



STRATEGIC PLAN

FISCAL YEARS 2019 - 2023

June 8, 2018

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**AGENCY STRATEGIC PLAN
FISCAL YEARS 2019 TO 2023
BY THE
OFFICE OF CONSUMER CREDIT COMMISSIONER**

| FINANCE COMMISSION OF TEXAS | | |
|--|------------------------------|-----------------|
| COMMISSION MEMBER | DATES OF TERM | HOMETOWN |
| Stacy G. London, Chair | June 28, 2008 to Feb 1, 2020 | Houston |
| Robert (Bob) Borochoff | Feb 22, 2016 to Feb 1, 2022 | Houston |
| Hector J. Cerna | Dec 16, 2015 to Feb 1, 2020 | Eagle Pass |
| Margaret (Molly) Curl | Feb 23, 2016 to Feb 1, 2020 | Richardson |
| Phillip A. Holt | Feb 23, 2016 to Feb 1, 2022 | Bonham |
| William M. (Will) Lucas | Sept 27, 2011 to Feb 1, 2018 | Center |
| Lori B. McCool | Apr 27, 2009 to Feb 1, 2020 | Boerne |
| Matthew (Matt) Moore | Feb 23, 2016 to Feb 1, 2022 | Amarillo |
| Vince E. Puente, Sr. | Feb 2, 2012 to Feb 1, 2018 | Ft. Worth |
| Paul Plunket | June 26, 2008 to Feb 1, 2020 | Dallas |
| Hilliard (Jay) Shands, III, Vice Chair | Aug 23, 2010 to Feb 1, 2018 | Lufkin |

JUNE 8, 2018

SIGNED: /s/ LESLIE L. PETTIJOHN

Leslie L. Pettijohn, OCCC Commissioner

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OFFICE OF CONSUMER CREDIT COMMISSIONER (OCCC) MISSION

The mission of the Office of Consumer Credit Commissioner (OCCC) is to regulate nonbank financial services and to educate consumers and industry providers, fostering a fair, lawful, and healthy financial services market that grows economic prosperity for all Texans.

AGENCY GOALS & ACTION PLANS

The OCCC promotes the highest principles of professional conduct and ethics; diversity; stewardship and conservation of funds; and limited, balanced, and effective regulation.

The OCCC regulates nondepository financial service providers through licensing or registration. The agency's programs and services are based on a four-part philosophy:

- **Regulate** fairly, efficiently, and effectively, balancing the needs of both consumers and creditors by enforcing Texas credit laws and licensing qualified financial service providers;
- **Educate** consumers about rights, responsibilities, and remedies; and financial services providers about rights and responsibilities;
- **Communicate** collaboratively with and encourage communication among the financial services industry, consumer public, and the OCCC; and
- **Protect** and safeguard consumers against abusive, unfair, and deceptive lending practices.

GOAL: CONSUMER PROTECTION

To ensure prompt, fair, and effective enforcement of applicable state and federal statutes and regulations so that consumers are protected from abusive and deceptive practices, fraud, and misrepresentation.

ACTIONS REQUIRED TO ACHIEVE GOAL

- Investigate, process, and respond to consumer complaints related to OCCC's licensed or registered entities, in a professional, appropriate, and timely manner.
- Educate the financial services industry through advisory bulletins, articles, presentations, and web content.
- Develop and refine regulatory policy and administrative rules using a transparent and participatory process.
- Examine and supervise regulated entities to ensure compliance with appropriate statutes and regulations.
- Evaluate examination priorities through risk profiling methodologies to ensure optimal resource allocation.
- Issue examination reports that direct regulated entities to correct violations and provide restitution, in order to bring transactions into compliance.
- Collaborate with other state and federal regulators to share information and coordinate examinations.
- Initiate administrative enforcement actions against licensees who commit serious violations, in order to ensure compliance.
- Maintain high quality examiner personnel resources through extensive training, retention strategies, and a career ladder program.

GOALS AND ACTION ITEMS SUPPORT STATEWIDE OBJECTIVES

- 1. To support the statewide objective of being accountable to tax and fee payers of Texas, the OCCC will:**
 - Foster a fair, lawful, and competitive financial services market through consumer protection strategies that provide public confidence in the market.
 - Provide consumers with user-friendly, accessible options for filing complaints against regulated entities.
 - Ensure licensees and registrants have access to compliance guidance on OCCC website.
 - Ensure adherence with self-leveling, self-funding and Self-Directed, Semi-Independent (SDSI) statutory requirements.

- 2. To support the statewide objective of being efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision the agency considers redundant or not cost-effective, the OCCC will:**
 - Streamline operations and improve processes when needed.
 - Implement technology improvements to provide enhanced efficiency for staff operation and greater self-service and transparency for public users.
 - Share information and collaborate with other regulators to minimize regulatory burden.

- 3. To support the statewide objective of being effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve, the OCCC will:**
 - Use a risk-profiling methodology for examination selection to focus limited resources in areas that indicate the greatest potential for noncompliance.

- 4. To support the statewide objective of providing excellent customer service, the OCCC will:**
 - Handle consumer complaints in a professional and timely manner.
 - Continue to offer various avenues in which a consumer may contact the OCCC.
 - Provide extensive selection of consumer related information on the OCCC's website.
 - Provide training opportunities to staff on customer service.
 - Improve communications outreach to stakeholders.
 - Seek feedback from stakeholders through a customer service survey.

- 5. To support the statewide objective of being transparent such that agency actions can be understood by any Texan, the OCCC will:**
 - Seek input to improve the agency's services.
 - Ensure that the agency's website contains information related to licensee or registrant's specific industry (e.g., proposed rule changes).
 - Hold stakeholder meetings to discuss rules and legislative changes.

OTHER CONSIDERATIONS

CONSUMER PROTECTION THROUGH COMPLAINT RESOLUTION

The OCCC provides direct assistance to any Texas consumer who requests help, intervention, or information. Consumers may contact the OCCC through multiple channels. Most consumer contact occurs through the consumer helpline. In addition to the helpline, consumers can submit their complaint by email. Because consumers increasingly use mobile technology to obtain financial services, the agency also provides direct access to submit a complaint through a portal on the OCCC website. In addition to the website portal, the OCCC handles complaints through a workflow-processing application. The portal allows the public to submit complaints online, as well as input by internal users if received by mail or phone and a workflow to process the complaint/investigation through its lifecycle to resolution and record retention.

Consumers receive assistance on a variety of topics from education about specific characteristics and regulatory control of financial services and consumer credit transactions to assistance in resolving complaints or concerns related to those transactions. In 2017, the consumer assistance section received nearly 24,000 calls, email inquiries, and complaints, which resulted in 2,131 total complaints that were processed. In most complaints, consumer assistance representatives and investigators are able to reach an agreed-upon outcome for both the consumer and the financial service provider. In some occurrences, staff has even been successful in achieving similar results with entities not regulated by the agency.

Additionally, the OCCC will continue to provide financial literacy and education on its website in an area dedicated to consumers.

CONSUMER COMPLAINTS CLOSED BY TYPE:

| Chapter | FY 2017 NUMBER PROCESSED | % OF TOTAL | FY 2016 NUMBER PROCESSED | % OF TOTAL |
|--|--------------------------------|---------------|--------------------------------|---------------|
| 348—Motor Vehicle Sales Finance | 1148 | 53.9% | 1149 | 53.2% |
| 393—CAB Payday | 148 | 6.9% | 208 | 9.6% |
| 393—CAB Auto Title | 147 | 6.9% | 198 | 9.2% |
| 342—Reg. Lenders Non-Real Estate | 204 | 9.6% | 220 | 10.2% |
| 371—Pawn | 158 | 7.4% | 155 | 7.2% |
| 345—Revolving Loans | 111 | 5.2% | 76 | 3.5% |
| 1956—Crafted Precious Metal Dealers | 6 | 0.3% | 7 | 0.3% |
| 342-G/A6—Mortgage Lenders; Real Estate | 18 | 0.8% | 17 | 0.8% |
| 347—Manufactured Housing | 14 | 0.7% | 17 | 0.8% |
| 351—Property Tax Lenders | 18 | 0.8% | 20 | 0.9% |
| 394—Debt Management /Debt Settlement | 7 | 0.3% | 12 | 0.6% |

The bar graph above represents a four-fiscal-year comparison of examinations by industry. Motor vehicle sales finance licensees have the most exams performed due to their dominant size of the industries regulated.

The OCCC has implemented an enterprise-level examination scenario allowing examiners to conduct certain exams from one primary location. This scenario is not suited for all license types or situations, but has been effective and efficient when applied. As a result, the OCCC has made progress towards conserving travel expenses and streamlining the examination process.

Further improvement to the examination process includes risk profile modeling to assess the level of compliance risk among the licensed industry group. Assessing compliance risk with a consistent and routine methodology will allow the allocation of examiner resources in the most effective manner.

Regulatory changes and activities at the state and federal level have a varying impact upon the agency's operations and regulated industries.

The OCCC participates with multistate workgroups to develop standardized consumer credit product examination tools and practices, as well as standardized consumer complaint protocols and data collection methodologies. In these workgroups, the Conference of State Bank Supervisors (CSBS) coordinates input and participation by non-depository state regulators. CSBS also assists state regulators with coordinated communication with the CFPB regarding the CFPB's policy, rulemaking, and coordinated examination scheduling.

As the CFPB adopts policy and rules, the OCCC will work with stakeholders to identify and communicate compliance issues within the affected industries. Due to the OCCC's status as the primary state regulator for licensed non-depository financial institutions, the OCCC's regulatory approach may differ from the CFPB's approach. While the CFPB's rules relate to subject matter addressed in federal statutes (e.g., consumer disclosures, equal credit opportunity), the OCCC's rules relate to subject matter addressed in the Texas Finance Code (e.g., usury limitations, prohibitions on fees). Although the CFPB recently adopted rules on short-term, small-dollar loans, the CFPB has also stated that it intends to reconsider these rules. The OCCC will continue to collaborate with the multistate workgroups to convey the elements – and at times uniqueness – of consumer credit products offered within Texas, so that regulatory bodies can share a mutual understanding of these products.

The OCCC is currently refining and enhancing its use of information technology to modernize agency workflow and functions through the Annual Reports, Complaints, & Examination (ACE) system. This new ACE system allows the Agency to more effectively perform its regulatory compliance responsibilities. Investigations and complaint resolution may be performed on either licensed or registered businesses. ACE integrated these processes into the OCCC web application ALECS.

GOAL: EFFECTIVE LICENSING & REGISTRATION

To provide a quality, streamlined program of licensing and registration that ensures high standards for financial service providers and effectively serves the market demand for fair, competitive, and transparent consumer credit and financial services.

ACTIONS REQUIRED TO ACHIEVE GOAL

- Thoroughly investigate and process applications for regulated entities to ensure it is in the best interest of the public that licensees and registrants are authorized to conduct business.
- Maintain a manageable volume of pending license applications to ensure timely processing and quality customer service.
- Review background checks as appropriate—and as statutory authority allows—to determine whether applicants demonstrate appropriate fitness and eligibility.
- Use and continue improving the online database so that it is a helpful tool for external users, as well as internal license specialists.
- Foster productive communication with licensees, stakeholders, and trade groups.
- Analyze all facets of application process to ensure efficiency and necessity of data, and to maintain integrity in the process.
- Use the website and technology as a communication tool to educate and inform applicants, licensees, and registrants.
- Develop the licensing department professionally so that the staff has the tools and resources to perform at the highest level, while ensuring that staffing resources are in line with task at hand.

GOALS AND ACTION ITEMS SUPPORT STATEWIDE OBJECTIVES

- 1. To support the statewide objective of being accountable to tax and fee payers of Texas, the OCCC will:**
 - License and register entities and individuals with proper knowledge, experience, and background to provide lawful and fair financial services.
 - Prevent unqualified applicants from receiving licenses or registrations, to maintain integrity within financial services industry.
 - Provide clear, accurate information to the public in a timely manner.
 - Ensure adherence with self-leveling, self-funding and Self-Directed, Semi-Independent (SDSI) statutory requirements.
- 2. To support the statewide objective of being efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision the agency considers redundant or not cost-effective, the OCCC will:**
 - Constantly review and streamline internal procedures to eliminate unnecessary tasks.
 - Review staffing resources and levels to properly assess workload needs and maximize output.
- 3. To support the statewide objective of being effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve, the OCCC will:**
 - Maintain a prioritized focus on processing license applications and renewals.
 - Monitor application processing times to ensure that processing remains within acceptable service levels.

