

AGENCY STRATEGIC PLAN

FISCAL YEARS 2027 to 2031

BY

TEXAS REAL ESTATE COMMISSION

AND

TEXAS APPRAISER LICENSING AND CERTIFICATION BOARD

Board Member	Date of Term	Hometown
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SIGNED:  SIGNED: 

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Texas Real Estate Commission (TREC) and Texas Appraiser Licensing and Certification Board (TALCB)

Strategic Plan

Agency Mission

Our agency protects Texas consumers through efficient regulation of real estate brokers, sales agents, inspectors, easement or right-of-way agents, timeshare plans, and real estate appraisers through upholding high standards in education, licensing, and enforcement while facilitating economic growth and opportunity across Texas.

Agency History

The Texas Legislature established the Texas Real Estate Commission in 1949 to safeguard consumers in matters of real property transactions and valuation services. The Texas Legislature established the Texas Appraiser Licensing and Certification Board as an independent subdivision of TREC in 1991, when federal law required increased regulation of appraisals. TREC shares staff members and resources with the TALCB. Together, TREC and TALCB oversee providers of real estate brokerage, appraisals, inspections, right-of-way services, and timeshares. The agency provides licensing, education, and complaint investigation services, as well as regulation and enforcement of state and federal laws and requirements that govern each of these areas of service to consumers in Texas.

The Texas Legislature granted the agency self-directed, semi-independent, or SDSI status. As an SDSI agency, it does not receive funding through general revenue of the state. Instead, the agency is responsible for all direct and indirect costs of operations by revenue collected through fees, charges, and other revenues required or permitted by law.

Agency Goals and Action Plan

- **Expediently Ensure Standards of Regulated Industries**
- **Efficiently Enforce Regulations**
- **Effectively Communicate**

Expediently Ensure Standards of Regulated Industries

TREC safeguards the public interest by ensuring license holders satisfy the requirements of Chapters 1101 and 1102 of the Texas Occupations Code and TREC rules when providing real estate services.

The TREC Licensing Division ensures initial applications and renewals for real estate brokers, sales agents, inspectors, and easement or right-of-way agents comply with state law. The TREC Licensing Division also reviews and processes information required for certain business entity registrations and processes informational changes and histories for real estate brokers, sales agents, inspectors, and easement or right-of-way agents.

The TREC Education and Examinations Division safeguards the public trust by ensuring educational courses that satisfy licensing requirements—and the providers of those courses—meet criteria set by the Texas Occupations Code and TREC Rules.

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

Specific Action Items to Achieve Goal

The TREC Licensing Division ensures applicants or license holders:

1. Satisfy qualifying education requirements.
2. Satisfy qualifying experience requirements, when applicable.
3. Pass licensing examinations, when applicable.
4. Satisfy continuing education requirements consistent with license renewal.

The TREC Education and Examination Division

1. Ensures accurate and relevant content is provided in qualifying and continuing education (CE) courses.
2. Develops non-elective CE courses biennially for real estate sales agents, brokers, and inspectors that focus on industry trends, ethics, case studies, laws, and court cases as they relate to Texas license holders.
3. Ensures course design and delivery supports adult and active learning principles.
4. Reviews license examination test item performance and establishes minimum required passing scores.
5. Monitors performance of first-time examination pass rate data for real estate and inspector providers to assess their performance.
6. Conducts administrative audits of education providers.
7. Supports the Education Standards Advisory Committee and the Texas Real Estate Inspector Education Subcommittee by providing research and recommendations for improvements to industry-related education.

The TREC Enforcement Division

1. Ensures applicants satisfy the agency's honesty, trustworthiness, and integrity standards.
2. Reviews criminal history background.

TALCB ensures applicants:

1. Satisfy qualifying education requirements.
2. Satisfy qualifying experience requirements.
3. Pass the licensing or certification examination.
4. Satisfy the agency's honesty, trustworthiness, and integrity standards.
5. Satisfy criminal history requirements.
6. Satisfy continuing education requirements consistent with license renewal.
7. Ensures approved educational courses required for licensure offered in Texas meet criteria set by the Texas Occupations Code, the Appraiser Qualifications Board, and TALCB rules.
8. Supports the Appraiser Education and Licensing Subcommittee by providing research and recommendations for improvement to industry related education.

How Goal or Action Items Support Each Statewide Objective

1. Accountability to tax and fee payers of Texas.

The agency is accountable to the public and license holders by issuing and renewing licenses expediently while adhering to applicable legal requirements. Performance measures related to licensing and processing times are monitored and reported to the Commission and Board.

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

TREC identifies and implements efficiencies in processing applications and issuing licenses, registrations, approvals, and courses.

The agency launched a new license management system to gain efficiencies and meet current and future technology standards. The system allows applicants to upload all necessary documents related to their application online, integrates the exam authorization process, and allows agency staff to efficiently access and process applications. The system has automated the renewal process for license holders and facilitates communications with applicants, existing license holders, and education providers.

As a result of this upgrade, to the fullest extent possible, the agency has phased out paper applications and moved them online, reducing the need for face-to-face interactions. The submission of applications and supporting documents online also reduces email document submission, which improves application processing efficiency.

TALCB continually seeks ways to streamline the application process by removing unnecessary steps while ensuring that license holders meet the minimum qualification requirements. This reduces documents reviewed and managed by staff and reduces the burden on the applicant in producing unnecessary files. TALCB has utilized federal grant funding offered to appraiser regulatory agencies and utilized those funds for technological improvements for reducing application processing times and increased automation.

TALCB also utilizes the new license management system, where applicants upload all documents related to their application, agency staff processes the applications, and the agency communicates with applicants and existing license holders.

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

The agency collects and monitors performance measures related to the number of applicants for the various license types and registrations, application processing times, and licensing exam pass rates for education providers. This data is compiled and condensed into reports which are presented to the policy makers to ensure that performance measures are being met.

4. Attentiveness to providing excellent customer service.

The agency strives for excellent customer service. The agency maintains a robust Customer Relations Division with staff trained to answer phone calls and emails from license holders and members of the public. The TREC Licensing Division, Education and Examination Division, TREC Enforcement, and TALCB also maintain subject-matter experts to handle daily phone calls and emails received by the agency.

5. Transparency such that agency action can be understood by any Texan.

The agency regularly communicates with stakeholders through updated content on the TREC and TALCB websites, including monthly licensing reports, licensing-related articles, licensing self-service tools and e-newsletters. Both the Commission and the Board hold quarterly public meetings where members of the public have an opportunity to speak on agenda and non-agenda items.

Other Considerations

During Fiscal Year (FY) 2025, the **TREC Licensing Division** processed 32,134 initial applications. The agency maintains a high quantity and quality of processing because of its staff members' consistent training and cross-training.

During FY 2025, the **Education and Examinations Division** processed 274 qualifying real estate, inspector, and easement or right-of-way courses; 3,119 real estate, inspector, and easement or right-of-way continuing education courses; 315 continuing education provider applications; and 21 qualifying education provider applications.

TALCB processed 1,059 initial applications in FY 2024 and 963 in FY 2025. To promote efficiency and reduce costs, the TALCB continually looks for ways to maximize resources to maintain a high quality of processing while finding ways to reduce redundancies. The TALCB has also reduced application processing times for all appraiser application types. TALCB has significantly reduced experience audit processing times over the past four fiscal years. In FY 2019, commercial experience audits took an average of 218 days to process. Commercial experience audits were processed in an average of 32 days in FY 2024 and 20 days in FY 2025.

Efficiently Enforce Regulations

The TREC Enforcement Division safeguards the public interest by enforcing the laws under the agency's jurisdiction (Chapters 1101 and 1102, Occupations Code, and Chapter 221, Property Code) and TREC rules.

