

*TEXAS DEPARTMENT OF
PUBLIC SAFETY*

AGENCY STRATEGIC PLAN

(Including Polygraph Examiners Board)

Fiscal Years 2007-2011



Public Safety Commission

<u>BOARD MEMBERS</u>	<u>DATES OF TERM</u>	<u>HOMETOWN</u>
<u>Ernest Angelo, Jr., Chairman</u>	<u>1/6/2005 - 12/31/2007</u>	<u>Midland</u>
<u>Carlos H. Cascos, Member</u>	<u>2/11/2004 - 12/31/2009</u>	<u>Brownsville</u>

July 7, 2006

AGENCY STRATEGIC PLAN

FOR THE FISCAL YEARS 2007-2011 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>
Ernest Angelo, Jr., Chairman	1/6/2005 - 12/31/2007	Midland
Carlos H. Cascos, Member	2/11/2004 - 12/31/2009	Brownsville

July 7, 2006

Signed: _____
(Director)

Approved: _____
(Commission Chair)

TEXAS DEPARTMENT OF PUBLIC SAFETY

AGENCY STRATEGIC PLAN

TABLE OF CONTENTS

PLANNING FOR PROGRESS.....	1-4
The Statewide Strategic Planning Elements for Texas State Government	
AGENCY MISSION.....	5
AGENCY PHILOSOPHY	5
AGENCY VISION.....	5
DIRECTOR’S STRATEGIC OUTLOOK.....	8
MAJOR AGENCY CHALLENGES	8
INTERNAL ASSESSMENT.....	18
OVERVIEW AND AGENCY SCOPE AND FUNCTION	18
SELF EVALUATION	25
SUMMARY OF CAPITAL IMPROVEMENT NEEDS.....	26
EXTERNAL ASSESSMENT	28
POPULATION.....	28
GEOGRAPHIC	28
ENVIRONMENTAL.....	31
EXTERNAL RELATIONSHIPS	32
STRATEGIC OUTLOOK.....	36
TEXAS HIGHWAY PATROL DIVISION.....	36
DRIVER LICENSE DIVISION	46
CRIMINAL LAW ENFORCEMENT DIVISION.....	53
TEXAS RANGER DIVISION	63
ADMINISTRATION DIVISION	66
EMERGENCY MANAGEMENT DIVISION	75

HISTORICALLY UNDERUTILIZED BUSINESSES..... 78
AGENCY GOALS 82
STRATEGIC PLANNING AND BUDGET STRUCTURE..... 83
AGENCY PLAN DEVELOPMENTAppendix A
ORGANIZATIONAL CHARTAppendix B
FIVE-YEAR OUTCOME PROJECTIONS Appendix C
PERFORMANCE MEASURE DEFINITIONS..... Appendix D
WORKFORCE PLAN.....Appendix E
POLYGRAPH EXAMINERS BOARD PLANAddendum

Pathway to Prosperity

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



March 2006

Fellow Public Servants:

The old adage remains true: If you fail to plan, you plan to fail. We must plan for prosperity. Strategic planning is critical to ensuring a future of opportunity and prosperity. We must always be willing to critically reexamine the role of Texas State Government and the efficiency of its operations. This document specifies our mission and priorities, reflects my philosophy of limited government and my belief in personal responsibility, and it is to be used as your agencies prepare their Strategic Plans. While the role of government must remain limited, governmental endeavors must be done with maximum efficiency and fairness. Our endeavors must always have an eye first for the needs of our clients – the people of Texas.

Throughout the strategic planning process and the next legislative session, policymakers will endeavor to address our state's priorities and agencies will be asked to provide great detail about their operations. I encourage you to provide not only open and complete information but also your innovative ideas about how better to deliver government services.

Working together, I know we can accomplish our mission and address the priorities of the people of Texas. My administration is dedicated to creating greater opportunity and prosperity for our citizens, and to accomplish that mission, I am 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 that will lead to more prosperity for 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.

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:

- **Enforcing laws quickly and fairly;**
- **Maintaining state and local emergency, terrorism, and disaster preparedness and response plans;**
- **Policing public highways; and**
- **Confining, supervising, and rehabilitating offenders.**

Benchmarks:

- Percent of Texas communities covered by current emergency and disaster prevention/recovery plans
 - Percent of state's population whose local officials and emergency responders have completed a terrorism training/exercise program
 - Percent of the state's population whose local officials and emergency responders have prepared a terrorism incident response annex to their emergency management plan
 - Number of workdays Texas National Guard members spent in training and/or protecting and aiding Texans in times of need
 - Funding awarded to border sheriffs for protection between ports of entry along the Texas-Mexico border
 - Kilograms of drugs seized along the Texas-Mexico border
 - Juvenile violent crime arrest rate per 100,000 population
 - Adult violent crime arrest rate per 100,000 population
 - Average rate of juvenile re-incarceration within three years of initial release
 - Average rate of adult re-incarceration within three years of initial release
 - Methamphetamine lab seizures by law enforcement in Texas
 - 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 safety reasons
 - Percent of citizens responding to jury duty of those called to jury duty
 - Percent of drivers carrying liability insurance
-

REGULATORY

Priority Goal

To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by:

- **Implementing clear standards;**
- **Ensuring compliance;**
- **Establishing market-based solutions; and**
- **Reducing the regulatory burden on people and business.**

Benchmarks

- Percent of state professional licensee population with no documented violations
 - Percent of new professional licensees as compared to the existing population
 - Percent of documented complaints to professional licensing agencies resolved within six months
 - Percent of individuals given a test for professional licensure who received a passing score
 - Percent of new and renewed professional licenses issued via Internet
-

GENERAL GOVERNMENT

Priority Goal

To provide citizens with greater access to government services while reducing service delivery costs and protecting the fiscal resources for current and future taxpayers by:

- **Supporting effective, efficient, and accountable state government operations;**
- **Ensuring the state’s bonds attain the highest possible bond rating; and**
- **Conservatively managing the state’s debt.**

Benchmarks

- Total state spending per capita
 - Percent change in state spending, adjusted for population and inflation
 - State and local taxes per capita
 - Ratio of federal dollars received to federal tax dollars paid
 - Number of state employees per 10,000 population
 - Number of state services accessible by Internet
 - Savings realized in state spending by making reports/documents/processes available on the Internet
 - Funded ratio of statewide pension funds
 - Texas general obligation bond ratings
 - Issuance cost per \$1,000 in general obligation debt
-

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.

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.

The Department continues to respond to the challenges Texas is facing in the "War on Terrorism," Texas/Mexico border security and the ever present criminal element that threatens our safety. The ongoing development of the Texas Fusion Center designed to be a centralized conduit for local, state and federal criminal and terrorism intelligence is a significant improvement for law enforcement statewide. The addition of thirty-one criminal intelligence investigators and twenty crime analysts to provide effective accrual and dissemination of intelligence information only enhances the fusion center's capabilities. Increasing crime laboratory personnel by thirty-nine employees to help with the ever-increasing amount of evidence submitted for analysis in criminal cases will greatly assist in alleviating current backlogs.

The driver licensing responsibility of the Department has been vastly enhanced by the creation of a Driver License Fraud Unit dedicated to investigate fraudulent use of driver licenses and identity theft. The implementation of the Driver Responsibility Program (DRP) and the re-engineering of the Driver License program in Texas will enhance traffic safety, ensure driver identities and combat identification theft and fraud. We are also making considerable headway in obtaining communications interoperability and completing the Crash Records Information System (CRIS).

During the 79th Legislative Session, the agency was fortunate to achieve funding for a substantial pay increase for commissioned employees and a percentage increase during both years of the biennium for non-commissioned employees, which will help us compete for personnel resources. Selective Traffic Enforcement Program (STEP) funding has increased our presence on major highways and has had a positive impact on reducing traffic crashes. We received appropriations to increase the Private Security Bureau's personnel to better enforce and administer the Private Security Act. We are working diligently to implement these initiatives that will deter crime and enhance highway traffic safety in Texas for years to come.

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 70-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 agency's workforce in both law enforcement and civilian positions will continue to necessitate employees with high-tech skills. 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 2005 has helped the agency become more competitive with the larger municipal and county law enforcement agencies, we must continue to strive for increases in salaries and benefits 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.
- The Department's Crime Laboratory processes approximately 50% of evidence in the state. 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 years there has been a 27.5% increase in drug case submissions along with requests from several of the state's largest cities for the Department to pick up their case load. The Department's finite resources have created an ever growing challenge in handling the increased demands.

- Twelve 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. Criminal investigators have recognized new and innovative ways to identify criminals through forensic DNA analysis. The Department has implemented new technologies to more efficiently deal with the ever rising case loads and will continue to search for efficiency improving methods; however, expanding laboratories and adding personnel will be necessary. Similar challenges are also encountered in the Combined DNA Index System (CODIS) Laboratory. Even with improved efficiency, the expansion, by the legislature, of convicted offenders subject to testing creates an ever growing challenge due to resource limitations. On the positive side, the expansion of the pool of offenders tested is resulting in increasing numbers of "cold hits" or those offenders that have been unknown to law enforcement officers investigating an offense. With the affirmative link that DNA testing provides, there is a nationwide trend for states to include arrestees in the sampling pool. This increase would severely challenge the CODIS laboratory's current ability to process samples.
- 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 laboratories that did not obtain accreditation. 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.
- 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 20 million existing Texas driver license and identification card (DL/ID) holders to present their respective identity credentials to driver license office personnel between May 11, 2008 and May 10, 2013. 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. Accordingly, costs associated with Real ID will be significant. The discontinuation of the on-line and telephone transactions (via Texas On-line) will eliminate these respective transaction fees, resulting in a loss in general revenue to the state. Real ID regulations are currently being developed by the Department of Homeland Security (DHS). The Department will pursue conforming legislation to implement necessary programs in order to comply with the regulations.

- 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 2004-2005 biennium. 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. 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. However, appropriations for the DLR project will not cover all costs needed to maintain the project. The Department will seek additional funding for costs associated with continuing maintenance, support and operating expenses.

- 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. 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 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 32%. 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. Therefore, we anticipate the Legislature may explore

additional provisions to strengthen the program and promote higher compliance rates.

- Law enforcement officers throughout the state are required to achieve and maintain a high level of skill in a variety of driving techniques that, in many cases, are impractical to practice on public roadways. Currently, there is no adequate facility available for training Department commissioned personnel in all required driving skills associated with pursuit driving, vehicle handling, and enhancing their decision-making skills. Current pursuit driver training is conducted on various borrowed sites which are too small and can only be used for low-speed maneuvers. The Department has conducted extensive research and will complete a feasibility study that will be presented to the Governor and the Legislature prior to January 2007 that will justify the need for a facility that would provide a comprehensive driver training program for all state law enforcement officers. We will work with the Legislature in 2007 to seek their approval to provide an adequate driving facility for this critical training issue.
- Office space and funds to adequately maintain our current facilities across the state are ongoing needs of the Department. Despite an aggressive building program over the past years, many of our field personnel must rely on local governments to provide office space in order to render services to the public. Much of this space is inadequate for our employees and fails to conform to public access standards. In some instances, the local municipality or county entities that have provided the office space are faced with a dire need to provide space for their employees at the expense of our personnel. The cost of rental property currently leased by the Department is becoming cost-prohibitive. 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 of a lack of funds has become critical to the ability of the agency to continue to provide a clean working environment for our employees and the public we serve. We have made long-range building plans and will attempt to seek appropriate legislative support for these needs.
- In August 2003, to meet the growing population and geographical needs of the Texas-Mexico border area, the Department created a new region in McAllen. The population explosion in the Rio Grande Valley, the ever growing need for additional resources and services, the border crossing issues, and the need to expand the crime lab and driver license services necessitates a regional office in Hidalgo County. We currently have 146 employees stationed in the county that represent all the divisions of the department. A new regional office that would serve a thirteen county area from Val Verde to Cameron County is needed to replace a smaller building that no longer can meet the needs of the Department and the public.

- 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 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.

- 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.

- 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 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. The Emergency Management Performance Grant (EMPG) is the primary source of EMD funds, providing \$9.3M for FY 2006, approximately half 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 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 months of the year, with Federal EMPG funds awarded in November covering the remainder of the year. However, EMPG funds are now awarded in the February-March time frame, creating a three to four month funding gap where the Division is unable to pay its continuing operating expenses.
 - The EMPG program was cut one percent in FY 2006 and the proposed FY 2007 Federal budget includes a seven percent cut in the EMPG program, which would make an already difficult situation untenable.

There is currently 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. Without additional state funding, the Division's ability to effectively prevent, protect, prepare, respond to, and recover from natural or manmade disaster will be dramatically degraded and it will be impossible to implement the many new tasks assigned to EMD by the Governor.

- EMD is also facing a crisis with regard to disaster management and administrative funds. A small percentage of the funds awarded by FEMA for disaster recovery and mitigation programs is used to fund the state staff that carries out the statewide programs that provide hundreds of millions of dollars of disaster assistance to state agencies, local governments, and other eligible entities. Disaster management funds require a 25% state match. In previous years, this statewide obligation was met using funds provided by the Office of the Governor. EMD currently owes \$1.23M for the state share of disaster management and administrative costs, but for several years there has been no money made available to pay the state share. Management costs that will be incurred for the Hurricane Rita and statewide wildfire disasters will add to the existing debt.

- 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 in a pilot project and are seeking funding for a statewide deployment.-

- 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.

- As the state program manager for a number of national criminal justice information programs, the Crime Records Service depends heavily upon an effective field support staff to deliver the programs directly to local law enforcement and criminal justice agencies. As new programs come on line and the FBI makes new requirements upon the Department to train and audit, increased field resources become critical to the continued success of life-saving information programs. With the emergence of sex offender registration as a national public safety priority, the need for the state-level registration program to have an effective local presence has become very clear. The field work of DPS field representatives has a direct effect upon the timeliness and accuracy of information on the DPS statewide sex offender website. The FBI has just instituted requirements that each state audit the implementation of the national CJIS Security Policy regarding connections to the FBI's national systems. Auditors are needed to perform the critical security reviews of local agencies' systems and to visit the agencies in an auditing capacity. Security at local agencies protects the integrity and validity of the national systems. Adequate controls on the access and use of criminal history by non-criminal justice agencies has become an increasing national concern, and Texas must fulfill its state role in that responsibility. The FBI is now beginning implementation of non-criminal justice audit requirements on

the states. These requirements call for an increased presence of DPS program representatives in support of local agency operations.

- The local agencies in Texas do not enjoy the benefits of a state-wide palm print identification system. Such a system would allow them to solve cases from latent palm prints left at crime scenes. At present that capability is restricted to those few agencies who have such systems locally. As the managers of the Texas AFIS, which provides this crime solving capability for latent fingerprints, the DPS is the appropriate agency to deliver the same services for latent palm prints. The benefits would be realized by the local agencies in their public safety and homeland security activities.
- 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 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 need for additional personnel and equipment to aid all law enforcement agencies in the state increases as the population in Texas continues to grow. The media and the film industry have not only caused juries to have unrealistic expectations regarding crime scene capabilities, but the criminal element is more “forensically aware” than ever before. In the field of crime scene investigation, the acquisition of highly sophisticated technological equipment and related training will be a continuing challenge for the agency. This, along with the demand for assistance by local agencies for Texas Ranger personnel and utilization of our Aircraft Section, dictates the need for additional personnel resources, high tech investigative equipment and aircraft.
- During the 79th Regular Legislative Session, 22 additional commissioned officers were appropriated to the Private Security Bureau for purposes of investigating criminal and administrative violations of Chapter 1702, Occupations Code, by members of the private security industry. These additional investigators have allowed the Department to greatly expand the number of investigations performed, which is already resulting in increased compliance with Chapter 1702 by the industry. Due to the number and seriousness of the criminal violations we continue to uncover, however, we believe that it will be necessary to add investigators to this program in future years in order to continue to stem the tide of illegal activity in this industry.

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 Service.

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 September 2003, the Crash Records Information System Project began the complete reengineering of the Department's motor vehicle crash data application. This project, scheduled for deployment in June 2006 will allow for an automated capture, analyses, and reporting system. The new ability to provide timely processing of crash data will have a direct positive impact on public roadway safety issues.

Organizational Structure

Oversight of the Department is vested in the Public Safety Commission, a three-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 7,741 FTEs and authorized an additional 494 FTEs which are 100% federally funded. Of that number, 3,611 are commissioned law enforcement positions and 4,624 are noncommissioned positions. As of April 1, 2006, DPS had 8,235 FTEs.

APPROPRIATED FTE's

FY 2006

DIVISION	COMMISSIONED	NONCOMMISSIONED	TOTAL
Texas Highway Patrol	2,487.0	1,120.0	3,607.0
Criminal Law Enforcement	565.0	489.5	1,054.5
Driver License	224.0	1,586.0	1,810.0
Administration	50.0	584.5	634.5
Texas Rangers	118.0	22.0	140.0
Director's Staff	48.0	404.0	452.0
Emergency Management	0.0	43.0	43.0
TOTAL	3,492.0	4,249.0	7,741.0

100% FEDERAL FTE'S

FY 2006

DIVISION AND SPECIAL SECTION	COMMISSIONED	NONCOMMISSIONED	TOTAL
Texas Highway Patrol	119.0	236.0	355.0
Criminal Law Enforcement	0.0	19.0	19.0
Driver License	0.0	5.0	5.0
Administration	0.0	6.0	6.0
Texas Rangers	0.0	0.0	0.0
Director's Staff	0.0	15.0	15.0
Emergency Management	0.0	94.0	94.0
TOTAL	119.0	375.0	494.0

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

**DEPARTMENT TOTALS BY
EEO JOB CATEGORY 03-31-06**

	WM	BM	HM	AM	IM	WF	BF	HF	AF	IF	TOTAL	%BLACK	%HISP	%FEMALE
OFF/ADM	46	4	10	0	0	19	2	2	0	0	83	7%	14%	28%
PROF	529	57	119	11	8	329	42	70	11	2	1178	8%	16%	39%
TECH	399	62	260	2	3	554	111	241	13	5	1650	10%	30%	56%
PROTEC	1,752	276	671	23	24	101	39	63	1	2	2952	11%	25%	7%
PAR/PROF	111	9	62	5	2	333	130	201	12	7	872	16%	30%	78%
ADM/SUP	72	24	39	0	2	497	147	191	10	5	987	17%	23%	86%
SK/CRAFT	40	17	19	1	1	3	0	1	0	0	82	21%	24%	5%
SER/MNT	44	33	45	0	0	12	16	19	1	2	172	28%	37%	29%
TOTAL	2,993	482	1,225	42	40	1,848	487	788	48	23	7,976	12%	25%	40%

TOTAL EMPLOYEES INCLUDE ALL FULL AND PART-TIME EMPLOYEES

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.