4. To support the statewide objective of providing excellent customer service, the OCCC will:

- Answer inquiries and educate the public.
- Enhance use of the website and technology as a tool to put information in the hands of the public.
- Provide exceptional customer service by improving communications and staff skills and abilities through professional development.
- Process applications quickly and efficiently to provide customer's licensing determinations as soon as possible.

5. To support the statewide objective of being transparent such that agency actions can be understood by any Texan, the OCCC will:

- Communicate clearly so that the application and renewal processes make sense and are crystal clear.
- Provide status of application at all stages and respond to inquiries so that every step is understood and explained fully.

OTHER CONSIDERATIONS

As one of its core functions, the OCCC determines whether applicants meet appropriate qualifications to engage in regulated finances services. The OCCC handles all regulated loan, motor vehicle sales finance, commercial motor vehicle sales finance, credit access business, property tax lender, pawnshop, and pawnshop employee license applications. Additionally the OCCC registers debt management services providers, crafted precious metals dealers, refund anticipation loan facilitators and registered creditors. The OCCC also licenses some residential mortgage loan originators in the state. The licensing section continuously considers ways to streamline the licensing process. In 2014, the Application Licensing Examination Compliance System (ALECS) changed the way industries applied for licenses and registrations. Applicants now enter information for a new license or a renewal through an online platform. Licensees initiate fingerprint-based criminal background checks through a third party, and the OCCC receives the results electronically. In addition, applicants and licensees have access to self-service transactions, such as address changes and license renewals. The OCCC's license and registration population continues to grow overall, although specific industries have experienced some decline due to changes related to new municipal ordinances limiting business practices or market pressures and adjustments.

The following charts reflect the number of OCCC regulated entities at the end of each quarter in fiscal years 2016 and 2017, and the most recent quarterly data, as of April 30, 2018.

GOAL: FINANCIAL EDUCATION

To increase consumers' awareness of their rights, remedies, and responsibilities and to encourage communication, transparency, and cooperation among the nonbank financial services industry, the consumer public, and the agency.

ACTIONS REQUIRED TO ACHIEVE GOAL

- Empower consumers with information to make better financial decisions.
- Promote financial literacy directly and through collaborations with other organizations.
- Develop education material through identification of common consumer complaints.
- Administer the Texas Financial Education Endowment Fund (TFEE) on behalf of the Finance Commission and manage a grant program that effectively supports financial education.

GOALS AND ACTION ITEMS SUPPORT STATEWIDE OBJECTIVES

- 1. To support the statewide objective of being accountable to tax and fee payers of Texas, the OCCC will:**
 - Evaluate the effectiveness of financial education programs and in coordination with the Texas Department of Banking.
 - Provide quarterly reporting of participants attending financial literacy courses.
 - Ensure adherence with self-leveling, self-funding and Self-Directed, Semi-Independent (SDSI) statutory requirements.
- 2. To support the statewide objective of being efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision the agency considers redundant or not cost-effective, the OCCC will:**
 - Streamline operations and develop train the trainer programs.
 - Implement improvements noted or suggested in any external audits.
- 3. To support the statewide objective of being effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve, the OCCC will:**
 - Continuously review internal processes and program applications for opportunities to further automate or enhance features using advancing technologies.
 - Provide professional development and training to staff on a continuous basis.
- 4. To support the statewide objective of providing excellent customer service, the OCCC will:**
 - Handle consumer complaints in a professional and timely manner.
 - Provide extensive selection of consumer related information on the agency's website.
 - Provide training opportunities to staff on customer service.
- 5. To support the statewide objective of being transparent such that agency actions can be understood by any Texan, the OCCC will:**
 - Provide quarterly reporting of financial literacy outreach to the Finance Commission.

- Publish a training schedule on the agency website.

GOAL: EFFICIENT AND EFFECTIVE AGENCY OPERATION

To deliver high quality, effective regulation of nonbank financial services by ensuring that the OCCC operates and performs at the highest standards of accountability, transparency, compliance, professional conduct and ethics, stewardship, and conservation of funds.

ACTIONS REQUIRED TO ACHIEVE GOAL

- Adhere to principles of transparency, compliance, and accountability.
- Ensure integrity of financial reporting and systems of internal control.
- Monitor budgets and tightly control expenditures.
- Embrace innovation and implement advancing technology to improve efficiency.
- Monitor and assess information technology security risks and develop mitigation strategies.
- Focus efforts that support staff retention and succession planning.

GOALS AND ACTION ITEMS SUPPORT STATEWIDE OBJECTIVES

- 1. To support the statewide objective of being accountable to tax and fee payers of Texas, the OCCC will:**
 - Provide regular reporting of OCCC financial information.
 - Communicate with stakeholders regarding regulatory policy, administrative rulemaking, and budget development.
 - Ensure adherence with self-leveling, self-funding and Self-Directed, Semi-Independent (SDSI) statutory requirements.
- 2. To support the statewide objective of being efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision the agency considers redundant or not cost-effective, the OCCC will:**
 - Streamline operations and improve processes when needed.
- 3. To support the statewide objective of being effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve, the OCCC will:**
 - Evaluate and implement technology solutions that drive gains in performance and efficiency.
 - Collaborate with other state and federal regulators to share information and improve overall industry compliance.
 - Invest in staff development to retain core staff and minimize costs of turnover and training.
- 4. To support the statewide objective of providing excellent customer service, the OCCC will:**
 - Empower stakeholders with information by providing updated web content in a timely manner.
 - Ensure ample opportunities exist for stakeholder input regarding every aspect of the agency operations.

5. To support the statewide objective of being transparent such that agency actions can be understood by any Texan, the OCCC will:

- Publish or make accessible data sets of public information that may be of interest to the general public.
- Encourage public participation on the agency's budget through a public hearing prior to submission to the Finance Commission.
- Publish procurement contracts on the agency's website.
- Seek input to improve the agency's services.

OTHER CONSIDERATIONS

The Agency is headquartered in the Finance Commission Building located at 2601 N. Lamar Boulevard, along with the other FC agencies, the Department of Savings and Mortgage Lending (DSML), and the Department of Banking (DOB). The building owned collectively by the three agencies, has become overcrowded creating a deficiency in the office, meeting room and parking space. The OCCC and the other FC agencies have determined that relocating to a more suitable property which will better meet our needs is the most reasonable option. The 85th Legislature passed Senate Bill 1349 which grants the Texas Department of Transportation the authority to sell certain excess land to the FC agencies. This option is being explored as well as the evaluation of other properties presented by a contracted real estate broker. Finding the right property has been challenging, as it is difficult to find building space to meet the requirements of the FC agencies. The staffing resources need to plan, organize, and execute the move efficiently and effectively. Cash reserves have been set aside to cover future expenses related to the purchase or construction of a new building and relocation expenses.

Currently the OCCC is under review by the Texas Sunset Advisory Commission as part of the 2018-2019 review cycle. This process includes a self-evaluation by the agency, review by Sunset staff, public hearings, and recommended legislative action. The OCCC submitted its self-evaluation report in September 2017 and has responded to requests for information from Sunset staff. The OCCC will maintain communication with Sunset staff, the Texas Legislature, and other stakeholders to determine how the agency can improve its effectiveness and efficiency through the Sunset process.

In addition, the OCCC works to develop effective, collaborative relationships with its regulated industries, legislative offices, and consumer groups. The staff continually integrates the agency's mission and philosophy into the performance of duties, and strives to uphold the agency's reputation. The agency emphasizes customer service and relationship building across its regulatory, administrative, and stakeholder interactions. The OCCC recognizes its most valuable asset is experienced, knowledgeable, and qualified staff, who is committed to serving the citizens of Texas.

The agency has prioritized the need to attract, develop, and retain qualified employees to support its various regulatory activities, especially within the financial examiner series. To build and strengthen its workforce, and to ensure effective service to stakeholders and the public, the agency will implement several strategies that allow for professional and competency development, career progression, and the retention of experienced and tenured staff members.

As a self-leveling, self-funding agency, the OCCC's revenues are derived through the collection of license and registration application fees, renewal fees and assessments, charges for agency publications and administrative

services, and examination charges collected from regulated entities. The Agency is responsible for all direct and indirect costs and does not receive any general revenue funds. All revenues for operations are placed in a separate account at the Texas Treasury Safekeeping Trust Company. Various provisions in the Finance Code authorize the Commissioner to impose and collect fees to recover the cost of examination, the equitable or proportionate cost of maintenance and operation of the agency, and the cost of enforcement. The Agency operates in a prudent and fiscally responsible manner while performing its statutory duties.

The Agency develops a budget annually that is evaluated and reviewed by the FC, the eleven member governing body which oversees three state agencies: the OCCC, the DSML, and the DOB. The FC must approve the Agency's budget before any expenditure can be made. A budget hearing, which is open to the public, is held each year.

In addition, the OCCC has been a SDSI agency since 2009. This status has been instrumental over the past years in supporting the OCCC's efforts to fulfill its mission. Being a SDSI agency, the OCCC is able to respond effectively and timely to the changing dynamics in the economy and OCCC's regulated industries. This includes the ability to adjust budgets, to implement immediate changes in staffing strategies as well as adjust salaries to retain and attract qualified personnel and strive for more competitive salary levels with other state and federal agencies. Having SDSI status has allowed the OCCC to operate more efficiently and has provided the flexibility needed to expand or contract resources in response to economic and regulatory conditions.

OCCC business operations and industry participants depend on web-based services and information delivery. Over the past two years, the OCCC has focused on the development and implementation of an integrated web application that provides the services desired by industry and staff alike. ACE (Annual reports, Complaints & Examination System), a web-based application platform, was launched during the second quarter of fiscal year 2016. The system provides efficiencies for internal operational activities (i.e. filing and tracking complaints, scheduling exams and other examination functionalities) as well as the opportunity for the public to file a complaint directly into the database system.

The OCCC is committed to providing relevant and timely information and resources to industry stakeholders and consumers alike. Since the last strategic planning process, OCCC staff has prioritized maintaining relevant resources and information online. OCCC will continue reviewing and refreshing content, layout, and ease of navigation of its website. The OCCC expects to provide more effective and efficient regulation through the continued use and integration of technology and IT solutions.

The OCCC staff will continue its collaborative efforts with other state regulators. Towards that end, OCCC staff serves in a variety of roles. The commissioner is completing a six-year term as a representative on the Nationwide Mortgage Licensing System (NMLS) Policy Committee. OCCC staff are long-time active participants in the National Association of Consumer Credit Administrators (NACCA), with the commissioner previously serving in all leadership positions and other staff members active on committees. Staff also actively participate with the American Association of Residential Mortgage Regulators (AARMR) and provide presentations at industry conferences.

