

Agency Strategic Plan

FISCAL YEARS 2027 to 2031

by the

Texas Commission on Law Enforcement



Chief Kim Lemaux, Presiding Officer	Term Expires 8/2027	Arlington
Justin West, Assistant Presiding Officer	Term Expires 8/2029	League City
Justin Berry, Secretary	Term Expires 8/2027	Austin
Janna Atkins	Term Expires 8/2029	Abilene
Conor Harvey	Term Expires 8/2029	Fulshear
Sergio Saenz	Term Expires 8/2027	Mission
David Criner	Term Expires 8/2031	Midland
Jason Griffin	Term Expires 8/2031	Liberty Hill
Rita Watkins	Term Expires 8/2031	College Station


Greg Stevens, Executive Director

June 1, 2026

Table of Contents

Agency Mission	3
Strategic Plan Framework	3
Agency Goals and Action Plan	6
External/Internal Assessment	10
Information Resources Strategic Goals	17
Redundancies and Impediments	18

Supplemental Schedules

A Budget Structure – Goals, Objectives and Outcome Measures, Strategies and Output, Efficiency and Explanatory Measures	20
B List of Measure Definitions	23
C Historically Underutilized Business Plan	57
D Agency Workforce Plan	59
E Report on Customer Service	75



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.

Strategic Plan Framework

The Texas Commission on Law Enforcement, overseen by its nine gubernatorially appointed commissioners, has established the following imperatives as the guiding priorities toward which all strategic goals and action items should be oriented.

Communication

As a regulatory state agency, the importance of communication to and from the staff and the leadership, regulated community, and public we serve, cannot be understated. It is TCOLE's goal to improve outgoing communication and the regularity and substance with which we solicit feedback. We strive to ensure that communication is regular, timely, accurate, substantive, and ongoing.

Data-driven decision making

The Sunset Advisory Commission identified, and TCOLE recognizes, the importance of identifying, collecting, and analyzing data necessary to make strategic decisions about the best use of commission resources.

Innovation

Through the appropriation of additional resources, TCOLE has been granted a tremendous opportunity by the 89th Texas Legislature to be creative in our approach to addressing several longstanding challenges, as well as to become more forward-thinking in our posture toward the environment that our licensees are and will be operating in, with new technologies and training that they will need to be successful.

1. Communication

1. Goal: Improved communication among commissioners
 1. The Presiding Officer will regularly disseminate information and materials to the commissioners.
2. Goal: Improved communication between staff and commissioners
 1. Use new technologies to streamline communication between staff and commissioners.
 2. Increase the number and improve the substance of regular open meetings.
3. Goal: Improved communication with the regulated community
 1. Improve the substance of regular open meetings.
 2. Develop systems that the regulated community can draw information from, including the website, publications, and social media.
 3. Push information via subscriber-based systems. As appropriate, distribute targeted information to subsets of the community such as agencies, training providers, chiefs, and individual licensees.
4. Goal: Improved communication with the public
 1. Publish commonly requested data for easy availability.
 2. Leverage opportunities for the commission to be represented before non-traditional stakeholders and/or in public forums.

2. Data-driven decision making

1. Goal: Provide data to commissioners to inform their decision making related to rulemaking, delegation of responsibilities to staff, and license actions.
 1. Commissioners and staff will collaborate to determine data needs for informed decision making.
2. Goal: Provide accurate and timely data to the Legislature and state leadership.
 1. Proactively submit reports using data on the commission's operations to keep leadership up to date and help inform decisions on legislation and appropriations.
 2. Streamline data collection and reporting to efficiently respond to data requests.
3. Goal: Utilize data at the staff level to inform decision making and prioritize resources.
 1. Develop and implement appropriate tools to capture and analyze data.
 2. Identify external data sources from Texas state agencies, other states, and national and international organizations, to inform staff decision making.
4. Goal: Increase public access to TCOLE data.
 1. Publish user-friendly information for use by external stakeholders to help inform public policy.

3. Innovation

1. Goal: Leverage new technologies to streamline the commission's operations and improve responsiveness.
 1. Utilize all available communications platforms, including email services, website, social media to maximize the distribution of relevant information for the commission's regulated community and the public.
 2. Develop and implement a process for the secure transfer of licensing and personnel files.

