

AGENCY STRATEGIC PLAN

FISCAL YEARS 2023 TO 2027

BY THE

TEXAS BOARD OF ARCHITECTURAL EXAMINERS

Board Member	Dates of Term	Hometown
Debra J. Dockery, FAIA – Chair	05/10/11 – 01/31/23	San Antonio
Tim A. Bargainer, PLA, ASLA, CLARB – Vice-Chair	08/12/20 – 01/31/25	Georgetown
Darren L. James, FAIA – Secretary/Treasurer	08/12/20 – 01/31/25	Lewisville
Jennifer Walker, AIA & LEED	01/15/16 – 01/31/27	Lampasas
Robert Scott Wetmore, AIA	01/15/16 – 01/31/27	Austin
Rosa Grace Salazar	07/26/18 – 01/31/23	Lubbock
Joyce J. Smith, CPA, CGMA	07/26/18 – 01/31/23	Burnet
Fernando Trevino	07/26/18 – 01/31/25	San Antonio
Lauren Taylor	08/06/21 – 01/31/27	Denton

June 2, 2022

SIGNED: _____

Executive Director

APPROVED BY THE FULL BOARD

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TBAE Mission

The mission of the Texas Board of Architectural Examiners (TBAE) is to serve the State of Texas by protecting and preserving the health, safety, and welfare of the Texans who live, work, and play in the built environment through the regulation of the practice of architecture, landscape architecture, and interior design. TBAE's mission is grounded in its enabling statutes, Chapters 1051 – 1053 of the Texas Occupations Code.

TBAE's Strategic Plan ensures that the agency not only carries out its mission, but also is:

1. Accountable to the public who uses and inhabits the built environment, registrants, and all other stakeholders.
2. Efficient by producing maximum results with no waste of collected funds and by identifying any function or provision that is redundant or not cost effective.
3. Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve.
4. Attentive to providing excellent customer service.
5. Transparent such that agency actions can be understood by any Texan.

About TBAE

A. Agency Overview and Organizational Aspects

TBAE operates under the Self-Directed, Semi-Independent (SDSI) program established by the 77th Texas Legislature. TBAE's participation in SDSI removes the agency from the appropriations process, ensures accountability to stakeholders, and requires the agency to operate as a business. SDSI agencies must adopt their own budgets and establish registration fees to cover all operational costs. Additionally, each agency submits an annual payment (\$510,000 in TBAE's case) to the general revenue fund.

TBAE is overseen by a Board of nine gubernatorial appointees. Four Board members are registered architects, three are public members, one is a registered interior designer, and one is a registered landscape architect. The Chair is selected by the Governor from among the Board members, and typically the group meets four times a year to make or amend rules and decide enforcement cases.

TBAE has a staff of 19 full-time equivalent positions and operates with an annual budget of \$3.3M. TBAE Staff is divided into three broad functional units: Registration, Enforcement, and Administration. Each division is responsible for executing particular operational aspects of the Board's statutory charge and mission. While separation of the units allows staff to fully engage in their respective areas of expertise, close collaboration and cross-training allows the agency as a whole to remain flexible for most any event.

B. Current Activities

Through the third quarter of fiscal year 2022, TBAE is operating under a balanced budget. As a result, for the eighteenth year in a row, TBAE did not raise registration fees. With such fiscal responsibility, TBAE has a healthy fund balance at 92% of its annual budget. However, it is expected that the fund balance will need to be spent down to the amount set by policy within the coming years due to increased expenses resulting from the state-required move to privately leased office space.

Looking at registration trends on May 31, 2022, TBAE has seen a 2.8% annual increase for active architect registrants, a 0.2% annual decrease for active registered interior designers, and a 0.2% increase for active landscape architect registrants. The increase in active registrants has slowed since FY18 and is likely to continue to level off in future years.

In the enforcement unit, TBAE is on track to open approximately 314 complaints in FY22. Through May 31, 2022, the enforcement unit has closed 96 cases, with 16 resulting in disciplinary action by TBAE. This pace should keep us on track to avoid a backlog in cases.

C. External/Internal Assessment Issues and Trends

In conducting an external/internal assessment, the Board collected and analyzed information from several sources including an Industry Environmental Scan, Customer Service Survey, Survey of Employee Engagement, and a Board Strategic Planning Session. The Board conducted a thorough analysis of its past, current, and future position and its expectations for external and internal change. The following current and future major issues may affect the Board's operations and results in meeting the needs of its stakeholders.

- Use of Technology by the Professions
- Specialization and Certification
- Increase of Multidisciplinary Approach to Design and Large Firms
- Mobility of Registrants and the Need for Minimal Barriers and Alternative Paths to Practice
- Assurance of Licensee Competency
- Environmental and Societal Shifts' Effect on Design, Including Climate Change and Pandemic Mitigation
- The Role of Cybersecurity to Protect Individual and Business Security
- Economic Forecasts in the Design Industry and Nationally
- Workforce Demographics and Diversity, Equity, and Inclusion

TBAE Operational Goals and Action Plans

Registration Goal: TBAE will administer a registration program to ensure that only qualified professionals become registered in Texas.

Specific Action Items to be Achieved Throughout the Strategic Plan Period

1. Ensure the professional qualifications of those practicing the regulated professions by setting appropriate requirements for education, experience, and examination.
2. Increase public and professional awareness of TBAE's mission, activities and services to ensure voluntary compliance with the regulatory requirements and protection of the public health, safety, and welfare.
3. Foster partnerships with related organizations in order to facilitate consistent regulation of the professions and further the Board's mission and goals.
4. Anticipate and respond to an evolving registrant pool, with specific attention to the following factors:
 - changing demographics of registrants, exam candidates, and future professionals; and
 - reducing barriers to registration, alternative paths to registration and registrant mobility.
5. Review the current use of technology in the regulated professions and by the agency to ensure that state laws, rules, and services are keeping pace with the impacts of technology, and to improve operational efficiency, effectiveness, and customer service.
6. Continue to monitor and update TBAE rules to ensure alignment and relevancy and eliminate redundancies and impediments.
7. Enhance organizational effectiveness and improve the quality of customer service in all programs, by reviewing state and national standards with the aim of continuous operational improvement. TBAE will look to maximize administrative leanness, while not sacrificing agency agility and responsiveness.
8. Ensure that disaster preparedness and leadership succession planning are strong and that cross-component working groups are developed to ensure the continuity of agency effectiveness and efficiency.
9. Protect fiscal soundness through policies, procedures, and preparation for expected revenue and expenditure fluctuations, with a focus on linking revenues to expenditures.
10. Ensure TBAE's cybersecurity standards are sufficient to protect individuals' and businesses' private information from being compromised.

TBAE's Registration Goal and Action Plan Supports Each Statewide Objective Accountable • Efficient • Effective • Transparent • Customer Service

All of the Statewide Objectives were considered as a roadmap in developing the Action Items listed above. Each Action Item speaks directly to at least one Statewide Objective, and most address more than one Statewide Objective. Taken together, the Action Items pursuant to the Registration Goal make great strides toward bolstering all of the State's Objectives and toward high performance overall.

Enforcement Goal: TBAE will protect the public health, safety, and welfare with an effective, responsive, and consistent enforcement program.