REDUNDANCIES AND IMPEDIMENTS

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| SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE) | The OCCC is required to conduct a yearly study on consumer, agricultural, and small-business lending. Tex. Fin. Code § 11.305. |
| DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS | In general, the OCCC does not regulate commercial lending, so the agency has limited access to data about agricultural and small-business lending. |
| PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION | Amend § 11.305 to remove requirements relating to agricultural and small-business lending. See SB 1282 (2015). |
| DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE | The statute will enable the OCCC to focus its research on consumer loans, based on the annual reports the agency receives from licensees. |

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| SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE) | Chapter 14 of the Texas Finance Code describes the OCCC’s general enforcement authority, but does not refer to the statute governing crafted precious metal dealers. |
| DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS | Because Chapter 14 does not refer to crafted precious metal dealers, these dealers are subject only to the specific enforcement authority described in Chapter 1956 of the Texas Occupations Code and are not subject to the OCCC’s general enforcement authority. |
| PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION | Amend §14.201 by adding a reference to Chapter 1956 of the Occupations Code, to specify that crafted precious metal dealers are subject to the OCCC’s general enforcement authority. See SB 957 (2015). |
| DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE | This change would help ensure that the OCCC has appropriate enforcement tools to regulate dealers, including the authority to issue an injunction ordering a dealer to cease and desist violating Texas law. |

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|---|---|
| SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE) | Chapter 14 of the Texas Finance Code describes the confidentiality of OCCC examination and investigation information. One provision allows the agency to release information if the licensee has consented to its release. Tex. Fin. Code §14.2015(b)(2). |
| DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS | This provision does not specify exactly what types of information a licensee may consent to release. |
| PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION | Amend §14.2015 to specify that licensees may waive confidentiality only for documents that they provide or that were provided to them, and to specify that the OCCC may disclose a summary of investigation information to a complainant. |
| DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE | These changes would provide clearer guidance to the agency and licensees, and ensure that complainants get clear information. |

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| <i>SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</i> | The OCCC may send a request for information if the agency has reasonable cause to believe that a violation has occurred. If a person fails to furnish the requested information, then the agency may conduct an investigation. Tex. Fin. Code §14.202. |
| <i>DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</i> | The requirement that a person fail to respond can cause delays in conducting an investigation. |
| <i>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</i> | Amend §14.202 to authorize the OCCC to generally request information from regulated person, and to conduct an investigation with reasonable cause to believe that a violation has occurred. |
| <i>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</i> | This change would provide the agency with clear, appropriate enforcement tools for determining the scope of a possible violation and addressing it in an efficient manner. |

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| <i>SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</i> | The OCCC may order a licensee to provide restitution to injured consumers. Tex. Fin. Code §14.251(b). |
| <i>DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</i> | This authority appears in provisions related to administrative penalties, but the procedural provisions for administrative penalties do not refer to restitution. Also, some licensees have asserted that consumers are not “injured” by unauthorized charges resulting from unlicensed activity or from voluntary agreements between the licensee and the consumer. |
| <i>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</i> | Amend §14.208 to specify that an affirmative action ordered under an injunction may include restitution to consumers. |
| <i>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</i> | This change would provide a clear, appropriate method for the agency to order restitution. |

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| <i>SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</i> | Some provisions of the Finance Code allow a person to appeal a decision of the OCCC to the Finance Commission. Tex. Fin. Code §§14.208, 354.005. |
| <i>DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</i> | This is different from the general procedure under the Texas Administrative Procedure Act. After an agency’s final order following a contested case, a party may generally appeal to Travis County district court. Tex. Gov’t Code §2001.176. |
| <i>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</i> | Amend §14.208 and §354.005 to remove reference to appeals to the Finance Commission and specify that hearings are subject to the Administrative Procedure Act. |
| <i>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</i> | These changes would better conform to administrative procedures that are generally used by state agencies. |

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| <i>SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</i> | Some provisions of the Finance Code state that the agency may take enforcement actions after notice and an opportunity for a hearing, but the following provisions state that the agency may take action after notice and a hearing: Tex. Fin. Code §§ 14.257, 342.156, 348.508, 351.156, 353.508, 371.251, 371.255, 393.614, 394.204. |
| <i>DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</i> | These provisions impede the agency’s ability to resolve cases efficiently where the respondent has not requested a hearing. |
| <i>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</i> | Amend Tex. Fin. Code §§ 14.257, 342.156, 348.508, 351.156, 353.508, 371.251, 371.255, 393.614, & 394.204 to specify that the agency may take these actions after notice and an opportunity for a hearing. See SB 1282 (2015). |
| <i>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</i> | These changes would ensure that all respondents receive due process while maintaining the agency’s ability to resolve cases efficiently. |

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| <i>SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</i> | Crafted precious metal dealers must submit both a “list” and a “report” to local law enforcement for each transaction. Tex. Occ. Code §§ 1956.062, .063. |
| <i>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</i> | The list and the report contain similar information and appear to be redundant. The statute does not specify whether the list may be included on the report. |
| <i>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</i> | Amend § 1956.063 to specify that a dealer may submit a single document with the information required for both the list and the report. See SB 957 (2015). |
| <i>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</i> | The statute will more clearly describe reporting requirements for crafted precious metal dealers, in a manner that is easier for dealers to understand. |

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| <i>SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</i> | The OCCC is required to keep pawnshop rules “in a permanent record book,” and to mail a copy of a new rule to each license holder. Tex. Fin. Code § 371.006. A rule may not take effect until 21 days after it has been mailed. |
| <i>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</i> | This provision is outdated and does not reflect the fact that adopted rules are now available on the Texas Secretary of State’s website. This provision is also redundant with the rule-submission requirements of the Texas Administrative Procedure Act. |
| <i>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</i> | Repeal § 371.006(b)-(d). |

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| <i>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</i> | The statute will allow the OCCC to submit pawnshop rules through an efficient online process, without also having to send paper mailings. For each adopted pawnshop rule action, the OCCC will save approximately \$ 40.28 in mailing costs. |
| <i>SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</i> | The Texas Finance Code provides that a refund anticipation loan facilitator must register with the OCCC by December 31 of the year before it begins engaging in business. Tex. Fin. Code § 352.003(a). |
| <i>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</i> | A business might not know it will engage in business by December 31 of the preceding year, and it might not be able to provide necessary registration information at that time. The advance-registration requirement is not consistent with other OCCC registration statutes. |
| <i>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</i> | Amend § 352.003 to remove current December 31 deadline and to specify that: (1) a facilitator must register before engaging in business, (2) a registration expires on December 31. |
| <i>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</i> | The statute will enable facilitators to register and immediately begin doing business, promoting efficiency in business practices. The statute will still ensure that the OCCC has the information necessary to monitor the industry. |

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| <i>SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</i> | The Texas Occupations Code provides that a crafted precious metal dealer must register with the OCCC by December 31 of the year before it begins engaging in business. Tex. Occ. Code § 1956.0612(b). |
| <i>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</i> | A business might not know it will engage in business by December 31 of the preceding year, and it might not be able to provide necessary registration information at that time. The advance-registration requirement is not consistent with other OCCC registration statutes. |
| <i>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</i> | Amend § 1956.0612 to remove current December 31 deadline and to specify that a registration expires on December 31. |
| <i>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</i> | The statute will enable dealers to register and immediately begin doing business, promoting efficiency in business practices. The statute will still ensure that the OCCC has the information necessary to monitor the industry. |

NATURAL DISASTER-RELATED REDUNDANCIES AND IMPEDIMENTS

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| <i>SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)</i> | N/A |
| <i>DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN EFFICIENT OR INEFFECTIVE AGENCY OPERATIONS</i> | N/A |
| <i>PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION</i> | N/A |
| <i>DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE</i> | N/A |

PART 2. SUPPLEMENTAL ELEMENTS

SCHEDULE A: BUDGET STRUCTURE

The OCCC (Agency) has been a Self-Directed, Semi-Independent agency since 2009 and does not have a bill pattern in the General Appropriations Act. The OCCC, which is self-funding and self-leveling, is responsible for all costs as no resources are appropriated from the General Revenue Fund. All revenues for operations are derived from assessments and fees paid by regulated entities. The revenues are placed in a separate account at the Texas Treasury Safekeeping Trust Company and not included in the General Revenue Fund.

The OCCC develops a budget annually that is evaluated and reviewed by the Finance Commission (FC). The budgeting process begins in the last quarter of the fiscal year with the proposed budget presented at a public hearing typically at the end of July or in early August. The final budget is presented to the FC at its regularly scheduled August meeting. The FC must approve the budget before any expenditure can be made.

The FC agencies are currently undergoing the Sunset review process. The April 2018 Sunset Advisory Commission Staff Report has recommended that performance measures be evaluated and updated to Sunset staff best practices and ensure they are directly related to performance, are consistent between agencies and highlight the priorities of each agency. Over the next year, the OCCC will be working with its sister agencies and the FC to further refine our performance measures.

GOAL A: CONSUMER PROTECTION

To ensure prompt, fair, and effective enforcement of applicable state and federal statutes and regulations so that consumers are protected from abusive and deceptive practices, fraud, and misrepresentation.

OBJECTIVE

A.I Resolve 85% of written consumer complaints within 90 calendar days, except those requiring an on-site investigation.

STRATEGY

A.I.I. Resolve consumer complaints expeditiously, identify problem creditors and industry practices, and advise creditors and consumers of their rights, remedies and responsibilities.

OUTCOME MEASURES

- Percentage of written complaints resolved within 90 calendar days.
- Monies returned to consumers

OUTPUT MEASURES

- Number of complaints closed
- Number of field investigations closed

EXPLANATORY MEASURES

- Number of consumer helpline calls received

OBJECTIVE

A.2 Strive to ensure a degree of compliance that results in 85% of examinations meeting acceptable levels of compliance.

STRATEGY

A.2.1. Examine regulated entities to determine the level of compliance with applicable statutes and regulations and initiate administrative enforcement action against licensees who commit violations.

OUTCOME MEASURES

- Percentage of examinations reporting acceptable level of compliance
- Monies or credits returned to consumers from licensees
- Percentage of licensees examined annually
- Percentage of re-examinations resulting in acceptable compliance rating

OUTPUT MEASURES

- Number of compliance examinations performed
- Number of enforcement actions taken
- Number of administrative hearings conducted
- Number of advisory bulletins published
- Number of enforcement actions and corrective action summaries published

GOAL B: EFFECTIVE LICENSING & REGISTRATION

To provide a quality, streamlined program of licensing and registration that ensures high standards for licensed or registered financial service providers and effectively serving the market demand for fair but competitive and transparent consumer credit and financial services.

OBJECTIVE

B.1. To process business and pawnshop employee license applications within an average time of 30 days of receipt of a completed application.

STRATEGY

B.1.1. Investigate and process applications for regulated entities and pawnshop employee licenses.

OUTCOME MEASURES

- Average processing time (days) for license applications
- Average processing time (days) for pawnshop employee applications
- Average processing time (days) for residential mortgage loan originator applications

OUTPUT MEASURES

- Number of business applications processed
- Number of pawnshop employee license applications processed
- Number of registrations processed
- Number of residential mortgage loan originator applications processed

EXPLANATORY MEASURES

- Number of regulated loan licenses
- Number of pawnshop licenses
- Number of pawnshop employee licenses
- Number of registrations processed
- Number of motor vehicle sales finance licenses
- Number of credit access business licenses
- Number of property tax lender licenses
- Number of residential mortgage loan originator licenses

GOAL C: FINANCIAL EDUCATION

To educate consumers about their rights, remedies, and responsibilities and to encourage communication and cooperation between the nonbank financial services industry, the consumer public, and the agency.

OBJECTIVE

C.1. Increase awareness by providing Texans with access to resources and financial education opportunities and by creating transparency regarding consumer transactions.

STRATEGY

C.1.1. Develop and administer formal education programs specific to the subprime demographic and include general information brochures made available through state agency partners, financial service providers and trade organizations, and through participation in community events.

OUTCOME MEASURE

- Number of Texas consumers reached through agency participation at community events, presentations, and online resources.

OUTPUT MEASURES

- Number of consumers receiving financial education
- Number of contacts made with community organizations and media outlets.

OBJECTIVE

C.2 Administer the Texas Financial Education Endowment (TFEE) on behalf of the Finance Commission and establish a program that effectively supports financial education, capabilities, and asset-building opportunities, and deploys fund earnings distributions of 4.5%.

STRATEGY

C.2.1 Solicit funding requests from organizations that strive to increase and promote financial capability of individuals, and encourage personal financial education and responsibility within the state of Texas.

C.2.2. Award endowment funds, through a competitive grant process that meet program objectives and goals as identified and prioritized for each grant cycle.

OUTCOME MEASURES

- Total dollar amount of grant awards distributed within the grant cycle.

OUTPUT MEASURES

- Number of consumers served/trained.

GOAL D: EFFICIENT AND EFFECTIVE AGENCY OPERATION

To deliver high quality, effective regulation of nonbank financial services by ensuring that the OCCC operates and performs at the highest standards of accountability, transparency, compliance, professional conduct and ethics, stewardship, and conservation of funds.

