

AGENCY STRATEGIC PLAN

FISCAL YEARS 2025 TO 2029

BY THE

TEXAS BOARD OF ARCHITECTURAL EXAMINERS

Board Member	Dates of Term	Hometown
Darren L. James, FAIA – Chair	08/12/20 – 01/31/25	Lewisville
Rosa G. Salazar – Vice-Chair	07/26/18 – 01/31/29	Lubbock
Joyce J. Smith, CPA, CGMA – Secretary/Treasurer	07/26/18 – 01/31/29	Burnet
Jennifer Walker, AIA & LEED	01/15/16 – 01/31/27	Lampasas
Fernando Trevino	07/26/18 – 01/31/25	San Antonio
Tim A. Bargainer, PLA, ASLA, CLARB	08/12/20 – 01/31/25	Georgetown
Michael A. Ebbeler, Jr.	12/15/23 – 01/31/27	Houston
Justin S. Hiles, AIA	12/15/23 – 01/31/29	Dallas
Eva M. Read-Warden, AIA	12/15/23 – 01/31/27	Bryan

May 30, 2024

SIGNED:



Larice Brenton, 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 20 full-time equivalent positions and operates with an annual budget of \$3.6M. TBAE Staff is divided into five broad functional units: Registration, Enforcement, Legal, Information Technology, and Operations. 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 to be flexible and agile in responding to evolving needs and challenges.

B. Current Activities

Through the third quarter of fiscal year 2024, TBAE is operating under a balanced budget. As a result, for the twentieth year in a row, TBAE did not raise registration fees. TBAE maintains a healthy fund balance, but it is expected to remain steady or be gradually spent down due to increased expenses resulting from the state-required move to privately leased office space, legislatively mandated employee salary increases in FY23 and FY25, and a decreasing rate of growth in registration numbers.

Looking at year-over-year registration trends on April 30, 2024, TBAE has seen a 2.5% increase for active architect registrants, a 1.3% decrease for active registered interior designers, and a 2.4% 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 241 complaints in FY24. Through April 30, 2024, 135 cases have been closed with disciplinary action or dismissed, including 28 disciplinary orders entered by the Board and 23 warning letters issued by the executive director. 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, Including Artificial Intelligence
- Specialization and Certification within the Professions
- Increase of Multidisciplinary Approach to Design and Large Firms
- Continued Efforts to Develop National Standards for Licensing Standards and Practice Overlap
- Increased Mobility of Registrants
- Efforts by National Council Organizations to Analyze and Develop Alternative Paths to Practice
- Assurance of Licensee Competency on an Initial and Continuing Basis
- Environmental and Societal Shifts' Effect on Design, Including Climate Change
- The Role of Cybersecurity to Protect Individual and Business Security
- Economic Forecasts in the Design Industry and Nationally
 - Increasing U.S. Office Vacancy Rates
 - Increasing Construction Spending
- Work from Home – Continued Transition from Pandemic Response to Enduring Workplace Reality
- Competition for Quality Employees

TBAE Operational Goals and Action Plans

TBAE is dedicated to providing public service that is accountable to tax and fee payers of Texas; efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision considered redundant or not cost-effective; effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve; attentive to providing excellent customer service; and transparent such that agency actions can be understood by any Texan. To support these Statewide Objectives, the agency has developed two goals oriented around its two primary statutory functions – administering registration and enforcement programs that implement the regulation of architecture, landscape architecture, and registered interior design under Texas Occupations Code, Chapters 1051, 1052, and 1053.

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**

The safe practice of architecture, landscape architecture, and registered interior design are critical to ensuring the life, health, safety, property, and public welfare of the Texans who live, work, and play in the built environment. Each Statewide Objective was considered 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. For example, by transparently implementing statutory directives to set the appropriate eligibility requirements for its regulated professions, monitoring its rules to eliminate redundancies and impediments, maintaining collaborative relationships with agency stakeholders, and protecting private information, TBAE is accountable to the Texas Legislature, the people of Texas, and other agency stakeholders. TBAE is effective and efficient in utilizing its resources by being fiscally responsible, adopting technology to increase employee productivity, and ensuring continuity of operations and succession

planning. Finally, TBAE strives for excellence in customer service by engaging in public outreach and cooperation with agency stakeholders, pursuing continuous operational improvement, and monitoring agency processes for unnecessary redundancies and impediments. Taken together, the Registration Goal and associated Action Items help ensure high performance and consistency with the Statewide Objectives.

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 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

Each Statewide Objective was considered 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. By taking appropriate investigatory and disciplinary action in a timely manner, ensuring compliance with disciplinary actions, and establishing regulatory standards to protect the public, TBAE is transparent and accountable to the Texas Legislature, the people of Texas, individuals who file complaints with the agency, and other agency stakeholders. TBAE is effective and efficient in utilizing

the resources it dedicates to enforcement activities by being fiscally responsible, adopting technology to increase employee productivity, and ensuring continuity of operations and succession planning. TBAE strives for excellence in customer service by engaging in public outreach and cooperation with agency stakeholders, pursuing continuous operational improvement, and monitoring agency processes for unnecessary redundancies and impediments. Taken together, the Enforcement Goal and associated Action Items help ensure high performance and consistency with the Statewide Objectives.

Redundancies and Impediments

The Texas Board of Architectural Examiners evaluated its enabling legislation, adopted rules and policies, and internal processes and determined that our agency does not encounter or impose redundancies or impediments that pose barriers to the economic prosperity of Texans or reduce the agency's effectiveness and efficiency in achieving its core mission. In FY21, pursuant to a required rule review, TBAE conducted a full self-evaluation of all TBAE rules and did not identify any such redundancies or impediments. TBAE will continue to evaluate its operations 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. If any redundancies or impediments are identified, they will be reported 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, Delinquent, 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.
- Reported false information regarding landscape architects continuing education
- 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 (12) 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
- Falsely certifying Continuing Education requirement
- Failure to complete mandatory continuing education
- Failure to complete mandatory continuing education requirement
- 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 (updated 2022).

