

AGENCY STRATEGIC PLAN

FISCAL YEARS 2023 to 2027

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, 2022

SIGNED: 

SIGNED: 

APPROVED: May 2, 2022

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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

GOAL I ENSURE STANDARDS – TREC LICENSING

The Licensing Division of the Texas Real Estate Commission (TREC Licensing) safeguards the public interest by ensuring license holders satisfy the educational, ethical, and legal requirements to provide real estate services in Texas (Texas Occupations Code, Chapters 1101, 1102, and Texas Property Code, Chapter 221).

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

TREC Licensing ensures compliance with all educational, experience, examination, and application requirements for real estate broker, sales agent, and inspector initial applications and renewals.

TREC Licensing duties include ensuring:

- Real estate broker, sales agent, and inspector applicants meet the qualifying education requirements for each license type.
- Real estate broker, sales agent, and inspector applicants pass the licensing examination.
- Real estate broker, sales agent, and inspector applicants satisfy the experience required for each license type by conducting appraisal experience audits.
- Applicants satisfy TREC's honesty, trustworthiness, and integrity standards.
- License holders satisfy continuing education and criminal history check requirements prior to renewal of their license.

Additionally, TREC Licensing processes informational changes and histories for real estate brokers or sales agents, inspectors, and easement or right-of-way registrants.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

Through the efficient use of personnel, the Commission has been successful in simplifying application and renewal fees and providing prompt and efficient service to license holders who are primarily Texas citizens.

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

Prior to Fiscal Year 2021 (FY 2021), one licensing division was responsible for processing applications received for both the Commission and the Board. Midway through FY 2021, appraiser application processing and appraisal management company application processing were moved under the purview of the Board. As a result, TREC Licensing was able to focus on those applications governed by Texas Occupations Code, Chapters 1101 and 1102.

During FY 2021, TREC Licensing, composed of 19 full-time employees, processed approximately 47,518 original applications. As of February 2022, TREC Licensing processed approximately 21,165 original real estate applications with six months remaining in this fiscal year. In addition, through

consistent training techniques and cross-training staff members, the agency maintains high quantity and quality of processing.

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

TREC Licensing experienced a 3.8% increase in applications, and the Commission saw an 8% increase in the number of license holders from FY 2020 to FY 2021. As of August 31, 2021, there were 218,735 real estate sales agents, real estate brokers, easement and right-of-way certificate holders, and inspectors licensed by the Commission. As the agency continues receiving 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 license holders’ applications and current license holders’ supporting documents. All documents are forwarded to a dedicated email address at documents@trec.texas.gov to allow immediate access to staff for processing.

From the date documents are received from an applicant, the agency measures and reports the average number of days it takes TREC Licensing staff to process the application. The agency uses this data to monitor for potential complications so it can respond with prompt action if issues arise.

4. Attentive to providing excellent customer service.

All TREC Licensing staff members are trained to respond to emails and telephone calls specific to processing applications and renewals. A daily, rotating schedule dedicates two TREC Licensing 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.

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 courses or how many continuing education course hours they need for a license renewal. Providing the most popular information sought by prospective and current license holders on demand saves them the time, since they don’t have to contact the agency by email or phone.

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

TREC regularly communicates with the agency’s stakeholders through email newsletters, a continuously updated website, and social media platforms such as Facebook, Twitter, Instagram, and LinkedIn. TREC’s website includes monthly staff reports, consumer information, articles, licensing self-service tools, and an application status tracker. The website also provides online access to TREC meetings through live streaming provided by the agency and interactive video minutes for past meetings.

The application status tracker and renewal education information pages are open and viewable by the public.

GOAL I ENSURE STANDARDS –TALCB LICENSING

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

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

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

TALCB Licensing duties include ensuring:

- Applicants meet the qualifying education requirements promulgated by the Appraiser Qualifications Board.
- Applicants pass the National Uniform Licensing and Certification Examination.
- Applicants satisfy TALCB’s honesty, trustworthiness, and integrity standards.
- Applicants satisfy appraisal experience requirements by conducting appraisal experience audits.
- License holders satisfy continuing education and criminal history check requirements prior to renewal.
- Accurately report data to the Appraisal Subcommittee 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.

To promote efficiency and reduce costs, TALCB restructured the agency in Fiscal Year 2021 (FY 2021). The restructure combined the licensing division and the enforcement division to create the TALCB Division, allowing the agency to maximize resources, reduce redundancies, and streamline processing.

In FY 2021, TALCB saw a 44% increase in applications, but has reduced processing times despite reduced staffing.

TALCB Licensing exceeds processing goals set by the Board.

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

As of March 2022, TALCB has 12 employees, consisting of six appraisers, three legal assistants, one licensing specialist, one staff attorney, and one director.

TALCB has applied for the Appraisal Subcommittee State Appraiser Regulatory Agencies Support Grant to build an application portal, with will promote self-service for applicants.

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

TALCB Licensing continuously exceeds processing times set forth by the Board:

- Seventy-five days for applications that require experience auditing (certified general appraisers, certified residential appraisers, and licensed residential appraisers).
 - Processing times are currently within 61 days.
- Five days for reciprocity applications.
 - Processing times are currently fewer than two days.
- Fourteen days for all other application types.
 - Processing times are currently fewer than five days.

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

4. Attentive to providing excellent customer services.

TALCB Licensing has expanded online self-service options, including an online application status tracker.

TALCB Licensing has significantly reduced experience audit processing times. In FY 2019, commercial experience audits took an average of 218 days to process. In FY 2021, commercial experience audits were processed in an average of 30 days. TALCB licensing has also reduced processing times for all application types.

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

TALCB regularly communicates with the agency’s stakeholders through email newsletters, a continuously updated website, and social media platforms such as Facebook and Twitter. TALCB’s website includes monthly staff reports, consumer information, articles, licensing self-service tools, and application status tracker. The website also provides online access to TALCB meetings through live streaming provided by the agency and interactive video minutes for past meetings.

The application status tracker and renewal education information pages are open and viewable by the public.

GOAL I ENSURE STANDARDS – TREC and TALCB EDUCATION

The Education and Examination Division serves both the Texas Real Estate Commission and the Texas Appraiser Licensing and Certification Board. It safeguards the public trust by ensuring license holders meet the education, ethical, and legal requirements to provide real estate services in Texas (Texas Occupations Code, Chapters 1101, 1102, 1103, 1104, and 1303, and Texas Property Code, Chapter 221).

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

The Education and Examination Division:

- Ensures accurate and relevant content is provided in pre-licensing and continuing education courses.
- Develops (and updates every two years) several non-elective CE courses for real estate sales agents, brokers, and inspectors that focus on recent industry trends, developments, ethics, case studies, complaints, laws, statutes, regulations, disciplinary actions, and court cases as they relate to Texas license holders.
- Ensures course design and delivery supports adult and active learning theories.
- Regularly reviews performance of license examination test items and establishing minimum required passing scores.
- Monitors performance of first-time examination pass rate data for real estate and inspector providers to assess their performance.
- Conducts administrative audits of education providers.
- Supports 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 for industry related education.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

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

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

During Fiscal Year 2021 (FY 2021) the Education and Examination Services Division processed: 215 qualifying real estate and inspector courses; 2,008 real estate and inspector CE courses; 251 appraiser courses; 323 CE provider applications; and 17 qualifying education provider applications. Continuing education providers can electronically submit course completion records to the Commission 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.

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

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

4. Attentive to providing excellent customer service.

The agency has an Education and Examination Services Division staff person dedicated to answering education related calls and emails every day. All calls and emails are responded to within 24 hours, and notes regarding communications are stored in the agency's database management system. All education staff are adequately cross trained to answer detailed questions. Provider 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, delivery method, or search for a specific provider or course by name.

