



TEXAS OFFICE OF CONSUMER
CREDIT COMMISSIONER



Office of Consumer Credit Commissioner Strategic Plan

Fiscal Years 2025-2029

June 1, 2024

Texas Office of Consumer Credit Commissioner
2601 North Lamar Blvd.
Austin, TX 78705
1-800-538-1579
www.occc.texas.gov

TABLE OF CONTENTS

<i>Office of Consumer Credit Commissioner Mission</i>	4
<i>Agency Goals and Action Plans</i>	4
<i>Goal A: Consumer Protection</i>	4
<i>Goal B: Effective Licensing & Registration</i>	11
<i>Goal C: Financial Education</i>	15
<i>Goal D: Efficient and Effective Agency Operation</i>	16
<i>Redundancies and Impediments</i>	21
<i>Supplemental Schedules</i>	24
<i>Schedule A: Budget Structure</i>	A-1
<i>Schedule B: Performance Measure Definitions</i>	B-1
<i>Schedule C: Historically Underutilized Business Plan</i>	C-1
<i>Schedule D: Statewide Capital Plan</i>	D-1
<i>Schedule E: Agency Workforce Plan</i>	E-1
<i>Schedule F: Workforce Development System Strategic Planning</i>	F-1
<i>Schedule G: Report on Customer Service</i>	G-1
<i>Schedule H: Certification of Compliance with Cybersecurity Training</i>	H-1
<i>Schedule I: Report on Projects & Acquisitions Financed by Certain Fund Sources</i>	I-1

AGENCY STRATEGIC PLAN
Office of Consumer Credit Commissioner
Fiscal Years 2025-2029

FINANCE COMMISSION OF TEXAS		
COMMISSION MEMBER	DATES OF TERM	HOMETOWN
Phillip A. Holt, Chair	Feb 23, 2016 to Feb 1, 2028	Bonham
Robert (Bob) Borochoff	Feb 22, 2016 to Feb 1, 2028	Houston
Hector J. Cerna	Dec 16, 2015 to Feb 1, 2026	Eagle Pass
Kathleen Fields	May 16, 2024 to February 1, 2028	San Antonio
Glen Martin (Marty) Green	June 27, 2022 to February 1, 2028	Dallas
Troy Lambden	May 16, 2024 to February 1, 2030	Graham
Sharon McCormick	April 20, 2020 to Feb 1, 2026	Frisco
Roselyn "Rosie" Morris, Ph.D.	March 24, 2022 to Feb 1, 2026	San Marcos
David Osborn	May 16, 2024 to February 1, 2030	El Paso
Miguel Romano	May 16, 2024 to February 1, 2030	Austin
Laura Nassri Warren	Apr 20, 2020 to Feb 1, 2026	Palmhurst

JUNE 1, 2024

SIGNED:

/s/ Leslie L Pettijohn

Leslie L. Pettijohn, Commissioner



Office of Consumer Credit Commissioner Mission

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

Agency Goals and Action Plans

The OCCC's mission is accomplished by promoting the highest principles of professional conduct, ethics, stewardship, and conservation of funds, while engaging in limited, balanced, and effective regulation. To fulfill the agency's mission, the OCCC observes the following four-part philosophy:

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

Goal A: Consumer Protection

Protect consumers from unlawful practices, fraud, and misrepresentation through prompt, fair, and effective enforcement of applicable state and federal statutes and regulations.

Actions Required to Achieve Goal

- Perform comprehensive examinations and investigations of regulated entities to ensure compliance with statutory and rule requirements.
- Investigate, process, and respond to complaints against OCCC-regulated financial service providers in a professional and timely manner.
- Identify problem financial service providers and industry practices and administer supervisory and enforcement actions as warranted.
- Leverage partnerships with state and federal regulatory counterparts to build relationships, coordinate activities, and facilitate increased supervision strategies to ensure the most effective use of regulatory resources.

- Provide financial institutions, service providers, and other interested stakeholders with guidance, publications, tools, and resources to support implementation and compliance with consumer financial protection laws.
- Engage in opportunities to encourage compliance through attendance at industry related events, presentations, and meetings.
- Develop and refine regulatory policy and administrative rules using a transparent and participatory process.
- Promote cybersecurity awareness and best practices among regulated entities and department employees.
- Monitor cybersecurity incidents and remediation efforts reported by regulated entities. Recommend legislative amendments to strengthen cybersecurity and safeguarding of consumer information and privacy and reporting of incidents by regulated entities.
- Enhance supervision and monitoring of compliance monitoring systems and information technology, including the use of artificial intelligence, through examination procedures.
- Attract and retain qualified employees through a competitive salary program, specialized training, and career advancement opportunities. Promote a culture of state service as a career.
- Monitor consumer financial markets for relevant trends and identify areas of potential risk to consumers.
- Improve the agency's technologies with the use of cloud-based offerings, as appropriate, to ensure efficient and effective operations.
- Monitor emerging issues, including financial technologies and the increased use of automated decision-making models, for both internal operations and licensed and registered entities.

Support of Statewide Objectives

1. Accountable to tax and fee payers of Texas.

- Foster a fair, lawful, and healthy financial services market through consumer protection strategies that provide public confidence in the market.
- Continue to evaluate and utilize technology to streamline the examination process.
- Provide consumers with accessible options for filing complaints against regulated entities.
- Ensure licensees and registrants have access to compliance guidance on the OCCC website.
- Ensure regulatory costs are reasonable and equitable across regulated industries.
- Ensure adherence with self-leveling, self-funding and Self-Directed, Semi-Independent (SDSI) statutory requirements.

- 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.**
 - Streamline operations and improve processes to ensure efficient and effective operations, including the use of NMLS (Nationwide Multistate Licensing System) and SES (State Examination System), as appropriate.
 - Review procedures on a regular basis to ensure efficient and effective operations.
 - As applicable, share information and collaborate with other regulators to minimize regulatory burden.
 - Conduct off-site monitoring to detect risks where appropriate and allow flexible work schedules to reduce on-site examination time, travel burden, and associated expenses.

- 3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.**
 - Meet or exceed performance measures related to licensed and registered entities.
 - Use a risk-profiling methodology for examination selection to focus limited resources in areas that indicate the greatest potential for noncompliance.
 - Perform regular reviews of agency policies and procedures to evaluate ways to improve efficiency in fulfilling agency goals.
 - Provide ongoing training and professional development opportunities for agency staff.

- 4. Attentive to providing excellent customer service.**
 - Serve as an effective resource for stakeholders concerning best practices and regulatory requirements.
 - Assist consumers with complaints in a professional and timely manner.
 - Offer multi-channel communication methods for consumers to contact the OCC.
 - Provide a wide-ranging selection of consumer-related information on the OCC's website.
 - Expand the use of social media to encourage enhanced communication with stakeholders.
 - Provide customer service training opportunities to staff.
 - Seek feedback from stakeholders through a customer service survey.
 - Participate in outreach events to educate and inform regulated entities.

- 5. Transparent such that agency actions can be understood by any Texan.**
 - Provide status reports regarding agency operations and industry activity, including the Report on Availability, Quality, and Pricing of Certain Financial Services and Consumer Loan Products.
 - Seek input to improve the OCC's services.

- Ensure that the OCCC’s website contains up to date information related to licensee or registrant’s specific industry, including proposed rule changes, enforcement actions and orders, and agency advisory bulletins and guidance.
- Engage stakeholders with opportunities to discuss rules and legislative changes.

Additional Consumer Protection Considerations

The OCCC is committed to its goal of Consumer Protection to ensure Texans have access to fair, transparent, and competitive financial products. The OCCC is committed to advancing the goal of Consumer Protection through effective complaint resolution, examinations, investigations, administrative enforcement actions, and publication of compliance aids and tools.

Complaint Resolution

The OCCC’s Consumer Assistance staff accepts complaints and answers questions regarding financial service products that are regulated by the OCCC. The OCCC accepts complaints and inquiries through multiple channels, including through an online portal. The OCCC is committed to timely responses to consumer complaints and strives to efficiently seek responses from regulated industries to expedite complaint processing. When the OCCC receives complaints that are outside of its jurisdiction, staff redirect the inquiry to the appropriate regulatory agency. Although the OCCC strives to resolve complaints within the Consumer Assistance Department, when department staff are unable to do so, unresolved complaint matters are referred to the investigation and legal areas when additional information or action is needed.

The OCCC is committed to cultivating a high-performing and engaged Consumer Assistance team. Staff receive ongoing customer service training to develop the skillset necessary to handle a steady volume of calls. Additionally, the department prioritizes training in the technical knowledge necessary to effectively review complaints to assess compliance issues, areas of consumer harm, and remedies to complaint concerns. The OCCC continuously refines complaint processing systems, guidelines, and procedures to adjust to changing regulatory landscapes, updates in technology, and emerging issues. The chart below highlights complaint activity by type during fiscal years 2022 and 2023.

Consumer Complaints Closed by Type

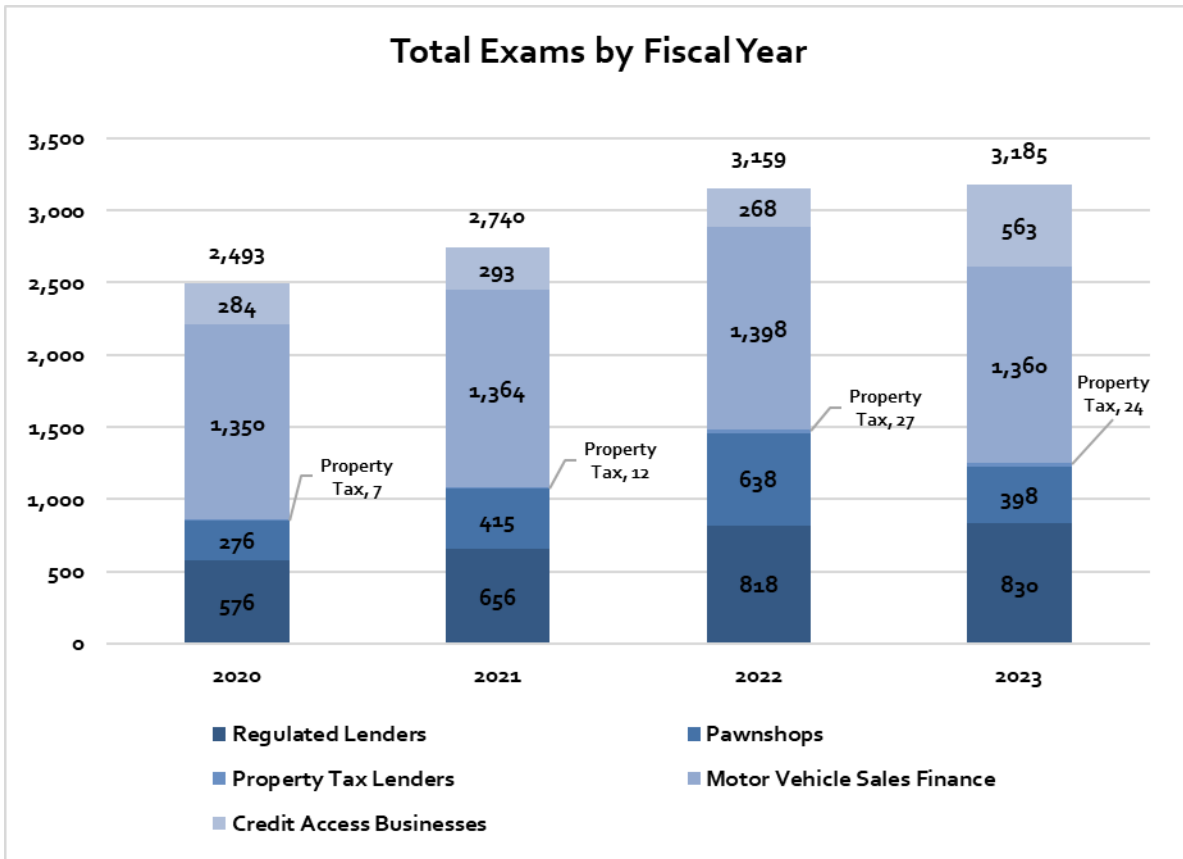
Complaint Type	FY 2022 Number Processed	Percent of Total	FY 2023 Number Processed	Percent of Total
Motor Vehicle Sales Finance	1062	60.7%	974	54.2%
Other	288	16.4%	338	18.8%
Pawnshop	92	5.3%	122	6.8%
Payday Loans (CAB)	75	4.3%	91	5.1%
Auto Title Loans (CAB)	59	3.4%	73	4.1%
Regulated Lending - Sub F Loans	70	4.0%	64	3.6%
Regulated Lending - Sub E Loans	50	2.9%	52	2.9%
Retail Installment Sales	29	1.7%	51	2.8%
Property Tax Lending	8	0.5%	18	1.0%
Manufactured Housing	2	0.1%	3	0.2%
Crafted Precious Metals	1	0.1%	3	0.2%
Debt Management Program	8	0.5%	2	0.1%
Debt Settlement Organization	4	0.2%	2	0.1%
Commercial Motor Vehicle Sales	0	0.0%	2	0.1%
Home Equity Lending	0	0.0%	1	0.1%
Pawnshop Employee	3	0.2%	1	0.1%
Grand Total	1751	100%	1797	100%

Examination and Investigation

To ensure compliance with state financial laws, the OCCC conducts examinations of licensed financial service providers, which includes Motor Vehicle Sales Finance, Consumer Lending, Pawnshops, Credit Access Businesses, and Property Tax Lenders. The OCCC also has examination authority over registered Crafted Precious Metal Dealers. Additionally, the OCCC has investigation authority over registered creditors, which includes Retail Installment Sales, Tax Refund Anticipation Loan providers, Debt Management/Settlement providers, and Manufactured Home Credit transactions.

The OCCC strives to ensure all licensed entities maintain an acceptable level of compliance at or above a benchmark of 85%. A significant outcome of the examination program is the amount of restitution directed back to consumers due to compliance violations. Since 2014, more than 100 million dollars in restitution has been returned to Texans because of OCCC action.

The chart below represents a four-fiscal-year comparison of examinations by regulated industry. Motor vehicle sales finance licensees have the most exams performed, due to the dominant size of the industry regulated, followed by regulated lenders, pawnshops, credit access businesses, and property tax lenders.



The OCCC conducts examinations to detect violations of the law, consumer harm, unlicensed activity, and to identify other compliance issues. During examinations, OCCC staff review individual transactions, assess the businesses compliance management systems, and determine adequacy of management oversight. Examinations may be structured as large enterprise-level examinations that encompass several licenses into a single examination, multi-state examinations in conjunction with other regulators, or as store-front branch-level examinations.

The OCCC acquires and analyzes quantitative information and data related to the financial products regulated. Using data-driven analysis, the examination department engages in research, education, and policy development to advance the goal of Consumer Protection. This allows the department to evaluate success through performance measures, allocate examiner resources in the most effective manner, and collaborate internally and externally with interested stakeholders.

The agency is evaluating IT projects and exploring opportunities to leverage regulatory resources such as NMLS and SES during examinations, as well as possibilities of refining and updating internal examination systems and processes. The use of improved technology, as

appropriate, will encourage development of best practice standards for the OCCC’s examination systems.

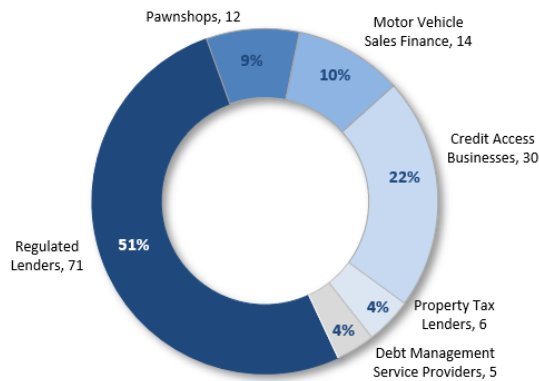
Financial Technology (FinTech) continues to rapidly expand in the consumer marketplace, resulting in some regulatory uncertainty about the applicability of certain consumer protection laws. FinTech products include buy now/pay later, earned wage access, income share agreements, cryptocurrency backed loans, and transactions offered through bank partnerships. The OCCC must adapt and remain flexible while vetting emerging products to ensure compliance and consumer protection.

The OCCC is dedicated to cultivating a high performing and engaged financial examiner workforce. Advancement opportunities are outlined in the Financial Examiner career ladder and the department supports a culture that focuses on developing leaders who are strategic and forward-thinking who can position the OCCC for success. The OCCC invests a significant number of resources to examiner development. Continuous learning and training are a core foundation of the department.

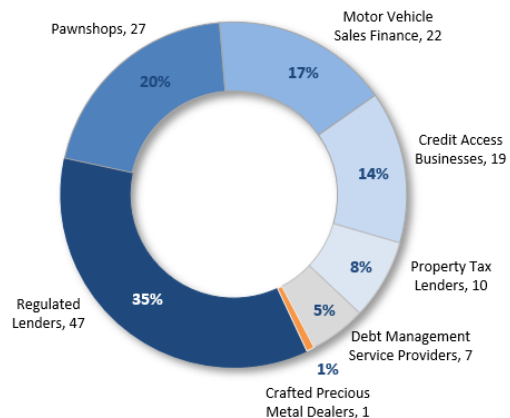
Administrative Enforcement and Compliance Tools

The OCCC’s legal team supports consumer protection by initiating administrative enforcement actions against businesses that commit violations and engaging in activities to encourage compliance. The legal team receives case referrals for enforcement action from the Consumer Assistance, Examination, Investigation, and Licensing areas. The OCCC promotes compliance using a graduated sanctions strategy that increases penalties for repeat violators. The charts below provide a snapshot of enforcement activities in fiscal years 2022 and 2023.

Cases Closed by Industry FY 2022



Cases Closed by Industry FY 2023



The legal team supports regulated industries by responding to requests for advice, issuing advisory bulletins, hosting and attending stakeholder events, and drafting and reviewing agency rules. The complex interaction between state and federal law, and rapid changes to the financial services industry, present a challenge to agency legal staff. In the past two years, legal

staff have continued adapting to updated requirements for contested cases before the State Office of Administrative Hearings (SOAH). Team members will need to continue to react quickly to legal and technological changes and look for opportunities to expand and improve individual technical literacy.

Goal B: Effective Licensing & Registration

Provide a high quality and efficient licensing and registration process that maintains high standards for licensed or registered financial service providers and promotes a transparent, fair, and competitive financial services market.

Actions Required to Achieve Goal

- Investigate and process license and registration applications in a professional, appropriate, and timely manner.
- Ensure applicants demonstrate the appropriate fitness and eligibility requirements for licensure or registration by the OCCC, including review of background checks as appropriate (and as statutory authority allows).
- Maintain a manageable volume of pending license applications.
- Analyze all aspects of the application and renewal processes to ensure efficiency, integrity, and data necessity.
- Assist in the maintenance and improvement of online licensing systems to facilitate internal efficiency and usefulness for external users.
- Foster productive communication with applicants, licensees, stakeholders, and trade groups.
- Provide education, instruction, and support to applicants through the OCCC website and other communication tools.
- Provide professional development opportunities to licensing staff, maintain appropriate staffing levels, and ensure appropriate tools and resources are available to allow staff to perform at the highest level.

Support of Statewide Objectives

- 1. Accountable to tax and fee payers of Texas.**
 - Timely process, license, and register entities and individuals with appropriate knowledge, experience, and fitness to provide lawful and fair financial services.
 - Promote a thriving and competitive financial services industry.
 - Maintain integrity within the financial services industry by preventing unqualified applicants from receiving licenses or registrations.
 - Provide clear, accurate information to the public in a timely manner.
 - Ensure that the cost of regulation is reasonable and equitable for all regulated industries.
 - Ensure adherence to SDSI statutory requirements.

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.**
 - Streamline operations and improve processes as appropriate.
 - Ensure staffing resources are reviewed on an ongoing basis to periodically review and adjust in consideration of application type, volume, risk, and complexity.
 - Implement technology improvements to provide enhanced efficiency for staff operation and greater self-service and transparency for public users.
 - Maintain staffing resources and levels to properly support workload needs and maximize output.
 - Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.
 - Maintain a prioritized focus on processing license applications and renewals.
 - Monitor application processing times to ensure acceptable service levels.
 - Reevaluate and adjust performance measures and targets to meet the needs of the OCCC and its stakeholders.
 - As appropriate, utilize NMLS to support agency operations.

