



## TEXAS DEPARTMENT OF LICENSING AND REGULATION

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June 13, 2014

Mr. Ken Levine, Director  
Sunset Advisory Commission  
P.O. Box 13066  
Austin, TX 78711-3066

Dear Mr. Levine,

This letter is to provide the Sunset Advisory Commission with feedback from the Texas Department of Licensing and Regulation (TDLR) regarding Recommendation 3.2 of the May 2014 Sunset staff report regarding the Texas Department of State Health Services (DSHS). We appreciate the confidence you and your staff have shown in us by recommending that 12 programs be transferred from DSHS to our agency. Below are reasons why Recommendation 3.2 can be fully implemented by TDLR as well as key challenges and recommended modifications regarding the Recommendation. Attached is a background about our agency and its operations.

### ***Key Points Supporting Sunset Recommendation 3.2***

•**Alignment with TDLR's Mission.** Sunset Recommendation 3.2, proposing to transfer 12 DSHS programs to TDLR, fits our mission as the state's premier occupational licensing agency. Our expertise is in managing and developing programs that have seemingly little or no affinity, yet we make them work due to our functional alignment business model. Programs with a history of neglect or ongoing problems will find that TDLR is relatively small enough to pay close attention to their needs, yet large enough to offer the experience, expertise and services to make the programs more efficient and effective.

•**TDLR's Agility and Flexibility.** One of TDLR's greatest strengths is our size. We are a relatively small agency, but we take on big responsibilities. While we currently serve over 650,000 licensees (and do so efficiently and capably) we do so with less than 400 employees statewide. We are not a large government bureaucracy; we are lean, nimble, and responsive to the changing needs of Texas lawmakers, our licensees, consumers, and the public. Our flexibility and functional alignment model allows us to absorb certain types of licensing programs with little to no disruption or negative effect to the individual licensee.

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*Mike Arismendez, Chair – Littlefield, Texas*

*Tom Butler – Deer Park, Texas*  
*LuAnn Morgan – Midland, Texas*  
*Fred Moses – Plano, Texas*

*Catherine Rodewald – Frisco, Texas*  
*Ravi Shah – Carrollton, Texas*  
*Deborah A. Yurco – Austin, Texas*

•**TDLR's Experience with Program Transfers.** TDLR has achieved excellent results from consolidating large license-based programs from existing agencies. The Barbering and Cosmetology programs came to us in 2005 from independent commissions that were poorly managed and financially challenged. Using our functional alignment model, we have improved services, streamlined the licensing process, lowered fees, and strengthened enforcement for these programs, while keeping pace with the rapid growth of the licensee population (now 290,216 combined). The Towing Program was transferred to us in 2007 from the Texas Department of Transportation, where the program lacked oversight, had no inspection authority, and was unresponsive to licensee's needs. Today, the Towing, Vehicle Storage Facility, and Booting programs (36,381 combined licensees) are streamlined and well-run, earning TDLR trust and respect from the towing industry and the motoring public.

•**TDLR's Cooperation with Industry Experts and Professionals.** TDLR's success in consolidating programs is a direct result of the communication and cooperation between industry subject matter experts and our program professionals to create a robust compliance program, regardless of the industry or profession. We listen to the people we regulate, and we count on them to share industry best practices so we can have a better-informed regulatory structure. We involve industry experts and professionals in the beginning of any new process or transfer so that lines of communication are established early and relationships can grow over time.

•**TDLR Has Recruited Talented Employees.** Another key to TDLR's success in rehabilitating programs transferred to us is recruiting and retaining talented employees from those programs so they can continue working with the program using their valuable knowledge and established industry relationships. We have had great success in bringing over program experts and trained professionals within our Cosmetology, Barber, Property Tax Professional, and Towing programs. Recently TDLR hired a former DSHS employee who worked closely in the development and implementation of key inspection and compliance elements for the massage therapists program. This new TDLR employee will undoubtedly help us develop inspection and compliance frameworks for these new programs.

