

PART II: SUPPLEMENTAL SCHEDULES (cont.)

SCHEDULE F. – Agency Workforce Plan

I. Overview

Pursuant to the requirements of The Securities Act, Tex. Gov't Code Sections 4001.001-4008.105, the mission of the State Securities Board is to protect investors. The agency's strategic goal is to pursue that mission through efficient and effective regulation that increases investor confidence and encourages capital formation, job formation, financial innovation, and free and competitive securities markets in Texas. The objectives to achieve the goal are to bring law enforcement actions against those who violate The Securities Act, guarantee that registered securities offerings are in compliance with the Act, guarantee that persons registered or authorized are qualified to deal with the investing public, and to inspect dealers and investment advisers.

Through the State Securities Board's law enforcement strategy, the agency investigates suspected violations of the Act and, when appropriate, pursues administrative enforcement actions or refers matters for civil action or criminal prosecution.⁸ The agency also provides investigative, trial, and appellate assistance to prosecutors upon request for the matters referred for criminal action. The securities registration strategy analyzes applications for registration of securities and processes notice filings for offerings in Texas to ensure that they are made in compliance with the Act and Board Rules. The agency also reviews applications for registration of dealers, agents, investment advisers, and investment adviser representatives filed with the agency and processes notice filings of investment advisers and investment adviser representatives doing business in the state to ensure that only qualified firms and individuals are authorized to deal with the investing public in Texas. Through the inspections and compliance strategy, the agency inspects the records of registered dealers and investment advisers to ensure that these registrants are acting in compliance with the Act and Board Rules and, in appropriate circumstances, pursues actions to sanction registrants found to have violated those requirements.

There are no anticipated changes to the mission, strategies, or goals of the agency over the next five years.

The overwhelming percent of agency staff are attorneys, financial examiners, accountants, information technology specialists, and other professionals. To effectively protect Texas investors without restraining capital formation efforts by legitimate issuers and dealers, agency employees must be well-educated, knowledgeable, and adequately trained to make prompt and accurate recommendations and decisions concerning complex fraudulent schemes, illegal sales practices, compliance with regulatory requirements, and plans of business for firms and individuals dealing in securities and

⁸ See generally <https://www.ssb.texas.gov/news-publications/news-releases>; <https://www.ssb.texas.gov/news-publications/enforcement-actions-administrative>; & <https://www.ssb.texas.gov/news-publications/enforcement-actions-criminal-civil>.

rendering investment advice. The agency expends significant resources to ensure that employees receive adequate training and have the necessary support to effectively perform this important work.

As with other financial regulatory agencies, the State Securities Board is competing not only with private industry, but also with other regulators in this region. Securities regulation in the United States is comprised of federal, state, and self-regulatory entities employing legal, analytical, inspection, and investigation professionals. This regulatory structure lends itself to movement of staff between the regulators based on compensation packages. Indeed, the agency had three senior level staff migrate to private industry, the SEC, and FINRA between January and April 2024. These departures represented fifty (50) years of agency institutional knowledge.

Although the State Securities Board is authorized under the General Appropriations Act for 93 FTEs, the agency currently employs less than 83 FTEs, primarily because of turnover in professional positions and challenges in attracting new employees. The agency has observed continued difficulties in filling open positions and retaining staff. The appropriations process has incrementally improved in funding levels in recent years. Sustaining and augmenting appropriations to adequately fund a career ladder for those positions in upcoming bienniums will be critical to maintain the exceptional work of the agency during the 2027 – 2031 strategic planning period. The State Securities Board will leverage the existing state salary structure for financial examiners, attorneys, and other agency professionals.

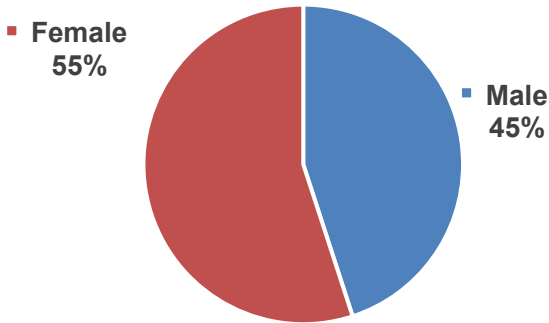
Losing experienced and well-trained professionals represents not only a significant loss of investment in time and money to the agency and the State, but also a loss to taxpayers, applicants, registrants, and the industry. All stakeholders would benefit from the efficiency experienced through well-trained professionals performing an inspection, investigation, or analysis of a complex securities filing. In addition, as senior public servants depart the agency through retirement, further institutional knowledge is lost. In just the inspections program, staff attrition has been approximately 36% since fiscal 2025.

