



# **Texas Behavioral Health Executive Council**

## **2027 – 2031 Strategic Plan**

## **The Texas Behavioral Health Executive Council**

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### **Strategic Plan**

**Fiscal Years 2027 to 2031**

**Approved June 1, 2026**

**Signed by:**



**Darrel D. Spinks, Executive Director**

**Approved by:**



**John Bielamowicz, Presiding Member**

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# **2027-2031 Strategic Plan**

## **Agency Mission**

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

## **Agency Philosophy**

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

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

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



## Recognizing Our Purpose

Beyond the direct legislative mandate to regulate the professional standards of and issue licenses to mental and behavioral health providers, the Council recognizes the ultimate public policy goal of ensuring Texans have access to quality mental and behavioral health services. This goal has become more challenging as the state's population has risen and, correspondingly and independently, the demand for such services has grown. Texas, the second most populous state, is consistently among the nation's fastest-growing states, reaching a population of nearly 32 million in 2026.<sup>1</sup> By 2033, the resident population of Texas is projected to reach more than 34 million people.

According to the *2023-2028 Texas State Health Plan*, the need for mental and behavioral health services continues to reach across all demographic groups.<sup>2</sup>

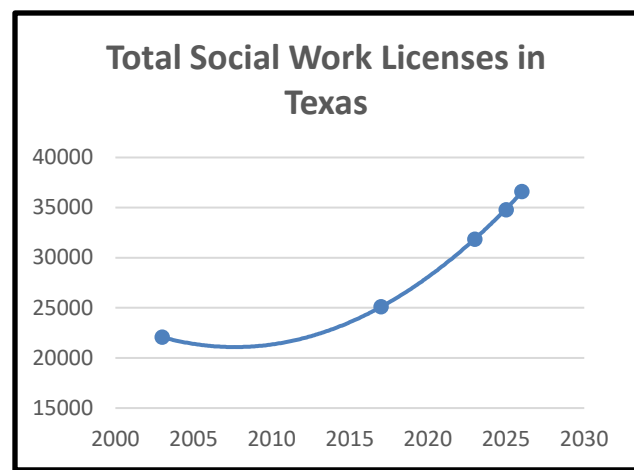
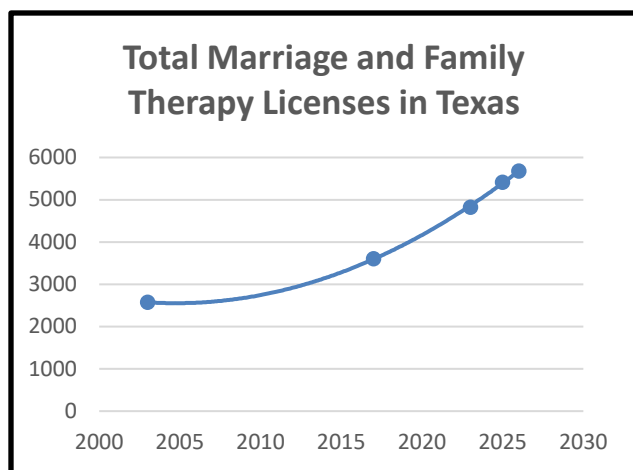
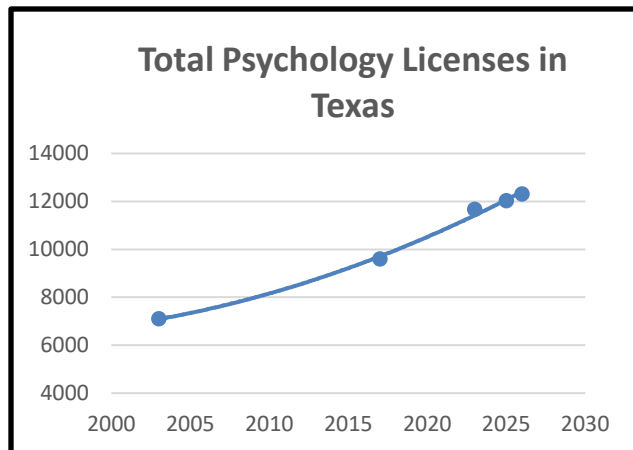
Nationally, almost half of adults (46.4 percent) will experience a diagnosable mental disorder in their lifetime. On an annual basis, over one in four adults (26.2 percent) in the U.S. experience mental illness and about one in 17 (5.8 percent) experience a serious mental illness. Half of diagnosable mental disorders begin by the age of 14 and three-fourths begin by the age of 24. Moreover, an estimated 14 to 20 percent of young people annually have mental, emotional, and behavioral disorders. (*citations removed*)

At the same time, many of those with mental and behavioral health needs continue to struggle to find adequate care. The plan goes on to say that:

The 2020 survey results also indicate that only 46.2 percent of adults who experienced mental illness and 64.5 percent of adults who experienced serious mental illness in the U.S. received inpatient or outpatient mental health services or took prescription medication for a mental health condition in the past year. Furthermore, an unmet need for mental health services in the past year was perceived by 30.5 percent of adults who experienced mental illness and 49.7 percent of adults who experienced serious mental illness. Among children and adolescents aged 12 to 17 who experienced a major depressive episode, just 41.6 percent received treatment for depression in the past year.

Over the past two decades, Texas has seen continuous growth in all professions and almost all specific license types regulated by the Council, reflected in the graphs on the following page. These increases align with consistent projections by the U.S. Department of Labor's Bureau of Labor Statistics that mental and behavioral health professions see faster than average growth.<sup>3</sup>





However, increases in demand for services is projected to continue to outpace the growth in providers.<sup>4</sup> The 2024 update to the *Texas State Health Plan* notes “the projected unmet demand for all behavioral health providers was 16 percent in 2022 and is projected to increase to 28 percent by 2036.”<sup>5</sup> Unfortunately, the outlook for solving this workforce shortage by maintaining the status quo does not look promising. As the *Texas State Health Plan* concludes:<sup>6</sup>

The state’s mental health workforce shortage is expected to worsen, as the workforce is aging and many providers are nearing retirement age. At the same time, educational institutions in the state and the nation are not producing enough new graduates to meet projected demand. Given the nationwide mental health workforce shortage, it is unlikely that Texas can meet its staffing needs by recruiting providers from other states.

Ultimately, while the number of providers licensed by this agency has increased steadily over the years and is expected to continue growing according to federal government projections, demand is also expected to continue exceeding supply. In response, the Council will continue its efforts



to reduce unnecessary and burdensome regulations and improve efficiency in an effort to remediate the mental health workforce shortage and increase the number of licensed providers available to the public.





## Agency Goals and Action Plan

### Operational Goal #1: Improve the agency's ability to set licensing standards and efficiently process license applications.

An important goal of this agency is to:

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

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

#### Specific Action Items Necessary in Achieving Goal

*Seek legislative direction regarding development of a Texas-owned psychology licensing examination.*

*(Short-term: 1-2 years)*

As with all professions licensed by the Council, state law requires applicants wishing to become a licensed psychologist or psychological associate to pass the examination designated by the Council. Currently, Texas and all other states rely on the Examination for Professional Practice in Psychology (EPPP) owned and administered by the Association of State and Provincial Psychology Boards (ASPPB) since 1963. Since August 2021, ASPPB has undertaken a major project to add skills-based content to its exam. At first, ASPPB announced it would require states to adopt a second licensure exam, but withdrew from that mandate after strong objections from Texas and other states. As the result of this debate and upheaval, the Texas Legislature directed the Council to explore the development of a Texas-owned, national licensure exam to better insulate Texas from future changes to exams outside its control.

During fiscal year 2026, the Council engaged stakeholders and held numerous workgroups toward the goal of designing a potential licensure exam. In the summer of 2026, the Council will put forward a Request for Proposals to develop cost estimates for such an exam program and will provide this information to the Legislature. The Council will seek legislative direction regarding continued pursuit of this project, which will require the support of the Legislature through appropriations to fund the development and maintenance of the exam. The Council will also ultimately need to hire or contract with staff to oversee the administration and regular update of the exam.

*Seek legislative direction regarding development of a Spanish-language social work examination.*

*(Short-term: 1-2 years)*



In the 2025 General Appropriations Act, the 89<sup>th</sup> Legislature tasked the Council with developing a Spanish-language version of the licensure exam to become a Licensed Masters Social Worker (LMSW). The Legislature appropriated \$200,000 for this purpose. The current LMSW exam is owned and administered by the Association for Social Work Boards (ASWB). The Council has held numerous discussions with ASWB, as well as with the National Association of Social Workers-Texas chapter, to discuss the feasibility of creating a Spanish-language exam. To date, ASWB has declined to translate its LMSW exam or to create a new exam in Spanish, though ASWB is continuing study of the Council's request. Without access to the current exam, the Council will be unable to create a Spanish-language LMSW exam in the time and for the funds set forth by the Legislature. The Council will seek further legislative guidance and direction from the 90<sup>th</sup> Legislature regarding the future of this project.

*Develop capacity in the agency's online systems to better engage applicants and licensees.*

*(Mid-term: 2-4 years)*

Public sector organizations generally look to IT to provide value as a foundational business component of providing quality services to the citizens they serve and the employees they support. License applicants and license holders now expect to transact most interactions using online and automated systems. The Council has brought most transactions online and has almost no paper-based workflows, and will continue to move all remaining paper-based transactions online as it become feasible. In addition, the Council has identified two major technology projects that would improve the user experience for both applicants and licensees.

- The Council would like to add an interactive dashboard to the applicant's online portal that would provide real-time information regarding license application processing. Currently, once an applicant submits a license application and materials, they must wait for follow-up communication from Council staff to know whether materials have been received and whether those materials are found to be sufficient to meet the licensure requirements. A dashboard could provide applicants faster and more complete information regarding the current status of their application, including whether materials for a particular requirement has been submitted and/or received, whether that item has been reviewed, and whether that requirement has been found completed.
- The Council would like to upgrade a database module that could provide a secure platform for licensed supervisors to report experience hours and other information regarding their supervisees to the Council. Currently, a rudimentary supervisor module exists in the Council's database that allows supervisors to identify their supervisees and to report only basic information regarding their experience. An upgraded module could create a secure portal for supervisors to report all required information about supervised experience hours. The upgraded module could also allow greater self-control for basic transactions like adding or removing a supervisee, also notifying both supervisor and supervisee when changes to their profile are made.



As a member of the Health Professions Council (HPC), the Council must coordinate any IT/database improvements with the other member agencies, as well as the private vendor that manages the database. Managing IT within state government requires balancing traditional daily operations, citizen expectations, efficiency measures, and security against budget constraints. The Council will seek Legislative direction and funding in concert with HPC and other HPC-member agencies for the system changes identified in this strategic plan. The Council will also continue to explore uses of cloud-based technologies, artificial intelligence, mobile applications, and other technology solutions to streamline administrative operations and improve the customer service experience.

*Develop a degree certification program to pre-approve graduate degrees as meeting licensure requirements.*

*(Mid-term: 2-4 years)*

Review of each license application must ensure all of the required components have been met before the license can be issued. The time to review an application often depends on the complexity of license requirements, and can sometimes create significant delays in issuing the license. Each license requires a combination of educational coursework, examination passage, and professional experience, in addition to various forms, fees, and other administrative steps. In particular, review of educational coursework can often require substantial staff time to review, given the plethora of accredited graduate programs across the country and the variety of degree and coursework titles those programs use. The Council's boards have each worked to streamline coursework requirements and find avenues to recognize educational programs that meet such requirements.

Looking to other effective methods used by Texas agencies, the Council has noted agencies like the Texas Board of Nursing have statutory authorization to accredit or certify programs as meeting educational requirements. While the Council does not seek to create a mandatory accreditation like the Nursing Board, the Council will request authorization from the Texas Legislature to create a voluntary certification program that would allow universities to certify their graduate programs meet licensure requirements. The Council would first implement such a program with the professional counseling program, which generally requires the most in-depth staff review of graduate coursework. Staff would no longer need to review coursework on transcripts from graduate programs that held the program certification, resulting in applicants from those programs having their license applications processed more swiftly. A certification would also provide transparency and assurance to both universities and students that degrees will lead to licensure.

*Streamline procedures to expedite final disposition of license applications.*

*(Ongoing)*

The Council recognizes that despite ongoing efforts to reduce unnecessary barriers to entry into the professions it regulates, the experience for individuals seeking a license to become a mental or behavioral health service provider can be long and arduous. Most applications are able to be



approved quickly, averaging less than 30 days. However, the time to review an application can be significantly delayed if an applicant has not submitted necessary documentation or is missing a licensing requirement.

Delays in application processing times not only delay the individual applicant, but also slow the agency's overall processing of other applications. The Council will continue to identify areas where application processing bogs down and results in applications sitting in limbo. The Council will endeavor to provide more avenues for applicants to efficiently submit application materials and communicate with agency staff, while also requiring applicants to have completed all licensing requirements before submitting an application.

## Description of How Goal Supports Statewide Objectives

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

### **1. Accountable to tax and fee payers of Texas.**

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

The Council's goal to develop a Texas-based psychology licensing exam, and develop a Spanish-language social work exam, will increase the accountability the agency has to the tax and fee payers of the state. Having ownership and control over exams will allow the Council to be more responsive to the experience of license applicants while still protecting the public. The Council's goals to improve efficiency in application processing will more effectively use state tax dollars to improve the return on investment Texas has made in the Council.