•**TDLR Has An Experienced Education and Examination Division.** The Education and Examination Division is responsible for developing continuing education and pre-license education requirements for a wide variety of TDLR programs. Our Education and Examination staff ensures that schools and continuing education providers comply with our laws and rules by evaluating and approving schools, providers and courses, and by providing technical support and assistance to applicants. The Division uses educational reporting software to simplify how licensees and providers report completed pre-license and licensing continuing education courses. We feel that our existing education and examination model makes TDLR an ideal fit for the Massage Therapy Program and its schools, instructors, and establishments, as well as other programs with an educational component or pre-license certification requirement.

•**TDLR Uses Independent Advisory Boards.** TDLR's advisory board structure allows for independence in judgment and review of license applications and consumer complaints by our agency by removing any specter of industry conflict of interest or favoritism. At the same time, our advisory board members work closely with TDLR leadership and staff to establish examination, education, ethics, and practice standards and to provide our staff with industry perspective. The advisory board system at TDLR is an inclusive process; we listen closely to the advice and opinions of our board members. TDLR's advisory board model also reinforces Sunset's preferred model of "advisory committees." While we understand there may be some resistance to moving away from an independent board governance structure, it has been our experience that the Advisory Board model has been successful in promoting effectiveness, transparency, and independence.

•**TDLR Can Manage the Transfer.** TDLR has worked closely with Sunset Commission staff in crafting our recommendations for the transfer of these 12 programs. We purposely chose a controlled-growth, phased-in approach so that we can pay careful attention to each program as it comes over and give each of them the attention they deserve and will require. Speed is not the goal; successful integration of programs into TDLR's business model is. The combined population of programs allows for greater economy of scale using our shared-services model and presents a favorable revenue-to-cost ratio.

MR. KEN LEVINE, DIRECTOR  
SUNSET ADVISORY COMMISSION  
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***Key Challenges Facing TDLR with Recommendation 3.2***

- What TDLR Will Need To Succeed.** To implement these changes TDLR will need:
  - Support, involvement, and cooperation from the affected professionals and associations to develop, plan, and implement the ongoing programs' operation
  - The talent and experience of key DSHS employees currently supporting and serving these professions joining TDLR's team.
  - Coordination with the Texas Legislature, the Legislative Budget Board, and the Governor's office to ensure proper resources and staffing, including appropriations for such indirect services as accounting, purchasing, human resources, network and information services, general counsel, and customer service.
  - Ongoing communication and collaboration with our colleagues at DSHS, the Department of Information Resources, the Office of the Comptroller, the Texas Facilities Commission, and the Office of Attorney General.
  - Continued support from the Texas Legislature to streamline and standardize affected program statutes so they better fit TDLR's regulatory business model.

***TDLR's Suggested Modifications to Recommendation 3.2***

- The Midwives Program Should Remain at DSHS.** TDLR believes that the Midwife program is better housed at DSHS because of its proximity to the Bureau of Vital Statistics. Midwifery has a close relationship to the medical profession, and midwives are in frequent contact and consultation with doctors, hospitals, and other medical professionals outside the scope of TDLR's mission. We believe their specialized requirements fall closer within the DSHS mission.
- The Laser Hair Removal Program Should Remain at DSHS.** TDLR believes that the Laser Hair Removal program should remain with DSHS. While laser hair removal may appear to have an affinity with TDLR's Cosmetology program, we feel that the use of lasers is more closely aligned with the medical and health mission of DSHS rather than the occupational and professional licensing mission of TDLR.

My staff and I look forward to meeting with you and the Commission in person on 24-25 June during the Sunset Advisory Commission hearing on the review of DSHS. Please let us know if and when you need anything from us.

Sincerely,

William H. Kuntz, Jr.  
Executive Director

Attachment (TDLR: Who We Are and How We Do Business)



