



Strategic Plan
Fiscal Years 2023 to 2027

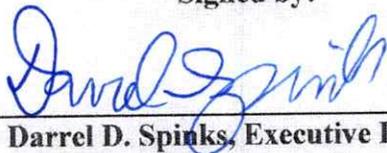
by

The Texas Behavioral Health Executive Council

Board Member Name	Dates of Term	Hometown
Gloria Canseco, M.A., Chair	9/1/19 – 2/1/25	San Antonio
John K. Bielamowicz	2/1/22 – 2/1/24	Waxahachie
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Mark Cartwright, Ph.D.	2/1/22 – 2/1/23	Dallas
George Francis, IV	9/1/19 – 2/1/23	Georgetown
Steven Hallbauer	10/21/20 – 2/1/23	Richardson
Asia Rodgers	2/1/22 – 2/1/24	Fort Worth
Jeanene L. Smith, M.A.	2/1/22 – 2/1/24	Austin
Christopher S. Taylor, Ph.D.	2/1/22 – 2/1/24	Hurst

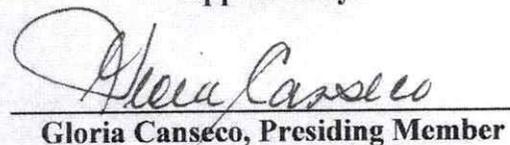
June 1, 2022

Signed by:



Darrel D. Spinks, Executive Director

Approved by:



Gloria Canseco, Presiding Member

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Strategic Plan

Agency Mission

The mission of the Texas Behavioral Health Executive Council (“Council”) is to protect and promote the welfare of the people of Texas by ensuring that behavioral health services and social work practice are provided by qualified and competent practitioners who adhere to established professional standards. This mission is derived from the duly enacted statutes governing each regulated profession, as well as the law creating the Council, and supersedes the interest of any individual or special interest group.

Agency Philosophy

Acting in accordance with the highest standards of ethics, accountability, efficiency, and openness, the Council approaches its mission with a deep sense of purpose and responsibility, and affirms that the regulation of behavioral health services and social work practice is a public trust. The Council assumes a proactive leadership role in this regard and pledges to carry out its mission in an efficient, innovative, collaborative, and equitable manner.

The following are the key functions utilized by the Council to carry out its mission and philosophy:

1. Licensing. Establishing educational, experience, and examination requirements for licensure, and requiring renewal of licensure with an appropriate amount of continuing education.
2. Enforcement. Establishing professional standards for the practice of marriage and family therapy, professional counseling, psychology, and social work, as well as investigating and enforcing compliance with the requirements of the various laws affecting each profession in Texas.
3. Providing Information. Serving as a source of information to the public, the profession, and governmental entities, as well as adhering to all mandated reporting requirements under state and federal law.

Agency Goals and Action Plan

Operational Goal #1: Retain and Recruit an Effective Workforce

A priority goal of this agency must be to retain and recruit an effective workforce and reduce employee turnover. An effective workforce is essential to carry out the agency's mission and adhere to its philosophy of accountability, efficiency, and transparency.

The objective behind this goal is to reduce the agency's annual turnover rate from 21.1%¹ to 10% or less, and thereby retain the institutional knowledge and regulatory acumen needed to successfully carry out our mission.

Specific Action Items Necessary in Achieving Goal

Request Additional Funding for Salary Increases. State agencies must work toward maintaining staff salary parity with both the public and private sectors to be able to recruit and retain effective employees. As a result, the Council intends to request additional funding through its legislative appropriations request (LAR) to ensure it can offer competitive market salaries that are reflective of the education, experience, and skills needed to perform the agency's work. Additionally, the Council intends to seek funding for those current employees whose skillset and productivity warrants an increase over and above the market salary for the position.

To illustrate the importance of this action item, *better pay/benefits* was listed in the top three reasons for leaving state employment in the SAO report cited in footnote 1 below and was a primary factor in 40% of the voluntary separations from the Council in fiscal year 2021. Furthermore, the concept of increasing salaries to reduce turnover is not novel. The legislature has used this tactic in the past with success, as evidenced by the Legislative Budget Board's Staff Report² confirming targeted salary increases do in fact reduce voluntary separations.

Request Additional Funding for Staff Training. Employee development and training (beyond internal cross-training) is essential to an agency's workforce being able to carry out its mission. Agencies must invest in development and training if they seek to improve employees' knowledge and skills; encourage engagement and innovation; prepare employees for higher responsibilities; and demonstrate that employees are valued by the agency.

The Council anticipates that by providing employee development and training, it will receive a good return on its investment in the form of reduced turnover, greater job satisfaction among employees, increased innovation, and a more effective and efficient workforce. Moreover, given the difficulty of recruiting new employees in the current highly competitive labor market, the Council believes increased emphasis should be placed on retaining existing employees. Thus,

¹ SAO's Report No. 22-702, Annual Report on Classified Employee Turnover for Fiscal Year 2021

² LBB Staff Report No. 4830, Overview of the Effectiveness of Targeted Pay Raises

the Council intends to seek additional funding through its LAR for employee development and training.

Increased Executive Leadership Development. The Council has adopted its *Executive Leadership Succession Plan* whereby the Executive Director, General Counsel, Chief Financial Officer, Director of Operations, and Licensing and Enforcement Managers are required to identify the employees under their charge who they believe have the skills and capabilities to temporarily take on their roles and responsibilities in the event of their incapacity or unavailability. These executive staff are tasked with ensuring that capable employees under their charge are acquainted with their authority and responsibility should succession be necessary. Executive staff are required to utilize mentoring, job shadowing, coaching, and training to prepare their potential successors for the responsibilities of their position should the need arise.

While the succession plan contemplates the need for a temporary successor for each executive level staff position, the training required under the succession plan will also serve to prepare non-executive level staff for assuming executive responsibilities at some point in the future. This should result in reduced turnover, greater job satisfaction, increased responsibility and innovation, and greater effectiveness and efficiency among non-executive level staff, as well as demonstrate the Council's commitment to providing a career ladder for deserving employees.

Description of How Goal Supports Statewide Objectives

The Council's workforce recruitment and retention goal supports each of the following statewide objectives:

1. Accountable to tax and fee payers of Texas.

The Council's workforce retention and recruitment efforts are accountable to the citizenry of Texas through the biennial appropriations process, where expenditures and requests for additional funds are subject to review and questioning from members of the legislature, LBB staff, and the Budget and Policy Division of the Office of the Governor.

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

Reduced employee turnover is the natural consequence of paying competitive salaries and agency efforts to improve employees' knowledge and skills; encourage engagement and innovation; prepare employees for higher responsibilities; and acknowledge the value that committed employees bring to their employer. These factors serve to inspire a more effective and efficient workforce and reduce the likelihood of having to spend time recruiting and training replacement employees in a highly competitive labor market instead of focusing on the agency's mission.

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

The recruitment and retention of an effective workforce is essential for the agency to carry out its mission and meet its performance measures. Employee turnover reduces the number of available personnel that can be moved, either permanently or temporarily, to address shortcomings in meeting performance measure targets.

4. Attentive to providing excellent customer service.

The recruitment and retention of an effective workforce is essential to ensuring the agency has the staffing available to meet customer service needs.

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

The Council's expenditures and requests for funding are set forth in its LAR, operating budget, and quarterly budget reports, all of which are publicly available via the Council's website.

Operational Goal #2: Maintain an Effective and Efficient Licensing Program

An important goal of this agency is to:

1. establish and maintain educational, experience, and examination requirements for licensure; and
2. require biennial renewal of licensure with an appropriate amount of continuing education in accordance with the best practices suggested by the professions.

The objective behind this goal is to protect the public by maintaining a quality program of examination and licensure to ensure the initial and continuing professional character and competence of providers within the mental health professions regulated by the agency.

Specific Action Items Necessary in Achieving Goal

Recruit, Develop, and Retain Effective Licensing Staff. For purposes of brevity and to avoid undue repetition, the Council hereby incorporates by reference, as if set forth verbatim herein, its action items found under Operational Goal #1.

The Council also intends to make greater utilization of licensure data to track and improve efficiencies and distribution of the workload across licensing staff with an aim toward reducing turnover and improving job satisfaction.

Continue Reviewing and Refining Rules to Achieve Maximum Efficiency. The Council commits to continuing to explore possible rule changes needed to ensure administrative consistency, address good governance concerns, and guard against anticompetitive impacts to the marketplace. In doing so, the Council and its member boards can thereby give greater effect to both the express intent and spirit behind H.B. 1501 (86th Legislature) and Sunset management

actions, while also achieving greater administrative efficiency and reduction in costs to both the state, applicants, and licensees.

Expanded Use of Online Self-service Technology. Public sector organizations generally look to IT to provide value as a foundational business component of providing quality services to the citizens they serve and the employees they support. Managing IT within state government requires balancing traditional daily operations, citizen expectations, efficiency measures, and security against budget constraints. In a constantly changing technology environment, agencies have to be cost efficient, yet innovative; measured, yet responsive; operational, yet visionary.

The Council recognizes that it must adapt planning and governance processes to the emerging world of 24/7 access to government to meet the needs of our mobile citizenry and intends to take advantage of advancements in technology, programming, and third-party services, wherever feasible, to provide the public with improved responsiveness and accessibility.

To that end, the Council intends to explore updates and changes to its website based upon customer feedback; continue exploring ways to better utilize and improve the agency's online licensing system; and explore the use of an online compliance management service for continuing education activities.

Description of How Goal Supports Statewide Objectives

The Council's licensing program functions support each of the following statewide objectives:

1. Accountable to tax and fee payers of Texas.

The Council's licensing functions are accountable to the tax and fee payers of Texas not only through the biennial legislative process, but also by virtue of the accessible nature of agency officials and staff, the Sunset Review Process, the rule review processes mandated by Sections 2001.032 and .039 of the Government Code, the right to petition for rulemaking, the Council's unique rulemaking process, and the right to seek review of a denial of licensure at SOAH. The Council also remains accountable by virtue of an individual's right to petition both state and federal courts for any relief allowed under law.

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

The Council supports this statewide objective by meeting or exceeding its performance measures in its licensing functions. Performance measures are set by the agency, but must be approved by the Legislative Budget Board and the Governor's Office of Budget and Policy to ensure they serve the following purposes³:

³ Guide to Performance Measure Management, 2012 Edition, Report No. 12-333, published by the SAO, LBB, and GOBPP.

- They are monitoring tools to help guide government and make it accountable to the taxpayer;
- They indicate how progress toward agency goals and objectives is measured;
- They are used by decision-makers when allocating resources and determining appropriation levels; and
- They are intended to help focus agency efforts on achieving priority goals and objectives.

The performance measures utilized by the Council to ensure maximum results in its licensing functions with minimum waste of taxpayer funds are:

Outcome Measures:

- Percent of Licensees with No Recent Violations

Output Measures:

- Number of New Licenses Issued to Individuals
- Number of Licenses Renewed (Individuals)

Efficiency Measures:

- Average Time to Process Applications

Explanatory Measures:

- Total Number of Individuals Licensed

By way of example of the results achieved by the Council in its licensing program, the FY2022 targets for the number of new licenses issued and average time to process applications is 7,800 and 60 days respectively, and the Council is currently on track to meet or exceed both of these targets.

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

For purposes of brevity and to avoid undue repetition, the Council hereby incorporates by reference, as if set forth verbatim herein, its response to Statewide Objective #2 above.

Additionally, the Council continually looks for ways to improve efficiencies within its licensing function. By way of example, the Council created an hoc Standardization Committee to identify existing rules that can be standardized across the Council's regulatory programs and to then provide the Council and member boards with draft standardized language for those rules.

4. Attentive to providing excellent customer service.

The Council provides clear direction in its rules, website, and application materials for individuals seeking licensure and members of the general public, and has staff available to answer questions by email or telephone.

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

For purposes of brevity and to avoid undue repetition, the Council hereby incorporates by reference, as if set forth verbatim herein, its response to Statewide Objective #4 above.

Other Relevant Considerations

Texas, the second most populous state, was among the nation's fastest-growing states between 2010 and 2020, with an estimated increase of 16% as reported by the U.S. Census Bureau. Between 2022 and 2029, the resident population of Texas is projected to increase by a staggering 8.6%.

According to the *2017-2022 Texas State Health Plan* published by the Statewide Health Coordinating Council (SHCC):

Nationally, 46.4% of adults experience mental illness in their lifetime and 26.2% of adults experience mental illness annually. On an annual basis, 5.8% of adults in the US experience a serious mental illness (Hogg Foundation for Mental Health, 2011). Moreover, the aging of the US population requires behavioral health services with special knowledge and skills (Hoge, Stuart, Morris, Flaherty, Paris, & Goplerud, 2013).

The plan goes on to say that:

Nationwide, 39 percent of persons with mental illness and 10.8 percent of persons with substance abuse issues receive the mental health treatment they need (Hoge, et al., 2013). A national study conducted by the Center for Studying Health System Change found that 66.8 percent of primary care physicians were unable to refer their patients to high quality mental health specialists. This is a far higher rate of unavailability than those seen for other specialty referrals, nonemergency hospital admissions, or high quality imaging services (between 17 percent and 34 percent). The study attributed unavailability to either inadequate health insurance coverage or a shortage of mental health providers (Cunningham, 2009).

Workforce-based explanations for a lack of mental health and substance abuse providers at-large generally focus on insufficient numbers of mental health providers, high turnover (a national average of 18.5 percent annually), low compensation, minimal diversity, and the need for accelerated adoption of new evidence-based treatments (Hoge, et al., 2013).

While it is difficult to accurately estimate the number of people who receive behavioral health services in this state due to confidentiality laws, we do know that licensees of this Council provide services to individuals in many venues, including public schools, private practice, organizational settings, court proceedings, as well as in many governmental facilities.

We also know that despite the following increases in licensee numbers, Texas still has fewer behavioral health providers per capita than the national average⁴:

Licensed Marriage and Family Therapists:

- 11.2% increase since 2015 and a 16.4% increase since 2010

Licensed Professional Counselors:

- 31.6% increase since 2015 and a 70.1% increase since 2010

Licensed Psychologists, Licensed Psychological Associates, and Specialists in School Psychology:

- 11% increase since 2015 and a 27% increase since 2010
- 14.1% decrease since 2015 and a 23.8% increase since 2010
- 14.1% increase since 2015 and a 32.9% increase since 2010

Licensed Baccalaureate, Master, and Clinical Social Workers:

- 17.1% decrease since 2015 and an 8.8% decrease since 2010
- 20.9% increase since 2015 and a 70.8% increase since 2010
- 23.4% increase since 2015 and a 59.4% increase since 2010

Furthermore, according to the U.S. Department of Labor, Bureau of Labor Statistics, employment of behavioral health providers is expected to be much faster than the average for all occupations through 2028.

