jurisdictional and non-jurisdictional. As an SDSI agency, upward or downward trends in the number of complaints received could have a budgetary impact on the agency and may indicate a need to reassess projects, adjust staffing levels, or examine fees.
Data Source:	Data are derived from the agency's automated records and stored in the TALCB Division.
Methodology:	The agency sums the total number of complaints received. Requests for Assistance are not included in this measure. Requests for Assistance reflect the work performed by TALCB to assist law enforcement agencies investigating mortgage fraud cases.
Data Limitations:	TALCB does not control who files complaints or the type of complaints filed.
Calculation Method:	Cumulative
New Measure:	Yes
Target Attainment:	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.

GOAL 03: COMMUNICATE EFFECTIVELY

Output Measure - 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.
Purpose:	Provide on-demand access to services used by prospective or current license holders, reducing the need to interact with staff only during defined business hours.
Data Source:	Data gathered from all online presence by the Director of Information Technology 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.
Data Limitations:	Technology and data limitations may affect the services the agency is able to provide via the website.
Calculation Method:	Non-cumulative
New Measure:	No
Target Attainment:	Higher than Target (Target: 75)

Efficiency Measure - Average Hold Time

Definition:	Length of time that a caller waits to speak with a customer service representative.

Purpose:	Measure the effective management of the Customer Relations Division contact center and customer experience. Indicates accessibility for customers and staffing needs to provide efficient service.
Data Source:	Data are 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 by agency. The Director of Customer Relations is responsible for this measure. Data are stored in the Customer Relations Division.
Methodology:	This measure keeps track of the time in which a customer is waiting to speak to a customer service representative.
Data Limitations:	Many factors can contribute to abandoned calls that are outside the control of agency staff, including poor cell service or unforeseen interruptions on the callers' end.
Calculation Method:	Cumulative
New Measure:	No
Target Attainment:	Lower than Target (Target: 2 minutes)

Efficiency Measure - Percentage of Abandoned Calls

Definition:	Percentage of customers who disconnect the call prior to being connected to an agency representative.
Purpose:	Measure the effective management of the Customer Relations Division contact center and customer experience. Indicates accessibility for customers and staffing needs to provide efficient service.
Data Source:	Data are derived from the agency's Cisco Unified Intelligence Center (CUIC) Software. The Service Quality Queue Activity report produces the number of customer calls by agency presented to the agency as well as the percentage of customers that abandoned calls prior to speaking with a representative of the agency. Director of Customer Relations is responsible for this measure. Data are stored in the Customer Relations Division.
Methodology:	This measure keeps track of the percentage of customers the agency was not able to assist.
Data Limitations:	Many factors can contribute to abandoned calls that are outside the control of agency staff, including poor cell service or unforeseen interruptions on the callers' end.
Calculation Method:	Cumulative
New Measure:	No
Target Attainment:	Lower than Target (Target: 5%)

Efficiency Measure - Percent of Emails Responded to Within One Working Day

Definition:	Emails the agency receives at information@trec.texas.gov monitored by the Customer Relations Division.

Purpose:	This measure indicates the efficiency of the agency's response to emails.
Data Source:	The Director of Customer Relations maintains a record on the total number of emails handled by the Customer Relations Division staff. Records are kept in the office of Director of Customer Relations.
Methodology:	The Customer Relations Division staff provides a count of emails, which are submitted to the Director of Customer Relations, by fiscal year and by month.
Data Limitations:	Workloads and staffing levels and complexity of email requests affect this measure.
Calculation Method:	Cumulative
New Measure:	No
Target Attainment:	Target: 100%

Explanatory Measure - Number of Customers Served by the Customer Relations Division

Definition:	The number of customers assisted by telephone, email, and walk-ins.
Purpose:	Provides the agency with information regarding the number of customers requesting services through the Customer Relations Division.
Data Source:	Data are 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. The division manually collects and calculates the number of customers served by email and in person. The Director of Customer Relations is responsible for this measure. Data are stored in the Customer Relations Division.
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. The data excludes customers who abandoned or dropped their calls.
Data Limitations:	The agency does not control which contact method stakeholders choose to use.
Calculation Method:	Cumulative
New Measure:	No
Target Attainment:	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.