- Emergency Management Service becomes the Emergency Management Division

On November 3, 2005, the DPS Public Safety Commission voted to make the Emergency Management Division the sixth division of the DPS. Emergency Management had previously been part of the Administration Division. The elevation of Emergency Management to division status was

completed to enhance the coordination with other divisions within the agency during times of crisis. The Emergency Management Division includes the State Operations Center (SOC), which serves as the focal point for the state of Texas response to man-made and natural disasters, and is staffed 24 hours a day. The SOC also is home to the Emergency Management Council, which includes 32 Texas state agencies, the Red Cross, and the Salvation Army when fully activated to respond to various threats. The Emergency Management Division has grown considerably in recent years to address increased responsibilities in the state's Homeland Security mission including preparedness, planning, and training exercises.

- Criminal Intelligence Service Organizational Issues

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 continue to be prioritized focusing on terrorism and organized criminal activity as opposed to the traditional role of fugitive and sex offender apprehension programs which are now shared across the CLE Division. 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, located in the Department of Public Safety's State Operations Center, is staffed by CIS analysts 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.

- Narcotics Service Reorganization

The Narcotics Service has been tasked with the implementation of HB 1239 passed in the 79th Legislature. This legislation amended the Local Government Code to codify the department's role in providing oversight to multi-county drug task forces. Multi-county drug task forces may only be established and operated after the Department confirms a strategic need for the task force and the composition of the task force. The statute requires the department to establish operating policies and procedures for multi-county drug task forces. The Department will be required to evaluate the multi-county drug task forces semiannually to ensure compliance with state and federal regulations, established policies and

procedures, and effective performance outcome measures and then report those findings to the Governor's Office and the Legislative Budget Board. The department has completed administrative rules and application to comply with the requirements of the bill.

- Motor Vehicle Theft Service

With the reorganization plan of the CLE Division, the Motor Vehicle Theft Service acquired the additional responsibilities and duties of overseeing pari-mutuel racing and the primary responsibility of fugitive apprehension. MVTs personnel have successfully transitioned into the pari-mutuel racing responsibilities through the establishment of a cooperative effort with the Texas Racing Commission's enforcement personnel. Motor Vehicle Theft Service personnel have also cultivated contacts within the court system and probation and parole offices around Texas to efficiently and effectively establish an organized effort in the apprehension of targeted fugitives from justice.

- Regulatory Licensing Service

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.

In September 2006, the bureau hired an additional 22 commissioned officers, as authorized during the previous legislative session, to investigate administrative and criminal violations by the regulated industry. As a result, we were able to conduct 3,331 investigations during the 1st and 2nd quarters of FY 2006, compared to the 1,141 investigations we conducted during the same period in FY 2005, and the 965 investigations we conducted during the same period in FY 2004. Further, we were able to present 85 criminal cases to prosecutors during the 1st and 2nd quarters of FY 2006, compared to 51 criminal cases during the same period in FY 2005, and 17 criminal cases during the same period in FY 2004.

- Driver License Division

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, money order, electronic check, Western Union electronic payment services, and credit card using Texas Online Services. As of June 2006, the total surcharge revenue billed was \$404,692,541 and the total revenue collected was \$115,437,424.

Budgetary Information

House Bill 1516, passed by the 79th Texas Legislature, effective September 1, 2005 has had a significant impact on Accounting and Budget Control. This legislation requires the Department to submit a planned procurement schedule (PPS) for data center equipment, software, or services and IT commodities to the Department of Information Resources. To implement this legislation, the Accounting staff gathered information for planned IT purchases from all divisions of the Department and will continue to monitor revisions to the procurement schedule. The Accounting and Budget Control staff monitored the expenditure of over \$523 million in agency appropriations during FY 2005. Additional appropriation riders and authorizations pushed the Department's total budgeted funding for FY 2005 to \$423,825,855. 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 reevaluates the goals of the service to the agency and realigns functional components to increase operational effectiveness and efficiency as necessary.

Self Evaluation

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 available in Austin, San Antonio, Houston, and Garland.
- In February of 2005, the Customer Service Bureau of the Driver License Division introduced the new customer relations program entitled, “The Road to Success.” The new program material will be taught throughout the state and will continue to offer the skills used for creating positive customer experiences, and has been enhanced to include more emphasis on cultural diversity and team building.
- 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 is Summer 2007.
- The Agency contracted with Southwestern Bell Communications (SBC) for the purchase and implementation of the Symposium Telephone Reporting System. This system enables the Department to better monitor and route incoming and outgoing calls. This contract also provided the capability to record calls. Recorded calls are used for training and to ensure quality assurance.
- The Crime Records Service contracted with Identix Identification Services, Inc., to place locations throughout the state where persons can go for applicant fingerprinting services. With an online appointment 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, licensing, volunteering, and other noncriminal justice purposes.
- 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 University of Texas Survey of Organizational Excellence continues to provide a non-biased survey to our customers. The goal in mind is to have an ongoing surveying process to ascertain and respond to the needs of our customers. The online survey includes customized survey questions from various divisions and comments are routed to the commander of the specific service. The Department's score for overall customer satisfaction continues to be very high.

Action Items:

According to the survey methodology and ongoing processes, plans have been made to encourage customers to take our surveys on a continual basis. We will be mailing more invitations to driver license customers as well as other departmental customers inviting them to take the Internet survey in October 2006 and April 2007. We will be sending another teletype to law enforcement agencies inviting them to participate. Any comments that are received from customers will be distributed to the respective divisions for evaluation and response. Compliments or complaints will be addressed immediately and suggestions will be evaluated and services improved, if warranted.

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, new buildings were being constructed in Bryan, Waxahachie, Snyder, Garland Crime Laboratory, and the Texas Ranger Headquarters and Museum in Waco.

The following is a listing of construction projects currently needed in order to provide DPS personnel with adequate facilities. Project analyses are being prepared for the 80th Legislative Session on the first 18 projects. While these 18 represent our greatest needs, none of the list is in priority order.

1.	McAllen Regional Office and Land	33.	Denton* (Truck Parking)
2.	McAllen – Renovate Existing Office*	34.	Devine
3.	Driver Training Facility	35.	El Paso Hondo Pass*
4.	San Antonio Northwest Multipurpose & Land	36.	Fredericksburg
5.	Weatherford*	37.	Granbury
6.	El Paso Super DL and Land	38.	Greenville
7.	San Antonio Babcock DL*	39.	Groesbeck
8.	Rio Grande City Area Office and Land	40.	Harlingen*
9.	Pearsall Area Office and Land	41.	Henderson
10.	Williamson County Area Office And Land	42.	Houston Super DL
11.	Abilene Crime Laboratory*	43.	Houston West Harris Co./Katy
12.	El Paso Crime Laboratory*	44.	Kerrville*
13.	Lubbock Crime Laboratory	45.	Killeen
14.	Tyler Crime Laboratory*	46.	Liberty
15.	Austin Crime Laboratory*	47.	Livingston
16.	Corpus Christi Crime Laboratory	48.	Midland DL*
17.	Houston Crime Laboratory*	49.	Midland Helicopter Hangar & Pad
18.	State Operations Center* (Federal Funds)	50.	Midland Regional*
19.	Abilene*	51.	Nacogdoches*
20.	Alice*	52.	New Caney
21.	Angleton*	53.	Orange*
22.	Austin Headquarters* (Code Upgrades)	54.	Ozona*
23.	Austin Headquarters (New Freestanding)	55.	Paris*
24.	Austin South	56.	San Angelo*
25.	Austin Northwest DL	57.	San Antonio North Central DL
26.	Beeville*	58.	Sulphur Springs
27.	Brownwood	59.	Sweetwater*
28.	Canton*	60.	Texas City*
29.	Canyon	61.	Tyler*
30.	Corpus Christi Drug Storage Facility	62.	Uvalde*
31.	Crockett	63.	Weslaco
32.	Dallas South DL		

* 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 24.5 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 just over 3,370 vehicles that logged over 77 million miles in Fiscal Year 2005. 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. 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 geographical patterns, a variety of weather patterns are experienced annually. These weather patterns are fraught with potential natural disasters, requiring constant preparation by the Emergency Management Division (EMD) and a rapid response from other Department employees as experienced with Hurricanes Katrina and Rita. When these disasters strike, the Department is required to divert significant numbers of personnel from their primary tasks. In light of a long-term disaster or emergency situation, the workload measures related to some strategies may be significantly reduced because of the priority need and reactive nature of reassigning personnel.

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, 2007-2011, 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 20 million existing Texas driver license and identification card (DL/ID) holders to present their respective identity credentials to driver license office personnel between May 11, 2008 and May 10, 2013. The Act's proposed rules are specific and create implementation challenges with operational, legislative, technological and fiscal limitations.

- Crime Records

Over the past decade, significant federal legislation (the Brady Bill, the National Child Protection Act, the Volunteers for Children Act, and the Patriot Act) and funding initiatives (National Criminal History Improvement Program, Edward Byrne Memorial Block Grant "5% Set Aside" Program, and the Crime Identification Technology Act) have 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.

- 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

- Emergency Management Division

Emergency Management Division (EMD) interfaces with various federal agencies, primarily with the U.S. Department of Homeland Security (DHS), the Federal Emergency Management Agency (FEMA), and Customs and Border Protection (operating elements of DHS), as well as the U.S. Department of Energy, and U.S. Department of Transportation. In addition, 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.

- Staff Support Service

Staff Support Service works closely with other state and local agencies on employee hiring and retention, benefits, classification, risk management issues, commissioned officer training and certification documentation, and building construction projects. Coordination efforts with other federal, state, and local agencies on crime victims and other victim services issues are also conducted. Staff Support Service bureaus also work with other federal, state, and local first responder agencies to address radio communication interoperability issues throughout the state.

- Crime Records Service

The Crime Records Service depends heavily on state and local law enforcement agencies across the country, as well as the FBI. The FBI's Interstate Identification Index (III) is a cooperative program between the FBI and the states to facilitate the exchange of criminal history information on a national basis. 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. As the need for justice information sharing has increased, DPS 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 DPS. The Crime Records Service makes that sex offender registration information available to the public via the DPS website.

- Regulatory Licensing Service

The Regulatory Licensing Service interacts with local and state law enforcement agencies, as well as federal agencies such as the Federal Bureau of Investigation and the Bureau of Alcohol, Tobacco, and Firearms. 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, Texas, and other state criminal justice agencies to discover disqualifying criminal history information. The Private Security Bureau works closely with local,

state, and federal law enforcement agencies in its investigations of activities with the regulated industry.

- Criminal Law Enforcement and Texas Ranger Divisions

The personnel of the Criminal Law Enforcement and Texas Ranger Divisions develop and maintain close working partnerships with federal, state, and local law enforcement agencies across the state and throughout the nation. By combining resources and participating in multi-agency investigative efforts, 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 investigative expertise and collaborate on investigative strategies. Criminal Law Enforcement and Texas Ranger Division personnel also provide a myriad of investigative assistance and support of other law enforcement agencies across the state. A majority of the work performed by the Crime Laboratory Service is at the request, or in direct support, of other law enforcement agencies. The Criminal Intelligence Service's polygraph program continues to support other law enforcement agencies. The 2005 Texas Legislature mandated the pre-employment polygraph testing program for Trooper Trainee and Police Communications Operator applicants prior to employment.

- Texas Highway Patrol Division

The Texas Highway Patrol (THP) Division field offices work extremely close with the rural sheriff's offices, police departments, and county court systems. 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.

The division also works closely with the Texas Department of Transportation (TxDOT), which acts as the pass-through agency for funding from the National Highway Transportation Safety Administration (NHTSA) for federally funded Selective Traffic Enforcement Programs (STEP). Interagency agreements between the Department and TxDOT also provide funding for statewide overtime traffic enforcement, construction work zone enforcement, and ferry operation enforcement.

- Driver License Division

The Driver License Division is required to maintain relationships with a number of state agencies such as the Texas Department of Transportation, Texas Commission on Alcohol and Drug Abuse, Texas Department of Insurance, Texas Education Agency, Texas Secretary of

State, Texas Attorney General, and others. Relationships are required with federal agencies such as Federal Highway Administration, National Highway Traffic Safety Association, American Association of Motor Vehicle Administrators, and United States Department of Transportation. The division works closely with all law enforcement agencies as well as the numerous courts in Texas to comply with the statutory requirements of driver license law.

TEXAS HIGHWAY PATROL DIVISION

The Texas Highway Patrol Division (THP), 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 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 3,589 members; 2,487 commissioned officers, and 1,102 civilian support personnel. 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 three 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. Although total population, licensed drivers, and vehicle miles driven continue to increase, the rural traffic accident death rate (traffic deaths per 100 million miles driven) continues to decline. During 2001, the last year for which complete figures are available, the death rate declined 6% from the previous year. Although final figures for 2002 are not yet available, preliminary indications are that the death rate will remain at a significantly lower level. Criminal law enforcement activities conducted as the result of traffic stops during 2005 totaled 13,277 felony and 38,622 misdemeanor arrests. In addition, THP troopers routinely continue to lead the nation in the seizure of various types of controlled substances. During 2005, they made 1,763 drug interdiction cases in which 45,953 pounds of marijuana, 2,826 pounds of cocaine, 153 pounds of methamphetamine, and smaller amounts of other narcotics were seized. THP troopers seized 19.4 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.

Texas Highway Patrol Division Plans

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. Efforts to achieve clean air attainment will be increased, as will the effort to improve the ability to identify and take action against document counterfeiters. THP remains committed to the maintenance of a valid and viable vehicle safety inspection program and will intensify efforts to identify ways to increase mileage allotments for noncommissioned vehicle inspection technicians. As resources become available, THP plans to continue to replace older analog communication equipment with modern digital radios. As telephone line costs continue to increase, and to overcome problems associated with the vast distances encountered in some parts of the state, THP must explore the possibility of making more effective use of satellite technology to communicate with field personnel. 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 for enforcing traffic and criminal laws, investigation of motor vehicle traffic accidents, 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 2,111 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 accident investigation, and police traffic law enforcement and patrol.

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.

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.

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 accident 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 accident 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.

Through active recruiting and training programs, all commissioned vacancies in the Highway Patrol Service, for the first time in several years, are near authorized capacity.

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 in 1998, all highway patrol officers with a safety education function were 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.

In 2004, THP received federal funds to conduct Gang Resistance Education and Training (G.R.E.A.T.) to elementary, middle, and high

school students. Approximately 2,486 students were reached with this project.

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.

Plans call for continued 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. Plans are 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 accident reconstruction teams in key locations throughout the 18 highway patrol districts. A project is currently underway to deploy laptop computers in highway patrol vehicles to provide direct roadside messaging and communications to the trooper on patrol. This technology would provide real time access to various law enforcement related databases by the trooper in the vehicle. 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. Additional highway patrol personnel will be required to provide police services for these new highways.

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.

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 18 original highway department inspectors to its present strength of 485 commissioned and 228 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 accidents 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 projected opening of the Texas-Mexico border to long haul Mexican commercial vehicle traffic, the responsibility to staff eight 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 plans to 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.

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, the Department plans to seek funding from the

Legislature to increase the CVE service by 50 non commissioned and 50 commissioned positions.

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 9,800 privately owned and operated garages certified by the Department. More than 34,700 inspectors, trained and certified by the Department, perform approximately 16 million vehicle inspections annually. The Vehicle Inspection Service trains and examines prospective inspectors, conducts routine quality control checks, investigates citizen 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 2005, more than 15 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, 97% 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 2005, vehicle inspection troopers recovered 1,445 counterfeit documents (inspection certificates, registration documents, driver licenses, insurance documents, and other counterfeit documents). They also made over 116 felony arrests and 153 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 is replacing the manual paper based process in non-emissions testing areas with an automated process to collect vehicle and safety inspection data, manage licensing of stations and inspectors, and manage inventory and sales of inspection certificates. The Texas Automated Vehicle Inspection System (TAVIS) is projected to begin deployment in late 2006 with full implementation in early 2007.

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 34 full-service communications facilities that are operated 24 hours a day. The Communications Service carries out its duties through four 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
- Warnings and communications necessary for the protection of lives and property of the public

The Communications Service consists of 248 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 Communications Service recently completed implementation of a Computer Aided Dispatch (CAD) system that has automated much of the work that was previously entered manually each time new information was requested or entered into the system. The operator only needs to record information one time and it automatically flows to other forms as needed.

Plans

Communications personnel will continue to become more knowledgeable in the operation of the CAD system in order to maximize its efficiency. 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 plans 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.

DRIVER LICENSE DIVISION

The Driver License Division (DLD) 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 DLD is comprised of three services.

Field Service

The Field Service is responsible for 256 full-time, part-time, and mobile driver license offices serving approximately 304 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.

Administrative License Revocation (ALR) Service

ALR is the process by which the Department suspends the driver licenses of individuals who are arrested for the offense of Driving While Intoxicated (DWI). This action is the result of an individual's failure of, or refusal to take, a breath or blood test.

Headquarters Service

This service consists of six bureaus responsible for the administrative support of the division's licensing and record maintenance activities.

The Crash Records Bureau is the state repository for crash data and is responsible for the collection and processing of motor vehicle traffic crash reports; maintaining the Crash Records Information System (CRIS), which houses data extracted from peace officer crash reports; and the tabulation and dissemination of statistical reports.

The Customer Service Bureau is responsible for assisting the public and field service representatives in various matters pertaining to driver licenses and driver records.

The Driver Improvement Bureau enforces statutory responsibilities and initiates enforcement actions against unsafe or potentially unsafe drivers. 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.

The Driver Records Bureau administers, processes, and maintains records on all driver licenses and identification cards issued by the Department.

The License Issuance Bureau (LIB) has a range of responsibilities from verification of an applicant's eligibility to the quality assurance of a driver license or identification card. The bureau also provides administrative and technical assistance to the public and DPS field personnel regarding the licensing process. Employees monitor the production, quality, issuance, and mailing of driver licenses and identification cards.

The Safety Responsibility Bureau ensures negligent motor vehicle operators and owners using the state highways are financially responsible for their actions. The bureau's function is to process all compliance items received for license reinstatement under the Texas Motor Vehicle Safety Responsibility Act and Driver License Laws.