2. Goal: Create innovative systems and processes to help our regulated community become more self-sufficient.
 1. Maximize the functions available on the MyTCOLE platform, such as personalized history and training requirement information, and the ability to submit forms and requests for certificates and ID cards.
 2. Develop and deliver engaging, student-centered online training via the MyTCOLE learning management system.
3. Goal: Support our officers' mental health.
 1. Develop and implement a robust peer network to be available statewide.
 2. Seek strategic partnerships and opportunities to support mental health initiatives.

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 produces an efficient and productive model for auditing, evaluating, and creating training and training provider contracts. Focus groups of subject matter experts work with agency Education Services staff to create and revise 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.
5. The agency strives to be accessible and open to the citizens of Texas. Multiple venues of social media, a quarterly newsletter, a dynamic website, and a new bulk email distribution and subscription system, are utilized to improve communication with the regulated community and the public. There is an ongoing effort to review administrative rules for improved readability and understandability. Free training 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

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.
4. Provide timely notification and easy access to training compliance information to reduce the number of licensees disciplined for failure to meet required continuing education.

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 established a 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.
5. The agency strives to be accessible and open to the citizens of Texas. Multiple venues of social media, a quarterly newsletter, a dynamic website, and a new bulk email distribution and subscription system, are utilized to improve communication with the regulated community and the public. There is an ongoing effort to review administrative rules for improved readability and understandability. Free training and seminars are provided regularly across the state to facilitate communication with our stakeholders.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Creation and Regulation of Law Enforcement Agencies

Approving the creation of new law enforcement agencies, and ensuring that existing 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. Conduct routine agency inspections to assess current compliance with criteria.
4. Work with law enforcement agencies on any necessary remedial action, or remove the law enforcement agency's ability to appoint licensees or continue operations.

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 produces an efficient model for evaluating and approving new agency applications, and for auditing processes, equipment, and policies to ensure they have the information and technical support to be a successful law enforcement agency.
3. The agency consistently meets or exceeds the performance measures approved by oversight entities. We have updated and clarified performance measures to better 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, a quarterly newsletter, and a dynamic website are utilized to improve communication with the public. There is an ongoing effort to review administrative rules for improved 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

During the 88th Regular Session, the Commission was given more explicit authority to deny a new agency that fails to meet the minimum standards for law enforcement agencies. The Commission was also granted the authority to suspend an agency's ability to appoint peace officers if the agency fails to maintain minimum state standards. Since then, the Commission has continued to work with the law enforcement community to develop processes for ensuring and documenting agency minimum standards. This includes the development of administrative rules by an advisory committee and further refinements based on legislation from the 89th Regular Session and stakeholder feedback.

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 six 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;
- Ensuring compliance by new and existing law enforcement agencies with minimum standards established by the Legislature and administrative rule;
- Providing web applications including free online continuing education courses, a data distribution system for maintaining and storing licensee training and credentialing information, a confidential statewide employment database and records repository, and a website that serves as a resource for law enforcement agencies, licensees, and the public, including a public license lookup feature.

A body of nine commissioners, appointed by the Governor to overlap with six-year terms, oversees the Commission. The Commission has an authorized FY 2026 staffing level of 136.6 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.

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, and mental standards."

The Commission oversees the licensing of more than 120,000 law enforcement, county corrections, telecommunications personnel employed by more than 2,784 state and local government agencies, as well as 710 school marshals appointed by independent school districts, open-enrollment charter schools, public junior colleges, or private schools, 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 19,641 L1s and 17,511 F5s in FY 2024, and 19,580 L1s and 19,685 F5s in FY 2025.

Many questions come through the agency related to hiring, separation, and training requirements. The Credentialing Division is the primary customer-facing division, handling 28,510 calls in FY 2024 and 33,451 calls in FY 2025.

Training Oversight

The Commission, unlike Peace Officer Standards and Training Commissions (POSTs) in some other states, does not directly 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 118 licensed academies, 1 academic alternative provider, 223 additional continuing education providers, and 68 licensing examination locations across the state.