Licensed Professional Counselors:

Employment of substance abuse, behavioral disorder, and mental health counselors is projected to grow 23 percent from 2020 to 2030, much faster than the average for all occupations. Employment growth is expected as people continue to seek addiction and mental health counseling.⁵

Licensed Marriage and Family Therapists:

Employment of marriage and family therapists is projected to grow 16 percent from 2020 to 2030, much faster than the average for all occupations. Growth is expected

⁴ Health Professions Resource Center, Trends, Distribution, and Demographics of Selected Health Professions in Texas, 2020

⁵ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Substance Abuse, Behavioral Disorder, and Mental Health Counselors, at <https://www.bls.gov/ooh/community-and-social-service/substance-abuse-behavioral-disorder-and-mental-health-counselors.htm> (visited April 19, 2022).

due to the increasing use of integrated care, which is a treatment of multiple problems at one time by a group of specialists⁶.

Licensed Psychologists:

Employment of psychologists is projected to grow 8 percent from 2020 to 2030, about as fast as the average for all occupations. Much of the growth is expected to result from the need to replace workers who transfer to different occupations or exit the labor force, such as to retire⁷.

Licensed Social Workers:

Overall employment of social workers is projected to grow 12 percent from 2020 to 2030, faster than the average for all occupations. Employment growth will be driven by increased demand for healthcare and social services, but will vary by specialization.⁸

Thus, while the number of providers licensed by this agency has increased steadily over the years and is expected to continue growing according to federal government projections, demand is also expected to continue exceeding supply. In response thereto, the Council will continue its efforts to reduce unnecessary and burdensome regulations and improve efficiencies in an effort to remediate the mental health workforce shortage and increase the number of licensed providers available to the public.

Operational Goal #3: Maintain an Effective and Efficient Enforcement Process

An important goal of this agency is enforcement of the standards for the ethical practice of marriage and family therapy, counseling, psychology, and social work, as well as the enforcement of related laws governing the delivery of behavioral health services in Texas.

The objective behind this goal is to protect the public by investigating complaints and monitoring compliance with the various laws governing the practice of marriage and family therapy, counseling, psychology, and social work in Texas, and taking action to limit, restrict, or revoke the authority to practice those disciplines if it is determined that a licensee poses a danger to the public.

⁶ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Marriage and Family Therapists, at <https://www.bls.gov/ooh/community-and-social-service/marriage-and-family-therapists.htm> (visited April 19, 2022).

⁷ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Psychologists, at <https://www.bls.gov/ooh/life-physical-and-social-science/psychologists.htm> (visited April 19, 2022).

⁸ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Social Workers, at <https://www.bls.gov/ooh/community-and-social-service/social-workers.htm> (visited April 19, 2022).

Specific Action Items Necessary in Achieving Goal

Recruit, Develop, and Retain Effective Enforcement Staff. For purposes of brevity and to avoid undue repetition, the Council hereby incorporates by reference, as if set forth verbatim herein, its action items found under Operational Goal #1.

The Council also intends to make greater utilization of enforcement data to track and improve efficiencies and distribution of the workload across enforcement and legal staff with an aim toward reducing turnover and improving job satisfaction.

Continue Reviewing and Refining Rules to Achieve Clarity, Fairness, and Public Protection. The Council commits to continuing to explore rule changes needed to protect against incompetence or malfeasance on the part of licensed providers while also ensuring a fair investigatory process that comports with statutory and constitutional notions of due process.

Expanded Use of Online Self-service Technology. Public sector organizations generally look to IT to provide value as a foundational business component of providing quality services to the citizens they serve and the employees they support. Managing IT within state government requires balancing traditional daily operations, citizen expectations, efficiency measures, and security against budget constraints. In a constantly changing technology environment, agencies have to be cost efficient, yet innovative; measured, yet responsive; operational, yet visionary.

The Council recognizes that it must adapt planning and governance processes to the emerging world of 24/7 access to government to meet the needs of our mobile citizenry and intends to take advantage of advancements in technology, programming, and third-party services, wherever feasible, to provide the public with improved responsiveness and accessibility.

To that end the Council intends to explore the use of an online self-service application for filing complaints that will provide greater transparency to complainants and respondents alike.

Description of How Goal Supports Statewide Objectives

The Council's licensing program functions support each of the following statewide objectives:

1. Accountable to tax and fee payers of Texas.

The Council's enforcement functions are accountable to the tax and fee payers of Texas not only through the biennial legislative process, but also by virtue of the accessible nature of agency officials and staff, Sunset Review Process, the rule review processes mandated by Sections 2001.032 and .039 of the Government Code, the right to petition for rulemaking, the Council's unique rulemaking process, the right to a public hearing at SOAH in a contested case, and the right to seek review by a state court of any sanction imposed by the Council. The Council also

remains accountable by virtue of an individual's right to petition both state and federal courts for any relief allowed under law.

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

The Council supports this statewide objective by meeting or exceeding its performance measures in its enforcement functions. Performance measures are set by the agency, but must be approved by the Legislative Budget Board and the Governor's Office of Budget and Policy to ensure they serve the following purposes:

- They are monitoring tools to help guide government and make it accountable to the taxpayer;
- They indicate how progress toward agency goals and objectives is measured;
- They are used by decision-makers when allocating resources and determining appropriation levels; and
- They are intended to help focus agency efforts on achieving priority goals and objectives.

The performance measures utilized by the Council to ensure maximum results in its enforcement functions with minimum waste of taxpayer funds are:

Outcome Measures:

- Percent of Documented Complaints Resolved Within 6 Months

Output Measures:

- Complaints Resolved
- Number of Complaints Pending

Efficiency Measures:

- Average Time for Complaint Resolution

Explanatory Measures:

- Number of Complaints Received

By way of example of the results achieved by the Council in its enforcement program, the FY2022 targets for the number of complaints pending and average time for complaint resolution is 1,000 and 750 days respectively, and the Council is currently on track to meet or exceed both of these targets.

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

For purposes of brevity and to avoid undue repetition, the Council hereby incorporates by reference, as if set forth verbatim herein, its response to Statewide Objective #2 above.

4. Attentive to providing excellent customer service.

The Council provides clear direction on filing and responding to complaints and information about the investigatory process in its rules and on its website. Additionally, agency staff are available to answer questions by email or telephone.

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

For purposes of brevity and to avoid undue repetition, the Council hereby incorporates by reference, as if set forth verbatim herein, its response to Statewide Objective #4 above.

Operational Goal #4: Providing Information in a Timely and Efficient Manner

Another important operational goal of this agency is providing information to the public, the profession, and governmental entities, as well as adhering to all mandated reporting requirements under state and federal law.

The objective behind this goal is to protect the public by serving as a resource for individuals or entities inquiring about the marriage and family therapy, counseling, psychology, or social work professions in general, as well as individual licensees. This objective also extends to providing information to lawmakers, officials, and other governmental entities when requested or required by law, to assist them in carrying out important governmental functions.

Specific Action Items Necessary in Achieving Goal

For purposes of brevity and to avoid undue repetition, the Council hereby incorporates by reference, as if set forth verbatim herein, its action items found under Operational Goal #1.

Description of How Goal Supports Statewide Objectives

- 1. Accountable to tax and fee payers of Texas.**
- 2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.**
- 3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.**
- 4. Attentive to providing excellent customer service.**

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

The Council's information resource functions are accountable to the tax and fee payers of Texas not only through the biennial legislative process, but also by virtue of the accessible nature of agency officials and staff, Sunset Review Process, the rule review processes mandated by Sections 2001.032 and .039 of the Government Code, and the Council's unique rulemaking process. Furthermore, Chapter 507 of the Occupations Code and the Public Information Act, as well as several other transparency laws applicable to the Council, grant broad access to virtually all agency records and information at rates established by the Office of the Attorney General. The Council also remains accountable by virtue of an individual's right to petition both state and federal courts for any relief allowed under law.

The Council provides clear direction in its rules and on its website about the information it maintains that is publicly available. A good measure of the Council's effectiveness in carrying out this operational goal can be found in its report on customer service, and by reviewing the reports submitted by the Council to the [OAG Open Records Reporting Portal](#), the [NPDB](#), and the [Office of the Attorney General, HB300 Reporting Portal](#).

Redundancies and Impediments

The Council’s functions do not overlap or duplicate those of another state or federal agency, and no other agency stands equipped to regulate the professions of marriage and family therapy, professional counseling, psychology, or social work given the long standing history and institutional knowledge acquired by this agency through its member boards.

Services, Statutes, Rules, or Regulations which are Redundant or Impede Effectiveness/Efficiency	Description of how the Service, Statute, Rule or Regulation Results in Inefficient or Ineffective Agency Operations	Agency Recommendations for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
Tex. Occ. Code Ann. §507.206(a)	This law does not include the Council’s General Counsel as one of the individuals who may issue a subpoena on behalf of the agency. This results in the General Counsel having to request issuance of a subpoena from the Executive Director or Council Chair, despite the General Counsel being better situated to understand the evidentiary needs in a case.	Amend Tex. Occ. Code Ann. §507.206(a) to include the Council’s General Counsel as one of the individuals who may issue a subpoena on behalf of the agency.	Attorneys already have authority to issue subpoenas in civil litigation pursuant to Tex. R. Civ. P. 176, and given that the Council’s General Counsel is trusted to render legal advice to the Council, it only seems reasonable to entrust that same individual with the power to issue a subpoena on behalf of the Council in disciplinary proceedings.
Tex. Health and Safety Code Ann. §611.0045(b)	HIPAA, 45 C.F.R. §164.524(a)(3)(i), sets forth a higher standard for withholding information from a patient than Tex. Health & Safety Code Ann. §611.0045(b). Pursuant to HIPAA, 45 C.F.R. §160.203, a state law which is contrary to HIPAA’s provisions is preempted, and according to the <i>Preemption Analysis of Texas Laws Relating to the Privacy of Health Information & the Health Insurance</i>	The Council believes that Section 611.0045(b) of the Health and Safety Code should be amended to reflect the standard for withholding records under HIPAA, 45 C.F.R. §164.524(a)(3)(i).	Such a change would bring state law into alignment with federal healthcare privacy laws, and avoid confusion by the public and healthcare providers in this state.

Services, Statutes, Rules, or Regulations which are Redundant or Impede Effectiveness/Efficiency	Description of how the Service, Statute, Rule or Regulation Results in Inefficient or Ineffective Agency Operations	Agency Recommendations for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
	<p><i>Portability & Accountability Act & Privacy Rules (HIPAA)</i> (November 1, 2004) (Tex. Att’y Gen.), the standards for withholding patient information set forth in §611.0045(b) are preempted by federal law.</p> <p>The Council is concerned that the different standards set forth in state and federal law may serve to confuse licensees and the public when faced with situations where records are being withheld, or where a practitioner seeks to withhold records.</p>		
Open Meetings Act, Chapter 551, Government Code	During the COVID-19 disaster, state agencies successfully conducted important state business via teleconferencing that allowed them to make decisions, preserve public participation, and do it at a lower cost than tradition in-person meetings.	Amend the Open Meetings Act in a manner similar to the temporary suspensions referenced in the OOG’s March 16, 2020 press release entitled “Governor’s Office Clears Path for Government Bodies to Meet Telephonically or by Videoconference During Coronavirus Disaster” so that telephone and video conference meeting options become routine for state agencies if they choose to exercise that option.	Such a change would maintain governmental transparency while preserving important open-meeting protections, increase public participation in meetings, reduce personal and economic burdens on board and council members by reducing time away from their families and jobs, and significantly decrease travel costs for agencies.
Section 501.411 of the Occupations Code.	The Council lacks clear or express authority to offer remedial plans (or other non-disciplinary dispositions) for individuals licensed under Chapters	Expand Section 501.411 to include all license types under the Council’s jurisdiction and relocate the section to Chapter 507 of the Occupations Code.	Such a change will solidify the Council’s use of non-disciplinary dispositions for individuals licensed under Chapters 502, 503, and 505 of the

Services, Statutes, Rules, or Regulations which are Redundant or Impede Effectiveness/Efficiency	Description of how the Service, Statute, Rule or Regulation Results in Inefficient or Ineffective Agency Operations	Agency Recommendations for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
	502, 503, and 505 of the Occupations Code.		Occupations Code and ensure efficiency in the investigation and disposition of complaints involving low-level violations by first-time offenders.
Section 503.302(a)(4) of the Occupations Code	The statute expressly requires at least 3,000 hours of supervised experience in a counseling setting, but does not provide for a method for determining substantial equivalency. As a result, applicants who have less than 3,000 hours are required to obtain additional supervised experience, regardless of whether they have experience that is substantially equivalent, before they can become eligible for full licensure.	Amend Section 503.302(a)(4) to authorize the Council to accept training or experience that is, either in whole or in part, substantially equal to the requisite 3,000 hours.	Such a change will ensure those applicants who have training or experience that is, either in whole or in part, substantially equal to 3,000 hours of supervised experience, are not denied licensure, but rather able to provide much-needed counseling services to the public.
Section 505.353(b)(3) of the Occupations Code	The statute requires an LCSW applicant to meet all other qualifications for licensure prior to being approved to sit for the clinical exam. This is problematic because it is inefficient to require the agency to approve applicants to sit for the exam only after all other licensure qualifications have been met. The Council believes that candidates should be allowed to sit for the clinical exam within 6 mos. of completing their supervised experience	Amend Section 505.353(b)(3) to read “a clinical social worker license if the applicant possesses a doctoral or master's degree in social work from an accredited graduate program approved by the executive council and meets the qualifications for clinical social work practice as determined by the executive council under this chapter. ”	Such a change will solidify the Council’s current process of allowing the exam owner/vendor to approve candidates to sit for the clinical exam within 6 mos. of completing their supervised experience requirements without first applying with the Council. The Council’s current process represents a significant improvement in the social work licensing program and is primarily responsible for resolving

Services, Statutes, Rules, or Regulations which are Redundant or Impede Effectiveness/Efficiency	Description of how the Service, Statute, Rule or Regulation Results in Inefficient or Ineffective Agency Operations	Agency Recommendations for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
	<p>requirements without having to first apply with the Council. Furthermore, the entity that owns and administers the exam is equally, if not better suited to approve candidates for this exam.</p>		<p>the licensing backlog inherited from HHSC.</p>
<p>Section 502.254(b) of the Occupations Code</p>	<p>The statute requires an individual wanting to sit for the licensure exam to apply with the Council in order to be approved to sit for the exam. This is problematic because it is both inefficient and more costly (for applicants) to require individuals to apply for licensure to sit for the licensing exam. Furthermore, the owner of the exam is equally, if not better suited to approve candidates for this exam.</p>	<p>Repeal Section 502.254(b) and amend Section 502.252(b)(3) to read: “<u>pay any examination fee and</u> pass the license examination and jurisprudence examination determined by the board;”</p>	<p>Such a change would allow the Council to streamline the licensing process for marriage and family therapist even further and reduce costs to exam candidates. The reduction in costs would come from those individuals who are unable to pass the licensing exam not having to pay the agency’s application fee simply to obtain approval to sit for the exam.</p>

Supplemental Schedules⁹

Schedule A: Budget Structure

Schedule B: Performance Measure Definitions

Schedule C: Historically Underutilized Business Plan

Schedule F: Agency Workforce Plan

Schedule H: Report on Customer Service and Compact with Texans

⁹ Only those schedules applicable to the agency have been included in the appendix.