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

| | |
|-------------------|--|
| Agency: | Office of Consumer Credit Commissioner |
| Goal: | Consumer Protection -- To ensure prompt, fair, and effective enforcement of applicable state and federal statutes and regulations so that consumers are protected from abusive and deceptive practices, fraud, and misrepresentation. |
| Objective: | Resolve 85% of written complaints within 90 calendar days. |
| Strategy: | Resolve complaints expeditiously, identify problem creditors and industry practices, and advise creditors and consumers on their rights, remedies, and responsibilities. |

Outcome Measure: Percent of written complaints resolved within 90 calendar days.

Definition

The percentage of written complaints resolved within 90 calendar days.

Purpose/Importance

The measure provides useful information for management purposes and is helpful for noting variances and determining resource allocation.

Source/ Collection of Data

Complainants enter a record of their complaint into the system or Consumer Assistance staff members enter a record of oral and written complaints received into the system. When a complaint is resolved, notations are made indicating the closing date and disposition, as well as a specific statement of resolution noting the actions that resulted in closing the complaint. If a complaint results in an on-site investigation or referred to another OCCC department, the complaint is closed in the system. Complaints can be in the Agency’s jurisdiction or nonjurisdictional. Nonjurisdictional complaints are classified as “other” and are referred to the appropriate organization. The system calculates the number of days to resolve the complaint. A monthly report is submitted to executive management summarizing this activity.

Method of Calculation

A percentage is obtained by dividing the total number of written complaints that were resolved in 90 calendar days or less by the total of all written complaints resolved during the reporting period. The calculation is determined by means of the system.

Data Limitations

Consumers and financial service providers may not respond to the agency’s requests for information, which results in an administrative closure of the complaint. This administrative closure occurs one month following the close of a month in which an information request has been unanswered. Additionally, the agency’s personnel determine the merit or lack thereof in a complaint although a consumer or company representative may not agree; these complaints will be closed based upon the

Calculation Type

Non-cumulative

agency's regulatory analysis; however, a complainant or company representative may not always agree with the view that the complaint is closed.

New Measure
No

Target Attainment
Higher than target

Outcome Measure: Monies Returned to Consumers

Definition

Monies returned to consumers as a result of agency complaint resolution or field investigation regarding financial service providers.

Purpose/Importance

This measure provides information regarding the dollar value of monies returned to consumers by financial service providers from field investigations and complaints.

Source/ Collection of Data

Complainants enter a record of their complaint into the system or Consumer Assistance staff members enter a record of oral and written complaints received into the system. Next, requests for information, the actions taken, and a summary of the complaint are documented in the system. After reviewing the transaction agency staff may recommend a corrective action as a resolution or, on occasion, a complaint rises to the level to necessitate field investigation. In both cases, the financial service provider is notified of any required corrective action. The correction may include a credit to the consumers account or a direct refund. The correction is noted in the monetary field in the system and the complaint or investigation is closed. This monetary information is maintained in the system. At times, a determination may be made that no violation of the statute has occurred and the consumer may be advised of other common law rights. A monthly report of the monies returned to the consumers is generated from the system identifying the amount of restitution. This report is submitted to executive management.

Method of Calculation

The amount of monetary corrections from complaint and field investigation resolution is summed. The performance measure result will be reviewed and certified at least annually.

Data Limitations

This measure is driven by complaints and by improper practices. The agency does not control complaint volume and the level of cooperation of the industry, or level of responsiveness, all of which directly impact the agency's performance of this measure. Copies or proof of actual refunded amounts may not be received in this office, but may simply be an amount stated by the creditor and conveyed to the consumer. The agency operates under the assumption that should the amount of the refund differ from that

Calculation Type

Cumulative

conveyed to the consumer, the consumer would call with an additional complaint.

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of Complaints Resolved

Definition

Total number of complaints (oral and written), resolved.

Purpose/Importance

This measure provides information on the number of complaints resolved whether they were closed administratively or as the result of resolution.

Source/ Collection of Data

Complainants enter a record of their complaint into the system or Consumer Assistance staff members enter a record of oral and written complaints received into the system. Next, contact with the licensee may be initiated or a request for information from the consumer is made. The actions taken and a summary of the complaint are documented or coded in the system. Complaints can be in the Agency's jurisdiction or nonjurisdictional. Nonjurisdictional complaints are classified as "other" and are referred to the appropriate organization. When a complaint is closed, a notation is made in the system detailing the resolution date, a specific statement of resolution expressing the action that resulted in the complaint closing, and the number of processing days required to resolve the complaint is calculated by the system. A report is generated from the system. A monthly report is submitted to executive management summarizing this activity.

Method of Calculation

The system sums the total of all complaints in which the resolution date falls within the reporting period. The performance measure result will be reviewed and certified at least quarterly.

Data Limitations

Consumers and financial service providers may not respond to the agency's requests for information, which results in an administrative closure of the complaint. This administrative closure will occur one month following the close of a month when an information request has been unanswered. Additionally, the agency's personnel determine the merit or lack thereof in a complaint although a consumer or company representative may not agree; these complaints will be closed based upon the agency's regulatory analysis, however, a complainant or company representative may not always agree with the view that the complaint is closed.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of Field Investigations Closed**Definition**

Total number of field investigations that are closed. Closure is the resolution or lack of evidence of the complaint issue.

Purpose/Importance

The measure provides information relative to the number of field investigations closed, types of investigations, length of time to close those investigations, and the final disposition of those investigations.

Source/ Collection of Data

Information is obtained from several sources that may trigger a field investigation: consumer complaints, agency identified alleged violations, law enforcement agency referrals, or industry complaints. When a complaint is received (either orally or in writing), a record is entered into the system. Additional information may be requested from the complainant or contact with the complaint provider may be initiated to assist with resolution of the complaint. The actions taken and a summary of the complaint are documented in the system. On occasion, field examiners or office staff may observe activities or obtain information that a company is not in compliance with state statutes. On these occasions, a field investigation may be assigned to obtain the necessary information for the agency to determine any actions required to bring the party into compliance. When a complaint rises to the magnitude to necessitate a field investigation, it is assigned to an investigator by senior examination staff and entered into the system. The professional analysis of the senior examination team must be relied upon to make the appropriate allocation of resources. All investigation assignments and closures are reviewed and approved by the Director of Consumer Protection. A report is generated from the system identifying the number of investigations that are closed during the reporting period. This report is reviewed by executive management on a weekly and annual basis.

Method of Calculation

The system sums the number of investigations closed within the reporting period. The performance measure result will be reviewed and certified at least quarterly.

Data Limitations

This measure is driven in large part by complaints. The agency is unable to control complaint volume, level of cooperation by the industry, or level of responsiveness by entities being investigated, all of which directly impact the agency's performance on this measure.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Explanatory Measure:

Number of Consumer Assistance Helpline Calls Received

Definition

Total number of telephone calls received by the agency’s helpline.

Purpose/Importance

This measure provides information on the extent to which the agency was able to help Texas consumers and financial service providers contact the appropriate regulatory authority and obtain answers to questions relating to or other financial service transactions, or to resolve conflicts with the financial services industry. The helpline provides a method for free and quick access to the state regulatory authority.

Source/ Collection of Data

When a consumer calls the agency on the helpline, an automated call distribution system routes the call to a trained complaint specialist who may answer a simple inquiry, refer the caller to another regulatory agency, or take a complaint and proceed toward resolution. The automated call distribution system produces activity reports which allow the agency to review activity and ensure consumers are efficiently routed to complaint specialists to effectively obtain the information they require. A monthly report is submitted to executive management summarizing this activity.

Method of Calculation

The sum of the daily totals for the reporting period from the automated call distribution system reports are entered into a monthly summary report. The performance measure result will be reviewed and certified at least annually.

Data Limitations

The automated reports may include calls from the industry, calls may be lost while waiting in queue, or calls may be received when the office is closed. Additionally, the numerous calls received on the agency’s regular phone lines, not the agency’s helpline, are not included within the automated reports. Call volume is a direct result of a consumer’s need for assistance and is outside the agency’s control. Further, consumers are moving towards accessing needed assistance through the agency website and online complaint forms. Over time, it is expected that this may become the predominate method of contact displacing the large volume of calls on the consumer helpline.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

| | |
|-------------------|--|
| Agency: | Office of Consumer Credit Commissioner |
| Goal: | Consumer Protection -- To ensure timely, fair, and effective enforcement of applicable state and federal statutes and regulations so that consumers are protected from abusive and deceptive practices, fraud, and misrepresentation. |
| Objective: | Strive to ensure a degree of compliance that result in 85% of examinations meeting acceptable levels of compliance |
| Strategy: | Examine regulated entities to determine the level of compliance with applicable statutes and regulations and direct corrective action against licensed locations or registered offices who commit violations. |

Outcome Measure: Percentage of Examinations Reporting Acceptable Level of Compliance

Definition

The percentage of examinations of licensed locations and registered offices, during the reporting period, that received an acceptable compliance rating, as determined by guidelines set in agency policies

Purpose/Importance

This measure provides information on the extent to which licensed locations and registered offices are in substantial compliance with the applicable state and federal laws. The agency’s examination function provides a regulatory review of transactions and ensures compliance. These compliance examinations may result in monetary corrections to Texas consumers that cure violations of Texas laws.

Source/ Collection of Data

Examinations are scheduled based upon on compliance risk. Once scheduled, an examination is conducted. Upon completion of the examination, the examiner will assign a rating signifying the licensed location’s or registered office’s overall compliance level. The Report of Examination is provided to the licensee in the system. The agency produces reports from the system reflecting the examinations finalized and the examination ratings. The data from these reports is used to calculate the percentage of examinations reporting an acceptable level of compliance. A monthly report is submitted to executive management summarizing this activity.

Method of Calculation

A percentage is obtained by dividing the total number of examinations of licensed locations and registered offices finalized with an acceptable level of compliance (as determined by the agency), by the total number of finalized examinations of licensed locations or registered offices during the reporting period. The performance measure result will be reviewed and certified at least annually.

Data Limitations

The agency’s examiners make a determination of compliance levels and use a rating system to identify licensed locations or registered offices with an acceptable or unacceptable level of compliance. These

Calculation Type

Non-cumulative

examination ratings are based upon the agency's regulatory analysis. This measure is driven by the level of licensee compliance.

New Measure

No

Target Attainment

Higher than target

Outcome Measure: Monies or Credits Returned to Consumers from Licensees

Definition

The total dollar amount of restitution returned to consumers as a result of examinations involving licensed locations and registered offices.

Purpose/Importance

This measure provides information on the extent to which the agency helps Texas consumers reach fair and equitable solutions with the financial services industry in Texas. As part of its regulatory program, the agency performs compliance exams. When a licensee is found to have made an error, the agency may require restitution to consumers.

Source/ Collection of Data

The return of monies may occur through the correction of a finding during an examination. When a determination is made that a refund or credit is due to a consumer, agency staff will provide direction to the licensee. The agency records the return of monies to consumers from licensees in the system once the evidence of the refund is received by the agency and verified. The monies are reported in the reporting period in which the examination is closed. The amounts are totaled in the system. A monthly report is submitted to executive management summarizing this activity.

Method of Calculation

The amount of monetary corrections from examinations of licensed locations and registered offices is summed. The performance measure result will be reviewed and certified at least quarterly and annually.

Data Limitations

This measure is driven in large measure by the level of compliance of licensees. Refunds resulting from an examination will be verified by reviewing check copies or account numbers and the date of the refunds. If the number of accounts requiring refunds is substantial, sampling may be used to verify the cumulative refund totals.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Outcome Measure: Percentage of Licensed Locations and Registered Offices Examined Annually

Definition

The percentage of licensed locations and registered offices examined annually.

Purpose/Importance

This measure provides information on the extent to which the agency is able to effectively regulate the financial service providers operating in Texas. As a part of its regulatory program, the agency performs compliance examinations that often result in correction of licensee procedures.

Source/ Collection of Data

Examinations are scheduled on a risk basis. Once processed, information from the examination is entered into the system. The amount reported is the number of examinations finalized during the period divided by the total number of active licensed locations and registered offices at the end of the reporting period. A monthly report is submitted to executive management

Method of Calculation

A percentage is obtained by dividing the total number of examinations finalized during a reporting period by the total of all active licensed locations and registered offices as of the last day of the reporting period and then displayed as a percentage. The calculation is automated within the system. The performance measure result will be reviewed and certified at least annually.