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

Specific Action Items to Achieve Goal

The **TREC Enforcement Division** handles a high volume of complaints from the public and license holders. Importantly, the agency cannot accept anonymous complaints or conduct covert investigations. Complaints are filed online within the new license management system.

The complaints primarily concern alleged statutory and administrative violations by real estate brokers, sales agents, and inspectors, or alleged violations by unlicensed persons engaging in activities for which a license is required. A small number of complaints also concern education providers, as well as easement or right-of-way certificate holders. In addition, the agency has regulatory authority over timeshare developers.

1. The TREC Enforcement Division is committed to the protection of the citizens of Texas.
2. The TREC Enforcement Division will timely, fairly, and consistently enforce The Real Estate License Act (Chapter 1101, Occupations Code), Chapter 1102 of the Texas Occupations Code governing real estate inspectors, the Texas Timeshare Act (Chapter 221, Property Code), and TREC rules.
3. The TREC Enforcement Division will oversee the sanctions of license holders and unlicensed persons who have violated these requirements.

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

TALCB will:

1. Investigate complaints to ensure compliance of appraisal service regulations, including the minimum standards set forth in the Uniform Standards of Professional Appraisal Practice (USPAP) and TALCB Rules.
2. Resolve complaints efficiently and consistent with TALCB rules.
3. Ensure compliance with sanctions imposed.
4. Ensure that disciplinary action is reported to the ASC within five days.

How Goal or Action Items Support Each Statewide Objective

1. Accountability to tax and fee payers of Texas.

The TREC Enforcement Division is accountable to the public and license holders by efficiently investigating violations of The Real Estate License Act (Chapter 1101, Occupations Code), Chapter 1102 of the Texas Occupations Code governing real estate inspectors, the Texas Timeshare Act (Chapter 221, Property Code), and TREC rules. Performance measures related to the nature of allegations and complaints, complaint resolution times are monitored and reported to the Commission.

TALCB is accountable to the public and license holders by efficiently investigating violations of The Texas Appraiser Licensing and Certification Act (Chapter 1103, Occupations Code), the Texas Appraisal Management Company Registration and Regulation Act (Chapter 1104, Occupations Code), and TALCB rules. Performance measures related to the nature of allegations and complaints, complaint resolution times are monitored and reported to the Board.

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

The TREC Enforcement Division transitioned to a new license management system that allows a complainant to file a complaint online. Once the complaint is submitted, the complainant receives the complaint number, and the complaint will be created by and housed within the new system. Complaint documents are uploaded electronically by both the complainant and the respondent.

In addition, administrative penalties are paid through an online invoicing system, removing the need to manually process checks.

TALCB continues to build on efficiencies gained over the past several years. The agency sought collaboration with other agencies to more efficiently address cases with overlapping jurisdiction. TALCB staff continually reflect on investigative techniques and practices to identify ways to reduce overly burdensome processes. Specifically, the agency no longer uses a standard checklist in investigations. Under the new process, investigators can identify relevant issues and tailor the investigation to the specific facts of each case. This has improved the quality of investigations and reduced complaint turnaround time.

TALCB has utilized federal grant funding offered to appraiser regulatory agencies and utilized those funds for technological improvements geared towards reducing complaint processing time by increasing automation, reducing the need for manual reviews, and promoting self-service. TALCB moved to a web-based complaint platform that allows users to submit complaints and related documents through an end-user interface.

TALCB uses the updated license management system to gain additional efficiency. The system allows complainants and respondents to upload all documents related to cases into the system, agency staff to access these documents, and facilitate communications. This also assisted in eliminating the need for paper complaint forms and email submissions.

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

TREC and TALCB collect and monitor performance measures related to the number of complaints received, the subject-matter of complaints for regulated licenses and entities, as well as the processing times. These data are compiled and condensed into reports which are presented to policymakers to ensure that performance measures are being met.

4. Attentiveness to providing excellent customer service.

The **TREC Enforcement Division** has a dedicated email address and phone number. Each day, a division attorney is assigned to respond to phone and email inquiries.

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

TALCB monitors performance, anticipates needs, and identifies process improvements. TALCB staff are cross-trained and knowledgeable to respond to emails and phone calls as needed related to enforcement matters. A comprehensive complaint processing handbook is available on our website.

5. Transparency such that agency action can be understood by any Texan.

The **TREC Enforcement Division** maintains information on the TREC website regarding complaints. Other complaint-related content on the website includes information on disciplinary actions and a detailed list of frequently asked questions. The website also discusses and links to the relevant statutes and all TREC rules. Furthermore, the TREC Enforcement Division staff contributes articles that discuss various enforcement-related issues and participates frequently in public speaking engagements to educate license holders and provide transparency about the complaint process.

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

Other Considerations

During FY 2025, the TREC Enforcement Division opened 5,974 cases and closed 5,854 cases. During FY2025, the average number of days for case resolution was 80.5 days. While most complaints from the public relate to the purchase, lease, or inspection of a home, a complaint may also include allegations ranging from misleading advertising to criminal history to unlicensed activity. Some complaints are closed with no action taken because of a lack of agency jurisdiction or lack of evidence. Once it is determined a complaint is within the agency's jurisdiction, the agency notifies the license holder or other respondent, gives the respondent an opportunity to respond, and investigates the complaint. The TREC Enforcement Division staff completes almost all investigations within four months of receipt of a complaint.

The TREC Enforcement Division implements disciplinary standards, reviews the backgrounds of applicants for a license, and makes fitness determinations to assess the honesty, trustworthiness, and integrity of applicants. In FY 2025, the TREC Enforcement Division reviewed and closed 3,242 application investigation cases and fitness determination cases. Most involved an applicant's criminal history.

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

TALCB continuously exceeds case resolution deadlines set by the Texas Sunset Commission (average 180 days) and ASC (one-year, absent special documented circumstances) resolving open cases in FY 2024 151 days on average. In FY2025, cases were resolved on average in 125 days.

Effectively Communicate

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

Specific Action Items to Achieve Goal

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

Maintaining websites that

1. Reflect current rules and law.
2. Provide information about public meetings (e.g., how to attend or provide comments, when they occur, and recapping the outcomes).
3. Detail how to become licensed or renew a license, and how to become qualifying and continuing education providers.
4. Explain through articles and FAQs how license holders can abide by rules and law.
5. Explain why and how to file a complaint with the agency.
6. Display disciplinary actions that result from complaints, which can be used as teaching tools and help consumers when vetting license holders.

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

1. Answering incoming phone calls from license holders and the public and providing high-quality customer service.
2. Offering courtesy callbacks, precision call queuing, and call recording for training purposes.
3. Responding to emails received at information@trec.texas.gov and ensuring queries make it to the appropriate divisions.

Providing subject-matter expertise through

1. Presentations at industry events (e.g., executive director, deputy executive director, TALCB director, enforcement director, and general and deputy general counsels speaking at trade association events, brokerage trainings, and ancillary industry events).
2. Videos that clarify rules, laws, or practices.
3. Educational course materials that are continuously updated to reflect current rules and laws, industry standards, and trends.
4. Accessible and responsive contact channels, including staff from each division on rotating duty prepared to respond to emails and phone calls.
5. Government relations staff available to support legislative inquiries, specifically constituent concerns or queries.
6. Media relations staff available to support news inquiries, as well as disseminate important consumer information to the public.

How Goal or Action Items Support Each Statewide Objective

1. Accountability to tax and fee payers of Texas.

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

By maximizing the agency's existing tools, plus its implementation of an upgraded license management system with more self-service options, the agency is moving paperless, which is both a time and cost savings.

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

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

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

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

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

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

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

4. Attentiveness to providing excellent customer service.

The Customer Relations Division requires a four-week, hands-on training before newly hired staff can assist agency customers. After initial training, each representative is provided with feedback on calls and emails through the agency's quality monitoring program. Refresher training is provided on a consistent basis to all Customer Relations Division staff to stay up to date on various topics of concern.