GOAL 1

LICENSURE

Protect Public through Quality Program of Licensure

To protect the public by maintaining a quality program of examination and licensure to ensure the initial and continuing competency of professionals practicing marriage and family therapy, counseling, psychology, and social work.

Objective 1 – Ensure Standards Met

Ensure Practitioners Meet Standards for Licensure

To ensure that all practitioners meet required competency standards for the practice of marriage and family therapy, counseling, psychology, and social work.

Strategy 1 - Licensing

Operate Quality Program of Licensure

Operate a quality licensure program through an efficient and cost effective program of licensure, including education, experience and examination requirements, continuing education requirements and renewal requirements.

Outcome Measures

- 1) Percent of Licensees with No Recent Violations (**Key Measure**)

Output Measures

- 1) Number of New Licenses Issued to Individuals (**Key Measure**)
- 2) Number of Licenses Renewed (Individuals) (**Key Measure**)

Efficiency Measures

- 1) Average Time to Process Applications

Explanatory Measures

- 1) Total Number of Individuals Licensed

Strategy 2 – Texas.gov

Texas.gov (Estimated and Non-transferable)

Provide for the processing of occupational license, registrations, or permit fees through Texas.gov. Estimated and non-transferable.

GOAL 2

ENFORCEMENT

Protect the Public through Enforcement of Laws & Rules

Protect the public through enforcement of the laws and rules governing the practice of marriage and family therapy, counseling, psychology, and social work in Texas, and to ensure swift, fair and effective disciplinary action for violators, including re-education and/or rehabilitation of those violators.

Objective 1 – Ensure Compliance

Ensure All Practitioners Comply with Established Laws and Rules

Ensure that all practitioners comply with established law and rules.

Strategy 1 - Enforcement

Operate a Quality Investigation/Enforcement Program

In response to complaints concerning the practice of marriage and family therapy, counseling, psychology, and social work, operate a quality investigation and enforcement program consistent with the due process laws of Texas, in a timely manner and with a focus during enforcement on rehabilitation of the provider.

Outcome Measures

- 1) Percent of Complaints Resolved Resulting in Disciplinary Action
- 2) Recidivism Rate for those Receiving Disciplinary Action
- 3) Percent of Documented Complaints Resolved Within Six Months (**Key Measure**)

Output Measures

- 1) Number of Complaints Resolved (**Key Measure**)
- 2) Number of Complaints Pending

Schedule A: Budget Structure

Efficiency Measures

- 1) Average Time for Complaint Resolution (**Key Measure**)

Explanatory Measures

- 1) Jurisdictional Complaints Received (**Key Measure**)

GOAL 3

INDIRECT ADMINISTRATION

Objective 1

Indirect Administration

Strategy 1

Indirect Administration

GOAL 4

HISTORICALLY UNDERUTILIZED BUSINESS GOAL

The agency will establish and carry out a policy of government purchases encouraging inclusion of Historically Underutilized Businesses (HUBs).

Objective 1

To make a good faith effort to increase government purchases in HUB categories awarded annually in each fiscal year.

Strategy 1

Develop and implement a plan for increasing the use of HUBs.

Outcome Measure

- (1) Percent of total dollar value of commodities contracts awarded to HUBs.

Output Measures

- (1) Total Amount HUB Purchases
- (2) Total HUB Vendors Used

SCHEDULE B

Strategic Plan

Performance Measure Definitions

LICENSING STRATEGY

OUTCOME MEASURE

(1) Percent of Licensees with No Recent Violations

Short Definition: The percent of the total number of individuals holding a license at any point during the current reporting period or preceding two years, who have not incurred a violation within that same time period.

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

Source/Collection of Data: This measure is calculated from reports generated from the agency's licensing/enforcement system by the Chief Financial Officer which show the names of the persons who have received disciplinary action from the Board for the past three years. The total number of licensees is obtained from the system at the end of the reporting period by the Chief Financial Officer.

Method of Calculation: The total number of individuals holding a license at any point during the current reporting period or preceding two years, who have *not* incurred a violation within that same time period divided by the total number of individuals currently licensed by the agency. The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. The denominator is the total number of licensees at the end of the reporting period. The result is multiplied by 100 to achieve a percentage.

Data Limitations: The agency has no control over the number of individuals who will incur violations in any given year. The agency has no control over the number of individuals who meet the requirements for licensure and or licensees who choose to renew their licenses each year.

Calculation Type: Non-cumulative.

New Measure: No

Desired Performance: Higher than target.

OUTPUT MEASURES

(1) Number of New Licenses Issued to Individuals

Short Definition: The number of licenses issued to individuals during the reporting period.

Purpose/Importance: A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure. This measure is a

primary workload indicator which is intended to show the number of persons who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

Source/Collection of Data: This measure is calculated by the Chief Financial Officer using reports obtained from the agency's licensing system which list the number of individuals receiving new licenses by type of license during the reporting period. These reports are generated after the end of the reporting period. The system includes on the reports lists of only those persons who received licenses during the reporting period. The system calculates the totals in each report. The totals are then manually added.

Method of Calculation: This measure counts the total number of licenses issued to individuals during the reporting period, regardless of when the application was originally received. Only new licenses are counted. Licensees who upgrade to a new license type, but keep their current license number, are also counted as new.

Data Limitations: The agency cannot predict how many individuals will apply to become licensed, meet the qualifications and pass the exam(s) in any given quarter. There are other uncontrollable variables such as the timing of the receipt of an application, the Board meeting dates, and the exam dates which also factor into the number of licenses that will actually be issued during a quarter.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target.

(2) Number of Licenses Renewed (Individuals)

Short Definition: The number of licensed individuals who renewed their license during the current reporting period.

Purpose/Importance: Licensure renewal is intended to ensure that persons who want to continue to practice in their respective profession satisfy current legal standards established by statute and rule for professional education and practice. This measure is intended to show the number of licenses that were issued during the reporting period to individuals who currently held a valid license.

Source/Collection of Data: This measure is calculated by the Chief Financial Officer using a report which is generated from the agency's licensing system. This report gives the number of renewals that are issued during the reporting period. The report is generated after the close of the reporting period.

Method of Calculation: This measure is calculated by querying the agency's licensing database to produce the report of the total number of renewals which have been issued during the reporting period. If a licensee holds more than one type of license and renews both, they are counted as two renewals. Licensees who renew their Inactive status do not count in this calculation.

Data Limitations: None.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target.

EFFICIENCY MEASURES

(1) Average Time to Process Applications

Short Definition: The average time it takes to process a licensure application from date received to date approved to take required exams, or to license issuance date, whichever comes first, for the reporting period.

Purpose/Importance: This measure shows the agency's efficiency in processing a licensing application.

Source/Collection of Data: The Chief Financial Officer generates the Application Summary report from the licensing system for each license type. This report lists (1) the initial applications for exam approved during the reporting period, the dates they were received and the dates they were approved, and (2) the licenses issued during the reporting period, the dates the license applications were received and the dates the licenses were issued.

Method of Calculation: The report automatically calculates the number of calendar days that elapsed from receipt of an initial application for exam to the date of application approval, and then sums for all applications approved. Additionally, the report automatically calculates the number of calendar days that elapsed from receipt of a license application to the license issuance date, and then sums for all licenses issued. The total number of days from all calculations are manually added together to determine the numerator, and the denominator is determined by manually adding together the total number of exam applications approved and the total number of licenses issued. The numerator is then divided by the denominator to achieve an average.

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than target.

EXPLANATORY MEASURES

(1) Total Number of Individuals Licensed

Short Definition: Total number of individuals licensed at the end of the reporting period.

Purpose/Importance: The measure shows the total number of individual licenses currently issued which indicates the size of one of the agency's primary constituencies.

Source/Collection of Data: The Chief Financial Officer generates a report from the licensing system which provides the total, unduplicated number of individuals who hold licenses from this agency on the date that the report is run after the end of the reporting period.

Method of Calculation: The total unduplicated number of individuals licensed that is stored in the licensing database by the agency at the end of the reporting period. An individual who holds more than one license is counted only once. Individuals on inactive status are not included in the calculation for this measure.

Data Limitations: This information cannot be recaptured at a later time because the database changes daily and does not maintain a beyond one-day history file of current licenses.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than target.

ENFORCEMENT STRATEGY

OUTCOME MEASURES

(1) Percent of Complaints Resulting in Disciplinary Action

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

Purpose/Importance: This measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of complaints resolved. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the act and this measure seeks to indicate agency responsiveness to this expectation.

Source/Collection of Data: The Chief Financial Officer generates reports from the licensing/enforcement system which list the total number of complaints resolved by type of resolution during the reporting period.

Method of Calculation: 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 should be multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, suspensions, probation, revocation, and administrative fines on which the Board has acted.

Data Limitations: The agency has no control over the content of the complaints filed against licensees. This measure does not take into account complaints where there has been no violations or when there are multiple complaints for the same offense. Additionally, for cases that are referred to SOAH, the Board cannot assign disciplinary action if the administrative law judge does not recommend disciplinary action, except in certain limited circumstances.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than target.

(2) Recidivism Rate for Those Receiving Disciplinary Action

Short Definition: The number of repeat offenders at the end of the reporting period as a percentage of all offenders during the most recent three-year period.

Purpose/Importance: The measure is intended to show how effectively the agency enforces its regulatory requirements and prohibitions. It is important that the agency enforce its act and rules strictly enough to ensure consumers are protected from unsafe, incompetent and unethical practice by the registered or licensed professional.

Source/Collection of Data: The Chief Financial Officer uses previous performance report data to obtain the number of individuals receiving disciplinary actions during the current and preceding two fiscal years. The Chief Financial Officer generates a report

from the licensing/enforcement system that encompasses the current and preceding two fiscal years to list by name those licensees who have received disciplinary action. She then does a manual scan to see if any licensee has had more than one disciplinary action during this three year period.

Method of Calculation: The number of individuals against whom two or more disciplinary actions were taken by the Board within the current and preceding two fiscal years (numerator) is divided by the total number of individuals receiving disciplinary actions within the current and preceding two fiscal years (denominator). The result should be multiplied by 100 to achieve a percentage.

Data Limitations: None.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than target.

(3) Percent of Complaints Resolved within Six Months

Short 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/Importance: The measure is intended to show the percentage of complaints which are resolved within a reasonable period of time. It is important to ensure the swift enforcement of the Psychologists' Licensing Act, which is an agency goal.

Source/Collection of Data: The Chief Financial Officer obtains a report from the licensing/enforcement system which includes all the complaints resolved during the reporting period, the date they were received and the date they were resolved.

Method of Calculation: The report automatically calculates the number of days it took to resolve the complaint. The Chief Financial Officer manually counts those complaints that were resolved in 180 days or less from this report. That number (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: The agency has less control over the time required to resolve cases that are referred to SOAH for resolution. Also, the agency has no control over the complexity of the complaints it receives, which significantly impacts the length of the investigations.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than target.

OUTPUT MEASURE

(1) Number of Complaints Resolved

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

Purpose/Importance: The measure shows the workload associated with resolving complaints.

Source/Collection of Data: The Chief Financial Officer obtains a report from the licensing/enforcement system which lists the complaints resolved by resolution type during the reporting period.

Method of Calculation: The report provides the number of complaints resolved. The number of complaints resolved includes determinations that a violation did not occur. A complaint that after preliminary investigation is determined to be non-jurisdictional is not a resolved complaint.

Data Limitations: The agency cannot control the type or complexity of the complaints it receives. The more complex complaints require more investigation time and therefore fewer complaints may be resolved during any given time period.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target.

(2) Number of Complaints Pending

Short Definition: The total number of complaints received that have not completed the investigative and/or adjudication process at the end of the reporting period.

Purpose/Importance: This measure will provide the agency with the number of outstanding complaints.

Source/Collection of Data: The Chief Financial Officer obtains a report from the licensing/enforcement system which lists the complaints open, or pending, as of the last day of the reporting period. A complaint is not included if it has been closed (resolved) as a result of the investigative and/or adjudication process at the end of the reporting period.

Method of Calculation: This report provides the number of complaints pending. This report can be sorted by date received, by classification or by current status of complaint.

Data Limitations: The agency cannot control the type or complexity of the complaints it receives. The more complex complaints require more investigation time and therefore fewer complaints may be resolved during any given time period, thereby increasing the number of complaints pending.

Calculation Type: Non-Cumulative

New Measure: No

Desired Performance: Lower than target.

EFFICIENCY MEASURES

(1) Average Time for Complaint Resolution

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

Purpose/Importance: The measure shows the agency's efficiency in resolving complaints.

Source/Collection of Data: The Chief Financial Officer generates a report from the licensing/enforcement system which lists the complaints resolved during the reporting period, the dates they were received and the dates they were resolved.

Method of Calculation: This report automatically calculates the number of calendar days per complaint resolved that elapsed from receipt of a request for agency intervention to the date of final disposition of the complaint by the Board, and then sums for all complaints resolved. This number (numerator) is divided by the number of complaints resolved during the reporting period (denominator). The calculation excludes complaints determined to be non-jurisdictional of the agency's statutory responsibilities.

Data Limitations: The agency cannot control the time to resolve those cases which it has to refer to SOAH for resolution. SOAH sets its own schedules and the schedules of the responding attorneys for the licensees must be accommodated as well. Also, the agency cannot control the type or complexity of the cases it receives. The more complex complaints require more investigation and therefore take longer to resolve.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Lower than target.

EXPLANATORY MEASURE

(1) Number of Jurisdictional Complaints Received

Short Definition: The total number of complaints received during the reporting period which are within the agency's jurisdiction of statutory responsibility.

Purpose/Importance: The measure shows the number of jurisdictional complaints which helps determine agency workload.

Source/Collection of Data: The Chief Financial Officer generates a report from the licensing/enforcement system which lists all jurisdictional complaints received during the time period.

Method of Calculation: The agency sums the total number of complaints received only relative to their jurisdiction. It also keeps track of the total number of complaints that are not in its jurisdiction but does not use that figure in its calculation.

Data Limitations: The agency cannot control the number of complaints nor the type of complaints that it receives.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Lower than target.