Explanatory Measure - Number of Online Customer Surveys Received

Definition:	The figure reflects the number of customer service surveys submitted online.
Purpose:	This measure indicates the comments that are submitted by the public and the real estate industry.
Data Source:	Data are derived from responses received through the agency Customer Service Survey. A link to the survey is included with every email response sent from Customer Relations Division staff. A link to the survey is also available on

the TREC and TALCB websites. Records are kept in the Customer Relations Division.

Methodology: The surveys provide a count of emails, which are filed electronically by fiscal year and by month.

Data Limitations: The agency does not control which stakeholders choose to respond to the agency's customer service survey.

Calculation Method: Cumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine if the agency needs to adjust its messaging methodology.

Explanatory Measure - Number of Visits to Agency Website

Definition: Measure the utilization of the website by the public.

Purpose: Website usage data can indicate the agency is providing helpful services and information, enhancing public interaction and perception.

Data Source: Monthly web analytics log files.

Data Limitations: The agency does not control which stakeholders choose to visit the agency website.

Methodology: Monthly web analytic reports provide the monthly count of visitors to the site. The Director of Information Technology maintains website analytics data.

Calculation Method: Cumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine if the agency is providing useful information to its stakeholders.

Outcome Measure – Email Newsletter Open Rate

Definition: The number of email newsletter subscribers who opened an email compared to the number who received it.

Purpose: Tracks the number of individuals engaging with the agency's email newsletter communications.

Data Source: Data are derived from the agency's email management and delivery software. The Communications Director is responsible for this measure. Data is kept in the office of the Communications Director.

Methodology: This measure is calculated by querying the agency's email management system to produce the percentage of email newsletter subscribers who opened each email newsletter.

Data Limitations: Emails may not be deliverable based on factors outside the agency's control. A recipient may open a message, read the information, and delete the message

before all components have loaded and tracked, thus having a negative impact on overall open rate.

Calculation Method: Non-cumulative

New Measure: Yes

Desired Performance: Higher that target (35%)

Explanatory Measure - Number of Social Media Followers

Definition: The number of followers for the agency's social media pages.

Purpose: The number of followers indicates the reach and interest in the agency's information. An increase in the number of followers can expand the agency's communications reach and enhance engagement with new stakeholders.

Data Source: Data are derived from the number of followers or subscribers of the agency's various social media platforms, such as Facebook, Instagram, LinkedIn, and YouTube. Data is kept in the office of the Communications Director.

Methodology: This measure is calculated by adding up the total number of accounts that follow and subscribe to the agency's various social media platforms.

Data Limitations: Factors beyond the agency's control may affect an individual's choice to follow on social media.

Calculation Method: 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 if the agency is providing useful information to its stakeholders.

Explanatory Measure – Social Media Engagement Rate

Definition: The average number of social media interactions on the agency's social media platforms during the reporting period.

Purpose: The number of social media interactions, such as clicks, likes, shares, or comments made on the agency's social media platforms indicates interest in the agency's content and messaging independent of the number of agency's social media followers.

Data Source: Data are derived from the respective social media platforms. The Communications Director is responsible for this measure. Records are kept in the office of the Communications Director.

Methodology: The measure is a count of the total number of interactions the agency's social media content receives divided by the total number of followers, multiplied by 100.

Data Limitations: Factors beyond the agency's control may affect the number of individuals engaging with the agency's social media.

Calculation Method: 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 if the agency is providing useful information to its stakeholders.

Schedule C
Plan Required by 2161.123, Government Code

The agency makes good faith efforts to increase business opportunities. The agency's strategy includes:

- Selecting and procuring from vendors when feasible for non-competitive spot purchases valued at $10,000 or less.

- Participating in forums and meetings to expand the agency's network of vendors.

- Obtaining more than two bids from the CMBL on purchases exceeding $10,000.

- Tracking and evaluating quarterly performance measures.

