

AGENCY STRATEGIC PLAN

Fiscal Years 2013-2017

BY

TEXAS BOARD OF PROFESSIONAL LAND SURVEYING

Board Member	Term Expires	Hometown
David Gregory Smyth, Sr., Chair	01-31-13	Uvalde
Jon Hodde, Vice Chair	01-31-13	Brenham
The Honorable Jerry Patterson (William O'Hara, designee)	By Statute	
James A. Childress	01-31-15	San Saba
Nedra Foster	01-13-15	Silsbee
Paul P. Kwan	01-31-17	Houston
Robert H. Price	01-31-15	Eules
Gerardo M. Garcia	01-31-17	Corpus Christi
Mary Chruszczak	01-31-17	The Woodlands

JUNE 2012

Signed: _____
Marcelino A. Estrada, Executive Director

Signed: _____
David Gregory Smyth, Sr., Chair

TABLE OF CONTENTS

	Page
STATEWIDE VISION	3
STATEWIDE MISSION	3
STATEWIDE PHILOSOPHY	4
STATEWIDE GOALS AND BENCHMARKS	4
AGENCY MISSION	5
AGENCY PHILOSOPHY	5
EXTERNAL/INTERNAL ASSESSMENT.	
I. OVERVIEW OF AGENCY AND SCOPE AND FUNCTION	5
II. ORGANIZATION ASPECTS	7
III. FISCAL ASPECTS	10
IV. SERVICE POPULATION DEMOGRAPHICS	11
V. TECHNOLOGICAL DEVELOPMENTS	13
VI. ECONOMIC VARIABLES	14
VII IMPACT OF FEDERAL STATUTES/REGULATIONS	14
VIII. OTHER LEGAL ISSUES	14
IX. SELF-EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT	14
X. BENCHMARKS	14
AGENCY GOALS	15
OBJECTIVES	15
OUTCOME MEASURES	15
STRATEGIES, OUTPUTS, EFFICIENCY MEASURES	15
ASSESSMENT SUMMARY	17
APPENDICES	
APPENDIX A: PLANNING PROCESS	18
APPENDIX B: ORGANIZATIONAL CHART	19
APPENDIX C: PROJECTIONS	20
APPENDIX D: MEASURE DEFINITIONS	21
APPENDIX E: WORKFORCE PLAN	32
APPENDIX F: HISTORICALLY UNDERUTILIZED BUSINESSES	41
APPENDIX G: SURVEYS OF OTHER STATES	42
APPENDIX H: CURRENT YEAR ACTIVITIES	43
APPENDIX I: CUSTOMER SERVICE	45

VISION OF TEXAS STATE GOVERNMENT

We must continue to adhere to the priorities that have made Texas a national economic leader:

- *ensuring the economic competitiveness of our state by adhering to principles of fiscal discipline, setting clear budget priorities, living within our means, and limiting the growth of government;*
- *investing in critical water, energy, and transportation infrastructure needs to meet the demands of our rapidly growing state;*
- *ensuring excellence and accountability in public schools and institutions of higher education as we invest in the future of this state and ensure Texans are prepared to compete in the global marketplace;*
- *defending Texans by safeguarding our neighborhoods and protecting our international border; and*
- *increasing transparency and efficiency at all levels of government to guard against waste, fraud, and abuse, ensuring that Texas taxpayers keep more of their hard-earned money to keep our economy and our families strong.*

- Governor Rick Perry
March 2012

MISSION OF TEXAS STATE GOVERNMENT

Texas state government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

Aim high . . .we are not here to achieve inconsequential things!

THE PHILOSOPHY OF TEXAS STATE GOVERNMENT

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise, we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

STATEWIDE GOALS AND BENCHMARKS FOR REGULATORY BOARDS

PRIORITY GOAL

- To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by:
 - Implementing clear standards;
 - Ensuring compliance;
 - Establishing market-based solutions; and
 - Reducing the regulatory burden on people and business.

BENCHMARKS

- Average annual homeowners and automobile insurance premiums as a percentage of the national average
- Percentage of state professional licensee population with no documented violations
- Percentage of new professional licensees as compared to the existing population
- Percentage of documented complaints to professional licensing agencies resolved within six months

- Number of utilization reviews conducted for treatment of occupational injuries
- Percentage of individuals given a test for professional licensure who received a passing score
- Percentage of new and renewed professional licenses issued via Internet
- Ratio of supply of electricity generation capacity to demand
- Percentage of state financial institutions and credit providers rated “safe and sound” and/or in compliance with state requirements
- Number of new business permits issued online
- Percentage increase in utilization of the state business portal

AGENCY MISSION

The mission of the Texas Board of Professional Land Surveying is to establish and enforce standards ensuring the competency of individuals licensed as land surveyors resulting in the orderly use of our physical environment for the protection of our citizens, the current and future property owners, of Texas.

AGENCY PHILOSOPHY

The Texas Board of Professional Land Surveying will act in accordance with state laws and Board rules while demanding a high degree of ethical and professional standards of conduct from the profession which we regulate. We treat all individuals with respect and strive for efficiency, accountability and openness in our dealings with the public and fair and sensible approach to the regulation of the profession of land surveying. We affirm, and take pride in, the protection of the citizens of Texas requiring professional land surveying services.

EXTERNAL/INTERNAL ASSESSMENT

I. Overview of Agency and Scope and Functions

A. Statutory basis

Title 6, Occupations Code, Subtitle C – Regulation of Land Surveying and Related Practices, Chapter 1071 – Land Surveyors

B. Historical perspective

In 1979 the State Board of Registration for Public Surveyors (created in 1955) was consolidated with the Board of Examiners of Licensed State Land Surveyors (created in 1919) creating the Texas Board of Land Surveying. Passage of this Act doubled the number of licensees by requiring all Professional Engineers practicing land surveying to become licensed. Doubling the number of licensees necessitated doubling the number of staff from two to four. The Board that governs the profession is composed of the Commissioner of the General Land Office or his designee, two Licensed State Land Surveyors, three Registered Professional Land Surveyors and three members who represent the public. With the exception of the Commissioner of the General Land Office, all other members are appointed by the Governor and confirmed by the Senate for staggered six-year terms.