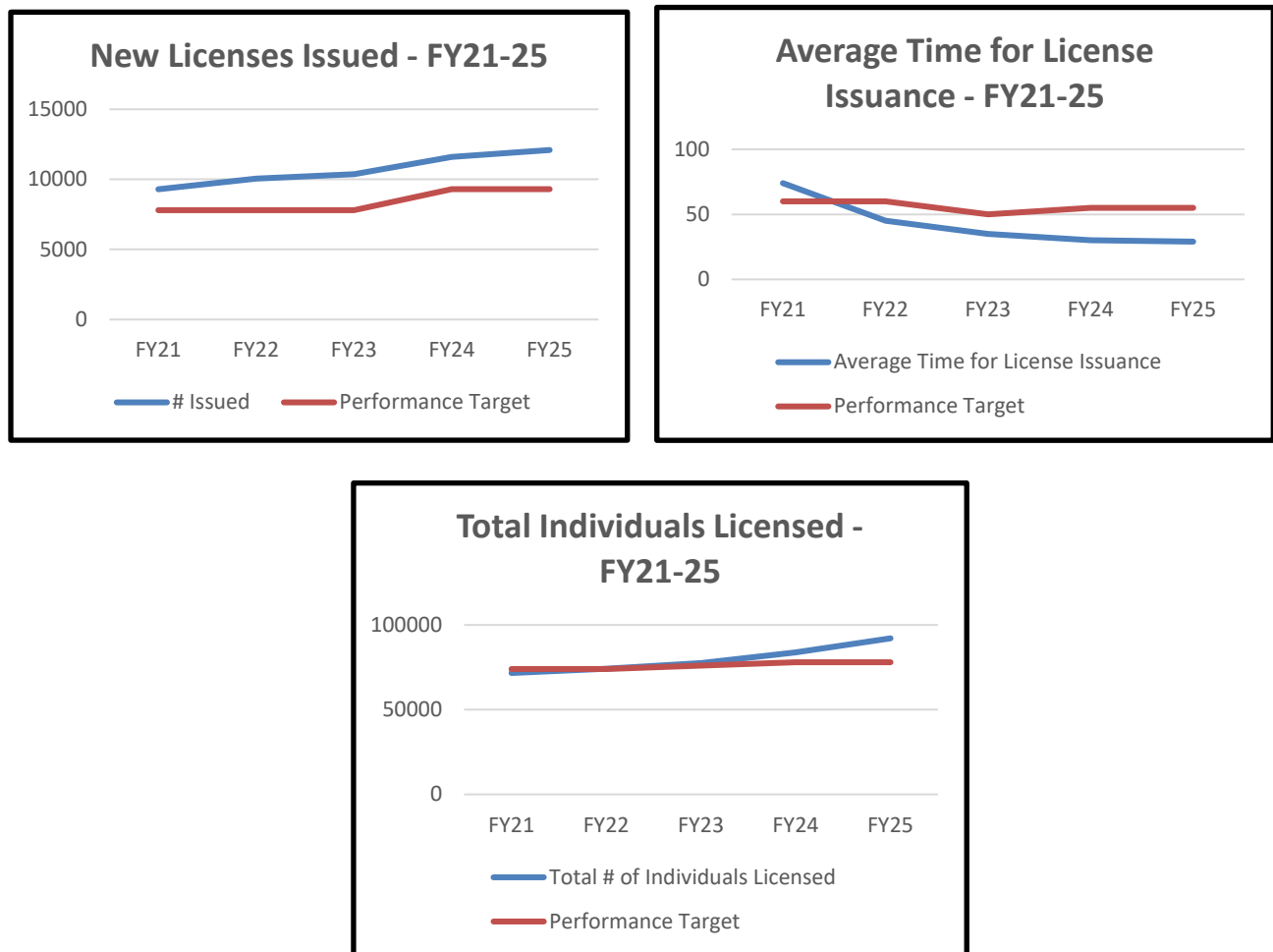
### **2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.**

The Council supports this statewide objective by meeting or exceeding its performance measures in its licensing functions. Performance measures are set by the agency, but must be approved by the Legislative Budget Board and the Governor's Office of Budget and Policy to ensure they serve the following purposes<sup>7</sup>:

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



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



The Council's goal to improve online functions and to streamline licensing procedures will directly impact the agency's ability to quickly process applications and improve the number of new licenses issued and average time an application is processed.

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

The Council's goal to develop licensing exams will give the agency greater control over a core function, namely the setting of licensing requirements and ability to ensure fair and effective occupational licensing.

Additionally, the Council's goal to improve online functions and to streamline license procedures will aid its continuous effort to identify ways to increase efficiency within its licensing function.



#### **4. Attentive to providing excellent customer service.**

Overall, the Council provides clear direction in its rules, website, and application materials for individuals seeking licensure and members of the general public, and has staff available to answer questions by email or telephone. The goal to improve online functions and develop a program certification will likely have a positive impact on applicant's customer service experience with the agency by expanding transparency and reducing wait times.

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

The Council's goal to develop licensing exams will improve the transparency of the licensing regulations in Texas by bringing control of licensing standards under the Council's authority rather than a national association. In addition, the goals to improving online functions and to streamline licensing procedures will help applicants have clearer understanding of the process by which their applications will be reviewed.



## **Operational Goal #2: Improve the agency's capacity to ensure meaningful compliance with state law and agency rules**

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

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

### **Specific Action Items Necessary in Achieving Goal**

*Create the position of Clinical Review Specialist to provide subject matter expertise during enforcement complaint proceedings.*

*(Short-term: 1-2 years)*

A core function of the Council is to review and prosecute complaints of license holder violating professional standards and harming the public. Often, these complaint involve factual disputes regarding professional ethics and standards of practice. When such allegations arise, the Council typically retains the services of a “professional reviewer” or someone that holds the relevant professional license and can offer expertise regarding professional standards. As the number of licenses issued by the Council has steadily grown, the number of complaints being investigated and prosecuted by the Council has also grown substantially. This growth means the Council more frequently must find and compensate outside professionals to review these complaints.

The Council has reached a tipping point in its growth and complexity that requires it to find other solutions to be fiscally responsible and efficient it is prosecution of complaints. Looking to similar state agencies for best practices, the Texas Medical Board employs a full-time “medical director” on its staff for the purpose of reviewing complaints and offering subject matter expertise regarding the resolution of those complaints. The Council will seek approval from the Texas Legislature to create similar “clinical review specialist” positions at the agency for each of the professional boards to offer in-house subject matter expertise. These positions will both reduce the Council’s reliance on finding and hiring outside professionals and help speed the process by which the Council can resolve these complaints.

*Develop an online system for reporting violations and uploading documents.*

*(Mid-term: 2-4 years)*





As previously noted, the Council has brought most agency transactions online and has almost no paper-based workflows. One notable exception to this is the continued requirement that members of the public submit complaints regarding licensee conduct on a pdf form that is emailed to Council staff. To date, the agency has been unable to develop a secure online system for submission of complaints. Similarly, all documentation related to the complaint, such as witness statements, client records, pictures, etc., must be emailed to Council staff and manually added to the electronic complaint file. The Council will continue to explore the feasibility of and funding necessary to create a secure online complaint portal that would allow both the public and licensees to submit information to the Council and to receive notices about their complaints.

### Description of How Goal Supports Statewide Objectives

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

#### **1. Accountable to tax and fee payers of Texas.**

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

The Council's goal to implement clinical review specialist positions at the agency will help ensure more effective use of taxpayer funds in the resolutions of complaints. The goal to develop online complaint submission tools will improve access and responsiveness to the public, providing greater visibility and accountability.

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

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

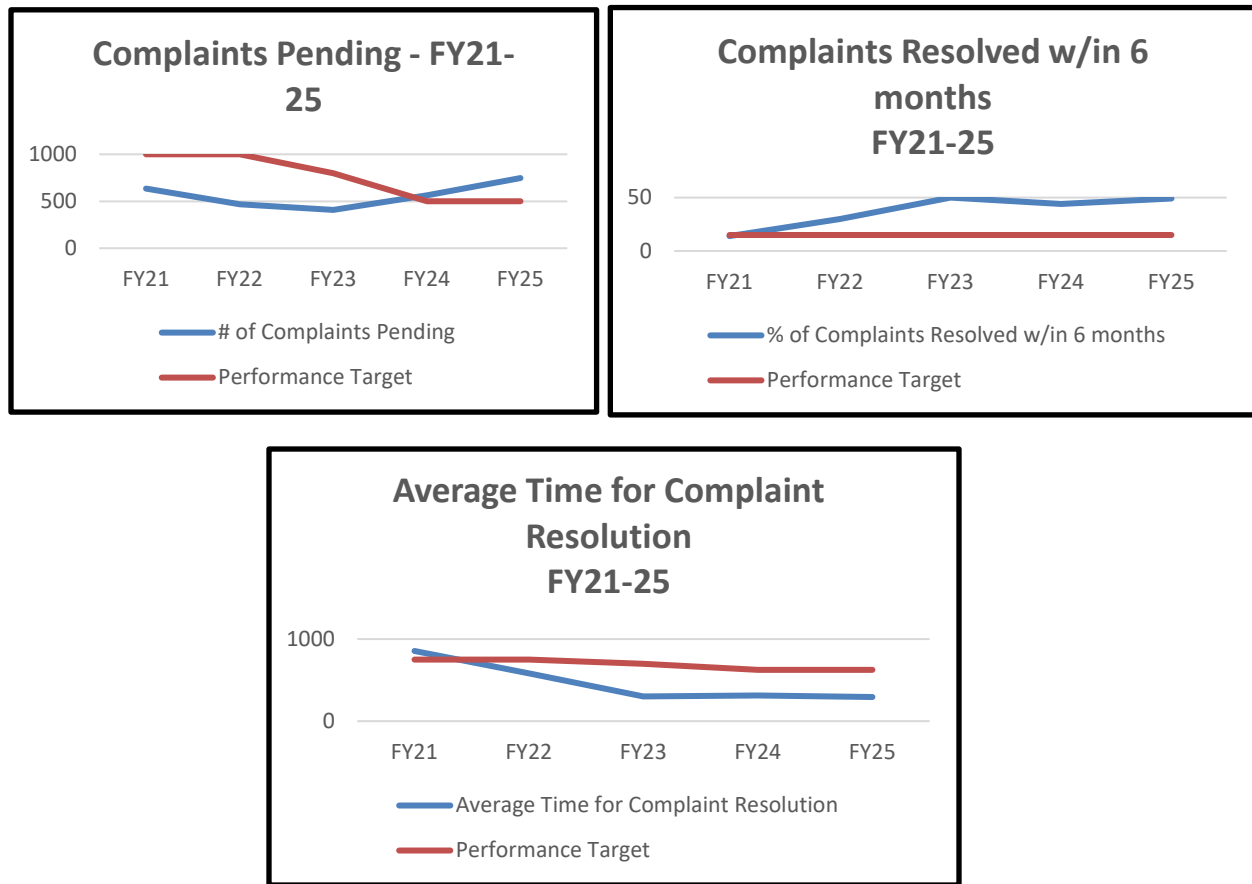
- They are monitoring tools to help guide government and make it accountable to the taxpayer;





- They indicate how progress toward agency goals and objectives is measured;
- They are used by decision-makers when allocating resources and determining appropriation levels; and
- They are intended to help focus agency efforts on achieving priority goals and objectives.

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



The Council’s goals concerning the clinical review specialists and online systems will help streamline the processes by which the Council enforces compliance by licensees, thereby improving the efficiency of agency staff.

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

The Council’s goal to create clinical review specialists will bring needed subject matter expertise in-house at the agency, helping the agency more effectively and efficiently fulfill one of its core



functions. Better online tracking and reporting will allow the agency to focus on proactive measures to gauge regulatory compliance in efforts to continuously improve its functions.

#### **4. Attentive to providing excellent customer service.**

Overall, the Council provides clear direction on filing and responding to complaints and information about the investigatory process in its rules and on its website. Additionally, agency staff are available to answer questions by email or telephone. Implementation of an online complaint system would improve the customer service experience for both license holders and the public.

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

The Council's goals to create clinical review specialist positions and to develop an online complaint system would increase transparency, making both the reporting and prosecution of complaints more straightforward. In addition, any increase in enforcement staff will likely result in more transparent enforcement of agency rules through increased investigations and disciplinary actions. Such action will be public information and will help assure the public and licensees that all license holders are being treated consistently and fairly.



### **Operational Goal #3: Improve the agency's effectiveness in communicating with the regulated community and the general public.**

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

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

#### **Specific Action Items Necessary in Achieving Goal**

*Enhance the agency's website to follow modern trends in communication and accessibility.*

*(Ongoing)*

The Council recognizes that it must adapt planning and governance processes to the emerging world of 24/7 access to government to meet the needs of our mobile citizenry and intends to take advantage of advancements in technology, programming, and third-party services, wherever feasible, to provide the public with improved responsiveness and accessibility. To that end, the Council intends to continue making updates to its website based upon customer feedback, and exploring ways to better utilize and improve the agency's online licensing system. For example, stakeholder feedback indicates that license holders would like more guidance about the Council's rulemaking function, including when changes are made and how to ensure they comply with the rules. Other stakeholders requested more access to online methods for communication or submitting information to the Council.

*Explore expanding an existing online database related to available practitioners and make it more accessible to the public.*

*(Long-term: 5+ years)*

While the Council has only an indirect role in addressing the shortage of mental and behavioral health providers in Texas, the agency is focused on reducing impediments to connecting more providers with the public. Currently, the Council maintains licensing information that acts as a type of registry of these providers. The public can search for licensees of a certain type within a specified geographic area. However, the available information is limited to basic licensing data such as the type of license held, the year of first licensure, and whether any disciplinary restrictions are associated with the license. By statute, the Council maintains some more information related to psychologists, such as practice specialties and insurance accepted, but this



information is also limited. The Council has identified a long-term goal to explore the possibility of developing a user-friendly online portal to aid the public in identifying mental and behavioral health providers that may meet their needs.

## **Description of How Goal Supports Statewide Objectives**

### **1. Accountable to tax and fee payers of Texas.**

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

The Council's goals to improve public communication through website improvements and enhancement of its databases will directly increase the accountability of the agency's operations to license applicants and licensees.

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

Improvement to customer service through better availability of information on the agency's website and database will cut down on interactions needed to obtain information. This will increase time staff can spend on processing applications and investigating complaints, improving the efficiency of agency operations.

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

Increased communication and successful interactions with the public help the agency more effectively and efficiently process license applications and investigate complaints in a timely manner. The Council's goals of improving the agency's website and databases will help promote the Council's core functions.