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 2024

THE TEXAS BOARD OF ARCHITECTURAL EXAMINERS



THE TEXAS BOARD OF ARCHITECTURAL EXAMINERS BOARD MEMBERS

Board Member	Dates of Term	Hometown
Darren L. James, FAIA – Chair	8/12/20 – 1/31/25	Lewisville
Rosa G. Salazar – Vice-Chair	7/26/18 – 1/31/29	Lubbock
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Justin S. Hiles, AIA	12/15/23 – 1/31/29	Dallas
Eva M. Read-Warden, AIA	12/15/23 – 1/31/27	Bryan

June 2024

Workforce Plan

Overview

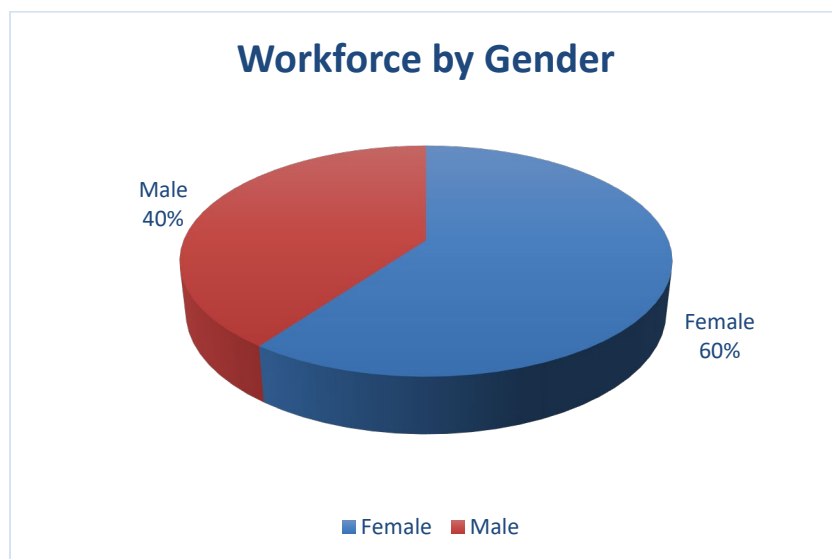
The Texas Board of Architectural Examiners (TBAE) is a small state agency operating under the Self-Directed Semi-Independent (SDSI) Project Program. TBAE has the authority to regulate the practices of architecture, landscape architecture, and registered interior designers in Texas.

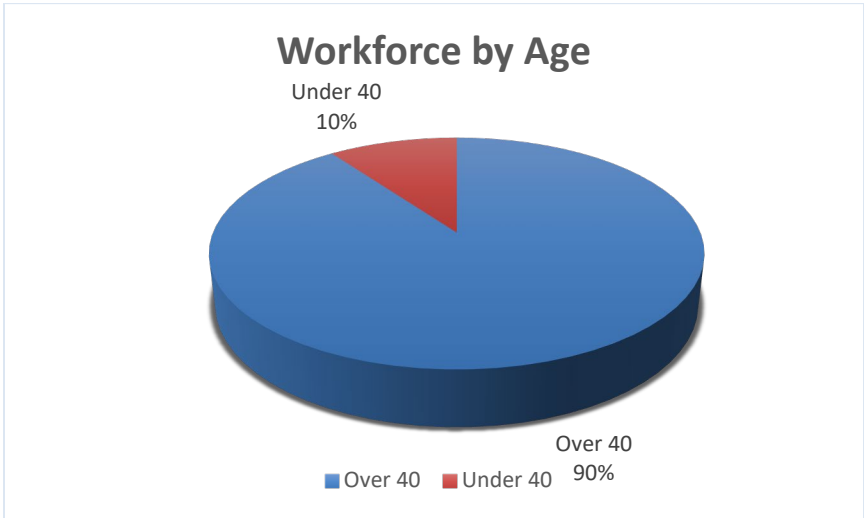
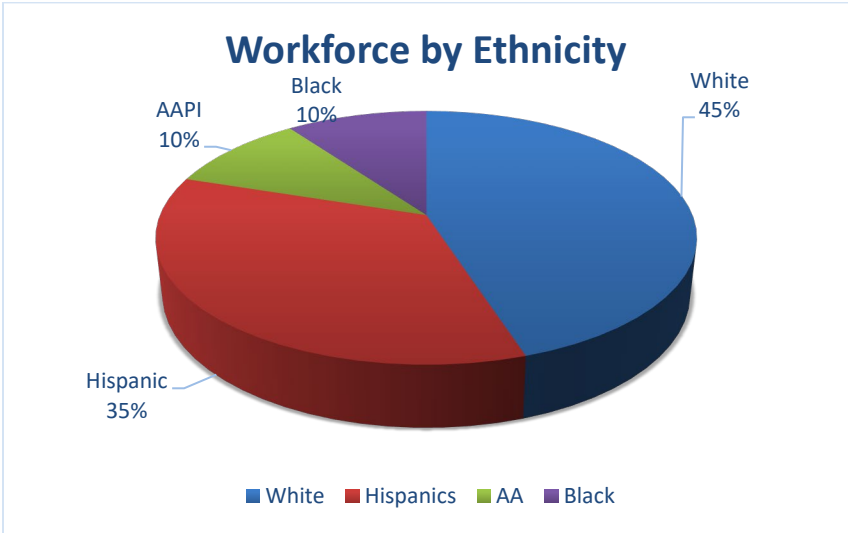
The agency employs individuals to carry out duties in the Registration, Enforcement, Operations, Information Technology, and Legal units. At the end of Fiscal Year 2023, TBAE employed 20 staff members. TBAE's commitment to high standards for excellence requires the agency to recruit and retain a high-performance staff.