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

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

5. Transparency such that agency action can be understood by any Texan.

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

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

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

Other Considerations

The agency maintains trec.texas.gov and talcb.texas.gov as the primary method of providing the most updated information for prospective and current license holders and the public. The websites' last redesign was about a decade ago and are both due for a refresh. Goals of the redesign are to improve accessibility and meet federal requirements, enhance the user experience for visitors so they can find what they need with ease, and ensure clarity in the information they seek.

Redundancies and Impediments

In development of its strategic plan, the agency has reviewed its services, programs, statutes, and rules to identify any that do not align with the statewide mission of efficiency and effectiveness, including programs that: (i) do not align with the core mission of the agency; (ii) may impose an administrative burden on the state; (iii) may result in inefficient use of state resources; or (iv) do not effectively achieve the state goals of the programmatic mission. The redundancies and impediments included below represent the results of that review.

The agency routinely reviews its rules to ensure each rule is necessary and effective, including through the agency's ongoing rule review required by section 2001.039, Government Code, and the rule review conducted in conjunction with the Texas Regulatory Efficiency Office pursuant to Chapter 465, Government Code. Any rules identified through this process as no longer necessary or ineffective are amended or repealed.

REDUNDANCIES AND IMPEDIMENTS - TREC

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	TEX. OCC. CODE § 1101.405, Reexamination. Under subsection (b) of this provision, if an applicant fails the licensing examination three consecutive times, the applicant may not apply for reexamination or submit a new license application unless the applicant submits evidence of completion of additional education prescribed by rule since the date of the last examination.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	By its plain language, this statutory provision requires the agency to track examination passage of individual applicants indefinitely, which is not something the agency's license management system is able to do and therefore requires manual intervention that introduces opportunities for human error and slows processing.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Remove this specific requirement set out in statute.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Removing the referenced statutory provisions eliminates an unnecessary barrier to entry that increases costs to applicants and removes an administrative burden for the agency.

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	TEX. OCC. CODE § 1101.404, Examination Results. Subsection (d) of this section makes the results of an examination confidential.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	This statute is unnecessarily burdensome given that examination passage is a requirement for licensure (<i>i.e.</i> , by virtue of an individual holding a license, the individual passed the exam). This provision creates a hindrance to an individual being licensed by reciprocity in other jurisdictions. For instance, many jurisdictions require information related to exam passage in order to issue a license by reciprocity, but the agency is unable to provide this information directly because of this prohibition.

PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Remove this specific requirement set out in statute.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Removing the referenced statutory provision streamlines the license reciprocity processes with other states' licensing authorities and removes an administrative burden for the agency.

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	22 Tex. Admin. Code §535.64 sets forth the content requirements for qualifying real estate courses through the adoption of course content outlines by reference.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Generally speaking, qualifying real estate courses represent the courses an individual must take to obtain a real estate sales agent license in Texas. Currently, many courses are unnecessarily Texas specific despite the statutory restrictions originally dictating these requirements having since been removed. Now, the remaining qualifying course content outlines adopted by this rule may create a barrier to individuals seeking to become licensed in Texas that are already licensed in other jurisdictions.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	The course content outlines and accompanying rule should be revised, where appropriate, to maximize opportunities for credit to be given where similar courses required by other jurisdictions are already completed.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Amending these requirements would lower costs and streamline processes for individuals licensed in other jurisdictions seeking to obtain a Texas real estate license.

REDUNDANCIES AND IMPEDIMENTS - TALCB

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	TEX. OCC. CODE § 1103.258, Reexamination. Under subsection (b) of this provision, if an applicant fails the licensing examination three consecutive times, the applicant may not apply for reexamination or submit a new license application unless the applicant submits evidence of completion of additional education prescribed by rule since the date of the last examination.
DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	By its plain language, this statutory provision requires the agency track examination passage of individual applicants indefinitely, which is not something the agency's license management system is able to do, and therefore requires manual intervention that introduces opportunities for human error and slows processing.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Remove this specific requirement set out in statute.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	Removing the referenced statutory provisions eliminates an unnecessary barrier to entry that increases costs to applicants and removes an administrative burden for the agency.

Supplemental Schedules

Schedule A

Budget Structure and Performance Measures

The agency is self-directed, semi-independent (SDSI) and does not receive funding through the general revenue of the state. The agency is responsible for all direct and indirect costs of operation. All revenues for operations are derived from fees paid by the regulated entities. The revenues are deposited into the agency's Texas Treasury Safekeeping Trust Company account and are not included in the General Revenue Fund. TREC and TALCB each develop an annual budget that is approved by each respective governing body at their August public meeting. The approved budgets are posted on the agency website.

While the agency does not operate under a Goal-Objective-Strategy model and nor does it submit data to the Automated Budget Evaluation System of Texas, it submits quarterly reports related to the goals listed in this strategic plan to the Board and Commission.

The agency reports included in the next schedule provide data and measurements utilized in monitoring the performance of agency operations and demonstrate measurable progress towards agency objectives.

Schedule B

Performance Measure Definitions

Goal 1: Expediently Ensure Standards of Regulated Industries

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

Definition: The percent of individual real estate and inspector applicants who pass the examination overall and on their first attempt during the reporting period.

Purpose: TREC is required by Section 1101.304 of the Texas Occupations Code to set an exam pass rate benchmark that approved education providers must meet to continue to offer qualifying courses. The published exam pass rates are a tool that prospective students can use to determine which education provider they may want to use for pre-licensing education. It also measures the ability of education providers (who are approved by TREC to offer qualifying courses) and allows them to monitor the performance of their program through exam pass-rate data for their students

Data Source: Data comes from the agency's exam provider in conjunction with the agency's licensing management system.

Methodology: This measure is calculated using the applicants who pass the exam on their first attempt where they took a majority of their courses through a single education provider within the two-year period preceding their first exam attempt divided by the total number of applicants who take the exam.

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

Calculation Method: Noncumulative

New Measure: No

Target Attainment: Lower than target

Output Measure - Percent of Licenses Renewed (TREC)

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

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

Data Source: Data are derived from the agency's license management system.

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

Data Limitations: Economic conditions and other factors beyond the agency's control may affect the number of individuals desiring to remain in the real estate industry.

Calculation Method: Noncumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes.

Output Measure - Percent of Education Provider Renewals Issued (TREC)

Definition: The percent of qualifying and continuing education provider renewals issued during the reporting period (four years prior for qualifying education providers and/or two years prior for continuing education providers).

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

Data Source: Data are derived from the agency's license management system.

Methodology: This measure is calculated by querying the license management system to produce the percentage of qualifying and continuing education providers who renew their approval to offer courses.

Data Limitations: Economic conditions and other factors beyond the agency's control may affect the number of education providers desiring to remain in the profession.

Calculation Method: Noncumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes.

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

Definition: The number of new qualifying and continuing education course applications received during the reporting period.

Purpose: This measure provides data on the number of new real estate and inspector courses and the availability of qualifying and continuing education for current and future license holders. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels or examine fees.

Data Source: Data are derived from the agency's license management system.

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

Data Limitations: Economic conditions and other factors beyond the agency's control may affect the number of real estate and inspector courses offered by approved education providers.

Calculation Method: Cumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes.

Output Measure - Percent of Course Renewals Issued (TREC)

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

Purpose: This measure provides data on the percent of real estate and inspector courses renewed and the availability of qualifying and continuing education for current and future license holders. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels or examine fees.

Data Source: Data are derived from the agency's license management system.

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

Data Limitations: Economic conditions and other factors beyond the agency's control may affect the number of real estate and inspector courses offered by approved education providers.

Calculation Method: Noncumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes.