### **4. Attentive to providing excellent customer service.**

Each of the Council's goals related to enhancing communication and engagement tools will improve the agency's customer service. Further, the Council strives for excellent customer service and transparency, providing clear direction in its rules and on its website about the information it maintains that is publicly available. A good measure of the Council's effectiveness in carrying out this operational goal can be found in its report on customer service, and by



reviewing the reports submitted by the Council to the [OAG Open Records Reporting Portal](#), the [NPDB](#), and the [Office of the Attorney General, HB300 Reporting Portal](#).

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

The Council seeks to provide excellent transparency of its public information and operations. Strategic goals related to communication efforts are aimed at providing clear information and guidance to applicants, licensees, and the public that interact with the agency. Specifically, goals to improve the agency's website and database will directly provide more information and transparency to the public.



## **Operational Goal #4: Develop and retain a strong workforce to respond to the growth in agency operations and to improve retention of institutional knowledge and expertise.**

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

### **Specific Action Items Necessary in Achieving Goal**

*Seek targeted salary increases.*

*(Short-term: 1-2 years)*

The Council continues to lag behind fellow state agencies when considering staff salary parity with both the public and private sectors to be able to recruit and retain effective employees. Because of the tremendous growth in both license applications and enforcement complaints, the Council's staff has been asked to work more efficiently and produce more with the same staff resources. The Council's staff have met these challenges each time, consistently increasing productivity and decreasing timetables.

As a result, the Council intends to request additional funding to ensure it can offer competitive market salaries that are reflective of the knowledge, experience, and high performance brought by its staff in order to perform the agency's work. Like other state agencies, the Council received across the board salary increases for employees, split across the 2024-2025 biennium. These increases helped reduce the agency's turnover rate to only seven percent in fiscal year 2025. At the same time, inflation and cost of living increases continue to stress the agency's ability to recruit and retain staff, particularly at the lowest salaried positions, that can afford to live and work in the Austin metro area.

### **Description of How Goal Supports Statewide Objectives**

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

#### **1. Accountable to tax and fee payers of Texas.**

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

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



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

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

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

**4. Attentive to providing excellent customer service.**

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

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

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





Redundancies and Impediments – Other Statutory Challenges the Council Faces

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

Services, Statutes, Rules, or Regulations which are Redundant or Impede Effectiveness/Efficiency	Description of how the Service, Statute, Rule or Regulation Results in Inefficient or Ineffective Agency Operations	Agency Recommendations for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
Tex. Occ. Code §501.262	The psychology licensing act allows the Council to enter into reciprocity agreements with states with equivalent licensing requirements. However, the Council lacks authority to enter into reciprocity agreements for the professions under Chapters 502, 503, and 505 of the Occupations Code.	Expand Section 501.262 to include all license types under the Council’s jurisdiction and relocate the section to Chapter 507 of the Occupations Code.	Such a change would allow the Council greater discretion and options to recognize jurisdictions with licensing requirements equivalent to Texas and, as a result, to more efficiently license individuals who have already been determined to be qualified to practice.





Services, Statutes, Rules, or Regulations which are Redundant or Impede Effectiveness/Efficiency	Description of how the Service, Statute, Rule or Regulation Results in Inefficient or Ineffective Agency Operations	Agency Recommendations for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
Tex. Occ. Code §501.2525	The psychology licensing act considers supervised experience requirements to be met for individuals who have been licensed in another jurisdiction for more than 5 years. The Council’s other professions in Chapters 502, 503, and 505 of the Occupations do not have a similar provision, meaning that individuals who have practiced in another jurisdiction for many year must still meet supervised experience requirements.	Apply a similar recognition of experience for individuals licensed more than 5 years and waive supervised experience requirements in Chapters 502, 503, and 505 of the Occupations Code.	Such a change would benefit applicants for licensure in Texas who have long-term experience licensed in another jurisdiction, and avoid requiring individuals with substantial professional experience from showing entry-level supervised experience.
Tex. Occ. Code §501.411	The psychology licensing act allows the Council to offer remedial plans (or other non-disciplinary dispositions) to address minor rule violations. However, the Council lacks clear or express authority to offer remedial plans for individuals licensed under Chapters 502, 503, and 505 of the Occupations Code.	Expand Section 501.411 to include all license types under the Council’s jurisdiction and relocate the section to Chapter 507 of the Occupations Code.	Such a change will solidify the Council’s use of non-disciplinary dispositions for individuals licensed under Chapters 502, 503, and 505 of the Occupations Code and ensure efficiency in the investigation and disposition of complaints involving low-level violations by first-time offenders.



2027-2031 Strategic Plan

Services, Statutes, Rules, or Regulations which are Redundant or Impede Effectiveness/Efficiency	Description of how the Service, Statute, Rule or Regulation Results in Inefficient or Ineffective Agency Operations	Agency Recommendations for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
Tex. Occ. Code §503.004	Currently, the Council’s four professions have differing statutory language on whether an individual is subject to the Council’s authority when practicing in certain exempt settings, such as government agencies or universities. Section 503.004, which governs Licensed Professional Counselors, sets out a clear line that an individual practicing in an exempt setting comes under the authority of the Council when they voluntarily choose to obtain a license from the Council.	Expand Section 503.004 to include all license types under the Council’s jurisdiction and relocate the section to Chapter 507 of the Occupations Code.	Such a change will clarify the Council’s authority to regulate and discipline individuals who voluntarily hold an active license with the Council, even if they practice in an otherwise exempt setting.
Tex. Occ. Code §507.160	This law requires the Council to prepare annually a registry of all license holders and make it available to the public. However, almost upon its creation, the registry becomes invalid, as new licenses are issued and others expire every day.	The Council maintains a website where the public make look up licenses in real time to learn who holds an active license, as well as to look up disciplinary orders. This website also has a comprehensive list, updated daily, of individuals licensed by each board. A requirement to create an annual registry is outdated and should be repealed.	Eliminating the requirement for an annual registry will reduce unnecessary administrative staff time, allowing focus on processing license applications.



2027-2031 Strategic Plan

Services, Statutes, Rules, or Regulations which are Redundant or Impede Effectiveness/Efficiency	Description of how the Service, Statute, Rule or Regulation Results in Inefficient or Ineffective Agency Operations	Agency Recommendations for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
Tex. Occ. Code §507.206(a)	This law does not include the Council’s General Counsel as one of the individuals who may issue a subpoena on behalf of the agency. This results in the General Counsel having to request issuance of a subpoena from the Executive Director or Council Chair, despite the General Counsel being better situated to understand the evidentiary needs in a case.	Amend Tex. Occ. Code Ann. §507.206(a) to include the Council’s General Counsel as one of the individuals who may issue a subpoena on behalf of the agency.	Attorneys already have authority to issue subpoenas in civil litigation pursuant to Tex. R. Civ. P. 176, and given that the Council’s General Counsel is trusted to render legal advice to the Council, it only seems reasonable to entrust that same individual with the power to issue a subpoena on behalf of the Council in disciplinary proceedings.
Tex. Occ. Code §507.306	The Council is required by statute to conduct disciplinary proceedings, including through the assistance of its member boards. However, statute does not clearly state when such proceedings are confidential and allowed to be conducted outside the public eye. In many cases, these disciplinary proceedings involve discussion of sensitive mental health issues and other private health information.	Amend statute to clearly state that agency disciplinary proceedings are confidential from the public, including to allow the Council to deliberate on final disciplinary orders in a closed session when necessary to protect the privacy of a complainant or respondent. The Council would still conduct final disposition of a complaint in open session.	This change would give the Council flexibility to conduct its enforcement function and appropriately discipline licensees in a public manner, while keeping sensitive information confidential.



Services, Statutes, Rules, or Regulations which are Redundant or Impede Effectiveness/Efficiency	Description of how the Service, Statute, Rule or Regulation Results in Inefficient or Ineffective Agency Operations	Agency Recommendations for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
Tex. Gov’t Code § 552.11765	The Public Information Act makes licensing files not subject to disclosure, unless the requestor is the applicant or licensee that the files relate to. However, the Council must seek an Attorney General opinion each time a request for licensing files is received that should be denied. Other provisions of the Public Information Act specify that an agency may withhold specific categories of information without seeking a determination from the Attorney General’s office.	Add a provision to § 552.11765 that allows an agency to withhold or redact licensing files when not requested by the applicant or licensee subject of the files, without being required to seek a determination from the Attorney General.	This change would reduce unnecessary staff work and expense, both at the Council and at the Office of the Attorney General and other state agencies, by no longer requiring the submission and consideration of open record determinations for a clear category of information not subject to disclosure.



Services, Statutes, Rules, or Regulations which are Redundant or Impede Effectiveness/Efficiency	Description of how the Service, Statute, Rule or Regulation Results in Inefficient or Ineffective Agency Operations	Agency Recommendations for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
Tex. Health and Safety Code §611.0045(b)	<p>HIPAA, 45 C.F.R. §164.524(a)(3)(i), sets forth a higher standard for withholding information from a patient than Tex. Health &amp; Safety Code Ann. §611.0045(b). Pursuant to HIPAA, 45 C.F.R. §160.203, a state law which is contrary to HIPAA’s provisions is preempted, and according to the <i>Preemption Analysis of Texas Laws Relating to the Privacy of Health Information &amp; the Health Insurance Portability &amp; Accountability Act &amp; Privacy Rules (HIPAA)</i> (November 1, 2004) (Tex. Att’y Gen.), the standards for withholding patient information set forth in §611.0045(b) are preempted by federal law.</p> <p>The Council is concerned that the different standards set forth in state and federal law may serve to confuse licensees and the public when faced with situations where records are being withheld, or where a practitioner seeks to withhold records.</p>	<p>The Council believes that Section 611.0045(b) of the Health and Safety Code should be amended to reflect the standard for withholding records under HIPAA, 45 C.F.R. §164.524(a)(3)(i).</p>	<p>Such a change would bring state law into alignment with federal healthcare privacy laws, and avoid confusion by the public and healthcare providers in this state.</p>

## Supplemental Schedules

*Please note: Only those schedules applicable to the agency have been included in the appendix.*

Schedule A: Budget Structure

Schedule B: Performance Measure Definitions

Schedule C: Historically Underutilized Business Plan

Schedule F: Agency Workforce Plan

Schedule H: Report on Customer Service

Schedule I: Certification of Compliance with Cybersecurity Training

Schedule J: Certification of Compliance with Artificial Intelligence Training

## Endnotes

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<sup>1</sup> *Strategic Planning Instructions*, Legislative Budget Board, 28 (April 2026).

<sup>2</sup> *2023-2028 Texas State Health Plan*, Statewide Health Coordinating Council, 31 (Nov 2022), at <https://www.dshs.texas.gov/sites/default/files/legislative/2022-Reports/Statewide-Health-Coordinating-Council-2023-2028-Texas-State-Health-Plan.pdf> (visited May 5, 2026).

<sup>3</sup> Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook*, Marriage and Family Therapists, at <https://www.bls.gov/ooh/community-and-social-service/marriage-and-family-therapists.htm>; Psychologists, at <https://www.bls.gov/ooh/life-physical-and-social-science/psychologists.htm>; Social Workers, at <https://www.bls.gov/ooh/community-and-social-service/social-workers.htm>; Substance Abuse, Behavioral Disorder, and Mental Health Counselors, at <https://www.bls.gov/ooh/community-and-social-service/substance-abuse-behavioral-disorder-and-mental-health-counselors.htm> (visited May 5, 2026).

<sup>4</sup> Workforce Supply and Demand Projections, Department of State Health Services, *Behavioral Health Supply and Demand*, at <https://healthdata.dshs.texas.gov/dashboard/health-care-workforce/tenws/workforce-supply-and-demand-projections> (visited May 5, 2026).

<sup>5</sup> *2024 State Health Plan Update*, Statewide Health Coordinating Council, 8 (Nov 2024), at <https://www.dshs.texas.gov/sites/default/files/legislative/2024-Reports/SHCC-2024-State-Health-Plan-Update.pdf> (visited May 5, 2026).

<sup>6</sup> *2023-2028 Texas State Health Plan*, Statewide Health Coordinating Council, 36 (Nov 2022), at <https://www.dshs.texas.gov/sites/default/files/legislative/2022-Reports/Statewide-Health-Coordinating-Council-2023-2028-Texas-State-Health-Plan.pdf> (visited May 5, 2026).

<sup>7</sup> Guide to Performance Measure Management, 2012 Edition, Report No. 12-333, published by the SAO, LBB, and GOBPP.



Schedule A

Budget Structure

**GOAL 1**

**LICENSURE**

**Protect Public through Quality Program of Licensure**

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

**Objective 1 – Ensure Standards Met**

Ensure Practitioners Meet Standards for Licensure

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

**Strategy 1 - Licensing**

Operate Quality Program of Licensure

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

**Outcome Measures**

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

**Output Measures**

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

**Efficiency Measures**

- 1) Average Time to Process Applications (**Key Measure**)

**Explanatory Measures**

- 1) Total Number of Individuals Licensed

**Strategy 2 – Texas.gov**

Texas.gov (Estimated and Non-transferable)



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

## **GOAL 2**

### **ENFORCEMENT**

#### **Protect the Public through Enforcement of Laws & Rules**

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

#### **Objective 1 – Ensure Compliance**

Ensure All Practitioners Comply with Established Laws and Rules

Ensure that all practitioners comply with established law and rules.

#### **Strategy 1 - Enforcement**

Operate a Quality Investigation/Enforcement Program

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

#### **Outcome Measures**

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

#### **Output Measures**

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

Efficiency Measures

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

Explanatory Measures

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

**GOAL 3**

**INDIRECT ADMINISTRATION**

**Objective 1**

Indirect Administration

**Strategy 1**

Indirect Administration

**GOAL 4**

**HISTORICALLY UNDERUTILIZED BUSINESS GOAL**

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

**Objective 1**

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

**Strategy 1**

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

**Outcome Measure**

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

**Output Measures**

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

## Schedule B

### Performance Measure Definitions

## **SCHEDULE B**

### **Strategic Plan**

### **Performance Measure Definitions**

#### **LICENSING STRATEGY**

##### **OUTCOME MEASURE**

###### **(1) Percent of Licensees with No Recent Violations**

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

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

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

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

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

*Calculation Type:* Non-cumulative.