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 will address 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. The

DLR project is progressing well and continues to meet aggressive schedule timelines. Implementation is still on target for summer 2007.

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 supervisory review. In addition, the Field Service has trained over 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.

In early 2006, the Driver License Division Field Service created a first-line supervisor training school to be administered to newly promoted supervisors within the division. All current supervisors within the division attended the course to refresh and update current practices. The course received superior feedback and the long-term effects will improve the overall quality of supervision within the Division.

In an effort to manage the increase volumes of applicants during the summer months and extended holiday period, a task force was created to respond to this issue. A Peak Service response initiative was created and implemented which plans for and executes multiple responses to deal with overcrowding and high demands during peak times.

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 lieutenant, nine trooper-investigators, and six 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 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. During its 2 years of operation, over 1,289 fraud cases have been initiated, resulting in more than 401 arrests and arrest warrants. 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 served on a

division team that developed 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 Crash Records Information System (CRIS), a joint initiative between the Department of Public Safety and the Texas Department of Transportation (TxDOT), was implemented on June 30, 2006. The implementation of the system has completely redesigned the processing of crash reports and is expected to result in timelier reporting and analysis of crash data. Improved reporting and analysis is critical to the success of local, state and national transportation and safety professionals.

The Administrative License Revocation Program produced a 91.9% suspension rate during calendar year 2005, resulting in 98,139 driver license suspensions. This number includes automatic suspensions, as well as suspensions resulting from contested cases.

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, money order, electronic check, Western Union electronic payment services, and credit card using Texas Online Services. As of June 2006, the total surcharge revenue billed was \$404,692,541 and the total revenue collected was \$115,437,424.

The division continues to actively work with Texas courts to develop alternate methods for conviction reporting, such as File Transfer Protocol (FTP), E-mail, and diskette submission. To assist with this initiative, the division submitted a request to the Federal Motor Carrier Safety Administration (FMCSA) and was awarded grant money totaling \$2,816,995. Consequently, 293 courts in the State of Texas have been awarded grant money to assist with purchasing the equipment and software necessary to submit convictions electronically.

In September 2005, the Gulf Coast states were hit by Hurricane Katrina, which caused havoc for thousands of residents from Louisiana, Mississippi and Alabama. Texas prepared for the incoming evacuees by

housing them across the state; however, many displaced individuals were left without any type of identification. The division provided a Texas Temporary Identification Card at no cost to the individual that reflected their state of residence driver record information. These temporary ID cards were issued on the spot at selected locations in Houston, Dallas-Fort Worth, Austin, and San Antonio and were valid until January 1, 2006. Furthermore, division employees assisted with transporting evacuees to these locations, issuing the ID cards, and manning the Emergency Operations Center to route incoming calls for assistance.

Plans

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 addition, with the assistance of the Crime Records Bureau, and Information Management Service, the Agency began processing applications for renewal and state-to-state transfer applicants on May 31, 2005. Since that time, the DLD has processed approximately 430 applications per week from applicants requesting to add or maintain a HME. The DLD anticipates that field offices will process approximately 1,700 applicants per month. The Department has also implemented Senate Bill 1258 passed during the 79th Legislative Session to be in compliance with the USA PATRIOT Act, which changed the expiration date for all commercial driver licenses from a six-year to a five-year expiration date. This allowed the expiration of the HME to coincide with the driver license expiration date.

The Real ID Act will present a significant challenge to the Department's Driver License Division (DLD). The statute will have a wide-reaching impact on our citizens, as it will require all existing Texas driver license and identification card (DL/ID) holders to present their respective identity credentials to driver license office personnel between May 11, 2008 and May 10, 2013. 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 costs associated with Real ID will be significant, while the discontinuation of the on-line and telephone transactions (via Texas On-line) will eliminate these respective transaction fees, resulting in a loss in general revenue to the state. Real ID regulations are currently being developed by the Department of Homeland Security (DHS). The Department will pursue conforming legislation to implement necessary programs in order to comply with the regulations.

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. Appropriations for the DLR project will not cover all costs needed to maintain the project. The Department will seek additional funding for costs associated with continuing maintenance, support, and operating expenses.

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. 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 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 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 32%. 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. Therefore, we anticipate the Legislature may explore additional provisions to strengthen the program and promote higher compliance rates.

Summary

The Division continues to look for innovative and efficient methods to serve the citizens of the State of Texas. Our goal is to protect the privacy

of our driver record data in a continuing effort to prevent identity theft and provide a secure driver license and identification card. The Division is on the forefront of advancing driver license system technology to accomplish our goals.

CRIMINAL LAW ENFORCEMENT DIVISION

Criminal Law Enforcement (CLE) 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, and the Crime Laboratory.

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 implementation 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 division's efforts in its integration with the congressionally-supported Criminal Information Sharing Alliance (CISA) increasingly improve the information sharing with numerous law enforcement agencies along the southwestern and southern United States. This project includes the states of Texas, California, Arizona, New Mexico, Oklahoma, Louisiana, Mississippi, Alabama, Georgia and Idaho.

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.

The division maintains a leadership-training program for all supervisory personnel, and this program will continue to be offered as new supervisors are promoted. The quality and acceptance of this program is demonstrated by its adoption by other divisions within the Department.

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 efforts to combat the criminal element will enhance our ability to analyze and provide timely information to law enforcement. 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 295 commissioned officers and 143 regulatory and support personnel. The Narcotics Service investigative personnel, assisted by analytical support staff, conduct a variety of complex drug investigations each year, while also supporting local and federal agencies. By statute, the Narcotics Service also has three areas of regulatory authority designed to deter illegal drug trafficking and drug abuse. The service registers all persons or institutions that manufacture, distribute, analyze, dispense, or prescribe controlled substances in Texas. Data is also collected from Schedule II controlled substance prescriptions written and filled in Texas. The service is also responsible for issuance of permits to individuals who sell, transfer, furnish, or purchase certain precursor chemicals or laboratory apparatus.

Accomplishments

There had been a proliferation of designer or “club” drugs, such as MDMA (ecstasy), sweeping through Texas and other states. These drugs were heavily promoted and distributed as “safe” drugs to large numbers of young people attending organized dance parties, also referred to as “raves”. This large-scale distribution of illicit drugs to teenagers and young adults posed a substantial health risk of overdose to participants, as well as a difficult challenge to law enforcement. To address this situation, the Narcotics Service developed an aggressive plan involving collaborative efforts with local law enforcement and a comprehensive training program to effectively deal with this serious threat. This training program was directed at the public and civic leaders concerning the dangers associated with “raves.” This education of the public and the aggressive collaborative efforts has virtually eliminated “raves.”

The department’s program relating to the issuance of permits to individuals who sell, transfer, furnish, or purchase certain precursor chemicals or laboratory apparatus to individuals desiring to possess or sell precursor chemicals and laboratory apparatus has significantly reduced the number of clandestine laboratories in Texas. In addition, clandestine methamphetamine laboratories producing methamphetamine with inexpensive items that can be purchased at most convenience and hardware stores have been further reduced in Texas through the implementation of HB 164, 79th Legislature.

The Narcotics Service analyst section continues to be a highly effective group that provides excellent case support analytical services. This group has received and continues to receive significant praise for the support given to law enforcement agencies across the state and nation. The Narcotics Service has created the Strategic Intelligence Analytical Cell (SIAC) that has recently produced one of the best drug threat assessments ever produced by the service. The work done by SIAC is providing strategic intelligence to the command staff to assist in making effective business decisions about narcotics problems in Texas.

The Narcotics Service formed five dedicated units, referred to as Directed Intelligence Groups (DIG), with the sole purpose of developing intelligence on criminal organizations. The DIG is responsible for the collection and sharing of information on a broad spectrum of criminal activity that currently affects the safety and quality of life in Texas and the United States. The DIG is comprised of a Narcotics Service supervisor and sergeants from the Narcotics and Motor Vehicle Theft Services. These units have produced actionable intelligence that has been referred to the CLE service or appropriate state or federal agency most appropriate for the indicated enforcement action.

The Narcotics Service has created a standard collaborative approach to handling bulk currency seizure investigations. The command staff met with the agents-in-charge of the Drug Enforcement Administration, Immigration and Customs Enforcement, and the Internal Revenue Service and developed a comprehensive statewide strategy for pursuing bulk currency investigations. These federal agencies have joined the Narcotics Service in a collaborative approach to ensure that the most thorough and in-depth investigation is conducted on each bulk currency seizure made by the department. This agreement is the first of its kind where all of the federal supervisors from these different agencies came together with the Narcotics Service and agreed to work in collaboration. The Narcotics Service has received accolades from the International Association of Chiefs of Police (IACP) and the administrator of the Drug Enforcement Administration for fostering this collaborative effort which has resulted in a resolution by the IACP to adopt this program nationwide.

Plans

The Narcotics Service is addressing the entire spectrum of the illicit drug problem that threatens the people of Texas. Innovative investigative methods and coordination with local and federal law enforcement agencies are being utilized to target and eliminate major drug trafficking organizations operating in Texas. The Narcotics Service is continuing its aggressive approach to investigating drug trafficking problems along the Texas-Mexico border. The service will further develop its ongoing ability to effectively assess, audit, and inspect the operations of multi-county drug task forces operating under Chapter 362, Local Government Code. This is essential if there is to be effective oversight of these task forces. The Narcotics Service will continue its close working relationship with the Texas National Guard Counter-Drug Program and other law enforcement agencies in the Demand Reduction Education Program. Drug abuse education programs will continue to be presented in coordination with community organizations and enforcement groups for presentation to the public.

To increase the effectiveness of the Narcotics Regulatory Programs, diversion investigators are needed to audit and inspect controlled substances registrants for compliance. The Narcotics Service will seek legislative authorization and federal grant monies to implement this program.

The Narcotics Service will continue to critically assess our investigative efforts and progress towards the goals of the drug strategy. The statewide drug threat assessment will be updated yearly to ensure strategic

decisions are being made to ensure the most effective use of our resources.

Criminal Intelligence Service

The Criminal Intelligence Service (CIS) has the primary responsibility of gathering and disseminating criminal intelligence information, with a major emphasis on terrorism and organized crime. 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, and the specialized investigations concerning organized criminal enterprises. CIS is responsible for the administration of a statewide Polygraph Program, which includes the operation of a nationally recognized polygraph training school. CIS also manages the statewide Missing Persons Clearinghouse. Due to the service's multi-faceted role and highly trained, technically skilled personnel, the law enforcement community relies upon the Criminal Intelligence Service to assist in providing technical support for conducting complex criminal investigations.

Accomplishments

The Criminal Intelligence Service has refocused its operational resources towards the investigation and intelligence collection concerning terrorism and crimes that support terrorism. Increased intelligence from this operational shift supports joint investigative efforts with local, state, and federal agencies that comprise the Joint Terrorism Task Force (JTTF). Service personnel also serve as the intelligence component of the Texas Fusion Center which provides a collection point for suspicious activity information.

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.

The Missing Persons Clearinghouse is nationally renowned. Such innovative programs as "Light the Candle," "Behind the Walls," and "Project FINDME" have been instrumental in locating and identifying

missing and endangered persons and bringing to justice those individuals involved in their disappearance.

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 Asian gangs, prison gangs, 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, 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 and seeking additional personnel are essential to meeting the growing public safety demands.

The needs of the department to successfully combat these crimes can be categorized into three 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 and construction equipment. Also, the service provides training and other educational support funded by the Texas Auto Theft Prevention Authority to statewide task forces and other law enforcement agencies investigating vehicle theft.

Accomplishments

MVTs provides analytical research for law enforcement agencies primarily in Texas, as well as for local, state, and federal agencies outside Texas.

These analysts are able to provide confidential number locations, shipping data, title searches, off-line computer searches, and are the points of contact with the automotive industry. As a consequence of the national reputation for quality support and the reduction in law enforcement support by the National Insurance Crime Bureau (NICB), the workload upon MVTs analysts has grown astronomically.

MVTs personnel continue to maintain a close relationship with Mexican officials which results in the recovery of millions of dollars worth of stolen vehicles that are identified and recovered in Mexico. The service administers grant funds to address vehicle theft losses by training officers on both sides of the Mexican border to recognize stolen vehicles. Additionally, joint agency operations are conducted to interdict vehicles before they leave Texas at various U.S. ports-of-entry. The Border Auto Theft Information Center (BATIC), a program that allows Mexican law enforcement to query the status of a vehicle, is proving increasingly successful in allowing for the return of stolen vehicles to the United States. Additionally, the service has initiated a program to train employees of tax assessor/collector offices across the state to address and prevent the use of fraudulent documents covering stolen vehicles coming from Mexico to Texas.

MVTs has established a progressive program to assist in the recovery and identification of farm and construction equipment through a free online registration service. The Texas Recovery and Identification Program (TRIP), initiated in March 2003, provides companies and individual owners of farm and construction equipment the opportunity 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 has been increasing in popularity and participation.

As a result of the division's reorganization process initiated in September of 2005, the Motor Vehicle Theft Service was assigned the additional responsibilities and duties of monitoring and enforcing pari-mutuel racing and the primary responsibility for fugitive apprehension. Motor Vehicle Theft Service personnel have successfully transitioned into the pari-mutuel racing responsibilities through the establishment of a cooperative effort with the Texas Racing Commission's enforcement personnel. Motor Vehicle Theft Service personnel have also cultivated contacts from the courts and probation/parole offices around Texas to establish an organized effort resulting in the efficient and effective process in the apprehension of targeted fugitives statewide.

Plans

MVTS continues to establish partnerships with the private sector to enhance vehicle recovery through the use of tracking systems and promotional programs that deter vehicle thefts and enhance vehicle recovery in targeted metropolitan areas. These programs are active in the Dallas/Fort Worth metroplex, Houston, San Antonio, and Austin. These metropolitan areas represent the vast majority of the registered vehicles in the state. The service will continue to support this program and continue to expand this effort through aggressive promotion of the Texas Recovery and Identification Program (TRIP) and the Help End Auto Theft (HEAT) program.

Advances in manufacturing techniques have enabled late-model vehicles to become more difficult to steal by the common thief. The service has seen a significant shift from attacking the vehicle itself to a white-collar method of theft. This technique uses identity theft, fraud, and cloning to steal vehicles and move them into the legitimate stream of commerce. To combat this new trend, the service will become more adept in dealing with fraudulent identity documents and the perpetration of fraud.

While the volume of theft is down significantly from 1991, new and more complex methods of theft will challenge the service in the future. To answer this challenge, the service will concentrate on training its personnel on using the latest technology to combat these complex methods. Additionally, with the increase in terrorism-related investigations and the implementation of the North American Free Trade Agreement (NAFTA), the service will closely work with local and federal agencies to address vehicle theft. This will require more emphasis on border and seaport interdiction, and strengthening relationships with Mexican officials.

MVTS will also focus on the growing frequency of cargo theft incidents in Texas. Since the establishment of Cargo Theft Units in Florida, criminal organizations dealing in stolen cargo have established operational bases in the Texas areas of Dallas/Fort Worth, Houston, the Rio Grande Valley, and El Paso. The service will need to address this trend in the realm of homeland security since most of these organizations are normally operated by foreign nationals with links to terrorist groups both foreign and domestic.

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 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 field laboratories, examines evidence and issues laboratory reports in over 65,000 investigations per year. The bulk of these cases, about 50,000 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 during the past two years were made in the use of DNA analysis of evidence in sexual assault and homicide cases. The Austin headquarters laboratory and seven field laboratories implemented the STR-type (Short Tandem Repeat) of forensic DNA analysis during the 1990s. 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 240,000 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 2,900 investigations during 2005. In order to keep current with the growing demand, funding for the analysis of these DNA samples must be increased in the next biennium.

Plans

The vision of the Crime Laboratory Service is to provide additional services in field laboratories around the state, thus better meeting the

needs of our customers. This has been initiated by establishing firearm examination services in the field 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. Further, there is a serious need to expand facilities to accommodate increased staffs and associated equipment. While a new larger laboratory is now funded for Garland, it would be advantageous to build and staff full service laboratories in McAllen and to expand the Lubbock and Houston laboratories to full service. Also, new or expanded facilities are needed in Corpus Christi, Abilene, El Paso, and Tyler.

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. 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 30,000 samples per year that are received from all felony offenders who are now required to submit samples. Successful implementation of the DNA plan will require a significant expansion of laboratory space, a commensurate number of DNA analysts and funding to support the effort.

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.

TEXAS RANGER DIVISION

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 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 cutting-edge crime analysis tool, and the application of the behavioral sciences of Psychological and Geographic Profiling.

The Texas Ranger Division includes six field Ranger Companies and an Unsolved Crime Investigation Team (UCIT). 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.

The Ranger Division currently consists of 118 commissioned officers, and 22 support personnel. The chief, assistant chief, and a lieutenant are stationed in Austin. A captain commands each field Ranger Company and the Unsolved Crimes Investigation Team. Eight ranger lieutenants supervise 100 ranger sergeants along with the field support personnel. Ranger Company Headquarters are located in Houston, Garland, Lubbock, San Antonio, Midland, and Waco. The Unsolved Crimes Investigation Team is located in San Antonio.

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 months of the current biennium:

Homicide	285
Robbery.....	68
Burglary.....	79
Sexual Assault/Assault.....	221
Larceny	141
Forgery.....	41
*Other.....	384

* 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 Ranger Division. This team has been established in San Antonio. The team consists of a captain who is the commander of UCIT, a supervisory lieutenant, eight ranger sergeants, and two support personnel. The 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.

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. Three Texas Ranger Division sergeants have completed an intense course of Advanced Crime Scene Investigation at the National Forensic Academy. Pursuant to this training, an Advanced Crime Scene Protocol and Training Program will be developed for the division to provide the necessary training for field personnel to resolve these additional and unique crime scene issues. The division proposes to train all Texas Ranger personnel in these advanced crime scene search techniques. The program will also be used in assisting local agencies with regular crime scene investigations. Prosecution of offenses associated with these crime scene investigations will also be enhanced.

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.

During the past biennium, 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 approximately 90% of all 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.

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.

ADMINISTRATION DIVISION

The Administration Division provides critical support services to the other divisions of the Department. The division also provides valuable crime information services to other Texas and national law enforcement agencies, other governmental entities, and the general public. Also, the division ensures Texas is well prepared to respond to, and recover from, a disaster by maintaining a comprehensive emergency management program.

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.

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 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 reporting, which are then sent to the FBI electronically. 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 the many 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.