In recent legislative sessions, TCOLE has placed a high priority on its responsibility for the oversight of law enforcement training and the training providers responsible for delivering that training. As a result of funding from the 87th Legislative Session, the Commission expanded its Education Services section to include five instructional designers, one testing manager, and a supervisor. This increased capacity has allowed the Commission to more thoroughly review and update existing course materials, and to develop new and innovative online courses to be delivered over its MyTCOLE training platform. The 89th Texas Legislature provided TCOLE with a cadre of seven training compliance agents. This group's mission is to work with academies and continuing education providers to ensure that they have the appropriate resources in place to effectively deliver quality training for law enforcement students. This includes upholding the requirements for a well-qualified training coordinator, that instructors hold the subject matter expertise to deliver training on the topic they are teaching, and that the training provider maintains fidelity to state-mandated curriculum.

Enforcement Action

The Commission hands down almost 400 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.

	<u>Non-compliance</u>	<u>Agency Audits</u>	<u>Non-Jurisdictional</u>	<u>Misconduct E1</u>	<u>Criminal Cases</u>	<u>Admin. Cases</u>
FY-2018	1059	15	176	524	0	87
FY-2019	2	16	142	544	0	77
FY-2020	960	8	186	322	0	87
FY-2021	15	13	268	413	1	88
FY-2022	1736	58	254	374	3	152
FY-2023	17	62	401	602	4	176
FY2024	34	1208	333	947	3	264
FY2025	183	491	400	807	4	106

Caseloads fluctuate between even and odd-numbered years due to the two-year training unit and four-year training cycle for continuing education. Statute contains specific requirements for licensees, some on a two-year basis, and some on a four-year basis. Those who fall short of their requirements face a reprimand or a suspension for repeat violations.

The Commission now "subscribes" to approximately 90% of licensees in the Texas Department of Public Safety (DPS) Criminal Justice Rap Back Program. The system sends an electronic notification to the Commission when any subscribed member has a change in their criminal history record. This has substantially increased the number of licensee arrests and the number of appointments of prohibited persons identified by the Commission. The Commission follows those criminal cases through the judicial process and takes action on the individual's license if convicted.

Disposition of Misconduct Cases

	<u>License Revocations</u>	<u>License Suspension</u>	<u>Licenses Surrendered</u>	<u>Licenses Cancelled</u>	<u>Reprimands Issued</u>
FY-2014	25	136	141	7	1038
FY-2015	40	97	110	3	128
FY-2016	34	141	92	6	310
FY-2017	40	107	96	7	37
FY-2018	30	108	80	3	701
FY-2019	49	212	80	9	56
FY-2020	7	22	26	3	605
FY-2021	21	147	46	3	558
FY-2022	13	64	97	4	474
FY-2023	19	361	94	3	705
FY 2024	32	57	95	12	299
FY 2025	25	44	77	7	132

Agency Audits

The state is divided into ten regions, which are now served by eighteen TCOLE Field Service Agents. TCOLE Field Service Agents are responsible for auditing each law enforcement agency at least once every five years to ensure compliance with all hiring practices, including psychological and medical examinations, as well as statutorily required background investigations.

Agency Inspections

TCOLE Field Service agents are also responsible for inspecting law enforcement agencies for their compliance with agency minimum standards that were developed by an advisory committee. Those standards define minimum equipment, facilities, policies, and other administrative obligations each agency must prove. Initial inspections are being conducted on-site at each agency. Future inspections will alternate between virtual inspections, in which agencies can upload digital proof of compliance, and on-site inspections. TCOLE is identifying ways to identify agencies that have achieved accreditation and reduce the inspection burden in areas that were already confirmed through accreditation by a recognized entity.

Field Service Agents 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 solutions. 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. TCOLE oversaw the creation of 49 agencies in 2024 and 19 in FY 2025.

Web Applications

TCOLE has developed a robust in-house application that provides online access for licensees to view their credentialing and training history, license information, and order certifications and photo identification cards. A key feature of the system is its ability to show licensees their specific training needs in real time and seamlessly connect to our online training site to complete required courses. These services are utilized by over 128,200 individual users, representing essentially the entire actively licensed community. When unit and cycle notifications are distributed to licensees requiring training, MyTCOLE activity increases significantly, averaging 5,000 logins per day with spikes as high as 11,400, reflecting the system's role as a primary gateway for compliance information and online training access.