Data Limitations

The number of active licensed locations and registered offices changes continually. The percentage derived as of the end of each reporting period may be subject to variation should a large group of licenses be issued, canceled, or inactivated during the reporting period. Additionally, the measure is subject to the same data limitations of the output measure “number of compliance examinations performed”.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

Outcome Measure: Percentage of Re-examinations Resulting in Acceptable Compliance Rating

Definition

The percentage of licensed locations and registered offices that obtain an acceptable level of compliance during the examination process after receiving an unacceptable level of compliance rating from the previous examination.

Purpose/Importance

This measure provides information on the extent to which the agency was able to bring the licensed location or registered office into compliance with the provisions of Texas’

credit laws. Mandating corrective actions that result in compliance of a licensed location or registered office previously identified as noncompliant is a key regulatory function that measures the agency's success as an effective regulator.

Source/ Collection of Data

When an examination is performed, an internal rating that establishes the degree of compliance a licensed location or registered office has demonstrated is assigned. These compliance ratings are entered into the system. Licensed locations or registered offices not in compliance are scheduled for re-examination after adequate time has elapsed for the licensee to comply with the examination report instructions. Once the re-examination is complete a compliance rating is assigned. A report is provided to the licensee in the system. Licensed locations or registered offices that have substantial compliance on the re-examination return to the normal examination interval. The system maintains information including examination compliance ratings. A monthly report is submitted to executive management summarizing the activity.

Method of Calculation

A percentage is obtained by dividing the total number of re-examinations finalized in the fiscal year that result in an acceptable level compliance by the total number of re-examinations finalized during the same fiscal year. A monthly report is generated from the system. This report is submitted annually to executive management.

Data Limitations

The measure is limited primarily by the licensee's response to the mandated corrective actions. The agency may influence, but cannot control if, or how, a licensee implements the corrective actions. This measure relies on the regulatory analysis and training of the agency's examination staff in developing the compliance rating that is assigned.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of Compliance Examinations Performed

Definition

The total number of examinations of licensed locations and registered offices performed.

Purpose/Importance

The purpose of this measure is to track the number of compliance exams conducted by the agency staff during the reporting period. This measure provides useful information to management regarding variances and resource allocation.

Source/ Collection of Data

Examinations are based upon a risk assessment. Once completed, the examination details are entered into the system. A monthly report is submitted to executive management

summarizing this activity.

Method of Calculation

The system counts the number of examinations finalized during a reporting period. The performance measure result will be reviewed and certified at least quarterly.

Data Limitations

Examinations are counted when the report is finalized. The report is finalized when the examiner enters all the relevant details into the system.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of Enforcement Actions Taken

Definition

The total number of final orders in disciplinary enforcement actions. These may include administrative injunctions (ordering a person to cease and desist unlawful conduct, or to take affirmative action to comply with the law), administrative penalty assessments, restitution orders, and license suspensions and revocations.

Purpose/Importance

This measure provides information on the extent to which the agency effectively regulates the consumer financial services industry in Texas. An enforcement action may be necessary if a business refuses to comply with Texas law or fails to respond to agency instructions.

Source/ Collection of Data

When an enforcement action is taken, the agency assigns a tracking number and the case is entered into the database. As the case moves through the process, key dates (including the date of the final order and the closing date) are entered on the log. A monthly report of all enforcement actions, including open actions and actions closed without a final order, is submitted to executive management summarizing the activity.

Method of Calculation

The count of the entries that are closed through a final order during a reporting period is totaled and reported. The performance measure result will be reviewed and certified at least annually.

Data Limitations

The measure does not include enforcement actions that were closed without an order (e.g., informal resolution, dismissal, assurance of voluntary compliance). Beginning an enforcement action may influence licensees as well as non-licensees to comply and to enter a settlement with the agency.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of Administrative Hearings Conducted

Definition

The number of hearings held before the administrative law judge. Hearings include contested cases on enforcement actions and application denials for registrations or licenses under the regulatory authority of the agency.

Purpose/Importance

This measure reflects the number of times a person appealed the agency's enforcement action, including denying a license or registration application, to an administrative law judge.

Source/ Collection of Data

If the agency issues an enforcement order or denies an application for a license or registration, the respondent or applicant has the right to appeal that decision to an administrative law judge. The person may appeal by sending the agency a request for a hearing. Upon receipt of the request, the agency notifies the person of the hearing date and the facts and laws at issue. An administrative law judge conducts the hearing and issues a proposal for decision. These hearings are tracked by the agency's legal department. The agency's general counsel reports the number and type of all hearings, as well as other enforcement actions, to executive staff during regular weekly meetings.

Method of Calculation

The number of administrative hearings is counted and reported on a monthly basis. The performance measure result will be reviewed and certified at least annually.

Data Limitations

Administrative hearings are often canceled before an actual hearing occurs because the agency is able to resolve the issues through an agreed settlement, or the person withdraws the hearing request. This measure captures the number of hearings in which agency staff actually participates.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of advisory bulletins published.

Definition

Total number of advisory bulletins issued and distributed to address common compliance problems or violations.

Purpose/Importance

This measure relates to guidance published by the agency to avoid common problems and pitfalls when applying Texas credit laws. The bulletins help financial service providers to avoid costly compliance mistakes. The bulletins also help to create a level playing field for all market participants, and consistent protection for consumers.

Source/ Collection of Data

This measure provides information on the extent to which the agency helps the Texas financial services industry avoid systemic problems and common pitfalls when applying the credit laws. The bulletins provide an educational outreach from the regulatory authority to industry representatives that should help the industry avoid costly compliance mistakes and support the overreaching goal of consumer protection.

Method of Calculation

The total of the compliance bulletins is computed by counting the number of bulletins issued during the reporting period. A revised version of a bulletin is not counted as a separate or additional bulletin. The performance measure result will be reviewed and certified at least annually.

Data Limitations

The legal department drafts bulletins in response to potential or pervasive compliance issues that should be addressed directly by the industry. This measure is driven by improper financial provider practices. Generally, the number of practices brought to the agency’s attention during each reporting period is beyond the agency’s control.

Calculation Type

Cumulative

New Measure

No

Desired Performance

Higher than target

Output Measure: Number of enforcement action and corrective action summaries published.

Definition

Total number of enforcement action and corrective action summaries issued and distributed to regulated entities and published on the agency website for the public.

Purpose/Importance

This measure summarizes enforcement actions brought by the agency against businesses that have violated Texas law. The summaries help financial service providers to avoid costly compliance mistakes. The summaries also help to create a level playing field for all market participants and consistent protection for consumers.

Source/ Collection of Data

Enforcement action summaries are calculated from actions closed by the agency’s legal department. Summaries are issued at least annually, at the request of the commissioner, or upon recommendation of the legal department. The summaries are distributed either through licensing renewals as administrative action summaries, through a newsletter, or through publication to the agency’s website. The agency’s general counsel reports these summaries to executive staff during regular weekly meetings.

Method of Calculation

The total of the enforcement and corrective action summaries is computed by counting the number of summaries published during the reporting period. The performance

measure result will be reviewed and certified at least annually.

Data Limitations

Summaries are created by the legal department in response to enforcement actions, which are brought in response to violations of Texas Law. This means that the summaries are driven partly by improper financial provider practices. Generally, the number of practices brought to the agency's attention during each reporting period is beyond the agency's control, and the agency takes appropriate action using available resources.

New Measure

No

Calculation Type

Cumulative

Desired Performance

Higher than target

| | |
|-------------------|--|
| Agency: | Office of Consumer Credit Commissioner |
| Goal: | Effective Licensing & Registration -- To provide a quality, streamlined program of licensing and registration that ensures high standards for financial service providers and effectively serves the market demand for fair but competitive and transparent consumer credit and financial services. |
| Objective: | To process business and pawnshop employee license applications within an average time of 30 days of receipt of a completed application. |
| Strategy: | Investigate and process applications for regulated entities and pawnshop employee licenses. |

Outcome Measure: Average Processing Time (days) for License Applications

Definition

The total average time (in days) to take final action on a license application.

Purpose/Importance

This measure provides information on the extent to which the agency was able to efficiently process applications and fulfill its statutory responsibility to license and regulate the financial services industry in Texas.

Source/ Collection of Data

Applications are received either through 1) direct entry of information by the applicant into the online regulatory platform, ALECS, or 2) receipt of paper based forms, which requires manual entry into ALECS by agency staff. As applications are entered into ALECS and accompanying payments are recorded, each application is assigned a receipt date. When a final action (approval, denial, or withdrawal) is taken on an application, that action is entered into the database and a completion date is assigned to the application. ALECS produces a report based on the activity in the reporting period that totals the number of days from the receipt date to the completion date for all license applications with a final action during that reporting period. A monthly report is submitted to executive management summarizing the activity.

Method of Calculation

ALECS counts the total number of days from receipt date to completion date for applications having a final action during the reporting period. The database then sums the days and divides the total number of processing days by the number of applications processed during the reporting period. The performance measure result will be reviewed and certified at least annually.

Data Limitations

The activity in the industry, the volume of applications received, the timeliness of applicant responses to requests for additional information, and the ability of the agency to timely receive criminal history information from the Texas Department of Public Safety and the Federal Bureau of Investigations, all of which are unpredictable and outside of the

Calculation Type

Non-cumulative

agency's control, directly impact the agency's performance.

New Measure

No

Target Attainment

Lower than target

Outcome Measure: Average Processing Time (days) for Pawnshop Employee Applications

Definition

The total average time (in days) to take final action on a pawnshop employee license application.

Purpose/Importance

This measure provides information on the extent to which the agency was able to process pawnshop employee applications efficiently and fulfill its statutory responsibility to license and regulate pawnshop employees in Texas.

Source/ Collection of Data

Applications are received either through 1) direct entry of information by the applicant into the online regulatory platform, ALECS, or 2) receipt of paper based forms, which requires manual entry into ALECS by agency staff. As applications are entered into ALECS and accompanying payments are recorded, each application is assigned a receipt date. When a final action (approval, denial, or withdrawal) is taken on an application, that action is entered into the database and a completion date is assigned to the application. ALECS produces a report based on the activity in the reporting period that totals the number of days from the receipt date to the completion date for all license applications with a final action during that reporting period. A monthly report is submitted to executive management summarizing the activity.

Method of Calculation

ALECS counts the total number of days from receipt date to completion date for applications having a final action during the reporting period. The database then sums the days and divides the total number of processing days by the number of applications processed during the reporting period. The performance measure result will be reviewed and certified at least annually.

Data Limitations

The activity in the industry, the volume of applications received, the timeliness of applicant responses to requests for additional information, and the ability of the agency to timely receive criminal history information from the Texas Department of Public Safety and the Federal Bureau of Investigations, all of which are unpredictable and outside of the agency's control, directly impact the agency's performance

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Lower than target

Outcome Measure: Average Processing Time (days) for Residential Mortgage Loan Originators

Definition

The total average time (in days) to take final action on a residential mortgage loan originator application.

Purpose/Importance

This measure provides information about the processing time for individual loan officers licensed in property tax lending, manufactured housing, secondary mortgage origination and servicing, and home equity industries regulated by the agency.

Source/ Collection of Data

An application for a new residential mortgage loan originator license is received through the nationwide mortgage licensing system (NMLS). When the application investigation is complete, a final action (approval or denial) is taken and the date of action is entered into NMLS. The system produces a report based upon activity in the reporting period that totals the number of days from the completion date to date of action for all license applications with a final action during the reporting period. A monthly report is submitted to executive management summarizing the activity.

Method of Calculation

The system provides reports where days outstanding can be calculated. The performance measure result will be reviewed and certified at least annually.

Data Limitations

The activity in the industry, the volume of applications received, the timeliness of applicant responses to requests for additional information, and the ability of the agency to timely receive pertinent information all of which are unpredictable and outside the agency's control, directly impact the agency's performance.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Lower than target

Output Measure: Number of Business Applications Processed

Definition

The total number of licensing applications from regulated entities that have a final action taken.

Purpose/Importance

This measure provides information on the extent to which the agency fulfills its statutory responsibility to license and regulate the financial services industry in Texas.