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

The Commission and Board regularly communicate with stakeholders through email newsletters, a continuously updated website, and social media platforms such as Facebook, Twitter, Instagram, and LinkedIn. The websites provide information relating to license requirements, accessibility and availability of qualifying and continuing education courses, agency reports, and enforcement actions. Open meetings are available to the public onsite and through live streaming.

GOAL II ENFORCE REGULATIONS – TREC

The Enforcement Division of Texas Real Estate Commission (TREC Enforcement) safeguards the public interest by effectively and efficiently enforcing the laws and rules of the agency in a fair and consistent manner (Texas Occupations Code, Chapters 1101, 1102, and Texas Property Code, Chapter 221).

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

TREC Enforcement 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 brokers, sales agents, and inspectors, or alleged violations by unlicensed persons engaging in activities for which a license is required. A small number of complaints also concern education providers and instructors, as well as easement or right-of-way certificate holders. In addition, the TREC Enforcement oversees timeshare developers (discussed further below).

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

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

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

From Fiscal Year 2017 (FY 2017) through Fiscal Year 2021 (FY 2021), the number of case openings received increased from 4,561 to 7,332. This 60.75% percent increase in openings required the TREC Enforcement to add two new staff positions. These minor staff increases were necessary to maintain our standards to timely respond to cases.

As of August 31, 2021, nearly 97% of complaints were less than a year old. Out of 1,471 open cases, there were no cases more than two years old.

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

During FY 2021, the division opened 7,332 cases and closed 7,509 cases. While most complaints from the public relate to the purchase, lease, or inspection of a home, a complaint may also include allegations ranging from misleading advertising to criminal history to unlicensed activity. Some complaints are closed with no action taken because of a lack of agency jurisdiction or lack of evidence. Once it is determined that the complaint is within the agency's jurisdiction, the agency notifies the license holder or other respondent, gives the person an opportunity to respond, and investigates the complaint. TREC Enforcement completes almost all investigations within six months of receipt of the complaint.

TREC Enforcement 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 2021, the division reviewed and closed 4,957 application investigation cases and Fitness Determination cases. Most involved an applicant's criminal history.

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

4. Attentive to providing excellent customer services.

Each day, TREC Enforcement assigns one lawyer 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 2021, TREC Enforcement Attorneys handled approximately 3,700 emails from the public and license holders. Many of these emails are sent to a dedicated email address (enforcement@trec.texas.gov), and phone number (512-936-3005). Further, the division has an email address dedicated only to standards issues (application and Fitness Determinations) (standards@trec.texas.gov).

In addition, as described above, TREC Enforcement resolves thousands of cases, almost all of which are resolved within a year. TREC Enforcement also provides a great deal of information for the agency's website and in the materials at quarterly Commission meetings.

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

TREC Enforcement maintains information on the TREC website regarding complaints under “How to File a Complaint” under the “Public” drop-down menu. 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 commission rules. Furthermore, TREC Enforcement contributes articles that discuss various enforcement-related issues and hosts frequent public speaking engagements to educate our license holders and provide transparency about the complaint process.

GOAL II ENFORCE REGULATIONS - TALCB

TALCB Enforcement safeguards the public interest by enforcing federal and state regulations relating to real property appraisal services, including the Appraisal Subcommittee Policy Statements, Texas Appraiser Licensing and Certification Act, Texas Appraisal Management Company Registration and Regulation Act, and TALCB Board Rules (Texas Occupations Code, Chapters 1103 and 1104).

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

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

TALCB Enforcement duties include:

- Investigating complaints to ensure compliance appraisal service regulations, including the minimum standards set forth in the Uniform Standards of Professional Appraisal Practice.
- Resolving complaints consistent with Board Rules.
- Ensuring compliance with sanctions imposed.
- Ensuring that disciplinary action is reported to the Appraisal Subcommittee within five days.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

To promote efficiency and reduce costs, TALCB restructured the agency in Fiscal Year 2021 (FY 2021). The restructure combined the licensing division and the enforcement division to create the TALCB Division, allowing the agency to maximize resources, reduce redundancies, and streamline processing.

In FY 2021, TALCB saw a 44% increase in applications, but has reduced processing times despite reduced staffing.

TALCB Enforcement efficiently investigates and resolves complaints. In FY 2021, TALCB resolved complaints in an average of 95 days. In FY 2020, complaint-resolution time averaged 160 days. In FY 2019, complaint-resolution time averaged 192 days.

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

As of March 2022, TALCB has 12 employees, consisting of six appraisers, three legal assistants, one licensing specialist, one staff attorney, and one director.

TALCB is hiring an additional staff attorney which will be funded through the Appraisal Subcommittee State Appraiser Regulatory Agencies Support Grants.

TALCB was awarded \$120,000 in grant funding to build a complaint portal, which included an online complaint submission portal and backend case management capabilities. TALCB completed this project in September 2021.

TALCB leverages Volunteer Appraisal Reviewers that are appointed by the Board to assist in case review.

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

TALCB Enforcement continuously exceeds case-resolution deadlines set by the Texas Sunset Commission (average 180 days) and Appraisal Subcommittee (one-year, absent special documented circumstances).

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

4. Attentive to providing excellent customer service.

TALCB Enforcement has expanded online self-service options, including online complaint submissions and online case status tracker

TALCB Enforcement publishes a comprehensive complaint processing handbook which outlines the complaint process in terms that are easily understood.

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

TALCB's website includes monthly staff reports, consumer information, articles, enforcement self-service tools, and application status tracker.

TALCB publishes agency updates on social media, including Facebook and Twitter.

GOAL III COMMUNICATE EFFECTIVELY - TREC and TALCB

The Customer Relations Division serves both the Texas Real Estate Commission and the Texas Appraiser Licensing and Certification Board. It communicates with license holders and the public by providing reliable information to promote informed decisions in Texas real estate transactions (Texas Occupations Code, Chapters 1101, 1102, 1103, 1104, and Texas Property Code, Chapter 221).

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

The Customer Relations Division is responsible for providing excellent customer service, making ongoing enhancements to the contact center, and updating the Commission and the Board websites with current information related to application processing dates, application status, and continuing education course tracking.

The Customer Relations Division:

- Recruits, trains, and retains customer service representatives who are committed to making the customer experience superior.
- Anticipates the needs of every customer and stays knowledgeable on agency rules and policies to provide online assistance and guidance to consumers.
- Responds to emails and customer satisfaction surveys within a two-business-day timeframe.
- Maintains low hold times by utilizing features such as courtesy callback, precision call queuing, call recording for training purposes, customer satisfaction surveys, and faster email.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORT EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

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

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

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

The Customer Relations Division has implemented several technological improvements over the last several years, including adding a call routing menu and a courtesy callback system that allows a caller to stay in the call queue without having to stay on hold on the phone.

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

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

4. Attentive to providing excellent customer service.

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

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

The agency is committed to ensuring everyone who contacts the agency receives the best service possible as quickly as possible. Since April 2019, the division has maintained an average monthly hold time of less than two minutes. In addition, fewer than 5% of all customers abandon a call before speaking to a customer service representative, which means the Customer Relations Division is routinely meeting its target performance measure.

Since May 2019, the division has responded to 100% of emails within two business days but has recently established a new goal of responding to all emails within one business day. In January 2020, the Customer Relations Division started tracking reply-to-email times, and 86% of emails received were answered in one business day.

