

Agency Strategic Plan

FISCAL YEARS 2017 to 2021

by the

Texas Commission on Law Enforcement



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Term Determined by
Term Expires 8/2017
Term Expires 8/2019
Term Expires 8/2019
Term Expires 8/2017
Term Expires 8/2015
Term Expires 8/2017
Term Expires 8/2015
Term Expires 8/2015

Canyon
Arlington
Lago Vista
Olmito
Dripping Springs
Richardson
Spicewood
Jersey Village
Pharr

Kim Vickers, Executive Director

June 24, 2016

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Agency Mission

The mission of the Texas Commission on Law Enforcement, as a regulatory State agency, is to establish and enforce standards to ensure that the people of Texas are served by highly trained and ethical law enforcement, corrections, and telecommunications personnel.

Agency Philosophy

The Texas Commission on Law Enforcement conducts agency business with fairness and conviction. We approach our responsibilities to all people of Texas with a deep sense of purpose and commitment. We believe in a state where we look to our laws for justice and equity, where laws are enforced by well-qualified persons with the highest standards of ethics and accountability. Our core values are integrity, dedication, and quality responsive customer service.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Licensing and Standards Development

Ensure the competencies of new and existing law enforcement licensees through development, implementation, and enforcement of professional standards. This goal is ongoing.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Issue licenses and certificates to individuals who demonstrate required competencies.
2. Set standards for training academies and manage development, delivery, and quality of law enforcement training and education.
3. Ensure the legal hiring of licensees through agency audits, chief administrator training courses, and effective electronic reporting requirements.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. The agency establishes and enforces standards to ensure that the people of Texas are served by highly trained and ethical law enforcement, corrections, and telecommunications personnel.
2. The agency, despite having a minimum amount of staffing, produces an efficient and productive model for auditing, evaluating, and creating training and training provider contracts. Volunteer subject matter experts are utilized in the creation and updating of training curricula.
3. The agency consistently meets or exceeds the performance measures approved by oversight entities. We have updated and clarified performance measures to more accurately reflect agency effectiveness and provide a picture of how we are fulfilling the core functions of our mission.
4. Customer service is the foundation of conducting agency business. We have provided multiple ports of input for customer feedback, and have conducted multiple meetings across the state to allow customers to express concerns, suggestions for improvement, and affirmation of services that are fulfilling their needs.
5. The agency strives to be accessible and open to the citizens of Texas. Multiple venues of social media and a dynamic website are utilized to improve communication with the public. There is an ongoing effort to rewrite administrative rules to improve readability and understandability. Free trainings and seminars are provided regularly across the state to facilitate communication with our stakeholders.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

In the past 10 years, the licensee population regulated by this agency has increased by 13%, and the number of regulated contracted training providers has increased by 15%. During that time, the FTE level of the agency has increased by 17.6%. This historical increase is less than the cumulative population inflation rate since 2006. Growth projections for the State of Texas, which relate directly to the size of the regulated community of this agency, show a steady increase in citizens and in the economy. It is therefore logical to assume that a modest growth in this agency should be needed and anticipated.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Regulate Licensed Law Enforcement Population

Reduce the per capita incidence of licensee misconduct in Texas within the provisions of statutes and rules that govern the agency. This goal is ongoing.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Investigate violations of administrative and criminal statutes relating to the agency's mission, and take disciplinary action through revocation, suspension, or reprimand of licenses/licensees.
2. Provide assistance to the law enforcement community through timely and effective personal consultation, thus reducing the incidents requiring regulatory sanctions.
3. Provide a strong presence and partnership in investigations and actions with other state and federal law enforcement agencies where applicable to our regulated community.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. The agency establishes and enforces standards to ensure that the people of Texas are served by highly trained and ethical law enforcement, corrections, and telecommunications personnel.
2. The agency has undergone a complete restructuring of the workflow process involving complaints received and their follow-up investigations. Better tracking systems have been installed, thus showing a complete picture of the progress and resolution of enforcement-based work done by agency investigators. Stronger partnerships have been developed with other law enforcement agencies and with law enforcement associations in order to facilitate effective and quality investigations.
3. The agency consistently meets or exceeds the performance measures approved by oversight entities. We have updated and clarified performance measures to more accurately reflect agency effectiveness and provide a picture of how we are fulfilling the core functions of our mission.
4. Customer service is the foundation of conducting agency business. We have provided multiple ports of input for customer feedback, and have conducted multiple meetings across the state to allow customers to express concerns, suggestions for improvement, and affirmation of services that are fulfilling their needs.
5. The agency strives to be accessible and open to the citizens of Texas. Multiple venues of social media and a dynamic website are utilized to improve communication with the public. There is an ongoing effort to rewrite administrative rules to improve readability and understandability. Free trainings and seminars are provided regularly across the state to facilitate communication with our stakeholders.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

The agency has developed a system of Alternative Dispute Resolution that provides an efficient and effective outcome to administrative cases. Additionally, we have improved communications with the State Office of Administrative Hearings to facilitate improved processes for efficient referral and disposition of cases.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Creation and Regulation of Law Enforcement Agencies

Approving the creation of new law enforcement agencies, and ensure that agencies meet criteria set forth in statute and rule. This goal is ongoing.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Validate information required in an agency application packet, and conduct site visits to ensure compliance with statutory criteria.
2. Issue agency number to law enforcement agencies that meet all requirements.
3. Suspend agencies' authority to commission, appoint, or employ licensees should the agency fall below minimum required statutory standards.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. The agency establishes and enforces standards to ensure that the people of Texas are served by highly trained and ethical law enforcement, corrections, and telecommunications personnel.
2. The agency, despite having minimum amount of staffing, produces an efficient model for evaluating and approving new agency applications, and for auditing and potentially suspending agencies who are identified as having critical requirement issues.
3. The agency consistently meets or exceeds the performance measures approved by oversight entities. We have updated and clarified performance measures to more accurately reflect agency effectiveness and provide a picture of how we are fulfilling the core functions of our mission.
4. Customer service is the foundation of conducting agency business. We have provided multiple ports of input for customer feedback, and have conducted multiple meetings across the state to allow customers to express concerns, suggestions for improvement, and affirmation of services that are fulfilling their needs.
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DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

External / Internal Assessment

I. Agency Overview

Established by Senate Bill 256 during the 59th Legislature in 1965, the Texas Commission on Law Enforcement Officer Standards and Education (Commission) was created to conduct studies and make recommendations to the governor and the legislature for the establishment of training, education, and certification standards to improve law enforcement performance.

The Commission, which was renamed the Texas Commission on Law Enforcement (TCOLE) in 2013, has evolved into a contemporary regulatory agency with five key functions:

- Establishing minimum standards to obtain and maintain a peace officer, county jailer, telecommunicator, or school marshal license, and issuing licenses to qualified applicants;
- Overseeing basic training and continuing education requirements to maintain an active license;
- Taking enforcement action against licenses in the event of criminal or administrative violations;
- Auditing agencies and training providers for compliance with hiring standards and providing technical assistance; and
- Approving the creation of new law enforcement agencies that meet minimum standards established by the Legislature.

A body of nine commissioners, appointed by the Governor to overlapping six-year terms, oversees the Commission. The Commission is a small regulatory agency with an authorized FY 2016 staffing level of 51 full-time employees, with the long-standing reputation of being able to respond quickly to changing conditions, needs, and demands. In carrying out the primary regulatory nature of the agency, the Commission is committed to ensuring compliance with administrative rules and state statutes, and to raise the bar for law enforcement professionalism. Commission staff and leadership strive diligently to create and foster partnerships with Texas law enforcement agencies, associations, and labor organizations, providing excellent customer service and cooperation with Texas law enforcement officers and agencies to better facilitate voluntary compliance with the rules and laws it is charged with enforcing. The Commission is a law enforcement agency under authority granted by the Legislature in 1999 to appoint peace officers. When necessary, the Commission utilizes its peace officer resources to investigate violations of rule or law by its licensees.

II. Resources

(Data verified as of April 29, 2016)

The agency is funded almost entirely by appropriations made from the Law Enforcement Officer Standards and Education (LEOSE) account, a General Revenue-Dedicated account, with only 1% of the agency's funding coming from General Revenue appropriations. The State of Texas receives revenue generated through court cost surcharges collected from persons who are convicted of criminal offenses. A portion of these assessments is deposited to the LEOSE account. In the 81st Legislature, the LEOSE account became a cumulative account, and unappropriated receipts have remained in this account since that time.

A more detailed explanation of the Commission's responsibilities and how those are carried out is below.

Minimum Licensing Standards

The Legislature has set forth certain requirements that peace officers, county jailers, telecommunicators, and school marshals must meet in order to become licensed. In addition, the Legislature has entrusted the Commission to "establish minimum standards relating to competence and reliability, including education, training, physical, mental, and moral standards."

The Commission oversees the licensing of approximately 113,000 law enforcement, corrections, telecommunications personnel employed by more than 2,600 state and local government agencies, as well as school marshals appointed by independent school districts, open-enrollment charter schools, or public junior colleges to protect those campuses.

The Credentialing Division processes all hiring documents (L1 forms), for all licensees at all agencies, to ensure that applicants meet the necessary qualifications. The Credentialing Division also processes all reports of separation (F5 forms), so that a licensee’s work history is accurately maintained. Credentialing processed 15,083 L1s and 16,763 F5s in FY 2014, and 14,573 L1s and 17,592 F5s in FY 2015.

Many questions come through the agency related to hiring, separation, and training requirements. The Credentialing Division is the primary customer-facing division, handling 31,657 calls in FY 2014, and 27,981 calls in FY 2015. In an effort to be available our customers in a way that is convenient for them, TCOLE implemented a chat system for questions in late 2014, and accommodated 8,055 customers through that system in FY 2015.

Training Oversight

The Commission, unlike Peace Officer Standards and Training Commissions (POSTs) in some other states, does not operate a police academy. Texas finds it more efficient to empower state and local government to establish schools, to ensure that curricula conform to basic standards, and to provide training to the law enforcement community. This is done through a system of 105 licensed academies, 4 academic providers, 182 additional training contractors, and 58 licensing examination locations across the state. Texas departments and training providers offered 146,083 courses in Fiscal Year 2015, equaling over 1.8 million hours of training.

Working with an absolute minimal curriculum staff, the Commission utilizes topic-specific curriculum committees comprised of various law enforcement agencies and training entities throughout the state in order to develop and maintain quality law enforcement curricula.

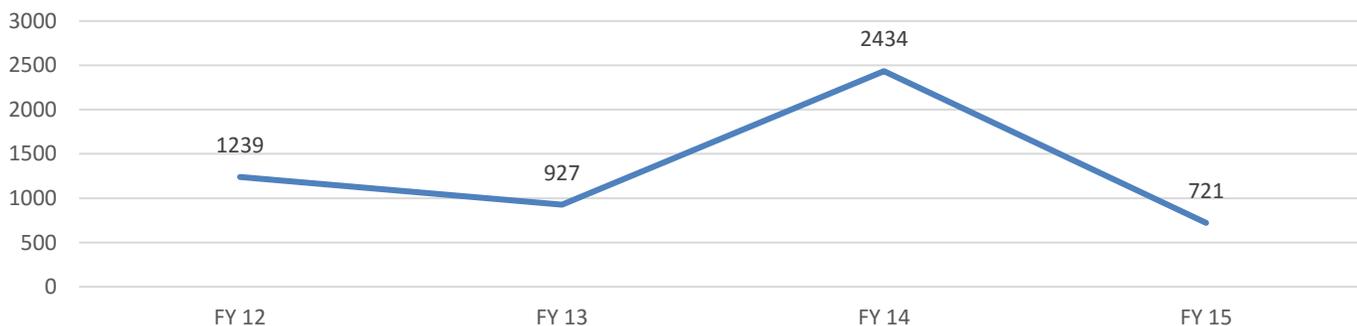
Enforcement Action

The Commission hands down roughly 130 suspensions or revocations per year against peace officers, jailers, and telecommunicators who have been charged with or convicted of a crime. Additionally, licensees who are found to be in violation of the Commission’s administrative rules or who fail to meet legislatively-mandated continuing education requirements are subject to license action, including reprimand, suspension, and revocation.

