

*TEXAS DEPARTMENT OF
PUBLIC SAFETY*

AGENCY STRATEGIC PLAN

(Including Polygraph Examiners Board)

Fiscal Years 2009-2013



Public Safety Commission

Allan B. Polunsky Chairman	3/8/2007 - 12/31/2009	San Antonio
C. Tom Clowe, Member	3/5/2008 - 1/1/2010	Waco
Elizabeth Anderson, Member	11/21/2007 – 12/31/2011	Dallas
Carin Marcy Barth, Member	3/5/2008 – 12/31/2013	Houston

July 11, 2008

AGENCY STRATEGIC PLAN

FOR THE FISCAL YEARS

2009-2013 PERIOD

BY

TEXAS DEPARTMENT OF PUBLIC SAFETY

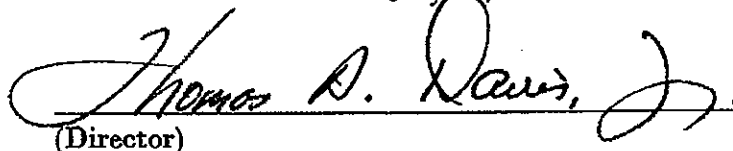
(Including Polygraph Examiners Board)

Public Safety Commission

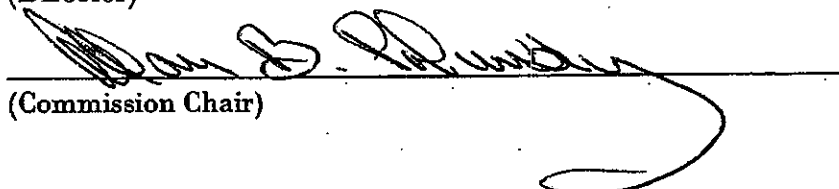
<u>BOARD MEMBERS</u>	<u>DATES OF TERM</u>	<u>HOMETOWN</u>
Allan B. Polunsky Chairman	3/8/2007 - 12/31/2009	San Antonio
C. Tom Clowe, Member	3/5/2008 - 1/1/2010	Waco
Elizabeth Anderson, Member	11/21/2007 - 12/31/2011	Dallas
Carin Marcy Barth, Member	3/5/2008 - 12/31/2013	Houston

July 11, 2008

Signed:


(Director)

Approved:


(Commission Chair)

TEXAS DEPARTMENT OF PUBLIC SAFETY

AGENCY STRATEGIC PLAN

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Securing Our Future

**The Statewide Strategic Planning Elements
For Texas State Government**



March 2008

Fellow Public Servants:

The old adage remains true: If you fail to plan, you plan to fail. So, in leading our state, we will apply strategic planning with an eye to future opportunity and prosperity. We must always be willing to critically reexamine the role of Texas State Government and assess the efficiency of its operations. This document specifies our mission and priorities, reflecting my philosophy of limited government and my belief in personal responsibility. Please use it as your agency prepares its Strategic Plan. In a properly-limited government, everything must be done with maximum efficiency and overriding fairness. Our first question should always be “what is best for the people of Texas?”

Throughout the strategic planning process and the next legislative session, policymakers will work to address our state’s priorities and agencies will be asked for detailed information. I encourage you to not only provide open and complete information, but also offer your innovative ideas to improve the delivery of government services.

Working together, I know we can address the priorities of our citizens. As my administration works to create greater opportunity and prosperity for our citizens, making our state and its people truly competitive in the global marketplace, we must remain focused on the following critical priorities:

Assuring open access to an educational system that not only guarantees the basic core knowledge necessary for productive citizens but also emphasizes excellence and accountability in all academic and intellectual undertakings;

Creating and retaining job opportunities and building a stronger economy to secure Texas’ global competitiveness, leading our people and a stable source of funding for core priorities;

Protecting and preserving the health, safety, and well-being of our citizens by ensuring healthcare is accessible and affordable and by safeguarding our neighborhoods and communities from those who intend us harm; and

Providing disciplined, principled government that invests public funds wisely and efficiently.

I appreciate your commitment to excellence in public service and look forward to the outcome of this necessarily rigorous process.

RICK PERRY

THE MISSION OF TEXAS STATE GOVERNMENT

Texas State Government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

Aim high...we are not here to achieve inconsequential things!

THE PHILOSOPHY OF TEXAS STATE GOVERNMENT

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles:

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse, and providing efficient and honest government.

Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

PUBLIC SAFETY AND CRIMINAL JUSTICE

Priority Goal

To protect Texans by:

- **Preventing and reducing terrorism and crime;**
- **Securing the Texas/Mexico border from all threats;**
- **Achieving an optimum level of statewide preparedness capable of responding and recovering from all hazards; and**
- **Confining, supervising, and rehabilitating offenders.**

Benchmarks:

- Number of statewide crime and terrorism threat assessments completed and disseminated
 - Percent of real-time crime mapping available statewide and by region
 - Number of federal, state, and local agencies participating in the Texas Department of Public Safety Intelligence (Fusion) Center
 - Number of new law enforcement entities providing data to the Texas Data Exchange and number of active users
 - Number of multi-agency, multi-jurisdictional investigations that dismantle major transnational and state based gangs
 - Percent reduction of all crime in the unincorporated areas along the Texas/Mexico border
 - Number of agencies reporting border incident information and intelligence to the Joint Operations Centers
 - Percent reduction in illegal aliens crossing the Texas/Mexico border
 - Number of emergency incidents coordinated or supported
 - Percent of state's population whose local officials and emergency responders have completed a training/exercise program in the last year
 - Number of workdays members of the Texas Military Forces spent in training and/or protecting and aiding Texans in times of need
 - Average rate of juvenile re-incarceration within three years of initial release
 - Number of traffic deaths per 100,000 population
 - Number of traffic deaths per 100,000 population involving alcohol
 - Number of driver's licenses suspended for security reasons
-

AGENCY MISSION

The Texas Department of Public Safety is an agency of this state created to provide public safety services to those people in the state of Texas by enforcing laws, administering regulatory programs, managing records, educating the public, and managing emergencies, both directly and through interaction with other agencies.

AGENCY PHILOSOPHY

All members of the Department shall serve the public to the best of their ability by being dedicated and accountable and by managing all allocated resources effectively and efficiently. This agency, through ethical leadership and superior employee development, seeks to preserve the peace and to protect all people in the state of Texas and their property, rights, and privileges. To this end, it is imperative that all employees uphold the Department motto of COURTESY - SERVICE - PROTECTION and respect the constitutional rights of all persons to liberty, equality, and justice.

AGENCY VISION

To be an agency in which all employees work together to achieve a safer Texas by providing enhanced public safety services.

- Increasing quality and timeliness of services
- Improving use of resources
- Improving support for employees
- Improving communications
- Increasing public access
- Increasing visibility to customers
- Increasing public support
- Increasing legislative confidence/mission understanding
- Improving a positive image

DIRECTOR'S STRATEGIC OUTLOOK

The citizens of Texas and all employees of the Texas Department of Public Safety (DPS) should feel a tremendous sense of pride in the dedication, commitment to quality, and remarkable accomplishments of the agency. The Department's law enforcement efforts in the areas of traffic safety and criminal investigation continue to make Texas a safer place. However, the Department is facing increasing challenges and must move forward with fresh approaches to meet these new demands.

The Department continues to respond to the challenges Texas is facing in the Homeland Security, Texas/Mexico border security, and the ever-present criminal element that threatens our safety. The presence of terrorist activity throughout the world and the criminal element that has developed and entrenched itself along the Texas/Mexico border requires the Department to rethink its approach to information collection, analysis, and sharing. Our ability to analyze and provide timely information to law enforcement will enhance our collective efforts to combat the criminal element. The ongoing development of the Department's Bureau of Information Analysis is designed to be a centralized conduit for local, state, and federal criminal and terrorism intelligence, and will be a significant improvement for dissemination of law enforcement intelligence statewide. Also, the Department is continuing its efforts in expanding the use of the Texas Data Exchange (TDEx). TDEx is a repository of Texas local and state law enforcement incident, jail, and other information made available to detectives, investigators, analysts, etc. in local, state, and federal law enforcement across Texas. The success of TDEx depends heavily upon local agency contributions of data and their use of the system in their investigations. The Department will continue its efforts in expanding the scope of local data in TDEx as well as increasing the number of local agencies participating in this valuable asset.

The Department's Texas Ranger Division was recently tasked with overseeing and coordinating border security efforts through five (5) Joint Operations Intelligence Centers (JOICs) along the border, from El Paso to Brownsville. Texas Ranger personnel assigned to these duties coordinate efforts of federal, state, and local law enforcement agencies through a unified command structure. This reassignment of Ranger personnel from criminal investigative responsibilities to more specific Border Security operations has decreased the workforce and its ability to respond to continued investigative requests from local agencies, both along the Texas/Mexico border region and in other areas of the state. This change in focus from traditional criminal investigations to multi-agency, multi-jurisdictional intelligence gathering operations is indicative of the changing trends in law enforcement response to border security issues. The

Department is committed to securing the safety of Texas citizens in this vital area of the state.

Selective Traffic Enforcement Program (STEP) funding and border security funding has increased our presence on major highways and has had a positive impact on reducing traffic crashes. Our border security initiatives have had favorable results in reducing illegal activity in this potentially volatile area of the state, which includes surge operations of increased manpower assigned to border counties and highway corridors leading from the border. In order to better track the effects of our enforcement efforts in this area, the Department has requested performance measure changes that align with new benchmarks listed in the Governor's charge to state agencies. We are working diligently to implement additional initiatives that will further deter crime and enhance highway traffic safety in Texas for years to come.

Texas has experienced a tremendous population growth and this trend is expected to continue with a projected 25 million Texans within the scope of this planning period. This population growth will tax the Department's ability to provide services in not only the law enforcement arena, but also in emergency management functions. Today, Texans can be sure the Department's Emergency Management Division stands ready during times of disaster. However, the nature of disasters and the changing complexities of our responsibilities will require extensive work. While the agency's strategy is to emphasize preparedness through planning, training, and exercising, the ability to meet this challenge, as well as comply with the requirements of the Texas Disaster Act, will necessitate adding assets and supporting infrastructure to the ranks of our Emergency Management Division.

With the ever-increasing population in the state, and the continuous need for responsive regulatory services such as driver licensing, the Department recognizes the need to take a consumer business model approach to best provide these services to the citizens of Texas. In the 2008 Sunset Commission Review, the Department's Driver License Program and Handgun Licensing Program was recognized as the combination of a business activity with law enforcement components. While the Sunset Commission Review recommended continuing the utilization of the expertise and training of experienced driver license troopers for purposes of having a strong law enforcement presence in the driver license offices, the Department agrees that the public could be best served through a self-sufficient business model specific to driver licensing.

To meet the technological needs of the future, the Department continues to enhance the driver license issuance process through the implementation of current technologies. To address the growing issues we face daily regarding identity theft and fraud, the Department's Driver License Reengineering project introduces technology needed to both monitor and audit controls to identify suspicious issuance activity both from an external and internal occurrence,

inclusive of administrator notification procedures. Upon legislative approval, this project provides the necessary foundation to allow for addressing Federal Real ID requirements. Facial recognition technology will also be introduced to the issuance process with the development of the Image Verification System which will compare the applicant's facial image to the last image on file to prevent identity theft. This technology will allow law enforcement to export photographic images into the system to identify unknown individuals, multiple fraudulent identities, and wanted individuals enhancing an investigator's ability to establish new leads. The Department will also begin issuing a new DL and ID card format which will include many new state-of-the-art card security features that will make alteration and counterfeiting of the card extremely difficult to successfully achieve.

During the 80th Legislative Session, the agency was fortunate to receive funding for a substantial pay increase for entry-level commissioned employees and a percentage increase during both years of the biennium for non-commissioned employees, which will help us compete for personnel resources. However, the Department must improve its efforts in a coordinated, strategic approach to employee development in order to reduce personnel attrition in professional, specialized fields. Although training has been a hallmark of DPS through the years, its primary focus has been on the commissioned ranks, and even that has been somewhat inconsistent across divisional lines. The Department must now re-focus its efforts to develop a uniform multi-tiered training/development strategy that also incorporates increased salary or benefits to stay competitive in today's market.

We seek to constantly improve the agency by meeting the many challenges that face law enforcement and Texas. The Department recognizes that only through a collaborative effort will the law enforcement needs, and the many regulatory requirements of this state be met. With many emerging challenges and finite resources, the Department must look at its internal composition and its external relationships to determine the best approach to move forward. To this end, a reorganization study has been commissioned to provide recommendations on how the Department can best meet the challenges enumerated in this plan.

We intend to build on our accomplishments with a renewed focus on improving law enforcement and regulatory functions through prudent resource utilization and superior communication strategies. We will continue to take a leadership role in law enforcement issues nationwide by developing our employees, improving our service to the public and taking advantage of technological advances while making every effort to attract and recruit the most qualified employees.

DPS has a 72-year heritage of providing service and protection for the public we serve. As we look to the promise of even greater accomplishments in the future, we shall confidently employ sound strategic planning processes borne of the

experience, wisdom, and talents of an exceptional workforce. To optimize this opportunity, each Department employee must take personal responsibility for contributing to the future of the agency.

MAJOR AGENCY CHALLENGES

The management of the Department of Public Safety believes that the following are major challenges that must be addressed in the future in order for us to meet the mission, philosophy, and vision of the agency:

- With significant competition from other employers, attraction and retention of quality employees in an economically prosperous Texas will certainly be a challenge during the next decade. The Department has experienced an increased turnover rate in specific critical staff and support positions, including research specialists/crime analysts, IT professionals, and driver license technicians/examiners.

The Bureau of Information Analysis is challenged to recruit, hire, and retain qualified analytical personnel. The industry demand for qualified and trainable analysts is very high. The need to provide salary parity with federal and local law enforcement is paramount due to the increasing need. The requirement for effective information sharing has created an explosion of information technology tools and systems that are available to facilitate information analysis and sharing. Funding to facilitate system integration is important to the agency mission as well as to the homeland security and law enforcement community nationwide. With these ever-changing threats within the law enforcement environment it is critical that the Department continue to evolve and adapt to meet new challenges. The Department has recently commissioned a reorganizational study to explore possibilities to increase effectiveness through agency structural changes. It is envisioned that a streamlined hierarchy and increased IT system integration will greatly enhance our ability to further the Department's initiatives into the future.

With significant competition from other employers, the Department has been unable to retain quality employees to support the information technology systems utilized by the Department. Additionally, the new technologies and specialized skill sets needed to support the investigative, intelligence, and patrol operations of the Department necessitates research specialist/crime analysis employees with high-tech skills.

Also, the job requirements of the Department's driver license technicians/examiners has expanded exponentially in that additional skill sets are now required to aid in the prevention of fraud and identity theft. In order to recruit and retain these highly skilled professionals, new compensation strategies to include establishment of an enhanced career ladder for these positions is required.

- Salaries and benefits of both law enforcement and civilian personnel will have to remain competitive as we compete with industry, government, and other

law enforcement agencies for top quality employees. Ensuring our workforce is representative of the citizens we serve continues to be a top priority. We are constantly competing with larger law enforcement agencies for the most qualified applicants. While the commissioned officer pay raises and stipend pay approved by the Legislature in 2007 has helped the agency become more competitive with the larger municipal and county law enforcement agencies, independent salary reviews conducted by the State Auditor's Office indicates the Department still lags in this area. We must continue to strive for increases in salaries, relocation assistance, and opportunities to develop sign-on bonuses in order to attract the best-qualified recruits from a shrinking applicant pool. Law enforcement officers will also have to be more computer-oriented to meet criminal and operational challenges of the future. Information technology, forensic and skilled craft personnel, to name a few, must be continually recruited and offered adequate benefits to meet the Department's increased responsibilities in this high-tech era. We must continue to evaluate alternatives, such as outsourcing some of our traditional in-house responsibilities. The Department will evaluate and address all these issues and, when appropriate, make the necessary proposals for legislative consideration.

- The Department's annual operating costs have steadily increased over the past several years. Current operating costs now exceed budgeted amounts. The most significant factors contributing to this operating shortfall are cost increases for rental space, equipment maintenance, software licenses, software maintenance, DNA costs, maintenance of aging buildings and parking lots, service contracts, utilities, gasoline and risk management. Rising costs in utilities and preventative maintenance have left us with a growing shortfall of building program operating funds. The need to address maintenance projects that have been deferred for a number of years because a lack of funds has become critical to the ability of the agency to continue to provide a clean and safe working environment for our employees and the public we serve. Although funding approved by the 80th Legislature provided some relief, additional funds are needed immediately to slow the pace of failing equipment and deterioration to our building infrastructure. We have made long-range building plans and will attempt to seek appropriate legislative support for these needs.

- In 2007, the Department received authorization and funding from the Legislature to construct an Emergency Vehicle Operations Course (EVOC) on property owned by the Department near Florence in Williamson County. The EVOC was needed to allow the Department to address a major deficiency in our ability to adequately train our commissioned officers in all of the required driving skills associated with pursuit driving, vehicle handling, and enhancing their decision-making skills. The EVOC would also address the driver training needs of other law enforcement agencies in Texas. Construction of the EVOC will be completed in the first quarter of 2010. In order to operate the

EVOC, the Department will need a total of twenty-two (22) FTEs comprised of ten (10) commissioned officers and twelve (12) non-commissioned personnel.

- The Department's Information Management Service (IMS) supports a number of client server applications and several major projects that are underway and are utilizing the client server platform. IMS is unable to adequately manage the agency's many projects and various software programs. The Department recognizes the need for an increased emphasis on IT project management as well as the additional personnel, hardware, and software needed to ensure compliance with state/federal guidelines regarding software licensing and installation, and establishing enterprise architecture. Texas law enforcement officers depend on the Department to provide information technology systems that support the investigative, intelligence, and patrol operations leveraging the latest technologies to maximize enforcement efforts. The establishment of enterprise architecture will allow the Department to adjust its operations quickly and smoothly to meet today's challenges; rapid changes in requirements, the introduction of new technologies, and shifting enforcement priorities. The optimization of resources is critical, the ability to provide information technology and the demand for such technology need to be dynamically matched, and the Department must strive to reduce or eliminate unproductive or redundant elements. The Department must explore the possibility of outsourcing those IT elements which are a lower priority, while establishing enterprise architecture to allow the Department to provide more effective, cost efficient information technology in a timely manner.
- Many aspects of the Department's information technology systems are at end of life and need to be replaced or upgraded. The needed upgrades and replacements are for information technology systems that provide daily resources from mainframe printing, to e-mail processing, to systems management, to elimination of single points of failure in the Department's network. With the sophistication of cyber criminals, additional efforts will need to be made in providing the highest level of security intrusion monitoring for the Department's sensitive information.
- With the loss of personnel and the change in the disaster recovery contract, the Department must develop a new disaster recovery process to ensure current policies and procedures for restoring operations critical to the resumption of business processes after a natural or human-induced disaster are in place and properly tested. This would include the development of a business continuity plan that validates a practiced logistical plan for how the Department will recover and restore partially or completely interrupted critical function(s) within a predetermined time after a disaster or extended disruption. These plans will ensure the Department can perform its critical operations during local incidents like building fires, regional incidents like earthquakes, or national incidents like pandemic illnesses.

- As we continue to work with the Department of Homeland Security to secure our border, it is important that we provide office space for our personnel that have been assigned to the border region. We will work with the Legislature in 2009 to seek their approval to expand our district office in Laredo. Our efforts to increase our enforcement presence along major highways leading away from the border will require funds to construct a new office in Pearsall, and expand the current office in Alice. We will also seek approval for funding to address overcrowded conditions and operational inefficiencies in other offices throughout the state.

- The Department of Public Safety has long been recognized as one of the leading law enforcement agencies in the nation. Key to this recognition is the ability of the agency to provide top-notch training to our officers and all other law enforcement officers in the state. In order to maintain this status, the Department must enhance its ability to provide quality law enforcement training by expanding and upgrading the capabilities of our training academy. The current training academy was constructed in the early 1960's when the agency had approximately 1,300 commissioned officers. With over 3,500 commissioned officers today, the agency has outgrown the capability to accommodate the training needs of our officers as well as officers from other agencies. Limited classroom and dormitory space, coupled with increased training hours mandated by the state, often prevents the scheduling of schools or requires students to find housing in local hotels, thus increasing the cost of training. Because of the age of the structure, renovating the academy would be cost-prohibitive. Therefore, the Department must aggressively explore the feasibility of relocating the Training Academy to the property owned by the agency near the City of Florence in Williamson County in order to meet the training needs of the agency in the future.

The Department's Crime Laboratory processes approximately 50% of the evidence in the state associated with a criminal investigation. The increased scrutiny of laboratory services has led local and regional laboratories to begin looking to the state to provide those services. For example, over the previous five (5) years there has been a 16% increase in drug case submissions along with requests from several of the state's largest cities for the Department to pick up their caseload. The number of incoming drug cases statewide increases by approximately 1,000 cases per year. By 2011 we anticipate receiving 56,087 cases. At a completion rate of 985 cases per year per FTE, fifty-seven (57) FTEs are required. While we currently are authorized sixty-four (64) FTEs, seven (7) of these also are assigned blood alcohol analysis duties (DWI cases), which require most of their time. As of May 31, 2008 the statewide backlog is 5,754 cases, which represents a 1.3-month backlog. The Department's finite resources have created an ever-growing challenge in handling these increased demands.

The Department has requested six (6) additional FTEs to conduct toxicology testing in the Garland, and Houston Labs while also helping to maintain 30-day drug analysis service. The number of incoming toxicology cases is increasing at a rate of 12.53% per year. The Department projects 6,484 cases by 2011. At a completion rate of 367 cases per year per FTE, (eighteen) 18 FTEs will be required. Currently we are authorized twelve (12) FTEs, so projections indicate the need for six (6) additional FTEs. The Department requests three (3) additional FTEs in order to initiate toxicology testing in the Houston and Garland Labs. As of May 31, 2008 the statewide backlog is 2,831 cases, which represents a 10-month backlog. This backlog does impact local prosecutors by delaying their prosecution of cases. The objective of the Department is to reduce this backlog to no more than two (2) months.

Fourteen years after establishing the Department's first Forensic DNA laboratory, the requests for forensic DNA analysis in connection with criminal investigations continue to increase at astonishing rates, (a 62% increase over the past five (5) years). Criminal investigators have recognized new and innovative ways to identify criminals through forensic DNA analysis. The number of incoming DNA cases is increasing at an annual rate of 12.34%. By 2011 we project to receive 7,427 DNA cases. At a completion rate of eighty-three (83) cases per FTE per year, this will require eighty-nine (89) FTEs. Currently sixty-eight (68) FTEs are assigned to DNA duties. Thirteen (13) additional FTEs are requested to handle this increased workload. Other technology and automation improvements should also improve work output. As of May 31, 2008 the statewide backlog is 1,972 cases, which represents a 4.6-month backlog. The goal is to complete DNA cases within two (2) months, and this would help investigators and prosecutors to close their investigations sooner.

The Department has implemented new technologies to more efficiently deal with the ever-rising caseloads and will continue to search for efficiency-improving methods. Expansion of laboratories and addition of personnel, approved by the 80th Legislature will help, once the new buildings are constructed and the new personnel are trained. In the CODIS (Combined DNA Index System) Laboratory, conducting DNA analysis on all incarcerated felons presents a workload challenge (around 60,000 new felons each year), but on the positive side, it has produced an increasing number of "cold hits". A cold hit is the link of an offender to a crime for which the investigator had either no suspect, or some other suspect.

The additional challenge for laboratories in Texas to become accredited has placed an additional burden on the Department. The Department now has the responsibility to perform almost all forensic document and firearm examinations in Texas as a result of the closing of non-DPS laboratories that did not obtain accreditation. The number of new cases coming into the

Questioned Documents Section of the laboratory is not increasing, but the lab has a one-year backlog of work. Three (3) additional FTEs are being added in the 2008-2009 biennium, and once trained; they should help to reduce the backlog. Two (2) additional FTEs have been requested, primarily to handle the computer evidence (digital evidence) cases, which is a new trend in connecting criminals to criminal activity through evaluation of their computer records. As of May 31, 2008 the statewide backlog is 119 cases, which represents a 10.8-month backlog.

The number of incoming Latent Print cases is increasing at an annual rate of 9.05%. By 2011 we anticipate receiving 1,615 cases. At a completion rate of 166 cases per year per FTE, ten (10) FTEs would be needed. While we are currently authorized eleven (11), Latent Print service is being opened in the McAllen, Garland, Houston, and Lubbock laboratories, and this is expected to double the caseload. For this reason, eight (8) additional FTEs are requested, six (6) of whom will be assigned to these regional labs. As of May 31, 2008 the statewide backlog is 249 cases. This represents a 2.1-month backlog. Knowing the challenges facing the laboratory in the future the Department continues to seek federal and state funds to support the growth and efficiency of our crime laboratory.

The number of incoming Firearms cases is increasing at an annual rate of 8.22%. By 2011 we anticipate receiving 1,387 cases. At a completion rate of 50 cases per year per FTE, twenty-eight (28) FTEs will be required. Currently we are authorized twenty-four (24), and we are requesting eight (8) additional FTEs. While the eight (8) additional is more than the incoming caseload justifies, we have a current backlog of 700 cases which will take much effort and manpower to complete. It is the Department's goal to expand firearms testing to the Houston and Corpus Christi labs, and most of these eight (8) additional FTEs will be assigned to those and other regional labs. As of May 31, 2008 the statewide backlog is 1,166 cases, which represents a 21.2-month backlog.

The National Integrated Ballistics Imaging Network (NIBIN) is a U. S. Bureau of ATF program, and they provide the equipment. The Crime Lab would like to place one (1) NIBIN technician in each of six (6) existing Firearms Labs and in two (2) new lab facilities to be built in Corpus Christi and Houston to enter fired cartridge cases into the NIBIN database. This system tells officers if two (2) crimes were committed using the same weapon, and it has helped solve homicide and assault cases statewide. As of May 31, 2008 the statewide backlog is 846 cases, which represents a 12.6-month backlog.

- In October 2007, the Office of the Governor transferred the Texas Data Exchange (TDEx) to the administration of TXDPS. TDEx is a law enforcement information-sharing system, that allows law enforcement agencies to share and search information regarding law enforcement

incidents and the related subjects, types of crimes, suspicious activity, methods of operations, and vehicles, as well as other valuable data such as an individual's jail, probation, or parole status. Other data sets, including sex offender data and sale of recycled metals information are also in the planning stages. The data includes both text and photos. Users can perform pattern and trend analysis using integrated system tools. Data compiled in TDEx is contributed by Texas local law enforcement agencies' records management systems (RMS) and jail management systems (JMS) including TXDPS and Department of Criminal Justice records. The records include booking events, incarceration data, citations, incident reports, and arrest reports. The "Watch" feature in TDEx allows users to flag a person of interest in the event of future criminal activity which will generate a notice to the watch creator. The TDEx Program is working towards communicating with the FBI's National Data Exchange (NDEx) for access to data contributed by local, state, and federal agencies nationwide. At present, there are currently over 310 Texas agencies contributing data, and approximately 4,000 detectives, investigators, and criminal analysts actively using TDEx.

The major challenge with TDEx is that since its inception, it has not had a dedicated source of funds, but has been built to its current status with state and federal grant dollars. No appropriated funds were available to the Governor's Office in the past or to TXDPS at present. TXDPS is committed to increasing the quantity of contributing Texas resources but is limited by available funding for new development of the "adapters" needed to export the data from local agencies' RMS and JMS as well as to maintain the statewide enterprise license for the operation of TDEx. It is vital that a stable source of appropriated funding be allocated to complete system deployment and maintain operations thereafter.

- Enacted in May of 2005, the Real ID Act presents a significant challenge to the Department's Driver License Division (DLD). As passed, the statute will have a wide-reaching impact on our citizens as it will require over 21 million existing Texas driver license and identification card (DL/ID) holders to return to the driver license office and present their respective identity credentials to obtain a Real ID card. The Act and the Final Rule published by the Department of Homeland Security (DHS) on January 29, 2008 specifically outlines States' requirements that will have significant implementation challenges with legislative, operational, technological, and fiscal limitations. The Final Rule provided the Secretary of Homeland Security with the authority to grant States an extension of the Act's May 11, 2008 compliance date. A State's failure to issue Real ID compliant DL/IDs by this date or obtain an approved extension will result in a state's DL/ID card not being accepted to access Federal facilities, board federally regulated commercial aircraft, enter into nuclear plants, and any other purpose that the Secretary shall determine. Under the Final Rule, Texas requested an extension for implementation of the Real ID Act and has received official notification that

the DHS has granted our request for an extension which extends the compliance date to December 31, 2009. This extension allows DPS to adequately review the final Real ID regulations and assess its fiscal impact to the driver license program. In addition, the extension would provide necessary time for the Texas Legislature to consider approval and funding for the Act in 2009. DHS will consider extending the enrollment time period for a state to replace all DL/IDs born after December 1, 1964 to December 1, 2014, and for people born on or before December 1, 1964 to December 1, 2017 if substantial compliance is being met. After December 1, 2017, Federal agencies will not accept any State-issued DL/ID for official Federal purposes unless such cards have been issued by States that have certified to DHS their full compliance with this rule. Texas will be challenged to comply with all the requirements of Real ID by the extension deadline of December 2009. However, if the necessary legislative changes are not passed to allow for full compliance, it will be impossible to meet the 2014 deadline.

- The Driver License Reengineering (DLR) project remains a high priority for the agency. We continue to meet many accelerated timelines and have seen significant progress with DLR during the current biennium. Thoroughly testing all components of the New Driver License System is compulsory for a smooth transition from the legacy driver license system. We will be challenged to coordinate the timely completion of driver license office modifications and synchronize system deployment to all DL offices within the confines of a rigorous schedule. Prior to deployment, we will begin training the entire Driver License Division staff and other critical users such as the law enforcement community on new terminology, business processes, rules and equipment. Ensuring a comprehensive and structured approach to change management is critical to the success of the Driver License Reengineering (DLR) project.

During the business reengineering process the division identified several enhancements that will be beneficial to our customers, such as the ability for commercial training schools and customers to submit applications online prior to going to the local office, automated appointment scheduling for local driver license offices, online customer status checks for drivers who have active or pending enforcement actions and suspensions and the submission of reinstatement fees. As these processes were not identified in the original project scope, the Department will be seeking additional funding to continue expanding the services offered to the citizens of Texas.

- The Driver License Division's Fraud Investigation Unit is charged with the investigative and intelligence gathering associated with preventing identity theft and DL/ID fraud. The Department will continue to evaluate the issuance process for opportunities to prevent and detect fraud. The implementation of the Driver License Reengineering program will bring advanced identification technologies online to enhance our ability to provide a more secure

document. Securing the integrity of the driver license and identification card against identity threats is a continual challenge for the Department and of paramount importance. Fraud and identity theft attack the security of the driver license system, threatening homeland security. We recognize our first defense against identity theft is strengthening the “front line”, those personnel who have direct communications in the DL offices. In order to maintain exceptional personnel and to attract and retain talent and integrity, we seek polygraph examinations, thorough background investigations, and higher educational requirements for new employees and a substantial pay increase with reclassification for existing Driver License Specialists. Specialized training in fraud recognition, as well as formal training in general job knowledge, is crucial to ensuring that employees value their positions and that statutes are enforced correctly. Both the Fraud Investigation Unit and the Driver License Field Service need a substantial increase in manpower to fight the growing epidemic of fraud and identity theft and to play a more active role in Homeland Security.

- The Driver License Division implemented the Driver Responsibility Program (DRP) in 2004 upon passage of House Bill 3488 by the 78th Legislative Session. This program was established to prevent the repeated behavior of problem drivers and to improve traffic safety through the assessment of surcharges. Since implementation in September 2004, statistics reflect the compliance rate for the program is 35%. While the Department has utilized all of the provisions specified by statute to encourage compliance and driver participation with DRP, we have not realized a significant increase in the compliance rate. During the 80th Legislative Session, Senate Bill 1723 was passed providing the program with tools to increase collections and payment options for those persons in DRP. The bill provided for reinstatement of installment payments for persons who have previously defaulted on an installment agreement. It authorizes the Department to negotiate additional collection contracts, and makes payments of surcharges more feasible for low-income drivers and those who demonstrate a change in behavior through amnesty, incentive, and indigency programs.

- In the evolving field of computer-related crime, the major challenges can be summarized in three main areas: the need for additional personnel dedicated to these investigations, the acquisition and maintenance of highly sophisticated technological equipment, and the training and development of expertise in this field. The proliferation of child pornography on the Internet has escalated to unparalleled dimensions. Online identity theft, fraud, and harassment cases have increased significantly. Computer intrusion continues to increase, not just in corporate America, but in government websites and the private sector as well. In addition, terrorist organizations routinely communicate and coordinate their terrorist activities via the Internet. We must continue to utilize our resources appropriately, yet seek additional personnel to meet these growing public safety demands.

- The Criminal Law Enforcement Division is charged with the responsibility of criminal investigation and the accrual of intelligence, analysis, and dissemination of information related to terrorism and criminal activity that pose a threat to Texas. Strategies for gathering intelligence in pursuing criminal organizations such as U. S. Criminal Gangs aligned with drug cartels/drug trafficking organizations, prison gangs, outlaw motorcycle gangs, asian gangs, and the Russian Mafia continue to present a major challenge to the agency. The proliferation of international and narcotics related terrorism within the borders of the United States created a sudden and unanticipated reallocation of the Department's assets to combat these threats against public safety. The Department faces the challenge of developing and disseminating actionable intelligence to be shared across jurisdictions and used proactively by law enforcement to disrupt both ongoing criminal enterprises and undetected terrorist plots. The multi-jurisdictional nature of these criminal organizations has led the CLE Division to develop new strategies for information sharing and effective coordination with federal and local agencies to identify, investigate, and prosecute individuals who engage in these organized terrorist and criminal activities.

With the rise of illegal gambling activity occurring within the state of Texas, clear statutory language and strict enforcement of statute is essential. Amendments to current statute(s) related to illegal gambling activity should provide clarity to the definition of a gambling device and provide for increased penalties for violations of statute. Demands on Division personnel to enforce gambling and gaming statutes continues to increase.

Other challenges facing the Division includes the evolution of vehicle theft through crimes such as, identity theft, counterfeit documents, fraud, forgery, and vehicle cloning depriving businesses and innocent purchasers of their property and monies. The particular challenges for our personnel are to maintain a significant proficiency in investigating and detecting these criminal acts and reduce the victimization of our citizens. Training that includes technologically advanced methods to identify and investigate vehicle theft must be made available to our personnel to enhance their efforts and success.

Steadily increasing across the nation is cargo theft. This trend continues to produce an enormous financial burden on the Texas economy according to U.S. estimates. The Division has been involved in an array of cargo theft investigations and continues to receive increasing information on organized cargo theft rings relocating their operations into Texas because of law enforcement emphasis in other states such as Florida and other coastal states.

- There has been a significant increase in violence along the Mexico border caused by warring drug cartels. As the violence escalates, all categories of criminal activity are expected to increase in coming years posing significant safety issues for both law enforcement and the citizens of Texas. This escalating threat requires the Department to increase its law enforcement resources along the Texas/Mexico border, particularly between official ports-of-entry into the United States. The “Entrada Al Pacifico” highway currently under construction in Mexico will provide the shortest route from the west coast of Mexico in the state of Sinaloa to Chicago, Illinois. This highway will cross the U.S. Border in Presidio, Texas, near the Big Bend National Park. Increased accessibility to this area will cause a rise in population on both sides of the border. With the increase in population, it is expected that the local crime rate will increase as well. The accessibility this new traffic corridor will create is expected to increase narcotics smuggling along the western and most desolate areas of the state. Narcotics smugglers from abroad will have greater access to Mexico and if an alliance with established Mexican cartels is formed, it will pose an even greater threat.
- The Narcotics Regulatory Programs (NRP) comprised of four separate areas which include: the Controlled Substances Registration Program, the Texas Prescription Program, the Precursor Chemical/Laboratory Apparatus Program and the Diversion/Compliance Investigative Unit faces several administrative, technical, and investigative challenges. The continued increase in the number of registrants along with additional reporting requirements for Schedule III thru V controlled substances as mandated in SB 1879 of the 80th Legislative Session will require additional personnel and new data base systems capable of reviewing and processing data for accuracy and then storing the data in compliance with statute. The diversion of large quantities of controlled substances along with a significant rise in the abuse of pharmaceutical drugs sparked the creation of a formal Investigative Diversion Unit using current FTEs in the Narcotics Service. To fully address the growing problem the Narcotics Service will need newly created investigative and support FTEs along with the operational funding.
- A similar challenge, with a different intervention perspective, is the continual growth in our population and the corresponding exposure of people and infrastructure to natural disasters and man-made hazards. Given the current world situation, the threat facing our communities from terrorism represents a significant component of that challenge. While our strategy is to emphasize preparedness through planning, training, and exercising, our ability to meet this challenge, as well as comply with the requirements of the Texas Disaster Act, will necessitate adding personnel to the ranks of our Emergency Management Division.
- The Governor’s Division of Emergency Management (GDEM), which plays a critical and continually expanding role in emergency management and

homeland security programs, has been primarily funded by federal grants. Of the current GDEM budget, only \$1.3 million is state appropriated money; the remainder is Federal grant funds. The Emergency Management Performance Grant (EMPG) is the primary source of GDEM funds, providing \$15M for FY 2008, approximately 40% of which is passed through to cities and counties to support local emergency management programs. The financial basis for the GDEM's operations is currently precarious because:

The EMPG program has been transitioned from 100% Federal to a 50% Federal/50% State formula. In previous years, State funds were used to support EMD operations in the first two to three months of the fiscal year, with Federal EMPG funds awarded in November covering the remainder of the year. However, FY 2007 EMPG funds were awarded in March 2007 and FY 2008 funds in April 2008, creating a three to five month funding gap where the Division is unable to pay its continuing operating expenses. This situation appears likely to continue.

There is currently insufficient overall funding to cover increasing personnel, operating, travel, and capital costs for GDEM and there is inadequate state funding to close the funding gap described above and meet the required match for federal grants.

Since GDEM relies heavily on Federal grant funding to support its operations, one of the major challenges the Division faces over the next few years is having the funds needed to carry out the additional tasks it has been asked to perform and to make required grant matches. In its 2008 Homeland Security Grant Program Guidance and Application Kit, the US Department of Homeland Security (DHS) served notice that future homeland security grants would likely require a state or local cost share. Without additional state funding, the Division's ability to effectively prevent, protect, prepare, respond to, and recover from natural or manmade disasters will be dramatically degraded and it may be impossible to implement the various homeland security tasks assigned to GDEM and those required by DHS.

GDEM is also facing an unpleasant situation with regard to disaster management. HB-2694, passed in the 2007 Legislative session, amended Chapter 418 (Emergency Management) of the Government Code to provide that state agencies, local governments, and other eligible entities may request funding from the Disaster Contingency Fund to pay for extraordinary costs incurred in implementing preventative measures prior to and during an emergency and costs incurred in repairing damage to facilities and equipment caused by a disaster. The provisions of the bill would apply when: (1) a local government has declared a local state of disaster, and (2) the Governor has issued a state disaster declaration for the same area. The bill also provides that GDEM shall administer the Disaster Contingency Fund. However, the Legislature did not appropriate funds to the Disaster Contingency Fund during

the Legislative session -- leaving the Division to explain to state agencies and local governments that the program exists, but is not functioning. We hope to resolve this issue during the next legislative session.

- Current technology exists that provides direct roadside messaging and communications to the trooper on patrol on all traffic activities. The messaging ability provides real time alerts, photographs, and homeland security information to troopers while they are on the road and incorporates global positioning capabilities to locate troopers in an emergency situation and to assist them in locating remote incidents from related mapping software. The technology enables troopers to check driver license, vehicle, and criminal warrant information from state and federal databases and provides that information to a computer at the roadside. The information received is used to complete enforcement documents or investigations which are uploaded directly to agency record databases when they are completed. This information increases officer safety through real time communications that enhances efficiency and effectiveness. We are currently deploying this technology and hope to expand this tool to other DPS law enforcement functions.

- In times of disasters and responses to terrorist threats, law enforcement and first responder entities must be able to communicate with each other. To accomplish this, law enforcement and public safety entities must continue working together to develop a communications network that will meet the common needs. As the competition for budget and manpower resources increases at all levels of government, agencies will have to combine resources to maintain the current communications infrastructure and take advantage of new technological equipment and radio frequencies. Agencies must work together to eliminate redundancy in the system, maximize the area of coverage, and increase usage of underutilized systems. The Department will be the centerpiece for all law enforcement and public safety entities throughout the state to work together in the interest of public safety for the citizens of Texas.

- We will continue to face challenges in the Vehicle Emissions Testing Program over the next five years. Insuring the integrity of emissions testing equipment, testing procedures, and audit processes will continue to place more focus on identifying and preventing fraud as motorists seek to avoid emissions testing. Increased enforcement will result in increased demand for administrative hearings and the staff necessary to present cases before the State Office of Administrative Hearings.

- One of the most important objectives of the Department is to reduce commercial motor vehicle accidents through enforcement of state statutes, the Federal Motor Carrier Safety Regulations, and the Hazardous Material Transportation Regulations. As a result of the robust Texas economy, the

number of commercial motor vehicles operating in the State has been steadily increasing. The annual commercial motor vehicle miles driven in Texas now exceed 22 billion. Additionally, there are over 3 million commercial vehicle crossings annually at the Texas/Mexico border. In order to ensure the continued safe operation of commercial motor vehicles in the State, additional commissioned and non-commissioned manpower and resources will be required. At present, there are 128 counties in the State of Texas in which there are no Commercial Vehicle Enforcement Service personnel stationed. The Department has developed manpower plans to address these challenges and will seek federal funding to increase the Commercial Vehicle Enforcement Service by 50 commissioned Troopers and 50 non-commissioned inspectors.

- Criminal organizations are exploiting the proliferation of telecommunications advances to facilitate their criminal activities, extend their geographic reach, and avoid detection. Significant technical and legal challenges in the area of electronic surveillance have been brought about by converging technologies of different network platforms that carry essentially the same kinds of services. In recent years, the Department has found that there are greater and more diverse challenges in effectuating electronic surveillance orders within modern networks than with "conventional" telephone networks operated by traditional telecommunications carriers. In order to implement electronic surveillance orders in these diverse networks, the Narcotics Service will have to rely on elaborate and costly technical approaches to ensure that the only messages intercepted are those for which there is probable cause, and that all such authorized messages are intercepted. In order to maintain these abilities in the changing world of communications, the Narcotics Service must obtain additional funding as the Department is solely responsible for implementation of electronic intercepts for state and local officers in Texas.
- The Concealed Handgun Licensing Bureau continues to perform its mission of issuing licenses to eligible applicants. During the past several years, the number of applicants has increased significantly, without a corresponding increase in personnel or appropriated funds to process the applications. We have automated the application process to the extent possible; however, it is clear that we will not be able to keep up with the increased demand for licenses and issue licenses within the statutory timeframes without additional personnel.
- During the 80th Legislative Session, the Department was given responsibility for registering metal recycling entities under the auspices of Chapter 1956, Occupations Code. However, we did not receive the appropriation or personnel necessary to administer the new program. We have created a very basic online registration database to allow entities to comply with the statutory registration requirement. In order to create an effective registration system

that is useful to law enforcement and to enforce all the provisions of the statute, it will be necessary to fund the program and provide sufficient administrative and enforcement personnel.

- The overall pace of law enforcement has greatly increased since 2001 and this trend will continue to impact the DPS Aircraft Section. The Department is expanding its efforts in areas of intelligence gathering and dissemination, driver identification, and border security, while continuing to respond to the many criminal and law enforcement activities.

During the past five years the DPS Aircraft Section has seen a significant increase in requests by state and local law enforcement entities for aerial support. During this period there has been a 25% annual increase in flight missions for the Commander 1000 twin-engine turboprop aircraft. In FY07 the Commander 1000 flew 210 hours of which 44% of the flight time was out-of-state. Over the past five years there has been an increase in total out-of-state flights exceeding 300% and a projected 400% increase in out-of-state law enforcement flights. The majority of these out-of-state law enforcement flights involve the extradition of high-risk felons back to the state of Texas.

The Texas Department of Public Safety Aircraft Section, which plays a critical role in emergency flights, multi-hazard threat responses, and a continually expanding support role in Border Security for the State of Texas must continue to seek the necessary funding to keep its air fleet at maximum operational status for the safety of the aircrew and the citizens of this state.

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INTERNAL ASSESSMENT

The internal strengths and weaknesses that will help or hinder the accomplishment of this plan are detailed below. If possible, a solution is provided for an identified weakness.

Overview and Agency Scope and Functions

Statutory Basis

Statutes related to the creation and control of the Department of Public Safety have been codified in the Government Code. Chapter 411.002 establishes the Department.

“The Department of Public Safety of the State of Texas is an agency of the state to enforce the laws protecting the public safety and provide for the prevention and detection of crime. The Department is composed of the Texas Rangers, the Texas Highway Patrol, the administrative division, and other divisions that the commission considers necessary.”

Historical Perspective

The Texas Department of Public Safety was created on August 10, 1935, by the 44th Legislature with the transfer of the State Highway Motor Patrol from the State Highway Department and the Texas Ranger Force from the Adjutant General. Since that time, the Department has been assigned additional law enforcement and regulatory duties, and more responsibility for disaster emergency management.

The Department became responsible for enforcement of the Motor Vehicle Inspection Act in 1951. Additional responsibilities were assumed in 1952 with the passage of the Safety Responsibility Act, requiring all operators and owners of motor vehicles to be able to pay for damages to others.

As a result of an intensive study by the Texas Research League in 1957, the state was divided into six regional commands, each headed by a senior officer with the rank of major, responsible to the director. All uniformed services were placed under the regional commanders. In addition, a limited crime laboratory was developed in each regional headquarters, supplementing the central crime lab at the Austin headquarters.

At the same time, six companies of the Texas Rangers became part of the new structure, with a company being assigned to the same boundaries as the regional commands, each supervised by a captain.

In 1963, recognizing the major role-played by the DPS in civil defense preparations, the Governor transferred the State Civil Defense Office from his office to the Department of Public Safety and designated the DPS director as its head. This division was statutorily renamed the Division of Emergency Management in 1981. In January 2004, the Governor, by Executive Order, designated the director of the state Office of Homeland Security as the director of the division, which continues to be assigned to the Department for administrative purposes as the Emergency Management Division.

The Criminal Law Enforcement (CLE) Division was created in 1968 to coordinate the activities of the Texas Ranger, Criminal Intelligence, and Narcotics Services. The Motor Vehicle Theft Service was added to the Criminal Law Enforcement Division in 1972. Statute separated the Texas Ranger Division from the Criminal Law Enforcement Division in 1991.

The Traffic Law Enforcement Division was created in 1968. The six Regions, with headquarters offices in Garland, Houston, Corpus Christ, Midland, Lubbock, and Waco, were placed under the TLE Division and a Chief was appointed to command the Division. Each Regional Commander reported to the Chief of TLE, and the Chief of TLE reported to the Director. The activities of the TLE Division were carried out by six field services, which included the Highway Patrol Service, License and Weight Service, Safety Education Service, Vehicle Inspection Service, Capitol Service, and Communications Service.

In 2003, the TLE Division was reorganized and renamed the Texas Highway Patrol Division. The reorganization included the combining and renaming of services and the addition of a new Highway Patrol District and two new Regions. Highway Patrol, Safety Education, Vehicle Inspection, and Capitol Services were combined and renamed the Highway Patrol Service. The License and Weight Service was renamed Commercial Vehicle Enforcement Service. The new Highway Patrol District was headquartered in Bryan, and the two new regions were headquartered in McAllen and at the Capitol.

In 1989, \$14 million was appropriated for the DPS to acquire a state-of-the-art Automated Fingerprint Identification System (AFIS). With AFIS, the DPS is able to provide a more rapid identification of arrested persons from fingerprints on file and compare latent prints found at crime scenes with fingerprints stored as digitized records.

In 1994, the DPS Crime Lab began DNA analysis, particularly on evidence in sexual assault and homicide cases.

In an effort to provide better response to driver license issues and improve overall customer service, a separate Driver License Division was created in July 1998.

In October, 2007, the Office of the Governor signed a Memorandum of Understanding with the Director of the DPS to transfer management of the Texas Data Exchange (TDEx) from the Governor's Office to DPS. TDEx will represent significant value to law enforcement investigations across the state by providing an automated statewide repository of law enforcement incident, jail, and other critical information.

Organizational Structure

Oversight of the Department is vested in the Public Safety Commission, a five-member board appointed by the Governor and serving six-year terms. The day-to-day operations of the Department are the responsibility of the Director who is supported by one Assistant Director. There are several offices performing administrative support services attached to the Director's Staff and the operations of the Department are performed by six major divisions; Driver License, Administration, Texas Highway Patrol, Criminal Law Enforcement, Texas Rangers, and Emergency Management Division. For further explanation, see the organizational chart in Appendix B.

Personnel Allocation

The Department is currently appropriated 8,263.9 FTEs and authorized an additional 175 FTEs which are 100% federally funded. Of that number, 3,813.0 are commissioned law enforcement positions and 4,625.9 are noncommissioned positions. As of April 1, 2008, DPS had 7,893.9 actual FTEs.

APPROPRIATED FTE's

FY 2008

DIVISION	COMMISSIONED	NONCOMMISSIONED	TOTAL
Texas Highway Patrol	2,705.0	1,275.0	3,980.0
Criminal Law Enforcement	620.0	603.5	1,223.5
Driver License	224.0	1,482.9	1,706.9
Administration	52.0	652.5	704.5
Texas Rangers	134.0	27.0	161.0
Director's Staff	78.0	367.0	445.0
Emergency Management	0.0	43.0	43.0
TOTAL	3,813.0	4,450.9	8,263.9

100% FEDERAL FTE'S

FY 2008

DIVISION AND SPECIAL SECTION	COMMISSIONED	NONCOMMISSIONED	TOTAL
Texas Highway Patrol		37.0	37.0
Criminal Law Enforcement	0.0	15.0	15.0
Driver License	0.0	0.0	0.0
Administration	0.0	2.0	2.0
Texas Rangers	0.0	0.0	0.0
Director's Staff	0.0	19.0	19.0
Emergency Management	0.0	102.0	102.0
TOTAL		175.0	175.0

The diversity of the workforce is illustrated in the following table:

**DPS EEO REPORT
INFORMATION RECEIVED BY HUMAN RESOURCES BUREAU AS OF
03/31/2008**

TOTAL EMPLOYEES INCLUDE ALL FULL AND PART-TIME EMPLOYEES														
	WM	BM	HM	AM	IM	WF	BF	HF	AF	IF	TOTAL	% BLACK	% HISP	% FEMALE
OFF/ADM	42	3	8	0	0	15	2	2	0	0	72	7%	14%	26%
PROF	520	64	124	12	7	384	59	83	15	6	1,274	10%	16%	43%
TECH	435	64	260	4	3	645	130	313	17	5	1,876	10%	31%	59%
PROTEC	1,777	264	754	28	24	100	35	61	2	3	3,048	10%	27%	7%
PAR/PROF	102	16	76	6	1	332	143	205	14	6	901	18%	31%	78%
ADM/SUP	58	18	38	0	1	312	121	147	6	5	706	20%	26%	84%
SK/CRAFT	44	15	23	1	1	2	0	1	0	0	87	17%	28%	3%
SER/MNT	35	42	45	0	1	15	22	25	2	1	188	34%	37%	35%
TOTAL	3,013	486	1,328	51	38	1,805	512	837	56	26	8,152	12%	27%	40%

Recent Organizational Changes

Several changes in organizational structure and policy have occurred since the previous Agency Strategic Plan was produced. These changes, as listed below, are a result of constant effort by the Department's senior management team to improve the agency, match resources with needs, and take a proactive approach to service delivery.

- With the Department's addition of a new geographic region headquartered in McAllen, the Texas Ranger Division requested and received approval to add an additional company along the Texas/Mexico border – Company "G", in September 2007 to enhance the division's operation of conducting criminal investigations and offering assistance to local, state and federal law enforcement agencies in this region. Also, the division was recently assigned the task of overseeing and coordinating the efforts of Joint

Operations Intelligence Centers (JOICs) along the border from El Paso to Brownsville by coordinating efforts of federal, state, and local law enforcement agencies in an attempt to better secure the state's border. Currently, the division has five lieutenants assigned as "coordinators" at these five JOICs along the border. In the event additional border security funding becomes available, the division will seek additional FTEs to provide criminal investigative support for the increased investigative assistance requests from local law enforcement.

In an effort to better streamline and increase productivity, the Division's Unsolved Crimes Investigative Team (UCIT) was reorganized by having one UCIT ranger assigned to each of the seven companies. The division plans on requesting legislative approval to incorporate the UCIT strategy within the division's overall program strategy with appropriate funding for continued operations in a decentralized setting.

- **Criminal Intelligence Service**

The Criminal Intelligence Service (CIS) has a specialized unit that coordinates investigative and analytical activities related to the state's war on terrorism and organized criminal activity. Investigative resources have been tasked to focus on terrorism and organized criminal activity. Criminal Intelligence Service personnel, working closely with local, state, and federal agencies continue to investigate individuals involved in suspected terrorist activity and crimes that support terrorism. Strong intelligence gathering capabilities are crucial to the development of accurate information sharing that provides effectiveness in these investigative efforts. Texas homeland security legislation, passed in 2003, provides for the creation of a central collection point for information related to terrorism. The Texas Fusion Center is staffed by Bureau of Information Analysis personnel who receive, process, and disseminate information from public, private industry, and law enforcement sources. The service maintains strong working partnerships with local and federal agencies on multi-jurisdictional terrorism task forces to ensure the safety and freedom of citizens of Texas.

- **Driver License Division**

The Driver License Fraud Investigation Unit (FIU) was created by the 78th Legislature with nine (9) trooper positions, and six (6) analyst positions with the mandate to investigate cases of Identity Theft. The initial personnel were stationed in major metropolitan areas of the state and were soon overwhelmed with casework. Texas ranks 4th in the nation for Identity theft related complaints according to the Federal Trade Commission. Fraud Investigation Unit troopers assist state and federal task forces, partner and coordinate with federal agencies on complex

identity theft and fraud related investigations for the Division. These responsibilities, coupled with the agencies emphasis on Border Security Operations, require additional personnel to deter and disrupt criminal activities in the border area and across the State. An increase in manpower and the command structure will enable this unit meet the increasing demand for service and provide broader investigative coverage of these highly trained investigators.

The Driver Responsibility Program (DRP) was implemented under House Bill 3588 during the 78th Legislative Session directing the Department to assess surcharges based on adverse driving history. The program established a system assigning points to moving violations, as well as a surcharge for convictions or certain offenses such as "Driving While Intoxicated", "No Liability Insurance", "Driving While License Invalid", and "No Driver License". The statute provided for a vendor to administer the services for the notice and collection of surcharges and related costs. In August 2004, a contract was awarded, and the DRP was implemented in September 2004. The contractor provides for drivers to pay surcharges by check, credit and debit card, money order, electronic check, and Western Union and MoneyGram electronic payment services. As of May 2008, the total surcharge revenue billed was \$1,156,024,753 and the total revenue collected was \$414,236,604.00.

Budgetary Information

With the passage of H.B.1 of the General Appropriations Act, the Department's FTEs and appropriations increased significantly. DPS was appropriated an additional 752 FTEs with an increase in appropriations of \$526,716,118 in FY 08 as compared to the FY 07 beginning budget. This increase was primarily the result of new construction, border security, additional personnel, and an increase in federal estimates. The increase of 752 FTEs was reduced by 155.1 FTEs as a result of the 2% reduction in FY 07 and a transfer of 86 FTEs to TxDOT for the Accident Record and CRIS programs in accordance with S.B. 766; resulting in a net increase of 510.9 FTEs. The Accounting and Budget Control staff monitored the expenditure of \$844 million in agency appropriations for AY 2007. Additional appropriation riders and authorizations increased the Department's total budget for AY 2008 to \$1,002,789,478. With an authorized strength of 111 personnel, Accounting and Budget Control ensured the accurate processing, recording, and reporting of agency transactions by monitoring compliance with state and federal regulations and statutes. In order to meet customer demands, Accounting and Budget Control regularly evaluates the goals of the service and realigns functional components to increase operational effectiveness and efficiency as necessary.

Self Evaluation

The Texas Ranger Division utilized a TR-1 reporting system to document its criminal investigations. This reporting system differs from the format utilized by the Criminal Law Enforcement Division's services. Access to the TR-1 reporting system has been granted to analysts within the Department's Bureau of Information Analysis (BIA) so that case information can be shared with other Department investigators. However, the CLE Division's case management application, CLERIS, is accessible through the BIA for all Department components and is used by the Driver License Division (DLD) Fraud Unit, and is being adopted for use by the Private Security Bureau (PSB) investigators. This is a stopgap measure that will have limited effectiveness, the overarching issue being that the Department's THP, CLE, Ranger, and Administration divisions have separate reporting systems and databases with no interconnectivity. The Department must work toward developing a common administrative and case management reporting system with the ability to maintain and secure the information entered, while meeting the federal requirements established by 28 CFR Part 23. The benefits would be employing only one set groups of computer techs and/or programmers to maintain the system and minimizing the training period for end users.

The Department must continue to develop and mature the discipline of information technology governance to strengthen the connection between business areas of the Department and Information Technology management. The continued development of information technology governance will ensure that the investments in IT generate business value and mitigate the risks that are associated with IT. Mature IT governance will allow all stakeholders, including internal customers and related areas such as finance, to have the necessary input into the decision-making process associated with implementation of innovative IT projects. This process highlights the importance of IT related matters in developing solutions for the Department and places the responsibility for strategic IT decisions with the executive management of the Department.

The Department's strengths lie in the skill sets and line quality of our personnel, but our weaknesses are in attracting and retaining qualified personnel, lack of sufficient financial reward to encourage promotion, insufficient leadership development and glass walls between services. The Department must formulate an agency wide strategic approach to employee compensation and development to address current recruitment and retention issues.

Customer service continues to be a high priority for the Texas Department of Public Safety. We value our customers and continually look for ways to enhance their experience. Our customer focus has included the following achievements:

- In coordination with the University of Texas, the Agency implemented a new way to track Agency customer comments via the online survey

available on the DPS web page. It is called the "Thought Bubble." This system enables the handlers and or administrators to view comments, respond to customers, forward comments to the appropriate area for response, archive information for reference material, and recognize employees for outstanding work.

- There are now four Driver License Compliance Offices located across the state providing services that include the collection of reinstatement fees, compliance items, and requests for copies of driver histories and crash reports. These services are currently available in Austin, San Antonio, Houston, and Garland.
- In February 2005, the Driver License Division began offering a new customer relations program to employees entitled, "The Road to Success in Customer Relations". This program built upon the customer relations program "Achieving Extraordinary Customer Relations Workshop" which had been previously offered to employees in prior years. During the workshop, employees receive training in the skills and techniques that can be used to create positive experiences for customers of the Driver License Division. The curriculum also brings awareness to the issues of cultural diversity and teambuilding to promote positive interactions with both internal and external customers.

The Driver License Division (DLD) is responsible for the issuance of Texas driver licenses and identification (ID) cards, collects, maintains and provides driver records and investigates identity fraud. The driver license has evolved from a simple permit needed to operate a motor vehicle, to a form of identification accepted in many countries around the world. States have always been proactive in deterring fraud related to the license issuance process. As the United States faces a continuing threat of foreign and domestic terrorism driver license employees, as a first line of defense, are being required to play a larger and more critical role in the deterrence of terrorist acts through the prevention of fraudulently issued driver licenses. DLD has identified this need and has taken a proactive approach to combating and preventing fraud in the issuance process.

- The Driver License Reengineering Project (DLR) will replace failing hardware in the driver license offices, rewrite outdated driver license programs, and provide a more secure driver license and identification card for Texans. Contracts for this project have been awarded to two separate vendors to reengineer the Department's legacy driver license system. Expected date of implementation end of calendar year 2008.
- The Driver License Reengineering (DLR) Project will replace failing hardware in the driver license offices, rewrite outdated driver license programs, and provide a more secure driver license and identification card

for Texans, enabling more timely and efficient customer service to citizens utilizing driver license services. Contracts for this project have been awarded to two separate vendors to reengineer the Department's legacy driver license system. Expected date of implementation is calendar year 2008.

- In order to address a very large increase in the number of Texas citizens needing to be fingerprinted for non-criminal justice purposes, the Crime Records Service has sustained its contract with L-1 Identity Solutions. As of May 1, 2008, L-1 has established automated fingerprinting services at 88 locations throughout the state to serve this rising need. Fingerprinting locations are generally open from 8:00 AM to 5:00 PM Monday through Friday and are staffed with trained personnel. With an on-line scheduling service, convenient locations, electronic submission to the DPS, and guaranteed high quality fingerprints, the service provides citizens with an easy means of obtaining a quality set of their fingerprints for employment, immigration, licensing, volunteering and other non-criminal justice purposes. Criminal history results submitted through this electronic process are returned to the requestor in just a few days.
- Customer Service workshops are continually held for new employees and refresher courses are provided during the in-service schools for Driver License examiners and technicians.
- We continue to improve our web services for customers. The Department has a committed Internet Committee tasked to ensure that the information available on our website is accurate and informative. In addition to driver license office locations and the latest information on licensing issues, the site includes a list of frequently asked questions, wheel chair accessible offices, and holiday office closures.
- The Concealed Handgun Licensing Bureau has seen a significant increase in the number of applications received over the last two years. This has resulted in a backlog of applications to be processed. We applied temporary and overtime resources during 2007 and have continued through current date 2008 in order to decrease this backlog, and implemented several changes to our licensing database to decrease manual processing of applications. However, it is evident that the number of applications will continue to steadily increase and current resources are not sufficient to meet the increase in demand.
- Recently, the home office of an employee of L1, the contracted vendor for the Fingerprint Applicant Services of Texas (FAST), was burglarized. One of the items stolen from the residence was a locked fireproof safe that contained sensitive personally identifiable information associated with individuals who had used the fingerprinting service. L1 has notified all of

- these affected individuals that their information may have been compromised and offered them one (1) year of credit monitoring and identity theft protection. The information was retained by L1 as a result of the Department's contractual requirement designed to fulfill a FBI audit requirement. The Department and L1 have modified the workflow process so that the sensitive information is captured only on the livescan device and is not required on paper documents. All existing paper documents that contain sensitive personal data are being returned to the Department. Data captured on the L1 livescan systems is protected through either a biometric logon or full disk encryption (L1 is migrating all devices to full-disk encryption, which is initiated at boot up and requires two factor authentication for access). Additionally, all data that is electronically transmitted to the Department is protected utilizing point-to-point circuits encrypted with triple-DES encryption. All future contracts will be evaluated by the above criteria.
- The University Of Texas Survey Of Organizational Excellence continues to provide a non-biased survey to our customers for fiscal year 2007-2008. The goal in mind is to have an ongoing surveying process to ascertain and respond to the needs of our customers. The data also served to address the Customer Service Standards Act (1999, SB 1563). Information regarding this act is located at www.survey.utexas.edu/customer. This report contains an overview and analysis of the findings and the methodology used in the survey administration.

Summary of Results

Results are provided both for the survey conducted via the paper and pencil instrument and for the data collected through the ongoing online assessment process. For the sample surveyed, a response rate of 62.1% was achieved. The items were scored on a five-point scale with five being excellent and one being poor. The agency had a positive satisfaction rating with 83.6% of the respondents stating that overall they were satisfied or very satisfied with their experience with the agency. Of the remaining respondents, 6.4% reported average satisfaction, and only 4.9% reported fair or poor levels.

Summary of Capital Improvement Needs

There are numerous locations where DPS employees have inadequate office space. The Department continues to work diligently to address this issue. During the FY 2006-07 biennium, a new building was constructed in Snyder. The Department is working with the Texas Facilities Commission to complete construction of new offices in Bryan, Waxahachie, Garland Crime Laboratory, and the Texas Ranger Headquarters and Museum in Waco.

During the FY 2008-09 biennium, the agency will construct new Regional Offices in Hidalgo County and Lubbock and an Area Office in Rio Grande City. The agency will construct new Crime Laboratories in Austin, Corpus Christi, El Paso, Houston, and Lubbock and expand the existing laboratories in Abilene and Tyler. The above FY 2008-09 projects were funded through the sale of bonds by the Texas Public Finance Authority. The 80th Legislature also provided appropriated funding to expand and renovate the Houston Dacoma Driver License Office.

Even with the substantial amount of new construction and expansion of existing offices the Department has experienced over the past ten (10) years, the agency still faces a critical need to add new offices and provide more office space in existing buildings to allow our employees the space needed to deliver quality services to the public. The following list of ten (10) building projects represents the Department’s highest priorities during the next biennium. Project analyses are being prepared by the Texas Facilities Commission to be submitted as part of the Department’s Legislative Appropriations Request for the 81st Legislative Session.

1.	San Antonio - Northwest Multipurpose & Land (New)	6.	Pearsall Area Office (New)
2.	Weatherford Subdistrict Office * (New)	7.	Laredo Subdistrict Office* (Expansion)
3.	El Paso - Gateway Super DL (New)	8.	Alice Area Office* (Expansion)
4.	San Antonio - Babcock DL Office* (Expansion/Renovate)	9.	State Operations Center (New and Renovation)
5.	Williamson County Area Office (New)	10.	Training Academy and Fleet Operations – Florence (New)

* Indicates renovation and/or addition rather than a new facility

In addition to the above top priorities, the Department has evaluated our future needs for office space throughout the state. The following list of building projects constitutes the long-range needs of the agency to address our limited office space, growth in the population of the state, and other factors that restrict our ability to provide effective service to the public.

1.	Abilene*	24.	Henderson
2.	Academy and Dorm	25.	Houston Super DL
3.	Accident Reconstruction Training Center	26.	Houston West Harris Co./Katy
4.	Angleton*	27.	Kerrville*
5.	Austin Headquarters* (code upgrades)	28.	Killeen
6.	Austin Headquarters (new free standing)	29.	Liberty
7.	Austin South	30.	Livingston
8.	Austin Northwest DL	31.	Midland DL*
9.	Beeville*	32.	Midland Helicopter Hangar & Pad
10.	Brownwood	33.	Midland Regional*
11.	Canton*	34.	Nacogdoches*
12.	Canyon	35.	New Caney
13.	Corpus Christi Drug Storage Facility	36.	Orange*
14.	Crockett	37.	Ozona*
15.	Dallas South DL	38.	Paris*
16.	Denton* (Truck Parking)	39.	Refugio
17.	Devine	40.	San Angelo*
18.	El Paso Hondo Pass*	41.	Sulphur Springs
19.	Fredericksburg	42.	Sweetwater*
20.	Granbury	43.	Texas City*
21.	Greenville	44.	Tyler*
22.	Groesbeck	45.	Uvalde*
23.	Harlingen*	46.	Weslaco

* Indicates renovation and/or addition rather than a new facility

EXTERNAL ASSESSMENT

The following assessment represents a number of threats and opportunities external to the control of the agency that could significantly impact the success of this plan. Where possible, steps will be taken to turn perceived threats into opportunities for success of the agency and the strategic plan.

Population

The Texas population is expected to grow at a much faster rate than the nation as a whole. The projected population for Texas in 2010 is over 24.9 million people.

The area defined as the "Texas/Mexico Border Region" is projected to be the most rapidly developing area of the state and will enjoy much of the state's growth during this planning period. Projections indicate an average growth of 11% for the 9 most populated counties bordering Mexico while the 4 counties most heavily populated (El Paso, Hidalgo, Cameron, and Webb) will experience an average growth rate of 13%. Hidalgo and Webb counties are expected to have the highest growth rates at 15% and 17% respectively. These trends are projected to remain constant through 2010.

Conversely, the area defined as the "Texas-Louisiana Border Region" indicates fairly slow population growth rate.

The counties surrounding the big cities such as Houston, Dallas, San Antonio, and Austin will also see an increase in population. These areas are projected to have a fairly constant growth rate of approximately 5% on average. However, higher increases are anticipated in the Austin area, which can expect population expansion in Travis County and Williamson County of 8% and 17% respectively.

DPS manpower and resources have been reallocated in previous years to maintain services to all areas of Texas proportionate to need within the limitations of resources. The Department engages in continuous planning efforts to ensure that personnel and resources provide appropriate service levels to all citizens of the state.

Geographic

The sheer size of the state of Texas has tremendous impact on the Department's organization, activities, and strategies.

The primary services the Department is charged to deliver are conducted in every county of the state. The Texas Highway Patrol (THP) Division, Driver

License Division (DLD), Criminal Law Enforcement Division (CLE), and the Texas Ranger Division conduct field operations from a variety of state-owned, leased, and county-donated office space. Crime laboratories are operated at the Austin headquarters and 13 field locations. To provide these services, Department employees are required to travel extensively within their assigned work area. The agency maintains a fleet of 3,692 vehicles that logged over 77 million miles in Fiscal Year 2007. The annual mileage that Department drivers are required to travel is expected to increase over the next several years due to increasing numbers of commissioned personnel spending more of their workday patrolling their assigned areas. Also, due to the mobility of the criminal element, case agents of the Criminal Law Enforcement and Texas Ranger Divisions are traveling longer distances to conduct investigations.

The "Entrada Al Pacifico" highway currently under construction in Mexico will provide the shortest route from the west coast of Mexico in the State of Sinaloa to Chicago, Illinois. The highway will begin in the city of Topolobampo, Sinaloa where foreign interests have begun the expansion of the port facilities to accept greater freight traffic from countries in the Far East. This highway will cross the U.S. border in Presidio, Texas near the Big Bend National Park. The Mexican rail line will run parallel to this highway and also enter Texas in the same area. Increased accessibility to this area will cause a rise in population on both sides of the border. With the increase in population, it is expected that the local crime rate will increase as well. Texas Department of Transportation is not currently seeking to increase the highway infrastructure which will cause traffic congestion and a quicker deterioration of highways. The accessibility that this corridor will create may cause a rise in smuggling operations along the western and most desolate areas of the state. Narcotics smugglers from the Far East will have greater access to Mexico and if an alliance is formed with established Mexican cartels will pose an even greater threat. However, if these smugglers compete against established Mexican cartels for control of the highway and access to Texas, a rise in violence along the border can be expected. Additional personnel will be required to address these issues.

Criminal organizations are exploiting the proliferation of telecommunications advances to facilitate criminal activities, extend geographic reach, and avoid detection. Significant technological challenges in the area of electronic surveillance have been brought about by convergence of technologies of different network platforms that carry essentially the same kinds of services (both technically and legally). In recent years, the Narcotics Service has found that there are greater and more diverse challenges in effectuating court-approved electronic surveillance orders within modern networks than with "conventional" telephone networks operated by traditional telecommunications carriers. In order to implement electronic surveillance court orders in these diverse networks, the Narcotics Service will have to rely

on elaborate and costly technical approaches to ensure that only messages for which there is probable cause to intercept are, in fact, intercepted and that all such authorized messages are intercepted. The Department is solely responsible for implementation of electronic intercepts for local and state officers.

The Texas coastline stretches 367 miles along the Gulf of Mexico, which include numerous shipping ports and petrochemical/storage facilities. Texas has military installations, conventional and nuclear power plants, international airports, and thousands of miles of rail. These are viable targets for terrorist. There are also 7 mountain peaks in Texas above 8,000 feet in elevation. Texas' geographical patterns range from coastline to mountains, hill country to plains. Due to the size of Texas and the diversity of its geography, the State experiences a host of different weather phenomena and constantly changing weather patterns cause frequent natural disasters. When measured by the number of Federal emergency and disaster declarations, Texas is the most disaster prone state in the United States. The Emergency Management Division (EMD) carries out a wide range of disaster preparedness activities. EMD personnel and other Department employees are frequently diverted from their primary tasks to carry out emergency response and disaster recovery activities. As major disasters often require a long-term commitment of substantial Department personnel and equipment resources, the workload measures related to some strategies may be significantly reduced because of commitments to priority emergency response and recovery tasks.

There are over 300,000 roadway miles in Texas, with nearly two-thirds in rural areas. The Texas Highway Patrol Division is charged with rural traffic law enforcement and must assign troopers strategically to be able to deliver an adequate level of service. Significant increases in transportation infrastructure such as those envisioned by the Trans-Texas Corridor Act, will place additional requirements upon the Department to provide adequate service on these expanding miles of roadway. The Trans-Texas Corridor will be a system of new infrastructure facilities located parallel or adjacent to many of our existing highway systems, which will be designed to alleviate many transportation problems created by NAFTA, and our population growth. Upon completion, the corridor is expected to include six vehicle toll lanes, three in each direction, with room to expand with the population. At full development, it will have six rail lines, three in each direction to serve as the backbone of a regional rail system serving all Texans. One will be dedicated to high-speed rail between cities, one dedicated to high-speed freight rail, and one dedicated to commuter and freight rail. The potential increase in police traffic services and disaster emergency services required to protect such an infrastructure is tremendous.

During the term of this planning period, 2009-2013, several continuing and emerging external trends will impact the service delivery of this agency.