3. **Attentive to providing excellent customer service.**
 - Handle inquiries in a professional and timely manner.
 - Provide resources via the OCCC website and other technologies to inform the public.
 - Improve staff communication skills and abilities through professional development.
 - Process applications quickly and efficiently.
 - Seek feedback from applicants, licensees, and registrants through a customer service survey.

4. **Transparent such that agency actions can be understood by any Texan.**
 - Seek input to improve the OCCC's services.
 - Communicate the application and renewal processes clearly in written instructions.
 - Provide real-time status throughout the application process as well as timely and informative responses to inquiries.

Additional Licensing and Registration Considerations

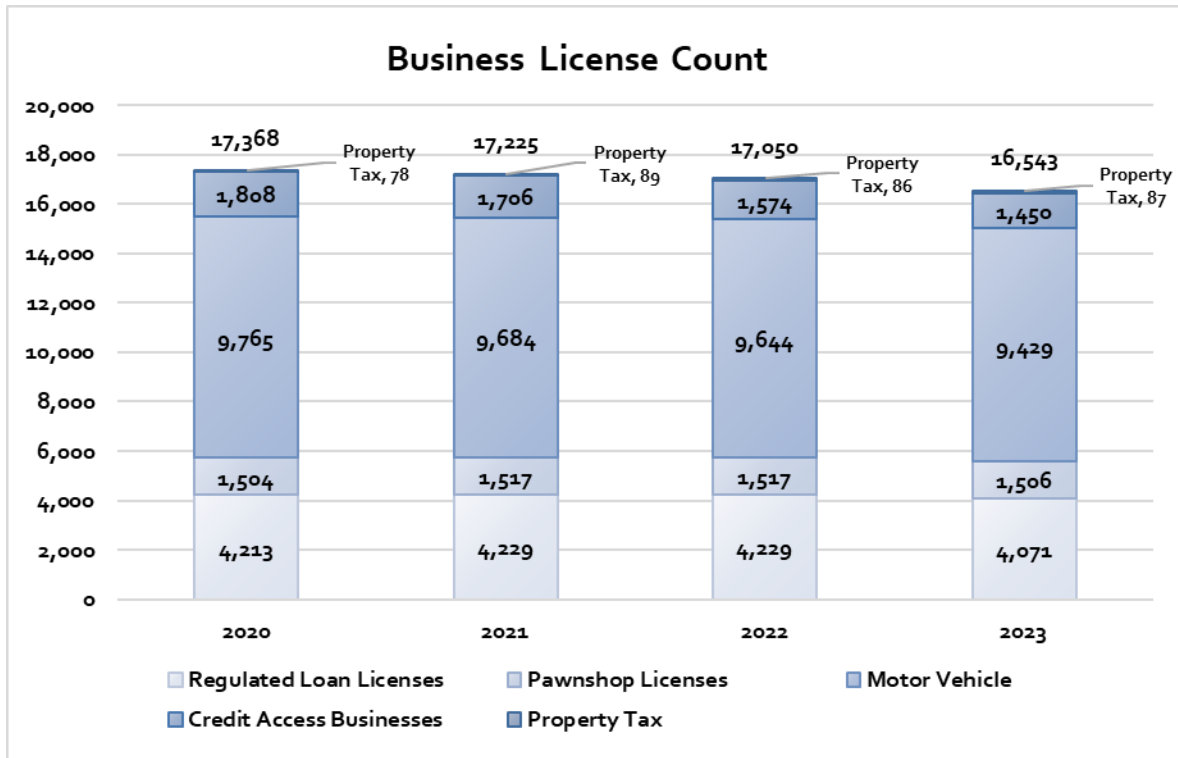
The OCCC licenses regulated lenders, motor vehicle sales finance dealers, commercial motor vehicle sales finance dealers, credit access businesses, property tax lenders, and pawnshops. The OCCC registers debt management service providers, crafted precious metals dealers, refund anticipation loan facilitators, manufactured housing, and retail creditors. Residential mortgage loan originators and certain pawnshop employees must be individually licensed. Generally, applicants submit their applications online. Licensing staff review applications and communicate with applicants to ensure all required information is provided. Any required

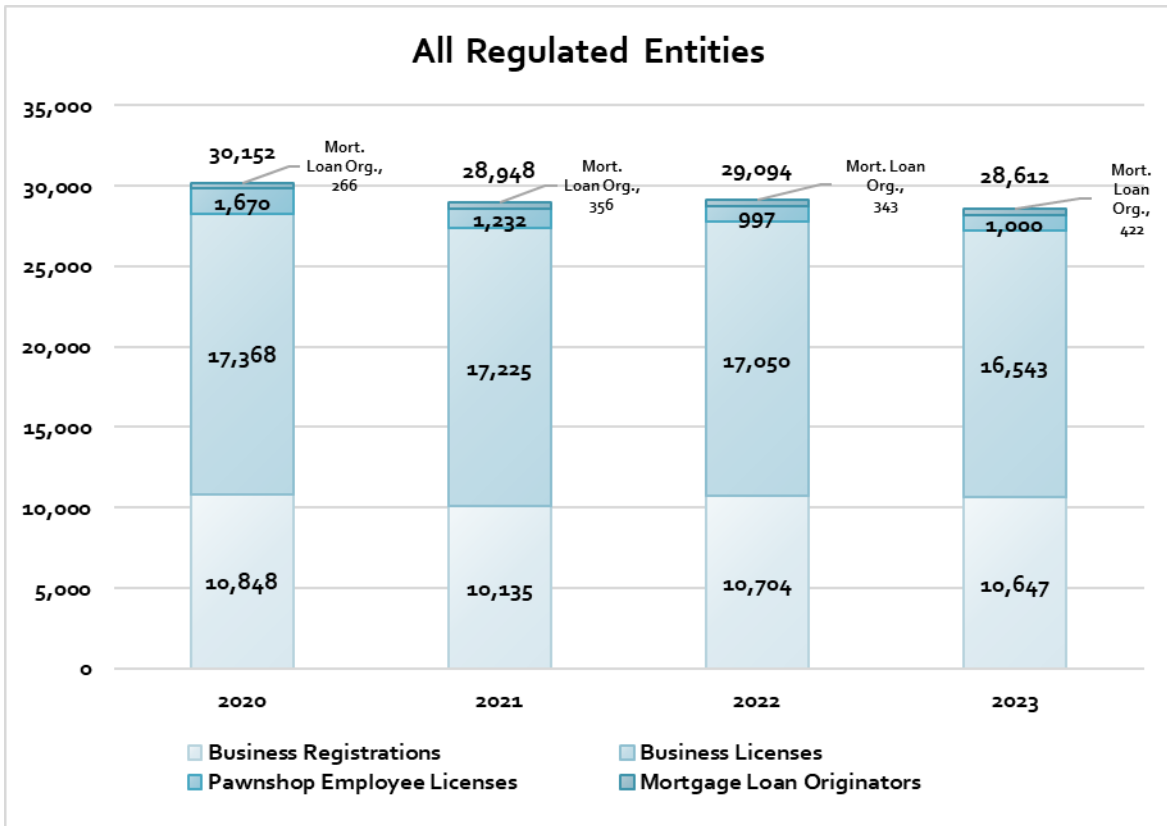
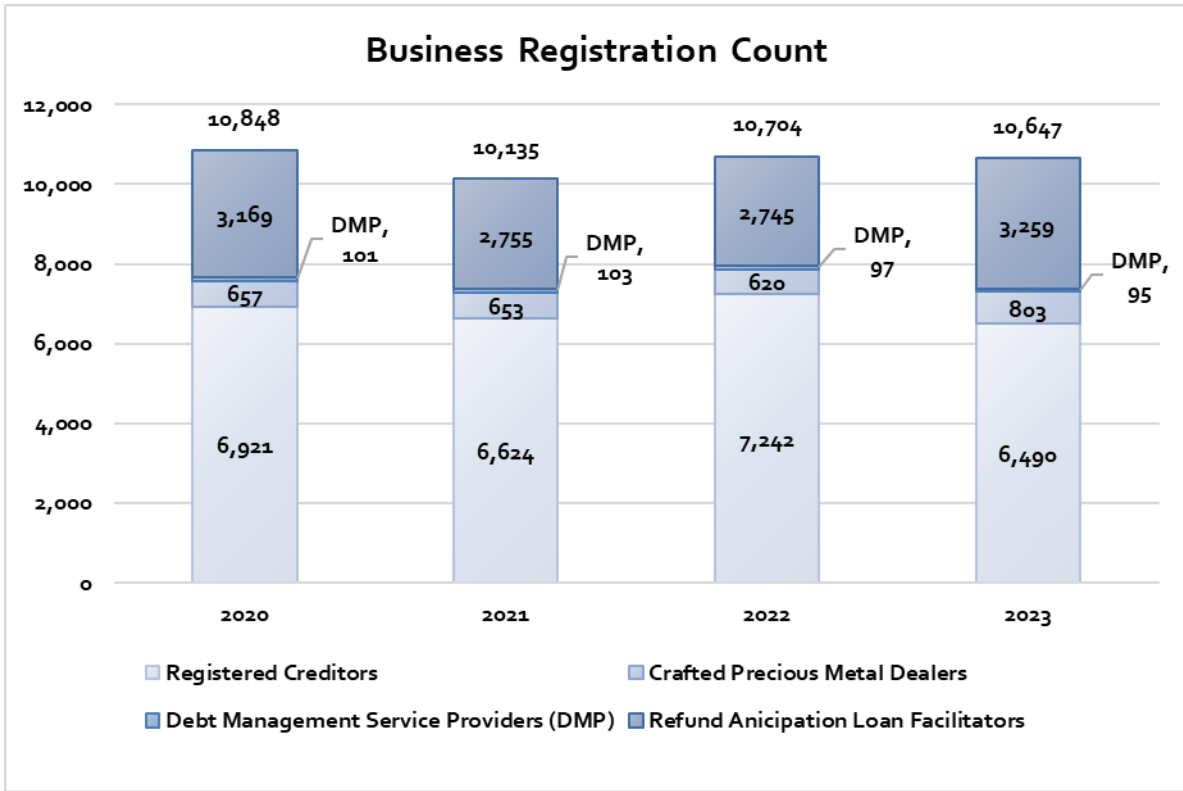
fingerprint-based background checks are initiated by the applicant through a third party and the results are shared electronically with the OCCC. In addition to reviewing and processing applications, the licensing team handles a large volume of calls and provides information and assistance.

FinTech products and other technological advancements are continuing to expand in the financial marketplace. Over the next five years, the OCCC expects to see a much larger digital financial marketplace. The OCCC also anticipates that networked supervision and the use of NMLS will present opportunities to support collaboration among state and federal regulators to reduce regulatory burden.

Over the last two years the OCCC’s license and registration populations have remained relatively stable with some slight decline. While the possibility of a more significant decline in the number of regulated entities remains, recent economic and market trends indicate that any potential future decline is more likely to be gradual. The OCCC will continue to monitor license and registration activity and adjust operations and processes as appropriate.

The following charts outline the licensee and registrant counts for the last four fiscal years.





Goal C: Financial Education

Support and provide educational services that promote financial wellness and economic stability for Texans. Encourage communication and cooperation among the nonbank financial services industry, the consumer public, and the OCCC. Promote the Texas Financial Education Endowment (TFEE) to support statewide financial capability and consumer credit building activities and programs.

Actions Required to Achieve Goal

- Promote and support financial education through collaboration with governmental agencies, community organizations, and other interested parties.
- Deliver financial education that empowers consumers to make informed financial decisions.
- Develop and distribute educational materials through identification of common consumer financial complaints and concerns.
- Administer the Texas Financial Education Endowment Fund (TFEE) on behalf of the Finance Commission and manage a grant program that effectively supports financial capability.

Support of Statewide Objectives

- 1. Accountable to tax and fee payers of Texas.**
 - Evaluate the effectiveness of agency financial education programs.
 - Provide quarterly reporting of participants attending financial education courses.
 - Administer the funds of the Texas Financial Education Endowment (TFEE) responsibly.
 - Ensure adherence to self-leveling, self-funding and SDSI statutory requirements.
- 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.**
 - Promote virtual and in-person educational opportunities to expand agency reach while conserving state funds.
 - Develop train-the-trainer programs to expand distribution of materials to a wider audience.
 - Evaluate and implement audit recommendations.
- 3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.**
 - Continuously review internal processes and program applications for opportunities to further automate or enhance features using advancing technologies.
 - Provide relevant professional development and training to staff on a continuous basis.

- Conduct risk analysis of grant recipients and develop mitigation plans to ensure appropriate use and management of funding.
4. **Attentive to providing excellent customer service.**
 - Provide updated selection of consumer-related information on the OCCC’s website.
 - Respond promptly to requests for educational materials and presentations.
 5. **Seek feedback from stakeholders through a customer service survey.**
 - Remain transparent such that agency actions can be understood by any Texan.
 - Provide quarterly reporting of financial education data to the Finance Commission.
 - Provide regular reporting on TFEE grant activities.
 - Publish financial education opportunities and resources to the OCCC website.

Additional Financial Education Considerations

Community Outreach

The OCCC’s financial education staff actively seek opportunities to support and provide financial education presentations. Financial education offerings continue to assist consumers achieve various life goals, such as saving for retirement, budgeting for unexpected expenses, and improving credit. Delivering and supporting financial education assists consumers facing financial questions.

TFEE

TFEE was established as an endowment by the 82nd Legislature of the State of Texas. TFEE was launched as a biennial grant program in 2014 and has issued grant funding to qualified organizations every two years since its inception. The endowment is funded by dedicated assessments from Credit Access Businesses and is managed by the Texas Treasury Safekeeping Trust Company. The endowment is designed to provide a permanent source of grant funding dedicated to financial education. Since TFEE’s inception, grant recipients have been awarded nearly 2.2 million dollars to support financial education and capability throughout Texas.

The OCCC continues to pursue innovative ways to market the TFEE grant and enhance the grantee selection process. The OCCC anticipates additional future increases in the amount of grant awards available to organizations that offer financial education services in Texas.

Goal D: Efficient and Effective Agency Operation

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

Actions Required to Achieve Goal

- Adhere to principles of transparency, compliance, and accountability.
- Ensure integrity of financial reporting and systems of internal control.
- Develop a comprehensive annual budget and staffing plan.
- Monitor budgets and tightly control expenditures.
- Prepare and deliver SDSI agency reports to the Governor and Legislature in an accurate and timely manner.
- Strengthen and expand the use of enterprise services and infrastructure.
- Monitor and assess information technology security risks and develop mitigation strategies.
- Utilize technology to streamline processes throughout the agency.
- Update and test the Continuity of Operations Plan (COOP) as directed by the State Office of Risk Management (SORM).
- Invest in efforts that support employee training, recruitment, and retention.
- Respond promptly to requests for information under the Public Information Act.
- Support and promote Financial Education.
- Collaborate with the Department of Banking and Department of Savings and Mortgage Lending on Finance Commission efforts to achieve greater efficiency.

Support of Statewide Objectives

1. Accountable to tax and fee payers of Texas.

- Provide regular reporting of OCCC financial information, including agency financials, budget variance analysis and performance measures.
- Provide consumers with multiple channels to file complaints against regulated entities.
- Continue to be a prudent steward of financial resources.
- Communicate with stakeholders regarding regulatory policy, administrative rulemaking, and budget development.
- Ensure adherence to self-leveling, self-funding, and SDSI statutory requirements.
- Ensure the cost of regulation is reasonable and equitable for all regulated entities.

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.

- Streamline operations and improve processes when needed.
- Implement improvements or suggestions noted in external audits.
- Comply with applicable legislative contracting requirements.
- Share information and collaborate with the other Finance Commission agencies.

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

- Evaluate and implement technology solutions, including the use of artificial intelligence, that drive gains in performance and efficiency.
 - Collaborate with other state and federal regulators to share information and improve overall regulatory compliance.
 - Invest in staff development to retain core staff and minimize costs of turnover and training.
 - Perform COOP testing and training exercises.
 - Provide cybersecurity training to staff on a regular basis.
 - Review internal policies and procedures to enhance opportunities for efficient operation.
- 4. Attentive to providing excellent customer service.**
- Empower stakeholders by updating information on the OCCC website in a timely manner.
 - Ensure opportunities exist for stakeholder input regarding every aspect of the OCCC operations.
 - Seek feedback from stakeholders through a customer service survey.
 - Process consumer complaints in a timely and professional manner.
 - Ensure open lines of communication with various consumer organizations and trade groups to discuss issues important to regulated entities.
- 5. Transparent such that agency actions can be understood by any Texan.**
- Publish, or make accessible, data sets of public information that may be of interest to the public.
 - Hold an annual public hearing on the agency’s budget prior to Finance Commission submission.
 - Publish procurement contracts on the OCCC’s website, as appropriate.
 - Seek input to improve the OCCC’s services.
 - Comply with Public Information Act requirements.
 - Ensure information posted on the website is in a compliant and accessible format.

Additional Considerations for Efficient and Effective Agency Operations

Agency Overview

The OCCC is one of three agencies governed by the Texas Finance Commission. The mission of the Finance Commission is to ensure that banks, savings institutions, non-depository financial service providers, and other regulated entities chartered or licensed under state law operate as safe and sound institutions and increase the economic prosperity of the state. To support the Finance Commission’s mission, the OCCC collaborates closely with its sister agencies, the Department of Banking, and the Department of Savings and Mortgage Lending.

Financial Operations

The OCCC has been an SDSI agency since 2009. As a self-leveling, self-funding agency, the OCCC develops an annual budget that is approved by the Finance Commission prior to the beginning of each fiscal year. The OCCC also holds a public budget hearing. This status enables the OCCC to respond quickly and effectively to changing dynamics in the economy and the financial services landscape, including budget adjustments, immediate implementation of staffing changes and strategies, and salary adjustments. This ability to adjust and respond quickly enables the OCCC to operate more efficiently, react quickly to changing environments, retain and attract qualified personnel, and strive for more competitive salary levels with other state and federal agencies. This status is instrumental to the fulfillment of the OCCC's mission.

The OCCC is responsible for all direct and indirect costs and does not receive any general revenue funds from the state. The OCCC derives its revenue through the collection of license and registration application fees, renewal fees and assessments, charges for agency publications, and administrative services. The OCCC deposits all revenues in an account at the Texas Treasury Safekeeping Trust Company. Various provisions in the Texas Finance Code authorize the Commissioner to impose and collect fees to recover costs of examination, equitable or proportionate costs for the maintenance and operation of the OCCC, and costs of enforcement. The OCCC operates in a prudent and fiscally responsible manner while performing its statutory duties.

Information Technology (IT)

The OCCC's IT division is responsible for the agency's technology and digital communication assets. IT designs, deploys, maintains, upgrades, and administers the OCCC network, external and internal websites, endpoint computers, hardware, software, connectivity configurations, data, and security and privacy protocols. The IT division also regularly assigns cybersecurity training to the entire staff, in compliance with Texas law (TGC 2054.519). IT coordinates change management systems to oversee projects and facilitates the OCCC's Security Policy Compliance Committee.

The OCCC currently utilizes ALECS, a cloud-based application and database system, to optimize the agency's application, licensing, examination, and complaint handling processes. Information technology is rapidly evolving, and the OCCC continually evaluates technological advancements and efficiencies to ensure OCCC systems meet the challenges and complexities of a vast and ever-changing technological landscape.

The IT division works toward and maintains agency alignment with the State Strategic Plan. Key features of this alignment are cybersecurity and privacy postures, evaluating and mitigating risks in current and planned positions, and keeping the OCCC's assets modernized and avoiding technology legacy debt. Policies and procedures are reviewed and revised to align with industry standards and Texas laws, and relevantly conform with the emerging technology roadmap.

Building and Facilities

The OCCC is headquartered in the Finance Commission Building, located at 2601 N. Lamar Boulevard, Austin. The OCCC shares and co-owns the building with the other two Finance Commission agencies, the Department of Banking and the Department of Savings and Mortgage Lending. During the 85th Legislature, Regular Session, 2017, the Legislature enacted SB 1349 allowing the Texas Department of Transportation (TxDOT) to sell certain excess land to the Finance Commission agencies. The Finance Commission agencies are in communication with the Texas Department of Motor Vehicles and the TxDOT regarding a parcel on the Camp Hubbard campus. A letter of intent for the purchase of the four-acre parcel has been provided and the Finance Commission agencies and TxDOT will collaborate to reach a final agreement.