Source/ Collection of Data

Applications are received either through 1) direct entry of information by the applicant

into the online regulatory platform, ALECS, or 2) receipt of paper based forms, which requires manual entry into ALECS by agency staff. As applications are entered into ALECS and accompanying payments are recorded, each application is assigned a receipt date. When a final action (approval, denial, or withdrawal) is taken on an application, that action is entered into the database and a completion date is assigned to the application. A monthly report is submitted to executive management summarizing the activity.

Method of Calculation

The database counts all applications that have had final action during the reporting period. The performance measure result will be reviewed and certified at least quarterly.

Data Limitations

The activity in the industry, the timeliness of applicant responses to requests for additional information, and the volume of applications received, which are unpredictable and outside the agency's control, directly impact the agency's performance.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of Pawnshop Employee License Applications Processed

Definition

The total number of pawnshop employee license applications with a final action.

Purpose/Importance

This measure provides information on the extent to which the agency was able to process pawnshop employee applications and fulfill its statutory responsibility to license and regulate pawnshop employees in Texas.

Source/ Collection of Data

Applications are received either through 1) direct entry of information by the applicant into the online regulatory platform, ALECS, or 2) receipt of paper based forms, which requires manual entry into ALECS by agency staff. As applications are entered into ALECS and accompanying payments are recorded, each application is assigned a receipt date. When a final action (approval, denial, or withdrawal) is taken on an application, that action is entered into the database and a completion date is assigned to the application. Upon an employee's termination from a pawnshop, a final action (withdrawal) is entered into ALECS and a date of action is assigned to the record. A monthly report is submitted to executive management summarizing the activity.

Method of Calculation

ALECS counts all applications with a final action during the reporting period. The performance measure result will be reviewed and certified at least quarterly.

Data Limitations

The activity in the industry, the timeliness of applicant responses to requests for additional information, and the volume of applications received, which are unpredictable and outside the agency's control, directly impact the agency's performance.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of Registrations Processed

Definition

The total number of financial service providers registered with the agency at the end of the reporting period to include registered creditors, debt management and debt settlement service providers, crafted precious metal dealers, and refund anticipation loan facilitators.

Purpose/Importance

This measure provides clarity about the size of industries that register with the agency. Creditors are those retail credit sellers that register with the agency and do not include the licensed entities regularly examined by the agency. Other areas include businesses that offer types of financial services to consumers such as gold buyers, debt settlement companies, and tax preparers who offer cash advances on income tax refunds.

Source/ Collection of Data

When an entity is registered, they are added to the appropriate registration database. Throughout the year new registrations are received, registrations are surrendered, and annually registrations are renewed. A monthly report is submitted to executive management summarizing the activity.

Method of Calculation

The database counts the number of registrations in force at the end of each reporting period. The performance measure result will be reviewed and certified at least annually.

Data Limitations

The activity in the industry directly impacts the agency's performance. This measure does not provide any information about asset size or business volumes of the industry.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of Residential Mortgage Loan Originator Licenses Processed

Definition

The total number of residential mortgage loan originator applications with a final action.

Purpose/Importance

This measure provides information about the processing time for licensed applications for individuals in the property tax lending, manufactured housing, secondary mortgage origination and servicing, and home equity industries regulated by the agency.

Source/ Collection of Data

Applications for a new residential mortgage loan originator license are received through the nationwide mortgage licensing system (NMLS). When the application investigation is complete, a final action (approval or denial) is taken on the application and the outcome is entered into NMLS with the date of action. Upon notification of an applicant's status change, the date of action is entered. A monthly report is submitted to executive management summarizing the activity.

Method of Calculation

The nationwide mortgage licensing system counts all applications with a final action during the reporting period. The performance measure will be reviewed and certified at least quarterly.

Data Limitations

This activity and the volume of applications received, which are unpredictable and outside the agency's control, directly affect the agency's performance. When an applicant fails to respond to requests for information, the application must be closed through application abandonment. This is issued only after requests for information go unanswered.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

Explanatory Measure:

Number of Regulated Loan Licenses

Definition

The total number of regulated loan licenses currently in force at the end of the reporting period.

Purpose/Importance

This measure provides clarity about the size of one of the industries regulated by the agency.

Source/ Collection of Data

Each approved regulated loan license in the database reflects the location and status of the license as either active or inactive. Annually, licenses are renewed and new licenses

New Measure

No

Target Attainment

Higher than target

Explanatory Measure:

Number of Pawnshop Employee Licenses

Definition

The total number of pawnshop employee licenses currently in force at the end of the reporting period.

Purpose/Importance

This measure provides information about the number of individuals licensed and regulated by the agency in the pawn industry

Source/ Collection of Data

Approved pawnshop employee license database reflects pertinent licensing information. Throughout the year new applications are approved, licenses are surrendered, and annually licenses are renewed. A report is produced from the database summarizing activity and current status of licenses. A monthly report is submitted to executive management summarizing the activity.

Method of Calculation

The activity in the industry directly impacts the agency's performance. This measure does not provide any information about asset size or loan volume size of the industry.

Data Limitations

The activity in the industry directly impacts the agency's performance. This measure does not provide any information about asset size or loan volume size of the industry.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

Explanatory Measure:

Number of Registrations Processed

Definition

The total number of registrations, currently in force, at the end of the reporting period.

Purpose/Importance

This measure provides clarity about the industries registered with the agency.

Source/ Collection of Data

Each registration is entered in the database showing the location and status of the license as either active or inactive. Annually, registrations are renewed, and new registrations are approved throughout the year. Occasionally, a registrant may surrender a registration. A report is produced from the database summarizing activity and current status of licenses. A monthly report is submitted to executive management summarizing the activity.

Method of Calculation

The database counts the number of registrations in force at the end of each reporting period. The performance measure result will be reviewed and certified at least annually.

Data Limitations

The activity in the industry directly impacts the agency's performance. This measure does not provide any information about asset size or loan volume size of the industry.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

Outcome Measure: Number of Motor Vehicle Sales Finance Licenses

Definition

The total number of motor vehicle sales finance licenses, including registered offices, currently in force, at the end of the reporting period.

Purpose/Importance

This measure provides clarity about the size of one of the industries regulated by the agency.

Source/ Collection of Data

Each motor vehicle sales finance license and registered office is entered in the database showing the location and status of the license as either active or inactive. Annually, licenses are renewed, and new licenses are approved throughout the year. Occasionally, a licensee may surrender a license. A report is produced from the database summarizing activity and current status of licenses. A monthly report is submitted to executive management summarizing the activity.

Method of Calculation

The database counts the number of licenses in force at the end of each reporting period. The performance measure result will be reviewed and certified at least annually.

Data Limitations

The activity in the industry directly impacts the agency's performance. This measure does not provide any information about asset size or loan volume size of the industry.

Calculation Type

Non-cumulative

New Measure

No

Desired Performance

Higher than target

Explanatory Measure:

Number of Credit Access Business Licenses

Definition

The total number of credit access business licenses currently in force at the end of the

reporting period.

Purpose/Importance

This measure provides clarity about the size of one of the industries regulated by the agency

Source/ Collection of Data

Each credit access business license approved is entered in the database showing the location and status of the license as either active or inactive. Annually, licenses are renewed and new licenses are approved throughout the year. Occasionally, a licensee may surrender a license. A report is produced from the database summarizing activity and current status of licenses. A monthly report is submitted to executive management summarizing the activity.

Method of Calculation

The database counts the number of licenses in force at the end of each reporting period. The performance measure result will be reviewed and certified at least annually.

Data Limitations

The activity in the industry directly impacts the agency's performance. This measure does not provide any information about asset size or loan volume size of the industry.

Calculation Type

Non-cumulative

New Measure

No

Desired Performance

Higher than target

Explanatory Measure:

Number of Property Tax Lender Licenses

Definition

The total number of property tax lender licenses currently in force at the end of the reporting period.

Purpose/Importance

This measure provides clarity about the size of one of the industries regulated by the agency.

Source/ Collection of Data

Each property tax lender license is entered in the database showing the location and status of the license as either active or inactive. Annually, licenses are renewed and new licenses are approved throughout the year. Occasionally, a licensee may surrender a license. A report is produced from the database summarizing activity and current status of licenses. A monthly report is submitted to executive management summarizing the activity.

Method of Calculation

The database counts the number of licenses in force at the end of each reporting period. The performance measure result will be reviewed and certified at least annually.

Data Limitations

The activity in the industry directly impacts

Calculation Type

the agency's performance. This measure does not provide any information about asset size or loan volume size of the industry.

Non-cumulative

New Measure

No

Desired Performance

Higher than target

Explanatory Measure:

Number of Residential Mortgage Loan Originator Licenses

Definition

The total number of residential mortgage loan originator licenses currently in force at the end of the reporting period.

Purpose/Importance

This measure provides information about the number of individuals licensed in the property tax lending, manufactured housing, and secondary mortgage origination and servicing, and home equity industries regulated by the agency.

Source/ Collection of Data

Each residential mortgage loan originator license is recorded in the National Nationwide Multistate Licensing System & Registry (NMLS). Annually, licenses are renewed and new licenses are approved throughout the year. Occasionally, a licensee may surrender a license. A report is produced from NMLS summarizing activity and current status of licenses. A monthly report is submitted to executive management summarizing the activity.

Method of Calculation

The database counts the number of licenses in force at the end of each reporting period. The performance measure result will be reviewed and certified at least annually.

Data Limitations

The activity in the industry directly impacts the agency's performance. This measure does not provide any information about asset size or loan volume size of the industry.

Calculation Type

Non-cumulative

New Measure

No

Desired Performance

Higher than target

| | |
|-------------------|---|
| Agency: | Office of Consumer Credit Commissioner |
| Goal: | Financial Education -- To increase consumers' awareness of their rights, remedies, and responsibilities and to encourage communication and cooperation among the nonbank financial services industry, the consumer public, and the agency. |
| Objective: | Increase awareness by providing Texans with reliable, clear, timely and relevant resources and financial education opportunities and by creating transparency regarding consumer transactions. |
| Strategy: | Develop and administer formal education programs specific to the subprime demographic and include general information brochures made available through state agency partners, financial service providers and trade organizations, and through participation in community events. |

Outcome Measure: Number of Texas consumers reached through agency participation at community events presentations, and online resources.

Definition

The aggregate number of Texas consumers reached through participation at community events, presentations, and online resources.

Purpose/Importance

This measure provides nominal feedback regarding Texas consumers reached through agency initiatives.

Source/ Collection of Data

Consumer Education staff collect participant signatures during community presentations. Additional sources of data collection include the number of registrants participating in financial education webinars and the number of unique visitors to the financial literacy website obtained through web analytics.

Method of Calculation

The numbers of participants are summed. The calculation will be reviewed and certified at least quarterly.

Data Limitations

The agency counts the attendees at each event where it participated and at which it provides educational information to those attendees. The agency also employs available metadata analytics to track how often a specific web page or resource is accessed; it is assumed all resources are wholly viewed or used when accessed by the consumer.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of Consumers Receiving Financial Education

Definition

The aggregate numbers of consumers who attend direct education classes presented by the agency or partnering organization.

Purpose/Importance

This measure provides information on the extent to which the agency or partnering organization was able to directly provide Texas consumers with financial education. It allows the agency to focus on delivering more comprehensive and effective financial education to specific target audiences. This information helps to create well-informed, educated consumers and empowers them to make good credit choices. Partnerships with other agencies efficiently broaden the capacity for statewide outreach.

Source/ Collection of Data

Agency personnel receive invitations to speak to consumer groups throughout the year in small classroom settings. The agency takes advantage of opportunities to directly provide information to consumers about the use of credit and their rights and responsibilities. The sum of attendees is tracked and calculated in an effort to determine the agency’s ability to provide financial education; and to determine the effectiveness of collaborating with other agencies.

Method of Calculation

The total population who receive direct educational services from agency personnel is taken from a monthly report maintained by staff and reported to executive management. The report is maintained along with requisite supporting documentation. The performance measure result will be reviewed and certified at least quarterly.

Data Limitations

With larger groups, not all attendees where the agency participated and provided educational information to those attendees may sign in.