- The threat of terrorism and terrorism signature crimes will continue to be a priority for the Department, which requires substantial application of manpower and resources.
- As border violence increases, the Department continues to focus resources to combat violence occurring on the Texas-Mexico border. With the increase and gains made by criminal organizations located on both sides of the border, the department expects violence to escalate in the future, thus causing additional resource allocations.
- Increased commercial truck traffic will continue to channel toward the Texas/Mexico border due to NAFTA and other related trade agreements. Traffic and criminal law enforcement must keep an ever-vigil eye on these trends and be proactive in their efforts.
- The population will continue to grow bringing both young, educated, high-tech employees to the high-tech centers and older, retired persons to the several retiree havens in Texas.
- Our strong economy will bring additional revenue to the state coffers, but will make it increasingly difficult to retain employees. As with any healthy economy, the criminal element will be fast at work inventing new means of criminal activity to take advantage of a healthy economy.
- The potential for a major disaster is always a concern due to the geographical elements of the state. While prediction may be impossible, planning for the mitigation of such disasters must continue to minimize the impact of the disaster, thus minimizing the resources that must be diverted from other strategies to provide an adequate response.

Environmental

- Real ID Act

Enacted in May of 2005, the Real ID Act presents a significant challenge to the Department's Driver License Division (DLD). As passed, the statute will have a wide-reaching impact on our citizens as it will require all 21 million existing Texas driver license and identification card (DL/ID) holders to present their respective identity credentials to driver license office personnel to obtain a Real ID compliant DL/ID. The Act's requirements are specific and create implementation challenges with operational, legislative, technological and fiscal limitations. Implementing Real ID will require additional staff, facilities, training and the development, expansion and deployment of numerous real-time verification systems. Additionally, the discontinuation of alternate renewal methods via Texas Online

(internet, mail, and telephone) will be discontinued during the re-verification period.

In January 2008, the Department of Homeland Security (DHS) published a final rule which further defines the Act's requirements and also grants states an extension of the Act's May 11, 2008 compliance date. A state's failure to issue Real ID compliant DLs/IDs by this date or obtain an approved extension will result in a state's DL/ID card not being accepted to access Federal facilities, board federally regulated commercial aircraft, enter into nuclear plants, and any other purpose that the DHS Secretary shall determine. Under the Final Rule, Texas requested and received from the DHS an extension for implementation of the Real ID Act until December 31, 2009. This extension has provided Texas with the opportunity to delay implementation of the Real ID Act so that the Department can adequately review these regulations and assess the fiscal impact to the Driver License Program. This extension also provides additional time for the Texas Legislature to consider approval and funding for the Act in the next legislative session, beginning January 2009. Upon successful implementation of the Real ID regulations, DHS will allow Texas to extend the enrollment time period for Texas residents to obtain a Real ID compliant DL/ID. Texas residents born after December 1, 1964, will be granted an extension through December 1, 2014, and Texas residents born before December 1, 1964 will be granted an extension through December 1, 2017. After December 1, 2017, Federal agencies will not accept any state-issued DL/ID for official federal purposes unless such cards have been issued by states that have certified to DHS their full compliance with this rule.

- Crime Records

Federal legislation has consistently emphasized the need for the improvement of criminal history records across the country, as well as the need for justice information to be shared across disciplines. The sustained emphasis on improved information and sharing derives from the national interest in accurate data for background checks on firearm purchases; pre-employment searches on persons serving children, the elderly, and the disabled; and increasingly for homeland security background searches and investigations. Rapid identification of persons by fingerprints and electronic data sharing in standardized formats are core goals for all of these programs. State and local criminal justice agencies in Texas and across the country are adopting these core national goals and moving forward with standards-based information sharing and data quality improvement initiatives.

- Vehicle Inspection/Emissions

Implementation of current and proposed federal rules regarding enforcement of the Federal Clean Air Act may have some impact on the Department's responsibilities in the Vehicle Emissions Testing Program. Designation as a "nonattainment area" by the Federal United States Environmental Protection Agency determines whether some counties in Texas will be subject to vehicle emissions testing and/or other measures affecting vehicles. State and federal environmental regulations allow counties to voluntarily agree to state administered measures such as vehicle emissions testing to avoid possible nonattainment area designation. As more areas become subject or volunteer for emissions testing, the Department's regulatory responsibilities and related expenditures will increase.

- North American Free Trade Agreement (NAFTA)

Opening of the borders to allow commercial vehicle traffic under NAFTA and the steady increase of commercial vehicle traffic through these corridors will place a heavy burden on our highway system and will increase the duties of the Commercial Vehicle Enforcement Service. The safety of the motoring public is also a concern. Since 1994, Texas has led the nation in the number of commercial motor vehicles involved in fatal traffic accidents.

External Relationships

The Department develops and maintains close working partnerships with private businesses, federal, state, and local law enforcement agencies across the state and throughout the nation. These relationships include grants, training, intelligence sharing, investigative support, databases, and assignment of personnel. In many cases, Department personnel are dispatched and provided office space by local agencies. Very often, local law enforcement agencies are the only law enforcement backup for the Department's limited number of officers in these rural areas. Coordination efforts with federal, state, and local agencies on crime victims and other victim services issues are conducted as well as coordination issues with local first responder agencies to address radio communication interoperability issues throughout the state.

By combining resources and participating in multi-agency efforts, to include the on-going border star operations, we can work more efficiently and more effectively, avoiding duplication of effort. These multi-agency partnerships, often referred to as task forces, enable our personnel to share valuable resources, expertise, and collaborate on investigative strategies. Department personnel also provide vast investigative assistance and support to other law enforcement agencies across the state in an attempt to ensure the successful completion of

criminal investigative matters and ongoing border security operations. The role of the Texas Fusion Center (TFC) in these efforts is critical. The Center with its in-house and virtual participation of multiple federal, state, and local agencies is improving the ability of the Department to provide information and support services not previously available. The ability to provide these services, however, is dependent on the integration of data sources and the funding necessary to accomplish it. One of these key resources presently in use is a pilot project, partnered with LexisNexis, targeting sex offenders. This system has applicability across the criminal justice information spectrum, but to facilitate expansion will require funding to expand not only the number of users, but the number of data sources as well.

The Texas Ranger Division's role as "coordinators" at the Joint Operations and Intelligence Centers (JOICs) located in McAllen, Laredo, Del Rio, Marfa, and El Paso has provided an unprecedented amount of inter-agency communication and sharing of information between multiple law enforcement agencies related to border security operations and various associated criminal investigations. The Division assigned five (5) personnel as "coordinators" at these JOICs. These reassignments have diminished the Division's workforce and its ability to respond to routine requests for criminal investigative assistance from local law enforcement agencies throughout the state. In order to meet these increasing requests for assistance, the Division will need to increase its FTEs to appropriately respond to these requests. The recent promotion of twenty-five (25) new ranger sergeants since January 2008 has also created a delay in responding to requests until these rangers have received basic training in reporting and related topics that will facilitate their abilities to conduct criminal investigations in the field. It is projected that the Division may have between thirty (30) and forty (40) additional ranger sergeants within the Division by the end of the 2008 calendar year (approximately 25% - 30% of the entire Division's workforce).

The Department depends heavily on state and local law enforcement agencies across the country, as well as the FBI. NCIC 2000 is a FBI program that links local and state communications systems into a shared database where information concerning wanted persons, stolen firearms, stolen automobiles, missing persons, terrorists, etc., can be accessed by any participant. The FBI has recently added the National Data Exchange (NDEx), which is a national repository of local law enforcement incidents and other data made available to criminal justice agencies across the country for criminal investigative purposes.

As the need for justice information sharing has increased, the Department has and continues to actively participate in statewide justice integration planning efforts with state and local entities. The statewide sex offender registration program depends entirely upon law enforcement agencies registering and tracking sex offenders in their jurisdictions. The agencies then update the status of those offenders in the statewide sex offender file maintained by the

Department. The Department makes the sex offender registration information available to the public via the Department website. Added to these statewide systems managed by the Department is the Texas Data Exchange (TDEx), which is a repository of Texas local and state law enforcement incident, jail, and other information made available to detectives, investigators, analysts, etc., in local, state, and federal law enforcement across Texas. The success of TDEx depends heavily upon local agency contributions of data and their use of the system in their investigations.

The U.S. Department of Justice has partnered with the U.S. Department of Homeland Security to create the National Information Exchange Model (NIEM), which is designed to develop, disseminate, and support enterprise-wide information exchange standards and processes that can enable jurisdictions to effectively share critical information in emergency situations, as well as support the day-to-day operations of agencies throughout the nation. The Department, Office of Court Administration (OCA), and Department of Criminal Justice (DCJ) partnered with the Texas Justice Information System initiative, which is comprised of state and local law enforcement and criminal justice agencies, to create the *Texas Path to NIEM* Project. The Path to NIEM Project is designed to bring the benefits of NIEM to Texas. DPS plays a key role in this effort and the overall success of the effort depends upon DPS, OCA, DCJ, and all local and state criminal justice agencies adopting the NIEM standards for exchanging critical information.

The Texas concealed handgun license acts as an exception to the national background check usually required by federal law as a condition if purchasing a firearm. This requires the Concealed Handgun Bureau to work closely with the federal National Instant Criminal Background Check System (NICS) as well as working with local and other state agencies to discover disqualifying criminal history information. The Department works closely with local, state, and federal law enforcement agencies in its authority to regulate various industries.

TEXAS HIGHWAY PATROL DIVISION

EXECUTIVE SUMMARY

Texas Highway Patrol (THP) Division personnel are actively involved in all aspects of law enforcement throughout Texas. The division utilizes its personnel to suppress crime, interdict criminals, provide police traffic supervision, and public education in an effort to provide safe highways and public safety for Texas citizens and visitors. The division has deployed new technology and adjusted patrol techniques to ensure the security of those who travel Texas' highways. Texas Highway Patrol troopers are now equipped with the latest in-car computers, GPS tracking, digital radios, and digital DVD video recording systems. Division troopers are highly trained in all aspects of their jobs and are recognized nationally as being the "best of the best" in highway interdiction.

The division participates in special operations to secure our state's border with Mexico. Operations such as "Operation Border Star" have made significant impact to crime; human smuggling; and the movement of drugs, currency, and stolen vehicles along the Texas/Mexico border.

Commercial vehicle traffic continues to increase in Texas, and with the partial opening of the Texas/Mexico border to long haul Mexican commercial vehicle traffic the regulation of commercial traffic is increasingly important. In order to meet the growing public safety and security demands that stem from the ever-increasing number of commercial motor vehicles that are operating in Texas, additional highway patrol troopers will be trained and certified to conduct Level II and III safety inspections of commercial vehicles in order to augment the efforts of the CVE Service.

The Vehicle Inspection Service supervises the inspection program that requires motorists to have their vehicles inspected and in some counties emissions tested annually for conditions and defects in an effort to prevent traffic crashes and eliminate other health and safety risks. THP remains committed to the maintenance of a valid and viable vehicle safety inspection program. The division is currently evaluating the concept of centralizing and combining all functions of the vehicle safety inspection program. This concept would place all field operations and headquarter record keeping functions under a single chain of command located at the Austin headquarters.

The Communications Service operates a statewide communications network which includes a total of 32 full-service communications facilities that are operated 24 hours a day. To achieve statewide seamless radio interoperability among all public safety entities throughout the state, THP will continue to work with other agencies to develop and implement a statewide trunked radio system, utilizing 700 MHz where feasible. As communications technology continues to

advance, THP will work to combine resources and equipment to maximize areas of communications throughout the state.

The THP division will continue its employee recruitment efforts and will enhance employee job skills through all available training programs.

The Texas Highway Patrol Division, formerly known as the Traffic Law Enforcement Division (TLE), was established within the Department in 1968 in an effort to streamline the command structure of those units and services whose primary responsibility related to enforcing the traffic laws of the State. The TLE Division was reorganized and renamed in September 2003. The reorganization included the combining and renaming of services and the addition of a new highway patrol district and two new regions. Highway Patrol, Safety Education, Vehicle Inspection, and Capitol Services were combined and renamed the Highway Patrol Service, and the License and Weight Service was renamed Commercial Vehicle Enforcement Service. The THP Division is divided into eight (8) regional commands, which comprise its field operations. Regional headquarters offices are located in Garland, Houston, Corpus Christi, Midland, Lubbock, Waco, Austin, and McAllen. The authorized strength of the THP Division consists of 4,007 members; 2,706 commissioned officers, and 1,301 civilian support personnel. These totals include the addition of sixty-one (61) positions in the Highway Patrol Service authorized by the 80th Legislative Session in 2007. These additional positions were allocated along the Texas/Mexico border to provide an enhanced presence of law enforcement personnel to deter and prevent criminal activity. The division is uniquely responsible for a variety of enforcement activities and regulatory functions. These responsibilities involve traffic, vehicles, drivers, and other individuals. The enforcement, regulatory, staff, and support services of the division are separate units with programs and objectives that are designed to complement one another in order to accomplish the overall objective of the Department. The THP Division provides protection and security for the Governor and has responsibility for all police services within the Capitol Complex. The men and women of the THP Division carry out the activities of the division through four (4) field services, which are specialized by function.

Texas Highway Patrol Accomplishments

THP personnel have made significant accomplishments during the last several years, especially in the areas of traffic safety and highway criminal interdiction efforts. Criminal law enforcement activities conducted as the result of traffic stops during 2007 totaled 12,663 felony, and 41,225 misdemeanor arrests. In addition, THP troopers routinely continue to lead the nation in the seizure of various types of controlled substances. During 2007, they made 1,593 drug interdiction arrests in which 93,445 pounds of marijuana, 3,204 pounds of cocaine, 147 pounds of methamphetamine,

and smaller amounts of other narcotics were seized. THP troopers seized 12.4 million dollars in U.S. currency. The division also continues to operate and maintain programs related to regulation of commercial motor vehicle traffic, increased public education and awareness, and the operation of a statewide communications network designed to serve the needs of all criminal justice agencies in Texas. Additionally, THP personnel supervise the operation of the statewide breath test program, air quality monitoring and emissions enforcement, and maintaining files and records related to State enforcement of the Federal Motor Carrier Safety Act. THP has replaced all of the older analog communications equipment with modern narrow-band digital radios.

All Americans are affected by the smuggling of drugs, humans, terrorists, and other types of contraband as it makes its way across the Texas/Mexico border and into our communities. Division troopers are playing an important role in creating a stronger presence along the border to prevent and deter criminal activity. Troopers from across the state comprise numerous strike teams deployed to the border regions to supplement local and federal law enforcement officers participating in "Operation Border Star." The primary strategy employed for Operation Border Star is to provide high visibility presence on all roadways leading from the border to the interior of Texas. This high visibility presence provides a tremendous deterrent while placing troopers in strategic locations to interdict drug and human smugglers, auto thieves, and generally reduce crime along the border.

Troopers have participated in "Operation Border Star" since September, 2007. During this time troopers have made 104 significant drug/currency interdiction cases resulting in the seizure of 11,415 pounds of marijuana, 278,422 grams of cocaine, 594 grams of heroin, 655 grams of methamphetamine, and \$1,546,956 in U.S. currency. Troopers also made 2,076 criminal apprehensions, and recovered 249 stolen vehicles. Additionally, troopers have issued 103,656 traffic citations, 533,916 warnings for minor traffic violations, and have made 2,206 DWI arrests.

Texas Highway Patrol Division Plans

THP Division personnel are actively involved in all aspects of law enforcement to provide a safe environment for citizens and visitors of the State. In order to provide an adequate and effective level of service, additional resources, both personnel and equipment will be necessary. Troopers from across the State are being deployed to the border area to augment law enforcement personnel involved in "Operation Border Star." The remaining troopers are required to work overtime to "fill in" gaps left as a result of these deployments to the border.

The THP Division is well aware of the value of recruitment, retention, and career advancement opportunities for our employees. The division continually seeks ways to enhance employee skills through training programs such as criminal interdiction training, first line supervisor's training, mid-level supervisors' and senior management programs through the Governor's Center for Management Development. Additional training is also provided by the Texas Police Association, Northwestern University Center for Public Safety, Southern Police Institute, and the Federal Bureau of Investigation National Academy. We also encourage mentorship programs to encourage division personnel to advance within the agency.

The THP Division plans to increase the use of new technology and innovative patrol techniques to ensure the security of citizens as they travel Texas highways. High visibility deployments of personnel, increased task force operations, and the development and application of new technologies will allow the more efficient removal of problem drivers and criminals from the highways. THP remains committed to the maintenance of a valid and viable vehicle safety inspection program. The division is evaluating the concept of centralizing and combining all functions of the vehicle safety inspection program. This concept would place all field operations and headquarters record keeping functions under a single chain of command located at the Austin headquarters. THP is currently working to network all Communications Facilities. THP is implementing an IP-based radio gateway solution that will allow the Department to interoperate with other first responder and law enforcement entities across the State to achieve statewide interoperability. THP will continue to provide training in the enforcement of commercial motor vehicle laws to DPS troopers, as well as officers from other agencies. Service-specific initiatives are listed below.

Highway Patrol Service

The Highway Patrol Service is charged with the responsibility of enforcing traffic and criminal laws, investigation of motor vehicle traffic crashes, and providing a visible police presence in order to deter violators along more than 223,000 miles of rural highways across the State. In addition, Highway Patrol troopers have a responsibility to respond to natural emergencies, civil disorder, and other situations when requested by local authorities. The Highway Patrol Service currently has an authorized strength of 2,180 officers, including supervisors, and is spread across 18 highway patrol districts statewide.

The programs of the Highway Patrol Service are police traffic supervision, general police work, public safety education, and Capitol security. Police traffic supervision consists of police traffic direction, police traffic crash investigation, and police traffic law enforcement and patrol, counterfeit document enforcement,

ensuring integrity of government documents related to the Department's vehicle inspection program, and conducting regulatory duties in support of the vehicle inspection program. Highway patrol troopers involved in the counterfeit document enforcement regularly communicate with the Driver License Fraud Investigative Unit, and services of the Criminal Law Enforcement Division, and Texas Ranger Division. These communications result in a coordinated effort to combat fraudulent document violations.

General police work consists of criminal law enforcement, emergency and disaster assistance, security activities, concealed handgun license investigations, counter-terrorism, and homeland security activities.

Public safety education consists of public traffic safety education, public education in crime prevention and emergency management matters, providing public information, cooperation with and assistance to other agencies, and providing intra-departmental staff assistance. Information is provided to the public on various topics including child safety seat use, occupant protection, bicycle/pedestrian safety, DWI/drug awareness, crime prevention, and overall traffic safety. This information is disseminated to the general public through the news media, schools, civic clubs, MADD chapters, various other concerned citizen groups, and other law enforcement agencies. The Highway Patrol Service is also responsible for public information activities and the coordination of regional recruiting efforts for trooper positions. Highway patrol troopers assigned as regional recruiters participate in recruiting efforts at local educational institutions, military bases, and job fairs. These troopers are responsible for the regional testing and interview process of trooper applicants. They also coordinate with the Austin recruiting office to ensure that pre-established recruiting timelines and deadlines are met, and that regional recruiting files are submitted to the Austin recruiting office.

Capitol security consists of police functions, security, and parking administration in the Capitol Complex, which encompasses a 46-square block area in Austin and includes the State Capitol Building, Governor's Mansion, 29 State office buildings, and 13 private office buildings. There are approximately 40,000 persons who conduct business at the Capitol Complex during any given weekday, along with the more than 14,000 State employees who work within that area. The Highway Patrol Service is charged with protecting State property and buildings, and providing a safe environment for State officials, employees, and the general public. Entrance to and public use of State-owned buildings and parking in the statutorily created Capitol Complex is regulated by the Highway Patrol Service. The Highway Patrol Service provides total police service in the Capitol Complex including traffic enforcement, parking enforcement, and criminal investigations. In addition to the law enforcement effort within the Capitol District, THP provides locksmith services for all State agencies, 24-hour police communications, first response to all fire and security alarms, and parking assignment administration. The Highway Patrol Service has three (3) canine

handlers assigned to the Capitol Complex. Currently two (2) explosive canines and one (1) canine capable of detecting biological and chemical agents are assigned to the Capitol Complex.

Accomplishments

Enforcement efforts by highway patrol troopers continue to play a significant role in the reduction, over the past several years, of the rural traffic crash death rate (deaths per 100 million miles driven). The number of drug interdictions and the apprehension of wanted fugitives and others engaged in criminal activities stopped for traffic violations, continues to increase as troopers become more involved in the Department's emphasis on "going beyond the traffic stop." Such favorable results have been enhanced by the utilization of task force operations and line patrol. With the THP Automated Information System becoming operational, service commanders are better able to track crash and other traffic problem trends and therefore better able to effectively deploy their personnel. Access to computer technology has been extended to every sergeant area command.

All highway patrol vehicles are now equipped with video and audio recording systems, as well as stinger spike tire deflation systems. These relatively new technologies enhance the overall effectiveness of the troopers. The video and audio recording systems are critical in providing irrefutable evidence in both traffic and criminal cases. Tire deflation systems allow a safer and more successful way to deter and terminate high-speed pursuits.

The DPS Dive–Recovery Team, comprised primarily of highway patrol personnel, has answered an increasing number of calls for service to assist local agencies and other DPS services during the past few years. Requests for assistance have covered a variety of incidences, ranging from underwater evidentiary searches to searches for drowning victims.

THP has developed a Mobile Major Incident Media Response Unit. The unit is composed of equipment necessary to go any place in the State to any kind of major event or disaster and set up facilities to provide information to the media in a temporary, but professional setting. Equipment consists of a portable stage, tent, sound system, podium, and seating for media personnel. The equipment is set up immediately at the scene of the event and is utilized by Department personnel, local, state, or national officials who have a need to meet with the media and provide information in a professional setting. The unit was first used at the Del Rio floods in 1998.

Also all highway patrol officers with a safety education function are trained by the National Highway Traffic Safety Administration as child safety seat technicians. These officers learned how to properly install and inspect child safety seats in automobiles. Officers frequently take part in child safety seat clinics where inspections and installations are done free of charge for any citizen that wants to have their child safety seats inspected by a certified expert. Frequently child safety seats are found to be damaged, or on a manufacturer's recall list, and are replaced free of charge. Generally, these child safety seats are provided by grants from various organizations.

During 2007, highway patrol troopers with a vehicle inspection function recovered 3,213 counterfeit documents (inspection certificates, registration documents, driver licenses, insurance documents, and other counterfeit documents). They also made over 149 felony arrests, and 48 misdemeanor arrests associated with counterfeit documents, and tampering with government records.

Plans

In addition to continuing to strive toward increasing the effectiveness of all Highway Patrol Service programs and strategies directed at making a safer highway system, THP will continue to improve the troopers' ability to do their jobs through equipment procurement and training.

Troopers continue to receive training in the "going beyond the traffic stop" program in order to increase the troopers' ability to detect and apprehend drug couriers and other criminal offenders using the highway system. Training is also included in counter terrorism training. Additional training and certification for highway patrol troopers in the area of commercial motor vehicle safety inspections will be continued in order to aid in obtaining compliance with laws and regulations controlling heavy commercial vehicles.

Plans are also in progress to update and equip additional advanced crash reconstruction teams in key locations throughout the 18 highway patrol districts.

A project is currently underway to deploy laptop computers in highway patrol vehicles statewide to provide direct roadside messaging and communications to the trooper on patrol. This technology provides real time access to various law enforcement related databases by the trooper in the vehicle and incorporate global positioning system (GPS) data and mapping software between the patrol unit and the Department's 32 Communications facilities to provide alerts and locations of units in need of emergency assistance and to assist in locating remote incidents. It

would also provide real time update of data stored in the THP Automated Information System, which would allow more timely information for decision makers to plan enforcement strategies and future needs.

As an increase in population continues to evolve and grow so will the vehicular traffic, both regular and commercial. With this increase in traffic, the necessity to improve the transportation infrastructure in Texas is inevitable. The proposed Trans-Texas Corridor will be a system of new infrastructure facilities located parallel or adjacent to many of our existing highway systems. One of these new systems is the Central Texas Turnpike Authority (CTTA). Additional highway patrol personnel have been assigned to provide police services for CTTA.

Although the future availability of federal grants is unknown, THP will continue planning for ways to access and utilize available funding in order to enhance the ability to conduct special emphasis and selective traffic enforcement programs where needed. THP will also remain committed to keeping commissioned positions filled.

THP plans to continue and even expand the safety education programs in which it is currently involved. Many elementary school programs are carried out with the use of robots that are manned by highway patrol officers and deliver safety messages to schoolchildren. These programs are well received. The Department has at least one robot in each region.

THP plans to take advantage of future federal grants to provide necessary funding in order to be able to provide safety programs throughout the State. The grants would provide funding for payment of overtime for officers and travel expense to enable officers to conduct more of the clinics over a broader area of the State. The Highway Patrol Service plans to handle calls for service related to public traffic safety education, as resources will permit. Officers will man and utilize the Major Media Response Unit, as dictated by events that occur.

THP will continue to be an integral partner with other local, state and federal law enforcement agencies in securing the State's border with Mexico by being involved in "Operation Border Star."

Security was enhanced in 2002 by the addition of two bomb-sniffing canines at the Capitol. As funds become available, additional electronic security equipment will be obtained and/or upgrades implemented.

Commercial Vehicle Enforcement

The Commercial Vehicle Enforcement (CVE) Service has grown substantially from eighteen (18) original highway department inspectors to its present strength

of 485 commissioned and 263 noncommissioned commercial motor vehicle inspectors and will continue to grow with the opening of the Texas/Mexico border as a requirement of the North American Free Trade Agreement. CVE is charged with reducing commercial motor vehicle crashes through the enforcement of Federal Motor Carrier Safety Regulations and protecting the State highways from unnecessary damage by securing compliance with the statutory provisions of law regulating weight of commercial vehicles. This service also ensures equitable payment of commercial vehicle registration fees by enforcement of registration laws. It strives to protect the rights, privileges, and safety of the general public in the use of the highway system by securing compliance with all traffic laws and regulations applicable to the operation of all vehicles.

Accomplishments

The CVE Service has, in the past year, implemented the new and innovative civilian commercial vehicle inspection and compliance review programs. The service has, and continues to work closely with TxDOT to design, construct, equip, and staff Border Safety Inspection Facilities for commercial vehicles utilizing the Texas/Mexico border ports of entry. The service has trained municipal police officers who work motor carrier enforcement within their local jurisdictions. The CVE Service has also trained a number of highway patrol personnel to conduct Level II and III inspections on commercial vehicles to increase the number of commercial vehicle safety inspections in Texas.

As the CVE job becomes increasingly technical, new technology must be employed to assist troopers in their daily duties. The CVE Service has pioneered the use of laptop computers within the Department and there is now one in every CVE enforcement vehicle. Software development has made the troopers' job more effective and efficient, as they can now generate and download numerous reports from the laptop to their supervisors. Since the CVE job requires more equipment today than ever before, the need for a more versatile type of vehicle has become apparent. Therefore, Sport Utility Vehicles (SUVs) are now being issued to CVE troopers throughout the State. The SUV has proven to be an excellent replacement to the traditional police sedan for CVE purposes.

Plans

With the partial opening of the Texas/Mexico border to long haul Mexican commercial vehicle traffic, the responsibility to staff eight (8) commercial vehicle border safety inspection stations will fall upon the CVE Service. The Department has implemented a three-phase plan to appropriately staff these border crossings. The CVE Service will continue the implementation of the new civilian commercial vehicle inspection and compliance review programs to allow commissioned personnel to conduct

more roadside stops and inspections away from fixed-site locations. Plans are in place to provide additional training to municipal police officers working in commercial motor carrier enforcement. Additional highway patrol troopers will be trained and certified to conduct Level II and III safety inspections of commercial vehicles in order to augment the efforts of the CVE Service. As funds permit, CVE will increase its use of advanced technology to detect criminals, weigh commercial vehicles, and ensure the security of citizens as they travel Texas highways. CVE will continue to seek voluntary compliance by carriers and drivers through its efforts to maintain positive liaison contacts within the transportation industry.

The CVE Service will also continue to seek federal grant funding to enhance the ability to enforce Federal Motor Carrier Safety Regulations while reducing the fiscal burden on State coffers. The ability to access and utilize this federal funding will allow the CVE Service to greatly reduce the number of commercial vehicles operating in Texas with serious safety-related violations.

Vehicle Inspection Service

The Vehicle Inspection Service supervises all vehicle inspection stations throughout Texas. The inspection program requires motorists to have their vehicles inspected annually for conditions and defects in an effort to prevent traffic crashes and eliminate other health and safety risks. These inspections are conducted at more than 10,000 privately owned and operated garages certified by the Department. More than 32,300 inspectors, trained and certified by the Department, perform approximately 16.8 million vehicle inspections annually. The Vehicle Inspection Service trains and examines prospective inspectors, conducts routine quality control checks, investigates citizens' complaints, and takes administrative enforcement action against certified inspection stations and inspectors found to be in noncompliance with program requirements.

Vehicle inspection troopers are assigned the primary responsibilities of counterfeit document enforcement, ensuring integrity of government documents related to the program, and conducting regulatory duties in support of the vehicle inspection program. The troopers also conduct traffic patrol directed toward compliance with vehicle inspection, driver license, registration, insurance, and other laws and regulations.

Accomplishments

During 2007, more than 16.115 million inspection certificates were issued to vehicles operating on Texas highways. As a result of inspection station supervision and enforcement by Vehicle Inspection Service employees,

including commissioned troopers and noncommissioned vehicle inspection technicians, over 94% of the vehicles requiring inspection complied with the State's inspection program. Inspection certificate sales and inspection stations are increasing annually at a rate of 2% to 3%.

Through effective management techniques, the service has been able to keep pace with this growth without personnel increases. During 2007, vehicle inspection troopers recovered 3,213 counterfeit documents (inspection certificates, registration documents, driver licenses, insurance documents, and other counterfeit documents). They also made over 149 felony arrests, and 48 misdemeanor arrests associated with counterfeit documents, and tampering with government records.

Plans

The Vehicle Inspection Service has been significantly involved in the emissions testing program. Vehicle emissions testing is currently conducted in 17 Texas counties. These requirements continue the need for enhancements in staff training and technological support. The growth in Texas and associated relationship to the annual growth in the number of vehicles requiring inspection and the number of certified inspectors and inspection stations require the service to consistently reevaluate processes in order to adequately provide services for the inspection program. A key component in this process was the replacement of manual paper-based process in non-emissions testing areas with an automated system to collect vehicle and safety inspection data, manage licensing of stations and inspectors, and manage inventory and sales of inspection certificates. Deployment of the Texas Automated Vehicle Inspection System (TAVIS) began in the summer of 2007 and was fully operational statewide on August 1, 2007.

The division is evaluating the concept of centralizing and combining all functions of the vehicle safety inspection program. This concept would place all field operations and headquarters record keeping functions under a single chain of command located at the Austin headquarters.

Communications Service

The Communications Service operates a statewide communications network designed to serve the communications needs of all criminal justice agencies in Texas. The system utilizes satellite, radio, telephone, and landline telecommunications systems and includes a total of thirty-two (32) full-service communications facilities that are operated 24 hours a day. The Communications Service carries out its duties through four (4) programs:

- Communications between Department units;

- Communications between the Department and other law enforcement agencies;
- Information and assistance to the public in emergency and other Department-related matters, and
- Warnings and communications necessary for the protection of lives and property of the public.

The Communications Service consists of 267 noncommissioned personnel.

Accomplishments

The Communications Service has been required to become more efficient in their duties due to increased calls for service as a result of more population and traffic-related problems. The in-car computer system that is currently being deployed statewide has been integrated into the Communications Computer Aided Dispatch (CAD) system to allow Communications personnel to monitor hits on wanted/stolen information. It incorporates global positioning system (GPS) data and mapping software between the patrol units and the Communications Facilities to provide alerts and locations of units in need of emergency assistance. All communications personnel have been successfully trained on the new operation of the new system.

Six (6) of the Communications Facilities have been upgraded with new ergonomic furniture and state of the art electronics equipment to display automated vehicle locator (AVL) mapping of units and incidents across the State as well as current catastrophic disaster and homeland security information.

Plans

Communications personnel will continue to become more knowledgeable in the operation of the in-car system in order to maximize its efficiency and safety features. The service will provide additional customer service training to personnel who are frequently the first point of contact for citizens in need of emergency service.

To achieve statewide seamless radio interoperability among all public safety entities throughout the State, THP will continue to work with other agencies to develop and implement a statewide trunked radio system, utilizing 700 MHz where feasible. As communications technology continues to advance, THP will work to combine resources and equipment to maximize areas of communications throughout the State.

THP will seek funding to update the antiquated equipment and furniture in the remaining 26 Communications Facilities across the State. This

funding will provide ergonomic furniture and state of the art electronics equipment to display automated vehicle locater (AVL) mapping of units and incidents across the State as well as current catastrophic disaster and homeland security information. This will provide an immediate view, status, and location of units in need of emergency assistance.

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DRIVER LICENSE DIVISION

EXECUTIVE SUMMARY

Texas has an estimated population of 24.9 million people in 254 counties and shares one (1) of the largest international borders with the country of Mexico. The Driver License Division (DLD) is responsible for maintaining 4.2 million records for those with identification cards, and 16.3 million records for valid licensed drivers. The DLD issues approximately 5.1 million driver licenses a year through original, renewal, and duplicate issuance transactions for an average revenue of \$95 million each year. DLD continues to strive for innovative and efficient methods to serve the citizens of the State of Texas.

A significant obstacle to obtaining personnel resources is the current salary structure for Driver License Division technicians, examiners, and customer service representatives. The job knowledge, expertise, and responsibility required of these positions have significantly increased since they were created. The compensation for the knowledge, skills, and personal dedication required of these positions is limiting the ability to attract and retain qualified employees in field offices and the Customer Service Bureau. An increase in entry salary and a career ladder that increases compensation is necessary to retain these employees to benefit from their knowledge and experience.

The Driver License Division is charged with maintaining the integrity of the Texas driver license and meeting the agency's goal of traffic safety through the examination of drivers, the improvement and control of problem drivers, and traffic and criminal law enforcement. This division also recognizes customers' needs and demands for service have changed and stands ready to meet and exceed these expectations using innovative technology.

The events of September 11, 2001 have proven to be pivotal to the administration of the driver license program not only in Texas, but nationally. This division acknowledges the need to ensure all appropriate measures are taken to prevent fraud and terrorist activity via the license issuance process. The driver license has evolved from a simple permit needed to operate a motor vehicle, to a nationally recognized form of identification which opens the opportunity for travel and to establish and process financial transactions. States have always been proactive in deterring fraud related to the license issuance process. As the United States faces a continuing threat of foreign and domestic terrorism, state DMV's as a first lines of defense, are being required to play a larger and more critical role in the deterrence of terrorist acts through the prevention of fraudulently issued driver licenses. The Division's three (3) services, the Administrative License Revocation Service, the Field Service, and

the Headquarters Service which includes the License Issuance Bureau, Driver Improvement Bureau, Driver Records Bureau, and Customer Service Bureau all contribute to the responsibility of maintaining the integrity of the Texas driver license process and meeting the agency's goal of traffic safety through the examination of drivers, the improvement and control of problem drivers, and traffic and criminal law enforcement. DLD has identified this need and has taken a proactive approach to combating and preventing fraud in the issuance process. The strategic challenge for the division will be to continue to explore opportunities and obtain the necessary resources to address future enhancements to the issuance process, to combat driver license fraud, and to ensure the safety of the motoring public.

DRIVER LICENSE DIVISION SERVICES

The DLD is comprised of three (3) services.

Field Service

The Field Service is responsible for 256 full-time, part-time, and mobile driver license offices serving approximately 299 locations statewide. Services provided include the examination of new drivers; improvement and control of drivers posing a potential safety risk; and the enforcement of traffic and criminal laws. Special emphasis is given to Commercial Driver License applicants through the Threat Assessment background check initiated by field offices for The Transportation Security Agency. Comprehensive examinations are administered to drivers displaying difficulties in the safe operation of a vehicle, such as the older driver.

As a result of the events of September 11, 2001, State driver licensing operations have shifted from ensuring highway safety by evaluating driver competency to additionally include enhancing homeland security. This has been accomplished by focusing efforts on strengthening license issuance security through threat response plans, stringent document verification practices, assuring the identity of licensees and identification card holders, awareness training such as Fraudulent Document Recognition, as well as improved communications and anti-fraud enforcement. The 78th Texas Legislature authorized the Texas Department of Public Safety to create a Driver License Division Fraud Investigation Unit to further address the fraud issues involving driver licenses and identification cards.

Commissioned personnel in driver license offices are responsible for conducting criminal investigations on identity theft, counterfeit documents, fraud issues, and for arresting wanted persons who are detected through the issuance process. Currently there are 118 troopers stationed in 79 driver license offices. In 2007, these troopers were responsible for the

arrest of 1,673 individuals for felony warrants and 4,809 individuals for misdemeanor warrants. During this period, 10,300 criminal investigations related to fraud and identity theft were also conducted. Additional responsibilities include supporting traffic safety initiatives through routine and holiday patrol. In 2007, commissioned troopers within the division conducted 25,584 traffic stops.

Administrative License Revocation (ALR) Service

The ALR program is designed to suspend the driver licenses of dangerous drivers in a swift and sure manner. The program is the administrative process by which the Department suspends the driver licenses of individuals who are arrested for the offense of driving while intoxicated (DWI). Specifically, an individual may be suspended if he/she either refuses to submit to a chemical test or provides a specimen with an alcohol concentration of 0.08 or greater. The DPS is also authorized to disqualify individuals who possess a commercial driver license and/or is operating a commercial motor vehicle and refuses to submit to a chemical test or provides a specimen with an alcohol concentration of .04 or greater. Minors who commit the offense of driving under the influence (DUI) as well as individuals who refuse to provide a specimen following an arrest for the offense of boating while intoxicated (BWI) are also subject to the suspension requirements as provided by the Texas Transportation Code.

Headquarters Service

This service consists of four (4) bureaus responsible for the administrative support of the division's licensing and record maintenance activities.

The Customer Service Bureau (CSB) is the contact center for the Driver License Division. Established in 1995, it serves to centralize the dissemination of driver license related information to customers via the telephone, website, fax, E-mail and general correspondence. The contact center is responsible for the main DPS Headquarters switchboard and customer service primary lines. The CSB utilizes a tracking system created to document and retain information pertaining to all customer contacts and to record all incoming and outgoing telephone calls. The Correspondence Section of the CSB is responsible for responding to general correspondence and requests received from customers regarding Driver License laws. The section prepares specific correspondence to inform individuals of their record status and of actions needed for compliance. In addition, the section performs various correspondence duties for the division related to driver license and identification card issues.

The Driver Improvement and Compliance Bureau is responsible for enforcing statutory requirements by initiating enforcement actions against unsafe or potentially unsafe drivers who violate Texas traffic laws. The Driver Improvement and Compliance Bureau is also responsible for processing all compliance items

received for driver license reinstatement under the Texas Motor Vehicle Safety Responsibility Act and Driver License Laws. While traffic safety remains the bureau's primary focus, administering laws that are not directly linked to traffic safety has become an important secondary function. An example of this activity would include enforcement of driver privilege withdrawal action for non-traffic offenses such as being medically incapable of safely operating a motor vehicle, failure to pay child support, and drug offenses. Minors who are convicted of certain violations such as truancy and tobacco awareness are also eligible for the withdrawal of their driving privileges.

The Driver Records Bureau (DRB) is the primary custodian of the driver record database. The DRB processes and maintains records for all driver license and identification cards issued by the Department. Each record contains basic identifying data about the individual and retains a listing of all traffic convictions and accident involvements which occurred in Texas, as well as other states. Records are maintained on over 18 million Texas drivers and 4 million identification cards. The DRB is responsible for providing online service programs for driver license and identification card renewals, address changes, and driver record requests. The DRB also maintains a document imaging system that allows for increased efficiency and customer support through the digital capture of documentation received and processed by the Division.

The License Issuance Bureau (LIB) provides administrative and technical support to driver license personnel, law enforcement agencies within Texas and the United States, Federal programs (National Driver Registry and Commercial Driver License Information System), as well as the general public by researching and resolving issues related to Driver License and Identification Card issuance.

LIB is responsible for the Commercial Driver License section which specializes in maintaining Commercial Driver License regulations, Federal Databases, processing of Hazardous Materials Endorsement background checks, and responds to inquires related to the specific issuance of a Commercial Driver License. LIB is also responsible for an Evaluation Section which is responsible for researching possible misuse of DL/ID's, and the Parent Taught Driver Education section is responsible for responding to public requests regarding parental instruction for Driver Education.

The Failure to Appear (FTA) Program is also a responsibility of LIB. The FTA program is a system which prevents individuals from renewing their Texas driver license if they have failed to appear before the originating court for a final disposition of a traffic violation.

In addition, the License Issuance Bureau maintains statistical information on the number of Driver Licenses, Commercial Driver Licenses, and Identification Cards issued in Texas.

The DLD is also responsible for a newly established Image Verification System (IVS) Section. The IVS Section was created in 2008 as a result of the Division's implementation of Image Verification software for comparison of driver license and identification card applicants' photographs against photographs currently maintained by the Division from previous driver license and/or identification card issuances. This comparison provides possible matches requiring further review to determine if possible fraud or false identification resides within the system. The Image Verification Section performs complex technical work examining images (photograph and thumbprints) to determine if a record should be further evaluated for suspicious activity. Suspicious driver license and identification records are analyzed for case preparation and assignment to field and fraud trooper investigators. The IVS Section is tasked with handling the daily processing of potential matches from the nightly comparison of original applicants' photographs taken daily against the entire driver record file, as well as technical support to other divisions within the Department. Upon full agency implementation, DLD will evaluate the impact of providing the IVS to law enforcement throughout the State.

Accomplishments

A high priority agency goal to replace failing hardware and outdated software programs was realized during the 78th Legislative Session through the appropriation of funding to replace the driver license system. This project, known as the Driver License Reengineering (DLR) Project, was authorized by House Bill 3588 during the regular session and funded by House Bill 2 in the 3rd Special Session. The DLR project is addressing hardware and software needs by providing new equipment in the driver license offices to enhance the collection of customer data and more efficiently serve the public. In addition, upgraded communications networks and system capabilities will allow for enhanced security technologies to be incorporated into the new system to prevent identity theft and fraudulent issues. The reengineered system will improve customer service through the addition of online programs, enhance the security of our driver license and identification cards through the addition of new security features, improve administrative processes to provide customers with enhanced services, and reduce both internal and external fraud through the establishment of a Driver License Fraud Unit.

In 2005, contracts were awarded to vendors to redesign the driver license system and to produce new DL/IDs with enhanced security features. While the DLR project is progressing well, challenging tasks lay ahead. Significant testing, training, and deployment of driver license office equipment highlight these major tasks. Implementation is scheduled for the end of calendar year 2008.

As the United States faces a continuing threat of foreign and domestic terrorism, driver license employees, as a first line of defense, are being required to play a larger and more critical role in the deterrence of terrorist acts through the prevention of fraudulently issued driver licenses. The Field Service continues to emphasize the importance of detecting fraudulent activity during the course of issuing driver license and identification cards and actively reviews issuance procedures to ensure it remains a priority. The division instituted a policy in 2005 requiring employees to make copies of all primary and secondary identification documents submitted by the applicant for further supervisory review to detect and prevent fraudulent issuance. In addition, the Field Service has trained over thirty (30) commissioned employees as fraudulent document recognition trainers. These trainers have ensured that all employees of the Driver License Division have attended a mandatory 16-hour Fraudulent Document training course sponsored and certified by the American Association of Motor Vehicle Administrators. Employees have received the proper tools including magnification loops and ultraviolet lights in order to detect these security features on documents. The detection of fraudulent documents causes an investigation to be conducted by commissioned troopers assigned to the Division when they are present where appropriate criminal charges are subsequently filed on these cases. In some instances, Driver License trooper investigations reveal criminal activity requiring assistance and liaison with other local, State, and federal agencies.

House Bill 3588 passed during the 78th Legislative Session provided the division the authority to create a Fraud Unit. The Driver License Division Fraud Investigation Unit (FIU) began in April 2004, consisting of one (1) lieutenant, nine (9) trooper-investigators, and six (6) analysts. Two additional trooper/investigators were added in 2005 and two in 2006. The FIU trooper/investigators serve as members of the U.S. Secret Service Central Texas Electronic Crimes Task Force, the Immigration and Customs Enforcement identity task force, the Secret Service South Texas Regional Task Force on Identity Theft, and work in cooperation with the Dallas County District Attorney, and the Montgomery County District Attorney's Task Force on Identity Theft. With the addition of four (4) trooper FTE's between 2005-2006, now bringing the total number to thirteen (13), the FIU has now completed over 1,742 fraud case investigations, resulting in more than 593 arrests and arrest warrants between 2003 and 2007. In conjunction with the FIU's enforcement activity, its members assist the public by providing information and training on how to avoid becoming a victim of identity theft and actions to take if a person does become a victim of identity theft. The FIU led on a team to develop a web site and brochure aiding victims of identity theft. Additionally, the FIU provides training for the law enforcement community in fraudulent document recognition and identity theft investigations.

The ALR program is the administrative process by which the Department suspends the driver licenses of individuals who are arrested for the offense of driving while intoxicated (DWI). Texas Transportation Code Chapters 524 and 724 provide that an individual who has been served notice for refusing or failing a chemical test will be automatically suspended unless the individual requests a hearing in a timely manner. Should the individual request a hearing, a hearing is scheduled before an Administrative Law Judge (ALJ) to determine if the license or privilege should be suspended based upon the facts of the case. During fiscal year 2007, the ALR program produced a 91.5% suspension rate resulting in 93,850 driver license suspensions for refusing or failing a chemical test. This statistic includes both automatic suspensions where a hearing was not requested and findings issued by an ALJ.

The Driver Responsibility Program (DRP) was implemented under House Bill 3588 during the 78th Legislative Session directing the Department to assess surcharges based on adverse driving history. The program established a system assigning points to moving violations, as well as a surcharge for convictions or certain offenses such as "Driving While Intoxicated", "No Liability Insurance", "Driving While License Invalid", and "No Driver License". The statute provided for a vendor to administer the services for the notice and collection of surcharges and related costs. In August 2004, a contract was awarded, and the DRP was implemented in September 2004. The contractor provides a mechanism for drivers to pay surcharges by check, credit and debit card, money order, electronic check, and Western Union electronic payment services. As of May 2008, the total surcharge revenue billed was \$1,156,024,753 and the total revenue collected was \$414,236,604.

In 2004, the Federal Motor Carrier Safety Administration provided \$2,816,995 in grant funding to the Division to assist with electronic court reporting. The goal of this grant was to improve the timeliness, accuracy and completeness of driver history information by increasing the number of Texas courts reporting convictions electronically through an FTP process to sixty percent. Beginning September 2008, the United States Code of Federal Regulations will require all states to report moving violations on commercial drivers within ten (10) days of the date of conviction. In 2005, there were 1,690 Texas courts of which only 502 were reporting convictions electronically to the Department. Through the assistance of federal grant funding, the DLD was successful in increasing the number of courts reporting convictions electronically to 1,029. It was determined that the remaining courts chose not to participate in this project to automate conviction reporting due to the extremely low volume of convictions processed by those courts on an annual basis. Automation of these courts will assist Texas toward complying with the

federal requirements of reporting convictions in a timely manner. DLD's future goal to address the remaining non-automated courts is to obtain federal funding for purposes of developing a web interface for the timely reporting of convictions directly to the Department.

The Driver License Division (DLD) successfully implemented the relevant provisions of the USA PATRIOT Act on January 31, 2005 for applicants adding a Hazardous Materials Endorsement (HME). In coordination with the Crime Records Bureau, and Information Management Service, the Agency began processing applications for commercial driver license (CDL) renewal and state-to-state CDL transfer applicants on May 31, 2005. The DLD processes approximately 550 applications per week from applicants requesting to add or maintain a HME to their commercial driving privilege. The Department has also implemented Senate Bill 1258 which passed during the 79th Legislative Session. Senate Bill 1258 allows Texas to be in compliance with the USA PATRIOT Act by amending the expiration date for all commercial driver licenses from six-years to five-years. This further enhances the security of the CDL process as it requires the expiration of the HME to coincide with the expiration of the commercial driver license.

In May 2008, the Driver License Division, in cooperation with federal authorities, established a process for reporting federal felony convictions on Texas commercial drivers related to transporting undocumented aliens and illegal drugs for purposes of revoking their Texas commercial driver license. While there were existing state and federal statutes, which allowed DLD to initiate disqualification action against the commercial driver, there was no process in place for the federal courts to report these types of convictions. This collaborative effort further assists DLD's goal in making Texas public roadways safer by removing commercial drivers who violate state and federal law.

Plans

With 24.9 million people, the Texas population has grown by nearly 2.9 million residents over the past 7 years. As such, the employees of the Department have to be increased and innovative techniques must be employed to continue to meet the demands of customers in DL offices to efficiently provide high-quality service to the growing Texas population. Without the latitude to increase FTEs in relation to population growth, the results may be poor customer service, longer lines and overcrowding in driver license (DL) offices, a high employee turnover, and a lack of resources.

In order to successfully mitigate some of these issues, DPS will ensure that employees have the necessary skills in key roles to deliver on short-

term and long-term strategic goals. This will keep the DPS at the forefront of its industry. If funded accordingly, the Department will utilize an integrated business model approach to attract, acquire, train and retain high quality employees, which will vastly increase the organization's development and effectiveness when implementing this strategic approach.

Succeeding in today's ever-changing business environment requires agility, strategic goals, and most importantly, talented, skilled employees. The DPS staff is the source of the Department's success and is essential to the continual growth of the organization. In conjunction with the Public Safety Commission's directions of hiring an outside source to identify and recommend organizational changes, the Department is committed in generating a talent development strategy to build upon the business model which will support in rectifying departmental staffing issues, create a positive organizational culture, emphasize operational excellence, and allow the DPS to become a proactive, innovative force.

The Driver License Division (DLD) desires to staff employees who are willing and able to meet new challenges. These challenges require people who demonstrate a universal mindset, excellence in customer service skills with the courage to act, and the skills needed to achieve the Department's vision. By aggressively attracting and compensating employees by identifying available vacancies, staff resources and qualifications that DLD requires in order to successfully implement objectives, it will assist in assuring that all staffing and resource shortfalls are addressed.

The job knowledge, expertise, and responsibility required for performing the basic requirements of a Driver License Technician, Examiner, or Customer Service Representative has significantly increased since these positions were created. Front line driver license employees ensure that an applicant's identity is properly documented and authenticated. A breadth of technical job knowledge and skills is required to apply statutes and policies, to verify documentation presented to authenticate the identity of the applicant and to determine a licensee's physical and cognitive ability to safely operate motor vehicles on the roadways of Texas contributing to highway safety. Additionally, with an increase in the volume of applicants due to the growing population, there is also an increase in the potential for fraud related to the driver license issuance process which requires continuous training to prevent such issuances. The salary compensation for the knowledge, skills, and personal dedication required of applicants for these positions has resulted in a significant inability to attract and retain qualified employees in field offices and the Customer Service Bureau that provide essential information and services to the public.

Consequently, 43% of the existing workforce tenure of driver license technicians have been employed less than four (4) years, with 21% having been employed less than one (1) year. Call Center representatives are even less tenured with 87% having less than four 4 years service and of that, 65% have been employed less than one (1) year. A salary adjustment and implementation of a career ladder is essential to attract and retain employees in these positions that support integrity and quality in driver licensing. These employees are the first line of defense in providing identification and protecting the citizens of Texas from identity theft and possible terrorist activity.

The Real ID Act will present significant challenges to the Department's Driver License Division (DLD). The Act's proposed rules are specific and create implementation challenges with operational, legislative, technological, and fiscal limitations. Implementing Real ID will require additional staff, facilities, training, and the development, expansion, and deployment of numerous real-time verification systems. The Department will pursue conforming legislation to implement necessary requirements by December 31, 2009, which will allow Texas to extend the enrollment time period for Texas residents to obtain a Real ID compliant DL/ID.

The Driver License Reengineering (DLR) project remains a high priority for the agency. The agency will be managing many challenging tasks in the coming biennium before project completion. Thoroughly testing all components of the new driver license system is compulsory for a smooth transition from the legacy driver license system. Prior to deployment, we will begin training the entire Driver License Division staff and other critical users, such as the law enforcement community, on new terminology, business processes, rules, and equipment. The division will seek additional funding for costs associated with continuing maintenance, support, and operating expenses and have included these costs in the Division's Legislative Appropriations Request for the next biennium.

The Driver License Division's Fraud Investigation Unit's responsibility for investigative and intelligence gathering associated with preventing identity theft as well as securing the integrity of the driver license and identification card against identity threats is a continual challenge for the Department and of paramount importance. We recognize our first defense against identity theft is strengthening the "front line", those personnel who have direct communications in the DL offices. In order to maintain exceptional personnel and to attract and retain talent and integrity, we complete thorough background investigations, seek higher educational requirements for new employees, and strive for a substantial pay increases through the reclassification of existing driver license specialists. Specialized training in fraud recognition, as well as formal training in general job knowledge, is crucial to ensuring that employees value their

positions and that statutes are enforced correctly. Both the Fraud Investigation Unit and the Field Service need a substantial increase in manpower to fight the growing epidemic of fraud and identity theft and to play a more active role in securing the State of Texas from potential terrorist activity. Texas ranks 4th in the nation for Identity theft related complaints according to the Federal Trade Commission. Fraud Investigation Unit troopers assist State and federal task forces, partner and coordinate with federal agencies on complex identity theft and fraud related investigations for the Division. These responsibilities, coupled with the agencies emphasis on Border Security Operations, require additional personnel to deter and disrupt criminal activities in the border area and across the State. An increase of manpower and implementation of a command/supervisory structure will enable this unit meet the increasing demand for service and provide broader investigative coverage of these highly trained investigators.

During the 80th Legislative Session, modifications were made to the Driver Responsibility Program to allow the Division to provide individuals the opportunity to establish new payment plans on defaulted accounts, and to establish an indigent program for individuals who could not meet the surcharge requirements. Future online endeavors for this program also include the ability for individuals to review their account information online utilizing the internet and a secure direct web link to the vendor. As of May 2008, the total surcharge revenue billed was \$1,156,024,753 and the total revenue collected was \$414,236,604.

To anticipate future enhancements of the Division's program for the betterment of serving the citizens of Texas, in 2008, the DLD's Legislative Appropriations Request for the next biennium requests funding for various projects which will enhance driver license services. Should funding be made available, DLD's goal is to provide the following additional driver license services OnLine:

- Allow applicants to complete the original driver license application online prior to the driver license office visit, to minimize wait times at local offices.
- Provide driver record status, driver license compliance and reinstatement requirements to individuals who need reinstatement of driving privileges.
- Provide the ability to pay driver license reinstatement fees online.
- Provide court conviction reporting online to assist with timely conviction reporting.

- Allow insurance companies to report issuance and cancellations of automobile insurance policies (SR-22's and SR-26's).

Additionally, DLD's exceptional items request includes funding for a scheduling program for field office appointments and an Interactive Voice Recognition (IVR) System which will offer an extensive range of automated driver license services to citizens requesting assistance from the Division.

CRIMINAL LAW ENFORCEMENT DIVISION

Executive Summary

The Criminal Law Enforcement (CLE) Division performs myriad investigative, information sharing, support and regulatory functions that impact internal and external stakeholders. The stakeholders include the citizens of Texas, public safety and other governmental entities, private sector partners, and certainly our intra-agency counterparts. Communicating across these sectors is imperative to cohesive and effective implementation of the various programs. As has always been the case, our employees are the key component for successfully implementing our programs.

At the heart of success is the continual development of our employees to perform their duties. The strengths in the division lie in the skills, integrity and motivation of its people; however, the weaknesses are in filling civilian vacancies which are at least in part due to the lack of financial reward to encourage promotion and retention. The hiring, retention, and development of personnel begins with fair compensation and the goal of increased merit compensation over time. This is especially true in the civilian crime analyst ranks. There is an immediate need for funding to support enhanced career progression and salary structure commensurate with the federal government and private sector to attract and retain qualified personnel. A similar effort was achieved in the 80th Legislative Session for the forensic scientists of the Crime Laboratory.

In addition, although there are professional training programs for leadership development, there is a need to devise training and mentoring such that talented people can reach a higher skill level without compromising the fair and competitive requirements of the promotional system. Further, incentives must be legislated and funded to motivate and encourage these talented individuals to compete and ultimately relocate where the needs for service require.

Over the last several years the persistent shifting of program, enforcement and information sharing priorities has to some extent created uncertainty amongst employees who are responsible for the day-to-day work in the division. Unfortunately these competing demands for human and information resources at the policy level do not necessarily support the requirement at the operational level. Furthermore, base funding is inadequate to provide for the continual demands for the operational and technical evolution to accommodate the increasing need to integrate information sharing systems and processes both within the Department and across the wider public safety spectrum. The lack of federal grant or state supplemental funding to assist the division in meeting its mandate to improve its Fusion Center participation and information sharing has placed extreme pressure on personnel and budget for the division's legislatively mandated programs and duties.

These issues are very real, however, the committed efforts of all employees of the CLE Division continue to perform at a very high level every day to prevent and detect crime in Texas. Their unwavering desire, although hampered by these issues, has allowed the division to accomplish the goals set forth herein.

Criminal Law Enforcement Division personnel are committed to providing investigative, technical, regulatory, and analytical expertise to the entire law enforcement and criminal justice community. This effort supports the overall law enforcement responsibility to prevent, investigate, solve, and prosecute criminal activity. It is through these efforts that Texas citizens are protected, and provided with a safe and secure place to live. The Criminal Law Enforcement Division includes the specialized services of Narcotics, Criminal Intelligence, Motor Vehicle Theft, the Crime Laboratory, and the Bureau of Information Analysis.

Criminal Law Enforcement Accomplishments

The continued development of investigative and analytical personnel with a high degree of computer skills enables them to work more efficiently to meet the investigative challenges of today and tomorrow. The acquisition of law enforcement computerized databases continues to improve the division's ability to more effectively analyze trends, provide tactical intelligence, and investigate crime in Texas.

The Texas Fusion Center has been established with state funds using existing personnel and facilities at the Headquarters campus in Austin. DPS personnel have been supplemented through agreements with other local, state, and federal agencies.

The Combined DNA Index System (CODIS) continues to expand as legislatively mandated DNA samples from convicted offenders increasingly populate the database. These samples are then compared with crime scene evidence to positively link crime scenes with otherwise unknown suspects. The success of CODIS is growing rapidly as more agencies throughout the state submit samples for comparison. With the success of CODIS, crime scene investigators have expanded the use of trace evidence collection for CODIS submission in other crimes. This has led to additional suspects being discovered in crimes that may have gone unsolved.

Criminal Law Enforcement Plans

The presence of terrorist activity throughout the world and the criminal element that has developed and entrenched itself along the Texas-Mexico

border requires the division to rethink its approach to information collection, analysis, and sharing. The division's ability to analyze and provide timely information to law enforcement will enhance our collective efforts to combat the criminal element. The acquisition of additional information resources to gather and disseminate real-time intelligence will continue to place the division in a leadership role in analyzing and providing key information on terrorist and organized crime activity.

To support these efforts, processes and emerging technology are being evaluated. Experience indicates that identity theft, fraud, and narcotics trafficking are key components in terrorist and organized crime groups. Further, emerging technologies also impact the provision of forensic science services across the state and country that are provided through the Crime Laboratory Service. The demand for forensic examination continues to place increasing pressure on our scientists to provide timely analyses. The demand for qualified scientists across the criminal justice community has placed a premium on retaining them once trained.

Each respective service will identify more specific accomplishments and strategies in the following sections.

Narcotics Service

The Narcotics Service is charged with the overall direction of the state's enforcement efforts against illegal drug trafficking in Texas. To achieve its goal of deterring illegal trafficking of controlled substances and dangerous drugs, the Narcotics Service utilizes investigative enforcement and regulatory authority with commissioned officers and regulatory and support personnel. Narcotics Service investigative personnel, assisted by the Bureau of Information Analysis, continue to collaborate with local, state, and federal agencies across the state and nation to conduct a variety of intelligence-led drug investigations. By statute, the Narcotics Service has four (4) separate areas of regulatory authority which include the Controlled Substances Registration Program, Texas Prescription Program, Precursor Chemical/Laboratory Apparatus Program and Diversion/Compliance Investigations. Each of these areas within the Narcotics Regulatory Program (NRP) addresses businesses and individuals that legitimately use or provide services relating to controlled substances, precursor chemicals, and other specified items that may be misused or diverted for illicit purposes.

Accomplishments

Drug Trafficking Organizations (DTO) continue to use Texas highways as their primary means to facilitate their criminal activities between points of origin and destination. After recognizing the significant number of criminal

interdiction seizures by the Texas Highway Patrol Division, the Narcotics Service engaged in a collaborative effort to provide a timely and comprehensive investigative response. The partnership assisted in identifying methods of operation and co-conspirators, and allowed for the implementation of various complex investigative methods to pursue investigations across the state and nation and gather large amounts of intelligence. The gathered intelligence is shared with other law enforcement agencies to assist in exposing, disrupting and dismantling the overall organization.

Recent trends across the state and nation indicate a significant increase in the abuse of pharmaceutical drugs and this is most notable among young children and teenagers. The Narcotics Service established an investigative diversion unit that coordinates with the NRP to identify and target individuals and organizations diverting large quantities of pharmaceutical controlled substances for illicit sale. The addition of non-commissioned diversion/compliance investigators in January of 2007 have become a permanent part of the NRP through state appropriations in September of 2007. These compliance investigators will conduct inquiries relating to the noncompliance of rules and statutes applicable to registrants and complement the commissioned peace officers of the Narcotics Diversion Unit as well as other law enforcement agencies.

The Narcotics Service manages the Computer Information Technology and Electronic Crimes Unit (CITEC) that is currently the only state trained and managed group of specialized commissioned officers that conduct network intrusion and forensic analysis. CITEC participates in the Department of Information Resources coordinated Computer Security Incident Response Team (CSIRT). This allows the CITEC Unit to provide the necessary security and expertise to protect the state's computer network infrastructure against domestic and foreign threats set on disrupting the computer information world. The CITEC Unit uses advanced computer and technological expertise and equipment to investigate attacks against governmental, financial, and educational computer systems. The CITEC Unit through computer analysis, data evidence extraction and expert testimony has been instrumental in conducting and assisting other local, state, and federal agencies with a variety of computer crimes.

As part of the Drug Endangered initiative and laws set by statute in the Health and Safety Code, Chapter 468.102, the Narcotics Service has partnered with the Texas Department of Family and Protective Services and local law enforcement to identify, document and refer children believed to be in danger due to high risk environments associated with the manufacturing and distribution of illegal narcotics; namely methamphetamine, and amphetamine.

Plans

The Narcotics Service continues to develop partnerships with other local, state, and federal law enforcement agencies in order to identify all criminal organizations engaging in illicit drug trafficking across the State of Texas. The specific identification and targeting of the most violent, dangerous, and prolific criminal organizations operating in Texas through intelligence-led policing is a priority for the Narcotics Service.

The Texas Prescription Program, as authorized by SB 1879 of the 80th Legislative Session, expanded the reporting requirements for prescription information on controlled substances listed in Schedules III through V. The new reporting requirements that become effective on September 1, 2008, require extensive reengineering to capture, analyze and process the data. As the program develops, it will assist the Department in preventing the diversion of the most abused controlled substances.

Criminal Intelligence Service

The Criminal Intelligence Service (CIS) has the primary responsibility of gathering, evaluating, and disseminating criminal intelligence information, with a major emphasis on terrorism, traditional organized crime groups, criminal gangs, and identified Security Threat Groups. CIS is also charged with implementing programs designed to address some of the state's most significant law enforcement challenges, which include crimes that support terrorism, the monitoring of sex offenders under court-ordered civil commitment, extensive background investigations for other state agencies and gubernatorial appointments, the specialized investigations concerning organized criminal enterprises, and complex fraud investigations. CIS is also responsible for the administration of a statewide Polygraph Program, which includes the operation of a nationally recognized polygraph training school. Due to the service's multi-faceted role and highly trained, technically skilled personnel, the law enforcement community relies upon the CIS to assist in providing technical support for conducting complex criminal investigations.

Accomplishments

CIS has refocused its operational resources towards the investigation and intelligence collection concerning terrorism and crimes that support terrorism, and the disruption of organized criminal groups involved in human smuggling. Increased intelligence from this operational shift supports joint investigative efforts with local, state, and federal agencies that comprise the Joint Terrorism Task Force (JTTF) and the coordination of investigative efforts with the U.S. Department of Homeland Security. Service personnel are also contributors to the intelligence function of the

Texas Fusion Center, which is under the supervisory control of the Bureau of Information Analysis. Through liaison efforts with local law enforcement agencies, CIS has also noted a significant increase in the number of leads that are submitted by patrol officers for intelligence gathering purposes.

The Polygraph Program continues to accomplish its mission by assisting local, state, and federal law enforcement agencies with ongoing criminal investigations. Through the testing of suspects and witnesses, polygraph examiners have assisted in the identification of suspects. These investigative efforts have led to better allocation of resources by allowing investigators to focus on appropriate leads. Additionally, the increase in the number of polygraph examiners has enhanced the accessibility of examinations throughout the state. The legislation requiring pre-employment polygraph of trooper and police communications operator applicants has required CIS to diversify its polygraph mission. CIS has successfully implemented a pre-employment polygraph protocol.

Plans

Acts of terrorism threaten the most precious freedoms and the very foundation of society. It is imperative that all levels of law enforcement coordinate resources and work as a team to successfully prevail in the war on terrorism. Additional commissioned and noncommissioned personnel have been allocated and strategically assigned to meet this ever-constant threat.

Criminal organizations such as U.S. criminal gangs, asian gangs, prison gangs (security threat groups), Mexican-Central American gangs, and their activity pose a serious threat to the security and welfare of citizens. This criminal activity includes murder, robbery, home invasion, drug trafficking, bribery, public corruption, racketeering, insurance fraud, identity theft, extortion, confidence schemes, prostitution, and gambling. These activities not only are degrading to society, but also severely impact the economy. The multi-jurisdictional nature of these criminal organizations necessitate that CIS institute effective means and methods of coordinating with local and federal agencies in the identification and prosecution of individuals and organizations that engage in organized criminal activities. Continued innovation in the utilization of resources, the identification of geographic areas of the state that are under-served, and seeking additional personnel are essential to meeting the growing public safety demands.

CIS continues to dedicate additional personnel to support various border operations which involve other law enforcement assets to include the Highway Patrol Division, U.S. Department of Homeland Security, and other local, state, and federal law enforcement agencies. CIS will also

continue to dedicate personnel to identify and target members of Security Threat Groups who have been released from the state and federal prison systems and continue to be involved in criminal activity.

The needs of the Department to successfully impact crime in Texas can be categorized into three (3) main areas: legislation that directly supports enforcement efforts related to the investigation and prosecution of these crimes, additional highly trained personnel dedicated to gathering intelligence, and the continued acquisition and maintenance of highly sophisticated equipment.

Motor Vehicle Theft Service

The Motor Vehicle Theft Service (MVTs) is responsible for the investigation of vehicle thefts involving all types of motorized vehicles, watercraft, aircraft, and farm/construction equipment. The service also investigates a variety of crimes which include identity theft, fraud, vehicle cloning, forgery, and organized criminal activity. MVTs is responsible for monitoring pari-mutuel racing in Texas and primary fugitive apprehension responsibilities. MVTs is also assigned to take the lead in the investigation and apprehension of the Texas Top Ten Most Wanted Fugitives Program which is closely coordinated by the Texas Crime Stoppers Program and administered by the Texas Department of Criminal Justice. The service provides vehicle theft training and other educational support through funding by the Texas Automobile and Burglary Theft Prevention Authority to statewide task forces and other law enforcement agencies.

Accomplishments

The Motor Vehicle Theft Service has developed and maintains a national reputation through the expertise in vehicle identification and vehicle theft investigation techniques and personnel are often called upon to instruct vehicle theft topics at the FBI Academy, law enforcement conferences, and other nationwide venues. MVTs personnel continue to be called upon to assist law enforcement agencies with complex criminal investigations involving organizations and enterprises that stem from multiple Texas regions and involve interstate crimes. MVTs has successfully investigated and prosecuted numerous organizations relating to identity theft and fraud.

Since assuming the responsibility for monitoring Texas pari-mutuel racing, MVTs personnel have quickly developed the expertise and dedication to gain the confidence and respect of the Texas Racing Commission enforcement personnel and continue to enhance cooperation between the two agencies, that has often resulted in successful investigations and has decreased the frequency of violations detected at Texas pari-mutuel racing tracks. Throughout Texas, MVTs personnel have successfully

enhanced their efforts and contacts in the fugitive apprehension responsibilities. State and federal probation and parole offices are in constant communication with MVTs personnel and seek assistance on a regular basis. MVTs personnel have quickly assimilated into the role of taking on the Texas Top Ten Most Wanted Fugitive assignments and have readily taken the responsibility of actively seeking, locating, and apprehending subjects.

Even with the security concerns and violent unrest currently being experienced along the Texas/Mexico border, MVTs personnel continue to maintain a close relationship with Mexican officials. This cooperation continues to produce millions of dollars in recovered and returned stolen vehicles and property seized in Mexico. The service utilizes grant funds from the Texas Automobile and Burglary Theft Prevention Authority to address vehicle theft losses by training officers from both sides of the border in recognizing and seizing stolen vehicles exported from the United States into Mexico. The Border Auto Theft Information Center (B.A.T.I.C.), a program that allows Mexican law enforcement to query the status of a vehicle, continues to increase in popularity and utilization, which now includes officers from multiple countries from Central America as well. B.A.T.I.C. continues to facilitate the return of thousands of stolen vehicles to the United States every year.

MVTs initiated and established a free on-line farm and construction equipment registration service in 2003. The Texas Recovery and Identification Program (T.R.I.P.) continues to provide companies and individual owners of farm and construction equipment the capability to register their machinery online or by submitting an application into a database that is queried by law enforcement agencies to identify the owner of a particular piece of equipment. This program continues to increase in popularity and participation.

Plans

MVTs continues to establish partnerships with the private sector to enhance vehicle recovery through the use of tracking systems and theft deterrent programs, thus increasing the recovery rate within the targeted metropolitan areas. These tracking system enterprises are mostly active in the Dallas/Fort Worth metroplex, Houston, San Antonio, and Austin areas. The service will continue to support and encourage the utilization of these vehicle theft deterrent systems and aggressively promote the Texas Recovery and Identification Program (T.R.I.P.) and the Help End Auto Theft (HEAT) Program.

Liaison between vehicle manufacturers and law enforcement professionals provide a key element in establishing a mechanism for

developing methods and updating technology geared towards the reduction of vehicle theft. MVTs has identified a significant trend where vehicle thieves have transitioned from the vehicle to more sophisticated methods encompassing identity theft, fraud, and vehicle cloning to steal vehicles and integrate them into the legitimate stream of commerce. In order to address this new trend, the service is becoming more adept in detecting and decreasing the use of fraudulent documents and the victimization of citizens through identity theft.

While the vehicle theft rate has continued to drop since 1991, new and more complex methods of theft will create a challenge in the future. Therefore, MVTs concentrates on equipping and training personnel on the latest technology available to combat these complex criminal methods. The increasing challenge for the near future is cargo theft, which is often a criminal method of financing terrorist-related activities and organizations. The North American Free Trade Agreement (NAFTA) creates an overwhelming volume of trade through Texas borders and is monitored minimally. MVTs will work closely with local and federal agencies to enhance the state and homeland security.

Crime Laboratory Service

One goal of the Texas Department of Public Safety is to “promote the preservation of the peace and the prevention and detection of crime.” Within this goal, the Crime Laboratory Service is focused on the detection of crime. Evidence in criminal investigations is submitted by law enforcement to one of the thirteen (13) DPS Crime laboratories for analysis and reporting of findings. Information contained in laboratory reports helps investigators and courts identify and determine the guilt or innocence of a suspect.

With the passage of HB 2703, the 78th Legislature established a crime laboratory accreditation program within the Texas Department of Public Safety. The director, through the Crime Laboratory Service, accredits crime laboratories in accordance with the statute and administrative rules. Further, the department regulates forensic DNA testing in crime laboratories in the state.

Accomplishments

The Crime Laboratory Service, including the Headquarters laboratory in Austin, and 12 regional laboratories, examines evidence and issues laboratory reports in over 70,000 investigations per year. The bulk of these cases, about 54,000 per year, are drug investigations involving either possession or delivery of a controlled substance. Laboratory personnel identify the controlled substance and measure the weight. Equally as important, this drug evidence is stored until the time of trial. Ultimately, the contraband is destroyed which alone is an enormous task.

Annually, the laboratories examine approximately 125,000 to 150,000 pounds of marijuana, 4,000 pounds of cocaine, 800 pounds of methamphetamine, as well as numerous other drugs.

In addition to the drug analysis work, notable achievements have been made in the use of DNA analysis of evidence in sexual assault and homicide cases. The Austin Headquarters laboratory and seven (7) regional laboratories implemented the STR-type (Short Tandem Repeat) of forensic DNA analysis beginning in 1995. The value of this method is that it can be performed quicker and is highly discriminating, meaning that a typical DNA profile developed from an evidence sample is observed in only one person per six billion. In addition, a database of DNA profiles is being developed from samples provided by convicted offenders and now contains DNA data from over 340,000 offenders. When a DNA profile is developed in a sexual assault case, it can be searched through the convicted offender database for possible matches. Also, it can be searched against DNA profiles developed in other sexual assault investigations to possibly tie together cases committed by a serial rapist. This DNA method was applied in nearly 3,900 investigations during 2007. Nearly 1,000 cold case hits are obtained through CODIS each year in Texas helping solve many criminal cases, including homicide, rape, and burglary.