Specific Action Items to be Achieved Throughout the Strategic Plan Period

1. Ensure that all complaints and known violations are investigated and appropriate voluntary or disciplinary action is taken against all violators.
2. Investigate and prosecute complaints in a thorough and timely manner.
3. Pursue compliance with disciplinary actions and conditions.
4. Establish regulatory standards of practice for the regulated professions.
5. Increase public and professional awareness of TBAE's mission, activities, and services to ensure a better understanding of the regulatory requirements, voluntary compliance with the regulatory requirements and protection of the public health, safety, and welfare.
6. Foster partnerships with related organizations in order to facilitate consistent regulation of the professions and further the Board's mission and goals.
7. Review the current use of technology in the regulated professions and by the agency to ensure that state laws, rules, and services are keeping pace with the impacts of technology, and to improve operational efficiency, effectiveness, and customer service.
8. Continue to monitor and update TBAE rules to ensure alignment and relevancy and eliminate redundancies and impediments.
9. Enhance organizational effectiveness and improve the quality of customer service in all programs, by reviewing state and national standards with the aim of continuous operational improvement. TBAE will look to maximize administrative leanness, while not sacrificing agency agility and responsiveness.
10. Ensure that disaster preparedness and leadership succession planning is strong and that cross-component working groups are developed to ensure the continuity of agency effectiveness and efficiency.
11. Protect fiscal soundness through policies, procedures, and preparation for expected revenue and expenditure fluctuations, with a focus on linking revenues to expenditures.
12. Ensure TBAE's cybersecurity standards are sufficient to protect individuals' and businesses' private information from being compromised.

TBAE's Enforcement Goal and Action Plan Supports Each Statewide Objective
Accountable • Efficient • Effective • Transparent • Customer Service

All of the Statewide Objectives were considered as a roadmap in developing the Action Items listed above. Each Action Item speaks directly to at least one Statewide Objective, and most address more than one Statewide Objective. Taken together, the Action Items pursuant to the Enforcement goal make great strides toward bolstering all of the State's Objectives and toward high performance overall.

Redundancies and Impediments

Service, Statute, Rule or Regulation (Provide Specific Citation, if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with the Recommended Change
Annual \$510,000 SDSI payment, Tex. Gov't Code 472.102(c) Remittance of all administrative penalties to General Revenue, Tex. Gov't Code 472.110(d)	Expenditures, most of which are fixed, are set to outpace revenues in coming years. Absent a reduction in legislatively mandated expenditures, higher registration fees will be required resulting in greater barriers to entering or continuing in the regulated professions.	Respectfully, TBAE suggests a review of the two legislative requirements noted in this section. An evaluation of whether the requirements accomplish the state's goals of reducing barriers and maximizing results may be in order.	If these legislatively mandated expenditures are eliminated, TBAE would expect for the need to increase renewal fees to be significantly delayed, which would reduce impediments to continued or initial registration.

TBAE is facing difficult demographic and financial realities and likely will need to raise registration fees in the future. TBAE projects that by FY27, renewal fees may climb by approximately \$8 for an annual registration renewal unless one or more of the fixed costs noted above are decreased. TBAE well understands that increased fees can be a barrier to registration and is proud to have avoided raising fees for eighteen continuous years. But in light of the required \$510,000 annual SDSI payment to General Revenue and the 2013 requirement to remit all enforcement penalties to General Revenue, the agency has little choice but to consider raising revenue via fee increases.

In FY21, pursuant to a required rule review, TBAE was able to do a full self-evaluation of all of TBAE's rules. Additionally, TBAE will continue to evaluate throughout the strategic planning period with the goal of reducing any barriers to the economic prosperity of Texas and making the agency more effective and efficient in achieving its core mission and will report any additional recommendations to the Governor's office.

Supplemental Schedule A: Budget Structure and Performance Measures

As a self-directed, semi-independent agency, TBAE does not operate under a traditional budget structure within the general appropriations bill. Instead, TBAE is required to adopt a budget annually using generally accepted accounting principles. Therefore, TBAE does not operate under a Goal-Objective-Strategy model and does not submit data to the Automated Budget Evaluation System of Texas (ABEST).

In lieu of reporting to ABEST, TBAE is required to submit an annual report to the Governor, Legislature, and the Legislative Budget Board, which includes trend performance data related to TBAE's goals and other data related to its administrative and fiscal operations. TBAE additionally submits a quarterly report to all parties. TBAE's trend performance data measures related to its goals are listed below.

Measures Related to the Registration Goal:

- Number of Registrants by Type and Status
- Average Time to Issue a Registration
- Number of Examination Candidates

Measures Related to the Enforcement Goal:

- Number of Cases Opened by Staff and Public
- Number of Cases Closed by Dismissal and Enforcement Action
- Number of Enforcement Actions by Sanction Type
- Number of Cases Closed through Voluntary Compliance
- Amount of Administrative Penalties Assessed and the Rate of Collection of Assessed Administrative Penalties
- Number of Cases Opened that Allege HSW and Disposition
- Average Time to Resolve a Complaint

Supplemental Schedule B: Performance Measure Definitions

Measures Related to the Registration Goal:

Number of license holders or regulated persons broken down by type of license and license status, including inactive status or retired status

- Definition: The number of registered architects, landscape architects, registered interior designers, and businesses each broken down by active, inactive, and retired status.
- Purpose/Importance: The measure helps to determine agency workload.
- Source and Collection of Data: TBAE internal database, TBAsE.
- Method of Calculation: Registrants are broken down by profession, and further by status [Active, Inactive, or Emeritus (Retired)]. Business registration count includes all businesses with an Active or Pending status and having at least one profession identified. Counts are made in the first few moments of the next fiscal year and roster data are saved for future review.
- Data Limitations: None.
- Calculation Type: Non-cumulative.
- New Measure: No.

Average time to issue a registration

- Definition: The average number of days to issue a registration to an applicant once the application is complete, including payment of the initial registration fee.
- Purpose/Importance: The measure helps to determine efficiency in delivering services to registrants.
- Source and Collection of Data: TBAE internal database, TBAsE.
- Method of Calculation: The universe consists of intended registrants whose accounts are populated with "Registration by Exam" or "Reciprocal Registration" fees indicating that all requirements have been met for licensure. Time is calculated as the number of days between the payment of the fee (Payment Date field) and the date of registration (License Certification Date field), and records are reported by fiscal year based on payment date. Roster data are saved for future review.
- Data Limitations: None.
- Calculation Type: Non-cumulative.
- New Measure: No.

Number of examination candidates

- Definition: The current number of individuals who have applied for registration by examination but have not been issued a registration.
- Purpose/Importance: The measure indicates workload and helps to project number of possible eligible registrants, viewed against previous reports with an eye toward trending.
- Source and Collection of Data: TBAE internal database, TBAsE.
- Method of Calculation: The agency's database (TBAsE) will automatically run a snapshot report quarterly, in the first hours after the end of each quarter. TBAsE will run a count of all records with an application type of "Exam Candidate" or "Prior Exam" and a registration status of "Open," "Closed," or "Passed." Roster data are saved for future review.
- Data Limitations: None.
- Calculation Type: Non-cumulative.
- New Measure: No.