Outcome Measure - Percent of Applicants Who Pass the National Uniform Licensing and Certification Examination (National Exam) (TALCB)

Definition: The percent of appraiser applicants who pass the National Exam overall and on their first attempt.

Purpose: Allows TALCB to monitor exam pass rates for applicants taking the national exam. TALCB tracks exam passage rates for informational purposes. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

Data Source: Data is provided by the exam provider.

Methodology: Cumulative

Data Limitation: The national exam is developed by the Appraiser Qualifications Board who establishes the exam content and monitors the pass rates at a national level.

Calculation Method: The exam provider compares the number of test takers who pass the exam to the number of test takers who attempt the exam for both first time and repeat test takers.

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes.

Output Measure - Number of Initial License and Certification Applications Received (TALCB)

Definition: The number of initial license and certification applications received during the reporting period by license type.

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

Data Source: Data are derived from the agency's license management system.

Methodology: Report the number of initial license and certification applications received during the reporting period. For the purposes of this measure, initial applications include applications filed for the reinstatement of a license, certification, or registration that has been expired more than six months.

Data Limitations: Economic conditions, federal requirements, and other factors beyond the agency's control may affect the number of individuals desiring to enter the appraiser industry.

Calculation Method: Noncumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes.

Output Measure - Percent of Licenses and Certifications Renewed (TALCB)

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

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

Data Source: Data are derived from the agency's license management system.

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

Data Limitations: Economic conditions, success as an appraiser, and other factors beyond the agency's control affect the renewal of appraiser certification and licensing.

Calculation Method: Cumulative
New Measure: No
Target Attainment: This measure is not related to agency performance and is for informational purposes.

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

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

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

Data Source: Data are derived from the agency's license management system.

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

Data Limitations: Economic conditions and other factors beyond the agency's control may affect the number of individuals desiring to become approved to offer ACE courses or return to the profession after allowing an approval to expire for more than six months.

Calculation Method: Cumulative
New Measure: No
Target Attainment: This measure is not related to agency performance and is for informational purposes.

Output Measure – Percentage of ACE Provider Renewals Issued (TALCB)

Definition: The percentage of ACE provider renewals issued during the reporting period to approved ACE providers who renewed timely or renewed an approval that has been expired six months or less.

Purpose: This measure provides data on the number of ACE provider renewals issued during the reporting period to the percentage of ACE providers who renewed during that same reporting period two years prior. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels or examine fees.

Data Source: Data are derived from the agency's license management system.

Methodology: This measure is calculated by querying system to produce the total number of approvals issued to ACE providers who currently hold a valid approval and renewed.

Data Limitations: Economic conditions and other factors beyond the agency's control may affect the number of ACE providers desiring to remain in the profession.

Calculation Method: Noncumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes.

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

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

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

Data Source: Data are derived from the agency's license management system.

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

Data Limitations: Economic conditions and other factors beyond the agency's control may affect the number of ACE courses offered by approved ACE education providers.

Calculation Method: Cumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes.

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

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

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

Data Source: Data are derived from the agency's license management system.

Methodology: This measure is calculated by querying the system to produce the percentage of ACE course renewals issued for ACE courses that hold a current approval.

Data Limitations: Economic conditions and other factors beyond the agency's control may affect the number of ACE courses offered by approved ACE providers.

Calculation Method: Noncumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes.

Efficiency Measure – Average Time to Issue a License, Certificate, or Registration (TREC)

Definition: The average number of days to process an initial license, certificate, or registration application.

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

Data Source: Data are derived from the agency's license management system.

Methodology: This measure counts the total number of days from the date information is received (course completion certificates) for an initial application to when a response is provided by staff (evaluation letter, curative/deficiency letter, exam authorization letter). The total number of days by application type is divided by the number of applications where a response was provided by application type to obtain the average.

Data Limitations: There are factors beyond the agency's control that determine when a license, certificate, or registration can be issued, such as passing the examination and the results of the fingerprint-based background check. This measure excludes the time outside of the agency's control and measures the time it takes for agency staff to process an application for a license, certificate, or registration.

Calculation Method: Noncumulative

New Measure: No

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

Output Measure – Number of Experience Audits Processed (TALCB)

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

Purpose: This measure shows the number of experience audits received. As an SDSI agency, upward or downward could have a budgetary impact on the agency and may indicate a need to reassess projects, adjust staffing levels, or examine fees.

Data Source: Data are derived from the agency's license management system.

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

Data Limitations: TALCB does not control the volume of experience audits, which are required by law to be performed when an applicant applies for a license or certification.

Calculation Method: Cumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes.

Efficiency Measure – Average Number of Days to Process an Experience Audit (TALCB)

Definition:	The average length of time to review and clear an experience audit during the reporting period.
Purpose:	Measures the efficiency and effectiveness of the experience audit process.
Data Source:	Data are derived from the agency's license management system.
Methodology:	The total number of calendar days per experience audit processed, summed for all experience audits resolved during the reporting period, that elapsed from the receipt of the applicant's work product samples to the date upon which final action on the experience audit was taken by the Board (numerator) divided by the number of experience audits resolved during the reporting period (denominator).
Data Limitations:	The number of pending experience audits, complexity of the experience submitted, available staffing, time taken by applicant to submit and requested follow-up information all may impact this measure.
Calculation Method:	Noncumulative
New Measure:	No
Target Attainment:	Lower than Target (Target: 60 days)

Efficiency Measure – Average Time to Issue a License, Certificate, or Registration (TALCB)

Definition:	The average number of days to process an initial license, certificate, or registration application.
Purpose:	This measures the ability of the agency to process initial applications in a timely manner and its responsiveness to applicants.
Data Source:	Data are derived from the agency's license management system.
Methodology:	This measure counts the total number of days from the date application information is received for an initial application to when a response provided by staff (evaluation letter, curative/deficiency letter, exam authorization letter). The total number of days by application type is divided by the number of applications where a response was provided by application type to obtain the average.
Data Limitations:	There are factors beyond the agency's control that determine when a license, certificate or registration can be issued, such as passing the examination and passing the fingerprint-based background check. This measure excludes the time outside of the agency's control and measures the time it takes for agency staff to process an application for a license, certificate, or registration.
Calculation Method:	Noncumulative
New Measure:	No
Target Attainment:	Lower than Target (Target: 14 days)

Explanatory Measure - Number of Initial License Applications Received (TREC)

Definition:	The number of initial license applications received during the reporting period by license type.
Purpose:	This measure illustrates trends in the marketplace. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to reassess projects, adjust staffing levels or examine fees.
Data Source:	Data are derived from the agency's license management system.
Methodology:	Report the number of initial license applications received during the reporting period by license type. For the purposes of this measure, initial license applications include applications filed for the reinstatement of a license that has been expired for more than six months.
Data Limitations:	Economic conditions and other factors beyond the agency's control may affect the number of individuals desiring to enter the real estate industry for the first time or return to the industry if previously licensed.
Calculation Method:	Cumulative
New Measure:	No
Target Attainment:	This measure is not related to agency performance and is for informational purposes.

Explanatory Measure - Number of New Education Provider Applications Received (TREC)

Definition:	The number of new education provider applications received during the reporting period.
Purpose:	This measure illustrates trends regarding the number of real estate and inspector education providers entering the profession and the availability of qualifying and continuing education for current and future license holders. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels or examine fees.
Data Source:	Data are derived from the agency's license management system.
Methodology:	Report the number of new education provider applications received during the reporting period and includes persons who were not previously approved or whose approval has been expired more than six months.
Data Limitations:	Economic conditions and other factors beyond the agency's control may affect the number of individuals desiring to become approved to offer real estate and inspector education or return to the profession after allowing an approval to expire for more than six months.
Calculation Method:	Cumulative
New Measure:	No

Target Attainment: This measure is not related to agency performance and is for informational purposes.