Cases are classified by three distinct types: Non-Jurisdictional, Administrative, and Criminal, and are tracked as required by Occupations Code Section 1701.202. Non-Jurisdictional complaints are complaints received at the Commission but are outside the agency’s regulatory purview. These complaints typically involve improper use of force, violation of departmental policy, or civil rights violations, which are reviewed and either returned to the complainant or referred to another agency. Administrative cases involve a violation of commission rules or acts of misconduct where an officer has been arrested and is pending criminal action. Criminal cases include offenses stemming from Occupations Code Chapter 1701, or acts that violate Texas Penal Code, such as tampering with a government document and impersonating a peace officer.

From FY 2012 to FY 2015, the Commission’s Enforcement Division opened an average of 1,000 cases per year. The Enforcement Division currently has five investigators working cases, and one supervisor, leading to an approximate caseload of 200 cases per year per investigator.

Cases Opened Each Fiscal Year



Caseloads fluctuate between even and odd-numbered years due to the two-year training cycle for continuing education. In order to better track all types of violations, the Enforcement Division in 2014 began counting administrative cases opened for non-compliance with continuing education requirements. As this was not consistently done in the past, the 2014 case count appears to reflect a significant spike. Since then, staff has worked diligently to decrease the number of licensees that reach the end of the training cycle without completing their continuing education. A 73% decrease in non-compliance cases from 1,831 at the end of FY 2013 to 496 at the end of FY 2015 was accomplished through communication with the licensees and their employing agencies. This has lightened the load on administrative cases for the Enforcement Division and allowed them to focus on more serious administrative or criminal cases.

When a licensee is arrested or indicted, they are required by law to report that to TCOLE, as is their arresting agency and their employing agency. TCOLE follows that criminal case through the judicial process, and takes action on the individual's license if convicted.

Disposition of Criminal Misconduct Cases

Fiscal Year	License Revocations	License Suspension	Licenses Surrendered as Part of a Plea	Licenses Cancelled	Reprimands Issued
2012	61	294	66	9	254
2013	23	52	71	7	3
2014	25	136	141	7	1038
2015	40	97	110	3	128

Agency Audits

The state is divided into seven regions, each of which is served by a TCOLE Field Service Agent. The Legislature provided additional Field Service resources in the 84th Session, which will come online in FY 17.

TCOLE Field Service Agents are responsible for auditing each law enforcement agency and training provider at least once every five years to ensure compliance with all hiring practices, including psychological and medical examination, as well as statutorily-required background investigations. TCOLE Field Service Agents audited 506 agencies in FY 2014 and 850 in FY 2015.

Field Service Agents also provide timely, effective, on-site technical assistance to law enforcement practitioners throughout the state. With cities and counties being challenged daily to provide fair and equitable law enforcement with limited resources, there is an urgent need for administrators, training coordinators, and licensees to be provided with a knowledgeable, personal contact that provides effective problem solving with viable suggestions. This initiative provides technical assistance and promotes voluntary compliance, reducing the need for intrusive regulation.

Agency Creation

Additionally, the Commission fulfills the task of ensuring compliance of the minimum standards set by the Texas Legislature for the creation of a new law enforcement agency. This task requires Commission staff to conduct site visits of any entity seeking a law enforcement agency status, and to examine and approve of all documentation and resources the entity is required by state law to produce. The Commission also serves as the statewide racial profiling data repository and ensures that all applicable Texas law enforcement agencies fulfill their mandated reporting. TCOLE oversaw the creation of 23 agencies in FY 2014 and 28 in FY 2015

Additional Responsibilities

The Texas Peace Officers' Memorial Monument, on the grounds of the Capitol Complex, honors those Texas peace officers, federal agents, and corrections officers that have died in the line of duty. The Monument was dedicated in May 1999 after completion with the assistance of both public and private donors. Commission staff continues to conduct extensive research on officers who have been killed in the line of duty in Texas since the mid-1800s to ensure that the Monument continues to be a timely and accurate tribute to law enforcement. Twenty-nine cases were researched in FY 2014 and 38 in FY 2015 to be added to the Monument.

Each year, TCOLE issues State of Texas Law Enforcement Achievement Awards to law enforcement personnel for up to 20 incidents and accomplishments in the categories of professional achievement, public service, and valor. A panel of law enforcement judges reviews nominations and submits their selections to the Commissioners for final approval. Achievement Awards were presented to 20 individuals in FY 2015, and 15 individuals in FY 2014.

Since 2001, TCOLE has had the honor of presenting State of Texas flags to the family members of peace officers who were currently serving at the time of their death or were honorably retired. Flags were presented to 147 families in FY 2014, and 156 families in FY 2015.

III. Service Population Demographics

While TCOLE interacts primarily with the regulated population, ultimately it is the citizens of Texas who are served by the agency’s work in ensuring that only qualified and ethical law enforcement personnel continue to serve in that capacity. The Commission has records on 425,255 individuals, based on the total number of Personal Identification Numbers (PID) in the Commission files, and as of April 29, 2016, there were 112,926 active licenses. With continued projected growth of the Texas population, the law enforcement population can likewise be expected to increase; the growth in law enforcement has increased at approximately the same rate as the growth in general population. The Comptroller estimates that the Texas population by 2023 will have risen from 27.7 million to 31.2 million; assuming law enforcement personnel would grow at the same rate, TCOLE would be responsible for overseeing nearly 127,000 active licenses.

License Types (Active) as of 4/29/2016*

Contract Jailer	27
Contract Jailer Certificate	18
Grandfather Jailer License	27
Grandfather P.O. License	7
Grandfather Telecommunications Operator	29
Jailer License	23,245
Peace Officer License	76,497
Public Security Officer	1
Reserve Officer License	170
Telecommunications Operator	4
Telecommunications Operator License	9,288
Temporary Jailer License	2,406
Temporary Telecommunications Operator	87
Temporary Telecommunications Operator License	1,120
Total	112,926

**Reflects the total number of licenses issued; many individuals hold multiple license types.*

Active Law Enforcement Agencies as of 04/28/2016

911 Center	15	0.54%
Airport (CCP 2.12 (11) & (12))	8	0.29%
City Marshal (CCP 2.12 (3))	84	3.04%
College	82	2.96%
Constable (CCP 2.12 (2))	689	24.90%
Contract Jail	12	0.43%
County Attorney (CCP 2.12 (5))	63	2.28%
County Court	15	0.54%

County Park Ranger	1	0.04%
District Attorney (CCP 2.12 (5))	133	4.81%
District Court	21	0.76%
Emergency Services District	7	0.25%
Fire Marshal	214	7.73%
Hospital	9	0.33%
Intercounty Cooperative Jail Facility	1	0.04%
Independent School District	205	7.41%
Municipal (CCP 2.12 (3))	822	29.71%
Other Agreement	2	0.07%
Parole	8	0.29%
Port Authority	5	0.18%
Private College (CCP 2.12(8))	18	0.65%
Probation	66	2.39%
Railroad (CCP 2.121)	1	0.04%
Sheriff (CCP 2.12 (1))	254	9.18%
State of Texas	19	0.69%
Tribal Police	1	0.04%
Water District	12	0.43%
Total	2,767	100.00%

IV. Impact of Changes to State or Federal Law

The Commission is fairly limited in its scope of responsibility, and does not at this time anticipate a significant expansion of its responsibilities. However, as the agency continues to increase in visibility among the regulated population, the Legislature, and the public, the Commission will likely continue to receive an increased number of complaints to investigate and an increase in new curricula to develop and oversee, which is in keeping with the past two biennia. The existing personnel are extremely capable, but may not be sufficient should this trend continue.

Despite working with a small staff to oversee a large and important function, law enforcement in the State of Texas stands as a leader in the nation, and internationally as well, in terms of standards of conduct and quality of training. Staff consistently hears from other states that our standards are far ahead of their jurisdictions, and TCOLE has entered into a MOU with the U.S. State Department in an effort to assist foreign governments with the redesigning and revamping of their police training academies and practices. TCOLE staff recently assisted the Moroccan government in their efforts to improve their federal law enforcement training academy.

IV. Anticipated Challenges

Our society is clearly in a time of great change, brought on in part by rapid technological advancements, including the proliferation of cameras. This presents new opportunities and new challenges for law enforcement. Videos of incidents between law enforcement and the public have led to times of unrest in several cities across the U.S. since the 84th Legislative Session concluded. At the same time, many more law enforcement agencies are adopting body cameras to help shed light on, and hopefully additional context to, incidents that may occur in the future. The 84th Legislature provided grant funding for agencies looking to implement a body camera program; the overall impact of police body cameras in Texas has yet to be determined, but many officers have expressed their optimism for improved interactions.

Generally, law enforcement is under greater scrutiny than has ever been seen before. As such, it is critical that TCOLE continues to uphold the high standards of conduct expected for officers in Texas. The Commission adopted rules effective February 1, 2016, that enable the agency to take action on a TCOLE license if the licensee is charged with a felony assaultive, sexual, or color-of-office offense. Previously, the Commission only took action upon final conviction of an offense, which did not address pretrial diversions or other circumstances that would lead a licensee

to not be convicted. We feel this new rule is a move in the right direction, and are looking into whether other steps are needed to ensure the licensees responsible for protecting the public are above reproach.

The Commission's mission statement says that the agency is to "ensure that the people of Texas are served by highly trained and ethical" law enforcement personnel. With the actions previously mentioned, and the additional investigative resources provided by the 84th Legislature, the agency is in a better position to maintain the ethical standards expected of licensees. However, the "highly trained" and "ethical" components go hand-in-hand, and while the Commission has focused increasingly on its regulatory functions, the quality of training available for law enforcement personnel is as important as ever. During the budget cuts in 2011, the Commission's curriculum staff was pared back to one FTE. Several new processes have been put in place to maximize efficiencies, including the use of curriculum committees comprised of representatives from outside agencies when new curriculum is to be developed, but curriculum can become outdated over time, and the Commission would like to establish a regular review schedule for all of the curriculum it oversees. Additional FTEs would be needed to accomplish this in a meaningful way, and will be requested in the agency's Legislative Appropriations Request.

The Commission will continue to maintain and enhance its efforts to provide distance education materials and other federal and state resources to provide for effective training to our rural and geographically remote law enforcement agencies. The Commission's distance education program allows all licensees, other than constables and chiefs of police, to meet their legislatively required continuing education requirements at little or no charge. This program is available in all areas of the state via the Internet. The Commission will continue to enhance its efforts to improve the quality and availability of distance education programs for the continuing education of its licensees. That said, much of the training necessary for an officer to be prepared for his or her job is less effective online than in person, which is why several legislatively-mandated courses are prohibited from being completed online. The Commission will continue to work with Councils of Government, training providers, and law enforcement agencies to ensure training is available in areas of the state that are underserved by training providers.

Information Resources Planning

The Texas Commission on Law Enforcement (Commission) continues to expand and improve its use of technology to accomplish our mission. The Commission has made adjustments and upgrades to several of its legacy and dated systems. The Commission continually updates the Texas Commission on Law Enforcement Data Distribution System (TCLEDDS), to better support Commission staff and agencies that subscribe to TCLEDDS. On line training has been updated to TCOLE Learning. We are currently developing courses to better services licensees across the state. The Commission has also addressed the network infrastructure, and the website which includes several custom web applications. The Commission has greatly increased its technology resources over the past two years and plans to continue the expansion into the coming years to serve the state and citizens more effectively.

The TCLEDDS application allows TCOLE to effectively track licensee training, personal information, disciplinary actions, awards, and service history. Law enforcement agencies, which subscribe to the application, are able to track the same areas and submit certain forms electronically. Additions to the system include an expansion of the Enforcement and Legal applications to include more of the business process and reduce paper files. Expansion of the web interface will include the ability to e-mail status reports on submitted forms and ability for agencies to request pre-employment reports.

TCOLE Learning (Nuvola) has replaced Moodle to deliver Internet-based training to rural areas of the state that previously have not had the ability to easily access the legislatively required training. The system allows licensees across the state to take online training free of charge. All courses are available to anyone who registers for a free account. The courses are coming from current training providers that participate in online training and our staff course developers. The Commission has begun the process of converting these legacy courses to a SCORM format that will work with our TCOLE Learning (Nuvola) platform.

The Commission's website continues to be updated to meet the needs of our customers. The website update was a result of the Commission's moving to a user friendly and functional website design. The previous site was created in redesigned in September of 2010 and had not been updated until the new site was launched. The Commission has dedicated a full time employee to the website and future development. The Departmental Reporting System (DRS) is still in operation and servicing agencies who do not subscribe to TCLEDDS to electronically submit information via the Commission website. The Commission is updating an internal application to electronically track audits of law enforcement agencies conducted by agency investigators, previously a paper system. House Bill 3389 placed on the Commission the responsibility of collecting racial profiling data from law enforcement agencies and providing the collected information back to the public via a web application. DRS has also been updated to receive and collect the body worn camera data required for the grant process. Agencies currently can submit electronically their racial profiling information via DRS and make it searchable by the general public from our website.