In order to keep current with the growing demand, funding for the analysis of these DNA samples must be continued in the next biennium

In the area of quality, the DPS Crime Laboratories achieved internationally recognized accreditation in 2007.

Plans

The vision of the Crime Laboratory Service is to provide both additional forensic services in the regional laboratories around the state, and more prompt service, thus better meeting the needs of our customers. The expansion has been initiated by establishing firearm examination services in the regional laboratories and by training more analysts to examine trace evidence, such as fibers and paint. The next step is to add latent fingerprint examiners to crime laboratories in South Texas, West Texas, Dallas, and Houston. Additional personnel are being hired and trained to enable faster reporting of lab results.

There is a desire to enhance the DNA program to capitalize on the STR technique and the success of the CODIS database to link offenders with unsolved crimes. This can be accomplished by reexamining evidence in old cases, as well as to examine evidence in “no suspect” rape cases and burglary cases. The CODIS laboratory, which performs DNA analysis on

convicted offender samples and enters the DNA profile into the FBI CODIS computer, has been expanded to process the 60,000 samples per year that are received from all felony offenders who are now required to submit samples.

Finally, the quality of the Crime Laboratory Service is of great importance, and the service will continue to maintain high standards in order to keep the laboratory accreditation current. Full-time quality assurance staff members are now working to assist in this ongoing quest for excellence in service provided by our committed and dedicated personnel. The mission of the Crime Laboratory Service has always been to provide high quality and timely forensic services, and these efforts are required to fulfill that mission.

Bureau of Information Analysis

In the State of Texas the Department of Public Safety is charged with being the repository for criminal intelligence information about terrorist activities and other information related to Homeland Security. In 2007, the Bureau of Information Analysis (BIA) was created as the entity charged with analyzing and disseminating criminal and terrorism related information. This support to law enforcement and homeland security provides a thorough and timely understanding of current and future threats. Its function enables effective long-term prevention and enforcement strategies, and provides the information necessary to prioritize law enforcement resources.

The BIA operates and manages the Texas Fusion Center as a 24/7 intelligence and strategic analysis center where information and intelligence from different sources is exchanged, consolidated and analyzed to improve the ability to fight crime and terrorism. The Texas Fusion Center serves as the centerpiece in establishing and managing the statewide intelligence capability. Having a statewide intelligence capability means having specialized processes, information systems, and human talent to harness the fragmented multi-agency criminal information in a way that arms investigators, first responders and policymakers with useable knowledge and foreknowledge about the threat environment in Texas.

The BIA will also acquire, develop, analyze and disseminate intelligence related to criminal activity. International and domestic terrorist organizations, violent criminal organizations, along with organized criminal enterprise groups and repeat career criminals represent threats to the safety of the State. The key to successful enforcement efforts is a strong intelligence-led program that provides analytical support to law enforcement agencies in disrupting these criminal elements. The BIA supports both law enforcement efforts and other intelligence unit efforts, including High Intensity Drug Trafficking Area (HIDTA) task forces, Joint Terrorism Task Forces and other regional fusion centers in identifying,

disrupting and dismantling organized criminal organizations. This support consists of specialized training and knowledge in crime types including identifying complex organizations involved in drug trafficking, stolen vehicles, criminal gangs and terrorism.

The BIA also manages the Missing Persons and DNA programs and supports the Amber and Silver Alert programs. These programs are vital to assist law enforcement in locating at risk persons and potential victims of crime. The BIA also supports MVTs in the Top Ten Fugitive Program to assist law enforcement in locating career criminals that threaten the safety of Texas' citizens.

Accomplishments

The BIA has established a statewide intelligence function that includes components capable of providing strategic, tactical and program support to law enforcement agencies in Texas and the nation. The BIA has established a 24/7 Fusion Center that provides immediate day-to-day access for co-located federal agencies and other law enforcement services.

The BIA has continued to provide substantial support to law enforcement agencies even while completely reorganizing from different DPS programs. The BIA has produced a first statewide annual criminal threat assessment and produces a Texas priority organizational threat list that assists law enforcement agencies in prioritizing enforcement efforts. Additionally, analysts assigned to vehicle theft are nationally recognized for the assistance provided in locating confidential identification numbers, shipping data, title searches, off-line computer searches, and are the points of contact with the automotive industry.

The Missing Persons Clearinghouse (MPCH) and DNA programs oversee the Amber and Silver Alert processes. There were fourteen (14) Amber and seventeen (17) Silver Alerts in 2007. The nationally renowned MPCH is involved in innovative projects such as "Light the Candle," "Behind the Walls," and "Project Find Me." The DNA Program, authorized by the legislature in 2007, is a partnership with North Texas State University to facilitate the identification of previously unidentified victims. Those efforts have resulted in ten (10) matches in Calendar Year 2007.

Plans

The maturing of the Texas Fusion Center to encompass all hazards and crimes will facilitate increased information sharing across the private and public sector. Expanding capabilities, however, require funding for additional personnel, as well as technological and physical resources. In addition, participation in the center by key stakeholders at all levels of

government is imperative to meeting the requirements of the Texas Homeland Security Strategic Plan.

The BIA, in meeting its mandate of providing analytical support to a wide range of customers, will continue to reengineer its processes to ensure timely information provision is achieved.

In addition, the BIA is planning to add the capability to offer 24/7 event deconfliction services to enhance officer safety across the state.

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TEXAS RANGER DIVISION

EXECUTIVE SUMMARY

The Texas Ranger Division was recently tasked with overseeing and coordinating border security efforts through five (5) Joint Operations Intelligence Centers (JOICs) along the border, from El Paso to Brownsville. Division personnel assigned to these duties coordinate efforts of federal, state, and local law enforcement agencies through a unified command structure. This reassignment of division personnel from criminal investigative responsibilities to more specific Border Security operations has decreased the division's workforce and its ability to respond to continued investigative requests from local agencies, both along the Texas/Mexico border region and in other areas of the State. Should additional funding for border security become available, the division would consider increasing its resources to meet these needs. As border security operations continue, we hope to identify a viable performance measure for the success of these border security operations.

The key responsibility of the Texas Ranger Division is to provide investigative assistance to federal, state, and local law enforcement agencies within and outside the State of Texas.

The mission of the Texas Ranger Division is to conduct criminal and public integrity investigations, arrest criminals for violations of state and federal laws, suppress major disturbances, protect life and property, and render assistance to local law enforcement officials in suppressing crime and violence. The Texas Ranger Division is continuing to assist federal, state, and local law enforcement agencies in the investigation of acts of terrorism.

In pursuing the DPS mission, active deployment of various investigative and forensic techniques will be developed and utilized for challenges in the 21st Century. This includes the expansion of DNA technology, the use of the Violent Criminal Apprehension Program (ViCAP) – a crime analysis tool, and the application of the behavioral sciences of Psychological and Geographic Profiling.

The Texas Ranger Division includes seven (7) field ranger companies and the Unsolved Crime Investigation Team (UCIT) which was restructured and decentralized in January 2008, resulting in one UCIT sergeant being stationed within each Texas Ranger Company. To streamline the administrative and program functions, senior management has established specific geographic areas of responsibility for each Ranger Company as well as standard operating procedures for a uniform approach of work processes.

In September 2007, the division was tasked by the Department to provide coordination of Joint Operations Intelligence Centers (JOICs) to enhance border security issues. The JOICs are comprised of federal, state, and local law enforcement personnel, located in El Paso, Marfa, Del Rio, Laredo, and McAllen.

The Texas Ranger Division currently consists of one hundred thirty-four (134) commissioned officers, and twenty-two (22) support personnel. The chief, assistant chief, a captain, and a lieutenant are stationed in Austin. A captain commands each field ranger company and the Unsolved Crimes Investigation Team member in that company. Fourteen (14) field ranger lieutenants supervise 109 ranger sergeants along with the field support personnel. The Texas Ranger Company Headquarters are located in Houston, Garland, Lubbock, San Antonio, Midland, Waco, and McAllen

Accomplishments

Since the primary responsibility of the Texas Ranger Division is to provide investigative assistance to federal, state, and local law enforcement agencies within and outside the State of Texas, the division has provided investigative assistance for the following list of offenses during the first eight (8) months of the current biennium (September 2007 through April 2008):

Homicide	551
Robbery.....	98
Burglary.....	147
Sexual Assault/Assault.....	455
Larceny	277
Forgery.....	56
*Other.....	1,413

* To include Kidnapping, Arson, Threats, Drugs, Escape, Weapons Offenses, Public Order Crimes, etc.

The 77th Session of the Texas Legislature authorized the creation of the Unsolved Crimes Investigation Team (UCIT) within the Texas Ranger Division. The Texas Ranger Division secured a grant from the Office of the Governor (Criminal Justice Division) in FY 2002 to partially fund UCIT. The 78th Session of the Texas Legislature made UCIT a permanent part of the Department within the Texas Ranger Division. The team was initially established in San Antonio; however, in January 2008 UCIT was restructured from the centralized location in San Antonio and personnel were dispersed to have one UCIT ranger located within each Texas Ranger Company to enhance the productivity and fiscal responsibility of the unit.

Plans

The Texas Ranger Division's mission and duties include the investigation of major crime scenes, and potentially the crime scenes at terrorist events. The division is continuing its preparation and training to handle these situations. Seven (7) Texas Ranger Division sergeants have completed an intense course of Advanced Crime Scene Investigation at the National Forensic Academy in Knoxville, Tennessee. Pursuant to this training, an Advanced Crime Scene Protocol and Training Program had been developed for the division to provide the necessary training for field personnel to resolve these additional and unique crime scene issues. The division has been in the process of training all Texas Ranger sergeant personnel in these advanced crime scene search techniques. The program will also be used in assisting local law enforcement agencies with regular crime scene investigations. Prosecution of offenses associated with these crime scene investigations will also be enhanced. As of May 2008, eighty (80) division personnel have completed this enhanced training.

The Texas Ranger Division has established contact with the Department's Emergency Management Division and the Texas Army National Guard in order that the division may receive specific training for Weapons of Mass Destruction (WMD) situations, and be familiar with the specialized equipment brought on site and utilized at these events.

Previously, the Texas Ranger Firearms Committee received specialized training in building entry and search techniques from the Houston Police Department and Dallas Police Department Special Weapons and Tactics Teams. Since that time, the committee has developed a training program for division commissioned officers. This training has been provided to a large percentage of the law enforcement personnel within the division. The Texas Ranger Division continues to train members of local law enforcement in these entry and search techniques. The Texas Ranger Firearms Committee has also received specialized training in tracking techniques for use in escape and fleeing felon investigations. The committee is in the process of training additional members of the division and local law enforcement in these techniques. The Texas Ranger Firearms Committee is presently making arrangements for all members to attend an in-depth training of Recognition and Identification of Unconventional Weapons and Improvised Explosive Devices through contacts made with Department of Defense (D.O.D.) personnel. To date, two (2) members of the Texas Ranger Firearms Committee have had this training. Plans are to send the remainder of the committee members so they can then train division and other commissioned Department personnel.

Personnel of the Texas Ranger Division will continue their regular duties, but will be vigilant regarding potential terrorist activities. The division will continue to work closely with other divisions and services of the Department, as well as local, state, and federal authorities in combating terrorism and protecting the citizens of the State of Texas. In September of 2007, the Texas Ranger Division dedicated five (5) lieutenants to act as coordinators for Joint Operations and Intelligence Centers (JOICs) located along the Texas/Mexico border in support of Operation Border Star. The locations of the JOICs are: McAllen, Laredo, Del Rio, Marfa and El Paso. These lieutenants are responsible for the coordination of border security efforts utilizing a unified command structure with other federal, state, and local law enforcement agencies to enhance efforts at disrupting and dismantling illegal smuggling operations while preventing escalating acts of violence in Mexico from spilling over into Texas.

ADMINISTRATION DIVISION

The Administration Division provides critical support services to the other divisions of the Department, as well as administering several licensing programs. The division also provides valuable crime information services to other Texas and national law enforcement agencies, other governmental entities, and the general public.

EXECUTIVE SUMMARY

Several of the issues identified by the recent review of the Department by the Sunset Commission relate to functions performed by the Administration Division. Some of these recommendations will require legislative changes, and we will work with the Legislature to address them. We are also moving ahead to address those issues that do not require legislative change.

Efforts by the Private Security Bureau to address the recommendations include a plan to streamline the licensing process, as well as adopting a new license format. The Bureau has also examined its policy regarding the off-duty secondary employment of Private Security Bureau troopers as security officers to determine that it is sufficient to ensure no misuse of authority or conflicts of interest occur.

The Staff Support Service is evaluating the recommendation of the Sunset Commission staff to modify our promotional policy to provide officers with location options when applying for promotions. An internal work group has been charged with the responsibility of surveying and evaluating the promotional and hiring processes of all 50 state law enforcement agencies.

In addition to the Sunset recommendations, the Administration Division has identified several areas of need which must be addressed to ensure we can perform our statutory missions. For the Regulatory Licensing Service, the greatest need is additional personnel to handle substantial increases in workload. The population of the state is increasing and we have observed a corresponding increase in the number of individuals seeking employment in the private security professions and concealed handgun licenses. Due to the increase in applications in both areas, we have been unable to maintain expeditious license issuance without assistance from temporary employees. While we continue to look for ways to streamline the license issuance processes in both areas, we need additional personnel to perform required manual processes and ensure we are able to issue licenses expeditiously. Further, additional commissioned personnel are necessary in the Private Security Bureau to deal with the related increases in unlicensed activity, which require additional enforcement efforts.

Finally, personnel are needed to implement the metal recycling entity registration program. This new program was assigned to the Department through Senate Bill 1154 during the last legislative session; however, no personnel or fiscal appropriations were provided to the Department to implement the program. We have worked with the Crime Records Service to provide an automated registration system that meets the most basic requirements of the new law, but we cannot fully implement the program without the necessary funds and personnel.

The greatest single need of the Crime Records Service at present is for a dedicated funding source for the Texas Data Exchange (TDEx). As described below, this system provides an excellent investigative and homeland security resource for Texas law enforcement agencies; however, its ultimate success is directly tied to the number of agencies contributing their local incident and related data. To add contributing agencies, DPS must pay for development of software “adapters” at each agency. In addition, the on-going maintenance of those adapters and the system-wide enterprise license need a stable funding source for establishing and sustaining this valuable statewide resource.

In its efforts to support the operations of all of the Divisions of the agency, the Staff Support Service’s greatest need is additional funding for the construction of new offices or the expansion of existing buildings and the repair and maintenance of our existing buildings. Funding is also needed to address the steady increase in utility and operating costs and deferred maintenance projects. Additional personnel will be required in skilled positions for our building and fleet operations as well as a dedicated staff to operate the new Emergency Vehicle Operations Course.

In the midst of our improvement efforts, we realize that it is our employees who ultimately make the process work. Accordingly, we are making efforts to develop talent within the Division. Such efforts include the creation of career ladders for certain positions, the provision of appropriate training and employee development programs, and Employee of the Quarter programs to recognize achievements. We recognize, however, that these efforts have fallen short of a full-fledged strategy for talent development. Future efforts will focus on creating a culture of staff development, beginning with an education of the supervisors and managers regarding the importance and methods of creating such an attitude within the Service.

Crime Records Service

Most of the programs within the Crime Records Service (CRS) are the state’s implementation of national criminal justice information programs. The information provided through these programs greatly assists the Department and other law enforcement agencies throughout the state in their enforcement and

investigative duties. With the addition of the Texas Data Exchange (TDEx) and a large increase in the number of citizens required by statute to undergo fingerprint-based criminal history searches, the duties and the responsibilities of CRS have significantly expanded in the recent past. In addition to the greater workload, which is described below, the changes also emphasize the importance of staff development, staff retention, and succession planning. As stated above, we are looking for ways to make our ad-hoc efforts into a more formalized strategy for developing and retaining highly skilled employees.

The statewide Computerized Criminal History (CCH) system provides criminal history data to Texas law enforcement and criminal justice agencies, as well as to an ever-increasing number of noncriminal justice licensing and employment agencies, as authorized by statute. The Texas Crime Information Center (TCIC) provides law enforcement agencies with real-time, online information regarding wanted persons, missing persons, sex offenders, persons subject to protective orders, as well as data regarding stolen vehicles and other stolen property. The Texas Data Exchange (TDEx) provides detectives, investigators, and crime analysts with access to incident, arrest, and other valuable data from local law enforcement agencies across the state. The Uniform Crime Reporting (UCR) Program tracks and reports statewide crime rates, as reported to the DPS by local law enforcement agencies.

Accomplishments

Automation plays a significant role in the effectiveness of the programs managed by the Crime Records Service. For example, the use of the Automated Fingerprint Identification System (AFIS) for processing fingerprint cards, as well as to search for matches of latent prints found at crime scenes, has contributed significantly to the effectiveness of law enforcement in the state.

The implementation of Electronic Disposition Reporting (EDR) by counties has allowed the Crime Records Service to accept criminal history data electronically from courts that previously had to be reported manually, on paper forms. A major accomplishment related to EDR is the automation of arrest submissions to the DPS through livescan fingerprint reporting, which are then sent to the FBI electronically. An initiative of the Governor's Office of Homeland Security has placed livescan fingerprinting devices in the sheriff's offices of all but two of the counties that did not previously have livescan service. Those two counties declined because they do not have county jails. This process allows for near real-time identification of persons arrested in Texas. Responses from DPS and FBI to these electronic submissions are almost always accomplished within two hours, and often in a much shorter time frame. This service assists in the identification and confinement of wanted persons who are attempting to conceal their identity at the time of arrest. The implementation of

electronic arrest reporting, electronic disposition reporting, and AFIS upgrades have created a more efficient workflow, which has allowed CRS to completely eliminate backlogs in the processing of these submissions.

The creation of a DPS website to provide the public with information regarding sex offenders and persons with convictions or deferred adjudications for felonies and serious misdemeanors has provided CRS the means of making that public data widely available and easily accessible. In addition, a secure website has provided very quick and efficient access for more than 11,000 licensing and employment agencies that have statutory access to the criminal history file. Law enforcement agencies also use a secure website for updating their statewide sex offender records.

The TCIC, which is a statewide index of theft reports, warrants, and other criminal justice information, has been upgraded to provide enhanced services to local law enforcement agencies regarding that data. The CCH system has also been redesigned and enhanced to provide new services and improved capabilities in the receipt, storage, analysis, and dissemination of that important data. Enhanced services to the reporting agencies is a key component of the upgrade, along with a new “mug shot” capability.

The Crime Records Service mails notifications to neighbors when a high-risk sex offender moves into the neighborhood. This service has been accomplished through an automated mapping and mail program.

Crime Records has also implemented a major new statewide program to provide fingerprinting services to citizens who need to submit fingerprints for licensing, employment, volunteering, and other non-criminal justice purposes. Called Fingerprint Application Services of Texas (FAST), the program provides telephone or web-based appointment services, convenient, non-threatening locations throughout the state, guaranteed accuracy of fingerprints and electronic submission of those prints to the DPS and FBI. During the first four months of 2008, this service processed approximately 150,000 applicants through its 88 locations across the state.

Under the requirements of Senate Bill 9, passed in the 80th Legislative Session, the Crime Records Service has created the Fingerprint-based Applicant Clearinghouse of Texas (FACT) that acts as a background check clearinghouse. FACT is being started with the background checks being performed on certified and non-certified individuals working in education, but will be expanded to other disciplines as well. The applicant is enrolled in the FACT when they are fingerprinted through FAST for an authorized purpose, such as for employment in a school district. The

results of their background check are reported to the school district through FACT. In the future if the person wants to move to a different school district, the second district need only refer to the record in FACT at the cost of \$1.00 rather than to run a new background check at the cost of the \$15.00 DPS fee, \$19.25 FBI fee, and \$9.95 FAST fingerprinting fee. This process will work very well in the future for volunteers who can be enrolled in FACT, then move from one volunteer opportunity to another at the cost of only \$1.00. Authorized entities can also “subscribe” to a person’s record in FACT, and they will be notified of any future arrest activity for that person.

In order to move Texas toward compliance with the emerging National Information Exchange Model (NIEM), jointly developed by the U.S. Department of Justice, and the U.S. Department of Homeland Security, the DPS, the Office of Court Administration, and the Department of Criminal Justice funded a contract with Unisys to work in coordination with all the agencies participating in the Texas Justice Information System initiative to provide three deliverables:

- **Rewrite of Texas Justice Integrated Information Initiative Plan (TJI3).** Unisys, in coordination with TIJIS, reviewed the TJI3 Plan for relevance in the current environment, determined which recommended actions have been accomplished, reviewed, revised, added to, or deleted the other recommended actions, and rewrote the document with an emphasis on developing it into the blueprint for Texas state and local agencies to cooperatively reach NIEM compliance by creating a statewide NIEM infrastructure.
- **Gap Analysis:** Unisys was required to perform a gap analysis regarding exchanges between local justice reporting agencies and state justice agencies. The report identified data that is not being shared and the barriers to that sharing.
- **Creation of Texas Justice Information Exchange Model:** Unisys created a data reference model for the 28 information exchanges identified by the team. This data reference model forms the justice foundation of a fully NIEM compliant state reference model

In October, 2007, the Texas Data Exchange (TDEx) was transferred to the Crime Records Service from the Office of the Governor. This system significantly benefits criminal investigations by providing automated access to data that previously was available only through extensive manual searching. The main source of the data is the Records Management Systems, and Jail Management Systems in local law enforcement agencies across the state.

Plans

The future emphasis of CRS is the continued expansion and improvement of the automation initiatives. Many critical initiatives are underway and are in expansion. These efforts include the following:

1. To continue to work with the Texas Integrated Justice Information System (IJIS) group in developing additional NIEM-compliant data exchanges for inclusion in the Texas Justice Information Exchange Model. The expansion of the Texas statewide use of NIEM compliant exchange standards will lay a foundation for information sharing in the future at a greatly reduced cost and with significantly greater effectiveness.
2. To continue upgrades for AFIS to maintain the infrastructure required to support the ever-expanding need for fingerprint based background searches for non-criminal justice, homeland security, and law enforcement purposes.
3. To continue to expand quality control initiatives regarding the Crime Records information systems. With the elimination of arrest and disposition backlogs, CRS has been able to apply more resources to quality control efforts. More aggressive monitoring of local agency submissions to the criminal history file has allowed us to publish compliance reports to the contributors and the legislature. We will continue to investigate more automated means of monitoring and reporting to the criminal history, sex offender, TCIC, and other contributing agencies.
4. To pilot the use of livescan fingerprint devices in the courtroom to biometrically support the dispositions reported to DPS. This court reported fingerprinting will augment, not replace, the fingerprinting currently being done by local arresting agencies.
5. To continue to expand the number of local law enforcement agencies submitting data to TDEx and using TDEx to support investigations. The development of software “adapters” to extract the data from local systems is a time-intensive process for the TDEx vendor that requires extended planning and continued resources. The ultimate effectiveness of the systems is highly dependent upon the widest possible scope of local data residing in the system, so we will continue to pursue resources. In addition, we continue outreach to the local agencies regarding the availability of the system and its usefulness to their investigations.

Staff Support Service

Staff Support Service provides support to all of the Department's commissioned and noncommissioned personnel through the various functions performed by the employees in the Human Resources, Training Academy, Psychological Services, Fleet Operations, General Services, Building Program Bureaus, the Equal Employment Opportunity Officer, and the Radio Frequency Unit.

Accomplishments

Fleet Operations made considerable progress towards the goal of a statewide digital communication system with particular attention directed toward the coastline and other hurricane prone areas of the state. Communications interoperability remains a vital goal and the Communications Group continues to purchase and install equipment with that in mind.

Fleet Operations continues to be involved with the Highway Patrol in the installation and implementation of mobile data technology into patrol vehicles. The integration of new technologies into police vehicles has become increasingly difficult due to downsizing as well as the new electrical system designs that are being utilized in many of today's vehicles.

The Building Program Bureau personnel worked with the Texas Facilities Commission (TFC) staff to complete construction of a new Area Office in Snyder. The Bureau staff continues to work with TFC on the construction of a new Crime Laboratory in Garland, a District Office in Bryan, an Area Office in Waxahachie, and the Texas Ranger Education and Training Center in Waco. The 80th Legislature authorized funding through the sale of bonds by the Texas Public Finance Authority (TPFA) for the construction of a new Emergency Vehicle Operations Course Complex in Florence, new Regional Offices in Lubbock and Hidalgo County, renovation of the McAllen Regional Office, and a new Area Office in Rio Grande City. Funding through TPFA also included construction of new Crime Laboratories in Austin, Corpus Christi, El Paso, Houston, and Lubbock, and expansion to the Crime Laboratories in Abilene, and Tyler. The 80th Legislature also provided appropriated funding for the expansion and renovation of the Houston Dacoma Driver License Office.

Human Resources Bureau personnel have implemented or assisted in the implementation of a number of new programs or procedures in 2006 and 2007 including legislatively mandated commissioned officer ID cards; the commissioned officer physical readiness-testing program; an on-going hiring process for entry level commissioned officers, including an option for immediate hire into an intern position; polygraph testing of

commissioned applicants through the addition of licensed polygraph staff to HR; biennial changes in the state classification plan, which includes reallocations and legislative salary increases, and updated medical screening and follow-up tracking for the new defensive tactics training.

The Risk Management staff accepted, on behalf of the agency, a Bronze Award in both years of the biennium for reduction of workers' compensation claims dollars spent.

Human Resources Bureau personnel continue to address increased workloads caused by employee turnover, additional positions, agency reorganization, and changing compensation factors. The Human Resources Bureau staff has processed applicants for four recruit schools; processed personnel actions, and maintained personnel files for 8,041 employees; processed 3,387 law enforcement promotional applications; and processed 31,641 applicants for non-commissioned positions during the biennium. The Recruiting Section completed the hiring process for applicants for the March 2008 Recruit School and are in the hiring process for the September 2008 Recruit School.

The Training Academy has expanded its outreach to Department non-commissioned personnel by expanding the number and types of courses taught to by the Administrative Training Unit. The Training Academy staff, in an effort to make training more accessible and cost effective for the agency continues to develop Train the Trainer and students courses, utilizing different training delivery mechanisms such as on-line learning and Video Teleconferencing.

The Training Academy has made improvements by remodeling facilities improving the audio visual capabilities, adding more power outlets and network port access for laptop computers. The Academy's Library continues to provide wireless internet capabilities and hard-copy resources to support classroom assignments and research to include promotional study materials.

The Training Academy regularly holds All Service Recruit Schools to meet the agencies commissioned staffing needs. Over the past five years (2002-2007) the Training Academy has graduated 1,499 new troopers, holding multiple Recruit Schools each year with a 17.5% attrition rate. The Recruit School Program for FY 07 averaged a 95.86% first-attempt pass rate and an overall three-year average first-attempt pass rate of 93.12% on the Texas Commission on Law Enforcement Standards and Education Basic Peace Officer Licensing Exam.

The Training Academy staff developed a new firearms policy, updated the field on use of force issues and terminology, and created a qualification

and transition course for a new M-4 rifle sighting system (EoTech), the staff continues to develop the Arrest and Control Tactics program and field instructors to meet the instructor student ratio.

The Training Academy also administers two programs that provide training to the public on the handling of motorcycles and bicycles. The Motorcycle Operator Safety Training Program was created in 1983 in response to statistics showing that motorcycles were over-represented in crashes, injuries, and fatalities. The current program consists of basic and Advanced Motorcycle Training courses and the All-Terrain Vehicle (ATV) course. The Bicycle Safety Education Program uses certified safety instructors throughout the state to provide bicycle safety training for children under the age of 10. The Training Academy has modified the Pedestrian/Bicyclists accident reporting form and provides for on-line reporting.

The 80th Legislature authorized eight new employees for the Psychological Services Bureau with seven of the new employees being licensed mental health counselors. Working with the Classification Office in the HR Bureau, the job functions of these new employees were combined with the job functions of the existing Victim Service Counselors to allow all fourteen employees to provide services to victims of crimes as well as brief counseling and referral services to our employees and their families.

The Psychological Services Bureau has 168 trained members of the Critical Incident Response Team (CIRT) and 51 volunteer Chaplains. The CIRT, Chaplains, and Bureau staff responded to 30 critical incidents around the State during 2007. This included the Line of Duty Death of one Department employee during 2007. Additionally, the Victim Services staff provided assistance to 3,448 crime victims during 2007, while the Chaplains volunteered 2,015 hours of service to victims of crime.

During 2008, Bureau Staff, Chaplains, and CIRT responded to a Line of Duty Death and to the multi-agency activity in El Dorado involving the fundamentalist Church of Jesus Christ of Latter Day Saints (FLDS). The Psychological Services Bureau is now providing administrative support and clinical oversight to the Department's Veterans Assistance Program, established in 2007, to provide support to employees who are preparing for, or returning from, combat action in Iraq and Afghanistan.

The Radio Frequency Unit continues working to promote effective public safety communications and foster interoperability among local, tribal, regional, state and federal communications systems by actively working to improve communications interoperability. This work focuses on establishing communications links that permit two or more different public safety agencies to interact with one another and to exchange information. To date, much has been done to improve public safety interoperability

awareness. Agencies in several urban regions across Texas are implementing interoperability solutions to interface disparate systems and state agencies. In the rural areas, technical assistance is provided to establish regional shared systems that can provide interoperability among all subscribing agencies.

Despite these advancements, improving public safety interoperability persists as a complex issue and these complexities often delay progress. Building the partnerships and acquiring the funding, spectrum, and technology necessary for improving interoperability takes time. As such, continued progress remains a gradual endeavor comprised of successive steps that will lead to sustainable interoperability.

The General Services Bureau has worked diligently over the past year to upgrade the equipment in the Print Shop and the Graphics Section of the Reproduction area, as well as equipment in the Mail Room. These efforts have improved the efficiency of the delivery of services to the agency as well as reduced the maintenance costs and downtime created with the aging equipment.

The Bureau's Warehouse supervisor has been working with the manufacturer of the body armor used by our commissioned officers, Point Blank, to replace the inside panels on the Vision Level II vest that contained Zylon which was decertified by the National Institute of Justice.

The warehouse staff has also been instrumental in coordinating the exchange of the Ruger Mini-14 rifle with the Bushmaster M4 semi-automatic rifle and the EoTech sighting system.

Plans

The Staff Support Service will support the goals of the Department in the upcoming years through the continued efforts of the staff to recruit, hire, train, and retain qualified applicants in both commissioned and noncommissioned positions. The agency is expecting a higher than normal retirement rate for commissioned officers in the next two years and expects that the state will continue to see population growth requiring additional staffing. Also, it is anticipated that unemployment rates will remain low, which causes increased competition with the private sector for scarce workers.

Bureaus within Staff Support Service will continue to improve their ability to provide quality and pertinent training to commissioned and noncommissioned employees that meet the ever-changing public safety, managerial, and technological environments. Future efforts to enhance the training capabilities of the Training Academy will include completion of

the construction of a driver-training complex on property owned by the agency near the City of Florence in 2009. Additionally, efforts will continue to be made to expand and reach more customers by diversifying the courses offered and utilizing distance and on-line learning.

The Building Program Bureau staff is working with the Texas Facilities Commission to develop a Project Analysis to determine the cost of relocating the Training Academy and Fleet Operations to Florence. Project Analysis for these projects is being established for consideration by the 81st Legislature. Project analyses are being developed for the expansion of Laredo District Office, San Antonio Babcock Driver License Office, the Alice and Weatherford Area Offices, and the State Operations Center (SOC). Project Analyses are also being developed for the construction of new Area Offices in Pearsall, San Antonio Northwest, El Paso Gateway, and Williamson County. We are also requesting continued funding for major repairs and renovations to our facilities.

The Equal Employment Opportunity Office plans to introduce a new computer-based training course for all Department employees. This course will eliminate the need to send trainers to the field or bring field personnel to Headquarters to meet the mandated EEO training requirements.

Ongoing education services to all supervisors and employees relating to the benefits of reducing or eliminating employee on-the-job injuries will be provided.

Efforts to support the overall physical and emotional well-being of employees and their families through both education in preventative strategies and direct support services following crises are being extended to employees in the field. The professional services of the Employee Assistance Program are being expanded with the hiring of seven additional licensed mental health counselors. This will increase the number of counselors to two per Region. All counselors will be able to provide services to victims of crime as well as brief counseling and referral services to employees and their families.

Utilization of the comprehensive fleet management program will continue to optimize fleet vehicle usage, minimize vehicle repair downtime, and maximize the state's return on investment within the program.

Continue with the preventive maintenance program related to equipment to reduce maintenance cost and implement an aggressive energy conservation program.

A preventative maintenance program for Department buildings and related equipment will be intensified to extend the useful life of our infrastructure and reduce maintenance costs.

The Department will implement an energy conservation program to reduce the amount of energy being consumed in our buildings statewide by installing energy efficient equipment, and an energy management control system.

The plan to provide radio communications interoperability between state and municipal agencies will be fully implemented for state agencies and other law enforcement and first responder entities in Texas.

In order to accomplish these planned activities, the Staff Support Service will need additional personnel and resources in the Human Resources, Training Academy, Psychological Services, Fleet Operations, General Services, any Building Program Bureaus, the Equal Employment Opportunity Officer and the Radio Frequency Unit.

Regulatory Licensing Service

The Regulatory Licensing Service mission is to protect the citizens of Texas through ensuring that (1) the private security industry employs only qualified personnel who provide reliable services; and, (2) only eligible persons receive and retain concealed handgun licenses in Texas. The Service is dedicated to the fair and impartial administration of DPS concealed handgun and private security licensing and regulation responsibilities. The Concealed Handgun Licensing Bureau manages the approval or denial of original and renewal concealed handgun license applications. In addition, the Bureau takes action to suspend or revoke licenses, whenever warranted. The Private Security Bureau provides licensing and regulation of companies and individuals within the security industry in Texas. The Bureau also investigates associated allegations of administrative or criminal violations.

Accomplishments

During 2007, the Concealed Handgun Licensing Bureau issued 87,396 original and renewal licenses. They denied 453, suspended 501, and revoked 418 original and renewal applications based on statutory eligibility requirements. As of December 31, 2007, there were 288,909 active licenses.

During 2007, the Private Security Bureau issued 36,355 original individual registrations and 22,810 renewal individual registrations, as well as 704 original company licenses and 4,560 renewal company licenses.

Plans

The Concealed Handgun Licensing Bureau continues to explore ways to automate the licensing process in order to more efficiently administer the licensing program. However, as stated previously, we have seen significant increases in applications over the last two years, and even after streamlining and automating many processes, it is not possible to meet statutory processing deadlines with current resources, and we will need to request additional resources to keep up with the increased demand. Additionally, the Concealed Handgun Licensing Bureau will work with the Driver License Division's card vendor on the implementation of the new license document.

The Private Security Bureau will continue to work with the Department's programmers to complete the reengineering of our database to provide more automation, so that licenses and registrations may be issued more efficiently. In addition, the new database will allow for a more interactive exchange of information with licensees. As stated previously, we will work internally and with the Legislature on the recommendations raised in the Sunset Commission review of the agency. We will also continue to work with the Driver License Division's card vendor on the development and implementation of a new license document. We will also work with the governor-appointed Private Security Board on the recommendation of a rule to clarify the application of the Act to Individuals who perform investigations using computer-based data.

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EMERGENCY MANAGEMENT DIVISION

EXECUTIVE SUMMARY

The business of the Emergency Management Division (EMD) is to plan and carry out programs to aid the State, local governments, and individual citizens in preparing for, responding to, and recovering from emergencies and disasters – natural, technological, or man-made. Unfortunately, business has been good and likely to get better.

As measured by Presidential emergency and major disaster declarations, Texas is by far the most disaster-prone State. It leads the nation in tornadoes and flash flooding, is second in hurricane and tropical storm impacts, and has frequent severe storms that cause major property damage. Texas also has widespread and persistent droughts, which give rise to widespread wildfires. Both drought and wildfires have a major impact on the State's large agribusiness sector. A recent National Oceanographic and Atmospheric Administration assessment indicates that we can expect more weather-related disasters (including droughts, severe storms, floods, excessive heat, and hurricanes) to occur and that when these events occur, they are likely to be more intense.

Texas is also threatened by a wide variety of technological hazards. The State has massive oil and gas production operations, huge refining and petrochemical facilities, nuclear facilities, and extensive large-scale manufacturing industries, which make, use, or store vast quantities of hazardous materials, toxic substances, and dangerous products. Texas has the nation's largest highway, rail, and pipeline networks, a large number of airports, and more than two dozen ports to transport these goods. Therefore we have a substantial number of industrial and transportation accidents each year which involve fires, explosions, pipeline ruptures or chemical spills that must be dealt with by local and regional emergency response organizations, sometimes assisted by State and federal agencies.

Texas is also vulnerable to disasters caused by acts of terrorism. As noted above, Texas has an extensive array of industrial, commercial, and transportation infrastructure and key resources, much of which is of national or regional importance, as well as large metropolitan areas, and a number of important symbolic sites. The State has more than 1,200 miles of international border with Mexico, and more than 350 miles of coastline that, in combination with the extensive transportation networks that exist, Texas provides opportunities for terrorists to enter the State and move quickly to potential target areas.

The number of local emergency incidents coordinated by the State Operations Center has increased each year. EMD expects this trend to continue as the

frequency and intensity of natural disasters increases, metropolitan areas continue to expand, and more development occurs in vulnerable coastal areas. The State and local governments have used local, State, and federal funds to greatly improve emergency planning, training, equipment, and facilities. Additionally, both the State and many local governments have established extensive emergency preparedness and response partnerships with business and industry, and a wide variety of volunteer groups. Many cities, counties, and regions have also sponsored Citizen Corps programs that train, organize, and equip citizen volunteers to actively participate in emergency preparedness and response activities. Both the State and many local governments have substantial emergency response resources, mutual aid agreements to obtain assistance from nearby jurisdictions or other states, and effective plans and procedures to deploy and use the combined resources available to them.

There are difficulties at both the State and local level in funding costs of emergency protective measures and response operations for major emergencies and disasters, as well as recovery costs for disasters that do not qualify for a federal emergency or major disaster declaration. For major disasters and emergencies that receive a federal declaration, Federal Emergency Management Agency (FEMA) generally pays 75% of the cost of protective measures and response, with local governments and the State responsible for the remaining 25% share. EMD takes an active role in getting local governments and State agencies enrolled in federal recovery programs. Federal program funding typically begins to flow fairly quickly. However, EMD often has difficulty in obtaining funding to cover the State's share of disaster costs and pay vendors, local governments, and other states that assist Texas in a timely manner. There is no immediate source of funding for these costs. Additionally, there is no federal funding for response or recovery programs for disasters that do not meet the threshold to qualify as federal disasters. This means some small communities and rural counties with limited resources that are impacted by locally devastating disasters receive no federal assistance. House Bill 2694, passed during the 80th session of the Legislature in 2007, includes provisions for EMD to administer the Disaster Contingency Fund to provide local governments and State agencies assistance for responding to disasters that are declared by both local governments and the Governor. The bill passed, but no funding was appropriated to the Contingency Fund to implement the provisions of the legislation. It is imperative that funding be provided to facilitate these vital emergency response and disaster recovery programs.

The Emergency Management Division (EMD), which plays a critical and continually expanding role in emergency management and homeland security programs, has been primarily funded by federal grants. Of the current EMD budget, only \$1.3 million is State appropriated money; the remainder is Federal grant funds, primarily the Emergency Management Performance Grant (EMPG)

and the Homeland Security Grant Program (HSGP). EMPG is the primary source of EMD funds, providing \$15M for FY 2008, approximately 40% of which is passed through to cities and counties to support local emergency management programs. The financial basis for the EMD's operations is currently precarious because:

- The EMPG program has been transitioned from 100% federal funding to a 50% federal/50% state formula. Although the division uses a number of different types of in-kind match, it requires additional State funds to make the required match.
- In previous years, State funds were used to support EMD operations in the first three (3) months of the year, with federal grant funds awarded in November covering the remainder of the year. However, EMPG funds are now being awarded in the March-April time frame, creating a four (4) to five (5) month funding gap where the division is unable to pay its continuing operating expenses.
- The 2008 HSGP Program Guidance & Application Package contains the following guidance: "Grantees are not required to engage in cash or in-kind match for FY 2008 HSGP funds. However, there is the potential for future grant programs to be impacted by cash match requirements as early as FY 2009. Accordingly, grantees should anticipate and plan for future homeland security programs to require cash or in-kind matches at cost-share levels comparable to other FEMA-administered programs." This would make an already difficult situation untenable.

There is currently simply insufficient overall funding to cover current personnel, operating, travel, and capital costs for the division and there is inadequate State funding to close the funding gap and meet the required EMPG match, and the potential match for other homeland security grants. Without significant additional State funding, the division's ability to effectively prevent, prepare for, respond to, and recover from natural or manmade disasters will be dramatically degraded and it will be impossible to implement the many new tasks that have been assigned to EMD or required by State statute.

Accomplishments

The Emergency Management Division is responsible for coordinating State emergency preparedness, hazard mitigation, emergency response, and disaster recovery programs, and a number of homeland security activities. Some of its accomplishments during FY 2007 include:

- Emergency Preparedness:
 - ◆ EMD provided more than 59,000 hours of emergency management training to local and State officials and emergency responders.

- ◆ The division reviewed more than 5,700 local emergency planning documents and a number of regional plans.
- Hazard Mitigation:
 - ◆ EMD administered three different federal mitigation grant programs and paid out more than \$44 million to support on-going State and local hazard mitigation projects.
- Operations
 - ◆ EMD operated a Border Security Operations Center to plan and coordinate joint State and local border security operations to augment federal security activities along the Texas/Mexico border. Dozens of individual operations were conducted by thousands of State and local law enforcement personnel.
- Emergency Response:
 - ◆ The State Operations Center and the division's regional liaison officers coordinated the State response to more than 10,000 emergency incidents.
 - ◆ The State Operations Center was activated for extended periods for three federally declared major disasters, one federally declared major emergency, and a hurricane impact in southeast Texas.
- Disaster Recovery:
 - ◆ EMD's Disaster Recovery staff paid out more than \$140 million to disaster victims in Texas and to local governments, State agencies, and other eligible public entities for projects to repair or reconstruct public facilities and replace equipment destroyed or damaged in disasters.
- State Administrative Agency (SAA)
 - ◆ The SAA administered dozens of Federal homeland security grants for the State of Texas and paid out more than \$240 million to State agencies, State planning regions, urban areas, cities, and counties for projects to improve State and local homeland security capabilities.

Plans

- The division continues to work closely with other State agencies to update State emergency management plans. Work is underway on a mass fatality appendix and a behavioral health appendix to the State Emergency Management Plan. EMD will also be updating State standards for local emergency management plans. The division is also at work on a continuity of operations guide for the State Operations Center.

- Plans are underway to provide a new emergency management/homeland security training course for State and local officials, including a face-to-face course conducted at the Emergency Operations Training Facility at Texas A&M University and another version of the course to be made available on-line.

- The division has a new emergency communications vehicle on order to facilitate communications at incident sites where there are no or limited fixed communications and is in the process of developing procedures for deploying and operating the vehicle.

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HISTORICALLY UNDERUTILIZED BUSINESS PLAN

A. Goal:

We will establish and implement policies governing purchasing that foster meaningful and substantive inclusion of Historically Underutilized Businesses (HUBs) in all phases of procurement activities.

A.1. Objective:

To include HUBs in all phases of procurement opportunities, thus achieving adjusted procurement program goals through the total value of contracts and subcontracting opportunities awarded annually by the agency in purchasing and contracting by Fiscal Year (FY) 2011.

Outcome Measure:

Percentage of Total Dollar Value of purchasing contracts and subcontracts awarded directly or indirectly to HUBs.

A.1.1. Strategy:

Develop and implement a plan for increasing the use of HUBs directly or indirectly through purchasing contracts and subcontracts.

Output Measures:

- Number of HUB Contractors and Subcontractors responding to Bid Proposals
- Number of HUB Contracts and Subcontracts Awarded
- Dollar Value of HUB Contracts and Subcontracts
- Number of Outreach Initiatives
- Number of Contracts Evaluated for Subcontracting Opportunities
- Percentage of HUB Subcontracting
- Number of Mentor-Protégé Partnerships Sponsored by Agency

HUB Program Efforts and Accomplishments

The Department's objective is to ensure all procurement practices promote the goal of equal access for minority and woman-owned businesses in the state of Texas. The economical and social benefits are recognized by the communities in which we serve, and will continue to be a core tenet of our initiatives.

I. Internal Outreach Initiatives:

- A. Promote both internal, and external outreach efforts, creating access, awareness and accountability.
- B. Encourage recruitment of minority and woman owned businesses through end-users statewide.
- C. Communicate HUB related information through monthly DPS newsletter.
- D. Enhance training to DPS personnel addressing agency responsibilities for compliance with HUB Rules and providing continuing education credits.
- E. Enhance HUB web page to further assist Department personnel.
- F. Continue promotion of HUB related policies and procedures as part of the testing material for the commissioned officer(s) promotional process.

II. External Outreach Initiatives:

- A. Provide one-on-one instruction to minority and woman-owned businesses regarding certification, procurement policies and procedures.
When meeting with vendors DPS instructs HUBs in:
 - 1) Centralized Master Bidders List [CMBL] / Historically Underutilized Business [HUB] programs and listing.
 - a) Explanation of the CMBL and HUB programs available to Texas vendors.
 - b) Review of vendor's CMBL/HUB listing (Tax ID #, contact info, e-mail, etc.)
 - c) Instruction on the importance of an accurate and working e-mail address (most DPS solicitations are sent via e-mail).
 - d) Explanation about the importance of a concise business description (when choosing CMBL/HUB vendors, DPS personnel use business description as a primary variable in determining vendor applicability to the needed good or service).
 - e) Review of vendors' selected National Institute of Governmental Purchasing [NIGP] class and item code listings with relevance to vendors' scope of business and applicability to Texas Department of Information Resources [DIR], Term, Texas Multiple Award Schedule [TXMAS], and Set-aside items.
 - 2) DPS purchasing procedures:
 - a) Instruction on the procurement processes within the DPS.

- b) Explanation on DPS dollar limit levels correlating to the type of procurement method used (e.g., informal, formal, number of vendors contacted, Electronic State Business Daily [ESBD] posting, etc.).
 - c) Purchaser introductions for the particular good or service the vendor offers.
- 3) Types of solicitations offered by DPS and how to accurately complete each form.
- 4) Electronic State Business Daily postings.
- 5) HUB Mentor/Protégé program.
The DPS HUB program is always available to answer telephone or email questions about completing CMBL / HUB / Mentor Protégé or HUB Subcontracting Plan [HSP] forms or documents.
- B. Assist vendors in efforts to seek out business opportunities with other state and local entities.
 - 1) DPS HUB instructs vendors by showing or providing active Uniform Resource Locators [URL], on how to do business with DIR for technology related goods and services.
 - 2) DPS HUB also provides directions about Texas Comptroller of Public Accounts [CPA] Term contracts as well as ESBD postings for DPS and all other State agencies.
 - 3) DPS HUB explains the business objectives of other State agencies such as Texas Facilities Commission in building maintenance and construction projects, Health and Human Services Commission in healthcare, and DIR in technology expertise for use by State of Texas organizations.
- C. Actively recruit HUB vendors for agency procurements, which historically have lacked participation by smaller businesses, especially minority and woman owned businesses.
- D. Encourage minority and woman-owned business utilization at pre-bid conferences to potential bidders. Provide instruction ensuring full compliance with applicable HUB Subcontracting Plan (HSP).
- E. Provide instructional HUB brochure to potential HUB vendor(s) or contractor(s) encouraging participation in statewide HUB Program.
- F. Advertisement of DPS HUB Program and procurement related information in state and locally distributed minority publications.
- G. Continued participation in the HUB Discussion Workgroup. This workgroup meets on a monthly basis to discuss and resolve issues for the betterment of the State of Texas HUB Program.
- H. Support outreach efforts of smaller state agencies by sharing our agency resources through coordination of travel, and when applicable sharing of exhibits, etc.

III. Reporting

Monthly HUB statistical data is provided to senior and executive level management through internal Intranet. This report is designed to assist senior management in identifying overall division or service HUB participation, resulting in a focused opportunity to address successes and shortcomings. In addition, HUB report information is included in monthly Public Safety Commission report.

- A. Record procurement statistics by ethnicity and gender through post procurement evaluation.
- B. Record good faith efforts by type of outreach, DPS employee participation, geographic location, forums, workgroup participation, pre bid conferences, DPS employee HUB training, HUB vendor assistance, number of subcontracting reviewed, etc.
- C. Incorporate HUB statistical data identifying detailed good faith efforts in the agency's Legislative Appropriation Request (LAR).

IV. Forums:

- A. Encourage HUB vendor participation in Department sponsored conferences, and training sessions where vendors are invited to exhibit products.
- B. Host forum for specialized goods and/or services used primarily for support of DPS mission. Inviting HUBs to deliver technical and business presentations to DPS operational and procurement staff regarding HUB vendor's capability to do business with DPS.
- C. Actively participate in other state agencies sponsored forums by providing resources as a co-sponsor for events, attendance, and/or exhibitor. Provide information on agency's responsibility, procurement procedures, and future opportunities.
- D. Attend Economic Opportunity Forums sponsored by Comptroller of Public Accounts. Provide information on agency's overall responsibility and any procurement opportunities available.

V. Subcontracting:

DPS procurement procedures fully incorporate Texas Government Code, Chapter 2161, Subchapter F for all contracts expected to exceed \$100,000.

- A. In conjunction with procurement staff and using entity the HUB Coordinator/Liaison evaluates and provides a written declaration of applicable subcontracting opportunities in the procurement file. All procurements meeting the statutory requirement are reviewed independently ensuring reasonable, realistic contract specifications.

- Review of the terms and conditions are consistent with agency's actual requirements that provide maximum participation by all businesses.
- B. The HUB Coordinator/Liaison reviews all applicable subcontracting ensuring vendor compliance prior to further end-user consideration. In addition, the HUB Coordinator / Liaison provides written documentation identifying compliant, and noncompliant requirement.
 - C. Increase Contract Administration efforts to ensure contract requirements, and resulting subcontracting reporting.
 - D. Vendor's HUB subcontracting compliance will be reported in Comptroller of Public Account's Vendor Performance and Debarment Program, providing a resource tool to communicate vendor's successes and shortcomings in overall compliance with contract requirements.

VI. Mentor - Protégé Program

The Department's vision is to expand our Mentor-Protégé sponsorship role with cooperation and assistance with large corporate supplier diversity programs.

- A. Participate with other public entities and private organizations to maximize state resources and to increase the effectiveness of the mentor-protégé program.

VI. HUB Coordinator Position:

Continue designated full-time HUB Coordinator position that reports to Chief of Finance, and serves in accordance with Texas Government Code, Chapter 2161, Title 1, Part 5, Chapter 111, Subchapter B, Rule §111.26.

HUB Program Liaison: Hank Vice
HUB Coordinator: Kevin Jones
Chief Financial Officer: Oscar Ybarra
Director: Thomas A. Davis, Jr.

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AGENCY GOALS

- A. We will promote traffic safety, the preservation of the peace, and the detection and prevention of crime on highways.**
(Texas Government Code, Chapter 411)

- B. We will ensure the competency of Texas drivers through licensing and the management of licensing and traffic safety records.**
(Texas Government Code, Chapter 411)

- C. We will promote the preservation of the peace and the prevention and detection of crime.**
(Texas Government Code, Chapter 411)

- D. We will respond in a timely fashion to emergencies and disasters and administer a comprehensive emergency-management program.**
(Texas Government Code, Chapter 418)

- E. We will examine qualified applicants and license those who are proficient and competent as polygraph examiners, concealed handgun licensees, and private security licensees.**
(Texas Government Code, Chapter 411, Texas Occupations Code, Chapter 1702, and Texas Occupations Code, Chapter 1703)

- F. Indirect Administration and Support.**

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GOAL: LAW ENFORCEMENT ON HIGHWAYS

To promote traffic safety, the preservation of the peace, and the detection and prevention of crime on highways.

OBJECTIVE: TRAFFIC SAFETY

To reduce death, injury, and economic loss by working to reduce the rural traffic death rate in Texas.

Outcome Measures:

- Annual Texas Rural Traffic Death Rate
- Alcohol-Related Serious Crash Rate
- ~~Annual Percent Change in DWI Repeat Offender Arrest Rate~~ (Deletion Requested)

GOAL: DRIVER SAFETY AND RECORDS

To ensure the competency of Texas drivers through licensing and the management of licensing and traffic safety records.

OBJECTIVE: DRIVER SAFETY AND RECORDS

To improve traffic safety through licensing of competent drivers and the management of licensing and traffic safety records.

Outcome Measures:

- ~~Percent Driver License Records with Social Security Number~~ (Deletion Requested)
- Percentage of Driver Responsibility Program Surcharges Collected
- Number of Driver Improvement Actions Taken (Requested New)
- Number of Criminal Arrests (Requested New)
- Average Number of Criminal Investigations (Requested New)
- Percent Driver License Records with Social Security Number Verified (Requested New)

GOAL: PREVENT AND DETECT CRIME

To promote the preservation of the peace and the prevention and detection of crime.

OBJECTIVE: REDUCE CRIMINAL ACTIVITY

To reduce death, injury, and economic loss by working to reduce criminal activity in Texas.

Outcome Measure:

- Annual Texas Crime Index Rate
- [Percent reduction in undocumented aliens/immigrants crossing the Texas/Mexico border \(Requested New\)](#)
- [Percentage of Conclusive Polygraph Examinations Administered \(Requested New\)](#)

GOAL: EMERGENCY MANAGEMENT

To respond in a timely fashion to emergencies and disasters and administer a comprehensive emergency-management program.

OBJECTIVE: EMERGENCY MANAGEMENT

To reduce death, injury, and economic loss by providing guidance and assistance for the development, maintenance, and enhancement of emergency preparedness, mitigation, recovery, and response as required by statute.

Outcome Measures:

- Percent of Local Governments Achieving Basic Emergency Preparedness
- ~~Percentage of the State Population Covered by a Basic Emergency Plan~~ (Deletion Requested)
- Percentage of Local Governments Receiving Response Assistance for Emergencies and Disasters
- Percentage of Counties Receiving Recovery and Mitigation Assistance

GOAL: REGULATORY PROGRAMS

To examine qualified applicants and license those who are proficient and competent as polygraph examiners, concealed handgun licensees, and private security licensees.

OBJECTIVE: CONCEALED HANDGUNS

Administer the handgun licensing program.

Outcome Measures:

- [Percentage of Original Concealed Handgun Licenses Issued Within Statutory Timeframe \(Requested New\)](#)
- [Percentage of Renewal Concealed Handgun Licenses Issued Within Statutory Timeframe \(Requested New\)](#)

OBJECTIVE: POLYGRAPH EXAMINERS BOARD

Ensure that 100 percent of license applicants meet minimum qualifications and issue licenses to applicants who successfully complete all portions of license examination. Ensure due process and a prompt response to 100 percent of complaints and respondents; ensure 100 percent compliance with the Polygraph Examiners Act and the Board's rules and regulations; and reduce the incidence of unlicensed individuals using instruments that fail to meet the minimum standards in the testing of Texas citizens.

Outcome Measures:

- Percent of Complaints Resulting in Disciplinary Action
- ~~Recidivism Rate for Those Receiving Disciplinary Action (Deletion Requested)~~
- Percent of Documented Complaints Resolved Within Six Months
- ~~Percent of Licensees with No Recent Violations (Deletion Requested)~~

OBJECTIVE: PRIVATE SECURITY BUREAU

To enforce the provisions of the Private Security Act for the protection of the general public and consumers of private investigations and security services and products.

Outcome Measures:

- ~~Ratio of Complaints Filed Per 100 Licensee Population~~
(Deletion Requested)
- ~~Percent of Complaints Resulting in Disciplinary Action~~
(Deletion Requested)
- ~~Recidivism Rate for Those Receiving Disciplinary Action~~
(Deletion Requested)
- ~~Percent of Documented Complaints Resolved Within Six Months~~ (Deletion Requested)
- ~~Percent of Licensees with No Recent Violations~~
(Deletion Requested)

OBJECTIVE: TEXASONLINE

Provide for the processing of licenses, registrations, or permit fees through Texas Online. Estimated and nontransferable.

GOAL: INDIRECT ADMINISTRATION AND SUPPORT

Indirect administration and support

OBJECTIVE: INDIRECT ADMINISTRATION AND SUPPORT

Outcome Measures:

- [Index Crime rate in the unincorporated areas in the counties along the Texas/Mexico border \(Requested New\)](#)

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STRATEGIES EFFICIENCY, EXPLANATORY, AND OUTPUT MEASURES

STRATEGY: Highway Patrol

Supervision of traffic and general law enforcement on rural highways by uniformed officers.

Efficiency Measure:

- Average Cost of Patrolling a Mile of Rural Highway

Explanatory Measure:

- Dollar ValueAmount of THP Seized Currency and Assets Awarded

Output Measures:

- Number of Traffic Law Violator Contacts Per Trooper
- Number of Criminal Apprehensions
- Rural Traffic Crashes Investigated
- Number of Stolen Motor Vehicles Recovered
- Number of Drug Interdiction Cases

STRATEGY: Commercial Vehicle Enforcement

Supervision of commercial traffic and general law enforcement on rural highways by uniformed officers.

Efficiency Measure:

- Average Cost of Commercial Vehicle Checks Per Mile of Rural Highway

Explanatory Measure:

- ~~Commercial Vehicles Placed Out of Service~~ (Deletion Requested)
- Dollar Value of CVE Seized Currency and Assets Awarded (Requested New)

Output Measures:

- Commercial Traffic Law Violator Contacts Per Trooper
- ~~Commercial Vehicles Inspected~~ (Deletion Requested)
- Weight Citations and Warnings Issued to Commercial Vehicles
- Number of Criminal Apprehensions by Commercial Vehicle Enforcement (CVE) Troopers (Requested New)
- Rural Traffic Crashes Investigated by Commercial Vehicle Enforcement (CVE) Troopers (Requested New)
- Number of Stolen Motor Vehicles Recovered by Commercial Vehicle Enforcement (CVE) Troopers (Requested New)
- Number of Drug Interdiction Cases by Commercial Vehicle Enforcement (CVE) Troopers (Requested New)
- Percentage of Commercial Vehicles Placed Out-Of-Service That Were Inspected by Commercial Vehicle Enforcement (CVE) Certified Employees (Requested New)

STRATEGY: Vehicle Inspection Program

Administer the state's vehicle inspection and emissions program.

Efficiency Measure:

- Average Cost of Supervision Per Vehicle Inspection Station

Output Measures:

- Number of Vehicle Inspection Stations Supervised
- Number of Inspectors Supervised
- Number of Station Contacts
- Number of Station/Inspector Enforcement Actions
- Number of Station Certifications Suspended/Revoked
- Number of Inspector Certifications Suspended/Revoked
- ~~Number of Inspection Certificates Sold to Stations~~
(Deletion Requested)
- ~~Number of Inspection Certificates Issued to Vehicles~~
(Deletion Requested)
- ~~Number of Vehicles Inspected for Emissions Levels~~
(Deletion Requested)
- Number of Covert Audits of Vehicle Emissions Inspection and Maintenance Facilities
- ~~Number of Vehicle Emissions Facilities Supervised~~
(Deletion Requested)

STRATEGY: Forensic Breath Alcohol Laboratory Service

Operate a scientific breath alcohol and blood testing program statewide. Supervise and maintain this program, train operators, and testify to its validity in court.

Efficiency Measure:

- Average Cost of Supervising Breath Alcohol Test

Output Measures:

- Number of Breath Alcohol Tests Supervised
- ~~Number of Breath Test Instruments Maintained~~ (Deletion Requested)
- ~~Number of Breath Test Operators Supervised~~
(Deletion Requested)

STRATEGY: Capitol Complex Security

Provide appropriate security for public officials and property.

Efficiency Measure:

- Average Cost of Providing Security Service Per Building

Output Measures:

- Number of Parking Transactions
- Hours of Security Provided
- Number of Investigations
- ~~Number of Enforcement Actions~~
(Deletion Requested)

STRATEGY: Driver License and Records

To ensure the competency of Texas drivers through testing of new drivers, determining the eligibility of renewal applicants, and through the improvement or delicensing of problem drivers.

Efficiency Measures:

- Average Cost to Operate Driver License Office
- Days to Process Safety Responsibility Compliance/ Reinstatement
- [Average Cost To Maintain Driver Records](#)

Output Measures:

- Number of Examinations Administered
- Number of Driver Licenses Issued
- ~~Number of Driver Improvement Actions Taken~~
(Deletion Requested)
- ~~Number of Criminal Arrests~~
(Deletion Requested)
- ~~Number of Traffic Warrants Served~~
(Deletion Requested)
- ~~Number of Driver Records Established and Maintained~~
(Deletion Requested)
- Number of Identification Cards Issued
- ~~Number of Safety Responsibility (SR) Suspension Actions Taken~~ (Deletion Requested)
- ~~Number of SR Compliances/Reinstatements Processed~~
(Deletion Requested)
- ~~Number of Occupational Driver Licenses Issued~~
(Deletion Requested)
- [Number of Texas Driver Licenses Canceled Due to Fraudulent Issuance \(Requested New\)](#)

STRATEGY: Driver License Reengineering

Improve the management of driver license records through the reengineering of driver license software and replacement of computer hardware.

STRATEGY: ~~Traffic Accident Records~~ (Deletion Requested)

~~Manage the traffic accident records system and measure the effectiveness of safety programs.~~ (Deletion Requested)

Efficiency Measures: (Deletion Requested)

- ~~• Percent of Necessary Data Collected About Each Traffic Accident~~ (Deletion Requested)
- ~~• Average Cost Per Accident Report~~ (Deletion Requested)

Output Measure: (Deletion Requested)

- ~~• Number of Accident Reports Processed~~ (Deletion Requested)

STRATEGY: **Motorcycle Operator Training**

Administer statewide training programs to ensure safety and competency of motorcycle operators.

Output Measures:

- Number of Motorcycle and All-Terrain Vehicle Students Trained
- Number of Motorcycle and All-Terrain Vehicle Items Produced
- Number of Motorcycle and ATV Public Information and Educational (PI&E) Items Distributed

STRATEGY: Narcotics Enforcement

Direct enforcement efforts against illegal drug trafficking, supervise controlled substance registration, and administer other facets of the narcotics enforcement program.

Efficiency Measure:

- Average Cost of Investigation

Explanatory Measure:

- ~~Number of Controlled Substance Applications Processed~~
(Deletion Requested)
- Number of Controlled Substance Schedule II, III, IV, and V Prescriptions Processed
- ~~Number of Precursor Chemical Applications Processed~~
(Deletion Requested)
- Dollar Amount of Narcotics Service Seized Assets Awarded

Output Measures:

- Number of Investigative, Intelligence, and Administrative Reports Written~~Investigations, Reports, and Assists by the Narcotics Service~~
(Deletion Requested)
- Number of Arrests for Narcotics Violations
- ~~Number of Traffic Related Activities~~
(Deletion Requested)
- Number of Controlled Substance Applications and Precursor Chemical Permit Applications Processed (Requested New)
- Number of Multiagency, multijurisdictional Investigations That Disrupt Or Dismantle Major Organized Criminal Organizations (Requested New)
- Number of Drug Trafficking Organizations That Are Identified (Requested New)

STRATEGY: Vehicle Theft Enforcement

Investigate and arrest persons engaged in the theft of motor vehicles, boats, aircraft, construction equipment, and farm equipment, and recover stolen property.

Efficiency Measure:

- Average Cost of Investigation

Output Measures:

- Number of [Investigative, Intelligence, and Administrative Reports Written](#) ~~Investigations, Reports, and Assists by the Motor Vehicle Theft Service~~
- Number of Arrests for Motor Vehicle Theft
- Dollar Value of Motor Vehicle Property Recovered
- [Number of Multiagency, Multijurisdictional Investigations That Disrupt or Dismantle Major Organized Criminal Organizations \(Requested New\)](#)

STRATEGY: Criminal Intelligence Service

Investigate persons engaged in organized criminal activity, arrest fugitives, locate missing persons, monitor pari-mutuel racing, and administer other facets of the criminal intelligence enforcement program.

Efficiency Measure:

- Average Cost of Investigation

Output Measures:

- Number of [Investigative, Intelligence, and Administrative Reports Written](#) ~~Investigations, Reports, and Assists by Criminal Intelligence Service~~
- Number of Criminal Intelligence Arrests
- ~~Number of Polygraph Examinations Administered (Deletion Requested)~~
- [Number of Multiagency, Multijurisdictional Investigations That Disrupt or Dismantle Major Organized Criminal Organizations \(Requested New\)](#)

STRATEGY: Texas Rangers

Investigate felony offenses and assist federal, state, and local law enforcement agencies.

Efficiency Measure:

- Average Cost of Criminal Investigations

Explanatory Measure:

- Number of Agencies Reporting Border Incident Information and Intelligence to the Joint Operations Intelligence Centers (Requested New)

Output Measures:

- Average Number of Criminal Investigations Per Investigator
- Average Number of Arrests Per Investigator
- Average Dollar Value of Property Recovered Per Investigator
- Number of Solved Investigations ~~Unsolved—Crimes Investigated~~

STRATEGY: Crime Labs

Provide high-quality and timely crime lab service.

Efficiency Measure:

- [Percent of Drug Cases Examined Within 30 Days](#)~~Average Cost Per Drug Case Analyzed~~

Output Measures:

- Number of Drug Cases Examined
- ~~Number of Examinations of Drug Exhibits~~
(Deletion Requested)
- ~~Number of Drug Trial Testaments~~
(Deletion Requested)
- Number of Criminalistics Cases [Completed](#)~~Worked~~
- ~~Number of Examinations on Criminalistics Evidence~~
(Deletion Requested)
- ~~Number of Criminalistics Case Testified In~~
(Deletion Requested)
- Number of Blood Alcohol and Toxicology Cases Completed
- Number of Offender DNA Profiles Completed
- [Number of Serology/DNA Cases Completed \(Requested New\)](#)

STRATEGY: Bureau of Information Analysis

Explanatory Measure:

- [Number of Federal, State, and Local Agencies Participating in the Texas Department of Public Safety Intelligence \(Fusion\) Center \(Requested New\)](#)
- [Number of Federal, State, and Local Agency Fusion/Intelligence Centers with Participation of the Texas Department of Public Safety Intelligence \(Fusion\) Center Personnel \(Requested New\)](#)

Output Measures:

- [Number of Crime and Terrorism Threat Assessments Completed and Disseminated \(Requested New\)](#)

STRATEGY: Emergency Planning

Provide emergency management training and planning assistance and guidance to state agencies and local governments.

Efficiency Measure:

- Average Cost Per Student Hour of Emergency Management Instruction

Output Measures:

- Number of Local Government Planning Documents Reviewed
- Number of Assistance Visits/Contacts
- Number of Student Hours of Emergency Management and Hazardous Materials Instruction Provided
- ~~Number of Emergency Management Exercises Conducted and Reported~~ (Deletion Requested)

STRATEGY: Response Coordination

Review and coordinate emergency and disaster response operations.

Efficiency Measure:

- Average Cost Per Emergency Incident Coordinated

Output Measures:

- Number of Emergency Incidents Coordinated
- Number of Field Responses
- Number of Local Governments Assisted

STRATEGY: Disaster Recovery

Review and coordinate emergency and disaster response operations.

Efficiency Measure:

- Average Cost Per Assistance Request Processed

Explanatory Measure:

- Number of Requests for Assistance Processed

Output Measures:

- Number of Counties Provided Disaster Financial Assistance

STRATEGY: Emergency Operations Center

Coordinate resources and disseminate information concerning emergencies and disasters.

Output Measures:

- Number of Severe Weather-related Messages Broadcast
- ~~Number of Emergency Incidents Coordinated – SOG~~
(Deletion Requested)

STRATEGY: Concealed Handguns

Administer the handgun licensing program. Perform background checks and determine the suitability of concealed handgun applicants; issue, suspend, or revoke handgun licenses; and administer the certification of trainers.

Efficiency Measures:

- Percentage of Original Concealed Handgun Licenses Issued Within Statutory Timeframe (Requested New)
- Percentage of Renewal Concealed Handgun Licenses Issued Within Statutory Timeframe (Requested New)

Output Measures:

- ~~Number of Original Handgun Licenses Issued (Deletion Requested)~~
- ~~Number of Renewal Handgun Licenses Issued (Deletion Requested)~~
- Number of Original and Renewal License Applications Processed (Requested New)

STRATEGY: Polygraph Examiners Board

Examine qualified applicants and license those who are proficient and competent as polygraph examiners and to enforce the Polygraph Examiners Act and ensure swift, fair, effective enforcement for all violators of the Act.

Efficiency Measures:

- Average Time for Complaint Resolution
- ~~Average Cost Per Complaint Resolved~~
(Deletion Requested)
- Average Cost Per Exam Administered
- Average Licensing Cost Per Individual License Issued
- ~~Percentage of New Individual Licenses Issued Within Ten Days~~ (Deletion Requested)
- ~~Percentage of Individual Licenses Renewed Within Seven Days~~ (Deletion Requested)
- Percentage of Licensing Examination Examinees Notified
- Percentage of Complainants Notified

Explanatory Measures:

- Number of ~~Jurisdictional~~ Complaints Received
(Deletion Requested)
- ~~Licensing Examination Pass Rate~~
(Deletion Requested)
- Total Number of Individuals Licensed
- Number of New Internship Licenses Issued

Output Measures:

- Number of Investigations Conducted
- Number of Upheld Jurisdictional Complaints Resolved
- Number of Individuals Examined
- Number of Examination Sessions Conducted
- Number of New Licenses Issued to Individuals
- Number of Individual Licenses Renewed
- [Polygraph Continuing Education Program \(Requested New\)](#)

STRATEGY: Private Security Bureau Investigations

Investigate allegations, reports, and notices of violations to the Private Security Act and rules through the Private Security Bureau (PSB).

Efficiency Measures:

- Average Time for Case Resolution
- ~~Average Cost Per Case Resolved~~
(Deletion Requested)

Explanatory Measure:

- ~~Number of Jurisdictional Cases Received~~
(Deletion Requested)

Output Measures:

- ~~Number of Cases Resolved~~ (Deletion Requested)
- ~~Number of Criminal Investigations Resolved~~
(Deletion Requested)

STRATEGY: Private Security Bureau Enforcement

Seek timely prosecution of unlicensed companies providing regulated services and take administrative action against licensed companies and registered and commissioned individuals operating in violation of the Private Security Act and rules.

Efficiency Measure:

- ~~Average Cost Per Disciplinary Action~~
(Deletion Requested)

Explanatory Measure:

- ~~Average Time for Final Disposition in Docketed Cases before SOAH~~ (Deletion Requested)

Output Measures:

- Number of Criminal Cases Presented to Local Prosecutors
- Number of Cases Settled, Dismissed, or Set for Hearing
- Number of Docketed Administrative Cases Closed
- Number of Administrative Cases Opened

STRATEGY: Private Security Bureau Licenses and Registration

Issue and renew company licenses and individual registrations and commissions (gun permits) of qualified applicants and deny same to those applicants who do not meet minimum standards.