HUB Plan for Fiscal Years 2022 and 2023

Agency/IHE Name:	Texas Behavioral Health Executive Council	
Agency/IHE Number:	510	

Agency-Specific HUB Goals	Fiscal Year 2022	Fiscal Year 2023
Heavy Construction	0.00%	0.00%
Building Construction	0.00%	0.00%
Special Trade Construction	0.00%	0.00%
Professional Services	0.00%	0.00%
Other Services	1.00%	1.00%
Commodities	50.00%	50.00%

GOALS SHOULD BE ADOPTED ANNUALLY
Texas Government Code, Sec. 2161.003. AGENCY RULES
Texas Government Code, Sec. 2161.123. STRATEGIC PLANNING
34 TAC 20.284 STATEWIDE ANNUAL HUB UTILIZATION GOALS
34 TAC 20.286 STATE AGENCY PLANNING RESPONSIBILITIES

Describe good faith efforts to meet HUB goals in fiscal years 2022 and 2023. The agency should describe the agency's outreach efforts, HUB program staffing, and any other relevant information to describe efforts to meet HUB goals established under Section 2161.123, Government Code.

This is a small state agency that was created by the Legislature effective 9/1/2019, with .5 FTEs. Beginning 9/1/2020 (its first full year of operations), the agency was authorized 64 FTEs. There are only 2 FTEs allocated to the following duties: human resources, purchasing, payroll, asset management, budget, performance measures, accounts payable and accounts receivable. The agency does not have purchases in following categories: Heavy Construction, Building Construction, Special Trade Construction, Professional Services. The agency does not have sub-contracts.

4-New Vendors: Number of vendors (prime and sub) utilized in fiscal year 2021 which were not used during the last 2 years.

Procurement Category	African American	Asian American	Hispanic American	Native American	Non-minority Woman	Disabled Veteran		Non-HUB	HUB Total
						Included in HUB Groups	Not Included in HUB Groups		
Heavy Construction									0
Building Construction	0	0	0	0	0	0	0	0	0
Special Trade Construction	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	0
Other Services	0	1	0	0	0	0	0	6	1
Commodities	1	0	0	0	3	0	0	8	4
Total	1	1	0	0	3	0	0	14	5

5- Sponsored or participated in local and statewide settings to encourage HUB participation in state procurement activities.

Event/Activity	Number of Events Hosted or Attended	
	Hosted	Attended
Economic Opportunity Forum	0	0
Annual Meeting/Setting	0	0
Advocacy Group Meeting (i.e., TAAACC, TAMACC, etc.)	0	0
Other (Training, Meet & Greets)	0	

6- Mentor-Protégé Program:

Active Mentor-Protégé Program	Ongoing	Added in Fiscal Year 2019
Number of Programs	0	0

7- HUB program staffing:

HUB Staffing	Allocated	Current
Staff size	0	0

8-Work Related Activities Conducted by HUB Program Staff:

HUB Program Personnel	% of Weekly Hrs. with HUB	% of Weekly Hrs. with Purchasing	% of Weekly Hrs. with Contract
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Schedule C: Historically Underutilized Business Plan

Staff -1			
Staff -2			
Staff -3			
Staff -4			
Staff -5			
Staff -6			
Staff -7			
Staff -8			
Staff -9			
Staff -10			
Staff -11			
Staff -12			

9- Justification for not reaching the intended goals and other remarks.

This is a small state agency that was created by the Legislature effective 9/1/2019, with .5 FTEs. Beginning 9/1/2020 (its first full year of operations), the agency was authorized 64 FTEs. There are only 2 FTEs allocated to the following duties: human resources, purchasing, payroll, asset management, budget, performance measures, accounts payable and accounts receivable. The agency does not have purchases in following categories: Heavy Construction, Building Construction, Special Trade Construction, Professional Services. The agency does not have sub-contracts.

4-New Vendors: Number of vendors (prime and sub) utilized in fiscal year 2020 which were not used during the last 2 years.

Procurement Category	African American	Asian American	Hispanic American	Native American	Non-minority Woman	Disabled Veteran		Non-HUB	HUB Total
						Included in HUB Groups	Not Included in HUB Groups		
Heavy Construction									
Building Construction									
Special Trade Construction									
Professional Services									
Other Services								3	
Commodities		1						6	1
Total	0	1	0	0	0	0	0	9	1

5- Sponsored or participated in local and statewide settings to encourage HUB participation in state procurement activities.

Event/Activity	Number of Events Hosted or Attended	
	Hosted	Attended
Economic Opportunity Forum	0	0
Annual Meeting/Setting	0	0
Advocacy Group Meeting (i.e., MOAs, TAAACC, TAMACC, etc.)	0	0
Other (Subcontractor Training & How to Do Business with	0	0

6- Mentor-Protégé Program:

Active Mentor-Protégé Program	Ongoing	Added in Fiscal Year 2020
Number of Programs	0	0

7- HUB program staffing:

HUB Staffing	Allocated	Current
Staff size	0	0

8-Work Related Activities Conducted by HUB Program Staff:

HUB Program Personnel	% of Weekly Hrs. with HUB	% of Weekly Hrs. with Purchasing	% of Weekly Hrs. with Contract
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Schedule C: Historically Underutilized Business Plan

Staff -1			
Staff -2			
Staff -3			
Staff -4			
Staff -5			
Staff -6			
Staff -7			
Staff -8			
Staff -9			
Staff -10			
Staff -11			
Staff -12			

9- Justification for not reaching the intended goals and other remarks.

The Texas Behavioral Health Executive Council was created by the Legislature effective 9/1/2019, with .5 FTE for FY 2020. The Executive Director was hired 3/1/2020, with all remaining staff authorized effective 9/1/2020 (FY 2021). Therefore, there was no purchasing staff or HUB coordinator for FY 2020. And since the agency was just created in FY 2020, there were no policies or HUB goals set.

WORKFORCE PLAN

Texas Behavioral Health Executive Council June 2022

Overview

History:

The Texas Behavioral Health Executive Council (“Council”) was created by H.B. 1501 2019 by the 86th Legislature. The enabling legislation for the Council is found in Chapter 507 of the Occupations Code.

Mission:

The mission of the Council is to protect and promote the welfare of the people of Texas by ensuring that behavioral health services and social work practice are provided by qualified and competent practitioners who adhere to established professional standards. This mission is derived from the duly enacted statutes governing each regulated profession, as well as the law creating the Council, and supersedes the interest of any individual or special interest group.

The Council accomplishes this mission through its regulation of marriage and family therapy, professional counseling, psychology, and social work by:

- ❑ Establishing educational, experience, examination, and continuing education requirements;
- ❑ Adopting professional standards for the practice of each profession;
- ❑ Investigating and enforcing compliance with the requirements of the statutes and rules governing each profession; and
- ❑ Serving as a source of information to the public, the professions, and governmental entities.

Goals and Objectives:

Licensure:

Objective: Ensure that practitioners meet required competency standards through 2027

Strategy: To operate a quality licensure program through an efficient and cost effective program of licensure, including education, experience, and examination requirements, continuing education requirements and renewal requirements.

Strategy: Provide for the processing of occupational license, registration, or permit fees through Texas.gov.

Enforcement and Laws and Rules:

Objective: Ensure that all practitioners comply with established law and rules through 2027.

Strategy: Operate a quality investigations/enforcement program in response to complaints concerning marriage and family therapy, professional counseling, psychology, and

social work practice consistent with the due process laws of Texas, in a timely manner and with a focus during enforcement on rehabilitation of the licensed provider.

Business Functions:

The Council is charged with regulating the practice of marriage and family therapy, professional counseling, psychology, and social work in the State of Texas. The Council reviews applications for licensure in accordance with its own rules and Chapters 501, 502, 503, 505, and 507 of the Occupations Code. The Council administers the jurisprudence examinations for each profession and approves most applicants to sit for the national examinations. There are 10 types of licensure available through the Council, excluding temporary and provisional licenses: Licensed Marriage and Family Therapist, LMFT Associate, Licensed Professional Counselor, LPC Associate, Licensed Psychological Associate, Licensed Psychologist, Licensed Specialist in School Psychology, Licensed Baccalaureate Social Worker, Licensed Master Social Worker, and Licensed Clinical Social Worker.

The Council investigates complaints and resolves them either by dismissal or disciplinary action. Disciplinary action ranging from reprimand to revocation is usually attained by agreed order.

The Council provides information about its functions and licensees to various segments of the public including insurance companies, health maintenance organizations, and individual consumers. The agency's website has become its primary means of conveying information to its licensees, as well as to all other entities seeking information about the Council and its operations.

Anticipated Changes to Mission, Strategies, and Goals for the Next Five Years:

The Council does not anticipate changes to its mission or strategic goals, objective, or strategies for the next five years, but does anticipate changes to its rules, policies, procedures, and workforce as a natural consequence to the evolving circumstances faced by a new agency.

Factors Expected to Result in Changes to the Agency:

Key economic, environmental, and other factors that may result in changes at the agency within the next five years:

- Potential for staff turnover if compensation packages do not remain competitive with other agencies or the private sector, or do not keep pace with cost-of-living increases;
- Additional requirements and reporting mandated by the legislature or other state or federal officials;
- Increasing demands on the agency and staff due to a greater need for more behavioral health providers within the state;
- Conscious and deliberate efforts by the Council and agency leadership to continually reassess agency operations, rulemaking, communications, etc., in an effort to improve the delivery of services to the public;
- Information technology increasingly used by the agency and other entities with which the agency interfaces;

- ❑ Significant reductions in state revenue projected by the Comptroller of Public Accounts;
- ❑ Customers demanding more timely services and greater access to agency functions and information; and
- ❑ Static funding for state agencies not identified as top priorities for state funding.

Supply Analysis

Current Workforce Analysis

Classified, Exempt, and Temporary Workers

The Council has authorization for a total of 68 classified employees as of June 1, 2022, with one 1 FTE, a Deputy Director I, who serves as the agency head. Of the remaining 67 positions, 10 are vacant.

Diversity

The workforce diversity for the agency is:

Gender		
Male	20	34%
Female	38	66%
Race/Ethnicity		
Hispanic	11	21%
Asian or Pacific Islander	4	7%
White	35	60%
Black	6	12%
Age		
Under 30	5	9%
30-39	19	33%
40-49	9	15%
50-59	17	29%
60+	8	14%
State Tenure¹		
Less than 2 years	18	31%
2 years or more but less than 5 years	11	19%
5 years or more but less than 10 years	9	16%
10 years or more but less than 15 years	8	14%
15 years or more but less than 20 years	3	5%
20 years or more but less than 25 years	3	5%
25 years or more	6	10%

¹ State tenure is being reported in lieu of agency tenure because the agency had only 1 FTE prior to September 1, 2020 when it assumed regulatory control over the professions under its jurisdiction. All staff have tenure of 2 years or less with the agency because it did not exist prior to September 1, 2019.

Percentage of Workforce Eligible to Retire:

As of 6/1/22 – 8.62%

As of 8/31/23 – 10.35%

Total Agency Turnover Rate:

The employee turnover rate for this agency was 21.1% for fiscal year 2021, slightly below the statewide turnover rate of 21.5%.

Projected Employee Turnover Rate During the Next Five Years:

The Council, having only been created as of September 1, 2019, cannot determine with any reasonable degree of certainty the turnover rate for staff within the next five years. However, the Council would estimate, based upon its employee turnover rate for fiscal year 2021, the statewide turnover rate², and the unemployment rate and highly competitive labor market in Texas, that its turnover rate will fall somewhere between 18% and 21% over the next five years.

Workforce Skills Critical to the Mission and Goals of the Council:

All agency staff must be proficient in the use of computers and other standard office equipment (e.g., copiers, scanners), as well as typical software programs and suites used in office environments. Examples include Microsoft Office 365 (e.g., Outlook, Word, Excel), Adobe, etc. Additionally, all agency staff must have excellent customer service skills because all staff are required in some way, to interact with stakeholders and members of the public which necessitates the ability to appreciate diversity and how it affects business processes.

Workforce Allocation:

See attached organizational chart.

Demand Analysis

Future Workforce Analysis

Expected Changes to the Workforce:

The Council anticipates changes to its future workforce due to the following factors.

- ❑ The trend of the legislature and other entities to place new mandates on the agency which increases the workload on staff.
- ❑ The current and projected need for more behavioral health practitioners due to the projected increase of the total population in the state.
- ❑ Increasing numbers of employees becoming eligible for retirement.
- ❑ Increasing use of automated or online technologies to enhance or improve agency efficiencies and public access.
- ❑ Turnover of staff caused by non-competitive compensation packages.

Future Workforce Skills Needed:

To continue to meet the Council's workload, legislative, and public needs, the agency must make better use of available budget/FTEs, cross-train within and outside of departments, establish

² SAO's Report No. 22-702, Annual Report on Classified Employee Turnover for Fiscal Year 2021

automated procedures to provide efficiency and streamline processes, improve both internal and external communications, prepare and plan for change in leadership as retirements or separations occur, and increase the use of technology throughout the agency.

With anticipated increased workload and to meet future workforce required skill sets, the Council must commit to developing the work skills of its current workforce, as well as recruiting individuals that possess the critical work skills necessary for the agency to carry out its mission.

GAP ANALYSIS

A comparison of the Council's workforce supply to the agency's workforce demand reveals that there are some areas of concern that need to be addressed.

- **Staff Turnover Due to Non-Competitive Salaries a Concern:** The agency's ability to carry out its mission depends heavily on the agency retaining its trained, experienced staff. The loss of seasoned staff to a new agency such as the Council, would have significant and pronounced negative effects on agency performance. Compensation packages which are not competitive with other agencies or the private sector increase the likelihood for employee turnover, and thus must be kept competitive where feasible.

Gap Strategy Development

Gap Strategy: Succession Planning

Staff Position Books

Positions at the agency should develop training manuals which include materials pertinent to each position including policies and procedures, as well as form letters, checklists, etc. These manuals are invaluable in training new staff and should be updated and added to as procedures in various areas change or are enhanced. These manuals assist with the standardization of agency functions, the cross-training of staff, and serve as valuable training resources for new staff.

Cross Training of Staff

When possible, staff are provided cross training for other positions within the agency. This is difficult to achieve because of the intricacies of each position and the resulting amount of time required to cross train for another position. Additionally, staff do not receive any kind of increased salary for cross training in other positions.

Gap Strategy: Employee Development

Staff Training

The agency hopes to assist all staff with improving their leadership, writing, and editing skills by sending them to various training opportunities. However, inadequate funding for staff development and limited training opportunities make it difficult to send all those in need to training.

Staff Involvement in Rulemaking and Policy Development

Opinions and input are sought from key staff persons before changes are made to rules, policies, and procedures. This allows the agency to make full use of the expertise of staff and facilitates both development and implementation of the changes by investing the staff in the success of the changes.