Although the salaries of the agency cannot be expected to compete favorably with those of the private sector, the significant pay disparities that exist between the salaries paid by the agency and those of other regulators performing the same or similar work needs to be improved to maintain an effective workforce into the future. As an improved salary structure is realized, the investing public and regulated industry will realize increased protections and efficiencies.

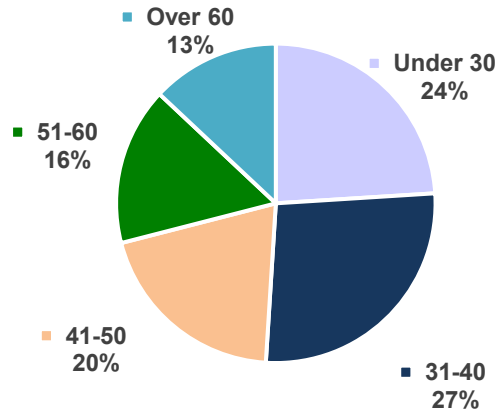
I. Current Workforce Profile

Information relating to the proportional composition of the staff of the State Securities Board as of May 2026 is set forth in the following charts:

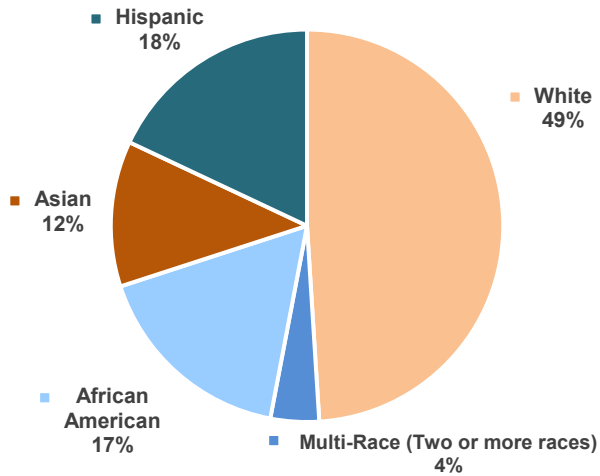
Gender



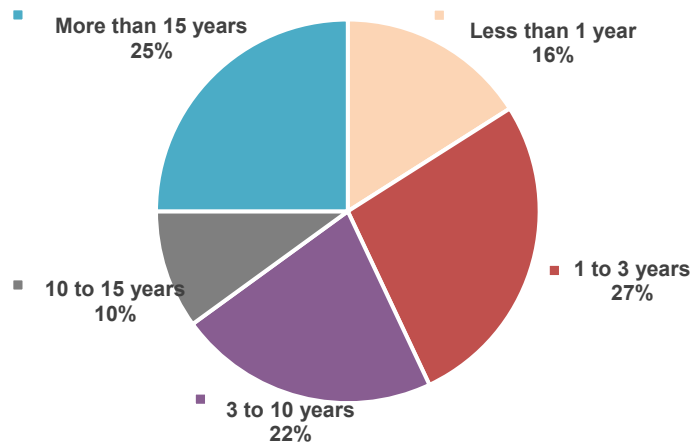
Age

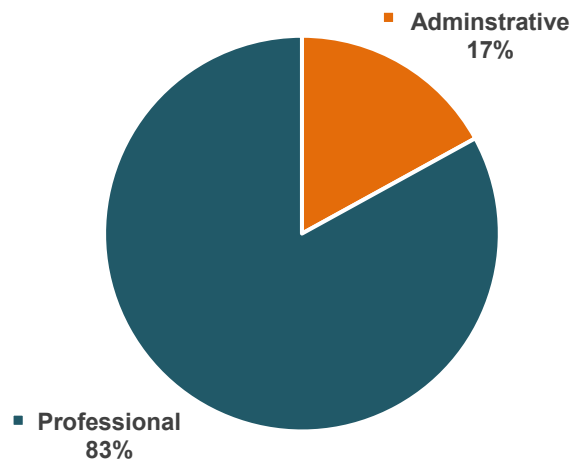


Ethnicity



Length of Service





The agency will be challenged in the next five years as approximately 24% of its workforce becomes eligible for retirement. The agency's succession planning focuses on cross-training of employees to ensure an appropriate redundancy of experience and skills but turnover impedes this focus.

The State Securities Board had an overall turnover rate of approximately 16.5% in fiscal year 2025. The State Auditor's Office previously reported agency turnover of 16.9% for fiscal 2024, 13.9% for fiscal 2023 and 19% for fiscal 2022.⁹ Based on recent turnover rates, staffing levels are expected to be a continued pressure point for the agency during the current strategic planning period. This challenge is exacerbated by employees being retirement eligible during the period. The expected turnover rate could be greater than expected if the agency cannot continue to improve the sufficiency of funding to address salary issues as noted above.