The Board's name was changed in 1989 to the Texas Board of Professional Land Surveying. Also at this time continuing education was made a requirement for license renewal. Legislation in 1991 changed the continuing education requirement to exempt Professional Engineers until after December 31, 1995.

In 1989 the Act was amended to require that all applicants applying for registration after 1996 have a bachelor degree. This requirement was repealed in 1991 and reinstated in 1995. The 1995 amendment requires a degree from all applicants applying for registration after January 1, 2003.

In 2003 the Act was re-codified after Sunset Review and the board changed from 10 members to 9 members. In addition, House Bill 3442, 78th Legislature, Regular Session, mandated that a professional fee of \$200 be added to each yearly renewal. One hundred and fifty dollars (\$150) of this amount is deposited into the General Fund and fifty dollars (\$50) is deposited into the Foundation School Fund.

After occupying the same space for 23 years, the Board was notified in August 2005 that its lease could not be renewed. The office was moved and now shares a state owned building with the Texas Commission on Environmental Quality.

The Act was amended in 2007 to require the registration of all firms offering land surveying services and allowing Surveyors-In-Training to retain their certification.

The Act was amended in 2009 to require firms offering land surveying services to be registered. Surveyors-In-Training who are not qualified to be registered can retain their SIT status by renewal. Complaints determined to be frivolous or without merit can be considered confidential.

C. Identification of Groups served by the Board and expected changes within the time frame of this plan.

The Agency's responsibility is to ensure that only qualified surveyors provide surveying services to the citizens of Texas. This is accomplished by:

1. Evaluating the qualifications of persons seeking certification, registration and licensure, and administering examinations to those that qualify.
2. Regulating practicing surveyors by investigating complaints and conducting enforcement actions when necessary.

D. Who are we in the public's perception?

The Board is perceived to regulate the surveying industry, to ensure to the public that incompetent surveyors will not be licensed nor allowed to continue to practice. The surveying profession views the Board as a source of surveying standards and information regarding surveying issues.

II. Organization Aspects

A. Size and composition of work force

The Texas Board of Professional Land Surveying has a diverse workforce of four full-time and two part-time employees.

B. Organizational structure and process

Due to the small size of the agency, the duties and responsibilities of application evaluation, examination, renewal and regulation overlap. Overall policy development and dissemination is hierarchical, with approval of the Director and Board required.

The Board is composed of 9 members:

- (1) the Commissioner of the General Land Office
- (2) two licensed state land surveyors
- (3) three registered professional land surveyors; and
- (4) three members of the general public

The Chief Clerk or the Director of Surveying for the General Land Office may perform the duties of the Commissioner.

C. Geographical location

The Texas Board of Professional Land Surveying has only one office located at 12100 Park 35 Circle, Suite 156, Austin Texas 78753

D. Human resource strengths and weaknesses

The nine member Board is a working Board, preparing material for hearings and developing examinations and assisting in the investigation of complaints. Volunteers from the profession are relied upon to serve on examination

committees and assist in investigations. The Texas Board of Professional Land Surveying has an efficient and highly motivated staff.

A sixteen (16) hour examination is required of all applicants seeking registration. Dr. Jack Warner, a psychometrician, is contracted to provide the Board with state of the art examination strategies. With Dr. Warner's guidance, the Board develops an eight (8) hour multiple-choice, machine graded, state specific examination. Software purchased for examination preparation and grading gives the Board a variety of statistical data relating to every item on the examination. This is an added assurance that only competent applicants are passing the examination. The Agency relies upon volunteer surveyors for the writing of exam questions, validation of examinations and results under the guidance of the psychometrician and the Board.

E. Capital asset strengths and weaknesses

The Board is funded through fees collected from applicants, license renewals and miscellaneous fees. The primary source of revenue is from license renewals.

Access to Board-related information is available to the public on our Web site at www.txls.state.tx.us. The Act and Rules, application forms, rosters, continuing education courses, customer service surveys, newsletters, complaint forms and other information and forms are currently available on the Internet.

F. Key organizational events and areas of change

1. Sunset legislation passed in 1989 required continuing education of all surveyors beginning in 1993. This program has had a major impact on the profession and the Agency, adding certification, tracking and approval of acceptable courses. No additional employees were added to handle the increased work load.
2. Another area of regulatory change that has had a large impact on the Agency is House Bill 884. This Bill required the use of Administrative Hearing Officers, which also necessitated the use of an expert witness at each hearing. The majority of complaints received by the Board are resolved through Informal Settlement Conferences with an Agreed Order.
3. Minimum Professional Standards were adopted in 1992, that when followed, should result in an accurate survey. The standards also serve as a guide in complaint and disciplinary hearings.
4. The number of complaints received varies from year to year. The complexity of the complaints varies from simple calculation problems to location problems dating back to original subdivision plats. Dedicated Board members, with help from volunteer surveyors, have been able to resolve complaints within projected time frames. In addition, in 2002, a half time investigator, who is also a Registered Professional Land

Surveyor and Licensed State Land Surveyor, was hired by the board to investigate complaints. This additional employee has made it possible for the Board to achieve its goal of resolving all complaints within six months.

5. Having forms available on the Internet has saved time and postage. Board staff does not currently have the expertise to expand the site. Staff relies upon volunteers to make additions and changes as needed.
6. In 1989 the Act was amended to require that all applicants applying for registration after 1996 have a bachelor's degree. This requirement was repealed in 1991 and reinstated in 1995. The 1995 amendment requires a degree from all applicants applying for registration after January 1, 2003. The degree requirement had a six year phase in period.
7. Implementation of Texas On Line, which offers online registration renewal, has made the renewal process much simpler for those who desire to use the system. A link to Texas On Line is on our website and information on renewing on line using this system is included in the renewal notices.
8. In February 2006 the Board moved into a different office space. The Board moved from 2285 sq. ft. to 1000 sq. ft. In 2008, the Texas Facilities Commission granted additional space that permitted office staff to have in-office meetings, Informal Settlement Conferences and a place to meet with the public.
9. The Board has contracted with TCEQ for telecommunication and information resource services which include e-mail, network access and hardware support.