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

Survey respondents who share experiences that don't meet the agency's high customer-service standards are contacted within two business days for further assistance.

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

The Commission and the Board regularly communicate with the public through various mechanisms, including email newsletters, continuously updated websites, social media, public speaking engagements.

GOAL IV WORK WITH HUB VENDORS

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

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

- Utilize HUB vendors for non-competitive spot purchases of \$5,000 or less whenever possible.
- Attend HUB-related meetings and forums to network with vendors and gain new knowledge of HUB vendors.

- Encourage and assist vendors who qualify as HUB vendors to become HUB certified by CPA's Statewide Procurement Division (SPD) and to maintain their HUB certification through CPA's Statewide HUB Program.
- Encourage non-HUB vendors to subcontract with certified HUB vendors, pairing mentors with protégés.
- Exceed the bid advertisement requirement of obtaining more than two HUB bids from the Centralized Master Bidders List (CMBL) for purchases over \$5,000.
- Maintain positive working relationships with the current HUB vendors.
- Track HUB quarterly performance measures.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

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

2. Efficient by producing maximum results with no waste of taxpayer funds, including through the elimination of redundant and non-core functions.

We maximize our HUB vendor pool by trading on historical relationships and utilizing these businesses at every appropriate opportunity.

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

Daily processes for purchasing incorporate activities designed to meet the agency's HUB goal of 30% utilization, which we regularly exceed, and which is significantly higher than the state average.

4. Attentive to providing excellent customer service.

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

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

The HUB report and chart beginning on page 39 provides a clear picture of the actions that TREC takes to accomplish the goal. As previously noted, this information is readily available via the agency website.

Redundancies and Impediments

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	TEX. OCC. CODE §1102.003 requires the agency to maintain a “Recovery Fund,” as a fund of last resort, to pay up to \$12,500 toward a loss claim by certain qualified customers with an unpaid civil judgment against a licensed inspector.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Since 2007, inspectors have been required to provide evidence of a current \$100,000 Errors and Omissions Insurance policy for protection of their customers against certain losses. This has become the primary protection for Texas consumers and the Inspector Recovery Fund has been underutilized. The agency has not received a claim against the fund since 2017.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Repeal the Inspector Recovery Fund, setting a date to resolve any potential claims, and return a portion of the funds to the inspectors who contributed to it, with the balance paid into General Revenue.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Inspector applicants would no longer be required to pay into the account. A portion of staff time and expenses for the collecting, accounting, investing, and remitting of funds allocated by law to this Recovery Fund is estimated at \$24,455 annually.
REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	TEX. OCC. CODE Chapter 1102 authorizes two pathways to obtain an inspector license: a traditional sponsor/apprentice pathway where license holders are required to first become an apprentice, then work their way up through two license ranks, a real estate inspector, and finally a professional inspector. The statute further provides an additional method to become a licensed inspector through a substitute experience pathway where an applicant can earn most of the required experience through education.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Since the statute was amended to authorize substitute experience credit towards the licensing requirements, most inspector applicants choose that pathway to licensure. Additionally, an applicant pursuing licensure through that pathway can obtain the professional inspector level license without having to be licensed at the real estate inspector level. As a result, the agency issues few real estate inspector licenses. Maintaining that license level in the statute needlessly complicates the licensing process, for both applicants and staff.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Change law to eliminate the real estate inspector license level for incoming applicants but maintain it for those inspectors currently licensed as such.

DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Eliminating the real estate inspector license level would greatly streamline the licensing of inspectors, allowing the agency to simplify rules and reduce complicated internal licensing processes.
REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	TEX. OCC. CODE Chapter 1101, SUBCHAPTER M, requires the Texas Real Estate Commission to maintain a trust account (referred to as the Real Estate Recovery Trust Account) to pay up to \$50,000 per transaction, with a cap of \$100,000 per license, to reimburse consumers who suffer damages caused by TREC license holders. Consumers must meet certain eligibility and procedural requirements under statute to qualify for payment from the Real Estate Recovery Trust Account. Additionally, if at the end of the calendar year, the balance of the Trust Account exceeds the greater of \$3.5 million or the total amount of Trust Account claims paid during the preceding four fiscal years, the agency is required to transfer that excess to the General Revenue Fund.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Out-of-pocket claims costs and damages awarded to claimants have continued to rise since the establishment of the Fund in 1975. However, the current payment limits established by statute have been in place since 1991. Additionally, there are instances when multiple claimants are involved in a claim on the Trust Account, and because of the current statutory caps, the Trust Account is only able to provide relief to some of the claimants.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Change the law to raise the current statutory limits to address inflation and current claims costs. Additionally, to account for the increased limits, the balance amount that triggers a transfer of excess funds to the General Revenue fund should also be raised.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Adjusting the limits of the Trust Account to account for inflation and to better address current claims costs will allow the agency to better fulfill the intent of the legislature when the Trust Account was established.
REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	TEX. OCC. CODE §1101.406 requires the Texas Real Estate Commission to publish examination study guides, make the study guides available to applicants, and update them, as necessary.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	The licensing exam is composed of a national portion and a state portion. While the agency has some input of the questions developed for the state portion, it does not provide input on the national portion, which is used in several other states. Additionally, several licensed providers offer exam preparation courses to applicants. As a result, the agency is not in the best position to develop exam preparation materials.

PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Change law to remove the requirement for the Texas Real Estate Commission to publish examination study guides.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Creation of a study guide requires additional staff resources and time dedicated to test development in an area where the agency does not have expertise as to the national portion of the exam. Preparatory classes covering both portions of the exam are available via real estate education providers who are better positioned to create a study guide for the exam.

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	TEX. OCC. CODE §§1101.356, 1101.357, 1101.360 and 1101.361 set out the requirements needed to obtain a broker or sales agent license for nonresidents of Texas.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	The agency's sunset review recommended removing the statutory provisions requiring certain applicants to establish Texas residency before obtaining a license due to its arbitrary nature. As a result, the most recently passed sunset legislation (SB 624, 86 th Texas Legislative Session) removed that residency requirement. The above referenced statutes were not amended to reflect this change, and therefore, some of the provisions are unnecessary and in conflict with the recent sunset legislation.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Amend the above referenced statutory provisions to remove references to nonresident applicants.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Removing and/or amending the referenced statutory provisions will remove confusion and improve consistency within The Real Estate License Act.

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	TEX. OCC. CODE §1103.259 requires that the Texas Appraiser Licensing and Certification Board publish examination study guides, make the study guides available to applicants, and update them, as necessary.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	The licensing exam is created at the federal level by the Appraiser Qualification Board and the agency does not provide input. Additionally, several licensed providers offer exam preparation courses to applicants. As a result, the agency is not in the best position to develop exam preparation materials.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Change law to remove the requirement for the Texas Appraiser Licensing and Certification Board to publish examination study guides.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Creation of a study guide requires additional staff resources and time dedicated to test development in an area where the agency does not have expertise. Preparatory classes covering the exam are available via appraiser education providers who are better positioned to create a study guide for the exam.