The network infrastructure has been converted from a physical network to a virtual network running on VMware. We are using APPAsure to create and store snapshots and images of all virtual servers. With APPAsure in place we can restore a server with complete functionality and connections from a backup reducing out network down time. This also allows for better monitoring and maintenance of the network. The Commission is currently working on a fiber optic connection to the data center. This reinforcement allows for a better and faster user interface and staff connection. The VoIP system has increased the manner in which incoming calls to the agency are received, prioritized, and routed, increasing efficiency and allows for a smoother transition of services in the event of disaster recovery application.

Redundancies and Impediments

Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
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Agency executive leadership met to identify any services, state statutes, and state rules or regulations applicable to the agency that may result in barriers to the economic prosperity of Texans or make the agency less effective in achieving its core mission and merit additional executive and legislative review. No areas were identified at this time.

SCHEDULE A

Budget Structure – Goals, Objectives and Outcome Measures, Strategies and Output, Efficiency and Explanatory Measures

Budget Structure

Goal 1 License and Develop Standards

To create new incentives and opportunities for law enforcement career-oriented individuals to grow in their professional competency.

Goal 2 Regulation

To develop and implement programs designed to contribute to the reduction of per capita incidence of officer misconduct.

Goal 3 Indirect Administration

Indirect Administration

Objectives and Strategies

The Commission has three main goals and five strategies:

Goal 1 License and Develop Standards

Objective 1 Licensing and Examinations: Contribute to continuing reduction in the threat of crime in Texas by ensuring the competency of law enforcement professionals.

Strategy 1-1-1 Licensing: Issue licenses and certificates to individuals who demonstrate required competencies.

Strategy 1-1-2 Standards Development: Set standards for training academies and manage development, delivery, and quality of law enforcement training and education.

Goal 2 Regulation

Objective 1 Enforcement/Regulation: Reduce the per capita incidence of officer misconduct in Texas within the provisions of statutes and rules that govern TCOLE.

Strategy 2-1-1 Enforcement: Revoke licenses, suspend licenses, reprimand licensees, or cancel licenses for violation of statutes or TCOLE rules.

Strategy 2-1-2 Technical Assistance: Technical assistance.

Goal 3- Indirect Administration

Objective 1 Indirect Administration: Provide efficient and effective indirect administration at the greatest value to the state.

Strategy 3-1-1 Indirect Administration: Perform ancillary supportive administrative and executive services to efficiently assist in achieving the agency's mission.

Measure	Title
2-1-1	Number of Disciplinary Actions Taken
2-1-2	Number of Cases Closed
1-1-1-EX-1	Total Number of Licensed Individuals (Licensed but not Appointed)
1-1-1-EX-2	Total Number of Licensed Individuals (Appointed)
1-1-1-OP-1	Number of New Licenses Issued to Individuals
1-1-1-OP-2	Number of Licenses Reactivated
1-1-1-OP-3	Number of Examinations Administered
1-1-1-OP-4	Number of Proficiency Certifications Issued
1-1-1-OP-5	Number of Separation Reports Received and Processed
1-1-1-OP-6	Number of appointment documents received and processed
1-1-2-EX-1	Total Number of Training Providers Licensed
1-1-2-OP-1	Number of Courses Reviewed/Approved/Updated by TCOLE
1-1-2-OP-2	# of TCOLE Online Continuing Education Courses Completed
1-1-2-OP-3	Total Attendance at TCOLE Training
2-1-1-EX-1	Number of Licenses Revoked
2-1-1-EX-2	Number of Licenses Suspended
2-1-1-EX-3	Number of Licenses Surrendered
2-1-1-EX-4	Number of Reprimands Issued
2-1-1-EX-5	Number of License Cancellations
2-1-1-OP-1	# Individuals w/Training Deficiencies/Training Violations Identified
2-1-1-OP-2	Number of Jurisdictional Complaints that are Pending (Not Active)
2-1-1-OP-3	Number of Jurisdictional Complaints that are Active (Not Pending)
2-1-1-OP-4	Number of SOAH Hearings for Misconduct Cases
2-1-1-OP-5	Number of F-5 Separation Disputes Referred to SOAH for Hearing
2-1-1-OP-6	Number of notices sent of impending training deficiency
2-1-1-OP-7	Number of misconduct cases resolved by agreed order
2-1-1-OP-8	Number of Cases Opened
2-1-2-OP-1	Number of Field Service Agent Site Visits
2-1-2-OP-2	Number of New Law Enforcement Entities Created
2-1-2-OP-3	Number of On-site Training Provider Evaluations
2-1-2-OP-3	Number of Audits with Deficiencies
3-1-1-OP-1	Total Number of Cases Researched for the TX. Peace Officers' Memorial
3-1-1-OP-2	Total Number of State of Texas Flags Presented for Texas Peace Officers
3-1-1-OP-3	Number of Open Records/Public Information Responses
3-1-1-OP-4	Number of Open Records/Public Information Requests sent to the OAG for letter ruling

SCHEDULE B

List of Measure Definitions

Agency:	Texas Commission on Law Enforcement
Goal:	To develop and implement programs to contribute to the reduction of per capita incidence of officer misconduct.
Objective:	Reduce the per capita incidence of officer misconduct in Texas within the provisions of statutes and rules that govern TCOLE.

Outcome Measure: Number of Disciplinary Actions Taken

Definition

The total number of disciplinary actions (license revocations, suspensions, reprimands and cancellations) taken against a licensed peace officer, jailer, school marshal, telecommunicator, or licensed training provider during the reporting period.

Purpose/Importance

Measures the scope of disciplinary issues in law enforcement by providing the number of actions taken to compare with the total number of actions referred to the Legal section.

Source/Collection of Data

Commission files, employee logs, and reports. This information is in the Legal section's monthly reports.

Method of Calculation

Grand total of license revocation, suspension, reprimand, and cancellation actions taken.

Data Limitations

This measure counts only formal Commission disciplinary actions and excludes those closed or inactive licensees on administrative hold.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Lower than target

Goal:	To develop and implement programs to contribute to the reduction of per capita incidence of officer misconduct.
Objective:	Reduce the per capita incidence of officer misconduct in Texas within the provisions of statutes and rules that govern TCOLE.

Outcome Measure: Number of Cases Closed

Definition

The count of all complaints that are closed either through disciplinary action or dismissal.

Purpose/Importance

Measure efficiency by providing the total number of closed complaints.

Source/Collection of Data

Commission files, employee logs, and reports. This information is in the Legal section’s monthly reports.

Method of Calculation

Grand total of resolved cases.

Data Limitations

Audits resulting in discrepancies that get resolved before the TCOLE staff leaves the audit location are not included. Only those audit discrepancies that are escalated are included.

Calculation Type

Cumulative

New Measure

Yes

Target Attainment

Higher than target

Goal:	To create new incentives and opportunities for law enforcement career-oriented individuals to grow in their professional competency.
Objective:	Contribute to continuing reduction in the threat of crime in Texas by ensuring the competency of law enforcement professionals.
Strategy:	Issue licenses and certificates to individuals who demonstrate required competencies.

Explanatory Measure:

Total Number of Licensed Individuals (Not Appointed)

Definition

Total number of individual peace officers or jailers licensed (but not appointed). Counts all licensees who are not currently appointed but whose training, employment, or other records are maintained by the Commission. This count includes only peace officer and jailer licensees.

Purpose/Importance

This measure is a count of the total number of licensed, non-appointed peace officers or jailers maintained by the Commission. It indicates how many files of licensees the Commission maintains for personnel not employed in law enforcement or corrections. This is a count of the number of trained licensees that could be appointed if a law enforcement agency or corrections facility wished to hire or appoint them.

Source/Collection of Data

Because Commission data files are electronic, the calculation of this measure involves a simple query of the data. The status of all licensees is kept in the TCLEDDS electronic files. This information is available in the Credentialing monthly report.

Method of Calculation

This measure will be calculated by querying our computer system to sum the number of current active peace officer or jailer licensees who have not been appointed. Active license means having taken minimum continuing training requirements within the last two years.

Data Limitations

This measure is completely dependent upon

Calculation Type

Non-cumulative

the number of peace officer or jailer licensees who maintain their qualifications for appointment.

New Measure
No

Target Attainment
N/A

Explanatory Measure:

Total Number of Licensed Individuals (Appointed)

Definition

Total number of individuals licensed (appointed) is a computer generated count of licensees who are currently appointed by a law enforcement agency or corrections facility.

Purpose/Importance

This measure is a count of the total number of files maintained by the Commission. It indicates how many files of appointed officers the Commission maintains.

Source/Collection of Data

Because Commission data files are electronic, the calculation of this measure involves a simple query of the data. The status of all licensees is kept in the TCLEDDS electronic files. This information is available in the Credentialing section monthly report.

Method of Calculation

This measure will be calculated by querying our computer system to sum the number of current active licensees who are appointed.

Data Limitations

Persons employed who hold two licenses are counted only once. This number fluctuates daily as we receive termination reports and new applications. This counts only licensees employed by a governmental agency or contract jails. This measure calculates individuals licensed, not each individual license. This measure includes only peace officers and jailers.

Calculation Type
Non-cumulative

New Measure
No

Target Attainment
N/A

Output Measure:

Number of New Licenses Issued to Individuals

Definition

New licenses are those licenses issued to applicants who have never previously been issued that particular type of license. These licenses include those for peace officers, jailers, telecommunicators, and school marshals.

Purpose/Importance

This measure indicates how many new individuals are licensed for a new duty.

Source/Collection of Data

Licensing data is entered into TCLEDDS. Because Commission data files are electronic, the calculation of this measure involves a simple query of the data. This information is available from the Credentialing section monthly reports.

Method of Calculation

This measure will be calculated by querying computer files and the school marshal database to sum the number of new peace officer, jailer, temporary jailer, telecommunicator, temporary telecommunicator and school marshal licenses issued during the reporting period.

Data Limitations

The number of applications received is dependent on the employment activities of local law enforcement, criminal justice agencies, institutions, and school districts (such as increases in staffing, terminations, retirements and other budgetary considerations). This measure includes all licenses issued by the agency.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of Licenses Reactivated

Definition

The number of licenses reactivated is a count of the number of law enforcement and county jail personnel who reactivate their license during the reporting period after allowing their license to become inactive (due to the lack of continuing education).

Purpose/Importance

This measure is an indication of how many individuals are re-entering the law enforcement or corrections employment field.

Source/Collection of Data

Application data is entered into TCLEDDS. Because Commission data files are electronic, the calculation of this measure involves a simple query of the data. This information is available from the Credentialing section monthly reports.

Method of Calculation

This measure will be calculated by querying computer files to sum the number of licenses reactivated during the specified time period who were inactive for two or more years.

Data Limitations

The number of applications received is dependent on the employment activities of local law enforcement, criminal justice agencies, institutions, and school districts (such as increases in staffing, terminations, retirements and other budgetary considerations). Former State of Texas honorably retired peace Officers as defined by Occupations Code, Section 1701.356 are exempt from continuing education and will not need to reactivate.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of Examinations Administered

Definition

The number of individuals examined is a count of the actual number of people the Commission tests, either at the Commission’s site or at a regional test site. This number represents individuals who take an initial examination and individuals who take a first and second re-test. This includes all peace officer, jailer, and telecommunicator examinations given statewide during the reporting period.

Purpose/Importance

This measure is an indication of how many individuals are being examined by the Commission during any given reporting period.

Source/Collection of Data

Examination answer sheets are scanned into TCLEDDS and captured through electronic means. Because the data files are now electronic, the calculation of this measure involves a simple query of the data. This information is available from the Education and Training section monthly reports.

Method of Calculation

This measure will be calculated by querying computer files to sum the number of individuals examined during the specified time period.

Data Limitations

None.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of Proficiency Certifications Issued

Definition

Number of certifications issued is a count of the total number of proficiency certificates the Commission issues during the reporting period. This is a raw number count.

Purpose/Importance

This measure is an indication of how many individuals go above and beyond basic training to obtain advanced certification.

Source/Collection of Data

Staff enter data into TCLEDDS. Because Commission data files are electronic, the calculation of this measure involves a simple query of the data. This information is available from the Credentialing section month reports.

Method of Calculation

This measure will be calculated by querying computer files to sum the number of certifications issued during the specified time period.