Efficiency Measures:

- ~~Average Time Forwarding Fingerprint Cards to CRS for Classification~~ (Deletion Requested)
- ~~Average Licensing Cost Per Individual License Issued~~ (Deletion Requested)
- ~~Average Licensing Cost Per Facility License Issued~~ (Deletion Requested)
- ~~Average Cost Per Exam Administered~~ (Deletion Requested)
- Average Time for Individual Registration and Bureau Renewal
- Average Time for Individual Original Registration and Bureau Issuance
- Average Time for Facility License Issuance
- ~~Percentage of New Individual Licenses Issued Within Ten Days~~ (Deletion Requested)
- ~~Percentage of Individual License Renewals Issued Within Seven Days~~ (Deletion Requested)

Explanatory Measures:

- ~~Number of Fingerprint Cards Forwarded to CRS for Classification~~ (Deletion Requested)
- ~~Number of Criminal History Records Received~~ (Deletion Requested)
- ~~Examination Pass Rate~~ (Deletion Requested)
- ~~Total Number of Individuals Licensed~~ (Deletion Requested)
- ~~Total Number of Business Facilities Licensed~~ (Deletion Requested)
- ~~Total Number of Programs and Schools Licensed~~ (Deletion Requested)

Output Measures:

- ~~Number of Individuals Examined~~
(Deletion Requested)
- ~~Number of Examination Sessions Conducted~~
(Deletion Requested)
- ~~Number of Employee Information Update Forms Accepted and Processed~~ (Deletion Requested)
- ~~Number of New Licenses Issued to Individuals~~
(Deletion Requested)
- ~~Number of Individual Licenses Renewed~~
(Deletion Requested)

STRATEGY: Central Administration

STRATEGY: Information Resources

Explanatory Measure:

- ~~Number of System Violations Detected and Sanctions Imposed~~ (Deletion Requested)

Output Measures:

- ~~Number of Trouble Calls Handled~~
(Deletion Requested)
- ~~Number of Students Certified as TLETS Operators~~
(Deletion Requested)

STRATEGY: Regional Administration

STRATEGY: Communications Service

STRATEGY: Crime Records

Efficiency Measure:

- Average Time to Process Fingerprint Cards
- [Percentage of Texas Population Represented Through Submission of Uniform Crime Reports \(UCR\) \(Requested New\)](#)

Explanatory Measure:

- Percent of real-time crime mapping available statewide and by region
- Number of criminal justice agencies providing data to the Texas Data Exchange
- Number of active users of the Texas Data Exchange
- [Percent of real-time Crime Mapping Available Statewide and by Region \(Requested New\)](#)
- [Number of Active users of the Texas Data Exchange \(Requested New\)](#)
- [Number of Criminal Justice Agencies Providing Data to the Texas Data Exchange \(Requested New\)](#)

Output Measures:

- Number of Criminal History Inquiries Processed
- ~~Number of Uniform Crime Reports (UCR) Processed (Deletion Requested)~~
- Number of Stolen Property, Wanted and Missing Persons Transactions Processed Through the Texas Crime Information Center (TCIC)
- Number of Fingerprint Cards Processed Through Automated and Manual Systems

STRATEGY: Physical Plant

Efficiency Measure:

- ~~Utility Costs Per Square Foot~~ (Deletion Requested)
[Utilize a Percentage of Appropriated Funds for Planned Maintenance/Renovations and/or Emergency Repairs \(Requested New\)](#)

Output Measures:

- ~~Number of Department Buildings Maintained~~
(Deletion Requested)
- ~~Number of Square Feet Per Occupant~~
(Deletion Requested)

STRATEGY: Training Academy Education Courses

Efficiency Measure:

- Average Cost Per Program Presented

Output Measures:

- ~~Number of Programs Presented~~
(Deletion Requested)
- ~~Number of Classes Instructed~~
(Deletion Requested)
- Number of Student Training Contact Hours
- [Number of Programs Presented \(Requested New\)](#)

STRATEGY: Recruit Schools

STRATEGY: Fleet Operations

STRATEGY: Aircraft Operations

Output Measure:

- Number of Law Enforcement or Emergency Aircraft Hours Flown

STRATEGY: Other Support Services

TECHNOLOGY INITIATIVE ALIGNMENT

The Department will need a substantial investment in Information Technology (IT) to address the current disparate and stove-piped applications and infrastructure that currently hampers our ability to provide effective data sharing across the Department and with other law enforcement agencies. The proper IT investment, based on enforceable enterprise architecture, provides the opportunity to:

- Stabilize the existing environment;
- Leverage existing applications/data sources while rigorously retiring others;
- Achieve substantial efficiencies and reductions in legacy IT costs;
- Focus internal IT staff on true business priorities; and thus,
- Significantly increase our effectiveness in preventing and solving crimes.

A 21st century business intelligence platform will enhance the ability to analyze data currently stored in disparate systems and free up scarce resources needed to strategically manage the Department's information assets.

We must continue to develop and mature the discipline of information technology governance to strengthen the connection between our business areas and our Information Technology management. The Department has implemented an IT Board that will be responsible for enforcing the IT Governance and the prioritization of projects. The continued development of information technology governance will ensure that the investments in IT generate business value and mitigate the risks that are associated with IT. This process highlights the importance of IT related matters in developing solutions for the Department and places the responsibility for strategic IT decisions with the executive management.

The Department has enlisted the services of a highly-qualified IT consulting firm to provide a baseline assessment of the Information Management Service. This assessment should provide a comprehensive understanding of what the current state is, what it should be, and a roadmap for advancing our IT portfolio including alternative sourcing strategies. The implementation of a state-of-the-art IT system will provide innovative technology solutions to enable the Department to achieve its objectives.

TECHNOLOGY INITIATIVE ALIGNMENT					
TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE	RELATED SSP STRATEGY/ (IES)	STATUS	ANTICIPATED BENEFIT(S)	INNOVATION, BEST PRACTICE, BENCHMARKING
Consolidate DPS server operations in the IMS data center.	Information Management Service, All objectives	5-1	Planned	Replacement of outdated servers, switches, routers, and hubs. More efficient administration and utilization of server resources and reduction in consumption of power resources. Upgrade information management software. Enhance disaster recovery capability.	Best Practice: Reduce operational and administrative expenses, facilitate disaster recovery, and reduce licensing fees.
Establish an enterprise architecture	Information Management Service, All objectives	5-1	Planned	Ensure that business strategy and IT investments are aligned. The integration and standardization of requirements (from identity management to content management to hardware platform to application development framework) of the Department's operating model will allow the Department to optimize and communicate the structure and relationships between various business entities. Enterprise architecture allows traceability from the business strategy down to the underlying technology.	Best Practice: Standardize platform to leverage limited skill set. Implement enterprise content management. Ensure a viable disaster recovery and business continuity plan.

TECHNOLOGY INITIATIVE ALIGNMENT					
TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE	RELATED SSP STRATEGY/ (IES)	STATUS	ANTICIPATED BENEFIT(S)	INNOVATION, BEST PRACTICE, BENCHMARKING
Upgrade current infrastructure	Information Management Service, All objectives	3-1, 3-2,	Planned	Upgrade end of life/end of support hardware/software. Implement more effective security measures and reduce single points of failure.	
Consolidation of databases developed, owned, and maintained by the Department	Information Management Service, All objectives	4-1, 4-2	Planned	Increase business intelligence efforts by allowing single query and reporting of data across the Department, instead of executing multiple queries or reports.	Best practice: Data normalized prior to loading data, inconsistencies are identified and resolved. Provides a common data model. Greatly simplifies reporting and analysis.
Virtualization of DPS SANs in the IMS data center.	Information Management Service, All objectives	4-2	Planned	More flexible, scalable, enterprise storage. Enhance disaster recovery capability.	Innovation: Reduction of environmental resource consumption of technology equipment and better management of maintenance costs.
LexisNexis - Advanced Investigative Solutions	03 Criminal Law Enforcement, Narcotics, Criminal Intelligence, Motor Vehicle Theft, Bureau of Information Analysis.	4-1, 4-2, 4-4	Current	Streamline data management and reporting. Improve data sharing with federal, state and local agencies. Advance justice information system integration.	Best practice: Enhances investigative ability by implementing a federated search against normalized data.

TECHNOLOGY INITIATIVE ALIGNMENT					
TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE	RELATED SSP STRATEGY/ (IES)	STATUS	ANTICIPATED BENEFIT(S)	INNOVATION, BEST PRACTICE, BENCHMARKING
Equip Highway Patrol vehicles with in-car computers and communications cards.	01 Highway Patrol	5-1	Current	Provide patrol troopers with real-time access to law enforcement data.	
Driver License Reengineering Programming Update (DLR) to comply with state and federal statutes. Real ID Act Requirements.	02 Driver License, Driver Safety and Records	5-1 5-1	Planned Planned	Driver License Reengineering: These enhancements will provide customers with improved access to DLD services, alternatives for submitting information and improved access to records. Real ID Act Driver license and identification cards that meet federal identity document requirements.	
Expand Criminal Law Enforcement systems capability.	03 Criminal Law Enforcement, Narcotics, Criminal Intelligence, Motor Vehicle Theft, Bureau of Information Analysis.	5-1	Current and Planned	Upgrade servers, data storage systems and information management software for Narcotics Regulatory Program, Crime Laboratory, and Bureau of Information Analysis/Fusion Center.	
Expand Emergency Management State Operations Center	04 Emergency Management	5-1	Current and Planned	Upgrade servers, data storage systems and information management software. Expand networking capacity.	

TECHNOLOGY INITIATIVE ALIGNMENT					
TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE	RELATED SSP STRATEGY/ (IES)	STATUS	ANTICIPATED BENEFIT(S)	INNOVATION, BEST PRACTICE, BENCHMARKING
Expand Regulatory Licensing Systems	05 Regulatory Licensing-Polygraph, Concealed Handgun, Private Security	5-1	Current and Planned	Upgrade servers, data storage systems and information management software.	
Expand fingerprint matching capabilities of the current Automated Fingerprint Identification System	06 Central Administration, Crime Records	5-1	Current and Planned	Upgrade servers, data storage systems and information management software.	Expand fingerprint matching capabilities of the current Automated Fingerprint Identification System
Texas Gang Investigative Database	03 Criminal Law Enforcement, Narcotics, Criminal Intelligence, Motor Vehicle Theft, Bureau of Information Analysis	4-1, 4-2, 4-4	Planned	Implement a new more effective investigative, analytical, and statistical criminal investigative resource to identify, relate, and track gangs, gang members, and their activities and by allowing for the sharing of data across multiple local, state, and national jurisdictions.	Best practice: Enhances investigative ability by implementing a datasharing project with other state and local agencies.

TECHNOLOGY INITIATIVE ALIGNMENT					
TECHNOLOGY INITIATIVE	RELATED AGENCY OBJECTIVE	RELATED SSP STRATEGY/ (IES)	STATUS	ANTICIPATED BENEFIT(S)	INNOVATION, BEST PRACTICE, BENCHMARKING
Homeland Security Livescan Implementation	01 Highway Patrol, 03 Criminal Law Enforcement, Narcotics, Criminal Intelligence, Motor Vehicle Theft, Bureau of Information Analysis	4-1, 4-2, 4-4	Planned	Install Livescan Fingerprint Capture Devices in every Texas county sheriff's agency including software modifications to the local agency's record management systems to accommodate it plus a demographic data gateway (DDG) which facilitates communication between the local record management system and TXDPS Automated Fingerprint Identification System (AFIS).	Best practice: Enhances investigative ability by implementing enhanced investigative capabilities.
Court ID Pilot Program	01 Highway Patrol, 03 Criminal Law Enforcement, Narcotics, Criminal Intelligence, Motor Vehicle Theft, Bureau of Information Analysis	4-1, 4-2, 4-4	Planned	Implementation of Identification Flats Livescan Device(s) that will allow the capture of flat fingerprint impressions to facilitate identity authentication using biometric data to identify subjects and match them to their criminal history records.	Innovation: Allows update of criminal history at time of conviction and positive ID of defendant.
Texas Data Exchange-TDEx	03 Criminal Law Enforcement, Narcotics, Criminal Intelligence, Motor Vehicle Theft, Bureau of Information Analysis.	4-1, 4-2, 4-4	Current	Streamline data management and reporting. Improve data sharing with federal, state and local agencies. Advance justice information system integration.	Best practice: Enhances investigative ability by implementing a data haring project with other state and local agencies.

AGENCY PLAN DEVELOPMENT

On January 27, 1992, the assistant director charged the chief of the Inspection and Planning Service with coordinating the development of the Department's first Strategic Plan. Soon after, a Strategic Planning Group (SPG) chaired by the assistant director (or chief of the Inspection and Planning Service in the assistant director's absence) and made up of key personnel, was established to assist in guiding development of the plan.

Several members of the SPG participated in strategic planning training courses presented by private entities and participated in all training offered by state government.

Research and writing for the mission, philosophy, external/internal assessment, and goals in Stage I of the plan was done almost entirely by the Inspection and Planning Service staff with input from a variety of sources. Each draft was presented to the SPG for review, comment, and recommendation for change. In addition, each member of the SPG widely disseminated the drafts to the functional areas they represented for additional input. The final draft of Stage I was reviewed and approved by the director and the Public Safety Commission.

Stage II development began with the Inspection and Planning Service and Accounting and Budget Control providing training and instructions to key planners in the operating divisions. These planners were charged with writing specific objectives, outcomes, strategies, and outputs for their respective functional areas in support of the overall Department goals. The SPG then reviewed, commented, and recommended changes on several drafts of Stage II. The Legislative Budget Board and the Governor's Budget Office also reviewed a draft of Stage II, and their recommendations were incorporated into the final draft. The director and the Public Safety Commission finally approved Stage II.

Action plans are developed following the Legislative Appropriations Request in much the same manner as described above.

The Department's Strategic Plan was updated in 1994, 1996, and 1998 by the Inspection and Planning Service and Accounting and Budget Control with input from the various units of the Department.

In response to concern that employee input was not considered during the development of the Strategic Plan, a Strategic Planning Work Group was formed for the 2000 update. This group consisted of 19 members of the major strategic areas of the Department, and was chaired by an inspector of the Office of Audit

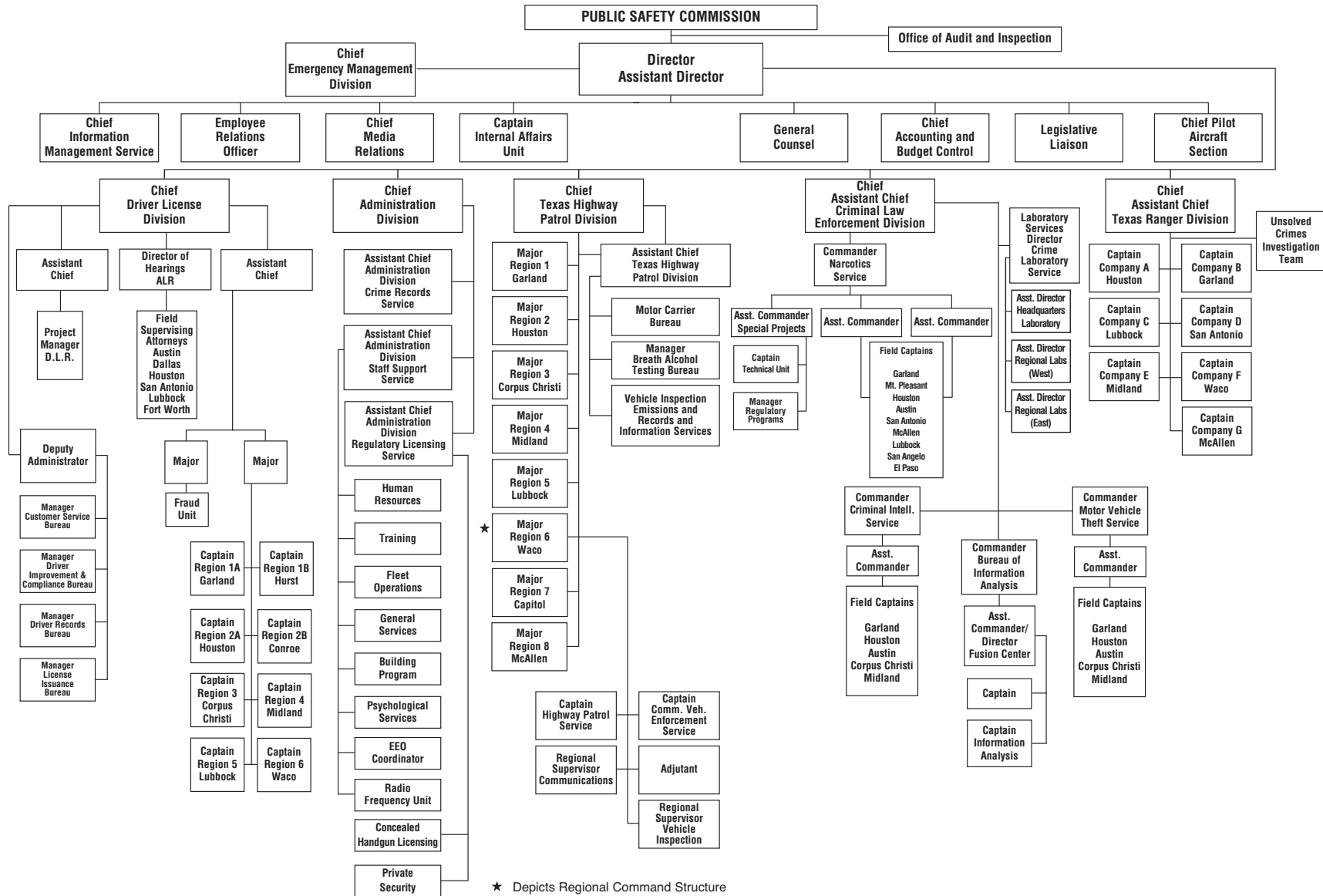
APPENDIX A

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and Inspection. The first phase of formulation of the external/internal assessment was conducted, as well as reviewing the output measures for validity. The next phase consisted of upper management reviewing and reformatting the information provided by the Strategic Planning Work Group. After draft review, the final copy was approved by the Public Safety Commission.

Many logistical problems were encountered in the year 2000 update of the Agency Strategic Plan. These problems were primarily due to the sheer size of the 19-member Strategic Planning Work Group. These problems were overcome in the 2002 iteration of the plan development simply by having the project leader from the Office of Audit and Inspection communicate directly with the director, assistant directors, and the five major division chiefs. The division chiefs then delegated the tasks to the command levels they believed appropriate to provide the best information. This approach was applied again in the 2004 and 2006 plans. In 2008, the Public Safety Commission conducted a strategic plan workshop with the Director, Assistant Director, Division representatives, and Audit and Inspection personnel. The Commissioners' provided comments and received updates from department personnel. The draft report was submitted to the Public Safety Commissioners' for review and comments. The Office of Audit and Inspection will continue this formula for future plans until change dictates otherwise.

TEXAS DEPARTMENT OF PUBLIC SAFETY ORGANIZATIONAL CHART



★ Depicts Regional Command Structure
Number of Service Districts Vary by Region

PROJECTED OUTCOMES

Fiscal Years 2009 – 2013

LAW ENFORCEMENT ON HIGHWAYS

Outcome	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Annual Texas Rural Traffic Death Rate	2.8	2.8	2.8	2.8	2.8
Alcohol Related Serious Accident Rate	12.50	12.50	12.50	12.50	12.50
Annual Percent Change in DWI Repeat Offender Arrest Rate	10%	10%	10%	10%	10%

DRIVER SAFETY AND RECORDS

Outcome	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Percentage of Driver License Records Including a Social Security Number	98%	98%	98%	98%	98%
Percentage of Driver Responsibility Program Surcharges Collected	33%	33%	33%	33%	33%

PREVENT AND DETECT CRIME

Outcome	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Annual Texas Crime Index Rate	5,257	5,257	5,257	5,257	5,257

EMERGENCY MANAGEMENT

Outcome	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Percent of Local Governments Achieving Basic Emergency Preparedness	46%	46%	46%	46%	46%
Percentage of the State Population Covered by a Basic Emergency Plan	50%	50%	50%	50%	50%
Percentage of Local Governments Receiving Assistance for Emergencies and Disasters	31%	31%	31%	31%	31%
Percentage of Counties Receiving Recovery and Mitigation Assistance	35%	35%	35%	35%	35%

POLYGRAPH EXAMINERS BOARD

Outcome	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Percent of Complaints Resulting in Disciplinary Action	100%	100%	100%	100%	100%
Recidivism Rate for Those Receiving Disciplinary Action	0	0	0	0	0
Percent of Documented Complaints Resolved Within Six Months	100%	100%	100%	100%	100%
Percent of Licensees with No Recent Violations	100%	100%	100%	100%	100%

These figures would hold true should the board lack an inspection process.

PRIVATE SECURITY BUREAU

Outcome	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Ratio of Complaints Filed Per 100 Licensee Population	21%	21%	21%	21%	21%
Percent of Complaints Resulting in Disciplinary Action	26%	26%	26%	26%	26%
Recidivism Rate for Those Receiving Disciplinary Action	1%	1%	1%	1%	1%
Percent of Documented Complaints Within Six Months	59%	59%	59%	59%	59%
Percent of Licensees with No Recent Violations	72%	72%	72%	72%	72%

GOAL 01

LAW ENFORCEMENT ON HIGHWAYS

Law Enforcement on Highways

To promote traffic safety, the preservation of the peace, and the detection and prevention of crime.

OBJECTIVE 01-01

TRAFFIC SAFETY

Traffic Safety

To reduce death, injury, and economic loss by working to reduce the rural traffic death rate in Texas.

OUTCOME MEASURE 01-01-01

Annual Texas Rural Traffic Death Rate

- Short Definition: The number of persons killed in rural motor vehicle traffic crashes per one hundred million vehicle miles driven (expressed as a ratio).
- Data Limitations: Rural vehicle miles traveled are based upon estimates provided by TxDOT. Driver behavior and other conditions that tend to contribute to the frequency and severity of traffic crashes are influenced by many factors. Law enforcement has little influence over conditions such as weather, highway design, traffic congestion, etc.
- Source/Collection of Data: Vehicle miles traveled are estimated by the Texas Department of Transportation (TxDOT) and are based on Automated Traffic Records (ATR). The number of traffic fatalities is collected from Peace Officer's Crash Report by the Crash Records Bureau of the Department of Public Safety in accordance with the provisions of the Transportation Code, Chapter 550, Subchapter D, Written Crash Reports.
- Method of Calculation: The motor vehicle death rate is calculated by dividing the number of traffic fatalities by the total rural vehicle miles traveled divided by 100,000,000 (fatalities/[miles/100,000,000]).
- Purpose/Importance: This ratio measures the impact of the Texas Highway Patrol's (THP) efforts and other variables on the general rural motor vehicle traffic crash problem. Reducing death, injury, and economic loss relating to traffic crashes is the primary purpose for which the Texas Highway Patrol (THP) Division exists.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: Yes

OUTCOME MEASURE 01-01-02

Alcohol-Related Serious Crash Rate

- Short Definition: A serious crash is defined as a crash that results in an “A” (incapacitating injury), “B” (non-incapacitating injury), or “K” (the death of a person) in which alcohol was also a contributing factor.
- Data Limitations: Failure of law enforcement agencies to submit crash reports.
- Source/Collection of Data: Texas Peace Officer’s crash reports in which the investigating officer has indicated alcohol was a contributing factor and/or issued a citation related to alcohol use, Death Certificates, Medical Examiner’s reports, Crime Laboratory results, autopsies, and hospital records.
- Method of Calculation: The total number of alcohol-related serious injury crashes is divided by the total number of serious injury crashes. Serious injury crashes are “A,” “B,” and “K”-type injuries only.
- Purpose/Importance: Crash data is the primary source for statistics used in evaluating the effectiveness of safety programs, determining rural death rate, and obtaining funding to support traffic safety. This data is critical to state and local transportation project planning and prioritization, highway and railroad crossing safety evaluation, supporting federal funding requests, tort claim support, and to the Texas Attorney General for defending DPS and other state agencies.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

**OUTCOME MEASURE 01-01-03
(REQUESTED DELETION)**

Annual Percent Change in DWI Repeat Offender Arrest Rate

~~• **Short Definition:** Annual percent increase or decrease in the number of drivers arrested for second or subsequent DWI offense.~~

~~• **Data Limitations:** Backlogs in data entry and delays in reporting this information to the Department by other law enforcement agencies can result in data being reported in quarters other than the actual occurrence.~~

~~• **Source/Collection of Data:** Arrest information is provided by law enforcement agencies statewide to the Crime Records Service for tabulation.~~

~~• **Method of Calculation:** Number of offenders arrested for second or subsequent DWI offense in each quarter of the fiscal year is compared with number in the same quarter of the previous year to determine percent change.~~

~~• **Purpose/Importance:** Data may be utilized by law enforcement agencies or safety organizations to determine if DWI-type enforcement initiatives are effective.~~

~~• **Calculation Type:** Noncumulative~~

~~• **New Measure:** No~~

~~• **Desired Performance:** Lower than target~~

~~• **Key:** No~~

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STRATEGY 01-01-01

HIGHWAY PATROL

Highway Patrol

Supervision of traffic and general law enforcement on rural highways by uniformed officers.

EFFICIENCY MEASURE 01-01-01-01

Average Cost of Patrolling a Mile of Rural Highway

- Short Definition: The average cost of putting a uniformed trooper and marked police vehicle on traffic and general law enforcement patrol per mile of highway over which DPS has primary enforcement responsibilities.
- Data Limitations: None
- Source/Collection of Data: The cost is the total amount of the Highway Patrol Strategy ~~funds expended~~annual appropriation. Miles of rural highway are determined and reported by the Texas Department of Transportation (TxDOT) on an annual basis and submitted to AIS.
- Method of Calculation: The ~~actual amount of the total~~ Highway Patrol Strategy ~~funds expended~~annual appropriation divided by the number of rural highway miles.
- Purpose/Importance: Conducting police patrol on the highways over which we have the primary enforcement responsibility is the common element upon which all our efforts in supervising traffic, enforcing the law, responding to and investigating traffic crashes, and handling other public safety matters is based.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

EXPLANATORY MEASURE 01-01-01-01

Dollar ValueAmount of THP Seized Currency and Assets Awarded

- Short Definition: The total dollar value of seized currency and assets from Texas Highway Patrol (THP) drug interdiction efforts awarded to the Department of Public Safety (DPS).
- Data Limitations: This does not progressively track assets originally reported as seized because of a number of differing factors, i.e., state and federal asset sharing agreements, court settlements and appeals that determine an awarding of assets.
- Source/Collection of Data: Information relating to the currency and assets seized is entered directly from Drug Interdiction reports into the THP Automated Information Services (AIS) at THP Headquarters. It is then compared to state and federal currency and asset sharing agreements, court settlements, and appeals that determined the currency and assets awarded to the Department.
- Method of Calculation: The total of all currency and assets collected from state and federal asset sharing agreements, court settlements, and appeals.
- Purpose/Importance: Our highway systems are the principal mode of transport for illegal drugs from the Mexico border to distribution centers in and outside of the state. This measure indirectly indicates the amount of seized currency and assets awarded to DPS as the result of its efforts to reduce/deter illegal drug activity.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 01-01-01-01

Number of Traffic Law Violator Contacts Per Trooper

- Short Definition: The number of highway patrol citations (arrests) and warnings issued to violators of the traffic laws per trooper.
- Data Limitations: None
- Source/Collection of Data: Information relating to this measure is entered directly from the citations and warnings issued by DPS troopers into the Texas Highway Patrol (THP) Automated Information Services (AIS) at district and subdistrict locations across the state.
- Method of Calculation: Actual count of charges filed and warnings issued to violators of the law extracted from the THP AIS database. This measure involves trooper activity from all parts of Texas, which includes entering data at numerous locations. Because of the current processes required to enter traffic violator data, actual data can only be reported 30 to 60 days subsequent to the end of the quarter. This timeframe is generally after the ABEST reporting deadline. As a result, the Department will enter/report the actual measure if the data has been processed by the ABEST deadline or a zero if it has not been processed. In those cases where a zero is entered/reported, the Department will update the measure as soon as the data has been received and processed This total is divided by the number of Highway Patrol troopers.
- Purpose/Importance: This measure addresses the actual on-the-road interventions by uniformed DPS troopers in driver behavior and vehicle conditions that contribute to the frequency and/or severity of traffic crashes.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 01-01-01-02

Number of Criminal Apprehensions

- Short Definition: The number of nontraffic criminal offenses filed against violators of the drug and criminal statutes by DPS troopers.
- Data Limitations: None
- Source/Collection of Data: Information relating to this measure is entered directly from arrest tickets issued by DPS troopers into the Texas Highway Patrol (THP) Automated Information Services (AIS) at district and subdistrict locations across the state.
- Purpose/Importance: Criminal offenders make use of the highway systems both in the transportation of contraband related to their illegal activities and in the furtherance of their criminal enterprise. This measure addresses the actual number of nontraffic drug and criminal offenses detected with charges filed through routine traffic stops by uniformed troopers.
- Method of Calculation: Actual count extracted from the THP AIS database.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 01-01-01-03

Rural Traffic Crashes Investigated

- Short Definition: The number of rural traffic crashes investigated by DPS Highway Patrol troopers.
- Data Limitations: ~~None. The only limitation to this data is that all crashes investigated by DPS Highway Patrol troopers are reported and counted. Although the Highway Patrol's crash investigation responsibility is primarily rural, all crashes investigated by this service are counted and may include some in unincorporated urban areas or urban areas with a population of less than 5,000.~~
- Source/Collection of Data: Information relating to traffic crashes investigated by DPS Highway Patrol troopers is entered directly from the crash investigation reports submitted by the troopers into the Texas Highway Patrol (THP) Automated Information Services (AIS) at district and subdistrict locations across the state.
- Method of Calculation: Actual count extracted from the THP AIS database.
- Purpose/Importance: Handling the initial emergency, obtaining or providing care for the injured, and preventing the situation from becoming worse are the paramount needs associated with DPS troopers' response to traffic crashes. Investigating traffic crashes in an effort to identify causative factors relating to traffic law violations, vehicle equipment and conditions, and roadway conditions and design are also important factors in formulating remedies for problems and deterrents to violations are critical to any traffic safety program.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

OUTPUT MEASURE 01-01-01-04

Number of Stolen Motor Vehicles Recovered

- Short Definition: The number of stolen motor vehicles (of all types) recovered by DPS Highway Patrol troopers.
- Data Limitations: None
- Source/Collection of Data: Information relating to this measure is entered directly from the Highway Patrol troopers' weekly activity reports into the Texas Highway Patrol (THP) Automated Information Services (AIS) at district and subdistrict locations across the state.
- Method of Calculation: Actual count as extracted from the THP AIS database.
- Purpose/Importance: Motor vehicle thieves make use of highway systems to transport stolen vehicles out of state, especially to Mexico. The economic loss due to this type of criminal enterprise is significant. This measure addresses the actual number of stolen vehicles recovered through routine traffic stops and by other means by Highway Patrol troopers.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 01-01-01-05

Number of Drug Interdiction Cases

- Short Definition: Drug interdiction cases are those drug courier cases developed and made by troopers through their own initiative and usually from a routine traffic stop. They do not include cases initiated by another agency or DPS service. To be considered a drug interdiction case, the amount of controlled substance seized must be more than for personal use, unless evidence of obvious illegal drug dealer activity exists (i.e., large amounts of currency seized, false compartments, vehicles seized, etc.).
- Data Limitations: None
- Source/Collection of Data: Information relating to this measure is entered directly from Drug Interdiction reports into the Texas Highway Patrol (THP) Automated Information Services (AIS) at THP Headquarters.
- Method of Calculation: Actual count as extracted from the THP AIS database.
- Purpose/Importance: The illegal use of drugs and drug abuse of all kinds, along with the corrupting influence of the vast illegal profits associated with this enterprise, are some of the greatest threats to the stability of our society. Mexico has become the major source for all illegal drugs entering the United States. Our common border with Mexico makes Texas the state through which most of the illegal drugs and currency flows. Our highway systems are the principal mode of transport from the border to distribution centers in and outside the state.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

STRATEGY 01-01-02

COMMERCIAL VEHICLE ENFORCEMENT

Commercial Vehicle Enforcement

Supervision of commercial traffic and general law enforcement on rural highways by uniformed officers.

EFFICIENCY MEASURE 01-01-02-01

Average Cost of Commercial Vehicle Checks Per Mile of Rural Highway

- Short Definition: The cost of performing commercial vehicle checks per mile of rural highway.
- Data Limitations: The data is indicative of the cost of the Commercial Vehicle Enforcement (CVE) strategy.
- Source/Collection of Data: The cost is determined by the actual amount of funds expended~~monies appropriated annually to by~~ the Commercial Vehicle Enforcement (CVE) Strategy and the number of rural highway miles calculated by the Texas Department of Transportation.
- Method of Calculation: The actual amount of total funds appropriated annually to the Commercial Vehicle Enforcement (CVE) Strategy funds expended~~is~~ divided by the number of rural highway miles ~~of highway~~.
- Purpose/Importance: This measure indicates the cost per mile of rural highway for Commercial Vehicle Enforcement (CVE) employees to ensure the motor carrier industry's compliance with the Federal Motor Carrier Safety Regulations, the Federal Hazardous Materials Regulations, and state traffic and safety statutes.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

**EXPLANATORY MEASURE 01-01-02-01
(REQUESTED DELETION)**

~~Commercial Vehicles Placed Out of Service~~

~~• Short Definition: The total of all commercial vehicles placed out-of-service by Commercial Vehicle Enforcement (CVE) employees, which were a result of traffic stops and roadside inspections of commercial motor vehicles.~~

~~• Data Limitations: The data is representative of the commercial vehicles with significant safety defects detected by CVE employees. The number of violations may fluctuate according to economic factors within the trucking industry. A sharp economic downturn or increased activity could result in a higher occurrence of safety violations due to motor carriers neglecting vehicle maintenance and focusing on economic profitability.~~

~~• Source/Collection of Data: These activities are recorded on roadside enforcement documents and are either electronically transmitted or submitted for data entry into the Texas Highway Patrol's (THP) State Inspection Database System (SIDS).~~

~~• Method of Calculation: A total of all activities are queried from the SIDS database to determine the level of this activity. The query is run at the end of each quarter to determine the level of activity.~~

~~• Data Limitations: The data is representative of the commercial vehicles with significant safety defects detected by CVE employees. The number of violations may fluctuate according to economic factors within the trucking industry. A sharp economic downturn or increased activity could result in a higher occurrence of safety violations due to motor carriers neglecting vehicle maintenance and focusing on economic profitability.~~

~~• Purpose/Importance: This measure is a total of all the commercial vehicles detected by CVE employees with significant safety defects. It reflects the motor carrier industry's compliance with the Federal Motor Carrier Safety Regulations and the Federal Hazardous Materials Regulations. The activity reflects the significant safety defects discovered by CVE employees in their efforts to ensure commercial motor vehicle safety.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Neutral~~

~~• Key: No~~

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EXPLANATORY MEASURE 01-01-02-02
(REQUESTED NEW)

Dollar Value of CVE Seized Currency and Assets Awarded

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Definition: The total dollar value of seized currency and assets from Commercial Vehicle Enforcement (CVE) drug interdiction efforts awarded to the Department of Public Safety (DPS).

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Data Limitations: This does not progressively track assets originally reported as seized because of a number of differing factors, i.e., state and federal asset sharing agreements, court settlements, and appeals that determine an awarding of assets.

Data Source: Information relating to the assets seized is entered directly from Drug Interdiction reports into the THP Automated Information Services (AIS) at THP Headquarters. It is then compared to state and federal asset sharing agreements, court settlements, and appeals that determined the assets awarded to the Department.

Methodology: The total of all currency and assets collected from state and federal asset sharing agreements, court settlements, and appeals.

Purpose: Our highway systems are the principal mode of transport for illegal drugs from the Mexico border to distribution centers in and outside of the state. This measure indirectly indicates the amount of seized assets awarded to DPS as the result of its efforts to reduce/deter illegal drug activity.

Calculation Method: Cumulative

New Measure: Yes

Target: Higher

Key: .

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• **OUTPUT MEASURE 01-01-02-01**

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Commercial Traffic Law Violator Contacts Per Trooper

- **Short Definition:** The total of all citations (arrests and warnings) issued by Commercial Vehicle Enforcement (CVE) employees which were a result of traffic stops and roadside inspections of commercial motor vehicles per trooper.
- **Data Limitations:** The data is representative of the violations and safety defects detected by Commercial Vehicle Enforcement employees. The number of violations may fluctuate according to economic factors within the trucking industry. A sharp economic downturn or increased activity could result in a higher occurrence of safety violations due to motor carriers neglecting vehicle maintenance and focusing on economic profitability.
- **Source/Collection of Data:** These activities are recorded on roadside enforcement documents and are either electronically transmitted or submitted for data entry into the Texas Highway Patrol's (THP) State Inspection Database System (SIDS) or the Automated Information Services (AIS).
- **Method of Calculation:** A total of all activities are queried from the SIDS and AIS databases to determine the level of this activity. The query is run at the end of each quarter to determine the level of activity. This total is divided by the number of CVE troopers.
- **Purpose/Importance:** This measure is a total of all the enforcement violations detected by Commercial Vehicle Enforcement employees. It measures the amount of activity performed by Commercial Vehicle Enforcement employees in their enforcement efforts to ensure commercial motor vehicle safety.
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Lower than target
- **Key:** Yes

**OUTPUT MEASURE 01-01-02-02
(REQUESTED DELETION)**

Commercial Vehicles Inspected

- ~~• Short Definition: The total of all commercial vehicles inspected by Commercial Vehicle Enforcement (CVE) employees which was a result of traffic stops and roadside screening of these vehicles.~~
- ~~• Data Limitations: The data is indicative of the CVE employees' emphasis on ensuring compliance with the applicable Federal Motor Carrier Safety statutes by the motor carrier industry. The data does not measure compliance by the industry.~~
- ~~• Source/Collection of Data: These activities are recorded on an inspection report (CVE-3) and are entered into the Texas Highway Patrol's (THP) State Inspection Database System (SIDS).~~
- ~~• Method of Calculation: A total of all activities are queried from the SIDS database to determine the level of this activity. The query is run at the end of each quarter to determine the level of this activity.~~
- ~~• Purpose/Importance: This measure is a total of commercial vehicles inspected for compliance with Federal Motor Carrier Safety Regulations by CVE employees. It is important because commercial vehicles with safety defects contribute to the cause and severity of traffic crashes involving these vehicles.~~
- ~~• Calculation Type: Cumulative~~
- ~~• New Measure: No~~
- ~~• Desired Performance: Higher than target~~
- ~~• Key: No~~

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OUTPUT MEASURE 01-01-02-03

Weight Citations and Warnings Issued to Commercial Vehicles

- Short Definition: The total of all citations (arrests and warnings) issued for weight violations by Commercial Vehicle Enforcement (CVE) employees. ~~These citations were results, which were a result~~ of traffic stops and roadside inspections of these vehicles.
- Data Limitations: The data is indicative of the CVE employees' emphasis on ensuring compliance with applicable state weight statutes by the motor carrier industry. The data does not measure the compliance by the industry.
- Source/Collection of Data: These activities are recorded on an inspection report (CVE-3) and are entered into the Texas Highway Patrol's (THP) State Inspection Database Systems (SIDS).
- Method of Calculation: ~~A total of all All~~ activities are queried from the SIDS database to determine the ~~total level of this activity~~. The query is run at the end of each quarter to determine the ~~total level of activity~~.
- Purpose/Importance: This measure is a total of commercial vehicles found to be in non-compliance with state weight statutes by CVE employees. It is important because overweight vehicles cause excessive damage to roadways and are generally unsafe. Additionally, vehicles detected operating at weights greater than their vehicle registration are immediately required to increase their registered weight and pay additional highway use fees.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 01-01-02-04
(REQUESTED NEW)

Number of Criminal Apprehensions by Commercial Vehicle Enforcement (CVE) Troopers

Definition: The number of nontraffic criminal offenses filed against violators of the drug and criminal statutes by CVE troopers.

Data Limitations: None

Data Source: Information relating to this measure is entered directly from arrest tickets issued by DPS troopers into the Texas Highway Patrol (THP) Automated Information Services (AIS) at district and sub district locations across the state.

Methodology: Actual count extracted from the THP AIS database.

Purpose: Criminal offenders make use of the highway systems both in the transportation of contraband related to their illegal activities and in the furtherance of their criminal enterprise. This measure addresses the actual number of nontraffic drug and criminal offenses detected with charges filed through routine traffic stops by uniformed troopers.

Calculation Method: Cumulative

New Measure: Yes

Target: Higher

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OUTPUT MEASURE 01-01-02-05
(REQUESTED NEW)

Rural Traffic Crashes Investigated by Commercial Vehicle Enforcement (CVE) Troopers

Definition: The number of rural traffic crashes investigated by DPS CVE troopers.

Data Limitations: None

Data Source: Information relating to traffic crashes investigated by DPS CVE troopers is entered directly from the crash investigation reports submitted by the troopers into the Texas Highway Patrol (THP) Automated Information Services (AIS) at district and sub district locations across the state.

Methodology: Actual count extracted from the THP AIS database.

Purpose: Handling the initial emergency, obtaining or providing care for the injured, and preventing the situation from becoming worse are the paramount needs associated with DPS troopers' response to traffic crashes. Investigating traffic crashes in an effort to identify causative factors relating to traffic law violations, vehicle equipment and conditions, and roadway conditions and design are also important factors in formulating remedies for problems and deterrents to violations are critical to any traffic safety program.

Calculation Method: Cumulative

New Measure: Yes

Target: Lower

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OUTPUT MEASURE 01-01-02-06
(REQUESTED NEW)

Number of Stolen Motor Vehicles Recovered by Commercial Vehicle Enforcement (CVE) troopers.

Definition: The number of stolen motor vehicles (of all types) recovered by DPS CVE troopers.

Data Limitations: None

Data Source: Information relating to this measure is entered directly from the Highway Patrol troopers' weekly activity reports into the Texas Highway Patrol (THP) Automated Information Services (AIS) at district and sub district locations across the state.

Methodology: Actual count as extracted from the THP AIS database.

Purpose: Motor vehicle thieves make use of highway systems to transport stolen vehicles out of state, especially to Mexico. The economic loss due to this type of criminal enterprise is significant. This measure addresses the actual number of stolen vehicles recovered through routine traffic stops and by other means by CVE troopers.

Calculation Method: Cumulative

New Measure: Yes

Target: Higher

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OUTPUT MEASURE 01-01-02-07
(REQUESTED NEW)

Number of Drug Interdiction Cases by Commercial Vehicle Enforcement (CVE) Troopers

Definition: Drug interdiction cases are those drug courier cases developed and made by CVE troopers through their own initiative and usually from a routine traffic stop. They do not include cases initiated by another agency or DPS service. To be considered a drug interdiction case, the amount of controlled substance seized must be more than for personal use, unless evidence of obvious illegal drug dealer activity exists (i.e., large amounts of currency seized, false compartments, vehicles seized, etc.).

Data Limitations: None

Data Source: Information relating to this measure is entered directly from Drug Interdiction reports into the Texas Highway Patrol (THP) Automated Information Services (AIS) at THP Headquarters.

Methodology: Actual count as extracted from the THP AIS database.

Purpose: The illegal use of drugs and drug abuse of all kinds, along with the corrupting influence of the vast illegal profits associated with this enterprise, are some of the greatest threats to the stability of our society. Mexico has become the major source for all illegal drugs entering the United States. Our common border with Mexico makes Texas the state through which most of the illegal drugs and currency flows. Our highway systems are the principal mode of transport from the border to distribution centers in and outside the state.

Calculation Method: Cumulative

New Measure: Yes

Target: Higher

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OUTPUT MEASURE 01-01-02-08
(REQUESTED NEW)

Percentage of Commercial Vehicles Placed Out-Of-Service That Were Inspected By Commercial Vehicle Enforcement (CVE) Certified Employees

Definition: The annual percentage rate for the number of commercial vehicles placed out-of-service by Commercial Vehicle Enforcement (CVE) employees as a result of roadside inspections conducted on these vehicles.

Data Limitations: The data is representative of the number of commercial vehicle that are inspected and found to have significant safety defects by CVE employees. The number of out-of-service vehicles detected could increase periodically due to special emphasis task force operations on specific segments of the trucking industry.

Data Source: Inspection and out-of-service activities are recorded on an inspection report (CVE-3) and are entered into the Texas Highway Patrol's (THP) State Inspection Database Systems (SIDS).

Methodology: A total of all activities are queried from the SIDS database to determine the level of this activity. The query is run at the end of each quarter to determine the level of activity.

Purpose: This measure is the percentage of commercial vehicles that were inspected for compliance with Federal Motor Carrier Safety Regulations and Hazardous Material Regulations and then placed out-of-service. This measure can then be benchmarked against the national out-of-service rates as maintained by the Federal Motor Carrier Safety Administration and will be indicative of the overall effectiveness of the Commercial Vehicle Enforcement Program in the State of Texas.

Calculation Method: Cumulative

New Measure: Yes

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STRATEGY 01-01-03

VEHICLE INSPECTION PROGRAM

Vehicle Inspection Program

Administer the state's vehicle inspection and emissions program.

EFFICIENCY MEASURE 01-01-03-01

Average Cost of Supervision Per Vehicle Inspection Station

- **Short Definition:** The average cost of supervision per vehicle inspection station is the total monetary amount expended in the administration of the state's inspection and emissions control program divided by the total number of vehicle inspection stations.
- **Data Limitations:** The accurate reporting of information ultimately depends on the experience, skill, and efficiency of personnel responsible for maintaining all databases which includes the accounting for budgetary expenditures, initiating and renewing applications, and handling the suspension and revocation of licenses. The availability of this information is limited by special mainframe and personal computer report programming; therefore, it requires a high skill level for report access.
- **Source/Collection of Data:** This efficiency measure uses two different data sources.
 1. The budget for this strategy is maintained by the Texas Highway Patrol (THP) Division Headquarters on an Access database. THP allocates budgetary amounts to Vehicle Inspection Bureau (VIB), and the regional supervisors for program administration. Each of these activities provides THP with a monthly report of expenditures. These monthly reports are compiled for the total monetary expenditures of the program.
 2. Vehicle inspection stations are tracked by VIB with a specialized software system designed to monitor information processed from new and renewal inspection station applications. Each station is entered into the database to allow for individual tracking and report computations. This database is screened against Department files containing suspension and revocation actions. The status of the stations is updated daily to maintain accurate data.
- **Method of Calculation:** The average cost is the result of a manual calculation using the expenditures contained in the budgetary database as a numerator and the number of vehicle inspection stations certified for any part of the time period, used as a denominator.

APPENDIX D
Page 28 of 279

- *Purpose/Importance:* This efficiency measure is used to determine the cost-effectiveness of the Department's administration of this program on a per station basis. This provides a budgetary planning tool for handling increases or decreases in the number of vehicle inspection stations within the program and assists in the allocation of Department resources.
- *Calculation Type:* Noncumulative
- *New Measure:* No
- *Desired Performance:* Lower than target
- *Key:* No

OUTPUT MEASURE 01-01-03-01

Number of Vehicle Inspection Stations Supervised

- **Short Definition:** The number of inspection stations supervised represents the total number of active certified stations whose licenses have been validated for two years and have been neither suspended nor revoked. Inspection stations are assigned to DPS field technicians who perform monitoring and [auditing/audit](#) functions monthly to ensure station compliance with the Department's inspection rules and regulations.
- **Data Limitations:** Although the measure parameters are well defined, accurate reporting of information ultimately depends on the experience, skill, and efficiency of personnel responsible for initiating applications, renewing applications, and suspending and revoking licenses. The availability of this information is limited to special mainframe report programming; therefore, it requires a high skill level for report access.
- **Source/Collection of Data:** This information is tracked within a specialized software system designed to monitor information processed from new and renewal inspection station applications. The identification of each station is entered in the database to allow for individual tracking. All pertinent information on the station is also entered into the database. This information database is screened against Department files containing suspension and revocation actions. The status of the stations is updated daily to maintain accurate data.
- **Method of Calculation:** On the 10th of each month, a query of this database prepares a report. This query compiles and summarizes into a monthly report all the active certified stations whose licenses have not been suspended or revoked during that month. The yearly count includes all stations certified for any part of the year.
- **Purpose/Importance:** This measure shows potential trends of increases or decreases within the activity. It assists in the allocation of resources and determines the need for specific enforcement actions.
- **Calculation Type:** Noncumulative
- **New Measure:** No
- **Desired Performance:** Higher than target
- **Key:** No

OUTPUT MEASURE 01-01-03-02

Number of Inspectors Supervised

- **Short Definition:** The number of inspectors supervised is the total number of active certified station inspectors whose license has been validated for two years and has not otherwise been suspended or revoked. These station inspectors serve at unique station locations. DPS field technicians are assigned the responsibility for monitoring and auditing the inspectors' activity monthly for compliance with the Department's Vehicle Inspection Rules and Regulations.
- **Data Limitations:** Measure parameters are well defined. Accurate reporting of information data ultimately depends on the experience, skill, and efficiency of personnel responsible for initiating applications, renewing applications, and suspending and revoking licenses. This information availability is limited to special mainframe report programming which demands a higher skill level for access.
- **Source/Collection of Data:** This data is tracked within a specialized software system designed to monitor information processed from new and renewal applications. Each inspector is entered into the system with a unique number so they can be tracked individually. This information is compared against Department files containing suspension and revocation actions.
- **Method of Calculation:** The number of inspectors is calculated by an automated count of the database. Since status changes are entered daily, this results in an accurate monthly total of all active certified inspectors. This data is compiled, screened, and then summarized into monthly reports used for comparisons. The yearly total is an adjusted count including all inspectors certified for any part of the year.
- **Purpose/Importance:** This measure tracks inspector movement and is intended to show developing trends within the population of vehicle inspectors. This measure assists the Department in determining the allocation of resources. It is a critically important tool in assessing training needs and determining when corrective actions can be most effectively implemented. It also helps identify specific needs for enforcement action.

- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 01-01-03-03

Number of Station Contacts

- **Short Definition:** The number of station contacts represents the total number of contacts between the Vehicle Inspection Service (VI) technicians and certified vehicle inspection stations. These contacts include visits to initiate certification, routine administrative visits, and investigative audits to include records, equipment, and overt and covert audits.
- **Data Limitations:** This data is limited by the accuracy of the reporting of information by VI Service personnel. It ultimately depends on the experience, skill, and efficiency of personnel responsible for filing weekly reports and the field supervisors who review those reports for accuracy. The retrieval of this information is further limited to special mainframe report programming which demands a high skill level for accessing the information in the proper format.
- **Source/Collection of Data:** Each VI technician prepares a weekly report listing all activities to include all contacts with certified vehicle inspection stations. Field supervisors first review these reports for accuracy, and then submit them to the Department for entry into the Automated Information Services (AIS) database.
- **Method of Calculation:** A report of all station contacts by type is compiled from the AIS database via Structured Query Language (SQL) query. This provides a numerical count of all contacts under the type coded as administrative contacts, certification contacts, compliance audits, and investigative contacts. These numbers added together produce a total number of station contacts by month.
- **Purpose/Importance:** This measure is intended to track VI Service technicians as well as ensuring program compliance. At a minimum, monthly record audits of each station are performed. Periodic performance audits, overt audits, and quality control audits will be performed. A minimum of three performance audits, two overt audits, and one covert audit are performed for each inspection lane.—This measure assists in determining the allocation of resources. It is an important tool in assessing specific needs for enforcement action and determining corrective action at the most effective time.
- **Calculation Type:** Cumulative

- *New Measure:* No
- *Desired Performance:* Higher than target
- *Key:* No

OUTPUT MEASURE 01-01-03-04

Number of Station/Inspector Enforcement Actions

- Short Definition: The number of station/inspector enforcement actions represents the combined total number of charges filed against or warnings issued to state certified vehicle inspectors and vehicle inspection stations.
- Data Limitations: This data is limited by the accuracy of the reporting of information by VI personnel. It ultimately depends on the experience, skill, and efficiency of personnel responsible for filing weekly reports and the field supervisors who review those reports for accuracy. The retrieval of this information is further limited to special mainframe report programming which demands a high skill level for accessing the information in the proper format.
- Source/Collection of Data: Each vehicle inspection technician prepares a weekly report listing all activities to include all enforcement actions, warnings, and charges prepared against both individual vehicle inspectors and inspection stations. Field supervisors first review these reports for accuracy and then submit them to the Department for entry into the Automated Information Services (AIS) database.
- Method of Calculation: A report of all enforcement actions by type is compiled from the AIS database via Structured Query Language (SQL) query. This provides a numerical count of all enforcement actions by type code. These numbers added together produce a total number of enforcement actions by month.
- Purpose/Importance: This measure is intended to track the level of compliance by certified vehicle inspectors and vehicle inspection stations within the program. This measure assists in determining the effectiveness of allocated resources for enforcement actions. It is an important measure to determine if corrective and enforcement actions implemented are effective, and whether additional measures should be initiated.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 01-01-03-05

Number of Station Certifications Suspended/Revoked

- **Short Definition:** The number of station certifications suspended or revoked represents the total number of active certified stations whose licenses have been validated for two years but due to enforcement actions are either suspended or revoked. These stations, though unique in location, are assigned to DPS field technicians who continue to monitor them, ensuring the stations do not continue to conduct business as an inspection station during the administrative suspension or revocation.
- **Data Limitations:** The measure parameters are well defined. Accurate reporting of information ultimately depends on the experience, skill, and efficiency of personnel responsible for initiating timely investigative reports pertaining to the suspension and revocation of licenses. The availability of this information is limited to queries of the databases. The database relies entirely on the timely filing of field investigative reports and hearing results. All computer systems have to be routinely polled and compared for accuracy.
- **Source/Collection of Data:** Each station is entered into an Excel spreadsheet, Access database, and Mainframe database. Each database is monitored and maintained by the Suspensions and Hearings section and are centrally located within DPS. Each activity is tracked individually and the information processed from investigative reports and hearing results are entered into these data systems. This data is then screened against other Department files containing suspension and revocation actions. This information is compiled, screened, and summarized into reports for comparison of previous years and to monitor trends that may be developing in a particular region or station.
- **Method of Calculation:** The number of stations suspended or revoked is calculated by an automated count of the database systems. This data is compiled, screened, and then summarized into a monthly report used for comparisons. The yearly total is an adjusted count including all stations certified but suspended or revoked for any part of the year.
- **Purpose/Importance:** This measure is intended to track the level of compliance within the program activity. It assists in determining the

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effectiveness of allocated resources identified for certain enforcement actions. It is an important measure because it helps determine if corrective and enforcement actions implemented are effective and whether additional measures should be initiated.

- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 01-01-03-06

Number of Inspector Certifications Suspended/Revoked

- Short Definition: The number of inspector certifications suspended or revoked represents the total number of active certified inspectors whose licenses have been validated for two years but due to enforcement actions are either suspended or revoked. These inspectors, unique in location, are assigned to DPS field technicians in each respective region who are responsible for monitoring their activity for compliance.
- Data Limitations: The measure parameters are well defined. Accurate reporting of information ultimately depends on the experience, skill, and efficiency of personnel responsible for initiating timely investigative reports pertaining to suspending and revoking licenses. The availability of this information is limited to queries within the Mainframe and Access databases which rely entirely on the timely filing of field investigative reports. All systems have to be routinely polled and compared for accuracy.
- Source/Collection of Data: Each inspector is entered into an Excel spreadsheet, Access database, and Mainframe database. Each database is monitored and maintained by the Suspensions and Hearings section and are centrally located within DPS. This information is screened against other files containing suspension and revocation actions. Each inspector is tracked individually and data is compiled, screened, and summarized into reports used for comparison of previous years and to monitor trends that may be developing in a particular region or station.
- Method of Calculation: The number of suspended or revoked inspector certifications is calculated by an automated count of the database systems. This data is compiled, screened, and then summarized into a monthly report used for comparisons. The yearly total is an adjusted count including all active certified inspectors whose licenses have been validated for two years but due to enforcement actions are either suspended or revoked for any part of the year.
- Purpose/Importance: This measure is intended to track the level of inspector compliance within the program. It assists in determining the effective allocation of resources used and identifies certain needs in enforcement action. It is important because it helps determine if corrective and

enforcement actions are effective and whether additional measures need to be initiated.

- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 01-01-03-07 (REQUESTED DELETION)

Number of Inspection Certificates Sold to Stations

~~• Short Definition: The number of inspection certificates sold to stations provides an account of certificates physically sold to inspection stations based upon requisition reports filed by Headquarters and field personnel. It depicts program revenue generated through various agency sale outlets. This activity accounts for each certificate sold to locations of final distribution before physically being issued to a vehicle.~~

~~• Data Limitations: These measurements accurately define the activity parameter. Certificate availability is currently dependent on experienced, skilled, and efficient personnel responding to distribution needs. This system information is limited to queries within the Mainframe database and spreadsheets. It relies entirely on the timely processing and mailing in of field requisition reports. All systems have to be routinely polled and compared against treasury reports for accuracy.~~

~~• Source/Collection of Data: Each certificate serial number is entered into an Excel spreadsheet and Mainframe database, utilizing a document management imaging system designed to monitor and track information processed from requisition sale reports. This information is screened and reconciled against daily deposits and State Treasury reports. Each transaction is tracked separately, compiled, screened, and summarized into monthly cumulative reports.~~

~~• Method of Calculation: The number of inspection certificates sold to stations is calculated by an automated count of the database systems. This data is compiled, screened, and then summarized into a monthly report. The yearly total is an adjusted count including all certificates refunded during the year. Refunded certificates are tracked on a monthly basis. For the monthly totals of certificates sold, the number and type of certificates that were refunded are subtracted, which provides the actual number of certificates sold and actual amount of money that was collected after refunds. This can be done monthly, quarterly, or annually.~~

~~• Purpose/Importance: This measure helps to accurately track the revenue generated within the program and whether sales activity reflects true market conditions. This is important because it assists in determining statutory compliance and enforcement.~~

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- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

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**OUTPUT MEASURE 01-01-03-08
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~~Number of Inspection Certificates Issued to Vehicles~~

~~• Short Definition: The number of inspection certificates issued to vehicles provides an accurate account of inspection certificates physically issued. It depicts program activity generated through various inspection station sales outlets. This measure accounts for each certificate sold to station locations as part of the final distribution network by being physically issued to a vehicle.~~

~~• Data Limitations: These measurements accurately define the activity parameter. Reporting of this information physically depends on Department personnel ensuring that stations are monitored appropriately for certificate distribution. Certificate availability to the public is currently dependent on experienced, skilled, and efficient station personnel responding to distribution demands of our citizens. The system information is limited to queries within the Mainframe database, spreadsheets, and the document management imaging system. It relies entirely on the timely processing and mailing in of station log reports. All systems have to be routinely polled and compared against each other to promote accuracy.~~

~~• Source/Collection of Data: This information is derived from weekly station log reports filed by certified station personnel and submitted to Headquarters personnel for processing. The data is recorded in an Excel spreadsheet and document management imaging system designed to monitor information processed from station report logs. The information is screened and reconciled against weekly station reports. Each transaction is tracked separately then compiled, screened, and summarized into a monthly cumulative report for comparison to previous months and years.~~

~~• Method of Calculation: The total number of inspection certificates issued is calculated by an automated count of the database systems; Excel spreadsheet (compiles manual tabulations of safety inspections), Mainframe database, document management imaging system (compiles information from safety inspections) and the Vehicle Inspection Database (automatically compiles information from emissions inspections). DPS is in the process of developing a system that will automatically store, retrieve, and generate reports from all systems mentioned. The data from each system is screened and then summarized into monthly totals. The yearly total is an adjusted count. It includes all certificates issued, reported stolen or missing during the year.~~

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- ~~Purpose/Importance: The purpose of this measure is to accurately track distribution of certificates generated within the program and whether sales activity in comparison to network distributions reflects true market conditions. This aids in determining whether marketing strategies need to be adjusted or changed. It is important because it assists in determining if statutory requirements and enforcement standards are being met.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

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OUTPUT MEASURE 01-01-03-09 (REQUESTED DELETION)

Number of Vehicles Inspected for Emissions Levels

- ~~Short Definition: The number of vehicles inspected with exhaust analysis through required vehicle emissions inspection and maintenance programs is the total number of vehicles which have undergone emissions testing as a result of a statutory requirement.~~
- ~~Data Limitations: The VID contains some entry errors. The database retains invalid records; however, they are placed in an invalid record file. Data is limited by analyzer communication problems and inspector entry errors.~~
- ~~Source/Collection of Data: Every vehicle emissions inspection and maintenance facility is required to use a state-approved vehicle exhaust analyzer. When a vehicle undergoes an emissions test, the analyzer transmits this data including the vehicle identification number (VIN) and vehicle license number to a contractor. The contractor maintains a central Vehicle Identification Database (VID) and statewide network for collecting, processing, transmitting, monitoring, and reporting vehicle emissions-related data.~~
- ~~Method of Calculation: On a monthly basis, the contract database is queried using standard Structured Query Language (SQL). These reports show the total number of vehicles which have undergone emissions testing in any time frame or other user selected criteria.~~
- ~~Purpose/Importance: This measure is used to track the level of compliance with the enhanced Inspection/Maintenance (I/M) Program contained in the revised State Implementation Plan (SIP) submitted by Texas Commission on Environmental Quality (TCEQ) to the U.S. Environmental Protective Agency (EPA). This I/M Program is designed to reduce hydrocarbon (HC), carbon monoxide (CO), and oxides of nitrogen (NO_x) emissions in ozone nonattainment areas. This program will result in clean air for the citizens of the state and prevent possible federal sanctions. This measure assists in determining the effectiveness of allocated resources in program compliance.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

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OUTPUT MEASURE 01-01-03-10

Number of Covert Audits of Vehicle Emissions Inspection and Maintenance Facilities

- **Short Definition:** The number of covert audits of vehicle emissions inspection and maintenance facilities is the total number of covert audits, unannounced performance audits, of certified vehicle inspection stations and vehicle inspectors by DPS personnel.
- **Data Limitations:** The VID contains some data entry errors. The database retains invalid records; however, they are placed in an invalid record file. Data accuracy can be affected by analyzer communication problems or inspector data entry errors. The Access database is limited by the accuracy of the reporting of information by VI Service personnel. It ultimately depends on the experience, skill, and efficiency of personnel responsible for filing covert audit reports (VIE-6) and the field supervisors who review these reports for accuracy. The retrieval of this information is further limited to mainframe report queries, which demands a high skill level for accessing the information.
- **Source/Collection of Data:** Every vehicle emissions inspection and maintenance facility is required to use a state-approved vehicle exhaust analyzer. When a covert vehicle undergoes an emissions test, the analyzer transmits this data including the Vehicle Identification Number (VIN) and vehicle license number via a communications program to a contractor. The contractor maintains a central Vehicle Identification Database (VID) for collecting, processing, transmitting, monitoring, and reporting vehicle emissions-related data. Information on the vehicles used for covert audits is captured within this database. Additionally, covert audit results are recorded on a covert audit report (VIE-6). The information from these reports is routinely entered into an Access database maintained at DPS Headquarters.
- **Method of Calculation:** On a monthly basis, the VID is queried using Structured Query Language (SQL). These queries provide reports showing the total number of emissions exhaust tests, to include station and analyzer identification numbers, performed on the covert vehicles. Also monthly, the Access database containing the covert audit data is queried for information on exhaust emissions stations. These reports are then compared, correlated,

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and combined to produce the total number of covert audits of vehicle emissions inspection and maintenance facilities.

- Purpose/Importance: A covert audit requires DPS personnel to observe vehicle inspections, unannounced, to determine whether proper inspection techniques are utilized. These may be conducted with vehicles that are designed to fail an inspection to identify stations that may falsely pass a vehicle as well as the opposite case. Covert audits are performance audits conducted to comply with regulatory requirements in accordance with the revised State Implementation Plan (SIP) and the U.S. EPA's Inspection/Maintenance (I/M) Rule. To meet the SIP requirement, a minimum of one covert audit is performed at each inspection station for each active emissions analyzer.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

**OUTPUT MEASURE 01-01-03-11
(REQUESTED DELETION)**

~~Number of Vehicle Emissions Facilities Supervised~~

~~• Short Definition: The number of stations which inspect vehicles under the enhanced vehicle emissions testing program in counties within the state that have been designated as nonattainment counties under the Federal Clean Air Act by the U.S. Environment Protection Agency (EPA).~~

~~• Data Limitations: The only limitation on the number of vehicle emissions inspection and maintenance facilities is the basic design of the program. This program is based on the certification of private commercial endeavors whose decision is voluntary and based on their financial motivation; therefore, facility numbers will fluctuate based on circumstances.~~

~~• Source/Collection of Data: Every vehicle emissions inspection and maintenance facility is required to use a state-approved vehicle exhaust analyzer. This analyzer transmits this data including the facility identification number via a communications program to a contractor. This contractor maintains a central database and statewide network for collecting, processing, transmitting, monitoring, and reporting vehicle emissions-related data.~~

~~• Method of Calculation: The number of state-certified and DPS-supervised vehicle emissions inspection and maintenance facilities will be attained monthly from the contract database via standard computer reports. This count can be manually verified by a check of the paper records filed on certification approvals, revocations and suspensions, and resignations.~~

~~• Purpose/Importance: This measure is used to comply with the enhanced inspection/maintenance (I/M) program contained in the revised State Implementation Plan (SIP) submitted by Texas Commission on Environmental Quality (TCEQ) to the U.S. EPA. This I/M program is designed to reduce hydrocarbon (HC), carbon monoxide (CO), and nitrogen dioxide as well as nitrous oxide (NO_x) emissions that will result in clean air for the citizens of the state and prevent possible federal sanctions.~~

~~• Calculation Type: Noncumulative~~

~~• New Measure: No~~

~~• Desired Performance: Higher than target~~

~~• Key: No~~

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STRATEGY 01-01-04

BREATH AND BLOOD TESTING

Breath Alcohol and Blood Testing

Operate a scientific breath alcohol and blood testing program statewide. Supervise and maintain the program, train operators, and testify to its validity in court.

EFFICIENCY MEASURE 01-01-04-01

Average Cost of Supervising Breath Alcohol Test

- Short Definition: The average cost of supervising a breath test administered by breath test operators statewide over which DPS exercises technical supervision.
- Data Limitations: The number of breath tests supervised do not include invalid or incomplete tests.
- Source/Collection of Data: The cost is the total amount of the Breath Alcohol Testing Strategy annual appropriation. The number of breath alcohol tests administered over which DPS exercises technical supervision is obtained from the Breath Alcohol Testing central database.
- Method of Calculation: The Breath Alcohol Testing Strategy annual appropriation divided by the number of breath tests supervised.
- Purpose/Importance: Assuring the integrity of the statewide breath test program through technical supervision is the foundation upon which the entire program is based.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

OUTPUT MEASURE 01-01-04-01

Number of Breath Alcohol Tests Supervised

- Short Definition: Number of breath tests supervised statewide by DPS technical supervisors.
- Data Limitations: All breath test operators are proficiency tested in the two-month period of September through October. This creates a spike in the number of breath tests supervised in the first quarter. Despite this spike, all tests are supervised and processed. Also, the actual counts do not include invalid or incomplete tests.
- Source/Collection of Data: This comes from breath test data collected directly from the breath test instrument's computer software via telephone modem to DPS technical supervisors and then transferred electronically to DPS Headquarters on a monthly basis.
- Method of Calculation: Actual count of all valid breath tests under the supervision of DPS technical supervisors.
- Purpose/Importance: This measure addresses the extent to which breath test services were utilized by citizens under arrest for certain alcohol-related offenses. Scientifically credible forensic breath alcohol testing services afford those individuals under arrest for these offenses the opportunity to comply with the provisions of the Implied Consent Law.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: Yes

**OUTPUT MEASURE 01-01-04-02
(REQUESTED DELETION)**

Number of Breath Test Instruments Maintained

- ~~Short Definition: Number of breath test instruments statewide supervised by DPS technical supervisors.~~
- ~~Data Limitations: There are no significant data limitations for this measure.~~
- ~~Source/Collection of Data: Data is obtained from technical supervisors' monthly reports and reconciled with the computer data from the central database.~~
- ~~Method of Calculation: Actual count obtained from the technical supervisors' monthly reports.~~
- ~~Purpose/Importance: This measure is one of the major indicators of workload. Coupled with the very difficult to measure court caseload, it is used to assign relative workload throughout the state and to determine law enforcement needs regarding more or fewer breath test instruments.~~
- ~~Calculation Type: Noncumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

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**OUTPUT MEASURE 01-01-04-03
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~~Number of Breath Test Operators Supervised~~

~~• Short Definition: Number of breath test operators statewide supervised by DPS technical supervisors.~~

~~• Data Limitations: There are no significant data limitations for this measure.~~

~~• Source/Collection of Data: Data is obtained from technical supervisors' monthly reports and reconciled with the computer data from the central database.~~

~~• Method of Calculation: Actual count obtained from the technical supervisors' monthly reports.~~

~~• Purpose/Importance: Like the number of Breath Test Instruments maintained, this measure is important in determining relative workload and in determining law enforcement agencies' need for more or fewer breath test operators.~~

~~• Calculation Type: Noncumulative~~

~~• New Measure: No~~

~~• Desired Performance: Higher than target~~

~~• Key: No~~

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STRATEGY 01-01-05

CAPITOL COMPLEX SECURITY

Capitol Complex Security

Provide appropriate security for public officials and property.

EFFICIENCY MEASURE 01-01-05-01

Average Cost of Providing Security Service Per Building

- Short Definition: The average cost of providing uniformed officers, security workers, or contract security workers to protect areas serviced by [Region VII](#)~~the Capitol District~~.
- Data Limitations: None
- Source/Collection of Data: The cost is the total amount of the [Region VII](#)~~Capitol District~~ Strategy annual appropriation. The number of buildings is a manual count of facilities within the Capitol Complex and any facilities outside the complex that are served by [Region VII](#)~~the Capitol District~~.
- Method of Calculation: This measure is determined by dividing the number of buildings serviced by the [Region VII](#)~~Capitol District~~ Strategy annual appropriation.
- Purpose/Importance: Measures the cost to provide commissioned officers, security workers, or contract security workers placed in state buildings for security services for state officials, state employees, and the visiting public.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

OUTPUT MEASURE 01-01-05-01

Number of Parking Transactions

- Short Definition: The number of parking citations issued, parking permits issued, parking applications processed, disabled applications processed, transfers processed, parking spaces forfeited, parking appealed council hearings, vehicles towed, state building identification cards issued, and state building access cards issued.
- Data Limitations: This data is limited by the accuracy of the reporting of information by Parking Administration and Communications personnel. It also depends on the accuracy of data entered into the computer databases [and manual counts](#) by personnel.
- Source/Collection of Data: ~~Powerpark~~ Parking Management software collects the data for the number of parking citations issued and parking applications processed. A monthly report of electronic access card transactions is generated from the ~~Ccure800~~ electronic access computer program. Vehicles towed, identification cards issued, and parking council hearings are counted manually.
- Method of Calculation: The total of the above categories is added together to arrive at a ~~cumulative~~ total of parking transactions.
- Purpose/Importance: Indicates our statutory requirement of regulating parking in the Capitol Complex to provide the most efficient, equitable, and economical parking facilities for state officials, state employees, and the visiting public.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 01-01-05-02

Hours of Security Provided

- Short Definition: Actual man-hours of on-site building security provided by [Region VII Capitol District](#) personnel and [contract private security workers](#).~~privately contracted security workers.~~
- Data Limitations: This data is limited by the accuracy of the reporting of information by [Region VII Capitol District](#) and private security employees.
- Source/Collection of Data: All [Region VII Capitol District](#) officers and security workers prepare a weekly report listing all security hours worked. The private security company provides [Region VII Capitol District](#) with documentation of the number of hours of security provided at each building on a weekly basis.
- Method of Calculation: The total number of security hours worked by [Region VII Capitol District](#) and [private security](#) employees ~~and private security~~ are added together to arrive at the total hours of security provided.
- Purpose/Importance: This measure shows the number of hours required to staff buildings in the Capitol Complex and other state office buildings in order to adequately ensure the safety of state officials, state employees, and visitors to the complex.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 01-01-05-03

Number of Investigations

- Short Definition: The number of criminal offenses that are investigated.
- Data Limitations: This data is limited by the accuracy of the computer program being used.
- Source/Collection of Data: Using a location specific ~~FoxPro~~ Database Program, the number of criminal offense reports taken are tabulated. These reports are abstracted from actual reports that require some level of investigation.
- Method of Calculation: Monthly reports are generated from the ~~FoxPro~~ computer program.
- Purpose/Importance: To track the level of criminal activities reported and detected in the Capitol Complex. The measure helps establish if a trend or pattern is developing in criminal activities at specific locations and where resources and enforcement efforts should be directed.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

**OUTPUT MEASURE 01-01-05-04
(REQUESTED DELETION)**

Number of Enforcement Actions

- ~~Short Definition: Number of traffic and criminal citations and warnings issued.~~
- ~~Data Limitations: Data is limited by the accuracy of reporting the information by Capitol Officers. Retrieval of information is limited to special mainframe report programming which demands a high skill level for accessing the information in the proper format.~~
- ~~Source/Collection of Data: Using the Automated Information Services (AIS), the number of traffic and criminal citations and warnings are tabulated. This data is based on the actual number of citations and warnings entered into the computer system.~~
- ~~Method of Calculation: The total of all citations and warnings issued by Capitol Officers is compiled into a cumulative total.~~
- ~~Purpose/Importance: This measure addresses actual police actions or interventions by DPS officers that address driver behaviors and vehicle conditions that contribute to the frequency and/or severity of traffic crashes. Additionally, it includes police efforts to control or curb criminal activity within the Capitol Complex.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

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GOAL 02

DRIVER SAFETY AND RECORDS

Driver Safety and Records

To ensure the competency of Texas drivers through licensing and the management of licensing and traffic safety records.

OBJECTIVE 02-01

DRIVER SAFETY AND RECORDS

Driver Safety and Records

To improve traffic safety through licensing of competent drivers and the management of licensing and traffic safety records.