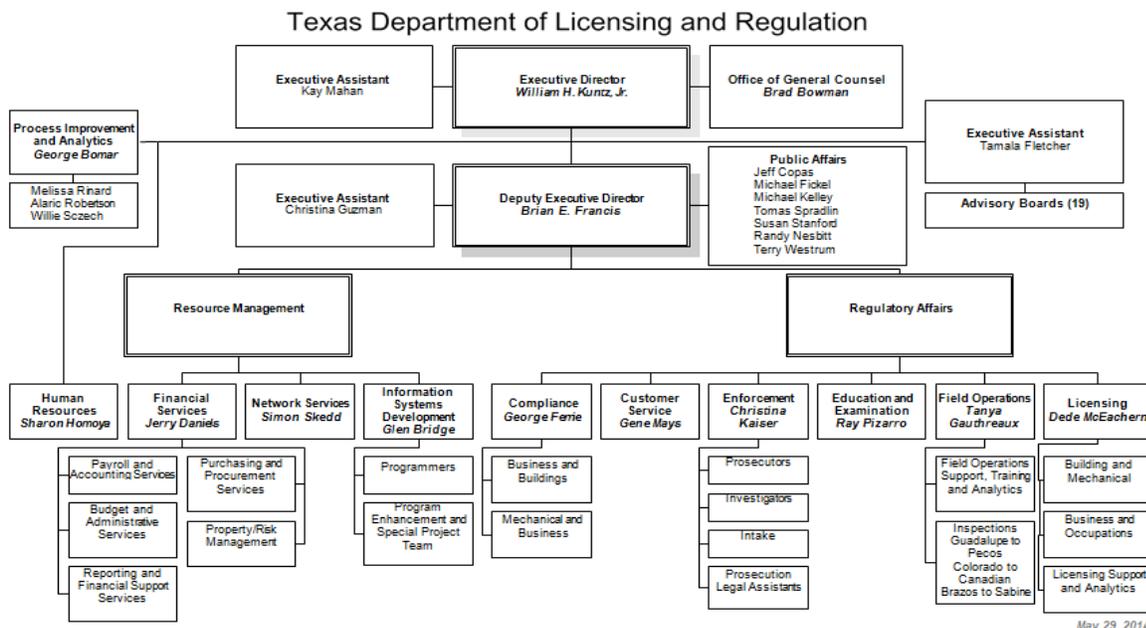
# TDLR: Who We Are and How We Do Business

## Who is TDLR?

The Texas Department of Licensing and Regulation (TDLR) is a small agency with big responsibilities. We license and regulate a wide variety of businesses, professionals, individuals, industries, facilities, equipment, and occupations to ensure that Texans are served by qualified, competent licensees. To achieve this, TDLR applies clear standards, avoids unreasonable government involvement, and keep costs low while providing exceptional customer service.

TDLR’s mission is to honor the trust of all Texans, ensure public safety and customer protection, and provide a fair and efficient licensing and regulatory environment at the lowest possible cost. Our vision is to be the leader in public service by creating innovative, low cost licensing and regulatory best practices, and cultivating employees who provide exceptional customer service. Our motto is “Smaller, Smarter Government.”

The Texas Legislature has entrusted TDLR with the important responsibility of licensing individuals and businesses in specific professions, industries and occupations. We believe this responsibility does not allow for complacency or simply doing things the way they have always been done. We believe that every regulatory agency must carefully balance the interests of protecting the public and ensuring a safe work environment while preserving individual liberties and the freedom to pursue prosperity and opportunity. We pride ourselves on striking this balance by avoiding an overly aggressive regulatory environment, and striving to maintain an atmosphere of fair competition, smart regulation and outstanding service for all Texans.



## Who Does TDLR Regulate?

TDLR licenses individuals and businesses for 25 programs and issues 126 license types. Below is a snapshot of our total licensee population at the end of the third quarter of Fiscal Year 2014.

PROGRAM	LICENSE TYPES	INDIVIDUAL LICENSES	BUSINESS LICENSES	TOTAL LICENSE POPULATION
Cosmetologists	27	237,886	29,721	267,607
Electricians	13	110,830	9,525	120,355
Boilers	2	258	54,916	55,174
Air Conditioning & Refrigeration Contractors	3	38,580	0	38,580
Elevators	3	163	38,281	38,444
Vehicle Towing and Booting	13	12,156	18,948	31,104
Barbers	19	19,241	3,975	23,216
Architectural Barriers	2	496	14,267	14,763
For-Profit Legal Service Contracts	3	9,063	15	9,078
Vehicle Storage Facilities	2	3,494	1,783	5,277
Property Tax Professionals	3	3,434	0	3,434
Combative Sports	9	3,257	69	3,326
Used Automotive Parts Recyclers	2	2,439	827	3,263
Auctioneers	1	2,426	0	2,426
Water Well Drillers and Pump Installers	2	1,711	0	1,711
Property Tax Consultants	3	1,576	0	1,576
Industrialized Housing and Buildings	6	49	570	619
Licensed Court Interpreters	2	537	0	537
Professional Employer Organizations	2	0	364	364
Service Contract Providers	2	0	317	317
Polygraph Examiners	2	262	0	262
Licensed Breeders	1	0	158	158
Temporary Common Worker Employers	1	0	96	96
Vehicle Product Protection Warrantors	1	0	52	52
Weather Modification	2	0	18	18
<b>TOTAL</b>	<b>126</b>	<b>447,858</b>	<b>173,902</b>	<b>621,757</b>