Plans

The future emphasis of CRS is the continued expansion and improvement of the automation initiatives. These efforts include the following:

1. To expand livescan services throughout Texas. Through an initiative by the Texas Office of Homeland Security, Crime Records will place livescan devices in each of the counties along the border that do not

currently have those capabilities. Future expansion will extend to as many non-livescan counties as possible.

2. To investigate creation of a Criminal Background Check Clearinghouse, which would allow Texas citizens a means of providing prospective employers, volunteer organizations, and other entities multiple background searches for a very low cost, and would allow those employers, licensing agencies, and volunteer organizations real-time notification of when those individuals are arrested or otherwise become involved in the Texas criminal justice system after their initial application and background check.
3. To continue to work with the Texas Integrated Justice Information System (IJIS) group in developing data sharing standards and opportunities for the entire Texas justice community.
4. 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.
5. 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.
6. 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.

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 was involved with the Highway Patrol in the set-up 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 Building and Procurement Commission staff to complete renovation of the old warehouse into office space for the Department's Licensing and Regulatory Services, EMS Training Center, Breath Test Lab and Radio Frequency Service at the Austin Headquarter Complex. BPB provided temporary office space in portable buildings for the Driver License Service in Waxahachie and temporary facilities for the State Accounting Agency at the Austin Headquarter Complex. BPB assisted with the aftermath caused by the hurricanes along the Texas coast.

Human Resources Bureau personnel have implemented or assisted in the implementation of a number of new programs or procedures in 2004 and 2005 including computerized skill testing for applicants at Headquarters; additional duty safety officer training and monitoring program; commissioned officer pay stipends which included a foreign language testing program; and biennial changes in the state classification plan which includes reallocations and legislative salary increases. In 2006, the Human Resources Bureau implemented the polygraph testing of trooper-trainee and communication applicants, assisted in implementing the new defensive tactics training, and is currently implementing the commissioned officer physical readiness-testing program.

In addition, the 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 three recruit schools since 2004; conducted 60 law enforcement promotional tests; and, processed the paperwork to document major reorganizations in the Highway Patrol Division, the Emergency Management Division, the Crime Records Service and the Regulatory Licensing Service and minor reorganization or renaming of several other areas of the Department.

The Training Academy served as a staging point for field personnel responding during the emergency relief efforts for Katrina and Rita disasters.

The Training Academy has expanded its outreach and increased the number of courses taught to outside police agencies through the Texas Police Officer Association partnership. The Training Academy staff, in an effort to make training more accessible and cost effective for the agency, developed Train the Trainer courses for Highway Patrol In-Service as well as designed and implemented a Crisis Intervention course as mandated by the Legislature.

The Training Academy has made improvements to classroom facilities by improving the audio visual capabilities, adding more power outlets for laptop computers, and adding wireless internet capability. A library has been established to comply with Texas Commission on Law Enforcement Standards and Education requirements and support classroom assignments and research.

The Training Academy regularly holds All Service Recruit Schools to meet the agencies commissioned staffing needs and continues to exceed the Texas Commission on Law Enforcement Standards and Education licensing examination pass rate. The Training Academy had a 100% first attempt pass rate with the A-2005 recruit school.

The Training Academy staff developed a new firearms qualification and transition course for a new weapon (Bushmaster AR-15 M4), trained coordinators for a new Physical Fitness standard, and attended, adopted, and then implemented a modified Arrest and Control Tactics program from the Federal Law Enforcement Training Center.

The Psychological Services Bureau has provided support to employees and family members in the aftermath of five Line of Duty Deaths and many other non-work related employee deaths during 2004 -2006. The Bureau recruited and trained 47 additional members of the Critical Incident Response Team and provided 569 contacts in 2005. The number of volunteer chaplains has increased to 45. Victim Services Counselors are now located in each of the Regional Offices. Victim Services served 4016 victims in 2005.

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 along with Fleet Operations, implemented a new consumable inventory system utilizing bar coding in an effort to streamline the inventory process and enhance customer service

The Bureau's Warehouse supervisor has been working with the Training Academy staff as well as representatives from each division to identify and test new body armor that does not contain Zylon which was decertified by the National Institute of Justice.

The warehouse staff has also been instrumental in coordinating the exchange of Sig Sauer .357 and .380 caliber firearms used by our commissioned officers who now carry the Sig Sauer DAK (double action kellerman) .357 and 380 caliber firearms.

During FY 05 the EEO Officer developed and presented an Equal Employment Law and Sexual Harassment Prevention instructor-led training to 577 new Department employees. During the same period, a supervisory version of the training was presented to 53 first-line supervisors. The EEO Officer also provided an EEO Law/Sexual Harassment Prevention segment to 667 students during in-service schools in FY 05.

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. Efforts will continue to be made to streamline the agency's hiring process to fill all job vacancies promptly,

allowing managerial staff throughout the Department to concentrate their efforts on basic job functions.

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 construction of a driver-training complex and a new Academy on property owned by the agency near the City of Florence. 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 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 will be extended to additional employees in the field through an increase in the number of licensed mental health staff.

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 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 new 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 2005, the Concealed Handgun Licensing Bureau issued 61,830 original and renewal licenses. They denied 331, suspended 415, and revoked 228 original and renewal applications based on statutory eligibility requirements. As of December 31, 2005, there were 239,454 active licenses. During 2005, construction was completed on a new building, which now houses both the Concealed Handgun Licensing Bureau and the Private Security Bureau.

During 2005, the Private Security Bureau issued 33,361 original individual registrations and 15,890 renewal individual registrations, as well as 935 original company licenses and 2,514 renewal company licenses. During 2005, the Private Security Bureau began accepting online individual and company original applications through Texas Online.

Plans

The Concealed Handgun Licensing Bureau continues to explore ways to automate the licensing process in order to more efficiently administer the licensing program. During 2006, we will make changes, modifications and enhancements to the current License to Carry software, which will include the automated exchange of fingerprint technology, and we will take steps to improve the working environment and our image in the licensed population by placing a greater emphasis on customer service.

Additionally, the Concealed Handgun Licensing Bureau will work with the Driver License Division's card vendor on the development of a new license document.

The Private Security Bureau has eliminated the backlogs created by previous staff reductions. The Bureau is accepting online original and renewal company and individual applications through Texas Online, which we anticipate will continue to increase our efficiency. We are in the working stages of reengineering 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. We are also working with the Driver License Division's card vendor on the development of a new license document.

EMERGENCY MANAGEMENT DIVISION

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. The Emergency Management Performance Grant (EMPG) is the primary source of EMD funds, providing \$9.3M for FY 2006, approximately half 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 months of the year, with federal EMPG funds awarded in November covering the remainder of the year. However, EMPG funds are now awarded in the February - March time frame, creating a three to four month funding gap where the division is unable to pay its continuing operating expenses.
- The EMPG programs were cut 1% in FY 2006, and the proposed FY 2007 federal budget includes a 7% cut in the EMPG program, which 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. 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 will be impossible to implement the many new tasks assigned to EMD by the Governor.

EMD is also facing a crisis with regard to disaster management and administrative funds. A small percentage of the funds awarded by Federal Emergency Management Agency (FEMA) for disaster recovery and mitigation programs are used to fund the state staff that carries out the statewide programs that provide hundreds of millions of dollars of disaster assistance to state agencies, local governments, and other eligible entities. Disaster management funds require a 25% state match. In previous years, this statewide obligation was met using funds provided by the Office of the Governor. EMD currently owes \$1.23M for the state share of disaster management and administrative

costs, but for several years there has been no money made available to pay the state share. Management costs that will be incurred for the Hurricane Rita and Statewide Wildfire disasters will add to the existing debt.

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 for the first nine months of FY 2006 include:

Emergency Preparedness:

- ◆ EMD provided more than 42,000 hours of emergency management training to local and state officials, and emergency responders.
- ◆ The Division reviewed more than 1,900 local emergency planning documents.
- ◆ EMD coordinated development of a new State Hurricane Evacuation and Sheltering Plan

Hazard Mitigation:

- ◆ EMD is administering federal mitigation grants and has paid out more than \$25 million this year to support on-going state and local mitigation projects.

Emergency Response:

- ◆ The State Operations Center and the Division's Regional Liaison Officers coordinated the state response to more than 4,900 emergency incidents.
- ◆ The State Operations Center was activated for extended periods for Hurricane Katrina, Hurricane Rita, and for statewide wildfires in late 2005 and the first three months of 2006.

Disaster Recovery:

- ◆ EMD's Disaster Recovery staff joined with FEMA to set up and administer recovery programs for Hurricanes Katrina and Rita and statewide wildfires. More than \$800 million has been paid to individual disaster victims in Texas and more than \$300 million to local governments, state agencies, and other eligible public entities for repairing facilities and replacing damaged equipment.

Plans

The Division was recently tasked to establish and operate a Border Security Operations Center to coordinate state and local efforts to augment Federal homeland security activities along the Texas-Mexico border. An interim facility has been established and is operating at DPS headquarters; plans are underway to utilize grant funding to enhance the facility's capabilities and increase its staff. As the State Operations Center was significantly overcrowded and its communications and computer

systems taxed during major response activities for Hurricanes Katrina and Rita, preliminary planning is underway on improving the facility and its systems. The Division continues to work on more than a dozen complex hurricane and catastrophic disaster planning and preparedness tasks that Governor Perry assigned to EMD in a recent executive order.

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.
- B. Assist vendors in efforts to seek out business opportunities with other state and local entities.
- 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 national 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 Texas Building and Procurement Commission. 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 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 reviews all applicable subcontracting ensuring vendor compliance prior to further end-user consideration. In addition, the HUB Coordinator 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 Texas Building and Procurement Commission'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.

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.**

STRATEGIC PLANNING AND BUDGET STRUCTURE

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

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 Amount of THP Seized Assets Awarded

Output Measures:

- Traffic Law Violator Contacts
- 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

Output Measures:

- Commercial Traffic Law Violator Contacts
- Commercial Vehicles Inspected
- Weight Citations and Warnings Issued to Commercial Vehicles

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
- Number of Inspection Certificates Issued to Vehicles
- Number of Vehicles Inspected for Emissions Levels
- Number of Covert Audits of Vehicle Emissions Inspection and Maintenance Facilities
- Number of Vehicle Emissions Facilities Supervised

STRATEGY: **Breath and Blood Testing**

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
- Number of Breath Test Operators Supervised

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

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
- Percentage of Driver Responsibility Program Surcharges Collected

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

Output Measures:

- Number of Examinations Administered
- Number of Driver Licenses Issued
- Number of Driver Improvement Actions Taken
- Number of Criminal Arrests
- Number of Traffic Warrants Served
- Number of Driver Records Established and Maintained
- Number of Identification Cards Issued
- Number of Safety Responsibility (SR) Suspension Actions Taken
- Number of SR Compliances/Reinstatements Processed
- Number of Occupational Driver Licenses Issued

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 Crash Records

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

Efficiency Measures:

- Percent of Necessary Data Collected about Each Traffic Crash
- Average Cost Per Crash Report

Output Measure:

- Number of Crash Reports Processed

STRATEGY: Crash Records Information System

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

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

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

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
- Number of Schedule II Prescriptions Processed
- Number of Precursor Chemical Applications Processed

Output Measures:

- Number of Investigations, Reports, and Assists by the Narcotics Service
- Number of Arrests for Narcotics Violations

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 Investigations, Reports, and Assists by the Motor Vehicle Theft Service
- Number of Arrests for Motor Vehicle Theft
- Dollar Value of Motor Vehicle Property Recovered

STRATEGY: 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:

- Average Cost of Investigation

Output Measures:

- Number of Investigations, Reports, and Assists by Criminal Intelligence Service
- Number of Criminal Intelligence Arrests
- Number of Polygraph Examinations Administered

STRATEGY: Texas Rangers

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

Efficiency Measure:

- Average Cost of Criminal Investigations

Output Measures:

- Number of Criminal Investigations
- Number of Arrests
- Dollar Value of Property Recovered

STRATEGY: Unsolved Crimes Investigation

Provide Texas law enforcement agencies with a process for investigating unsolved murders and serial or linked criminal offenses.

Output Measure:

- Number of Unsolved Crimes Investigated

STRATEGY: Crime Labs

Provide high-quality and timely crime lab service.

Efficiency Measure:

- Average Cost Per Drug Case Analyzed

Output Measures:

- Number of Drug Cases Examined
- Number of Examinations of Drug Exhibits
- Number of Drug Trial Testaments
- Number of Criminalistics Cases Worked
- Number of Examinations on Criminalistics Evidence
- Number of Criminalistics Case Testaments
- Number of Blood Alcohol and Toxicology Cases Completed
- Number of Offender DNA Profiles Completed

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
- Percentage of Local Governments Receiving Response Assistance for Emergencies and Disasters
- Percentage of Counties Receiving Recovery and Mitigation Assistance

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

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 - SOC

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.

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.

Output Measures:

- Number of Original Handgun Licenses Issued
- Number of Renewal Handgun Licenses Issued

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
- Percent of Documented Complaints Resolved Within Six Months
- Percent of Licensees with No Recent Violations

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
- Average Cost Per Exam Administered
- Average Licensing Cost Per Individual License Issued
- Percentage of New Individual Licenses Issued Within Ten Days
- Percentage of Individual Licenses Renewed Within Seven Days

Explanatory Measures:

- Number of Jurisdictional Complaints Received
- Licensing Examination Pass Rate
- 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

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

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

Explanatory Measure:

- Number of Jurisdictional Cases Received

Output Measures:

- Number of Criminal Investigations Resolved
- Number of Criminal Investigations Resolved

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

Explanatory Measure:

- Average Time for Final Disposition in Docketed Cases before SOAH

Output Measures:

- Number of Criminal Cases Presented to Local Prosecutors
- 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
- Average Licensing Cost Per Individual License Issued
- Average Licensing Cost Per Facility License Issued
- Average Cost Per Exam Administered
- 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
- Percentage of Individual License Renewals Issued Within Seven Days

Explanatory Measures:

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

Output Measures:

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

GOAL: INDIRECT ADMINISTRATION AND SUPPORT

Indirect administration and support

OBJECTIVE: INDIRECT ADMINISTRATION AND SUPPORT

STRATEGY: Central Administration

STRATEGY: Information Resources

Explanatory Measure:

- Number of System Violations Detected and Sanctions Imposed

Output Measures:

- Number of Trouble Calls Handled
- Number of Students Certified as TLETS Operators

STRATEGY: Regional Administration

STRATEGY: Communications Service

STRATEGY: Crime Records

Efficiency Measure:

- Average Time to Process Fingerprint Cards

Output Measures:

- Number of Criminal History Inquiries Processed
- Number of Uniform Crime Reports (UCR) Processed
- 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

Output Measures:

- Number of Department Buildings Maintained
- Number of Square Feet Per Occupant

STRATEGY: Training Academy Education Courses

Efficiency Measure:

- Average Cost Per Program Presented

Output Measures:

- Number of Programs Presented
- Number of Classes Instructed
- Number of Student Training Contact Hours

STRATEGY: Recruit Schools

STRATEGY: Fleet Operations

STRATEGY: Aircraft Operations

Output Measure:

- Number of Law Enforcement or Emergency Aircraft Hours Flown

STRATEGY: Other Support Services

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
Page 2 of 2

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 compilations of this plan and worked well. The Office of Audit and Inspection will continue this formula for future plans until change dictates otherwise.

PROJECTED OUTCOMES

Fiscal Years 2007 – 2011

LAW ENFORCEMENT ON HIGHWAYS

Outcome	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Annual Texas Rural Traffic Death Rate	2.4%	2.4%	2.4%	2.4%	2.4%
Alcohol Related Serious Accident Rate	13%	13%	13%	13%	13%
Annual Percent Change in DWI Repeat Offender Arrest Rate	30%	30%	30%	30%	30%

DRIVER SAFETY AND RECORDS

Outcome	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Percentage of Driver License Records Including a Social Security Number	97%	97%	97%	97%	97%

PREVENT AND DETECT CRIME

Outcome	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Annual Texas Crime Index Rate	5,050	5,050	5,050	5,050	5,050

EMERGENCY MANAGEMENT

Outcome	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Percent of Local Governments Achieving Emergency Preparedness	33%	39%	39%	49%	49%
Percentage of the State Population Covered by a Basic Emergency Plan	39%	39%	39%	39%	39%
Percentage of Local Governments Receiving Response to Emergency and Disaster Situations	37%	37%	37%	37%	37%
Percentage of Counties Receiving Recovery and Mitigation Assistance	37%	37%	37%	37%	37%

POLYGRAPH EXAMINERS BOARD

Outcome	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Percent of Complaints Resulting in Disciplinary Action	99%	99%	99%	99%	99%
Recidivism Rate for Those Receiving Disciplinary Action	1%	1%	1%	1%	1%
Percent of Documented Complaints Resolved Within Six Months	1%	1%	1%	1%	1%
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 2007	FY 2008	FY 2009	FY 2010	FY 2011
Ratio of Complaints Filed Per 100 Licensee Population	20.8%	20.8%	20.8%	20.8%	20.8%
Percent of Complaints Resulting in Disciplinary Action	35%	35%	35%	35%	35%
Recidivism Rate for Those Receiving Disciplinary Action	1%	1%	1%	1%	1%
Percent of Documented Complaints Within Six Months	95%	95%	95%	95%	95%
Percent of Licensees with No Recent Violations	99%	99%	99%	99%	99%

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).
- **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.
- **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]).
- **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.
- **Calculation Type:** Noncumulative
- **New Measure:** No
- **Desired Performance:** Lower than target

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.
- **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.
- **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.
- **Data Limitations:** Failure of law enforcement agencies to submit crash reports.
- **Calculation Type:** Noncumulative
- **New Measure:** No
- **Desired Performance:** Lower than target

OUTCOME MEASURE 01-01-03

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.
- Purpose/Importance: Data may be utilized by law enforcement agencies or safety organizations to determine if DWI-type enforcement initiatives are effective.
- 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.
- 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.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

This page intentionally left blank.