OUTCOME MEASURE 02-01-01 (REQUESTED DELETION)

Percent Driver License Records with Social Security Number

- ~~Short Definition: Percentage of driver license records on file with the Department that includes a Social Security Number.~~
- ~~Data Limitations: Upon issuance of a driver license, the collection of the Social Security Number is a mandatory requirement; however, the percentage of Social Security Numbers collected is limited to the number of eligible drivers making application for issuance. DPS currently has the capability to verify Social Security Numbers through the Social Security Administration.~~
- ~~Source/Collection of Data: Data is collected from applicants at the time of issuance for the application/renewal of a driver license. Driver License personnel verify the authenticity of data collected according to established rules defining source document acceptance. Verified data is entered and stored in the Department's mainframe computer in the Driver License File.~~
- ~~Method of Calculation: Percentage is calculated through a program designed to search each driver license record maintained on the Department's mainframe computer that contains a Social Security Number (Social Security Number Query). Percentage is derived by comparing the total number of driver license records found with a Social Security Number against the total number of driver license records on file.~~
- ~~Purpose/Importance: Measure identifies, by percentage, the extent to which drivers license records include a Social Security Number. Data is collected in accordance with both federal and state laws. The Department collects the Social Security Number of all driver license applicants for child support enforcement purposes. The Department is also authorized by state and federal law to use the Social Security Number of the applicant for identification purposes.~~
- ~~Calculation Type: Noncumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Lower than target~~
- ~~Key: No~~

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OUTCOME MEASURE 02-01-02

Percentage of Driver Responsibility Program Surcharges Collected

- **Short Definition:** The percentage of surcharge funds collected compared to the amount of surcharges billed for the Driver Responsibility Program.
- **Data Limitations:** None
- **Source/Collection of Data:** The Department will compare ~~analyze~~ the amount of funds deposited to the State Comptroller of Public Accounts to ~~versus~~ the amount of surcharges billed by the Driver Responsibility Program ~~vendor to individuals assessed a surcharge~~.
- **Method of Calculation:** A ~~mainframe~~ computer report is generated to calculate the assessments billed by the Driver Responsibility Program ~~vendor~~. A monthly revenue deposit is made to the Comptroller of Public Accounts. ~~A~~ The percentage is obtained from the billed and collection sources.
- **Purpose/Importance:** To reflect the level of compliance with the requirements placed on drivers by the Driver Responsibility Program.
- **Calculation Type:** Noncumulative
- **New Measure:** Yes
- **Desired Performance:** Higher than target
- **Key:** No

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OUTCOME MEASURE 02-01-03
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Number of Driver Improvement Actions Taken

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Definition: Driver Improvement actions taken includes all suspension, revocation, cancellation, disqualification, denial, prohibition, and probation orders issued within a fiscal year.

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Data Limitations: None.

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Data Source: Cases processed by the Driver Improvement and Compliance Bureau are compiled from weekly status reports in the Driver License System (DLS) and totaled into a quarterly and annual summary of actions.

Methodology: These figures are accumulated through various computer-generated reports. This percent will represent the number of enforcement actions taken divided by total number of driver records for both licensed and unlicensed.

Purpose: The volume of driver improvement actions taken against drivers in the State of Texas is used to monitor and detect trends concerning driver safety, financial responsibility, and identification of problem drivers.

Calculation Method: Cumulative

New Measure: Yes

Target: └

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OUTCOME MEASURE 02-01-04
(REQUESTED NEW)

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Number of Criminal Arrests

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Definition: Number of criminal arrests (nontraffic) executed by Driver License commissioned personnel as a result of a criminal investigation.

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Data Limitations: As this process is not automated, the completeness and accuracy of the reported information limits this data.

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Data Source: Data is entered onto Driver License Field Activity reports and subsequently entered into the Automated Information System (AIS) and abstracted from this source.

Methodology: Data is manually entered into the Automated Information System (AIS) and taken from this source. Total Number of criminal arrests divided by number of DLD commissioned personnel.

Purpose: This measure demonstrates the importance of commissioned personnel within field Driver License offices and demonstrates the amount of criminal activity being detected by Driver License personnel.

Calculation Method: Cumulative

New Measure: No

Target: H

Key:

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OUTCOME MEASURE 02-01-05
(REQUESTED NEW)

Average Number of Criminal Investigations

Definition: Average number of Criminal investigations conducted by Driver License Commissioned personnel.

Data Limitations: Reports from two separate systems will need to be combined and calculated manually. Failure to enter or incorrect entry into one of the systems (AIS or CLERIS) could affect the accuracy of the data.

Data Source: Data is entered onto a Driver License Field activity report and subsequently entered into the Automated Information Services (AIS) or CLERIS.

Methodology: Percentage would be calculated based on the number of Criminal Investigations compared to the number of Driver License Commissioned personnel.

Purpose: This measure demonstrates the amount of criminal activity being detected by the Driver License Division.

Calculation Method: Cumulative

New Measure: Yes

Target: Higher

Key: N

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OUTCOME MEASURE 02-01-06
(REQUESTED NEW)

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Percent Driver License Records with Social Security Number Verified

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Definition: Percentage of driver license records on file with the Department that includes a verified Social Security Number.

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Data Limitations: The percentage of Social Security Numbers collected is limited to the number of eligible drivers making application for issuance. DPS currently verifies Social Security Numbers through the Social Security Administration.

Data Source: Data is collected from applicants at the time of issuance for the application/renewal of a driver license. Driver License personnel verify the authenticity of data collected according to established rules defining source document acceptance and verification by the Social Security Administration. Verified data is entered and stored in the Department's computer in the Driver License File.

Methodology: Percentage is calculated through a program designed to search each driver license record maintained that contains a verified Social Security Number. Percentage is derived by comparing the total number of driver license records against the total number of driver license records with a verified Social Security Number on file.

Purpose: Measure identifies, by percentage, the extent to which drivers license records include a verified Social Security Number. Data is collected in accordance with both federal and state laws. The Department collects the Social Security Number of all driver license applicants for child support enforcement purposes. The Department is authorized by state and federal law to collect the Social Security Number of the applicant for identification purposes.

Calculation Method: Non Cumulative

New Measure: Yes

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Target: Higher

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STRATEGY 02-01-01

DRIVER LICENSE AND RECORDS

Driver License and Records

Ensure the competency of Texas drivers through testing of new drivers, determining the eligibility of renewal applicants, and through the improvement or delicensing of problem drivers.

EFFICIENCY MEASURE 02-01-01-01

Average Cost to Operate Driver License Office

- Short Definition: The average cost to operate one Driver License Office within the State of Texas.
- Data Limitations: Number of field offices varies periodically and could increase or decrease the average cost.
- Source/Collection of Data: [The amount of money expended by the Driver License Field Service as reported on Accounting budget reports and the number of Driver License Office lanes in operation as maintained by the Driver License Division.](#) ~~The amount of money budgeted to Driver License Field Services and the number of Driver License offices maintained.~~
- Method of Calculation: Divide the total ~~amount expended~~ [budget of](#) by the Driver License Field Service by the number of Driver License offices in operation [by issuance lane](#).
- Purpose/Importance: The measure demonstrates the importance of legislative appropriation for this agency and demonstrates the annual expenditures associated with the average daily maintenance (including lease costs) of a Driver License office.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

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EFFICIENCY MEASURE 02-01-01-02

Days to Process Safety Responsibility Compliance/Reinstatement

- Short Definition: The number of days to process compliance and withdraw suspension action initiated under the [Texas Law. Safety Responsibility Law.](#) Processing cycle from date received by the Department includes Mail Operations, Central Cash Receiving, and [Driver Improvement and Compliance Safety Responsibility](#) processing time.
- Data Limitations: Number of compliance documents submitted.
- Source/Collection of Data: Using the Department's receipt date maintained on [the Tokopen](#) Image File and date of clearance on the driver record history, ~~the~~ [The](#) information is verified by [an evaluator technician in Tokopen Image File.](#)
- Method of Calculation: ~~Date the clearance was applied to the history minus the date the item was received by the Department. Receipt date minus clearance date.~~
- Purpose/Importance: To reflect and maintain an expedient turn around time of compliance items processed.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

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EFFICIENCY MEASURE 02-01-01-03
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Average Cost to Maintain Driver Records

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Definition: Provides an average cost to maintain an individual driver record based on the total number of records in file and the Division budget.

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Data Limitations: The projection may be externally influenced by out-of-state record transfers, population trends and fluctuation in duplicate issuances.

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Data Source: The amount of money expended by the Driver License Division as reported in the monthly accounting budget reports and the total number of driver license, identification card and unlicensed records captured and maintained in the Driver License System.

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Methodology: Divide the total amount of funds expended by the total number of records (driver license, identification card and unlicensed) contained in the Driver License System.

Purpose: The measure demonstrates the importance of legislative appropriation for this agency and demonstrates the annual expenditures associated with the average daily cost to operate and perform all objectives assigned to the Driver License Division.

Calculation Method: Non Cumulative

New Measure: Yes

Target: Lower

Key: No

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OUTPUT MEASURE 02-01-01-01

Number of Examinations Administered

- Short Definition: Using THE Driver License System~~Texas Highway Patrol's Automated Information Services (AIS)~~, the number of vision, written, and driving examinations performed per technician/examiner administered~~tabulates vision, automated written, oral, and driving examinations conducted.~~
- Data Limitations: As this process requires manual calculation and data entry, the completeness and accuracy of the reported information limits this data.
- Source/Collection of Data: Driver License System (DLS). Each time a test is administered, the results (pass, fail, or waived) are captured and stored in the test history within the DLS Field Activity Reports.~~This data is manually entered into the Automated Information Services (AIS) and taken from this source.~~ Formatted: Font: (Default) Arial, 12 pt
- Method of Calculation: Driver License System will generate a report that provides the total number of tests (by type) administered with quarterly and annual totals. This total will be divided by the total number of technician/examiner FTEs minus 10% (average vacancy rate) to determine the average number of examinations performed per FTE.~~Total number is taken from actual tests performed as reported by Driver License field personnel.~~ Formatted: Font: (Default) Arial, 12 pt
- Purpose/Importance: This measure demonstrates the volume of examinations given annually by Driver License field personnel. Data is used to demonstrate increase/decrease in examinations administered.
- Calculation Type: Non Cumulative ~~Cumulative~~
- New Measure: No
- Desired Performance: Higher than target
- Key: Yes

OUTPUT MEASURE 02-01-01-02

Number of Driver Licenses Issued

- Short Definition: Number of originals, renewals, and duplicate driver licenses issued to citizens of the State of Texas.
- Data Limitations: Data is based on previous issuance activity and cannot predict an exact number of driver license issues. The projection may be externally influenced by out-of-state record transfers and population trends.
- Source/Collection of Data: Data is collected from a monthly mainframe computer application. A cumulative statistics total is used to project the number of anticipated driver license issuance.
- Method of Calculation: A mainframe computer application generated monthly calculates cumulative statistics used to project driver license issuance. Projections are based on historical issuance data.
- Purpose/Importance: This measure reflects the anticipated number of driver license issuance based on current cumulative issuance statistics. The projection is used to determine anticipated workloads. It demonstrates the importance of legislative appropriations for this agency and reflects the annual cost associated with driver license issuance.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

OUTPUT MEASURE 02-01-01-03
(REQUESTED DELETION)

Number of Driver Improvement Actions Taken

~~• Short Definition: Driver Improvement actions taken include all suspension, revocation, cancellation, disqualification, denial, prohibition, and probation orders issued within a fiscal year.~~

~~• Data Limitations: None~~

~~• Source/Collection of Data: Cases processed are totaled and manually compiled from weekly status reports (counts) into a quarterly and annual summary of actions.~~

~~• Method of Calculation: These figures are accumulated through manual compilation and various computer-generated reports and through manual calculation.~~

~~• Purpose/Importance: The volume of driver improvement actions taken is used as a measurement to project Full-Time Employees and fiscal resource needs of the Driver Improvement Bureau. These actions are monitored to detect trends concerning driver safety, financial responsibility, and identification of problem drivers.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Lower than target~~

~~• Key: No~~

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**OUTPUT MEASURE 02-01-01-04
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Number of Criminal Arrests

- ~~Short Definition: Number of criminal arrests (nontraffic) executed by Driver License commissioned personnel as a result of a criminal investigation.~~
- ~~Data Limitations: As this process is not automated, the completeness and accuracy of the reported information limits this data.~~
- ~~Source/Collection of Data: Data is entered onto Driver License Field Activity reports and subsequently entered into the Automated Information Services (AIS) and abstracted from this source.~~
- ~~Method of Calculation: Data is manually entered into the Automated Information Services (AIS) and taken from this source.~~
- ~~Purpose/Importance: This measure demonstrates the importance of commissioned personnel within field Driver License offices and demonstrates the amount of criminal activity being detected by Driver License personnel.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

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**OUTPUT MEASURE 02-01-01-05
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~~Number of Traffic Warrants Served~~

- ~~• Short Definition: Number of traffic warrants served by Driver License commissioned personnel as a result of apprehension within the Driver License offices.~~
- ~~• Data Limitations: As this process is not automated, the completeness and accuracy of the reported information limits this data.~~
- ~~• Source/Collection of Data: Data is entered onto Driver License Field Activity reports and subsequently entered into the Automated Information Services (AIS) and taken from this source.~~
- ~~• Method of Calculation: Data is manually entered into the Automated Information Services (AIS) and taken from this source.~~
- ~~• Purpose/Importance: Measure demonstrates the importance of commissioned personnel within Driver License Field offices and demonstrates the amount of wanted persons being detected and arrested by DL personnel.~~
- ~~• Calculation Type: Cumulative~~
- ~~• New Measure: No~~
- ~~• Desired Performance: Higher than target~~
- ~~• Key: No~~

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**OUTPUT MEASURE 02-01-01-06
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~~Number of Driver Records Established and Maintained~~

- ~~• Short Definition: Total number of driver license records maintained in the Driver License mainframe computer file. This number includes both active and inactive driver licenses and their history file.~~
- ~~• Data Limitations: Information is subject to the accuracy of source entry. Numbers fluctuate with the entry and deletion of records according to established standards.~~
- ~~• Source/Collection of Data: A mainframe computer application generated monthly to calculate cumulative statistics for total number of records on file. Records in the Driver License mainframe computer file are established in Driver License offices and through data entry at Headquarters.~~
- ~~• Method of Calculation: Reports are generated by the Information Management Service staff from the Driver License mainframe file to tabulate all records on this file.~~
- ~~• Purpose/Importance: The number of records is used to determine staffing, equipment, and procedure requirements to better serve the public.~~
- ~~• Calculation Type: Cumulative~~
- ~~• New Measure: No~~
- ~~• Desired Performance: Higher than target~~
- ~~• Key: No~~

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OUTPUT MEASURE 02-01-01-07

Number of Identification Cards Issued

- Short Definition: Number of originals, renewals, and duplicate identification cards issued to citizens of the State of Texas.
- Data Limitations: Data is based on previous issuance activity and cannot predict an exact number of identification card issues. The projection may be externally influenced by population trends.
- Source/Collection of Data: Data is collected monthly from a mainframe computer application. A cumulative statistics total is used to project number of anticipated identification card issuance.
- Method of Calculation: An automated program generated monthly calculates cumulative statistics used to project identification card issuance. Projections are based on historical issuance data.
- Purpose/Importance: This measure reflects the anticipated number of identification cards issuance based on current cumulative issuance statistics. The projection is used to determine anticipated workloads. It demonstrates the importance of legislative appropriations for this agency and reflects the annual costs associated with identification cards issued.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

**OUTPUT MEASURE 02-01-01-08
(REQUESTED DELETION)**

~~Number of Safety Responsibility (SR) Suspension Actions Taken~~

- ~~• Short Definition: Safety Responsibility enforcement actions include all suspension orders issued under the administration of the Safety Responsibility Law.~~
- ~~• Data Limitations: None~~
- ~~• Source/Collection of Data: Cases processed are totaled and manually compiled into a quarterly and annual summary of actions using Safety Responsibility Bureau reports.~~
- ~~• Method of Calculation: These figures are accumulated through manual compilation and various computer-generated reports and through manual calculation.~~
- ~~• Purpose/Importance: Totals are used as a measurement to allocate staffing and resources. These actions are also monitored to detect trends concerning driver financial responsibility.~~
- ~~• Calculation Type: Cumulative~~
- ~~• New Measure: No~~
- ~~• Desired Performance: Lower than target~~
- ~~• Key: No~~

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**OUTPUT MEASURE 02-01-01-09
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~~Number of Safety Responsibility Compliances/Reinstatements Processed~~

- ~~• Short Definition: The total number of individuals filing full compliance to clear the suspension of the driving privileges.~~
- ~~• Data Limitations: Increase or decrease in convictions would affect the number of compliance items processed.~~
- ~~• Source/Collection of Data: The Department receives notification of convictions from the courts to be placed on drivers' histories and orders of suspensions are then sent to the individuals. The Safety Responsibility Bureau processes all compliance items submitted to reinstate licenses of those individuals.~~
- ~~• Method of Calculation: A mainframe computer application is generated monthly and calculates statistics of compliance/lifts codes applied to the driver's record.~~
- ~~• Purpose/Importance: To reflect the number of drivers that have complied with the requirements placed on them by the Safety Responsibility Act and Driver License Law. To monitor and compare the number of drivers suspended to those who have complied.~~
- ~~• Calculation Type: Cumulative~~
- ~~• New Measure: No~~
- ~~• Desired Performance: Higher than target~~
- ~~• Key: No~~

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**OUTPUT MEASURE 02-01-01-10
(REQUESTED DELETION)**

Number of Occupational Driver Licenses Issued

- ~~Short Definition: Total number of all occupational driver licenses issued to a suspended driver to operate a motor vehicle in the performance of their occupation or trade.~~
- ~~Data Limitations: Increase or decrease in convictions would affect the number of occupational licenses issued.~~
- ~~Source/Collection of Data: The Department receives the court order, certified proof of financial responsibility in the form of an SR-22 liability insurance certificate and fee from the suspended individual or his legal representation. The Safety Responsibility Bureau evaluates all requests for occupational licenses to verify all criteria are met.~~
- ~~Method of Calculation: A mainframe computer application is generated monthly and calculates cumulative statistics for occupational license issuance.~~
- ~~Purpose/Importance: To reflect the number of occupational licenses issued. An occupational license permits a suspended driver the opportunity to operate a motor vehicle within the guidelines of a court order.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

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OUTPUT MEASURE 02-01-01-11
(REQUESTED NEW)

Number of Texas Driver Licenses Canceled Due To Fraudulent Issuance

Definition: Number of driver licenses canceled due to fraudulent issuance.
Fraudulent issuance is where an individual has obtained a Texas driver license through deception.

Data Limitations: None

Data Source: Driver License Records/Driver License Fraud Investigations

Methodology: Manual tabulation of cancelled driver licenses due to fraudulent issuance.

Purpose: To measure the effectiveness of Driver License fraud investigations.

Calculation Method: Cumulative

New Measure: Yes

Target: Lower

Key: No

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STRATEGY 02-01-02

DRIVER LICENSE REENGINEERING

Driver License Reengineering

Improve the management of driver license records through the reengineering of driver license software and replacement of computer hardware.

STRATEGY 02-01-03
(REQUESTED DELETION)

~~TRAFFIC CRASH RECORDS~~

~~Traffic Crash Records~~

~~Manage the traffic crash records system and measure the effectiveness of safety programs.~~

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**EFFICIENCY MEASURE 02-01-03-01
(REQUESTED DELETION)**

~~Percent of Necessary Data Collected About Each Traffic Crash~~

~~• Short Definition: Data collected from each of the Texas Peace Officer's reports in the administration of the Crash Records Information System. Information from the crash report is entered into the Crash Records Information System as data elements. In order to facilitate traffic engineering and traffic safety needs, TxDOT and the Federal Government (National Highway Traffic Safety Administration, and Federal Motor Carrier Safety Administration) indicate what information to capture and code as data elements.~~

~~• Data Limitations: Failure of investigating agencies to submit Crash reports.~~

~~• Source/Collection of Data: Texas Peace Officer's Crash reports submitted by Texas Law enforcement agencies as well as data analyzed and coded into the Crash Records Information System.~~

~~• Method of Calculation: Number of elements coded are averaged and multiplied by the number of Texas Peace Officer's reports processed.~~

~~• Purpose/Importance: Crash data is the primary source for statistics used in evaluating the effectiveness of safety programs, determining rural death rate, and obtaining funding to support traffic safety. This data is critical to state and local transportation project planning and prioritization, highway and railroad crossing safety evaluation, supporting federal funding requests, tort claim support and to the Texas Attorney General for defending DPS and other state agencies.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Higher than target~~

~~• Key: No~~

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**EFFICIENCY MEASURE 02-01-03-02
(REQUESTED DELETION)**

Average Cost Per Crash Report

- ~~Short Definition: Average cost of processing a crash report through set procedures.~~
- ~~Data Limitations: Failure of investigating agencies to submit crash reports.~~
- ~~Source/Collection of Data: Accounting and Budget Control utilizes the legislatively appropriated funds and the number of crash reports to obtain this measure.~~
- ~~Method of Calculation: Calculated by dividing the total legislatively appropriated funds by the number of crash reports processed. The number of reports processed is provided by Crash Records Bureau.~~
- ~~Purpose/Importance: To identify cost of processing each crash report received in Crash Records Bureau (CRB).~~
- ~~Calculation Type: Noncumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Lower than target~~
- ~~Key: No~~

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**OUTPUT MEASURE 02-01-03-01
(REQUESTED DELETION)**

Number of Crash Reports Processed

- ~~Short Definition: Number of Texas Peace Officer's Crash Reports and Driver's Crash Reports received by the Crash Records Bureau (CRB).~~
- ~~Data Limitations: Failure of law enforcement agencies and drivers to submit crash reports.~~
- ~~Source/Collection of Data: Law Enforcement Investigating agencies and drivers submit crash reports to Crash Records Bureau. The reports are analyzed and stored in the Crash Records Information System data warehouse.~~
- ~~Method of Calculation: The Crash Records Information System provides a count of the number of Texas Peace Officers reports and the number of Driver's Crash Reports processed through the system.~~
- ~~Purpose/Importance: Crash data is the primary source for statistics used in evaluating the effectiveness of safety programs, determining rural death rate, and obtaining funding to support traffic safety. This data is critical to state and local transportation project planning and prioritization, highway and railroad crossing safety evaluation, supporting federal funding requests, tort claim support and to the Texas Attorney General for defending DPS and other state agencies.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: Yes~~

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STRATEGY 02-01-04
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CRASH RECORDS INFORMATION SYSTEM

~~Crash Records Information System~~

~~Implement an automated Crash Records Information System to replace the current manual system.~~

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STRATEGY 02-01-05

MOTORCYCLE OPERATOR TRAINING

Motorcycle Operator Training

Administer statewide training programs to ensure safety and competency of motorcycle operators.

OUTPUT MEASURE 02-01-05-01

Number of Motorcycle and All-Terrain Vehicle Students Trained

- Short Definition: The total number of students trained in the Basic and Advanced Motorcycle Operator Training Courses and the All-Terrain Vehicle (ATV) RiderCourse.
- Data Limitations: None
- Source/Collection of Data: The data source for the number of motorcycle and ATV students trained is the Microsoft Access database maintained by the Motorcycle Safety Unit. Motorcycle safety course student data is entered in the database from course documentation provided by the entities conducting the courses. The ATV student database is appended by data received electronically from the ATV Safety Institute.
- Method of Calculation: Total number of motorcycle and All-Terrain Vehicle students are retrieved via a query from the respective motorcycle and All Terrain-Vehicle student databases.
- Purpose/Importance: The Motorcycle Safety Unit is tasked to provide knowledge relating to the safe operation of motorcycles (Texas Transportation Code, Chapter 662). The Basic and Advanced Motorcycle Operator Training Courses are conducted by public and private entities, contracted and/or licensed by the Department, to offer the courses. The All-Terrain Vehicle RiderCourse is required by Texas Transportation Code, Chapter 663, and is taught via a letter of agreement with the All-Terrain Vehicle Safety Institute.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 02-01-05-02

Number of Motorcycle and All-Terrain Vehicle Items Produced

- Short Definition: The total amount of material produced by the Motorcycle Safety Unit that promotes motorcycle safety, motorist awareness of motorcycles, and ATV safety.
- Data Limitations: None
- Source/Collection of Data: The data source for the number of motorcycle and ATV Public Information and Educational material produced is the receiving documents for promotional material ordered and received during the fiscal year.
- Method of Calculation: Motorcycle Safety Unit staff members manually calculate the total from receiving documents.
- Purpose/Importance: Texas Transportation Code, Chapter 662, tasks the Department to provide knowledge relating to the safe operation of motorcycles and motorists awareness of motorcycles to the citizens of Texas. The All-Terrain Vehicle operator education and certification program and related information is addressed in Texas Transportation Code, Chapter 663. The Motorcycle Safety Unit generates Public Information and Educational (PI&E) material for both programs.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 02-01-05-03

Number of Motorcycle and ATV Public Information and Educational (PI&E) Items Distributed

- Short Definition: The total number of items distributed by the Motorcycle Safety Unit promoting motorcycle safety, motorist's awareness of motorcycles, and All-Terrain Vehicle safety.
- Data Limitations: None
- Source/Collection of Data: The data source for the number of motorcycle and All-Terrain Vehicle Public Information and Educational items distributed is the filled requests for material received from the entities offering motorcycle operator training and from motorcycle dealerships, rider organizations, schools, other governmental entities, and the general public.
- Method of Calculation: Motorcycle Safety Unit staff manually calculates the total from the material requests.
- Purpose/Importance: The Motorcycle Safety Unit provides knowledge relating to the safe operation of motorcycles, and motorists awareness of motorcycles, to the citizens of Texas as required by Texas Transportation Code, Chapter 662. The Motorcycle Safety Unit promotes the All-Terrain Vehicle operator education and certification program and related information as addressed in Texas Transportation Code, Chapter 663.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

GOAL 03

PREVENT AND DETECT CRIME

Prevent and Detect Crime

To promote the preservation of the peace and the prevention and detection of crime.

OBJECTIVE 03-01

REDUCE CRIMINAL ACTIVITY

Reduce Criminal Activity

To reduce death, injury, and economic loss by working to reduce criminal activity in Texas.

OUTCOME MEASURE 03-01-01

Annual Texas Crime Index Rate

- Short Definition: The total number of index crimes (murder, rape, robbery, aggravated assault, burglary, theft, and motor vehicle theft) divided by the total Texas population. That result is then divided by 100,000 to obtain the crime index rate per 100,000 population.
- Data Limitations: None
- Source/Collection of Data: Data is submitted to the Texas Uniform Crime Reporting (UCR) Program on a monthly basis. The UCR staff verifies the data, then enters it into the Texas UCR database.
- Method of Calculation: The crime index is figured by taking the total number of crimes committed in the above mentioned categories, dividing that number by the total Texas population, and taking that figure and dividing it by 100,000.
- Purpose/Importance: This measure is used to gauge fluctuations in the overall volume and rate of crime known by Texas law enforcement agencies.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: Yes

OUTCOME MEASURE 03-01-02
(REQUESTED NEW)

Percent Reduction In Undocumented Aliens/Immigrants Crossing The Texas/Mexico Border

Definition: Percent reduction in undocumented aliens/immigrants crossing the Texas/Mexico border.

Data Limitations: The data is limited to those illegal border crossings observed and reported by law enforcement.

Data Source: US Border Patrol reporting to the Joint Operations Intelligence Centers.

Methodology: Manual tabulation and comparison against previously reported data.

Purpose: To measure and determine the effectiveness of enforcement activities in controlling illegal entry into Texas.

Calculation Method: Cumulative

New Measure: Yes

Target: Higher

Key: No

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OUTCOME MEASURE 03-01-03
(REQUESTED NEW)

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Percentage of Conclusive Polygraph Examinations Administered

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Definition: The percentage of conclusive polygraph examinations, either No Deception Indicated (NDI) or Deception Indicated (DI), conducted by each commissioned polygraph examiner/investigator.

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Data Limitations: Polygraph examinations scheduled but cancelled and polygraph examinations conducted without a conclusive result (Inconclusive, No Opinion, or Refusal) are not counted.

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Data Source: The data is obtained from each examiner/investigator on a standardized monthly report. This data is the actual count of contacts with a polygraph subject and/or submitting official.

Methodology: Number of conclusive polygraph examinations divided by the total number of examinations conducted, and reported as a percentage.

Purpose: Accurately identifies productivity that the polygraph examiners provide to criminal investigators and pre-employment background investigators. The conclusive polygraph exam, either NDI or DI, allows the criminal investigator to focus the investigation on either identifying a suspect or clearing an innocent party. Likewise, the conclusive exam allows the background investigator to better identify qualified applicants for Trooper or Police Communications Operator.

Calculation Method: Cumulative

New Measure: Yes

Target: H

Key: N

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STRATEGY 03-01-01

NARCOTICS ENFORCEMENT

Narcotics Enforcement Program

Direct enforcement efforts against illegal drug trafficking, supervise controlled substance registration, and administer other facets of the narcotics enforcement program.

EFFICIENCY MEASURE 03-01-01-01

Average Cost of Investigation

- Short Definition: The total expended funds ~~for the Narcotics Service~~ divided by the total number of investigations, reports written, and assists.
- Data Limitations: None
- Source/Collection of Data: Monthly summaries are compiled from weekly activity reports and are submitted electronically to the Headquarters office. Summaries are then combined with Headquarters ~~summaries and one summary for the entire service submitted.~~
- Method of Calculation: ~~Narcotics-The~~ Service retrieves the total number of investigations, reports written, and assists, both manually and by utilizing the ~~new~~-reporting system. The ~~expended funds~~~~annual budget~~ for the ~~Narcotics Service~~ ~~is~~ divided by the number of investigations and assists.
- Purpose/Importance: The ~~Criminal Law Enforcement Division~~~~Narcotics Service~~ is a criminal investigative branch of the ~~Criminal Law Enforcement Division~~, Texas Department of Public Safety, and is responsible for the investigation and analyses of a wide array of crimes with an emphasis on multi-offender and multi-jurisdictional offenses and assisting other local, federal, and state law enforcement agencies. This cost figure provides a means to measure the projected cost of operating this service.
- Calculation: Noncumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

EXPLANATORY MEASURE 03-01-01-02

Number of [Controlled Substance Schedule II, III, IV, and V](#) Prescriptions Processed

- Short Definition: The number of cashed (used for dispensing controlled substances) Schedule II, [III, IV, and V](#) prescriptions processed and evaluated.
- Data Limitations: None
- Source/Collection of Data: The data is obtained when registrants send a copy of the cashed prescription to the Controlled Substances Section of the Narcotics Service.
- Method of Calculation: The manual tabulation of Schedule II, [III, IV, and V](#) prescriptions received in the Controlled Substances Section, [and processed into the database.](#)
- Purpose/Importance: Evaluation of the cashed Schedule II, [III, IV, and V](#) prescriptions is [performed](#) to ensure compliance with the controlled substance regulations and to determine whether criminal activity has occurred.
- Calculation: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

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**EXPLANATORY MEASURE 03-01-01-03
(REQUESTED DELETION)**

Number of Precursor Chemical Applications Processed

- ~~Short Definition: The number of applications received for Precursor Apparatus permits.~~
- ~~Data Limitations: None~~
- ~~Source/Collection of Data: The data is obtained as applications are received requesting the permits.~~
- ~~Method of Calculation: A manual count of the applications is maintained and then compiled for a total.~~
- ~~Purpose/Importance: The program purpose is to track the sale of precursor chemicals and laboratory apparatus and to identify the purchases. This measure has been very effective in the past in deterring the illegal use of the regulated items.~~
- ~~Calculation: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

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EXPLANATORY MEASURE 03-01-01-04

Dollar Amount of Narcotics Service Seized Assets Awarded

- Short Definition: The total dollar value assets from Narcotics Service investigations awarded to the Department of Public Safety.
- Data Limitations: This does not progressively track with assets originally reported as seized because of a number of differing factors, i.e. state and federal asset sharing agreements, court settlements and appeals that determine an awarding of assets.
- Source/Collection of Data: The dollar value of awarded assets is obtained from weekly activity reports submitted by field investigators.
- Method of Calculation: The total dollar value of awarded assets is collected from weekly/monthly activity reports for an overall total. These totals are a historical comparison.
- Purpose/Importance: This is one indicator of the success in the ability of the Narcotics Service to locate and seize assets from the enterprise of drug trafficking organizations.
- Calculation: Cumulative
- New Measure: Yes
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 03-01-01-01

Number of Investigative, Intelligence, and Administrative Reports Written Investigations, Reports, and Assists by the Narcotics Service

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- Short Definition: Each investigation is assigned a file number and the investigation activity recorded in the file is created on a CLE-1 report of investigation. Investigative assists are responses to inquiries made by law enforcement officers after researching, gathering, and developing information and investigative leads.
- Data Limitations: None
- Source/Collection of Data: All investigations, which are opened during the calendar year, are assigned unique file numbers, which are used for tracking purposes. The total number of investigative files opened during the calendar year represents the total number of criminal investigations conducted during that same period. Investigative leads and requests for assistance directed toward DPS Narcotics officers are documented in investigative reports and thereby contained in investigative files.
- Method of Calculation: The number of investigative Intelligence, and Administrative reports written ~~assists provided~~ is obtained ~~electronically~~ manually from the CLE reporting system, investigative worksheets. ~~The total number of investigations, reports written, and assists added together for the combined grand total.~~
- Purpose/Importance: This complex measure best identifies the activity associated with ~~narcotics~~ investigations conducted by the service and the assistance provided to other law enforcement investigations.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: Yes No

OUTPUT MEASURE 03-01-01-02

Number of Arrests for Narcotics Violations

- Short Definitions: Each individual arrested for a felony or misdemeanor offense investigated by the Narcotics Service and arrests made when assisting other agencies.
- Data Limitations: None
- Source/Collection of Data: The number of arrests are obtained from weekly activity reports submitted by field investigators.
- Method of Calculation: The total number of arrests is collected from weekly/monthly activity reports for an overall total.
- Purpose/Importance: This is one measure of the activities of the Narcotics Service.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: [No](#) [Yes](#)

**OUTPUT MEASURE 03-01-01-03
(REQUESTED DELETION)**

~~Number of Traffic Related Activities~~

~~• Short Definition: Highway drug interdiction arrests and seizures, recovery of stolen vehicles, intoxicated drivers, and the reporting of unsafe drivers and crashes, and assisting the motoring public.~~

~~• Data Limitations: None~~

~~• Source/Collection of Data: The data is collected manually from weekly activity reports.~~

~~• Method of Calculation: Data reported on weekly activity reports is combined for the total.~~

~~• Purpose/Importance: To track the enforcement activity of the criminal law enforcement troopers in protecting the motoring public.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Higher than target~~

~~• Key: No~~

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OUTPUT MEASURE 03-1-01-04
(REQUESTED NEW)

Number of Controlled Substance Applications and Precursor Chemical Permit Applications Processed

Definition: The number of original applications processed for the Controlled Substance Registration (CSR) Program and the number of applications processed for Precursor Chemicals and Apparatus permits (PCP).

Data Limitations: None

Data Source: The data is collected from CSR registrant applications and PCP applications.

Methodology: Manual count of CSR registrant applications and PCP applications received.

Purpose: The CSR program involves the registration of all persons or institutions that manufacture, distribute, analyze, or dispense controlled substances and is used to verify accuracy and registrant's compliance with the requirements of the Texas Controlled Substances Registration Certificate. The PCP program's purpose is to track the sale of precursor chemicals and laboratory apparatus and to identify the purchases. This measure has been very effective in the past in deterring the illegal use of the regulated items.

Calculation Method: Cumulative

New Measure: Yes

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OUTPUT MEASURE 03-01-01-05
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Number of Multiagency, Multijurisdictional Investigations That Disrupt or Dismantle Major Organized Criminal Organizations

Definition: Number of multi-agency, multijurisdictional investigations that disrupt or dismantle major organized criminal organizations.

Data Limitations: None

Data Source: The CLE Report and Management System

Purpose: To measure the effectiveness of multijurisdictional investigations in combating major organized criminal organizations.

Calculation Method: Data tabulated based upon reporting through the CLE Report and Management System

New Measure: Yes

Target: Higher

Key: No

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OUTPUT MEASURE 03-01-01-06
(REQUESTED NEW)

Number of Drug Trafficking Organizations That Are Identified

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Definition: Drug Trafficking Organizations (DTOs) are defined as 5 or more persons who are involved in a cooperative effort to illegally distribute controlled substances for profit.

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Data Limitations: Relationships between criminal suspects is often difficult to identify.

Data Source: This data is collected from intelligence documents submitted by each Lieutenant area in the Narcotics Service. Each Lieutenant area continues to capture the information received during the yearly evaluation period.

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Methodology: Identified DTOs are added to the number of known DTOs to provide an overall total.

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Purpose: This measure documents intelligence collection and analysis efforts, collaboration and information sharing with other law enforcement agencies and the thoroughness of investigations conducted by the Narcotics Service.

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Calculation Method: Cumulative

New Measure: Yes

Target: Higher

Key: No

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STRATEGY 03-01-02

VEHICLE THEFT ENFORCEMENT

Motor Vehicle Theft Enforcement

Investigate and arrest persons engaged in the theft of motor vehicles, boats, aircraft, construction equipment, and farm equipment, and recover stolen property.

EFFICIENCY MEASURE 03-01-02-01

Average Cost of Investigation

- Short Definition: The ~~average cost of investigations is derived from the~~ total expended funds divided by the total number of investigations, reports written, and assists.
- Data Limitations: None
- Source/Collection of Data: Monthly summaries are compiled from weekly activity reports and are submitted electronically to the Headquarters office. Summaries are then combined with Headquarters summaries.
- Method of Calculation: The ~~Motor Vehicle Theft~~ Service retrieves the total number of investigations, reports written, and assists manually and by utilizing the ~~reporting system, new, automated Criminal Law Enforcement Reporting and Information System.~~ The expended funds for the service is divided by the number of investigations and assists.
- Purpose/Importance: The ~~Motor Vehicle Theft Service Criminal Law Enforcement Division~~ is a criminal investigative branch of the ~~Criminal Law Enforcement Division~~, Texas Department of Public Safety, ~~and~~ The Division is responsible for the investigation and analyses of a wide array of crimes with an emphasis on multi-offender and multi-jurisdictional offenses and assisting other local, federal, and state law enforcement agencies. This cost figure provides a ~~means to project the cost of operating this service, measure of the efficiency of the Service's enforcement efforts.~~
- Calculation: Noncumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

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OUTPUT MEASURE 03-01-02-01

Number Of Investigative, Intelligence, and Administrative reports Investigations, Reports, and Assists by the Motor Vehicle Theft Service

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- *Short Definition:* Each investigation is assigned a file number and the investigation activity recorded in the file is created on a CLE-1 report of investigation. Investigative assists are responses to inquiries made by law enforcement officers after researching, gathering, and developing information and investigative leads. The number of investigations conducted throughout the state. Investigative reports are used for documenting any activity that significantly affects or is relevant to an investigation. Investigative assistance is defined as responding to inquiries by researching, gathering, developing, and disseminating information and data needed to assist in investigations.

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- *Data Limitations:* None

- *Source/Collection of Data:* All investigations, which are opened during the calendar year, are assigned unique file numbers, which are used for tracking purposes. The total number of investigative files opened during the calendar year represents the total number of criminal investigations conducted during that same period. Investigative leads and requests for assistance directed toward CLE investigators are documented in investigative, intelligence, and administrative reports and thereby contained in investigative files. Each investigation initiated by this service is assigned a file number that represents a particular geographical location in the state. These file numbers run consecutively for a calendar year in each location. The total file numbers for each location will determine the total number of criminal investigations conducted for that period. These numbers are obtained from the computerized reporting system and manual counts. Each report of an investigation is assigned a number. Investigative activity is recorded on a CLE-1. An investigative report is initiated by personnel on Department investigations or assisting other law enforcement agencies. Investigative reports are used for documenting any activity that significantly affects or is relevant to an investigation. The number of investigative reports written is obtained from the computerized reporting system and from manual counts. The number of investigative assists provided is obtained manually from investigative worksheets.

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- Method of Calculation: ~~The number of investigative assists provided is obtained electronically from the Report and Management System. The total number of investigations, reports written, and assists added together for the combined grand total.~~
- Purpose/Importance: This ~~complex~~ measure ~~best identifies this a gauge of~~ activity ~~directly~~-associated with ~~the~~ investigations, ~~conducted by the service~~ and the assistance provided to other law enforcement investigations, ~~research, arrest, and other work products of the service as it is related to the reduction of vehicle theft in Texas.~~
- Calculation Type: ~~Non cumulative~~ Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: ~~Yes~~ No

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OUTPUT MEASURE 03-01-02-02

Number of Arrests for Motor Vehicle Theft

- Short Definition: The number of individuals arrested for a felony or misdemeanor offense by a commissioned officer.
- Data Limitations: None
- Purpose/Importance: ~~The~~This measure reflects the work of investigators in the apprehension of criminals involved in vehicle theft and related offenses, pari-mutuel racing criminal violations, and wanted fugitives, including the Texas Top Ten Most Wanted Fugitives, and analysts in apprehending the criminals responsible for the theft of vehicles.
- Source/Collection of Data: Numbers are obtained manually from weekly activity reports.
- Method of Calculation: Manual count
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: Yes

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OUTPUT MEASURE 03-01-02-03

Dollar Value of Motor Vehicle Property Recovered

- Short Definition: The dollar value of motor vehicle property recovered by commissioned personnel.
- Data Limitations: None
- Source/Collection of Data: Value is determined by guides such as the National Automobile Dealers Association Used Car Guide or the best available source to estimate value. This figure is reported on weekly activity reports submitted by field investigators.
- Purpose/Importance: ~~This measure provides one measure~~ The measure provides an accurate view of the value of the Service's enforcement efforts when compared to funding amounts. It also gives a historical overview as a comparison of ~~when compared to~~ funding amounts or past years ~~activities~~ activity.
- Method of Calculation: Manual count from weekly activity report.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 03-01-02-04
(REQUESTED NEW)

Number of Multiagency, Multijurisdictional Investigations That Disrupt or Dismantle Major Organized Criminal Organizations

Definition: Number of multiagency, multijurisdictional investigations that disrupt or dismantle major organized criminal organizations.

Data Limitations: None

Data Source: CLE Report and Management System

Methodology: Data tabulated based upon reporting through the Report and Management System

Purpose: To measure the effectiveness of multijurisdictional investigations in combating major organized criminal organizations.

Calculation Method: Cumulative

New Measure: Yes

Target: Higher

Key: No

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STRATEGY 03-01-03

CRIMINAL INTELLIGENCE

Criminal Intelligence

Investigate persons engaged in organized criminal activity, arrest fugitives, locate missing persons, monitor pari-mutuel racing, and administer other facets of the criminal intelligence enforcement program.

EFFICIENCY MEASURE 03-01-03-01

Average Cost of Investigation

- Short Definition: The total expended funds divided by the total number of investigations ~~and~~ reports written, ~~and assists by the Criminal Intelligence Service.~~
- Data Limitations: None
- Source/Collection of Data: Monthly summaries are compiled from weekly activity reports and are submitted electronically to the Headquarters office. Summaries are then combined with Headquarters summaries.
- Method of Calculation: The ~~Criminal Intelligence~~ Service retrieves the total number of investigations, ~~and~~ reports written, ~~and assists~~ manually and by utilizing the new reporting system. The ~~expended funds~~ annual budget for the ~~Criminal Intelligence~~ Service ~~is~~ divided by the number of investigations and assists.
- Purpose/Importance: ~~The Criminal Intelligence Service is a criminal investigative branch of the Criminal Law Enforcement (CLE) Division, The Criminal Law Enforcement Division is a criminal investigative branch of the Texas Department of Public Safety, and is responsible for the investigation and analysis of a wide array of crimes with an emphasis on multi-offender and multi-jurisdictional offenses and assisting other local, federal, and state law enforcement agencies. This cost figure provides a~~ means to project the cost of operating this service. ~~measure of the cost efficiency of the Service.~~
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

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OUTPUT MEASURE 03-01-03-01

Number of Investigative, Intelligence, and Administrative Reports Written, Investigations, Reports, and Assists by Criminal Intelligence Service

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- **Short Definition:** Each investigation is assigned a file number and the investigation activity recorded in the file is created on a CLE-1 report of investigation. Investigative assists are responses to inquiries made by law enforcement officers after researching, gathering, and developing information and investigative leads. The total number of investigations, reports, and assists by the Criminal Intelligence Service.

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- **Data Limitations:** None

- **Source/Collection of Data:** All investigations, which are opened during the calendar year, are assigned unique file numbers, which are used for tracking purposes. The total number of investigative files opened during the calendar year represents the total number of criminal investigations conducted during that same period. Investigative leads and requests for assistance directed toward CLE investigators are documented in investigative, intelligence and administrative reports and thereby contained in investigative files. Each investigation initiated by this service is assigned a file number that represents a particular geographical location in the state. These file numbers run consecutively for a calendar year. The total file numbers for each location will determine the total number of criminal investigations conducted for that period. These file numbers are obtained from the computerized reporting system and manual counts. Each report of an investigation is assigned a file number. Investigative activity is recorded on a CLE-1. An investigative report is initiated by personnel on Department investigations or while assisting other law enforcement agencies. Investigative reports are used for documenting any activity that significantly affects or is relevant to an investigation. The number of investigative reports written is obtained from the computerized reporting system and from manual counts. The number of investigative assists provided is obtained manually from investigative worksheets.

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- **Method of Calculation:** The number of investigative assists provided is obtained electronically from the Report and Management System. Total number of investigations and reports written are retrieved from the service monthly summary which is retrieved from the computerized reporting system and manual counts. Total number of investigative assists is retrieved manually from investigative worksheets.

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- Purpose/Importance: ~~This measure best identifies the activity associated with investigations conducted by the service and the assistance provided to other law enforcement investigations. The Criminal Intelligence Service identifies and reduces criminal activity through investigations and analyses. The Criminal Intelligence Service investigates a wide array of crimes with an emphasis on multi-offender and multi-jurisdictional offenses. The service identifies and locates missing persons, arrests fugitives and sex offenders, and administers various regulatory programs.~~
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

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OUTPUT MEASURE 03-01-03-02

Number of Criminal Intelligence Service Arrests

- Short Definition: The total number of individuals arrested for a felony or misdemeanor offense by a commissioned officer, arrests for offenses investigated by this service, and offenses that occurred when this service assisted other agencies.
- Data Limitations: None
- Source/Collection of Data: Every individual arrested for a felony or misdemeanor offense by a commissioned officer to include arrests for offenses that were investigated by this service and arrests that occurred when this service assisted other agencies are obtained manually from weekly activity reports submitted by field investigators.
- Method of Calculation: The total number of arrests by Criminal Intelligence Service, arrests by other agencies where Criminal Intelligence Service provided intelligence that led to an arrest and where Criminal Intelligence Service assisted an agency in an arrest is retrieved manually from the weekly activity reports.
- Purpose/Importance: The Criminal Intelligence Service is a criminal investigative branch of the Criminal Law Enforcement Division, Texas Department of Public Safety. Commissioned officers have the authority to make arrests, as directed by warrants, and without a warrant under conditions authorized by law.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: Yes

**OUTPUT MEASURE 03-01-03-03
(REQUESTED DELETION)**

~~Number of Polygraph Examinations Administered~~

- ~~• Short Definitions: The number of polygraph examinations (as defined by Texas Occupation Code, Chapter 1703) conducted by each commissioned investigator.~~
- ~~• Data Limitations: Polygraph examinations scheduled, but either cancelled or failing to appear is not counted.~~
- ~~• Source/Collection of Data: The data is obtained from each investigator on a standardized monthly report. This data is the actual count of contacts with a polygraph subject and/or submitting official.~~
- ~~• Purpose/Importance: Illustrates the involvement of each investigator in polygraph investigations on a daily basis. This activity demonstrates the utility of polygraph in ongoing criminal investigations and pre-employment polygraph examinations on prospective trooper and communications service applicants.~~
- ~~• Method of Calculation: Manual tabulation.~~
- ~~• Calculation Type: Cumulative~~
- ~~• New Measure: No~~
- ~~• Desired Performance: Higher than target~~
- ~~• Key: No~~

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OUTPUT MEASURE 03-01-03-04
(REQUESTED NEW)

Number Of Multiagency, Multijurisdictional Investigations That Disrupt Or Dismantle Major Organized Criminal Organizations

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Definition: Number of multiagency, multijurisdictional investigations that disrupt or dismantle major organized criminal organizations.

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Data Limitations: None

Data Source: CLE Division Reports and Records Management System

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Methodology: Data tabulated based upon reporting through the CLE Division Reports and Records Management System

Purpose: To measure the effectiveness of multijurisdictional investigations in combating major organized criminal organizations.

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Calculation Method: Cumulative

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New Measure: Yes

Target: Higher

Key: No

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STRATEGY 03-01-04

TEXAS RANGERS

Texas Rangers

Investigate felony offenses and assist federal, state, and local law enforcement agencies.

EFFICIENCY MEASURE 03-01-04-01

Average Cost Of Criminal Investigations

- Short Definition: The annual budget of the Texas Ranger Division divided by the total number of criminal investigations and offenses reported by members of the division. This cost is calculated in the Microsoft Access database.
- Data Limitations: None
- Source/Collection of Data: The Ranger Division has implemented a new reporting system that is maintained within Microsoft Access. As members of the division conduct investigations and write criminal reports, the program automatically records the number of criminal investigations conducted. The total number of criminal investigations is retrieved via a data query from Microsoft Access Database.
- Method of Calculation: The annual budget is divided by the total number of criminal investigations of the Ranger Division.
- Purpose/Importance: The Texas Ranger Division is the primary criminal investigative branch of the Texas Department of Public Safety. The Ranger Division is responsible for investigating criminal offenses and assisting other law enforcement agencies and officials in conducting investigations concerning major crime and/or criminals. This cost figure provides the executive management of the division a means to measure the projected cost of operating the division as it pertains to the number of investigations conducted.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

EXPLANATORY MEASURE 03-01-04-01
(REQUESTED NEW)

Number of Agencies Reporting Border Incident Information and Intelligence to the Joint Operations Intelligence Centers

Definition: Number of agencies reporting border incident information and intelligence to the Joint Operations Intelligence Centers.

Data Limitations: None

Data Source: Joint Operations Intelligence Centers

Methodology: Manual Tabulation

Purpose: To measure the intelligence gathered by agencies participating in border operations.

Calculation Method: Cumulative

New Measure: Yes

Target: Higher

Key: No

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OUTPUT MEASURE 03-01-04-01

Average Number of Criminal Investigations Per Investigator

- Short Definition: The ~~total~~average number of criminal investigations and offenses investigated conducted by ~~the~~ each Ranger investigatorDivision.
- Data Limitations: None
- Source/Collection of Data: The Ranger Division has ~~implemented~~ a new reporting system that is maintained within Microsoft Access. As members of the Division conduct investigations and write criminal reports, the program automatically tabulates the number of criminal investigations conducted and offenses investigated. This information is uploaded into the company and Headquarters database where it calculates the totals for that respective company as well as totals for the entire division.
- Method of Calculation: The total number of criminal investigations conducted and offenses investigated are retrieved via a data query from the Microsoft Access Database and that total is divided by the total number of Ranger investigators.
- Purpose/Importance: The Texas Ranger Division is the primary criminal investigative branch of the Texas Department of Public Safety and is responsible for investigating criminal offenses. The division also assists other law enforcement agencies and officials in conducting investigations concerning major crime and/or criminals.
- Calculation: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 03-01-04-02

Average Number of Arrests Per Investigator

- Short Definition: The ~~total~~ average number of persons taken into custody by a per Ranger investigator as reflected in the database.
- Data Limitations: None
- Source/Collection of Data: The Ranger Division has ~~implemented~~ a new reporting system that is maintained within Microsoft Access. As members of the division conduct investigations, make arrests, and write criminal reports, the program automatically tabulates those statistics. This information is uploaded into the company and Headquarters database where it calculates the totals for that respective company as well as totals for the entire division.
- Method of Calculation: The total number of arrests is retrieved via a data query from the Microsoft Access Database and that total is divided by the total number of Ranger investigators.
- Purpose/Importance: The Texas Ranger Division is the primary criminal investigative branch of the Texas Department of Public Safety. The officers of the Ranger Division have the authority to make arrests, as directed by warrants, and without a warrant under conditions authorized by law.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: Yes

OUTPUT MEASURE 03-01-04-03

Average Dollar Value of Property Recovered Per Investigator

- Short Definition: ~~The average dollar value of stolen property and contraband recovered per Ranger investigator as reflected in the database. The total dollar value of property recovered by a Ranger as reflected in the database.~~
- Data Limitations: None
- Source/Collection of Data: The Ranger Division has ~~implemented~~ a new reporting system that is maintained within Microsoft Access. As members of the division conduct investigations, make arrests, recover stolen property and contraband, and write criminal reports, the program automatically records those statistics. ~~This-The~~ information is uploaded into the company and Headquarters database where it calculates the totals for that respective company as well as totals for the entire division.
- Method of Calculation: The total dollar value of property recovered is retrieved via a data query from the Microsoft Access Database and that total is divided by the total number of Ranger investigators .
- Purpose/Importance: The Texas Ranger Division is the primary criminal investigative branch of the Texas Department of Public Safety. The Ranger Division is responsible for investigating criminal offenses, making arrests where authorized by law, recovering stolen property, and assisting other law enforcement agencies and officials in conducting investigations concerning major crime and/or criminals.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

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STRATEGY 03-01-05

UNSOLVED CRIMES INVESTIGATION

Unsolved Crimes Investigation Team

Provide Texas law enforcement agencies with a process for investigating unsolved murders and serial or linked criminal offenses.

OUTPUT MEASURE 03-01-05-01

Number of ~~Solved Investigations~~ ~~Unsolved Crimes Investigated~~

- **Short Definition:** The total number of ~~cases solved~~ ~~criminal investigations conducted~~ by the ~~Texas Rangers~~ Unsolved Crimes Investigation Team (UCIT), ~~Ranger Division~~
- **Data Limitations:** None
- **Source/Collection of Data:** The ~~Texas Rangers~~ Unsolved Crimes Investigation Team, ~~a unit within the Texas Ranger Division~~, utilizes a reporting system maintained within Microsoft Access. As members of the team conduct investigations and write criminal reports, the program automatically tabulates the number of ~~criminal~~ investigations ~~closed after successful investigative conclusion~~ ~~conducted~~. This information is uploaded to the company and Headquarters database where it calculates the totals for that respective company as well as totals for the entire division.
- **Method of Calculation:** ~~The total number of previously unsolved crimes investigated by UCIT, which successfully closed through suspect development and arrest, indictment, conviction or through exceptional means. The total number of criminal investigations is retrieved via a data query from the Microsoft Access Database.~~
- **Purpose/Importance:** The Texas Ranger Division is the primary criminal investigative branch of the Texas Department of Public Safety. The Unsolved Crimes Investigation Team was established within the division to investigate unsolved homicides and/or serial crimes that have remained unsolved and require a level of expertise that is not readily available to local law enforcement agencies.
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Lower than target
- **Key:** No

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STRATEGY 03-01-06

CRIME LABS

Crime Labs

Provide high quality and timely crime lab service.

EFFICIENCY MEASURE 03-01-06-01

Percent of Drug Cases Examined Within 30 Days~~Average Cost Per Drug Case Analyzed~~

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- Short Definition: The percentage of all drug cases in a DPS Crime Laboratory that were examined and reported within 30 calendar days. ~~average cost to examine a drug case in a DPS Crime Laboratory.~~
- Data Limitations: None
- Source/Collection of Data: In DPS Crime Laboratories, upon completion of analysis and report of each drug case, the case is shown as completed into a database. The number of completed drug cases analyzed is tabulated monthly and annually then reported to laboratory management. The number of cases awaiting analysis is also tabulated and reported. ~~each drug case, when the analysis is completed and reported, is logged out on a computer. Monthly, and yearly, this number of completed drug cases is counted and reported to laboratory management. To determine the cost of the analysis, the total salary costs for a given period, the equipment purchase cost, and the operating and travel costs for all drug testing are added. This is not the total Crime Laboratory Service expenditure for that period, but is only the portion associated with drug testing. This cost is then divided by the number of drug cases examined during the same period of time to provide the average cost per drug case.~~
- Method of Calculation: The percentage of drug cases analyzed within 30 days of receipt of submission is calculated by adding the total number of cases completed each month and dividing this number by the total number of completed cases plus pending cases. The resulting fraction is multiplied by 100 to obtain the percentage. Addition of all costs to complete the examination of drug cases, divided by the total number of drug cases completed.
- Purpose/Importance: The importance of this efficiency measure is to demonstrate to interested parties the length of time required by DPS staff to the relatively low average expense to the state of Texas for the DPS to examine evidence in criminal offenses involving either the possession and/or delivery of controlled substances.

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- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

OUTPUT MEASURE 03-01-06-01

Number of Drug Cases Examined

- Short Definition: The number of drug cases, submitted by law enforcement officers, that are analyzed and the controlled substance identified and reported by the Crime Laboratory.
- Data Limitations: None
- Source/Collection of Data: ~~In DPS Crime Laboratories, upon completion of analysis and report of each drug case, the case is shown as completed into a database. The number of completed drug cases analyzed is tabulated monthly and annually then reported to laboratory management. The number of cases awaiting analysis is also tabulated and reported. In all DPS Crime Laboratories, each drug case, when the analysis is completed and reported, is logged out on a computer. This database includes the subject's name, offense date and county, and the results of the analysis. Monthly, the number of completed drug cases is counted and reported to Crime Laboratory management.~~
- Method of Calculation: Simple addition of cases completed.
- Purpose/Importance: The measure addresses the level of support that the Crime Laboratories provide to law enforcement agencies to combat the problem of drug use. Every enforcement action on a drug possession and/or delivery charge requires the controlled substance to be identified by an expert (scientist) to be able to convict the offender in a criminal proceeding.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: Yes

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**OUTPUT MEASURE 03-01-06-02
(REQUESTED DELETION)**

Number of Examinations of Drug Exhibits

~~• Short Definition: The number of examinations conducted on drug exhibits (items), submitted by law enforcement officers, to identify the controlled substance present. These include all chemical analyses and instrumental analyses performed by chemists in the Crime Laboratory.~~

~~• Data Limitations: None~~

~~• Source/Collection of Data: In all DPS Crime Laboratories, when the analysis of a drug exhibit is completed, the number of examinations is logged into a computer. Monthly, this number of completed drug examinations is counted and reported to laboratory management.~~

~~• Method of Calculation: Simple addition of examinations completed.~~

~~• Purpose/Importance: This measure more fully represents the quantity of analytical chemistry services provided to the criminal justice system in the war on drugs effort.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Higher than target~~

~~• Key: No~~

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OUTPUT MEASURE 03-01-06-04

Number of Criminalistics Cases Completed~~Worked~~

- Short Definition: The number of criminalistics cases, submitted by law enforcement officers that are analyzed and reported by the Crime Laboratory. Criminalistics cases include physical trace evidence, ~~biological evidence (DNA)~~, firearms, latent fingerprints, and documents.
- Data Limitations: None
- Source/Collection of Data: The number of criminalistics cases, submitted by law enforcement officers that are analyzed and reported by the Crime Laboratory. Criminalistics cases include physical trace evidence, ~~biological evidence (DNA)~~, firearms, latent fingerprints, and documents.
- Method of Calculation: Simple addition of analyzed and completed cases. ~~completed.~~
- Purpose/Importance: A scientific evaluation of physical evidence, either evidence from the crime scene, or evidence recovered from a suspect and/or victim, can reveal information about the crime that helps investigators and the courts determine who committed the offense. The Crime Laboratory staff conducts this analysis of evidence and reports findings.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

**OUTPUT MEASURE 03-01-06-05
(REQUESTED DELETION)**

~~Number of Examinations on Criminalistics Evidence~~

~~• Short Definition: The number of examinations conducted on criminalistics evidence (items), submitted by law enforcement officers. These include all chemical, physical, DNA, microscopic, and instrumental analyses performed by criminalists in the crime laboratory.~~

~~• Data Limitations: None~~

~~• Source/Collection of Data: In nine DPS Crime Laboratories, when the analysis of an exhibit is completed, the number of examinations is logged into a computer. Monthly, this number of completed examinations is counted and reported to Crime Laboratory management.~~

~~• Method of Calculation: Simple addition of examinations completed.~~

~~• Purpose/Importance: This measure represents the quantity of forensic analytical services provided to the criminal justice system in the solving of serious crimes, including homicide, sexual assault, robbery, and others.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Higher than target~~

~~• Key: No~~

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**OUTPUT MEASURE 03-01-06-06
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~~Number of Criminalistics Case Testaments~~

~~• Short Definition: During the trial of any offense involving evidence other than drugs, the criminalist who analyzed the evidence testifies to the results of the analysis.~~

~~• Data Limitations: None~~

~~• Source/Collection of Data: In all DPS Crime Laboratories, when the criminalist testifies in court on the case, this information is logged on a computerized database. Monthly, this number of criminalistics cases testified on is counted and reported to Crime Laboratory management.~~

~~• Method of Calculation: Simple addition of cases testified on.~~

~~• Purpose/Importance: The burden of proof in a criminal case is on the state, and often there is physical evidence that can be analyzed and scientific testimony provided that assists the court in determining if a defendant could have committed a crime. A qualified expert must analyze the evidence, and then testify to this finding in the court proceeding.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Higher than target~~

~~• Key: No~~

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OUTPUT MEASURE 03-01-06-07

Number of Blood Alcohol and Toxicology Cases Completed

- Short Definition: The number of cases of Driving Under the Influence (DUI) of drugs and/or alcohol, submitted by law enforcement officers that are analyzed and reported by the Crime Laboratory.
- Data Limitations: None
- Source/Collection of Data: In DPS Crime Laboratories, when the toxicology or blood alcohol analysis is completed and reported, the case is logged on a computerized database. This database includes the subject's name, offense date and county, and the results of the analysis. Monthly, this number of completed cases is counted and reported to laboratory management.
- Method of Calculation: Simple addition of cases completed.
- Purpose/Importance: The measure addresses the level of support that the Crime Laboratories provide to law enforcement agencies to combat the problem of DUI. In every offense of DUI, it is necessary to identify the drug and/or the level of alcohol in the subject's body fluid (blood or urine). Criminalists examine a subject's blood or urine sample to detect the drug and/or alcohol, and report the findings.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

OUTPUT MEASURE 03-01-06-08

Number of Offender DNA Profiles Completed

- Short Definition: The total number of full 13-locus convicted offender DNA profiles uploaded to the state CODIS convicted offender database. This number is represented as the sum of all profiles uploaded during the reporting period.
- Data Limitations: Offender profiles are analyzed as “batches” of samples and uploaded periodically, rather than being continuously uploaded as each profile is completed. There may be a one to two week period between the time when a batch is completed and the time when those profiles are uploaded to the state database.
- Source/Collection of Data: The CODIS software has built-in reports which allow the compilation of data uploads, transfers, and searches based on any calendar period. The State CODIS Administrator will generate the report for the specific reporting period.
- Method of Calculation: The sum of all the profiles uploaded during the reporting period is determined by the CODIS software based on the definition provided for a complete profile and the range of calendar dates input when generating the report.
- Purpose/Importance: This measure addresses the productivity of the CODIS laboratory as a whole. The greater the number of complete profiles ~~that are~~ uploaded to the CODIS database, the better the chance ~~that an~~ unknown perpetrator's forensic profile can be identified. Only complete profiles are accepted by the National CODIS database. All complete profiles uploaded are used to search both statewide and national forensic evidence databases.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 03-01-06-09
(REQUESTED NEW)

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Number of Serology/DNA Cases Completed

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Definition: The number of Serology/DNA cases submitted by law enforcement officers that are analyzed and reported by the Crime Laboratory.

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Data Limitations: None

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Data Source: In DPS Crime Laboratories, upon completion of analysis and report of each drug case, the case is shown as completed into a database. The number of completed drug cases analyzed is tabulated monthly and annually then reported to laboratory management. The number of cases awaiting analysis is also tabulated and reported.

Methodology: The percentage of drug cases analyzed within 30 days of receipt of submission is calculated by adding the total number of cases completed each month and dividing this number by the total number of completed cases plus pending cases. The resulting fraction is multiplied by 100 to obtain the percentage.

Purpose: A scientific evaluation of physical evidence, either evidence from the crime scene or evidence recovered from a suspect and/or victim, can reveal information about the crime that helps investigators and the courts determine who committed the offense. The Crime Laboratory staff conducts serology and DNA analysis of evidence and reports findings. The DNA profile detected in the evidence may link a suspect to the offense.

Calculation Method: Non Cumulative

New Measure: Yes

Target: H

Key:

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STRATEGY 03-01-07
(REQUESTED NEW)

Bureau of Information Analysis

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EXPLANATORY MEASURE 03-01-07-01
(REQUESTED NEW)

Number of federal, state, and local agencies participating in the Texas Department of Public Safety Intelligence (Fusion) Center. The Fusion Center is a multijurisdictional, multiagency intelligence sharing group

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Definition: Number of federal, state, and local agencies participating in the Texas Department of Public Safety Intelligence (Fusion) Center.

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Data Limitations: None

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Data Source: Bureau of Information Analysis Fusion Center participating agencies.

Methodology: Manual Tabulation of agencies participating in DPS Fusion Center

Purpose: To measure the number of agencies providing intelligence data to the Fusion Center, thereby increasing its effectiveness.

Calculation Method: Cumulative

New Measure: Yes

Target: Higher

Key: No

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EXPLANATORY MEASURE 03-01-07-02
(REQUESTED NEW)

Number of federal, state, and local agency fusion/intelligence centers with participation of the Texas Department of Public Safety Intelligence (Fusion) Center personnel

Definition: Number of federal, state, and local agency fusion/intelligence centers with participation of Texas Department of Public Safety Intelligence (Fusion) Center personnel. This measure indicates how many outside agencies operating a Fusion Center have DPS personnel as participants in their operation.

Data Limitations: None

Data Source: Bureau of Information Analysis Fusion Center

Methodology: Manual Tabulation

Purpose: To measure the number of agencies sharing intelligence data with the DPS Fusion Center, thereby increasing its effectiveness.

Calculation Method: Cumulative

New Measure: Yes

Target: Higher

Key: No

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OUTPUT MEASURE 03-01-07-01
(REQUESTED NEW)

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Number of crime and terrorism threat assessments completed and disseminated

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Definition: Number of crime and terrorism threat assessments completed and disseminated.

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Data Limitations: None

Data Source: Bureau of Information Analysis Fusion Center

Methodology: Manual tabulation of Fusion Center Library products.

Purpose: To increase and raise the level of awareness to increase preparedness to prevent or respond to terroristic threat.

Calculation Method:

New Measure: Yes

Target: Higher

Key:

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GOAL 04

EMERGENCY MANAGEMENT

Emergency Management

To respond in a timely fashion to emergencies and disasters and administer a comprehensive emergency-management program.

OBJECTIVE 04-01

EMERGENCY MANAGEMENT

Emergency Management

To reduce death, injury, and economic loss by providing guidance and assistance for the development, maintenance, and enhancement of emergency preparedness, mitigation, recovery, and response as required by statute.

OUTCOME MEASURE 04-01-01

Percent of Local Governments Achieving Basic Emergency Preparedness

- Short Definition: Percentage of local governments achieving a basic or greater level of emergency preparedness.
- Data Limitations: While Emergency Management can offer training courses, provide assistance, and help write local plans, the ultimate decision to prepare and maintain an emergency management plan rests with the local jurisdiction.
- Source/Collection of Data: The emergency preparedness of local governments is rated based on the status of local emergency planning. The Emergency Management Division (EMD) maintains a database of local emergency planning accomplishments, which is updated based on planning documents submitted by local jurisdictions.
- Method of Calculation: Reports of local emergency planning accomplishments are generated monthly. For plans, a jurisdiction must have legal documents (court orders, ordinances), establishing an emergency management program, a basic emergency management plan prepared or updated within the last five years, and specified functional annexes. Reports from the EMD local plans database calculate the percentage of jurisdictions that have achieved a basic level of preparedness.
- Purpose/Importance: This measure is intended to show the percentage of local governments (est. 1460) in Texas, which have achieved a basic or greater level of preparedness for emergencies. Effective local emergency planning is believed to improve preparedness, facilitate response, and reduce death, injury, and economic loss in Texas due to disasters.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: Yes

**OUTCOME MEASURE 04-01-02
(REQUESTED DELETION)**

Percentage of the State Population Covered by a Basic Emergency Plan

- ~~Short Definition: The total percentage of the state population which resides in jurisdictions that have achieved basic or greater level of emergency planning preparedness.~~
- ~~Data Limitations: While EMD can offer training courses, provide assistance, and help write local plans, the ultimate decision to prepare and maintain an emergency management plan rests with the local jurisdiction.~~
- ~~Source/Collection of Data: The emergency preparedness of local governments is rated based on the status of local emergency planning. The Emergency Management Division (EMD) maintains a database of local emergency planning accomplishments, which is updated, based on planning documents submitted by local jurisdictions.~~
- ~~Method of Calculation: Reports of local emergency planning accomplishments are generated monthly. For plans, a jurisdiction must have legal documents (court orders, ordinances), establishing an emergency management program, a basic emergency management plan prepared or updated in the last five years, and specified functional annexes. Reports from the EMD local plans database calculate the percentage of the state population that resides in jurisdictions that have achieved a basic level of planning preparedness.~~
- ~~Purpose/Importance: This measure is intended to show the percentage of the state population living in areas where local governments (est. 1,460) have achieved a basic or greater level of planning preparedness for emergencies. Effective local emergency planning is believed to improve preparedness, facilitate response, and reduce death, injury, and economic loss due to disasters.~~
- ~~Calculation Type: Noncumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

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OUTCOME MEASURE 04-01-03

Percentage of Local Governments Receiving Response Assistance for Emergencies and Disasters

- Short Definition: The percentage of jurisdictions receiving response assistance for emergencies and disasters.
- Data Limitations: The number, type, and frequency of disaster events are obviously beyond EMD's control.
- Source/Collection of Data: The EMD field response staff maintains activity logs and the EMD operations staff maintains an incident management database. Staff members record jurisdictions assisted during emergencies and disaster situations onto the activity logs and into the operations database. Activity logs and the database are reviewed monthly and duplicate reports eliminated in order to calculate the number of jurisdictions assisted.
- Method of Calculation: The total number of counties and incorporated cities (jurisdictions) in the state is divided into the total number of counties and cities (jurisdictions) that receive response assistance for emergency and disaster situations to determine the percentage of jurisdictions assisted.
- Purpose/Importance: The Emergency Management Division (EMD) is responsible for assisting local officials in meeting response needs during emergencies and disasters. Aid may include coordinating personnel, equipment, or supply assistance, providing advice, or obtaining technical assistance. Response assistance may be coordinated in personal visits or through electronic communications.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTCOME MEASURE 04-01-04

Percentage of Counties Receiving Recovery and Mitigation Assistance

- Short Definition: The percentage of counties receiving recovery and mitigation assistance coordinated by the Emergency Management Division.
- Data Limitations: The number, type, and frequency of disaster events and resultant requests for disaster financial assistance are obviously beyond EMD's control. Lower is desirable in that it may represent fewer disaster events.
- Source/Collection of Data: The EMD recovery and mitigation sections maintain program and financial records of the counties that receive disaster financial assistance in order to recover from disasters or mitigate risk associated with potential disaster threats.
- Method of Calculation: The percentage is calculated by taking the number of counties provided disaster financial assistance and eliminating any duplication via reconciliation of records. This number is then divided by 254 (the number of counties in Texas) to determine the percentage of Texas counties that received disaster financial assistance.
- Purpose/Importance: Emergency Management Division (EMD) is responsible for administering disaster recovery and post-disaster hazard mitigation programs for local governments and state agencies. This measure is intended to be an indicator of the extent to which these programs serve local governments.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

STRATEGY 04-01-01

EMERGENCY PLANNING

Emergency Management Training and Planning Assistance

Provide emergency management training and planning assistance and guidance to state agencies and local governments.

EFFICIENCY MEASURE 04-01-01-01

Average Cost Per Student Hour of Emergency Management Instruction

- Short Definition: The average cost per student hour of emergency management instruction.
- Data Limitations: None
- Source/Collection of Data: Information for number of student hours is obtained from EMD training office database. Costs involved in the calculation are recorded in the Texas Department of Public Safety's Accounting System and the State Comptroller Accounting System.
- Method of Calculation: The cost of staff time and operational costs for instructing students, plus the cost of students' travel and lodging is divided by the number of student hours of emergency management and hazardous materials instruction provided.
- Purpose/Importance: The Emergency Management Division (EMD) is required by Government Code, Section 418.043 to operate emergency management training programs for local governments and expend funds for staff and operating expenses to accomplish this task.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

OUTPUT MEASURE 04-01-01-01

Number of Local Government Planning Documents Reviewed

- Short Definition: Output reflects the total number of local government planning documents reviewed by Emergency Management Division (EMD).
- Data Limitations: EMD can only review those local government-planning documents that are prepared and submitted.
- Source/Collection of Data: EMD maintains a local planning database. As planners review local government plans, the database is updated with document dates and review dates.
- Method of Calculation: The number of local planning documents reviewed is retrieved via data query from the local planning database.
- Purpose/Importance: EMD is required by Government Code 418.043 to periodically review local government planning documents.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 04-01-01-02

Number of Assistance Visits/Contacts

- Short Definition: The total number of assistance visits/contacts made by the Emergency Management Division (EMD).
- Data Limitations: None
- Source/Collection of Data: Output reflects activity levels involving service personnel who answer a question, solve a problem, or provide information to local governments. Tally sheets are used to record the number of personal visits, and written communications that answer a question, solve a problem or provide information. This does not measure staff time required or complexity of the issue. It includes public information materials distributed, counted by the number of jurisdictions receiving materials and number of attendees at meetings/workshops at which presentations are made by service staff members.
- Method of Calculation: Tally sheets are used to record the number of staff visits, telephone conversations, and written communications that answer a question, solve a problem, or provide information. Monthly totals are recorded from these tally sheets for internal monthly reporting, quarterly external reporting, and annual external reporting.
- Purpose/Importance: EMD is responsible for providing information, answering questions, and solving problems related to emergency management programs for local governments, state agencies, and the public. This indicates the level of effort expended on these tasks.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 04-01-01-03

Number of Student Hours of Emergency Management and Hazardous Materials Instruction Provided

- Short Definition: The total number of student hours of emergency management and hazardous materials instruction provided.
- Data Limitations: None
- Source/Collection of Data: Output is based on emergency management and hazardous materials training courses conducted or managed by the service anywhere in Texas.
- Method of Calculation: Courses are included in the output calculation if either federal or state funds are used to cover course costs or reimburse students or instructors for expenses. Student hours of instruction for each course are calculated by multiplying the total number of students attending by the designated course length in hours.
- Purpose/Importance: The Emergency Management Division (EMD) is responsible for providing emergency management and hazardous materials training courses for local governments, state agencies, and volunteer groups active in emergencies.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

~~OUTPUT MEASURE 04-01-01-04~~
(REQUESTED DELETION)

~~Number of Emergency Management Exercises Conducted and Reported~~

- ~~Short Definition: The total number of emergency management exercises conducted and reported.~~
- ~~Data Limitations: While EMD can assist with exercises, the local jurisdictions must conduct and report them.~~
- ~~Source/Collection of Data: Output is based on emergency management exercise reports submitted by local jurisdictions, and approved by a state training staff member, in accordance with published exercise criteria. Exercise type may be functional, or full-scale, conducted at either the local, district, or state level(s). EMD maintains a database of local exercise information and a query of the training section database generates the required data.~~
- ~~Method of Calculation: A query from the training section database.~~
- ~~Purpose/Importance: The Emergency Management Division (EMD) is responsible for designing and conducting state and regional emergency management exercises and assisting local governments in designing, conducting, and evaluating exercises. The service approves emergency management exercise reports in accordance with published exercise evaluation criteria.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

STRATEGY 04-01-02

RESPONSE COORDINATION

Emergency And Disaster Response Coordination

Review and coordinate emergency and disaster response operations.