## **How Can TDLR Do So Much With So Little?**

TDLR has been the catalyst for the transformation of occupational and business licensing in Texas. The agency utilizes a functionally aligned business model that provides shared services across licensing programs. This dynamic structure allows TDLR to manage, support, and deliver a high level of service to an increasingly diverse mix of programs while maintaining a lean work force.

Beginning in 1999, the agency's responsibilities increased from regulating 17 programs to a total of 28 by 2012. As of 2014, thanks to streamlining efforts led by the agency and enacted by the Legislature, the number of programs TDLR oversees has been reduced to 25. Since 1999 the licensee population has increased from 116,000 to over 650,000. In 2001, TDLR had one employee for every 732 licensees; by 2013, this ratio increased to one employee for every 1,918 licensees, an increase of 262%.

The agency's success in managing diverse and increasing responsibilities while keeping a lean workforce is due to its culture of innovation that continually improves our processes and the services we deliver. TDLR's functional business model enables the agency to continually scale its operations and retain flexibility, ensuring greater productivity and lower fees as demands on the agency's resources change.

## **Who Is TDLR's Governing Body?**

The Texas Commission of Licensing and Regulation (Commission) is TDLR's governing body, with seven public members appointed by the Governor with the consent of the Senate.

The role of the Commission is to:

- select and supervise the executive director;
- set policy for the agency;
- establish and assess fines and sanctions for violations of laws, rules and orders;
- approve TDLR's strategic plan, operating budget, and requests for funding;
- consider input from TDLR's 19 Advisory Boards;
- set fees to cover the cost of programs; and
- adopt and repeal rules.

The Commission guides TDLR's common-sense approach to fair, efficient regulation and low-cost licensing. Before any rules are adopted, the Commission carefully considers any potential impact on businesses, customers, and licensees. The Commission strives to honor the trust of all Texans and ensure that the regulatory process is not heavy-handed or arbitrary. To support this endeavor, Commissioners regularly receive training from TDLR's Office of the General Counsel on the state's open government laws. The Commission conducts its business in a setting open to the public, and all Commission meetings are streamed live on the internet, then archived and available to view anytime.

## **What Roles Do Advisory Boards Play at TDLR?**

There are 19 TDLR programs with Advisory Boards. Input from each Advisory Board is critical in helping the agency effectively carry out its mission and achieve its vision. Advisory Board members provide vital technical knowledge and industry expertise, giving the Commission and staff real-world insight into the unique demands and issues affecting the occupations, professions, and industries regulated by TDLR. In addition, Commission members attend and participate in Advisory Board meetings so the Commission better understands these occupations and industries.

The Advisory Board members are appointed by the Chairman of the Commission with the Commission's approval, and represent a wide range of industries, professions, and locations throughout Texas. Board members serve staggered terms of two to six years. The Advisory Board members' knowledge and technical expertise in their respective fields are essential in helping the Commissioners make informed choices and decisions. Before adopting or amending agency rules, Commission members carefully consider Advisory Board recommendations.

The Advisory Boards meet as needed to evaluate, review and make recommendations to the Commission on rules and technical standards, examination development, continuing education requirements, trends affecting their regulated industries, and concerns and comments from their communities.

To promote a better understanding of the industries and occupations regulated by TDLR, the Chairman of the Commission designates Commission members to serve as liaisons to each of the Advisory Boards. These Commission members attend Board meetings and make sure that input provided by each Advisory Board is clearly understood and carefully considered during Commission deliberations. Board members' knowledge and expertise also make TDLR more effective in carrying out its mission and improving service to our licensees and the public.