Goal 2: Efficiently Enforce Regulations

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

Definition: The percent of the total number of licensed, registered, or certified license holders at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).

Purpose: This measure indicates how effectively the agency's activities deter violations of professional standards established by statute and rule.

Data Source: Data are derived from the agency's license management system.

Methodology: The total number of license holders currently licensed, registered, or certified by the agency who have not incurred a violation within the current and preceding two years (numerator) is divided by the total number of individuals currently licensed, registered, or certified by the agency (denominator). The numerator for this measure is calculated by subtracting the total number of license holders with violations during the three-year period from the total number of license holders at the end of the reporting period. The denominator is the total number of license holders at the end of the reporting period. The result is multiplied by 100 to achieve a percentage. The period included must be through the last date of the fiscal year being reported. The period goes back two full fiscal years from the beginning of the current fiscal year (Example: FY 2019, inception date must be September 1, 2016). This would include all of FY 2017, all of FY 2018 and all of FY 2019.

Data Limitations: Economic conditions sometimes impact the number of violations of The Real Estate License Act, Texas Appraiser Licensing and Certification Act, and Commission and Board Rules.

Calculation Method: Noncumulative

New Measure: No

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

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

Definition: Percent of complaints which were resolved during the reporting period that resulted in disciplinary action.

Purpose: This measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of complaints received. The public and license holders should expect that

the agency will work to ensure fair and effective enforcement of The Real Estate License Act and TREC rules, and this measure seeks to indicate agency responsiveness to this expectation.

- Data Source:** Data are derived from the agency's license management system.
- Methodology:** The total number of complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, advisory letters, suspensions, probation, revocation, restitution, and administrative penalties agreed to by the license holder. Complaints determined to be non-jurisdictional are not resolved complaints for purposes of this measure, and application inquiries and Fitness Determination-related closings are not considered for purposes of this measure.
- Data Limitations:** Staffing, data sources, and equipment availability, the facts and law, the complexity of the complaints, legal representation by the respondent, State Office of Administrative Hearing (SOAH) findings, and Commission action all affect this measure.
- Calculation Method:** Noncumulative
- New Measure:** No
- Target Attainment:** For informational purposes only. It can help the agency ascertain if it needs to provide more education and communication about statutes, rules, or disciplinary actions.

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

- Definition:** Percent of complaints which were resolved during the reporting period that resulted in disciplinary action.
- Purpose:** This measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of complaints received. The public and license holders should expect that the agency will work to ensure fair and effective enforcement of rules and laws, and this measure seeks to indicate agency responsiveness to this expectation.
- Data Source:** Data are derived from the agency's license management system.
- Methodology:** The total number of complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result is multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, suspensions, probation, revocation, restitution, and administrative penalties agreed to by the license holder.
- Data Limitations:** Staffing, data sources and equipment availability, complexity of the complaints, mortgage fraud, legal representation by the respondent, SOAH findings, and Board action all affect this measure. Informal

complaint resolution options and increased reporting due to mandatory reporting requirements under the Dodd-Frank Act and jurisdictional expansion over AMCs.

Calculation Method: Noncumulative

New Measure: No

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

Efficiency Measure - Number of Complaints Resolved (TREC)

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

Purpose: Measures the efficiency and effectiveness of the enforcement and complaint-resolution process and investigative process. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels or examine fees.

Data Source: Data are derived from the agency's license management system.

Methodology: The total number of complaints during the reporting period upon which final action was taken by the commission or for which a determination is made that a violation did not occur, regardless of the period in which the complaint was received. A complaint that, after preliminary review, is determined to be non-jurisdictional is not a resolved complaint. Application inquiries and Fitness Determinations are not complaints for purposes of this measure.

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

Calculation Method: Cumulative

New Measure: No

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

Efficiency Measure - Average Number of Days for Complaint Resolution (TREC)

Definition: The average length of time to resolve a complaint, for all complaints resolved during the reporting period.

Purpose: Measures the efficiency and effectiveness of the enforcement and complaint resolution and investigative process.

Data Source: Data are derived from agency's license management system.

Methodology: The total number of calendar days per complaint resolved, summed for complaints resolved during the reporting period, that elapsed from the receipt of a request for agency intervention to the date upon which final action on the complaint was taken by the commission (numerator) is divided by the number of complaints resolved during the reporting period (denominator). Application Inquiries and Fitness Determinations are not complaints for purposes of this measure. The calculation

excludes complaints determined to be non-jurisdictional under the agency's statutes.

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

Calculation Method: Noncumulative

New Measure: No

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

Efficiency Measure - Percent of Complaints Resolved Within Six Months (TREC)

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

Purpose: This measure is intended to show the percentage of complaints which are resolved within a reasonable period as well as the effectiveness and efficiency of the enforcement and complaint-resolution process.

Data Source: Data are derived from the agency's license management system.

Methodology: The number of complaints resolved within a period of six months or less from the date of receipt (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage. Complaints determined to be non-jurisdictional are not resolved complaints for purposes of this measure, and application inquiries and Fitness Determination related closings are not considered for purposes of this measure.

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

Calculation Method: Noncumulative

New Measure: No

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

Efficiency Measure - Number of Complaints Resolved (TALCB)

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

Purpose: Measures the efficiency and effectiveness of the enforcement and complaint-resolution process and investigative process. As an SDSI agency, upward or downward trends could have a budgetary impact on the agency and may indicate a need to adjust staffing levels or examine fees.

Data Source: Data are derived from the agency's license management system.

Methodology: The total number of complaints during the reporting period upon which final action was taken by the board or for which a determination is made

that a violation did not occur, regardless of the period in which the complaint was received. Complaints determined to be non-jurisdictional, and Requests for Assistance (RFA) are not resolved complaints for purposes of this measure. Requests for Assistance reflect the work performed by TALCB to assist law enforcement agencies investigating mortgage fraud cases.

Data Limitations: Workloads, staffing, complexity of the complaints, and SOAH proceedings affect this measure.

Calculation Method: Cumulative

New Measure: No

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

Efficiency Measure - Percent of Complaints Resolved Within Six Months (TALCB)

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

Purpose: This measure is intended to show the percentage of complaints which are resolved within a reasonable period as well as the effectiveness and efficiency of the enforcement and complaint resolution process.

Data Source: Data are derived from the agency's license management system.

Methodology: The number of complaints resolved within a period of six months or less from the date of receipt (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage.

Data Limitations: Workloads, staffing, complexity of the complaints, and SOAH proceedings affect this measure.

Calculation Method: Noncumulative

New Measure: No

Target Attainment: Higher than Target (Target: 75%)

Efficiency Measure - Average Number of Days for Complaint Resolution (TALCB)

Definition: The average length of time to resolve a complaint, for complaints resolved during the reporting period.

Purpose: Measures the efficiency and effectiveness of the enforcement and complaint resolution and investigative process.

Data Source: Data are derived from the agency's license management system.

Methodology: The total number of calendar days per complaint resolved, summed for complaints resolved during the reporting period, that elapsed from the receipt of a request for agency intervention to the date upon which final action on the complaint was taken by the commission (numerator)

divided by the number of complaints resolved during the reporting period (denominator).

Data Limitations: Workloads, staffing, complexity of the complaints, and SOAH proceedings affect this measure.

Calculation Method: Noncumulative

New Measure: No

Target Attainment: Lower than Target (Target: 180)

Explanatory Measure - Number of Complaints Received (TREC)

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

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

Data Source: Data are derived from the agency's license management system.

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

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

Calculation Method: Cumulative

New Measure: Yes

Target Attainment: This measure is not related to agency performance and is for informational purposes.

Explanatory Measure - Number of Complaints Received (TALCB)

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

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

Data Source: Data are derived from the agency's license management system.