Gap Strategy: Retention of Staff

Flextime

The Council provides the options of flextime and the 4 day work week for most positions. However, at small state agencies alternative scheduling is inherently limited because the office must remain open each weekday from 8am to 5pm. Therefore, not all staff are able to participate in these alternate work schedules. Staff are informed of the availability of these options, as well as their limitations, before they are hired.

Telecommuting

The Council provides the options of telecommuting for most positions.

Promotion from Within

When a vacancy occurs in the agency, qualified internal staff are encouraged to apply for the position. Such upward mobility of staff provides added impetus to entry level staff to perform their duties to the best of their abilities.

Gap Strategy: Increased Use of Online Services

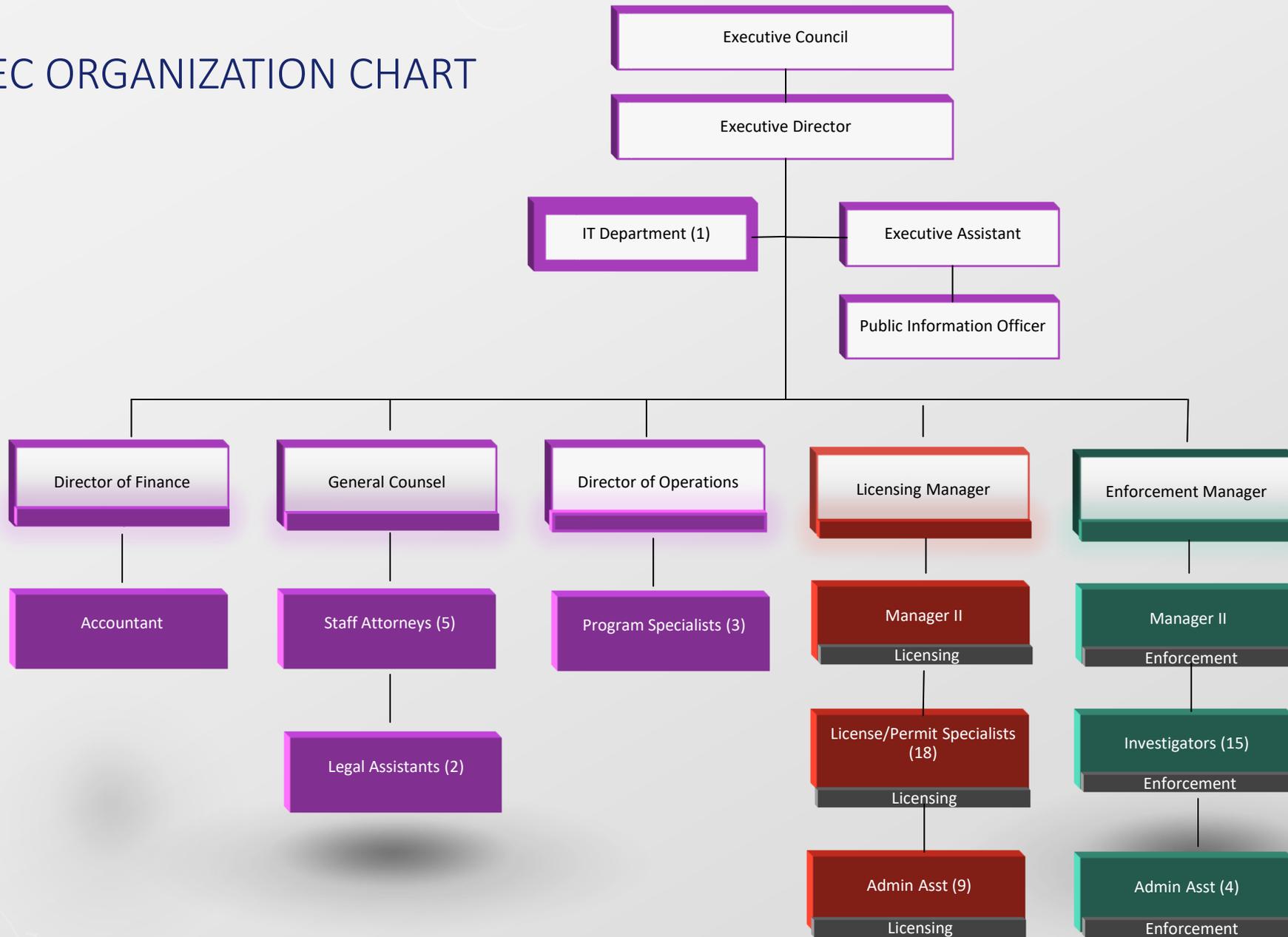
Enhanced Use of Board Website

The Council's website is the single most powerful tool for increasing efficiency and customer service that the Council has at its disposal. The Council is steadily working toward making its website a comprehensive source of information easily accessible by the public 24/7.

Gap Strategy: Legislative Appropriation Request

The Council will request additional funding through the legislative appropriations process for salary increases where needed to ensure a competitive compensation package for those staff identified as deserving a merit salary increase.

BHEC ORGANIZATION CHART





Report on Customer Service for 2021

Texas Behavioral Health Executive Council

333 Guadalupe St., Ste. 3-900

Austin, Texas 78701

(512) 305-7700

www.bhec.texas.gov

The Texas Behavioral Health Executive Council (Council) was created by the 86th Legislature in 2019 following consecutive reviews of its member boards by the Sunset Advisory Commission. The Council is designed to play a central role in the regulation of behavioral health services and social work practice in Texas by providing active state supervision of its member boards, as well as creating administrative efficiencies through functional alignment and economies of scale.

The Council's member boards consist of the Texas State Board of Examiners of Marriage and Family Therapists, the Texas State Board of Examiners of Professional Counselors, the Texas State Board of Examiners of Psychologists, and the Texas State Board of Social Worker Examiners.

Inventory of External Customers

The Council's primary customers for purposes of its licensing and enforcement strategies are its applicants, licensees, and complainants. However, the Council also considers anyone who contacts the agency seeking information or assistance to be a customer. The Council has attempted to identify unique customers with Question No. 1 in the survey.

Information-Gathering Method of Survey

The Council conducted an online customer service satisfaction survey from September 16, 2021 through November 30, 2021. The Council sent survey invitations to its 73,072 email subscribers and placed a link to the survey on its website. The Council received 7,143 responses to its request for feedback.

In addition to the questions and topics required by Section 2114.002(b) of the Government Code (i.e., Question Nos. 12 through 19), the Council posed several other questions to assist it with identifying problem areas and improving services.

NOTE: The Council was created by the 86th Legislature (HB1501) on September 1, 2019, but did not actually assume regulatory control over the professions in its charge, i.e., begin operations, until September 1, 2020. Thus, the Council did not provide services which could be evaluated prior to September 1, 2020.

Survey Analysis

The survey reflects an overall neutrality about respondents' level of satisfaction with the Council's customer service, with most areas trending satisfied while a few trend unsatisfied.

With regard to the statutorily required areas of evaluation (i.e., Question Nos. 12 through 19), more respondents expressed satisfactory experiences with the Council in 7 of the 9 areas than those who expressed unsatisfactory experiences. Question Nos. 14 and 17 were the only areas where a larger percentage of respondents expressed dissatisfaction than satisfaction.

Based upon the survey responses received, the Council will continue to look for ways to improve its telephone customer service and access and usability of the website, i.e., make it more user-friendly.

While the Council believes its use of SurveyMonkey and iContact is the best methodology for conducting the requisite customer service satisfaction survey, the Council believes that additional staff trained in the design and analysis of surveys, or funding to contract with a third-party vendor to conduct the survey will be necessary to improve the survey process.

A copy of the Council's customer service satisfaction survey is attached hereto and incorporated herein for all pertinent purposes. Responses to Question Nos. 11, 20, and 21 have not been included in the attached survey because of their voluminous nature but are available for copying and inspection under the Public Information Act.

Performance Measure Information

Outcome Measures

Percentage of Respondents Expressing Overall Satisfaction: 41.54% of respondents expressed overall satisfaction, while 32.12% were neutral (includes N/A responses) and 26.34% expressed overall dissatisfaction.

Output Measures

Total Customers Surveyed: 73,072

Response Rate: 9.78%

Efficiency Measures

Cost per Customer Surveyed: The total cost per individual surveyed is \$0.11 and the total cost per respondent is \$1.14. Costs were calculated by adding the annual subscription fee for

SurveyMonkey and iContact over the biennium and then dividing that figure by the total number of individuals surveyed and the number of actual respondents.

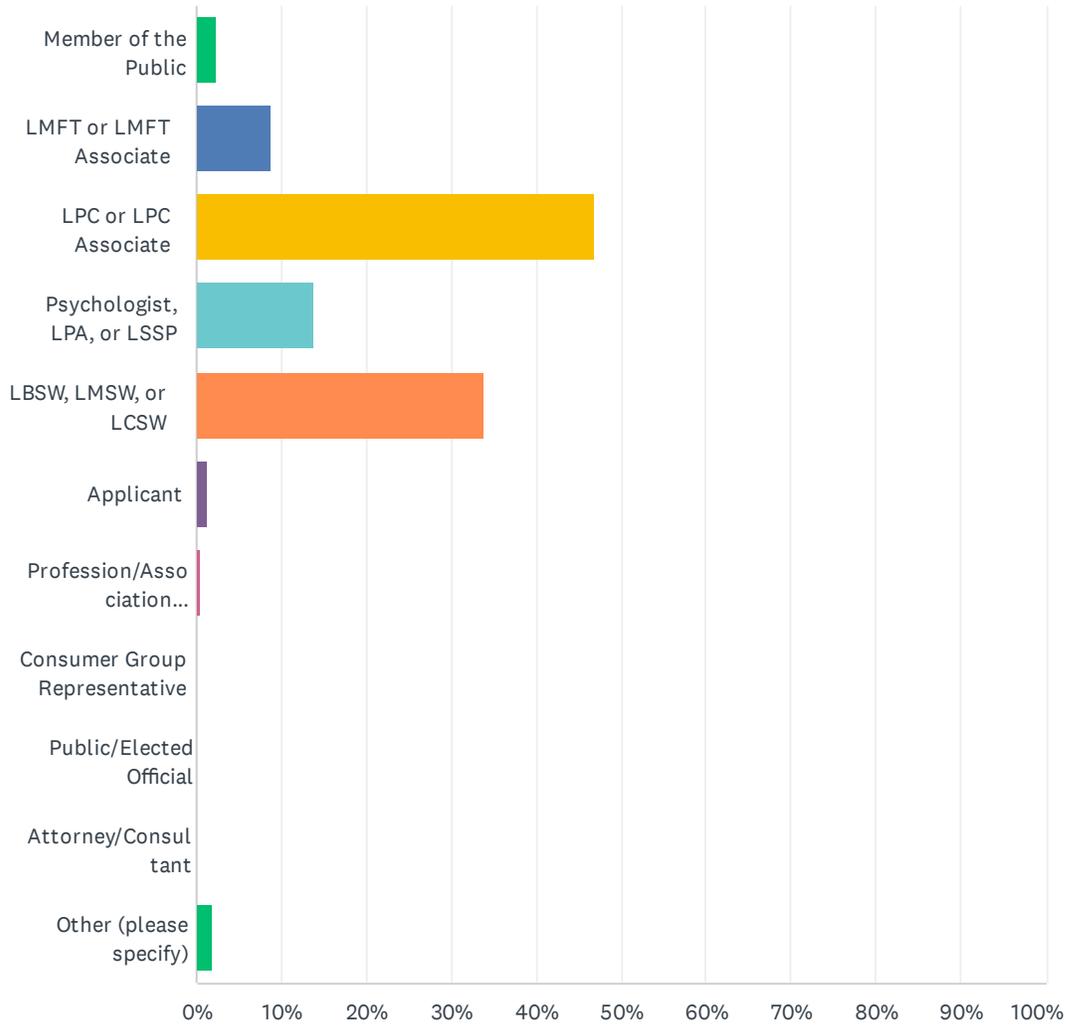
Explanatory Measures

Total Customers Identified: The Council has 2,352 applicants and 76,184 licensees as its primary customers, but our customers also include individuals who contact the agency seeking information or assistance.

Total Customer Groups Inventoried: According to the survey responses to Question No. 1, there are 29 groups that responded to the survey.

Q1 Please identify yourself: (check all that apply)

Answered: 7,143 Skipped: 0



2021 Texas Behavioral Health Executive Council Customer Service Survey
 Schedule H: Report on Customer Service for 2021

ANSWER CHOICES	RESPONSES	
Member of the Public	2.39%	171
LMFT or LMFT Associate	8.76%	626
LPC or LPC Associate	46.82%	3,344
Psychologist, LPA, or LSSP	13.76%	983
LBSW, LMSW, or LCSW	33.87%	2,419
Applicant	1.30%	93
Profession/Association Representative	0.39%	28
Consumer Group Representative	0.01%	1
Public/Elected Official	0.08%	6
Attorney/Consultant	0.10%	7
Other (please specify)	1.97%	141
Total Respondents: 7,143		

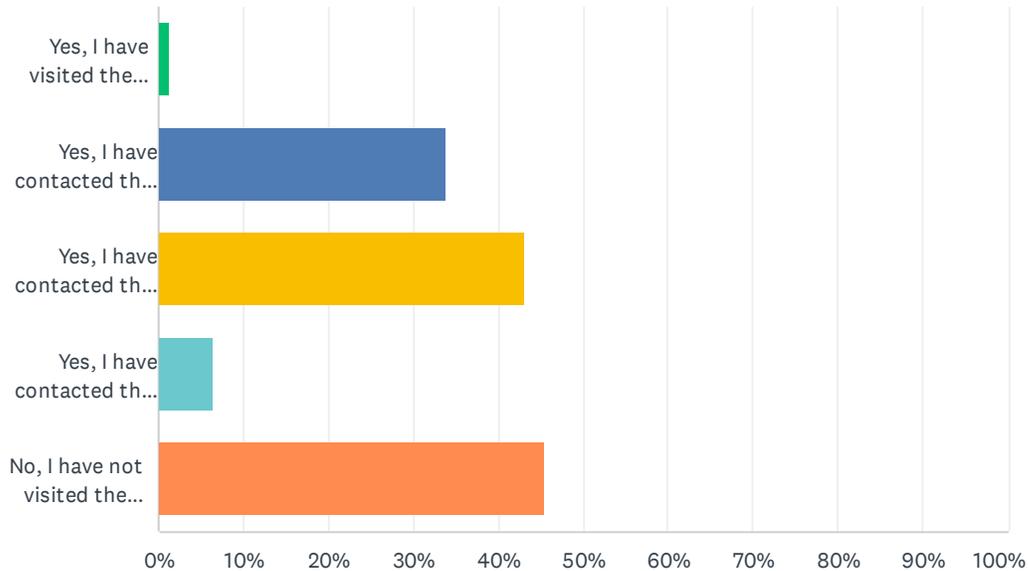
Q2 Please provide the following information if you would like the Council to contact you with any questions it may have regarding your survey responses.