*New Measure:* No

*Desired Performance:* Higher than target.

##### **OUTPUT MEASURES**

###### **(1) Number of New Licenses Issued to Individuals**

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

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

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

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

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

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

*Calculation Type:* Cumulative

*New Measure:* No

*Desired Performance:* Higher than target.

## **(2) Number of Licenses Renewed (Individuals)**

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

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

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

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

*Data Limitations:* None.

*Calculation Type:* Cumulative

*New Measure:* No

*Desired Performance:* Higher than target.

## **EFFICIENCY MEASURES**

### **(1) Average Time to Process Applications**

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

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

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

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

*Data Limitations:* None

*Calculation Type:* Non-cumulative

*New Measure:* No

*Desired Performance:* Lower then target.

## **EXPLANATORY MEASURES**

### **(1) Total Number of Individuals Licensed**

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

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

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

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

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

*Calculation Type:* Non-cumulative

*New Measure:* No

*Desired Performance:* Higher than target.

## **ENFORCEMENT STRATEGY**

### **OUTCOME MEASURES**

#### **(1) Percent of Complaints Resulting in Disciplinary Action**

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

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

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

*Method of Calculation:* The total number of complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, suspensions, probation, revocation, and administrative fines on which the Board has acted.

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

*Calculation Type:* Non-cumulative

*New Measure:* No

*Desired Performance:* Lower than target.

#### **(2) Recidivism Rate for Those Receiving Disciplinary Action**

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

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

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

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

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

*Data Limitations:* None.

*Calculation Type:* Non-cumulative

*New Measure:* No

*Desired Performance:* Lower than target.

### **(3) Percent of Complaints Resolved within Six Months**

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

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

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

*Method of Calculation:* The report automatically calculates the number of days it took to resolve the complaint. The Chief Financial Officer manually counts those complaints that were resolved in 180 days or less from this report. That number (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage.

*Data Limitations:* The agency has less control over the time required to resolve cases that are referred to SOAH for resolution. Also, the agency has no control over the complexity of the complaints it receives, which significantly impacts the length of the investigations.

*Calculation Type:* Non-cumulative

*New Measure:* No

*Desired Performance:* Higher than target.

## **OUTPUT MEASURE**

### **(1) Number of Complaints Resolved**

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

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

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



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

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

*Calculation Type:* Cumulative

*New Measure:* No

*Desired Performance:* Higher than target.

## **(2) Number of Complaints Pending**

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

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

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

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

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

*Calculation Type:* Non-Cumulative

*New Measure:* No

*Desired Performance:* Lower than target.

## **EFFICIENCY MEASURES**

### **(1) Average Time for Complaint Resolution**

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

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

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

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

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

*Calculation Type:* Non-cumulative

*New Measure:* No

*Desired Performance:* Lower than target.

### **EXPLANATORY MEASURE**

#### **(1) Number of Jurisdictional Complaints Received**

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

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

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

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

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

*Calculation Type:* Cumulative

*New Measure:* No

*Desired Performance:* Lower than target.

## Schedule C

### Historically Underutilized Business Plan

## Schedule C: Texas Behavioral Health Historically Underutilized Business Plan

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# Historically Underutilized Business (HUB) Business Plan

Texas Behavioral Health Executive Council (BHEC)

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## 1. Executive Summary

The Texas Behavioral Health Executive Council (BHEC) is committed to complying with the State of Texas HUB Program in accordance with Texas Government Code, Chapter 2161. As a regulatory agency overseeing behavioral health licensing boards, BHEC recognizes its responsibility to promote equitable access to procurement opportunities.

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## 2. Mission Statement

BHEC is committed to ensuring full and equal opportunity for Historically Underutilized Businesses to participate in agency contracts.

BHEC will make a **good faith effort** to include Historically Underutilized Businesses (HUBs) in all procurement and contracting opportunities, particularly in professional services, information technology, and commodities.

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## 3. Policy Statement

It is the policy of BHEC to:

- Comply with HUB requirements established by the Texas Comptroller of Public Accounts
- Make a **good faith effort** to utilize HUBs in all procurements
- Require HUB Subcontracting Plans (HSPs) for contracts with subcontracting opportunities, as required by state law

- Actively solicit bids and proposals from certified HUB vendors listed in the Centralized Master Bidders List (CMBL) and HUB Directory
  - Monitor contractor compliance with approved HUB Subcontracting Plans
- 

## 4. Applicability to BHEC Operations

Given BHEC's size and function, procurement activity is generally concentrated in the following categories:

- **Professional Services** (legal, consulting, audit support)
- **Other Services** (temporary staffing, training, customer service support)
- **Information Technology Services** (licensing systems, database support, cybersecurity)
- **Commodities** (office supplies, equipment, software licenses)

BHEC will prioritize HUB participation in these categories where subcontracting opportunities exist.

---

## 5. Good Faith Effort

BHEC defines **good faith effort** in alignment with Texas Administrative Code requirements and will ensure that both the agency and its contractors:

- Identify subcontracting opportunities in each solicitation
  - Notify HUB vendors listed in the CMBL for relevant procurements
  - Provide adequate time for HUB vendors to respond
  - Break contracts into smaller components when feasible
  - Document all outreach efforts and selection decisions
  - Require contractors to justify the selection or rejection of HUB vendors
- 

## 6. HUB Participation Goals

BHEC adopts the statewide HUB goals established by the Texas Comptroller of Public Accounts and emphasizes the categories most relevant to its operations:

- **Professional Services:** 23.7%
- **Other Services:** 26.0%
- **Commodities:** 21.1%

BHEC will strive to meet or exceed these benchmarks annually.

---

## 7. Program Goals

### 7.1 Participation

- Increase HUB utilization in professional and IT service contracts
- Ensure all applicable contracts include HUB participation consideration

### 7.2 Outreach

- Participate in at least **1 HUB outreach event annually**, recognizing the agency's size
- Maintain communication with HUB vendor organizations and state resources

### 7.3 Compliance

- Ensure 100% compliance with HUB Subcontracting Plan requirements
- Provide annual HUB training to procurement staff

### 7.4 Reporting

- Submit required HUB reports to the Texas Comptroller of Public Accounts
- Track HUB participation across all procurement categories

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## 8. Implementation Strategy

### 8.1 HUB Coordinator

BHEC will designate a HUB Coordinator responsible for:

- Reviewing procurements for subcontracting potential
- Ensuring compliance with HUB requirements
- Serving as liaison to the Comptroller's HUB Program
- Monitoring contractor HUB participation

### 8.2 Procurement Procedures

- Evaluate each procurement for subcontracting opportunities
- Require HUB Subcontracting Plans (HSPs) when applicable
- Include HUB participation in solicitation evaluation criteria when permitted
- Utilize the CMBL and HUB Directory for vendor identification

---

## 9. HUB Subcontracting Program

### 9.1 HUB Subcontracting Plan (HSP)

For procurements with subcontracting opportunities:

- Respondents must submit an HSP with their bid or proposal
- The HSP must identify HUB subcontractors or document good faith effort
- Failure to submit an HSP when required will result in disqualification

### 9.2 Contractor Responsibilities

Contractors must:

- Make a **good faith effort** to utilize HUB subcontractors
- Adhere to their approved HSP
- Report HUB subcontracting activity
- Obtain approval before modifying subcontracting commitments

---

## 10. Contractor Encouragement Strategies

BHEC will encourage HUB participation by:

- Including HUB participation considerations in best value procurement decisions
- Providing vendors with access to HUB directories and guidance
- Encouraging mentor-protégé relationships between prime contractors and HUBs
- Recognizing contractors that demonstrate strong HUB engagement

---

## 11. Monitoring and Compliance

### 11.1 Oversight

- Track HUB participation against statewide goals
- Review contractor reports for compliance with HSPs

### 11.2 Enforcement

- Require corrective action for noncompliance

- Apply contractual remedies when necessary
  - Report serious noncompliance to the Texas Comptroller of Public Accounts
- 

## 12. Continuous Improvement

BHEC will:

- Conduct annual reviews of HUB performance
  - Adjust outreach and procurement strategies as needed
  - Seek feedback from HUB vendors and contractors
  - Improve internal training and processes
- 

## 13. Conclusion

The Texas Behavioral Health Executive Council is committed to making a **good faith effort** to include Historically Underutilized Businesses in its procurement processes. Through targeted outreach, measurable goals, and consistent compliance, BHEC will support the State of Texas' mission to promote the use of HUBs in public contracting.

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Schedule F  
Agency Workforce Plan



# **Workforce Analysis, Recruitment Plan, & Annual Report**

Texas Behavioral Health Executive Council  
1801 Congress Ave., Ste. 7.300  
Austin, Texas 78701  
(512) 305-7700  
[www.bhec.texas.gov](http://www.bhec.texas.gov)

September 1, 2025

# Policy Statement

The Texas Behavioral Health Executive Council (Council) is committed to providing a workplace free of discrimination based on race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information and to providing equal employment opportunities (EEO) for all employees and individuals seeking employment regardless of the above-identified factors. Accordingly, the Council shall take action to ensure that equal employment opportunities are consistent with applicable laws and regulations. The Council is submitting this information pursuant to sections 21.501, 21.502, and 21.504 of the Texas Labor Code.

## Recruitment Plan (Section 21.502)

### Current Underutilizations

Currently, the Council's workforce contains the following potential demographic underutilizations as identified by the Texas Workforce Commission's Workforce Utilization Analysis Tool. The potential underutilizations are listed as follows:

1. African-American (-4.68%)
2. Hispanic-American (-19.10%)

Pursuant to the Council's EEO Plan, this agency will endeavor to recruit more staff for the categories identified above. As a state agency, the Council is unable to compete effectively in many job categories. Nonetheless, public sector employment does offer some advantages that may allow the Council to attempt to recruit in the identified job categories.

### Recruitment Efforts

In order to ensure a deep, robust, and representative candidate pool that provides opportunities to individuals within any potentially underutilized populations, the Council has identified several strategies for its recruitment efforts. These are as follows:

1. Disseminate job postings on WorkinTexas.com and Indeed.com.
2. Look for ways to form relationships with relevant organizations, e.g., Greater Austin Hispanic Chamber of Commerce, Greater Austin Black Chamber of Commerce, Women's Chamber of Commerce of Texas in Austin.
3. Monitor data related to diversity at both the statewide and agency levels on an on-going basis.

## Disseminate EEO Information and Policy Commitments

### Internal Dissemination

The agency will continue to demonstrate to its employees its commitment to ensuring that Council's policies are consistent with applicable laws and regulations by engaging in actions such as:

- continuing to include a policy on discrimination and equal employment opportunities in its personnel manual;
- continuing to regularly review all of its personnel policies and updating them as needed;
- continuing to enforce agency policies prohibiting discrimination/harassment;
- continuing to provide information on equal employment opportunities and discrimination to all employees during new-hire training;

- continuing to require all new employees to take an online course that provides information on equal employment opportunities and discrimination;
- continuing to require mandatory EEO training for all employees on a biennial basis;
- continuing to provide employees with a way to formally present complaints regarding discrimination or equal employment opportunities;
- continuing to provide employees with an Employee Assistance Program;
- continuing to post the agency's personnel manual on the internet, which makes it readily available to employees and the public alike; and
- continuing to review agency demographics and detect trends that could require further emphasis on recruitment or training.

#### External Dissemination

The agency will continue to emphasize its commitment to having a diverse workforce and to ensuring that equal employment opportunities are consistent with applicable laws and regulations. The Council will continue to identify in all its job announcements that it is an equal opportunity employer and is committed to providing a workplace free of discrimination.

## Workforce Analysis (Section 21.501)

### Agency Employment Data (as of 8/31/2025)

Job Categories	Statewide African Americans %	Agency Total Employment	Agency African Americans #	Agency African Americans %	Utilization
Officials, Administrators (A)	8.60%	57	2	3.51%	-5.09%
Administrative Support (C)	15.20%	57	2	3.51%	-11.69%
Service and Maintenance (M)	13.00%	57	0	0.00%	-13.00%
Professional (P)	10.60%	57	0	0.00%	-10.60%
Protective Services (R)	19.70%	57	0	0.00%	-19.70%
Skilled Craft Workers and Operatives (S)	10.20%	57	0	0.00%	-10.20%
Technical (T)	11.70%	57	0	0.00%	-11.70%
<b>Total</b>	11.70%	57	4	7.02%	-4.68%

Job Categories	Statewide Hispanic Americans %	Agency Total Employment	Agency Hispanic Americans #	Agency Hispanic Americans %	Utilization
Officials, Administrators (A)	25.20%	57	3	5.26%	-19.94%
Administrative Support (C)	38.30%	57	7	12.28%	-26.02%
Service and Maintenance (M)	55.00%	57	0	0.00%	-55.00%
Professional (P)	23.00%	57	0	0.00%	-23.00%
Protective Services (R)	35.50%	57	0	0.00%	-35.50%
Skilled Craft Workers and Operatives (S)	51.80%	57	0	0.00%	-51.80%
Technical (T)	38.50%	57	1	1.75%	-36.75%
<b>Total</b>	<b>38.40%</b>	<b>57</b>	<b>11</b>	<b>19.30%</b>	<b>-19.10%</b>

Job Categories	Statewide Female %	Agency Total Employment	Agency Female #	Agency Female %	Utilization
Officials, Administrators (A)	40.20%	57	8	14.04%	-26.16%
Administrative Support (C)	74.10%	57	20	35.09%	-39.01%
Service and Maintenance (M)	47.80%	57	0	0.00%	-47.80%
Professional (P)	53.00%	57	1	1.75%	-51.25%
Protective Services (R)	25.80%	57	0	0.00%	-25.80%
Skilled Craft Workers and Operatives (S)	12.30%	57	0	0.00%	-12.30%
Technical (T)	63.50%	57	5	8.77%	-54.73%
<b>Total</b>	<b>45.30%</b>	<b>57</b>	<b>34</b>	<b>59.65%</b>	<b>14.35%</b>