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 the Texas Real Estate Commission to offer qualifying courses) to maintain education standards for applicants to achieve initial competence through an examination pass rate of 75% annually.
Data Source:	Data are derived from the agency's automated records. The Director of Education and Examinations is responsible for this measure. The data is stored in the Education and Examinations Division and in Versa, 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
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

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 and adjust staffing levels.
Data Source:	Data are derived from the agency's automated records. The TREC Director of Licensing is responsible for this measure. The data is stored in the TREC Licensing Division and in Versa, the agency's centralized database system.
Methodology:	This measure is calculated by querying the licensing data base to produce the percent of licenses renewed timely by individuals.
Data 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
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

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
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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 and adjust staffing levels.
- Data Source:** Data are derived from the agency's automated records. The Director of Education and Examinations is responsible for this measure. The data is stored in the Education and Examinations Division and in Versa, the agency's centralized database system.
- Methodology:** This measure is calculated by querying the education data base to produce the percentage of approvals issued to education providers who currently hold a valid approval and renewed timely or who renewed an approval that has been expired six months or less.
- Data 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
- Desired Performance:** This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

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 as to the number of new real estate and inspector courses and the availability of qualifying and continuing education for current and future license holders. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels.
- Data Source:** Data are derived from the agency's automated records and is stored in the Education and Examinations Division and in Versa, the agency's centralized database system.
- Methodology:** Report the number of new course applications received during the reporting period and includes courses not previously approved or where an approval has been expired more than six months.
- Data 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
- Desired Performance:** This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

Output Measure - Percentage of Course Renewals Issued (TREC)

- Definition:** The percentage of course renewals issued during the reporting period.
- Purpose:** This measure provides data as to the percentage of real estate and inspector courses and the availability of qualifying and continuing education for current and future license holders. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels.
- Data Source:** Data are derived from the agency's automated records and is stored in the Education and Examinations Division and in Versa, the agency's centralized database system.

Methodology:	This measure is calculated by querying the education data base to produce the percentage of course renewals issued for courses that hold a current approval or have been expired less than six months.
Data 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
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

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 and adjust staffing levels.
Data Source:	Data are derived from the agency's automated records. The Director of TALCB is responsible for this measure. The data is stored in the TALCB Division and in Versa, the agency's centralized database system.
Methodology:	Report the number of initial license and certification applications received during the reporting period. For the purposes of this measure, initial applications include applications filed for the reinstatement of a license, certification, or registration that has been expired more than six months.
Data 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
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

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 and adjust staffing levels.
Data Source:	Data are derived from the agency's automated records and is stored in the TALCB Division and in Versa, the agency's centralized database system.
Methodology:	This measure is calculated by querying the licensing data base to produce the percentage of licenses renewed timely by individuals.
Data 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

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

Output Measure – Number of New ACE Provider Applications Received (TALCB)

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

Purpose: This measure provides data as to the number of ACE providers entering the profession and the availability of ACE courses for current license holders. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels.

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

Methodology: Report the number of new ACE provider applications received during the reporting period and includes persons who were not previously approved or whose approval has been expired more than six months.

Data 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

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

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

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

Methodology: This measure is calculated by querying the education data base to produce the total number of approvals issued to ACE providers who currently hold a valid approval and renewed timely or who renewed an approval that has been expired six months or less.

Data 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

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

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 as to the number of new ACE courses and the availability of ACE education for current and future license holders. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels.
Data Source:	Data are derived from the agency’s automated records and is stored in the Education and Examinations Division and in Versa, the agency’s centralized database system.
Methodology:	Report the number of new ACE course applications received during the reporting period and includes courses not previously approved or where an approval has been expired more than six months.
Data 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
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency’s budgetary process.

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 as to the percentage of ACE courses and the availability of ACE for current license holders. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels.
Data Source:	Data are derived from the agency’s automated records and is stored in the Education and Examinations Division and in Versa, the agency’s centralized database system.
Methodology:	This measure is calculated by querying the education data base to produce the percentage of ACE course renewals issued for ACE courses that hold a current approval or have been expired less than six months.
Data 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
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency’s budgetary process.

Efficiency 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. The data is stored in the Licensing Division and in Versa, the agency’s centralized database system.

Methodology:	This measure counts the total number of days from the date information is received (course completion certificates) for an initial application to when a response 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 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
Desired Performance:	Lower than 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. The data is stored in the Education and Examinations Division and in Versa, the agency's centralized database system.
Methodology:	This measure counts the total number of days from the date information is received (application, fee, and supporting documents), for a qualifying provider application to when a response provided by staff (curative/deficiency letter or approval letter). The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.
Data 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
Desired Performance:	Lower than 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. The data is stored in the Education and Examinations Division and in Versa, the agency's centralized database system.
Methodology:	This measure counts the total number of days from the date information is received (application, fee, and supporting documents), for a CE provider application to when a response provided by staff (curative/deficiency letter or approval letter). The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.

Data 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

Desired Performance: Lower than 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. The data is stored in the Education and Examinations Division and in Versa, the agency’s centralized database system.

Methodology: This measure counts the total number of days from the date information is received (application, fee and supporting documents), for a qualifying classroom course application to when a response provided by staff (curative/deficiency letter or approval letter). The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.

Data 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

Desired Performance: Lower than Target (30 days)

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

Definition: The average number of days to process a qualifying course application offered through distance education (DE) delivery.

Purpose: This measures the ability of the agency to process qualifying DE course applications in a timely manner and its responsiveness to applicants.

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

Methodology: This measure counts the total number of days from the date information is received (application, fee, and supporting documents), for a qualifying DE course application to when a response provided by staff (curative/deficiency letter or approval letter). The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.

Data 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
Desired Performance: Lower than 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. The data is stored in the Education and Examinations Division and in Versa, the agency’s centralized database system.
Methodology: This measure counts the total number of days from the date information is received (application, fee, and supporting documents), for a CE classroom course application to when a response provided by staff (curative/deficiency letter or approval letter). The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.
Data 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
Desired Performance: Lower than 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 trends could have impact on the agency and may indicate a need to adjust staffing levels and could have a corresponding budgetary impact.
Data Source: Data are derived from the agency’s automated records and is 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
Desired Performance: Higher than 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
Desired Performance:	Lower than 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. The data is stored in the TALCB Division and in Versa, the agency’s centralized database system.
Methodology:	This measure counts the total number of days from the date information is received (course completion certificates) for an initial application to when a response provided by staff (evaluation letter, curative/deficiency letter, exam authorization letter). The total number of days by application type is divided by the number of applications where a response was provided by application type to obtain the average.
Data 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
Desired Performance:	Lower than Target (14 days)

Efficiency Measure – Average Time to Issue an Appraiser Continuing Education (ACE) Provider Approval (TALCB)

Definition:	The average number of days to process an ACE provider application.
Purpose:	This measures the ability of the agency to process ACE education provider applications in a timely manner and its responsiveness to applicants.
Data Source:	Data are derived from the agency’s automated records. The Director of Education and Examinations is responsible for this measure. The data is stored in the Education and Examinations Division and in Versa, the agency’s centralized database system.
Methodology:	This measure counts the total number of days from the date information is received (application, fee, and supporting documents), for an ACE provider application to when

a response provided by staff (curative/deficiency letter or approval letter.) The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.

- Data 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
- Desired Performance:** Lower than Target (30 days)

Efficiency Measure – Average Time to Issue an Appraiser Continuing Education (ACE) Course Approval (TALCB)

- Definition:** The average number of days to process an ACE course application.
- Purpose:** This measures the ability of the agency to process ACE course applications in a timely manner and its responsiveness to applicants.
- Data Source:** Data are derived from the agency’s automated records. The Director of Education and Examinations is responsible for this measure. The data is stored in the Education and Examinations Division and in Versa, the agency’s centralized database system.
- Methodology:** This measure counts the total number of days from the date information is received (application, fee, and supporting documents), for an ACE course application to when a response provided by staff (curative/deficiency letter or approval letter). The total number of days by application type is divided by the number of applications where a response was provided by applicant type to obtain the average.
- Data 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
- Desired Performance:** Lower than 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 and adjust staffing levels.
- Data Source:** Data are derived from the agency’s automated records. The TREC Director of Licensing is responsible for this measure. The data is stored in the TREC Licensing Division and in Versa, the agency’s centralized database system.
- Methodology:** Report the number of initial license applications received during the reporting period by license type. For the purposes of this measure, initial license applications include applications filed for the reinstatement of a license that has been expired for more than six months.
- Data 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
Desired Performance: This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

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.