Cash reserves have been set aside to cover future expenses related to the purchase of land, the construction of a new building, and relocation expenses. In December 2021, the Finance Commission acted to adjust the amount of cash reserves consistent with updated analyses and cost estimates. The agencies received authorization from the Office of the Governor in March of 2023, consistent with the Finance Commission action. Additional authorizations for the project may be needed from the Governor in the future.

Agency Workforce

The OCCC's greatest asset is its workforce. The OCCC licenses and registers over 26,000 financial service providers. To meet the challenges of regulating so many licensees and registrants, the OCCC is focused on attracting, developing, and retaining qualified employees to support regulatory activities. Recruiting quality candidates along with a focus on employee professional development will position the OCCC for success.

The OCCC strives to develop a talented and engaged workforce. An engaged workforce that promotes operational excellence is paramount for success.

The OCCC continually reviews the knowledge, skills, and abilities employees need for successful and fulfilling careers. The OCCC strives to offer a quality work life balance, encourages employee engagement, and is dedicated to making the OCCC an employer of choice.

Efficiency and Collaboration

The OCCC is committed to operating efficiently. Through collaboration with legislative offices, consumer groups, regulatory counterparts, consumers, and regulated industries, the agency ensures it is at the forefront of regulatory changes and developments. Remaining abreast of effective policies, industry developments, new technology, and human capital ensures the OCCC is innovative, efficient, and keeps internal and external stakeholders up to date on regulatory developments and agency operations.

The OCCC utilizes a cloud-based regulatory platform, ALECS, for licensing, examinations, industry reporting, legal tracking, and consumer assistance. ALECS was implemented in 2014 and modernized the delivery of regulatory services, including online application filings and eliminated the need for paper-based systems. Moving forward into the next five years and as the current solution approaches the end of its projected useful life, efficient, cost effective, and cybersecure modern applications are critical to maintaining operations and avoiding technological legacy debt.

The OCCC maintains memberships in two trade groups, the National Association of Consumer Credit Administrators (NACCA) and the American Association of Residential Mortgage Regulators (AARMR). Staff regularly provide presentations, feedback, and information to various interested stakeholder groups, including the Texas Department of Motor Vehicles (DMV), the Texas Automobile Dealers Association (TADA), the Texas Independent Automobile Dealers Association (TIADA), the Texas Consumer Finance Association (TCFA), the Texas Property Tax Lienholders Association (TPTLA), and many others. The agency’s General Counsel serves as the NACCA Secretary-Treasurer and a senior Financial Examiner serves as the Chair of the NACCA Consumer Finance Examinations Committee. Agency staff are also on the board of the Texas Jumpstart Coalition and the Texas Department of Motor Vehicles Consumer Protection Advisory Committee.

Sunset Review

The Sunset Advisory Commission conducted its regular assessment of the continuing need for the OCCC and its operation to exist during its 2018-2019 review cycle. Based upon the conclusions of the assessment, the 86th Legislature continued the OCCC until September 1, 2031.

Redundancies and Impediments

REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	The Texas Finance Code does not include requirements for OCCC licensees and registrants to maintain data security for personal information of Texas consumers, and does not authorize the OCCC to enforce data security requirements. In addition, Texas law requires businesses to notify the Texas attorney general of a data breach affecting consumers’ personal information (see Tex. Bus. & Comm. Code §521.053) but does not explicitly require OCCC licensees to notify the OCCC of a data breach.
DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Data security is a crucial emerging issue for maintaining the integrity of the financial system in Texas. The current statute does not include tools for the OCCC to ensure that regulated businesses secure the personal information and data of Texas consumers.

PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Amend Tex. Fin. Code Chapter 14 to include enforceable data security requirements, in order to ensure that regulated businesses take appropriate actions to protect consumers against evolving data security risks, and to require that regulated businesses notify the OCCC of a data breach.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	The statute will enable the OCCC to ensure that regulated businesses work appropriately to mitigate data security risks and remedy harms resulting from data breaches, helping to ensure a lawful and healthy credit environment in Texas.

SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	The Texas Finance Code provides that the OCCC may license some, but not all, of its licensees and registrants through the nationwide licensing system NMLS. Tex. Fin. Code § 14.109.
DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	The statute does not fully enable the OCCC to use NMLS as a standardized, efficient licensing and registration system.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Amend §14.109 to specify that the OCCC may license and register each type of regulated entity through NMLS.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	The statute will enable the OCCC to use a standardized, efficient licensing and registration process that is the same system used in other states.

SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	Generally, if the OCCC notifies a license applicant of its intent to deny a license application, the Finance Code states that the applicant is entitled to a hearing within 60 days after the applicant's hearing request. Tex. Fin. Code §§ 342.104(c), 348.504(c), 351.104(c), 353.504(c). However, Chapter 393 of the Finance Code provides a 30-day period for credit access business license applicants. Tex. Fin. Code § 393.607(c).
DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	The requirement to set a hearing within 30 days of the hearing request may inhibit the ability of the OCCC and license applicants to thoroughly conduct a contested case hearing on the denial of the license application. In particular, this period does not enable the parties to perform discovery under the rules of the State Office of Administrative Hearings (SOAH).
PROVIDE AGENCY RECOMMENDATION FOR	Amend § 393.607(c) to provide that an applicant is entitled to a hearing not later than the 60th day after

MODIFICATION OR ELIMINATION	the applicant's hearing request.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	This change would make Chapter 393 consistent with other licensing chapters. The statute would enable the OCCC and license applicants to thoroughly conduct a contested case on the denial of the license application, while still ensuring that cases are not unnecessarily delayed.

NATURAL DISASTER-RELATED REDUNDANCIES AND IMPEDIMENTS	
SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	N/A
DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	N/A
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	N/A
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	N/A

Supplemental Schedules

Schedule A: Budget Structure

The OCCC has been a SDSI agency since 2009 and therefore does not have a bill pattern in the General Appropriations Act. The OCCC, which is self-funding and self-leveling, is responsible for all costs and receives no appropriations from the General Revenue Fund. All revenues for operations derive from assessments and fees paid by regulated entities and are deposited in an account at the Texas Treasury Safekeeping Trust Company.

The Texas Finance Commission reviews and approves the OCCC's annual budget prior to the beginning of each fiscal year. The budgeting process begins in the last quarter of the fiscal year with the proposed budget presented at a public hearing in early August. The OCCC presents its final budget at the Finance Commission's regularly scheduled August meeting and must receive Finance Commission approval.

Goal A: Consumer Protection

Protect consumers from unlawful practices, fraud, and misrepresentation through prompt, fair, and effective enforcement of applicable state and federal statutes and regulations.

Objective A.1

Timely process and efficiently close complaints.

Strategy

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

Outcome Measures

Percentage of written complaints closed within 90 days
Monies returned to consumers

Output Measures

Number of complaints closed

Efficiency Measures

Average number of days for all complaints to reach final disposition
Average number of days to close a complaint
Average cost per complaint

Objective A.2

Promote compliance in regulated industries through examinations and investigations.

Strategy A-2

Examine and investigate regulated entities to determine the level of compliance with applicable statutes and regulations.

Outcome Measures

Percentage of examinations reporting acceptable level of compliance
Percentage of licensed locations and registered offices examined annually
Monies returned to consumers

Output Measures

Number of examinations completed
Number of investigations completed

Efficiency Measures

Average cost per examination

Objective A.3

Engage in education and enforcement activities that encourage regulated industries to comply with applicable statutes and rules.

Strategy

Initiate and timely resolve administrative enforcement actions against regulated businesses that commit violations and engage in opportunities to encourage compliance.

Outcome Measures

Percentage of enforcement actions closed within targeted timeframe

Output Measures

Number of enforcement actions taken and closed by final order
Number of contested cases docketed at SOAH
Number of compliance aids and tools published
Number of industry stakeholder and outreach events hosted or attended by OCCC staff

Efficiency Measures

Average number of days to close an enforcement action

Goal B: Effective Licensing & Registration

Provide a high quality and efficient licensing and registration process that maintains high standards for licensed or registered financial service providers and promotes a transparent, fair, and competitive financial services market.

Objective B.1

Complete a prompt and thorough review of all license applications submitted to the OCCC.

Strategy

Investigate and process license applications for regulated businesses, pawnshop employees, and residential mortgage loan originators.

Outcome Measures

Percentage of business license applications processed within 60 days

Output Measures

Number of business license applications processed

Number of pawnshop employee license applications processed

Number of residential mortgage loan originator applications processed

Efficiency Measures

Average processing time (days) for business license applications

Average processing time (days) for pawnshop employee applications

Average processing time (days) for approved residential mortgage loan originator applications

Goal C: Financial Education

Support and provide educational services that promote financial wellness and economic stability. Encourage communication and cooperation among the nonbank financial services industry, the consumer public, and the OCCC. Promote the Texas Financial Education Endowment (TFEE) to support statewide financial capability and consumer credit building activities and programs.

Objective C.1

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

Strategy

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

Output Measures

Number of people receiving direct educational services

Objective C.2

Administer the Texas Financial Education Endowment (TFEE) on behalf of the Finance Commission and establish a program that effectively supports financial education, capabilities, and asset-building opportunities.

Strategy

Solicit funding requests from organizations that strive to increase and promote financial capability of individuals and encourage personal financial education and responsibility within the state of Texas. Award endowment funds through a competitive grant process that meets program objectives and goals as identified and prioritized for each grant cycle.

Output Measures

Percentage of TFEE award recipients who reached their consumer participation goal within the grant period

Goal D: Efficient and Effective Agency Operation

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

Objective D.1

Maintain a reasonable staff turnover rate and operate within budget limitations.

Strategy

Provide opportunities for career growth and professional development for OCCC employees. Engage in fiscal planning and budgeting that meets the needs of the OCCC while continuously monitoring expenses.

Outcome Measures

Percentage of regular employees separated from the OCCC
Percentage of actual expenditures to budgeted expenditures

Objective D.2

Provide information requested from the OCCC in a timely and efficient manner to promote agency transparency to the citizens of Texas.

Strategy

Closely monitor channels for receipt of information requests and prioritize the gathering of responsive information.

Outcome Measures

Percentage of public information requests addressed within 5 business days

Output Measures

Number of public information requests closed

Number of public information requests withdrawn

Efficiency Measures

Average number of days to address a public information request

Explanatory Measures

Number of public information requests received

Schedule B: Performance Measure Definitions

Agency:	Office of Consumer Credit Commissioner
Goal:	Consumer Protection: Protect consumers from unlawful practices, fraud, and misrepresentation through prompt, fair, and effective enforcement of state and federal statutes & regulations.
Objective:	Timely process and efficiently close complaints.
Strategy:	Resolve complaints expeditiously, identify problem creditors and industry practices, and advise creditors and consumers on their rights, remedies, and responsibilities.

Outcome Measure: Percentage of written complaints closed within 90 days.

Definition

Total number of written complaints processed by Consumer Assistance in 90 calendar days or less, divided by the total number of all written complaints processed by Consumer Assistance.

Purpose

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

Data Source

Complaints are recorded in the complaint processing database. The OCCC captures the date the complaint is closed and calculates the number of days from the date the complaint is received to the date it is closed.

Methodology

Divide the total number of written complaints closed within 90 calendar days or less by the total number of all written complaints closed during the reporting period. Report the result as a percentage.

Data Limitations

Consumers and financial service providers may not respond to the OCCC's requests for information which can extend complaint processing time. Additionally, complex complaints can require significant investigation that can also extend complaint processing time.

Calculation Method

Non-Cumulative

New Measure

No

Target Attainment

Higher than target

Outcome Measure: Monies returned to consumers.

Definition

Refunds made to consumers as a result of agency action.

Purpose

This measure provides insight into the monetary impact on consumers of actions taken by the OCCC.

Data Source

Refunds to consumers are generally made as a result of complaint, investigation, examination, licensing, or enforcement actions. Restitution from complaints, investigations, and examinations are tracked by the OCCC. Proof of refunding is obtained through the complaint, investigation, and examination processes. Once confirmed, the amounts are entered into the agency tracking system. Refunding confirmed through the licensing process and enforcement process are reported separately to the Consumer Protection Department.

Methodology

The amount of monetary restitution from complaints, investigations, licensing, and legal, and examinations is summed. The performance measure result will be reviewed and certified at least annually.

Data Limitations

This measure is driven largely by complaints and the level of compliance during examinations. Refunds resulting from complaints, investigations, and examination will be verified by reviewing proof of refunds. If the number of accounts requiring refunds is substantial, sampling may be used to verify the cumulative refund totals.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of complaints closed.

Definition

Total number of all complaints closed by Consumer Assistance during the reporting period.

Purpose

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

Data Source

OCCC complaints are entered into the complaint processing database. Next, contact with the licensee may be initiated or a request for information from the consumer is made. The actions taken and a summary of the complaint are documented or coded in the system. Complaints can be within the OCCC's jurisdiction or non-jurisdictional. Non-jurisdictional complaints are referred to the appropriate organization. When a complaint is closed, a notation is made in the database detailing the resolution date, a specific statement of resolution expressing the action that resulted in the complaint closing, and the number of processing days required to resolve the complaint is calculated by the database. A monthly report is submitted to executive management summarizing this activity.

Methodology

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

Data Limitations

The number of complaints received may fluctuate based on consumer issues during the reporting period. This measure can be useful as a measure of activity but the number of complaints received cannot be controlled by the department.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Efficiency Measure: Average number of days for all complaints to reach final disposition.

Definition

The average number of days for a complaint to reach final disposition during a reporting period in consumer assistance, investigation, and legal.

Purpose

This measure shows the OCCC's efficiency at processing complaints.

Data Source

Complaint data is reconciled between departments on a regular basis. This data is used to generate a report which lists the date complaints were received and the date complaints reached final disposition.

Methodology

Total number of days the complaint takes to reach final disposition within each department divided by the number of complaints reaching final disposition within the reporting period.

Data Limitations

The OCCC has no control over the number of complaints received or the complexity and seriousness of the complaints made. The number of complaints impacts the investigative workload. The complexity impacts the degree of effort required to investigate the complaint. Any combination of these factors will impact the length of time necessary to resolve the complaint.

Calculation Type

Non-Cumulative

New Measure

No

Target Attainment

Lower than target

Efficiency Measure: Average number of days to close a complaint.

Definition

The average number of days to close a complaint for all complaints received during the reporting period in consumer assistance.

Purpose

The measure shows the OCCC's efficiency at processing complaints.

Data Source

The database generates a report which lists the dates complaints were received and the dates complaints were closed.

Methodology

Total number of days to close complaints divided by the total number of complaints closed during the reporting period.

Data Limitations

The OCCC has no control over the number of complaints received or the complexity and seriousness of the complaints made. The number of complaints impacts the investigative workload. The complexity impacts the degree of effort required to investigate the complaint. Any combination of these factors will impact the length of time necessary to resolve the complaint.

Calculation Type

Non-Cumulative

New Measure

No

Target Attainment

Lower than target

Efficiency Measure: Average cost per complaint.

Definition

This measure provides the average cost to process a complaint through closure.

Purpose

This measure shows how cost-effective the department is when closing complaints.

Data Source

Costs are obtained from the financial reports prepared by the accounting section. The number of complaints closed is obtained from a report generated by the complaint database.

Methodology

Total costs for the consumer assistance program cost activity center for the reporting period, divided by the total number of complaints closed.

Data Limitations

The number of complaints received is outside of the department's control and therefore the number of complaints closed can vary from one period to the next. The level of complaint activity will impact this measure.

Calculation Type

Non-Cumulative

New Measure

No

Target Attainment

Lower than target

Goal:	Consumer Protection: Protect consumers from unlawful practices, fraud, and misrepresentation through prompt, fair, and effective enforcement of applicable state and federal statutes and regulations.
Objective:	Promote compliance in regulated industries through examinations and investigations.
Strategy:	Examine and investigate regulated entities to determine the level of compliance with applicable statutes and regulations.

Outcome Measure: Percentage of examinations reporting acceptable level of compliance.

Definition

Total number of examinations of business licensees finalized with an acceptable level of compliance (rating 1, 2, or 3) during the reporting period divided by the total number of all finalized examinations of business licensees during the reporting period.

Purpose

This measure provides information on the extent to which licensed locations and registered offices are in substantial compliance with the applicable state and federal laws. The OCCC's examination function provides a regulatory review of transactions, compliance management systems, and management oversight to ensure compliance. These compliance examinations may result in monetary restitution to Texas consumers to cure violations of Texas laws.

Methodology

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

Data Limitations

The OCCC's examiners determine compliance levels and use a rating system to identify licensed locations or registered offices with an acceptable or unacceptable level of compliance. These examination ratings are based upon the OCCC's regulatory analysis. This measure is driven by the level of licensee compliance.

Calculation Type

Non-cumulative

	New Measure	Target Attainment
	No	Higher than target
Outcome Measure:	Percentage of licensed locations and registered offices examined annually.	
	Definition The percentage of licensed locations and registered offices examined annually.	
	Purpose This measure provides information on the extent to which the OCCC effectively regulates financial service providers operating in Texas. The measure reports a datapoint of the licenses who receive a compliance examination relative to the entire regulated population. As a part of its regulatory program, the OCCC performs compliance examinations that often result in correction of licensee's procedures.	
	Data Source Examinations are scheduled on a risk basis. Once processed, information from the examination is entered into the database. The amount reported is the number of examinations finalized during the period divided by the total number of active licensed locations and registered offices at the end of the reporting period.	
	Methodology A percentage is obtained by dividing the total number of examinations finalized during a reporting period by the total of all active licensed locations and registered offices as of the last day of the reporting period and then displayed as a percentage. The calculation is automated within the database. The performance measure result will be reviewed and certified at least annually.	
	Data Limitations	Calculation Type
	The number of active licensed locations and registered offices changes continually. The percentage derived as of the end of each reporting period may be subject to variation should a large group of licenses be issued, canceled, or inactivated during the reporting period. Additionally, the measure is subject to the same data limitations of the output measure "number of compliance examinations performed".	Non-cumulative
	New Measure	Target Attainment
	No	Higher than target

Output Measure: Number of examinations completed.

Definition

The total number of examinations of licensed locations and registered offices finalized during the reporting period.

Purpose

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

Data Source

Examinations are scheduled based upon a risk assessment. Once completed, the examination details are entered into the database.

Methodology

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

Data Limitations

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

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of investigations completed.

Definition

Total number of investigations closed during the reporting period. Closure is the resolution or determination of lack of evidence of the issue.

Purpose

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

Data Source

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

Methodology

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

Data Limitations

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

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Efficiency Measure: Average cost per examination.

Definition

This measure provides the average cost to finalize an examination.

Purpose

This measure shows how cost effective the Consumer Protection Department is when finalizing examinations.

Data Source

Costs are obtained from the financial reports prepared by the OCCC's accounting section. The number of exams finalized is obtained from a report generated by the database.

Methodology

Total attributable costs for the exam program cost activity center for the reporting period, divided by the total number of examinations finalized for the reporting period.

Data Limitations
None

Calculation Type
Non-Cumulative

New Measure
No

Target Attainment
Higher than target

Goal:	Consumer Protection: Protect consumers from unlawful practices, fraud, and misrepresentation through prompt, fair, and effective enforcement of applicable state and federal statutes and regulations.
Objective:	Engage in education and enforcement activities that encourage regulated industries to comply with applicable statutes and rules.
Strategy:	Initiate and timely resolve administrative enforcement actions against regulated businesses that commit violations and engage in opportunities to encourage compliance.

Outcome Measure: Percentage of enforcement actions closed within targeted timeframe.

Definition

Total number of cases of each level closed within the reporting period divided by the total number of cases closed during the reporting period.

Purpose

This measure enables the legal department to evaluate the timeliness of its actions in relation to the complexity level of the cases on its docket to ensure appropriate resource allocation.

Data Source

Each enforcement action is opened as a case and is assigned a complexity level on a scale of 1-4, with 4 being the most complex. A goal is assigned to each level. A report is run to capture the case level, date opened, and date closed for all cases closed during the reporting period.