Calculation Type

Cumulative

New Measure

No

Desired Performance

Higher than target

Output Measure: Number of contacts made with community organizations and media outlets

Definition

The aggregate number of contacts made with community organizations and media outlets.

Purpose/Importance

This measure provides nominal information regarding contacts with community organizations with which the agency collaborates and assists with statewide consumer outreach and financial literacy initiatives. This measure also identifies statewide financial literacy programs and resources available to consumers.

Source/ Collection of Data

Agency personnel receive invitations to participate in community-sponsored events, publish informational materials, public service announcements, resources and

opportunities. The agency is also invited to collaborate with community organizations and state agencies. The agency takes advantage of those opportunities to directly provide information about regulated industries, consumer education, and available resources. The sum of contacts with whom the agency directly interacts is tracked and calculated in an effort to determine the ability to provide consumer education and information.

Method of Calculation

Consumer Education staff maintains an electronic record of all community contacts. The numbers of community contacts are summed. The calculation will be reviewed and certified at least quarterly.

Data Limitations

The agency counts the number of published materials but will not necessarily know how many consumers may read publications.

Calculation Type

Cumulative

New Measure

No

Desired Performance

Higher than target

| | |
|--------------------|--|
| Agency: | Office of Consumer Credit Commissioner |
| Goal: | Financial Education -- To increase consumers' awareness of their rights, remedies, and responsibilities and to encourage communication and cooperation among the non-bank financial services industry, the consumer public, and the agency. |
| Objective: | Administer the Texas Financial Education Endowment (TFEE) on behalf of the Finance Commission and establish a program that effectively supports financial education, capabilities, and asset-building opportunities, and deploys fund earnings distributions of 4.5%. |
| Strategies: | <p>Solicit funding requests from organizations that strive to increase and promote financial capability of individuals, and encourage personal financial education and responsibility within the state of Texas.</p> <p>Award endowment funds, through a competitive grant process that meets program objectives and goals as identified and prioritized for each grant cycle.</p> |

Output Measure: Total dollar amount of grant awards distributed within the grant cycle.

Definition

The total dollar amount of grant awards distributed within the grant cycle.

Purpose/Importance

This measure provides information on the total dollar amount of grants awarded during a grant cycle. This information measures the fund distributions to statewide programs providing financial capability and education.

Source/ Collection of Data

Upon Finance Commission approval of recommended awards recipients, monetary distributions are awarded during a given grant cycle. Financial records and supporting written requests and reports by grant recipients document the distribution of funds.

Method of Calculation

The TFEE grant coordinator enters and updates the information for each grant recipient on an electronic spreadsheet. The total dollar amount of distributions is summed and reported annually to the Finance Commission.

Data Limitations

Distribution amounts could fluctuate depending on rates of return for monies invested with the Texas Treasury Safekeeping Trust.

Calculation Type

Cumulative

New Measure

No

Desired Performance

Higher than target

Output Measure: Number of consumers served or trained.

Definition

The total numbers of participants reached through grant funded activities.

Purpose/Importance

This measure provides information on the extent to which the grantee was able to provide Texas consumers with financial education. This information helps to create well-informed, educated consumers empowered to make good financial choices.

Source/ Collection of Data

This agency will collect data from the semiannual grant reports submitted by TFEE grantees. This information is reported to Grant Advisory Committee, Audit Committee, and Finance Commission and ensures grant recipients are meeting intended goals. This method of data collection gives an accurate depiction of the number of those who benefit from grant funded activities.

Method of Calculation

Grant recipients submit periodic performance reports. The TFEE grant coordinator maintains an electronic record of all data reported by grant recipients and the number of consumers served or trained by the grant recipient is summed.

Data Limitations

Number of consumers served or trained is reported by grant recipients and collected by the grant administrator only during grant funding cycles. Once the grant recipient ceases to provide the grant-funded program services or is no longer receiving grant funds, data is not reported to the grant administrator.

Calculation Type

Cumulative

New Measure

No

Desired Performance

Higher than target

SCHEDULE C: HISTORICALLY UNDERUTILIZED BUSINESS PLAN

HISTORICALLY UNDERUTILIZED BUSINESS STRATEGIC PLAN

The Office of Consumer Credit Commissioner is committed to a good faith effort to increase purchases from and contract awards to Historically Underutilized Business (HUB) firms consistent with the State's goals for HUB participation and overall economic development.

PROGRAM GOALS

The function of the State HUB Program is to assist certified minority and woman-owned businesses in bidding for contracts and open market purchases with Texas State agencies, including institutions of higher education. HUB owners represent economically disadvantaged persons of a qualifying group (Black Americans, Hispanic Americans, Native Americans, Asian Pacific Americans, American Women, and Disabled Veterans). OCCC is committed to maximizing the opportunity for HUB firms to provide goods and services needed to support the Agency.

Through the implementation of this program, the Agency commits to fostering an environment to meet or exceed the State's annual percentage goals for HUB participation in purchases of and contracts for the following procurement categories:

- 11.2% Heavy Construction (other than building contracts)
- 21.1% Building Construction
- 32.9% Special Trade Construction
- 23.7% Professional Services
- 26.0% Other Services
- 21.1% Commodities

OBJECTIVES

In an effort to meet or exceed the State's annual goals for HUB participation, OCCC has established the following objectives:

- Establish administrative policies and procedures necessary for efficient and effective management control of the HUB program;
- Enhance the ability of HUBs to compete for contracts and purchases;
- Encourage HUBs to participate in the competitive bid process with the objective of increasing the number of contracts awarded to HUB suppliers; and
- Strive to meet the State's six (6) category goals of eligible contracts awarded to HUBs to the extent that the agency has purchases within the respective categories.

STRATEGIES

- Create an environment to adequately manage the HUB program
- Identify Reporting Requirements
- Participate in HUB procurement workshops and seminars

OUTPUT MEASURES

- Number of HUBs contractors and subcontractors contacted for bid proposals
- Number of HUBs contracts and subcontracts awarded
- Dollar value of HUB contracts and subcontracts awarded

SCHEDULE D: STATEWIDE CAPITAL PLANNING

NOT APPLICABLE

SCHEDULE E: HEALTH & HUMAN SERVICES STRATEGIC PLANNING

NOT APPLICABLE

SCHEDULE F: AGENCY WORKFORCE PLAN & TEXAS WORKFORCE COMMISSION STRATEGIC PLANNING

AGENCY WORKFORCE PLAN

PHASE I- OVERVIEW

The mission of the Office of Consumer Credit Commissioner (OCCC) is to regulate the credit industry and to educate consumers and creditors, fostering a fair, lawful, and healthy credit environment for economic prosperity in Texas.

It is accomplished through six primary functional areas: Licensing and Registration, Examination and Investigation, Consumer Assistance, Legal and Enforcement, Financial Education, and Administration.

The Agency's strategic goals are to protect consumers, provide a quality-streamlined program of licensing and registration, educate consumers and financial service providers about their rights and establish and implement policies governing purchasing and public works contracts that foster meaningful and substantive inclusion of historically underutilized businesses (HUBs).

The core business functions are:

- **Regulate** fairly, efficiently, and effectively, balancing the needs of both consumers and creditors by enforcing Texas credit laws and licensing qualified financial service providers;
- **Educate** consumers of their rights, responsibilities and remedies and financial services providers of their rights and responsibilities;
- **Communicate** collaboratively with and encourage communication among the financial services industry, consumer public, and the agency; and
- **Protect** and safeguard consumers against abusive, unfair, and deceptive lending practices.

The industries regulated by the OCCC operate within a dynamic financial service marketplace that adjusts to evolving products and business practices, market pressures, and changes in federal, state, and municipal regulation. The degree to which these influences will affect the OCCC's regulated population may vary and may contribute to changes within the agency's licensee population.

The OCCC seeks to recruit, develop, and retain employees with the skills and competencies required to support its regulatory activities. The agency will adjust staffing strategies to complement changes within the industries it regulates to ensure the agency's core functions are performed effectively and efficiently. The OCCC has placed an emphasis on career progression, competitive salaries, and succession planning. Strategies for each have been implemented within the previous two years and emphasize development, retention and reduced turnover.

PHASE 2

STEP 1 – CURRENT WORKFORCE PROFILE

As a small state agency, the importance of developing and retaining qualified staff at all levels of the agency is paramount to the agency's continued success and operation. A significant portion of staff experience and expertise for examiners is primarily developed in-house and gained through professional development and career progression within the agency. The OCCC places a priority on the professional development of its staff and is committed to

services entities covering multiple products and services

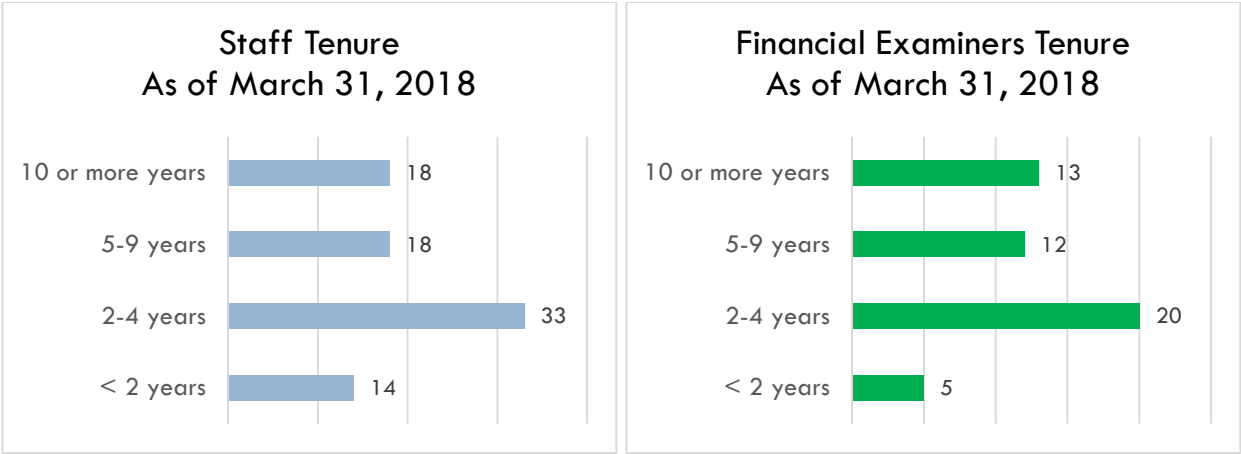
- State and federal regulatory controls, statutes, and administrative codes related to non-depository financial service products
- Analysis and reporting tools related to financial data and consumer financial products
- Corporate structures, business operating procedures, management control, and internal reporting techniques
- Financial industry terminology and practices
- Economic and accounting principles
- Statistical analysis and techniques
- Financial reports and reporting structures or mechanisms
- Training procedures and techniques
- Information Technology examination or auditing

STEP 2 – FUTURE WORKFORCE PROFILE

Economic and environmental factors facing the OCCC's staff over the next five years include: an improving economy, market competitiveness, turnover and retention of financial examiners, and retirement-eligible employees. During fiscal year 2017, the OCCC continued to experience the impact of these effects with four financial examiners departing the agency.

While the OCCC is committed to the retention of staff, particular emphasis is placed upon the financial examiner series. Competition with the private sector as well as with regulatory agencies such as the Consumer Financial Protection Bureau (CFPB) is expected to increase and retention of these individuals is vital to the effectiveness of the OCCC's regulatory programs. The OCCC regularly reviews its in-house training as well as external development opportunities and curricula to provide specific training related to regulated industries.

A career ladder and progression program allowing for movement within levels I through III of the financial examiner series is providing opportunities for field examiners to participate in projects and team-based work (e.g. out-of-state examinations) to further develop competencies and skill sets. The goal of the OCCC is to recruit and select quality candidates for entry-level financial examiners positions, to consistently and effectively develop those candidates for increased scope of responsibility, and to identify those who may be developed for future supervisory and leadership roles. The OCCC emphasizes the need to incentivize and retain those examiners within two to five years of agency service; to utilize them to assist in the training and development of entry-level examiners; and to integrate identified candidates into succession planning. The OCCC desires that 50% of its full-time employee staff to have agency tenure of at least five years, currently at 43.0%. The charts below represent tenure within the Agency as of March 31, 2018, including a breakout for the financial examiner series.