The Texas Commission on Law Enforcement Data Distribution System (TCLEDDS) is a web application for law enforcement agencies and academies used to manage licensee information. This system allows law enforcement entities to submit forms to TCOLE electronically as well as see licensee status in real time. It is utilized by over 8,900 active users from over 2,900 entities.

The TCOLE Secure Share (TSS) application provides law enforcement agencies with the ability to share licensees' employment files for background investigation purposes. Since its launch in March 2022, over 6,300 unique users—including background investigators and representatives of law enforcement agencies—have created an account on TSS, each of which is manually reviewed and authenticated by TCOLE staff prior to approval. This system is currently being replaced by the OpenText Records Repository (OTRR) which will launch on June 8, 2026. OTRR will continue to support file exchange between agencies while further automating key features of TSS and introducing significantly more complex workflows. Additionally, OTRR eliminates the need for manual user review and approval by integrating directly with TCOLE's centralized login hub, streamlining access and improving security.

Our Public License Lookup application provides an easy and transparent way for the public to access information about TCOLE licensees. Through this online tool, users can quickly search for law enforcement licensees, review their current license status, and view detailed training and service histories. With 17,018 registered public users, the application continues to support accountability and public trust by offering reliable, up-to-date information directly from TCOLE's official records. This public-facing tool, which enables members of the public to see real-time information on the license status and employment and training history of TCOLE licensees without having to submit an open records request, has led to a 51 percent reduction in open records requests to TCOLE from FY 2024 (9,673), before the launch, to FY 2025 (4,766), after the launch.

The TCOLE website provides the law enforcement community with guidance on obtaining certifications, training requirements and training resources, forms and applications for individuals and agencies, and the rules and regulations governing the individuals and entities overseen by TCOLE. In the next biennium, TCOLE will continue modernizing the website to enhance accessibility for all Texans and significantly reduce the need for paper-based processes, including manual application submissions.

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. Commission staff continues to work with researchers and interested parties to identify 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. Thirty-seven cases were added to the Monument in FY 2024 and 50 in FY 2025. The Commission also has the honor of being part of planning the annual Texas Peace Officers' Memorial Ceremony as a member of the committee established by HB 3647 in the 85th Regular Session.

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. In 2024, 23 individuals were recognized across the three categories, and in 2025, 31 individuals received awards.

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 175 families in FY 2024, and 265 families in FY 2025.

II. Resources

(Data verified as of May 2026)

As of the 2026-2027 biennium, the agency is funded mostly by appropriations made from general revenue.

In accordance with Texas Government Code, Section 2056.002(b)(9) and Section 656.052, employees receive training and certification for contract developers and contract managers.

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 545,896 individuals, based on the total number of Personal Identification Numbers (PID) in the Commission files, and as of May 29, 2026, there were 121,313 active licenses. With continued projected growth of the Texas population, the law enforcement population can likewise be expected to increase.

License Types (Currently Appointed) as of 05/29/2026*

Peace Officer License	83,428
Reserve Officer License	24
Jailer License	26,932
Telecommunications Operator License	10,544
Total	120,928

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

Active Law Enforcement Agencies as of 05/29/2026

DEPARTMENT TYPE	NUMBER OF AGENCIES
911 Center	21
Airport (CCP 2.12 (11) & (12))	8
Charter School	3
City Marshal (CCP 2.12 (3))	64
College	79
Constable (CCP 2.12 (2))	670
Contract Jail	3
County Attorney (CCP 2.12 (5))	61
County Court	4
County Park Ranger	1
District Attorney (CCP 2.12 (5))	135
District Court	5
Emergency Services District	7
Fire Marshal	210
Hospital	9
Intercounty Cooperative Jail Facility	1
ISD	387
Municipal (CCP 2.12 (3))	796
Port Authority	5

Private College (CCP 2.12(8))	21
Railroad (CCP 2.121)	1
Sheriff (CCP 2.12 (1))	254
State of Texas	16
Texas Jail Commission	1
Tribal Police	2
Water District	11
TOTAL	2775

IV. Impact of Changes to State or Federal Law

Some of the most significant changes in terms of training and policy requirements from the 89th Texas Legislature come from the passage of House Bill 33 (89R), the Uvalde Strong Act, by Rep. Don McLaughlin. This bill has several components that involve TCOLE:

- 1) Advanced incident response and command course for supervisors;
- 2) Designation of, training, and certification of a public information officer;
- 3) A policy on response to an active shooter event;
- 4) Requirement for an agency to have access to at least one breaching tool and ballistic shield;
- 5) A TCOLE rule requirement the submission of a preliminary report within 45 days and a final report within 90 days of an active shooter event.