After the 2005 implementation of the on-line renewal process, the agency has continued to improve and streamline business operations. In 2020, the agency rapidly transitioned to a system in which its investigative case files are maintained digitally. Initially, this action was taken to allow enforcement staff to maintain productivity during the early stages of the COVID-19 pandemic. Subsequently, this system was retained to allow greater flexibility in adopting hybrid work schedules and to respond to decreased physical storage in the agency's new office space. These innovations demonstrate TBAE's ability to respond to changing circumstances. As the use of technology becomes more important to the agency's business, our employees must become more technologically proficient while maintaining excellent customer service skills. To meet this challenge, the agency must ensure employees receive training opportunities to enhance their skill sets and develop recruitment practices that will aid in hiring highly qualified staff.

Workforce Demographics - Gender, Ethnicity, Age

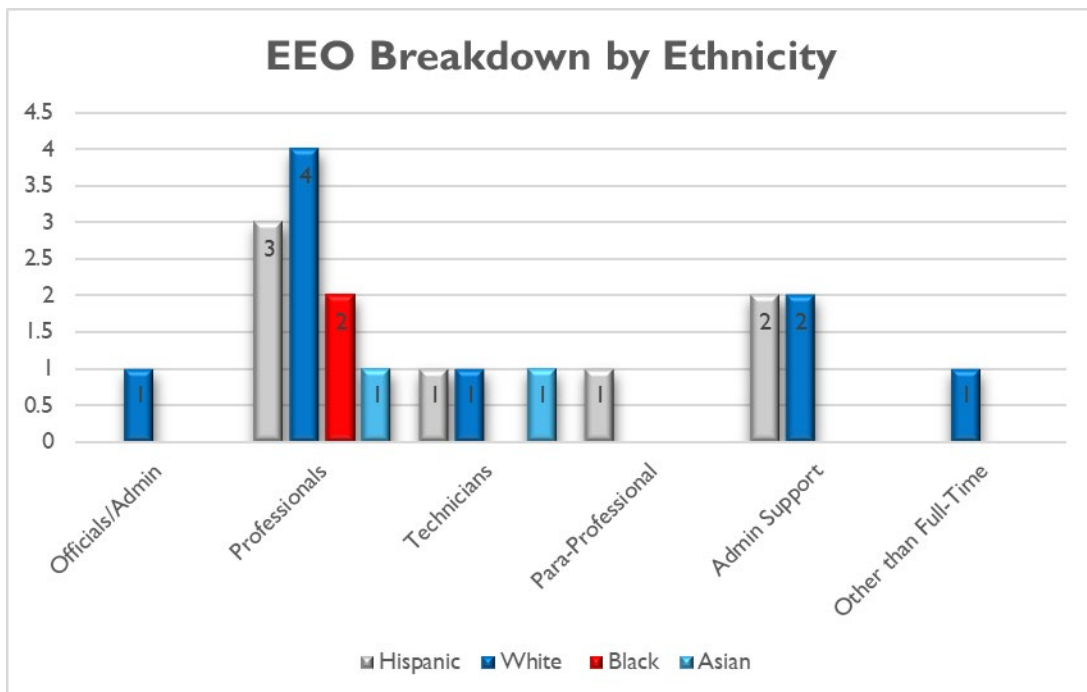
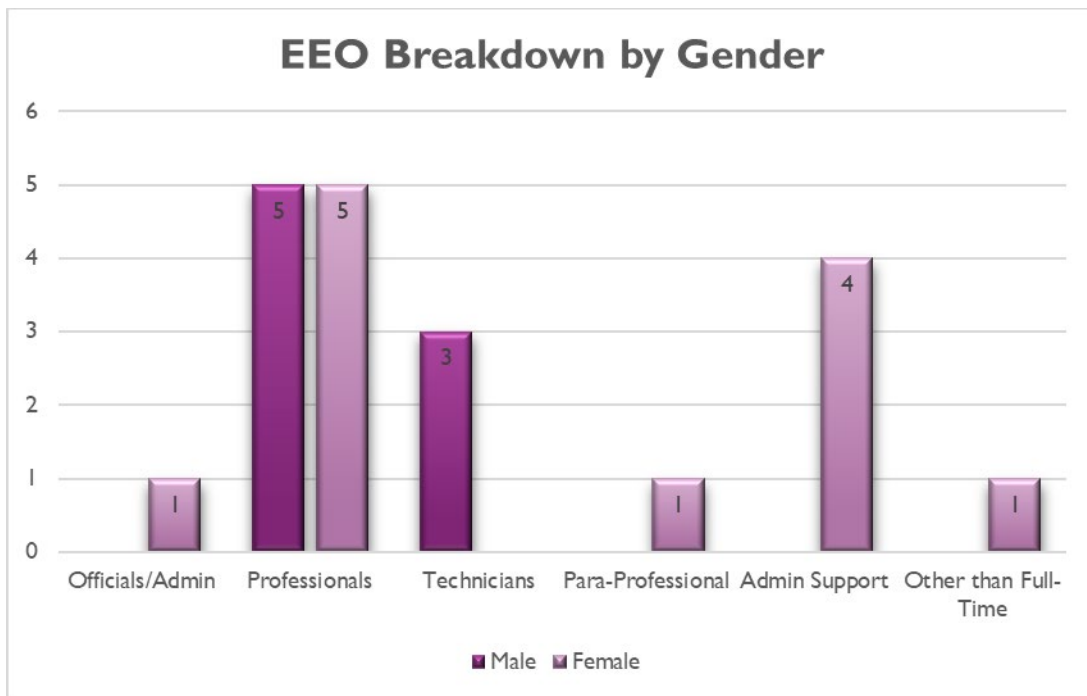
Even though the TBAE is a small state agency with a low turnover rate, the agency strives to meet its diversity targets whenever possible. For most job categories, the agency is comparable to or above statewide workforce statistics. The agency continues to pursue recruitment efforts to draw highly qualified African Americans and Hispanics and retains a diversified workforce. The following charts reflect the agency workforce as of August 31, 2023. The agency's workforce consists of 12 females and 8 males. Ninety percent of employees are over the age of 40. Due to TBAE's ability to recruit and then retain quality employees, the agency experiences a low turnover rate, thereby retaining employees until retirement. As a result, the agency's workforce is older than the state average.