## Availability Information from Government Source (%'s)

JOB CATEGORY GROUP	CAUCASIAN AMERICANS	AFRICAN AMERICANS	HISPANIC AMERICANS	OTHER PERSONS	FEMALES	MALES
A OFFICIALS/ADMINISTRATORS	54.4%	9.1%	26.5%	10.0%	41.3%	58.7%
C ADMINISTRATIVE SUPPORT	39.0%	15.2%	39.3%	6.5%	73.7%	26.3%
M SERVICE/MAINTENANCE	25.0%	12.6%	55.1%	7.3%	48.3%	51.7%
P PROFESSIONALS	49.3%	11.7%	23.3%	15.7%	53.8%	46.2%
Q PARA-PROFESSIONALS	-	-	-	-	-	-
R PROTECTIVE SERVICES	36.9%	24.0%	33.6%	5.5%	25.4%	74.6%
S SKILLED CRAFT	30.3%	10.8%	53.0%	5.9%	12.4%	87.6%
T TECHNICIANS	38.2%	15.3%	36.7%	9.8%	62.8%	37.2%
<b>Grand Total</b>	<b>39.3%</b>	<b>12.3%</b>	<b>38.6%</b>	<b>9.7%</b>	<b>45.8%</b>	<b>54.2%</b>

TWC Statewide Civilian Workforce Composition, Texas Labor Code Section 21.0035

[https://www.twc.texas.gov/sites/default/files/enterprise/docs/2024-Texas-Civilian-Workforce-Composition.pdf?utm\\_source=chatgpt.com](https://www.twc.texas.gov/sites/default/files/enterprise/docs/2024-Texas-Civilian-Workforce-Composition.pdf?utm_source=chatgpt.com)

## Annual Report (Section 21.504)

### Hiring by Council for Fiscal Year 2025

Job Category	Male	Female	African American	Hispanic	Other	Total Employees
Officials/Administrators (A)	0	0	0	0	0	0
Administrative Support (C)	1	2	0	1	0	3
Service Maintenance (M)	0	0	0	0	0	0
Professional (P)	1	1	0	0	1	2
Protective Services (R)	0	0	0	0	0	0
Skilled Craft (S)	0	0	0	0	0	0
Technical (T)	0	0	0	0	0	0
<b>Agency Grand Totals (#)</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>5</b>
<b>Agency Grand Totals (%'s)</b>	<b>40%</b>	<b>60%</b>				<b>100%</b>

Schedule H  
Report on Customer Service



## **Report on Customer Service for 2025**

**Texas Behavioral Health Executive Council**

**1801 Congress., Ste. 7.300**

**Austin, Texas 78701**

**(512) 305-7700**

**[www.bhec.texas.gov](http://www.bhec.texas.gov)**



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

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

## **Inventory of External Customers**

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

## **Information-Gathering Method of Survey**

The Council conducted an online customer service satisfaction survey from December 3, 2025 through January 31, 2026. The Council sent survey invitations to its 105,104 email subscribers and placed a link to the survey on its website. The Council received 3,060 responses to its request for feedback.

In addition to the questions and topics required by Section 2114.002(b) of the Government Code (i.e., Question Nos. 11 through 18), the Council posed several other questions to assist it with identifying problem areas and improving services.

## **Survey Analysis**

The survey reflects an overall level of satisfaction with the Council's customer service, with all areas trending satisfied.

With regard to the statutorily required areas of evaluation (i.e., Question Nos. 11 through 18), more respondents expressed satisfactory experiences with the Council in the 8 areas surveyed than those who expressed unsatisfactory experiences.

Based upon the survey responses received, the Council will continue to prioritize improvements in three primary areas. First, the Council will work to enhance overall website usability and

navigation to ensure the site is more intuitive and user-friendly. Second, the Council will focus on improving the accessibility, organization, and clarity of information presented on the website so that users can more readily locate and understand relevant materials. Third, the Council will seek to strengthen the transparency, timeliness, and clarity of communications related to regulatory updates and substantive rule changes, while also exercising greater restraint in initiating substantive rule amendments except where necessary to implement statutory changes or executive directives.

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

A copy of the Council's customer service satisfaction survey is attached hereto and incorporated herein for all pertinent purposes. Responses to Question Nos. 10, 19, 20, and 22 through 25 have not been included in the attached survey because of their voluminous nature but are available for copying and inspection under the Public Information Act.

## **Performance Measure Information**

### **Outcome Measures**

Overall Satisfaction Rate: Among the respondents, 60.6% reported being satisfied, 30.11% remained neutral (including N/A responses), and 9.25% expressed dissatisfaction.

### **Output Measures**

Total Customers Surveyed: 105,104

Number of Responses Received: 3,060

Response Rate: 2.91%

### **Efficiency Measures**

Cost per Customer Surveyed: The total cost per individual surveyed is \$0.11 and the total cost per respondent is \$3.90. Costs were calculated by adding the annual subscription fee for SurveyMonkey and iContact over the biennium and then dividing that figure by the total number of individuals surveyed and the number of actual respondents.

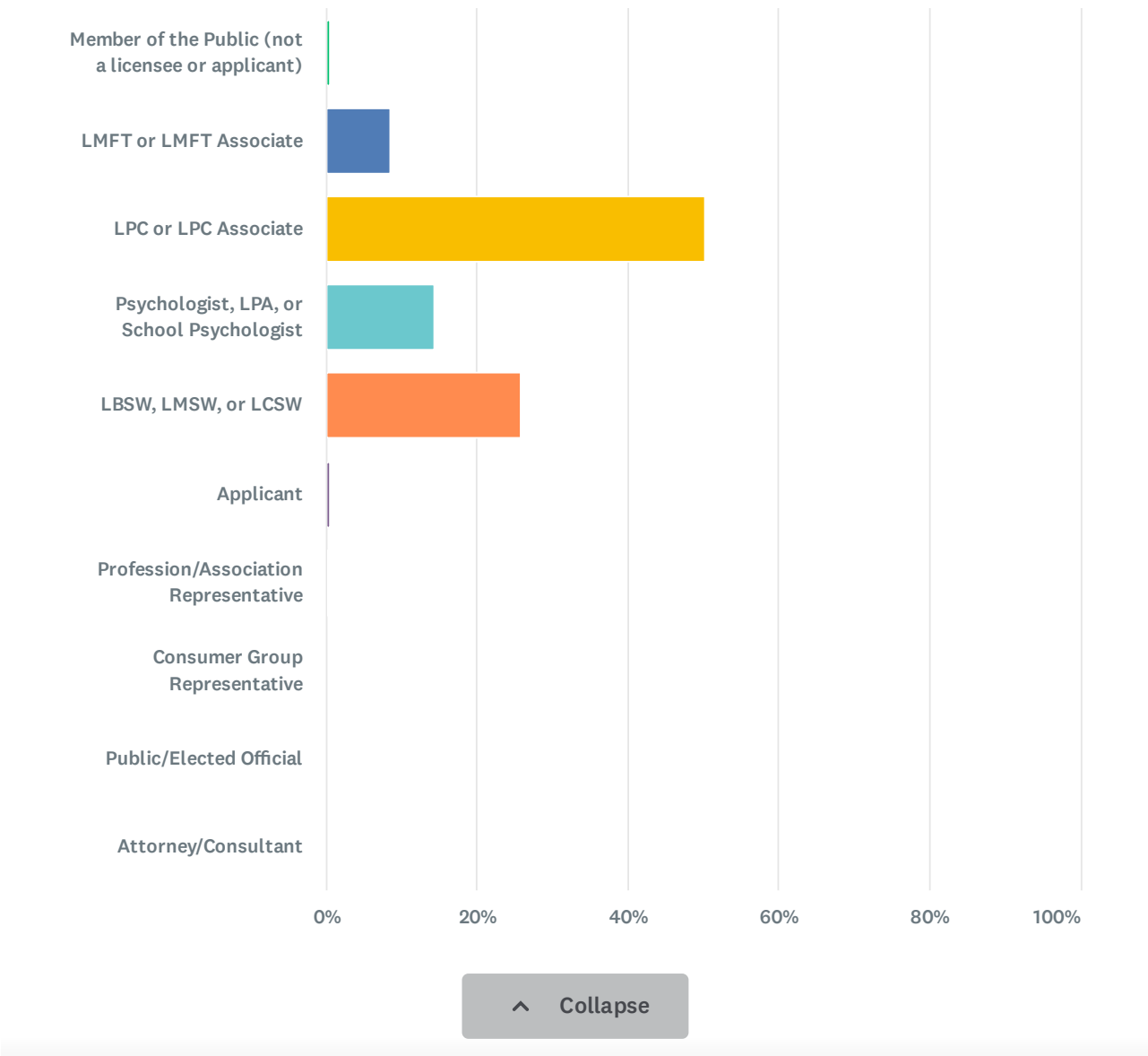
### **Explanatory Measures**

Total Customers Identified: The Council has 1,542 applicants and 92,503 licensees as its primary customers, but our customers also include individuals who contact the agency seeking information or assistance.








Total Customer Groups Inventoried: According to the survey responses to Question No. 1, there are 10 groups that responded to the survey.

Q1 Please identify yourself: (check all that apply)

Answered: 3,060 Skipped: 0

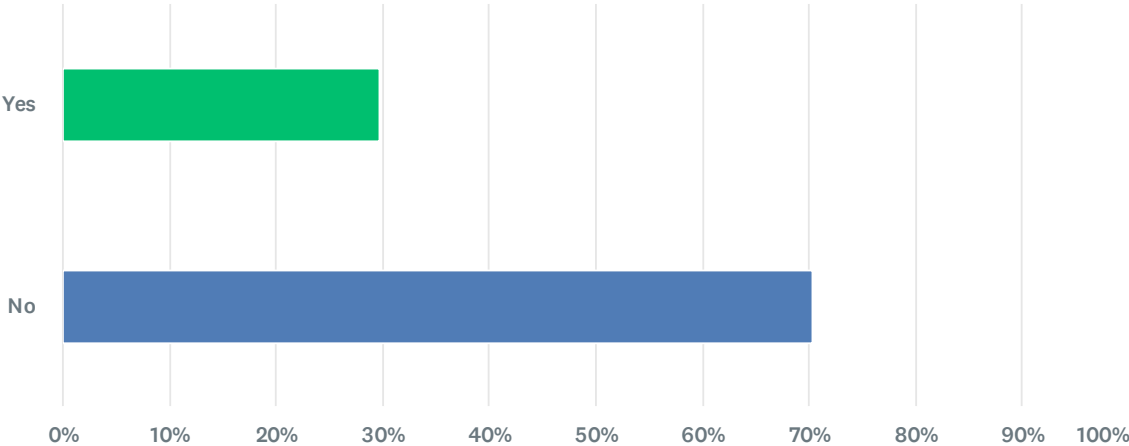


Answer Choices	Percentage	Responses
<div><div></div>Member of the Public (not a licensee or applicant)</div>	0.50%	16
<div><div></div>LMFT or LMFT Associate</div>	8.43%	270
<div><div></div>LPC or LPC Associate</div>	50.17%	1606
Total		3201

Answer Choices	Percentage	Responses
 Psychologist, LPA, or School Psychologist	14.21%	455
 LBSW, LMSW, or LCSW	25.84%	827
 Applicant	0.47%	15
 Profession/Association Representative	0.31%	10
 Consumer Group Representative	0%	0
 Public/Elected Official	0.06%	2
 Attorney/Consultant	0%	0
<b>Total</b>		<b>3201</b>

Q2 In the past year, have you visited the Council's office or contacted us by phone, email, or letter?

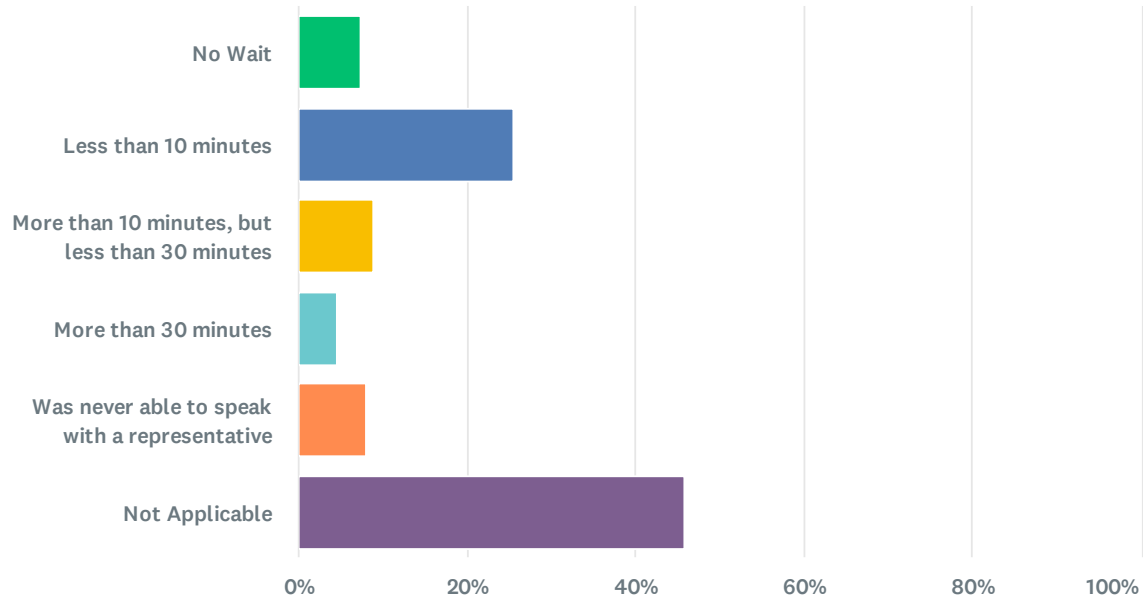
Answered: 3,016    Skipped: 44



Answer Choices	Percentage	Responses
<div><div></div> Yes</div>	29.64%	894
<div><div></div> No</div>	70.36%	2122
Total		3016