TCOLE continues to work with the bill author and the law enforcement stakeholders to implement these changes.

V. Anticipated Challenges

It is critical that TCOLE continues to uphold the high standards of conduct expected for officers in Texas. The agency is constantly looking into whether additional steps are needed to ensure the licensees responsible for protecting the public are well trained and above reproach. The implementation of new requirements using the OTRR system for law enforcement agencies to complete background investigations will present a sea change in the process for the hiring of TCOLE licensees. The agency will need additional resources to support an increase in the number of users for this system, as well as staff to support TCOLE's role in the process, as our staff will have a role in each of these transactions.

Information Resources Strategic Goals

The Information Technology Division supports the TCOLE mission through its information resources planning, procurement, management, and use of technology.

GOAL 1: COMMUNITY-FOCUSED EXPERIENCE

1. Create a measurable customer experience by establishing, monitoring, and achieving key performance goals for phone and email support, as well as tracking progress and impact of customer satisfaction over time.
2. Gain community trust with highly sensitive and personal information by maturing cybersecurity, privacy, and data practices.
3. Reduce redundant practices and create a simplified user experience through application and process improvements.
4. Solicit & Incorporate input from key stakeholder user groups for user-centric development.
5. Provide reliable, transparent, and accessible data delivery by sharing trustworthy and relevant data, as well as incorporating ADA and WCAG accessibility standards in our online services and business practices.

GOAL 2: INNOVATION

1. Create digital evolution and IT transformation by improving agency readiness that leads to successful implementation of new and emerging technologies.
2. Provide stable and secure IT service delivery by embracing a risk-based approach to accelerated modernization and implementing advanced authentication.
3. Equip law enforcement agencies, providers, and the licensed community with readily available information and self-sufficient tools and resources.

GOAL 3: SKILLED AND RESILIENT WORKFORCE

1. Cultivate skilled staff that are data and technology literate, as well as flexible and adaptable to our changing technology landscape.
2. Utilize skill-based hiring to expand the candidate pool for workforce recruitment.
3. Create meaningful recognition and development programs for staff retention.

REDUNDANCIES AND IMPEDIMENTS

No redundancies or impediments are anticipated aside from those that will be requested in the agency's Legislative Appropriations Request.

SCHEDULE A

Budget Structure – Goals, Objectives and Performance 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
1-1-1-EX-1	Total Number of Licenses (Unappointed)
1-1-1-EX-2	Total Number of Licenses (Appointed)
1-1-1-OP-1	Number of New Licenses Issued
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 Separation Reports Received and Processed
1-1-1-OP-5	Number of Appointment Documents Received and Processed
1-1-1-OP-6	Total Number of Training Rosters 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 Online TCOLE 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 Active (Not Pending)
2-1-1-OP-3	Number of Notices of Impending Training Deficiency
2-1-1-OP-4	Number of Misconduct Cases Resolved by Agreed Order
2-1-1-OP-5	Number of Border Security-Related Investigations Opened
2-1-1-OP-6	Number of SOAH Hearings for Administrative Misconduct Cases
2-1-1-OP-7	Number of Cases Opened
2-1-1-OP-8	Number of Cases Closed
2-1-2-EX-1	# Agencies Audited for Law and Rule Compliance
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 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

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 proficiency 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 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 Licenses (Unappointed)**

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

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

N/A

Explanatory Measure: Total Number of Licenses (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

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 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

Output Measure: Total Number of Training Rosters Processed

Definition

Total number of Training Rosters processed for training credit for licensees. Rosters may be submitted by all 2700+ law enforcement agencies in the State and by the 300 Contract Training Providers monitored by the Commission. Rosters are for both on-line and classroom training. Roster submissions fluctuate, based on the due dates for statutorily required training and the current number of both active and inactive licensees.