Measures Related to the Enforcement Goal:

Number of complaints received from the public and number of complaints initiated by agency staff

- Definition: The number of enforcement cases opened as a result of a complaint filed by the public (non-staff) and the number opened as a result of a staff-initiated complaint.
- Purpose/Importance: The measure helps to track agency workload and determine allocation of agency resources.
- Source and Collection of Data: TBAE internal database, TBAsE.
- Method of Calculation: From TBAsE, the universe will consist of all enforcement matters with an entry in the Case Type field of "Case" and "Complaint." Staff complaints will be counted as those with a Source of Complaint field entry of "Evidence returned through internal TBAE ops," "Evidence revealed through associated complaint," "R Identified thru Other Complaint," and "CE audit." All other Source of Complaint types will be counted as Public complaints. Complaints will be counted in the appropriate year based on their open date. Roster data are saved for future review.
- Data Limitations: None.
- Calculation Type: Non-cumulative
- New Measure: No.

Number of complaints dismissed and the number of complaints resolved by enforcement action

- Definition: The number of enforcement cases dismissed and the number of enforcement cases resolved with enforcement action.
 - Purpose/Importance: The measure helps to track agency workload.
 - Source and Collection of Data: TBAE internal database, TBAsE.
 - Method of Calculation: From TBAsE, the universe will consist of all enforcement matters with an entry in the Case Type field of "Case" and "Complaint." Of the universe, those items with content in the "Board Approved Date" field will be counted as "resolved by enforcement action," and those with a blank entry will be counted as dismissed. The date entered in "Board Approved Date" will determine in which fiscal year to report the item. Otherwise, the "Case Closed Date" field will determine the fiscal year of reporting. Additionally, those with a blank "Board Approved Date" and having a disposition type of "Revocation" will be counted as "resolved by enforcement action." Roster data are saved for future review.
- Data Limitations: None.
Calculation Type: Non-cumulative
New Measure: No.

Number of enforcement actions by sanction type

- Definition: The number of disciplinary actions taken by TBAE broken down by sanction type.
- Purpose/Importance: The measure helps to track the results of the agency's enforcement activities.
- Source and Collection of Data: TBAE internal database, TBAsE.
- Method of Calculation: From TBAsE, the universe will consist of all enforcement matters with an entry in the Case Type field of "Case" and "Complaint" and having a Final Disposition of "Agreed Order," "Cease and Desist," "Consent Order," "Notice of Violation," "Order of the Board," "Penalty Notice," "Revocation," "Suspension/Probation," or "Dismissed (C.O.)." Of the universe, those items with a Final Disposition of "Agreed Order," "Cease and Desist," "Consent Order," "Notice of Violation," "Order of the Board," "Penalty Notice," or "Dismissed (C.O.)" and having a penalty assigned will be counted as "Admin Penalty." Those of this same list without having a penalty to pay will be counted as "Cease & Desist." Those having a Final Disposition of "Revocation" and "Suspension/Probation" will be counted under their corresponding Sanction Type. Cases will be counted in the appropriate fiscal year based on "Board Approved Date." If

no "Board Approved Date" is available, then "Case Closed Date" will determine the fiscal year. Roster data are saved for future review.

- Data Limitations: None.
- Calculation Type: Non-cumulative
- New Measure: No.

Number of enforcement cases closed through voluntary compliance

- Definition: The number of enforcement cases closed by voluntary compliance by the respondent in the case.
- Purpose/Importance: The measure helps to track agency workload and determine the effectiveness of enforcement activities.
- Source and Collection of Data: TBAE internal database, TBAsE.
- Method of Calculation: From TBAsE, the universe will consist of all enforcement matters with an entry in the Case Type field of "Case" or "Complaint." Items from this universe with an entry in the Final Disposition field of "warning letter" or "informal reprimand" will be counted. Cases will be counted in the appropriate fiscal year based on their closed date. Roster data are saved for future review.
- Data Limitations: None.
- Calculation Type: Non-cumulative
- New Measure: No.

Amount of administrative penalties assessed and the rate of collection of assessed administrative penalties

- Definition: The amount of all administrative penalties assessed during the reporting period and the rate of collection of administrative penalties during the reporting period.
- Purpose/Importance: The measure helps to track disciplinary compliance among enforcement respondents.
- Source and Collection of Data: TBAE internal database, TBAsE.
- Method of Calculation: The amount (in dollars) of all administrative penalties assessed in a fiscal year is divided by the amount (in dollars) of all administrative penalties collected in the same fiscal year. The date entered in "Board Approved Date" will determine in which fiscal year to report the penalties assessed. If "Board Approved Date" is not entered, the "Case Closed Date" field will determine the fiscal year of reporting. The recorded "Payment Date" will determine in which fiscal year to report the amount collected. The result is expressed as a percentage. Roster data are saved for future review.
- Data Limitations: Penalties collected in one fiscal year may have been assessed in a previous fiscal year.
- Calculation Type: Non-cumulative.
- New Measure: No.

Number of enforcement cases that allege a threat to public health, safety, or welfare or a violation of professional standards of care and the disposition of those cases

- Definition: The number of enforcement cases that allege a threat to public health, safety, or welfare or a violation of professional standards of care and the disposition of those cases.
- Purpose/Importance: The measure helps to gauge agency workload and effectiveness with regard to more-involved enforcement cases.
- Source and Collection of Data: TBAE internal database, TBAsE.
- Method of Calculation: Method of Calculation: From TBAsE, the universe will consist of all enforcement matters with an entry in the Case Type field of "Case" or "Complaint" with a Board Approved Date within the reporting fiscal year and a Violation Status ID of "Violation found by ED" or "Violation found by Board," and excluding all records with specified rule/statute citations in the Violations field indicating that the

infraction was a title violation or a continuing education violation. (A bulleted list of specified citations follows below.) The Disposition of the responsive records is reported and categorized based on sanction type similar to the "Number of enforcement actions by sanction type" measure. If no "Board Approved Date" is available, then "Case Closed Date" will determine the fiscal year. Roster data are saved for future review. Citations to be excluded are:

- Did not fulfill mandatory continuing education requirements
 - Reported false information regarding continuing education
 - Use of any form of the word "architect" or "architecture" by an unqualified firm
 - Practiced or used of title "architect" or "architecture" while registration was delinquent
 - A person other than an architect who advertised using the title architect or architectural designer
 - Failed to fulfill mandatory continuing education requirements
 - Reported false information regarding Interior Designer's continuing education
 - Use of title "interior designer" or term "interior design" while registration was delinquent
 - A person other than an interior designer who advertised using the title "interior designer" or offered "interior design" services.
 - Did not fulfill mandatory continuing education requirements
 - Reported false information regarding landscape architects continuing education
 - Unauthorized practice or use of title "landscape architect" while registration was delinquent
 - Unauthorized practice or use of title "landscape architect" while registration was delinquent
 - A person other than a landscape architect used the title "landscape architect" or offered or performed "landscape architect".
 - A person other than an architect practicing architecture or using the regulated title
 - Failure to maintain continuing education records
 - Failure to complete a minimum of eight (8) CEPH for each annual registration period
 - Failure to complete a minimum of eight (8) CEPH for each annual registration period
 - Failure to maintain continuing education records
 - Practiced or used of title "architect" or "architecture" while registration was delinquent.
 - Fail to record Continuing Education activities
- Data Limitations: None.
 - Calculation Type: Non-cumulative
 - New Measure: No.