Methodology

Subtract the date opened from the date closed for each case to calculate the number of days the case was open. For cases closed during the reporting period, compare the number of days open to the number of days associated with the level of the case. Count the number of cases closed at or below the goal assigned to each case level and divide this number by the total number of cases closed during the reporting period.

Data Limitations
None

Calculation Type
Non-cumulative

New Measure
No

Target Attainment
Higher than target

Output Measure: Number of enforcement actions taken.

Definition

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

Purpose

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

Data Source

Each enforcement action is opened as a case. When a case is closed, the user selects a closing code that indicates the manner in which the case was closed.

Methodology

Subtract any cases closed without legal action or without a final order from the total number of cases closed during the reporting period.

Data Limitations

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

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of contested cases docketed at the State Office of Administrative Hearings (SOAH).

Definition

The number of cases assigned a unique SOAH docket number.

Purpose

This measure reflects the number of cases docketed with SOAH for a hearing. A respondent may request a hearing on an enforcement order issued by the OCCC (which may include an injunction, administrative penalty, or revocation), or a license application denial.

Data Source

After receiving a hearing request, OCCC legal staff will file a Request to Docket Case form with SOAH. SOAH will docket the case in its system. OCCC legal staff may then view the case information for the docketed case through SOAH's system.

Methodology

OCCC legal staff will log in to SOAH's system and count the number of cases docketed during the reporting period.

Data Limitations

Multiple OCCC enforcement cases might be counted as a single SOAH docketed case if the enforcement cases are assigned a single SOAH docketing number.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of compliance aids and tools published.

Definition

Number of compliance-related articles, advisory letters, advisory bulletins, and rate bracket adjustments published by OCCC staff.

Purpose

This measure relates to guidance published by the OCCC to avoid common problems and pitfalls when applying Texas credit laws. OCCC compliance aids and tools help financial service providers to avoid costly compliance mistakes, help to create a level playing field for all market participants, and consistent protection for consumers. These aids and tools provide an educational outreach from the regulatory authority to industry representatives that support the overarching goal of consumer protection.

Data Source

The OCCC maintains an internal report of all compliance aids and tools that are published. A revised version of an existing advisory bulletin is not counted for the purpose of this measure.

Methodology

Add the number of compliance aids and tools reported for the OCCC during the reporting period.

Data Limitations

OCCC staff draft bulletins in response to potential or pervasive compliance issues that should be addressed directly by the industry. This measure is driven by improper financial provider practices or requests from stakeholders for clarification of an issue. Generally, the number of practices brought to the OCCC's attention and requests made during each reporting period is beyond the OCCC's control.

Calculation Type

Cumulative

New Measure

No

Desired Performance

Higher than target

Output Measure: Number of industry stakeholder and outreach events hosted or attended by OCCC staff.

Definition

Total number of OCCC-hosted stakeholder meetings (in person and online), and events where OCCC staff are presenting.

Purpose

This measure provides valuable information about how the OCCC interacts with its stakeholders. These events enable OCCC staff to provide an educational resource to its regulated industries, share and receive feedback on its rulemaking process, and keep up to date on emerging issues and concerns.

Data Source

The OCCC maintains internal reports of events.

Methodology

Add the number of events logged for the reporting period.

Data Limitations

The number of rule-related stakeholder events is contingent upon the number of rule reviews completed each year, and the number of legislative changes that require rule updates. Other events may be attended by invitation.

Calculation Type

Cumulative

New Measure

No

Desired Performance

Higher than target

Efficiency Measure: Average number of days to close an enforcement action.

Definition

Total number of days open divided by the number of cases closed for all enforcement cases closed during the reporting period.

Purpose

This measure provides insight into how expeditiously the OCCC handles its enforcement actions.

Data Source

The legal department tracks the date a case is opened and the date a case is closed. A report is run to capture the date opened and date closed for all cases closed during the reporting period.

Methodology

Subtract the date opened from the date closed for each case to calculate the number of days the case was open. Sum the number of days open and divide by the number of cases closed.

Data Limitations

The OCCC can sometimes have limited control over the number of days a case is open, especially cases that are referred on to district or federal court.

Calculation Type

Non-cumulative

New Measure

No

Desired Performance

Lower than target

Goal:	Effective Licensing & Registration: Provide a high quality and efficient licensing and registration process that maintains high standards for licensed or registered financial service providers and promotes a transparent, fair, and competitive financial services market.
Objective:	Complete a prompt and thorough review of all license applications submitted to the OCCC.
Strategy:	Investigate and process license applications for regulated businesses, pawnshop employees, and residential mortgage loan originators.

Outcome Measure: Percentage of business license applications processed within 60 days.

Definition

The total number of business license applications processed in 60 days or less, divided by the total number of business license applications processed during the reporting period.

Purpose

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

Data Source

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

Methodology

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

Data Limitations

The activity in the industry, the volume of applications received, the timeliness of applicant responses to requests for additional information, and

Calculation Type

Non-cumulative

the ability of the OCCC to timely receive criminal history information from the Texas Department of Public Safety and the Federal Bureau of Investigations, all of which are unpredictable and outside of the OCCC's control, directly impact the OCCC's performance.

New Measure
No

Target Attainment
Higher than target

Output Measure: Number of business license applications processed.

Definition

The total number of business license applications processed to a final action (approved, denied or withdrawn) during the reporting period.

Purpose

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

Data Source

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

Methodology

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

Data Limitations

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

Calculation Type
Cumulative

New Measure
No

Target Attainment
Higher than target

Output Measure: Number of pawnshop employee license applications processed.

Definition

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

Purpose

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

Data Source

Applications are received either through 1) direct entry of information by the applicant into the online regulatory platform; or 2) for the most part the OCCC does not generally accept paper applications but may in extenuating circumstances. If the OCCC does receive applications of paper-based forms, manual entry into the database by agency staff is required. As applications are entered and accompanying payments are recorded, each application is assigned a receipt date. When a final action (approval, denial, or withdrawal) is taken on an application, that action is entered into the database and a completion date is assigned to the application. Upon an employee's termination from a pawnshop, a final action will be taken on the application (withdrawal) and is entered, and a date of action is assigned to the record. A monthly report is submitted to executive management summarizing the activity.

Methodology

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

Data Limitations

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

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of residential mortgage loan originator applications processed.

Definition

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

Purpose

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

Data Source

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

Methodology

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

Data Limitations

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

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Efficiency Measure: Average processing time (days) for business license applications.

Definition

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

Purpose

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

Data Source

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

Methodology

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

Data Limitations

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

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Lower than target

Efficiency Measure: Average processing time (days) for pawnshop employee applications.

Definition

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

Purpose

This measure provides information on the extent to which the OCCC was able to process pawnshop employee applications efficiently for those pawnshops who elect to participate in the pawnshop employee licensing program in Texas.

Data Source

Applications are received either through 1) direct entry of information by the applicant into the online regulatory platform or 2) for the most part the OCCC does not generally accept paper applications but may in extenuating circumstances. If the OCCC does receive applications on paper-based forms, manual entry into the database by agency staff is required. As applications are entered and accompanying payments are recorded, each application is assigned a receipt date. When a final action (approval, denial, or withdrawal) is taken on an application, that action is entered into the database and a completion date is assigned to the application. The database produces a report based on the activity in the reporting period that totals the number of days from the receipt date to the completion date for all license applications with a final action during that reporting period. A monthly report is submitted to executive management summarizing the activity.

Methodology

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

Data Limitations

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

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Lower than target

Efficiency Measure: Average processing time (days) for residential mortgage loan originator applications.

Definition

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

Purpose

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

Data Source

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

Methodology

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

Data Limitations

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

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Lower than target

Goal:	Financial Education: Support and provide educational services that promote financial wellness and economic stability. Encourage communication and cooperation among the nonbank financial services industry, the consumer public, and the OCCC. Promote the Texas Financial Education Endowment (TFEE) to support statewide financial capability and consumer credit building activities and programs.
Objective:	Increase awareness by providing Texans with access to resources and financial education opportunities and by creating transparency regarding consumer transactions.
Strategy:	Develop and administer formal education programs to include general information brochures made available through state agency partners, financial service providers, trade organizations, and through participation in community events.

Output Measure: Number of people receiving direct educational services.

Definition

Number of people attending financial education presentations and events.

Purpose

This measure provides feedback on the number of Texas consumers reached through agency initiatives.

Data Source

Staff collect participant signatures during community presentations, maintain internal reports for the number of attendees attending webinars, or obtain class attendance certifications from organizations and financial service providers who are hosting events.

Methodology

The number of participants is summed. The calculation will be reviewed and certified at least quarterly.

Data Limitations

The OCCC counts the attendees at each event where it participated and at which it provides educational information to those attendees.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Goal:	Financial Education: Support and provide educational services that promote financial wellness and economic stability. Encourage communication and cooperation among the nonbank financial services industry, the consumer public, and the OCCC. Promote the Texas Financial Education Endowment (TFEE) to support statewide financial capability and consumer credit building activities and programs.
Objective:	Administer the Texas Financial Education Endowment (TFEE) on behalf of the Finance Commission and establish a program that effectively supports financial education, capabilities, and asset-building opportunities.
Strategies:	Solicit grant applications from organizations that strive to increase and promote financial capability of individuals and encourage personal financial education and responsibility within the state of Texas. Award endowment funds, through a competitive grant process that meets program objectives and goals as identified and prioritized for each grant cycle.

Output Measure: Percentage of TFEE award recipients who reached their consumer participation goal within the grant period.

Definition

Percentage of TFEE award recipients who reached consumer participant goals, as established on the grant application during the reporting period.

Purpose

This measure provides information on the extent to which grant recipients were able to achieve the goal of promoting financial education and capability and supports a well-informed, educated citizenry empowered to make good financial choices.

Data Source

The OCCC collects data from the semiannual grant reports submitted by TFEE grantees. This method of data collection gives an accurate depiction of the number of those who benefit from grant funded activities.

Methodology

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

Data Limitations

Number of consumers served or trained is reported by grant recipients and collected by the grant administrator only during grant funding

Calculation Type

Non-Cumulative

cycles. Once the grant recipient ceases to provide the grant-funded program services or is no longer receiving grant funds, data is not reported to the grant administrator.

New Measure
No

Desired Performance
Higher than target

Goal:	Efficient and Effective Agency Operation: Deliver high quality, effective regulation of nonbank financial services by ensuring that the OCCC operates and performs at the highest standards of accountability, transparency, compliance, professional conduct and ethics, stewardship, and conservation of funds.
Objective:	Maintain a reasonable staff turnover rate and operate within budgetary limitations.
Strategy:	Provide opportunities for career growth and professional development for OCCC employees. Engage in fiscal planning and budgeting that meets the needs of the agency while continuously monitoring expenses.

Outcome Measure: Percentage of regular employees separated from the OCCC

Definition

Total number of regular employee separations divided by the average number of employees, expressed as a percentage.

Purpose

This measure provides insight into the rate of employee turnover at the OCCC.

Data Source

The OCCC maintains a roster of employee separations within the applicable period and uses the total number of full-time equivalent employees from the annual approved budget.

Methodology

The number of regular employees that separate from the OCCC during the period divided by the OCCC's budgeted full-time equivalent employees for the applicable period.

Data Limitations

Regular employees do not include interns, contract or temporary employees.

Calculation Type

Non-cumulative

New Measure

No

Desired Performance

Lower than target

Outcome Measure: Percentage of actual expenditures to budgeted expenditures.

Measure:

Definition

Total amount of agency expenditures for the period divided by the amount budgeted or expenditures for the reporting period.

Purpose

This measure provides information on the fiscal responsibility of the OCCC.

Data Source

Agency quarterly financial statements.

Methodology

Total amount of agency expenditures for the report period divided by the amount budgeted for expenditures for the reporting period.

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

No

Desired Performance

Lower than target

Goal:	Efficient and Effective Agency Operation: Deliver high quality, effective regulation of nonbank financial services by ensuring that the OCCC operates and performs at the highest standards of accountability, transparency, compliance, professional conduct and ethics, stewardship, and conservation of funds.
Objective:	Provide information requested from the OCCC in a timely and efficient matter to promote agency transparency to the citizens of Texas.
Strategy:	Respond to all requests made pursuant to the Texas Public Information Act (PIA) in accordance within the required time period and pursuant to all other statutory requirements.

Outcome Measure: Percentage of information requests addressed within 5 business days.

Measure:

Definition

Total number of public information requests addressed either by response/closure, request for clarification, cost estimate, invoice, or referral to the Texas Attorney General’s Office for a determination within 5 business days from the date of receipt of the request, divided by the total number of requests addressed during the reporting period.

Purpose

This measure provides input on the expeditiousness of the OCCC’s response to public information requests and supports its goals of efficiency and transparency.

Data Source

Each PIA request received is logged into the PIR tracking spreadsheet including the Date Received. As the request progresses, dates are added to the spreadsheet to capture the following actions: Date Completed, Date Withdrawn, Clarification Requested, Invoice Sent, Referred to AG, Sent Cost Estimate, Clarification Received, Modification Received and Redaction Request sent. The PIR tracking spreadsheet automatically calculates the number of days to address each request using Excel formulas (the lowest action date is the Date Addressed, business days are counted between Date Received and Date Addressed). This number displays in the Business Days to Address column.

Methodology

For all requests closed during the reporting period, count the number of requests with a Date Addressed of 5 days or less and divide that number by the total number of requests closed during the reporting period.

Data Limitations
None

Calculation Type
Non-cumulative

New Measure

Desired Performance

No

Higher than target

Output Measure:

Number of public information requests closed.

Definition

The number of all PIA requests closed during the reporting period. Does not include requests that were withdrawn.

Purpose

This measure provides information about how many requests were closed within a particular reporting period.

Data Source

Each PIA request received is logged into the PIR tracking spreadsheet and when the request is closed by any means other than withdrawal, the date of closure is added to the Date Completed column.

Methodology

Count the number of requests closed during the reporting period using the Date Completed.

Data Limitations

None

Calculation Type

Cumulative

New Measure

No

Desired Performance

Higher than target

Output Measure:

Number of public information requests withdrawn.

Definition

The number of PIA requests withdrawn either by the requestor or by operation of law.

Purpose

This measure provides information about how many requests were withdrawn within a particular reporting period.

Data Source

Each PIA request received is logged into the PIR tracking spreadsheet and if the request is withdrawn either by operation of law or by the requestor, the date of withdrawal is added to the Date Withdrawn column.

Methodology

Count the number of requests withdrawn during the reporting period.

Data Limitations

None

Calculation Type

Cumulative

New Measure
No

Desired Performance
Lower than target

Efficiency
Measure:

Average number of days to address a public information request.

Definition

Total number of days for all requests to be addressed either by response/closure, request for clarification, cost estimate, invoice, or AG referral divided by the total number of days to address all requests.

Purpose

This measure provides input on the expeditiousness of the OCCC's response to public information requests and supports its goals of efficiency and transparency.

Data Source

Each PIA request received is logged into the PIR tracking spreadsheet including the Date Received. As the request progresses, dates are added to the spreadsheet to capture the following actions: Date Completed, Date Withdrawn, Clarification Requested, Invoice Sent, Referred to AG, Sent Cost Estimate, Clarification Received, Modification Received, and Redaction Request sent. The PIR tracking spreadsheet automatically calculates the number of days to address each request using Excel formulas. The lowest action date is the Date Addressed; business days are counted between Date Received and Date Addressed. This number displays in the Business Days to Address column.

Methodology

For all requests closed during the reporting period, total the Business Days to Address and divide by the number of requests closed.

Data Limitations
None

Calculation Type
Non-cumulative

New Measure
No

Desired Performance
Lower than target

Explanatory
Measure:

Number of public information requests received.

Definition

The number of public information requests received during the reporting period.

Purpose

This measure provides an understanding of the volume of requests received by the OCCC.

Data Source

Each PIA request received is logged into the PIR tracking spreadsheet including the Date Received.

Methodology

Count the number of requests received during the reporting period.

Data Limitations

None

Calculation Type

Cumulative

New Measure

No

Desired Performance

Lower than target

Schedule C: Historically Underutilized Business Plan

The OCCC complies with the State’s goals for HUB participation and overall economic development.

Program Goals

The function of the State HUB Program is to assist certified HUB businesses in bidding for contracts and open market purchases with Texas State agencies, including institutions of higher education. The OCCC is committed to providing broad opportunities to all qualified firms to support the OCCC.

Through this program, the OCCC works to comply with the State’s annual percentage goals for HUB participation in purchases of and contracts for the following procurement categories:

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

Objectives

Establish administrative policies and procedures necessary for efficient and effective management control of the HUB program;

Enhance the ability of HUBs to compete for contracts and purchases;

Promote the competitive bid process to qualified bidders;

Strive to comply with the State’s six (6) category goals of eligible contracts awarded to HUBs to the extent that the OCCC has purchases within the respective categories.

Strategies

Adequately manage the HUB program

Identify Reporting Requirements

Promote competitive bidding opportunities

Output Measures

Number of HUBs contractors and subcontractors contacted for bid proposals

Number of HUBs contracts and subcontracts awarded

Dollar value of HUB contracts and subcontracts awarded

Schedule D: Statewide Capital Plan
This Section is Not Applicable



Office of Consumer Credit Commissioner Agency Workforce Plan

**Strategic Plan
Fiscal Years 2025-2029
June 1, 2024**

Agency Overview

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

The OCCC's mission is primarily achieved through the licensing, registration, examination, consumer assistance, education, and supervision of non-depository financial service providers. The OCCC recognizes the need for a healthy financial services environment and seeks to achieve a balance between consumer protection, access to financial services, and the profitable operation of financial service providers in Texas. The OCCC promotes the highest principles of professional conduct and ethics, and stewardship and conservation of funds while engaging in limited, balanced, and effective regulation.

The industries regulated by the OCCC operate within a financial service marketplace that adjusts to evolving products and business practices and changes in federal, state, and municipal regulation. The degree to which these influences affect the OCCC's regulated population varies and can influence staffing requirements. The OCCC adjusts staffing strategies to align with changes in the regulated industries to ensure the agency performs its core functions effectively and efficiently.

The OCCC's greatest asset is its workforce. By attracting and developing the right talent, the OCCC strengthens its ability to meet its mission. A high-performing and engaged workforce is vital to ensuring continuous improvements in successful agency operations.

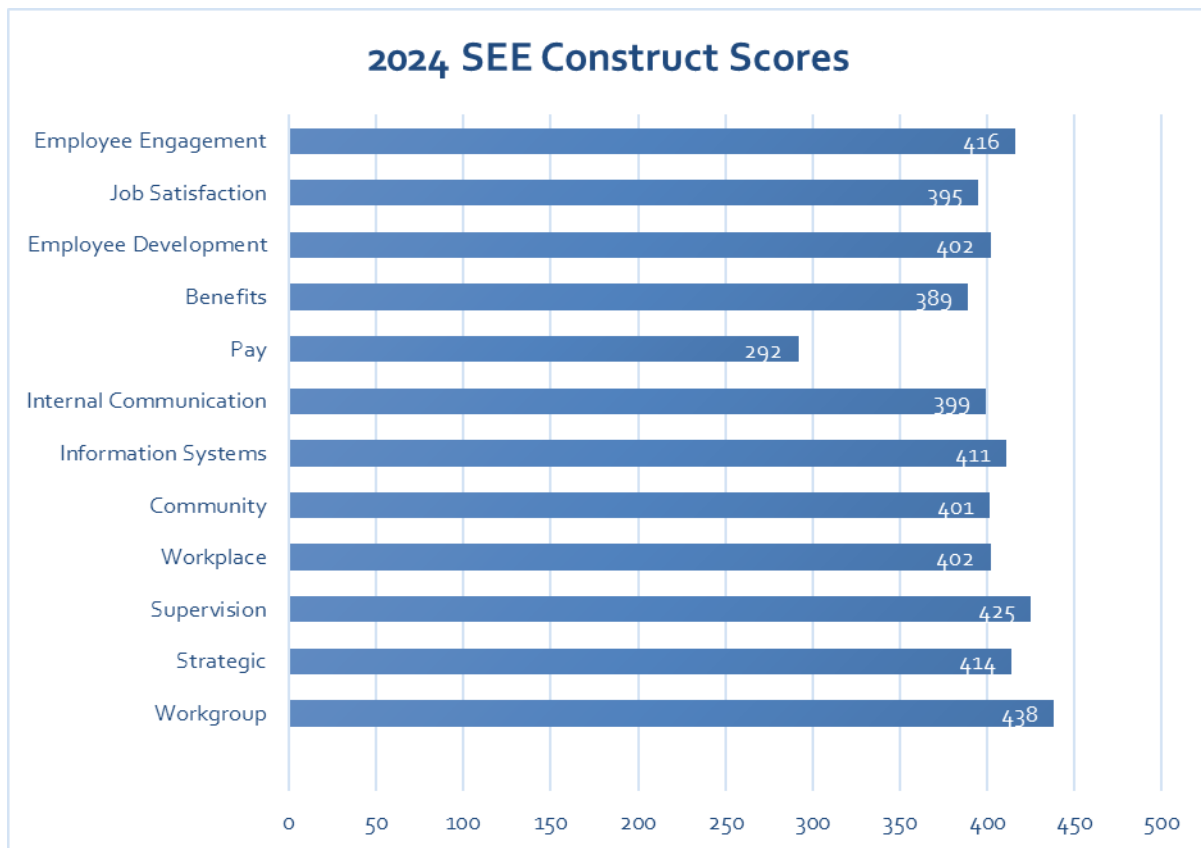
The OCCC focuses on employee retention, encouraging opportunities for professional development and career progression. The OCCC also recognizes the need for enhanced staff interdisciplinary skill sets and succession planning. Over the next five years, the OCCC anticipates increased training initiatives to enhance the knowledge, skills, and abilities of agency staff across all functions and divisions.