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

Methodology: Report the number of new education provider applications received during the reporting period and includes persons who were not previously approved or whose approval has been expired more than six months.

Data 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
Desired Performance: This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

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: Licensing, registering, or certifying individuals helps ensure practitioners meet legal standards for professional education and practice, which is a primary agency goal. This measure is important because it indicates how effectively the agency's activities deter violations of professional standards established by statute and rule.

Data Source: Data are derived from the agency's automated records. TREC data is stored in TREC's Enforcement Division and in Versa, the agency's centralized database system. TALCB Data is stored in the TALCB Division in Versa, the agency's centralized database system. The Director of TREC Enforcement and the Director of TALCB are responsible for this measure for their specific agency.

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 and Commission Rules.
Calculation Method:	Non-cumulative
New Measure:	No
Desired Performance:	For informational purposes only. Illustrates if the agency is balanced in its enforcement of agency statutes and rules.

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 Commission 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 in Versa, the agency's centralized database system.
Methodology:	The total number of complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, advisory letters, suspensions, probation, revocation, restitution, and administrative penalties agreed to by the licensee. Complaints determined to be non-jurisdictional are not resolved complaints for purposes of this measure, and application inquiries and moral character determination-related closings are not considered for purposes of this measure.
Data Limitations:	Staffing, data sources, and equipment availability, the facts and law, the complexity of the complaints, legal representation by the respondent, SOAH findings, and Commission action all affect this measure.
Calculation Method:	Non-cumulative
New Measure:	No
Desired Performance:	For informational purposes only. Illustrates if the agency is balanced in its enforcement of agency statutes and rules.

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 is stored in the TALCB Division and in Versa, the agency's centralized database system.
Methodology:	The total number of complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, suspensions, probation, revocation, restitution, and administrative penalties agreed to by the licensee. Complaints determined to be non-jurisdictional, and Requests for Assistance (RFA) are not resolved complaints for purposes of this measure. Requests for Assistance reflect the work performed by TALCB 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
Desired Performance:	For informational purposes only. Illustrates if the agency is balanced in its enforcement of agency statutes and rules.

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. Additionally, as an SDSI agency, upward or downward trends could impact on the agency and may indicate a need to adjust staffing levels and have a corresponding budgetary impact.
Data Source:	Data are derived from the agency's automated records and is 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 moral character 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
Desired Performance:	Higher than 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 is 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:	The complexity of cases, staffing, and SOAH proceedings affect this measure.
Calculation Method:	Non-cumulative
New Measure:	No
Desired Performance:	Lower than 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 in Versa, the agency's centralized database system.
Methodology:	The number of complaints resolved within a period of six months or less from the date of receipt (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage. Complaints determined to be non-jurisdictional are not resolved complaints for purposes of this measure, and application inquiries and moral character determination related closings are not considered for purposes of this measure.
Data Limitations:	Workloads and staffing levels, complexity of the complaints, SOAH proceedings, and commission meeting schedules all affect this measure.
Calculation Method:	Non-cumulative
New Measure:	No
Desired Performance:	Higher than 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. Additionally, as an SDSI agency, upward or downward trends could impact on the agency and may indicate a need to adjust staffing levels and have a corresponding budgetary impact.
Data Source:	Data are derived from the agency's automated records and is 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, and SOAH proceedings affect this measure.
Calculation Method: Cumulative
New Measure: No
Desired Performance: Higher than 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 in Versa, the agency's centralized database system.
Methodology: The number of complaints resolved within a period of six months or less from the date of receipt (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage. Complaints determined to be non-jurisdictional, and Requests for Assistance (RFA) are not resolved complaints for purposes of this measure. Requests for Assistance reflect the work performed by TALCB to assist law enforcement agencies investigating mortgage fraud cases.
Data Limitations: Workloads and staffing levels, complexity of the complaints, SOAH proceedings, and commission meeting schedules all affect this measure.
Calculation Method: Non-cumulative
New Measure: No
Desired Performance: Higher than 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 is 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: The number of pending cases, complexity of the complaints, available staffing, Board meeting schedules, SOAH scheduling and reporting, and funding all may impact this measure.
Calculation Method: Non-cumulative
New Measure: No
Desired Performance: Lower than Target (180)

Explanatory Measure - Number of Complaints Received (TREC)

Definition:	The total number of complaints received or opened during the reporting period that are within the agency's jurisdiction of statutory responsibility.
Purpose:	The measure shows the number of jurisdictional complaints. As an SDSI agency, upward or downward trends could impact on the agency and may indicate a need to adjust staffing levels and have a corresponding budgetary impact
Data Source:	Data are derived from the agency's automated records and is stored in TREC's Enforcement Division.
Methodology:	The agency sums the total number of complaints received for which it has jurisdiction. The agency keeps track of the total number of complaints that are not in its jurisdiction but does not use that figure in this calculation. Application inquiries and moral character determination related closings are not considered for purposes of this measure.
Data Limitations:	TREC does not control who files complaints or the type of complaints.
Calculation Method:	Cumulative
New Measure:	No
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

Explanatory Measure - Number of Complaints Received (TALCB)

Definition:	The total number of complaints received or opened during the reporting period which is within the agency's jurisdiction of statutory responsibility.
Purpose:	This measure shows the number of jurisdictional complaints. As an SDSI agency, upward or downward trends could impact on the agency and may indicate a need to adjust staffing levels and have a corresponding budgetary impact
Data Source:	Data are derived from the agency's automated records and is stored in the TALCB Division.
Methodology:	The agency sums the total number of complaints received only relative to its jurisdiction. The agency keeps track of the total number of complaints that are not in their jurisdiction but does not use that figure in this calculation. Requests for Assistance are not included in this measure. Requests for Assistance reflect the work performed by TALCB 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:	No
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

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-in transactions.
Purpose:	Encourage the availability of services offered online where a license holder or perspective license holder can complete their inquiry on their schedule.
Data Source:	Data gathered from all online presence by the Director of Information Technology Division 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
Desired Performance:	Higher than Target (75)

Efficiency Measure - Average Hold Time

Definition:	Length of time that a caller waits in queue for a TREC/TALCB representative to answer their inquiry.
Purpose:	Measure the effective management of the Contact Center and the customer experience. Indicate how accessible the center is to customers and how many agents needed to provide efficient service.
Data Source:	Data 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 is 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
Desired Performance:	Lower than Target (2 minutes)

Efficiency Measure - Percentage of Abandoned Calls

Definition:	Percentage of customers that disconnect the call prior to being connected to a representative of the agency.
Purpose:	Measure the effective management of the Contact Center and the customer experience. Indicate how accessible the center is to customers and how many agents needed to provide efficient service.
Data Source:	Data 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 is 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
Desired Performance:	Lower than Target (5%)

Efficiency Measure - Percent of Emails Responded to Within 1 Working Day

Definition:	Emails received for the agency that are handled by the Customer Relations Division.
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Purpose:	This measure indicates the information demand of the public and those industries regulated by the agency, and the corresponding workload of agency staff. It also reflects the shift from communication by telephone to email.
Data Source:	Director of Customer Relations maintains a record on the total number of emails handled by the Customer Relations Division staff by agency and division. 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 the subject of the email effect this measure.
Calculation Method:	Cumulative
New Measure:	No
Desired Performance:	Higher than Target (100%)