Answered: 2,636 Skipped: 4,507

ANSWER CHOICES	RESPONSES	
Name	95.90%	2,528
Company	39.49%	1,041
Address	87.44%	2,305
Address 2	16.05%	423
City/Town	90.21%	2,378
State/Province	93.89%	2,475
ZIP/Postal Code	90.78%	2,393
Country	82.36%	2,171
Email Address	93.51%	2,465
Phone Number	88.66%	2,337

Q3 In the past year, have you visited the Executive Council's office or contacted us by phone, email, or letter? (check all that apply)

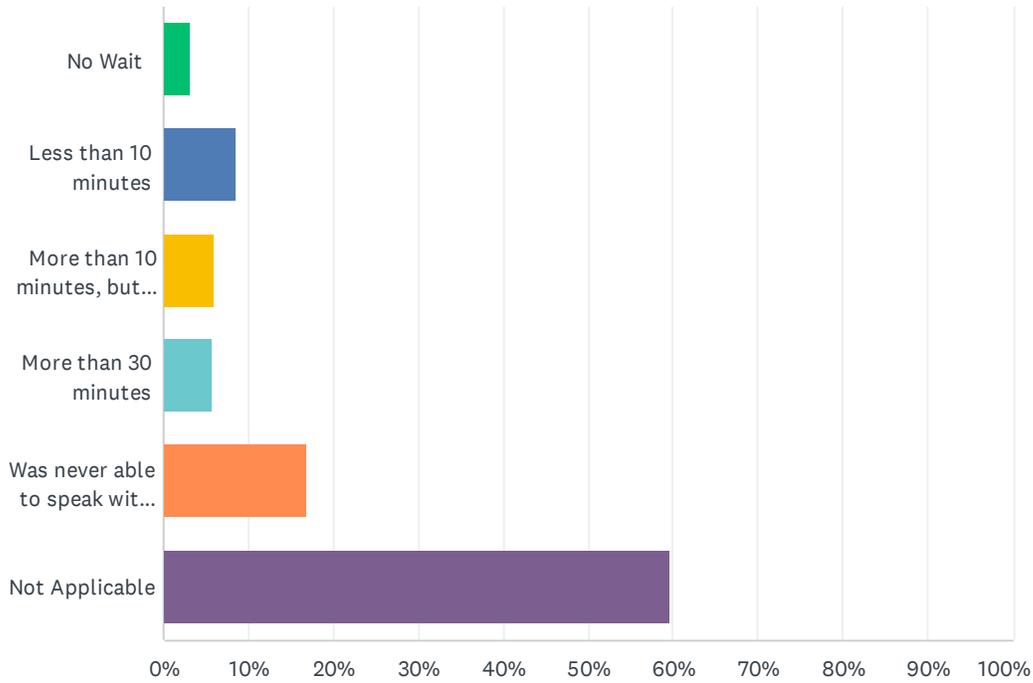
Answered: 6,326 Skipped: 817



ANSWER CHOICES	RESPONSES	
Yes, I have visited the Executive Council's office in person.	1.23%	78
Yes, I have contacted the Executive Council by phone.	33.97%	2,149
Yes, I have contacted the Executive Council by email.	43.09%	2,726
Yes, I have contacted the Executive Council by letter.	6.42%	406
No, I have not visited the Executive Council's office or contacted it by phone, email, or letter.	45.42%	2,873
Total Respondents: 6,326		

Q4 If you contacted the Executive Council by phone, how long did you have to wait before a representative took your call?

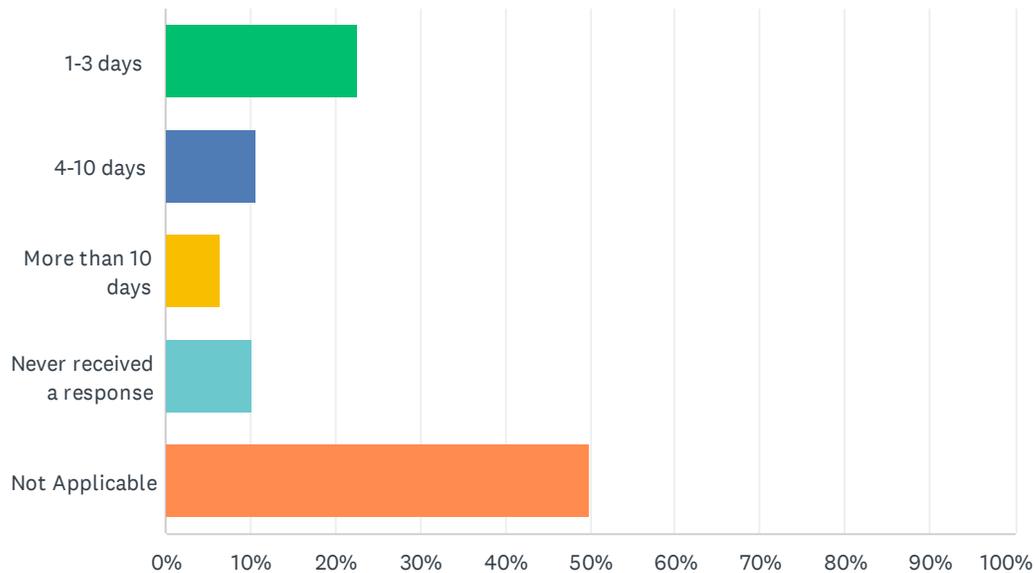
Answered: 5,923 Skipped: 1,220



ANSWER CHOICES	RESPONSES	
No Wait	3.19%	189
Less than 10 minutes	8.59%	509
More than 10 minutes, but less than 30 minutes	6.01%	356
More than 30 minutes	5.67%	336
Was never able to speak with a representative	16.75%	992
Not Applicable	59.78%	3,541
TOTAL		5,923

Q5 If you contacted the Executive Council by email, how long before you received a response?

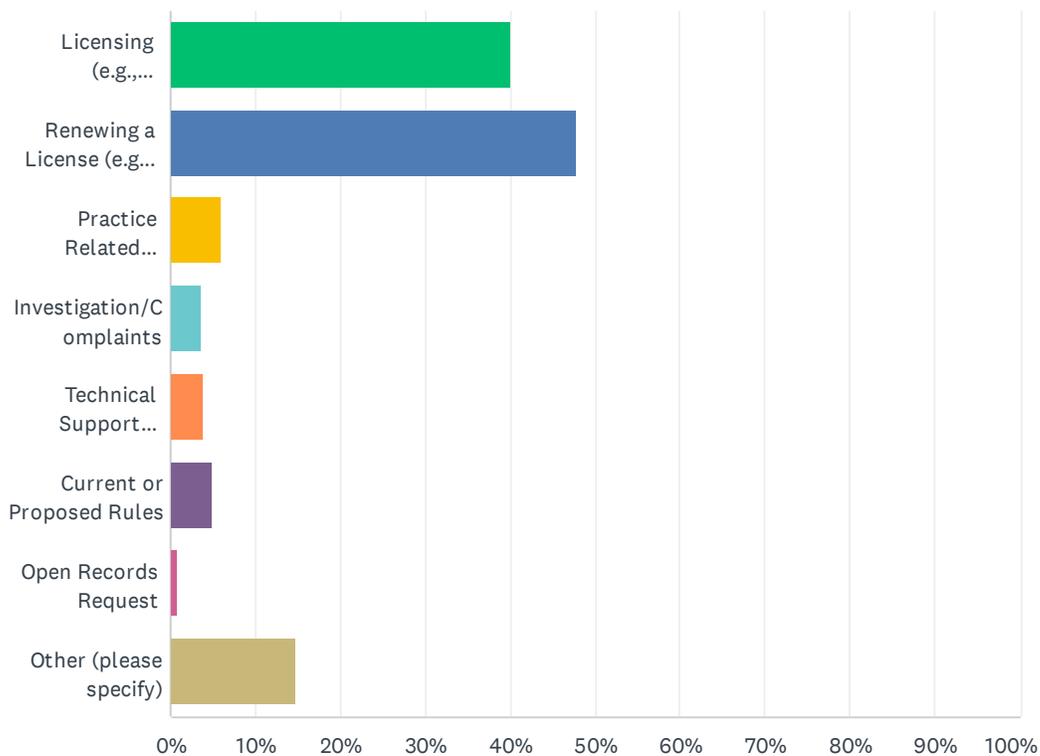
Answered: 6,005 Skipped: 1,138



ANSWER CHOICES	RESPONSES	
1-3 days	22.66%	1,361
4-10 days	10.67%	641
More than 10 days	6.46%	388
Never received a response	10.21%	613
Not Applicable	49.99%	3,002
TOTAL		6,005

Q6 What was the nature of your contact with us? (check all that apply)

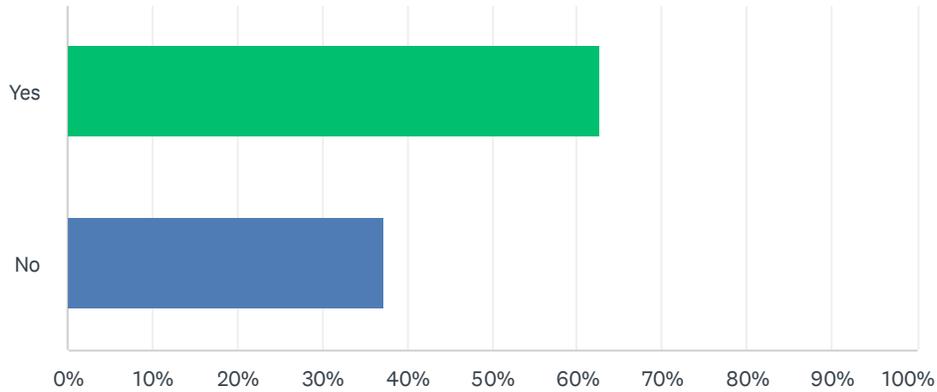
Answered: 4,245 Skipped: 2,898



ANSWER CHOICES	RESPONSES	
Licensing (e.g., applications for initial or upgraded licensure, applications for supervisory status)	40.14%	1,704
Renewing a License (e.g., renewals, CE audits)	47.70%	2,025
Practice Related Questions (e.g., telehealth, duty to report convictions or sexual misconduct)	6.03%	256
Investigation/Complaints	3.65%	155
Technical Support Assistance	3.86%	164
Current or Proposed Rules	4.95%	210
Open Records Request	0.90%	38
Other (please specify)	14.75%	626
Total Respondents: 4,245		

Q7 Did staff answer your question(s)?

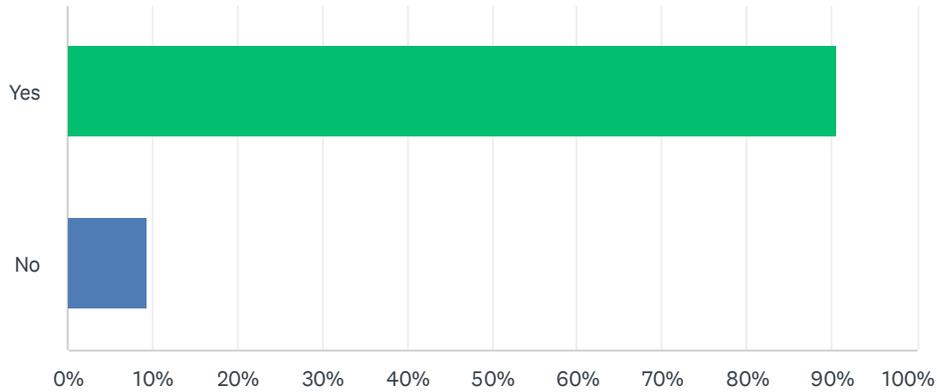
Answered: 4,094 Skipped: 3,049



ANSWER CHOICES	RESPONSES	
Yes	62.77%	2,570
No	37.23%	1,524
TOTAL		4,094

Q8 In the past year, have you visited the Executive Council's website?

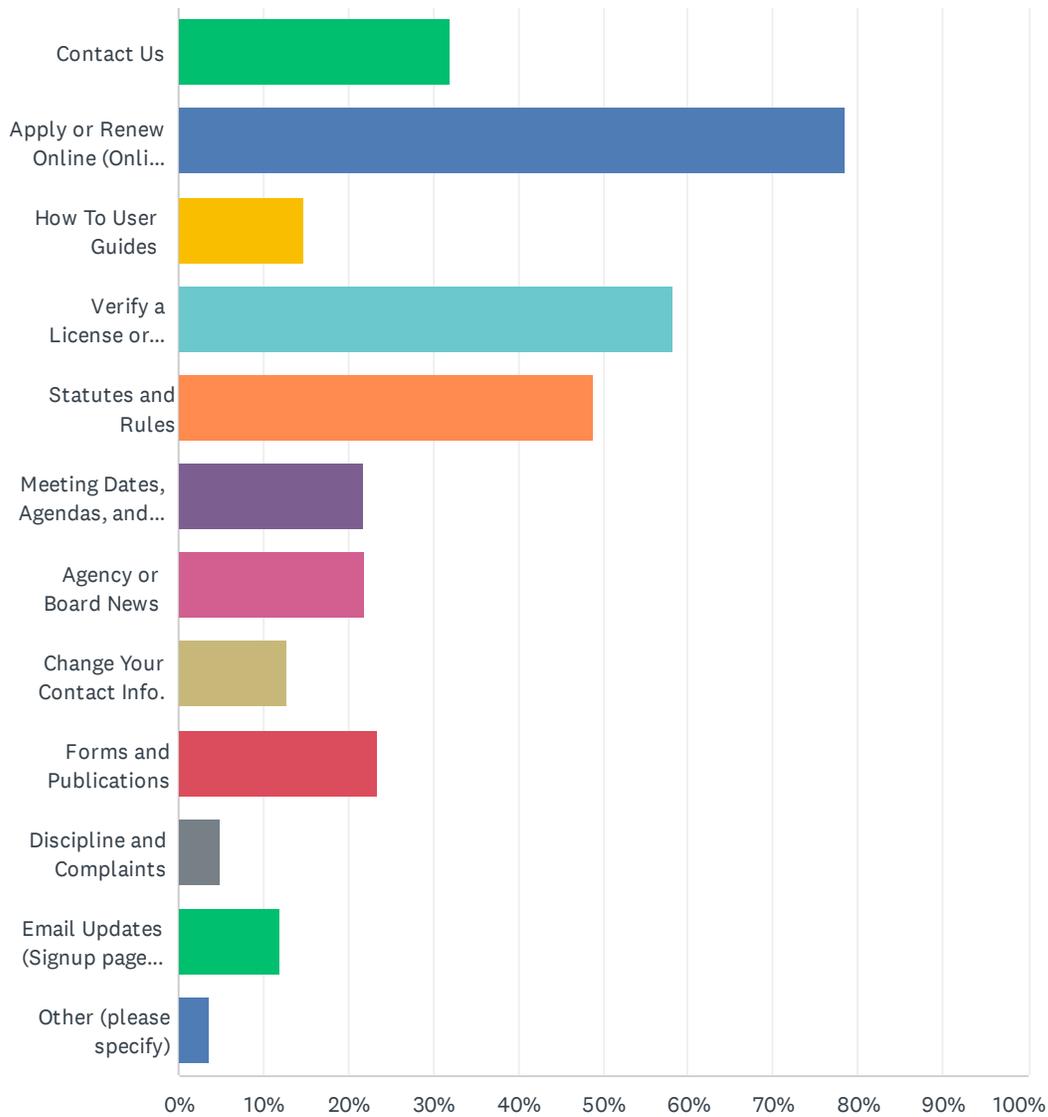
Answered: 6,048 Skipped: 1,095



ANSWER CHOICES	RESPONSES	
Yes	90.58%	5,478
No	9.42%	570
TOTAL		6,048

Q9 Which section(s) of the website did you visit (check all that apply)