Data Limitations

The number of certifications issued is affected by a number of local agency decisions, including turnover, retirements, incentive pay, and tenure. TCOLE does not control the number of applications for certifications which may vary due to many local decisions. These include peace officer, jailer and telecommunicator proficiency certifications

Calculation Type

Cumulative

and civilians who are also qualified for proficiency certifications.

New Measure
No

Target Attainment
Higher than target

Output Measure: Number of Separation Reports Received and Processed

Definition

F-5 separation reports are required by and are submitted when a license holder leaves an agency. This measure calculates the number of F-5 reports received and processed by TCOLE.

Purpose/Importance

This measure indicates of how many licensees are separated during a given reporting period and the workload of processing those documents.

Source/Collection of Data

Separation data is entered into TCLEDDS. Because Commission data files are electronic, the calculation of this measure involves a simple query. This information is available from the Credentialing section month reports.

Method of Calculation

This measure is calculated by querying the computer files to sum the number of separation reports submitted on all peace officers, jailers, temporary jailers, and telecommunicators during a particular reporting period.

Data Limitations

The number received is dependent on the statewide law enforcement agency turnover rate.

Calculation Type
Cumulative

New Measure
No

Target Attainment
Higher than target

Output Measure: Number of Appointment Documents Received and Processed

Definition

Appointment documents received by TCOLE and processed in TCLEDDS.

Purpose/Importance

This measures the workload of processing of documents submitted.

Source/Collection of Data

TCLEDDS appointments processed.

Method of Calculation

This measure is calculated by querying the computer files to sum the number of appointments processed in TCLEDDS for all peace officers, jailers, temporary jailers, and telecommunicators during the period.

Data Limitations

Incomplete documents may not be processed until corrections are made by the sending agency.

Calculation Type
Cumulative

New Measure
Yes

Target Attainment
Higher than target

Goal:	To create new incentives and opportunities for law enforcement career-oriented individuals to grow in their professional competency.
Objective:	Contribute to continuing reduction in the threat of crime in Texas by ensuring the competency of law enforcement professionals.
Strategy:	Set standards for training academies and manage development, delivery, and quality of law enforcement training and education.

Explanatory Measure: Total Number of Training Providers Licensed

Definition

An entity is licensed and authorized by the Commission to conduct law enforcement training under Section 1701, Texas Occupations Code. Entities include academies, contract providers, and academic alternatives.

Purpose/Importance

Provides an idea of the training pool across the state during the reporting period.

Source/Collection of Data

Commission maintained records are entered into TCLEDDS. Date is constant (varies little from FY to FY). This information is available in the Field Services monthly reports.

Method of Calculation

Total number of licensed academies, contract training providers, and academic providers.

Data Limitations

This count does not differentiate the three kinds; academies, training providers, and academic alternatives.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure:

Number of Courses Reviewed/Approved/Updated by TCOLE

Definition

A maintained course is a course that is kept current to accepted standards. Reviews and Approvals are done on courses sent to TCOLE from another source. If a course is updated more than once, it is counted only once during the reporting period.

Purpose/Importance

This measure documents the curriculum updates. Monthly reports record maintenance activity. It also counts newly reviewed and approved curriculum.

Source/Collection of Data

Monthly reports are reviewed for indications of curricula revisions upgraded during a specific reporting period.

Method of Calculation

The number of updated course curriculum counted each reporting period. Reviewed and approved courses are counted only once in the reporting period.

Data Limitations

Sometimes one is comparing and adding very different products. A course update counts the same as a four-hour update. Each curriculum is counted only once each reporting period.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure:

Number of TCOLE Courses Completed

Definition

The number of continuing education courses completed during the reporting period through TCOLE Online. TCOLE Online courses are available on the agency's distance learning servers.

Purpose/Importance

This measure counts the number of courses completed during a specific reporting period.

Source/Collection of Data

The TCOLE Online system has a counter and a recorder of completed courses as well as the percentage of individual course completion. This information is available in TCLEDDS.

Method of Calculation

Count of the number of course completions during the reporting period.

Data Limitations

The TCOLE Online courses are verified for completion. There are no foreseen limitations.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure:

Total Attendance at TCOLE Training

Definition

The total number of law enforcement personnel attending training sessions provided by TCOLE employees during the reporting period.

Purpose/Importance

This measures the number of people who have been trained by TCOLE staff.

Source/Collection of Data

Data is obtained by counting all in attendance. This information is available in TCLEDDS.

Method of Calculation

Counting the number in attendance at TCOLE taught class sessions will include estimates at times. Each training session will be reported for recording.

Data Limitations

Calculation Type

Session length and number of people in attendance at each training session will vary. Some sessions can be as long as 40 hours.

Cumulative

New Measure

No

Target Attainment

Higher than target

Goal:	To develop and implement programs designed to contribute to the reduction of per capita incidence of officer misconduct.
Objective:	Reduce the per capita incidence of officer misconduct in Texas within the provisions of statutes and rules that govern TCOLE.
Strategy:	Revoke licenses, suspend licenses, reprimand licensees, or cancel licenses for violation of statutes or TCOLE rules.

Explanatory Measure: Number of Licenses Revoked

Definition

Revocation of a license removes the authority for a licensee to perform that occupation during the reporting period. Revocation of a license is an administrative procedure providing a licensee with the opportunity for a due process hearing. This hearing is conducted pursuant to the Texas Administrative Procedures Act. The procedure is the result of an investigation involving the reported misconduct of a licensee. Revocation of a license is permanent.

Purpose/Importance

The measure is a count of the total number of revocations taken by the Commission. Revocations are the most severe sanction that the Commission can take against a licensee.

Source/Collection of Data

When a revocation is acted upon by the Commission at a Commission meeting, this action is entered into the database. These actions occur at regular Commission business meetings. The number of licenses revoked is recorded in the Legal section's monthly reports.

Method of Calculation

A computer report is generated on a quarterly basis to calculate the number of persons revoked.

Data Limitations

The Commission has limited control over violations that cause revocations to take place. The Commission also relies on many information sources to identify violations.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

N/A

Explanatory Measure: Number of Licenses Suspended

Definition

Suspension of a license removes the authority for a licensee to perform that occupation for a specified period of time during the reporting period. Suspension of a license is an

administrative procedure providing a licensee with the opportunity for a due process hearing. This hearing is conducted pursuant to the Texas Administrative Procedures Act. Suspension is the result of an investigation involving the reported misconduct of a licensee.

Purpose/Importance

The measure counts the number of suspensions made by the Commission. Suspension is the second most severe sanction that the Commission can take against a license.

Source/Collection of Data

Completed case information is entered into the Commission’s database. When a suspension is acted upon by the Commission at a Commission business meeting, it is entered into the database. The number of licenses suspended is recorded in the Legal section’s monthly reports.

Method of Calculation

A computer report is generated on a quarterly basis to calculate the number of persons suspended.

Data Limitations

The Commission has limited control over violations that cause suspensions to take place, and over the information required to identify activity which could result in suspension.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

N/A

Explanatory Measure: Number of Licenses Surrendered

Definition

Surrender of a license removes the authority for a licensee to perform that occupation during the reporting period. Surrender of a license is a voluntary procedure provided for in Commission rules, and is the result of a negotiated settlement to allegations of licensee misconduct. Surrenders may be permanent or for a specific term.

Purpose/Importance

The measure counts the number of licenses surrendered to the Commission. A surrender is less expensive than the process leading to the revocation of a license.

Source/Collection of Data

The case information is entered into the Commission’s TCLEDDS database. When a surrender is approved by the Commission at a Commission business meeting, this action is entered into the database. The number of licenses surrendered is recorded in the Legal section’s monthly reports.

Method of Calculation

A computer report is generated on a monthly basis to calculate the number of persons who surrender their licenses.

Data Limitations

The Commission has limited control over the violations, and the information needed to identify circumstances where these actions should be generated.

Calculation Type

Non-cumulative

New Measure
No

Target Attainment
N/A

Explanatory Measure: Number of Reprimands Issued

Definition

Reprimands may be issued in lieu of suspensions upon proof of mitigating factors which reduce the severity of the rule violation. Reprimand is written notice of non-compliance with a rule, putting a licensee on notice that additional non-compliance or misconduct may result in more severe administrative action, up to and including suspension of a license during the reporting period.

Purpose/Importance

The measure counts the number of reprimands issued.

Source/Collection of Data

The case information is entered into the Commission's database. Once a reprimand is issued, this action is entered into the database. The number of reprimands are reported monthly in the Legal section's monthly report.

Method of Calculation

A computer report is generated on a monthly basis to calculate the number of persons who are reprimanded.

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

N/A

Explanatory Measure:

Number of License Cancellations

Definition

Number of license cancellations during the reporting period. Licenses are cancelled when it is determined that the license was issued to an individual who did not satisfy the minimum standards in the Occupations Code or the Administrative Rules. Some reasons why a person may have been able to become licensed include not meeting Commission standards, agency error, individual misrepresentations, or human error.

Purpose/Importance

The measure counts the number of licenses issued that should not have been issued.

Source/Collection of Data

Cancellation case information is forwarded to the Commission at their next scheduled business meeting. The number of cancellations is reported in the Legal section's monthly report.

Method of Calculation

A computer report is generated on a monthly basis to calculate the number of cancellations.

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

Target Attainment

No

Lower than target

Output Measure:

Number of Individuals with Training Deficiencies or Training Violations Identified

Definition

The number of individuals with such deficiencies or violations identified are through an audit of an individual licensee’s training record. Since training deficiencies are identified for each individual licensee, there may be numerous deficiencies within a department. This count represents the total number of individuals with deficiencies and/or violations identified during the reporting period.

Purpose/Importance

This measure is intended as an indicator of the level of compliance with Commission rules among law enforcement, corrections, and telecommunications personnel.

Source/Collection of Data

Training information is entered by staff or by agencies independently and electronically. TCLEDDS data files are electronic and are therefore readily available for the calculation of this measure.

Method of Calculation

This measure will be calculated by querying computer files to sum the number of individuals with training deficiencies or training violations the Commission identifies during the reporting period. This number is reported in the Legal section’s monthly report.

Data Limitations

Compliance with the continuing education requirements occurs once each biennium and distorts the number of disciplinary actions reported in that month and year.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Lower than target

Output Measure:

Number of Jurisdictional Complaints that are Pending (Not Active)

Definition

The number of jurisdictional complaints (criminal misconduct and administrative rule violations) forwarded for administrative prosecution maintained by the Commission during the reporting period. Pending complaints include those against inactive licensees.

Purpose/Importance

This measure is an indicator of the number of cases pending investigation by the Commission.

Source/Collection of Data

Pending jurisdictional complaints are identified in the TCLEDDS database.

Method of Calculation

This measure is calculated by querying the TCLEDDS database for the number of pending jurisdictional complaints not designated as active for the reporting period.

Data Limitations

Calculation Type

None

Cumulative

New Measure

Target Attainment

No

Lower than target

Output Measure:

Number of Jurisdictional Complaints that are Active (Not Pending)

Definition

The number of jurisdictional complaints (criminal misconduct, administrative rule violations, continuing education violations, corporate license violations) forwarded for administrative prosecution maintained by the Commission during the reporting period. Active complaints include those against individuals or entities with active licenses.

Purpose/Importance

This measure is an indicator of the average number of cases actively being investigated by the Commission during the reporting period.

Source/Collection of Data

Active jurisdictional complaints are identified in the Enforcement Case Log.

Method of Calculation

This measure is calculated by counting the number of Jurisdictional case numbers issued during the reporting period and calculating the average.

Data Limitations

None

Calculation Type

Cumulative

New Measure

No

Target Attainment

Lower than target

Output Measure:

Number of SOAH Hearings for Misconduct Cases

Definition

Number of misconduct cases appealed to the State Office of Administrative Hearings (SOAH) and held during the reporting period.

Purpose/Importance

This measure is an indication of Legal and Enforcement workload.

Source/Collection of Data

The SOAH hearings are scheduled through the Legal section and a count will be made for each report.

Method of Calculation

The Legal section schedules all misconduct hearings, excluding F-5 hearings. This measure will be hand calculated along with a percentage of cases that go to hearing in all categories.

Data Limitations

The decision to appeal a property interest right is determined solely by the license holder. Mediation and other conflict resolution techniques may reduce this number.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Lower than target

Output Measure: Number of F-5 Separation Disputes Referred to SOAH for Hearing

Definition

Number of F-5 separation reports referred to the State Office of Administrative Hearings (SOAH) during the reporting period.