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.
- 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.
- Source/Collection of Data: The cost is the total amount of the Highway Patrol Strategy annual appropriation. Miles of rural highway are determined and reported by the Texas Department of Transportation (TxDOT) on an annual basis.
- Method of Calculation: The total Highway Patrol Strategy annual appropriation divided by the number of rural highway miles.
- Data Limitations: None
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

EXPLANATORY MEASURE 01-01-01-01

Dollar Amount of THP Seized Assets Awarded

- Short Definition: The total dollar value of seized currency from Texas Highway Patrol (THP) drug interdiction efforts awarded to the Department of Public Safety (DPS).
- 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 assets awarded to DPS as the result of its efforts to reduce/deter illegal drug activity.
- Source/Collection of Data: 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.
- Method of Calculation: The total of all assets collected from state and federal asset sharing agreements, court settlements, and appeals.
- 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.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 01-01-01-01

Traffic Law Violator Contacts

- Short Definition: The number of highway patrol citations (arrests) and warnings issued to violators of the traffic laws.
- 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.
- 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 23 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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.
- 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.
- Method of Calculation: Actual count extracted from the THP AIS database.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 01-01-01-03

Rural Traffic Crashes Investigated

- Short Definition: The number of rural traffic crashes investigated by DPS Highway Patrol troopers.
- 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.
- 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.
- Data Limitations: 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.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.).
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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.
- Source/Collection of Data: The cost is determined by the amount of monies appropriated annually to the Commercial Vehicle Enforcement (CVE) Strategy and the number of rural highway miles calculated by the Texas Department of Transportation.
- Method of Calculation: The total funds appropriated annually to the Commercial Vehicle Enforcement (CVE) Strategy is divided by the number of rural miles of highway.
- Data Limitations: The data is indicative of the cost of the Commercial Vehicle Enforcement (CVE) strategy.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

EXPLANATORY MEASURE 01-01-02-01

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.
- 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.
- 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.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Neutral

OUTPUT MEASURE 01-01-02-01

Commercial Traffic Law Violator Contacts

- **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.
- **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.
- **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.
- **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.
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Lower than target

OUTPUT MEASURE 01-01-02-02

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

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, which were a result of traffic stops and roadside inspections of these vehicles.
- **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.
- **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 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 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.
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Higher than target

STRATEGY 01-01-03

VEHICLE INSPECTION PROGRAM

Vehicle Inspection Program

Administer the state's vehicle inspection and emissions program.

This page intentionally left blank.

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.
- **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.
- **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.
- **Data Limitations:** The accurate reporting of information ultimately depends on the experience, skill, and efficiency of personnel responsible for maintaining

APPENDIX D
Page 24 of 264

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.

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

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 audit functions monthly to ensure station compliance with the Department's inspection rules and regulations.
- **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.
- **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.
- **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.
- **Calculation Type:** Noncumulative
- **New Measure:** No
- **Desired Performance:** Higher than target

This page intentionally left blank.

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.
- **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.
- **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.
- **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.
- **Calculation Type:** Noncumulative

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

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.
- **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. 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.
- **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.
- **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.
- **Calculation Type:** Cumulative

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

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

This page intentionally left blank.

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.
- **Purpose/Importance:** This measure is intended to track the level of compliance within the program activity. It assists in determining the 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.
- **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.
- **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.

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

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.
- **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.
- **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.
- **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.

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

OUTPUT MEASURE 01-01-03-07

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.
- **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.
- **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.
- **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.

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

OUTPUT MEASURE 01-01-03-08

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.
- **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.
- **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.
- **Data Limitations:** These measurements accurately define the activity parameter. Reporting of this information physically depends on Department

APPENDIX D
Page 40 of 264

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.

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

OUTPUT MEASURE 01-01-03-09

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.
- **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.
- **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.
- **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.
- **Calculation Type:** Cumulative

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

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.
- **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.
- **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,

APPENDIX D
Page 44 of 264

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

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

OUTPUT MEASURE 01-01-03-11

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

This page intentionally left blank.

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.
- Purpose/Importance: Assuring the integrity of the statewide breath test program through technical supervision is the foundation upon which the entire program is based.
- 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.
- Data Limitations: The number of breath tests supervised do not include invalid or incomplete tests.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

OUTPUT MEASURE 01-01-04-01

Number of Breath Alcohol Tests Supervised

- Short Definition: Number of breath tests supervised statewide by 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.
- 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.
- 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.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 01-01-04-02

Number of Breath Test Instruments Maintained

- Short Definition: Number of breath test instruments statewide supervised by DPS technical supervisors.
- 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.
- 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.
- Data Limitations: There are no significant data limitations for this measure.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 01-01-04-03

Number of Breath Test Operators Supervised

- Short Definition: Number of breath test operators statewide supervised by DPS technical supervisors.
- 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.
- 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.
- Data Limitations: There are no significant data limitations for this measure.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Higher than target

This page intentionally left blank.

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 the Capitol District.
- 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.
- Source/Collection of Data: The cost is the total amount of the 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 the Capitol District.
- Method of Calculation: This measure is determined by dividing the number of buildings serviced by the Capitol District Strategy annual appropriation.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

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.
- 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.
- 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.
- 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 by personnel.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 01-01-05-02

Hours of Security Provided

- Short Definition: Actual man-hours of on-site building security provided by Capitol District personnel and privately contracted security workers.
- 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
- Source/Collection of Data: All Capitol District officers and security workers prepare a weekly report listing all security hours worked. The private security company provides 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 Capitol District employees and private security are added together to arrive at the total hours of security provided.
- Data Limitations: This data is limited by the accuracy of the reporting of information by Capitol District and private security employees.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 01-01-05-03

Number of Investigations

- Short Definition: The number of criminal offenses that are investigated.
- 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.
- 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.
- Data Limitations: This data is limited by the accuracy of the computer program being used.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

OUTPUT MEASURE 01-01-05-04

Number of Enforcement Actions

- Short Definition: Number of traffic and criminal citations and warnings issued.
- 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.
- 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.
- 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.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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

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.
- 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.
- 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.
- 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.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

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.
- Purpose/Importance: To reflect the level of compliance with the requirements placed on drivers by the Driver Responsibility Program.
- Source/Collection of Data: The Department will analyze the amount of funds deposited to the State Comptroller of Public Accounts 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 percentage is obtained from the billed and collection sources.
- Data Limitations: None
- Calculation Type: Noncumulative
- New Measure: Yes
- Desired Performance: Higher than target

This page intentionally left blank.

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.
- 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.
- Source/Collection of Data: The amount of money budgeted to Driver License Field Services and the number of Driver License offices maintained.
- Method of Calculation: Divide the total budget of the Driver License Field Service by the number of Driver License offices in operation.
- Data Limitations: Number of field offices varies periodically and could increase or decrease the average cost.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

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 Safety Responsibility Law. Processing cycle from date received by the Department includes Mail Operations, Central Cash Receiving, and Safety Responsibility processing time.
- Purpose/Importance: To reflect and maintain an expedient turn around time of compliance items processed.
- Source/Collection of Data: Using the Department's receipt date maintained on Tokopen Image File and date of clearance on the driver record history the information is verified by technician in Tokopen Image File.
- Method of Calculation: Receipt date minus clearance date.
- Data Limitations: Number of compliance documents submitted.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

OUTPUT MEASURE 02-01-01-01

Number of Examinations Administered

- Short Definition: Using Texas Highway Patrol's Automated Information Services (AIS), the number of examinations administered tabulates vision, automated written, oral, and driving examinations conducted.
- 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.
- Source/Collection of Data: Driver License Field Activity Reports. This data is manually entered into the Automated Information Services (AIS) and taken from this source.
- Method of Calculation: Total number is taken from actual tests performed as reported by Driver License field personnel.
- Data Limitations: As this process requires manual calculation and data entry, the completeness and accuracy of the reported information limits this data.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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.
- 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.
- 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.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

OUTPUT MEASURE 02-01-01-03

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

OUTPUT MEASURE 02-01-01-04

Number of Criminal Arrests

- Short Definition: Number of criminal arrests (nontraffic) executed by Driver License commissioned personnel as a result of a criminal investigation.
- 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.
- 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.
- Data Limitations: As this process is not automated, the completeness and accuracy of the reported information limits this data.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 02-01-01-05

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.
- 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.
- 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.
- Data Limitations: As this process is not automated, the completeness and accuracy of the reported information limits this data.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 02-01-01-06

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.
- Purpose/Importance: The number of records is used to determine staffing, equipment, and procedure requirements to better serve the public.
- 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.
- Data Limitations: Information is subject to the accuracy of source entry. Numbers fluctuate with the entry and deletion of records according to established standards.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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

OUTPUT MEASURE 02-01-01-08

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

OUTPUT MEASURE 02-01-01-09

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.
- 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.
- 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.
- Data Limitations: Increase or decrease in convictions would affect the number of compliance items processed.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 02-01-01-10

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.
- 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.
- 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.
- Data Limitations: Increase or decrease in convictions would affect the number of occupational licenses issued.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

This page intentionally left blank.

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.

This page intentionally left blank.

STRATEGY 02-01-03

TRAFFIC CRASH RECORDS

Traffic Crash Records

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

EFFICIENCY MEASURE 02-01-03-01

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.
- 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.
- 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.
- Data Limitations: Failure of investigating agencies to submit Crash reports.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

EFFICIENCY MEASURE 02-01-03-02

Average Cost Per Crash Report

- Short Definition: Average cost of processing a crash report through set procedures.
- Purpose/Importance: To identify cost of processing each crash report received in Crash Records Bureau (CRB).
- 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.
- Data Limitations: Failure of investigating agencies to submit crash reports.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

OUTPUT MEASURE 02-01-03-01

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).
- 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.
- 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.
- Data Limitations: Failure of law enforcement agencies and drivers to submit crash reports.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

STRATEGY 02-01-04

CRASH RECORDS INFORMATION SYSTEM

Crash Records Information System

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

This page intentionally left blank.

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.
- **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.
- **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.
- **Data Limitations:** None
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Higher than target

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- Purpose/Importance: This measure is used to gauge fluctuations in the overall volume and rate of crime known by Texas law enforcement agencies.
- 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.
- Data Limitations: None
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

This page intentionally left blank.

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.
- Purpose/Importance: The 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.
- 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 Service retrieves the total number of investigations, reports written, and assists, both manually and by utilizing the new reporting system. The annual budget for the Narcotics Service divided by the number of investigations and assists.
- Data Limitations: None
- Calculation: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

EXPLANATORY MEASURE 03-01-01-01

Number of Controlled Substance Applications Processed

- Short Definition: The number of original applications processed for the Controlled Substance Registration Program. This program involves the registration of all persons or institutions that manufacture, distribute, analyze, or dispense controlled substances.
- Purpose/Importance: Verify accuracy and registrant's compliance with the requirements of the Texas Controlled Substances Registration Certificate.
- Source/Collection of Data: The data is collected from registrant applications.
- Method of Calculation: Manual count of registration applications received.
- Data Limitations: None
- Calculation: Cumulative
- New Measure: No
- Desired Performance: Higher than target

EXPLANATORY MEASURE 03-01-01-02

Number of Schedule II Prescriptions Processed

- Short Definition: The number of cashed (used for dispensing controlled substances) Schedule II prescriptions processed and evaluated.
- Purpose/Importance: Evaluation of the cashed Schedule II prescriptions is done to ensure compliance with the controlled substance regulations and to determine whether criminal activity has occurred.
- 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 prescriptions received in the Controlled Substances Section.
- Data Limitations: None
- Calculation: Cumulative
- New Measure: No
- Desired Performance: Higher than target

EXPLANATORY MEASURE 03-01-01-03

Number of Precursor Chemical Applications Processed

- Short Definition: The number of applications received for Precursor/ Apparatus permits.
- 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.
- 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.
- Data Limitations: None
- Calculation: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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.
- 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.
- 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.
- Calculation: Cumulative
- New Measure: Yes
- Desired Performance: Higher than target

OUTPUT MEASURE 03-01-01-01

Number of Investigations, Reports, and Assists by the Narcotics Service

- 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.
- 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.
- 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 assists provided is obtained manually from investigative worksheets. The total number of investigations, reports written, and assists added together for the combined grand total.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- Purpose/Importance: This is one measure of the activities of the Narcotics Service.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 03-01-01-03

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.
- Purpose/Importance: To track the enforcement activity of the criminal law enforcement troopers in protecting the motoring public.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

This page intentionally left blank.

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.
- Purpose/Importance: The Motor Vehicle Theft Service is a criminal investigative branch of the Criminal Law Enforcement Division, Texas Department of Public Safety. 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 measure of the efficiency of the Service's enforcement efforts.
- 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 new, automated Criminal Law Enforcement Reporting and Information System.
- Data Limitations: None
- Calculation: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

OUTPUT MEASURE 03-01-02-01

Number Of Investigations, Reports, and Assists by the Motor Vehicle Theft Service

- **Short Definition:** 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.
- **Purpose/Importance:** This measure is a gauge of activity directly associated with the investigations, research, arrest, and other work products of the service as it is related to the reduction of vehicle theft in Texas.
- **Source/Collection of Data:** 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.
- **Method of Calculation:** The total number of investigations, reports written, and assists added together for the combined grand total.
- **Data Limitations:** None
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Higher than target

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.
- Purpose/Importance: This measure reflects the work of investigators 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
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- Purpose/Importance: This measure provides one measure of the value of the Service's enforcement efforts when compared to funding amounts. It also gives a historical overview when compared to funding amounts or past years activity.
- 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.
- Method of Calculation: Manual count from weekly activity report.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

This page intentionally left blank.

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, reports written, and assists by the Criminal Intelligence Service.
- Purpose/Importance: The Criminal Intelligence Service is a criminal investigative branch of the Criminal Law Enforcement (CLE) Division, 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 measure of the cost efficiency of the Service.
- 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, reports written, and assists manually and by utilizing the new reporting system. The annual budget for the Criminal Intelligence Service divided by the number of investigations and assists.
- Data Limitations: None
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

OUTPUT MEASURE 03-01-03-01

Number of Investigations, Reports, and Assists by Criminal Intelligence Service

- Short Definition: The total number of investigations, reports, and assists by the Criminal Intelligence Service.
- Purpose/Importance: 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.
- Source/Collection of Data: 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.
- Method of Calculation: 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 03-01-03-03

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.
- 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.
- 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.
- Method of Calculation: Manual tabulation.
- Data Limitations: Polygraph examinations scheduled, but either cancelled or failing to appear is not counted.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

OUTPUT MEASURE 03-01-04-01

Number of Criminal Investigations

- Short Definition: The total number of criminal investigations conducted by the Ranger Division.
- 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.
- 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. 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 is retrieved via a data query from the Microsoft Access Database.
- Data Limitations: None
- Calculation: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 03-01-04-02

Number of Arrests

- Short Definition: The total number of persons taken into custody by a Ranger as reflected in the database.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 03-01-04-03

Dollar Value of Property Recovered

- Short Definition: The total dollar value of property recovered by a Ranger as reflected in the database.
- 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.
- 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 write criminal reports, the program automatically records 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 dollar value of property recovered is retrieved via a data query from the Microsoft Access Database.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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 Unsolved Crimes Investigated

- Short Definition: The total number of criminal investigations conducted by the Unsolved Crimes Investigation Team, Ranger Division
- 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.
- Source/Collection of Data: The 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 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 criminal investigations is retrieved via a data query from the Microsoft Access Database.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

STRATEGY 03-01-06

CRIME LABS

Crime Labs

Provide high quality and timely crime lab service.

EFFICIENCY MEASURE 03-01-06-01

Average Cost Per Drug Case Analyzed

- Short Definition: The average cost to examine a drug case in a DPS Crime Laboratory.
- Purpose/Importance: The importance of this efficiency measure is to demonstrate to interested parties 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.
- Source/Collection of Data: In DPS Crime Laboratories, 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: Addition of all costs to complete the examination of drug cases, divided by the total number of drug cases completed.
- Data Limitations: None
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

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.
- 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.
- Source/Collection of Data: 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 03-01-06-02

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 03-01-06-03

Number of Drug Trial Testaments

- Short Definition: During the trial for any offense involving a controlled substance, the criminalist who analyzed the evidence testifies to the results of the analysis.
- Purpose/Importance: The burden of proof in a criminal case is on the state, and one element of proof in a controlled substance case is the identity of the controlled substance. A qualified expert must identify the controlled substance, and then testify to this finding in the court proceeding.
- Source/Collection of Data: In all DPS Crime Laboratories, when the criminalist testifies in court on a controlled substance case, this information is logged on a computer. Monthly, the number of drug cases testified on is counted and reported to laboratory management.
- Method of Calculation: Simple addition of cases.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 03-01-06-04

Number of Criminalistics Cases 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.
- 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.
- 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 cases completed.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 03-01-06-05

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 03-01-06-06

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

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

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

OUTCOME MEASURE 04-01-02

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

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.
- 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.
- 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.
- Data Limitations: The number, type, and frequency of disaster events are obviously beyond EMD's control.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Higher than target

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

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

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).
- Purpose/Importance: EMD is required by Government Code 418.043 to periodically review local government planning documents.
- 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.
- Data Limitations: EMD can only review those local government-planning documents that are prepared and submitted.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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).
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 04-01-01-04

Number of Emergency Management Exercises Conducted and Reported

- Short Definition: The total number of emergency management exercises conducted and reported.
- 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.
- 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.
- Data Limitations: While EMD can assist with exercises, the local jurisdictions must conduct and report them.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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).
- Purpose/Importance: EMD is responsible for the cost of staff time and operating expenses for personnel involved in coordinating emergency incidents.
- Source/Collection of Data: EMD maintains incident records in an operations database. Information in the database includes staff time and cost of personnel and is 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.
- Data Limitations: The number, type, and frequency of disaster events are obviously beyond our control.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

OUTPUT MEASURE 04-01-02-01

Number of Emergency Incidents Coordinated

- Short Definition: The number of emergency incidents coordinated.
- 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.
- 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.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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).
- 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, or calling local officials to obtain information on incidents and to provide advice and assistance, if required.
- 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 or call to obtain information or provide advice and assistance.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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).
- 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.
- 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.
- Data Limitations: The number, type, and frequency of disaster events are obviously beyond our control.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

This page intentionally left blank.