Answered: 5,678 Skipped: 1,465

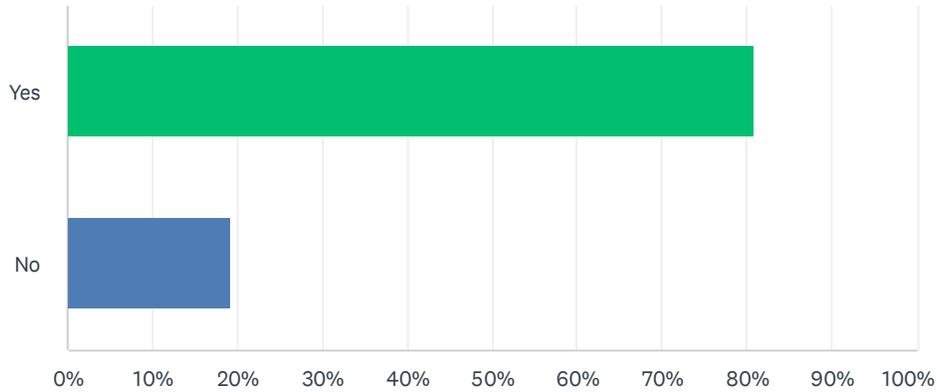


2021 Texas Behavioral Health Executive Council Customer Service Survey
 Schedule H: Report on Customer Service for 2021

ANSWER CHOICES	RESPONSES	
Contact Us	31.93%	1,813
Apply or Renew Online (Online Licensing System)	78.57%	4,461
How To User Guides	14.71%	835
Verify a License or Check License Status	58.31%	3,311
Statutes and Rules	48.87%	2,775
Meeting Dates, Agendas, and Minutes	21.64%	1,229
Agency or Board News	22.01%	1,250
Change Your Contact Info.	12.77%	725
Forms and Publications	23.41%	1,329
Discipline and Complaints	4.93%	280
Email Updates (Signup page for agency's email subscription service)	12.01%	682
Other (please specify)	3.59%	204
Total Respondents: 5,678		

Q10 Was the information obtained from the website helpful?

Answered: 5,649 Skipped: 1,494



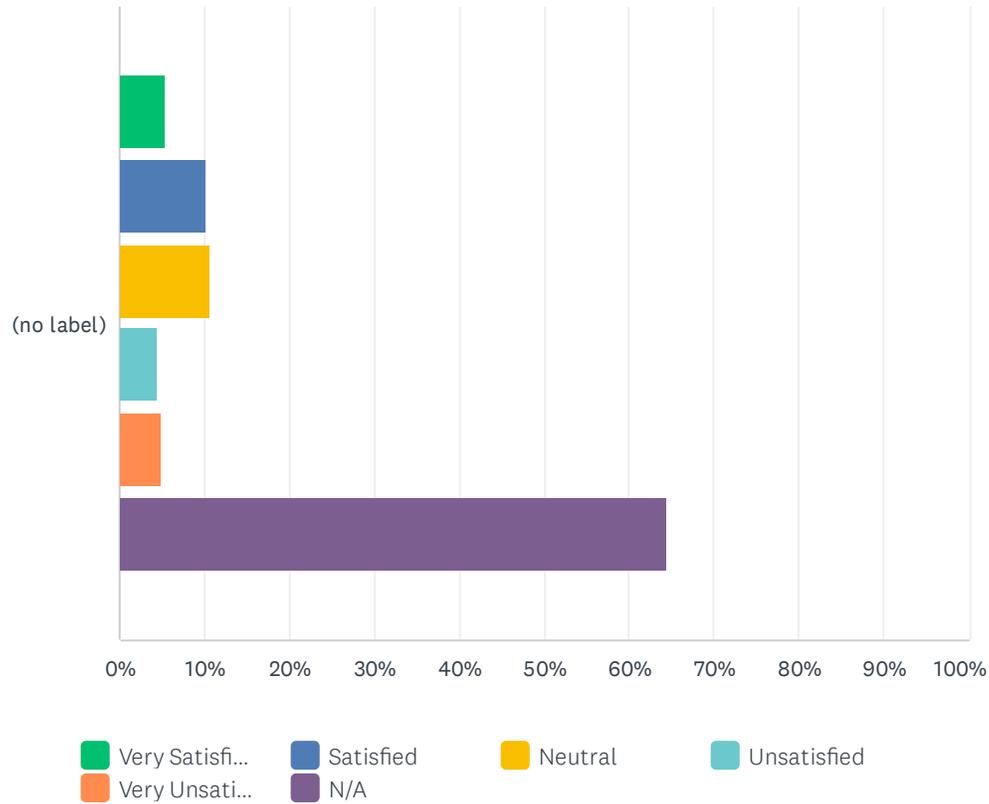
ANSWER CHOICES	RESPONSES	
Yes	80.74%	4,561
No	19.26%	1,088
TOTAL		5,649

Q11 What changes or improvements, if any, would you recommend for the website?

Answered: 2,693 Skipped: 4,450

Q12 How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?

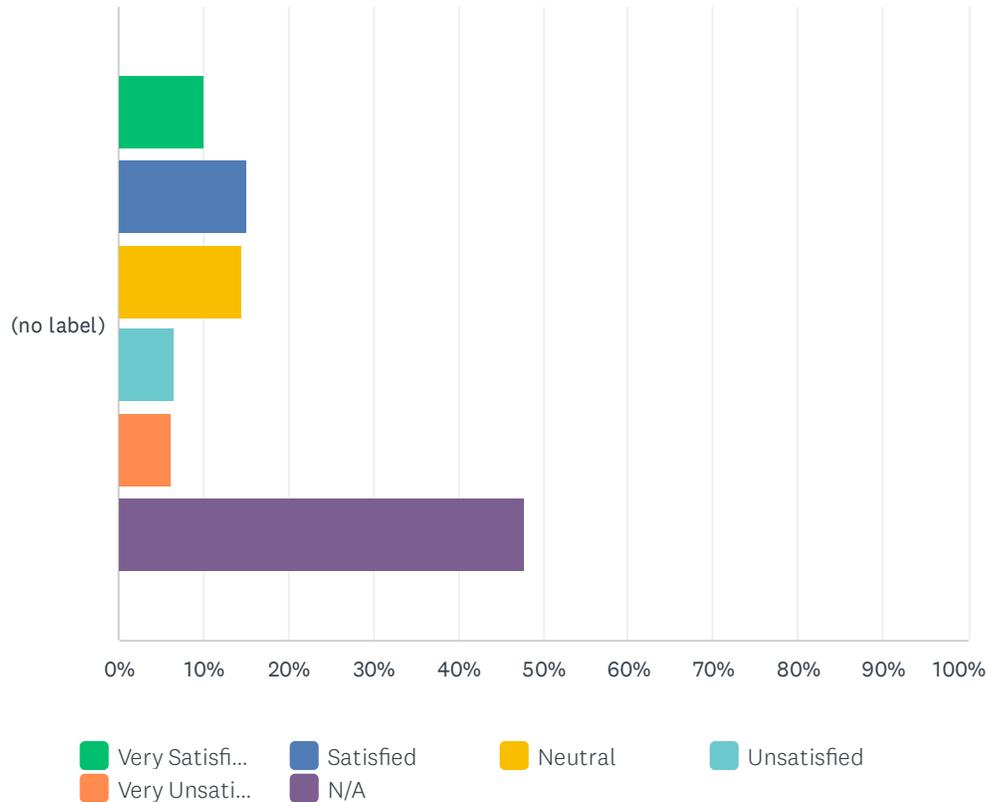
Answered: 5,607 Skipped: 1,536



	VERY SATISFIED	SATISFIED	NEUTRAL	UNSATISFIED	VERY UNSATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	5.28% 296	10.29% 577	10.75% 603	4.46% 250	4.82% 270	64.40% 3,611	5,607	3.19

Q13 How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability.

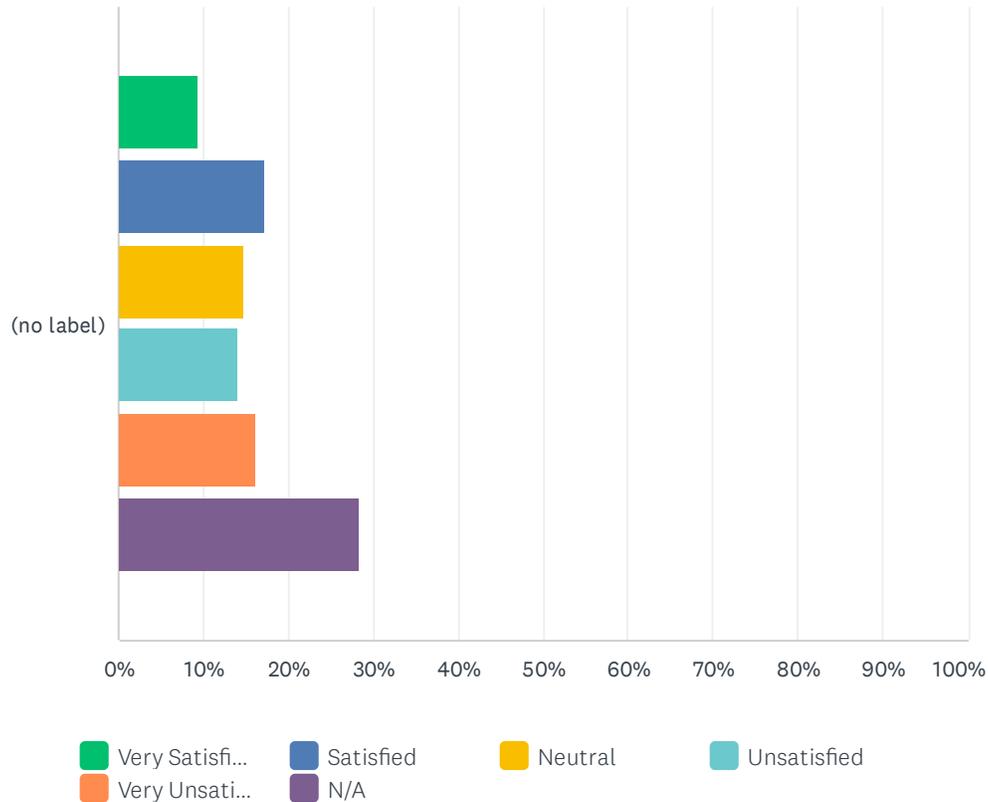
Answered: 5,596 Skipped: 1,547



	VERY SATISFIED	SATISFIED	NEUTRAL	UNSATISFIED	VERY UNSATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	10.08% 564	15.14% 847	14.49% 811	6.50% 364	6.09% 341	47.69% 2,669	5,596	3.32

Q14 How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

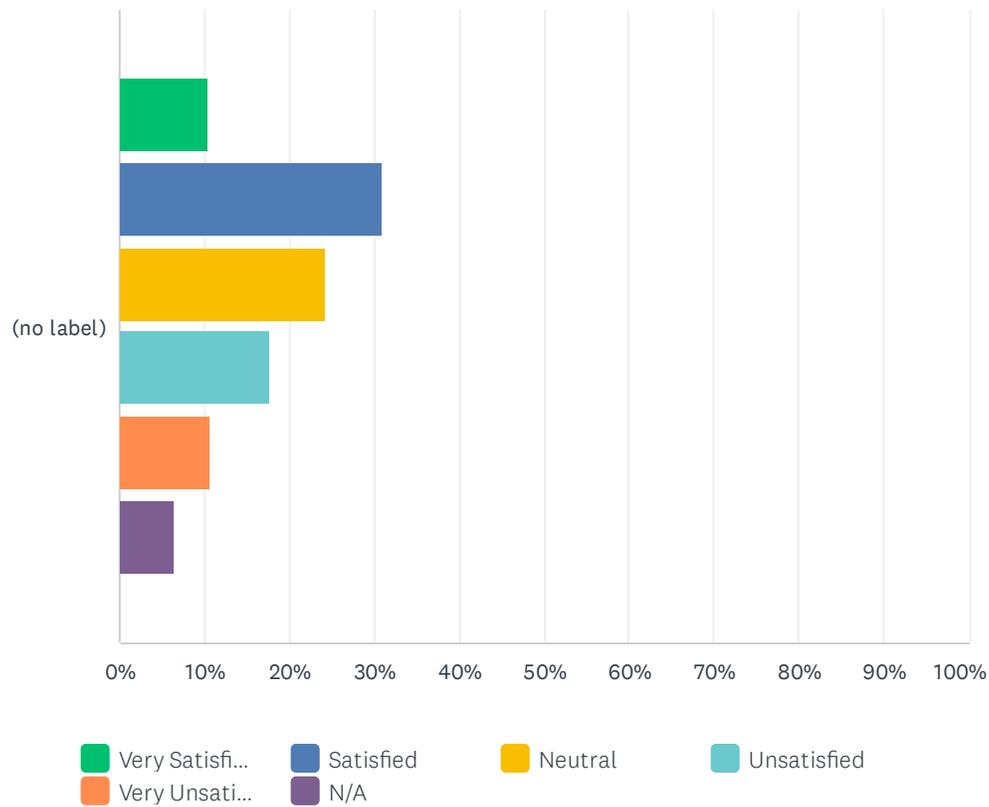
Answered: 5,614 Skipped: 1,529



	VERY SATISFIED	SATISFIED	NEUTRAL	UNSATISFIED	VERY UNSATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	9.33% 524	17.33% 973	14.78% 830	14.09% 791	16.17% 908	28.29% 1,588	5,614	2.85

Q15 How satisfied are you with the agency's internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?