Employee Engagement

The OCCC participates in a biennial Survey of Employee Engagement (SEE) administered by the Institute for Organizational Excellence at the University of Texas at Austin. In February 2024, surveys were emailed to 66 employees statewide. Of the 66 employees invited to take the survey, 58 employees responded, for a response rate of 87.9%. Response rates higher than 50% suggest soundness while rates lower than 30% could indicate problems. The OCCC's response rate is considered high and indicates employees are engaged and invested in the OCCC.

The OCCC's overall score on the survey was 401, an increase from an overall score of 379 in 2022. The score is an evaluation of employee engagement within 12 constructs or organizational topics. Based on these constructs, 58% of OCCC staff are either highly engaged or engaged which is more favorable than nationwide polling data which indicates about 30% of employees are highly engaged or engaged.

Construct scores above 350 are desirable, and when scores dip below 300, there may be cause for concern.

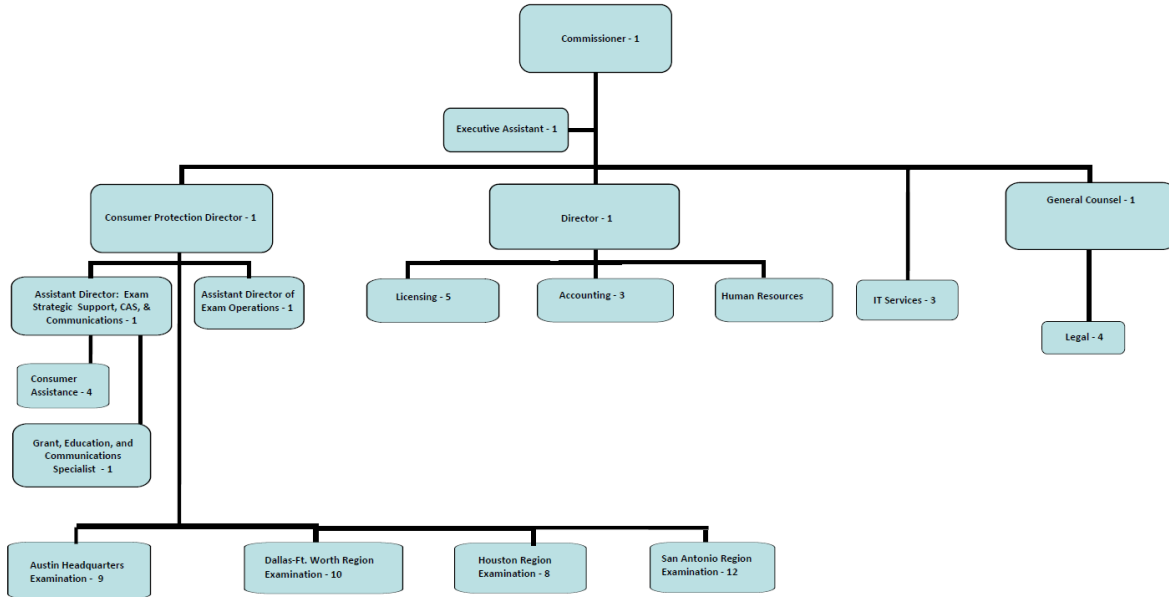


The data from the SEE provides information not only about employees’ perceptions of the effectiveness of the OCCC, but also about employee job satisfaction. The process and results of this survey are important to the continued development and success of the OCCC. The employee feedback from the survey assists the OCCC in developing and maintaining a high-quality workforce. To accomplish this, the OCCC utilizes the construct scores as a tool to link employee programs with the implementation of the OCCC’s mission, goals, and strategies.

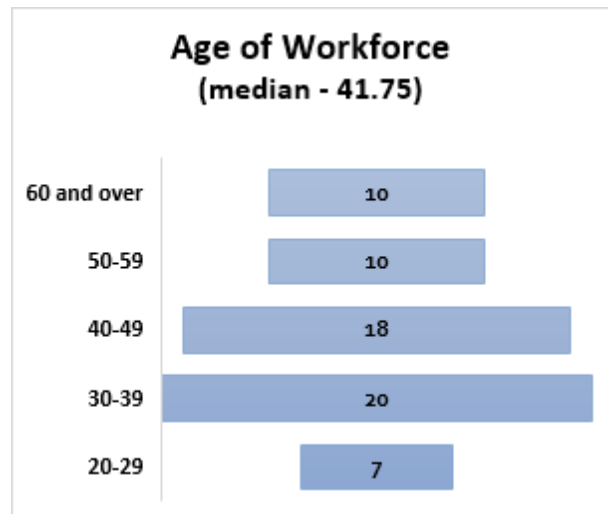
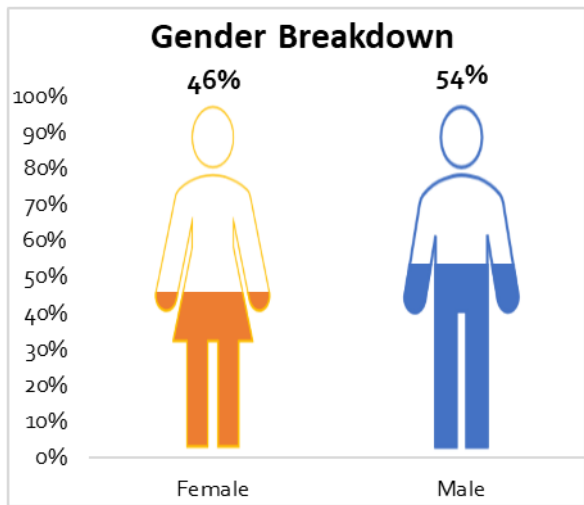
Workforce Analysis

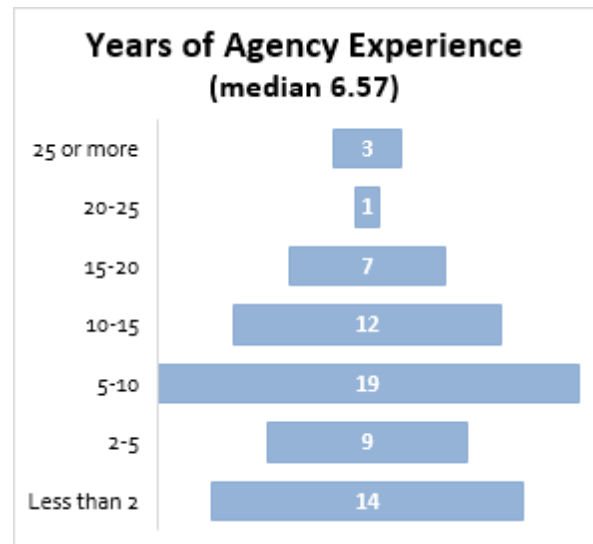
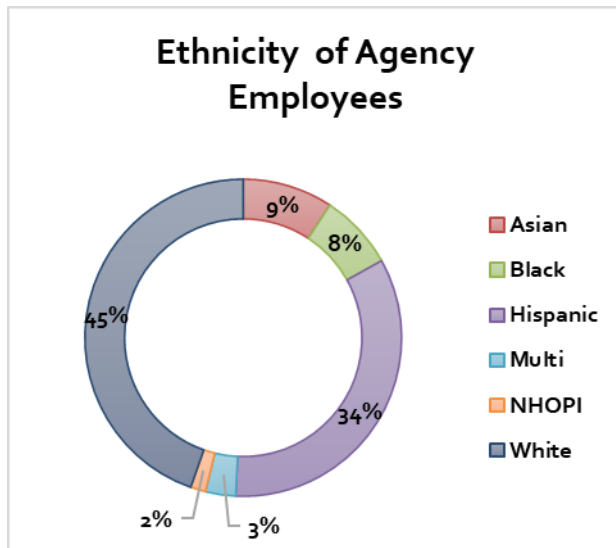
The OCCC is a small state agency that is authorized to employ 75 full-time equivalent employees (FTEs). As of May 2024, the OCCC is staffed at 65 (FTEs); 36 of these FTE’s are located in the Austin headquarters and 30 FTE’s work in various regions across the state including Dallas-Fort Worth, the Rio Grande Valley, Houston, and San Antonio. The OCCC is divided into seven teams, which includes Consumer Protection (incorporates Consumer Assistance), Licensing, Accounting, Administration, Human Resources, Legal, and Communications. Agency staff are comprised of financial examiners, attorneys, licensing and permit specialists, accountants, compliance analysts, other professionals, and support personnel.

Agency Organizational Structure



The OCCC’s current workforce profile is illustrated in the charts below. Male employees represent 54% of the workforce and female employees represent 46%. The average age of all employees is 44 and the median age is 42. The average agency tenure is 8.6 years, and the median tenure is 6.6 years which is an improvement of 13% and 5%, respectively, from the 2023 Workforce Plan.





Retirement Eligibility

Twelve employees are eligible for retirement within the next five years. The OCCC does not anticipate retirement will account for a majority of separations in the immediate future. Effective implementation of strategies related to succession planning, recruitment, retention, staff development, and general sharing of the OCCC’s knowledge bases are vital to the agency’s continued effectiveness, continuity, and adaptability.

Staff Turnover

The OCCC competes with non-depository financial service providers, other state agencies, and federal regulatory agencies for its professional staff, especially within the financial examiner series. Changes in the economy can have a direct impact on the OCCC’s ability to recruit and retain employees. Positive job markets can lead staff to seek other jobs, or for staff to evaluate opportunities outside of state government. Over the next five years, the OCCC is focused on human capital strategies with plans to embrace a dynamic new generation of workers with strong technological programs and innovative employee engagement opportunities.

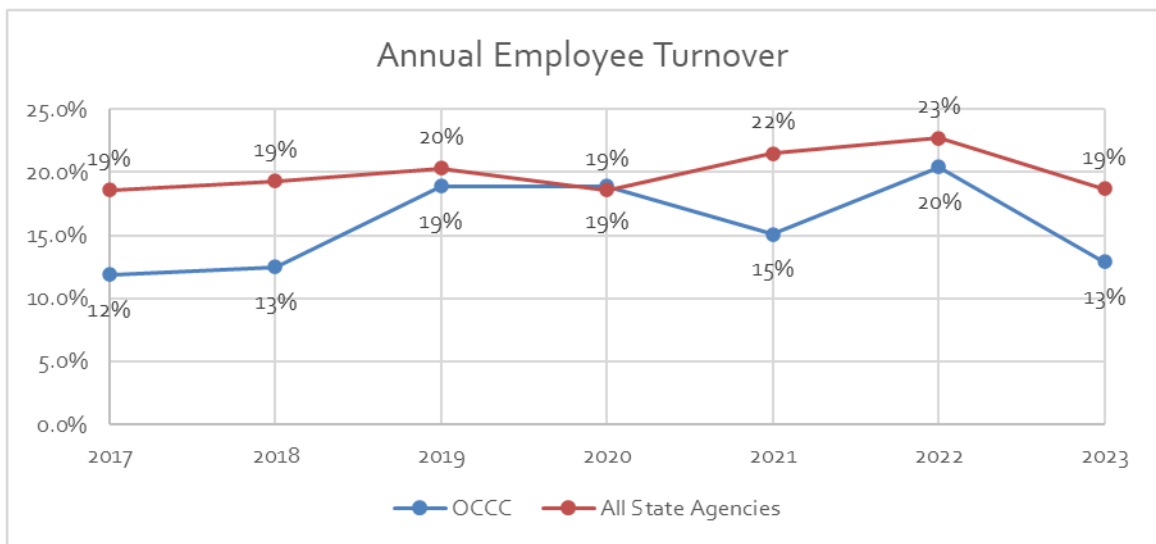
The retention of qualified staff is vital to the OCCC’s continued success. The OCCC seeks to limit turnover throughout all its functional areas, with particular focus on retention of financial examiner series due to the significant investment in training for these employees.

To remain a preferred employer, the OCCC offers flexible work schedules to eligible staff. Flexible work schedules, including some hybrid work opportunities, can be a powerful retention tool for the agency. Employees value the ability to prioritize their work-life balance and have indicated that flexible scheduling has increased their job satisfaction, increased their health and well-being, and has significantly reduced travel and commuting stress. Additionally, the reduction in travel has resulted in cost savings, for both the agency and as well as agency employees.

In particular, the job duties of Financial Examiners require significant travel. As a result, financial examiners must juggle professional and personal commitments. Travel is frequently cited as a reason for separation from employment. When possible, the OCCC utilizes a hybrid examination model that reduces on-site examination time, tempers the travel burden, and decreases the impact of travel on the budget. Licensees have favorably received the hybrid examination model noting that by incorporating technology and communication advancements some examination burden has been eased.

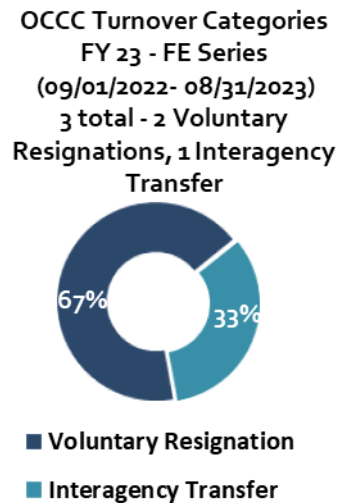
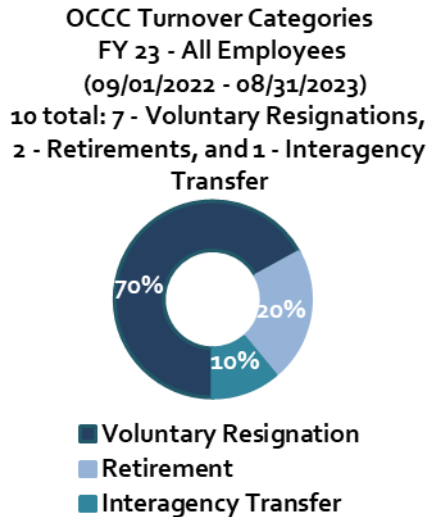
Employees value the benefit of a flexible work schedule, and it has proven to be a successful retention tool. The priority with any flexible or hybrid work schedule must be focused on ensuring that performance measures and customer service needs are met or exceeded. The OCCC is dedicated to harmonizing work scheduling with operational requirements to remain an employer of choice while promoting state service as a career.

The OCCC seeks to maintain an acceptable turnover ratio to limit disruptions and loss of institutional knowledge; some turnover, though is healthy and expected. Many factors and conditions affect an agency's turnover ratio, such as employment market conditions, which may drive higher turnover from time to time. A desirable turnover ratio for the OCCC is between 12 – 16%. Since fiscal year 2017 agency turnover has ranged from a low of 11.9% to a high of 20%. The OCCC has worked to reduce turnover and over the next five years must continue efforts to sustain a qualified workforce.



The Financial Examiner position is one of the most expensive to the OCCC in terms of replacement costs as a result of significant time and monetary investments in training and travel. The OCCC streamlined initial training and investment costs for financial examiners to reduce exposure to inevitable turnover. To further reduce turnover in this job series, especially in the more tenured positions, the OCCC conducts competitive salary reviews to better align with similar state and federal agencies. Turnover in this series also may be a result of the significant amount of travel related to the job duties. Technological advances have begun to facilitate more opportunities for remote monitoring

and supervision, softening some of the need for extensive travel. Over the next five years, the OCCC will continue to balance the amount of travel required by financial examiners with the need to effectively regulate non-depository service providers located throughout the state. The charts below compare and illustrate personnel turnover categories during fiscal year 2023. Staff from Austin headquarters were the largest category of employee turnover, representing seven of the ten separations.



Training and Development

The OCCC places a priority on the professional development of all staff members and encourages employees to seek out both formal and informal training opportunities. The OCCC conducts an annual financial examiner training school and requires all employees to complete a minimum of three hours of cybersecurity training on an annual basis, with an additional 12 hours of cybersecurity training for members of the OCCC’s cybersecurity committee. Agency employees also regularly attend training through NACCA, AARMR, and other various workshops and seminars to encourage employee career development.

The OCCC invests significantly in the training and development of its Consumer Protection staff, which consists of financial examiners, financial analysts, managers, and administrative personnel. Financial examiners must have the proper training to accurately assess risks and evaluate compliance of regulated industries. The OCCC requires successful completion of a core training curriculum to engage in examinations of regulated industries, while also providing the ability to progress through a career ladder for promotions, job growth, and development. The OCCC will continue to refine its career ladder and assess future requirements and competencies for the OCCC workforce.

Economic and environmental factors facing the OCCC's staff over the next five years include a new generation of workers, rapidly developing technology, employee retention, competition from other regulators and private sector employers.

Veterans

The Texas Government Code, Section 657.004, requires state agencies to meet a veteran employment goal of hiring veterans in full-time positions to equal at least 20% of the total number of employees. The OCCC takes advantage of the resources of the Texas Veterans Commission and the Texas Workforce Commission to strive towards this goal. As of March 31, 2024, the OCCC employs 8 veterans or 11.1%. The agency is dedicated to exploring additional opportunities for outreach to transitioning veterans and is researching veteran specific job fairs as well as prospects for outreach to military transition centers.

Gap Analysis

As of April 30, 2024, the agency had ten vacancies, with several positions actively in the recruitment and interview process. The OCCC aggressively markets these positions across multiple recruiting venues, including posting on websites such as LinkedIn, Indeed, Handshake, and Work in Texas. The OCCC has expanded attendance at university career fairs to focus on recruiting at colleges throughout the state and continues to explore and leverage unique and nontraditional recruiting opportunities. Additionally, the OCCC has modified its applicant interest process to more immediately reach out to potential candidates and express interest in the candidate and urge consideration of OCCC positions. The OCCC has seen an increase in qualified applicants using these methods. The OCCC's staffing levels, including anticipated new hires, are sufficient to perform the OCCC's principal business functions. The OCCC expects to recruit classes of new examiners routinely in each of the upcoming years to ensure sufficient bench strength and professional development of the financial examiner workforce. Having a recurring class of incoming new financial examiners shores up the maintenance of a skilled workforce in a future in which turnover rates are likely to exceed historical experience.

The OCCC's future staffing levels are evaluated on an ongoing basis and changes to workforce planning are adjusted based on trends and adjustments in the non-depository financial marketplace. The OCCC's SDSI status gives the agency the fiscal and operational flexibility to enable prompt staffing adjustments. The OCCC will continue to demonstrate the ability to evaluate vacancies and streamline operations, without impact to the ability of the OCCC to fulfill its core mission, goals, and strategies.