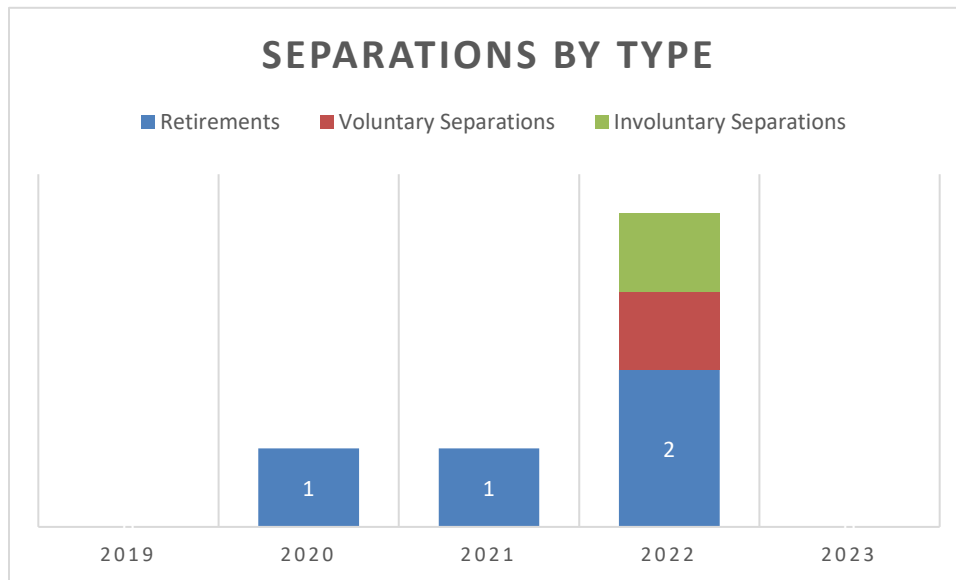
Officials & Administrators

In FY 2023, 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: One (1) Official/Administrator, Ten (10) Professionals, Four (4) Administrative support, Three (3) Technicians, and One (1) Para-professional.



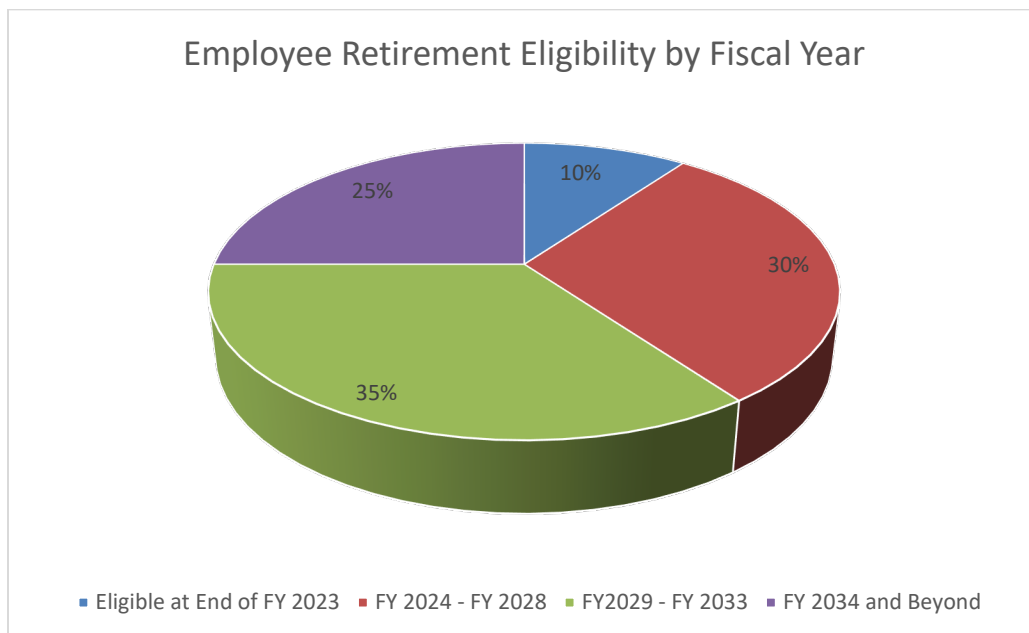
Employee Turnover Rates

The Board's¹ employee turnover rate in FY 2023 was zero percent.



Retirements

During FY 2023, ten percent of TBAE employees were eligible for retirement. Thirty percent are eligible to retire between FY 2024 and FY 2028. Thirty-five percent will be eligible between FY 2029 and FY 2033, and 25 percent will be eligible in FY 2034 or beyond.



¹ The TBAE rates include involuntary, voluntary, and retirement separations.

Succession Planning

Approximately 40 percent of employees will be eligible to retire by the end of FY 2028. With this reality, the agency is sure to lose employees with significant expertise and institutional knowledge in the coming years. Therefore, it is crucial that the agency be proactive in ensuring this vital information is passed on to its next generation of leaders and employees. For this reason, succession planning has been and remains a strategic focus for the agency. Our senior leadership is constantly assessing current and potential employees for future leadership roles. To maintain its roster of future leaders, the agency is dedicated to engaging with employees to plot their future career paths and promoting from within. Additionally, senior leadership is committed to providing ongoing training and mentorship to ensure those talented team members have the required aptitude and mind set to meet the agency's future objectives. Finally, leadership is committed to making TBAE a happy and fulfilling place to work, thereby helping to retain employees who we hope will lead us into the future.