Schedule F

Texas Real Estate Commission
Texas Appraiser Licensing and Certification Board
Fiscal Year 2025 to 2029 Workforce Plan

Agency Overview

The Texas Legislature established TREC in 1949 to safeguard consumers in matters of real property transactions and valuation services. In 1991, TALCB was established to safeguard consumers in matters of real property appraisal services. TALCB shares staff and resources with TREC. Together TREC and TALCB oversee real estate brokerage, real property appraisals, inspections, and timeshare opportunities.

The agency provides education and licensing services, as well as regulation and enforcement of state and federal laws and requirements that govern real property. TREC and TALCB function as a single state agency, with distinct, independent policy and enforcement functions. As an SDSI agency, 100 percent of the agency's activities are funded through fees paid by approximately 225,120 TREC license holders and 6,700 TALCB license holders.

Agency workforce planning is an ongoing process that includes the following elements:

- Understanding the agency's strategic direction and factors that may impact workforce needs.
- Reviewing and analyzing workforce data.
- Communicating workforce plan findings and recommendations.
- Implementing initiatives to address workforce challenges and monitoring progress.
- Evaluating the success of initiatives and determining what adjustments are needed.

As of April 1, 2024, the agency has 161 full-time equivalent (FTE) employees and two part-time employees. The main office is in Austin, Texas, and has eight major divisions: Customer Relations, Education and Examinations, Licensing, Enforcement, TALCB, Financial Services, Information Technology, and Executive. The following chart details the number of filled positions for each division as of April 1, 2024.

Agency's Divisions and Positions

Division	Number of Employees	Percent of Employees
Executive	12	7.36%
Customer Relations Division	28	17.17%
Education and Examinations Division	17	10.43%
Licensing Division	21	12.88%
TREC Enforcement Division	37	22.70%
Information Technology Division	19	11.66%
TALCB Division	15	9.20%
Finance Division	14	8.59%

Agency Mission and Philosophy

The agency exists to safeguard the public interest and protect consumers of real estate services. In accordance with state and federal laws, the agency oversees real estate brokerage, appraisal, inspection, 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.
- Demonstrate professional kindness to all in the workplace.

I. Current Workforce Profile

Workforce Demographics

As of April 1, 2024, the agency has a total headcount of 163 employees. Currently, veterans are 3.6% of the agency's workforce. The agency's goal is 20%, in line with state law. The following tables profile the agency's workforce, including both full-time and part-time employees.[1]

Age

Approximately (39%) are 50 years of age or older which is a 7% decrease from 2022.

	Number of Employees	Percent of Employees
20-29 years	15	9.20%
30-39 years	36	22.09%
40-49 years	47	28.83%
50-59 years	39	23.93%
60-69 years	24	14.72%
70 and older	2	1.23%

Tenure

Approximately (66%) of employees have been with the agency fewer than five years with skill levels ranging from minimal knowledge to working knowledge of processes. Approximately 30% of our workforce has six to 20 years of tenure, with proficiency ranging from working knowledge to mastery level. Lastly, the agency's workforce with 21 years or more of experience represents just under 4% of the workforce.

	Number of Employees	Percent of Employees
0-5 years	107	65.64%
6-10 years	27	16.56%
11-15 years	13	7.98%
16-20 years	10	6.13%
21-25 years	2	1.23%
Over 26 years	4	2.45%

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

Gender

The agency's workforce is comprised of 121 (73.3%) females and 44 (26.7%) males. The percentage of employees by gender has been consistent over the last five years.