Average time to resolve a complaint

- Definition: The average number of days to resolve a complaint.
- Purpose/Importance: The measure helps to determine efficiency in caseload management.
- Source and Collection of Data: TBAE internal database, TBAsE.
- Method of Calculation: From TBAsE, the universe will consist of all enforcement matters with an entry in the Case Type field of "Case" or "Complaint" with a Closed Date within the reporting fiscal year. Non-Jurisdictional cases and complaints having a Final Disposition of 'NJ - General', 'NJ - H/S/W', or 'NJ - <Threshold' are excluded from this report. Time is determined by calculating the number of days between the Open Date and Closed Date for each record. Roster data are saved for future review.
- Data Limitations: None.
- Calculation Type: Non-cumulative
- New Measure: No.

Supplemental Schedule C: Historically Underutilized Business (HUB) Plan

As a self-directed, semi-independent agency, TBAE does not operate under the General Appropriations Act, and therefore, was not required to complete the HUB report required by that Act. However, TBAE makes a good faith effort to utilize HUBs in contracts for construction, services (including professional and consulting services) and commodity procurements. TBAE works to procure products and services for agency users and identify HUBs to ensure they have an equal opportunity to bid on agency contracts and related subcontracts. Additionally, TBAE submits HUB reporting to the Legislative Budget Board, although not specifically required.

Mission of the TBAE HUB Program

The Mission of the TBAE HUB Program is to advocate for the participation of HUBs in the agency's procurement and contracts and remain committed to providing procurement and contracting opportunities for minority, women, and veteran-owned businesses.

Goal of the TBAE HUB Program

The Goal of the TBAE HUB Program is to establish and carry out policies governing purchasing and public works contracting that foster meaningful and substantive inclusion of HUBs. Specifically, the Board will make a good faith effort to utilize HUBs in the Board's procurement and contracts with the following statewide goals in mind:

- 23.7 % for professional services contracts;
- 26.0 % for all other services contracts; and
- 21.1 % for commodities contracts.

TBAE HUB Program Strategies

To meet the agency's goal, TBAE has established the following strategies:

- compliance with HUB planning and reporting requirements;
- utilization of the Texas Procurement and Support Services' (TPASS) Centralized Master Bidder List and other sources in bidding for delegated services;
- adherence to the HUB purchasing procedures and requirements established by the Comptroller of Public Accounts' Texas Procurement and Support Services Division;
- attendance at HUB Coordinator meetings, HUB small business trainings and HUB agency functions;
- utilization of HUB resellers from the Department of Information Resources' contracts;
- promotion of HUBs in the competitive bid process on all goods and services; and
- encourage contractors to use HUBs as partners and subcontractors.

Agency Workforce Plan

Fiscal Year 2021

THE TEXAS BOARD OF ARCHITECTURAL EXAMINERS



THE TEXAS BOARD OF ARCHITECTURAL EXAMINERS BOARD MEMBERS

Board Member	Dates of Term	Hometown
Debra Dockery, FAIA – Chair	5/10/11 – 1/31/23	San Antonio
Tim A. Bargainer, PLA, ASLA – Vice-Chair	8/12/20 – 1/31/25	Georgetown
Darren La Marr James, FAIA – Secretary/Treasurer	8/12/20 – 1/31/25	Lewisville
Robert “Bob” Wetmore	1/15/16 – 1/31/27	Austin
Jennifer Nicole Walker, AIA	1/15/16 – 1/31/27	Lampasas
Rosa “Grace” Salazar	7/26/18 – 1/31/23	Lubbock
Joy J. Smith, CPA, CGMA	1/15/16 – 1/31/23	Burnet
Fernando Trevino	7/16/18 – 1/31/25	San Antonio
Lauren Taylor	8/06/21 – 1/31/27	Denton

June 2022

Workforce Plan

Overview

The Texas Board of Architectural Examiners (TBAE) is a small state agency operating under the Self-Directed Semi-Independent (SDSI) Project Program. TBAE has the authority to regulate the practices of architecture, landscape architecture and registered interior designers in Texas.

The agency employs individuals to carry out duties in Registration, Enforcement, Finance, Information Technology, and Executive Administration. At the end of May 2021, TBAE employs 19 staff members. TBAE's commitment to high standards for excellence requires the agency to recruit and retain a high-performance staff.

After the 2005 implementation of the on-line renewal process, the agency has continued to improve and streamline business operations. As the use of technology becomes more important to the agency's business, employees will need current technological skills along with customer service skills. As the agency moves forward, it will be necessary to ensure employees are provided with training opportunities to enhance their skill sets and to develop recruitment practices that will aid in hiring highly qualified staff.

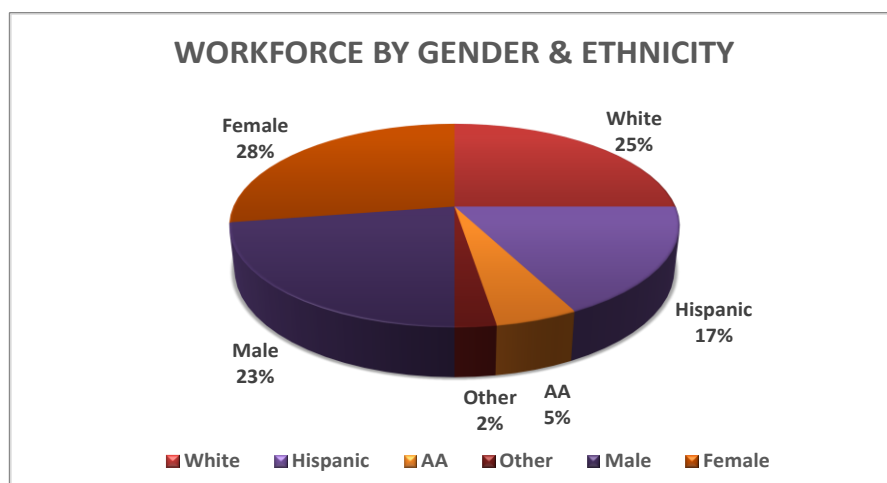
Workforce Demographics - Gender, Ethnicity, Age

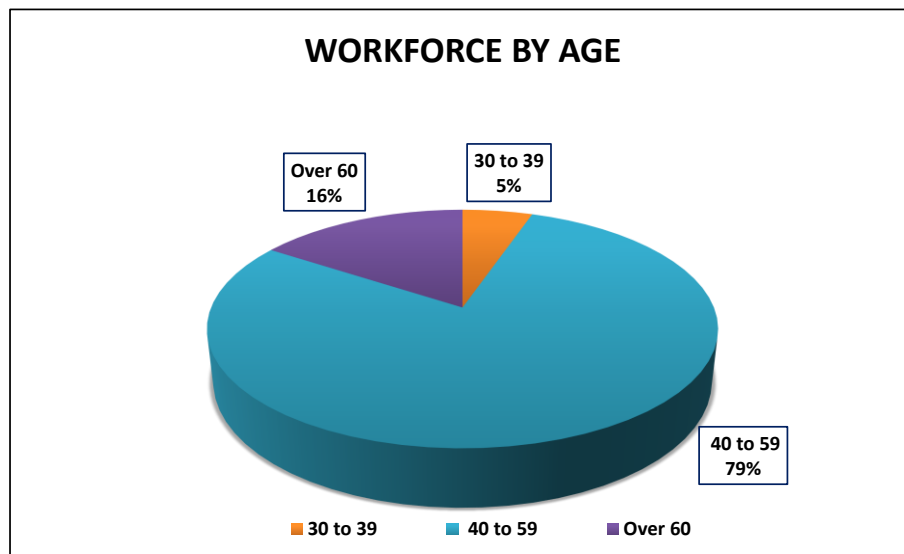
Even though the TBAE is a small state agency with a low turnover rate, the agency strives to meet its diversity targets whenever possible. For most job categories, the agency is comparable to or above statewide workforce statistics. The agency continues to pursue recruitment efforts to draw highly qualified African Americans and Hispanics and retains a diversified workforce. The following charts reflect the agency workforce as of August 31, 2021.