Assessing and determining the future requirements for the agency’s workforce encompasses a broad range of duties, needed competencies and skills, and programmatic concerns. These issues have been identified through the agency’s strategic planning process, interaction with industry stakeholders, and discussions with OCCC staff members. As the OCCC’s regulatory role adapts to an ever-dynamic and evolving nondepository financial services marketplace, the OCCC will need qualified staff that can be developed to serve the industry and consumers in Texas in response to anticipated changes and growth across the OCCC’s regulated industries.

EXPECTED WORKFORCE DYNAMICS

- Increased use of technology to provide service and maximize efficiency.
- Increased use and development of subject matter experts.
- Increased investigations into unlicensed businesses.
- Increased communication, collaboration, and partnerships with external stakeholders
- Increased number of public information requests
- Increased generational shift
- Increased number of Veterans eligible for work

CRITICAL FUNCTIONS

- Increased examination activity in response to the growth and evolution of financial services.
- Increased collaboration with federal and state regulators.
- Increased collaboration with industry stakeholders.
- Increased demand in supervisory resources due to larger workforce and increased number of examinations.
- Increased review of electronic and web-based financial services and the use of information technology at the regulated entity level.
- Increased cybersecurity awareness and training throughout agency.
- Development and retention of qualified professionals.
- Development and implementation of effective succession plans.

STEP 3 – GAP ANALYSIS

As the OCCC's regulated population evolves, adjustments to the agency's workforce plan will be made through the addition, deletion, or realignment of positions and responsibilities. The agency's SDSI status enables it to respond to changes in the regulatory environment in a well-timed manner. The OCCC uses this flexibility to recruit and retain financial examiners in a highly competitive market, in the face of direct competition of a federal financial regulator. It has decreased turnover and allowed the OCCC to respond to dramatic growth in regulated industries, such as the motor vehicle sales finance industry. Further, it provides the OCCC with flexibility to expand or diminish its resources in response to economic conditions.

Since the last strategic plan, the OCCC has decreased FTEs by 3% (2.5 positions). This was done after effectively evaluating the vacancies and streamlining operations without affecting the productivity of the entire agency.

Depending on the fluctuation of the regulatory environment, the OCCC does not anticipate the need for additional FTEs to continue fulfilling the mission of the agency and to provide the level of customer service that is expected for consumers, licensees, and other stakeholders.

STEP 4 – STRATEGY DEVELOPMENT

The OCCC's goal is to retain its professional workforce and to meet the special needs described above. Future changes in the organizational structure may be necessary to respond to changing workloads or new initiatives to ensure that the mission of the OCCC is accomplished efficiently. The OCCC will continue to utilize a wide range of recruiting sources to secure the maximum number of qualified applicants, including minorities and women, for available positions within all classifications.

The OCCC will also continue to maintain and hone its career ladder and provide on-the-job training and in-house programs for employees and, when possible, provide funding for workshops, seminars, and other programs offered by universities, other agencies, and private entities to develop leadership and career development.

Training opportunities for staff remain a high priority for the OCCC. Cooperative state training opportunities are a valuable method for knowledge enhancement and the OCCC will continue to make substantial efforts to utilize these tools. These cooperative training opportunities allow staff to learn about important subject matter while working with their counterparts in other states.

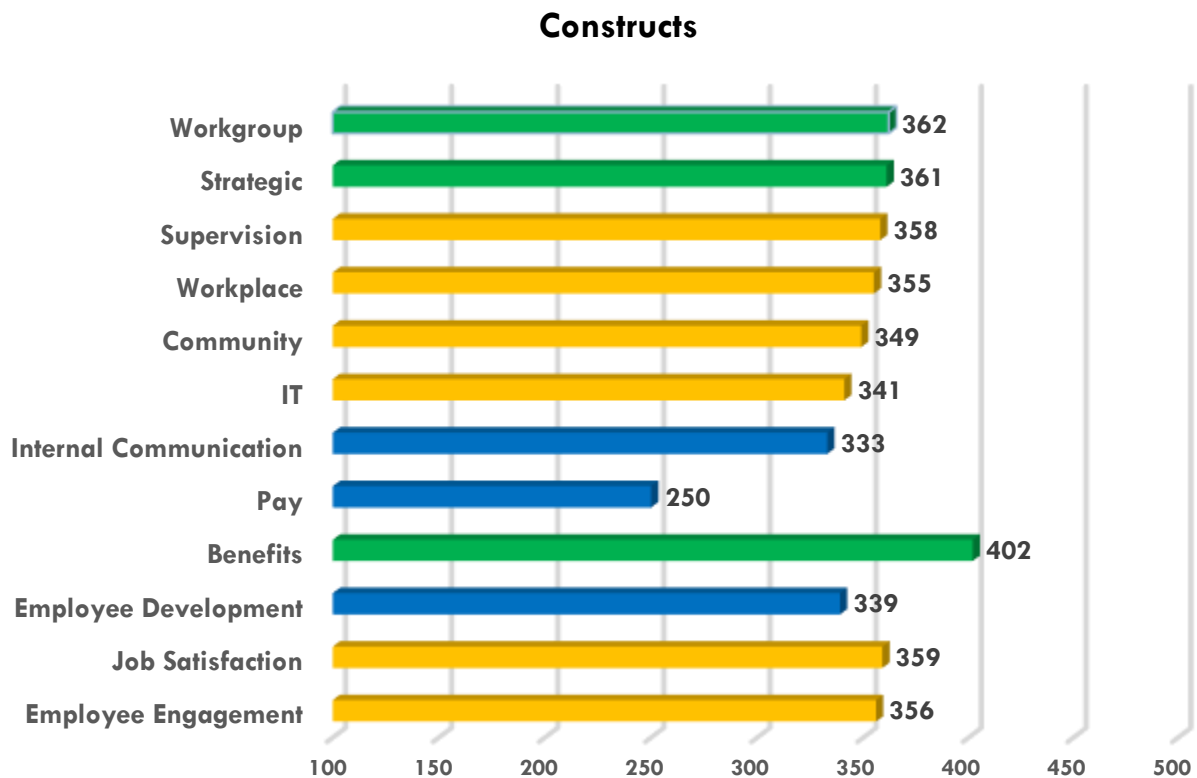
Succession planning will remain an ongoing process of recruitment, retention, methodical development of required skills through training and experience, cross training, and careful evaluation of individual job performance. This will maintain the depth of skilled personnel at key positions on the OCCC's career ladder necessary to ensure continuation of the efficiency and effectiveness of the OCCC. Preparing qualified staff to carry on the roles of senior management and leadership will require specialized training, internal development through mentoring and project assignment, and other educational opportunities to develop technical and managerial skills.

EMPLOYEE ENGAGEMENT SURVEY

During the month of February 2018, OCCC staff participated in the Survey of Employee Engagement (SEE). Surveys were emailed to 84 employees statewide and 72 surveys were completed and returned, resulting in a response rate of 85.7%. Survey findings were made available to the agency in mid-March 2018. At 85.7%, the response rate is considered high. High rates mean that employees have an investment in the organization and are willing to contribute towards making improvements within the workplace.

The overall score is a broad indicator for comparison purposes with other entities. Scores above 350 are desirable, and when scores dip below 300, there should cause for concern. The OCCC overall score was 350.

Within the survey, there are 12 constructs or organizational topics in the survey. The following tables show the highest scoring constructs and the lowest scoring constructs in the survey.



SCHEDULE G: REPORT ON CUSTOMER SERVICE

The Office of Consumer Credit Commissioner (OCCC) developed an online Customer Engagement Survey designed to gather pertinent and meaningful data related to its customers’ level of satisfaction with the OCCC’s regulatory, consumer assistance, and financial education programs. The survey allowed customers to provide feedback and rate the performance of individual departments or work sections with which they had direct contact and of the agency as a whole. To gain the most valuable feedback, the OCCC identified those customers who had had contact with the OCCC during the previous 90 days; customer contacts were identified through the ALECS database to track such contacts and reports generated. The OCCC selected the population of each survey group and issued 3,939 (3,254 customers & 685 consumers) invitations to participate in the agency’s online surveys. Data collection occurred over a six-week period; the survey was available through an online tool. The OCCC also e-mailed reminder notices halfway through the data collection period asking recipients to participate if they had not already done so. The OCCC chose to provide an online survey instrument to conserve funds and employ cost controls. Customers were invited to participate in one of two individual surveys:

| 2018 Customer Engagement Surveys | | |
|----------------------------------|--|---|
| | Consumer Assistance Survey | Customer / Licensee Engagement Survey |
| Invited Participants | <p>Consumers and individuals who contacted the Consumer Assistance Department, either by telephone or through written correspondence.</p> <p>Businesses and organizations who responded to a request for information issued by the Consumer Assistance Department.</p> | <p>Businesses and individuals who submitted new applications or registrations to the Licensing Department, through ALECS.</p> <p>Existing licensees and registrants who made changes to existing licenses and registrations with the Licensing Department, either through written correspondence or use of ALECS.</p> <p>Licensees who were examined by the Consumer Protection Department, through an onsite examination either performed by a field examiner or through a desk audit performed by Austin-based examiners.</p> |
| Survey Dates | 3/01/2018 – 3/31/2018 | 3/02/2018 – 3/31/2018 |
| Selection Criteria | Those who contacted the Consumer Assistance Department or who responded to a request within the previous 90 days. | Those who submitted new license or registration applications or who conducted self-service transactions and amendments within the previous 90 days or those licensees who were examined within the previous 90 days. |
| Number of Invitations | 685 | 3,254 |
| Number of Responses | 129 | 593 |
| Percentage of Respondents | 18.83% | 18.22% |

SURVEY ANALYSIS OF FINDINGS

It is important to know that when reviewing the following data, low response rates may generally yield results that reflect the feelings of those with the most positive or negative impressions of, or experiences with, the OCCC and consequently may skew the analysis of the findings. The results show a general satisfaction with the agency's services as a whole across the two surveys. More than 87% of all respondents expressed satisfaction with the agency's timeliness, accessibility, professionalism, and level of knowledge retained within the agency.

Customers expressed general satisfaction with the agency's examination and enforcement section and 97% of respondents agreed that examiner requests for information prior to or during an examination are timely and reasonable. Examiners are generally considered professional, knowledgeable about industry issues, and adequately trained to address examination matters. Additionally, respondents indicated examiners generally answered questions thoroughly and are qualified to examine licensees. Ninety-six percent of the respondents agreed that exams are conducted without placing an undue burden on their company and exam reports and exit briefings addressed exam issues thoroughly and clearly. Respondents rated their overall experience of the examination section to be 97% satisfaction.

Respondents conveyed an increased level of general satisfaction to neutral feelings regarding interactions and communications with the agency's licensing and registration department: 92.9%, which is an increase of 2.25 percentage points from the 2015 survey of respondents, believe the licensing staff provides timely and appropriate communication and believe the staff is generally accessible. Ninety-five percent of respondents believe the licensing staff conducts themselves in a professional manner, clearly communicates requests for additional information, and is professional and courteous. Over ninety-two percent of respondents consider the licensing and registration processes to be easily understood. Respondents rated their overall experience of the licensing and registration department to be 93% satisfaction.

In 2017, the consumer assistance department took over 24,000 calls and email inquiries. In addition to this, the department has been able to provide additional consumer-related resources on-line to better assist them. In most cases, consumer assistance representatives and investigators are able to help resolve an amicable outcome for both the consumer and the financial service provider. In some occurrences, staff has been successful in achieving similar results with entities not regulated by the agency. Of the 685 (67% increase from 2015 survey) consumers and businesses invited to participate, 129 provided feedback or 18.83%. From this data, the agency concluded 80.3% of respondents believed the consumer assistance staff to be generally accessible, professional and courteous, and provides timely responses. The information received regarding the interactions with the Legal Department and Financial Education staff was not sufficient to be able to determine satisfaction or dissatisfaction with the process. The data from the survey reveals that a majority of customers are satisfied with the services the OCCC provides, however areas of opportunity have been identified through written comments and data analysis for future services or enhancement of existing services as it relates to accessibility within functional departments, effective and informative communication with external customers, and strengthening knowledge bases throughout the agency staff.