	Number of Employees	Percent of Employees
Male	44	26.67%
Female	121	73.33%

Agency Workforce versus Statewide Workforce

The following table compares the percentage of Hispanic, African American, and female agency employees (as of August 31, 2022) to the statewide civilian workforce[2]. The agency does not employee any Service and 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 Year 2022 Ethnic and Gender Workforce Composition Fiscal Year 2022						
Job Categories	Hispanic		African American		Female	
	Texas	Agency	Texas	Agency	Texas	Agency
Officials/Administrators (A)	16.2%	0.63%	12.9%	18.8%	57.2%	68.8%
Professional (P)	17.8%	16.67%	11.5%	20.0%	58.5%	66.7%
Technical (T)	28.2%	25.0%	17.6%	0.0%	58.3%	25.0%
Administrative Support (C)	33.7%	35.0%	18.3%	33.0%	81.6%	81.3%

Retirement Eligibility Projections

The following chart provides estimates on the number of employees who will be eligible to retire over the next five years. These estimates are based on the "rule of 80" using total state service for employees as of April 1, 2024. Currently 6.06% of the agency's workforce is comprised of return-to-work retirees and 7.88% are currently eligible to retire. A return-to-work employee is one who has retired from state government and then returned to working for state government as a current agency employee. In total, approximately 20% of the workforce is eligible to retire. The chart below shows the breakdown of employees eligible to retire over this planning period.

Fiscal Year	Eligible Employees	Percent of Total Agency FTE
2024	13	7.88%
2025	3	1.81%
2026	3	1.81%
2027	2	1.21%
2028	2	1.21%
RTW Retirees	10	6.06%
Total Eligible Employees	33	20%

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[2] Statewide Civilian Workforce Composition (Table 2a of the Texas Workforce Commission's January 2023 Equal Employment Opportunity and Minority Hiring Practices Report Fiscal Years 2021-2022). This report only contains data regarding the state's Caucasian, African American, Hispanic American, female, and male workforce.

Employee Turnover

As reflected in the following chart, employee turnover at the agency has consistently been below the statewide average among state agencies, as reported by the State Auditor's Office. The agency anticipates that its turnover rate may vary with the Austin economy but expects overall turnover rates to remain below the state average.

Fiscal Year	Agency	State
2023	14.29%	21.10%
2022	18.32%	25.10%
2021	17.83%	21.50%
2020	15.75%	18.60%
2019	17.40%	20.30%

Critical Workforce Skills

Core Functions:

- Licensing
- Education and Examination Services
- Enforcement
- Appraisal Experience Audits
- Draft Rules and Regulations
- Developing and monitoring complex contracts
- Specialized professional skills (including accounting, customer service, human resources, and information technology).

The critical skills needed to fulfill the core functions include:

- Accountability
- Risk Assessment
- Strategic planning
- Effective organizational time management skills
- Working knowledge of laws, rules, and regulatory processes
- Ability to interpret and accurately apply legal statutes and rules
- Knowledge of administrative law processes
- Skill in policy development and implementation
- Effective organizational and time management skills
- Communication (verbal and written)
- Ability to conduct detailed investigations
- Litigation and dispute resolution experience
- Negotiation, facilitation, and collaboration skills
- Critical thinking and problem-solving
- Information technology, including telecommunications, web design, programming, information security and systems administration

- Network and data center operations support

- Data and information management principles and tools

- Computer proficiency (skills requirements range from entry-level end user to highly skilled information technology)

- Government accounting and financial management

- Government purchasing and contract processes

- Inventory and asset management

- Human resources planning, recruitment, retention, staff development, and performance management

- Educational curricula development and critical evaluation.

II. Future Workforce Profile

The agency will continue to monitor the its workforce, divisional goals and turnaround times, and legislative changes to the agency's jurisdiction to determine whether position classifications and staffing numbers need to be adjusted. Additionally, the agency will monitor the number of applications and current license holders to determine appropriate staffing levels. The agency is implementing enhanced technology systems to increase efficiencies and to be fully modernized.

Anticipated increase/decrease in number of employees needed to do the work
The agency will continually monitor the application and license holder counts to determine whether adjustments to staffing levels is necessary. The agency is also currently in the process of replacing legacy systems to become modernized and gain efficiency.

III. Gap Analysis
Anticipated Surplus or Shortage of Workers or Skills
The agency does not anticipate the need for significant additional FTEs. The agency will continue to monitor the market for any changes and continue to offer competitive salaries. The labor market continues to grow with many high-tech companies coming to the area. There will be a potential loss of employees as more private sector jobs come in and offer potentially more robust benefit packages.