Purpose/Importance

Measure of legal and enforcement workload.

Source/Collection of Data

The referrals to SOAH for hearings are scheduled through the Legal section and a count will be made for each report.

Method of Calculation

This measure will be hand calculated. This number will be reported in all Legal and Enforcement monthly reports.

Data Limitations

The decision to appeal a liberty interest right is determined solely by the license holder. Mediation and other conflict resolution techniques may reduce this number.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Number of Notices Sent of Impending Training Deficiency

Definition

90-day notices sent to individual officers warning of impending training noncompliance. Officers must complete all required training prior to the deadline to avoid noncompliance status.

Purpose/Importance

This measure would allow TCOLE to show the effectiveness of efforts to reduce training noncompliance.

Source/Collection of Data

TCLEDDS report of 90-day notices sent.

Method of Calculation

Count of all 90-day notices sent during the period.

Data Limitations

Cyclical law enforcement training deadlines do not line up with State of Texas reporting periods. Waves of notices sent may cross reporting periods.

Calculation Type

Cumulative

New Measure

Yes

Target Attainment

Lower than target

Output Measure: Number of Misconduct Cases Resolved by Agreed Order

Definition

Misconduct cases that are resolved by agreed order.

Purpose/Importance

This measure shows efforts to resolve cases with the parties involved without resulting in SOAH hearing or in the court system.

Source/Collection of Data

TCLEDDS report of agreed orders.

Method of Calculation

Count of all agreed order resolutions during the period.

Data Limitations

There may be substantial time passage after the misconduct case is started and an agreed order resolution takes place.

Calculation Type

Cumulative

New Measure

Yes

Target Attainment

Higher than target

Output Measure:

Number of Cases Opened

Definition

Number of cases opened during the reporting period. This includes cases against licensees and law enforcement agencies.

Purpose/Importance

This measure is an indication of how effective we are at achieving voluntary compliance with Texas law and agency rules.

Source/Collection of Data

This information is available from the monthly reports of the Enforcement section which opens a case.

Method of Calculation

This measure is calculated from Enforcement section reports.

Data Limitations

The agency relies upon self-reporting, agency audits, and outside sources.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Lower than target

Goal:	To develop and implement programs designed to contribute to the reduction of per capita incidence of officer misconduct.
Objective:	Reduce the per capita incidence of officer misconduct in Texas within the provisions of statutes and rules that govern TCOLE.
Strategy:	Technical Assistance.

Explanatory Measure: Number of Agencies Audited for Law and Rule Compliance

Definition

The number of agencies audited for rule and law compliance is the actual number of on-site audits performed by the Commission during the reporting period. Auditing procedures are structured to be effective in the discovery of discrepancies between Commission computerized records on individual officers, and those maintained by the agency being audited. When discrepancies are discovered, an investigation to determine whether violations exist is initiated. If the investigation results in a finding of non-compliance, appropriate administrative actions authorized under statutes and rules may be initiated against a licensee. Agencies targeted for audit may be determined by a request from a law enforcement administrator, by information indicating a need, or by geographical regions. Audits also offer the opportunity to provide assistance to administrators and other officers in matters dealing with licensing statutes and rules.

Purpose/Importance

To identify areas, agencies, and licensees where improvement in service delivery can be targeted. This measure is indicative of the number of agencies that the Commission audits to ascertain compliance with the Occupations Code and the administrative rules of the Commission.

Source/Collection of Data

Staff enter audit information into the Audit Record System.

Method of Calculation

This measure is calculated by querying our computer files to sum the number of law enforcement agencies the Commission has audited in any given time period.

Data Limitations

Only includes law enforcement agencies, not academies or training providers.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

N/A

Output Measure:

Number of Field Service Agent Site Visits

Definition

This is the number of agency site visits by field service agents during the reporting period.

Purpose/Importance

This piece of data will indicate performance of field service agents by region as compared to other field service agents.

Source/Collection of Data

This is reported in the Field Services section monthly reports.

Method of Calculation

Add the sum of all monthly reports by agents and region and then sum the totals of each field service agent. Each site visit is counted only once.

Data Limitations

None

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure:

Number of New Law Enforcement Entities Created

Definition

This measure counts the number of new law enforcement entities created during the reporting period. A law enforcement entity is legally required to have an agency number issued to them before they can appoint peace officers.

Purpose/Importance

This measure will provide information on auditing and technical assistance services and the time spent on these activities during any given reporting period.

Source/Collection of Data

Hand count of new agency numbers issued. The Special Services section will have this number and this should coincide with the amount of fees collected for this service.

Method of Calculation

This measure will be calculated by a hand count.

Data Limitations

The number of new agencies is totally dependent upon the demands made by governmental entities.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure:

Number of Audits with Deficiencies

Definition

The count of all audits with deficiencies during the reporting period. Audits are conducted on-site at the law enforcement agency by TCOLE field agents.

Purpose/Importance

Measure the effectiveness of our auditing process, and provide opportunities to encourage law enforcement agencies to maintain records according to the standards set by the commission and the state.

Source/Collection of Data

Audits are entered into the Audit Reporting System.

Method of Calculation

Count of all audits with deficiencies found during the reporting period.

Data Limitations

Audits may result in more than one deficiency found per law enforcement agency. Each audit

Calculation Type

Cumulative

is counted only once.

New Measure

Yes

Target Attainment

Lower than target

Output Measure:

Number of On-Site Training Provider Evaluations

Definition

The number of training providers evaluated includes academies, contract providers or academic alternative licensees during the reporting period.

Purpose/Importance

This measure, while promoting quality operations of training programs, also ensures compliance with administrative rules, agency contract license agreements and the Occupations Code.

Source/Collection of Data

The monthly reports document the number of on-site evaluations.

Method of Calculation

Count is actual number of on-site training provider evaluations conducted during the period.

Data Limitations

Not all evaluations are the same, since some are for large multi-million-dollar operations serving either large agencies or a number of agencies, while others are for very small programs only affecting a few officers.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Goal:	Indirect Administration
Objective:	Indirect Administration
Strategy:	Indirect Administration

Output Measure:

Total Number of Cases Researched for the Texas Peace Officers' Memorial Monument

Definition

Cases researched during the reporting period include all reported officer deaths, including cases that are pending, enrolled, inducted, memorialized, rejected and/or deferred.

Purpose/Importance

This measure counts the number of cases being worked on for additions to the Texas Peace Officers' Memorial Monument.

Source/Collection of Data

A paper and electronic file created from agency files, family sources, media and

historical records. The number of cases researched is obtained from the Government Relations section.

Method of Calculation

Cases are acted upon from Commission records. The Commission considers information concerning the death of Texas peace officers who die in the line of duty, conforming to the Eligibility Criteria Rule, Sections 229.1 through 220.20. Information is accepted by the Executive Director from any source and a pending file is created. Each case is researched and verified, and recommendations are made by the Director at Commission meetings. Law enforcement agencies and families of the officers are asked to help document the life and career of each officer including the fatal incident. Commission actions are printed in the Texas Register, the officers' agencies are notified, and family members are contacted, if known and appropriate. Each officer death is researched and reported only once during the reporting period.

Data Limitations

Data on many cases that are being researched is hard to obtain and to verify for accuracy.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Lower than target

Output Measure:

Total Number of State Flags Presented for Texas Peace Officers

Definition

The number of state flags presented to families of deceased Texas Peace Officers pursuant to Occupations Code, §1701.161 and Government Code, §615.105 during the reporting period. State of Texas flags, certificates and letters from the Governor and Executive Director of TCOLE are presented to all families of peace officers killed in the line of duty. Flags are also provided upon request for families of honorably retired peace officers for non-line of duty deaths.

Purpose/Importance

This measure counts the number of flags presented.

Source/Collection of Data

Media, law enforcement agencies and departments as well as personal contacts provide information on deceased peace officers. This data is available from the Government Relations section.

Method of Calculation

A letter is signed by the Governor, another is signed by the Executive Director of the Commission, and the items are delivered along with a flag for line of duty deaths. Flags are also provided for non-line of duty deaths for honorably retired peace officers.

Data Limitations

Presentations are made in those instances in which TCOLE is aware of peace officers' death.

Calculation Type

Cumulative

New Measure

No

Target Attainment

Lower than target

Output Measure:

Number of Open Records/Public Information Responses

Definition

Open records/public information requests are handled by a public information officer

and reported to the Office of the Attorney General.

Purpose/Importance

This measure counts the number of responses to open records/public information requests. Cumulative data is available by a single calculation.

Source/Collection of Data

Open records and public information requests are received by or forwarded to the public information officer who keeps a running total of all requests and reports this data monthly to the Office of the Attorney General. Requests are responded to by the public information officer within legal requirements and records are kept as to each response.

Method of Calculation

A count of the total number of responses to open records/public information requests. Cumulative data is available by a single calculation.

Data Limitations

The number of responses are limited by the number of actual requests received.

Calculation Type

Cumulative

New Measure

No

Target Attainment

N/A

Output Measure:

Number of Open Records/Public Information Requests sent to the OAG for Letter Ruling

Definition

Subset of all Open Records / Public Information requests that are sent to the Office of the Attorney General for a letter ruling.

Purpose/Importance

Public Information Requests can be fulfilled by agency staff, but a number are sent to the Office of the Attorney General for letter rulings. These are captured in the total count in 3-1-1-OP-3 as a receipt to the agency, but more agency staff effort is involved in getting the OAG letter ruling.

Source/Collection of Data

Open records and public information requests are received by or forwarded to the public information officer. If a letter ruling from the OAG is needed, Legal staff submits a request to the OAG and maintains a count of these requests.

Method of Calculation

A count of the total number of open records/public information requests that require a ruling from the OAG on information TCOLE seeks to withhold from disclosure.

Data Limitations

The number of requests sent to the OAG are limited by the number of actual requests received.

Calculation Type

Cumulative

New Measure

Yes

Target Attainment

N/A

SCHEDULE C

Historically Underutilized Business Plan

Quarterly Assessment of HUB Related Activities

Agency/IHE Name:	TEXAS COMMISSION ON LAW ENFORCEMENT (TCOLE)				
Agency/IHE Number:	407				
Fiscal Year:	2015	Quarter:	4th		

NOTE: The following assessment is about HUB related activities during the above referenced period in your

1-Your Agency/IHE HUB Goals:

Procurement Category	Goal	Performance
Heavy Construction	N/A	N/A
Building Construction	N/A	N/A
Special Trade Construction	32.70%	N/A
Professional Services	N/A	N/A
Other Services	24.60%	6.05%
Commodities	21.00%	31.66%

2- Prime Contract Activities

2a-Prime Contract: Total expenditure during this quarter

Procurement Category	African American	Asian American	Hispanic American	Native American	Non-minority Woman	Disabled Veteran		Non-HUB	HUB Total
						Included in HUB Groups	Not Included in HUB Groups		
Heavy Construction									\$ -
Building Construction									\$ -
Special Trade Construction									\$ -
Professional Services									\$ -
Other Services		\$ 3,548.00			\$ 17,820.00			\$ 75,366.00	\$ 4,996.60
Commodities	\$ 557.00	\$ 5,537.00	\$ 180.00		\$ 45,598.00			\$ 125,684.00	\$ 38,422.84
Total	\$ 557.00	\$ 9,085.00	\$ 180.00	\$ -	\$ 63,418.00	\$ -	\$ -	\$ 201,050.00	\$ 43,419.44

2b-Prime Contract: Number of HUB/non-HUB vendors (ongoing and new) utilized this quarter

Procurement Category	African American	Asian American	Hispanic American	Native American	Non-minority Woman	Disabled Veteran		Non-HUB	HUB Total
						Included in HUB Groups	Not Included in HUB Groups		
Heavy Construction									0
Building Construction									0
Special Trade Construction									0
Professional Services									0
Other Services					1				1
Commodities	1	1			7			1	8
Total	1	1	0	0	8	0	0	1	9

3- Subcontract Activities

3a-Subcontract: Total expenditure during this quarter

Procurement Category	African American	Asian American	Hispanic American	Native American	Non-minority Woman	Disabled Veteran		Non-HUB	HUB Total
						Included in HUB Groups	Not Included in HUB Groups		
Heavy Construction									\$ -
Building Construction									\$ -
Special Trade Construction									\$ -
Professional Services									\$ -
Other Services									\$ -
Commodities									\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

3b-Subcontract: Number of HUB/non-HUB vendors (ongoing and new) utilized this quarter

Procurement Category	African American	Asian American	Hispanic American	Native American	Non-minority Woman	Disabled Veteran		Non-HUB	HUB Total
						Included in HUB Groups	Not Included in HUB Groups		
Heavy Construction									0
Building Construction									0
Special Trade Construction									0
Professional Services									0
Other Services									0
Commodities									0
Total	0	0	0	0	0	0	0	0	0

4-New Vendors: Number of vendors (prime and sub) utilized in this quarter which were not used during the last 2

Procurement Category	African American	Asian American	Hispanic American	Native American	Non-minority Woman	Disabled Veteran		Non-HUB	HUB Total
						Included in HUB Groups	Not Included in HUB Groups		
Heavy Construction									0
Building Construction									0
Special Trade Construction									0
Professional Services									0
Other Services									0
Commodities									0
Total	0	0	0	0	0	0	0	0	0

5- Sponsored or participated in local and statewide settings to encourage HUB participation in state procurement

Event/Activity	Number of Events Hosted or Attended	
	Hosted	Attended
Economic Opportunity Forum		
Annual Meeting/Setting		
Advocacy Group Meeting (i.e., TAAACC, TAMACC, etc.)		
Other (Please explain)		

6- Mentor-Protégé Program:

Active Mentor-Protégé Program	Ongoing	Added Current Fiscal
Number of Programs		

7- HUB program staffing:

HUB Staffing	Allocated	Current
Staff size	1	1

8-Work Related Activities Conducted by HUB Program Staff:

HUB Program Personnel	% of Weekly Hrs. with HUB	% of Weekly Hrs. with	% of Weekly Hrs. with Contract
Staff -1	10%	50%	5%

9- Justification for not reaching the intended goals and other remarks.