III. Fiscal Aspects

A. The following amounts were appropriated and expended:

<u>Year</u>	<u>*Appropriated</u>	<u>Expended</u>	<u>Revenue Collected</u>
1988	\$250,533	\$210,805	\$258,728
1989	\$295,130	200,702	\$261,620
1990	\$507,173**	\$287,795	\$261,620
1991	\$444,665**	\$274,554	\$266,023
1992	\$325,498	\$267,485	\$257,030
1993	\$336,876	\$275,220	\$245,042
1994	\$294,475	\$267,889	\$271,844
1995	\$299,475	\$267,101	\$276,653
1996	\$293,085	\$302,193	\$333,042
1997	\$293,085	\$290,165	\$335,165
1998	\$362,304	\$334,092	\$367,979
1999	\$362,367	\$360,766	\$364,053
2000	\$364,738	\$330,549	\$369,342
2001	\$365,296	\$367,675	\$393,798
2002	\$466,678	\$378,719	\$491,747
2003	\$463,123	\$409,971	\$504,207
2004	\$426,483	\$397,949	\$1,000,206***
2005	\$426,391	\$403,823	\$1,003,078***
2006	\$446,410	\$427,281	\$1,075,704***
2007	\$444,936	\$431,547	\$1,107,972***
2008	\$426,754	\$420,023	\$1,129,460***
2009	\$395,025	\$406,768	\$1,117,513***
2010	\$486,493	\$488,030	\$1,163,459***
2011	\$442,124	\$441,531	\$1,142,753***

*Included other payroll-related cost

**Additional funding for implementation purposes only

***Includes Professional Fees collected (\$200 per registrant)

B. Method of Finance

The method of funding for the Board is through General Revenue and Appropriated Receipts. The Board does not receive federal funding.

C. Other states' comparisons

See Appendix G.

D. Budget

The Board is funded by fees paid by land surveyors and applicants who desire to become surveyors. The majority of fees are for renewals, examinations and applications.

The salary of the Executive Director is set in the Appropriations Bill. Until recently, the current salary was not commensurate with the duties and responsibilities necessary to oversee a state agency but a recent increase has brought it more in line. Staff salaries should be equivalent to similar positions in the private sector.

E. Degree to which current budget meets current and expected needs

The Board collects more money from fees than are appropriated to spend. The Board relies on volunteer support from the Profession. If the Board had to purchase the services offered by volunteers, with current funding, the primary mission of the Board would be jeopardized.

IV. Service Population Demographics

The Board of Professional Land Surveying licenses and regulates the profession of surveying in the state of Texas. All residents purchasing a survey in the state are impacted by this Agency's commitment to quality surveys.

A study revealed that the average age of surveyors in Texas is 55 years. The Board continues to register younger surveyors with each exam administration; however we are concerned whether Texas will continue to have enough surveyors to meet needs. The Board will work with national and state land surveying organizations to provide information about the profession to our younger Texans in an effort to spark an interest in the profession.

The National Council of Examinations for Engineering and Surveying (NCEES), for example, has provided Speaker Kits for use with schools and career fairs. The Board has made information from the kits available to land surveyors with the hope of getting more school children interested in the profession.

A. Historical characteristics

The surveying profession is dependent on growth. During years of high growth in the state, this Agency reviewed and examined many applicants. As growth has slowed so has the number of applicants interested in the surveying profession. Continuing education became a requirement for license renewal for RPLS in 1993 and for RPLS/PE in 1995. A bachelor's degree became a requirement for licensure on January 1, 2003.

<u>Year</u>	<u>Number Examined</u>	<u># Complaints</u>	<u># Licensed</u>
1989	429	25	3560
1990	417	34	3511
1991	359	79	3461
1992	334	45	3414
1993	284	55	3393
1994	289	58	3329
1995	416	56	3185
1996	379	43	3141
1997	236	54	2879
1998	398	44	2865
1999	413	50	2858
2000	587	45	2853
2001	556	51	2897
2002	527	36	3141
2003	630	64	3060
2004	332	59	3022
2005	350	67	2926
2006	387	60	2937
2007	359	44	2943
2008	369	61	2895
2009	415	59	2979
2010	401	53	2991
2011	334	48	2980

B. Current characteristics

There are currently 2969 Professional Land Surveyors and 69 Licensed State Land Surveyors to supply surveying services to all residents of Texas.

Practicing surveyors range in age from the mid-20's well into their 80's. The majority of practicing surveyors are between the ages of 50 and 59.

C. Future trends

It is anticipated that this Agency's growth in new registrants will mirror the growth in the economy.

V. Technological Developments

A. Impact of technology on current agency operations

This office has made use of all automation available through the Department of Information Resources as well as all automation available for examination preparation and scoring. We are also on the TCEQ network and are fortunate to have the expertise of their IT staff to help us resolve in-house computer related issues.

In 2009 this Board and five others; Board of Dental Examiners, Optometry Board, Board of Pharmacy, Board of Plumbing Examiners and Board of Examiners of Psychologists, were appropriated funding for a new database system. The group contracted with Versa/Irondata and began using the new system in May 2011 for the purpose of recording and tracking licensed individuals and firms. While there are benefits to having a shared system, they come with trade-offs. For example, inputting licensee information was much simpler with our old system compared to the shared system. Due to the nature of the new system, it takes twice as long to enter a record.

As Microsoft upgrades their operating software, it impacts software that we use in our daily operations. For example, exam answer sheets must be scanned using a special scanner which is run by a piece of software written several years ago. TCEQ is migrating from Windows XP to Windows 7 and we have learned that the scanner software is incompatible. There are no plans for the scanner software to be updated. TCEQ is working with us to find a solution to this problem.

Along with the operating system upgrade is the concern that our workstations have sufficient computing power to handling the upgrade that is anticipated this Fall. We will be working closely with TCEQ to ensure a smooth migration for the Board to prevent delays in assisting our customers.

VI. Economic Variables

The cost of resolving a complaint through a hearing with the State Office of Administrative Hearings (SOAH) is expensive. It is difficult to predict the number of complaints that will be received and the number that will require an administrative hearing. The majority of complaints are resolved with an Agreed Order between the Board and the individual or firm who has had a complaint filed against them.

VII. Impact of Federal Statutes/Regulations

The profession of surveying is currently not regulated by the Federal government and we do not foresee this changing.