### Q3 If you contacted the Council by phone, how long did you have to wait before a representative took your call?

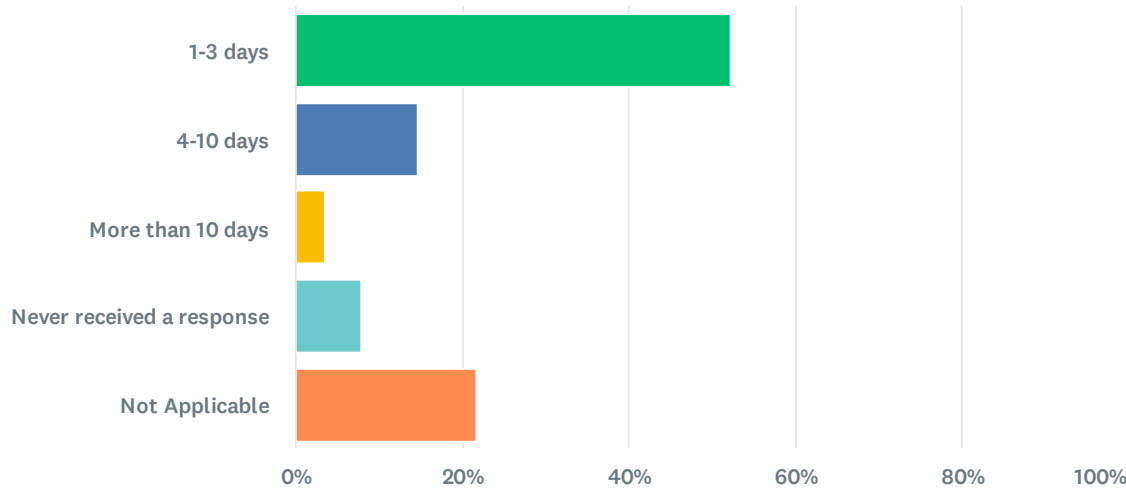
Answered: 829 Skipped: 2,231



Answer Choices	Percentage	Responses
<span style="color: green;">●</span> No Wait	7.24%	60
<span style="color: blue;">●</span> Less than 10 minutes	25.57%	212
<span style="color: yellow;">●</span> More than 10 minutes, but less than 30 minutes	8.93%	74
<span style="color: teal;">●</span> More than 30 minutes	4.58%	38
<span style="color: orange;">●</span> Was never able to speak with a representative	7.96%	66
<span style="color: purple;">●</span> Not Applicable	45.72%	379
<b>Total</b>		<b>829</b>

## Q4 If you contacted the Council by email, how long before you received a response?

Answered: 829    Skipped: 2,231

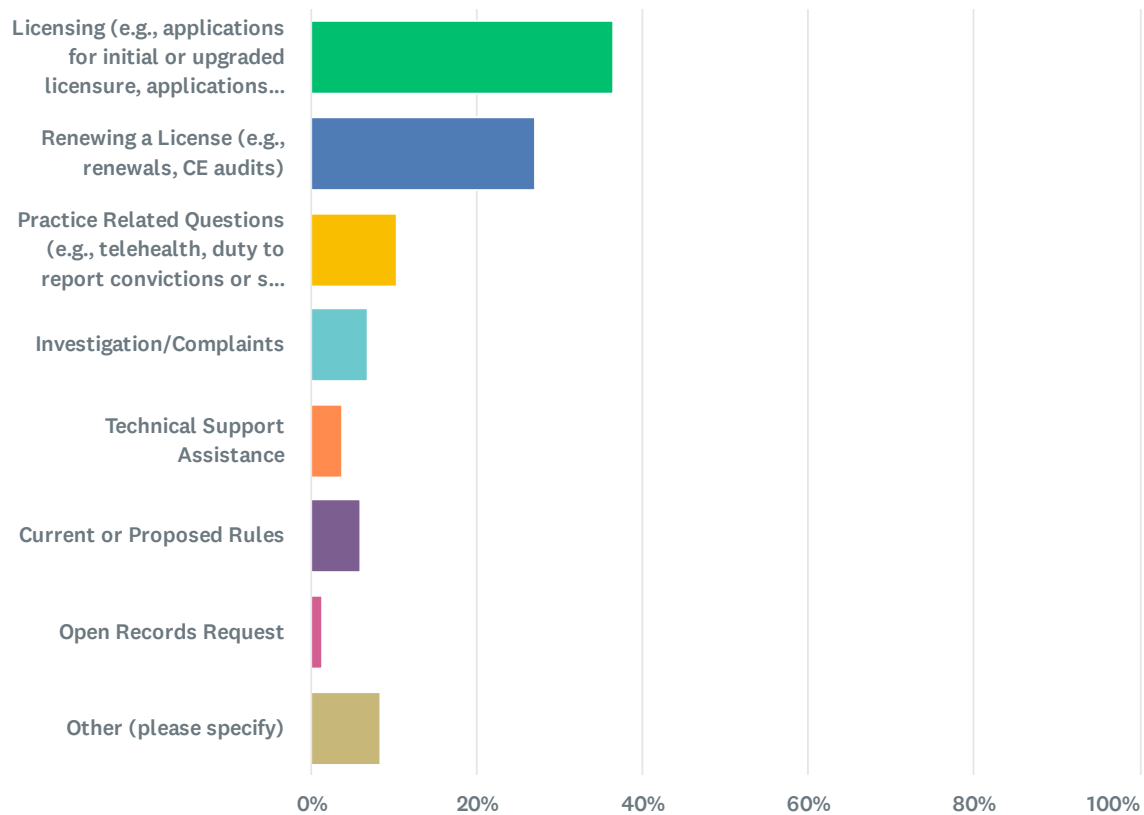


Answer Choices	Percentage	Responses
1-3 days	52.23%	433
4-10 days	14.72%	122
More than 10 days	3.50%	29
Never received a response	7.84%	65
Not Applicable	21.71%	180
<b>Total</b>		<b>829</b>






## Q5 What was the nature of your contact with us? (check all that apply)

Answered: 828 Skipped: 2,232

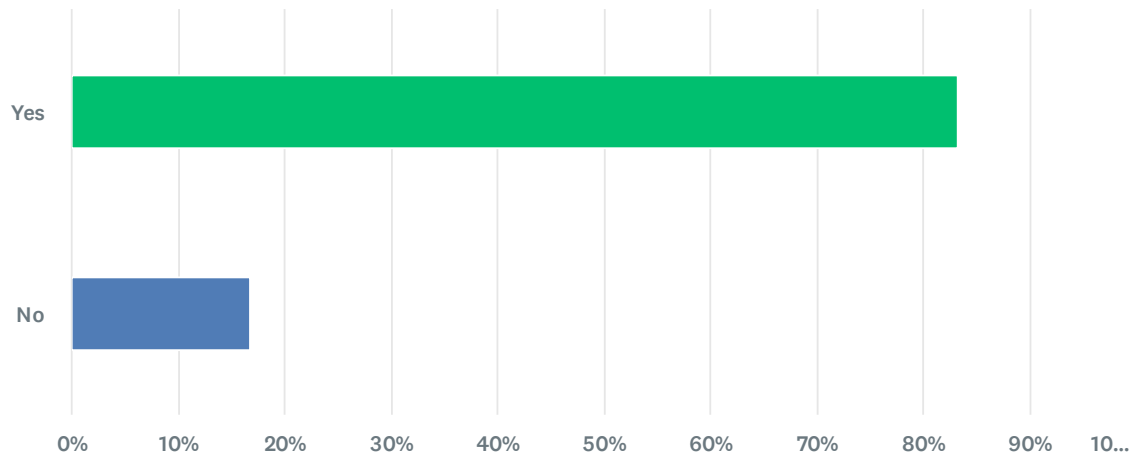

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Answer Choices	Percentage	Responses
<span style="color: green;">●</span> Licensing (e.g., applications for initial or upgraded licensure, applications for supervisory status)	36.51%	375
<span style="color: blue;">●</span> Renewing a License (e.g., renewals, CE audits)	27.07%	278
<span style="color: yellow;">●</span> Practice Related Questions (e.g., telehealth, duty to report convictions or sexual misconduct)	10.22%	105
<span style="color: teal;">●</span> Investigation/Complaints	6.72%	69
<span style="color: orange;">●</span> Technical Support Assistance	3.70%	38
<b>Total</b>		<b>1027</b>

Answer Choices	Percentage	Responses
 Current or Proposed Rules	6.04%	62
 Open Records Request	1.36%	14
 Other (please specify) <a href="#">Show responses</a>	8.37%	86
<b>Total</b>		<b>1027</b>

## Q6 Did staff answer your question(s)?

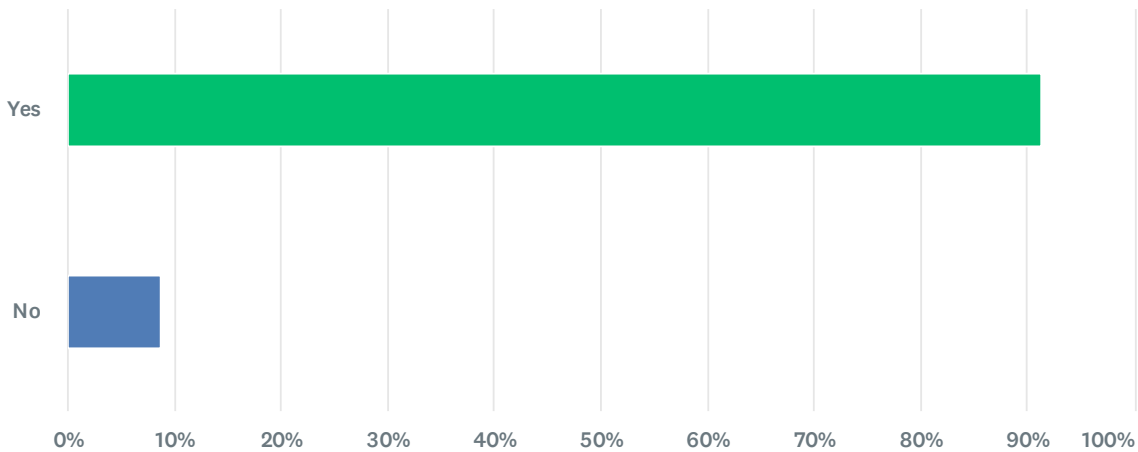
Answered: 815   Skipped: 2,245



Answer Choices	Percentage	Responses
<span>●</span> Yes	83.19%	678
<span>●</span> No	16.81%	137
Total		815

# Q7 In the past year, have you visited the Council's website?

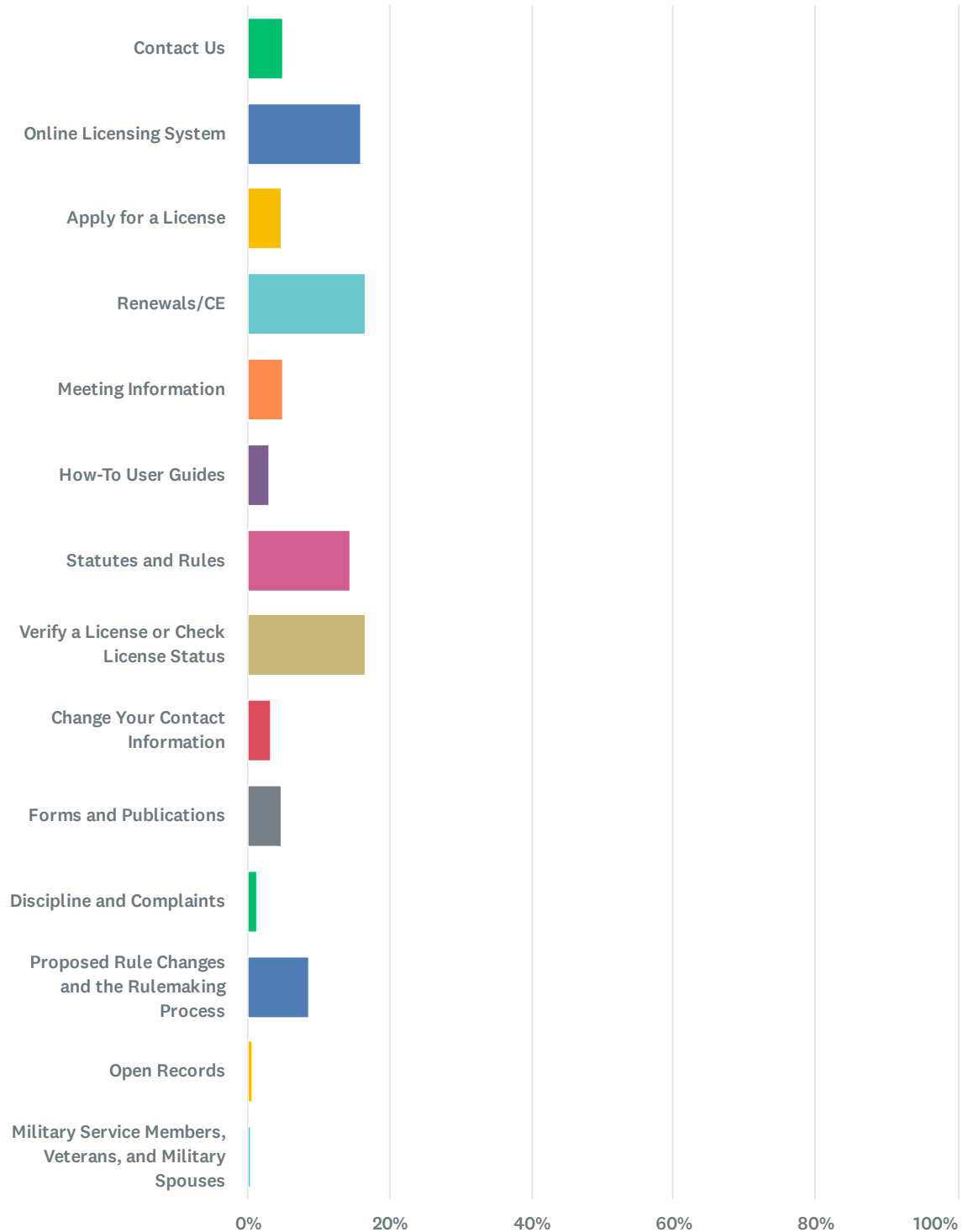
Answered: 2,935    Skipped: 125
















Answer Choices	Percentage	Responses
<div><div></div> Yes</div>	91.38%	2682
<div><div></div> No</div>	8.62%	253
Total		2935