Explanatory Measure - Number of Customers served in Contact Center

Definition:	The number of customers receiving a response to their request for services by telephone, email, and walk-ins. This reflects the number of customers who received a response but excludes those customers who abandoned or dropped their calls.
Purpose:	Provides the agency with the valuable information regarding the number of customers requesting services through the Contact Center.
Data Source:	Data 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. In addition, 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 is 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.
Data Limitations:	The agency does not control which stakeholders choose to come to the agency offices in Austin.
Calculation Method:	Cumulative
New Measure:	No
Desired Performance:	This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

Explanatory Measure - Number of Online Customer Surveys Received

Definition:	The figure reflects all requests for information received by the Customer Relations Division via email which were submitted online through the customer service survey.
Purpose:	This measure indicates the comments that are submitted by the public and the real estate industry.
Data Source:	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
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 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: Tracking the utilization will give an indication of usage of the website tool. Usage of the website allows the agency to extend the services provided beyond normal office hours and improves public interaction.
Data Source: Monthly web analytics log files.
Data Limitations: The agency does not control which stakeholders choose to visit the agency website.
Methodology: Running of Web Analytic reports product the monthly count of visitors to the site. Track trends through documenting into the website pages viewed worksheet.
Calculation Method: Cumulative
New Measure: No
Desired Performance: This measure is not related to agency performance and is for informational purposes. It provides data on external factors that help determine if the agency is providing useful information to its stakeholders.

GOAL 04: WORK WITH HUBS

Output Measure - Number of HUB contractors contacted for bid proposals

Definition: The number of HUB contractors contacted for bid proposals during the reporting period.
Purpose: It is a statewide initiative to give preference whenever possible to a HUB.
Data Source: Data are derived from the agency's records. The Director of Finance is responsible for this measure. The data is stored in the Finance Division.
Methodology: The measure is a count of the total number of HUB Contracts that are contacted for bid proposals during the reporting period.
Data Limitations: There is no guarantee that the services the agency needs will be provided by a HUB vendor.
Calculation Method: Cumulative
New Measure: No
Desired Performance: Higher than Target (100 – based on three-year average)

Output Measure - Number of HUB contracts awarded

Definition: The number of HUB Contracts awarded during the reporting period.
Purpose: It is a statewide initiative to increase contracting opportunities whenever possible with HUBs.
Data Source: Data are derived from the agency's records. The Director of Finance is responsible for this measure. The data is stored in the Finance Division.
Methodology: The measure is a count of the total number of HUB Contracts and Subcontracts that are awarded during the reporting period.
Data Limitations: There is no guarantee that the services the agency needs will be provided by a HUB vendor.

Calculation Method: Cumulative
New Measure: No
Desired Performance: Higher than historical average (35 – based on three-year average)

Explanatory Measure - Dollar value of HUB contracts awarded

Definition: The total dollar value of HUB Contracts and Subcontracts awarded during the reporting period.
Purpose: It is a statewide initiative to give preference whenever possible to a HUB.
Data Source: Data are derived from the agency’s records. The Director of Finance is responsible for this measure. The data is stored in the Finance Division.
Methodology: The measure is a sum of the dollar amounts of the HUB Contracts and Subcontracts that are awarded during the reporting period.
Data Limitations: There is no guarantee that the services the agency needs will be provided by a HUB vendor.
Calculation Method: Cumulative
New Measure: No
Desired Performance: Higher than historical average (\$230,000 – based on three-year average)

Explanatory Measure - Total dollar value of contracts awarded

Definition: The total dollar value of all Contracts and Subcontracts awarded during the reporting period.
Purpose: It is a statewide initiative to give preference whenever possible HUBs.
Data Source: Data are derived from the agency’s records. The Director of Finance is responsible for this measure. The data is stored in the Finance Division.
Methodology: The measure is a sum of the dollar amounts of all Contracts and Subcontracts that are awarded during the reporting period.
Data Limitations: There is no guarantee that the services the agency needs will be provided by a HUB vendor.
Calculation Method: Cumulative
New Measure: No
Desired Performance: Higher than target (\$650,000 – based on three-year average)

Schedule C

Historically Underutilized Business Plan

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

- Utilizing HUB vendors for non-competitive spot purchases of \$10,000 or less whenever possible.
- Attending HUB-related meetings and forums to network with vendors and gain new knowledge of HUB vendors.
- Encouraging and assisting vendors who qualify as HUB vendors to become HUB certified by the Statewide Procurement Division of the Comptroller’s office and to maintain their HUB certification.
- Encouraging non-HUB vendors to sub-contract with certified HUB vendors; pairing mentors with protégés.
- Exceeding the bid advertisement requirement of obtaining more than two HUB bids from the Centralized Master Bidders List (CMBL) on purchases over \$ \$10,000.
- Maintaining positive working relationships with current HUB vendors.
- Track quarterly HUB performance measures.

The following charts reflect the agency’s overall HUB performance in FY 2021.