VIII. Other Legal Issues

The Board has no outstanding court cases and no anticipated local government requirements.

IX. Self-Evaluation and Opportunities for Improvement

A. How effectively and efficiently has the agency met legal requirements, serviced critical populations and achieved accreditation and recognition through outcome measures, program evaluations, performance reviews, audit reports and comparisons with other states?

The Board is able to offer examinations to all applicants who are qualified to take the examination and the agency has met all statutory requirements of the Act.

B. Agency characteristics requiring improvement

The agency has improved methods of performance tracking and retaining documentation for performance auditing.

C. Key obstacles

This agency's key obstacle is the possibility of reduced funding by the legislature. Reduced funding will directly impact our ability to handle licensing and complaints in an efficient and effective manner.

We are also anticipating a reduction in funding through reduced agency appropriations due to the fact that the national land surveying exam administered by NCEES will be offered online beginning January 2014. This will impact fees received by this Board for testing but will not affect the collection of application fees.

X. Benchmarks

The following benchmarks have been identified:

- A. Ninety-nine percent of state professional licensee population without documented violations.
- B. Ninety-five percent of documented complaints to licensing agencies resolved within six months.
- C. Sixty-five percent of licensees renew online.

AGENCY GOALS

The Texas Board of Professional Land Surveying will ensure that the residents of Texas will be able to obtain competent and accurate surveys prepared by qualified surveyors capable of meeting or exceeding the Professional and Technical Standards of Practice for surveying in Texas.

OBJECTIVE

The Texas Board of Professional Land Surveying will conduct a program of examination, licensure and enforcement that ensures competence and accuracy.

OUTCOME MEASURES

The Board realizes that competency cannot be measured in all surveyors, however we can offer the following proxy (from the Appropriations Bill):

- 99% of state professional licensee population without recent violations.
- 95% of documented complaints to licensing agencies resolved within six months.
- 65% of individuals renewing their licenses via the internet.

STRATEGIES, OUTPUTS, EFFICIENCY MEASURES

- I. The Board will examine applicants and regulate practicing surveyors, licensing only competent surveyors who must maintain competency through completion of continuing education courses.

OUTPUT MEASURES (from the Appropriations Bill):

- 70 New Licenses Issued
- 2986 Licenses Renewed
- 57 Complaints Resolved

EFFICIENCY MEASURES

- Average Licensing cost per License Issued - \$5.81
- Median Time for Complaint Resolution – 119 days

II. Purchasing and Grading of National Exam

Output Measure (from the Appropriations Bill):

70 Individuals Taking National Exam

TECHNOLOGY ASSESSMENT SUMMARY

This Board, the State Board of Plumbing Examiners and agencies that make up the Health Profession Council were facing a critical situation regarding both hardware and software systems. The Department of Information Resources (DIR) currently manages contracts for support of systems used by these agencies. DIR advised the affected agencies that existing systems will cease to be supported in August 2010. A variety of options were investigated by these agencies and DIR. Although all of the agencies perform regulatory functions, each agency has unique requirements that have in the past kept them from a collective solution. The task force and DIR reviewed products from vendors. Advances in technology have made a collective database system housed within a central location a viable solution. The task force determined that a collective database housed at the Health Professions Council and supported by a new database administrator was the best solution.

In 2009 funds were appropriated for a new system which became operational by May 2011.

In January 2014, the examination for Registered Professional Land Surveyors will be available online through the NCEES Web site and no longer require on-site proctoring. We do not anticipate any additional software or hardware requirements for the Board.

The Board will continue to adopt the DIR guidelines regarding the lifespan of computers when reviewing its current equipment for replacement.

In an effort to improve services to its customers, the Board has been, and will continue, to evaluate its Web site. Its current state is a source of frustration according to some who completed our Customer Satisfaction Survey. Though the information they need may be there, the organization of the Web site lacks user friendliness. This should not be a static element and we will work to ensure it becomes an efficient source of information for our customers. Information that may be obtained from our Web site includes but is not limited to the Acts and Rules applicable to land surveyors, Board meeting dates, agenda and minutes, exam information, course information and a roster of licensed land surveyors.

APPENDIX A

PLANNING PROCESS

The entire Board is asked to contribute to the Strategic Plan. All employees are familiar with the plan and their input is also requested.

The Board's action plan for the three elements of the objective: examination, licensure and enforcement:

1. The Board will continue to develop and refine examinations used to determine competency by:
 - A. Conducting Item-Writing Workshops to develop test items that determine competency;
 - B. Reviewing content areas of examination to ensure that content areas have been identified properly;
 - C. Reviewing content areas of examination items to ensure that those content areas have been identified properly; and
 - D. Conducting Cut-Off Score Workshops to review items and examinations statistics to ensure that examination items determine competency.
2. The Board will require the completion of continuing education for licensure that:
 - A. Meets the requirements of the Professional Land Surveying Practices Act; and
 - B. Is directed toward deficiencies noted in the practice of the surveyor.
3. The Board will develop a method of reviewing complaints that will ensure that:
 - A. Deficiencies in practice will require education to correct the deficiency, and if deficiencies continue a more stringent enforcement action will be required;
 - B. All complaints will be reviewed and appropriate action determined within six months from receipt; and
 - C. The use of the Board's Investigator and use of Volunteer Investigators will ensure that complaints are resolved efficiently and effectively.

APPENDIX B

ORGANIZATIONAL CHART

9 BOARD MEMBERS



EXECUTIVE DIRECTOR



STAFF MEMBERS
2 Executive Assistants
1.5 Administrative Technicians
.5 Investigator

APPENDIX C

PROJECTIONS

As stated earlier, the surveying profession mirrors the building growth in Texas. If the state is experiencing many new building projects, the interest in surveying is high because jobs are plentiful.

The Act was amended in 1995 to require a degree for all applicants applying for registration after January 1, 2003. The board experienced a large number of applicants who were trying to get registered before the effective date of the degree requirement.

The Board adopted a comprehensive set of professional and technical standards in 1992. Use of these standards has reduced the number of complaints received. The Board also adopted a rule requiring all professional surveyors to notify clients of the name, phone number and mailing address of the Board for the purpose of directing complaints. This action has increased the public awareness of the Board.