## Q8 Did you visit any of the following pages from the website? (check all that apply)

Answered: 2,581 Skipped: 479

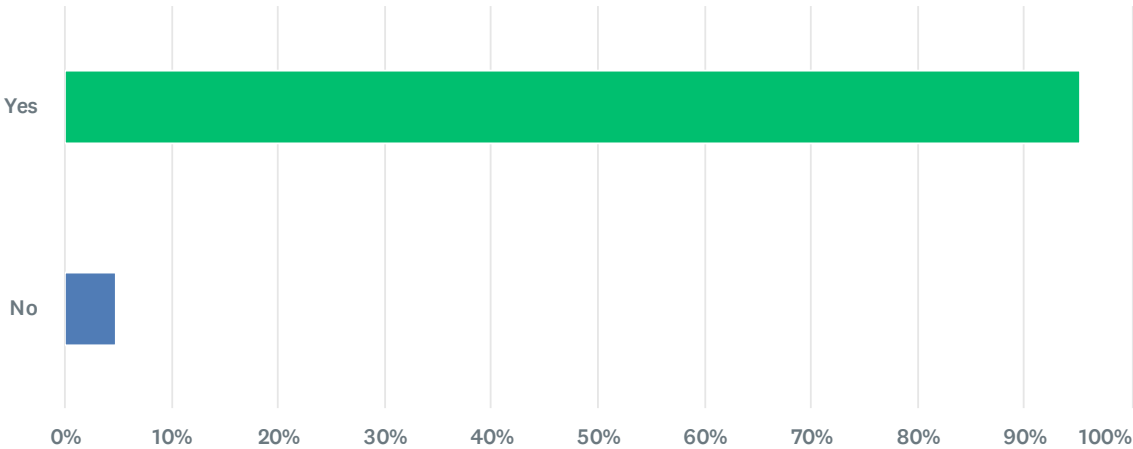


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Answer Choices	Percentage	Responses
 Contact Us	4.99%	519
 Online Licensing System	15.89%	1652
 Apply for a License	4.67%	485
 Renewals/CE	16.51%	1716
 Meeting Information	5.01%	521
 How-To User Guides	3.03%	315
 Statutes and Rules	14.34%	1491
 Verify a License or Check License Status	16.65%	1731
 Change Your Contact Information	3.29%	342
 Forms and Publications	4.64%	482
 Discipline and Complaints	1.25%	130
 Proposed Rule Changes and the Rulemaking Process	8.69%	903
 Open Records	0.62%	64
 Military Service Members, Veterans, and Military Spouses	0.43%	45
<b>Total</b>		<b>10396</b>

### Q9 Was the information obtained from the website helpful?

Answered: 2,570    Skipped: 490



Answer Choices	Percentage	Responses
<div><div></div> Yes</div>	95.14%	2445
<div><div></div> No</div>	4.86%	125
Total		2570

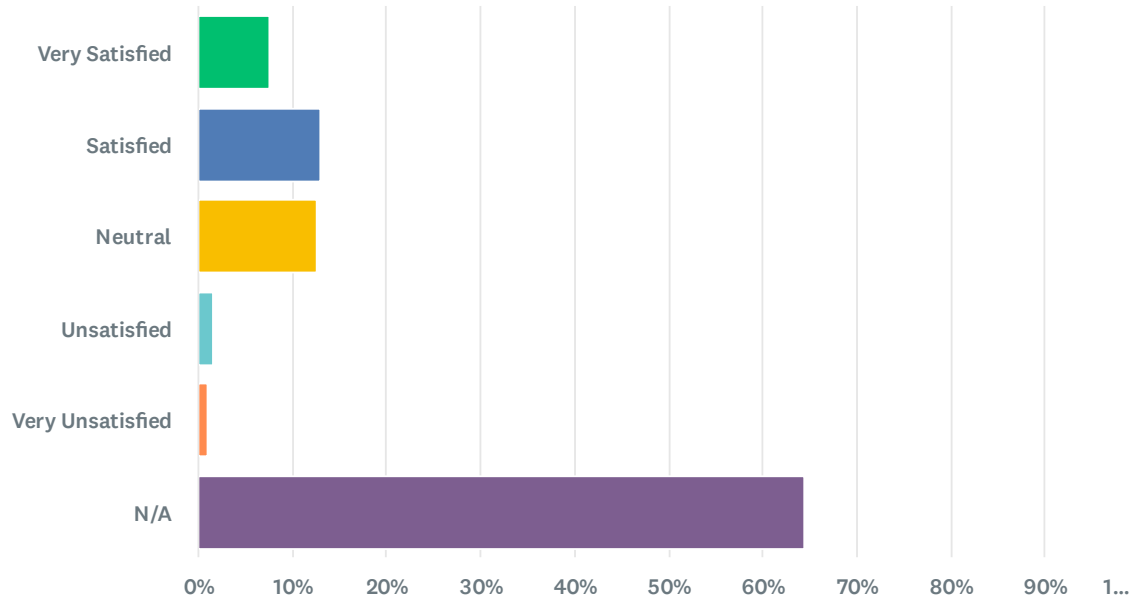
## Q10 What changes or improvements, if any, would you recommend for the website?

Answered: 1,086   Skipped: 1,974



## Q11 How satisfied are you with the Council's facilities, including your ability to access the agency, the office location, signs, and cleanliness?

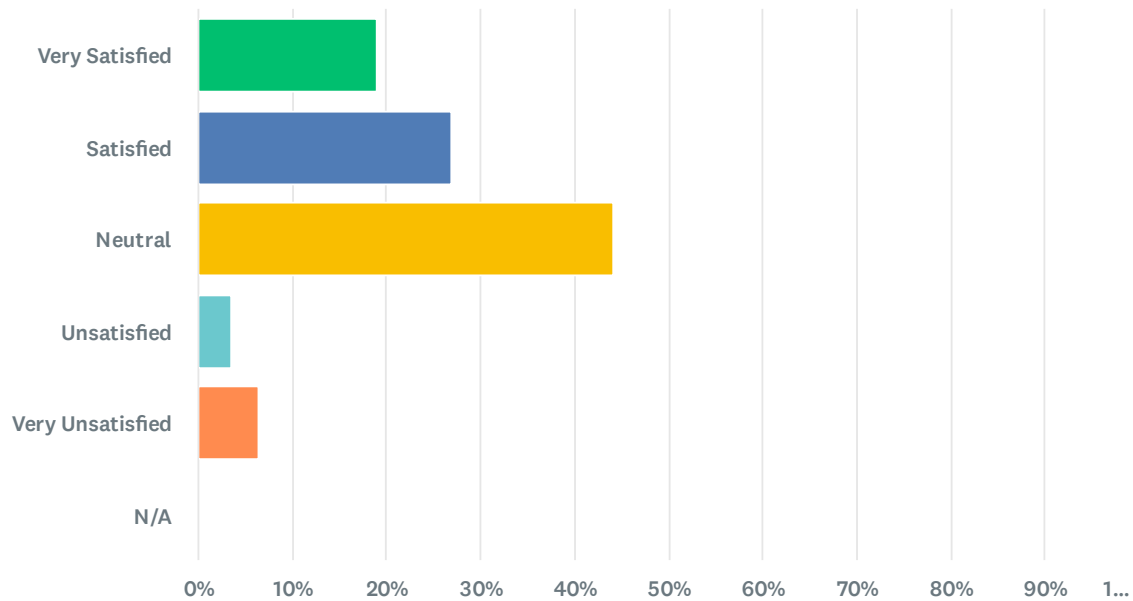
Answered: 2,510 Skipped: 550



Rating	Percentage	Responses
Very Satisfied	7.45%	187
Satisfied	12.99%	326
Neutral	12.59%	316
Unsatisfied	1.63%	41
Very Unsatisfied	0.96%	24
N/A	64.38%	1616
Average <b>3.68</b>		<b>2510</b>

**Q12 How satisfied are you with Council staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability.**

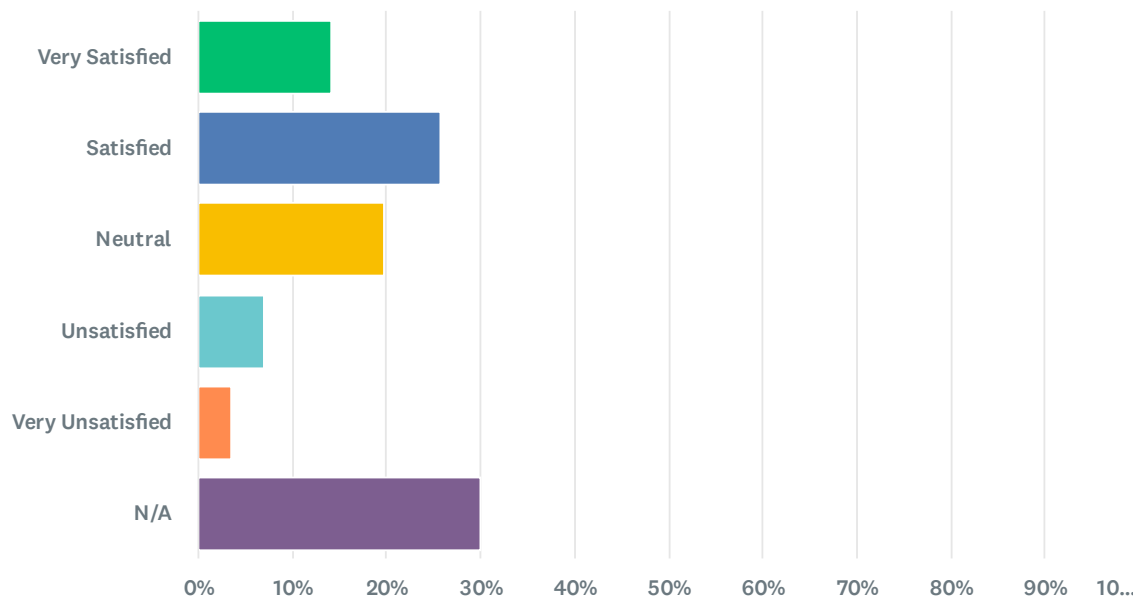
Answered: 2,383 Skipped: 677



Rating	Percentage	Responses
Very Satisfied	19.05%	454
Satisfied	26.98%	643
Neutral	44.02%	1049
Unsatisfied	3.52%	84
Very Unsatisfied	6.38%	152
N/A	0.04%	1
Average	3.49	2383

### Q13 How satisfied are you with Council communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

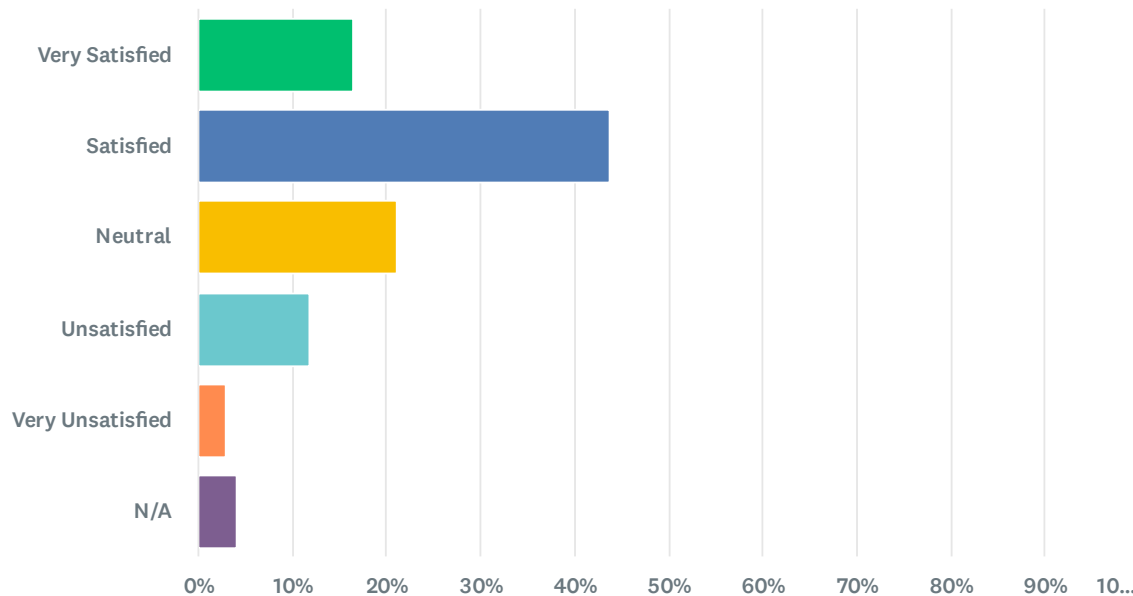
Answered: 2,491    Skipped: 569



Rating	Percentage	Responses
Very Satisfied	14.13%	352
Satisfied	25.69%	640
Neutral	19.67%	490
Unsatisfied	7.03%	175
Very Unsatisfied	3.49%	87
N/A	29.99%	747
Average <b>3.57</b>		<b>2491</b>