Each Advisory Board plays a key role to review rules affecting their industry and to advise the Commission and Department on how to eliminate unnecessary, outdated, or burdensome regulation. Additionally, Advisory Boards provide input for the development of the agency's criminal conviction guidelines and enforcement plan – identifying crimes that relate to the licensed professions and recommending appropriate penalties for violations of laws and rules.

TDLR's Advisory Board structure allows for greater independence in judgment and review of license applications and consumer complaints by removing any specter of industry conflict of interest or favoritism. At the same time, our advisory board members work closely with TDLR leadership and staff to establish examination, educational, ethical, and practice standards and provide staff with an industry perspective. The advisory board system at TDLR is an inclusive process, and we listen closely to the advice and opinions of our board members. TDLR's Advisory Board model also reinforces the Sunset model of "advisory committees." While we understand there may be some resistance to moving away from an independent board governance structure, it has been our experience that the Advisory Board model has been successful in its effectiveness, transparency, and independence.

## **How Does TDLR's Functional Model Differ From Silo-based Models Used At Other Agencies?**

Many agencies are organized into departmental silos which impede efficiency and cost effectiveness. A silo structure has several programs and several employees for each program, duplicating work functions. The silo model creates numerous job redundancies which equal less functionality, lower productivity and growing costs.

TDLR has chosen to structure its business model along functional lines. This shared-services business model recognizes the functional areas of the services we deliver and groups its employees by activities. This alignment emphasizes cross-training and eliminates redundancy across divisions. This significantly decreases costs, increases productivity and lowers the number of FTEs needed.

Our functional business model and philosophy is rare in state government. It allows TDLR to be the leader in saving money, protecting consumers, and lowering fees for licensees. The following is an overview of how TDLR divisions operate under our shared services model:

### **Executive Office**

The Executive Office exemplifies the agency's core values while providing the leadership, motivation, and direction to achieve the agency's vision and mission. The Executive Office is passionate and sincere about building trust with the TDLR family, public officials, licensees and the citizens of Texas.

Along with managing the daily operations and resources to meet strategic goals, TDLR's leaders work with each division to keep the agency aligned and focused on accomplishing its mission. The success of the Executive Office is attributed to a respect-based management philosophy, a firm commitment to open and free communication with all employees and customers, recognition of the importance of industry trends to implement process improvements, and the aggressive pursuit of government transparency and efficiency.

The functions of the Executive Office include:

- Implementing Commission policies;
- Recommending agency budgets and license fee changes to the Commission;
- Creating strategic planning initiatives;
- Representing the agency before the Legislature;
- Reviewing Advisory Board applications for recommendation to the Chairman of the Commission;
- Assessing administrative sanctions and penalties;
- Reviewing and recommends rules;
- Issuing subpoenas, cease and desist orders, and emergency orders;
- Monitoring Historically Underutilized Business contracts;
- Supporting TDLR's 19 Advisory Boards;
- Administering TDLR's websites and social media channels;

- Managing and authorizing payments, grants and expenditures as appropriate from the Auctioneer Education and Recovery Fund, Licensed Breeder Training and Enforcement Fund, and Private Beauty Culture School Tuition Protection Account;
- Providing policy direction for workforce planning, recruitment, benefits and compensation, and staff development;
- Serving as TDLR's contact with other government agencies and industry organizations;
- Streaming and archiving agency meetings;
- Soliciting ideas and solutions through the crowdsourcing platforms ThinkTDLR (internal) and ImagineTDLR (external);
- Issuing press releases and responding to media and legislative inquiries; and
- Encouraging and implementing employee suggestions and ideas consistent with our core values and strategic plan.

### **Compliance Division**

The Compliance Division consists of the agency's technical and industry experts for our 25 programs. Staff determines compliance of buildings and equipment through plan reviews and inspections. Additionally, staff provides information through industry conferences and participates in speaking engagements and forums with associations. The Division responds to technical questions asked by the public and licensees. The staff's skills and experience are critical to the agency's mission to ensure public safety and customer protection and assure Texans that the services they receive are from qualified individuals.

TDLR relies on industry subject matter experts and our program professionals to work together and create a robust compliance program, regardless of the industry or profession. We listen to the people we regulate, and we count on them to share industry best practices so we can have a better-informed regulatory structure.