Projections:

Year	# Examined	# Complaints	# Licensed
1997*	236	54	2879
1998*	398	44	2765
1999*	413	50	2858
2000*	587	45	2853
2001*	556	51	2897
2002*	527	36	3141
2003*	630	64	3060
2004*	332	59	3022
2005*	350	67	2926
2006*	387	60	2937
2007*	359	44	2943
2008*	369	61	2895
2009*	415	59	2979
2010*	401	53	2991
2011*	334	48	2980
2012	370	50	3000
2013	370	50	3000
2014	370	50	3000
2015	370	50	3000
2016	370	50	3000
2017	370	50	3000

*Actual

APPENDIX D

MEASURE DEFINITIONS

PERFORMANCE MEASURE DEFINITIONS

1. Percent of Licensees with No Recent Violations

Short Definition: The percent of the total number of licensed/registered individuals at the end of the reporting period who have not incurred a violation within the current and preceding two years, three years total.

Purpose/Importance: Licensing/registering individuals help to 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: The number of licensed/registered individuals is stored in the agency's license system database maintained by Northrop Grumman. Upon receipt of all complaints, an agency staff person enters the information into a complaint tracking system by number, name of the registered surveyor, date received, date resolved, the number of days to resolve, result/board action, complaint office and quarter resolved.

Method of Calculation: The total number of individuals currently registered who have not incurred a violation within the current and preceding two years divided by the total number of individuals currently registered.

Data Limitations: While it is the agency's goal to meet the targeted performance the agency does not have control over the number of registered individuals that comply with the Professional Land Surveying Practices Act.

Calculation Type: Non-cumulative

New Measure: No

Key Measure: Yes

Desired Performance: Higher than Targeted Performance

2. Percent of Complaints Resolved That Resulted In Disciplinary Action

Short Definition: Percent of complaints resolved during the reporting period that resulted in disciplinary action divided by the total number of complaints resolved during the reporting period. Disciplinary action includes orders, reprimands, warnings, suspensions, probation, revocation, assurances of voluntary compliance, restitution and/or fines on which the Board has acted.

Purpose/Importance: The measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of complaints received. 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 complaint data is maintained in an Excel complaint tracking system. The complaint data consists of the complaint number, surveyor's name, date received, and date resolved. The percentage of this measure is calculated in Excel.

Method of Calculation: The total number of complaints resolved during the reporting period that resulted in disciplinary action divided by the total number of complaints resolved during the reported period.

Data Limitations: The board has no control over the number of complaints received and the type of violations that occurred.

Calculation Type: Non-cumulative

New Measure: No

Key Measure: No

Desired Performance: Targeted Performance

3. 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. The number of individuals against whom two or more disciplinary actions were taken by the Board within the current and preceding two fiscal years divided by the total number of individuals receiving disciplinary actions within the current and preceding two fiscal years.

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 the Professional Land Surveying Practices Act and Rules strictly enough to ensure consumers are protected from unsafe, incompetent and unethical surveying practice.

Source/Collection of Data: The data is maintained in an Excel complaint tracking system. The complaint data consists of the complaint number, surveyor's name, complaint receipt date and resolved date.

Method of Calculation: The number of individuals that two or more disciplinary actions were taken by the board within the current and preceding two fiscal years divided by the total number of individuals receiving disciplinary actions within the current and preceding two fiscal years.

Data Limitations: The Board has no control over the number of complaints received and the type of violations that will be found.

Calculation type: Non-cumulative

New Measure: No.

Key Measure: No

Desired Performance: Higher than Targeted Performance

4. Percent of Documented 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 Professional Land Surveying Practices Act, which is an agency goal.

Source/Collection of Data: A manual count is the source of data for this measure. Upon receipt of each complaint an agency staff person enters the complaints into a complaint tracking system, by number, name of the registered surveyor, date received, date resolved, number of days to resolve, result/board action, assigned complaints officer and quarter resolved.

Method of Calculation: This measure is calculated by the number of complaints resolved in six months or less divided by the total number of complaints resolved during the reporting period.

Data Limitations: The Board has no control over the number of complaints that are filed or the complexity of the complaints filed.

Calculation: Non-cumulative

New Measure: No

Key Measure: Yes

Desired Performance: Higher than target

5. Percent of Licensees Who Renew Online

Short Definition: The percent of the total number of licensed/registered individuals at the end of the reporting period who renewed online.

Purpose/Importance: To provide a count of the online usage. This is a new key measure beginning with fiscal year 2004 and contained in the General Appropriations Act.

Source/Collection of Data: A manual count is obtained from computer generated reports maintained by Northrop Grumman. A staff person manually calculates the percent each quarter.

Method of Calculation: A manual count will be obtained from bank reports from Northrop Grumman and the Comptroller's office.

Data Limitations: The number of individuals that renewed their license online is obtained from computer generated summary receipt reports maintained in the agency's license system supported by DIR/IBM. The Board has no control over the number of licensees/registrants that renew online.

Calculation Type: Non-cumulative

New Measure: Yes

Key Measure: Yes

Desired Performance: Higher than target

6. Percent of New Individuals Licenses Issued Online

Short Definition: The percent of the total number of new licenses issued online. The current number of new individuals licensed is not large enough to utilize TexasOnLine.

Purpose/Importance: To provide a count of the number of individuals that utilize the online system. A new performance measure contained in the General Appropriations Act which went into effect during fiscal year 2005.

Source/Collection of Data: A manual count will be the data source for this measure. The count will be obtained from a computer generated report maintained by Northrop Grumman. A staff person will calculate the percent each quarter.

Method of Calculation: A manual count will be conducted from computer generated reports maintained by Northrop Grumman and the Comptroller's Office. A staff person will manually calculate the percent at the end of the reporting period.

Data Limitations: A manual count will be data source. The count will be obtained from a computer generated report maintained by DIR/IBM. The Board has no control over the number of individuals that utilize the online system.

Calculation Type: Non-cumulative

New Measure: Yes

Key Measure: Yes

Desired Performance: Higher than Target

EF 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 data is recorded by staff and maintained on an Excel spread sheet in the complaint file. The recorded data on the Excel spread sheet is the source of data for this measure. Upon receipt, a staff member enters each complaint into an Excel complaint tracking system by number, name and date received.