The agency was below goal in the Other Service category for the 4th Quarter in FY 2015. TCOLE utilized DIR contract for the performance of services for one-time projects. The agency attained and exceeded the applicable statewide HUB commodities goal in the 4th Quarter in FY 2015; 31.66% as compared to 21.00% statewide HUB goal.

SCHEDULE D

Agency Workforce Plan

Overview

The challenges to the Commission's responsibilities include the increasing size of the licensee population and the diversity of Texas. The U.S. Census Bureau estimates that the need for law enforcement, corrections personnel, and telecommunicators will increase over the next five years. Texas is growing more rapidly than the rest of the United States, and a sizable growth in the number of licensees over the next five years is reasonable. This growth in the licensed population, coupled with the difference between rural and metropolitan areas, creates a difficult task for an agency to create, monitor, and maintain minimum standards that fit the very different regions of Texas. Flexibility and adaptability will be key to meeting these challenges.

Mission

The mission of the Texas Commission on Law Enforcement, as a regulatory State agency, is to establish and enforce standards to ensure that the people of Texas are served by highly trained and ethical law enforcement, corrections, and telecommunications personnel.

Goal 1 License and Develop Standards

To create new incentives and opportunities for the law enforcement career-oriented individuals to grow in their professional competency.

Goal 2 Regulation

To develop and implement programs designed to contribute to the reduction of per capita incidence of officer misconduct.

Goal 3 Indirect Administration

Administration of agency operations.

Objectives and Strategies

The Commission has three main goals and five strategies:

Goal 1 Licensing and Standards Development

Objective 1 Licensing and Examinations: Contribute to continuing reduction in the threat of crime in Texas by ensuring the competency of law enforcement professionals.

Strategy 1-1-1 Licensing: Issue licenses and certificates to individuals who demonstrate required competencies.

Strategy 1-1-2 Standards Development: Set standards for training academies and manage development, delivery, and quality of law enforcement training and education.

Goal 2 Regulation

Objective 1 Enforcement/Regulation: Reduce the per capita incidence of officer misconduct in Texas within the provisions of statutes and rules that govern the agency.

Strategy 2-1-1 Enforcement: Revoke licenses, suspend licenses, reprimand licensees, or cancel licenses for violation of statutes or agency rules.

Strategy 2-1-2 Technical Assistance: Provide technical assistance to the law enforcement community.

Goal 3- Indirect Administration

Objective 1 Indirect Administration: Provide efficient and effective indirect administration at the greatest value to the state.

Strategy 3-1-1 Indirect Administration: Perform ancillary supportive administrative and executive services to efficiently assist in achieving the agency's mission.

Core Business Functions

Under the direction of an executive director appointed by the Commission, the staff of the Texas Commission on Law Enforcement implements and enforces the legislative mandates of Chapter 1701 of the Occupations Code and the Commission's adopted rules. The Commission is authorized 51 full-time employee (FTE) positions.

The office of the Executive Director develops and implements agency policies as required by statute, and plans, directs, and coordinates the programs and resources of the agency.

Major Programs and their General Duties:

Licensing Program [Strategy 1-1-1]

- Assisting officers and departments in the review and maintenance of their licenses
 - Licensing law enforcement academies, contractual providers, and academic providers
- Issuing and maintaining licenses and proficiency certificates for peace officers, jailers, telecommunicators, and school marshals
 - Developing, maintaining, and administering licensing examinations
 - Approving and verifying mandated continuing education requirements
 - Providing distance education to law enforcement agencies

Standards Development Program [Strategy 1-1-2]

- Develop, monitor, and facilitate the implementation of professional licensing standards
- Approving, and maintaining curriculum and training
- Conducting programs research and reporting results
- Analyzing compliance trends

Enforcement Program [Strategy 2-1-1]

- Conducting audits of law enforcement agencies
- Conducting audits of agency programs delivered by law enforcement academies, contractual providers, and academic providers
- Serving as a liaison for state agencies and educational entities assisting in the agency mission
- Mediate disciplinary actions
- Investigating rule and law violations
- Taking enforcement actions against licensees, agencies, and training providers

- Forwarding complaints to agencies that come to the Commission but do not fall within Occupations Code 1701

Technical Assistance Program [Strategy 2-1-2]

- Providing field assistance to agencies regulated by TCOLE
- Approving agencies
- Evaluating and assisting academies, training providers and programs
- Conducting audits of law enforcement agencies
- Conducting audits of TCOLE programs delivered by law enforcement academies, contractual providers, and academic providers
- Serving as a liaison for state agencies and educational entities assisting in the TCOLE mission
- Training Coordinators' Conference

Indirect Administration Program [Strategy 3-1-1]

- Serving as a liaison for state agencies and educational entities assisting in the agency's mission
- Budgeting and planning
- Handling open records requests from citizens, administrators, and agencies
- Maintain racial profiling data
- Government relations
- Texas Peace Officers' Memorial duties and requirements
- Maintain information resources material, financial data, purchasing, and human resources services for agency employees
- Facilities management
- Risk management
- Providing a state flag to the families of deceased peace officers (line-of-duty and honorably retired)
- Providing memorial and achievement award activities

Anticipated Changes to the Mission, Strategies, and Goals over the next Five Years

Some additional goals in the area of selection and retention of law enforcement personnel are anticipated due to a noted increase in officers moving throughout the state and between states. Customers are requesting more background information on officers and jailers, and more and more cities and counties are examining officers and licensees for character flaws that are often only discovered by thorough background investigations. The Commission expects employee turnover rate over the next five years to roughly equal the average turnover rate for all state agencies.

The Commission also expects a greater and greater reliance upon distance learning education as travel and absence from the home become more expensive and undesirable. This will burden not only existing technology but also necessitate additional development of new and expanded training courses.

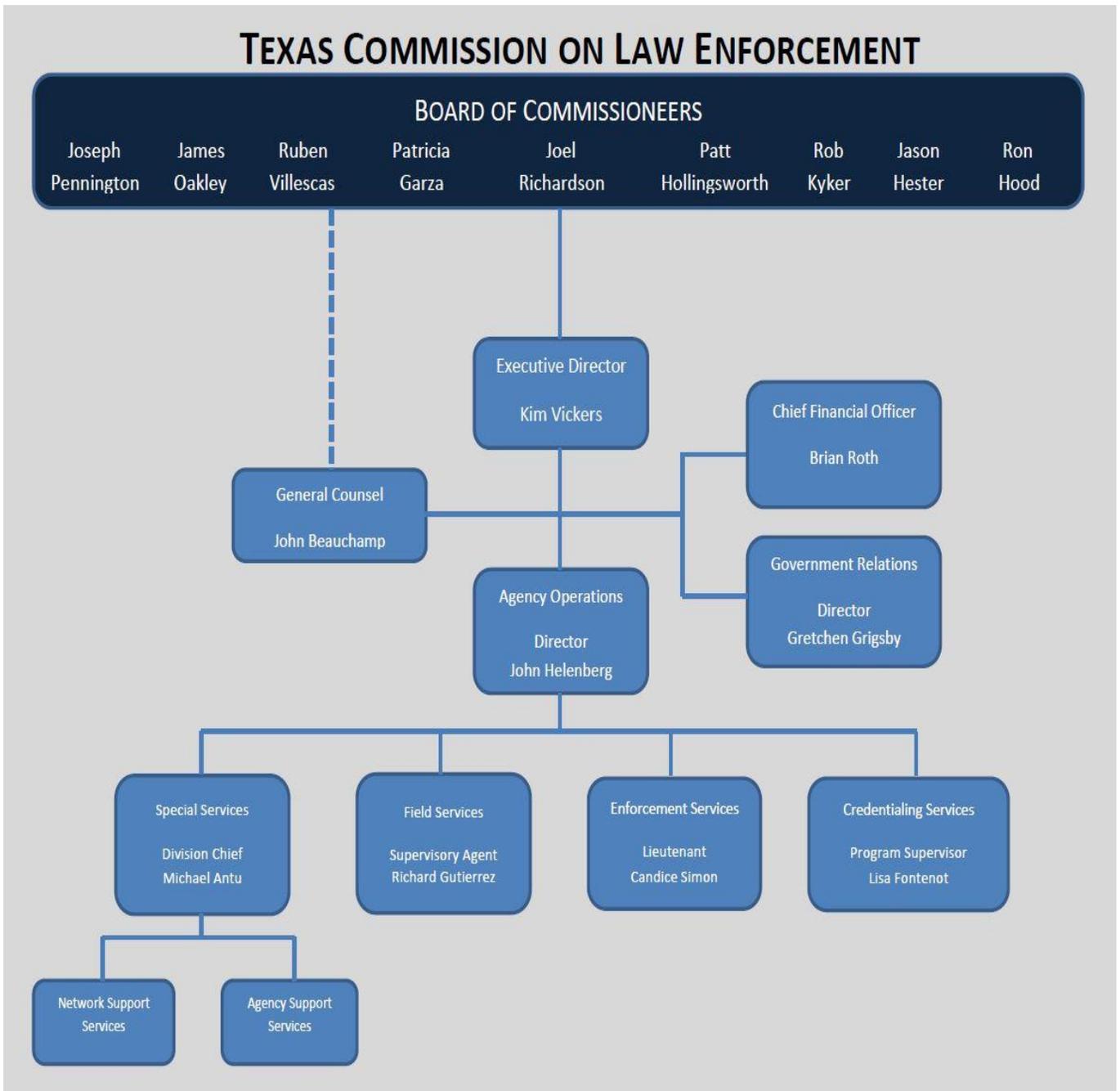
A major demand upon the Commission will be the anticipated retirements and/or influx of many Vietnam and Gulf War age police officers, and the recruitment, selection, testing, and training demands this will place on academies, police agencies and upon the Commission.

Agency administrators are asking for greater onsite assistance and consultation that will help them satisfy the Commission rules and will also give them situation specific solutions to the problems encountered with recruitment, selection, training, and retention.

Personnel planning in law enforcement is becoming increasingly difficult as technology demands greater intellect, and human resources become more limited.

Preliminary research indicates that there may be a relationship between education and reduced incidence of criminal misconduct by officers. If this relationship can be verified, many agencies may consider additional education requirements or incentives for the limited purpose of avoiding criminal misconduct occurrences.