To ensure a robust collection of next-generation leaders, the agency's effective succession planning process:

- a. Links Strategic and Workforce Planning Decisions
- b. Analyzes Gaps in Workforce Supply and Demand
- c. Identifies Talent Pools
- d. Develops Succession Strategies
- e. Implements Succession Strategies
- f. Monitors and Evaluates Results

The agency's Operations unit plays a vital role in successful succession planning, ensuring that strategies, activities, and programs are in place to enable our senior leadership to make better decisions about current and future staff and align talent to an overall growth strategy. To improve the effectiveness and productivity of the agency, senior leadership has developed and consistently maintains the skills and expertise of its workforce through internal divisional/cross-functional training, providing training opportunities to grow individual competencies, and other staff development programs.

Succession Management Results

With the retirements of several key personnel looming, TBAE spent the past several years identifying successor candidates to fill key leadership roles in the agency. In the first half of the current fiscal year, those succession planning efforts paid dividends with the retirement of the Executive Director and Operations Manager, the Board's selection of the agency's General Counsel as the new Executive Director, and multiple in-house staffing changes to fill resulting staff vacancies with a minimum of training and on-boarding. (Note that these staffing changes have occurred in FY 2024 and are thus not yet reflected in the enclosed data that was collected at the end of FY 2023.) This is only the most recent example of the agency relying upon internal promotions to fill positions, as over half of our employees have been promoted into new positions at some point in their career with TBAE. The agency is continually 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.

As staff retirements and evolving external challenges persist, the agency will continue to emphasize succession planning to ensure continued excellence in all roles that are critical to day-to-day operations and the protection of the health, safety, and welfare of Texans who live, work, and play in the built environment.

Survey of Employee Engagement

The Texas Board of Architectural Examiners (TBAE) participates in the Survey of Employee Engagement (SEE) 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.

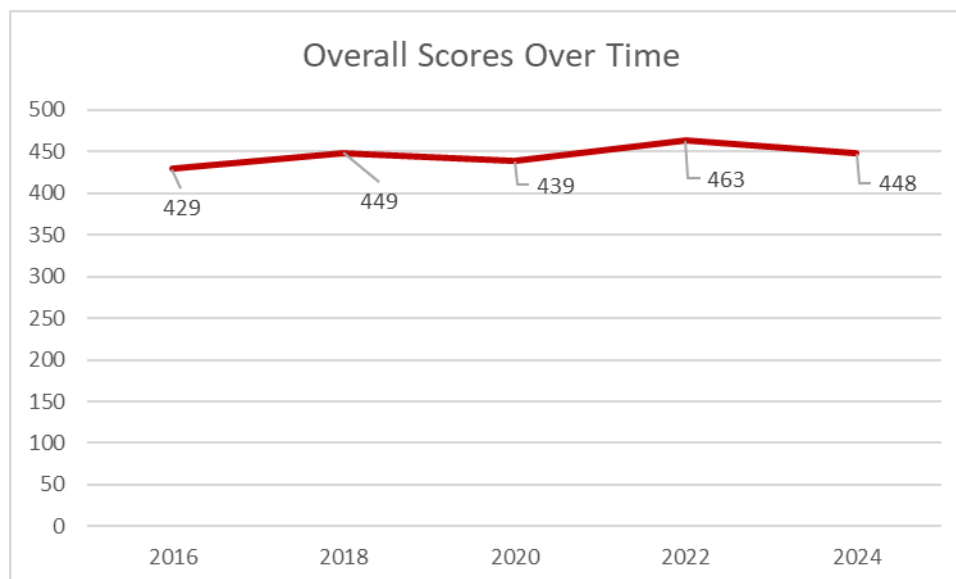
The most recent SEE was completed in March 2024. Ninety-five percent of staff participated in that survey.

The survey consists of a series of 48 primary items used to assess essential and fundamental aspects of how our organization functions. Similar items are grouped together and their scores are averaged and standardized to produce 12 construct measures. Each construct measure is scored on a 500 point scale, with 350 considered a tipping point between a positive and negative score.

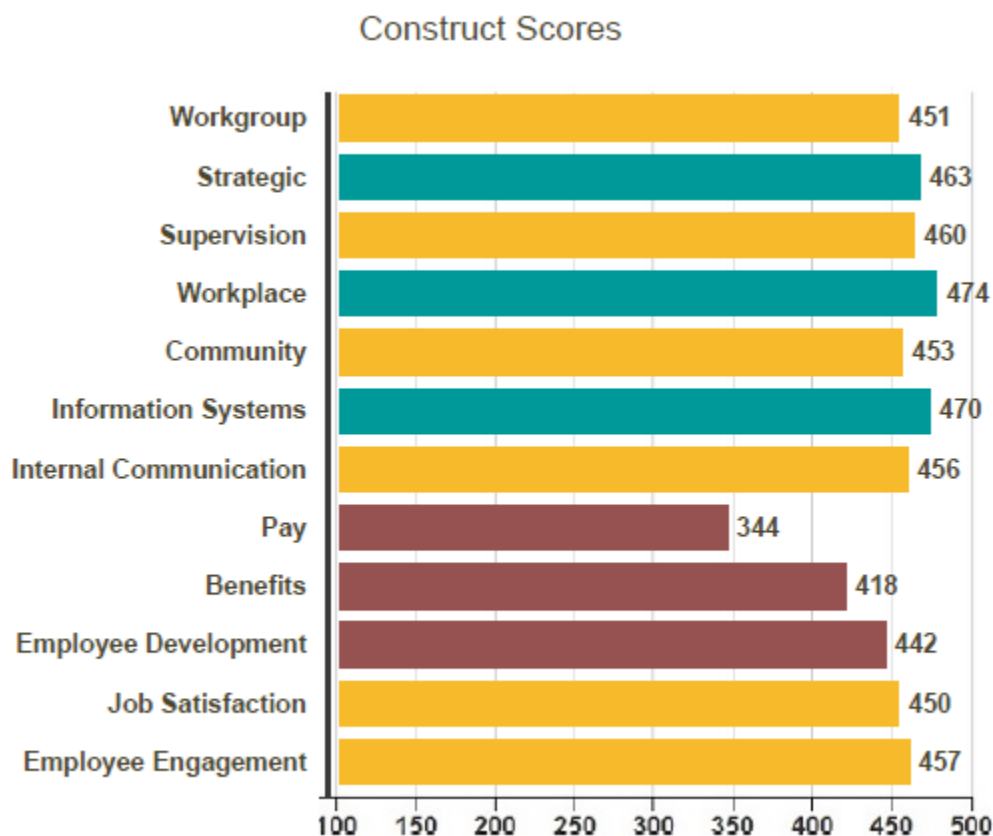
Construct	Description
Workgroup	The workgroup construct captures employees' perceptions of the people they work with on a daily basis and how effective they are. This construct measures the degree to which employees view their workgroup as effective, cohesive and open to the opinions of all members.
Strategic	The strategic construct captures employee perceptions of their role in the organization and the organization's mission, vision, and strategic plan. This construct measures the degree to which employees understand their role in the organization and consider the organization's reputation to be positive.
Supervision	The supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. This construct measures the degree to which employees view their supervisors as fair, helpful and critical to the workflow.
Workplace	The workplace construct captures employees' perceptions of the total work atmosphere, workplace safety, and the overall feel. This construct measures the degree to which employees see the setting as satisfactory, safe and that adequate tools and resources are available.
Community	The community construct captures employees' perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. This construct measures the degree to which employees feel respected, cared for, and have established trust with their colleagues.
Information Systems	The information systems construct captures employees' perceptions of whether computer and communication systems prove accessible, accurate, and clear information. This construct measures the degree to which employees view the availability and utility of information positively.
Internal Communication	The internal communication construct captures employees' perceptions of whether communication in the organization is reasonable, candid and helpful. This construct measures the degree to which employees view communication with peers, supervisors and other parts of the organization as functional and effective.
Pay	The pay construct captures employees' perceptions of how well the compensation package offered by the organization holds up when compared