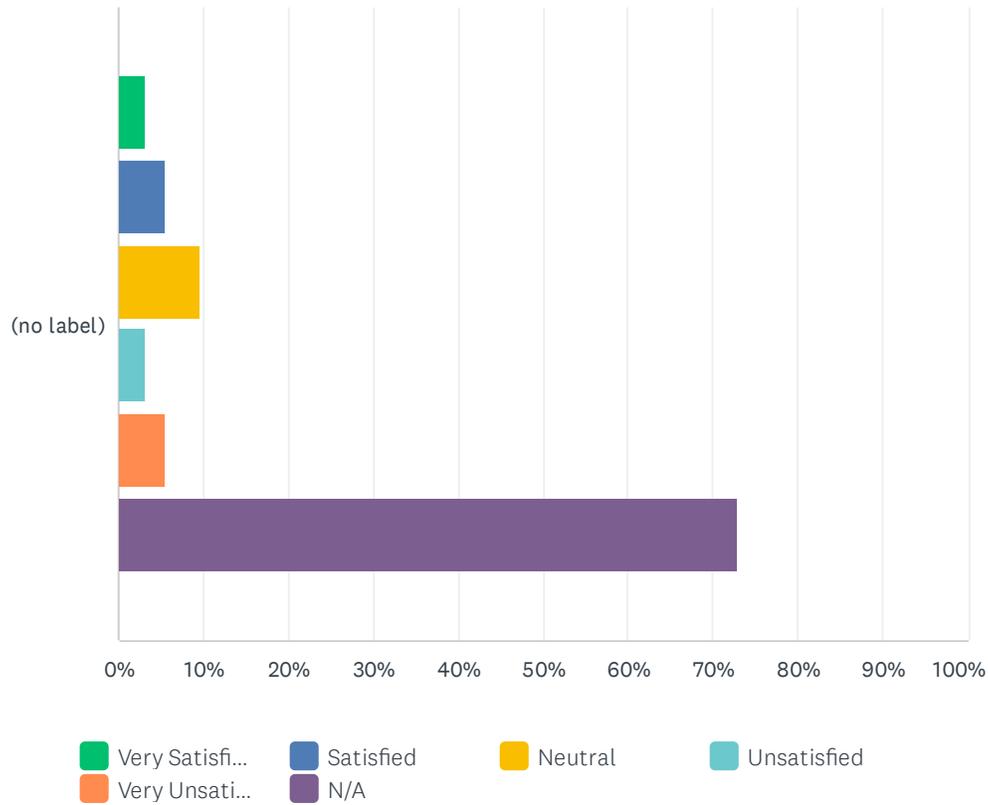
Answered: 5,598 Skipped: 1,545



	VERY SATISFIED	SATISFIED	NEUTRAL	UNSATISFIED	VERY UNSATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	10.36%	30.83%	24.35%	17.60%	10.56%	6.31%	5,598	3.14
	580	1,726	1,363	985	591	353		

Q16 How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?

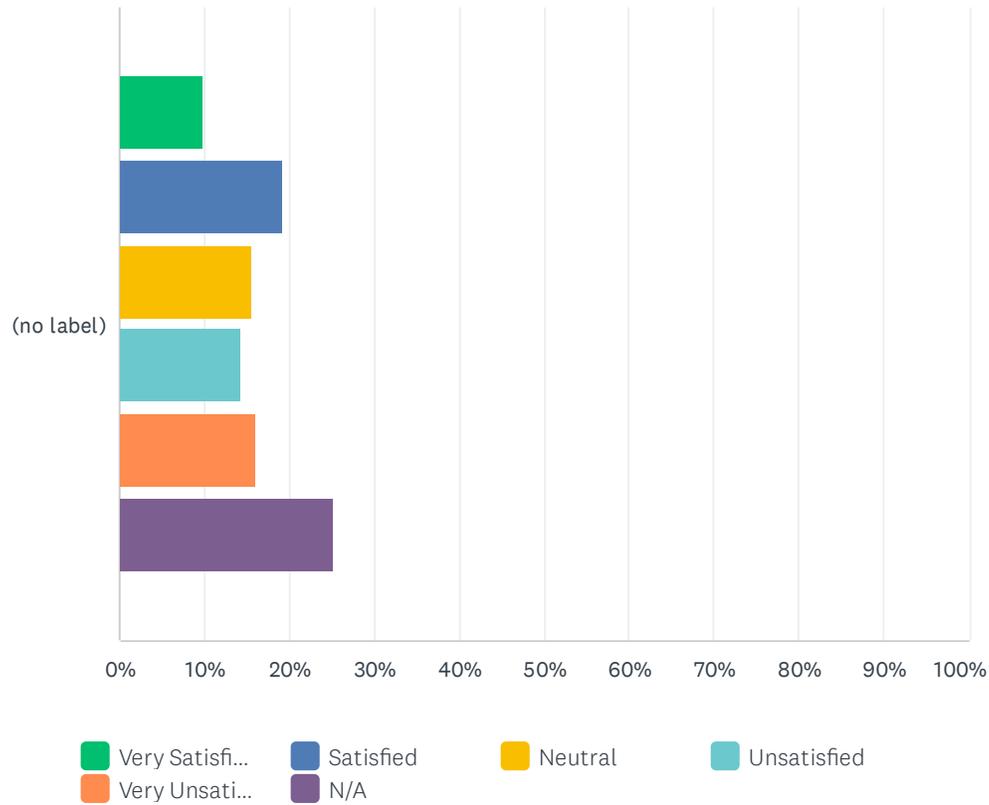
Answered: 5,581 Skipped: 1,562



	VERY SATISFIED	SATISFIED	NEUTRAL	UNSATISFIED	VERY UNSATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	3.21% 179	5.59% 312	9.53% 532	3.17% 177	5.54% 309	72.96% 4,072	5,581	2.92

Q17 How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person, by phone, by letter, or by email?

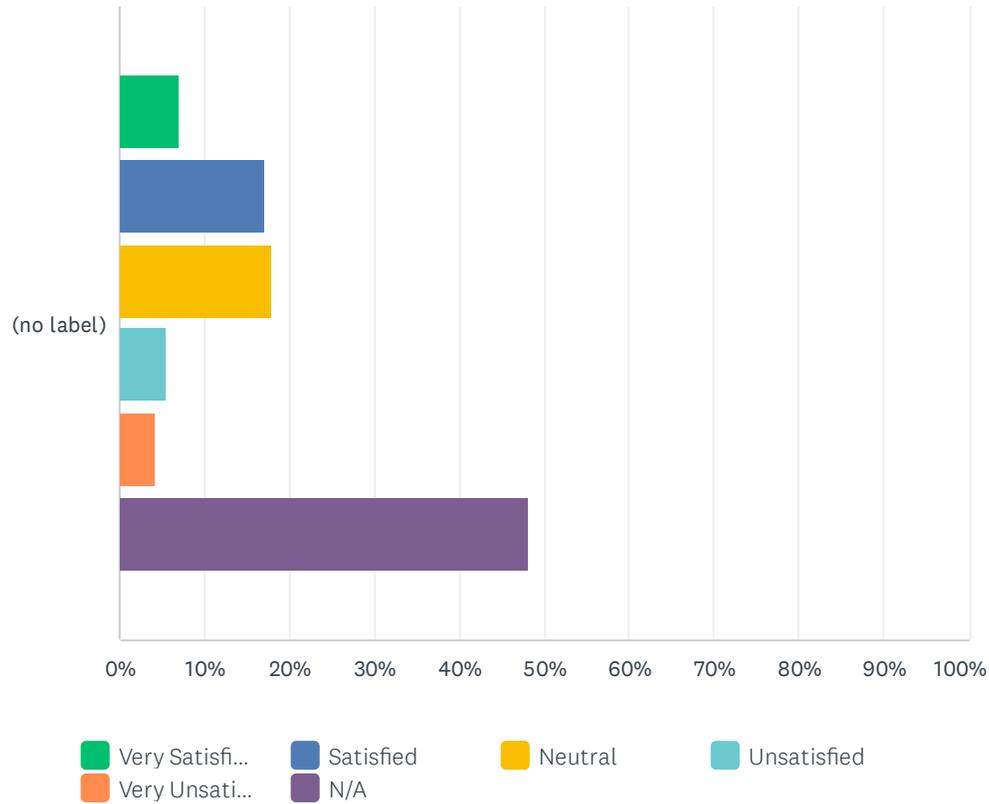
Answered: 5,600 Skipped: 1,543



	VERY SATISFIED	SATISFIED	NEUTRAL	UNSATISFIED	VERY UNSATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	9.73% 545	19.27% 1,079	15.46% 866	14.25% 798	16.04% 898	25.25% 1,414	5,600	2.90

Q18 How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?

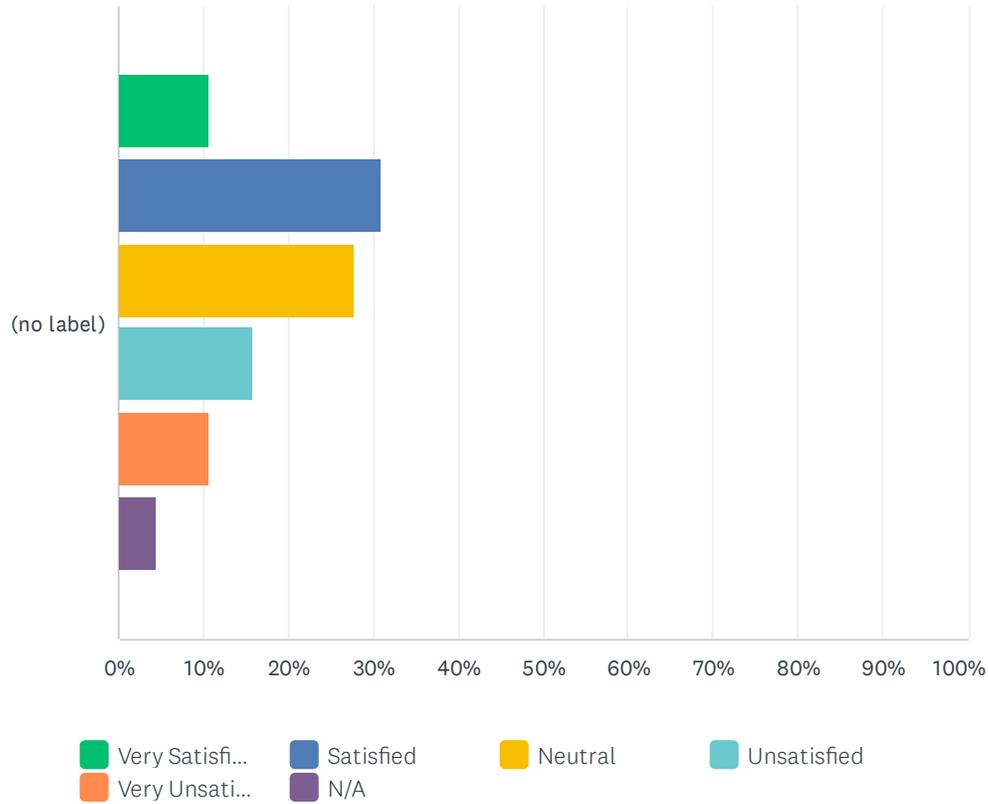
Answered: 5,579 Skipped: 1,564



	VERY SATISFIED	SATISFIED	NEUTRAL	UNSATISFIED	VERY UNSATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	6.95% 388	17.15% 957	17.87% 997	5.52% 308	4.30% 240	48.20% 2,689	5,579	3.33

Q19 Please rate your overall satisfaction with the agency.

Answered: 5,614 Skipped: 1,529



	VERY SATISFIED	SATISFIED	NEUTRAL	UNSATISFIED	VERY UNSATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	10.56% 593	30.98% 1,739	27.68% 1,554	15.71% 882	10.63% 597	4.44% 249	5,614	3.16

Q20 What functions or services do you feel the Executive Council does a good job of providing?

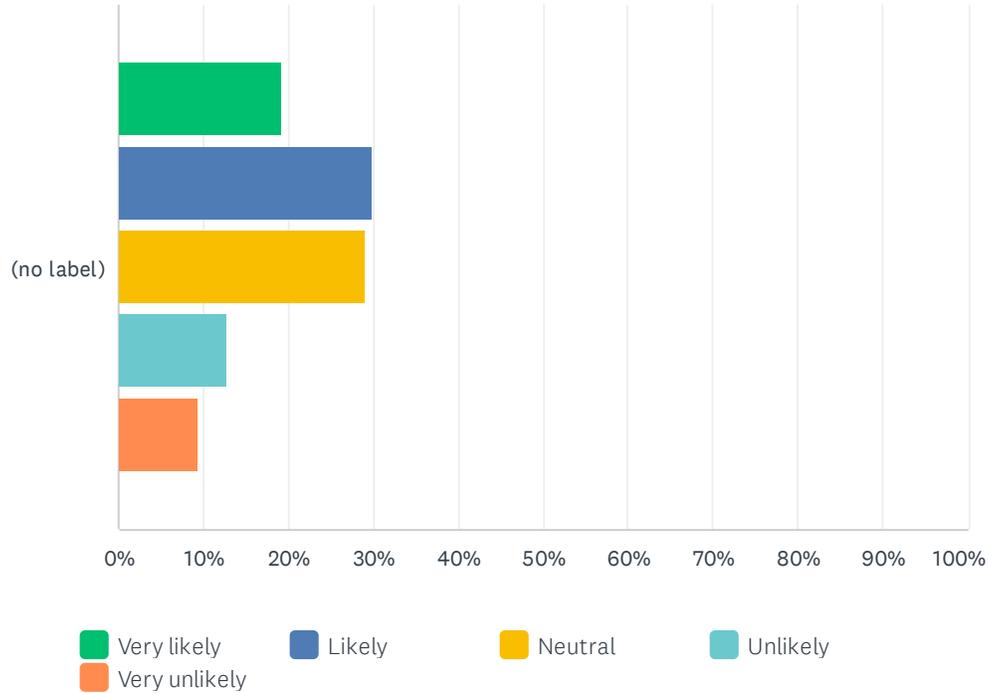
Answered: 2,466 Skipped: 4,677

Q21 What functions or services do you feel the Executive Council needs to improve upon?

Answered: 2,869 Skipped: 4,274

Q22 How likely are you to recommend that your colleagues contact the Executive Council for answers and assistance?

Answered: 5,160 Skipped: 1,983



	VERY LIKELY	LIKELY	NEUTRAL	UNLIKELY	VERY UNLIKELY	TOTAL	WEIGHTED AVERAGE
(no label)	19.19%	29.77%	28.97%	12.69%	9.38%	5,160	3.37
	990	1,536	1,495	655	484		