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).
- Purpose/Importance: EMD is responsible for the cost of staff time and operating costs of personnel involved in coordinating emergency incidents.
- 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.
- Data Limitations: The number, type, and frequency of disaster events are obviously beyond our control.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

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).
- Purpose/Importance: EMD is responsible for recording, processing, and paying disaster recovery and mitigation program assistance eligible under USDA and SBA.
- 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.
- Data Limitations: The number, type, and frequency of disaster events and resultant requests for payments are obviously beyond our control.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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).
- 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.
- 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: 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: Agriculture (USDA), Small Business Administration (SBA), Public Assistance (IA), Hazard Mitigation (HM), and Fire Suppression (FS).
- Data Limitations: The number, type, and frequency of disaster events and resultant requests for payments are obviously beyond EMD's control.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- Purpose/Importance: To monitor system use and utility in delivering messages regarding severe weather conditions.
- 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.
- Method of Calculation: Simple addition
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 04-01-04-02

Number of Emergency Incidents Coordinated - SOC

- Short Definition: The number of emergency incidents coordinated by the State Operations Center (SOC).
- Purpose/Importance: The SOC is responsible for coordinating the state response to major emergency incidents.
- 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.
- Data Limitations: The number, type, and frequency of disaster events are obviously beyond our control.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

This page intentionally left blank.

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

Number of Original Handgun Licenses Issued

- Short Definition: Number of Original Handgun Licenses issued after the application has been received and approved for issue.
- 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.
- 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.
- Data Limitations: This is entirely a response activity.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 05-01-01-02

Number of Renewal Handgun Licenses Issued

- Short Definition: The number of concealed handgun license renewal applications issued.
- Purpose/Importance: To track the total number of concealed handgun renewals issued.
- 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.
- 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.)
- Calculation Type: Cumulative
- New Measure: Yes
- Desired Performance: Higher than target

This page intentionally left blank.

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.
- 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.
- 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.
- Data Limitations: Only documented complaints can be considered.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTCOME MEASURE 05-02-02

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 statutes and administrative rules 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 is to be multiplied by 100 to achieve a percentage.
- Data Limitations: Only documented data can be considered.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTCOME MEASURE 05-02-04

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 year and the 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: Cumulative
- New Measure: No
- Desired Performance: Higher than target

This page intentionally left blank.

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.
- 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: Cumulative
- New Measure: No
- Desired Performance: Lower than target

EFFICIENCY MEASURE 05-02-01-02

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 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).
- Data Limitations: Only documented complaints can be considered.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

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.
- **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 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.
- **Data Limitations:** Only qualified individuals will be administered the licensing examination, or any portion of it.
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Lower than target

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.
- 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 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.
- Data Limitations: Only qualified individuals may seek licensure.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

EFFICIENCY MEASURE 05-02-01-05

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 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.
- **Data Limitations:** Turnaround time to produce the actual license is sometimes dependant on service providers.
- **Calculation Type:** Cumulative
- **New Measure:** Yes
- **Desired Performance:** Higher than target

EFFICIENCY MEASURE 05-02-01-06

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.
- 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: Cumulative
- New Measure: Yes
- Desired Performance: Higher than target

EXPLANATORY MEASURE 05-02-01-01

Number of Jurisdictional Complaints Received

- Short Definition: The total number of complaints received during the reporting period that are within the agency's jurisdiction of statutory responsibility.
- Purpose/Importance: The measure shows the number of jurisdictional complaints, which helps determine agency workload.
- Source/Collection of Data: The 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.
- Data Limitations: Only documented jurisdictional complaints will be considered.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

EXPLANATORY MEASURE 05-02-01-02

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.
- 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 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.
- Data Limitations: Only qualified individuals will be examined.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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
- Desired Performance: Higher than target

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.
- Purpose/Importance: The measure shows the total number of Internship Licenses issued during the reporting period can be used to track potential licenses.
- 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.
- Data Limitations: Only qualified persons will be issued an internship.
- Calculation Type: Cumulative
- New Measure: Yes
- Desired Performance: Higher than target

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.
- 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, 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.
- Data Limitations: Only documented events can be considered.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- Purpose/Importance: The measure shows the workload associated with resolving upheld jurisdictional complaints.
- 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 is not a resolved complaint.
- Data Limitations: Only documented upheld jurisdictional complaints will be considered; consumer concerns will not be addressed in this measure.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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

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.
- Purpose/Importance: The measure shows 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: No
- Desired Performance: Higher than target

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.
- 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.
- 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.
- Data Limitations: Only qualified persons will be licensed.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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

OUTPUT MEASURE 05-02-01-07

Polygraph Continuing Education Program

- Short Definition: To recognize, prepare, and implement continuing education programs.
- Purpose/Importance: The intent of this measure is to provide educational opportunities in order to better serve the needs of the State of Texas.
- Source/Collection of Data: The executive office will keep a running database of seminars conducted within this program on an annual basis.
- Method of Calculation: The total number of seminars conducted on an annual basis.
- Data Limitations: Only seminars conducted will be considered.
- Calculation Type: Cumulative
- New Measure: Yes
- Desired Performance: 2 per year

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

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

OUTCOME MEASURE 05-03-02

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 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.
- 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.
- Data Limitations: Disciplinary actions occurring within a reporting period, such as civil penalty payments, may be delayed in reporting due to mail transit time.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Higher than target

OUTCOME MEASURE 05-03-03

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 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.
- 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.
- Data Limitations: None
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

OUTCOME MEASURE 05-03-04

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Higher than target

OUTCOME MEASURE 05-03-05

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).
- **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.
- **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.
- **Data Limitations:** None
- **Calculation Type:** Noncumulative
- **New Measure:** No
- **Desired Performance:** Higher than target

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.
- Purpose/Importance: The measure shows the bureau's efficiency in resolving cases.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

EFFICIENCY MEASURE 05-03-01-02

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.
- Purpose/Importance: The measure shows the cost efficiency of case resolution.
- 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).
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

EXPLANATORY MEASURE 05-03-01-01

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.
- Purpose/Importance: The measure shows the number of jurisdictional cases, which helps determine the bureau's workload.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

OUTPUT MEASURE 05-03-01-01

Number of Cases Resolved

- Short Definition: The total number of administrative cases resolved by the bureau during the reporting period.
- Purpose/Importance: The measure shows the workload associated with resolving administrative cases.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 05-03-01-02

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.
- Purpose/Importance: The measure shows the workload associated with resolving criminal cases.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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

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.
- Purpose/Importance: This figure provides the bureau with a means of determining cost variations associated with changes in approach to disciplinary actions.
- 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).
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

EXPLANATORY MEASURE 05-03-02-01

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- Purpose/Importance: The measure reflects the administrative adjudication workload of the bureau.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- Purpose/Importance: The measure reflects the administrative adjudication workload of the bureau.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 05-03-02-04

Number of Administrative Cases Opened

- Short Definition: The number of cases assigned an administrative docket number.
- Purpose/Importance: This measure shows the workload associated with administrative cases.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: Yes
- Desired Performance: Higher than target

This page intentionally left blank.

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

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

EFFICIENCY MEASURE 05-03-03-02

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 bureau processed new and renewal licensing applications for individuals.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

EFFICIENCY MEASURE 05-03-03-03

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.
- Purpose/Importance: This measure is intended to show how cost-effectively the bureau processes new and renewal licensing applications for facilities.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

EFFICIENCY MEASURE 05-03-03-04

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.
- Purpose/Importance: The measure shows the efficiency in costs to administer an exam.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

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.
- Purpose/Importance: The measure shows the bureau's efficiency in renewing registrations and commissions to individuals.
- 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.
- 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.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

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.
- **Purpose/Importance:** The measure shows the bureau's efficiency in issuing registrations and commissions to individuals.
- **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.
- **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.
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Lower than target

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.
- Purpose/Importance: The measure shows the bureau's efficiency in issuing and renewing licenses issued to businesses.
- 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.
- 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.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

EFFICIENCY MEASURE 05-03-03-08

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

EFFICIENCY MEASURE 05-03-03-09

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

EXPLANATORY MEASURE 05-03-03-01

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.
- Purpose/Importance: The measure reflects the fingerprint workload for the bureau as well as for CRS.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

EXPLANATORY MEASURE 05-03-03-02

Number of Criminal History Records Received

- Short Definition: The number reflects the total number of applicants, not previously licensed, with criminal history.
- 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.
- 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.
- 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.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

EXPLANATORY MEASURE 05-03-03-03

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

EXPLANATORY MEASURE 05-03-03-04

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 individuals currently issued licenses, which indicates the size of one of the bureau's primary constituencies.
- 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 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 total unduplicated number of individuals licensed, commissioned, or registered that is stored in the licensing database by the bureau at the end of the reporting period. An individual who holds more than one license, commission, or registration is counted only once. This measure does not reflect the total number of licenses, commission, or registration issued by the bureau.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

EXPLANATORY MEASURE 05-03-03-05

Total Number of Business Facilities Licensed

- Short Definition: The unduplicated number of businesses or facilities licensed at the end of the reporting period.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

EXPLANATORY MEASURE 05-03-03-06

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 05-03-03-01

Number of Individuals Examined

- Short Definition: The number of individuals to whom examinations were administered 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 bureau. Examination purchase, grading, and notification costs are directly related to this measure.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 05-03-03-02

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 05-03-03

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.
- Purpose/Importance: The measure shows the workload associated with processing the employment records associated with transferable registrations and commissions.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 05-03-03-04

Number of New Licenses Issued to Individuals

- Short Definition: The number of 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 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 05-03-03-05

Number of Individual Licenses Renewed

- Short Definition: The number of individuals who held licenses previously and renewed 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 shows the number of licenses that were issued during the reporting period to individuals who currently held a valid license.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

This page intentionally left blank.

GOAL 06

INDIRECT ADMINISTRATION AND SUPPORT

Indirect Administration And Support

OBJECTIVE 06-01

INDIRECT ADMINISTRATION AND SUPPORT

Indirect Administration And Support

STRATEGY 06-01-01

CENTRAL ADMINISTRATION

Central Administration

This page intentionally left blank.

STRATEGY 06-01-02

INFORMATION RESOURCES

Information Resources

EXPLANATORY MEASURE 06-01-02-01

Number of System Violations Detected and Sanctions Imposed

- Short Definition: Count of broadcast messages improperly composed, routed, or containing inappropriate content.
- 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.
- 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
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Neutral

OUTPUT MEASURE 06-01-02-01

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.
- 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.
- Source/Collection of Data: Manual count of telephone calls kept in handwritten logs.
- Method of Calculation: Simple addition
- Data Limitations: Times of extreme activity may distract the operator from his/her count.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 06-01-02-02

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.
- 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.
- 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
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

STRATEGY 06-01-03

REGIONAL ADMINISTRATION

Regional Administration

This page intentionally left blank.

STRATEGY 06-01-04

COMMUNICATIONS SERVICE

Communications Service

This page intentionally left blank.

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 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.
- **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.
- **Source/Collection of Data:** Fingerprint cards are processed either electronically via AFIS or manually by 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 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 is made of the time required to receive, search, and/or match plus respond either by mail or electronically. Data will be collected by electronic notation or manual time and date stamp.
- **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.
- **Data Limitations:** Time to process is dependent upon the condition of fingerprints as well as the status of the system.
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Lower than target

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

OUTPUT MEASURE 06-01-05-02

Number of Uniform Crime Reports (UCR) Processed

- Short Definition: The number of Uniform Crime Summary and Incident-Based Reports processed by UCR employees.
- 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.
- 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
- Data Limitations: The number of reports processed depends on the extent of participation by law enforcement agencies.
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

STRATEGY 06-01-06

PHYSICAL PLANT

Physical Plant

EFFICIENCY MEASURE 06-01-06-01

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.
- 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.
- 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.
- 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.
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Lower than target

OUTPUT MEASURE 06-01-06-01

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Noncumulative
- New Measure: No
- Desired Performance: Higher than target

OUTPUT MEASURE 06-01-06-02

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.
- **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.
- **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.
- **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.
- **Calculation Type:** Noncumulative
- **New Measure:** No
- **Desired Performance:** Lower

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Lower than target

OUTPUT MEASURE 06-01-07-01

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

OUTPUT MEASURE 06-01-07-02

Number of Classes Instructed

- Short Definition: The number of operational, technical, and police-related classes instructed by Highway Patrol troopers.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: No
- Desired Performance: Higher than target

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.
- **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.
- **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.
- **Data Limitations:** None
- **Calculation Type:** Cumulative
- **New Measure:** No
- **Desired Performance:** Higher than target

This page intentionally left blank.

STRATEGY 06-01-08

RECRUIT SCHOOLS

Recruit Schools

This page intentionally left blank.

STRATEGY 06-01-09

FLEET OPERATIONS

Fleet Operations

This page intentionally left blank.

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.
- 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.
- 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.
- Data Limitations: None
- Calculation Type: Cumulative
- New Measure: The definition of the measure has not changed from the previous biennium.
- Desired Performance: Higher than target

STRATEGY 06-01-11

OTHER SUPPORT SERVICES

Other Support Services

DPS Workforce Plan **FY 2007 - 2011**

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 business functions of the CLE Division are enforcement efforts against illegal drug trafficking, supervising controlled substance registration, and administering the other facets of the Narcotics enforcement program. The CLE Division is responsible for investigating violations and arresting 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, monitoring pari-mutuel racing. 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. 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 the collection and processing of all accident reports, and 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 counter-terrorism, computer crimes, and recruiting new people needed in the law enforcement 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. It must at the same time redirect the efforts of our current staff to learn the skills needed for the future. We must continue to emphasize the recruitment, hiring, training, and retention of: qualified applicants representative of state demographics, both in commissioned and noncommissioned positions.

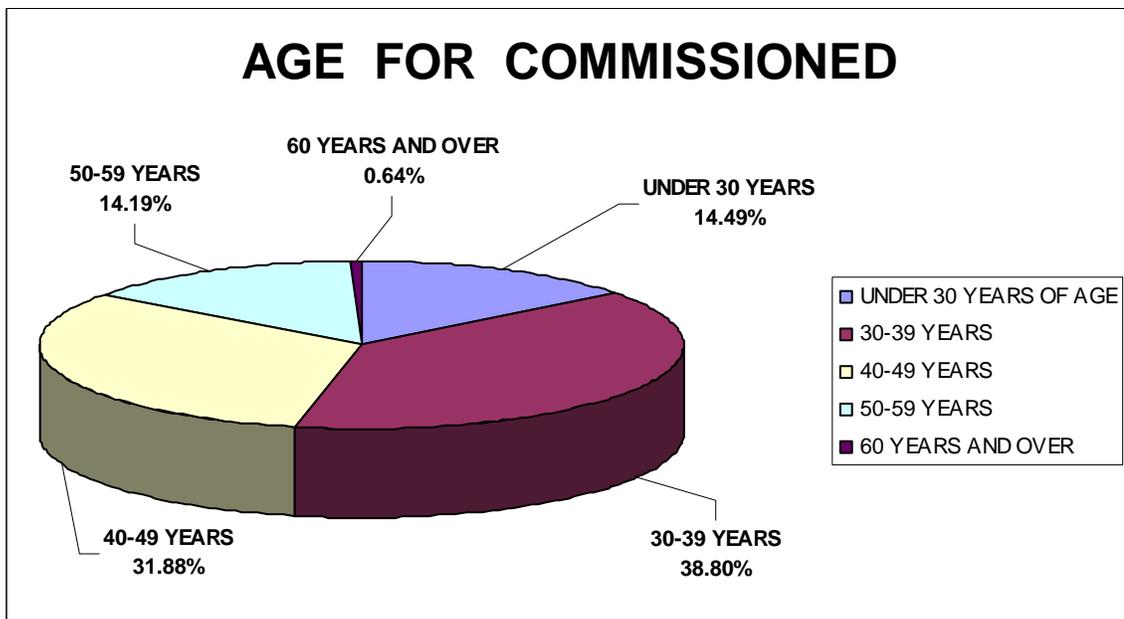
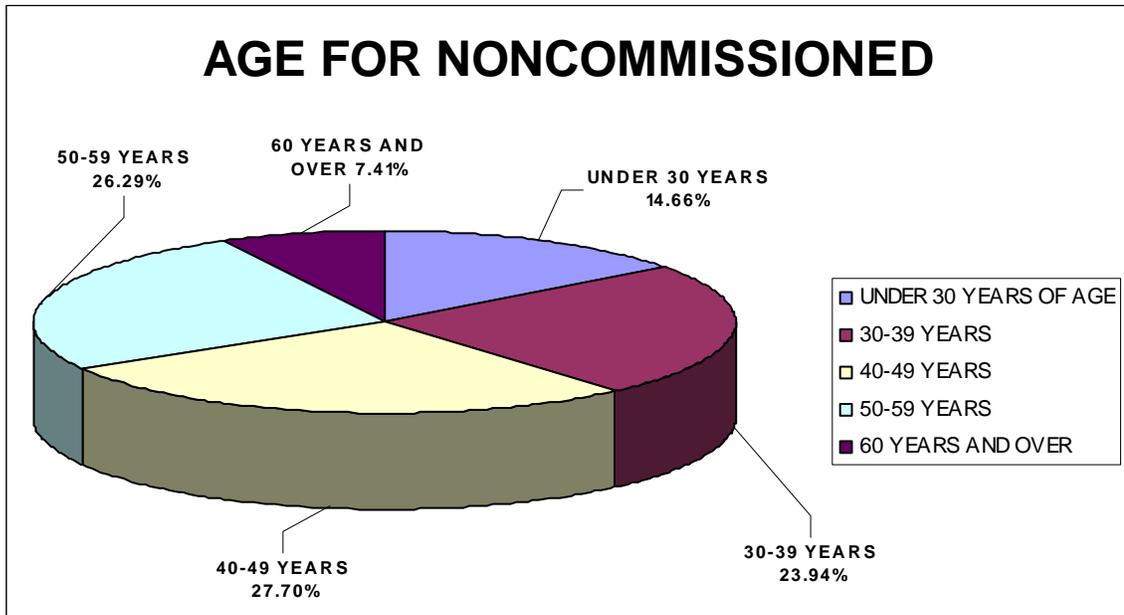
Key economic and environmental factors facing the agency include the following:

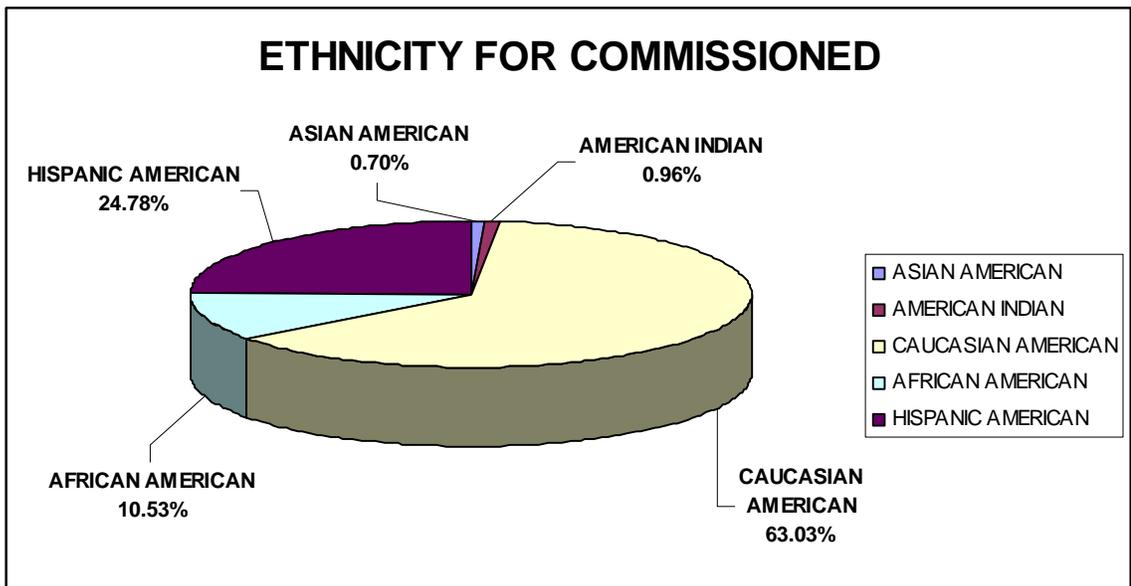
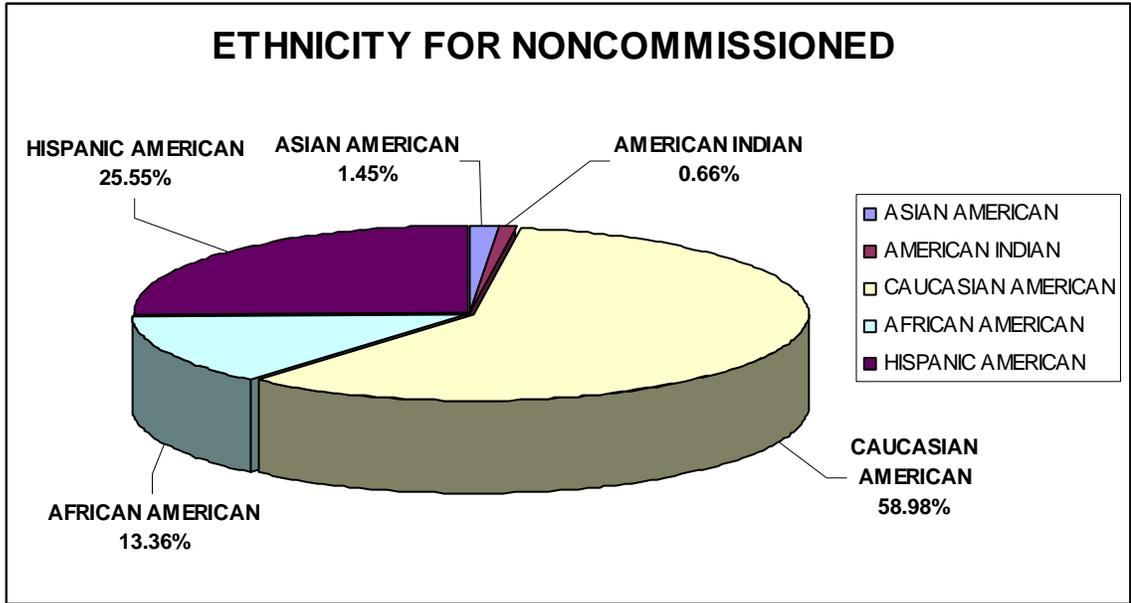
- A. Technology changes
- B. Changing workforce that has a higher percentage of Generation X and Y employees
- C. Legislative mandates
- D. Increases in state population and changes in the state demographics
- E. Employee skills, technical/computer automated training
- F. Non-competitive salaries that 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).

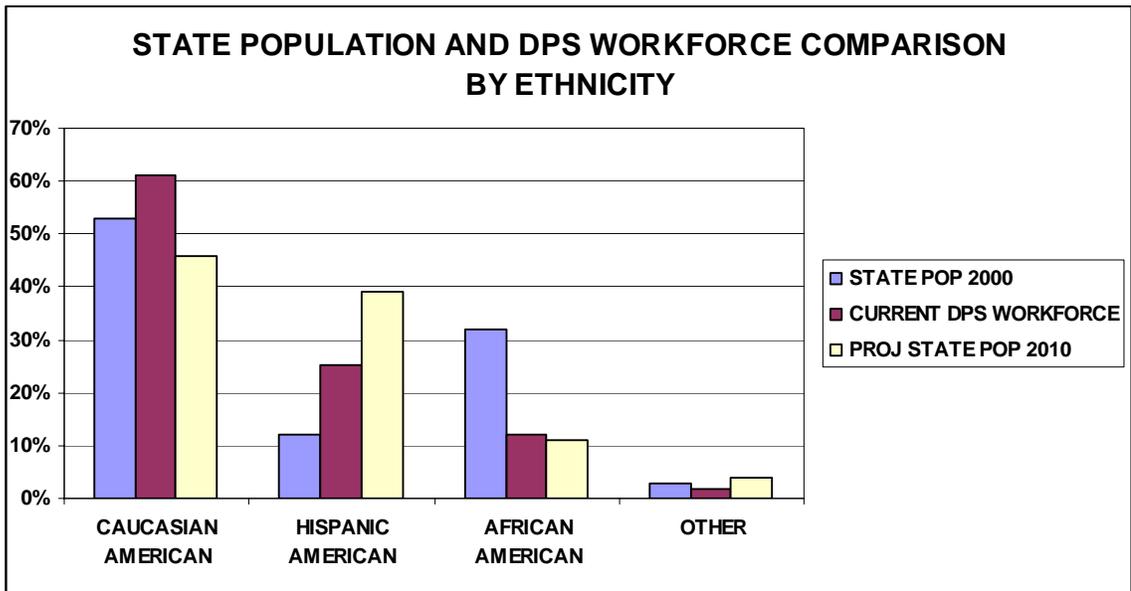
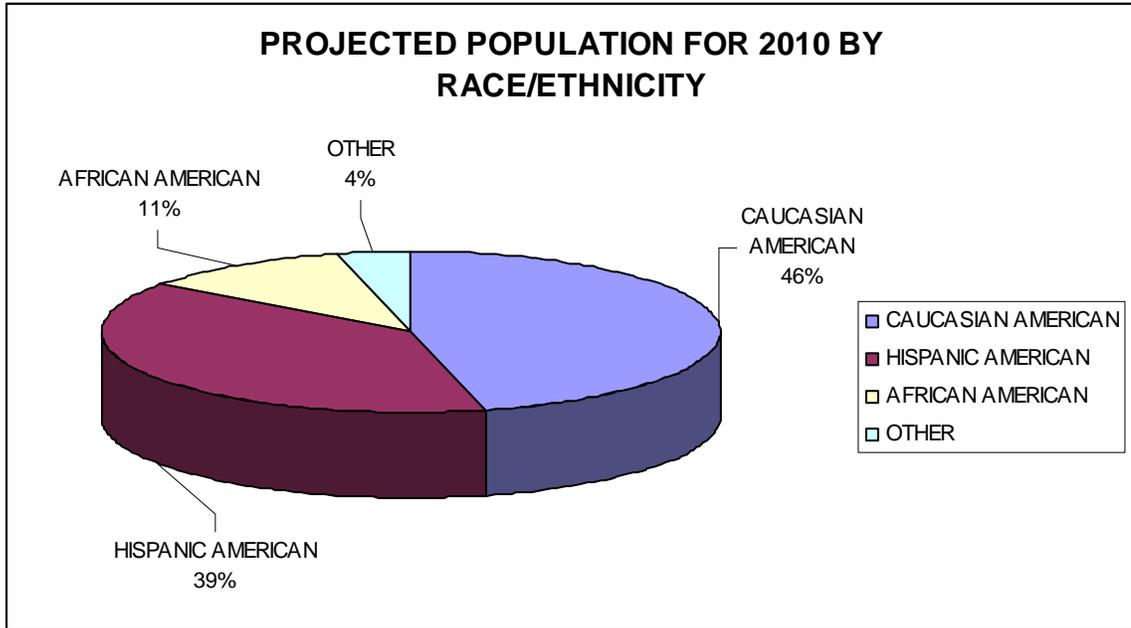
The Department anticipates that there will be a strong need to implement new or improved law enforcement technologies. These technologies will impact the agency's business and workforce functions in all areas of law enforcement. These changes in technology will require an ever-increasing number of employees with different educational backgrounds and law enforcement resources.

II. Current Workforce Profile (Supply Analysis)

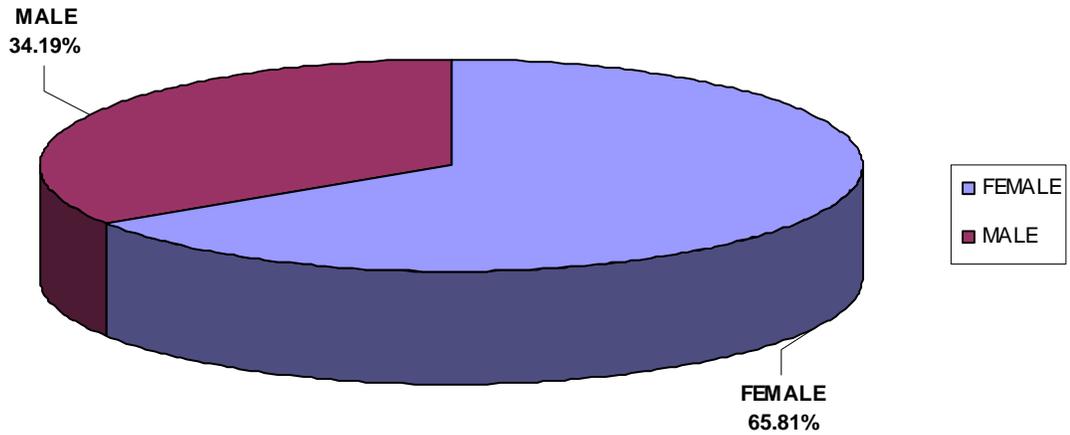
A. Demographics



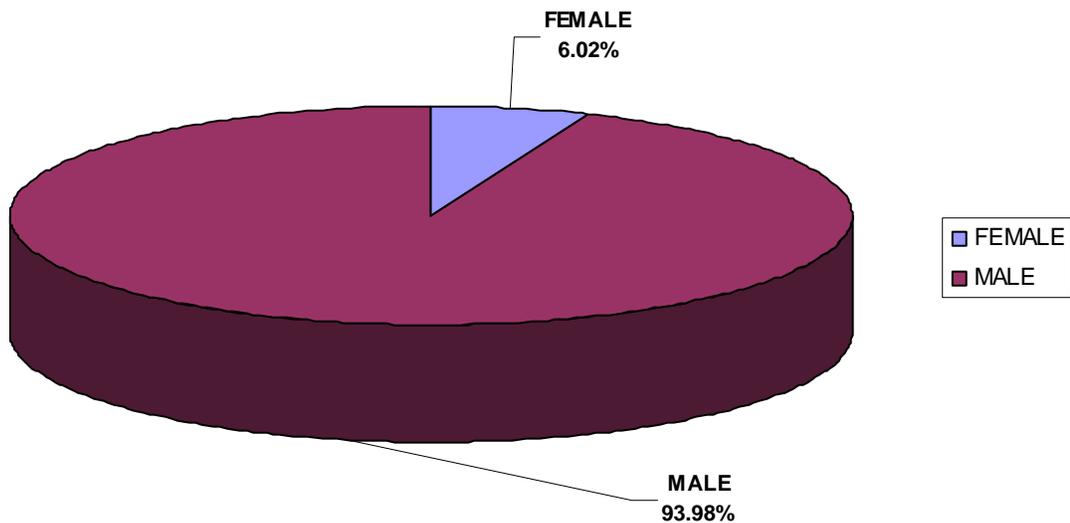


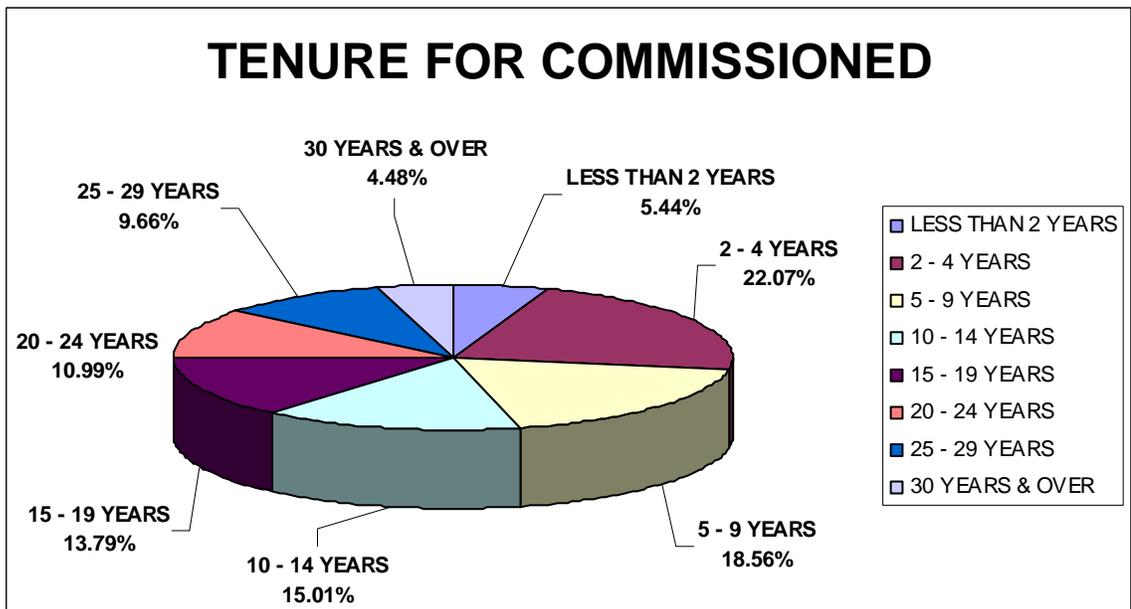
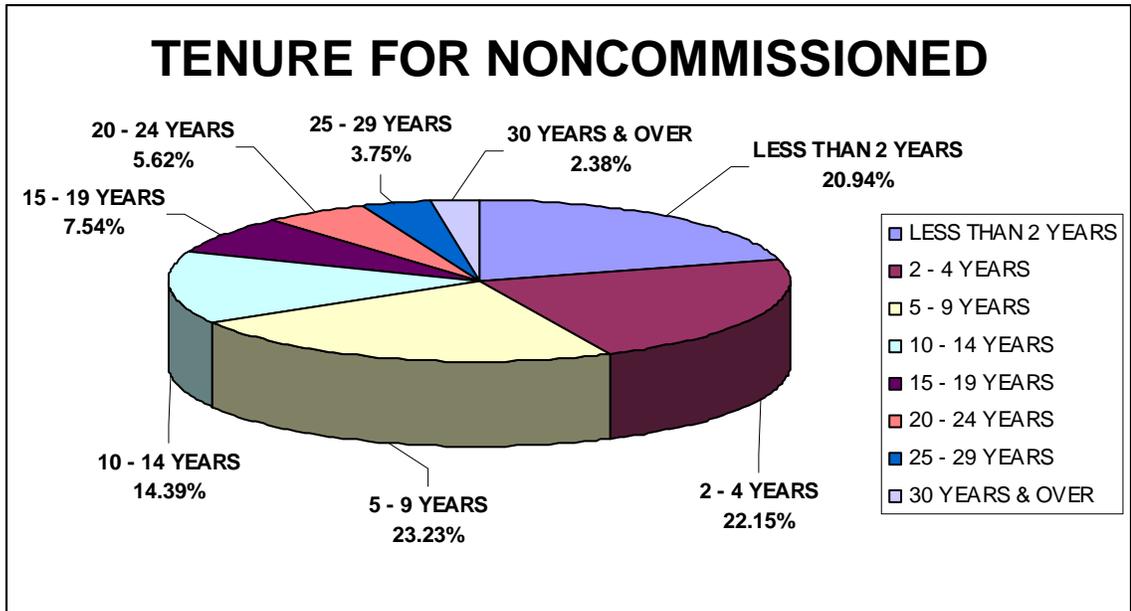