Purpose/Importance

This measure is a count of the total number of Training Rosters processed. It represents a significant portion of the documentation processed by the Commission and directly reflects the overall training monitored by the Commission. The measure does not reflect the number of rosters which must be corrected after submission, to ensure the accuracy of records.

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 Training Rosters for the applicable time frame.

Data Limitations

This measure is almost completely dependent upon the number of courses taught outside of the Commission. A significant portion of the courses taught are statutorily required, however other are affected by local budgets and factors outside of Commission control.

Calculation Type

Cumulative.

New Measure

Yes

Target Attainment

Lower 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 Online TCOLE Continuing Education Courses Completed

Definition

The number of online continuing education courses completed during the reporting period delivered by TCOLE. TCOLE courses are available on the agency's Learning Management System (LMS).

Purpose/Importance

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

Source/Collection of Data

The TCOLE LMS has a counter and a recorder of completed courses as well as the percentage of individual course completion. This information is available in the agency's Texas Commission on Law Enforcement Data Distribution System (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 from the agency's Texas Commission on Law Enforcement Data Distribution System (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

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

Calculation Type

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 is 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

No

Target Attainment

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 and corrections 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 Notices of Impending Training Deficiency****Definition**

The Commission makes multiple notifications of the impending deficiencies of their individual licensees, prior to the end of the applicable training period(s). This notification gives the license holder the opportunity to complete the required training before it becomes a statute violation.

Purpose/Importance

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

Source/Collection of Data

TCOLE's Texas Commission on Law Enforcement Data Distribution System TCLEDDS.

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 Border Security-Related Investigations Opened****Definition**

The total number of border security-related investigations initiated by the agency in the reporting period.

Purpose/Importance

To measure agency's level of participation in the Border Security Initiative.

Source/Collection of Data

Data required to calculate this measure is obtained from internal agency records.

Method of Calculation

The number of agency border security-related investigations opened is the sum of the total number of border security-related investigations performed by the agency in the reporting period. Border security-related investigations are defined as those investigations conducted either alone or in collaboration with another agency that focus on legally compromised law enforcement officers or recruits in the border region.

Data Limitations

The accuracy of the count may depend on the ability of the agency to track the initiation of investigations.

Calculation Type

Non-cumulative

New Measure

Yes

Target Attainment

Lower than target

Output Measure: Number of SOAH Hearings for Administrative Misconduct Cases

Definition

Number of administrative misconduct hearings with the State Office of Administrative Hearings (SOAH) during the reporting period.

Purpose/Importance

Measure of legal and enforcement workload.

Source/Collection of Data

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

Method of Calculation

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

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

Non-cumulative

New Measure

Yes

Target Attainment

Lower 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 the Commission is at achieving voluntary compliance to agency rules.

Source/Collection of Data

This information is available from the Enforcement division intake system.

Method of Calculation

Cases opened are summed for the reporting period.

Data Limitations

The agency relies upon self-reporting as well as agency audits, and outside resources.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Lower than target

Output 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 Enforcement division case records.

Method of Calculation

Resolved cases are summed for the reporting period.

Data Limitations

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

Calculation Type

Non-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

Audits are on-site inspections of a law enforcements agency or training provider records on training and the eligibility of their licensees to hold a Commission license. The audits also serve to insure that Commission records and local agency records match. Deficiencies found during audits are corrected, if possible, while on-site, or within 30 days of the audit. Some deficiencies indicate rules and/or statute violations which may result in cases being opened and forwarded to the Enforcement Division for follow up investigation. Audits are intended to be a pro-active method of insuring compliance with rule and statute and an educational opportunity for local officials.

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

Audit reports are entered into the Commission's Audit Reporting System. Because Commission data files are electronic, the calculation of this measure involves a simple query.

Method of Calculation

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

Data Limitations

Only includes law enforcement agencies and contract training providers.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Lower than target

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 licensees.

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

The Special Services section maintains this number, and this should coincide with the amount of fees collected for this service.

Method of Calculation

This measure is calculated by querying our computer files to sum the number of law enforcement agencies created in the reporting period.

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 period.