	to similar jobs in other organizations. This construct measures the degree to which employees view pay as well valued relative to the type of work, work demands and comparable positions.
Benefits	The benefits construct captures employees' perceptions of how the benefits package compares to packages at similar organizations and how flexible it is. This construct measures the degree to which employees see health insurance and retirement benefits as competitive with similar jobs in the community.
Employee Development	The employee development construct captures employees' perceptions about the priority given to their personal and job growth needs. This construct measures the degree to which employees feel the organization provides opportunities for growth in organizational responsibilities and personal needs in their careers.
Job Satisfaction	The job satisfaction construct captures employees' perceptions about the overall work situation and ability to maintain work-life balance. This construct measures the degree to which employees are pleased with working conditions and their workload.
Employee Engagement	Twelve items spanning several constructs were selected to get a more focused look at Employee Engagement. The Employee Engagement construct captures the degree to which employees are willing to go above and beyond, feel committed to the organization and are present while working. This construct measures the degree to which employees feel that their ideas count, their work impacts the organization, and their well being and development is valued at the organization.

The results of the survey show that TBAE employees are highly engaged with their work in the agency. Eighty percent of respondents were found to be either “highly engaged” or “engaged” with their work. Additionally, TBAE was given an overall score of 448. This continues a long trend of high performance by the agency and helps to explain our success in retaining employees.



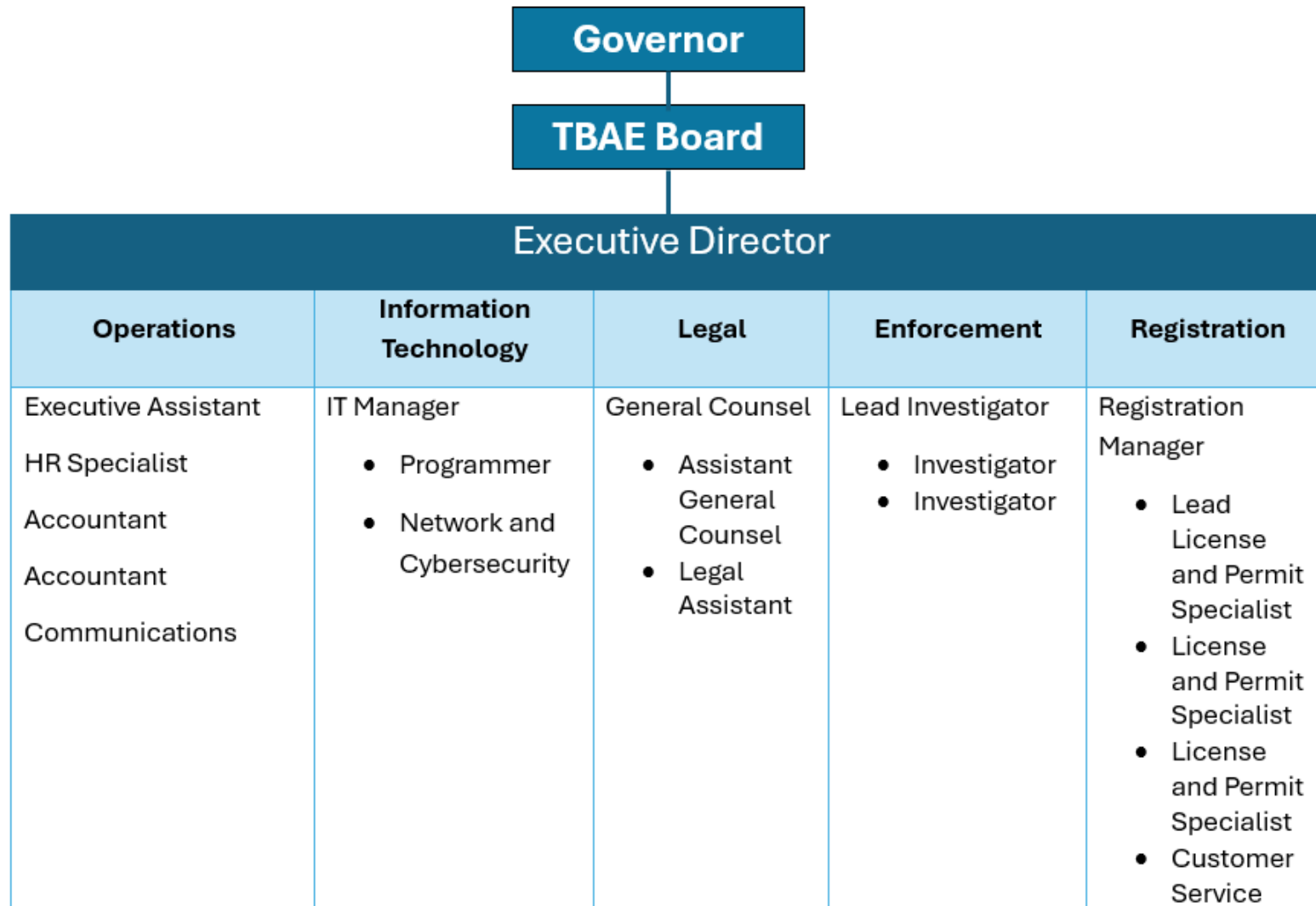
When considered on individual constructs, TBAE received overwhelmingly positive scores, with every construct but one scoring above the 350-point threshold for a “positive” score.