**Q14 How satisfied are you with the Council's internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?**

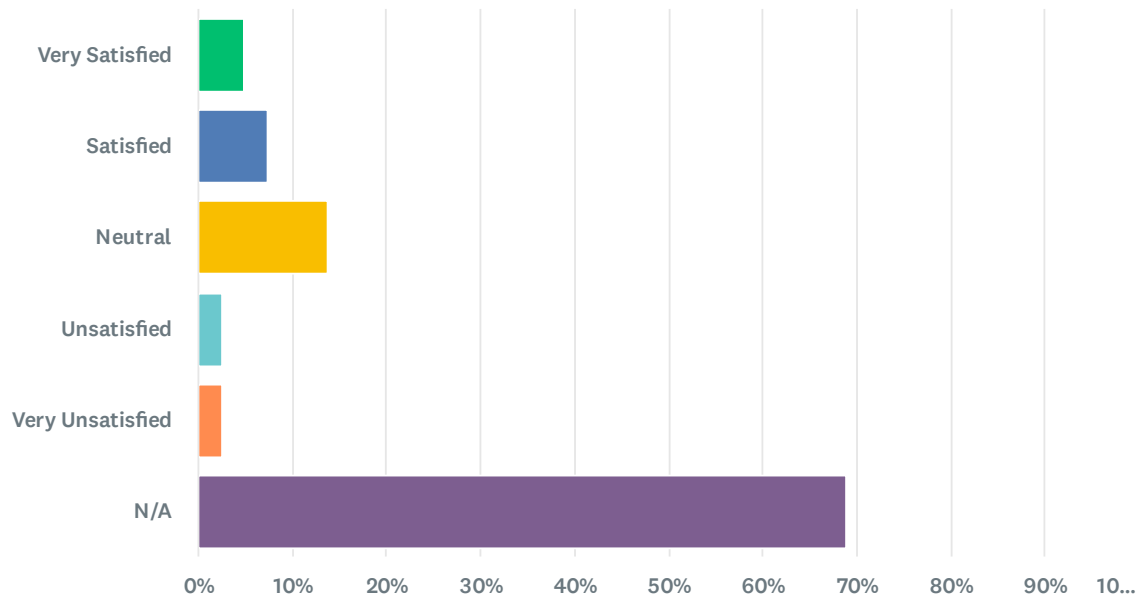
Answered: 2,510   Skipped: 550



Rating	Percentage	Responses
Very Satisfied	16.49%	414
Satisfied	43.67%	1096
Neutral	21.04%	528
Unsatisfied	11.71%	294
Very Unsatisfied	2.99%	75
N/A	4.10%	103
Average <b>3.61</b>		<b>2510</b>

## Q15 How satisfied are you with the Council's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?

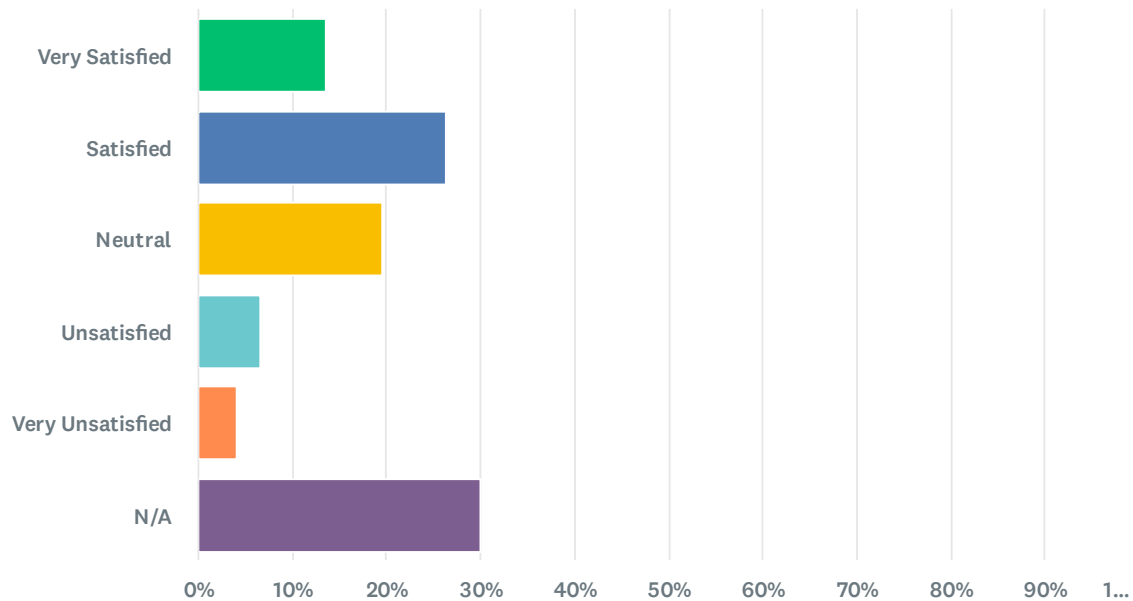
Answered: 2,501 Skipped: 559



Rating	Percentage	Responses
Very Satisfied	4.92%	123
Satisfied	7.44%	186
Neutral	13.75%	344
Unsatisfied	2.44%	61
Very Unsatisfied	2.52%	63
N/A	68.93%	1724
Average <b>3.32</b>		<b>2501</b>

## Q16 How satisfied are you with the Council's ability to timely serve you, including the amount of time you wait for service in person, by phone, by letter, or by email?

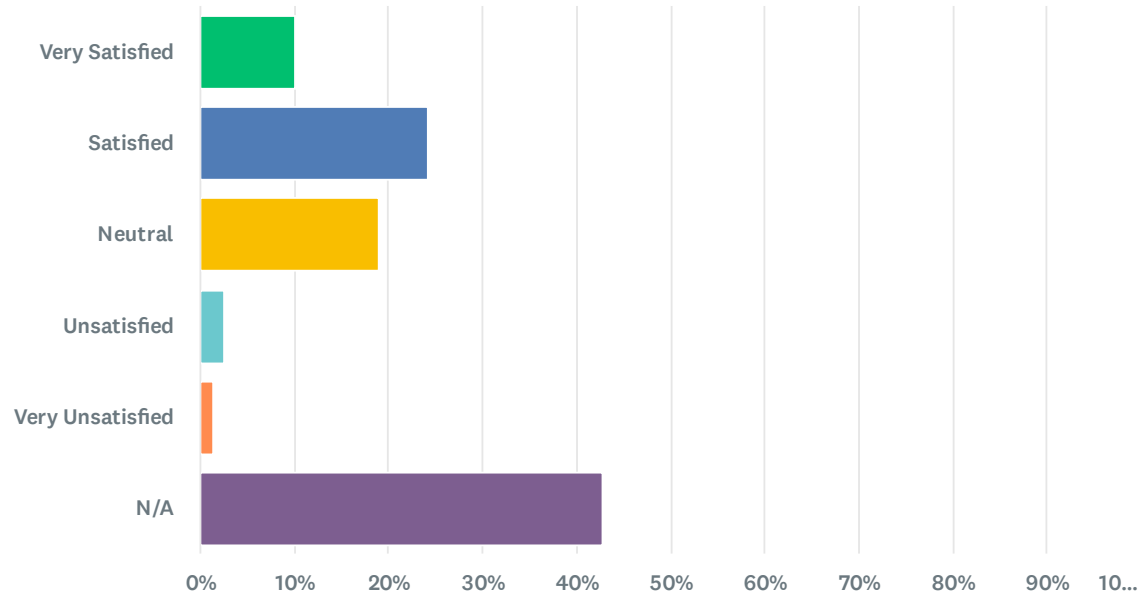
Answered: 2,496 Skipped: 564



Rating	Percentage	Responses
Very Satisfied	13.50%	337
Satisfied	26.36%	658
Neutral	19.55%	488
Unsatisfied	6.61%	165
Very Unsatisfied	3.97%	99
N/A	30.01%	749
Average <b>3.55</b>		<b>2496</b>

## Q17 How satisfied are you with any Council brochures or other printed information, including the accuracy of that information?

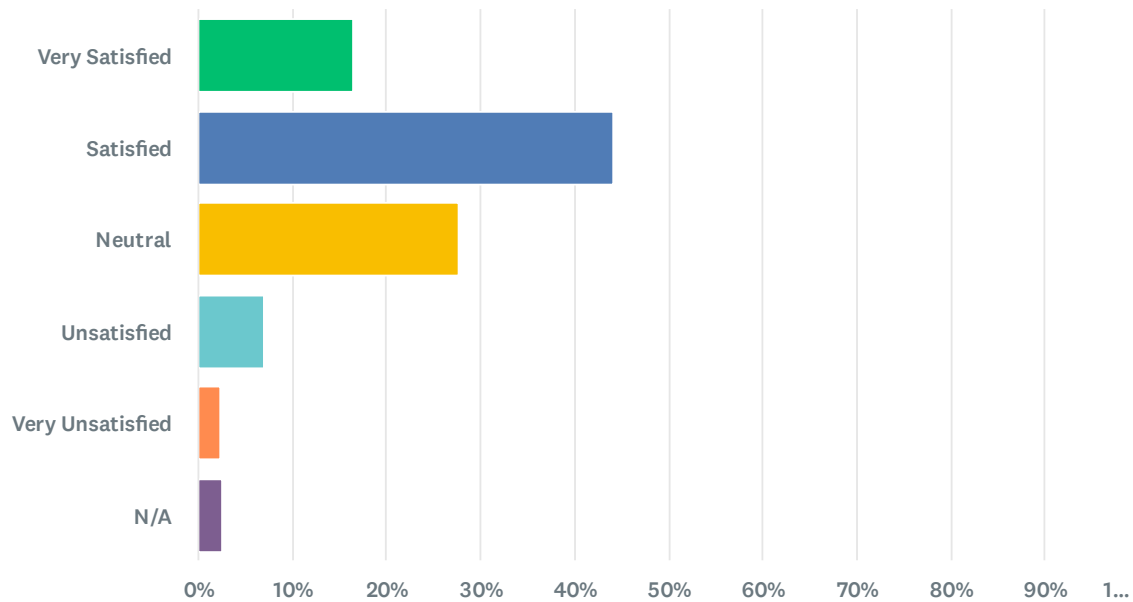
Answered: 2,497    Skipped: 563



Rating	Percentage	Responses
Very Satisfied	10.13%	253
Satisfied	24.11%	602
Neutral	19.02%	475
Unsatisfied	2.60%	65
Very Unsatisfied	1.44%	36
N/A	42.69%	1066
Average <b>3.68</b>		<b>2497</b>

## Q18 Please rate your overall satisfaction with the Council.

Answered: 2,517   Skipped: 543



Rating	Percentage	Responses
Very Satisfied	16.45%	414
Satisfied	44.18%	1112
Neutral	27.57%	694
Unsatisfied	6.99%	176
Very Unsatisfied	2.26%	57
N/A	2.54%	64
Average <b>3.67</b>		<b>2517</b>



## Q19 What functions or services do you feel the Council does a good job of providing?

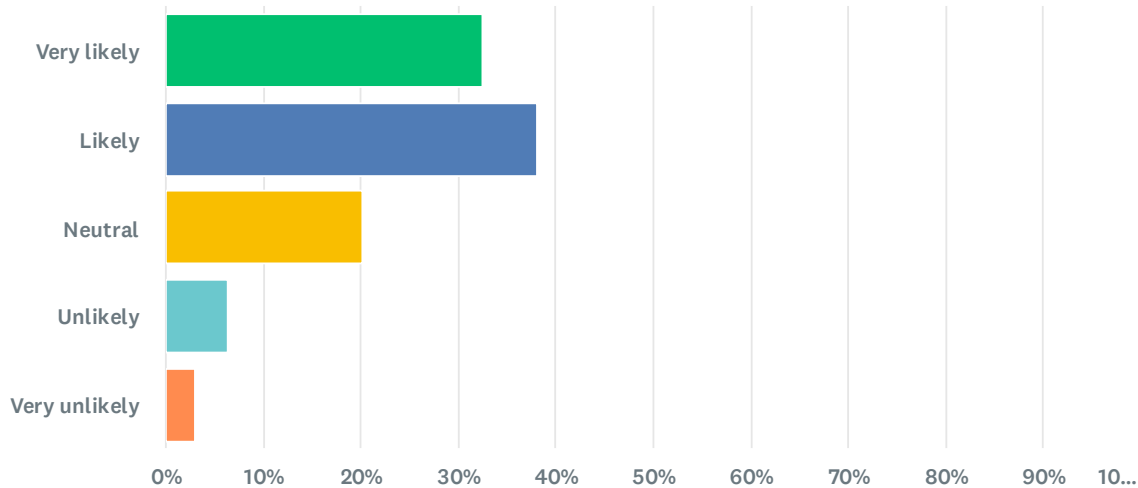
Answered: 1,255   Skipped: 1,805

## Q20 What functions or services do you feel the Council needs to improve upon?

Answered: 1,199   Skipped: 1,861

## Q21 How likely are you to recommend that your colleagues contact the Council for answers or assistance?

Answered: 2,040    Skipped: 1,020



Rating	Percentage	Responses
Very likely	32.40%	661
Likely	38.14%	778
Neutral	20.15%	411
Unlikely	6.37%	130
Very unlikely	2.94%	60
Average <b>3.91</b>		<b>2040</b>

**Q22 What major issues or challenges currently affect your profession, and what significant changes do you anticipate over the next five years?**

Answered: 1,377   Skipped: 1,683

## Q23 What ways do current licensing rules make it easier or harder to enter or practice your profession?

Answered: 1,192   Skipped: 1,868

**Q24 If you were in charge, what changes would you make to the Council's statutes, rules, or processes, and why?**

Answered: 1,147   Skipped: 1,913

## Q25 What are your most important needs or expectations of the Council?

Answered: 1,129   Skipped: 1,931

Schedule I

Certification of Compliance with  
Cybersecurity Training



## CERTIFICATION OF COMPLIANCE WITH CYBERSECURITY TRAINING



### TEXAS BEHAVIORAL HEALTH EXECUTIVE COUNCIL

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

A handwritten signature in blue ink, appearing to read "Darrel Spinks", is written over a horizontal line.

Darrel D. Spinks, Executive Director

A handwritten date "6/1/2026" in blue ink is written over a horizontal line.

Date

Schedule J

Certification of Compliance with  
Artificial Intelligence Training

## CERTIFICATION OF COMPLIANCE WITH ARTIFICIAL INTELLIGENCE TRAINING



### TEXAS BEHAVIORAL HEALTH EXECUTIVE COUNCIL

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

A handwritten signature in blue ink, appearing to read "Darrel D. Spinks", written over a horizontal line.

Darrel D. Spinks, Executive Director

A handwritten date "6/1/2026" in blue ink, written over a horizontal line.

Date