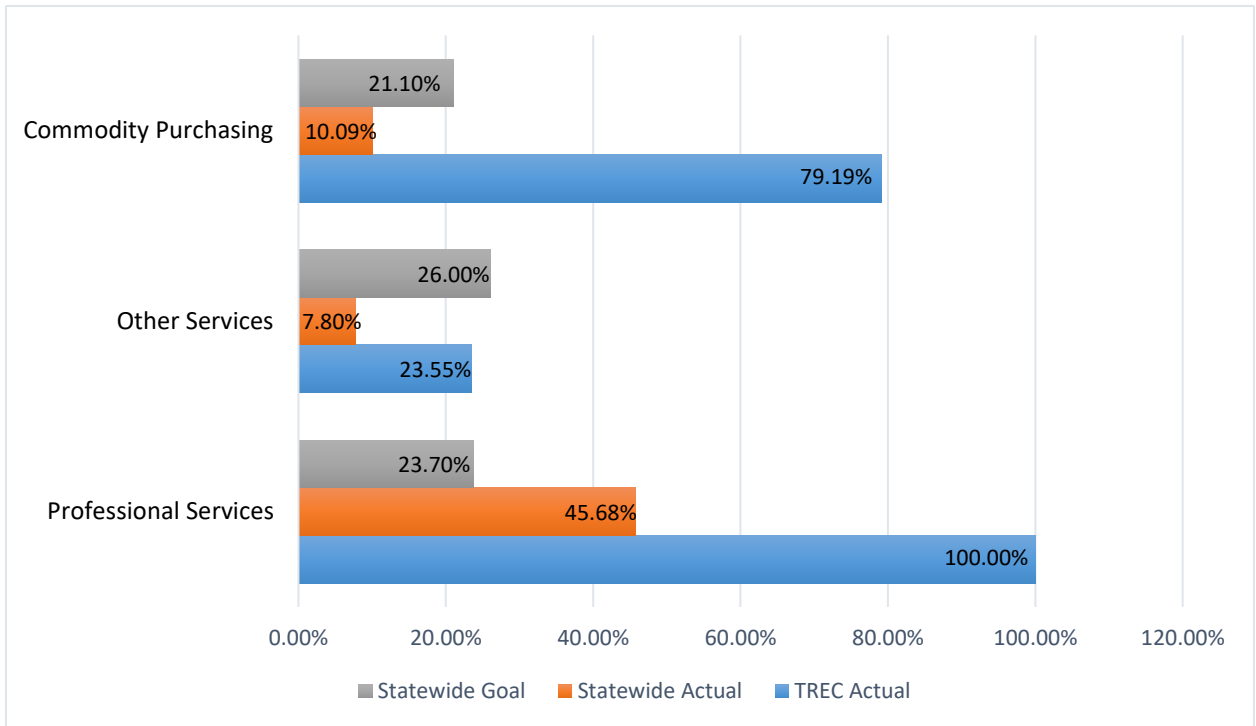


Chart 1. HUB Participation by Category

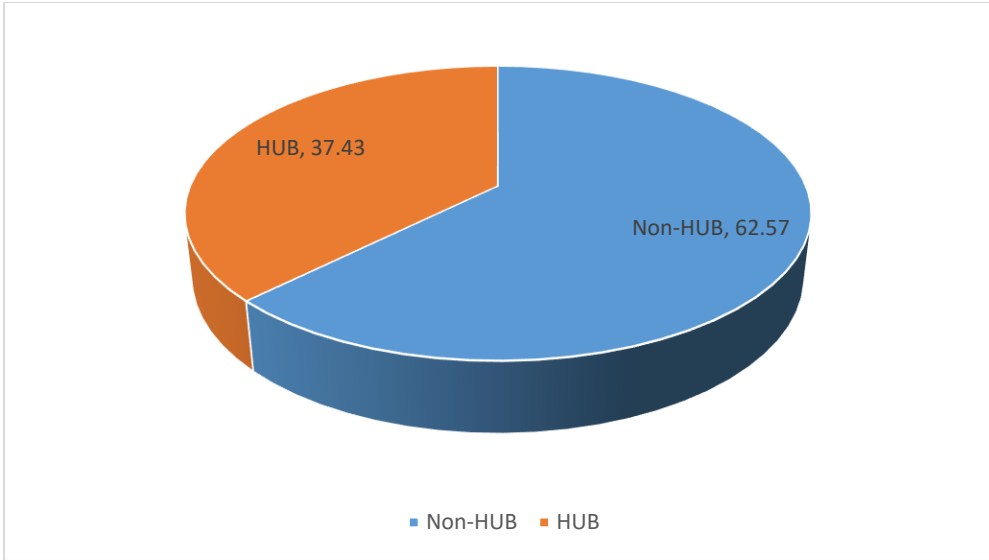


Chart 2. Overall HUB Participation % by Total Expenditures

Schedule F

Texas Real Estate Commission

Texas Appraiser Licensing and Certification Board

Fiscal Year 2023 to 2027 Workforce Plan

Agency Overview

The Texas Legislature established the Texas Real Estate Commission (TREC) in 1949 to safeguard consumers in matters of real property transactions and valuation services. In 1991, the Texas Appraiser Licensing and Certification Board (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.

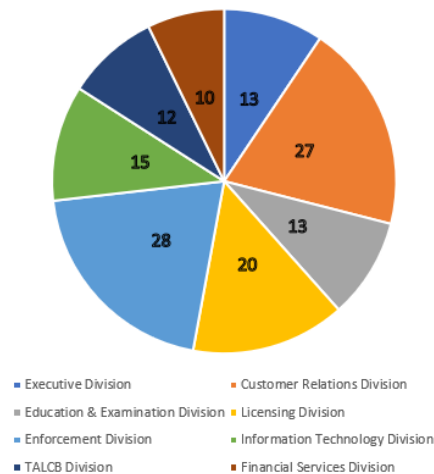
The agency provides education and licensing services, as well as regulation and enforcement of state and federal laws and requirements that govern real property. TREC and TALCB function as a single state agency, with distinct, independent policy and enforcement functions. One hundred percent of the funds needed to finance the agency’s activities come from fees paid by approximately 225,120 TREC licensees and 6,700 TALCB licensees.

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, 2022, the agency has 140 full time equivalent (FTE) 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, 2022.

The Agency's Divisions and Positions



Agency Mission and Philosophy

The agency exists to safeguard the public interest and protect consumers of real estate services. In accord with state and federal laws, the agency oversees real estate brokerage, appraisal, inspection, 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, 2022, the agency has a total headcount of 140 employees. Currently, veterans are 4.3% of the agency's workforce. The agency 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 (46%) are 50 years of age or older which is a 4% increase from 2021.

Agency Age

	Number of Employees	Percent of Employees
20-29 years	11	8.03%
30-39 years	22	16.06%
40-49 years	41	29.93%
50-59 years	43	31.39%
60-69 years	18	13.14%
70 and older	3	2.19%

Source: Centralized Accounting and Payroll/Personnel System

Tenure

Approximately (65%) of employees have been with the agency less than five years with skill levels ranging from minimal knowledge to working knowledge of processes. Almost 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 4% of the workforce.

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

Agency Tenure

	Number of Employees	Percent of Employees
0-5 years	90	65.22%
6-10 years	26	18.84%
11-15 years	11	7.97%
16-20 years	5	3.62%
21-25 years	1	0.72%
26-30 years	1	0.72%
31-35 years	2	1.45%
Over 36 years	2	1.45%

Source: Centralized Accounting and Payroll/Personnel System

Gender and Turnover

The agency's workforce is comprised of 101 (73.2%) females and 37 (26.8%) males. The percentage of employees by gender has been consistent over the last five years.

Gender

	Number of Employees	Percent of Employees
Male	37	26.81%
Female	101	73.19%

Source: Centralized Accounting and Payroll/Personnel System

Agency Workforce versus Statewide Civilian Workforce

The following table compares the percentage of Hispanic, African American, and female agency employees (as of August 31, 2021) to the statewide civilian workforce². The agency does not employ any Service and Maintenance (M) Skilled Craft Workers (S), or Protective services (R) positions; therefore, those categories are not included in the chart.

Overall, the agency percentages are slightly above the state workforce percentages for African Americans and females but are consistently below the state averages for Hispanics. Job categories where TREC's percentages are less than the state percentage are shown in red. Agency recruitment will continue to seek mechanisms to reach those segments of the state workforce that are underrepresented at TREC, including veterans, to obtain an applicant pool that reflects the diversity of the state, and thereby help reduce the differentials noted above.

Statewide Civilian Workforce Composition Fiscal Year 2021						
Ethnic and Gender Workforce Composition Fiscal Year 2021						
Job Categories	Hispanic American		African American		Female	
	Texas	Agency	Texas	Agency	Texas	Agency
Officials/Administrators (A)	0.89%	0.70%	0.55%	2.11%	2.33%	6.15%
Professional (P)	7.59%	5.27%	5.28%	8.26%	18.73%	27.77%
Technical (T)	3.53%	0.70%	1.89%	0.00%	5.14%	0.00%
Administrative Support (C)	3.57%	10.37%	2.19%	15.11%	8.94%	38.84%

² Statewide Civilian Workforce Composition (Table 1 of the Texas Workforce Commission's January 2019 Equal Employment Opportunity and Minority Hiring Practices Report Fiscal Years 2017-2018). This report only contains data regarding the state's Caucasian, African-American, Hispanic-American, female, and male workforce.

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, 2022. Currently 2.9% of the agency’s workforce is comprised of return-to-work retirees and 16.67% 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. An additional 8.69% will be eligible to retire during this planning period. In totality, approximately 25.36% of the workforce is eligible to retire. The chart below shows the breakdown of employees eligible to retire over this planning period

Agency Retirement

Fiscal Year	Eligible Employees	Percent of Total Agency FTE Cap
2022	23	16.67%
2023	2	1.45%
2024	1	0.72%
2025	5	3.62%
2026	4	2.90%
Total Eligible Employees	35	25.36%

Source: Centralized Accounting and Payroll/Personnel System

Employee Turnovers

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. In fiscal year 2020, the agency’s turnover was 17.83%, below the state average of 21.5% for the same period. The agency anticipates that its turnover rate may vary with the Austin economy but expects overall turnover rates to remain below the state average.