Current Organizational Structure



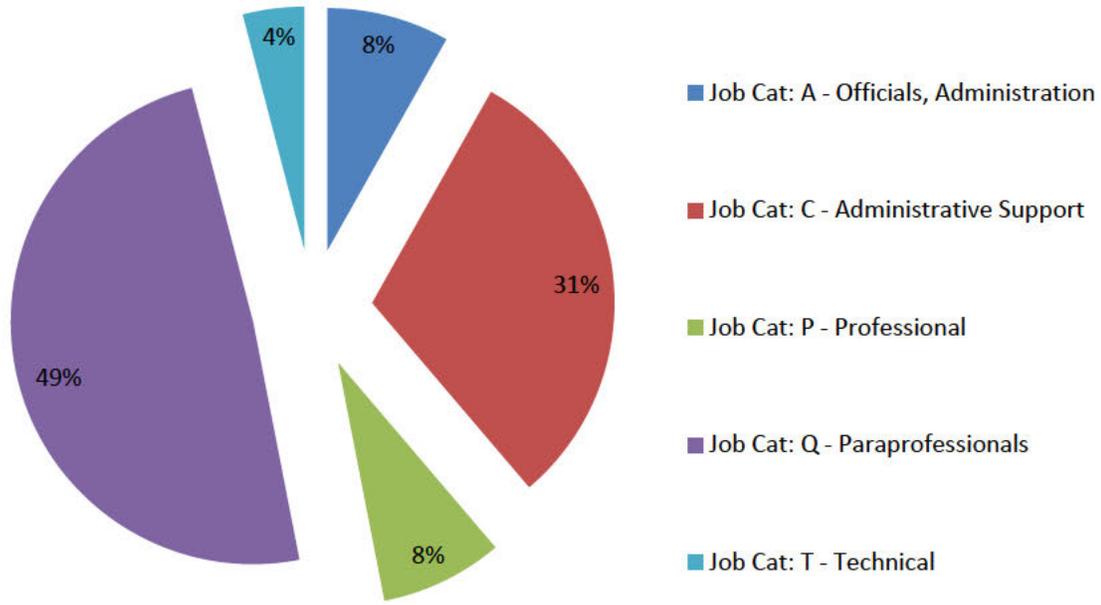
Current Workforce Profile (Supply Analysis)

Current Staff as of 5/1/16

Headcount	49
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<u>EEO Category</u>	<u>Count</u>	<u>Percentage of Workforce</u>
Job Cat: A - Officials, Administration	4	8%
Job Cat: C - Administrative Support	15	31%
Job Cat: P – Professional	4	8%
Job Cat: Q - Paraprofessionals	24	49%
Job Cat: T – Technical	2	4%
 <u>Ethnicity</u>		
American Indian	1	2%
Black	4	8%
Hispanic	8	16%
White	36	73%
 <u>Gender</u>		
Female	24	49%
Male	25	51%
 <u>Age</u>		
16 to 29	2	4%
30 to 39	6	12%
40 to 49	14	29%
50 to 59	16	33%
60 to 69	9	18%
70 or Older	2	4%

TCOLE Workforce



<u>Fiscal</u>	-	<u>Agency</u>	<u>% of</u>	<u>Statewide</u>	<u>% of</u>
<u>Year</u>	<u>Ethnicity</u>	<u>Headcount</u>	<u>Workforce</u>	<u>Headcount</u>	<u>Workforce</u>
2016	American Indian or Alaskan Native	1	2%	779	0%
2016	Black	4	8%	36,827	22%
2016	Hispanic	8	16%	40,171	24%
2016	White	36	73%	85,646	51%
	Grand Total	49		166,951	

Number of Employees by Years of Service				
<u>Years of service</u>	<u>State</u>		<u>Agency</u>	
	<u>Service</u>		<u>Service</u>	
0-5 yrs	20		28	
6-10 yrs	13		13	
11-20 yrs	11		6	
21+ yrs	5		2	
	9.22	Avg Tenure	6.49	Avg Tenure

Employees Eligible to Retire in next 5 years						
	2017	2018	2019	2020	2021*	Total
Accounting, Auditing, and Finance				1		1
Administrative Support						
Information and Communication						
Information Technology	1					1
Inspectors and Investigators						
Legal			1			1
Other (Executive Director)					1	1
Program Management			1		1	2
Grand Total	1	0	2	1	2	6
Percentage of Workforce	2%	0%	4%	2%	4%	11%

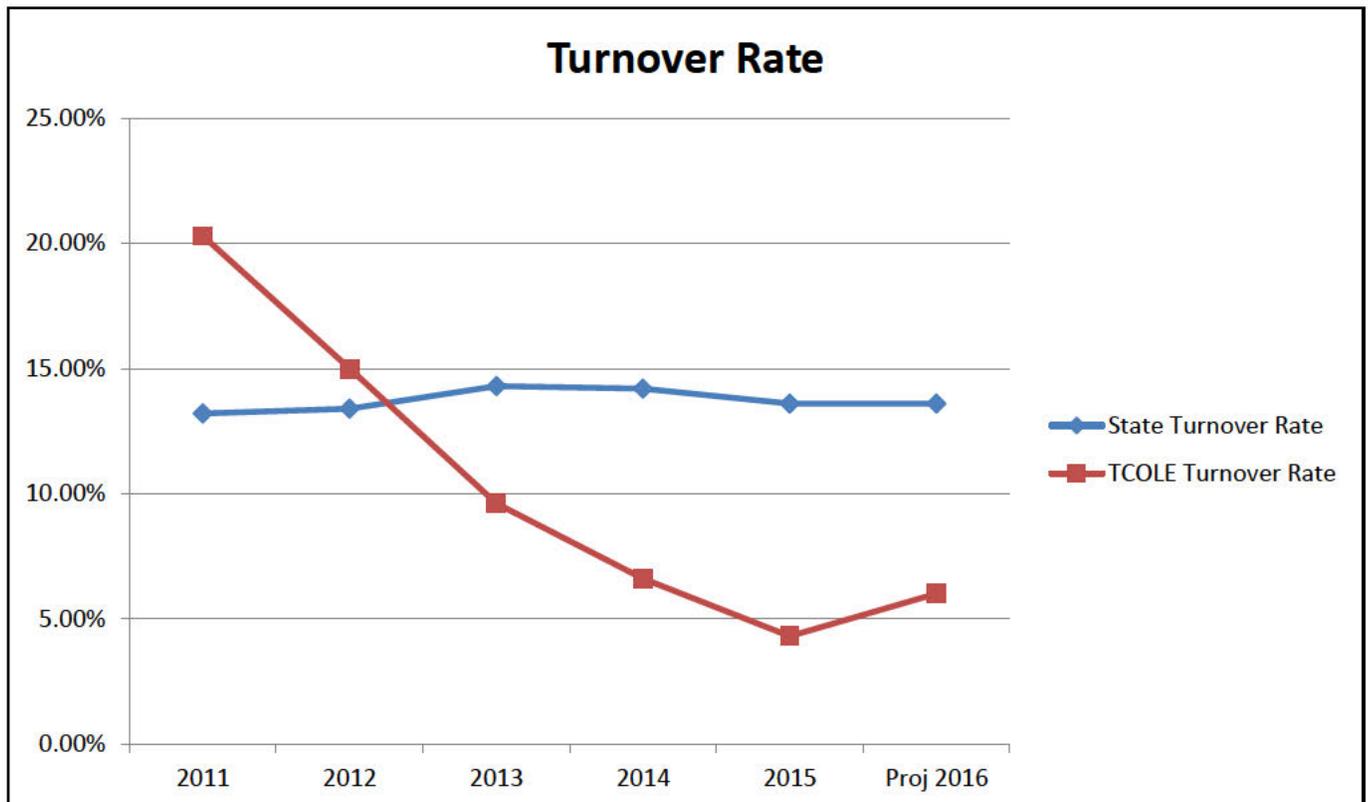
* Not included are working retirees - these are expected to keep working through 2021

Demand Analysis

The future challenge for TCOLE will be to maintain the highest level of service to the state of Texas with the projected workforce remaining approximately the same. Additionally, the retirement projections will result in most strategy areas seeing a reduction of an average 11 years of service or more. This reduction in the agency knowledge alone may damper much of the agency's effectiveness, but creates opportunities to expand in the areas of employee development, retention, and recruitment.

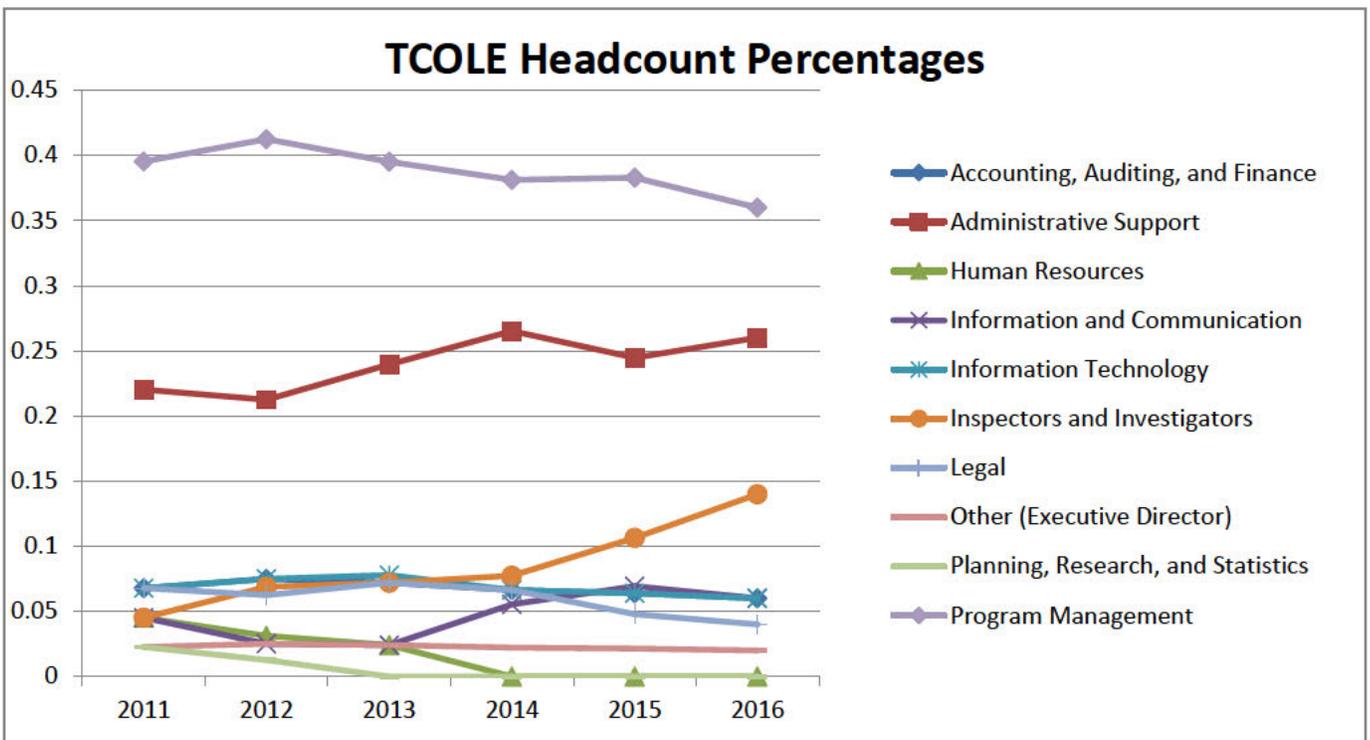
The agency has experienced a greater demand for investigative skills and legal enforcement across the state. Turnover projections and historical headcount information can be seen below.

Turnover Trend and Projections								Projections					Turnover	
Sum of Agency Terminations	<u>Anticipated</u>						Totals	2017	2018	2019	2020	2021	Totals	Statewide
	2011	2012	2013	2014	2015	2016		2017	2018	2019	2020	2021		Trending
Accounting, Auditing, and Finance	1	1	0	1	0	1	4						0	Stagnant
Administrative Support	3	0	2	0	0		5	1	2	1	2	1	7	Stagnant
Human Resources	0	0	0	n/a	n/a	n/a	0	n/a	n/a	n/a	n/a	n/a	0	Stagnant
Information and Communication	0	0	0	0	1		0						0	Stagnant
Information Technology	1	0	1	0	0	1	2	1					1	Increase
Inspectors and Investigators	0	2	0	1	0		3		1		1		2	Stagnant
Legal	1	1	0	0	1	1	4	1		2			3	Stagnant
Other (Executive Director)	1	0	0	0	0		1					1	1	Increase
Planning, Research, and Statistics	0	1	0	n/a	n/a	n/a	1	n/a	n/a	n/a	n/a	n/a	0	Stagnant
Program Management	2	1	1	1	0		5			1	1	2	4	Stagnant
Grand Total	9	6	4	3	2	3	22	3	3	4	4	4	18	Increase



Headcount Projections

Occupational Categories	2011	2012	2013	2014	2015	End-Proj 2016	Projections					Headcount
							2017	2018	2019	2020	2021	Statewide Trending
Accounting, Auditing, and Finance	3	3	3	3	3	3	3	3	3	3	3	Statewide-Stagnant
Administrative Support	9.75	8.5	10	12	11.5	13	13	13	11	12	13	Statewide-Stagnant
Human Resources	2	1.25	1	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Statewide-Stagnant
Information and Communication	2	1	1	2.5	3.25	3	1	1	2	2	2	Statewide-Stagnant
Information Technology	3	3	3.25	3	3	3	4	4	4	4	4	Statewide-Stagnant
Inspectors and Investigators	2	2.75	3	3.5	5	7	8	8	9	9	9	Statewide-Stagnant
Legal	3	2.5	3	3	2.25	2	4	5	5	5	5	Statewide-Stagnant
Other (Executive Director)	1	1	1	1	1	1	1	1	1	1	1	Statewide-Stagnant
Planning, Research, and Statistics	1	0.5	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Statewide-Increase
Program Management	17.5	16.5	16.5	17.3	18	18	18	17	18	18	18	Statewide-Stagnant
Grand Total	44.3	40	41.8	45.3	47	50	52	52	53	54	55	Statewide - Stagnant



Gap Analysis

When the anticipated increases and reductions in staffing levels are analyzed by strategy, a gap was identified in the Licensing strategy. The analysis also indicated a need for technical knowledge.