The following charts profile the agency's workforce as of May 2021. The agency's workforce consists of 11 females and 9 males. Seventy-nine percent of employees are over the age of 40. Due to TBAE's small workforce and limited number of separations and retirements, the workforce is older.

Officials & Administrators

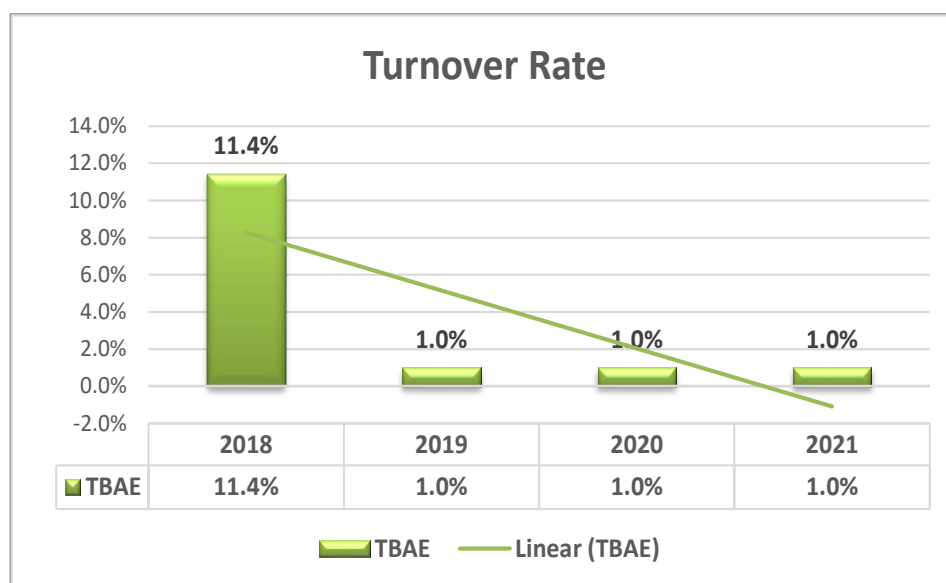
In Fiscal Year 2021, a total of 20 full-time positions were budgeted for, and 20 were filled, including one part-time position. Using EEO definitions, currently there are: Administrators (7); Professionals (6); Administrative support (4); Para-professional (1) and Technicians (2).





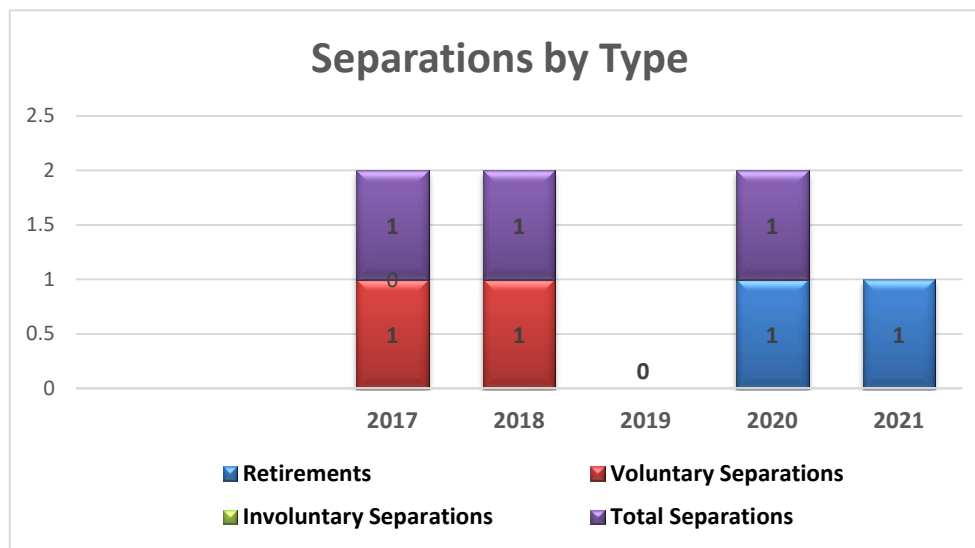
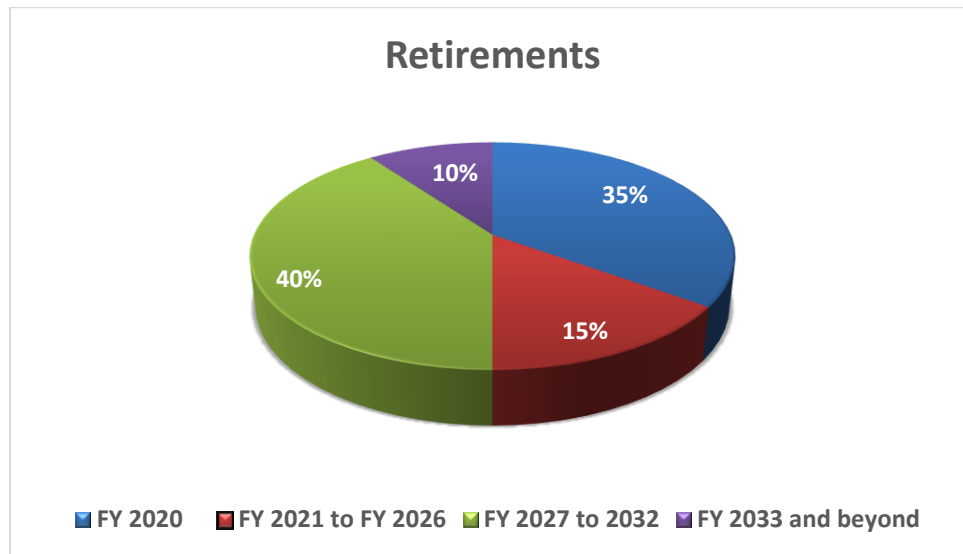
Employee Turnover Rates

The Board's employee turnover rate in FY 2021 was one percent.



Retirements

Fiscal Year 2020 10 percent of TBAE employees were eligible for retirement. Approximately 15 percent will be eligible to retire between FY 2021 and FY 2026. Forty percent in FY 2027 and FY 2032, and 40 percent are eligible to retire at the end of FY 2033, and 35 percent are eligible FY 2033 and beyond.