IV. 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 Analysis

Potential Gap	Strategy
Increase hiring and retention of employees	Maintain a work environment that allows the agency to attract, retain and develop highly experienced staff that provides excellent service to customers. Action steps include: • Maintain and further provide professional development, develop leadership training, and promote tuition assistance program. • Continue recruitment efforts to identify qualified candidates with the knowledge and skills needed in the agency.

	• Provide employee development opportunities, including career paths. • Reward employees whose performance exceeds that which is normally expected or required with one-time and/or recurring merit pay increases. • Develop employee engagement strategies that help monitor and retain key positions and employees.
Loss of institutional knowledge and skills due to turnover and retirement of critical staff	Ensure transition of duties, responsibilities, and institutional knowledge transfer when critical staff leave the agency. Action steps include: • Provide leadership training to develop staff for leadership positions. • Continue cross-training efforts. • Maintain effective recruitment practices to attract, develop, and retain qualified replacement staff. • Enhance succession plans to ensure continuous service during any period of extended absence or turnover among critical staff.

Conclusion

The agency will continue monitoring the markets and regulations for the industries we regulate to ensure it is staffed appropriately. Information from the workforce plan will be used to help set priorities for workforce change. The agency will continue to recruit the best candidates to help meet the needs of the agency. The agency will continue to look at ways to better position itself to attract and retain top talent.

Schedule H
Report on Customer Service

TREC and TALCB provide a customer service survey on the agency's website for customers to offer feedback regarding their satisfaction. 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 several areas with ranking options of Excellent, Above Average, Moderate, Below Average, and Poor.

INFORMATION-GATHERING METHODS:
- Email
- Telephone
- Walk-in
- Social Media
- Online Services

AGENCY INVENTORY OF EXTERNAL CUSTOMERS:
- Consumers
- Real Estate Sales Agents
- Real Estate Brokers
- Real Estate Appraisers
- Appraisal Management Companies
- Real Estate Inspectors
- Education Providers
- 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 initial and renewal licenses
- Approving real estate education providers
- Approving real estate course content
- Handling written complaints
- Prosecuting administrative cases
- Monitoring timeshare registrations
- Providing comprehensive public access to information and services via email and internet
- Constituent relations for legislators and staff
- Communicating changes in law and rules to license holders and public
- Providing consumer protection, education, and access to information about the commission and our license holders via our website, news releases, and newsletters.

CUSTOMER-DETERMINED SERVICE QUALITY SURVEY RESULTS: 09/01/2022 – 08/31/2023

Responses by Relationship with TREC/TALCB		
	# of responses	**% of Total**
Consumers	29	8.84%
Real Estate Agents	204	62.20%
Real Estate Brokers	76	23.17%
Real Estate Appraisers	6	1.83%
Real Estate Inspectors	6	1.83%
Education Providers	4	1.22%
Education Instructors	1	0.30%
ERW Agent/Business	1	0.30 %
Timeshare Provider	1	0.30%

Number of Contacts with the Agency		
	# of responses	**% of Total**
One time	176	54.18%
2 to 5 times	119	36.84%
More than 5 times	29	8.98%

Source of Responses		
	# of responses	**% of Total**
Web based survey [3]	333	100.00%

Rating for Telephone Experience		
	# of responses	**% of Total**
Excellent	182	85.45%
Above Average	8	3.76%
Moderate	6	2.82%
Below Average	5	2.35%
Poor	12	5.63%

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[3] The Customer Satisfaction Survey is conducted through Survey Monkey and can be accessed from a link on the TREC and TALCB websites. A link to the survey is also included with all email correspondence sent from the Customer Relations Division and on the receipt provided for documents dropped off at the agency in person.