The agency's core business functions are not expected to change in the next 5 years, and neither are the skills required to perform these business functions. The table below identifies the majority of the skills needed to perform the core business functions by strategy. Skills that are marked High are the ones that are critical and upon which the other skills rely. Gaps are identified as those strategies where the High skills per headcount are expected to increase in the next 5 years. This means that the employees assigned those tasks will need to do more of over the next 5 years. This is an opportunity for employee development.

The agency estimates that over 10% of our workforce to retire in the next 5 years. This would leave strategies with a significantly reduced combined agency years of service. TCOLE has identified the knowledge of our agency policies, procedures and programs as a high skill which is most recognizable in the form of years of service. The Standards Development strategy was identified as having a gap in knowledge.

A) Anticipated Increase or Reduction in Staff Levels

	1-1-1 Licensing	1-1-2 Standards Development	2-1-1 Enforcement	2-1-2 Technical Assistance	3-1-1 Administration
Current Headcount	15	3	12	16	4
Projected Headcount in 2021	14	3	18	16	4
Increase or (Reduction)	(1.0)	0.0	6.0	0.0	0.0
Gap = Reduction	Gap				

B) Anticipated Surplus or Shortage of Skills

	1-1-1 Licensing	1-1-2 Standards Development	2-1-1 Enforcement	2-1-2 Technical Assistance	3-1-1 Administration
High Skills per headcount current	0.20	1.33	0.33	0.25	1.00
High Skills per headcount in 2021	0.21	1.33	0.22	0.25	1.00
Surplus or (Shortage)	(0.01)	0.00	0.11	0.00	0.00
Gap = Shortage	Gap				

C) Anticipated Surplus or Shortage of Agency Knowledge (as indicated by Years of Service)

	1-1-1 Licensing	1-1-2 Standards Development	2-1-1 Enforcement	2-1-2 Technical Assistance	3-1-1 Administration
Total Agy Year of Service-(in 2016)	127.9	21.1	56.3	77.55	26.15
Total Agy Year of Service-(in 2021)	146.15	10.85	122.55	111.55	43.9
Percentage Increase/Decrease	14%	-49%	118%	44%	68%
Gap = Negative Percentage		Gap			

Skill Category	Skill	1-1-1 Licensing	1-1-2 Standards Development	2-1-1 Enforcement	2-1-2 Technical Assistance	3-1-1 Administration
Problem	Analysis			X	X	X
	Critical Thinking		X	High		
	Decision Making					
	Innovation					
Information Management	Database development, management, and integration	High				
	Software proficiency		X			
	Web Development and maintenance	X				
	Computer-assisted tools					
	Graphic design					
	Electronic reporting					X
Technical Knowledge	Agency policies, procedures and programs	High	High	High	High	X
	State and federal laws, rules, and regulations	High	High	High	High	High
	Specialized technical knowledge		High	X	High	
	Policy analysis and development					
	Statistical analysis					
	Regulation analysis and development					
	Technical analysis			X	X	
	Research					
	Litigation			High		
	Auditing			X	X	
	Inventory management					
Financial analysis					X	
Project Management	Organizing					High
	Planning					X
	Managing multiple priorities		High			
	Quality analysis and process improvement		X			
	Coordination			X	X	
Communication	Written - composition and editing		X			
	Verbal - public speaking and presentation			X	X	
	Interpersonal sensitivity		X		High	
	Teamwork		X			
	Public relations					
	Customer Service	X			X	
Management / Leadership	People skills		X			
	Performance management					X
	Strategic planning					High
	Conducting training	X				
	Mentoring					
	Meeting planning/facilitation	X	X			
	Contract management		X			X
	Grant management					X
	Financial management					High
Delegation						
Administrative Support	Word processing					
	Record keeping	X				
	Mail processing	X				

Skills	9	13	10	10	12
High Skills	3	4	4	4	4

Strategy Development

Licensing is projected to have the largest number of retirees and normal turnover of all the strategies. This area contains the fewest High skills, but the employees in this area directly serve law enforcement officers, candidates and entities. They provide excellent and accurate customer service. TCOLE realizes that the number of officers and candidates in Texas continues to increase every year. The agency will support our licensing staff with the appropriate resources for retention, career development and leadership development.

The Standards Development strategy was greatly reduced in a previous biennium but still remains an important part of the mission of TCOLE. The only current full-time employee is estimated to retire in the next 5 years. This possibility affects the future competency in this strategy. Documentation and succession planning should begin soon. Additionally, there will be a need for career development for any employee who assumes these responsibilities upon the retirement of the current employee.

The Enforcement strategy is expected to have an increase in workload over the next 5 years. TCOLE is committed to providing the appropriate investigative and enforcement functions as entrusted by the State of Texas.

In the Technical Assistance strategy, there are no gaps identified.

There are no gaps identified nor any expected changes for the Administration strategy.

	1-1-1 Licensing	1-1-2 Standards Development	2-1-1 Enforcement	2-1-2 Technical Assistance	3-1-1 Administration
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Identified Gaps:

A) Anticipated Reduction in Staff Levels	Gap				
B) Anticipated Shortage of Skills	Gap				
C) Anticipated Shortage of Agency Knowledge (as indicated by Years of Service)		Gap			

Actions Needed

A) Changes in Organizational Structure				
B) Succession Planning		Yes		
C) Retention Program	Yes			
D) Career Development Program	Yes	Yes		
E) Leadership Development	Possible		Possible	
F) Organizational Training	Yes	Yes		

SCHEDULE E

Report on Customer Service

I. Inventory of External Customers

All Texas citizens are ultimately customers of the Texas Commission on Law Enforcement (TCOLE), as the agency carries out its mission statement: “The mission of the Texas Commission on Law Enforcement is to establish and enforce standards to ensure that the people of Texas are served by highly trained and ethical law enforcement and corrections personnel.”

Beyond our citizens, cities and counties, police departments, sheriff’s departments, constable’s offices, training academies and then the most obvious, the license holders themselves, are our direct customers. There are over 100,000 active license holders who rely upon the Commission to properly screen and develop continuing education and proficiency certificates, and to regulate the attainment of these milestones while ferreting out those who do not live up to the rules, laws, and ethical standards established by the Legislature and the Commission.

II. Information Gathering Method Utilized for Customer Service Period

The Commission is a unique regulatory agency. We regulate licensees and we develop, oversee, and regulate the quality of training and continuing education. Peace officers, county jailers, telecommunicators, school marshals, training academies, and training contractors are both customers and providers of input for quality improvement. Each law enforcement agency that holds a contract with TCOLE to conduct its own training is required to designate a training coordinator, and training coordinator groups make “best practices” recommendations and individual customers submit quality suggestions.

The Commission has embarked on a biennial planning process that encourages informed, productive input from all customers. Input at biennial strategic planning sessions provided many ideas for the Commission to consider. All suggestions, both verbal and written, are evaluated and many are incorporated into our strategic plan. This process included regional strategic planning meetings, which were held around the state in early 2016 to gain positive and negative feedback from our customers as listed below.

Abilene Tuesday, January 19, 2016 37 attendees	Pasadena Tuesday, February 16, 2016 32 attendees
Amarillo (Randall Co SO) Tuesday, January 19, 2016 57 attendees	McAllen Wednesday, February 17, 2016 60 attendees
Arlington Wednesday, January 20, 2016 59 attendees	Laredo Thursday, February 18, 2016 11 attendees
Tyler Thursday, January 21, 2016 42 attendees	San Antonio Tuesday, February 23, 2016 27 attendees

It is the Commission’s desire to promote input throughout the biennium, not just once every two years. Quality customer service and responsiveness translates into greater input and improved dialogue. We are seeing the benefits at the Commission.

Surveys used at our annual Training Coordinators’ Conference previously revealed that we were not meeting a recognized need for a greater sophistication in instructional methods. As a result, we have converted our online training system to one that will give the Commission the ability to make more interactive and modern training courses. The Commission has listened, we have heard, and we have established a more robust online

educational platform. We have also revamped the content of the annual Training Coordinators' Conference to concentrate on methods and techniques of instruction as a result of feedback from the attendees.

Although these methods are instrumental in providing customer concerns, none is more beneficial than the daily telephonic and e-mail contacts by our staff. In-house staff comes to know our customers and we view a criticism as a gift. Criticism enables us to correct a customer concern before it becomes a complaint. When criticisms are received with a positive, constructive attitude – not as a personal attack – productive solutions result and favorable, working relationships are strengthened.

Although this is not an empirical customer survey instrument, the customer feedback is extensive, ongoing, and genuine. Open communications are fostered, and relationships mature. The Commissioners and staff have come to embrace customer service as a daily responsibility.

III. Input, Suggestions, and Criticism Received

Quality customer service is paramount to the Commission. Our ability to effectively perform our authorized regulatory function is based upon the need for overwhelming voluntary compliance with the established rules. This can only be accomplished when an agency is considered valid, fair, and having integrity. Quality, responsive customer service establishes and helps maintain this reputation.

The following are priorities that came out of our regional customer strategic planning meetings and the feedback received from our Commissioners.

Continued emphasis on customer service

The Presiding Officer and Executive Director concur that this will be an ongoing focus for the agency.

Continued work on curriculum update and improve oversight of curricula and curriculum committees

Because the agency has only one curriculum writer, we rely on committees comprised of subject matter experts. Without funds to cover travel expenses, volunteer committee members pay out of pocket or rely on their employers to cover travel expenses. We will be asking for travel funds for curriculum development in the next Legislative Appropriations Request (LAR).

Commissioner Hester said that although our focus is regulation, we are still required to build curriculum. The agency will search for alternative ways to fund curriculum building. One suggestion was to look at CJD grants. We may also ask for funding for additional curriculum FTE's to establish a regular review schedule for existing curriculum.

Assist the development of training providers in underserved areas

Director Helenberg explained the new vetting and approving process for training contracts, which delegates approval responsibility to staff, and allows denials to be appealed to the Commissioners. One training provider has been approved under the new process and another is pending approval. Commissioner Hester asked if the academic alternative contracts are working. Austin Community College is the only truly active contract at this time. Commissioner Hollingsworth suggested we work with areas to develop training consortiums to expand training opportunities in underserved areas of the state. We are currently working with one agency as they form a centralized consortium. Under current rules, an agency must have 75 officers to meet one of the qualifications for an academy. A consortium could have a composite of 75 officers from several agencies to qualify.

Improve the process for required data reporting compliance

Currently TCOLE is required by statute to collect racial profiling data from all Texas law enforcement agencies. However, TCOLE has questionable disciplinary authority should an agency's report be incomplete or inaccurate. Commissioner Hester suggested we work to improve the process and requirements for racial profiling reporting. A large part of this goal will be legislative. At the least, prepare a rule that requires agencies to respond whether or not they make traffic stops. The goal is not restricted to racial profiling reporting, but includes any required data reporting.

Summary

Feedback received from our customers indicates that they are very willing to give quality, positive criticism. They are clearly committed to the mission of professional law enforcement and corrections personnel for Texas, and believe that the Commission serves a necessary regulatory and training oversight responsibility. Many agencies extend their personal and their agency's commitment in whatever way possible.

Sometimes the best customer service comes from the customers' willingness to serve. The Commission will continue to seek out ways to improve its customer service and functions in a 21st century environment.