Method of Calculation: A summed total of the number of calendar days for all complaints resolved, during the reporting period counted from the date the agency received the complaint to the date resolved divided by the number of complaints resolved during the reporting period.

Data Limitations: The Board has no control over the number of complaints that are received and the complexity of the complaints received.

Calculation type: Non-cumulative

New Measure: No

Key Measure No

Desired Performance: Higher than target

EF 2 Percentage of new Individual Licenses Issued within 10 days

Short Definition: The percentage of initial individual license applications that were processed during the reporting period, measured from the time in days lapsed from receipt of the paid prorated registration fee until the registration packet is mailed.

Purpose/Importance: This measures the ability of the agency to process new licensee packets in a timely manner and its responsiveness to a primary constituent group.

Source/Collection of Data: Data on all applicants that passed the registration examination is maintained by a staff member. Notification letters are mailed to those individuals that passed the examination informing them of their grade(s) and the amount of the prorated registration fee due. Upon payment of the prorated registration fee individuals are mailed a registration packet .

Method of Calculation: The calculation is based on a random sample chosen from the registration list of all individuals mailed an initial license in the reporting period divided into the total number of licenses mailed during the quarter.

Data Limitations: The agency has no control over the number of applicants that are successful in passing the examination for registration.

Calculation Type: Non-cumulative

New Measure: No

Key Measure: No

Desired Performance: Target

EF 3 Percentage of Individual Renewals Issued within 7 days

Short Definition: The percentage of individual license renewals applications that were processed during the reporting period within seven days of receipt, measured (in calendar days) from receipt date of the renewal application until the date the renewed license is mailed divided by the total number of renewed licenses mailed during the reporting period.

Purpose/Importance: This measures the ability of the agency to process renewal applications in a timely manner and its responsiveness to a primary constituent group.

Source/Collection of Data: A manual list of receipt numbers, the receipt entry date and license mail date is maintained by a staff member.

Method of Calculation: The total number of calendar days per renewal license application that lapsed from the receipt of renewal application until the date the renewed license is mailed divided by the total number of renewals mailed.

Data Limitations: Several registrants choose to send the renewal notice and fee to the agency to be manually processed. Many of these may contain address changes that need to be made prior to sending the renewed license.

Calculation Type: Non-cumulative

New Measure: No

Key Measure: No

Desire Performance: Target

EX 1 Total Number of Individuals Licensed

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

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

Source/Collection of Data: A surveyor count is done on the agency's license system on the last day of the reporting period.

Method of Calculation: A surveyor count program is stored in the agency's license system database.

Data Limitations: the agency has no control over the number of initial licenses issued and the number of renewed licenses.

Calculation Type: Cumulative

New Measure: No

Key Measure: No

Desired Performance: Target

EX 2 Number of Jurisdictional 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: A manual count is the source of data for this measure. Upon receipt an agency staff person enters each complaint into a complaint tracking system by number, name of the registered surveyor, date received, date resolved, the number of days to resolve, result/board action, complaint officer and quarter resolved.

Method of Calculation: The total number of complaints during the reporting period upon which final action was taken by the board or for which a determination is made that a violation did not occur. A complaint that after preliminary investigation is determined to be non-jurisdictional is not a resolved complaint.

Data Limitations: The Board has no control over the number of complaints filed or the complexity of the complaints. The more complex complaints may require more time to investigate.

New Measure: No

Key Measure: Yes

Desired Performance: Target

OP 1 Number of New Licenses Issued to Individuals

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

Purpose/Importance: A successful licensing structure must ensure that standards for professional education and practice are met prior to licensure. This measure is a primary workload indicator, which intended to show the number of unlicensed 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: Staff maintains the new licensee information. Applicants passing the legal, analytical and/or reciprocal portions of the examination are licensed.

Method of Calculation: This measure counts the total number of licenses issued to previously unlicensed individuals during the reporting period, regardless of when the application was originally received. Only new licensees are counted.

Data Limitations: The Board has no control over the number of new licenses issued to individuals.

Calculation Type: Cumulative

New Measure: No

Key Measure: Yes

Desired Performance: Target

OP 2 Number of Licenses Renewed

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

Purpose/Importance: Licensee renewal is intended to ensure that persons who want to continue to provide land surveying services must comply with the Act, Board Rules and complete eight hours of continuing education.

Source/Collection of Data: The number of licenses renewed is stored in the agency's license system.

Method of calculation: A count can be obtained per quarter from the agency's Access program by receipt code and receipt date range.

Data Limitations: the Board has not control over the number of licenses renewed.

Calculation Type: Cumulative

New Measure: No

Key Measure: Yes

Desired Performance: Higher than Target

OP 3 Complaints Resolved

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

Purpose/Importance: To maintain and track filed complaints.

Source/Collection of Data: An Excel spread sheet is the source of date for this measure. Upon complaint receipt a staff member enters each complaint adding the date received. After investigation and determinations are made the date resolved is entered.

Method of Calculation: The total number of resolved complaints is manually counted.

Data Limitations: The Board has no control over the number of complaints filed or the complexity of complaints.

Calculation Type: Cumulative

New Measure: No

Key Measure: Yes

Desired Performance: Higher than Target

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APPENDIX E:

WORKFORCE STRATEGIC PLAN

2013-2017

TEXAS BOARD OF PROFESSIONAL LAND SURVEYING

TABLE OF CONTENTS

Forward by Executive Director Sandy Smith

Mission Statement and Philosophy

Summary

Overview

Introduction

The Process

Time Frame

Current Workforce Profile (Supply Analysis)

Existing Workforce

Age and Tenure

Workforce Diversity

Absenteeism

Past and Future Separations

Recruitment

Skills

Future Workforce Profile (Demand Analysis)

Future Workforce

Being an Employer of Choice

Developing Employee Skills

Anticipated Increase or Decrease in Employees

Flexible Work Arrangements

Critical Functions

Gap Analysis

Anticipated Surplus or Shortage of Employees

Anticipated Surplus or Shortage of Skills

Strategy Development

Goals and Strategies

Organizational Structure

Retention Programs

Recruitment Plans

Career Development Programs

Succession Planning

Leadership Development

Organizational Training and Employee Development

FORWARD

The following is the Workforce Strategic Plan for the Texas Board of Professional Land Surveying. Although we are a very small agency, with only 5 full time equivalent employees, I am committed to a long term approach to the management of the board's workforce.