Succession Planning

Approximately 50 percent of employees will be eligible to retire between FY 2020 and FY 2026. The urgency is to continue to anticipate the potential loss of expertise and institutional knowledge. While succession planning remains an important role within the agency, the agency's senior leadership is defining perspectives for assessing, grooming, and placing the right talent throughout the agency. The agency continues to illustrate potential career paths and allow employees to weigh in on the course their path ultimately takes. The senior leadership is focusing their commitment to top performers and helps to ensure those talented team members have the required aptitude and mind set to meet the agency's future objectives. The senior level staff is preparing employees for advancement or promotion into challenging roles within the agency. To keep the agency's succession planning a fluid process that not only tracks the talent and development of employees, but also includes them in the process, the agency's effective succession planning process include:

- a. Link Strategic and Workforce Planning Decisions
- b. Analyze Gaps
- c. Identify Talent Pools
- d. Develop Succession Strategies
- e. Implement Succession Strategies
- f. Monitor and Evaluate

Succession Management Results

In the past two years, the TBAE identified successor candidates to fill key leadership and other crucial roles in the agency as we continue to realize significant employee engagement and retention gains. The agency continues to push formal talent and succession planning further into the business to touch all roles that are critical to day-to-day operations.

Within the past year, the senior leadership is orienting succession processes toward the future rather than the present needs to help prepare the next generation of agency leaders to deal with a world that will differ from the present. The agency is actively preparing to thrive in a changing environment. The leadership and managers provide the employees with performance feedback and are alerted to potential future opportunities within the agency.

To improve the effectiveness and productivity of the agency, senior leadership has developed and consistently maintain the skills and expertise of its workforce through internal divisional/cross-functional training; annual outsourced training opportunities in the areas of team building, conflict management, problem solving, converting to a hybrid and telecommunication workplace, and other staff development programs.

Senior leadership utilized the succession planning process and identified two candidates to co-lead in a senior management position. The staff members who are not ready to fill this key role presently, are identified to participate in a developmental program to acquire the skills, knowledge, and experience to advance to a leadership position.

The agency's Operations Division plays a vital role in the successful succession management planning, ensuring that strategies, activities, and programs are in place that enable our senior leadership to make better decisions about current and future staff, and align talent to an overall growth strategy.

Survey of Employee Engagement

During the month of January 2020, 90% of staff participated in the 2020 Survey of Employee Engagement (SEE).

This survey period found these areas to be TBAE's strengths and areas for improvement:

Areas of Strength

Workplace
Strategic
Supervision

Areas of Weakness

Employee Development
Benefits
Pay

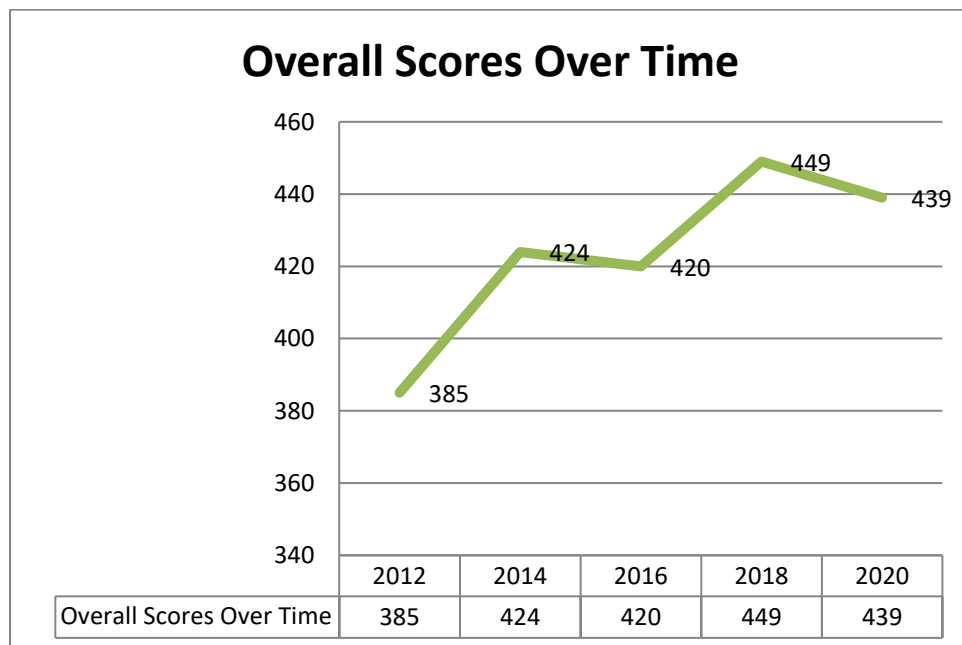
The table below compares the three highest areas of strength and the three lowest areas of weakness.

During this survey period, the Pay construct remains the lowest score. Low scores suggest that pay is a central concern or reason for satisfaction or discontent. The score for the Pay construct may be due to the higher cost of living in the Austin Metro area.

The Supervision construct provides insight into the nature of supervisory relationships within the organization, including aspects of leadership, the communication of expectations, and the sense of fairness that employees perceive between supervisors and themselves.

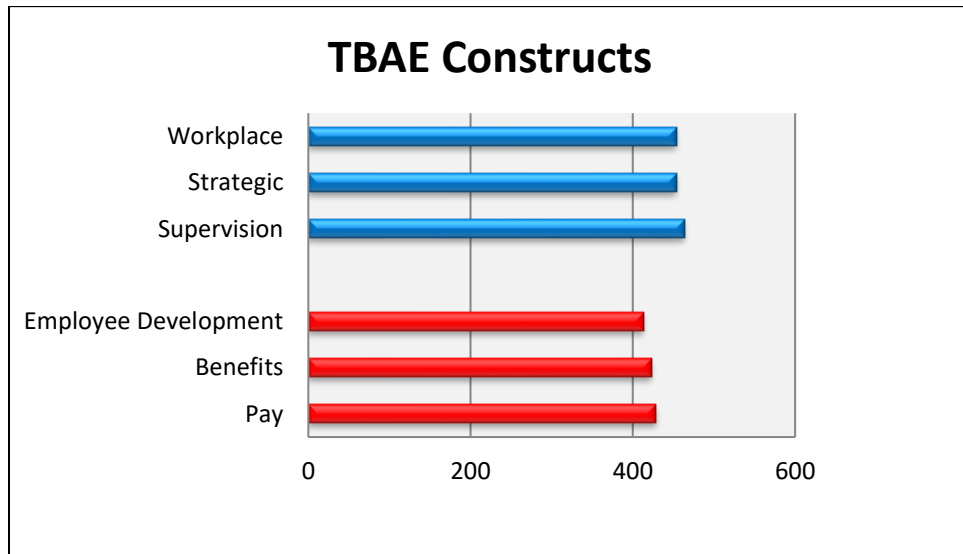
High Supervision scores indicate that employees view their supervisors as fair, helpful, and critical to the flow of work. The agency will need to carefully review the skill sets and requirements of the supervisory positions when filling vacancies.

With our high participation rate, employees are invested in the agency and want to see changes and improvements to agency operations. The survey's 2020 overall score is **439**.



The Texas Board of Architectural Examiners (TBAE) participates in the Survey of Employee Engagement every two years. The survey results provide agency management with information on improving the well-being of agency employees and improving agency operations. The information provided is important during the strategic planning process and provides direction for more successful management of our most critical resource: our workforce.