### **Customer Service Division**

The Customer Service Division is the agency's primary point of contact, responding to calls, emails, Facebook posts, and tweets. The agency engages with and fosters an interactive community through its social media channels. A typical day for our customer service representatives includes: responding to over 1,500 calls; answering over 160 questions received via email; monitoring and engaging through social media; assisting walk-in customers at TDLR headquarters in downtown Austin; and providing Spanish, Vietnamese and Mandarin language assistance to customers.

Our automated phone system helps non-English speaking customers reach the appropriate customer service representative. It also routes callers making electronic payments and those inquiring about specific programs. We are exploring web chat as another method of communication for licensees and the public.

## **Education and Examination Division**

The Education and Examination Division is responsible for developing continuing education and pre-license education requirements for a wide variety of TDLR programs. Education and Examination Division staff ensure that schools and continuing education providers are in compliance with laws and rules by evaluating and approving schools, providers and courses, providing technical support and assistance to applicants, and conducting periodic audits of schools, providers and courses. The Division also coordinates exam development and monitors administration of examinations for TDLR programs requiring knowledge and competency tests to obtain a license. The Division collaborates with its current exam delivery public-private partner, PSI Services, LLC; industry subject matter experts; and Advisory Board members to review and update examination content.

The Education and Examination Division develops continuing education and pre-license education requirements for 12 programs. These requirements make sure licensees have the necessary knowledge and skills to practice their chosen profession. Education staff ensures that schools and continuing education providers are in compliance with laws and rules by:

- evaluating and approving schools, providers and courses;
- providing technical support and assistance to applicants;
- conducting periodic best practice audits of schools, providers and courses;
- managing TDLR's online course completion database; and
- developing and maintaining education information on TDLR's website.

## **Enforcement Division**

The Enforcement Division investigates and resolves complaints received from consumers, industry, municipalities, inspections, and TDLR staff for our 25 programs. The Division's structure, operations, and processes are aligned to ensure fair and efficient complaint resolution. The Enforcement division consists of three sections: Intake, Investigations, and Prosecution.

The Intake section reviews all complaints received to determine if the agency has jurisdiction and recommends whether an investigation should be opened. The Investigation section compiles all the facts related to a complaint, including eyewitness interviews, in-depth research, on-site investigations, and prepares the written report based on these findings. It also coordinates and conducts sting operations to combat unlicensed activity. The Prosecution section includes prosecutors, legal assistants, and legal support. The prosecutors and legal assistants ensure the efficient resolution of each case and pursue penalties and sanctions whenever violations are found. The legal support staff track Agreed Orders, collect penalties, and assure compliance with probation requirements. The Prosecution section also screens applicants' criminal history information from the Department of Public Safety to identify crimes that may necessitate license denials or revocation.

Complainants and licensees have an opportunity to participate in the investigation process and help to ensure that information obtained is accurate. Consistency is maintained throughout the process by the use of the Enforcement procedures manual and Commission-approved penalty matrices and criminal offense evaluation guidelines.

### **Field Operations Division**

The Field Operations Division performs inspections and educates licensees for the Cosmetology, Barber, Towing, Vehicle Storage Facility, Booting, Used Auto Parts Recycler, and Licensed Breeder programs. Our inspectors are the face of TDLR for many of our licensees, performing scheduled pre-license and unscheduled periodic inspections of licensed facilities. TDLR is moving to an electronic inspection process that will allow field staff to enter inspection results in durable tablet computers, which will upload results to our database as each inspection is completed. This e-inspection process will significantly reduce data entry and other administrative tasks, allowing for increased productivity.

The Division is implementing route-optimization software that will assign daily inspections and map out most efficient routes for inspectors. Inspectors will save administrative time using this software by having an automated daily itinerary created for them that considers a variety of business rules including inspection due dates, location of facilities, duration of inspections, and potential harm to the public.

### **Licensing Division**

The Licensing Division reviews applications and issues licenses to qualified individuals and businesses. Licensing staff have extensive knowledge of licensing requirements and procedures for processing applications and issuing licenses. The agency's 25 programs include 126 unique license types for over 650,000 licensees. During fiscal year 2014, the average time to issue a license is 5 days, faster than the Legislature established target of 10 days.