Methodology: The agency sums the total number of complaints received. Requests for Assistance are not included in this measure. Requests for Assistance reflect the work performed by TALCB to assist law enforcement agencies investigating mortgage fraud cases.

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

Calculation Method: Cumulative and noncumulative

New Measure: Yes

Target Attainment: This measure is not related to agency performance and is for informational purposes.

Goal 3: Effectively Communicate

Efficiency Measure - Average Hold Time

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

Purpose: Measure the effective management of the Customer Relations Division contact center and customer experience. Indicates accessibility for customers and staffing needs to provide efficient service.

Data Source: Data are derived from the agency's Cisco Unified Intelligence Center (CUIC) Software. The Service Quality Queue Activity report produces a report on the average hold time by agency.

Methodology: This measure keeps track of the time in which a customer is waiting to speak to a customer service representative.

Data Limitations: Many factors can contribute to abandoned calls that are outside the control of agency staff, including poor cell service or unforeseen interruptions on the callers' end. Additionally, the data do not take into account recorded messaging that inform callers of self-help options and information available on the agency website.

Calculation Method: Cumulative

New Measure: No

Target Attainment: Lower than Target (Target: 2 minutes)

Efficiency Measure - Percentage of Abandoned Calls

Definition: Percentage of customers who disconnect the call prior to being connected to an agency representative.

Purpose: Measure the effective management of the Customer Relations Division contact center and customer experience. Indicates accessibility for customers and staffing needs to provide efficient service.

Data Source: Data are derived from the agency's Cisco Unified Intelligence Center (CUIC) Software.

Methodology: This measure keeps track of the percentage of customers the agency was not able to assist.

Data Limitations: Many factors can contribute to abandoned calls that are outside the control of agency staff, including poor cell service or unforeseen interruptions on the callers' end. Additionally, the data do not take into account recorded messaging that inform callers of self-help options and information available on the agency website.

Calculation Method: Cumulative

New Measure: No

Target Attainment: Lower than Target (Target: 5%)

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

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

Purpose: This measure indicates the efficiency of the agency's response to emails.

Data Source: The Director of Customer Relations maintains a record on the total number of emails handled by the Customer Relations Division staff.

Methodology: The Customer Relations Division staff provides a count of emails, which are submitted to the Director of Customer Relations, by fiscal year and by month.

Data Limitations: Workloads and staffing levels and complexity of email requests affect this measure.

Calculation Method: Cumulative

New Measure: No

Target Attainment: Target: 100%

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

Definition: The number of customers assisted by telephone, email, and walk-ins.

Purpose: Provides the agency with information regarding the number of customers requesting services through the Customer Relations Division. It provides data on external factors that help determine staffing needs and inform the agency's budgetary process.

Data Source: Data are derived from the agency's Cisco Unified Intelligence Center (CUIC) Software. The division manually collects and calculates the number of customers served by email and in person.

Methodology: This measure keeps track of the number of customers the agency assists and provides the ability to forecast call volumes and needs of the agency. The data excludes customers who abandoned or dropped their calls.

Data Limitations: The agency does not control which contact method stakeholders choose to use.

Calculation Method: Cumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes.

Explanatory Measure - Number of Online Customer Surveys Received

Definition:	The figure reflects the number of customer service surveys submitted online.
Purpose:	This measure indicates the comments that are submitted by the public and the real estate industry. It provides data on external factors that help determine if the agency needs to adjust its messaging methodology.
Data Source:	Data are derived from responses received through the agency Customer Service Survey.
Methodology:	A link to the survey is included with every email response sent from Customer Relations Division staff. A link to the survey is also available on the TREC and TALCB websites.
Data Limitations:	The agency does not control which stakeholders choose to respond to the agency's customer service survey.
Calculation Method:	Cumulative
New Measure:	No
Target Attainment:	This measure is not related to agency performance and is for informational purposes.

Explanatory Measure - Number of Visits to Agency Website

Definition:	Measure the utilization of the website by the public.
Purpose:	Website usage data can indicate the agency is providing helpful services and information, enhancing public interaction and perception. It provides data on external factors that help determine if the agency is providing useful information to its stakeholders.
Data Source:	Monthly web analytics log files.
Data Limitations:	The agency does not control which stakeholders choose to visit the agency website.
Methodology:	Monthly web analytic reports provide the monthly count of visitors to the site.
Calculation Method:	Cumulative
New Measure:	No
Target Attainment:	This measure is not related to agency performance and is for informational purposes.

Outcome Measure – Email Newsletter Open Rate

Definition:	The number of email newsletter subscribers who opened an email compared to the number who received it.
Purpose:	Tracks the number of individuals engaging with the agency's email newsletter communications.
Data Source:	Data are derived from the agency's email management and delivery software.

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

Data Limitations: Emails may not be deliverable based on factors outside the agency's control. A recipient may open a message, read the information, and delete the message before all components have loaded and tracked, thus having a negative impact on overall open rate.

Calculation Method: Noncumulative

New Measure: No

Target Attainment: Higher than target (35%)

Explanatory Measure - Number of Social Media Followers

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

Purpose: The number of followers indicates the reach and interest in the agency's information. An increase in the number of followers can expand the agency's communications reach and enhance engagement with new stakeholders. It provides data on external factors that help determine if the agency is providing useful information to its stakeholders.

Data Source: Data are the number of followers or subscribers of the agency's various social media platforms, such as Facebook, Instagram, LinkedIn, and YouTube.

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

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

Calculation Method: Cumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes.

Explanatory Measure – Social Media Engagement Rate

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

Purpose: The number of social media interactions, such as clicks, likes, shares, or comments made on the agency's social media platforms indicates interest in the agency's content and messaging independent of the number of agency's social media followers. It provides data on external factors that help determine if the agency is providing useful information to its stakeholders.

Data Source: Data are derived from the respective social media platforms.

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

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

Calculation Method: Cumulative

New Measure: No

Target Attainment: This measure is not related to agency performance and is for informational purposes.

Schedule C

Historically Underutilized Business Plan

Mission Statement

The mission of the Texas Real Estate Commission (TREC) Veteran Heroes United in Business (VetHUB) program is to ensure fair and equal business opportunities for all small businesses owned and operated by veterans with a 20 percent or higher service-connected disability.

VetHUB Policy

TREC adopts the emergency basis amendments of Title 34, Texas Administrative Code, Subchapter §20.281 - §20.298, in accordance with Texas Government Code (TGC) 2161.003.

VetHUB Utilization Goals

The goal of the TREC VetHUB program is to implement purchasing policies and processes that encourage the use of VetHUBs in accordance with 34 Texas Administrative Code, §20.281 - §20.298, Texas Government Code, §2161.123, and are qualitative with the goal of increasing participation of service-disabled veterans in state purchasing and contracts. This plan is implemented in accordance with the prohibition against race - and sex-based discrimination imposed by Texas Constitution, Article I, Section 3a, and United States Constitution, Amendment XIV.

Programs to Meet TREC Goals

The agency is committed to making a good faith effort to increase HUBs activity. Our staff actively encourages VetHUB participation and has established the following action items to assist in meeting or exceeding our efforts to do business with VetHUBs.

- Utilize VetHUB vendors for non-competitive spot purchases of \$10,000 or less whenever feasible
- Attend VetHUB related meetings and forums to network with vendors and gain new knowledge of VetHUB vendors.
- Encourage non-VetHUB vendors to sub-contract with certified VetHUB vendors; pairing mentors with protégés.
- Obtaining multiple VetHUB bids from the Centralized Master Bidders List (CMBL) on purchases over \$10,000.
- Tracking and evaluating procurement activity and vendor participation on a periodic basis.