Critical Workforce Skills

There are several critical skills that are necessary to ensure the OCCC operates effectively. The OCCC is committed to continued development in these areas for current staff members and the recruitment and training of the next generation of workers. These skills include:

- Financial Examination Experience
- Regulatory and Legislative Experience
- Networked Supervision Expertise

- Compliance Management Systems Experience
- Information Technology Expertise
- Financial Statement Analysis
- Investigative Skill
- FinTech Knowledge
- Database Development & Maintenance
- Risk Management
- Customer Service Skills
- Management and Leadership Skills

Succession and Continuity Planning

The OCCC's goal is to retain its professional workforce and to train and develop employees in the critical skills listed above. Over the next five years, the OCCC will review organizational structures to ensure job design, job responsibilities, and department configurations are effective in supporting agency strategies and goals. The OCCC will expand the use of recruiting sources, including expanded use of social media, as appropriate, to secure the maximum number of qualified applicants.

The OCCC continues to focus on succession planning, which is an ongoing process that agency leadership regularly evaluates. Succession planning involves senior staff mentors teaching and developing the required skills in the next generation of workers through training and experience, interdisciplinary training, and careful evaluation of individual job performance. The OCCC maintains a Continuity of Operations Plan to guide its operations in the face of events that challenge routine continuous operations.

To manage critical roles and capacities, the OCCC has implemented a workforce structure that ensures key leadership positions have personnel who are able to fill the position, should the need arise. This includes Assistant Director positions, Team Lead positions, and Senior Financial Examiner positions who have critical subject matter specialties. Additionally, within the last few years, the examiner career ladder was updated to allow for greater depth of examiner classes that are field based, providing more opportunities to engage and empower employees. This assists employees in developing the skillsets necessary to step into leadership roles in the future, which has resulted in employees taking greater ownership of their work product and career advancement opportunities.

Succession planning is a priority for the OCCC, and the agency is highly committed to this process as it assists the agency in maintaining skilled personnel in key positions. Preparing qualified staff to carry on the roles of senior management and leadership requires specialized training, internal development through mentoring and project assignment, and other educational opportunities to develop and maintain technical and managerial skills.

Recent data supports the notion that succession planning and developing bench-strength through the agency is becoming more robust. Both the median age of the workforce and median years of agency

experience have increased since 2022, supporting enhanced knowledge and skill development unique to the OCCC.

Future Strategies

OCCC workforce planning will continue to evolve and improve to meet the needs of industries, consumers, the public, and other stakeholders by effectively regulating, educating, protecting, and safeguarding the needs of consumers and financial service providers. The OCCC's workforce focus over the next five years is to recruit, develop, and retain qualified employees. The OCCC plans to expand recruitment efforts, increase training opportunities, and ensure competitive compensation by conducting salary analysis. Additionally, the OCCC will expand human capital programs to support and encourage an engaged workforce.

Schedule F: Workforce Development System Strategic Planning
This Section is Not Applicable



Office of Consumer Credit Commissioner Report on Customer Service

**Strategic Plan
Fiscal Years 2025-2029
June 1, 2024**

The OCCC is committed to providing the highest level of customer service to all stakeholders as outlined in its Compact with Texans. The OCCC’s customer service surveys allow regulated entities, consumers who have registered complaints, stakeholders, and other members of the public who have interacted with the agency to provide their opinion regarding customer service.

Survey

In accordance with Texas Government Code Chapter 2114, to measure the overall satisfaction of agency operations, the OCCC conducted its biennial Customer Service Survey from March 8, 2024, through April 1, 2024. The OCCC provided several ways for consumers to provide feedback regarding operations. These methods included internet-based surveys, stakeholder meetings, and a direct link on the OCCC website where customers could send a message to a staff member. The OCCC also solicited feedback in separate surveys as appropriate.

Description of Information Gathering Techniques/Methods

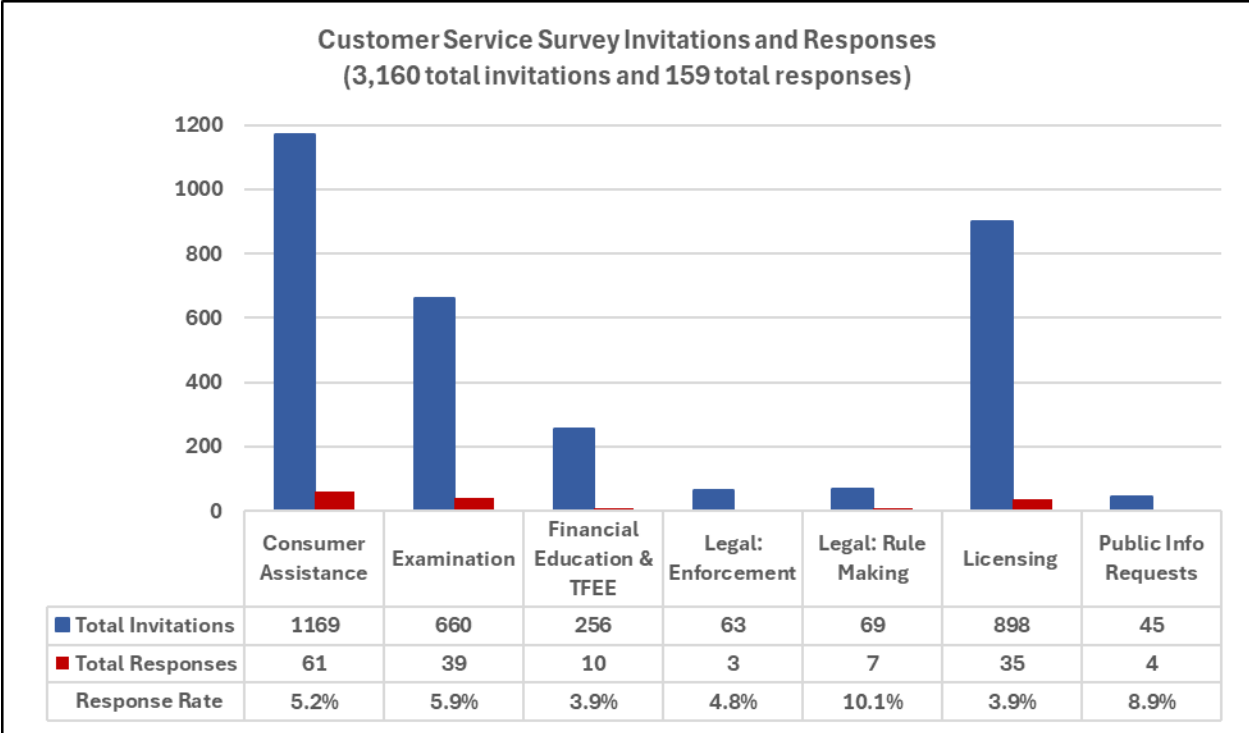
The OCCC utilized an electronic survey to reach out to customers. Individuals were sent a survey invitation by e-mail through the OCCC’s survey service provider.

The survey was sent to individuals who the OCCC identified as having had contact with the OCCC between September 1, 2023, and February 29, 2024. The following table illustrates the selection criteria:

Area	Selection Criteria
Consumer Assistance	Complainants and businesses who filed a complaint or had a complaint filed against them, who provided an e-mail address, between September 1, 2023, and February 29, 2024.
Examination	Licensees whose examination report was finalized between September 1, 2023, and February 29, 2024.
Financial Education/TFEE	All recorded contacts, grant applicants, and grant recipients with agency contact between September 1, 2023, and February 29, 2024.
Legal	Any business or individual with an enforcement action issued against them by the OCCC, whose case was closed between September 1, 2023, and February 29, 2024.
Licensing & Registration	Any business or individual whose new license request or amendment was approved, denied, or withdrawn between September 1, 2023, and February 29, 2024.
Public Information	Individuals whose public information request was completed between September 1, 2023, and February 29, 2024.

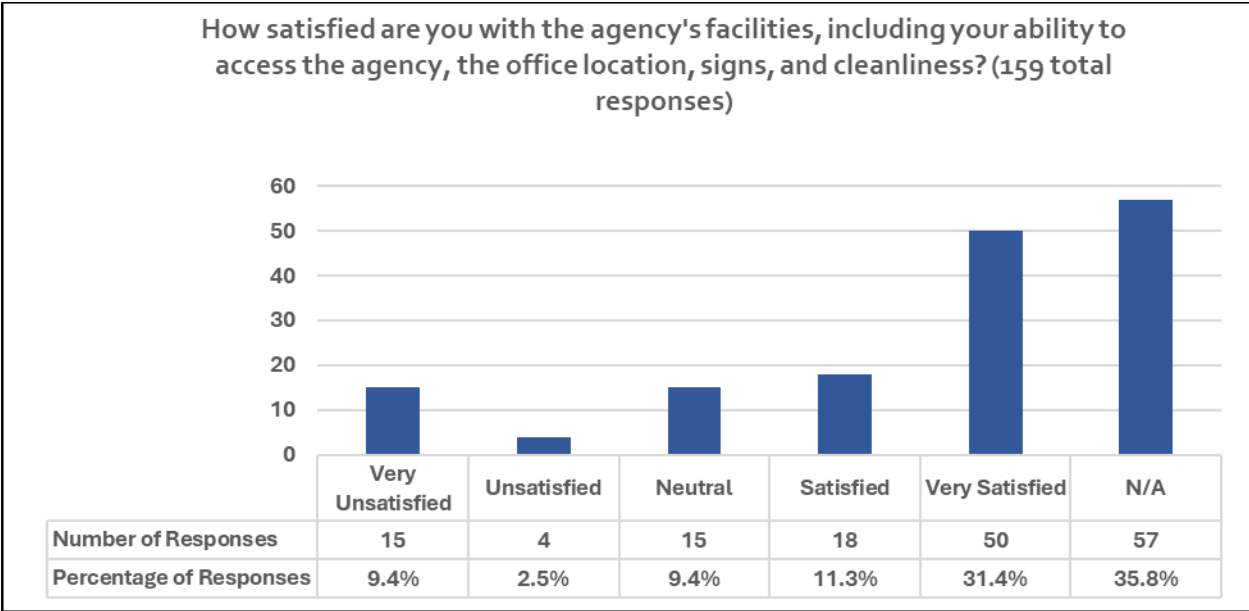
The participant groups included OCCC licensees and registrants, consumers, grant applicants, grant recipients, financial education class attendees, and members of the public.

The survey was sent to 3,160 individuals and the OCCC received 159 individual survey responses. The total response rate was 5.0%. The following chart details the survey response data.

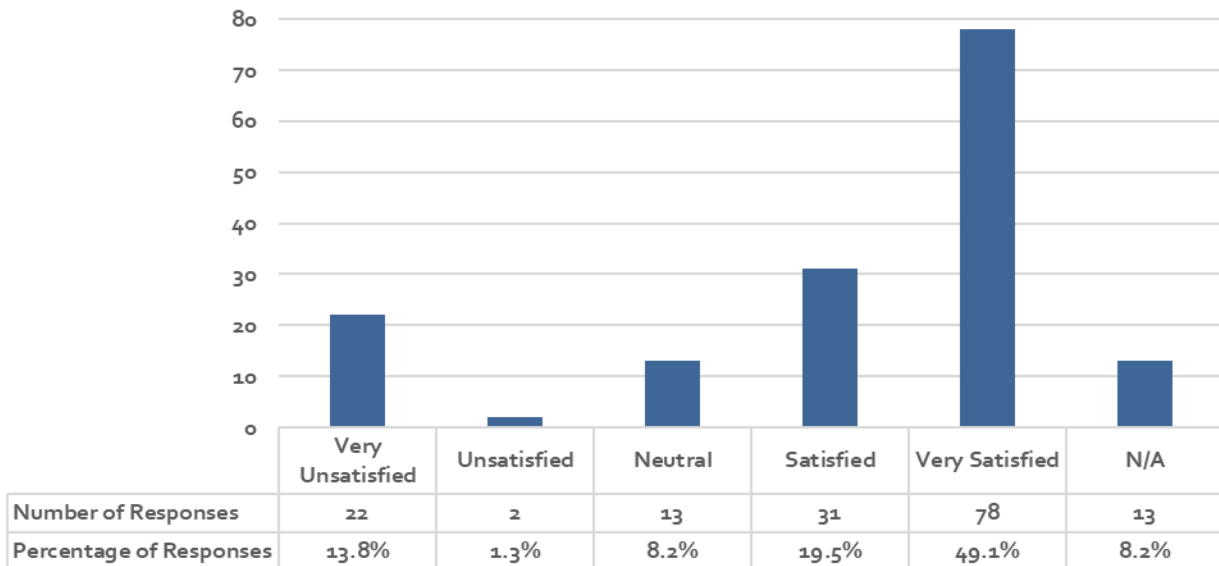


Survey Questions and Responses

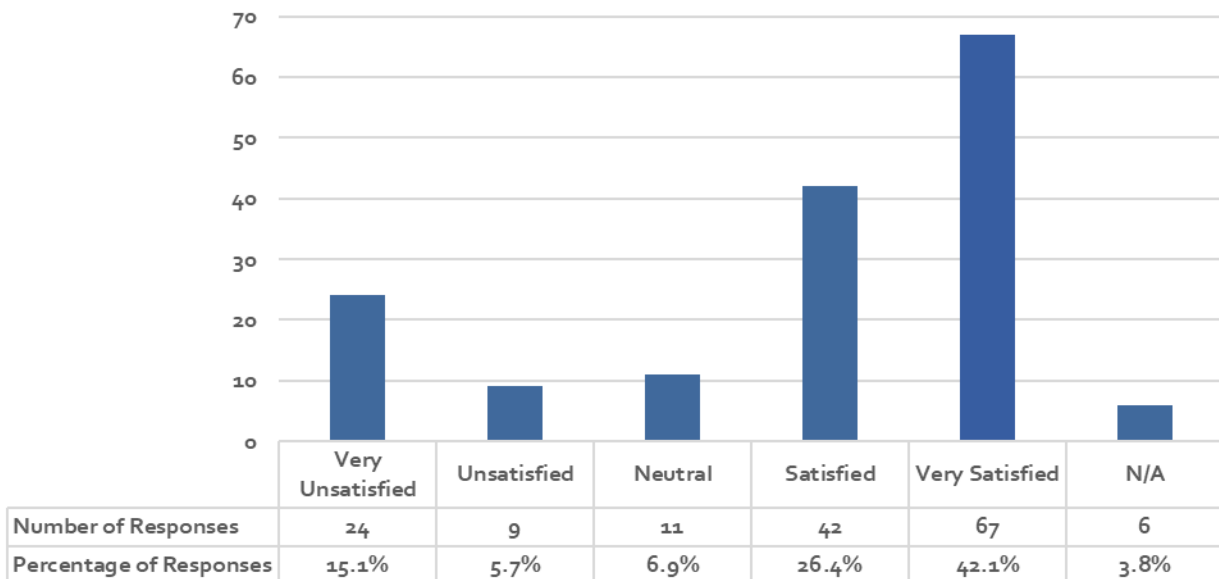
The survey consisted of eight prescribed questions that included specific measures of satisfaction with the OCC’s facilities, staff interactions, communications, website, complaint handling, timeliness, printed information, and overall satisfaction with the agency. The survey utilized a rating scale from “very satisfied” to “very unsatisfied”. Overall, most survey respondents rated their responses as “very satisfied” and “satisfied”. The following charts detail the consolidated responses for all areas, for each prescribed question.



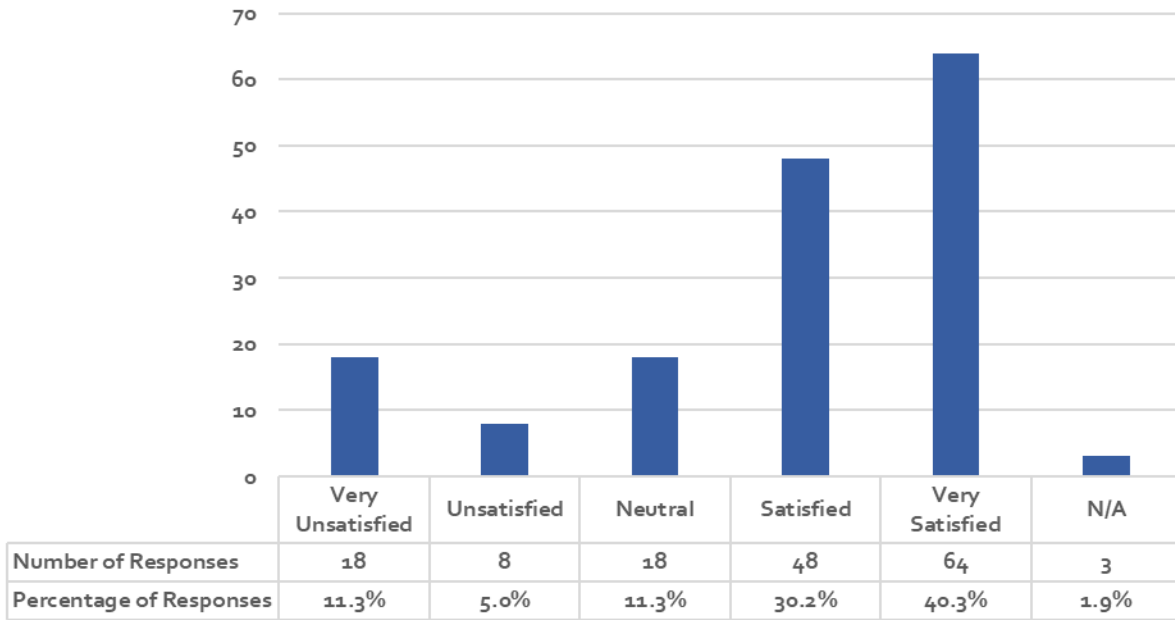
How satisfied are you with the agency staff (courtesy, knowledgeability, etc.) and whether staff members adequately identify themselves to customers by name? (159 total responses)



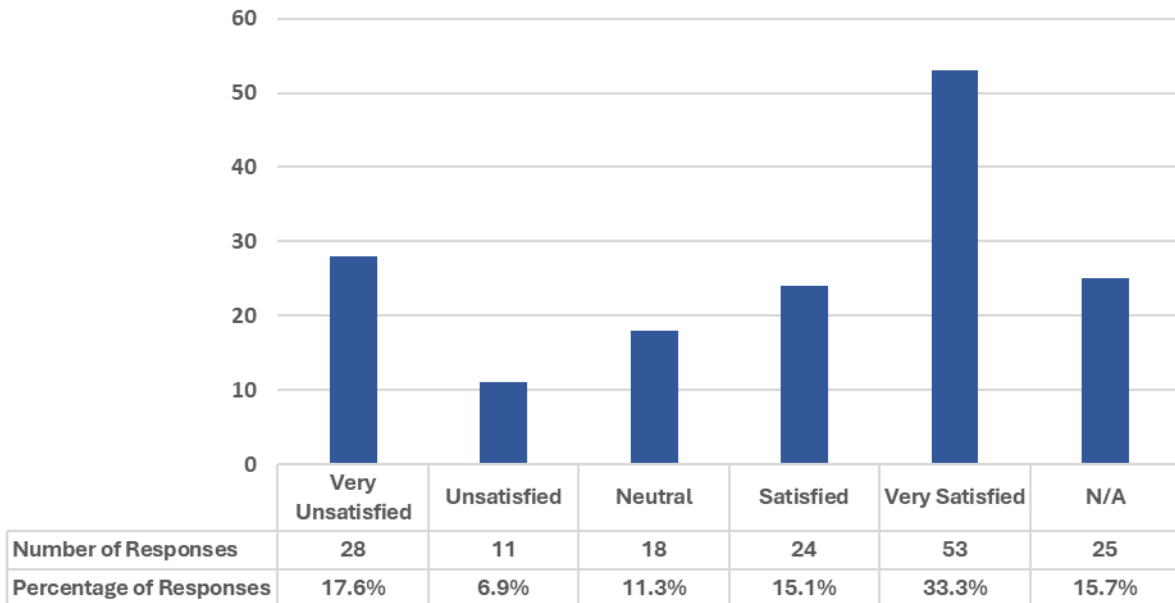
How satisfied are you with agency communications (e.g., toll-free telephone access, average time on hold, access to a live person, electronic mail)? (159 total responses)