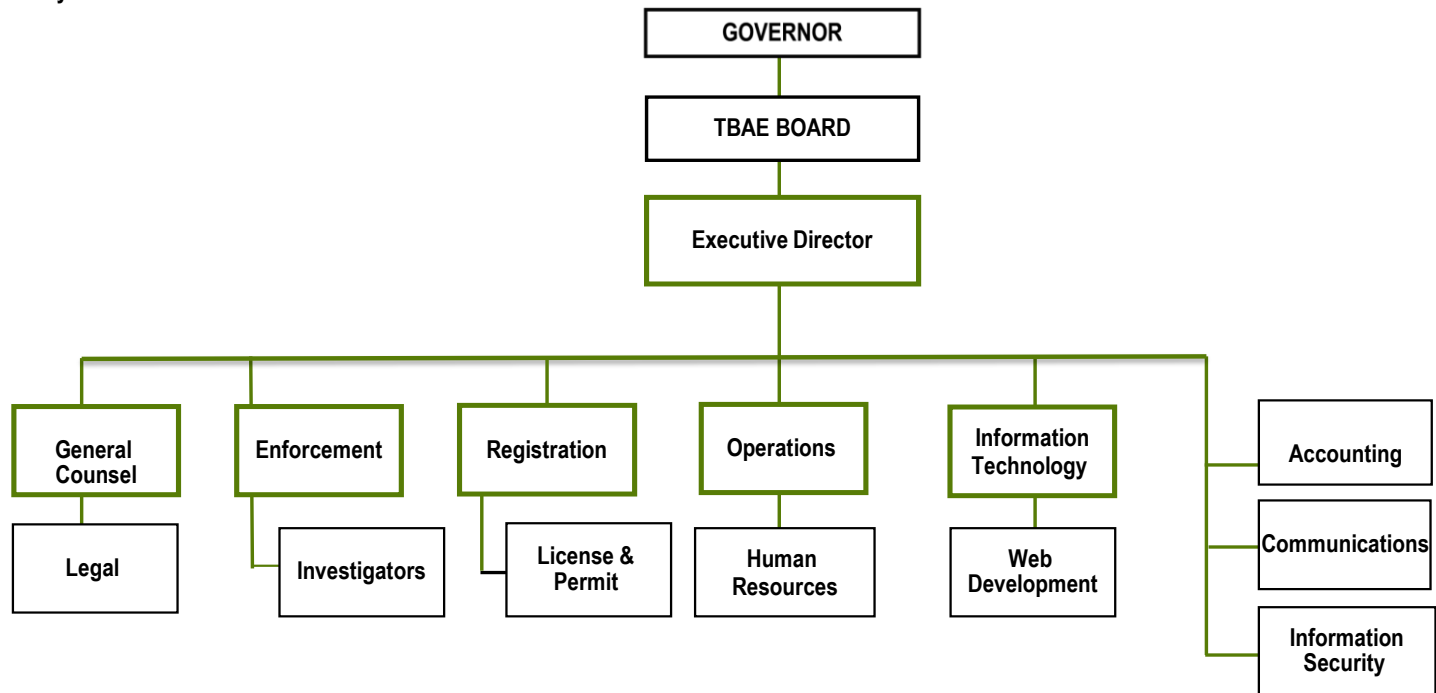
A complete compilation of results is available upon request.



The FY 2022 Survey of Employee Engagement (SEE) is scheduled for May 2022 and the results will be published in the FY 2023 Agency Workforce Plan.



Revised: May 2022



REPORT ON

CUSTOMER

SERVICE

MAY 2022



TEXAS Board of
Architectural Examiners

Architects • Landscape Architects • Registered Interior Designers

REPORT ON CUSTOMER SERVICE

We are pleased to present the following report on customer service to the Governor's Office of Budget and Planning; the Legislative Budget Board; Members of the Texas Board of Architectural Examiners (TBAE); our registrants and candidates for registration; and anyone who lives, works, and plays in the built environment of Texas.

Inventory of Customers

Our customers are identified as registered architects, registered interior designers, and registered landscape architects; students and examination candidates of these professions; building officials, plans examiners, and other regulatory officials; clients of design professionals and the general public; as well as non-registered persons working in related professions. Our customer list includes more than 32,000 email addresses. Our registrant base was 25,617 as of the end of Fiscal Year 2021, but changes hour by hour with online account management. This registrant count includes individual registrants with Active, Inactive, and Emeritus statuses, and firms, and is intended only as a moment-in-time snapshot, not as a performance measure.

Information-Gathering and Survey Instrument

The survey instrument was offered electronically on the Web and promoted via the agency's database of email addresses. The request for survey participation was emailed to each email address in our database. The survey was in the field from January to March, 2022.

The survey was hosted on a third-party survey Web site. Data were collected electronically. Responses to open-ended questions were reviewed on an individual basis and include suggestions for areas of improvement and change for the agency. Those responses will inform agency staff greatly throughout the strategic planning process. The questions in the survey are based on statutory requirements, and the survey was intentionally kept as brief as possible in recognition of the disruption caused by the ongoing pandemic.

Analysis of the Findings

TBAE staff pared down its usual survey instrument to focus on the eight questions required by the Governor's office, plus one free-response option for those who chose to contribute. The agency asked the following questions, with the responses for each (aside from the last) on a scale as promulgated and including a N/A option:

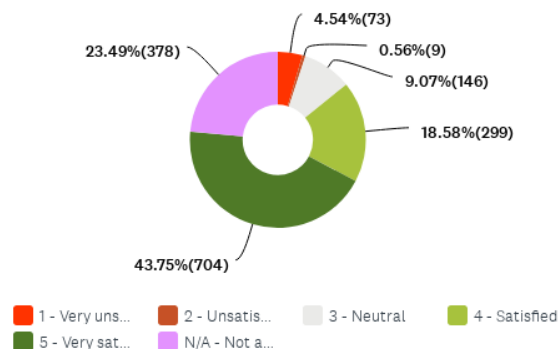
1. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?
2. How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

3. How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?
4. How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?
5. How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?
6. How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?
7. How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?
8. Please rate your overall satisfaction with the agency.
9. As a stakeholder in the design professions, your expertise is valuable. What else would you like TBAE to know? (free-text responses)

1. Agency staff.

Survey responses indicate continued satisfaction among respondents with regard to agency staff. 62 percent of respondents indicated satisfaction, while five percent indicated dissatisfaction.

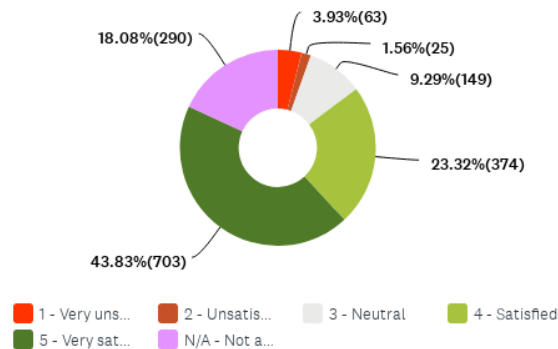
Q1 How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?



2. Technical communications.

Satisfaction remains high regarding the agency's management of telephone calls from or to stakeholders, email, and other communications methods and technologies. Only five percent indicated dissatisfaction, while 67 percent indicated satisfaction.