Schedule F

Texas Real Estate Commission Texas Appraiser Licensing and Certification Board Fiscal Year 2027 to 2031 Workforce Plan

Agency Overview and Core Business Functions

The Texas Legislature established the Texas Real Estate Commission (TREC) in 1949 to safeguard consumers in matters of real property transactions and valuation services. In 1991, the Texas Appraiser Licensing and Certification Board (TALCB) was established to safeguard consumers in matters of real property appraisal services. TALCB shares staff and resources with TREC. Together, TREC and TALCB oversee real estate brokerage, real property appraisals, inspections, and timeshare opportunities.

The agency provides education and licensing services, as well as regulation and enforcement of state and federal laws and requirements that govern real property. TREC and TALCB function as a single state agency, with distinct, independent policy, licensing, and enforcement functions. As a self-directed, semi-independent (SDSI) agency, 100% of the agency's activities funded by fees paid by approximately 237,730 TREC license holders and 6,856 TALCB license holders.

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

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

As of April 1, 2026, the agency has 145 full time equivalent (FTE) employees and one part-time employee. The main office is in Austin, Texas, and has eight major divisions: Customer Relations, Education and Examinations, Licensing, Enforcement, TALCB, Financial Services, Information Technology, and Executive. The following chart details the number of filled positions for each division as of April 1, 2026.

Agency's Divisions and Positions

Division	Number of Employees	Percent of Employees
Executive	11	7.59%
Customer Relations Division	23	15.86%
Education & Examination Division	14	9.66%
Licensing Division	19	13.10%
TREC Enforcement Division	35	24.14%
Information Technology Division	18	12.41%
TALCB Division	11	7.66%
Finance Division	14	9.66%

Agency Mission

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

Agency Strategic Goals and Objectives

As outlined in Section I of the Strategic Plan (“Agency Goals and Action Plan”), the agency’s strategic goals and objectives include: (i) expediently ensuring standards of regulated industries; (ii) efficiently enforcing regulations; and (iii) effectively communicating.

Anticipated Changes

The agency does not anticipate significant changes to the mission, strategies, or goals of the agency during the next five years.

I. Current Workforce Profile

Workforce Demographics

As of April 1, 2026, the agency has a total headcount of 145 employees. Currently, veterans are 5.5% of the agency's workforce. The agency's goal is 20%, in line with state law. The following tables profile the agency's workforce, including both full-time and part-time employees.¹

Age

Approximately (44%) are 50 years of age or older which is a 5% increase from 2024.

	Number of Employees	Percent of Employees
20-29 years	9	6.21%
30-39 years	26	17.93%
40-49 years	46	31.72%
50-59 years	36	24.83%
60-69 years	25	17.24%
70 and older	3	2.07%

Tenure

Approximately 48% of employees have been with the agency less than five years with skill levels ranging from minimal knowledge to working knowledge of processes. Almost 48% of our workforce has 6 to 20 years of tenure, with proficiency ranging from working knowledge to mastery level. Lastly, the agency's workforce with 21 years or more of experience represents 4% of the workforce.

	Number of Employees	Percent of Employees
0-5 years	70	48.28%
6-10 years	47	32.41%
11-15 years	14	9.66%
16-20 years	8	5.52%
21-25 years	4	2.76%
Over 26 years	2	1.38%

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

Gender

The agency's workforce is composed of 106 (73.10%) females and 39 (26.90%) males. The percentage of employees by gender has been consistent over the last five years.

	Number of Employees	Percent of Employees
Male	39	26.90%
Female	106	73.10%

Employee Turnover

As reflected in the following chart, employee turnover at the agency has been fairly consistent, as reported by the State Auditor's Office. The agency anticipates that its turnover rate may vary with the Austin economy but expects overall turnover rates to remain below the state average. The chart below represents employee turnover by gender and ethnicity. Employee turnover for this time period includes many different job classifications (for example, the employee turnover in FY 2021 had 71 discrete job classifications).

Fiscal Year	Gender		Ethnicity					
	Female	Male	Native American	Asian	Black	Hispanic	White	Two or more
2025	14	4	0	0	7	5	5	1
2024	7	4	0	0	4	1	5	1
2023	13	3	0	1	10	1	4	0
2022	20	5	0	1	4	5	15	0
2021	13	11	1	0	4	2	16	1

Critical Workforce Skills

The core functions of the agency include licensing, education and examination services, enforcement, and specialized professional skills, like executive, legal, communications, accounting, customer service, human resources, and information technology.

The critical skills needed to fulfill the core functions include:

- Accountability
- Risk Assessment
- Strategic planning
- Effective organizational time management skills
- Working knowledge of laws, rules, and regulatory processes
- Ability to interpret and accurately apply legal statutes and rules
- Knowledge of administrative law processes
- Skill in policy development and implementation
- Effective organizational and time management skills

- Communication (verbal and written)
- Ability to conduct detailed investigations
- Litigation and dispute resolution experience
- Negotiation, facilitation, and collaboration skills
- Critical thinking and problem-solving
- Information technology, including telecommunications, web design, programming, information security and systems administration
- Network and data center operations support
- Data and information management principles and tools
- Computer proficiency (skills requirements range from entry-level end user to highly skilled information technology)
- Government accounting and financial management
- Government purchasing and contract processes
- Inventory and asset management
- Human resources planning, recruitment, retention, staff development, and performance management
- Educational curricula development and critical evaluation.

II. Future Workforce Profile

Expected workforce changes

The agency has recently implemented enhanced technology systems to increase efficiencies and to be fully modernized. As a result, the agency anticipates workforce changes in light of these efficiencies.

The agency will continue to monitor the makeup of its workforce, divisional goals, turnaround times, and legislative changes to determine whether position classifications and staffing numbers need to be adjusted. Additionally, if the number of applications and license holders change, the agency will adjust staffing levels as necessary.

Future workforce skills needed

In the future, the agency will require a higher level of technological skills for all employees who interact with the enhanced technology systems.

Anticipated increase/decrease in number of employees

Because the agency has recently replaced its legacy systems to become more modernized and gain efficiency, the agency anticipates a decrease in the number of employees needed to do the work.

Critical functions that must be performed to achieve the strategic plan

The agency must maintain the requisite number of staff to continue to perform the critical functions of the agency in ensuring the standards of the regulated industries by licensing those who meet the requisite qualifications and safeguarding the public interest by enforcing

the laws and regulations within the agency's jurisdiction.

III. Gap Analysis

Anticipated Surplus or Shortage of Workers or Skills

The agency does not anticipate the need for significant additional FTEs. It is important the agency continues monitoring the market and offering competitive salaries. The labor market continues to grow with many high-tech companies coming to the area. There will be a potential loss of employees as more private-sector jobs come in and offer potentially more robust benefit packages.

IV. Strategy Development

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

Potential Gap	Strategy
Increase hiring and retention of employees	<p>Maintain a work environment that allows the agency to attract, retain and develop highly experienced staff that provides excellent service to customers. Action steps include:</p> <ul style="list-style-type: none">• Maintain and further provide professional development, develop leadership training, and promote tuition assistance program.• Continue recruitment efforts to identify qualified candidates with the knowledge and skills needed in the agency.• Provide employee development opportunities, including career paths.• Reward employees whose performance exceeds that which is normally expected or required with one-time and/or recurring merit pay increases.• Develop employee engagement strategies that help monitor and retain key positions and employees.
Loss of institutional knowledge and skills due to turnover and retirement of critical staff	<p>Ensure transition of duties, responsibilities, and institutional knowledge transfer when critical staff leave the agency. Action steps include:</p> <ul style="list-style-type: none">• Provide leadership training to develop staff for leadership positions.• Continue cross-training efforts.