Employee Turnover

Fiscal Year	The Agency	State
2021	17.83%	21.50%
2020	15.75%	18.60%
2019	17.40%	20.30%
2018	10.19%	19.30%
2017	17.40%	18.60%
2016	18.70%	17.60%
2015	23.40%	18.00%

Source: The State Auditor’s Office’s (SAO); SAO statistics derived from An Annual Report on Full-Time Classified State Employees Turnover for respective fiscal years Classification Analysis System.

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 makeup of 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, as the number of applications and license holders increase, the agency will monitor whether additional staff are necessary. 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

As the number of license holders continue to increase, the agency anticipates slight increases in staff to support this larger license holder count. The agency is also currently in the process of replacing legacy systems to become more modernized and gain efficiencies.

Expansion of Telecommuting

In July of 2021, the agency leadership revised the agency's telecommuting policy with an eye toward expanding it to improve work-life balance and increase retention of agency employees. In the weeks after the pandemic began, telecommuting moved from an option for a small number of high performers to an essential tool to conduct agency business. More than 90% of agency staff worked remotely during the pandemic. The agency will continue to utilize the telecommuting policy.

III. Gap Analysis

Anticipated Surplus or Shortage of Workers or Skills

The agency does not anticipate the need for significant additional FTEs. It is important the agency 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 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 and maintain diversity	<p>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:</p> <ul style="list-style-type: none"> • 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. • Increase the use of alternative work schedules and telecommuting opportunities to address the needs of agency employees. • 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	<p>Ensure transition of duties, responsibilities, and institutional knowledge transfer when critical staff leave the agency. Action steps include:</p> <ul style="list-style-type: none"> • 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 we are staffed appropriately. Information from the workforce plan will be used to help set priorities for workforce change and anticipated agency growth. We will continue to recruit the best candidates to help us 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

INFORMATION-GATHERING METHODS

The Texas Real Estate Commission (TREC) and the Texas Appraiser Licensing and Certification Board (TALCB) provide a customer service survey on the agency's website for customers of the agency to offer feedback regarding their satisfaction. 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 by with ranking options of Excellent, Above Average, Moderate, Below Average, and Poor. The form is designed to collect customer satisfaction feedback on five customer service quality elements:

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

AGENCY INVENTORY OF EXTERNAL CUSTOMERS

- Consumers
- Real Estate Sales Agents
- Real Estate Brokers
- Real Estate Appraisers
- Real Estate Inspectors
- Education Providers
- Education Instructors
- Timeshare Developers and Projects
- Easement or Right-of-Way Agents

TYPES OF SERVICES PROVIDED TO CUSTOMERS

- Responding to inquiries by phone, email, and in person
- Issuing new and renewal licenses
- Accrediting real estate education providers
- Approving real estate instructor and course content
- Handling written complaints
- Prosecuting administrative hearings
- Monitoring timeshare registrations
- Providing comprehensive public access to information via email and internet access
- Processing original and renewal licenses via internet access
- Constituent relations for legislators and staff
- Communication of changing rules and laws 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: 09/01/2020 – 08/31/2021

Responses by Relationship with TREC/TALCB		
	# of responses	% of Total
Consumers	161	11.57 %
Real Estate Agents	755	54.24 %
Real Estate Brokers	297	21.34 %
Real Estate Appraisers	72	5.17%
Real Estate Inspectors	76	5.46%
Education Providers	17	1.22%
Education Instructors	1	0.07%
ERW Agent/Business	6	0.43%
Timeshare Provider	1	0.07%
Residential Service Company*	6	0.43%

Number of contacts with the Agency		
	# of responses	% of Total
One time	670	46.82%
2 to 5 times	619	43.26%
More than 5 times	142	9.92%

Source of Responses		
	# of responses	% of Total
Web based survey (Survey Monkey)	1,458	100.00%

Rating for telephone experience		
	# of responses	% of Total
Excellent	866	89.37%
Above Average	28	2.89%
Moderate	17	1.75%
Below Average	8	0.83%
Poor	50	5.16%

CUSTOMER-DETERMINED SERVICE QUALITY SURVEY RESULTS: 09/01/2020 – 08/31/2021 (CONTINUED)

Rating of Email Experience		
	# of responses	% of Total
Excellent	203	56.70%
Above Average	29	8.10%
Moderate	26	7.26%
Below Average	32	8.94%
Poor	68	18.99%

Ratings on Customer Service Representative		
	# of responses	% of Total
Excellent	199	85.78%
Above Average	17	7.33%
Moderate	9	3.88%
Below Average	3	1.29%
Poor	4	1.72%

Reasons customers provided a compliment		
	# of responses	% of Total
Friendly Service	42	18.03%
Quick Response	116	49.79%
Got what you needed	33	14.16%
Our email or mail process	7	3.00%
Other	35	15.02%

Suggested areas for improvement		
	# of responses	% of Total
Response time	5	6.10%
Technology Issue	1	1.22%
Customer Service Experience	5	6.10%
Answer you received	33	40.24%
Other	38	46.34%

CUSTOMER SATISFACTION ASSESSMENT ANALYSIS

For FY 2021, responses were generally favorable regarding the customers’ experience with telephones, emails, and customer service representatives.

Customers who provide compliments gave specific reasons to 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 provoked 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 telephone is an average of less than two minutes.

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

PERFORMANCE MEASURES RELATED TO CUSTOMER SERVICE STANDARDS AND SATISFACTION

COMMUNICATIONS	FY2020	FY2021
Outcome Measures		
<ul style="list-style-type: none"> • % of surveyed customer respondents expressing overall satisfaction with services received (excellent/good/fair) 	98.85%	98.09 %
<ul style="list-style-type: none"> • % of surveyed customer respondents identifying ways to improve service delivery (poor) 	1.15%	1.91%
Output Measures		
<ul style="list-style-type: none"> • Total Customers Surveyed 	1,512	1,458
<ul style="list-style-type: none"> • Total Customers Served (<i>Walk-ins</i>) 	603	0
<ul style="list-style-type: none"> • Total number of phone calls received 	197,130	229,042
<ul style="list-style-type: none"> • Total number of electronic contacts received (<i>Emails</i>) 	47,597	57,560
<ul style="list-style-type: none"> • Total number of unique visits to the agency website 	17,379,264	20,139,563
<ul style="list-style-type: none"> • Total number of services available via the agency website 	84	85
Efficiency Measures		
Cost per customer surveyed	\$0.00	\$0.00
Explanatory Measures		
<ul style="list-style-type: none"> • Number of Customers Identified 	209,238	225,206
<ul style="list-style-type: none"> • Number of customer groups inventoried 	12	12

LICENSING				
	FY2020		FY2021	
	TREC	TALCB	TREC	TALCB
Efficiency Measures				
% of individual license renewals issued within 7 days	96.5%	75%	94.7%	76%
Explanatory Measures				
Total # of individuals licensed	202,442	6,731	218,735	6,796
ENFORCEMENT				
	FY2020		FY2021	
	TREC	TALCB	TREC	TALCB
Outcome Measures				
% of documented complaints resolved within 6 months	45.84%	65%	47.78%	85%
Output Measures				
Total # of complaints resolved	1,612	197	1,865	264
Efficiency Measures				
Average time for complaint resolution (in days)	197.6	187	196.9	118
Explanatory Measures				
Total # of jurisdictional complaints	1,678	176	1,823	247