While the agency scored highly in all constructs, the survey highlighted particularly strong performance in the strategic, information systems, and workplace constructs. These scores indicate that our employees, understand their role in the organization and consider the organization’s reputation to be positive, have positive views about the availability and utility of information, and see the work atmosphere as satisfactory and safe with adequate tools and resources available.

The agency’s score on pay is a relative weakness among strengths. This score is consistent with the difficulty that state agencies might encounter in competing with private employers, especially given the high cost of living in the Austin area. Nonetheless, the agency is dedicated to remaining as competitive as possible, while highlighting the generous benefits and quality of life advantages that can be obtained working for TBAE.

TBAE looks forward to the results of its next Survey of Employee Engagement, so that we can continue to analyze our strengths and weaknesses with the goal of continuing to attract and retain high level employees to ensure high effectiveness and efficiency in serving the people of the State of Texas.



REPORT ON

CUSTOMER

SERVICE

MAY 2024



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 22,969 as of the end of Fiscal Year 2023, 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 in March and April, 2024.

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 during the strategic planning process. The questions in the survey are based on statutory requirements, and the survey was intentionally kept as brief as possible to encourage completion without taking our stakeholders' time.

Content of the Survey

The agency asked the following eight questions required by the Governor's office, plus one free-response option for those who chose to contribute. Aside from the free-response question, respondents graded each question on a scale from "very satisfied" to "very unsatisfied," or could choose "not applicable."

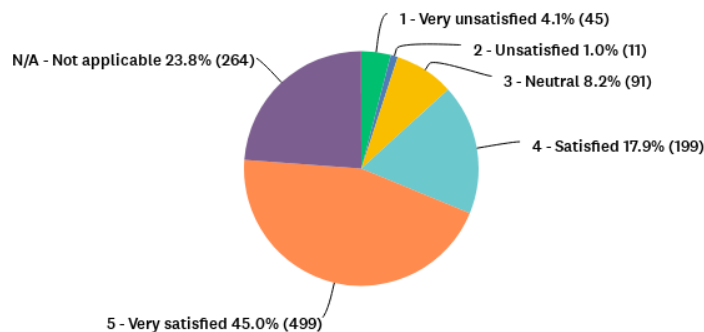
1. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?
2. How satisfied are you with agency communications, 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 ability to timely serve you, including the amount of time you wait for service in person?
5. How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?
6. How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?
7. 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?
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)

Survey Results

1. Agency staff.

Survey responses indicate continued satisfaction among respondents with regard to agency staff. 63 percent of respondents indicated satisfaction, while five percent indicated dissatisfaction.

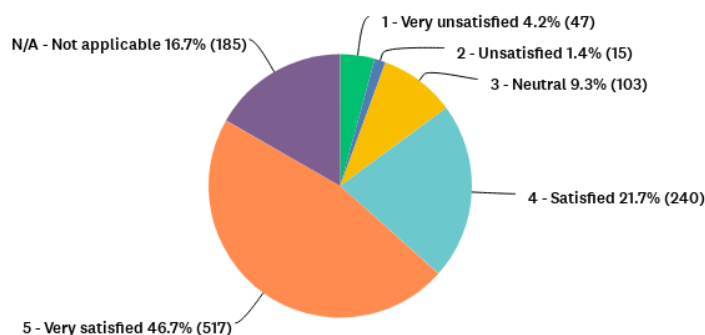
Q1 How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?



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 six percent indicated dissatisfaction, while 68 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?

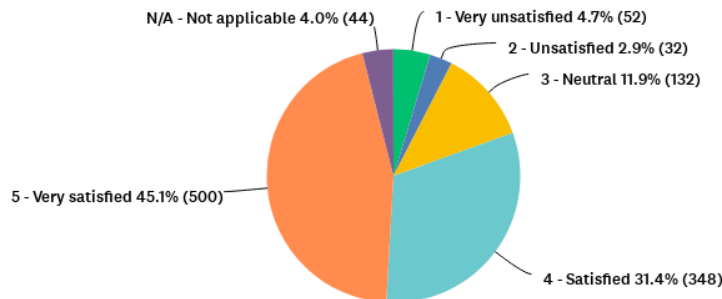


3. Agency Web site.

Respondents to the survey appeared to be satisfied overall with the agency Web site. Eight percent expressed dissatisfaction while 77 percent appeared satisfied.

Thoroughly redesigned in 2022, the current iteration of TBAE's site appears 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.