Q2 How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

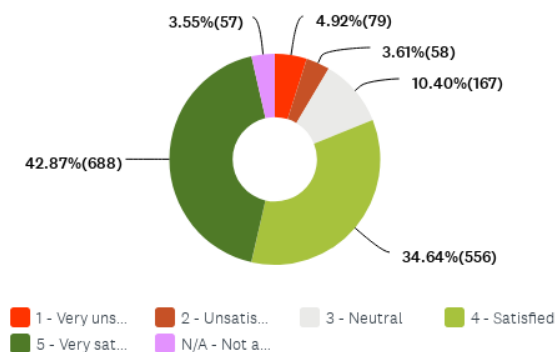


3. Agency Web site.

Respondents to the survey appeared to be satisfied overall with the agency Web site, though interestingly the rate of dissatisfaction with this facet of the agency is higher than in previous questions (noting that satisfaction is also higher). Nine percent expressed dissatisfaction while 78 percent appeared satisfied.

Launched in 2005, the current iteration of TBAE's site continues to be a great success for users. After logging into his or her account, a user can pay fees, update contact information, keep track of continuing education credits, and more. In 2018, 97.4 percent of respondents reported having used online account services or intend to use them; as discussed above, the question was not asked this year but data from the past indicates heavy use of the site by stakeholders. Agency management is currently undergoing an overhaul of the look, feel, and management of the site, in order to maximize effectiveness and consumer satisfaction.

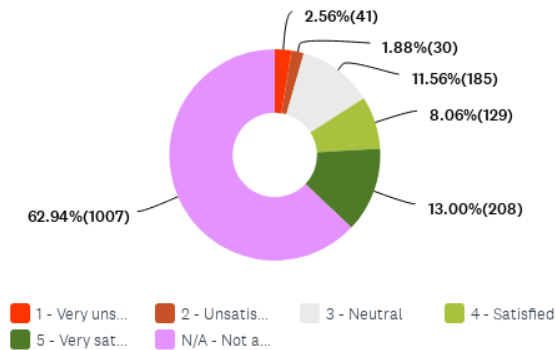
Q3 How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?



4. Complaint handling.

As in previous surveys going back to 2006, the majority—63 percent—of those surveyed chose “N/A” when asked about satisfaction in terms of the agency’s handling of complaints. The satisfaction rate remains much higher than that of dissatisfaction, at 21 percent to 4 percent.

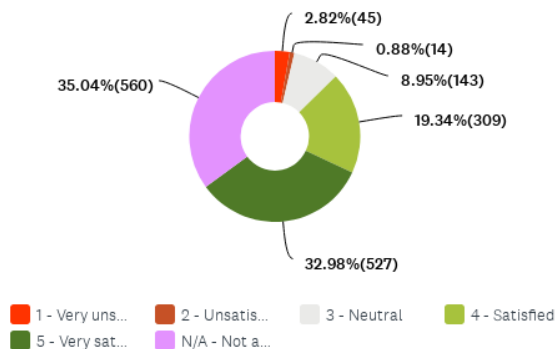
Q4 How satisfied are you with the agency’s complaint handling process, including whether it is easy to file a complaint and whether responses are timely?



5. Wait times.

Satisfaction remains high regarding the amount of time stakeholders spend waiting for services from the agency. Only four percent indicated dissatisfaction, while 52 percent indicated satisfaction.

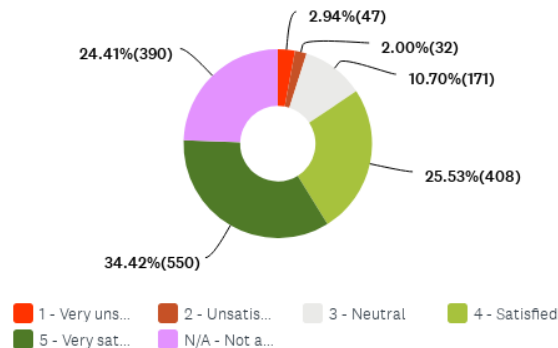
Q5 How satisfied are you with the agency’s ability to timely serve you, including the amount of time you wait for service in person?



6. Brochures and printed materials.

Asked about overall satisfaction with TBAE and the service received, survey respondents indicate an 87 percent satisfaction rate, versus five percent dissatisfaction.

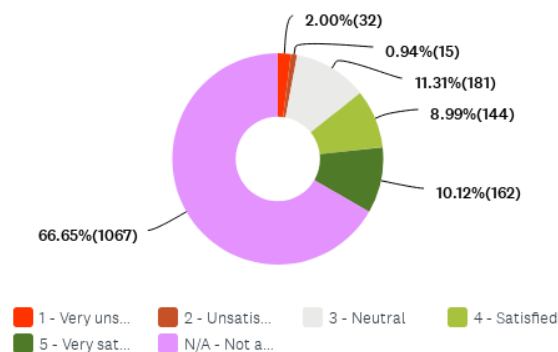
Q6 How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?



7. Agency office and facilities.

Responses to this set of questions, promulgated by the Governor's office, tilt very heavily towards "N/A," which accounts for more than 67 percent of responses. This indicates that very few stakeholders have had occasion to visit the agency's Austin facilities, which is understandable since the vast majority of services provided are online, via phone, or via postal service. Satisfaction was reported by 19 percent and dissatisfaction by three percent.

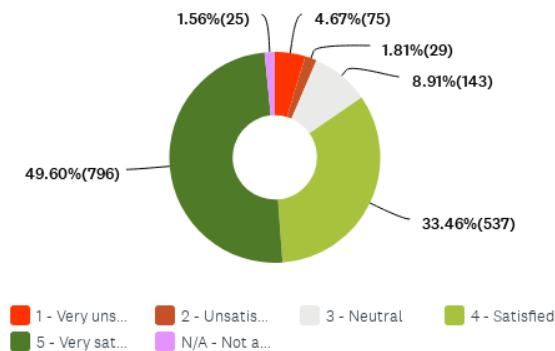
Q7 How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?



8. Overall satisfaction.

Asked about overall satisfaction with TBAE and the service received, survey respondents indicate an 83 percent satisfaction rate, as defined in the instructions for this report. For the purpose of apples-to-apples comparison to previous agency performance, by setting aside “Neutral” or “N/A” responses, customer satisfaction came in at 93 percent this biennium. In 2018, that number was an all-time high of 96 percent, and will remain a target to match or exceed in the near future.

Q8 Please rate your overall satisfaction with the agency.



9. What else should TBAE know?

As we have done in recent years, we felt we should provide a way for stakeholders to tell us what they thought we should know but might not. Over the course of 486 individual responses, stakeholders shared a wide variety of insights, suggestions, and constructive criticisms. In strategic planning and in the course of agency operations, management will continue to refer back to these responses and the valuable insights they provide.

Responses are summarized in the word cloud below:

state say Texas updated license people years
 process need serve TBAE still Thank Continue
 architect registered time questions work rules
 professional us best renewal Keep good work

Customer Service Standards and Customer Satisfaction Measures

(Note: these measures are for the purpose of this survey only and not the same as those reported in SDSI reports.)

1. Percentage of surveyed customer respondents expressing overall satisfaction with services received (as defined in Strategic Plan instructions):	83%
(N/A and Neutral responses excluded, as in previous TBAE surveys):	93%
2. Number of customers surveyed:	32,989
3. Number of customers surveyed (responsive):	1,618
4. Response rate:	.05%
5. Total customers served:	25,617 (all FY 2021 registrants, including firms)
6. Cost per customer surveyed:	\$0.01/response
7. Total customers identified:	29.4 million (Texas population)
8. Total customer groups inventoried:	12