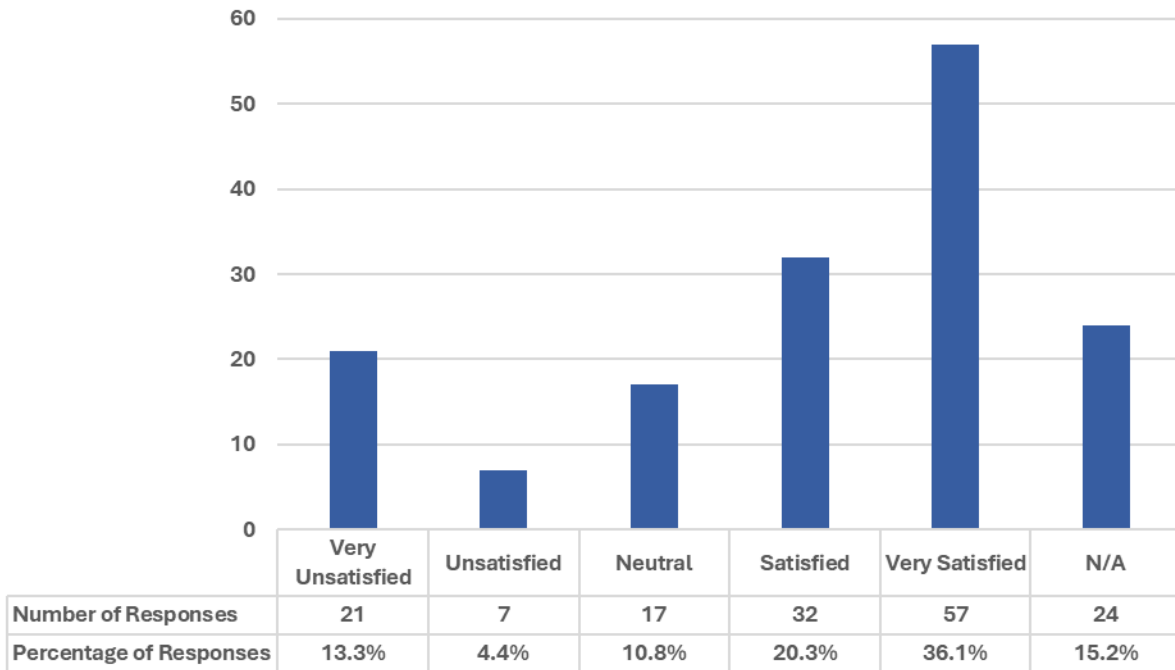
How satisfied are you with the agency's internet site (ease of use, mobile access, information on the agency's location, whom to contact for further information/complaints, etc.)? (159 total responses)



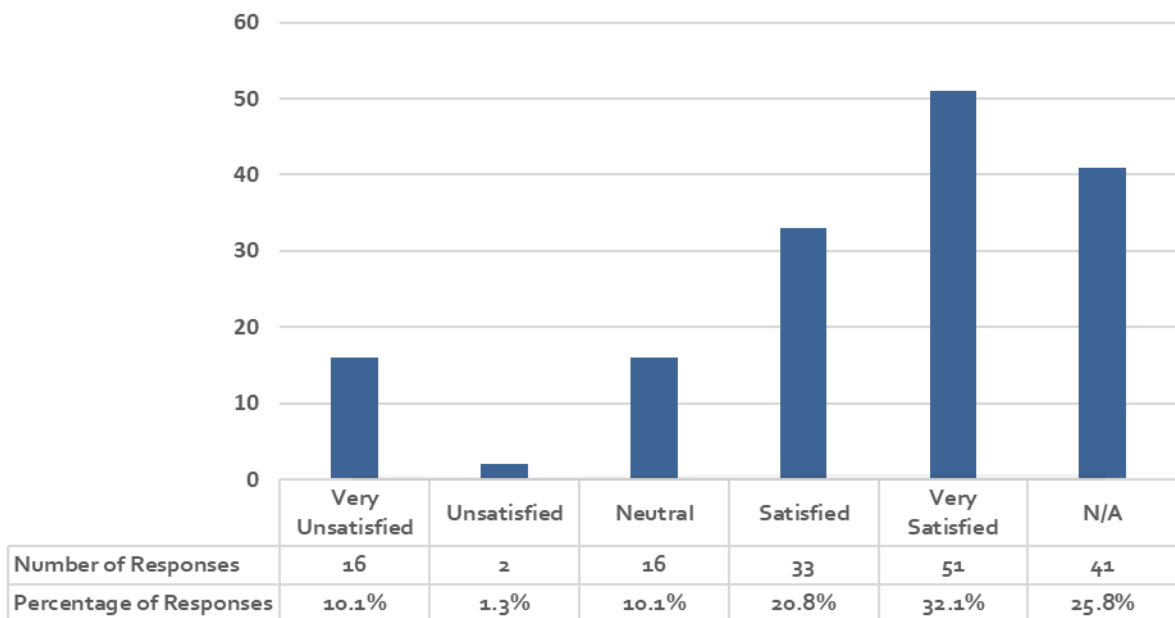
How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely? (159 total responses)

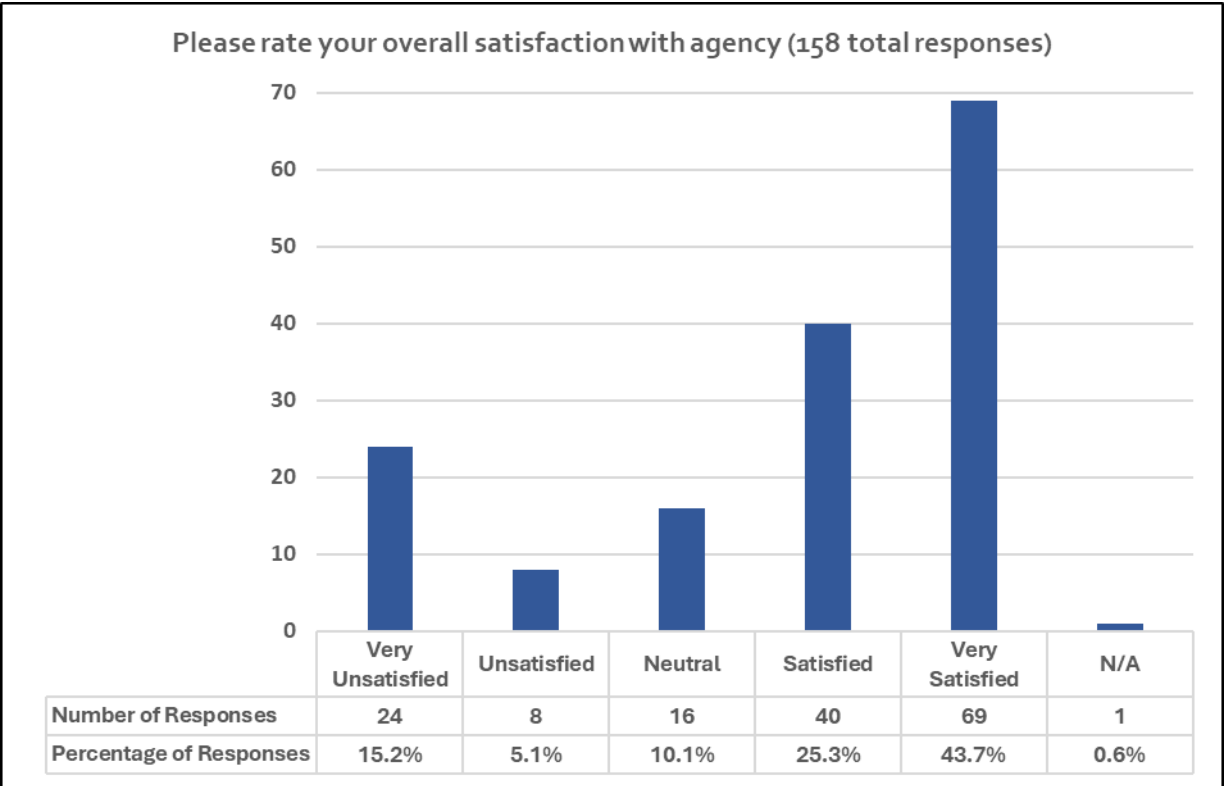


How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person? (158 total responses)

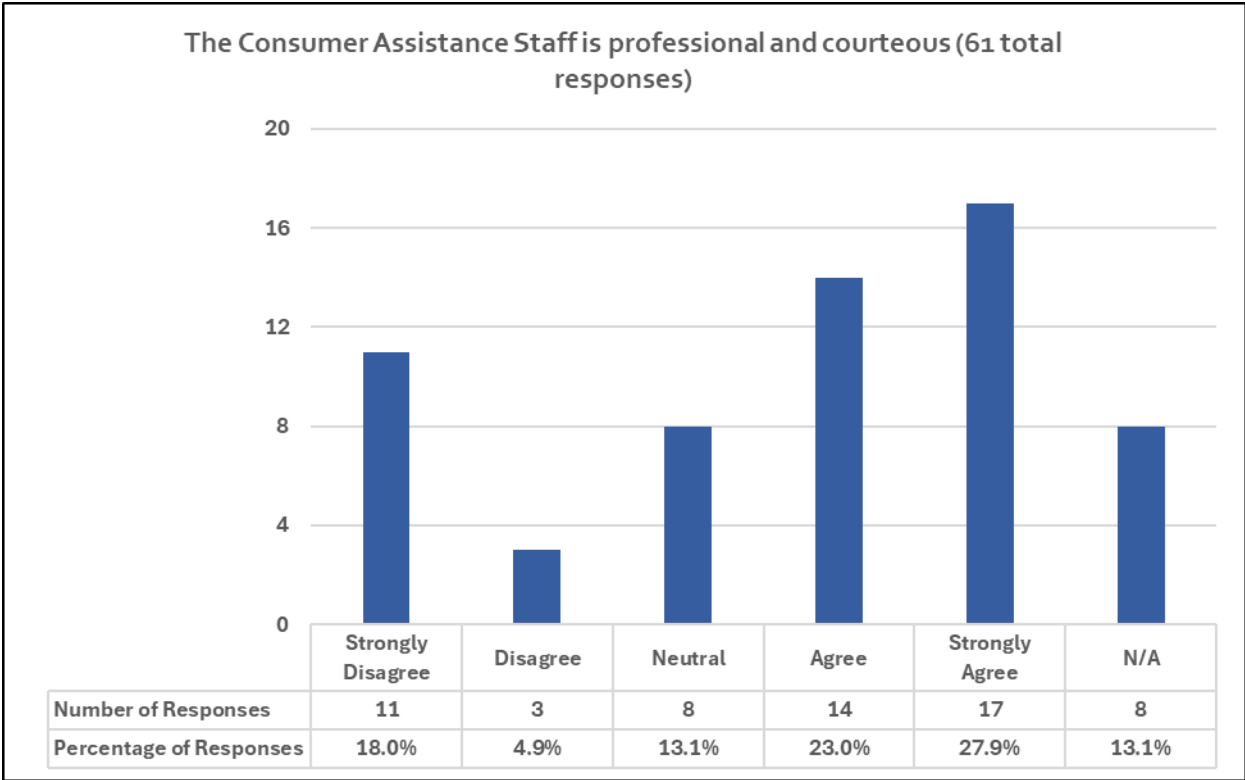


How satisfied are you with any agency brochures or other printed information, including the accuracy of that information? (159 total responses)

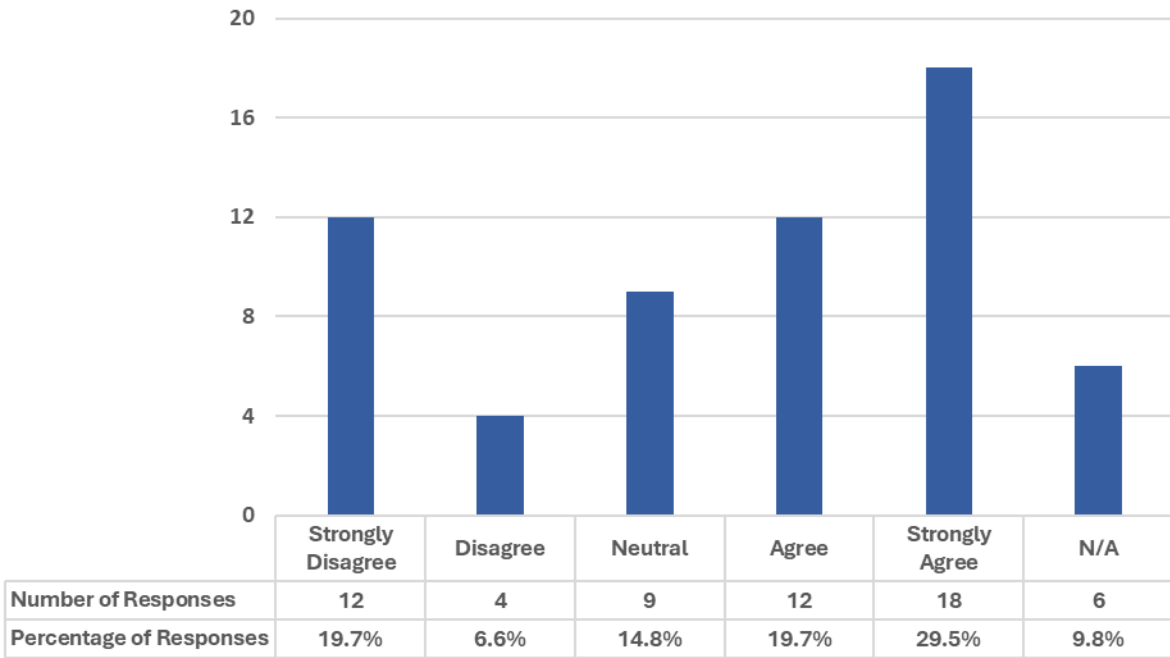




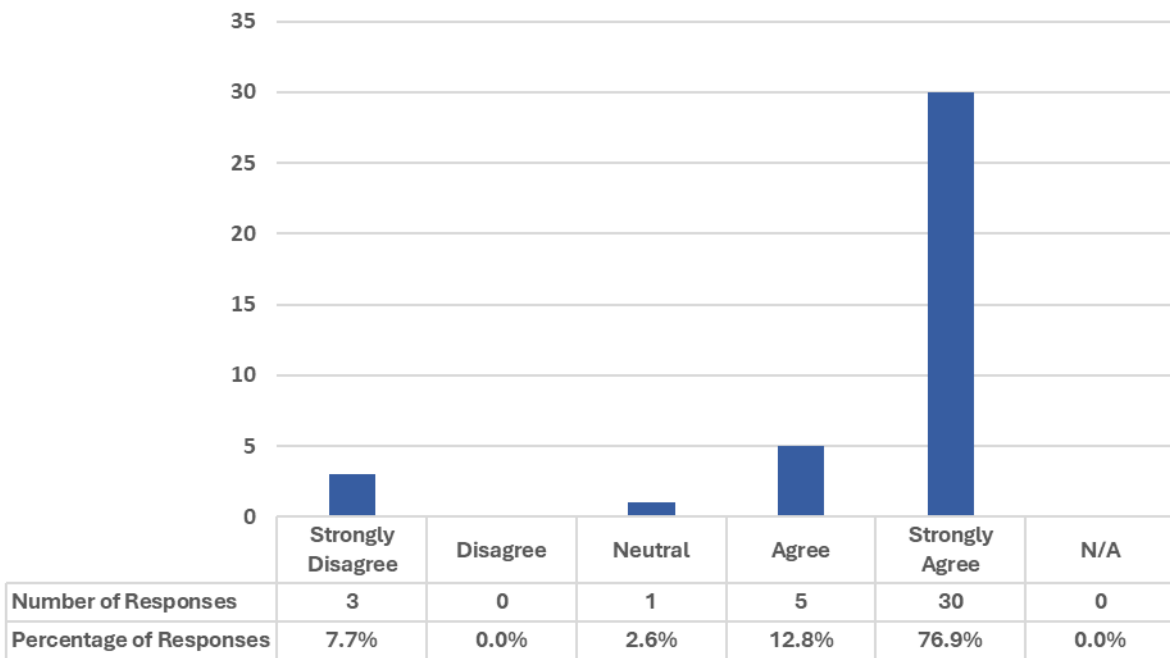
In addition to the eight prescribed questions the OCCC also asked survey respondents questions specific to the areas they interacted with during the survey time-period, as follows:



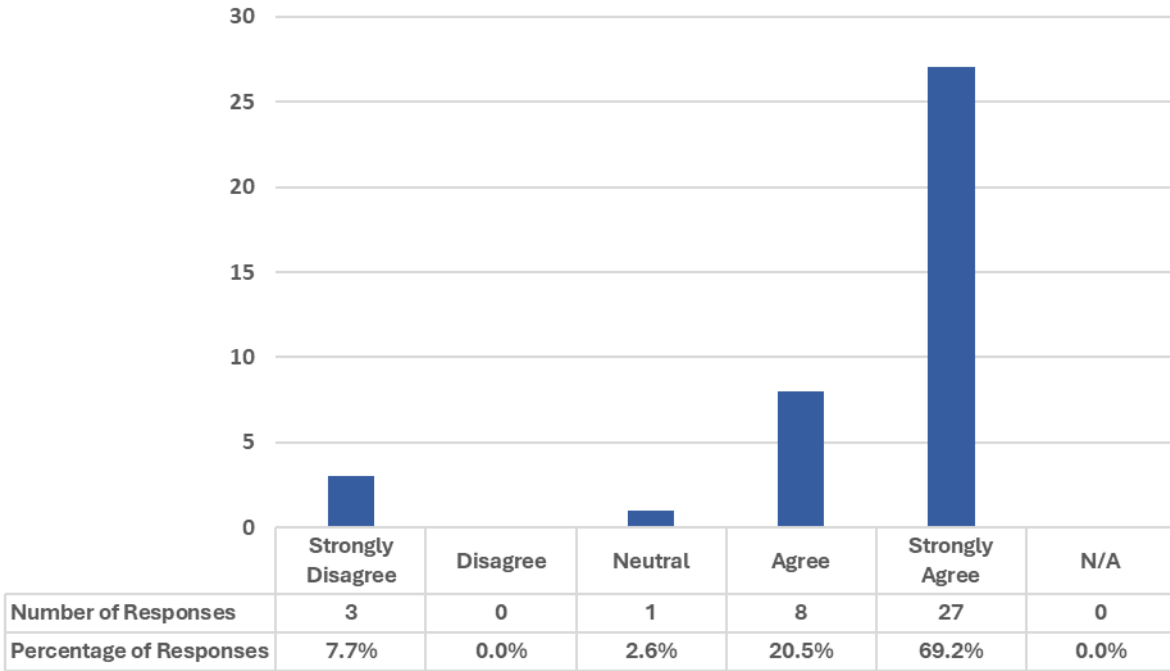
The Consumer Assistance Staff's communications are clear and understandable (61 total responses)



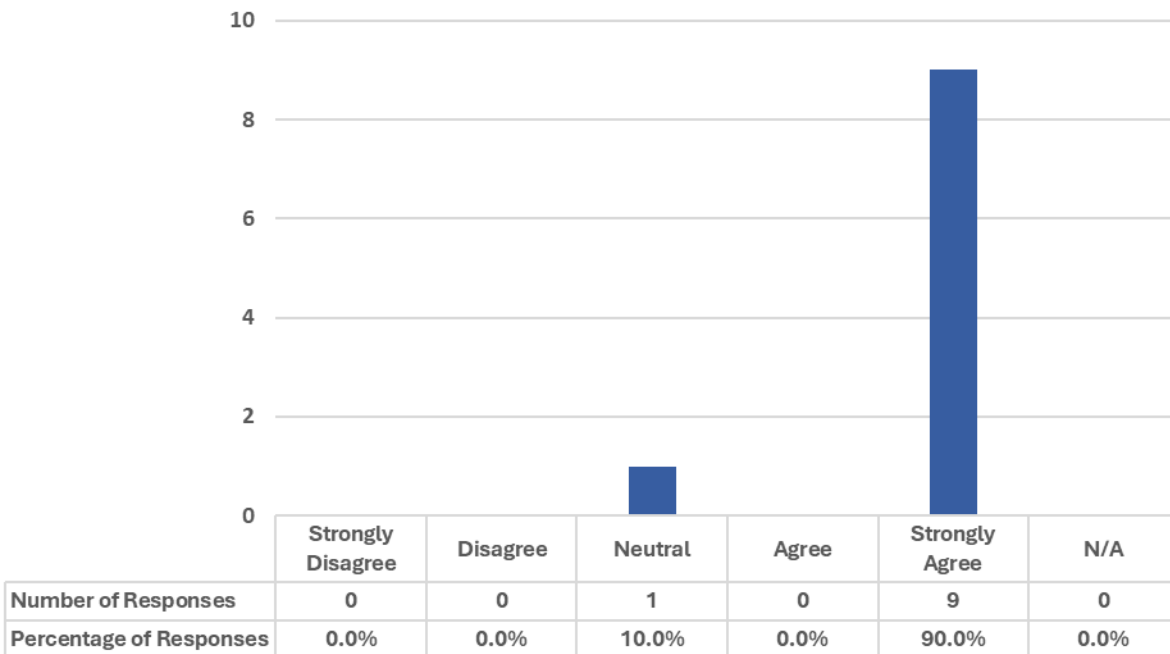
Examiners are professional and courteous when conducting examinations and communicating with licensees (39 total responses)