Data Limitations

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

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 229.20. 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 is 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**

Definition

Subset of all Open Records / Public Information requests that are sent to the Office of the Attorney General for an Open Record 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 Open Record Letter Ruling.

Source/Collection of Data

Open records and public information requests are received by or forwarded to the public information officer. If an Open Record 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

The total number of open records/public information requests that TCOLE determines require an Open Record Letter Ruling from the OAG are summed.

Data Limitations

None

Calculation Type

Cumulative

New Measure

Yes

Target Attainment

N/A

SCHEDULE C

Historically Underutilized Business Plan

Goals, Objective, and Output Measures

Goals The goal of the TCOLE HUB Strategic Plan is to promote fair and competitive business opportunities that maximize the inclusion of State certified HUBs in the procurement and contracting activities of the agency.

Objective TCOLE strives to meet or exceed the Statewide Annual HUB Utilization Goals and/or agency-specific goals identified each fiscal year in the procurement categories related to current strategies and programs. In many cases, the agency has adopted the Statewide Goals as the agency's goals.

Output Measures In accordance with the Texas Government Code, §2161.123, Texas Administrative Code, Title 34, Rule §20.284, and The State's Disparity Study-2009, state agencies are required to establish their own HUB goals based on scheduled fiscal year expenditures and the availability of HUBs in each procurement category each fiscal year no later than the sixtieth (60th) calendar day of each fiscal year. TCOLE publishes the agency's goals in the Legislative Appropriation Request (LAR) and Agency Strategic Plan, as applicable. In procuring commodities and services through contracts, we make a good faith effort to meet or exceed the statewide goals.

HUB REPORT FOR YEARS 2024 AND 2025

Agency Name: Texas Commission on Law Enforcement Agency #: 407

HUB CATEGORY	Fiscal 2024		Fiscal 2025		Fiscal 2026
	Agency-Specific HUB Goal	% of Dollars Spent w/HUBs	Agency-Specific HUB Goal	% of Dollars Spent w/HUBs	Agency-Specific HUB Goal
Heavy construction	N/A	N/A	N/A	N/A	N/A
Building construction	N/A	N/A	N/A	N/A	N/A
Special trade construction	0.00%	0.00%	0.00%	0.00%	0.00%
Professional services	23.70%	0.00%	23.70%	0.00%	23.70%
Other services	26.00%	4.90%	26.00%	0.00%	26.00%
Commodities	21.10%	24.69%	21.10%	0.00%	21.10%

SCHEDULE D

Agency Workforce Plan

Overview

The Texas Legislature created the Texas Commission on Law Enforcement in 1965 to ensure that Texas is served by highly trained and ethical law enforcement, county corrections and telecommunications personnel by providing hiring and training standards to state law enforcement agencies. The Commission is responsible for issuing licenses and maintaining proficiency certificates for all peace officers, county jailers, armed public security officers, school marshals and telecommunications, as well as monitoring the statutory compliance of all appointed and non-appointed licensees. The Commission is responsible for taking enforcement action (revocation or suspension) against licensees convicted of, or placed on community supervision for criminal offenses, as well as those who fail to comply with training and licensing requirements. Beyond setting licensing standards, the Commission has a wide range of responsibilities; including developing, implementing, and maintaining basic and advanced training program curricula for education and training of officers, county jailers, and telecommunications; school marshals; prosecuting officer violations; creating and maintaining licensing exams; honoring and memorializing peace officer service; providing field assistance across Texas; and providing intergovernmental assistance.

The challenges to these responsibilities are the increasing size of the licensee population, corresponding with an increase in the size and diversity of the population of Texas as a whole. According to the U.S. Census Bureau, Texas' population growth was significant 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 93 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
- Planning and hosting the annual Training Coordinators' Conference
- Providing a state flag to the families of deceased peace officers (line-of-duty and honorably retired)

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 memorial and achievement award activities