EFFICIENCY MEASURE 04-01-02-01

Average Cost Per Emergency Incident Coordinated

- Short Definition: The average cost per emergency incident coordinated by the Emergency Management Division (EMD).
- Data Limitations: The number, type, and frequency of disaster events are obviously beyond our control.
- Source/Collection of Data: EMD maintains incident records, including data on incidents and the EMD response to them, in a WebEOC database and other records. Information on personnel, travel, and operating in an operations database. Information in the database includes staff time and cost of personnel and is personnel, travel, and operating expenses for the Field Response Section and the Operations Section, the two EMD elements involved in incident coordination, are maintained in the Texas Department of Public Safety Accounting System and the State Comptroller's Uniform Statewide Accounting System.
- Method of Calculation: The cost of staff time and operating expenses incurred in coordinating emergency incidents is divided by the number of emergency incidents coordinated to determine the average cost per incident.
- Purpose/Importance: EMD is responsible for the cost of staff time and operating expenses for personnel involved in coordinating emergency incidents.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

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OUTPUT MEASURE 04-01-02-01

Number of Emergency Incidents Coordinated

- Short Definition: The number of emergency incidents coordinated.
- Data Limitations: The number, type, and frequency of disaster events are obviously beyond our control.
- Source/Collection of Data: EMD maintains an operational database and inputs information on reported/coordinated incidents into the database.
- Method of Calculation: The total number of emergency incidents coordinated is reconciled and reported from a query of database information and manual records (source documents).
- Data Limitations: The number, type, and frequency of disaster events are obviously beyond our control.
- Purpose/Importance: The Emergency Management Division (EMD) is responsible for monitoring emergency incidents on a statewide basis and coordinating state resource and advisory assistance, if needed.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: Yes

OUTPUT MEASURE 04-01-02-02

Number of Field Responses

- Short Definition: The total number of field responses conducted by the Emergency Management Division (EMD) ~~Service(EMS)~~.
- Data Limitations: None
- Source/Collection of Data: Using activity logs maintained by division staff members, record the number of times division staff members visit the site of an incident or a command/control center in response to an event or call to obtain information or provide advice and assistance. These records do not reflect staff hours expended.
- Method of Calculation: Using activity logs maintained by division staff members, a manual count of the number of times division staff members visit the site of an incident or a command/control center in response to an event to obtain information or provide advice and assistance or call to obtain information or provide advice and assistance.
- Purpose/Importance: EMD staff members are responsible for visiting the site of an incident or the appropriate command and control center in response to an event to obtain information on incidents and to provide advice and assistance, if required. ~~EMD staff members are responsible for visiting the site of an incident or the appropriate command and control center in response to an event, or calling local officials to obtain information on incidents and to provide advice and assistance, if required.~~
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

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OUTPUT MEASURE 04-01-02-03

Number of Local Governments Assisted

- Short Definition: The total number of local governments assisted by the Emergency Management Division (EMD).
- Data Limitations: The number, type, and frequency of disaster events are obviously beyond our control.
- Source/Collection of Data: A request for assistance is counted when assistance is provided with procurement of personnel, equipment, supplies, or a request for information is received which requires coordination or research by service staff with follow-up or return calls to the requesting party.
- Method of Calculation: A manual count from activity logs is made, counting the number of local governments assisted.
- Purpose/Importance: EMD is responsible for maintaining a count of the number of local governments assisted with emergency management response that involves personnel, equipment, supplies, or research by division staff with follow-up or return calls to the requesting party.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

STRATEGY 04-01-03

DISASTER RECOVERY

Recovery And Mitigation Assistance

Review and coordinate emergency and disaster response operations.

EFFICIENCY MEASURE 04-01-03-01

Average Cost Per Assistance Request Processed

- Short Definition: The average cost per assistance request processed by the Emergency Management Division (EMD).
- Data Limitations: The number, type, and frequency of disaster events are obviously beyond our control.
- Source/Collection of Data: The cost of staff time and operating costs for personnel involved in processing requests for disaster assistance by counties is maintained in the Texas Department of Public Safety Accounting System and the State Comptroller's Uniform Statewide Accounting System. The number of assists information is maintained from service records and computer database information in the recovery and mitigation sections of EMD.
- Method of Calculation: The cost of staff time and operating cost of personnel involved in processing requests for assistance is divided by the number of requests processed.
- Purpose/Importance: EMD is responsible for the cost of staff time and operating costs of personnel involved in coordinating emergency incidents.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

EXPLANATORY MEASURE 04-01-03-01

Number of Requests for Assistance Processed

- Short Definition: The total number of payment requests processed and requests for SBA and USDA assistance processed by the Emergency Management Division (EMD).
- Data Limitations: The number, type, and frequency of disaster events and resultant requests for payments are obviously beyond our control.
- Source/Collection of Data: EMD maintains a payment tracking system database, recovery database, and mitigation database of information that records requests for financial assistance for disaster recovery and mitigation program projects. From this database of information, records indicate which counties received financial assistance from the following programs: Agriculture (USDA), Small Business Administration (SBA), Public Assistance (PA), Individual Assistance (IA), Hazard Mitigation (HM), and Fire Suppression (FS).
- Method of Collection: Using the division payment tracking system and the mitigation and recovery databases, a count is made of each request for payment processed by the EMD and of each request for SBA and USDA assistance processed.
- Purpose/Importance: EMD is responsible for recording, processing, and paying disaster recovery and mitigation program assistance eligible under USDA and SBA.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 04-01-03-01

Number of Counties Provided Disaster Financial Assistance

- **Short Definition:** The total number of counties provided disaster financial assistance coordinated by Emergency Management Division (EMD).
- **Data Limitations:** The number, type, and frequency of disaster events and resultant requests for payments are obviously beyond EMD's control.
- **Source/Collection of Data:** EMD maintains a payment tracking system database, recovery database, and mitigation database of information that records the requests for financial assistance for disaster recovery and mitigation program projects. From this database of information, records indicate which counties received financial assistance from the following programs: Agriculture (USDA), Small Business Administration (SBA), Public Assistance (PA), Individual Assistance (IA), Hazard Mitigation (HM), and Fire Suppression (FS).
- **Method of Calculation:** ~~Data is abstracted from an EMD payment~~Using the division payment tracking system database, and mitigation database of information that records counties receiving financial assistance as a result of a Presidential Disaster Declaration. ~~From assistance from the following programs:~~ Data includes the following types of assistance: Agriculture (USDA), Small Business Administration (SBA), Public Assistance (IA), Hazard Mitigation (HM), and Fire Suppression (FS). As some counties may be affected by and receive financial assistance for more than one disaster, the number of counties receiving assistance may exceed the 254 counties in the State.
- **Purpose/Importance:** EMD is responsible for recording, processing, and paying disaster recovery and mitigation program assistance and monitoring the number of counties that have sought assistance under USDA and SBA declarations requested by EMD.
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Higher than target
- **Key:** Yes

STRATEGY 04-01-04

EMERGENCY OPERATIONS CENTER

Emergency Operations Center

Coordinate resources and disseminate information concerning emergencies and disasters.

OUTPUT MEASURE 04-01-04-01

Number of Severe Weather-related Messages Broadcast

- Short Definition: Count of broadcast messages dealing with severe weather conditions.
- Data Limitations: None
- Source/Collection of Data: Manual count of TLETS broadcast messages by TLETS Training Officer and by the State Operations Center of the Emergency Management Division. Count excludes test messages and area weather summaries.
- Method of Calculation: Simple addition
- Purpose/Importance: To monitor system use and utility in delivering messages regarding severe weather conditions.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

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**OUTPUT MEASURE 04-01-04-02
(REQUESTED DELETION)**

~~Number of Emergency Incidents Coordinated – SOC~~

- ~~• Short Definition: The number of emergency incidents coordinated by the State Operations Center (SOC).~~
- ~~• Data Limitations: The number, type, and frequency of disaster events are obviously beyond our control.~~
- ~~• Source/Collection of Data: EMD maintains an incident management database and a log of SOC activations.~~
- ~~• Method of Calculation: The Emergency Management Division will utilize its log of SOC activations and the SOC incident management database to report the number of incidents for which the SOC was activated at Level 2 (Escalated Response Conditions) or Level 1 (Emergency Conditions) and all or a portion of the Emergency Management Council was summoned to the SOC to respond to an actual natural, technological, or national security incident within the State. Activation of the SOC and Council due to changes in the general Homeland Security Advisory level basis or precautionary or preventative actions for potential threats shall not be counted.~~
- ~~• Purpose/Importance: The SOC is responsible for coordinating the state response to major emergency incidents.~~
- ~~• Calculation Type: Cumulative~~
- ~~• New Measure: No~~
- ~~• Desired Performance: Lower than target~~
- ~~• Key: No~~

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GOAL 05

REGULATORY PROGRAMS

Regulatory Programs

To examine qualified applicants and license those who are proficient and competent as polygraph examiners, concealed handgun licensees, and private security licensees.

OBJECTIVE 05-01

CONCEALED HANDGUNS

Concealed Handguns

Administer the handgun licensing program.

STRATEGY 05-01-01

CONCEALED HANDGUNS

Concealed Handguns

Administer the handgun licensing program. Perform background checks and determine the suitability of concealed handgun applicants; issue, suspend, or revoke handgun licenses; and administer the certification of trainers.

**OUTPUT MEASURE 05-01-01-01
(REQUESTED DELETION)**

Number of Original Handgun Licenses Issued

- ~~Short Definition: Number of Original Handgun Licenses issued after the application has been received and approved for issue.~~
- ~~Data Limitations: This is entirely a response activity.~~
- ~~Source/Collection of Data: Data collected based on actual original handgun licenses issued.~~
- ~~Method of Calculation: Tally of numbers of original handgun licenses issued daily, monthly, and annually, as well as since program inception.~~
- ~~Purpose/Importance: This number gives an actual accounting of the number of handgun licenses issued pursuant to a request for application, return of completed application with nonrefundable fee, successful passing of background check, successful completion of handgun training resulting in the issuance of a Concealed Handgun License. This aids in validating the application and approval process and makes planning and resource application meaningful.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: Yes~~

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**OUTPUT MEASURE 05-01-01-02
(REQUESTED DELETION)**

Number of Renewal Handgun Licenses Issued

- ~~Short Definition: The number of concealed handgun license renewal applications issued.~~
- ~~Data Limitations: Calculation of a final renewal rate cannot be achieved until one year past the date of expiration (a license holder may renew a license up to the first anniversary after the expiration of the license.)~~
- ~~Source/Collection of Data: The number is determined with a series of queries from the License to Carry Database (LTC).~~
- ~~Method of Calculation: Obtain the total amount of possible renewal applications and compare to the total of renewal applications actually received.~~
- ~~Purpose/Importance: To track the total number of concealed handgun renewals issued.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: Yes~~
- ~~Desired Performance: Higher than target~~
- ~~Key: Yes~~

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EFFICIENCY MEASURE 05-01-01-01
(REQUESTED NEW)

Percentage of Original Concealed Handgun Licenses Issued Within Statutory Timeframe

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Definition: Percentage of Original Concealed Handgun applications for which licenses are issued within the statutory timeframe.

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Data Limitations: Since Department resources are constant, the ability to timely issue original handgun licenses is impacted by the number of applications received by the Department during a given quarter.

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Data Source: Data is collected based on actual original concealed handgun applications received and number of licenses issued.

Methodology: The number of original concealed handgun licenses issued within the statutory timeframe during the quarter is divided by the total number of original licenses issued during the quarter to obtain a percentage. Applications for which the statute provides additional processing time due to extenuating circumstances or for which a license is not issued because the applicant is ineligible are not included in the calculation.

Purpose: This number gives an accounting of the percentage of original concealed handgun licenses that are issued pursuant to statutory requirements. This identifies the actual impact or public benefit of the Department's actions and aids in determining whether the Department's resources are adequate to meet statutory requirements.

Calculation Method: Cumulative

New Measure: Yes

Target: H

Key: Y

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EFFICIENCY MEASURE 05-01-01-02
(REQUESTED NEW)

Percentage of Renewal Concealed Handgun Licenses Issued Within Statutory Timeframe

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Definition: Percentage of renewal concealed handgun applications for which licenses are issued within the statutory timeframe.

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Data Limitations: Since Department resources are constant, the ability to timely issue renewal handgun licenses is impacted by the number of applications received by the Department during a given quarter.

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Data Source: Data is collected based on actual renewal concealed handgun applications received and number of licenses issued.

Methodology: The number of renewal concealed handgun licenses issued within the statutory timeframe during the quarter is divided by the total number of renewal licenses issued during the quarter to obtain a percentage. Applications for which the statute provides additional processing time due to extenuating circumstances or for which a license is not issued because the applicant is ineligible are not included in the calculation.

Purpose: This number gives an accounting of the percentage of renewal concealed handgun licenses that are issued pursuant to statutory requirements. This identifies the actual impact or public benefit of the Department's actions and aids in determining whether the Department's resources are adequate to meet statutory requirements.

Calculation Method: Cumulative

New Measure: Yes

Target: H

Key: Y

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OUTPUT MEASURE 05-01-01-03
(REQUESTED NEW)

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Number of Original and Renewal License Applications Processed

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Definition: This measure reflects the number of handgun license applications processed by the Department.

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Data Limitations: The processing of applications is a response activity, as the Department has no control over the number of applications received from the public.

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Data Source: Data is collected based on actual original and renewal concealed handgun applications received.

Methodology: the total number of original and renewal handgun applications received during the quarter are added together.

Purpose: To show the volume of work performed by the Department related to processing concealed handgun applications.

Calculation Method: Cumulative

New Measure: Yes

Target: H

Key:

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OBJECTIVE 05-02

POLYGRAPH EXAMINERS BOARD

Polygraph Examiners Board

Ensure that 100 percent of license applicants meet minimum qualifications and issue licenses to applicants who successfully complete all portions of license examination. Ensure due process and a prompt response to 100 percent of complaints and respondents; ensure 100 percent compliance with the Polygraph Examiners Act and the board's rules and regulations; and reduce the incidence of unlicensed individuals using instruments that fail to meet the minimum standards in the testing of Texas citizens.

OUTCOME MEASURE 05-02-01

Percent of Complaints Resulting in Disciplinary Action

- Short Definition: Percent of complaints, which were resolved during the reporting period that resulted in disciplinary action.
- Data Limitations: Only documented complaints can be considered.
- Source/Collection of Data: The executive officer will keep a running database of disciplinary action taken from year to year. This data will be kept at the Board office and can be found in the complaint file logbook.
- Method of Calculation: The total number of complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, warnings, suspensions, probation, revocation, restitution, and/or fines on which the board/commission has acted.
- Purpose/Importance: The measure is intended to show the extent to which the agency exercised its disciplinary authority in proportion to the number of complaints received. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the act and this measure seeks to indicate agency responsiveness to this expectation.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

**OUTCOME MEASURE 05-02-02
(REQUESTED DELETION)**

Recidivism Rate for Those Receiving Disciplinary Action

- ~~**Short Definition:** The number of repeat offenders at the end of the reporting period as a percentage of all offenders during the most recent three-year period.~~
- ~~**Data Limitations:** Only documented data can be considered.~~
- ~~**Source/Collection of Data:** The executive officer will keep a running database of disciplinary action taken from year to year. Recidivism rate can be determined from that. The database will be stored at the board office in the complaints file logbook.~~
- ~~**Method of Calculation:** The number of individuals against whom two or more disciplinary actions were taken by the board within the current and preceding two fiscal years (numerator) is divided by the total number of individuals receiving disciplinary actions within the current and preceding two fiscal years (denominator). The result is be multiplied by 100 to achieve a percentage.~~
- ~~**Purpose/Importance:** The measure is intended to show how effectively the agency enforces its regulatory requirements and prohibitions. It is important that the agency enforce statutes and administrative rules to ensure consumers are protected from unsafe, incompetent, and unethical practice by the licensee.~~
- ~~**Calculation Type:** Cumulative~~
- ~~**New Measure:** No~~
- ~~**Desired Performance:** Higher than target~~
- ~~**Key:** No~~

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OUTCOME MEASURE 05-02-03

Percent of Documented Complaints Resolved Within Six Months

- Short Definition: The percent of complaints resolved during the reporting period that were resolved within a six-month period from the time they were initially received by the agency.
- Data Limitations: Only documented complaints can be considered.
- Source/Collection of Data: The executive officer will keep a running baseline of complaints resolved including the amount of time necessary to resolve those complaints. The database will be stored at the Board office in the complaints file logbook.
- Method of Calculation: The number of complaints resolved within a period of six months or less from the date of receipt (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage.
- Purpose/Importance: The measure is intended to show the percentage of complaints that are resolved within a reasonable period of time. It is important to ensure the swift enforcement of the Polygraph Examiners Act, which is an agency goal.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

STRATEGY 05-02-01

POLYGRAPH EXAMINERS BOARD

Administer and Enforce the Polygraph Examiners Act

Examine qualified applicants and license those who are proficient and competent as polygraph examiners and to enforce the Polygraph Examiners Act and ensure swift, fair, effective enforcement for all violators of the Act.

EFFICIENCY MEASURE 05-02-01-01

Average Time for Complaint Resolution

- Short Definition: The average length of time to resolve a complaint, for all complaints resolved during the reporting period.
- Data Limitations: Only documented complaints can be considered.
- Source/Collection of Data: The executive officer will keep a running database of the time required to resolve a case. The logbook will have the name of the complainant, the date the case was opened, the date the case was closed, and the name of the individual the complaint was on. The data will be kept at the board office.
- Method of Calculation: The total number of calendar days per complaint resolved, summed for all complaints resolved during the reporting period, that elapsed from receipt of a request for agency intervention to the date upon which final action on the complaint was taken by the board (numerator) is divided by the number of complaints resolved during the reporting period (denominator). The calculation excludes complaints determined to be non jurisdictional of the agency's statutory responsibilities.
- Purpose/Importance: The measure shows the agency's efficiency in resolving complaints.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

**EFFICIENCY MEASURE 05-02-01-02
(REQUESTED DELETION)**

Average Cost Per Complaint Resolved

- ~~Short Definition: Total costs expended for the resolution of complaints during the reporting period divided by the total number of complaints resolved during the reporting period.~~
- ~~Data Limitations: Only documented complaints can be considered.~~
- ~~Source/Collection of Data: The executive officer will keep a running database of cost including time required to resolve complaints. Each complaint entered into the database will include cost data.~~
- ~~Method of Calculation: The total funds expended and encumbered during the reporting period for complaint processing, investigation, and resolution (numerator) is divided by the number of complaints resolved (denominator). Costs include the following categories: salaries; supplies; travel; postage; subpoena expenses; and other costs directly related to the agency's enforcement function, including charges of the State Office of Administrative Hearings. Indirect costs are excluded from this calculation. For multiple reporting periods, year-to-date performance is calculated by adding all costs related to complaints for all reporting periods (numerator) is divided by the number of complaints resolved for all reporting periods (denominator).~~
- ~~Purpose/Importance: The measure shows the cost efficiency of the agency in resolving a complaint.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Lower than target~~
- ~~Key: No~~

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EFFICIENCY MEASURE 05-02-01-03

Average Cost Per Exam Administered

- **Short Definition:** Total costs expended for examination activities during the reporting period divided by the total number of exams administered during the reporting period.
- **Data Limitations:** Only qualified individuals will be administered the licensing examination, or any portion of it.
- **Source/Collection of Data:** The executive officer will keep a running database of individuals examined. Cost in time and money will be tracked per individual examined. The data will be kept in the individual licensing application file.
- **Method of Calculation:** Total funds expended and encumbered during the reporting period for the administration of examinations (numerator) is divided by the number of individuals to whom whole or multi-part examinations were administered (denominator). Costs incurred in a different quarter from the exam session should be included in the report for the period in which the exam was given. Costs would include the following categories: salaries; supplies; travel; postage; and other costs directly related to examination administration including exam room rental, exam application review and handling, proctoring, notification, and grading. Indirect costs are excluded from this calculation.
- **Purpose/Importance:** The measure shows the efficiency in costs to administer an exam.
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Lower than target
- **Key:** No

EFFICIENCY MEASURE 05-02-01-04

Average Licensing Cost Per Individual License Issued

- Short Definition: Total expenditures (including encumbrances) for direct licensing activities during the reporting period divided by the total number of individuals licensed during the reporting period.
- Data Limitations: Only qualified individuals may seek licensure.
- Source/Collection of Data: The executive officer will keep a running database of cost including time required to license an individual. Each individual licensing file will include the documentation. The number of new and renewed licenses is obtained from performance measure data calculated each quarter. All cost data is retrieved. Time allocations are prepared and calculated.
- Method of Calculation: Total funds expended and encumbered during the reporting period for the processing of initial and renewed licenses for individuals divided by the total number of initial and renewed licenses for individuals issued during the reporting period. Costs include the following categories: salaries; supplies, travel; postage; and other costs directly related to licensing, including document review, handling, and notification. Costs related to the examination function and indirect costs are excluded from this calculation.
- Purpose/Importance: This measure is intended to show how cost-effectively the agency processes new and renewal license applications for individuals.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

**EFFICIENCY MEASURE 05-02-01-05
(REQUESTED DELETION)**

Percentage of New Individual Licenses Issued within Ten-Days

~~• **Short Definition:** The percentage of new original individual licenses that were processed during the reporting period within ten calendar days of those individuals meeting the requirement for licensing under reciprocity. This is measured from the time in days elapsed from receipt of notification that the applicant has met the requirements until the date the license is mailed, to the board secretary for final signature.~~

~~• **Data Limitations:** Turnaround time to produce the actual license is sometimes dependant on service providers.~~

~~• **Source/Collection of Data:** The executive officer will keep a running database of all persons who have been issued a new license, a record of when the board office was first notified of an individual being qualified to receive the new license will be recorded, and the data at which the new license is mailed to the board secretary will also be recorded. This data will be kept in the individual's licensing file.~~

~~• **Method of Calculation:** The calculation is made using all new original licenses issued and mailed during the reporting period no sampling is used. The total number of calendar days per new licenses issued that elapsed from the receipt of notification that the applicant has passed their licensing examination or has met the requirement under reciprocity, until the date the new license is mailed to the board secretary for final signature. The total number of new licenses that meet these criteria is then divided by the total number of new licenses issued, and mailed during that quarter. This number is then multiplied by 100 and expressed as a percentage.~~

~~• **Purpose/Importance:** This measures the ability of the agency to process new licenses in a timely manner and its responsiveness to a primary constituent group.~~

~~• **Calculation Type:** Cumulative~~

~~• **New Measure:** Yes~~

~~• **Desired Performance:** Higher than target~~

~~• **Key:** No~~

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**EFFICIENCY MEASURE 05-02-01-06
(REQUESTED DELETION)**

Percentage of Individual Licenses Renewed within Seven Days

- ~~Short Definition: The percentage of individual license renewal applications that were processed during the reporting period within seven days of receipt of the renewal application until the date the renewal verification is mailed.~~
- ~~Data Limitations: Only completed renewal applications will be considered.~~
- ~~Source/Collection of Data: The executive officer will keep a running database of all persons renewing their license. The date of receipt of the renewal is date stamped on the renewal application, and the date when the confirmation of the renewal is sent back to the applicant is also recorded on the renewal form.~~
- ~~Method of Calculation: The calculation is made using all licenses mailed during the quarter. The total number of calendar days per renewal license application that elapsed from the receipt of a renewal application until the date the renewal notification and renewal sticker is mailed back to the applicant, is determined as described above, in Source/Collection of Data. The total number of renewed licenses that meet this criterion is then divided by the total number of renewals mailed during the quarter. This number is then multiplied by 100 and expressed as a percentage.~~
- ~~Purpose/Importance: This measures the ability of the agency to process renewal applications in a timely manner and its responsiveness to a primary constituent group.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: Yes~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

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EFFICIENCY MEASURE 05-02-01-07
(REQUESTED NEW)

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Percentage of Licensing Examination Examinees Notified

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Definition: Percentage of licensing examination examinees notified within 30 days of the results of their licensing examination.

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Data Limitations: Any portion of the examination falls within the target measure.

Data Source: The executive officer will keep a database (record) every time the target is not met.

Methodology: Actual performance will be divided by expected performance x 100% to get a percentage.

Purpose: The measure shows the agency's responsiveness to notify examiners of their licensing examination results.

Calculation Method: Cumulative

New Measure: Yes

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Target: H

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EFFICIENCY MEASURE 05-02-01-08
(REQUESTED NEW)

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Percentage of Complainants Notified

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Definition: Percentage of Complainants notified on a quarterly basis regarding the status of their complaint.

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Data Limitations: Only document complaints fall within this measure.

Data Source: The executive officer will keep a database (record) every time the target is not met.

Methodology: Actual performance will be divided by expected performance x 100% to get a percentage.

Purpose: The measure shows the Agency's responsiveness to resolve complaints.

Calculation Method: Cumulative

New Measure: Yes

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Target: H

Key:

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EXPLANATORY MEASURE 05-02-01-01

Number of ~~Jurisdictional~~ Complaints Received

- Short Definition: The total number of complaints received during the reporting period to which the agency responded~~that are within the agency's jurisdiction of statutory responsibility.~~
- Data Limitations: Only documented ~~jurisdictional~~ complaints will be considered.
- Source/Collection of Data: The executive officer will keep a running database of the ~~jurisdictional~~ complaints received. This data will be kept in the Complaint File logbook at the board office.
- Method of Calculation: The agency sums the total number of complaints received ~~only relative to their jurisdiction. It also keeps track of total number of complaints that are not in their jurisdiction, but does not use that figure in its calculation.~~
- Purpose/Importance: The measure shows the number of complaints, which helps determine agency workload.~~The measure shows the number of jurisdictional complaints, which helps determine agency workload.~~
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

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**EXPLANATORY MEASURE 05-02-01-02
(REQUESTED DELETION)**

Licensing Examination Pass Rate

- ~~Short Definition: The percent of individuals to whom a whole examination, or segments of a multipart examination were administered during the reporting period who received a passing score.~~
- ~~Data Limitations: Only qualified individuals will be examined.~~
- ~~Source/Collection of Data: The executive officer will keep a running database of the number of persons taking each examination session and the number of those passing and failing will be recorded. This data will be kept at the board office in the Pass/Fail Record Book.~~
- ~~Method of Calculation: The total number of individuals who passed the examination (numerator) is divided by the total number of individuals examined (denominator). The result is then multiplied by 100 to achieve a percentage. If two exams were given in the same reporting period, the total number of individuals passing the exam during the reporting period is divided by the total number of persons taking the exam during the reporting period. Persons taking the exam multiple times are counted each time they take the exam.~~
- ~~Purpose/Importance: The measure shows the rate at which those examined passed. This is an important step in the licensing process and a low pass rate may represent unnecessarily restrictive licensure requirements or inadequate preparation by licensure applicants.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

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EXPLANATORY MEASURE 05-02-01-03

Total Number of Individuals Licensed

- Short Definition: Total number of individuals licensed at the end of the reporting period.
- Data Limitations: Only qualified individuals will be licensed. Internship Licenses are not counted.
- Source/Collection of Data: The executive officer will keep a running database of all licenses issued in a given year. This data will be kept at the board office in the Annual License file, which could be cross checked to the receipt book. At the end of each fiscal year, the executive officer sorts the addresses of all individuals licensed by the agency. Duplicate addresses are checked for duplicate names and duplicate names are removed from the list. This list is printed and maintained at the board office.
- Method of Calculation: The total unduplicated number of individuals licensed that is stored in the licensing database by the agency at the end of the reporting period. This agency does not have any inactive licenses.
- Purpose/Importance: The measure shows the total number of individual licenses currently issued which indicates the size of one of the agency's primary constituencies.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

EXPLANATORY MEASURE 05-02-01-04

Number of New Internship Licenses Issued

- Short Definition: The total number of new Internship Licenses issued during the reporting period.
- Data Limitations: Only qualified persons will be issued an internship.
- Source/Collection of Data: The executive officer will keep a running database of new internships issued. This database will be kept in the Internship logbook at the board office. Every time a new Internship License is issued, the licensees' name and internship license number will be recorded in the logbook.
- Method of Calculation: The total number of individual issued or in possession of an Internship License at the end of the reporting period.
- Purpose/Importance: The measure shows the total number of Internship Licenses issued during the reporting period can be used to track potential licenses.
- Calculation Type: Cumulative
- New Measure: Yes
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 05-02-01-01

Number of Investigations Conducted

- Short Definition: The number of investigations completed during the reporting period. This is to include investigations on complaints, consumer concerns, issuance/monitoring of internship and licensing.
- Data Limitations: Only documented events can be considered.
- Source/Collection of Data: The executive officer will keep a running database on investigations conducted on complaints, consumer concerns, internship and licensing of others. Investigations associated with complaints and consumer concerns will have their own logbooks. Investigations conducted to determine whether an applicant qualifies for internship or licensing under reciprocity will be kept in those individual's internship file or licensing file which will be kept at the board office.
- Method of Calculation: The total number of investigations conducted during the reporting period.
- Purpose/Importance: The measure shows the workload associated with conducting required investigations.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 05-02-01-02

Number of Upheld Jurisdictional Complaints Resolved

- Short Definition: The total number of upheld jurisdictional complaints resolved during the reporting period.
- Data Limitations: Only documented upheld jurisdictional complaints ~~will~~ can be considered; consumer concerns will not be addressed in this measure.
- Source/Collection of Data: The executive officer will keep a running database of upheld jurisdictional complaints resolved/stored at the board office. The data will be kept in the complaint file logbook.
- Method of Calculation: The total number of upheld jurisdictional complaints during the reporting period upon which final action was taken by the board for which a determination is made that a violation did occur. A complaint that, after preliminary investigation, is determined to be non-jurisdictional ~~will be recorded and identified as such.~~ is not a resolved complaint.
- Purpose/Importance: The measure shows the workload associated with resolving upheld jurisdictional complaints.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 05-02-01-03

Number of Individuals Examined

- Short Definition: The number of individuals to whom examinations were administered in whole or in part during the reporting period.
- Data Limitations: Only qualified persons will be examined.
- Source/Collection of Data: The executive officer will keep a running database of persons examined. That database will be kept at the board office and can further be cross checked with the receipt book.
- Method of Calculation: For an exam administered in one session even if comprised of periods with breaks or on more than one day, the individuals attending the session are counted only once. An individual who attends two sessions for two exams or parts of exams should be counted twice.
- Purpose/Importance: The measure shows the number of individuals examined which is a primary step in licensing the individual and represents a major cost element for the agency. Examination grading and notification costs are directly related to this measure.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 05-02-01-04

Number of Examination Sessions Conducted

- Short Definition: The number of examination sessions conducted during the reporting period. This is also including special examination sessions and the relicensing examinations.
- Data Limitations: Only qualified persons will be examined.
- Source/Collection of Data: The executive officer will keep a running database on examination sessions conducted at the board office, every time an examination is conducted. The name of the individual being examined will be logged as well as the date of the examination and the portion of the examination administered.
- Method of Calculation: The total number of examination sessions conducted during the reporting period will be counted. An examination session is defined as any time the executive officer or board administers a licensing examination, regardless of how many applicants are tested or what portion of the examination is administered.
- Purpose/Importance: The measure shows the workload associated with administering the licensing examination in full or in part.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: Yes

OUTPUT MEASURE 05-02-01-05

Number of New Licenses Issued to Individuals

- Short Definition: The number of new original licenses issued to previously unlicensed individuals during the reporting period.
- Data Limitations: Only qualified persons will be licensed.
- Source/Collection of Data: The executive officer will keep a running database of all new original licenses issued to individuals. That data will be kept at the board office. In the licensing logbook, other data such as method of licensure and date are also collected. This logbook has the names, numbers, and dates of all licenses that have been issued. The total number of names shown on the list for that quarter are counted for data collection.
- Method of Calculation: This measure counts the total number of new original licenses issued to individuals during the reporting period, regardless of when the application was originally received. Those individuals who had a license in the previous reporting period are not counted. Only new licenses are counted. Licenses are counted as new for persons who were previously licensed but whose license expired so that they were required to meet all criteria of a new applicant.
- Purpose/Importance: A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of persons who were documented to have successfully met all licensure criteria established by statute and rules as verified by the agency during the reporting period.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 05-02-01-06

Number of Individual Licenses Renewed

- Short Definition: The number of licensed individuals who held licenses previously and renewed their license during the current reporting period.
- Data Limitations: Only qualified persons may renew their licenses.
- Source/Collection of Data: The executive officer will keep a running database of individuals who renew their licenses. The data will be kept at the board office in a logbook and can be cross checked with the receipt book. By viewing the receipt book, those that have renewed each quarter can be verified.
- Method of Calculation: The measure is calculated by querying the agency licensing receipt book to produce the total number of licenses issued to previously licensed individuals during the reporting period.
- Purpose/Importance: Licensure renewal is intended to ensure that persons who want to continue to practice in their respective profession satisfy current legal standards established by statute and rule for professional education and practice. This measure is intended to show the number of licenses that were issued during the reporting period to individuals who currently held a valid license.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 05-02-01-07
(REQUESTED NEW)

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Polygraph Continuing Education Program

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Definition: To recognize, prepare, and implement continuing education programs.

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Data Limitations: None

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Data Source: Number of seminars conducted.

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Methodology: Manual tabulation

Purpose: The intent of this measure is to provide educational opportunities in order to better serve the needs of the state of Texas.

Calculation Method: Cumulative

New Measure: Yes

Target: Higher

Key: No

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OBJECTIVE 05-03

PRIVATE SECURITY BUREAU

Private Security Bureau

To enforce the provisions of the Private Security Act for the protection of the general public and consumers of private investigations and security services and products.

OUTCOME MEASURE 05-03-01 (REQUESTED DELETION)

Ratio of Complaints Filed Per 100 Licensee Population

~~• **Short Definition:** The number of complaints assigned for investigation during the reporting period for every 100 licenses issued to individuals, businesses, and programs/schools licensed at the end of the reporting period.~~

~~• **Data Limitations:** None~~

~~• **Source/Collection of Data:** The Private Security Bureau's database program and hard copy records are the source of complaint data and collection will be through reports generated that provide not only a count, but also a listing of the measure's element for backup. The Private Security Bureau manager is responsible for the complaint data and the data is stored in the bureau's oversight report files.~~

~~• **Method of Calculation:** The Private Security Bureau's database program and hard copy records will be queried for a count of all licenses active at the end of the reporting period and for a count of complaints assigned on dates between the beginning of the reporting period and the end of the reporting period. Any complaints identified as duplicates are subtracted from the total of complaints assigned for investigation. The number of licensees is divided by 100 and the number of complaints is then divided by that figure.~~

~~• **Purpose/Importance:** This measure is important because it is an indicator of fluctuations in compliance in the regulated industries. The Private Security Bureau can use this measure as a signal to increase proactive enforcement efforts, to enhance compliance training efforts, or to develop other means by which compliance can be increased. The measure also serves as an indicator of the impact of enforcement and compliance training efforts.~~

~~• **Calculation Type:** Noncumulative~~

~~• **New Measure:** No~~

~~• **Desired Performance:** Lower than target~~

~~• **Key:** No~~

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**OUTCOME MEASURE 05-03-02
(REQUESTED DELETION)**

~~Percent of Complaints Resulting in Disciplinary Action~~

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

~~• **Data Limitations:** Disciplinary actions occurring within a reporting period, such as civil penalty payments, may be delayed in reporting due to mail transit time.~~

~~• **Source/Collection of Data:** The Private Security Bureau's database program and hard copy records are the source of complaint data and collection will be through reports generated that provide not only a count, but also a listing of the measure's element for backup. The Private Security Bureau manager is responsible for the complaint data and the data is stored in the Private Security Bureau's oversight report files.~~

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

~~• **Purpose/Importance:** The measure is intended to show the extent to which the Private Security Bureau exercises its disciplinary authority in proportion to the number of complaints received. It is important that both the public and licensees have an expectation that the Private Security Bureau will work to ensure fair and effective enforcement of Title 10, Chapter 1702, of the Texas Occupations Code, and this measure seeks to indicate Private Security Bureau responsiveness to this expectation.~~

~~• **Calculation Type:** Noncumulative~~

~~• **New Measure:** No~~

~~• **Desired Performance:** Higher than target~~

~~• **Key:** No~~

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**OUTCOME MEASURE 05-03-03
(REQUESTED DELETION)**

~~Recidivism Rate for Those Receiving Disciplinary Action~~

- ~~• **Short Definition:** The number of repeat offenders at the end of the reporting period as a percentage of all offenders during the most recent three year period.~~
- ~~• **Data Limitations:** None~~
- ~~• **Source/Collection of Data:** The Private Security Bureau's database program and hard copy records are the source of complaint data and collection will be through reports generated that provide not only a count, but also a listing of the measure's element for backup. The Private Security Bureau manager is responsible for the complaint data and the data is stored in the bureau's oversight report files.~~
- ~~• **Method of Calculation:** The number of individuals against whom two or more disciplinary actions were taken by the Private Security Bureau within the current and preceding two fiscal years (numerator) is divided by the total number of individuals receiving disciplinary actions within the current and preceding two fiscal years (denominator). The result is then be multiplied by 100 to achieve a percentage.~~
- ~~• **Purpose/Importance:** The measure is intended to show how effectively the Private Security Bureau enforces its regulatory requirements and prohibitions. It is important that the Private Security Bureau enforce Title 10, Chapter 1702, of the Texas Occupations Code and rules strictly enough to ensure consumers are protected from unsafe, incompetent, and unethical practice by the registered or licensed professional.~~
- ~~• **Calculation Type:** Noncumulative~~
- ~~• **New Measure:** No~~
- ~~• **Desired Performance:** Lower than target~~
- ~~• **Key:** No~~

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OUTCOME MEASURE 05-03-04 (REQUESTED DELETION)

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Percent of Documented Complaints Resolved within Six Months

- ~~Short Definition: The percent of complaints resolved during the reporting period that were resolved within a six-month period from the time they were initially received by the Bureau.~~
- ~~Data Limitations: None~~
- ~~Source/Collection of Data: The Bureau's database program and hard copy records are the source of complaint data and collection will be through reports generated that provide not only a count, but also a listing of the measure's element for backup. The Private Security Bureau manager is responsible for the complaint data and the data is stored in the Private Security Bureau's oversight report files.~~
- ~~Method of Calculation: The number of complaints resolved within a period of six months or less from the date of receipt (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result is then multiplied by 100 to receive a percentage.~~
- ~~Purpose/Importance: The measure is intended to show the percentage of complaints, which are resolved within a reasonable period of time. It is important to ensure the swift enforcement of Title 10, Chapter 1702 of the Texas Occupations Code.~~
- ~~Calculation Type: Noncumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

OUTCOME MEASURE 05-03-05 (REQUESTED DELETION)

Percent of Licensees with No Recent Violations

~~• **Short Definition:** The percent of the total number of licensed, registered, or certified individuals at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).~~

~~• **Data Limitations:** None~~

~~• **Source/Collection of Data:** The Private Security Bureau's database program and hard copy records are the source of disciplinary actions and licensed population. Collection will be through reports generated that provide not only a count, but also a listing of the disciplinary actions for backup. The Private Security Bureau manager is responsible for data involving disciplinary action and licensed population. The measure's data is stored in the Private Security Bureau's oversight report files.~~

~~• **Method of Calculation:** The total number of individuals currently licensed, registered, or certified by the Private Security Bureau who have not incurred a violation within the current and preceding two years is divided by the total number of individuals currently licensed, registered, or certified by the Private Security Bureau. The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. The denominator is the total number of licensees at the end of the reporting period. The result is multiplied by 100 to achieve a percentage.~~

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

~~• **Calculation Type:** Noncumulative~~

~~• **New Measure:** No~~

~~• **Desired Performance:** Higher than target~~

~~• **Key:** Yes~~

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STRATEGY 05-03-01

PRIVATE SECURITY BUREAU INVESTIGATIONS

Private Security Bureau Investigations

Investigate allegations, reports, and notices of violations to the Private Security Act and rules through the Private Security Bureau (PSB).

EFFICIENCY MEASURE 05-03-01-01

Average Time for Case Resolution

- **Short Definition:** The average length of time to resolve a case for all cases resolved during the reporting period. Cases resolved include cases arising from complaints received from the public, as well as cases initiated by bureau investigators.
- **Data Limitations:** None
- **Source/Collection of Data:** The bureau's database program and hard copy records are the source of case data and resolution time. The collection of data will be through reports generated that provide not only a count, but also a listing of the measure's elements for backup. The bureau manager is responsible for all the measure data. The data is stored in the bureau's oversight report files.
- **Method of Calculation:** The total number of calendar days per case resolved, summed for all cases resolved during the reporting period, that elapsed from receipt of a request for bureau intervention to the date upon which final action on the case was taken by the bureau (numerator) is divided by the number of cases resolved during the reporting period (denominator). The calculation excludes cases determined to be non-jurisdictional of the bureau's statutory responsibilities.
- **Purpose/Importance:** The measure shows the bureau's efficiency in resolving cases.
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Lower than target
- **Key:** Yes

**EFFICIENCY MEASURE 05-03-01-02
(REQUESTED DELETION)**

~~Average Cost Per Case Resolved~~

~~• Short Definition: Total costs expended for the resolution of cases during the reporting period divided by the total of cases resolved during the reporting period. Cases resolved include cases arising from complaints received from the public, as well as cases initiated by bureau investigators.~~

~~• Data Limitations: None~~

~~• Source/Collection of Data: The bureau's database program and hard copy records are the source of case data and resolution time. The collection of data will be through reports generated that provide not only a count, but also a listing of the measure's elements for backup. The bureau manager is responsible for all the measure data. The data is stored in the bureau's oversight report files.~~

~~• Method of Calculation: The total funds expended and encumbered during the reporting period for case processing, investigation, and resolution (numerator) is divided by the number of cases resolved (denominator). Costs include the following categories: salaries, supplies, travel, postage, subpoena expenses, and other costs directly related to the bureau's enforcement function, including charges to the State Office of Administrative Hearings. These costs are computed using the appropriate expenditures (including encumbrances) shown from each category in the Bureau accounting system. Indirect costs are excluded from this calculation. For multiple reporting periods, year-to-date performance is calculated by adding all costs related to cases for all reporting periods (numerator) and dividing by the number of cases resolved for all reporting periods (denominator).~~

~~• Purpose/Importance: The measure shows the cost efficiency of case resolution.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Lower than target~~

~~• Key: Yes~~

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**EXPLANATORY MEASURE 05-03-01-01
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Number of Jurisdictional Cases Received

- ~~Short Definition: The total number of cases opened during the reporting period, which are within the bureau's jurisdiction of statutory responsibility. Cases resolved include cases arising from complaints received from the public, as well as cases initiated by bureau investigators.~~
- ~~Data Limitations: None~~
- ~~Source/Collection of Data: The bureau's database program and hard copy records are the source of case data and resolution time. The collection of data will be through reports generated that provide not only a count, but also a listing of the measure's elements for backup. The bureau manager is responsible for all the measure data. The data is stored in the bureau's oversight report files.~~
- ~~Method of Calculation: The bureau sums the total number of cases opened only relative to its jurisdiction. It also keeps track of total number of cases that are determined not to be in its jurisdiction but does not use that figure in this calculation.~~
- ~~Purpose/Importance: The measure shows the number of jurisdictional cases, which helps determine the bureau's workload.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Lower than target~~
- ~~Key: No~~

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**OUTPUT MEASURE 05-03-01-01
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Number of Cases Resolved

- ~~Short Definition: The total number of administrative cases resolved by the bureau during the reporting period.~~
- ~~Data Limitations: None~~
- ~~Source/Collection of Data: The bureau's database program and hard copy records are the source of administrative case data and resolution time. The collection of data will be through reports generated that provide not only a count, but also a listing of the measure's elements for backup. The bureau manager is responsible for all measure data. The data is stored in the bureau's oversight report files.~~
- ~~Method of Calculation: Cases resolved are administrative cases where: 1) there is a determination of no violation; 2) an administrative violation is found and resolutions include warnings, reprimands, fines, settlement agreements, the case is set for a State Office of Administrative Hearing, or the licensee is contesting the Bureau's determinations; or 3) a violation is found and the criminal case is presented to the local District Attorney's Office. Complaints which, after preliminary investigation are determined to be nonjurisdictional, are not counted as resolved complaints.~~
- ~~Purpose/Importance: The measure shows the workload associated with resolving administrative cases.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

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**OUTPUT MEASURE 05-03-01-02
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~~Number of Criminal Investigations Resolved~~

- ~~• Short Definition: The total number of criminal cases resolved during the reporting period. Cases resolved include cases arising from complaints received from the public, as well as cases initiated by bureau investigators.~~
- ~~• Data Limitations: None~~
- ~~• Source/Collection of Data: The bureau's database program and hard copy records are the source of criminal case data and resolution time. The collection of data will be through reports generated that provide not only a count, but also a listing of the measure's elements for backup. The bureau manager is responsible for all the measure data. The data is stored in the bureau's oversight report files.~~
- ~~• Method of Calculation: The total number of criminal cases during the reporting period, which the bureau resolved.~~
- ~~• Purpose/Importance: The measure shows the workload associated with resolving criminal cases.~~
- ~~• Calculation Type: Cumulative~~
- ~~• New Measure: No~~
- ~~• Desired Performance: Higher than target~~
- ~~• Key: Yes~~

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STRATEGY 05-03-02

PRIVATE SECURITY BUREAU ENFORCEMENT

Private Security Bureau Enforcement

Seek timely prosecution of unlicensed companies providing regulated services and take administrative action against licensed companies and registered and commissioned individuals operating in violation of the Private Security Act and rules.

**EFFICIENCY MEASURE 05-03-02-01
(REQUESTED DELETION)**

~~Average Cost Per Disciplinary Action~~

- ~~• **Short Definition:** Average funds expended during the reporting period, which are directly attributable to the bureau's enforcement and investigation strategy.~~
- ~~• **Data Limitations:** None~~
- ~~• **Source/Collection of Data:** The bureau's database program and hard copy records are the source of administrative case data and cost data. Collection will be through reports generated by the database program. The bureau manager is responsible for the administrative case data. The data is stored in the bureau's oversight report files. The Accounting and Budget Control is responsible for cost data. The data is stored in the Accounting and Budget Control's oversight report files.~~
- ~~• **Method of Calculation:** The total funds expended and encumbered during the reporting period for the enforcement strategy (numerator) is divided by the number of cases assigned an administrative docket number during the reporting period (denominator). Costs include the following categories: salaries; supplies; travel; postage; subpoena expenses; and other costs directly related to the bureau's enforcement function, including charges of the State Office of Administrative Hearings. These costs are computed using the appropriate expenditures (including encumbrances) shown from each category in the bureau's accounting system. Indirect costs are excluded from this calculation. For multiple reporting periods, year-to-date performance is calculated by adding all costs related to cases settled, dismissed or adjudicated for all reporting periods (numerator) and dividing by the number of cases settled, dismissed, or set for hearing for all reporting periods (denominator).~~
- ~~• **Purpose/Importance:** This figure provides the bureau with a means of determining cost variations associated with changes in approach to disciplinary actions.~~
- ~~• **Calculation Type:** Cumulative~~
- ~~• **New Measure:** No~~
- ~~• **Desired Performance:** Lower than target~~
- ~~• **Key:** Yes~~

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**EXPLANATORY MEASURE 05-03-02-01
(REQUESTED DELETION)**

~~Average Time for Final Disposition in Docketed Cases before SOAH~~

~~• **Short Definition:** The average number of days between the date a SOAH Administrative Law Judge issues a Proposal for Decision and the date the bureau renders a final decision in all docketed cases for which a final decision is rendered.~~

~~• **Data Limitations:** None~~

~~• **Source/Collection of Data:** The bureau's database program and hard copy records are the source of case data. Collection will be through reports generated that provide not only a count, but also a listing, of the measure's element for backup. The bureau manager is responsible for the data. The data is stored in the bureau's oversight report files.~~

~~• **Method of Calculation:** The number of days elapsing between the date a Proposal for Decision is issued by a SOAH Administrative Law Judge and the date a final decision is rendered by the bureau is tallied for all administrative cases for which a final decision was rendered during the reporting period. This tally is then divided by the number of administrative cases for which a final decision was rendered during the reporting period to produce an average.~~

~~• **Purpose/Importance:** This figure provides the bureau a means of identifying the time elapsing, over which the bureau has some control, between the date a final decision could be rendered, and the date a final decision is, in fact, rendered.~~

~~• **Calculation Type:** Cumulative~~

~~• **New Measure:** No~~

~~• **Desired Performance:** Lower than target~~

~~• **Key:** No~~

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OUTPUT MEASURE 05-03-02-01

Number of Criminal Cases Presented to Local Prosecutors

- Short Definition: Number of cases resolved by presentation to local prosecutors for criminal prosecution.
- Data Limitations: None
- Source/Collection of Data: The bureau's database program and hard copy records are the source of complaint data. Collection will be through reports generated that provide not only a count, but also a listing of the measure's element for backup. The bureau manager is responsible for the complaint data. The data is stored in the bureau's oversight report files.
- Method of Calculation: These complaints resulting in cases presented for criminal prosecution during the reporting period will be tallied for a total of all cases presented for criminal prosecution.
- Purpose/Importance: This measure shows how frequently the bureau relies on criminal prosecution to effect compliance. It is important in that criminal prosecution is often an indicator of the frequency of deliberate and ongoing violations.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 05-03-02-02

Number of Cases Settled, Dismissed, or Set for Hearing

- Short Definition: Number of cases that result in cases which are settled, dismissed, or set for hearing during the reporting period.
- Data Limitations: None
- Source/Collection of Data: The bureau's database program and hard copy records are the source of administrative case data. Collection will be through reports generated that provide not only a count, but also a listing, of the measure's element for backup. The bureau manager is responsible for the case data. The data is stored in the bureau's oversight report files.
- Method of Calculation: Those cases for which an administrative hearing date was set within the reporting period are added to those cases which were settled or dismissed within the reporting period for a total of all cases settled, dismissed or set for hearing during the reporting period.
- Purpose/Importance: The measure reflects the administrative adjudication workload of the bureau.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 05-03-02-03

Number of Docketed Administrative Cases Closed

- Short Definition: Number of administrative cases docketed for adjudication before the State Office of Administrative Hearings and the Private Security Board for which a final decision has been rendered.
- Data Limitations: None
- Source/Collection of Data: The bureau's database program and hard copy records are the source of administrative case data and collection will be through reports generated that provide not only a count, but also a listing, of the measure's element for backup. The bureau manager is responsible for the case data and the data is stored in the bureau's oversight report files.
- Method of Calculation: Those docketed cases for which a final decision has been rendered by the bureau manager during the reporting period are tallied. Those docketed cases which have been settled without hearing by Order of Consent, Order of Dismissal, or any other legal recourse during the reporting period are tallied. These tallies are then added for a total of docketed administrative cases closed.
- Purpose/Importance: The measure reflects the administrative adjudication workload of the bureau.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 05-03-02-04

Number of Administrative Cases Opened

- Short Definition: The number of cases assigned an administrative docket number.
- Data Limitations: None
- Source/Collection of Data: The bureau's database program and hard copy records are the source of administrative case data. Collection will be through reports generated by the database program. The bureau manager is responsible for the administrative case data. The data is stored in the bureau's oversight report files.
- Method of Calculation: The total number of cases assigned and administrative docket number during the reporting period.
- Purpose/Importance: This measure shows the workload associated with administrative cases.
- Calculation Type: Cumulative
- New Measure: Yes
- Desired Performance: Higher than target
- Key: No

STRATEGY 05-03-03

PRIVATE SECURITY BUREAU LICENSES AND REGISTRATION

Private Security Bureau-Licenses and Registration

Issue and renew company licenses and individual registrations and commissions (gun permits) of qualified applicants and deny same to those applicants who do not meet minimum standards.

**EFFICIENCY MEASURE 05-03-03-01
(REQUESTED DELETION)**

~~Average Time Forwarding Fingerprint Cards to CRS for Classification~~

~~•Short Definition: The average number of days elapsing between the date fingerprint cards are received (with their initial applications) and the date the fingerprint cards are submitted to Crime Records Service (CRS) for classification during the reporting period.~~

~~•Data Limitations: None~~

~~•Source/Collection of Data: The bureau's database program and hard copy records are the source for the data collection for this measure. At the end of each fiscal year, the licensing section supervisor queries the database for individual records which contain dates within the reporting period in the database fields labeled 1st DPS card received, and the 1st DPS submitted. The query will generate a report which will list the name of the individual, social security number, date 1st DPS card received, date 1st DPS submitted, and the number of days between the two dates shown. The licensing section supervisor is responsible for the collection of the data and the documentation is maintained within the licensing section for review.~~

~~•Method of Calculation: The average time for forwarding fingerprint cards to CRS for classification is calculated by totaling the number of records found with a date within the reporting period (total records.) Duplicate names are eliminated from the calculation. The total number of calendar days that elapsed from the 1st DPS card received and 1st DPS submitted is added together (total calendar days.) The total calendar days is then divided by the total records. The outcome is the average time (days) for forwarding fingerprint cards to CRS for classification.~~

~~•Purpose/Importance: The measure permits the bureau to monitor how promptly fingerprint cards are forwarded to CRS. The measure is important because it directly relates to how long an applicant can work in the private investigations and security industries before a criminal history check is completed.~~

~~•Calculation Type: Cumulative~~

~~•New Measure: No~~

~~•Desired Performance: Lower than target~~

~~• Key: No~~

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**EFFICIENCY MEASURE 05-03-03-02
(REQUESTED DELETION)**

~~Average Licensing Cost Per Individual License Issued~~

~~•Short Definition: Total expenditures (including encumbrances) for direct licensing activities during the reporting period divided by the total number of individuals licensed during the reporting period.~~

~~•Data Limitations: None~~

~~•Source/Collection of Data: The bureau's database program and hard copy records are the source of individual licenses issued and cost data. Collection will be through reports generated by the database program. The licensing section supervisor is responsible for the individual licenses issued and the data is stored in the licensing section's oversight report files. The Accounting and Budget Control is responsible for cost data and the data is stored in the Accounting and Budget Control's oversight report files.~~

~~•Method of Calculation: Total funds expended and encumbered during the reporting period for the processing of initial and renewed individual licenses is divided by the total number of initial and renewed individual licenses issued during the reporting period. Costs include the following categories: salaries, supplies, travel, postage, document review, handling and notification. Costs related to examination function and indirect costs are excluded from this calculation.~~

~~•Purpose/Importance: This measure is intended to show how cost-effectively the bureau processed new and renewal licensing applications for individuals.~~

~~•Calculation Type: Cumulative~~

~~•New Measure: No~~

~~•Desired Performance: Lower than target~~

~~• Key: Yes~~

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**EFFICIENCY MEASURE 05-03-03-03
(REQUESTED DELETION)**

~~Average Licensing Cost Per Facility License Issued~~

~~• Short Definition: Total expenditures (including encumbrances) for direct licensing activities during the reporting period divided by the total number of facilities licensed during the reporting period.~~

~~• Data Limitations: None~~

~~• Source/Collection of Data: The bureau's database program and hard copy records are the source of facility licenses issued and cost data. Collection will be through reports generated by the database program. The licensing section supervisor is responsible for the facility licenses issued and the data is stored in the licensing section's oversight report files. The Accounting and Budget Control is responsible for cost data and the data is stored in the Accounting and Budget Control's oversight report files.~~

~~• Method of Calculation: Total funds expended and encumbered during the reporting period for the processing of initial and renewed facility licenses (numerator) is divided by the total number of initial and renewed facility licenses issued during the reporting period (denominator). Costs include the following categories: salaries, supplies, travel, postage, document review, handling, and notification. Indirect costs are excluded from this calculation.~~

~~• Purpose/Importance: This measure is intended to show how cost-effectively the bureau processes new and renewal licensing applications for facilities.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Lower than target~~

~~• Key: No~~

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**EFFICIENCY MEASURE 05-03-03-04
(REQUESTED DELETION)**

Average Cost Per Exam Administered

~~•**Short Definition:** Total costs for examination activities (excluding exam purchase costs) during the reporting period divided by the total number of exams administered during the reporting period.~~

~~•**Data Limitations:** None~~

~~•**Source/Collection of Data:** The bureau's database program and hard copy records are the source for exams administered and cost data. Collection will be through reports generated by the database program. The licensing section supervisor is responsible for the exams administered and the data is stored in the licensing section's oversight report files. The Accounting and Budget Control is responsible for cost data and the data is stored in the Accounting and Budget Control's oversight report files.~~

~~•**Method of Calculation:** Total funds expended and encumbered that are retrieved from the bureau's accounting system during the reporting period for the administration of examinations from the bureau's administered database (excluding examination purchase of development costs) (numerator) is divided by the number of individuals to whom examinations were administered (denominator). Costs incurred in a different reporting period from the exam session are included in the report for the reporting period in which the exam was given. Costs in the following categories are included: salaries, supplies, postage, and other costs directly related to examination administration including exam application review and handling, notification, and grading. Indirect costs are excluded from this calculation.~~

~~•**Purpose/Importance:** The measure shows the efficiency in costs to administer an exam.~~

~~•**Calculation Type:** Cumulative~~

~~•**New Measure:** No~~

~~•**Desired Performance:** Lower than target~~

~~• **Key:** No~~

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EFFICIENCY MEASURE 05-03-03-05

Average Time for Individual Registration and Bureau Renewal

- **Short Definition:** The number reflects the average number of calendar days that elapse between the receipt date and issuance dates for all individual licenses renewed within the reporting period.
- **Data Limitations:** Individuals must undergo a criminal history check with the Department of Public Safety, and the Federal Bureau of Investigation, individuals may be in default on student loans.
- **Source/Collection of Data:** The bureau's database program and hard copy records are the source for the data collection for this measure. At fiscal year end, the licensing section supervisor queries the database for registrations or commissions that were renewed which contain dates within the reporting period. The query generates a report that lists names, social security numbers, license type, receipt dates, issue dates, and the number of days between the receipt date and issue date. The licensing section supervisor is responsible for the collection of the data and the documentation is maintained within the licensing section for review.
- **Method of Calculation:** The average time for individual registration and commission renewal is calculated by totaling the number of records found with a date within the reporting period (total records). The total number of calendar days that elapsed is added together (total calendar days). The total calendar days is then divided by the total records. The outcome is the average time (days) for individual registration and commission renewal.
- **Purpose/Importance:** The measure shows the bureau's efficiency in renewing registrations and commissions to individuals.
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Lower than target
- **Key:** No

EFFICIENCY MEASURE 05-03-03-06

Average Time for Individual Original Registration and Bureau Issuance

- Short Definition: The number reflects the average number of calendar days that elapse between the receipt dates and issuance dates for individual original licenses issued within the reporting period.
- Data Limitations: Individuals must undergo a criminal history check with the Department of Public Safety, and the Federal Bureau of Investigation. Individuals may submit incomplete applications or unclassifiable fingerprints. Individuals may be in default on student loans.
- Source/Collection of Data: The Private Security Bureau's database program and hard copy records are the source for the data collection for this measure. At fiscal year end, the licensing section supervisor queries the database for registrations or commissions that were issued with dates within the reporting period. The query generates a report, which lists names, social security numbers, license types, receipt dates, and the number of days between the receipt date and issue dates. The licensing section supervisor is responsible for the collection of the data and the documentation is maintained within the licensing section for review.
- Method of Calculation: The average time for individual registration and commission issuance is calculated by totaling the number of records found with a date within the reporting period (total records). The total number of calendar days that elapsed is added together (total calendar days.) The total calendar days are then divided by the total records. The outcome is the average time (days) for individual registration and commission issuance.
- Purpose/Importance: The measure shows the bureau's efficiency in issuing registrations and commissions to individuals.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

EFFICIENCY MEASURE 05-03-03-07

Average Time for Facility License Issuance

- Short Definition: The number reflects the average number of calendar days which elapse between the receipt date and issuance dates for all facility license (original and renewal) issued within the reporting period.
- Data Limitations: Company may not be in good standing with the Comptroller's office, company fails to provide proof of liability insurance, owners, officers, partners, shareholders, or manager may be in default on a student loan.
- Source/Collection of Data: The bureau's database program and hard copy records are the sources for the data collection for this measure. At fiscal year end, the licensing section supervisor queries the database for companies that were issued or renewed with dates within the reporting period. The query generates a report, which lists company names, license numbers, receipt dates, issue dates, and the number of days between the receipt date and issue dates. The licensing section supervisor is responsible for the collection of the data and the documentation is maintained within the licensing section for review.
- Method of Calculation: The average time for facility license issuance is calculated by totaling the number of records found with a date within the reporting period (total records). The total number of calendar days that elapsed is added together (total calendar days.) The total calendar days is then divided by the total records. The outcome is the average time (days) for the facility license issuance.
- Purpose/Importance: The measure shows the bureau's efficiency in issuing and renewing licenses issued to businesses.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

**EFFICIENCY MEASURE 05-03-03-08
(REQUESTED DELETION)**

Percentage of New Individual Licenses Issued Within Ten Days

~~•**Short Definition:** The percentage of initial individual license applications that were processed during the reporting period within 10 days measured from the time in days elapsed from receipt of the initial completed application until the date the license is mailed.~~

~~•**Data Limitations:** All individual license applicants must undergo a fingerprint check for criminal history by DPS and the FBI. The bureau has no control over the length of time required to make those checks.~~

~~•**Source/Collection of Data:** The bureau's database program and hard copy records are the source for the data collection for this measure. At the end of each fiscal quarter, the licensing section supervisor prints a report which shows each individual license issued during the quarter, the date the application was accepted (cash processed), issue date, and the number of calendar days elapsed between the two dates. The licensing section supervisor then reviews the report to determine the number of licenses that were issued within 10 days or less and the total number of individual licenses issued during the quarter. The licensing section supervisor retains all documentation in the licensing section.~~

~~•**Method of Calculation:** The list is counted to obtain the total number of licenses issued within the reporting period. The list is counted to determine the total number of licenses that were issued within 10 days. The number of licenses issued within 10 days is divided by the total number of licenses issued during the reporting period. The resulting number is multiplied by 100 to convert it to a percentage.~~

~~•**Purpose/Importance:** This measures the ability of the bureau to process new applications in a timely manner and its responsiveness to a primary constituent group.~~

~~•**Calculation Type:** Cumulative~~

~~•**New Measure:** No~~

~~•**Desired Performance:** Higher than target~~

~~• **Key:** No~~

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**EFFICIENCY MEASURE 05-03-03-09
(REQUESTED DELETION)**

~~Percentage of Individual License Renewals Issued Within Seven Days~~

~~•Short Definition: The percentage of individual license renewals that were processed during the reporting period within 7 days measured from the time in days elapsed from receipt of the initial completed renewal application until the date the license is mailed.~~

~~•Data Limitations: All individual license applicants must undergo a fingerprint check for criminal history by DPS and the FBI. The bureau has no control over the length of time required to make those checks.~~

~~•Source/Collection of Data: The bureau's database program and hard copy records are the source for the data collection for this measure. At the end of each fiscal quarter the licensing section supervisor prints a report showing each individual license renewed during the quarter, the date the renewal applications were accepted (cash processed), renewal issuance date, and the number of calendar days elapsed between the two dates.~~

~~The licensing section supervisor then reviews the report to determine the number of license renewed within 7 days or less and the total number of individual licenses renewed during the quarter. The licensing section supervisor retains all documentation in the Licensing Section.~~

~~•Method of Calculation: The list is counted to obtain the total number of licenses issued within the reporting period. The list is counted to determine the total number of licenses that were issued within 7 days. The number of licenses issued within 7 days is divided by the total number of licenses issued during the reporting period. The resulting number is multiplied by 100 to convert it to a percentage.~~

~~•Purpose/Importance: This measures the ability of the bureau to process renewal applications in a timely manner and its responsiveness to a primary constituent group.~~

~~•Calculation Type: Cumulative~~

~~•New Measure: No~~

~~•Desired Performance: Higher than target~~

~~• Key: No~~

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**EXPLANATORY MEASURE 05-03-03-01
(REQUESTED DELETION)**

Number of Fingerprint Cards Forwarded to CRS for Classification

- Short Definition: The measure reflects the total number of fingerprint cards forwarded to Crime Records Service (CRS) for classification during a reporting period.
- Data Limitations: None
- Source/Collection of Data: The bureau's database program and hard copy records are the source for the data collection for this measure. At the end of each reporting period, the Licensing Section supervisor queries the database which contains dates within the reporting period in the database field labeled 1st DPS card received, 2nd DPS card received, and 3rd DPS card received. The query will be compared to hard copy records, which were counted and documented before being sent to Crime Records Service (CRS). The Licensing Section supervisor is responsible for the collection of data and the documentation is maintained within the licensing section for review.
- Method of Calculation: The list of individuals having submitted DPS cards during the reporting period is counted to obtain the total number of cards submitted to Crime Records Service. Any dates falling outside of the reporting period are deleted from the count.
- Purpose/Importance: The measure reflects the fingerprint workload for the bureau as well as for CRS.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

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EXPLANATORY MEASURE ~~05-03-03-02~~
(REQUESTED DELETION)

~~Number of Criminal History Records Received~~

~~• Short Definition: The number reflects the total number of applicants, not previously licensed, with criminal history.~~

~~• Data Limitations: Totals are dependent on the Crime Records Service's and the Federal Bureau of Investigations' ability to process the fingerprint cards submitted to them by the bureau. Due to backlogs that may occur within these agencies, the numbers reported quarterly may fluctuate at any given reporting period.~~

~~• Source/Collection of Data: The criminal history arrest reports received from the Crime Records Service and the Federal Bureau of Investigations are the source for this measure and the collection will be through daily log in forms maintained and stored in the bureau. The bureau manager is responsible for the measure.~~

~~• Method of Calculation: The total number of applicants not previously licensed and reported to have criminal histories through the Crime Records Service and Out-of-State arrest reports received from the Federal Bureau of Investigation are counted and listed by social security numbers. These totals are reported quarterly.~~

~~• Purpose/Importance: This measure is intended to show the number of registrants who have criminal histories not previously reported to the Private Security Bureau. The criminal history reports are reviewed and handled expeditiously to ensure public safety pursuant to Occupations Code, Chapter 1702, Section 1702.364.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Lower than target~~

~~• Key: No~~

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EXPLANATORY MEASURE ~~05-03-03-03~~
(REQUESTED DELETION)

Examination Pass Rate

- ~~• Short Definition: The percent of individuals to whom an examination was administered and who received a passing score during the reporting period.~~
- ~~• Data Limitations: None~~
- ~~• Source/Collection of Data: The source of data is the examination score sheets for examinations conducted within the reporting period. The licensing section supervisor is responsible for the measure and the data is stored in the oversight report records of the licensing section.~~
- ~~• Method of Calculation: The total number of individuals who passed an examination during the reporting period (numerator) is divided by the total number of individuals examined during the reporting period (denominator). The result is then multiplied by 100 to achieve a percentage.~~
- ~~• Purpose/Importance: The measure shows the rate at which those examined passed. This is an important step in the licensing process and a low pass rate may represent necessarily restrictive licensure requirements or inadequate preparation by licensure applicants.~~
- ~~• Calculation Type: Cumulative~~
- ~~• New Measure: No~~
- ~~• Desired Performance: Higher than target~~
- ~~• Key: No~~

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**EXPLANATORY MEASURE 05-03-03-05
(REQUESTED DELETION)**

~~Total Number of Business Facilities Licensed~~

~~• Short Definition: The unduplicated number of businesses or facilities licensed at the end of the reporting period.~~

~~• Data Limitations: None~~

~~• Source/Collection of Data: The bureau database program and hard copy records are the source for the data collection for this measure. At the end of each reporting period, the Licensing Section supervisor sorts the database for all records of active A, B, C, D, X, and P licenses. The Licensing Section supervisor is responsible for the collection of the data and the documentation is maintained within the Licensing Section for review.~~

~~• Method of Calculation: The unduplicated list of business or facility locations is counted. A facility that houses more than one licensed business is counted only once; however, the address of each facility for a business issued licenses for several facilities is counted to provide an accurate number of locations the bureau must regulate.~~

~~• Purpose/Importance: The measure shows the number of business facilities licensed, which directly relates to the number of investigators and the amount of travel required by the bureau to properly regulate the profession. This measure reflects the total number of facility licenses the bureau is responsible for regulating.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Higher than target~~

~~• Key: No~~

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**EXPLANATORY MEASURE 05-03-03-06
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~~Total Number of Schools Licensed~~

~~• Short Definition: The number reflects unduplicated schools licensed, certified or registered, accredited or approved at the close of a reporting period.~~

~~• Data Limitations: None~~

~~• Source/Collection of Data: The bureau database program and hard copy records are the source for the data collection for this measure. At the end of each fiscal year, the Licensing Section supervisor sorts the addresses of all school licenses. The query will generate a report, which will list the names of the companies, license numbers, addresses, and status of the school license. Duplicate addresses are removed from the list, as well as any school that has not renewed within the last year. The Licensing Section supervisor is responsible for the collection of the data and the documentation is maintained within the licensing section for review.~~

~~• Method of Calculation: The unduplicated list of schools is counted. A school that holds more than one school license, certification, or registration is counted only once.~~

~~• Purpose/Importance: The measure shows the number of school facilities licensed, which directly relates to the number of inspectors and the amount of travel required by the bureau to properly regulate the profession. This measure represents the number of school locations that the bureau is responsible for regulating.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Higher than target~~

~~• Key: No~~

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**OUTPUT MEASURE 05-03-03-01
(REQUESTED DELETION)**

~~Number of Individuals Examined~~

~~• Short Definition: The number of individuals to whom examinations were administered during the reporting period.~~

~~• Data Limitations: None~~

~~• Source/Collection of Data: The bureau database program and hard copy records are the source for the data collection for this measure. The Licensing Section maintains a log (computer and hard copy) of all individuals approved for examination. The list is kept by location, date, and time. It includes company reference number, company name, individual name, social security number, and reflects whether or not the exam fee has been paid. At the end of each quarter the individuals examined during the reporting period are totaled and a report is made of those numbers. The licensing section supervisor is responsible for verifying the data and maintaining the report for future review.~~

~~• Method of Calculation: For an exam administered in one session, the individuals attending the session are counted only once. An individual who attends two sessions for two exams is counted twice.~~

~~• Purpose/Importance: The measure shows the number of individuals examined which is a primary step in licensing the individual and represents a major cost element for the bureau. Examination purchase, grading, and notification costs are directly related to this measure.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Higher than target~~

~~• Key: No~~

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**OUTPUT MEASURE 05-03-03-02
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~~Number of Examination Sessions Conducted~~

~~• **Short Definition:** The number reflects a total number of times during a reporting period when examinations are administered by the bureau.~~

~~• **Data Limitations:** None~~

~~• **Source/Collection of Data:** The bureau database program and hard copy records are the source for the data collection for this measure. The licensing section is responsible for maintaining a log (computer and hard copy) of all individuals approved for examination. The list is kept by location, date and time. It includes company reference number, company name, individual name, social security number; a report of those numbers is made. The licensing section supervisor is responsible for verifying the data and maintaining the report for future review.~~

~~• **Method of Calculation:** The entries on the list are counted to obtain the total number of examination sessions conducted.~~

~~• **Purpose/Importance:** The measure shows the workload associated with administering examinations, which ensures that persons qualifying to be the manager of a company, school, or a letter of authority have the knowledge of the statute and commission rules.~~

~~• **Calculation Type:** Cumulative~~

~~• **New Measure:** No~~

~~• **Desired Performance:** Higher than target~~

~~• **Key:** No~~

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**OUTPUT MEASURE 05-03-03-03
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Number of Employee Information Update Forms Accepted and Processed

~~•Short Definition: The number reflects a total number of employee information update forms accepted and processed within a reporting period.~~

~~•Data Limitations: None~~

~~•Source/Collection of Data: The bureau database program and hard copy records are the source for the data collection for this measure. At the end of a reporting period, the licensing section supervisor sorts the database for all records accepted for processing that are identified as an EIU (employee information update). The query will generate a report which will list the names of individuals accepted, social security numbers, and the date accepted. The licensing section supervisor is responsible for data collection and documentation is maintained in the licensing section.~~

~~•Method of Calculation: The list is counted to obtain the total number of employee information updates accepted and processed during the reporting period.~~

~~•Purpose/Importance: The measure shows the workload associated with processing the employment records associated with transferable registrations and commissions.~~

~~•Calculation Type: Cumulative~~

~~•New Measure: No~~

~~•Desired Performance: Higher than target~~

Key: No

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**OUTPUT MEASURE 05-03-03-04
(REQUESTED DELETION)**

~~Number of New Licenses Issued to Individuals~~

~~• Short Definition: The number of licenses issued to previously unlicensed individuals during the reporting period.~~

~~• Data Limitations: None~~

~~• Source/Collection of Data: The bureau database program and hard copy records are the source for the data collection for this measure. At the end of each reporting period, the licensing section supervisor sorts the database for all records accepted for processing that are identified as a new individual license application. The licensing section supervisor is responsible for the collection of the data and the documentation is maintained within the licensing section for review.~~

~~• Method of Calculation: This measure counts the total number of licenses issued to previously unlicensed individuals during the reporting period regardless of when the application was originally received. Those individuals who had a license in the previous reporting period are not counted. Only new licenses are counted. Licenses are counted as new for persons who were previously licensed but whose license expired so that they were required to meet all criteria of a new applicant.~~

~~• Purpose/Importance: A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensing. This measure is a primary workload indicator which is intended to show the number of unlicensed persons who were documented to have successfully met all licensure criteria established by statute and rule as verified by the bureau during the reporting period.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Higher than target~~

~~• Key: yes~~

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**OUTPUT MEASURE 05-03-03-05
(REQUESTED DELETION)**

~~Number of Individual Licenses Renewed~~

~~• Short Definition: The number of individuals who held licenses previously and renewed during the current reporting period.~~

~~• Data Limitations: None~~

~~• Source/Collection of Data: The bureau database program and hard copy records are the source for the data collection for this measure. At the end of each reporting period, the licensing section supervisor sorts the database for all records accepted for processing that are identified as individual license renewals. The licensing section supervisor is responsible for the collection of the data and the documentation is maintained within the license division for review.~~

~~• Method of Calculation: The measure is calculated by querying the bureau licensing database to produce the total number of licenses issued to previously licensed individuals during the reporting period.~~

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

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Higher than target~~

~~• Key: No~~

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GOAL 06

INDIRECT ADMINISTRATION AND SUPPORT

Indirect Administration And Support

OBJECTIVE 06-01

INDIRECT ADMINISTRATION AND SUPPORT

Indirect Administration And Support

|

OUTCOME MEASURE 06-01-01
(REQUESTED NEW)

Index Crime rate in the unincorporated areas in the counties along the Texas/Mexico border

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Definition: The Index Crime rate in the unincorporated areas in the counties along the Texas/Mexico border is a measure of the index crimes committed outside of the incorporated cities and towns in that area. The jurisdictions outside the incorporated areas are served by the sheriffs offices, so this rate is measured by Index crimes reported by county sheriff's offices along the Texas/Mexico border.