GENDER FOR NONCOMMISSIONED

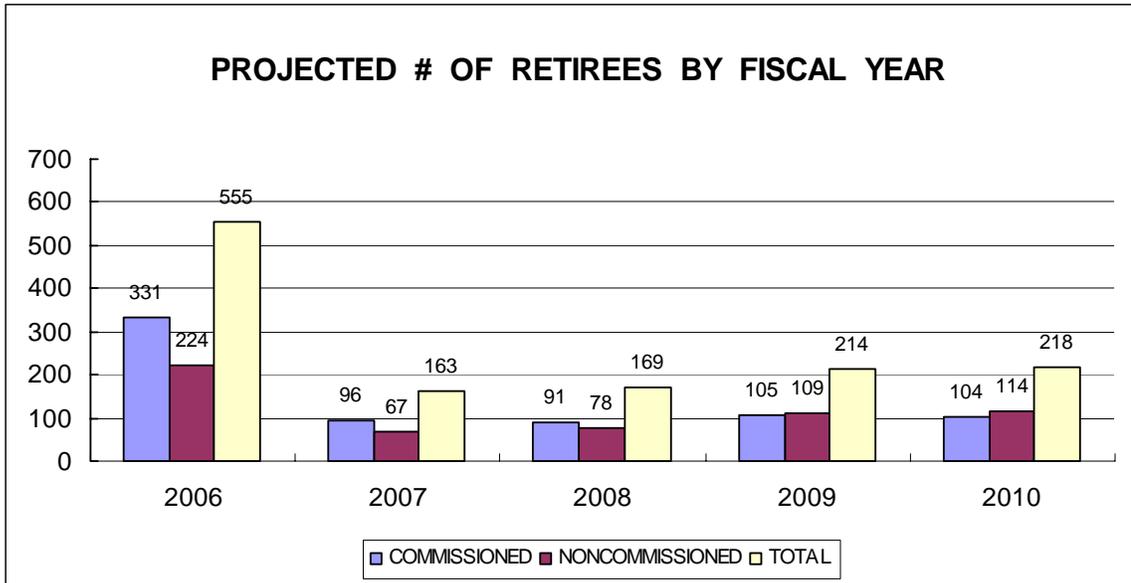


GENDER FOR COMMISSIONED

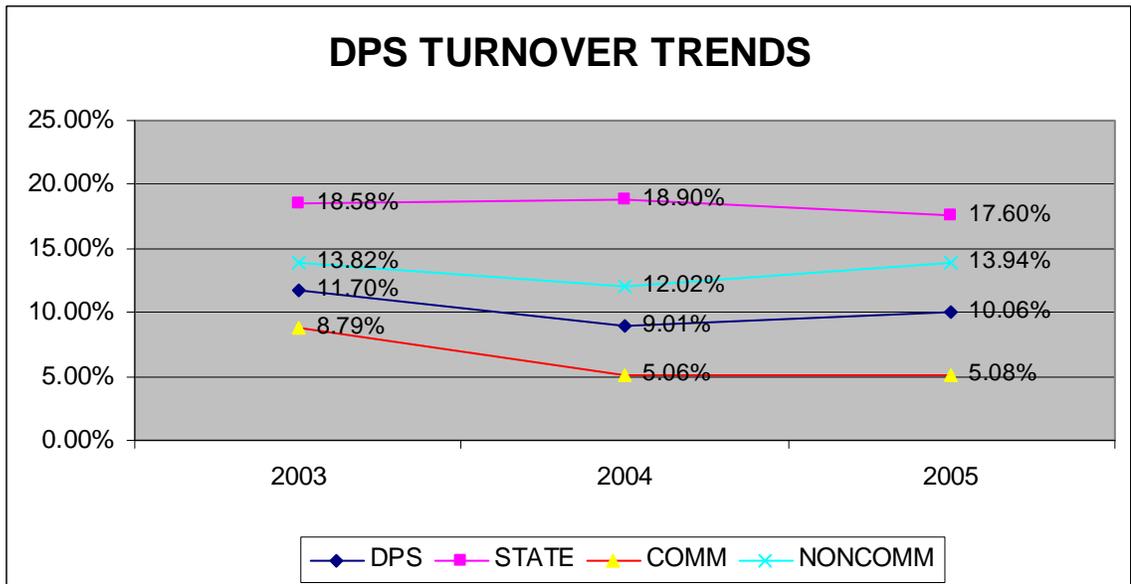




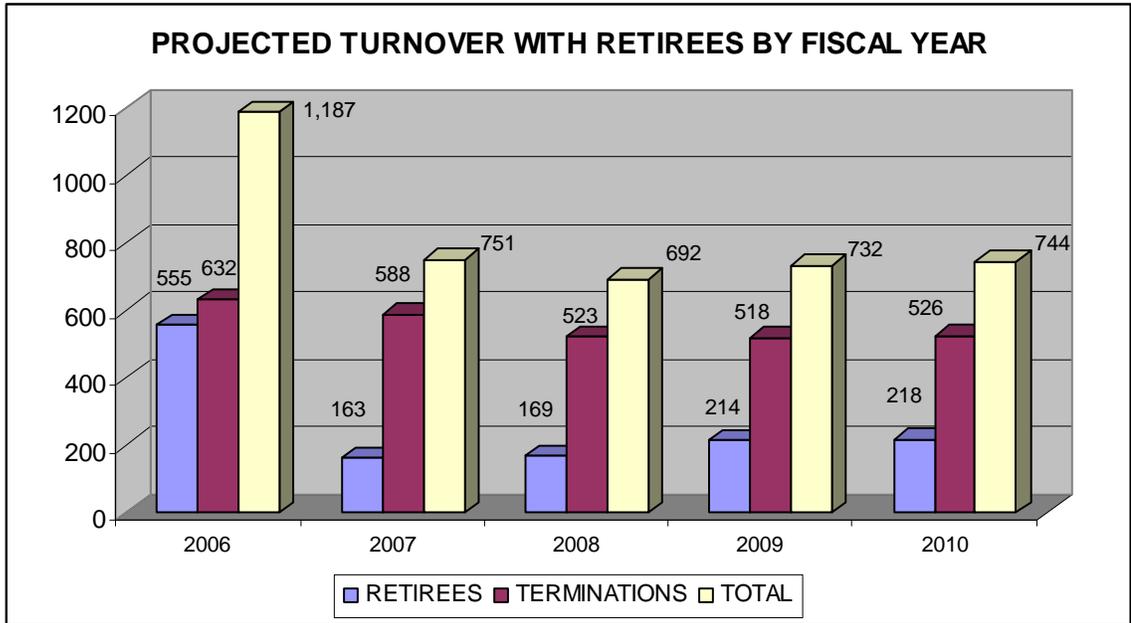
B. Percent of Work Force Eligible to Retire Within the Next Five Years



C. Employee Turnover



D. Projected Employee Attrition Rate of the Next Five Years



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

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 the DL Re-engineering Project and the Highway Patrol's vehicle automation project.

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 the downturn in the IT job market and 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 automotive mechanics, printing technicians, and radio/telecommunication personnel. 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.

The Department has experienced a 30% increase in fleet accidents from CY 2001 to CY 2005, which is partly attributable to the increase in less tenured officers. In an effort to address this significant training issue, the Department is requesting funding to build a dedicated driver training facility, which will require 23 additional employees (12 commissioned, 11 noncommissioned) to operate and maintain the complex.

The Crime Laboratory Service continues to see a consistent increase in demand for service. Increased regulation of police crime labs across the state has forced some agencies to discontinue their own analysis and send that workload to DPS. Over the previous five years there has been a 27.5% increase in drug case submissions along with requests from several of the state's largest cities for the Department to pick up their case load. This demand has now forced Crime Labs to reduce the types of services offered and prioritize those remaining due to a lack of lab personnel. The Department has requested 36 criminalists to better serve the Department and outside agencies.

The Texas Highway Patrol Division is seeking expansion of the Vehicle Automation Project, which provides many advanced communications and information technologies along with digital video recording ability to troopers while on patrol. This project will greatly enhance the troopers' efficient use of time and resources as well as significantly increasing officer safety. To support this project, the Department anticipates a requirement for 15 employees to provide information resources technical support.

The Department requested from the 79th Legislature an additional 51 employees (31 commissioned, 20 noncommissioned) to help staff the Fusion center within the Criminal Intelligence Service. The Fusion Center increases the Agency's ability to provide the investigative resources necessary to effectively facilitate the investigation of terrorism and signature crimes, associated with terrorist activity. While the positions were allocated the Department, 20 positions were not funded. The Department will make a request to fully fund these positions.

In order to ensure the continued safe operation of commercial motor vehicles in the State, additional commissioned and noncommissioned

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 ask to increase the Commercial Vehicle Enforcement Service by 50 commissioned troopers and 50 noncommissioned inspectors.

The Department's employee strength continues to grow to keep pace with the states population growth and additional responsibilities realized through Legislative mandate. However, our Staff Support Service and Human Resources (HR) Bureau have fallen far behind this growth rate and needs additional personnel to meet the requirements of an agency the size of DPS. The Department will request an additional commissioned officer and 43 noncommissioned personnel to serve in various HR specialists and technical support roles.

The Narcotics Service has a requirement for an additional 24 commissioned and 11 noncommissioned employees. The noncommissioned employees are needed to perform specialized functions in network intercepts, information analysis, and compliance specialists in regulatory programs. The 24 commissioned employees are required to support increased border initiatives and intelligence gathering functions.

The Motor Vehicle Theft (MVT) Service has requested 12 commissioned and 9 noncommissioned employees. The commissioned personnel (2 lieutenants and 10 sergeants) would be utilized to supplement existing personnel on expanded MVT duties. The request also includes 2 noncommissioned analysts and absorption of 7 positions currently funded through outside sources (ATPA).

The Aircraft Service has requested 18 commissioned positions. Nine of these positions (1 lieutenant, 8 sergeants) would be additional pilots needed to bring the aircraft/pilot ratio to a level that would make the most effective use of the aircraft. The other nine positions would be tactical flight officers (troopers) necessary to operate the complex observation equipment, freeing the pilot to fly the aircraft.

The Texas Ranger Division has requested 11 commissioned personnel (5 lieutenants, 6 sergeants). The additional Ranger sergeants are required to address the growing need for their investigative expertise in the state. The additional lieutenants will put this division's supervisory ratio more in line with the other investigative services within the Department.

The Crime Records Service is the state level manager for many national criminal justice programs, databases, and initiatives. The field work of DPS Crime Records representatives has a direct effect upon the timeliness and accuracy of information on the DPS statewide sex offender website and CJIS database. To meet the requirements of the FBI National CJIS Security Policy auditors are needed to perform the critical security reviews of local agencies' systems and to visit the agencies in an auditing capacity. These requirements call for an increased presence of DPS program representatives in support of local agency operations. Crime Records has requested 28 noncommissioned personnel to perform audits, field support in sex offender registration, and AFIS.

Implementation of the Real ID Act will require additional Driver License Division staff. The statute will have a wide-reaching impact on our citizens as it will require all 20 million existing Texas driver license and identification card (DL/ID) holders to present their respective identity credentials to driver license office personnel between May 11, 2008 and May 10, 2013. DLD anticipates a necessity for 75 commissioned and 39 noncommissioned employees to meet the requirements of this Act.

In total, the Department has requested 465 additional employees (203 commissioned, 262 noncommissioned) in its continuing efforts to better serve the citizens of this state.

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 2007 and 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.

The Department monitored a decline in the number of individuals seeking law enforcement careers, and we will continue our efforts to make these positions attractive. Computer skills are a requirement for competent work performance at entry-level law enforcement positions. Our current employees, without computer skills, must be provided the proper training to increase their efficiency and meet high-level standards of performance.

The Department must be able to provide proper service to all of its potential customers, both inside and outside the agency. 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 remain flexible to better respond to changing technologies and to implement the various programs deemed critical by the legislature.

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. As higher skills sets are required for positions, the Agency must look at the issue of adequate salary in order to recruit, hire, and retain those who do possess these skills.

The Department continues to hire key employees who have recently retired. This process has allowed the Department to retain several employees with important job experience and knowledge. The Department will continue to utilize this effective strategy while it is a viable solution.

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 communications skills. The agency must 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 performance merit incentives. 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, so that managers are aware of new job skills needed before recruitment and selection. Turnover statistics will be studied and recruitment and retention incentives focused on problem areas.

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 technical 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.

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 2007-2011 Period

by

Polygraph Examiners Board

Board Member	Dates of Term	Hometown
Horace Ortiz, Presiding Officer	07-21-89 to 6-18-07	Corpus Christi, Texas
Andy Sheppard, Assistant Presiding Officer	04-19-05 to 6-18-09	Rowlett, Texas
Priscilla Kleinpeter, Secretary	05-24-04 to 6-18-09	Amarillo, Texas
Hugh Sutton, Member	02-25-04 to 6-18-05	Lubbock, Texas
Elizabeth Bellegarde, Member	09-17-97 to 6-18-07	El Paso, Texas
Lawrence Mann, Member	12-08-03 to 6-18-09	Plano, Texas
Vacant, Member		

Date of Submission
June 23, 2006

Signed: _____
(Administrator)

Approved: _____
(Presiding Officer)

TABLE OF CONTENTS

STATEWIDE VISION, MISSION, AND PHILOSOPHY1

RELEVANT STATEWIDE GOALS AND BENCHMARKS2

AGENCY MISSION3

AGENCY PHILOSOPHY4

EXTERNAL/INTERNAL ASSESSMENT 5-14

 OVERVIEW OF AGENCY SCOPE AND FUNCTION5

 PERFORMANCE BENCHMARK – INTERNAL GOAL.....6

 ORGANIZATIONAL ASPECTS8

 FISCAL ASPECTS9

 CAPITAL PLANNING10

 INFORMATION RESOURCES MANAGEMENT STRATEGIC PLANNING10

 SERVICE POPULATION, DEMOGRAPHICS10

 TECHNOLOGICAL DEVELOPMENTS11

 ECONOMIC VARIABLES11

 IMPACT OF FEDERAL STATUTES/REGULATIONS12

 OTHER LEGAL ISSUES13

 SELF-EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT13

AGENCY GOALS15

OBJECTIVES, OUTCOME MEASURES AND STRATEGIES15

OUTPUT, EFFECIENCY, AND EXPLANATORY MEASURES16

APPENDICES

A. DESCRIPTION OF AGENCY’S PLANNING PROCESS17

B. CURRENT ORGANIZATIONAL CHART19

C. CURRENT YEAR ACTIVITIES AND FIVE-YEAR PROJECTION FOR OUTCOMES21

D. LIST OF MEASURE DEFINITIONS24

E. WORKFORCE PLAN46

F. REPORT ON CUSTOMER SERVICE47

G. REPORT ON COMPACT WITH TEXANS48

H. INFORMATION RESOURCES STRATEGIC PLAN54

I. HISTORICALLY UNDERUTILIZED BUSINESS STRATEGIC PLANS64

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 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

Page 6 of 64

Texas Polygraph Examiners Board

Strategic Plan 2007 – 2011

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.

Performance Benchmarks:

Article V of the 2006 – 2007 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 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.

ADDENDUM

Page 9 of 64

Texas Polygraph Examiners Board

Strategic Plan 2007 – 2011

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. Recently the agency has 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 TB&PC 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) 2006 and 2007 appropriations are approximately \$92,716 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 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.

Capital Planning:

Regarding statewide capital planning, Section 11.02, Article IX of the 2006-2007 Appropriations Act:

The Polygraph Examiners Board has updated its office equipment, first starting with digital automation and fire resistant filing systems for disaster recovery.

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 no planning for capital outlay.

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.

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 prepared to serve as a resource to the legislature should this issue come up in the future.

ADDENDUM

Page 11 of 64

Texas Polygraph Examiners Board

Strategic Plan 2007 – 2011

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 currently has three computers with a printer set up with scanning capabilities. Those computers are Internet capable and used for E-mail and faxing. The agency does have a web page. The agency has a laptop computer set up with a sensory box to be able to review examiners' work products at the office. The agency also has a Meridian 4 Unit phone system, and a high-volume photocopier that was recently purchased. That unit is projected to last many years. E-mail capabilities have been established. 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 227 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.

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 1,160 original licenses. Only 227 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.

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.

ADDENDUM

Page 14 of 64

Strategic Plan 2007 – 2011

Texas Polygraph Examiners Board

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.

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.

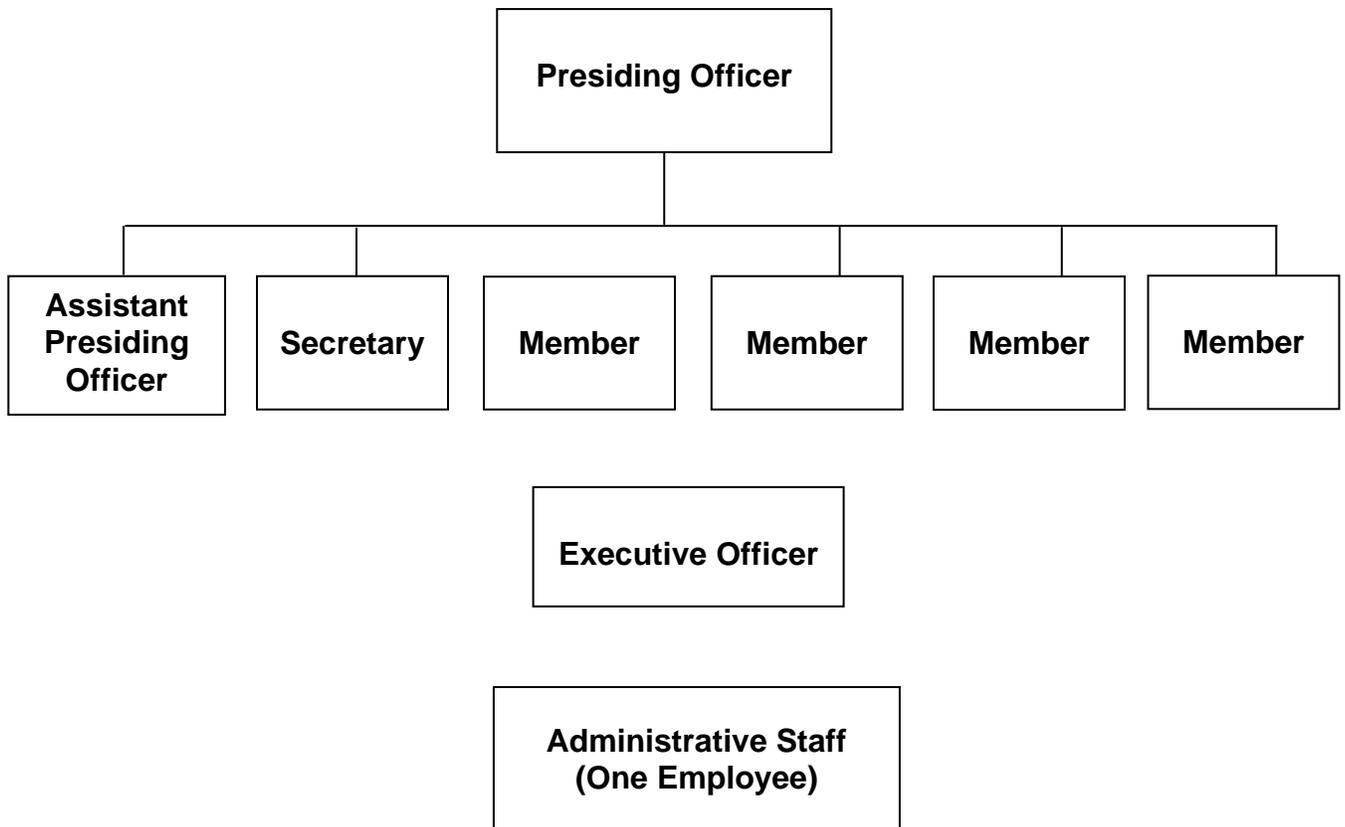
APPENDIX B

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 2007 – 2011

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
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.

ADDENDUM

Page 53 of 64

Strategic Plan 2007 – 2011

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.

ADDENDUM

Page 58 of 64

Texas Polygraph Examiners Board

Strategic Plan 2007 – 2011

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.

ADDENDUM

Page 59 of 64

Texas Polygraph Examiners Board

Strategic Plan 2007 – 2011

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.

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

ADDENDUM

Page 61 of 64

Strategic Plan 2007 – 2011

Texas Polygraph Examiners Board

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
----------------------------------	-----------------------------	------------	---	---	--

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
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.

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	Development language Work Perfect
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