The ongoing implementation of the following plan will assist the agency in its goal of having the right people performing the right tasks.

Marcelino A. Estrada
Executive Director

MISSION STATEMENT AND PHILOSOPHY

Mission Statement:

The mission of the Texas Board of Professional Land Surveying is to establish and enforce standards ensuring the competency of individuals licensed as land surveyors resulting in the orderly use of our physical environment for the protection of our citizens, the current and future property owners, of Texas.

Philosophy:

The Texas Board of Professional Land Surveying will act in accordance with state laws and Board rules while demanding a high degree of ethical and professional standards of conduct from the profession which we regulate. We treat all individuals with respect and strive for efficiency, accountability and openness in our dealings with the public and fair and sensible approach to the regulation of the profession of land surveying. We affirm, and take pride in, the protection of the citizens of Texas requiring professional land surveying services.

SUMMARY

This Workforce Strategic Plan for the Texas Board of Professional Land Surveying outlines the process used to make all employees a part of this planning process.

Our key goals and objectives in developing and implementing this plan are as follows:

1. Attracts and retain highly skilled and motivated employees.
2. Assist employees in the development of skills as their job duties and responsibilities grow and develop.
3. Meet the needs of both future and existing land surveyors in the State of Texas.

The Texas Board of Professional Land Surveying is a State agency whose function is to license and regulate land surveyors in the State of Texas. We develop and administer exams to those individuals who desire to become land surveyors. We also investigate complaints received regarding land surveyors and the Board takes appropriate action to resolve these complaints. We also monitor and approve continuing education courses offered to land surveyors as well as ensuring that licensed land surveyors receive continuing education as required in our Act and Rules.

During the next five (5) fiscal years we do not anticipate any changes to our mission, strategies or goals.

OVERVIEW

1. *Introduction*

Workforce planning at the Texas Board of Professional Land Surveying (TBPLS) in the past has been relatively unsophisticated and has been aimed at solving immediate needs as they arise. At the present time, we have the following positions:

Executive Director

Executive Assistant – 2 full time employees

Administrative Assistants – 1 full time employee and one half-time employee

Investigator – 1 half-time employee

Our aim is to ensure TBPLS has the right people in the right jobs and that they are provided with the necessary tools and training to be able to perform their jobs at the highest level.

2. *The Process*

As we have developed this plan, we have placed specific emphasis on including all employees in the process. We feel that being a small agency offers an unusual opportunity to obtain input and feedback from all employees, making the implementation of any plan more effective since it was developed as a true team effort.

We will refine this plan as necessary in order to make certain that our goals are being met within the time frame we feel is appropriate.

3. *Time Frame*

This initial Workforce Strategic Plan is based on a period of five fiscal years. However, we will revisit and adjust the plan as necessary at the end of each fiscal year.

CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

1. *Existing Workforce*

At this time, we have five (5) FTE's working for the TBPLS.

2. *Age and Tenure*

The overall age profile at the TBPLS indicates that most of the full time employees have close to 20 years employment with the State and are thus getting close to retirement possibilities.

The average age for employees is 51. The average length of service for all full time employees is 15 years. However, using the "Rule of 80", employees will be eligible for retirement in the following years:

2012	1 Full Time Employee and one Half Time Employee
After 2012	1 Full Time Employee

3. *Workforce Diversity*

The TBPLS at this time is comprised of four female employees and two male employees. One employee is Hispanic, the rest are Caucasian.

4. *Absenteeism*

The absenteeism rate at the TBPLS is extremely low.

5. *Past and Future Separations*

One separation occurred in January 2008. Another separation occurred in 2009. These employees returned to work in the same position, thereby retaining institutional knowledge and reducing training.

One staff member retired in August 2010 and the Executive Director retired in November 2010. The Executive Director hired in October 2010, resigned April 2012 and was replaced May 2012.

The Administrative Assistant hired in 2011, resigned May 2012. Her replacement has resigned effective June 29, 2012. In both cases, these individuals accepted job offers in line with their previous profession. Considering the current job market and the number individuals with years of experience in different fields

No other separations are foreseen at this time. However, we are aware of the cost of separation and plan to keep dialogue going with all employees as to their needs and goals in order to help ensure a stable workforce.

6. *Recruitment*

In as much as our separation rate is so low, recruitment has not been a major concern in the past. Recently hired individuals became aware of employment opportunities with the Board through Work-In-Texas Web site. No costs were incurred on recruitment during the past fiscal year and none are anticipated during this fiscal year.

7. *Skills*

Determining the skill level of the TBPLS employees is somewhat difficult in as much as each employee performs dramatically different types of work. However, each employee

works very independently and with limited supervision and, where job functions do overlap, all employees work well together.

Each employee has been offered training in any area they feel would be necessary to make the performance of their jobs easier and more productive. Some of the training offered and taken has been through the Comptroller of the State of Texas, the State Auditor's Office, or through private organizations (for training in Excel and Quickbooks).

In addition, we are in the process of continually updating our procedures manual for all areas which should enable cross training to take place more efficiently.

We will continue to offer training and will implement cross training so that skill levels can be better audited and improved for all employees.

FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)

1. Future Workforce

Workforce requirements for the TBPLS over the next five fiscal years has been determined by employee meetings as well as meeting with individuals who serve on the Board.

We have determined that the following areas are key to our workforce development:

- Being an employer of choice
- Having employees who have been given the training necessary to develop the skills required
- Having flexible work arrangements whenever possible

We do not foresee any additional changes to the workforce level at this time.