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Data Limitations: Local agency crime reporting to the DPS Uniform Crime Reporting (UCR) program and the limited number of offense categories collected under the UCR program..

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Data Source: Uniform Crime Reporting

Methodology: Index crime rate per 100,000 population in the unincorporated areas (sheriffs office jurisdictions) in the counties along the Texas/Mexico border.

Purpose: To measure the effectiveness of crime reduction activities in the Texas/Mexico border region of the state.

Calculation Method: Cumulative

New Measure: Yes

Target: Lower

Key: No

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STRATEGY 06-01-01

CENTRAL ADMINISTRATION

Central Administration

STRATEGY 06-01-02

INFORMATION RESOURCES

Information Resources

**EXPLANATORY MEASURE 06-01-02-01
(REQUESTED DELETION)**

~~Number of System Violations Detected and Sanctions Imposed~~

~~• Short Definition: Count of broadcast messages improperly composed, routed, or containing inappropriate content.~~

~~• Data Limitations: None~~

~~• Source/Collection of Data: Manual count of TLETS broadcast messages by TLETS Training Officer; also, letters, telephone calls, or e-mail from concerned employees or private citizens outlining various infractions.~~

~~• Method of Calculation: Simple addition~~

~~• Purpose/Importance: To ensure system integrity, detect invalid or incorrect information on the network and verify that TLETS is accessed by authorized persons in the conduct of valid law enforcement work. Possible sanctions may include letters or calls to the local administrator outlining the infraction, sometimes in consultation with the Texas Crime Information Center (TCIC). The ultimate sanction is disbarment from TLETS.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Neutral~~

~~• Key: No~~

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**OUTPUT MEASURE 06-01-02-01
(REQUESTED DELETION)**

Number of Trouble Calls Handled

- ~~Short Definition: A count of telephone calls answered by the TLETS (Texas Law Enforcement Telecommunications System) Network Control section. TLETS users may call an 800 number to request assistance with any aspect of TLETS. Network Control answers the telephones all day, every day.~~
- ~~Data Limitations: Times of extreme activity may distract the operator from his/her count.~~
- ~~Source/Collection of Data: Manual count of telephone calls kept in handwritten logs.~~
- ~~Method of Calculation: Simple addition~~
- ~~Purpose/Importance: This number indicates the level of support that TLETS can provide its users. Often, the caller will be unable to use the system for any number of reasons. Network Control intervenes to assist reestablishing access to TLETS and the law enforcement support data it provides.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

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**OUTPUT MEASURE 06-01-02-02
(REQUESTED DELETION)**

~~Number of Students Certified as TLETS Operators~~

~~• Short Definition: Annual count of all students who have participated in and successfully completed the 40-hour classroom course and examinations in the Basic Telecommunications and TCIC/NCIC Procedures Courses to qualify as a TLETS operator. Every TLETS member agency must employ at least one certified operator to maintain its membership.~~

~~• Data Limitations: None~~

~~• Source/Collection of Data: Manual count by instructor from training rosters for each class. Registration cards are entered into a computer. [We forward this information to the DPS Training Academy and to TCLEOSE.]~~

~~• Method of Calculation: Simple addition~~

~~• Purpose/Importance: This number measures the quantity of individuals from TLETS member agencies who have developed facility with the theory, purpose, and operation of TLETS. Persons trained are more efficient in their command of system operations and options and more effective in their electronic communications throughout the law enforcement community. Trends are indicative of several factors: number of agencies joining TLETS, willingness and wherewithal of member agencies to provide training for their employees, and possibly the amount of turnover in member agencies' operator positions.~~

~~• Calculation Type: Cumulative~~

~~• New Measure: No~~

~~• Desired Performance: Higher than target~~

~~• Key: No~~

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STRATEGY 06-01-03

REGIONAL ADMINISTRATION

Regional Administration

STRATEGY 06-01-04

COMMUNICATIONS SERVICE

Communications Service

STRATEGY 06-01-05

CRIME RECORDS

Crime Records

EFFICIENCY MEASURE 06-01-05-01

Average Time To Process Fingerprint Cards

- Short Definition: The time from initial receipt at the Crime Records Service of fingerprint cards or fingerprint images until the processing of that transaction is completed, resulting in causing the appropriate response to be sent to the submitting agency. Fingerprint cards are received as (1) fingerprint images ~~that are~~ processed through the automated system; (2) fingerprint cards ~~that are~~ digitized and processed through the automated system; and (3) fingerprint cards ~~that must be~~ processed manually. Formatted: Underline, Font color: Blue
- Data Limitations: Time to process is dependent upon the condition of fingerprints as well as the status of the system.
- Source/Collection of Data: Fingerprint cards are processed either electronically via AFIS or manually by ~~fingerprint~~ personnel as they are received. Fingerprint cards are received in three ways: (1) via "livescan" as fingerprint images ~~that are~~ processed through the automated system; (2) via the mail as hard copy fingerprint cards ~~that are~~ then digitized ~~by the Crime Records Service~~ and processed through the automated system; or (3) via the mail as hard copy fingerprint cards ~~that must be~~ processed manually, rather than through the automated system. A calculation ~~may be is~~ made of the time required to receive, search, and/or match plus respond either by mail or electronically ~~the system for appropriate data and respond either by mail or electronically~~. Data will be collected by electronic notation or manual time and date stamp ~~upon receipt of a fingerprint card followed by a similar notation at the time of reply or electronic response~~. Formatted: Underline, Font color: Blue
- Method of Collection: A sum of the time taken to process each transaction will be divided by the total number of transactions to determine an average time for both the electronic and the manual transactions.
- Purpose/Importance: The purpose of the measure is to record the average time necessary to process fingerprint cards or images and issue responses to submitting agencies in order to assess the efficiency of the current system and staff within the fingerprint section.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

EFFICIENCY MEASURE 06-01-05-02
(REQUESTED NEW)

Percentage of Texas Population represented through submission of Uniform Crime Reports (UCR)

Definition: The percentage of Texas population represented by the jurisdictions of the law enforcement agencies submitting crime reports to the Texas Uniform Crime Reporting Program.

Data Limitations: Participation in the overall UCR program is not mandatory upon local law enforcement agencies. Submission of UCR data is greatly dependent upon adequate staff resources at the local jurisdictional level.

Data Source: Reports submitted to the Texas UCR Program on a monthly basis by participating law enforcement agencies through hard copy and electronic reports or captured via web based entry by the jurisdictions. Population estimates will be acquired from the U.S. Census data as adjusted by the Federal Bureau of Investigation.

Methodology: Divide the population count of the reporting jurisdictions by the total Texas population estimate. Population estimates will be acquired annually from the Federal Bureau of Investigation based upon adjusted U.S. Census Data.

Purpose: This measure provides a good indication of the completeness of crime data reported in the UCR program. This completeness validates the use of the crime data for many purposes, such as by the governor and legislators for statewide legislative initiatives; by law enforcement executives for policy and response decisions; by crime analysts and criminologists for analysis and recommendations on the causes and effects of crimes; by the media and the public for understanding crime trends, and other aspects of crime.

Calculation Method: Non Cumulative

New Measure: Yes

Target: H

Key:

EXPLANATORY MEASURE 06-01-05-01
(REQUESTED NEW)

Percent of Real-Time Crime Mapping Available Statewide And By Region

Definition: Percent of real-time crime mapping available statewide and by region.

Data Limitations: Number of agencies reporting crime incidents to Texas Data Exchange (TDEx); Technical capability of TDEx to present mapping for large areas and statewide

Data Source: Crime incidents reported to TDEx by local law enforcement agencies.

Methodology: Automated Tabulation

Purpose: To measure real-time crime mapping available statewide and by region.

Calculation Method: Cumulative

New Measure: Yes

Target: Higher

Key: No

EXPLANATORY MEASURE 06-01-05-02
(REQUESTED NEW)

Number of Active Users of the Texas Data Exchange

Definition: Number of active users of the Texas Data Exchange. An active user is defined as having utilized TDEx within the last 90 days.

Data Limitations: None

Data Source: Texas Data Exchange

Methodology: Manual Tabulation

Purpose: Measure the number of active users utilizing the Texas Data Exchange.

Calculation Method: Cumulative

New Measure: Yes

Target: Higher

Key: No

EXPLANATORY MEASURE 06-01-05-03
(REQUESTED NEW)

Number of Criminal Justice Agencies Providing Data to the Texas Data Exchange

Definition: Number of criminal justice agencies providing data to the Texas Data Exchange.

Data Limitations: None

Data Source: Texas Data Exchange

Methodology: Manual Tabulation

Purpose: Measure the number of criminal justice agencies providing data to the Texas Data Exchange.

Calculation Method: Cumulative

New Measure: Yes

Target: Higher

Key: No

OUTPUT MEASURE 06-01-05-01

Number of Criminal History Inquiries Processed

- Short Definition: Inquiries are processed from criminal history data upon receipt from an authorized noncriminal justice agency or entity. ~~Does not include fingerprint inquiries which are contained in another output measure, but does not include letterhead and electronic inquiries based on individual's name, sex, race, and date of birth~~ Requests submitted via hard copy fingerprint cards are not included and are contained in another output measure. Electronic and letterhead inquiries based on individuals name, sex, race, and date of birth are included in this measure.
- Data Limitations: The ability to process inquiries will depend on the number of inquiries received and the ability of the respective systems to handle the number of electronic inquiries received.
- Source/Collection of Data: Data is obtained by counting the total number of inquiries processed and confirmed by the total number of responses to the inquiring entities. Manual inquiries are counted by logging the inquiries manually. Electronic inquiries are counted from electronic logs within the database system for inquiries received directly at the Crime Records Service, as well as electronic logs received from the website vendor for the web inquiries.
- Method of Collection: Tally the number of inquiries and subsequent responses by month and year.
- Purpose/Importance: This output measure is very important because it provides an indication of the increasing interest in using the criminal history database for background screening of individuals for licensing, employment, and volunteerism. This number, when compared with the number of inquiries, is an indication of the efficiency of the method used to process inquiries as well as the efficiency of the personnel doing the process. It also is an indication of the value of the system to users. Deficiencies in any of these areas could generate an increase in number of complaints and/or declining interest in the system.
- Calculation Type: Cumulative
- New Measure: No

- *Desired Performance:* Higher than target
- *Key:* No

~~OUTPUT MEASURE 06-01-05-02~~
(REQUESTED DELETION)

~~Number of Uniform Crime Reports (UCR) Processed~~

- ~~Short Definition: The number of Uniform Crime Summary and Incident-Based Reports processed by UCR employees.~~
- ~~Data Limitations: The number of reports processed depends on the extent of participation by law enforcement agencies.~~
- ~~Source/Collection of Data: Data is submitted to the Texas UCR Program on a monthly basis by participating law enforcement agencies. The data is verified for accuracy, corrected or returned to the agency, if necessary, and applied to the UCR file.~~
- ~~Method of Calculation: Addition~~
- ~~Purpose/Importance: This measure provides the data that is used to calculate all statistical information relating to crime in the state of Texas. This measure is also an indication of the level of participation by local reporting agencies.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

OUTPUT MEASURE 06-01-05-03

Number of Stolen Property, Wanted, and Missing Persons Transactions Processed through the Texas Crime Information Center (TCIC)

- Short Definition: The number of stolen, wanted and missing person records entered, modified, or removed in the state repository (TCIC) by law enforcement agencies in Texas.
- Data Limitations: None
- Source/Collection of Data: All stolen property, wanted persons, and missing person records are entered and modified in TCIC by the originating agency with jurisdiction over the theft report, warrant, or missing persons report. The TCIC system provides automated counts regarding the number of transactions processed.
- Method of Calculation: Automated counts generated monthly.
- Purpose/Importance: This measure addresses the use of the TCIC system. It demonstrates the extreme importance of the TCIC system to Texas local law enforcement agencies in the daily execution of their duties.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target
- Key: No

OUTPUT MEASURE 06-01-05-04

Number of Fingerprint Cards Processed Through Automated and Manual Systems

- **Short Definition:** [The number of fingerprints cards that are classified and processed for criminal history upon receipt from an authorized agency.](#) Fingerprints are processed for arrested individuals and for background searches on licensing and employment applicants.
- **Data Limitations:** None
- **Source/Collection of Data:** Data is collected by tracking the number of criminal and applicant fingerprint cards submitted both electronically and manually. The count of electronic searches is obtained from an automated database query.

Manual tabulation by employees provides for a count of hard copy fingerprint cards processed.

- **Method of Calculation:** Count of all fingerprint cards received and responses sent are calculated monthly and annually. Search is either by the Automated Fingerprint Identification System (AFIS) or manually as needed. Counts are totaled separately for manual and automated processing as previously discussed.
- **Purpose/Importance:** The fingerprint-processing program creates the statewide criminal history repository, which serves important criminal and non-criminal justice purposes. The total count of fingerprint cards processed and agencies receiving positive “hits” or “no record” responses, is an indication of the effectiveness of the system. It is also an indicator of the rate of growth of the system and the increase in fingerprint processing activity. The use of the criminal history file for noncriminal justice fingerprint background searches allowable under state and federal law is of ever-increasing importance.
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Lower than target
- **Key:** No

STRATEGY 06-01-06

PHYSICAL PLANT

Physical Plant

~~EFFICIENCY MEASURE 06-01-06-01~~
(REQUESTED DELETION)

Utility Costs Per Square Foot

- ~~Short Definition: The total cost of utilities per square foot to ensure energy efficiency of the buildings is being maintained. This includes eight-hour and 24-hour operations.~~
- ~~Data Limitations: These reports have well-defined parameters, but data results ultimately depend upon the accuracy of the data entry. Wastewater is not metered therefore charges are based on total water metered to a facility.~~
- ~~Source/Collection of Data: Utility companies submit monthly invoices to accounting for payment. Accounting staff enters this information into the mainframe system. On a monthly basis, they generate a report indicating the amount paid for each facility. Building Program Bureau staff enters these monthly expenditure reports into another database which then track energy usage by facility. Also maintained in the database are the total square feet of the environmentally controlled facilities. This is updated as needed.~~
- ~~Method of Calculation: The total cost of gas, water, wastewater, and electricity is divided by the total square feet of environmentally controlled office facilities.~~
- ~~Purpose/Importance: Utilities per square foot indicates how well energy saving measures implemented per facility are working. It is important because saving money by conserving energy allows tax dollars to be spent on other critical issues.~~
- ~~Calculation Type: Noncumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Lower than target~~
- ~~Key: No~~

EFFICIENCY MEASURE 06-01-06-02
(REQUESTED NEW)

Utilize a Percentage of Appropriated Funds for Planned Maintenance/ Renovations and/or Emergency Repairs

Definition: DPS has been appropriated maintenance and repair funds to maintain and handle emergencies as they arise in order to provide facilities statewide for law enforcement and driver license activities.

Data Limitations: These reports have well-defined parameters, but data results ultimately depend upon the accuracy of the data entry. These projects are derived from the appropriated maintenance and repair funding and does not take into consideration expenditures made for minor repairs paid for by field operating budgets. In addition, not all planned projects can be handled in one fiscal year due to funding and BPB resource limitations.

Data Source: On an annual basis, each region submits a list of projects and maintenance repairs to Building Program Bureau for consideration of being allocated Department maintenance funds. A percentage is retained from the allocated funds for emergency repairs and the rest is made available for planned projects prioritized by the executive management. BPB maintains a financial database in Access to track the planned and unplanned maintenance expenditures.

Methodology: The amount spent on planned maintenance activities verses emergency repairs will be derived from the actual expenditures categorized in the BPB financial database.

Purpose: The purpose is to demonstrate knowledge of the current state of DPS facilities to appropriately plan improvements and/or needed repairs while retaining sufficient funds to address emergency repairs needed for the facilities within the Legislatively allocated amount.

Calculation Method: Non Cumulative

New Measure: Yes

Target:

Key:

~~OUTPUT MEASURE 06-01-06-01~~
(REQUESTED DELETION)

~~Number of Department Buildings Maintained~~

- ~~Short Definition: DPS-owned facilities that require maintenance/repairs to maintain the capital value and keep offices operational including warehouses, evidence facilities, storage and radio equipment.~~
- ~~Data Limitations: None~~
- ~~Source/Collection of Data: Building Program Bureau staff maintains a list of the Department's-owned facilities that is updated annually, or as needed.~~
- ~~Method of Calculation: The number of facilities is totaled from the list maintained by Building Program Bureau staff.~~
- ~~Purpose/Importance: This measure addresses the extent to which maintenance provided by the Building Program Bureau enables the Department to properly maintain their facilities in order to provide service to the citizens of Texas. It is important because improperly maintained facilities increase maintenance cost and create a safety and health hazard to the occupants and public.~~
- ~~Calculation Type: Noncumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

~~OUTPUT MEASURE 06-01-06-02~~
(REQUESTED DELETION)

Number of Square Feet Per Occupant

- ~~Short Definition: The number of square feet of usable office space, as defined by the Texas Building and Procurement Commission, allocated to each staff member to maintain a ratio of not more than 135 square feet per employee in conformance with the Government Code⁴.~~
- ~~Data Limitations: The accuracy of the table is dependent upon the staff responsible for submitting the information and the staff responsible for data entry of the information. In addition, percentage of useable space is dependent upon architectural drawings and over time the use of various areas may change. This inadvertently may not be reported to headquarters by staff.~~
- ~~Source/Collection of Data: Staff maintains a database of all owned buildings that lists the total square feet per building and the total useable space. In addition, the number of staff assigned per building is maintained. As new facilities are added and/or deleted, the table is updated. The number of staff per building is verified annually through each building manager.~~
- ~~Method of Calculation: The number of square feet per occupant is obtained by dividing the number of nonexempt usable square feet assigned to a facility by the number of employees.~~
- ~~Purpose/Importance: This measure indicates that sufficient space is provided for each individual to adequately provide client services and perform their job tasks as well as ensuring that the 135 square foot rule of usable space per employee is maintained.~~
- ~~Calculation Type: Noncumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Lower~~
- ~~Key: No~~

STRATEGY 06-01-07

TRAINING ACADEMY EDUCATION COURSES

Training Academy Education Courses

EFFICIENCY MEASURE 06-01-07-01

Average Cost Per Program Presented

- Short Definition: The average direct and indirect cost for a Highway Patrol trooper to conduct one training/safety program.
- Data Limitations: None
- Source/Collection of Data: The cost is the total amount of the Safety Education Strategy annual appropriation. The number of training/safety programs conducted are extracted from the THP AIS database with the Highway Patrol troopers' weekly activity report as the source document.
- Method of Calculation: The total Safety Education Strategy annual appropriation divided by the number of training/safety programs conducted.
- Purpose/Importance: A better-informed motoring public is a key ingredient in gaining voluntary compliance with traffic safety rules, regulations, and law, thus furthering the goal of the THP Division. By the same measure, police officers well versed, and current in safe driving practices are instrumental to effective enforcement of those rules, regulations, and law.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target
- Key: No

~~OUTPUT MEASURE 06-01-07-01~~
(REQUESTED DELETION)

Number of Programs Presented

- ~~Short Definition: The number of specific safety education and/or crime prevention programs presented to the public by Highway Patrol troopers.~~
- ~~Data Limitations: The effectiveness of safety or crime prevention programs is conditioned on whether or not the student chooses to comply with the information presented.~~
- ~~Source/Collection of Data: Information relating to the number of traffic safety education programs presented is entered directly from the troopers' weekly reports into the Texas Highway Patrol (THP) Automated Information Services (AIS) at all regional locations around the state.~~
- ~~Method of Calculation: Actual count extracted from the THP AIS database.~~
- ~~Purpose/Importance: Highway safety is achieved with a high degree of voluntary compliance from the motoring public. Safety Education programs are directed to keep and/or increase this high degree of voluntary compliance.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

~~OUTPUT MEASURE 06-01-07-02~~
(REQUESTED DELETION)

Number of Classes Instructed

- ~~Short Definition: The number of operational, technical, and police-related classes instructed by Highway Patrol troopers.~~
- ~~Data Limitations: None~~
- ~~Source/Collection of Data: Information relating to number of police programs instructed is entered directly from the troopers' weekly reports into the Texas Highway Patrol (THP) Automated Information Services (AIS) at the regional locations around the state.~~
- ~~Method of Calculation: All police classes instructed are recorded and counted.~~
- ~~Purpose/Importance: Highway Patrol troopers training police officers in public-safety related matters is an important factor in formulating solutions to many violations critical to an effective and efficient state traffic safety program.~~
- ~~Calculation Type: Cumulative~~
- ~~New Measure: No~~
- ~~Desired Performance: Higher than target~~
- ~~Key: No~~

OUTPUT MEASURE 06-01-07-03

Number of Student Training Contact Hours

- **Short Definition:** With this measure, we calculate the total number of students who successfully complete a course, plus a mechanism to accurately portray the Academy's involvement in the training process from start to finish. Calculation of the measure is the number of students who complete a course times the number of training hours. Example: 25 students completing a 40-hour course equal 1,000 contact hours.
- **Data Limitations:** None
- **Source/Collection of Data:** Training personnel collect the class information including the number of students, number of hours, and type of class. The information is turned in to the Academy's clerical staff. The Academy's clerical staff enters the data in the Training Academy's database. Information of each class, number of hours, and number of students is recorded and calculated on a quarterly basis.
- **Method of Calculation:** This measure is calculated by multiplying the number of students who have successfully completed the course with the number of course hours.
- **Purpose/Importance:** With this measure, we calculate the total number of students who successfully complete a course. This measure provides a mechanism to accurately portray the Academy's involvement in the training process from start to finish. Calculation of the measure is the number of students who complete a course times the number of training hours.
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Higher than target
- **Key:** No

OUTPUT MEASURE 06-01-07-04
(REQUESTED NEW)

Number of Programs Presented

Definition: The number of specific safety education and/or crime prevention programs presented to the public by Highway Patrol troopers.

Data Limitations: The effectiveness of safety or crime prevention programs is conditioned on whether or not the student chooses to comply with the information presented.

Data Source: Information relating to the number of traffic safety education programs presented is entered directly from the troopers' weekly reports into the Texas Highway Patrol (THP) Automated Information Services (AIS) at all regional locations around the state.

Methodology: Actual count extracted from the THP AIS database.

Purpose: Highway safety is achieved with a high degree of voluntary compliance from the motoring public. Safety Education programs are directed to keep and/or increase this high degree of voluntary compliance.

Calculation Method: Cumulative

New Measure: Yes

Target: H

Key:

STRATEGY 06-01-08

RECRUIT SCHOOLS

Recruit Schools

STRATEGY 06-01-09

FLEET OPERATIONS

Fleet Operations

STRATEGY 06-01-10

AIRCRAFT OPERATIONS

Aircraft Operations

OUTPUT MEASURE 06-01-10-01

Number Of Law Enforcement Agency or Emergency Aircraft Hours Flown

- Short Definition: This measure identifies the total number of flight hours expended for law enforcement or emergency flights. The flight hours include all the missions flown by DPS pilots in DPS-assigned aircraft. This excludes administrative flight time flown for other agencies at the request of the Texas Department of Transportation.
- Data Limitations: None
- Source/Collection of Data: The source and collection of the data comes from the agency's travel logs. The agency keeps the original and electronic copy via database.
- Method of Calculation: A summation of actual flight hours as reported on travel logs as required by Government Code, Title 10, Chapter 2205, Texas Department of Transportation.
- Purpose/Importance: The Aircraft Section is tasked to provide aviation support to the various law enforcement and public safety services and sections of the Department. Additionally, aviation support is provided to county and city law enforcement agencies throughout the state. Support is in the form of law enforcement or emergency aircraft hours flown on a variety of support missions. The missions include: criminal search, criminal surveillance, criminal photography, transport of witnesses and prisoners, transport of special teams and equipment, support of SWAT operations, search for lost persons, search for downed aircraft, search for victims, disaster reconnaissance, rescues, medical transport of victims, transport of medical supplies, transport of emergency supplies, support of appropriate traffic law enforcement activities and other law enforcement and public safety missions.
- Calculation Type: Cumulative
- New Measure: The definition of the measure has not changed from the previous biennium.
- Desired Performance: Higher than target
- Key: No

STRATEGY 06-01-11

OTHER SUPPORT SERVICES

Other Support Services

IMPLEMENTING THE TEXAS TRANSFORMATION FY 2009 - 2013

MANAGED SERVICE DELIVERY

1. Has DPS considered use of managed services in order to focus more on its business needs? (2007 SSP 1-1, 1-2, 1-3, 1-4)

Strategy 1-1: Implement and manage high-performing, secure, and reliable data center services

Yes. DPS is actively evaluating sourcing alternatives offered by DIR to more effectively manage information technology and bringing more value to the business units of DPS.

Strategy 1-2: Deliver enhanced business value from managed communications technology services

Yes. The newly established Network and Security Operations Center is being used by DPS to enhance the security capabilities of the Department. DPS anticipates increased participation in integrated communications such as the next generation TexAn services specifically designed to meet the Department's ever-increasing business needs.

Strategy 1-3: Establish TexasOnline.com as the nation's premier virtual field office and customer services portal

Yes. DPS is an active participant in TexasOnline.com and is actively engaged in promoting additional usage of the Texas Online portal for additional drivers licensing transactions. In addition, DPS is exploring opportunities to utilize Texas Online for the processing of additional transactions related to other licensing processes within the Department. DPS is also evaluating the use of Texas Online as the portal for other internet based consumer access to DPS databases.

Strategy 1-4: Leverage shared applications and processes where common business needs exist

Yes. DPS is objectively and continuously assessing the business needs and underlying processes of each application to determine if there is potential for statewide usage (the THP In-Car application has been shared with the Texas Parks and Wildlife Department and the Texas Alcoholic Beverage Commission). DPS is participating in the CPA's statewide enterprise resource planning (ERP) initiative (HB-3106), and is a member of the CPA's ERP advisory council. DPS is working to leverage shared applications and data within the agency to advance justice information system integration in order to increase business intelligence efforts by allowing single query and reporting of data across the Department. DPS is working to share applications and data among DPS Divisions to advance our efforts in sharing criminal justice information.

MANAGED IT SUPPLY CHAIN

2. Does DPS leverage and obtain additional value from the Information and Communications Technology (ICT) Cooperative Contracts program? (2007 SSP 2-1)

Strategy 2-1: Develop and deploy knowledge-based procurement strategies

Yes. DPS utilizes all DIR contracts where possible and has utilized the ICT Cooperative Contracts to negotiate procurements with substantial savings above the "not to exceed" pricing.

SECURITY AND PRIVACY

3. Describe DPS strategies to align with the State Enterprise Security Plan. (2007 SSP 3-1, 3-2)

Strategy 3-1: Provide leadership and assistance to agencies in the effective implementation of the *State Enterprise Security Plan*

DPS is strongly committed to the strategies articulated in the *State Enterprise Security Plan*. DPS has fostered a partnership with the DIR to ensure that DPS systems and applications operate effectively with appropriate confidentiality, integrity, and

availability. This includes the protection of information commensurate with the level of risk and magnitude of harm resulting from loss, misuse, unauthorized access, or modification. DPS engages the DIR annually to assess information technology vulnerabilities and risk mitigation opportunities. Annually the DIR's Network and Security Operations Center conducts a controlled penetration test (CPT) for the Texas Department of Public Safety to assess network security. During the most recent test the DIR was not able to compromise systems or gain access to proprietary information. DPS has committed two persons to participate in the establishment of a state Computer Security Incident Response Team.

Strategy 3-2: Promote effective approaches to information privacy management

The privacy of citizens' information is a critical concern to DPS. DPS is actively working with DIR to promote an effective privacy management program. In addition to contracting with DIR as noted above, DPS has implemented security policies required by DIR. All data classifications are reviewed annually and changes are made as appropriate.

4. Describe DPS policies, practices and programs (implemented or planned) that comply with relevant statutes and administrative rules to ensure the privacy of confidential data. (SSP 3-1, 3-2)

Strategy 3-1: Provide leadership and assistance to agencies in the effective implementation of the *State Enterprise Security Plan*

Policies: DPS General Manual, Chapter 26
Texas Administrative Code, Chapter 202.
Texas Government Code, Chapter 2054.
Texas Government Code, Chapter 2059.

Practices: Annual Controlled Penetration Test (DIR CPT).
Annual Web Application Vulnerability Study (DIR WAVS)

Programs: Annual Security CBT for all DPS personnel with computer access needs.

Strategy 3-2: Promote effective approaches to information privacy management

Policies: DPS General Manual, Chapter 26
Texas Administrative Code, Chapter 202

Practices: Annual Data Classification Review

Programs: Annual Security CBT for all DPS personnel with computer access needs.

TECHNOLOGY POLICY, BEST PRACTICES, AND PARTNERSHIPS

5. What current practices or plans are in place to improve usability and searchability of DPS Web content? (SSP 4-1)

Strategy 4-1: Provide leadership and support in making state information available to all users

Web usability is as much about the effectiveness of transferring information via the Internet as it is about the smooth interaction of a DPS end-user with online (and offline) software.

DPS is fully committed to making its electronic documents and information resources easily accessible to all, including those with disabilities. DPS developers and content administrators participate in DIR sponsored Web outreach programs and are fully involved in implementing the provisions of SB-687 (80th Texas Legislature). DPS is exploring sourcing options to engage a single web supplier to create a more unified look to DPS web content and the implementation of user-controlled content management.

6. What current practices or plans are in place to improve life cycle management of agency data and information? Include the DPS approach and ability to meet open records and e-discovery requests. (SSP 4-1)

Strategy 4-1: Provide leadership and support in making state information available to all users

DPS is committed to developing and improving information life cycle management practices that will enable DPS, IMS, and business unit managers to assemble the appropriate combination of storage devices, media types, and network infrastructure to create a proper balance of performance, data accessibility, easy retrieval cost, and data reliability based on the relative value to the DPS divisions and their business needs. DPS is currently working to develop policies, processes, and practices while concurrently evaluating tools to effectively manage data and information from the time information is conceived through its final disposition. The implementation of enterprise content

management will provide the ability to more effectively respond to open records requests.

7. Describe agency methods and standards (federal, state, industry) implemented or planned to enhance data sharing with other entities. (SSP 4-2)

Strategy 4-2: Provide leadership and support for cross-agency initiatives that enable or enhance data sharing and interoperability between agency processes and systems

DPS is currently participating in multiple cross-agency initiatives to share data and enhance interoperability. DPS is working with the Texas Alcoholic Beverage Commission, and the Texas Parks and Wildlife Department to implement interoperability through the Department's in-car project. DPS is also involved in data sharing initiatives through TDEx, and LexisNexis Advanced Investigative Solutions. DPS is also exploring data consolidation across all DPS divisions and the implementation of business intelligence to more efficiently manage the disparate systems.

CORE MISSIONS

8. Does DPS have any plans to simplify or reduce the number of existing software platforms? (2007 SSP 5-1)

Strategy 5-1: Plan and deploy innovative technologies that deliver world-class services to Texans

Yes. DPS' IMS staff is currently reviewing all software platforms agency-wide to identify applications for retirement.

9. Describe current or planned activities targeted at reducing the environmental resource consumption of technology equipment recycling, consolidating, virtualizing, buying energy efficient equipment, etc. (2007 SSP 5-1)

Strategy 5-1: Plan and deploy innovative technologies that deliver world-class services to Texans

DPS recognizes that Internet technology is not merely a communication device; it has also become a very real space, replete with possibilities for reducing resource consumption (gasoline, oil, office space, office equipment, etc.) and DPS is

pursuing new technologies such as Web 2.0 application development aimed at enhancing creativity, information sharing, and, most notably, collaboration among users.

DPS is developing an enterprise architecture that will include as a centerpiece the deployment of energy efficient platforms.

DPS is formulating plans for server consolidation and virtualization of servers and storage devices where appropriate.

DPS Workforce Plan **FY 2009 - 2013**

I. Overview

A. Agency Mission

The Texas Department of Public Safety is an agency of this state created to provide public safety services to those people in the state of Texas by enforcing laws, administering regulatory programs, managing records, educating the public, and managing emergencies, both directly and indirectly through interaction with other agencies.

B. Agency Strategic Goals

Promote traffic safety, the preservation of the peace, and the detection and prevention of crime on highways.

Ensure the competency of Texas drivers through licensing and the management of licensing and traffic safety records.

Promote the preservation of the peace and the prevention and detection of crime.

Respond in a timely fashion to emergencies and disasters and administer a comprehensive emergency-management program.

Examine qualified applicants and license those who are proficient and competent as polygraph examiners, concealed handgun licensees, and private security licensees.

C. Agency Objectives

To maintain public safety in the State of Texas. The Department seeks to preserve the peace and to protect the persons, property, rights, and privileges of all people in the state of Texas.

D. Business Functions

The Department is divided into six major divisions and the Director's Staff. The six major divisions are the Texas Highway Patrol (THP) Division, the Administration Division, the Criminal Law Enforcement (CLE) Division, the

Driver License Division (DLD), the Texas Ranger Division, and the Emergency Management Division (EMD).

1. The business functions of the THP Division are to maintain public safety in the state of Texas through the enforcement of traffic and criminal laws. The THP Division also has regulatory responsibilities in the areas of vehicle inspection and emissions, commercial vehicle regulations, and statewide breath test programs. This division provides law enforcement at the Capitol Complex, and provides dignitary protection. The THP Division provides statewide police communications services, and provides safety education to enhance public awareness of traffic safety.
2. The business functions of the Administration Division are to support the public safety operations of the Department. This division handles the recruitment, hiring, and training of applicants. They are responsible for the law enforcement-training academy, which provides training to outside agencies as well. This division is responsible for administering all human resource functions, DPS fleet vehicle management, and providing adequate workspace for our employees and the public. The Administration Division manages a professional employee assistance program available to all employees. The criminal records for the state are automated and disseminated through this division's workforce, as well as licensing for concealed handguns and private security.
3. The CLE Division is actively engaged in the gathering and dissemination of criminal intelligence information related to terrorist activity in the furtherance of homeland security initiatives. The CLE Division is responsible for enforcement efforts against illegal drug trafficking, supervising controlled substance registration, and administering the other facets of the Narcotics enforcement program. The CLE Division investigates violations and arrests persons engaged in the theft of motor vehicles, boats, aircraft, construction equipment, and farm equipment; and the recovery of that property. This division's personnel are responsible for investigating persons engaged in organized criminal activity, arresting fugitives, locating missing persons, and monitoring pari-mutuel racing. This division provides crime laboratory assistance and specialized training to our personnel and to other law enforcement agency personnel.
4. The business functions of the DLD are the examination and issuance of a driver license to new drivers, improvement and control of drivers who pose a potential safety risk, and the enforcement of traffic and

criminal laws. The Automated License Revocation Bureau administers the process by which the Department suspends driver licenses of individuals arrested for the offense of Driving While Intoxicated. DLD is responsible for the Driver Records Bureau, which processes and maintains driver license records on over 16 million Texas drivers; and 3 million identification card holders. This division is responsible for administering the financial responsibility laws against negligent motor vehicle operators and owners using the highways of the State.

5. The business function of the Texas Ranger Division is criminal law enforcement. This division's personnel conduct criminal and special investigations, apprehend wanted felons, suppress major disturbances, protect life and property, and render assistance to local law enforcement officials.
6. The primary business function of the Emergency Management Division is to manage the disaster related responses and services for the state. EMD is actively involved in coordinating emergency management and homeland security programs with the 35 state agencies and volunteer groups that comprise the State Emergency Management Council, the 22 DPS Disaster Districts, the Governor's office, and the 1,464 cities and counties in Texas.
7. The business functions of the Director's Staff include the executive functions of the Department. These duties include the preparation and supervision of the Department's budget, maintenance of all financial records, proper inventory of capital property, payroll processing, and assisting employees with insurance benefits. Specialized members of the Director's Staff include the legal advisors and equal employment opportunity coordinators. Other members of the Director's Staff collect and disseminate information regarding departmental programs, operations, and activities to the public.
8. The Director's Staff includes personnel who operate the Department's aircraft. They are involved in search and rescue missions and criminal investigations. In addition, the Director's Internal Affairs Section conducts investigations into employee misconduct, firearm discharges that result in death or injury, and provides investigative assistance to the Department's Office of General Counsel. The Information Management Service is responsible for providing Information Technology (IT) to the Department. It also maintains computerized information that is disseminated to other law enforcement agencies both state and nationwide.

E. Anticipated Changes to the Mission, Strategies, and Goals Over the Next Five Years

The Department's strategies and goals will continue to change in the next three to five years as new challenges are encountered. Examples of these new challenges include border security, counter-terrorism, computer crimes, retention of critical skill personnel and recruiting new people needed in the workforce. The ability of the Department to meet these challenges will be exacerbated by technological advances and a changing workforce.

The Department must be prepared to develop new ways to attract, recruit, and retain new employees with technical and computer skills. The Department has made it a priority to secure funding for reclassification of critical staff and support personnel to aid in retention of these key personnel. It must at the same time redirect the efforts of our current staff to learn the skills needed for the future. The Department must devise an agency wide skill development/training program focused on retention and succession planning for the future. We must also continue to emphasize the recruitment, hiring, training, and retention of qualified applicants representative of state demographics, both in commissioned and noncommissioned positions.

Key economic and environmental factors facing the agency include the following:

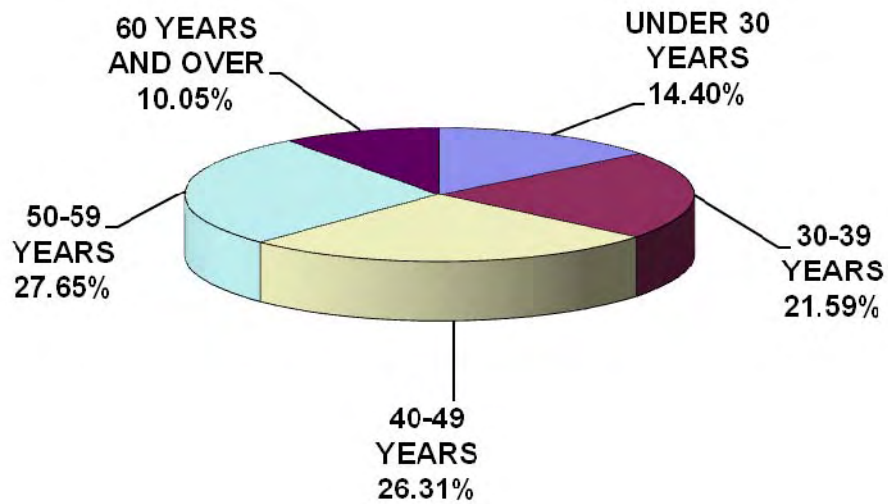
- A. Technology changes
- B. Changing workforce that has a higher percentage of Generation X and Y employees
- C. Legislative mandates
- D. Increases in state population and changes in the state demographics
- E. Employee skills, technical/computer automated training
- F. Non-competitive salaries that lead to higher turnover rates
- G. Changes in the Department's employee demographics
- H. Competing interest for the same people by law enforcement and other government agencies (smaller applicant pool).

The Department anticipates that there will be a strong need to implement new or improved law enforcement technologies. These technologies will impact the agency's business and workforce functions in all areas of law enforcement and will require employees with educational backgrounds in these emerging technologies.

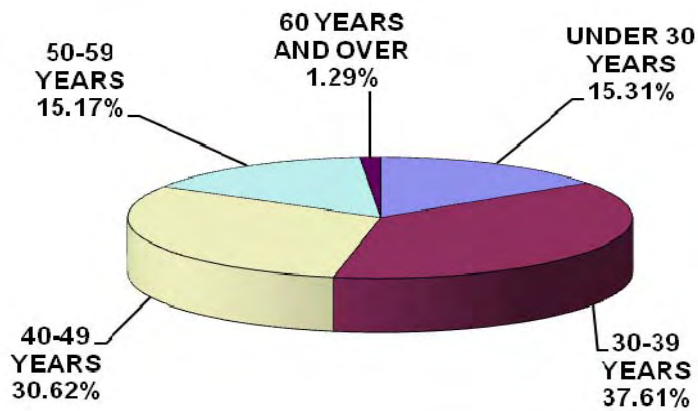
II. Current Workforce Profile (Supply Analysis)

A. Demographics

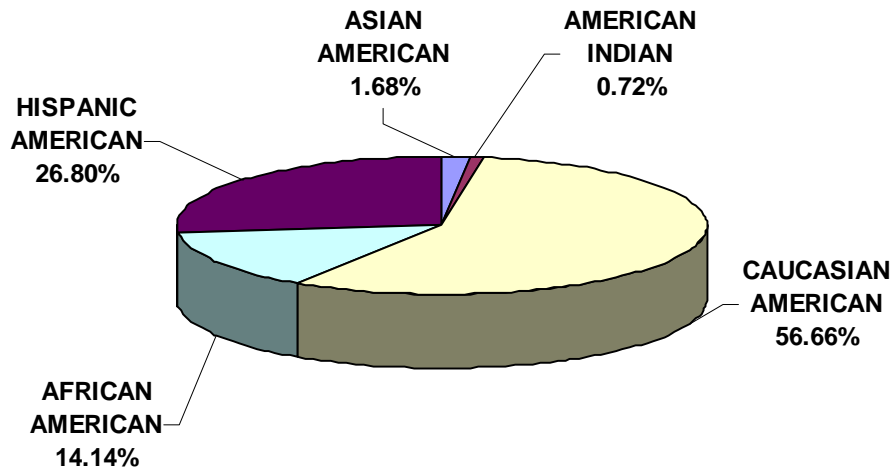
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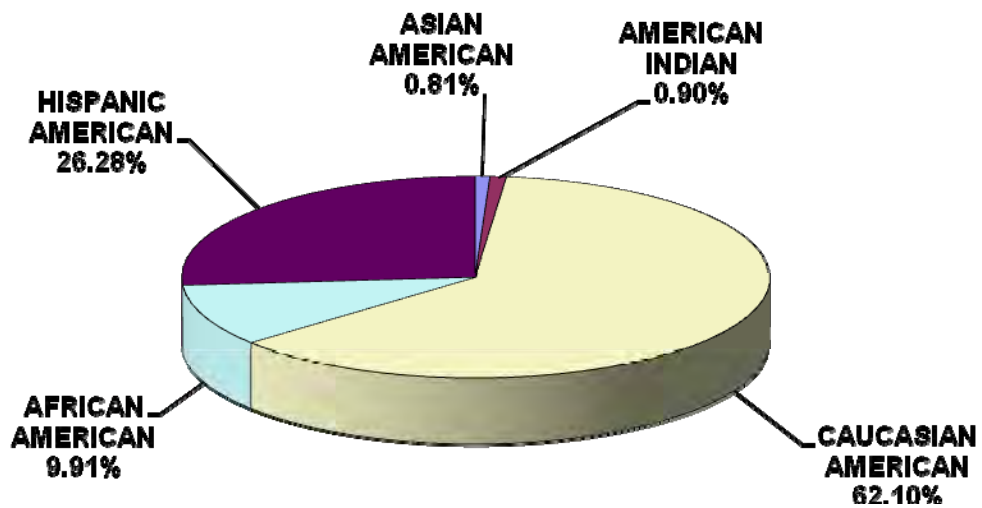
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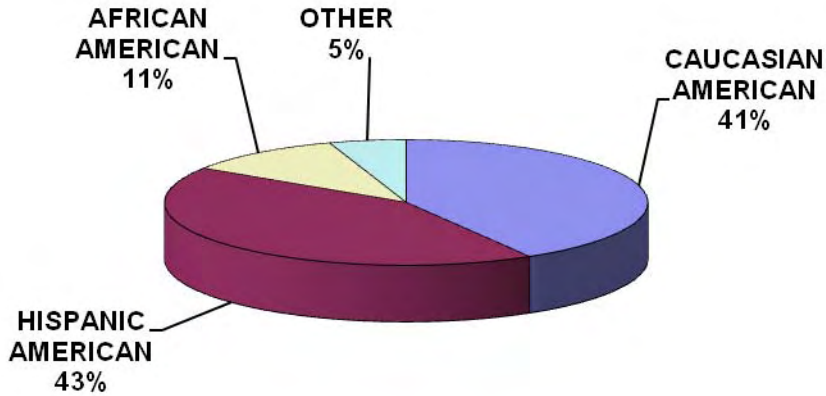
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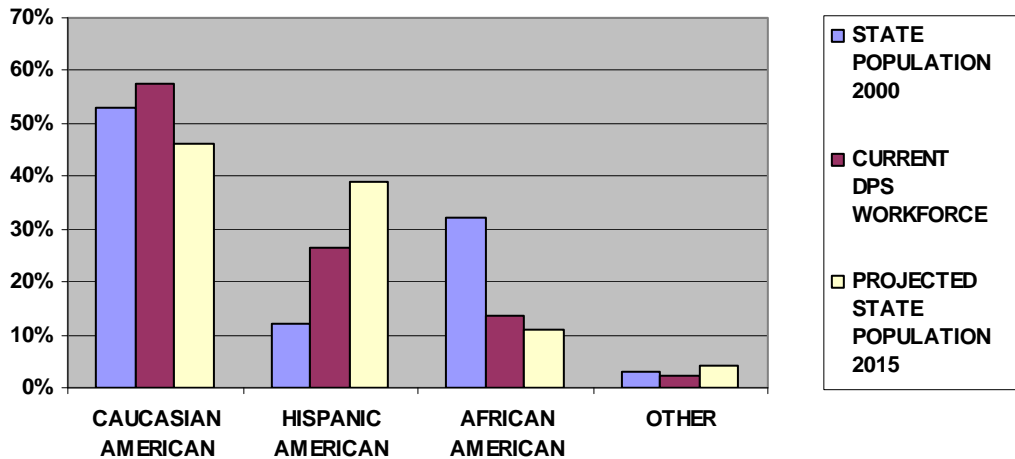
ETHNICITY FOR COMMISSIONED



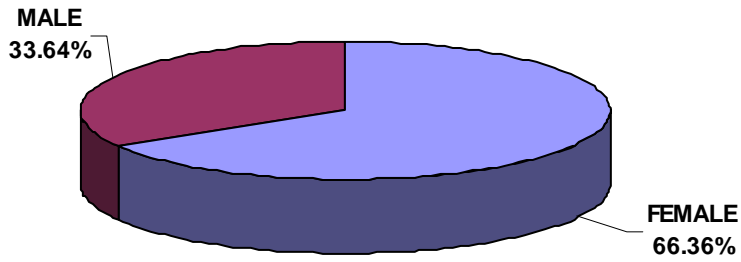
PROJECTED POPULATION FOR 2015 BY RACE/ETHNICITY



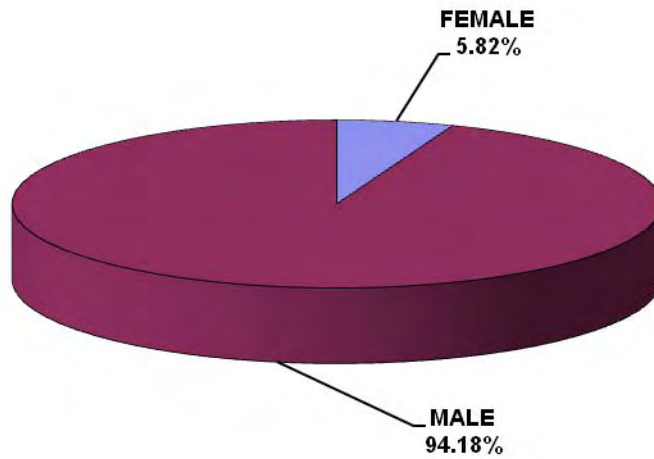
STATE POPULATION AND DPS WORKFORCE COMPARISON BY ETHNICITY



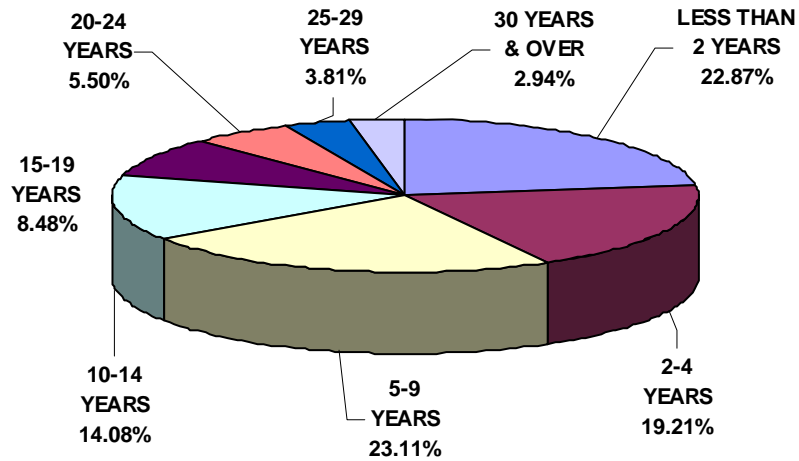
GENDER FOR NONCOMMISSIONED



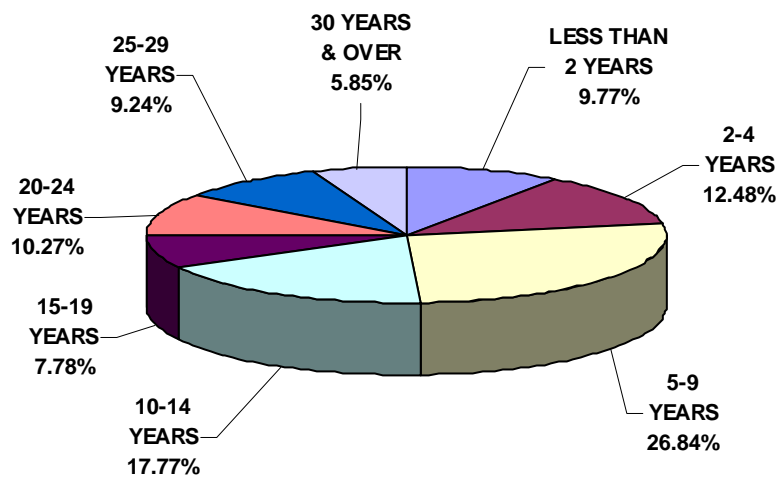
GENDER FOR COMMISSIONED



TENURE FOR NONCOMMISSIONED

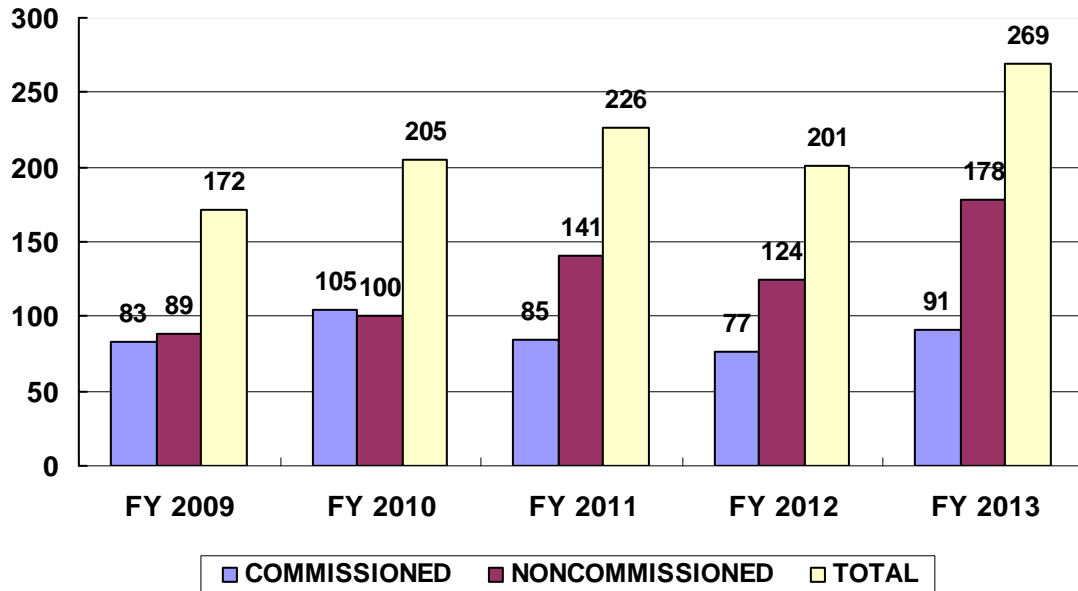


TENURE FOR COMMISSIONED



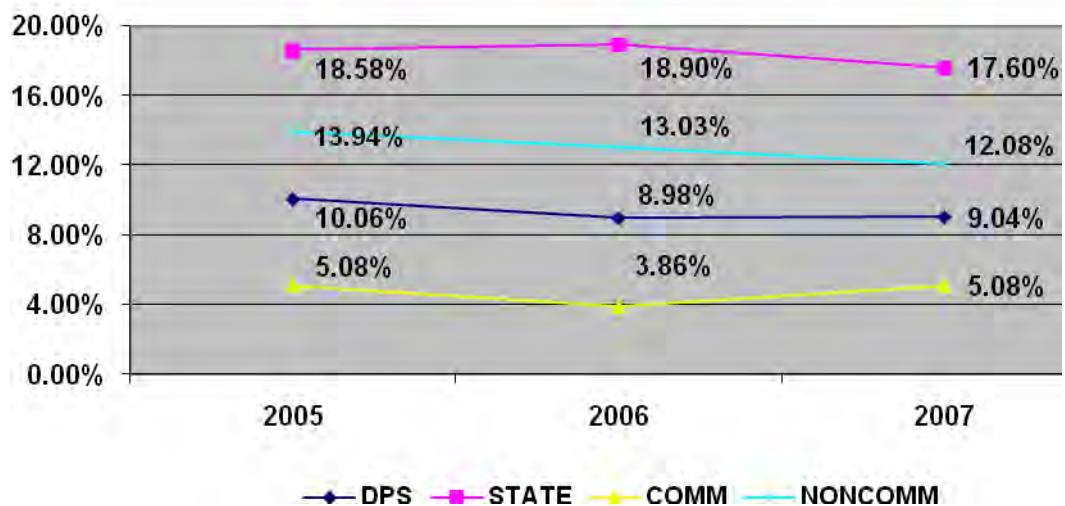
B. Percent of Work Force Eligible to Retire Within the Next Five Years

PROJECTED # OF RETIREES BY FISCAL YEAR



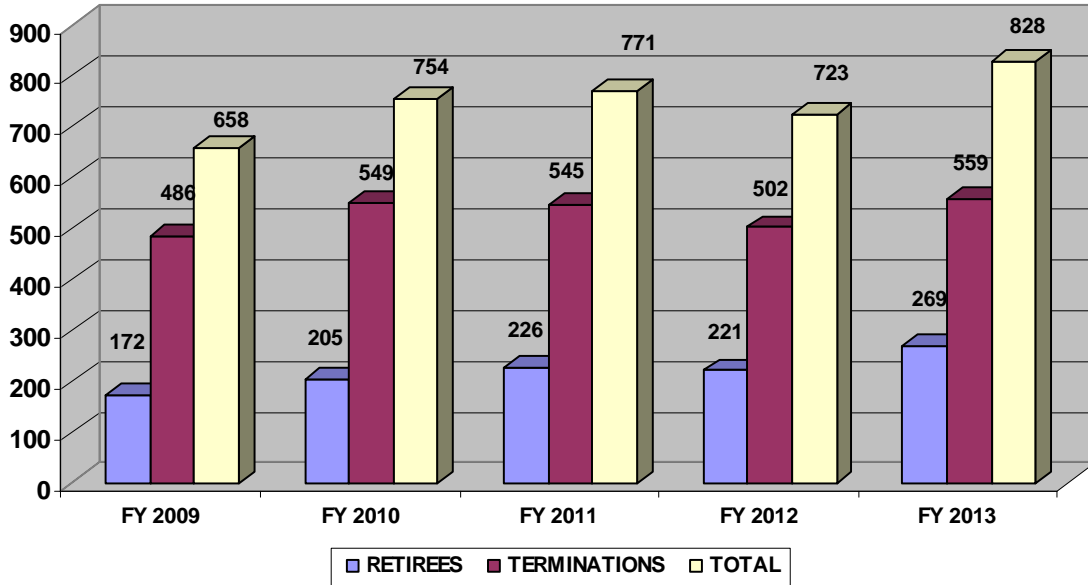
C. Employee Turnover

DPS TURNOVER TRENDS



D. Projected Employee Attrition Rate of the Next Five Years

PROJECTED TURNOVER WITH RETIREES BY FISCAL YEAR



E. Workforce Skills Critical to the Mission and Goals of the Agency

The Department has many highly qualified employees with critical skills that are necessary for the agency's operations. Without these skills, the Department could not provide basic business functions. Some of these skills are listed below:

- A. Conducting Traffic Patrol and Criminal Investigations
- B. Advanced Traffic Crash Investigation and Crime Scene Protection
- C. IT Support and Development
- D. Interpretation and Enforcement of Legal Statutes, Rules, and Policies
- E. Customer Service and Personal Communication
- F. Teaching and Training
- G. Conducting Employment Classification and Compensation Analysis and Background Investigations
- H. Advanced Technical Skills in Computers, Automotive Repair, Printing, Radio Communications, Disaster Recovery, and Telecommunications
- I. Fingerprint Classification
- J. Project Management
- K. Strategic Planning
- L. Leadership, Supervision, and Management Expertise
- M. Conducting Covert and Overt Investigations
- N. Technical Writing
- O. Expert Testimony
- P. Gathering and Analyzing Criminal Investigation Information
- Q. Interview and Interrogation
- R. Forensic Examination
- S. Computer Investigation
- T. Conducting Public Integrity Investigations
- U. Conducting Homicide and Serial Investigations
- V. Programming Experience and Conversion of Legacy Computer Languages ALC, COBOL, M204, VSAM, and DB2
- W. Fraudulent Document Detection

III. Future Workforce Profile (Demand Analysis)

A. The Expected Workforce Changes

The anticipated workforce changes in the agency will be driven by additional responsibilities placed upon the Department by state and federal mandates and emerging technology solutions to business functions. The Department will continue to explore the use of advancing technology to increase efficiency which will require advanced training on these systems to fully capitalize their advantages.

The Department does not expect that the incorporation of these new technologies will outpace our ability to train our employees as systems users. However, there will be a need for employees with the technical expertise to support the Department's initiatives in such areas as intelligence gathering and analysis, the DL Re-engineering Project and the Highway Patrol's vehicle automation project.

The job knowledge, expertise, and responsibility required for performing the basic requirements of a Driver License Technician, Examiner, or Customer Service Representative has significantly increased since these positions were created. Front line driver license employees ensure that an applicant's identity is properly documented and authenticated. A breadth of technical job knowledge and skills is required to apply statutes and policies, to verify documentation presented to authenticate the identity of the applicant and to determine a licensee's physical and cognitive ability to safely operate motor vehicles on the roadways of Texas contributing to highway safety. Additionally, with an increase in the volume of applicants due to the growing population, there is also an increase in the potential for fraud related to the driver license issuance process which requires continuous training to prevent such issuances. These employees are the first line of defense in providing identification and protecting the citizens of Texas from identity theft and possible terrorist activity.

The presence of terrorist activity throughout the world and the criminal element that has developed and entrenched itself along the Texas-Mexico border requires the Department to rethink its approach to information collection, analysis, and sharing. The ability to analyze and provide timely information to law enforcement will enhance our collective efforts to combat the criminal element through intelligence driven policing. The acquisition of additional information resources to gather and disseminate real-time intelligence will require personnel adept in analyzing and providing key information on terrorist and organized crime activity.

Experience indicates that identity theft, fraud, and narcotics trafficking are key components in terrorist and organized crime groups. Further, emerging technologies also impact the provision of forensic science services across the state and country that are provided through the Crime Laboratory Service. The demand for forensic examination continues to place increasing pressure on our scientists to provide timely analyses. The demand for qualified scientists across the criminal justice community has placed a premium on retaining them once trained.

Projected demographic changes indicate a shift in the ethnic composition of the state's population. The Department will continue its considerable efforts in the recruitment and retention of a workforce that is representative of the public it serves.

B. Future Workforce Skills Needed

The Department's continued success in achieving its goals is dependent on the evolution of employee skills. Additional training of current employees will be required to address the requirements of advanced technologies. Although increased salaries for the Department's technical staff has had limited success, there continues to be a challenge to attract and retain employees in specific skill areas such as research specialist/crime analyst, IT professionals, and driver license examiners/technicians. Additionally, our law enforcement personnel will require more training in order to communicate with the public and court system in an environment that uses advanced technology, forensics, and investigation techniques to help solve crimes. The Department continues to direct considerable resources to criminal intelligence gathering and planning for the mitigation of terrorist activities. This will require specialized training for our ever-increasing role in the war on terrorism.

C. Anticipated +/- in Number of Employees Needed to do the Work

The Department projects the addition of personnel in several areas to meet enforcement and regulatory mandates as well as expansion of our training facilities to better serve the public.

DRIVER LICENSE

Fraud Unit: The Driver License Fraud Investigation Unit was created by the 78th Legislature with nine FTEs with the mandate to investigate cases of identity theft. The initial personnel were stationed within major metropolitan areas around the state. They have been overwhelmed with

casework and completed more than 400 criminal investigations over four years that resulted in the filing of criminal charges. The requested increase of forty-five (45) FTE's and implementation of a command/supervisory structure will enable this unit to meet the increasing demand for service and provide broader investigative coverage of these specially trained investigators.

CRIMINAL LAW ENFORCEMENT

Narcotics Service: The Narcotics Service is comprised of 425 FTEs; 317 commissioned and 108 non-commissioned. The Narcotics Service mission and objective is to investigate, arrest, and deter the illegal trafficking of controlled substances, as well as administer and regulate the States Controlled Substance Registration and Regulatory programs. Other duties include staffing and application of the Department's Technical Unit, Asset Forfeiture Unit, and the Computer Information and Technology Electronic Crimes Unit (CITEC). Each unit supports the overall mission of the Narcotics Service while supporting other services, divisions, and agencies.

Drug traffickers often employ some of the most sophisticated means to conceal their activities from law enforcement. The Narcotics Service is seeking two (2) additional personnel to support the functions of the Narcotic Service's Technical Unit.

The Department currently processes approximately two to three million Schedule II controlled substances a year. With recent legislation, the agency anticipates processing an additional forty-three to forty-five million Schedule III, IV and V prescriptions per year. In order to provide the same quality service, the Regulatory Programs will need eighteen (18) additional FTEs.

One (1) administrative assistant position is required to support the Diversion program.

Two (2) additional personnel are requested to address the growing demands facing the Computer Information Technology and Electronic Crimes Unit.

Criminal Intelligence Service: The Criminal Intelligence Service is currently staffed with 163 commissioned FTEs and 36 non-commissioned FTEs. This allocation of manpower has enabled the Criminal Intelligence Service to fulfill its assigned duties and responsibilities of suppressing crime within the State of Texas through the accrual of criminal intelligence. Due to the ever increasing violence and criminal acts being committed by

individuals of various security threat groups, operating within the larger metropolitan communities of Texas, seven (7) additional Criminal Intelligence Service Sergeants are being requested. These personnel will be strategically stationed in the vicinity of the larger metropolitan communities within Texas. They will be tasked with the responsibility of identifying, tracking, and monitoring the activities of security threat groups operating within the borders of the state, in an effort to disrupt and dismantle these groups.

Motor Vehicle Theft Service: Texas has seen a 10% increase in the number of violent incidents stemming from criminal organizations operating along the Texas – Mexico border in the last few years. These organizations gravitate towards using stolen vehicles as transportation to smuggle contraband, illegal aliens, and weapons along our Texas thoroughfares. Intelligence indicates that Cargo Theft Rings are attempting to re-locate in Texas due to pressure from law enforcement agencies in Florida and other coastal states. Cargo Theft cases investigated by our personnel have confirmed this trend. The requested increase of ten (10) sergeant investigators will allow the service to target these criminal organizations and their activities.

Crime Labs: The demand for Crime Laboratory services continues to increase each year. The number of incoming drug cases statewide increases at an annual rate of 1,000 cases per year. Six (6) additional Forensic Scientists (Drug Analysts) are needed to provide service within 30 days.

The number of incoming DNA cases is increasing at an annual rate of 12.34%. By 2011 we will receive 7,427 DNA cases. Thirteen (13) additional Forensic Scientist (DNA Analysts) and one (1) DNA Technical Leader are needed to address this increased caseload.

Trace evidence collected at crime scenes carries increasing importance in identifying a suspect. Two (2) additional Forensic Scientist (Trace Evidence Analysts) are needed.

Latent Prints left at a crime scene also help identify suspects. This service is being expanded into regional labs, and eight (8) additional Forensic Scientist (Latent Print Examiners) are needed.

The number of incoming firearms cases is increasing at an annual rate of 8.22%. By 2011, we will receive 1,387 cases. Eight (8) additional Forensic Scientist (Firearms Examiners) are needed. Also, the Crime Lab would like to add eight (8) Firearms Technicians, placing one each in six

(6) existing Firearms Labs and two (2) in new lab facilities to be built in Corpus Christi and Houston.

Two (2) additional FTEs are needed to handle handwriting casework in the Questioned Document section.

The number of incoming toxicology cases is increasing at a rate of 12.53% per year. We expect to receive 6,484 cases by 2011. Three (3) additional Forensic Scientist (Toxicology Analysts) are needed to handle this increase.

The Offender DNA Lab has a current backlog of around 76,000 DNA samples which is a one year backlog. Two (2) additional FTEs (CODIS Analysts) are requested to enable this backlog to be eliminated.

With the expansion of nine (9) crime lab facilities, nine (9) additional evidence technicians are needed (one (1) per lab) to help with the receipt, filing, return, and destruction of evidence.

Three (3) FTEs are needed in the Garland, Houston, and McAllen Laboratories to supervise crews of four (4) evidence technicians in each location.

Two (2) FTEs are needed in the Garland and Houston Laboratories, where the laboratory staff of approximately forty personnel require an in-house Quality Assurance Specialist.

The 80th Legislature approved the construction/expansion of seven crime labs. The new crime lab space must be properly maintained. Twelve (12) additional custodians have been requested but the Department continues to explore opportunities for possible contract services should funds become available.

INFORMATION MANAGEMENT SERVICE (IMS)

IMS supports a number of client server applications and has more than 40 identified ongoing projects the majority of which are utilizing the client server platform. In addition, IMS is unable to adequately manage the agency's installed software and ensure compliance with federal guidelines and regulations regarding software licensing and installation.

In order to adequately address these issues, IMS will need to augment the current staff with fourteen (14) additional personnel for the client server applications group, one (1) additional person to manage the agency's

software and five (5) additional Project Managers, either through staff augmentation or legislatively approved new personnel as requested in the LAR.

DIRECTOR'S STAFF

Internal Affairs is requesting two (2) additional investigators and one (1) administrative assistant to meet existing workload generated by a growing department.

The General Counsel section is requesting one (1) attorney to handle the increased workload due to agency growth.

The Accounting section has not had a FTE increase or funding increase in many years. In the last two legislative sessions, the Legislature has added nearly five hundred new FTEs to the agency. Funding and FTE Cap increase for fifteen (15) personnel is requested for Accounting.

REGULATORY LICENSING

SB 1154, Metal Recycling Entity Registration Program, was enacted during the last session requiring the Department to register metal recycling entities. However, the necessary personnel and fiscal appropriation were not provided. A request for five (5) FTE's is submitted to perform this function.

A Customer Service Section staffed by nineteen (19) FTEs needs to be established for Regulatory License Service (RLS). The request includes personnel to handle mail, telephone calls and customers in the front lobby for Concealed Handguns, Private Security and Metal Recycling Entity Registration.

One (1) additional system analyst is requested to develop a higher level of technical expertise in the details of each database. This would allow a more in-depth analysis of each database and more quickly determine when improvements can be made.

For some time, the Concealed Handgun Licensing Bureau (CHLB) has been required to utilize temporary workers in order to process applications in a timely manner. We request replacing temporary workers with eighteen (18) permanent employees.

An additional six (6) FTEs to process the current workload in the Private Security Board Licensing Section (PSB) are requested, while an additional

twelve (12) personnel in the Private Security Board Investigation Section are requested to enhance the capabilities of this section.

Four (4) additional troopers are needed in existing offices due to the caseload in Garland, Houston, El Paso and Midland. One (1) sergeant in the Midland area would give geographical supervisory coverage for the west Texas corridor, which includes El Paso, Midland, Abilene, Lubbock, and Amarillo. Five (5) additional troopers are required to adequately address the caseload in additional locations; one (1) trooper in Corpus Christi, two (2) troopers in Laredo, one (1) trooper in Amarillo, and one (1) trooper in Killeen.

HUMAN RESOURCES

The Texas Legislature passed a law to require pre-employment screening polygraph examinations of all trooper-trainee and police communication officer (PCO) applicants at the Department. In order to address this workload the Department needs four (4) sergeants to conduct employment polygraphs in Austin during the conditional job offer process. The sergeants would also conduct background investigations for employment purposes.

With the creation of the Department's new Internship Program, many additional responsibilities were undertaken by the Recruiting Section. One (1) additional corporal position is necessary to allow for a "subject-matter expert" for this new internship program.

The Department is requesting one (1) administrative assistant position to supervise the three existing clerks in the recruiting office and assist the new sergeants with their polygraph duties.

With the additional responsibilities assigned to the recruiting office in the last year, one (1) additional administrative sergeant is requested. This additional sergeant would allow the lieutenant to be the overall coordinator of the recruit process.

In order to meet the demands for HR services from our employees and the public, one (1) additional administrative assistant is needed in this office.

BUILDING PROGRAM BUREAU

The Department is working with an energy service contractor to explore energy saving measures in our offices throughout the State. The Department is working within statutory constraints in this process. In the

event these energy reduction measures are implemented, one (1) additional FTE will be required in order to stay compliant with the related statute and meet the technical measurements and verification reporting requirements.

The Building Program Bureau is requesting twenty-one (21) maintenance personnel needed to support additional buildings, expansion of facilities, and changing technology statewide. These personnel are needed in various maintenance positions that have access to areas within buildings that require increased security due to law enforcement sensitive issues.