The Licensing Division evaluates applicants' criminal history; required education and credentials; experience and employment history; and insurance, bonding, and net worth requirements. Licensing employees are cross-trained to assist with seasonal workload spikes. During peak times the entire Division works to process the high volume of applications. The Licensing staff is empowered through teamwork, open and free communication, and innovation to provide the best customer service from start to finish.

### **Financial Services Division**

The Financial Services Division manages TDLR's fiscal resources in compliance with state and federal requirements. Its staff operates in a prudent and responsible manner, carrying out all of their duties to get the most value from each appropriated dollar. The Division is organized into four cross-trained teams: Payroll and Accounting, Budget and Administrative, Reporting and Financial Support Services, and Purchasing and Procurement.

Financial Services balances the agency's budget and ensures all divisions spend within their means. The Division allocates and monitors purchasing and capital asset requirements, develops the Legislative Appropriation Request, manages the annual budget, and prepares all agency fiscal reports. The main functions of the Division are accounting; budgeting; cash receipt processing; payroll; expenditure and payment processing; revenue recognition and reconciliation; financial interface for USAS and the Texas.gov portal; fixed asset management; mail processing; purchasing, property management and contract administration; risk management; and vehicle fleet management.

### **Office of the General Counsel**

The Office of the General Counsel provides critical legal opinions and advice to the agency and the Commission. In this role, General Counsel proactively identifies and addresses issues that may expose the agency or Commissioners to legal liability. Additionally, General Counsel uses common sense in applying legal expertise when working with the legislature to draft legislation, collaborating with agency staff and Advisory Boards to develop administrative rules, reviewing contracts and contested case orders, and helping develop agency policies.

General Counsel protects the public; promotes an efficient regulatory environment; and minimizes risk of litigation against the state, TDLR, Commissioners, and employees. The Office also advises the Commission, the Executive Office and agency staff about pending litigation, bills and laws affecting the agency, ethics questions and sensitive legal matters. The general counsel is TDLR's Chief Audit Executive and Ethics Officer.

Functions of the Office of the General Counsel are to advise the Commission and the Executive Office; draft and review rules; drafts and review Commission orders; respond to open records requests; support Advisory Boards and workgroups; draft and review contracts and requests for proposals; provide legal opinions for the agency; oversee the collection of administrative penalties; and work with the Office of the Attorney General in administrative appeals, injunctive relief, collecting delinquent fines and coordinating other legal proceedings.

### **Human Resources Division**

The Human Resources Division promotes the agency vision and mission by fostering a healthy and respectful work environment. This is accomplished by attracting, developing, and retaining qualified employees who are dedicated to public service and who uphold TDLR's core values. The Division staff provides recruiting and hiring; training and career development; employee benefits, compensation, and related matters; personnel policies and procedures; employee relations; workforce planning; wellness programs; compliance with state and federal employment law; prevention of employee fraud; and legal support on personnel matters.

### **Information and Systems Development Division**

The Information Systems Development Division creates and supports custom software to help carryout TDLR's regulatory responsibilities. The Texas Umbrella Licensing Information Project (TULIP) software system is scalable and accommodates most of our license types and licensees. The Texas Occupations Online Licensing System (TOOLS) software program, used for Towing, Vehicle Storage Facilities, and Booting programs allows insurance companies to update coverage information, inspectors to post inspection reports, and applicants to complete and submit applications online.

Many of TDLR's web-based systems connect directly with the TULIP and TOOLS systems, providing immediate access to license applications and renewals. This online accessibility allows for:

- Posting of pre-license and continuing education course completions;
- Reporting of barber and cosmetology student enrollment and classroom hours;
- Payment of administrative penalties; and
- Searches of TDLR licensee, disciplinary and elevator databases.

### **Network Services Division**

The Network Services Division supports the agency's vision and strategic focus by planning for growth, installing systems, and supporting and maintaining all information technology, including phone systems and mobile devices. The Division also manages the agency's infrastructure by providing maintenance, upgrades, and troubleshooting at each of the Austin offices and at all field locations.

The Network Services Division staff has diverse skills that provide quick assistance and exceptional support on all hardware and software related requests. Network Services, through a Memorandum of Understanding, also supports the technology needs of other state agencies within our building headquarters as needed, including the Texas Emergency Services Retirement System and the Texas Commission on the Arts. Division staff participates in the mandated Data Center Services consolidation through the Department of Information Resources.