2. Being an Employer of Choice

We feel that in order to become or remain an employer of choice the following are required:

- Rewarding exceptional performance
- Promoting equality of employment opportunities
- Valuing employee diversity
- Promoting ethical behavior
- Providing employees with incentives, whenever possible

3. Developing Employee Skills

Determining the training needed or desired by current and future employees to enable them to perform their job functions more effectively has always been important to the TBPLS. To further this goal, we will do the following:

- Discuss with employees the specific skills they need in order to do their jobs more effectively
- Discuss with employees the types of training they feel is needed in order to develop these skills
- Providing the training requested whenever possible, whether through another state agency or through a private organization
- Cross training employees so that skills and knowledge are shared

4. *Anticipated Increase or Decrease in Employees*

At this time, there are no anticipated increases or decreases in employees from those budgeted for this year. We anticipate remaining at 5 employees for the foreseeable future.

5. *Flexible Work Arrangements*

The TBPLS currently has this in place. One employee works from 7:30 am to 4:30 pm to accommodate her schedule and to provide phone and office coverage in the early morning hours. In the future, we plan to look into the feasibility of the following:

- Teleworking
- Volunteer work
- Job sharing
- Increasingly flexible working hours
- Job descriptions that truly reflect the requirements of the job

6. *Critical functions*

By implementing an effective cross training program it is believed that all employees will have the skills necessary to perform all critical functions at this agency.

Those functions currently are:

- Review and processing of applications
- Preparation and administration of examinations
- Processing and grading examinations
- Approving and monitoring continuing education courses
- Renewing licenses
- Reviewing and investigating complaints

We do not anticipate any changes to these critical functions over the next five fiscal years.

GAP ANALYSIS

1. Anticipated Surplus or Shortage of Employees

We do not anticipate that there will be any surplus or shortage of employees over the next five fiscal years.

2. Anticipated Surplus or Shortage of Skills

Although skill training is an on going matter and specific training in various computer programs, etc. may be required; we do not anticipate that there will be any surplus or shortage of skills of our employees over the next five fiscal years which cannot be handled with minimum training.

STRATEGY DEVELOPMENT

1. Goals and Strategies

Specific goals to address workforce competency gaps or surpluses include the following:

- Training in various computer software programs as may be necessary
- Cross training of all employees
- Preparation and distribution of a detailed procedure manual for all areas

2. Organizational Structure

We do not anticipate any changes in our organizational structure over the next five years.

3. Retention Programs

Due to the lack of turnover, there are no retention programs presently in place with the agency. However, we will continue to strive to provide our employees with a rewarding and satisfying place to work by providing the following:

- Rewards (where possible) for exceptional job performances
- Promoting job equality
- Providing training whenever possible to increase job knowledge and skills
- Keeping the lines of communication between the Executive Director and employees and the Board and the employees open and honest.

4. *Recruitment Plans*

The Board has posted all notices of position vacancies with the Texas Workforce Commission and in local newspapers, when appropriate. We also notify other state agencies of vacancies.

5. *Career Development Programs*

This is somewhat difficult to accomplish in an agency our size with one Executive Director one half time Investigator, one Executive Assistant and two Administrative Assistants. However, changes in job duties and functions may be changed in order to develop different career opportunities for our employees.

6. *Succession Planning*

We have begun discussing with the employees who are or will soon be eligible for retirement what their plans are in order to be ready to act proactively to any changes in our staffing.

7. *Leadership Development*

This is somewhat difficult to accomplish in an agency our size, however by cross training our employees this will enable them to take leadership roles in various areas, as appropriate.

8. *Organizational Training and Employee Development*

Training, whether on-line, classroom, or individual, has been offered and will continue to be offered to all employees in order to help them develop the skills they need to be able to perform their jobs more effectively. At this time, there is no training scheduled for any employee, although as we become aware of more training possibilities, this will change. In addition, as cross training occurs, additional training may become necessary.

APPENDIX F

HISTORICALLY UNDERUTILIZED BUSINESSES

GOAL:

We will comply with all regulations concerning historically underutilized businesses. The Board adopts the statewide contracting goals listed below:

- (1) 11.9 percent for heavy construction. The Board does not contract for heavy construction.
- (2) 26.1 percent for all building construction. The Board does not contract for building construction.
- (3) 57.2 percent for all special trade construction. The Board does not contract for any construction.
- (4) 20 percent for professional services contracts. The Board has six contracts for professional services. Of these six, two are with other state agencies and one with a vendor for imaging services (provided by Neubus under a Digital Imaging Services Agreement between Neubus and the State Council on Competitive Government, by and for the Texas State Library and Archives Commission). The Board assumes that these three entities comply with HUB requirements, thereby assisting the Board with its requirement.
- (5) 33 percent for all other services contracts. The Board utilizes as many HUBs for other services as possible.
- (6) 12.6 percent for commodities contracts. The Board utilizes as many HUBs for commodities as possible.

OBJECTIVE:

To utilize historically underutilized businesses as much as possible, the Texas Board of Professional Land Surveying purchases 97% of all office supplies from the Central Supply Store, a part of the Texas Industries for the Blind and Handicapped. The House of Representatives Print Shop, or other state agencies do 100% of all the agency's printing.

OUTCOME MEASURE:

The Texas Board of Professional Land Surveying utilizes the services of the Texas Facilities Commission, the House of Representatives Print Shop and other state agencies whenever possible.

STRATEGY:

It is our understanding that the Central Supply Store, the House of Representatives Print Shop and state agencies comply with 34 TAC Section 20.13 . As these agencies increase their use of historically underutilized businesses, the Board will in-turn be using more services from historically underutilized businesses.

APPENDIX G

SURVEYS OF OTHER STATES

The National Council of Examiners for Engineering and Surveying conducts annual surveys regarding information about licensing requirements, regulation, continuing education and other matters of general interest. The results of the survey can be found on their website at www.ncees.org under the menu heading “Licensure”.

APPENDIX H

CURRENT YEAR ACTIVITIES

During this past fiscal year the Board examined 334 applicants. Through receipt of renewal fees, professional fees, examination fees, application fees and other fees the Board has deposited \$1,142,753 into the General Revenue.

2013 - 2017

Registration of professional land surveyors is a two step process and each step requires passing an examination. The first step requires passing a national eight hour exam offered by the National Council of Examiners for Engineering and Surveying (NCEES). The second step requires passing a Board developed, Texas specific exam. NCEES is moving towards a computer based national exam in January 2014. If this method of examination is successful, the Board may consider offering the Texas specific exam in the same format.

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