II. Future Workforce Profile

The professional workforce skills that are critical to the mission and goals of the agency in Enforcement include: education in law or accounting; extensive knowledge of securities laws and regulations; demonstrated legal and financial analytical abilities; excellent written and oral communication skills; experience in administrative, civil, or criminal litigation and proceedings; and experience in complex financial investigations and audits. The professional skills necessary in Inspections and Compliance include: excellent written and oral communication skills; experience in financial auditing; extensive knowledge of securities laws and regulations; litigation experience in an administrative forum and ability to travel extensively throughout the state. The professional skills necessary in the dual functions of Registration include: education in law, accounting, or finance; extensive knowledge of securities laws and regulations; excellent oral and written communication skills; experience in analysis of registration applications, complex disclosure documents, balance sheets, income statements and sources and uses of capital; and expertise in negotiating with issuers, underwriters, and legal counsel to create disclosure language in materials distributed to prospective investors. The workforce for each of the agency's strategies must also be proficient in using current technologies including computer hardware and software.

Continued increases in population, registration filings, matters requiring law enforcement action, and other components of the workload of the agency may require an increase in the number of employees needed to do the work. As referenced herein, the agency workload has increased since 2018 with the implementation of important vulnerable victim legislation and the emergence of digital assets marketed as an investment vehicle. The agency has also seen a sharp increase in both securities application filings and investment adviser applications over the last year. As Texas becomes the new financial hub in the country, and economic growth continues, we expect to continue to see an increase in registrations and applications.¹⁰

⁹ Source – State Auditor's Office *FY 2025 Turnover Dashboard: Agency Turnover & Demographics* - <https://sao.texas.gov/Reports/DataVisualizations/26-703Interactive.html>

¹⁰ The agency has seen a sharp increase in securities and dealer applications since fiscal 2025, largely due to increased

The critical functions that must be performed to achieve the strategic plan are law enforcement, registration of securities, registration of securities dealers, investment advisers, and their agents, and inspections of dealers and investment advisers.

III. Gap Analysis

The Agency relies heavily on attorneys and financial professionals. These positions have historically been difficult to recruit and that is expected to continue unless the Agency can implement a plan to improve salary parity with like organizations.

IV. Strategy Development

The agency's goal is to retain its professional workforce and meet the special needs described above. Despite compensation inequities, the agency has benefited from its culture, dedicated staff, and their "buy-in" to the agency's mission of investor protection.

Future changes in the organizational structure may be necessary to respond to changing workloads, and new initiatives to ensure that the mission of the agency is accomplished efficiently. The agency has been proactive in evaluating its organizational structure – responsibilities have been consolidated; and senior staff continually assess organizational structure and efficiency to mitigate the compensation constraints described above. The agency will continue to utilize a wide range of recruiting sources to secure the maximum number of qualified applicants for positions within all classifications.

One example is creating an internship program connected to Texas law schools designed to attract, develop, and hire attorneys. The program was started in the agency's Enforcement Division in the Summer of 2026.

The securities industry is technologically advanced and dynamic. Substantial training is required to maintain the necessary knowledge related to this industry. Training for employees on current technological enhancements is a critical component in enabling the agency to remain current on ways to counter new, innovative methods of committing securities fraud.

The agency will also continue to sponsor formal and informal on-the-job training and in-house programs for employees and, when possible, provide funding for workshops, seminars, and other programs offered by universities, other agencies, and private entities to develop leadership and career development. While the agency takes great pride in the quality of its in-house training programs – focusing on regulatory training and continuing legal education, the SSB will continue to leverage its resources by maximizing zero-to-low-cost training opportunities resulting from its membership and active leadership role in the North American Securities Administrators Association.

economic and financial growth in Texas. For example, YTD Securities revenue for fiscal 2026 is at \$138M compared to \$124M YTD in fiscal 2025. Similarly, dealer revenues are up more than \$80,000 YTD in fiscal 2026 compared to fiscal 2025.

Succession planning will remain an ongoing process of recruitment, retention, methodical development of required skills through training and experience, cross-training, and careful evaluation of individual job performance. This is intended to maintain the depth of skilled personnel at key positions on the agency's career ladder to ensure continuation of the efficiency and effectiveness of the agency.

The State Securities Board's aspirational goal is to be the best state securities regulator in the country through meaningful investor protection efforts benefitting our Texas investors, as well as our neighbors, and their legitimate Texas business and industry counterparts.