-
- Maintain effective recruitment practices to attract, develop, and retain qualified replacement staff.
 - Enhance succession plans to ensure continuous service during any period of extended absence or turnover among critical staff.
-

Conclusion

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

Schedule H

Report on Customer Service

TREC and TALCB provide a customer service survey on the agency's website for customers to offer feedback regarding their satisfaction. A link to this survey is also sent in any reply to persons who contact the agency by email. Individuals are asked to rate the agency's performance in several areas with ranking options of Excellent, Above Average, Moderate, Below Average, and Poor.

I. AGENCY INVENTORY OF EXTERNAL CUSTOMERS:

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

II. TYPES OF SERVICES PROVIDED TO CUSTOMERS:

- Responding to inquiries by phone, email, and in person
- Issuing initial and renewal licenses
- Approving real estate education providers
- Approving real estate course content
- Handling written complaints
- Prosecuting administrative cases
- Monitoring timeshare registrations
- Providing comprehensive public access to information and services via email and internet
- Constituent relations for legislators and staff
- Communicating changes in law and rules to license holders and public
- Providing consumer protection, education, and access to information about the commission and our license holders via our website, news releases, and newsletters.

III. INFORMATION-GATHERING METHODS:

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

FY24 September 2023 to August 2024 Responses by Relationship with TREC/TALCB		
	# of responses	% of Total
Consumers	78	20.37%
Real Estate Agents	200	52.22%
Real Estate Brokers	76	19.84%
Real Estate Appraisers	7	1.83%
Real Estate Inspectors	10	2.61%
Education Providers	3	0.78%
Education Instructors	4	1.04%
ERW Agent/Business	4	1.04 %
Timeshare Provider	1	0.26%

FY24 September 2023 to August 2024 Number of Contacts with the Agency		
	# of responses	% of Total
One time	213	55.91%
2 to 5 times	123	32.28%
More than 5 times	45	11.81%

FY24 September 2023 to August 2024 Source of Responses		
	# of responses	% of Total
Web based survey ²	408	100.00%

FY24 September 2023 to August 2024 Rating for Telephone Experience		
	# of responses	% of Total
Excellent	154	81.05%
Above Average	12	6.32%
Moderate	4	2.11%
Below Average	4	2.11%
Poor	16	8.42%

² The Customer Satisfaction Survey is conducted through Survey Monkey and can be accessed from a link on the TREC and TALCB websites. A link to the survey is also included with all email correspondence sent from the Customer Relations Division and on the receipt provided for documents dropped off at the agency in person.

FY24 September 2023 to August 2024 Rating of Email Experience		
	# of responses	% of Total
Excellent	34	34.69%
Above Average	4	4.08%
Moderate	13	13.27%
Below Average	18	18.37%
Poor	29	29.59%

FY24 September 2023 to August 2024 Ratings of Customer Service Representative		
	# of responses	% of Total
Excellent	25	78.76%
Above Average	3	9.09%
Moderate	5	15.15%
Below Average	0	0.00%
Poor	0	0.00%

FY24 September 2023 to August 2024 Reasons customers provided a compliment		
	# of responses	% of Total
Friendly Service	58	37.66%
Quick Response	15	9.74%
Got what you needed	15	9.74%
Our email or mail process	2	1.30%
Other	64	41.56%

FY24 September 2023 to August 2024 Suggested areas for improvement		
	# of responses	% of Total
Response time	4	11.43%
Technology Issue	2	5.71%
Customer Service Experience	2	5.71%
Answer you received	13	37.14%
Other	12	41.38%

FY25 September 2024 to August 2025 Responses by Relationship with TREC/TALCB		
	# of responses	% of Total
Consumers	56	15.77%
Real Estate Agents	184	51.83%
Real Estate Brokers	90	25.35%
Real Estate Appraisers	8	2.25%
Real Estate Inspectors	8	2.25%
Education Providers	0	0.00%
Education Instructors	0	0.00%
ERW Agent/Business	2	0.56 %
Timeshare Provider	1	0.28%

FY25 September 2024 to August 2025 Number of Contacts with the Agency		
	# of responses	% of Total
One time	204	56.67%
2 to 5 times	125	34.72%
More than 5 times	31	8.61%

FY25 September 2024 to August 2025 Source of Responses		
	# of responses	% of Total
Web based survey ^[1]	384	100.00%

FY25 September 2024 to August 2025 Rating for Telephone Experience		
	# of responses	% of Total
Excellent	151	84.83%
Above Average	7	3.93%
Moderate	5	2.81%
Below Average	5	2.81%
Poor	10	5.62%

FY25 September 2024 to August 2025 Rating of Email Experience		
	# of responses	% of Total
Excellent	46	44.66%
Above Average	10	9.71%
Moderate	13	12.62%
Below Average	6	5.83%
Poor	28	27.18%

FY25 September 2024 to August 2025 Ratings of Customer Service Representative		
	# of responses	% of Total
Excellent	35	77.78%
Above Average	9	20.00%
Moderate	1	2.22%
Below Average	0	0.00%
Poor	0	0.00%

FY25 September 2024 to August 2025 Reasons customers provided a compliment		
	# of responses	% of Total
Friendly Service	6	12.50%
Quick Response	25	52.08%
Got what you needed	4	8.33%
Our email or mail process	6	12.50%
Other	7	14.58%

FY25 September 2024 to August 2025 Suggested areas for improvement		
	# of responses	% of Total
Response time	6	20.69%
Technology Issue	0	0.00%
Customer Service Experience	3	10.34%
Answer you received	8	27.59%
Other	12	41.38%

COMMUNICATIONS		
	FY2024	FY2025
Outcome Measures		
• % of surveyed customer respondents expressing overall satisfaction with services received (excellent/good/fair)	98.09%	99.43%
• % of surveyed customer respondents identifying ways to improve service delivery (poor)	1.91%	0.57%
Output Measures		
• Total Customers Surveyed	1,458	530
• Total Customers Served (<i>Walk-ins</i>)	381	425
• Total number of phone calls received	179,085	170,900
• Total number of electronic contacts received (<i>Emails</i>)	36,413	32,099
• Total number of unique visits to the agency website	20,627,581	20,326,852
Efficiency Measures		
Cost per customer surveyed	\$0.00	\$0.00
Explanatory Measures		
• Number of Customers Identified	209,238	225,206
• Number of customer groups inventoried	12	12

CUSTOMER RELATIONS				
	FY2024		FY2025	
	TREC	TALCB	TREC	TALCB
Efficiency Measures				
Average Hold Time (minutes:seconds)	0:59	0:58	1:37	1:32
Explanatory Measures				
Total # of calls received	168,625	10,458	161,349	9,551



CERTIFICATE

Agency Name Texas Real Estate Commission

Pursuant to Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required under Government Code, Sections 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge

A handwritten signature in blue ink that reads "Chelsea Buchholtz".

Signature

Chelsea Buchholtz

Printed Name

Executive Director

Title

5/28/2026

Date

Board or Commission Chair

A handwritten signature in black ink that reads "Mark Woodroof".

Signature

Mark Woodroof

Printed Name

Commission Chair

Title

5/28/2026

Date



CERTIFICATE

Agency Name Texas Appraiser Licensing and Certification Board

Pursuant to Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required under Government Code, Sections 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge



Signature

Chelsea Buchholtz

Printed Name

Executive Director

Title

5/27/2026

Date

Board or Commission Chair



Signature

R. Chance Bolton

Printed Name

Board Chair

Title

5/27/2026

Date



CERTIFICATE

Agency Name Texas Real Estate Commission

Pursuant to Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the Artificial Intelligence training required under Government Code, Sections 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge

A handwritten signature in blue ink that reads "Chelsea Buchholtz".

Signature

Chelsea Buchholtz

Printed Name

Executive Director

Title

5/28/2026

Date

Board or Commission Chair

A handwritten signature in black ink that reads "Mark Woodroof".

Signature

Mark Woodroof

Printed Name

Commission Chair

Title

5/28/2026

Date