CUSTOMER-DETERMINED SERVICE QUALITY SURVEY RESULTS: 09/01/2022 – 08/31/2023 (CONTINUED)

Rating of Email Experience		
	# of responses	% of Total
Excellent	46	59.74%
Above Average	6	7.79%
Moderate	5	6.49%
Below Average	5	6.49%
Poor	15	19.48%

Ratings of Customer Service Representative		
	# of responses	% of Total
Excellent	45	81.82%
Above Average	6	10.91%
Moderate	3	5.45%
Below Average	0	0%
Poor	1	1.82%

Reasons customers provided a compliment		
	# of responses	% of Total
Friendly Service	77	39.69%
Quick Response	14	7.22%
Got what you needed	23	11.86%
Our email or mail process	0	0.00%
Other	80	41.24%

Suggested areas for improvement		
	# of responses	% of Total
Response time	0	0.00%
Technology Issue	1	5.88%
Customer Service Experience	1	5.88%
Answer you received	1	5.88%
Other	14	82.35%

CUSTOMER SATISFACTION ASSESSMENT ANALYSIS

For FY 2023, responses were generally favorable regarding the customers' experience with telephones, emails, and customer service representatives.

Customers who provided compliments gave specific reasons why their experience was rated as excellent or above average. Fifty percent of these customers stated that our quick response to their questions via phone and/or email prompted them to provide a compliment. Other reasons for leaving a compliment included that they got what they needed, our friendly service, and an efficient email and/or mail process.

The agency is committed to maintaining adequate staffing levels in the contact center, so customer needs are met in a timely manner. The wait time on the telephone is an average of less than two minutes.

TREC and TALCB 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		
	FY2022	FY2023
Outcome Measures		
• % of surveyed customer respondents expressing overall satisfaction with services received (excellent/good/fair)	98.09%	86.79 %
• % of surveyed customer respondents identifying ways to improve service delivery (poor)	1.91%	1.01%
Output Measures		
• Total Customers Surveyed	1,458	1,458
• Total Customers Served *(Walk-ins)*	0	419
• Total number of phone calls received	229,042	184,086
• Total number of electronic contacts received *(Emails)*	57,560	40,118
• Total number of unique visits to the agency website	18,818,689	19,349,784
• Total number of services available via the agency website	85	90
Efficiency Measures		
Cost per customer surveyed	$0.00	$0.00
Explanatory Measures		
• Number of Customers Identified	209,238	225,206
• Number of customer groups inventoried	12	12

CUSTOMER RELATIONS

	FY2022		FY2023	
	TREC	TALCB	TREC	TALCB
Efficiency Measures				
Average Hold Time (minutes:seconds)	1:40	1:24	1:24	1:05
Explanatory Measures				
Total # of calls received	184,214	14,199	72,973	11,115

LICENSING

	FY2022		FY2023	
	TREC	TALCB	TREC	TALCB
Explanatory Measures				
Total # of individuals licensed	232,957	7,083	237,930	7,132

ENFORCEMENT

	FY2022		FY2023	
	TREC	TALCB	TREC	TALCB
Outcome Measures				
% of documented complaints resolved within 6 months	37%	61%	61%	65%
Output Measures				
Total # of complaints resolved	1,744	317	1,943	269
Efficiency Measures				
Average time for complaint resolution (in days)	219	136	153	135
Explanatory Measures				
Total # of complaints	2097	331	2213	274

APPENDIX 10. CERTIFICATION OF COMPLIANCE WITH CYBERSECURITY TRAINING

CERTIFICATE

Agency Name   Texas Appraiser Licensing & Certification Board

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Chief Executive Officer or Presiding Judge

Chelsea B...
Signature

Chelsea Buchholtz
Printed Name

executive director
Title

5.21.24
Date

Board or Commission Chair

Sara G Oates
Signature

Sara Jones Oates
Printed Name

Chair
Title

5-10-24
Date

APPENDIX 10. CERTIFICATION OF COMPLIANCE WITH CYBERSECURITY TRAINING

CERTIFICATE

Agency Name   Texas Real Estate Commission

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Chief Executive Officer or Presiding Judge

Signature

Chelsea Buchholtz
Printed Name

E.D.
Title

5.28.24
Date

Board or Commission Chair

Signature

R Scott Kesnire
Printed Name

CHANT
Title

5-20-24
Date