RADIO FREQUENCY UNIT

A significant component of Homeland Security grants will be used to implement a networked interoperability solution that integrates multiple DPS facilities and provides a core technology for other jurisdictions to use, thus further enhancing interoperable communications for federal, state and local users. Initial construction will take place along the international border with Mexico and in the Gulf Coast region with future construction throughout the entire state. With this level of grant funding, the Radio Frequency Unit will need two (2) additional personnel to conduct the network engineering analysis needed throughout the state.

FLEET OPERATIONS

The 80th Legislature approved the construction of new Regional Offices for Hidalgo County and Lubbock which will include Automotive Shops. These facilities will need to be staffed and equipped once they are completed. Eight (8) FTEs are requested in the 2nd year of the biennium for these positions.

As the workload at Houston Regional continues to increase, it is becoming increasingly difficult for the Supervisor to effectively juggle the supervisory duties, scheduling of work, parts ordering and pickup, while also being expected to assist the Automotive Technicians perform maintenance and repairs. One (1) additional position is requested.

The overall fleet has grown by approximately 530 vehicles since 2003 and purchasing 1,000+ vehicles per year has now become the norm. The Installation Group struggles to produce vehicles fast enough to meet our announced mileage replacement goals. In order to complete the make-ready process on all of the vehicles purchased each year within a 10-month period, Fleet Operations is forced to use seven (7) to eight (8) motor vehicle technicians from the Automotive Shop to supplement the

efforts of the Installation Group. This process reduces the efficiency of the Automotive Shop and restricts the ability of the Communications Shop to respond to emergencies and routine work requests at our field offices and radio tower sites. With a monthly goal of processing 100 vehicles through the vehicle make-ready process utilizing eight (8) two-man teams, Fleet Operations would need an additional eight (8) radio technicians to meet equipment installation demands on vehicles. This will afford the Installation Group a better opportunity to meet their installation goals and also allow the automotive technicians to return to their primary duties.

Currently, there are three (3) motor vehicle technicians assigned the primary responsibility of removing the emergency equipment, radios, and lights from the surplus vehicles. These were vacant positions from elsewhere in the agency that were provided to the Bureau for this purpose. Three (3) motor vehicle technicians are requested to make these positions permanent.

Three (3) additional equipment removal specialists are requested to reduce the time it takes to move surplus vehicles off the lot. This would improve Fleet Operations' ability to work on new vehicles and move them out to the field.

Regions III and VIII have experienced increased enforcement due to Border Security which has contributed to above average work order activity. Two (2) additional communications specialist (one per region) will help address the increased volume of work orders.

Two (2) additional tower technicians are requested to improve our ability to meet the increasing demands from the field and the expected future growth of the telecommunications system.

One (1) additional purchaser is being requested to support the In-car Computer project, the 200 additional commissioned officers approved last session, and Fleet Operations in general.

The parts department and the fleet office have also seen a significant growth in their workload. The counter service requirements have increased in conjunction with the fleet increases and the additional equipment that has been added to the vehicles. One (1) Inventory and Store Specialist II is requested for the parts department.

The office personnel have also been taxed with the additional documentation relating to titling, registrations, surplus vehicle disposal, etc. One (1) administrative assistant II is requested for the fleet office.

TRAINING ACADEMY

The Department has experienced a 1% increase in fleet crashes from FY 2003 to FY 2007. However, the definition of what constitutes a crash has been changed since 2003. Fleet occurrences involving collisions with animals on the roadway, damage to tires or wheels only, and using the vehicle as a tool in legal intervention are no longer categorized as collisions. If these occurrences are added, the results are as follows:

2007: 533 collisions + 60 (animals on roadway) + 18 (tire and wheel damage only) + 6 (used as a tool) = 617.

Adding these occurrences that are no longer categorized as collisions, the increase in collisions from FY 2003 to FY 2007 would have been 17%.

To address this growing concern, in 2007 the Department received authorization and funding from the Legislature to construct an Emergency Vehicle Operations Course (EVOC) on property owned by the Department near Florence in Williamson County. The EVOC was needed to allow the Department to address a major deficiency in our ability to adequately train our commissioned officers in all of the required driving skills associated with pursuit driving, vehicle handling, and enhancing their decision-making skills. The EVOC would also address the driver training needs of other law enforcement agencies in Texas. Construction of the EVOC will be completed in the first quarter of 2010.

In order to operate the EVOC, the Department will need a total of twenty two (22) FTEs comprised of ten (10) commissioned officers and twelve (12) non-commissioned personnel.

The Training Academy staff also conducts basic recruit schools, in-service schools for DPS personnel and specialized schools for law enforcement officers in Texas. The Training Academy needs two (2) additional administrative support personnel for the staff to allow them time to focus on their primary training duties.

An additional six (6) commissioned officers are needed in the Academy to reduce the amount of workload on each officer, allow for development of new courses and improve on the proficiency of the delivery of the course materials.

The Training Academy has added an Administrative Training Unit, upgraded audio visual equipment, and expanded library capabilities. The

agency will look at possible outsourcing opportunities for the Academy cafeteria. Ten (10) additional support personnel are requested to meet the demands of modern state law enforcement training academy.

MOTORCYCLE SAFETY

Motorcycle Safety Training Specialists are required to keep up with the demand of Instructor training and quality assurance at our 80+ public and private contracted training sites. Demand for public training has increased 450% over the past 10-year period. Two (2) Training Specialists and two (2) clerks are requested to address this issue.

PSYCHOLOGICAL SERVICES BUREAU

The Department is requesting funding for seven (7) associate psychologists to prevent the loss of these employees or the temporary disruption in the delivery of services to crime victims for our employees and their families.

Disaster Crisis Counselor positions were first discussed within the agency in the aftermath of Hurricane Katrina and Rita in 2005. These two (2) positions have been requested but the Department continues to explore possible contract services should funds become available. The Department will need to augment the current staff to be responsible for coordinating or providing crisis counseling to affected communities following a state and/or federally declared disaster.

D. Critical Functions that Must be Performed to Achieve the Strategic Plan

The critical function of the Department of Public Safety is to maintain public safety in the state of Texas. This function is achieved by street and highway traffic management, crime suppression and control and emergency management through police law enforcement, administration, regulation, and staff support. We must achieve this through efficient and effective use of the appropriations to the Department.

IV. The Gap Analysis

Anticipated Surplus or Shortage of Skills

The 79th Legislative Session passed a substantial pay raise for commissioned peace officers which resulted in a marked decrease of retirements. The Department anticipates a significant increase in commissioned officer retirements during FY 2008. Many of these retirements will affect middle and upper level management positions within the Department. It is important for the agency to continue its succession planning strategy for the transition of our personnel into key positions. Filling the entry level commissioned ranks will be a challenge as well. The Department has monitored a continued decline in the number of individuals seeking law enforcement careers, and the Department must explore new avenues to make these positions more attractive in this competitive market.

The Department has also experienced an increased turnover rate in specific critical staff and support positions, including research specialists/crime analysts, IT professionals and driver license technicians/examiners. As the state's population and service requirements increase, additional personnel will be sought to maintain and improve the Department's commitment to public safety in Texas. In addition, the skill requirement for employees must evolve to better respond to changing technologies and to implement the various programs deemed critical by the legislature.

With significant competition from other employers, attraction and retention of quality employees in an economically prosperous Texas will certainly be a challenge during the next decade. The Department must be able to provide proper service to all of its potential customers, both inside and outside the agency. To respond to these challenges it will be necessary to undertake a significant skill development program to move our workforce skill sets forward, which coupled with technological improvements in processes, will better serve our customers.

V. Strategy Development

The Department will continue to review the performance levels of current staff in comparison with the skill sets required to produce the most effective results, in order to provide training opportunities that maximize our service to the citizens of this state. Each area within the Department must also hire employees who have higher levels of education and have more advanced technological skills, which will be critical to our goal of meeting the future business obligations of the Agency. The Department, in planning for the future, must focus on developing effective recruiting, hiring, and retention methods specifically targeting younger employees and those with higher education and technological and communication skills. The agency must also seek the use of hiring incentives and initiatives such as paying recruiting and retention bonuses, repayment of college loans, and payment for relocation expenses, and increase the use of performance merit incentives. The Department will continue to study turnover statistics so that recruitment and retention incentives can be focused on problem areas.

As higher skill sets are required for positions, the Agency must secure funding for adequate salary in order to recruit, hire, and retain those who do possess these skills. This is most important in the critical staff and support functions that have seen an increased turnover rate. However, much can and should be done to reduce the attrition of our current skilled workforce in these positions.

The logical first step in this process is a comprehensive classification review of the agency's non-commissioned workforce and a comparative study of our workforce to other state agencies and the private sector. Such a study will likely validate that the cause of much of our attrition in the non-commissioned positions is a lack of salary parity in the comparative market. Additionally, there is a need to make sure salaries remain competitive through annual cost of living adjustments and reclassification as educational and technical requirements increase. Job descriptions must routinely be updated as responsibilities and workload changes occur, and those increased responsibilities need to be compensated through significant career progression salary increases.

In addition to increased compensation, where and when appropriate the Department may also need to consider some alternative benefits to specific employees. In order to compete with the private sector and other governmental entities we may need to offer more flexible work schedules,

telework opportunities, employee support programs, etc. These types of tangible benefits will help with both retention and recruitment efforts.

In addition to salary concerns, the Department must re-evaluate its fractured training approach. Although there are considerable resources allocated to training in the commissioned ranks, there is a significant need for training and educational opportunities for non-commissioned employees. Even in the commissioned ranks there is need for improvement, as the training approach has evolved through the years specific to individual divisions without a systematic department wide approach. Although the Department has extensively used outside educational resources such as; Southern Police Institute, FBI National Academy, Northwestern University's Center for Police Staff and Command, and the Governor's Center for Management Development, with the exception of the Governor's Center, these educational opportunities are centered on police management issues and do not address the intricacies of improving the performance of the business processes of regulatory functions.

Clearly there is a need for the Department to devise a strategic, uniform approach to employee development, which incorporates measures and rewards for increased productivity and performance. The program should expand on current levels of in-service type training and provide education on broader skills applicable in all areas such as; advanced computer skills, business writing skills, personal development and leadership skills training. Employees who show the aptitude should also have an avenue to participate in cross training programs that not only provide training, but also includes the opportunity to put the training to work for the Department. This program should clearly delineate outstanding employees based on their merit and prepare them for future success.

At its core this program will require a message of respect and value for all employees that is clearly communicated and championed through all levels of the agency. The goal is to create a culture of talent development at the department that is founded on respect for the individual and is executed through the professional training and education of employees who then can work in an environment of cooperation and communication. Success for such an aggressive program will surely be predicated upon open support and encouragement from executive leadership down through all management levels.

The attraction and retention of quality employees in an economically prosperous Texas will be a challenge during the next decade. The agency's workforce in both law enforcement and civilian positions will

continue to require employees with advanced technical and analytical skills. We will continue to effectively utilize current resources, while aggressively communicating the agency's need for additional personnel to meet the growing public safety and security demands. We will focus our efforts toward obtaining legislative support for these and other initiatives that will help maintain an exceptional workforce in the Department of Public Safety.

SURVEY OF ORGANIZATIONAL EXCELLENCE RESULTS AND UTILIZATION PLANS

The Department of Public Safety has received the report on the results of the Survey of Organizational Excellence. The basic data portion of the survey paints a positive picture relative to the makeup of Department personnel answering the survey. Over half of those responding have been with the agency for more than ten (10) years. Over 80% of those responding plan to be working here in two (2) years. This confirms management's belief that the Department contains a high number of career-minded employees with a sincere interest in the future of the Department. Also the survey results indicate that DPS employees know the overall agency mission and how it relates to their job. They feel pride in working for this agency and feel the Department produces high quality work. Employees feel ethics are high among employees at the Department and that harassment is not tolerated in the workplace. However, the survey indicates that there is still significant room for improvement even in these higher scoring areas.

The survey also shows several areas of significant concern. The lack of competitive salaries that keep pace with the cost of living is the number one concern of employees. Close on the heels is the employee concern that they are not paid fairly for the work they do. Employees gave low scores to questions about seeking the opinions of employees at all levels; valuing people who challenge the status quo and openly sharing information within the organization. Specifically, employees indicate that they do not believe the organization will use this survey to improve performance. The low response rate of 33% for the survey (compared to 60% at other similar agencies) is likely tied to employees feeling that they are not being heard. Finally, employees feel that there is no real feeling of teamwork at the agency. Employees gave low scores to questions about employees doing the actual work having control over decision-making; information getting to the right people at the right time; work groups being involved in goal setting or in making processes more effective, and work groups being trained to incorporate the opinions of all members.

Management recognizes that these low performing areas indicate a critical need for immediate action. The Department will publish this information to the employees and seek active involvement of employees at all levels of the organization in determining specific strategies for correcting these deficiencies. The agency will come up with both short term and long term strategies and will develop employee feedback initiatives to test the success of implemented strategies and ensure DPS is on the right track. It is imperative to the success of the organization that employees and management at all levels can work together as a team to fulfill the mission of the agency.

ADDENDUM

POLYGRAPH EXAMINERS BOARD
STRATEGIC PLAN

DPS Appropriations Act, Rider 55, 77th Legislature

“The Polygraph Examiners Board, Strategy D.1.1, is an agency of the State of Texas fully autonomous and independent of the Department of Public Safety pursuant to VTCA, Occupations Code, 1703.011.”

“Assistance from the Department of Public Safety”

“The Department of Public Safety will be responsible for providing administrative support, as is necessary, to ensure that the Polygraph Examiners Board complete all written reports, including the legislative appropriations request, the strategic plan and the annual financial report, and all data entry into ABEST, USAS, and all other state systems as is required of the Polygraph Examiners Board by statute or by oversight agency directives.”

“It is the intent of this rider that the Department of Public Safety assist the Polygraph Examiners Board in meeting the aforementioned requirements. The Executive Officer and staff of the Polygraph Examiners Board remain solely responsible for completing administrative tasks imposed by the Polygraph Examiners Board.”

AGENCY STRATEGIC PLAN

For the 2009-2013 Period

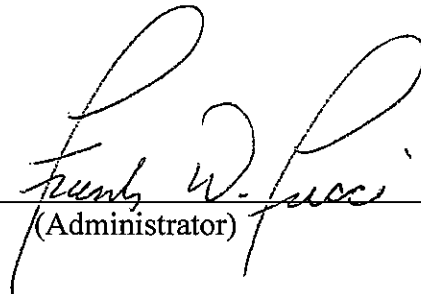
by

Polygraph Examiners Board

Board Member	Dates of Term	Hometown
Andy Sheppard, Presiding Officer	04-19-05 to 06-18-09	Fate, Texas
Horace Ortiz, Assistant Presiding Officer	07-21-89 to 06-18-07	Corpus Christi, Texas
Priscilla Kleinpeter, Secretary	05-24-04 to 06-18-09	Amarillo, Texas
Elizabeth Bellegarde, Member	09-17-97 to 06-18-07	El Paso, Texas
Lawrence Mann, Member	12-08-03 to 06-18-09	Plano, Texas
Gory Loveday, Member	04-13-19 to 06-18-11	Tyler, Texas
Kevin Donald Schulte, Member	04-13-07 to 06-18-11	Texarkana, Texas

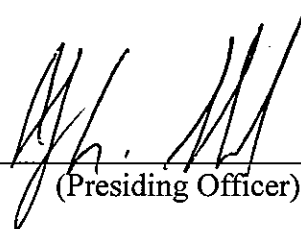
Date of Submission
July 11, 2008

Signed:



(Administrator)

Approved:



(Presiding Officer)

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STATEWIDE VISION, MISSION, AND PHILOSOPHY

We envision a Texas where all people have the skills and opportunities they need to achieve their individual dreams, a Texas where people enjoy good health, are safe and secure from harm, and share a quality standard of living; a Texas where we, and future generations can enjoy our bountiful natural beauty and resources. The state's mission is to provide educational opportunities for all of its people: to protect and enhance the health, well-being and productivity of all Texans; to preserve the state's environment and ensure wise, productive use of the state's natural resources; to build a solid foundation for social and economic prosperity; and to ensure the safety of our communities. The philosophy is simple; to protect and serve the citizens of Texas in the most efficient and effective manner; to that end we pledge our efforts.

RELEVANT STATEWIDE GOALS AND BENCHMARKS

To protect and serve the citizens of Texas to ensure swift action to their needs, our benchmark for this is to serve every customer that seeks aid in a timely, professional manner, and in an enthusiastic fashion that State Government has for its people.

AGENCY MISSION

The mission of the Polygraph Examiners Board is to establish and enforce standards of instrumentation, regulations, and education, thus to license and regulate all persons purporting to be able to detect deception and verify truthfulness of statements. This will protect the public from untrained, unlicensed, and unscrupulous persons who may cause harm to the public. This agency always stands ready to aid the legislature in developing language to better serve that end.

AGENCY PHILOSOPHY

The Polygraph Examiners Board will conduct itself in accordance with the highest standards of ethics, accountability, efficiency, and openness. We are committed to the public's trust. Our actions will be sincere, appropriate, and responsible. The public and those regulated by this agency can be assured of an aggressive, positive, and equal representation of the Texas Polygraph Examiners Act.

External/Internal Assessment

Overview of Agency Scope and Function:

In 1965, the 59th State Legislature, Regular Session, enacted the Texas Polygraph Examiners Act [Article 4413(29cc), Vernon Texas Civil Statutes] to protect the public and thereby established the Texas Polygraph Examiners within the Law Enforcement Training Division of the Engineering Extension Service of the Texas A&M System. The legislature, at that time, was responding to concerns that the public was not adequately protected from incompetent polygraph examiners, inadequate polygraph equipment, and the resulting use of confidential information secured through the use of polygraph. Today these same issues come to light with the advent of Psychological Stress Evaluators (PSE), Voice Stress Analyzers (VSA), and other related biometric technologies. The polygraph profession views these devices as unreliable single physiological recording devices, and thus not meeting minimum instrumentation requirements.

Senate Bill 441 of the 67th State Legislature, Regular Session, created the Polygraph Examiners Board as a separate state agency, effective September 1, 1981. Funds creating the agency's staff were not appropriated until the 68th State Legislature, Regular Session, effective September 1, 1984. The 76th State Legislature, by House Bill 1355, repealed Article 4413(29cc), VACS. The Polygraph Examiners Act is now under the Texas Occupation Code, Chapter 1703. However, legal citation can still be found in VACS, Act 4413(29cc).

The Polygraph Examiners Act provides for administrative proceedings and court review, establishes minimum instrumentation requirements, and prohibits the use of instruments that do not meet these requirements. It provides for administrative, civil, and criminal relief for violations of the Act. Permissible fees are fixed by statute, modified by the Appropriations Act as needed. Funds necessary for the administration and enforcement of the Act are appropriated by the State Legislature. The agency was changed to a general revenue funded agency by the 76th Texas Legislature. In the 77th Texas Legislature, the agency became a line item on the Department of Public Safety's budget, yet remained autonomous due to other regulation.

ADDENDUM

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Texas Polygraph Examiners Board

Strategic Plan 2009 – 2013

In the years following its inception, the Polygraph Examiners Board has continued to regulate licenses of persons purporting to be able to detect deception and verify truthfulness of statements in the state of Texas to protect the public from untrained, unlicensed, and unscrupulous persons who may harm the public. This regulation consists of enforcement of the Polygraph Examiners Act, board rules and regulations, receipt and investigation of consumer complaints, approval and licensing of qualified applicants, and other duties, which from time to time occur as they relate to the polygraph industry in the state of Texas, and the interests of its citizens.

The main function of the board consists of licensing and regulating all persons in the state of Texas who purport to be able to detect deception or verify truthfulness of statements through the use of instrumentation as defined in the Polygraph Examiners Act to safeguard the public. This includes, but is not limited to:

1. The receipt and investigation of complaints.
2. The licensing of qualified applicants.
3. Enforcement of the Act and its regulations.
4. Creating rules and regulations pertaining to the Act.
5. Approval of polygraph examiners courses relevant to their academic standards in accordance with the Act.
6. Making available to the general public and appropriate agencies information describing the regulatory functions of the board and the board's procedures for the filing of consumer complaints.
7. All activities pertinent to these general areas of authority.
8. The Board would like to request the authority to host and fund continuing education seminars.

Performance Benchmarks:

Article V of the 2008 – 2009 General Appropriation Act. Internal Performance Benchmarks as they relate to agency goals.

Internal Goal A – Action Plan:

Aggressively enforce the Polygraph Examiners Act and assure no violations of the Act, and to examine only qualified applicants, licensing only those who are proficient and competent as polygraph examiners (Texas Polygraph Examiners Act, Texas Occupation Code, Chapter 1703).

1. Specific Charge: Compliance of Act.
Investigation of complaints.
Investigation of licensing applicants.
Monitoring individuals' internships.
Continuously update licensing examination.
Administer licensing examination.
Serve as information referral for citizens.
2. Responsible Party: Executive Officer
3. Date of Completion: Ongoing.
4. Progress Report Dates: Quarterly Performance Reports.
5. Reports to: LBB, GOB&P, State Library, Auditor's Office, Legislative Reference Library, board members, and others as required.
6. Required Inputs: The executive officer has the board's enforcement responsibility, and travel will be required to perform necessary investigations. The executive officer will also be required to travel to administer certain portions of the licensing examination.
7. Professional Resources: Support from the Attorney General's Office, the State Office of Administrative Hearings, U. S. Department of Labor, Wage and Hour Division, local law enforcement authorities and prosecutors, state and national polygraph associations, and the Texas Department of Public Safety.

8. Fiscal Resources: General Revenues, with agency collections being forwarded to the Texas Treasury.

9. Internal Measures of Outcome and Output:
 - a. Increase customer service, cost effectively.
 - b. Achieve goal of at least 95 percent customer satisfaction.
 - c. Reduce response time to customer request.
 - d. Reduce investigative cost and complaint resolution time.
 - e. Reduce licensing cost.
 - f. Achieve goal set for HUB spending.
 - g. Continue office automation and renovation, within cost effectiveness.

Organizational Aspects:

The Polygraph Examiners Board is composed of seven board members, appointed by the Governor, with the advice and consent of the senate, for a term of six years each to oversee and regulate the polygraph profession in accordance with legislative intent. Two members are law enforcement polygraph examiners. Two members are commercial polygraph examiners, and there are three public members who are not polygraph examiners. The board is the policy making and regulatory authority of the polygraph profession in the state of Texas. This agency currently has two employees, an executive officer, and an administrative assistant. The board would like to request an additional employee to help with the investigations. The board is supported by the Department of Public Safety for some administrative functions as required by statute.

The executive officer is required to be a licensed polygraph examiner with prior investigative experience; a law enforcement background is preferred. The agency utilizes a performance based style of management. This requires the executive officer to set out measurable objectives for the agency's staff to achieve, and then to give them reasonable discretion in determining how to achieve these objectives. This style of management requires great explicitness in defining the agency's goals, objectives, and expected output. Many objectives are related to budgetary constraints and can be manageable. Progress is measured by comparing achievements with objectives. If objectives need changing, the system provides for flexibility.

The agency office is currently located at the Department of Public Safety Headquarters, located at 5805 North Lamar Boulevard, in Austin, Texas. The telephone number is (512) 424-2058, and the fax number is (512) 424-5739. The E-mail address is polygraph.board@mail.capnet.state.tx.us (lowercase) and the web site address is www.tpeb.state.tx.us. The agency has no outlying offices. The agency office complex is comprised of approximately 500 square feet. The Department of Public Safety currently supplies space for the agency at no cost. Prior to 1987, the board paid approximately \$500 per month for the space. The agency has also added a toll free telephone number, 1-866-448-8610.

The current executive officer was hired March 1, 1996. Staff turnover in past years caused some hardships. Some additional funding may help in retaining qualified staff.

The agency has no current assets, all inventory has been transferred to the Texas Department of Public Safety. We have also been given a vehicle and authority to operate a car by the legislature. There are some plans for additional capital outlay to modernize the office, however funding is an issue. Most agency purchases are via interagency contract with DPS or purchases made from TIBH or items on state contract, thereby conserving state funds. We will purchase from HUB vendors as money and needs permit.

Fiscal Aspects:

The Fiscal Years (FY) 2008 and 2009 appropriations are approximately \$104,816 per year. The appropriation includes salaries and per diem for two full-time employees, and travel for seven board members. Other monies are spent on office operation and modernization to include legislative mandates. The agency receives no federal funds. It is funded out of General Revenue (Fund 001) as a line item of the Department of Public Safety's Budget. The 76th Texas Legislature changed the agency to a General Revenue funded agency. The agency will collect fees, and those fees will be deposited with the treasury section of the Comptroller's Office.

Texas has the largest number of licensed polygraph examiners of any licensing state, only the federal government has more qualified examiners.

The current biennial appropriation does not include funds that are dedicated to administrative hearing costs. The agency was given U. B. authority of \$5,000 per year by the 76th Texas Legislature for the expressed purpose of hearings before

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the State Office of Administrative Hearings (SOAH), and regulation of devices that purport to detect truthfulness. However, due to budget issues affecting the State during the 78th Legislature the U.B. authority of \$5,000 per year was recalled, and the Agency would like to have the U. B. authority restored at its former levels if at all possible. These funds could be used to augment funds necessary to host continuing education seminars which relates to the Agency's "Aging Well Texas" Program.

Capital Planning:

Regarding statewide capital planning, Section 11.02, Article IX of the 2007 Appropriations Act:

The Polygraph Examiners Board will need to update its office equipment, starting with computers. Fire resistant filing systems for disaster recovery are in place and computer files are backed up to two separate 100 Gig external drives located in two separate Texas cities.

The board has purchased a laptop computer and sensor boxes to be used to review licensees' digital polygraph charts. It is approximated that more than half of current licensees are now producing work on computerized polygraph instruments, more licensees will be going to computerized polygraphs, as their ability allows. At the present time there is planning for capital outlay for a computer.

Information Resources Management Strategic Planning:

The automated issues listed above directly relate to Chapter 2054 of the Government Code and the Department of Information Resources (DIR) and we will work accordingly with DIR as we proceed (REFER TO APPENDIX H).

The agency has purchased fire resistant filing cabinets from HUB vendors to close out the present Disaster Recovery plan. Our next project will be a digital library to be kept simultaneously by the board office and perhaps the secretary of the board. The project has begun and will continue to be refined.

Service Population, Demographics:

The agency's plan to service every citizen in Texas, regardless of region, is achieved by several means: phone with voicemail, fax, E-mail, web site, U. S. Mail – regular and registered, courier service, in person at the office, or by agency travel. The largest number of licensees historically has been located in the Houston, Dallas, and Fort Worth areas. Likewise, more Texas citizens are impacted by polygraph examinations in these major metropolitan areas. However, the coverage of the service is statewide.

The Polygraph Examiners Board has determined that statutorily mandated continuing education requirements, as well as a few other quality control issues would benefit the Texas polygraph industry and the Texas citizenry. The board is

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prepared to serve as a resource to the legislature should this issue come up in the future.

The Texas polygraph industry historically has played a vital role in the Texas criminal justice/law enforcement arenas. Polygraph has been, and will continue to be a key element in the arsenal of criminal investigative tools.

Future trends in the Texas polygraph industry reflect that there will be a growing need for more licensees as polygraph becomes more widely used in the monitoring and surveillance of convicted sex offenders, and others under criminal sentence. A statewide program of this nature will truly serve the critical needs of Texas citizens and generate a tremendous growth within the industry. This growth is currently underway with efforts from the Council on Sex Offender Treatment (CSOT) and Probation/Parole. Professional organizations have come on line to solidify this effort. These groups include the Department of Public Safety (DPS), Texas Association of Law Enforcement Polygraph Investigators (TALEPI), Texas Association of Polygraph Examiners (TAPE), Texas Association of Sex Offender Treatment (TASOT), Texas Association Against Sexual Assault (TAASA), Texas Corrections Association (TCA), and the Sexual Assault Prevention Crisis Service, which is a division of the Attorney General's Office. Other areas of possible growth could relate to some of the Homeland Security issues, and law enforcement pre-employment testing.

Technological Developments:

The agency has four computers. Two computers have printer and internet capabilities with E-mail and fax. One computer is used as a word processor and one computer, a laptop, needs to be removed from inventory due to its age. The Agency does have a Web page. The Agency also has four meridian phones set up with voice mail. The Agency has two published phone lines, one is a local number, and the other is a toll-free line piggy-backed on to one of our other incoming lines. Last, the Agency has a high volume photocopier. The collection of fees OnLine is in the planning stages and is considered to be, "Deployed will not be scheduled", by the Texas OnLine Occupational Licensing Authority.

Economic Variables:

The enactment of the Employee Polygraph Protection Act of 1988 (EPPA), Public Law 100-347, displaced many licensed polygraph examiners. In the years since EPPA's enactment, the number of licensees has declined from 575 in the 1989 fiscal year to 237 current licensees today. Most of the licensees who have not

yet renewed their licenses were in private practice and were unable to afford the high costs associated with the administration of polygraph examinations under the federal law. The board is looking to attract retiring governmental examiners to increase our license numbers.

Impact of Federal Statutes/Regulations:

Prior to December 27, 1988, the federal government had no legislation that would affect the administration of any polygraph examination in Texas. The implementation of EPPA has had the following effect on the use of polygraph in the work place:

1. Many, but not all (certain exemptions do apply) preemployment polygraph examinations were prohibited in the private work place;
2. All periodic polygraph examinations were prohibited in the private work place;
3. All municipal, county, state, and federal government entities are exempt;
4. Certain types of preemployment examinations and certain types of specific issue examinations are not prohibited in the private work place;
5. Most of the responsibility for compliance with EPPA guidelines has been placed on the private employer.
6. Specific instrumentation requirements are delineated in the statutes.

The U. S. Department of Labor, Wage and Hour Division, is charged with the enforcement of EPPA. These federal officials can only access polygraph records by written permission of the individual polygraph subject. They have no authority to randomly inspect any polygraph record. EPPA makes no technical demands for the administration of any polygraph examination, contrary to state law. The agency has no mandate to enforce EPPA, but a licensee found in violation of EPPA could possibly be charged by the state for violations under the Act for unworthiness or incompetency.

It is unknown at this time what impact, if any, the Americans with Disabilities Act (ADA) will have on the Texas polygraph industry. It is also unknown what impact ADA will have on agency operations as they apply to regulation.

There are no known agency-specific federal mandates that impact operations at this time. The agency receives no federal funds. There are no federal court decisions that impact agency operations at this time. There are no federal or state law suits against the agency or board.

Other Legal Issues:

There are no known current or outstanding court cases that would impact the agency regarding its regulatory functions. There are no known local government requirements that would impact the agency's regulatory functions.

Self-Evaluation and Opportunities for Improvement:

The Texas Polygraph Examiners Board has established licensing and regulatory requirements that are unequaled in any other state. The Texas polygraph examiners license is the most coveted polygraph license in the country because of its difficulty in attainment. We have the most proficient internship training program anywhere. Our licensing examination has evolved into an exercise that assures that only the most skilled and qualified applicants receive a Texas license. Since 1965, this board has issued only 1,186 original licenses. Only 237 of those 1,160 licenses are currently active.

This agency was once the only state polygraph regulatory authority that performed routine field compliance inspections of its licensees. The on-site inspection program was initiated in fiscal year 1984 and ceased in fiscal year 1997 at the request of counsel. Since then, there has been a significant decline in the number of sustained complaints against licensees. That program was an ongoing effective means of ensuring that licensees perform each polygraph examination with a constant awareness of their obligations to laws.

There has been a decline in the number of current licensees since the enactment of EPPA. The enactment of EPPA has resulted in a corresponding decline in the number of applicants submitting to licensing examination and the number of new licenses issued.

The Act, at this time, does not specifically provide for any impaired licensing program. Although substance abuse has not been a significant problem among licensees, consideration should be given to ensure that impaired licensees are rehabilitated and allowed to return to the industry as productive practitioners.

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Physical handicaps have never been a barrier to licensure as a polygraph examiner. The only handicaps that might prevent someone from performing as an examiner would perhaps be quadriplegia or total blindness.

When the 100th Congress passed EPPA, it failed to appropriate any additional funds to the U. S. Department of Labor for enforcement. Consequently, their enforcement efforts are limited at best. They respond only to complaints and levy sanctions and fines only on the employers who are found to be in violation of EPPA. EPPA does not address any of the technical aspects that are necessary in any legitimate polygraph examination. EPPA only addresses the employees' rights. In contrast, this agency is charged with ensuring that not only are the subject's rights protected, but that the polygraph examination is properly administered. EPPA cannot be mistaken as a substitute for the state's polygraph regulatory and licensing program, because EPPA has failed to establish any licensing standards for the practice of polygraph.

Mandatory continuing education programs would strengthen the profession through intensified, approved training programs. To expand the licensing program, all licensees must be armed with the latest technology and instruction. This would ensure that the Texas polygraph industry gains the confidence of the public and attracts new licensees.

The licensing examination must continue to evolve with the new technology and the expanding vernacular of the profession. Such an evolution must entail not only the substance of the licensing examination, but its delivery. The board is the best entity to administer the licensing examination.

A change in present state statutes to include language about instrumentation to include the Galvanic Skin response would assure of instrumentation keeping with current technology.

This agency must accept the challenge to move the polygraph industry forward through new and innovative programs designed to promote, rejuvenate, and alert the polygraph profession. This will render to the Texas public the finest polygraph services in the United States.

Agency Goals

GOAL 1: Administer and Enforce the Polygraph Examiners Act

To examine only qualified applicants and license only those who are proficient and competent as polygraph examiners, to aggressively enforce the Polygraph Examiners Act, and ensure swift, fair, and effective enforcement for all violators of the Act.

OBJECTIVE 1: Licensing, Examinations, and Enforcement

Ensure that 100 percent of license applicants meet minimum qualifications and issue licenses to applicants who successfully complete all portions of the licensing examination; ensure due process and prompt response to 100 percent of complaints and respondents; ensure 100 percent compliance with the Polygraph Examiners Act and the board's rules and regulations; and deter the incidence of unlicensed individuals using instruments that fail to meet the minimum standards in the testing of Texas citizens.

OUTCOME MEASURES:

1. Percent of licensees with no recent violations.
2. Percent of complaints resolved resulting in disciplinary action.
3. Recidivism rate for those receiving disciplinary action.
4. Percent of documented complaints resolved within six months.

STRATEGY 1: Licensing, Examinations, and Enforcement

Develop a formal, rigorous, and timely process for verifying active internship training programs. Continue to modify and evolve the licensing examination. Coordinate formal hearings with the State Office of Administrative Hearings and the Attorney General's Office to ensure due process for all parties and to effectively and efficiently process all formal hearings. Promptly perform all field investigations in response to consumer and board initiated complaints.

OUTPUT MEASURES:

1. Number of Investigations Conducted
2. Number of Complaints Resolved
3. Number of Individuals Examined
4. Number of Examination Sessions Conducted
5. Number of New Licenses Issued to Individuals
6. Number of Individual Licenses Renewed

EFFICIENCY MEASURES:

1. Average Time for Complaint Resolution
2. Average Cost per Complaint Resolved
3. Average Licensing Cost per Individual License Issued
4. Average Cost per Exam Administered
5. Percentage of New Individual Licenses Issued Within Ten Days
6. Percentage of Individual License Renewals Issued Within Seven Days

EXPLANATORY MEASURES:

1. Number of New Internship Licenses Issued
2. Number of Upheld Jurisdictional Complaints Received
3. Total Number of Individuals Licensed
4. Pass Rate

APPENDIX A

Agency's Planning Process

Texas Polygraph Examiners Board

Agency Planning Process:

The development of the agency strategic plan becomes vital to the mission of the agency in relationship to the continued efforts to move the agency and profession into the future, and make the necessary changes required to assure the public of the product we regulate. This agency will make the necessary modifications in its direction as permitted by law, and will seek legislative relief on issues outside of our legal ability when change is needed. Board meetings are critical for the movement of ideas to further the agency along. The board has always supported continuing education of our licensees and has made its presence known at association-sponsored seminars within our state as well as nationally. Our board members are members of many different professional associations and bring that knowledge to board meetings for board discussion and debate.

The Polygraph Board's, Long Range Planning Committee drives movement toward new and creative thought to polygraph related issues. The board's legislative committee will foster communication and present ideas to the legislature when statute changes are needed. The executive officer will derive creative ways to administer office operations with input and direction from the board. Public input is always welcomed and time has been set aside at all board meetings for this critical exchange of ideas. Communication with the Governor's Office of Budget and Planning and with the LBB as well as the Auditor's Office and Comptroller, will assure this agency's compliance with legislative thought and direction.

In short, this agency wants to fulfill its stated mission in a positive and responsible fashion for our customers. We take a proactive approach towards our pursuit of assuring the public and the legislators of our intent to do so.

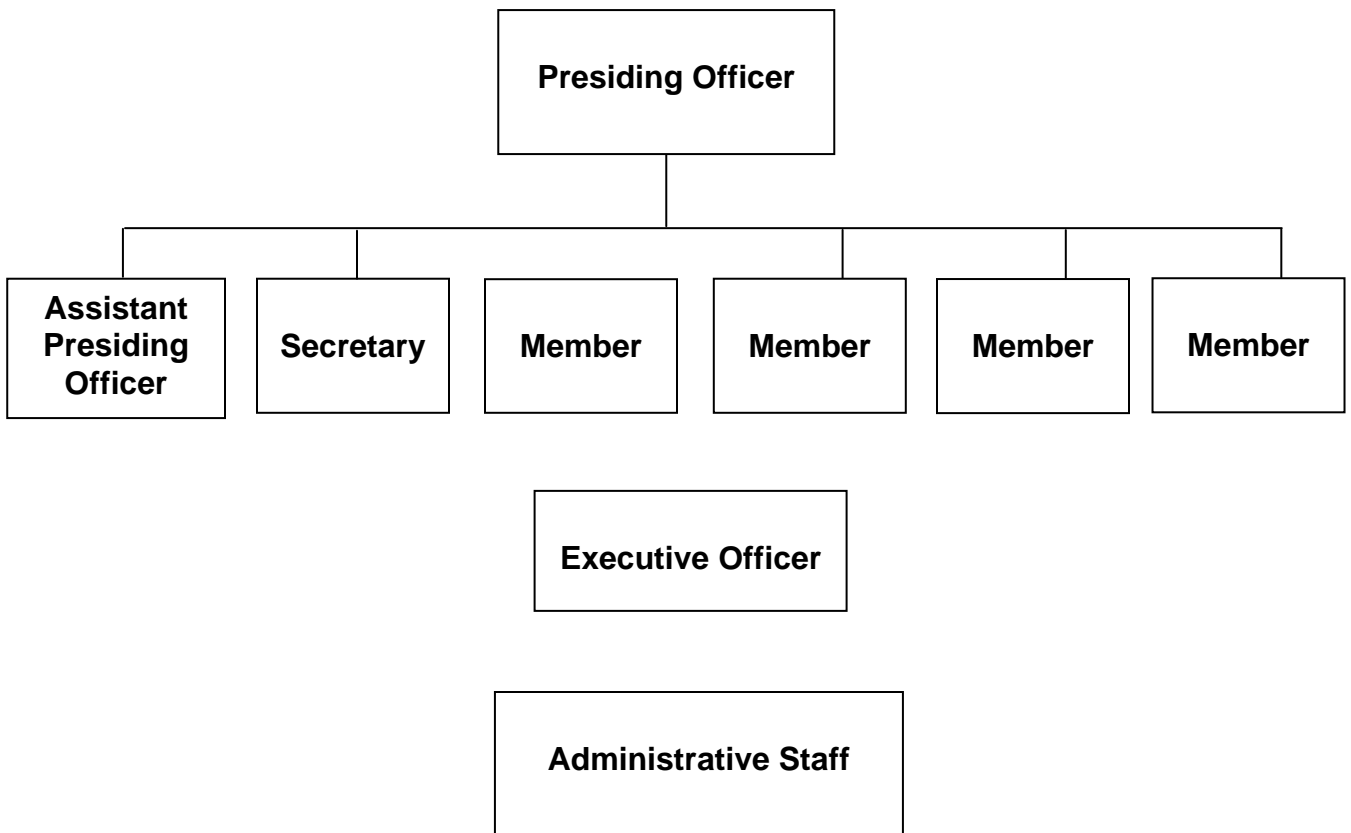
APPENDIX B

Agency Organizational Chart

Texas Polygraph Examiners Board

POLYGRAPH EXAMINERS BOARD

ORGANIZATIONAL CHART



APPENDIX C

Current Year Activities

And

Five-Year Projection For Outcomes

Texas Polygraph Examiners Board

Current Year Activities and Five-Year Projection for Outcomes:

At the present time, office automation as necessary will be the priority. This has been driven in part by legislative mandate, as well as the board's desire to better serve the community. The board office has become a hub for the movement of information. Our goals, objectives, and strategies are relatively the same; however, the delivery process has and will continue to improve and evolve.

The goal of aggressively enforcing the Act for compliance is an ongoing project and will remain so. The board will not tolerate anything but 100% compliance to the Act, and any violation will be dealt with as permitted by law.

The goal of licensing only qualified applicants is an ongoing project and will remain so. Proficient and competent polygraph examiners are what the people and profession require. Thus only those who meet minimum licensing qualifications and/or successfully complete all portions of the licensing examination will be licensed.

The board has in recent years updated its licensing examination to include the modern day vernacular, as well as to take a cross sample of educational values from numerous board-approved polygraph schools across the country and incorporate that information into the licensing examination now being administered. The licensing examination has and will continue to include a sample of the applicant's work product for board review. Furthermore, communication with national associations and other polygraph related groups will assure that Texas stays on the cutting edge and in tune with what is expected of us.

Our planning process will assure the public of the board's desire to not become stagnant and to take a proactive stance for the good of the people. Our five-year projection is 100% compliance with a zero tolerance; this is our goal.

PROJECTED OUTCOMES

Fiscal Years 2009 – 2013

Outcome	FY 2007	FY 2008	FY 2009	FY 2020	FY 2022
Percent of Licensees with No Recent Violation.	99.0	99.0	99.0	99.0	99.0
Percent of Complaints Resolved Resulting in Disciplinary Action.	1.0	1.0	1.0	1.0	1.0
Recidivism Rate for Those Receiving Disciplinary Action.	1.0	1.0	1.0	1.0	1.0
Percent of Documentation Complaints Resolved in Six Months.	100.0	100.0	100.0	100.0	100.0

*These figures would hold true should the board lack an inspection process.

APPENDIX D

Measures Definitions

Texas Polygraph Examiners Board

Goal One: Administer and Enforce Polygraph Act

Objective One: License, Examination, and Enforcement

Strategy One: License, Examination, and Enforcement

Outcome:

1. Percent of licensees with no recent violations.
2. Percent of complaints resolved resulting in disciplinary action.
3. Recidivism rate for those receiving disciplinary action.
4. Percent of documented complaints resolved within six months.

Output:

1. Investigation conducted.
2. Complaints resolved.
3. Individuals examined.
4. Examination session.
5. New licenses issued.
6. Licenses renewed.

Efficiency:

1. Average time for complaint resolution.
2. Average cost per complaint resolved.
3. Average licensing cost per individual license issued.
4. Average cost per exam administered.
5. Percentage of new individual licenses issued within ten days.
6. Percentage of individual license renewals issued within seven days.

Explanatory:

1. New internship licenses issued.
2. Upheld Jurisdictional complaints received.
3. Total number of individuals licensed.
4. Pass rate.

Outcome:

1) Percent of Licensees With No Recent Violations

Short Definition: The percent of the total number of licensed individuals at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).

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

Source/Collection of Data: The executive officer will keep a running database of violations year to year. This data will be kept at the board office in the complaint file logbook.

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

Data Limitations: Only documented violations can be considered. The agency would have no other way to determine if a violation had occurred.

Calculation Type: Noncumulative.

New Measure: No.

Desired Performance: Higher than target.

2) Percent of Complaints Resulting in Disciplinary Action

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

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

Source/Collection of Data: The executive officer will keep a running database of disciplinary action taken, from year to year. This data will be kept at the board office and can be found in the complaint file logbook.

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

Data Limitations: Only documented complaints can be considered.

Calculation Type: Noncumulative.

New Measure: No.

Desired Performance: Lower than target.

3) Recidivism Rate for Those Receiving Disciplinary Action

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

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

Source/Collection of Data: The executive officer will keep a running database of disciplinary action taken from year to year. Recidivism rate can be determined from that. The database will be stored at the board office, in the complaints file logbook.

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

Data Limitations: Only documented data can be considered.

Calculation Type: Noncumulative.

New measure: No.

Desired Performance: Lower than target.

4) Percent of Documented Complaints Resolved Within Six Months

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

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

Source/Collection of Data: The executive officer will keep a running baseline of complaints resolved including the amount of time necessary to resolve those complaints. The database will be stored at the board office in the complaints file logbook.

Method of Calculation: The number of complaints resolved within a period of six months or less from the date of receipt (numerator) is divided by the total number of complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage.

Data Limitations: Only documented complaints can be considered.

Calculation type: Noncumulative.

New Measure: No.

Desired Performance: Higher than target.

OUTPUTS:

1) Investigations Conducted

Short Definition: The number of investigations completed during the reporting period. This is to include investigations on complaints, consumer concerns, issuance/monitoring of internship, and licensing.

Purpose/Importance: The measure shows the workload associated with conducting required investigations.

Source/Collection of Data: The executive officer will keep a running database on investigations conducted on complaints, on consumer concerns, on internship, and on licensing of others. Investigations associated with complaints and consumer concerns will have their own logbooks. Investigations conducted to determine whether an applicant qualifies for internship or licensing under reciprocity will be kept in those individuals internship file or licensing file, which will be kept at the board office.

Method of Calculation: The total number of investigations conducted during the reporting period.

Data Limitations: Only documented events can be considered.

Calculation Type: Cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

2) Number of Complaints Resolved

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

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

Source/Collection of Data: The executive officer will keep a running database of complaints resolved stored at the board office. The data will be kept in the complaint file logbook.

Method of Calculation: The total number of complaints during the reporting period upon which final action was taken by the board for which a determination is made that a violation did not occur. A complaint that, after preliminary investigation, is determined to be non jurisdictional is not a resolved complaint.

Data Limitations: Only documented complaints can be considered; consumer concerns will not be addressed in this measure.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Lower than target.

3) Number of Individuals Examined

Short Definition: The number of individuals to whom examinations were administered in whole or in part during the reporting period.

Purpose/Importance: The measure shows the number of individuals examined, which is a primary step in licensing the individual and represents a major cost element for the agency. Examination grading and notification costs are directly related to this measure.

Source/Collection of Data: The executive officer will keep a running database of persons examined. That database will be kept at the board office, and can further be cross-checked with the receipt book.

Method of Calculation: For an exam administered in one session, even if comprised of periods with breaks or on more than one day, the individuals attending the session are counted only once. An individual who attends two sessions for two exams or parts of exams should be counted twice.

Data Limitations: Only qualified persons will be examined.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target.

4) Number of Examination Sessions Conducted

Short Definition: The number of examination sessions conducted during the reporting period. This is also including special examination sessions and the relicensing examinations.

Purpose/Importance: The measures show the workload associated with administering the licensing examination in full or in part.

Source/Collection of Data: The executive officer will keep a running database on examination sessions conducted at the board office, every time an examination is conducted. The name of the individual being examined will be logged, as well as the date of the examination, and the portion of the examination administered.

Method of Calculation: The total number of examination sessions conducted during the reporting period will be counted. An examination session is defined as any time the executive officer or board administers a licensing examination, regardless of how many applicants are tested, or what portion of the examination is administered.

Data Limitations: Only qualified persons will be examined.

Calculation Type: Cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

5) Number of New Original Licenses Issued to Individuals

Short Definition: The number of new original licenses issued to previously unlicensed individuals during the reporting period.

Purpose/Importance: A successful licensing structure must ensure that legal standards for professional education and practice are met prior to licensure. This measure is a primary workload indicator, which is intended to show the number of persons who were documented to have successfully met all licensure criteria, established by statute and rule, as verified by the agency during the reporting period.

Source/Collection of Data: The executive officer will keep a running database of all new original licenses issued to individuals. That data will be kept at the board office. In the licensing logbook, other data such as method of licensure and date is also collected. This logbook has the names, numbers, and dates of all licenses that have been issued. The total number of names shown on the list for that quarter is counted for data collection.

Method of Calculation: This measure counts the total number of new original licenses issued to individuals during the reporting period, regardless of when the application was originally received. Those individuals who had a license in the previous reporting period are not counted. Only new licenses are counted. Licenses are counted as new for persons who were previously licensed, but whose license expired so that they were required to meet all criteria of a new applicant.

Data Limitations: Only qualified persons will be licensed.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target.

6) Number of Licenses Renewed (Individuals)

Short Definition: The number of licensed individuals who held licenses previously and renewed their license during the current reporting period.

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

Source/Collection of Data: The executive officer will keep a running database of individuals who renew their licenses. The data will be kept at the board office in a logbook and can be cross-checked with the receipt book. By viewing the receipt book, those that have renewed each quarter can be verified.

Method of Calculation: The measure is calculated by querying the agency licensing receipt book to produce the total number of licenses issued to previously licensed individuals during the reporting period.

Data Limitations: Only qualified persons may renew their licenses.

Calculation Type: Cumulative.

New Measure: No.

Desired Performance: Higher than target.

Efficiency:

1) Average Time for Complaint Resolution

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

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

Source/Collection of Data: The executive officer will keep a running database of the time required to resolve a case. The logbook will have the name of the complainant, the date the case was opened, the date the case was closed, and the name of the individual the complaint was on. The data will be kept at the board office.

Method of Calculation: The total number of calendar days per complaint resolved, summed for all complaints resolved during the reporting period, that elapsed from receipt of a request for agency intervention to the date upon which final action on the complaint was taken by the board (numerator) is divided by the number of complaints resolved during the reporting period (denominator). The calculation excludes complaints determined to be non jurisdictional of the agency's statutory responsibilities.

Data Limitations: Only documented complaints can be considered.

Calculation Type: Noncumulative.

New Measure: No.

Desired Performance: Lower than target.

2) Average Cost per Complaint Resolved

Short Definition: Total costs expended for the resolution of complaints during the reporting period divided by the total number of complaints resolved during the reporting period.

Purpose/Importance: The measure shows the cost efficiency of the agency in resolving a complaint.

Source/Collection of Data: The executive officer will keep a running database of cost including time required to resolve complaints. Each complaint filed will have that data recorded in it.

Method of Calculation: The total funds expended and encumbered during the reporting period for complaint processing, investigation, and resolution (numerator) is divided by the number of complaints resolved (denominator). Costs include the following categories: salaries; supplies; travel; postage; subpoena expenses; and other costs directly related to the agency's enforcement function, including charges of the State Office of Administrative Hearings. Indirect costs are excluded from this calculation. For multiple reporting periods, year-to-date performance is calculated by adding all costs related to complaints for all reporting periods (numerator) is divided by the number of complaints resolved for all reporting periods (denominator).

Data Limitations: Only documented complaints can be considered.

Calculation Type: Noncumulative.

New Measure: No.

Desired Performance: Lower than target.

3) Average Licensing Cost per Individual License Issued

Short Definition: Total expenditures (including encumbrances) for direct licensing activities during the reporting period divided by the total number of individuals licensed during the reporting period.

Purpose/Importance: This measure is intended to show how cost-effectively the agency processes new and renewal license applications for individuals.

Source/Collection of Data: The executive officer will keep a running database of cost including time required to license an individual. Each individual licensing file will have those figures documented in it. The number of new and renewed licenses is obtained from performance measurement data calculated each quarter. All cost data is retrieved. Time allocations are prepared and calculated.

Method of Calculation: Total funds expended and encumbered during the reporting period for the processing of initial and renewed licenses for individuals divided by the total number of initial and renewed licenses for individuals issued during the reporting period. Costs include the following categories: salaries; supplies; travel; postage; and other costs directly related to licensing, including document review, handling, and notification. Costs related to the examination function and indirect costs are excluded from this calculation.

Data Limitations: Only qualified individuals may seek licensure.

Calculation Type: Noncumulative.

New Measure: No.

Desired Performance: Lower than target.

4) Average Cost per Exam Administered

Short Definition: Total costs expended for examination activities during the reporting period divided by the total number of exams administered during the reporting period.

Purpose/Importance: The measure shows the efficiency in costs to administer an exam.

Source/Collection of Data: The executive officer will keep a running database of individuals examined. Cost in time and money will be tracked per individual examined. The data will be kept in the individual licensing application file.

Method of Calculation: Total funds expended and encumbered during the reporting period for the administration of examinations (numerator) is divided by the number of individuals to whom whole or multi-part examinations were administered (denominator). Costs incurred in a different quarter from the exam session should be included in the report for the period in which the exam was given. Costs should include the following categories: salaries; supplies; travel; postage; and other costs directly related to examination administration including exam room rental, exam application review and handling, proctoring, notification, and grading. Indirect costs are excluded from this calculation.

Data Limitation: Only qualified individuals will be administered the licensing examination, or any portion of it.

Calculation Type: Noncumulative.

New Measure: No.

Desired Performance: Lower than target.

5) Percentage of New Individual Licenses Issued Within Ten Days

Short Definition: The percentage of new original individual licenses that were processed during the reporting period within ten calendar days of those individuals meeting the requirement for licensing under reciprocity. This is measured from the time in days elapsed from receipt of notification that the applicant has met the requirements until the date the license is mailed, to the board secretary for final signature.

Purpose/Importance: This measures the ability of the agency to process new licenses in a timely manner and its responsiveness to a primary constituent group.

Source/Collection of Data: The executive officer will keep a running database of all persons who have been issued a new license, a record of when the board office was first notified of an individual being qualified to receive the new license will be recorded, and the data at which the new license is mailed to the board secretary will also be recorded. This data will be kept in the individual's licensing file.

Method of Calculation: The calculation is made using all new original licenses issued and mailed during the reporting period no sampling is used. The total number of calendar days per new licenses issued that elapsed from the receipt of notification that the applicant has passed their licensing examination or has met the requirement under reciprocity, until the date the new license is mailed to the board secretary for final signature. The total number of new licenses that meet this criteria is then divided by the total number of new licenses issued, and mailed during that quarter. This number is then multiplied by 100 and expressed as a percentage.

Data Limitations: Turn around time to produce the actual license is sometimes dependant on service providers.

Calculation Type: Noncumulative.

New Measure: Yes.

Desired Performance: Higher than target.

6) Percentage of Individual License Renewals Issued Within Seven Days

Short Definition: The percentage of individual license renewal applications that were processed during the reporting period within seven days of receipt, measured from the time (in calendar days) elapsed from receipt of the renewal application until the date the renewal verification is mailed.

Purpose/Importance: This measures the ability of the agency to process renewal applications in a timely manner and its responsiveness to a primary constituent group.

Source/Collection of Data: The executive officer will keep a running database of all persons renewing their license. The date of receipt of the renewal is date stamped on the renewal application, and the date when the confirmation of the renewal is sent back to the applicant is also recorded on the renewal form.

Method of Calculation: The calculation is made using all licenses mailed during the quarter. The total number of calendar days per renewal license application that elapsed from the receipt of a renewal application until the date the renewal notification and renewal sticker is mailed back to the applicant, is determined as described above, in source/collection of data. The total number of renewed licenses that meet this criterion is then divided by the total number of renewals mailed during the quarter. This number is then multiplied by 100 and expressed as a percentage.

Data Limitations: Only completed renewal applications will be considered.

Calculation Type: Noncumulative.

New Measure: Yes.

Desired Performance: Higher than target.

Explanatory:

1) New Internship Licenses Issued

Short Definition: The total number of new internship licenses issued during the reporting period.

Purpose/Importance: The measure shows the total number of internship licenses issued during the reporting period and can be used to track potential licensees.

Source/Collection of Data: The executive officer will keep a running database of new internships issued. This database will be kept in the Internship logbook at the board office. Every time a new internship license is issued, the licensee's name and internship license number will be recorded in the logbook.

Method of Calculation: The total number of individual issued or in possession of an internship license at the end of the reporting period.

Data Limitations: Only qualified persons will be issued an internship.

Calculation Type: Cumulative.

New Measure: Yes.

Desired Performance: Higher than target.

2) Number of Upheld Jurisdictional Complaints Received

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

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

Source/Collection of Data: The executive officer will keep a running database of the jurisdictional complaints received, as well as upheld jurisdictional complaints. This data will be kept in the complaint file logbook at the board office.

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

Data Limitations: Only documented upheld jurisdictional complaints will be considered.

Calculation Type: Cumulative.

New Measure: No.

3) Total Number of Individuals Licensed

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

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

Source/Collection of Data: The executive officer will keep a running database of all licenses issued in a given year. This data will be kept at the board office in the annual license file, which could be cross-checked to the receipt book. At the end of each fiscal year, the executive officer sorts the addresses of all individuals licensed by the agency. Duplicate addresses are checked for duplicate names and duplicate names are removed from the list. This list is printed and maintained at the board office.

Method of Calculation: The total unduplicated number of individuals licensed that is stored in the licensing database by the agency at the end of the reporting period. This agency does not have any inactive licenses.

Data Limitations: Only qualified individuals will be licensed. Internship licenses are not counted.

Calculation Type: Cumulative.

New Measure: No.

4) Pass Rate

Short Definition: The percent of individuals to whom a whole examination, or segments of a multipart examination were administered during the reporting period who received a passing score.

Purpose/Importance: The measure shows the rate at which those examined passed. This is an important step in the licensing process and a low pass rate may represent unnecessarily restrictive licensure requirements or inadequate preparation by licensure applicants.

Source/Collection of Data: The executive officer will keep a running database of the number of persons taking each examination session and the number of those passing and failing will be recorded. This data will be kept at the board office in the pass\fail record book.

Method of Calculation: The total number of individuals who passed the examination (numerator) is divided by the total number of individuals examined (denominator). The result should be multiplied by 100 to achieve a percentage. If two exams were given in the same reporting period, the total number of individuals passing the exam during the reporting period is divided by the total number of persons taking the exam during the reporting period. Persons taking the exam multiple times are counted each time they take the exam.

Data Limitations: Only qualified individuals will be examined.

Calculation Type: Noncumulative.

New Measure: No.

APPENDIX E

Workforce Plan

Not Applicable

Refer to the Texas Department of Public Safety

Texas Polygraph Examiners Board

APPENDIX F

Report on Customer Service

Not Applicable

Refer to the Texas Department of Public Safety

Texas Polygraph Examiners Board

APPENDIX G

Report on Compact with Texans

Texas Polygraph Examiners Board

Compact with Texans – Texas Polygraph Examiners Board (TPEB), Line item Department of Public Safety, (DPS) budget code 15011.

COMPACT WITH TEXANS

Dear Customer,

The Texas Polygraph Examiners Board's mission is to establish and enforce standards of instrumentation, regulation, and education. Thus, to license and regulate all persons purporting to be able to detect deception and verify truthfulness of statements. We perform our function within an even larger state mission, whose philosophy is to protect and serve the citizens of Texas in the most efficient and effective manner. Texas Polygraph Examiners Board strives to expeditiously handle consumer requests for information, services, or complaints in a courteous manner. Additionally, the Texas Polygraph Examiners Board maintains a web site with other pertinent information for consumer convenience. Any complaint can be filed with the customer service representative.

Below you will find an overview of the complaint, renewal, original licensing, and request for information process. Remember, Texas Polygraph Examiners Board is your agency. You may write, telephone, or fax at any time. We are here to serve your needs and are happy to do so.

COMPLAINT PROCESS

A. How should you file a complaint and who should you complain to?

Any customer of polygraph services may file a complaint. Complaints should be sent to the agency customer service representative.

B. When should a complaint form be submitted?

The customer of polygraph services should file a complaint when a violation of State Law and/or Board Rules and Regulations has occurred. The customer may view the State Laws and/or Board Rules and Regulations at our web page: www.tpeb.state.tx.us or can have a copy mailed to them by calling (512) 424-2058, or toll free at 866-448-8610.

C. Where to file a complaint?

Signed complaint forms will be received at the board office whenever a customer of polygraph service feels a violation has occurred. Those complaints can be mailed or faxed to the agency customer service representative:

Texas Polygraph Examiners Board
Attn: Mr. Frank DiTucci
PO Box 4087 MSC 0700
Austin, Texas 78773

Telephone: (512) 424-2058 or toll free at 866-448-8610
Fax: (512) 424-5739
E-mail: polygraph.board@mail.capnet.state.tx.us

D. How to file a complaint?

When any customer of polygraph services feels a violation of State Law or Board Rules and Regulations has occurred, that person may file a complaint with the board. Complaint forms are available at our web page, or the consumer may wish to call the board office and ask for a complaint form to be mailed to them. Our web page is at www.tpeb.state.tx.us and our telephone number is (512) 424-2058 or toll free at 866-448-8610.

E. What happens once a signed complaint has been received at the Board Office?

- Within a short period of time, a day or two in most cases, a receipt letter is sent out to the complainant verifying receipt of their complaint.
- A photocopy of the complaint is usually sent to the polygraph examiner being complained about, allowing for that individual to add their view point to what may or may not have occurred.
- Once the board office has received the polygraph examiner's response, the investigation can continue.
- At some time, a complaint officer is chosen to aid the customer service representative. The complaint officer is a board member appointed by the Governor. Complaint officers are routinely rotated.

- If a complaint is not resolved within 90 days, the board office will notify the complainant and the examiner of the status of the investigation and will keep both parties informed every 90 days until closure.

REQUEST FOR INFORMATION

A. What is the process to request information?

Anyone can seek information from the board office. The board office will provide any and all information a person seeks providing it is within the board's authority. If the board cannot provide such information, the requestor will be informed why the board cannot provide the information requested, and if possible will refer the requestor to where such information may be found if applicable. This process is usually handled in a single telephone call or fax. Otherwise, it is depending on the volume of information requested and the time required to research the requested information. This time factor will be discussed with the requestor at the original time of contact and an agreed time frame will be established usually within 7 to 10 days. A cost recovery fee will be applied if applicable.

LICENSE RENEWAL PROCESS

A. What is the process to renew a license?

- The board office will mail renewal forms with updated information out in mid October for the upcoming renewal year. The maximum allowable fees are set by the legislators in the Appropriations Act.
- The licensee will complete the renewal form and mail it back to the board office with the appropriate fee. If the renewal is postmarked after December 31, a late fee will be charged. If a bad check is received, a late fee will be charged if the process occurs after December 31.
- The board office will process the application for corrections. Renewal applicants will be informed if any mistakes are revealed, or if additional data is needed.
- The board office will send out a renewal sticker and receipt. This process can take up to 7 to 10 days depending on the time of year at which the renewal is being processed.

- During the course of the year, the board office will be in touch with the Attorney General's Office and the Texas Guaranteed Student Loan Association to determine those who are in default of child support payment or default on repayment of Guaranteed Student Loan. Either of these factors could suspend a license.

ORIGINAL LICENSE PROCESS

A. What is the process to obtain an original license?

A person is qualified for a polygraph examiners license if the person:

1. Has not been convicted of a misdemeanor involving moral turpitude or a felony;
2. Either:
 - A. Holds a baccalaureate degree from a college or university accredited by an organization designated by the board that the board determines has accreditation standards ensuring a high level of student scholarship; or
 - B. Has active investigation experience during the five years preceding the date of application;
3. Either:
 - A. Is a graduate of a board-approved polygraph examiners course and has satisfactorily completed at least six months of a polygraph examiner internship; or
 - B. Has satisfactorily completed at least 12 months of a polygraph examiner internship; and
4. Has passed an examination conducted by, or under the supervision of, the board to determine the person's competency for a license.

The board by rule shall establish the criteria by which the board evaluates an applicant's compliance with the active investigative experience requirement.

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Texas Polygraph Examiners Board

The board shall provide for an examination to be administered in three-month intervals, or if students prefer, a portion of the examination is offered upon graduating from a board-recognized school.

The internship process is an apprenticeship program requiring a sponsor. Each sponsoring polygraph examiner shall submit to the board progress reports every 60 days on each intern on forms furnished by the board. To serve as a sponsor for an intern polygraph examiner, a Texas licensed polygraph examiner must have held an original Texas polygraph license continuously for at least two years immediately preceding the application.

For more details on licensing requirements, refer to the Texas Polygraph Examiners Act and the Board Rules and Regulations regarding internship. This information may also be obtained for your convenience by contacting the board office at (512) 424-2058 or at our web page at www.tpeb.state.tx.us. You may also contact us toll free at 866-448-8610 with any of your concerns.

APPENDIX H

Information Resources Strategic Plan

Texas Polygraph Examiners Board

Polygraph Examiner's Board Strategic Plan

Goal #1: To administer and enforce the Texas Polygraph Examiners Act, Texas Occupation Code, Chapter 1703. To examine and license only qualified applicants that are proficient and competent to act as polygraph examiners, and to aggressively enforce this act ensuring swift, fair, and effective enforcement.

Objective #1: License, examinations, and enforcement. Ensure that 100% of license applicants meet minimum qualifications and issue licenses to applicants who successfully complete all portions of the licensing examinations; ensure due process and prompt response to 100% of complaints and respondents; ensure 100% compliance with the Polygraph Examiners Act and board rules and regulations; and reduce the incident of unlicensed individuals using instruments that fail to meet the minimum standards of testing of Texas citizens.

Agency Programs: The agency has no reappropriated, unexpended, and unencumbered balance for unforeseen circumstances, including but not limited to investigation of licensees and additional responsibilities as may occur, related to the regulation of voice stress analyzers and other devices.

Table 1: Goals, Objectives, and Strategies

IR Goal #1.	To use information resource technologies in the most cost efficient manner in support of the agency's mission to service and protect the public.
IR Objective #1.	To move forward with the purchase and implementation of needed technologies to provide more timely and accurate information, and to serve our customers better.
IR Strategy #1.	To use new information systems and technologies to provide more timely and accurate information.
IR Strategy #2.	Provide quality IR products to customer.
IR Strategy #3.	Provide an efficient and secure computing environment for agency staff.
IR Strategy #4.	Promote cost efficient service program.

Targets and Action Items:

- Bring licensing renewal forms online.
- Bring license renewals and other payments online.
- Develop system to accept payments by credit card.
- Network computers within the board office.
- Enhance communication with cell phone.
- Enhance communication with additional E-mail capabilities.
- Purchase software.
 - Dictation software.
 - Case tracking.
 - Microsoft Word.
 - Anti-Virus.
- Continue to maintain present website.
- Increase production with modern photocopier with fax capabilities.

Table 2: Information Resources Policies and Practices

IR Priorities	The executive officer sets priorities according to agency needs. Agency assets and ability to perform tasks determine which products are developed first.
IR Planning Methodology	The executive officer has primary responsibility for the development of the IR Strategic Plan with input from board members and others. IR priorities are associated with agency assets may take a few years to develop.
Operating Systems	The Texas Polygraph Examiners Board utilizes a Windows application for in-house processing. The policy is to maintain a stable environment by using standardized software to ensure adequate processing capabilities.
Development Methodology	The Texas Polygraph Examiners Board is in a position to attempt to further develop its electronic capabilities. Through conversation with IR staff at DIR will need to occur. Additional software listed in Table 1 would significantly increase our abilities. Additional research prior to implementation through conversation with IR staff at DIR will need to occur.
Quality Assurance Practices	The executive officer oversees the development of computer applications and technologies to assure that agency resources are utilized with efficiency and effectiveness. The executive officer further relies on information provided.
E - Government	At the present time, the Texas Polygraph Examiners Board is in the process of researching effective ways to implement several E-Government projects. The plan is to work with the Texas Department of Public Safety regarding the collection of money while at the same time developing our own internal methods for data collection. Encryption is also an issue.

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Changes/ Controls
Security

Changes to computer programs occur only when the executive officer has approved the change. The Texas Polygraph Examiners Board expects to be in compliance with information resources security and risk management policies, standards, and guidelines issued by the DIR. The agency has accepted policies to ensure security of its information resources. These include weekly backup of its data and securing of that data in a fireproof/humidity proof magnetized filing cabinet, which additionally serves as the agency's disaster recovery plan. The Department of Public Safety is to handle monetary affairs, security access level for USAS has been established.

Geographic Information
Systems

N/A

Disaster Recovery/
Business Continuity
Plans

The Texas Polygraph Examiners Board has paper hard copy files of control working documents to include logs and lists, thus allowing the continued operation of the agency should electronic components fail. Electronic safeguards include the backing up of electronic data weekly and the storing of that data in fire and humidity proof file cabinets. An additional safeguard, which is in the planning stage, is to further secure the electronic data by sending a copy to a selected board member for off-site storage. This would appear to be the most efficient and cost effective manner to assure business continuity and disaster recovery. A waiver from using the West Texas Disaster Recovery Operations Center may need to be secured.

Resource Use

The Texas Polygraph Examiners Board has a policy that only state business will be conducted with the citizens' resources, furthermore only software programs that have been purchased and registered will be permitted to be used.

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Contract/Consultants	The Texas Polygraph Examiners Board utilizes interagency contracts as necessary to optimize its use of IR technologies. At the present time, DIR and DPS have assisted us. Plans are to determine and establish a method of gauging who we may contract with to service and maintain our web site. This project has become a recent need.
Information Sharing	Texas Polygraph Examiners Board has a web site, E-mail, and fax address. These modalities enable the agency to share information with regard to other state agencies and the general public.
Training and Continuing Education	Individual work plans are developed by the staff person and executive officer. The only training that would increase agency production will be considered. Photocopies of certificates will be placed in employee's employment file.
Data Center Operations	Texas Polygraph Examiners Board will review its options for maintaining its IR services in house, or contracting for those services. If the decision to contract is made, the agency will review its options beginning with the West Texas Disaster Recovery Operations Center as well as other state agencies. It is anticipated that there will continue to be only minimal services required during the life of this plan.

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Table 3: Agency Platforms, Systems, and Telecommunications

CATEGORY	TYPE	OPER. SYS.	DBMS	COUNT	COMMENT
Stand-alone PC workstation	GSC clone	Windows 2000 Professional package w/ Word 2003, PowerPoint, Adobe Reader 7.0, Internet Explorer, Microsoft Access, Microsoft Excel, Microsoft Outlook 2003, Outlook Express 6, McAfee Virus Scan.	Word Perfect 8	1	Used as a word processor and Internet for research tool and E-mail, Microsoft versions are 2003
Stand-alone PC workstation	Dell	Windows XP 2002 Professional Package	Word Perfect 8 Word 2000 McAfee Virus Scan	1	Primary agency computer with E-mail, fax, Internet, and Scanner hook up
Stand-alone PC workstation	ComPaq Pressario 1650	Windows 98	Microsoft Encarta Microsoft Works 4.5 Microsoft Money Microsoft Money Microsoft Word Microsoft Internet Exp. AOL Internet Exp. Compaq. Net Net Zero McAfee and Virus Scan Lafayette Software	1	Laptop purchased to aid in the inspection process - program put on hold

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CATEGORY	TYPE	OPER. SYS.	DBMS	COUNT	COMMENT
Stand-alone PC Workstation	Dell Intel Pentium 4 CPU 2.6 GHz 512 MB Ram	Windows XP 2002 Professional	2003 Versions MS Word, Powerpoint, Excel, Outlook, Internet Explorer, Adobe Reader 7.0, Outlook Express, McAfee Virus Scan, Word Perfect 8	One	Used as word processor, no internet.

TELECOMMUNICATION

CATEGORY	TYPE	OPER. SYS.	DBMS	COUNT	COMMENT
Network	Meridian	N/A	N/A	4	Maintained through DPS
Internet Service Provider	Texas Building and Procurement Commission, TB&PC maintains contract	N/A	N/A	1	Department of Public Safety N/A

Table 4: Agency Data Base

Major agency databases critical to the administration or services provided by the agency to serve the Texas public.

Database Name	Annual Licensing List
Database Description	The database includes the following data: examiner's name, tracking number (cross referenced to the receipt book), license number, date of renewal and money received, date bond received, bond dates, postmark notes, current mailing address, and business telephone and fax numbers. Other lists could be complaints and consumer concerns.
Data Base System	Word Perfect 8.0 and Microsoft Excel
Storage Requirements	In estimating physical storage requirements – at present the agency is not considering additional storage requirements.
GIS Data Classification	N/A
Sharing	The only sharing of data is for required reports such as ABEST, and Open Records Request reports with the Legislative Budget Board, or filing of the agency's minutes with the Secretary of State's office. The Texas Department of Public Safety provides administrative support. DPS maintains our purchasing files, collections, and inventory lists. They also do our payroll, thus some of the expenses that some agencies may require would not hold true for us.
Future	An online inspection process of our licensees is something that would be cost effective and would enhance the agency's ability to enforce the act. This will require legislation. The agency will attempt to develop other databases to further automate the office. (MS Office 2007 and Adobe Acrobat 8.0)

Table 5: Agency Applications

Major agency software applications critical to the administration or services of the agency.

Category	Description
Application Name	Licensing
Application Description	The database includes the following data: examiner's name, tracking number, (cross-referenced to receipt book), license number, date of renewal, money received, date bond received, bond dates, postmark notes, current mailing address, business telephone, and fax numbers. Other lists could be complaints and consumer concerns.
Database System	MS Office Professional 2000
Sharing	N/A
Future	Present software will be maintained at least until advent of new software technology.

Table 6: Interagency Data Needs

List	The agency does not need information from another agency.
Obstacles	N/A
Needed Assistance	N/A

APPENDIX I

Historically Underutilized Business Strategic Plan

HUB

Not Applicable

Refer to the Department of Public Safety

Texas Polygraph Examiners Board