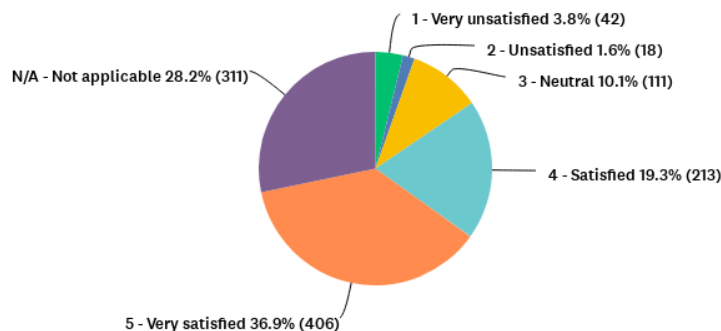
Q3 How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information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



4. Wait times.

Satisfaction remains high regarding the amount of time stakeholders spend waiting for services from the agency. Only five percent indicated dissatisfaction, while 56 percent indicated satisfaction.

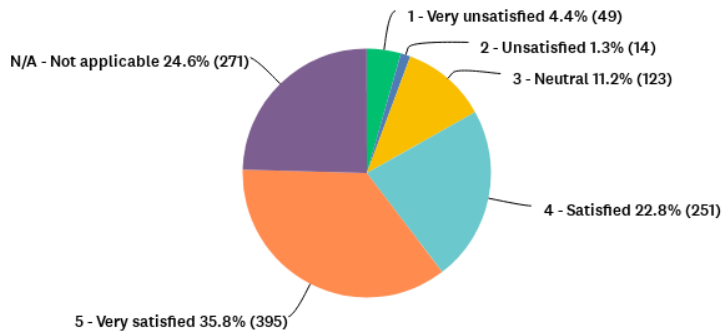
Q4 How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?



5. Brochures and printed materials.

Asked about satisfaction with brochures and other printed materials produced by the agency, survey respondents indicate an 59 percent satisfaction rate, versus six percent dissatisfaction.

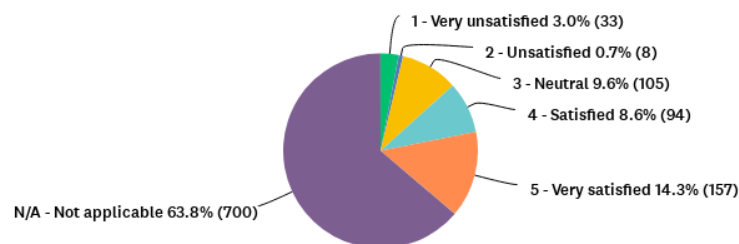
Q5 How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?



6. 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 63 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 23 percent and dissatisfaction by four percent.

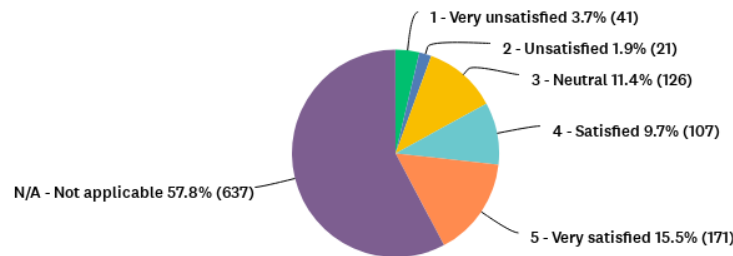
Q6 How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?



7. Complaint handling.

As in previous surveys going back to 2006, the majority—58 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 25 percent to six percent.

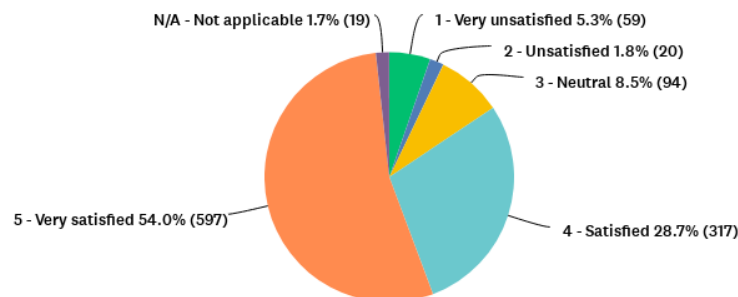
Q7 How satisfied are you with the agency’s complaint handling process, including whether it is easy to file a complaint and whether responses are timely?



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 92 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 363 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:

Q9 As a stakeholder in the design professions, your expertise is valuable. What else would you like TBAE to know?

well received found contact newsletters communication fees process people City never
 new Please protect called submit experience sent easy firm
 continuing education Emeritus much see profession missed retired
 since know person service registered Nothing longer helpful practice
 website renew work architecture need provides state
 good job years contact TBAE Architects online
 Thank us TBAE design professionals license
 emeritus status professional information time will
 appreciate Keep great work Texas become
 Keep good work great Keep staff better updates agency
 TBAE staff think question really date made registration continue reminders
 always site renewal board issues lot way now architectural due members
 CE one excellent requirements N USE comments emails satisfied many help

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):	92%
2. Number of customers surveyed:	22,891
3. Number of customers surveyed (responsive):	1,117
4. Response rate:	.05%
5. Total customers served:	26,796 (all FY 2023 registrants, including firms)
6. Cost per customer surveyed:	\$0.33/response
7. Total customers identified:	29.4 million (Texas population)
8. Total customer groups inventoried:	12

APPENDIX 10. CERTIFICATION OF COMPLIANCE WITH CYBERSECURITY TRAINING



CERTIFICATE

Agency Name TEXAS BOARD OF ARCHITECTURAL EXAMINERS

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

Chief Executive Officer or Presiding Judge

A handwritten signature in blue ink, appearing to read "Lance Brenton", written over a horizontal line.

Signature

Lance Brenton

Printed Name

Executive Director

Title

May 31, 2024

Date

Board or Commission Chair

A handwritten signature in blue ink, appearing to read "DLJ", written over a horizontal line.

Signature

Darren L. James

Printed Name

Chairman

Title

May 23, 2024

Date