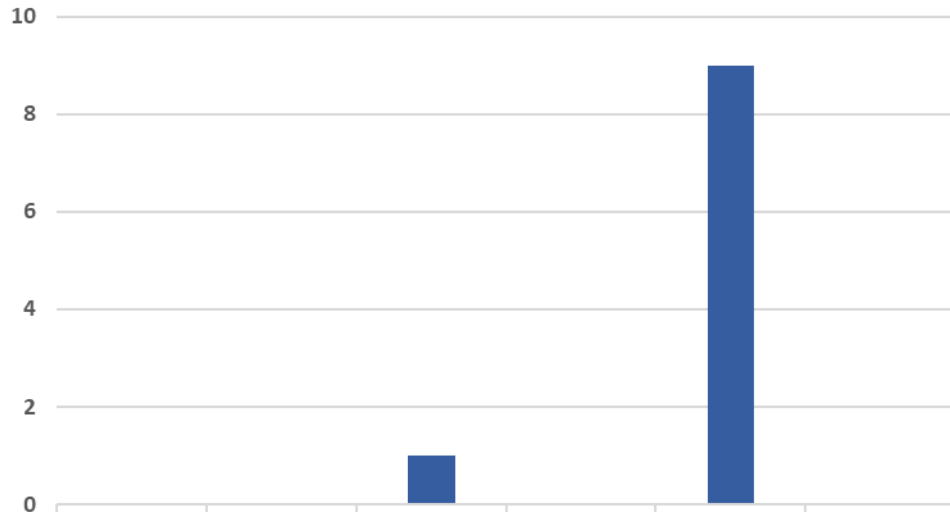
Examination Reports and Exit Briefings address exam issues thoroughly and clearly (39 total responses)



The Financial Education and TFEE Staff are professional and courteous (10 total responses)

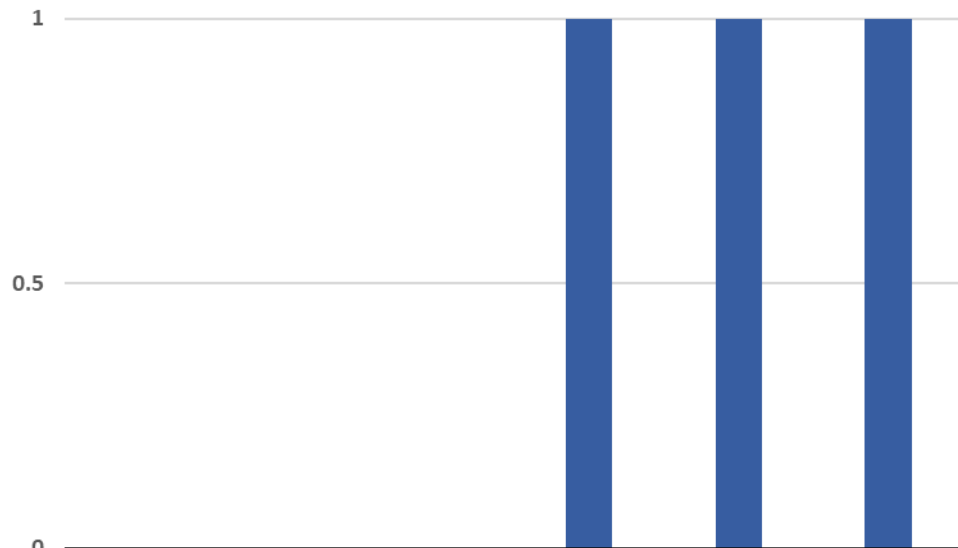


The Financial Education and TFEE Staff's communications are clear and understandable (10 total responses)



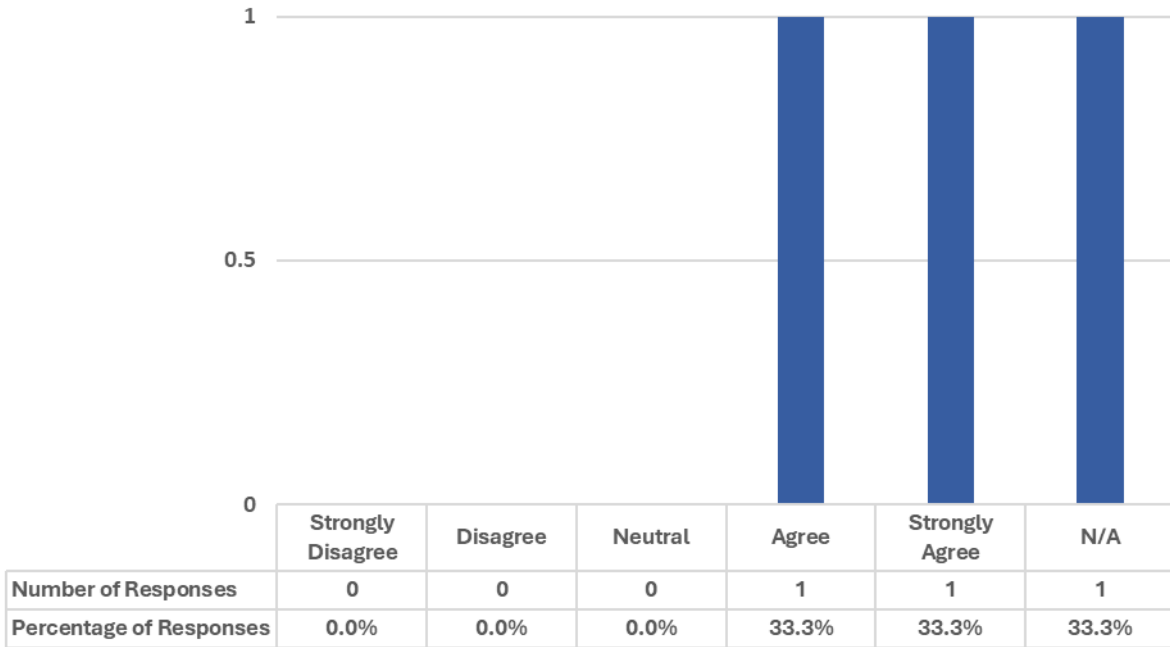
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Number of Responses	0	0	1	0	9	0
Percentage of Responses	0.0%	0.0%	10.0%	0.0%	90.0%	0.0%

The Legal Enforcement Staff are professional and courteous (3 total responses)

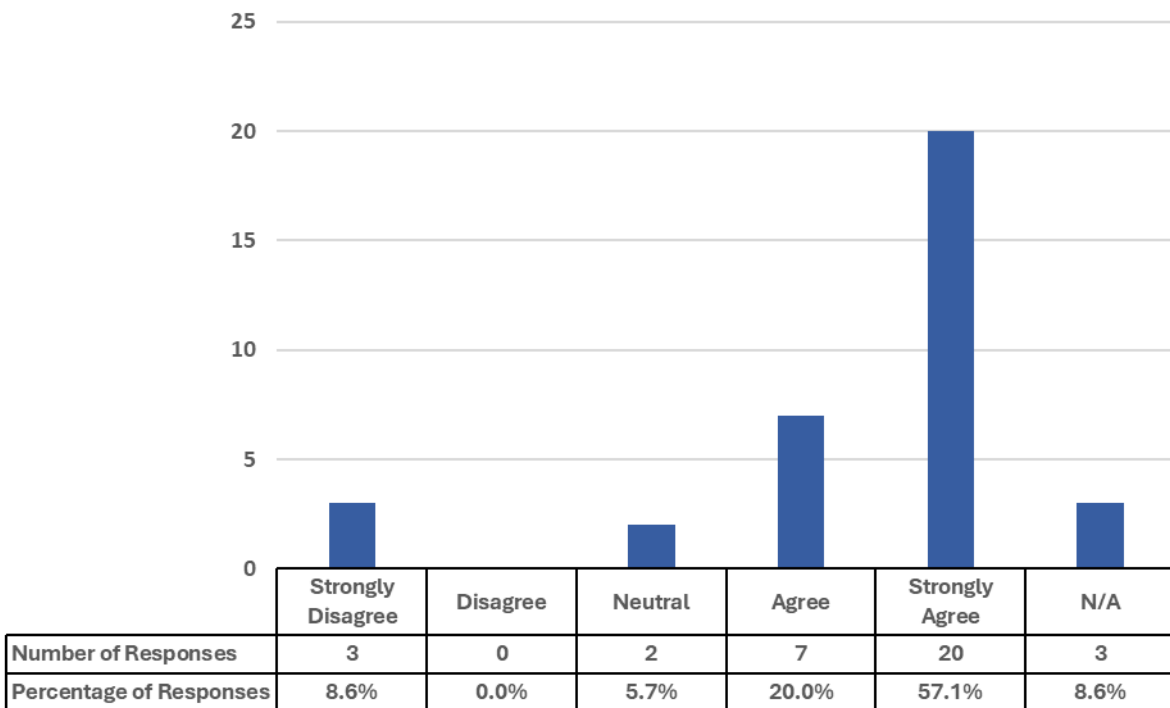


	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Number of Responses	0	0	0	1	1	1
Percentage of Responses	0.0%	0.0%	0.0%	33.3%	33.3%	33.3%

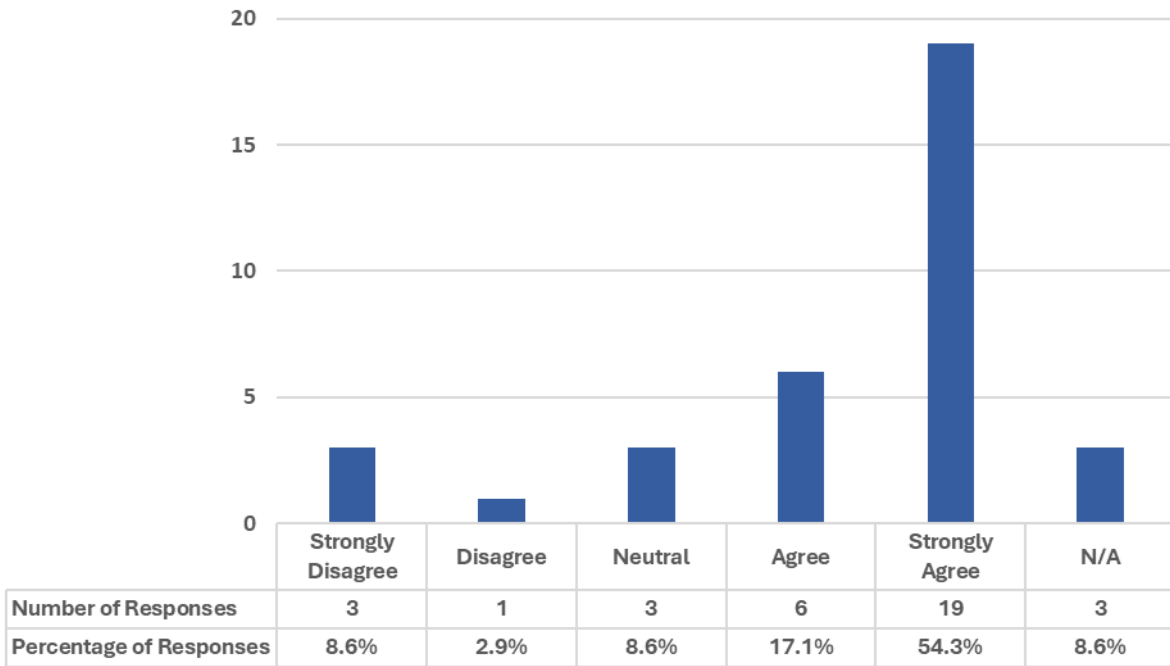
The Legal Enforcement Staff's communications are clear and understandable
(3 total responses)



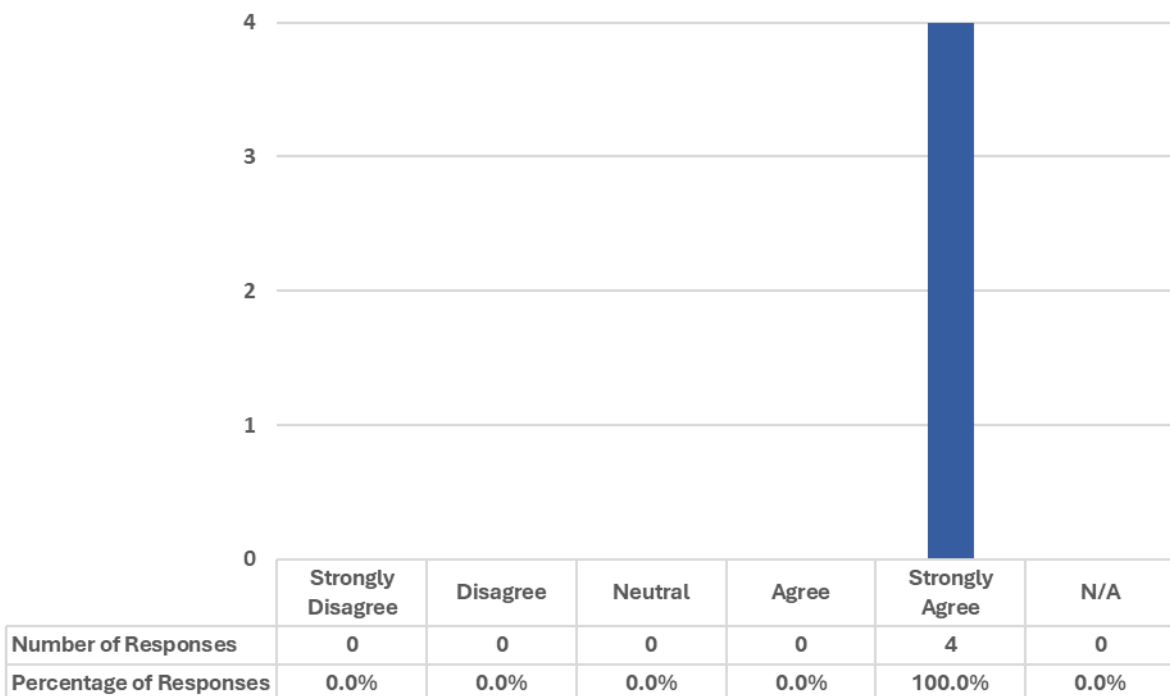
The Licensing Staff is professional and courteous (35 total responses)

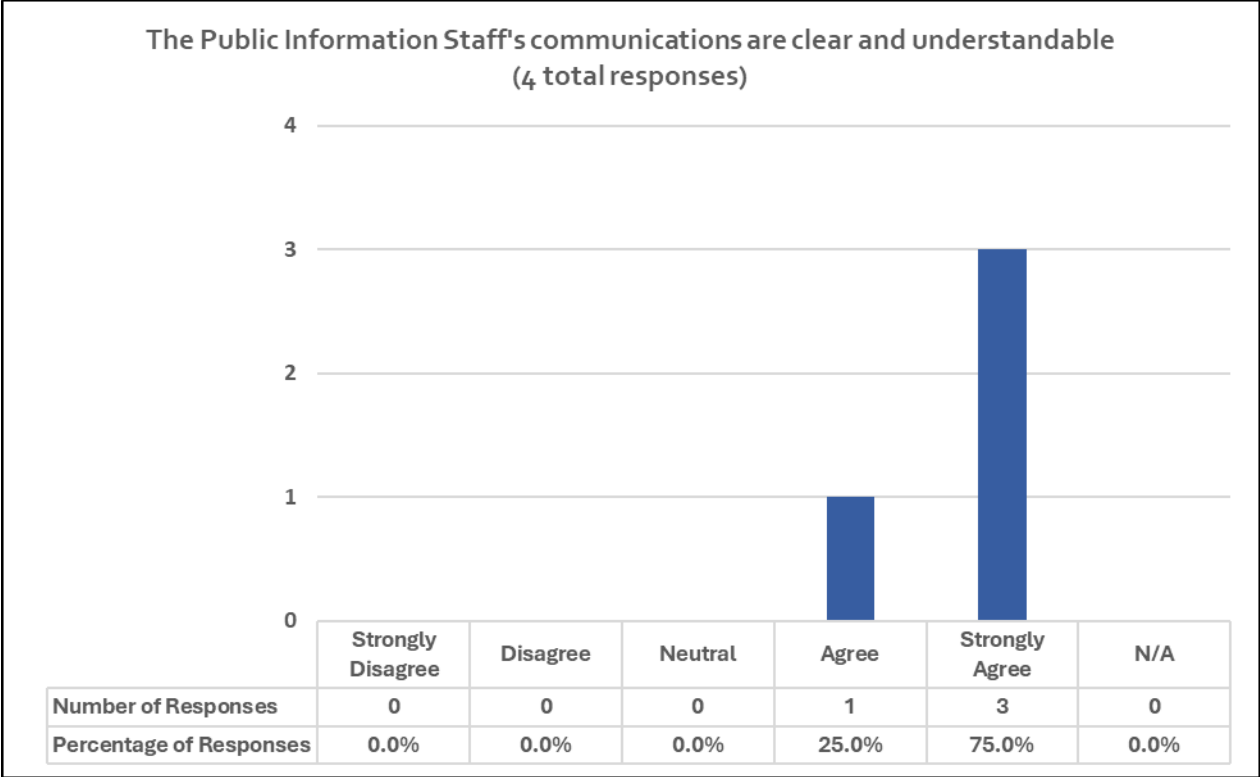


The Licensing Staff's communications are clear and understandable
(35 total responses)



The Public Information Staff is professional and courteous (4 total responses)





Analysis of Findings

The survey results demonstrate an overall satisfaction with the OCCC, with 69% of respondents rating the agency as “satisfactory” or “very satisfactory”. In addition to overall satisfaction in each area, respondents provided additional input on professionalism, communication, and courteousness providing high ratings in each of these additional areas.

The survey is one tool the OCCC uses to determine stakeholder satisfaction. It is important to note when evaluating survey data that low response rates may indicate responses from only those with the most positive or negative impressions of the OCCC. Of the 3,160 surveys that were emailed out to individuals who had interacted with the agency during the survey period, 134 survey invitation e-mails bounced back undeliverable. The wide variance between the service areas, consumers’ interaction with survey email invitations, and the limited responses may skew the analysis of the survey data.

Customer service remains a key priority for the OCCC. The data from this survey is used to guide, shape, and train employees on customer service best practices. The OCCC will continue to pursue opportunities for customer service training and additional methods of soliciting feedback from consumers.

Customer Service Performance Measures

Outcome Measure

- Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services: The total number of survey respondents indicating that they are satisfied with the OCCC, divided by the total number of agency survey respondents: **69%**.

Output Measures

- Total Customers Surveyed: The number of customers who receive access to surveys regarding department services: **3,160**.
- Response Rate: The percentage of the total customers surveyed who completed the survey: **5.0%**.
- Total Customers Served: Total number of customers receiving services through Department's programs: **3,160** (within the 6-month survey period)

Efficiency Measure

- Cost per Customer Surveyed*: Total costs for the department to administer the customer surveys divided by the total number of customers surveyed: **\$0**.

*No identifiable costs were incurred to administer the customer service surveys

Explanatory Measures

- Total Customers Identified: The total population of customers in all unique customer groups. **3,160**
- Total Customer Groups Inventoried: The total number of unique customer groups identified for each department's program: **7**.

Schedule H: Certification of Compliance with Cybersecurity Training

Office of Consumer Credit Commissioner

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 2054.5191 and 2054.5192.

Signed: /s/Leslie L Pettijohn

Leslie L. Pettijohn
Commissioner
June 1, 2024

Schedule I: Report on Projects & Acquisitions Financed by Certain Fund Sources
This Section is Not Applicable