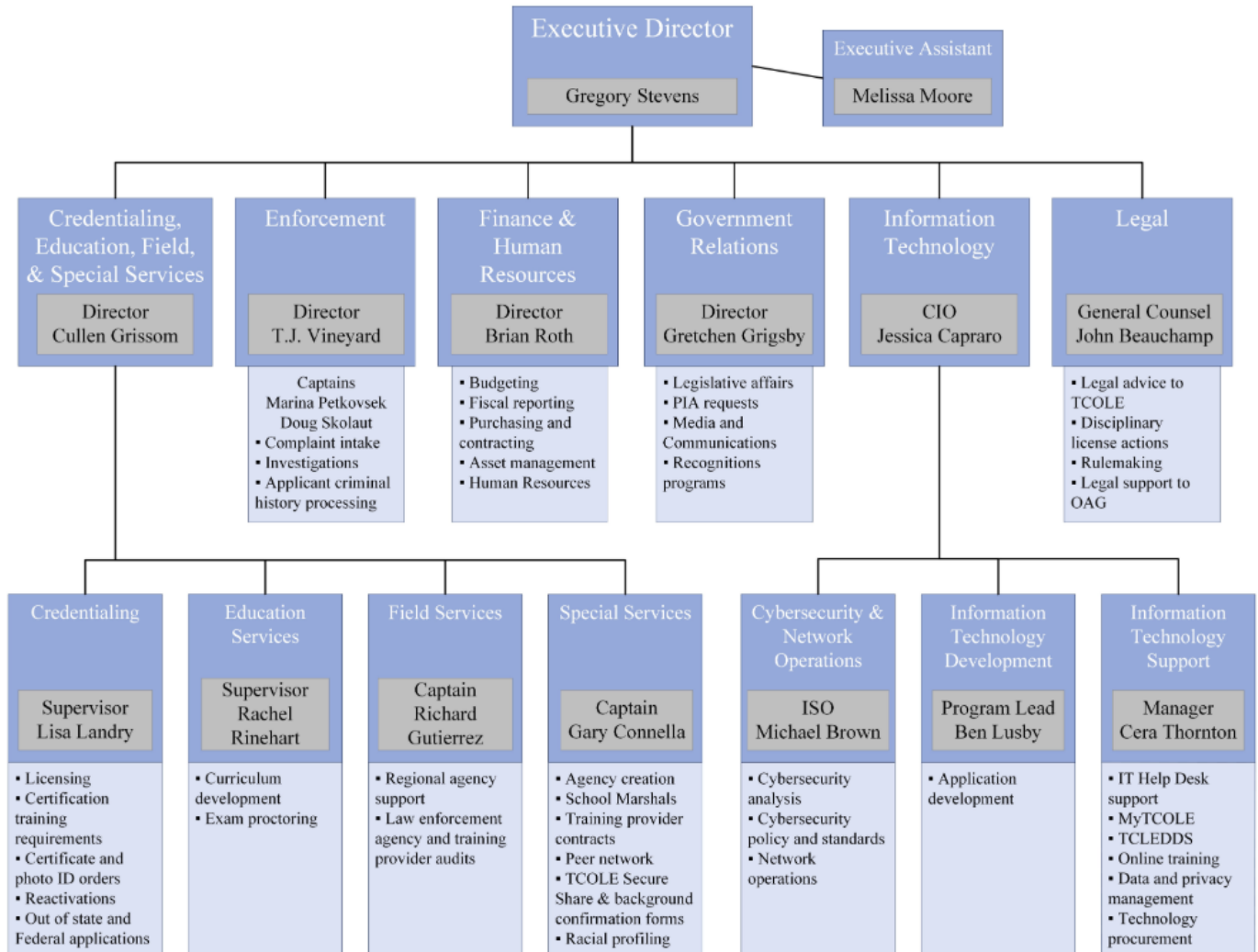
Anticipated Changes to the Mission, Strategies, and Goals over the next Five Years

A consistent challenge for law enforcement agencies has been recruitment and retention of employees. This applies to the Commission and its employees, as with many state agencies, as well as the law enforcement profession statewide. The Commission expects employee turnover rate over the next five years to roughly equal the average turnover rate for all state agencies.

The Commission is committed to working with law enforcement agencies on adopting practices and policies that will oversee the selection, training, and assessment of law enforcement personnel to ensure that quality licensees are serving Texans. There has been a renewed emphasis on the Commission's role in this mission as evidenced by the passage of provisions in the TCOLE Sunset bill, SB 1445 (88R), that provide the directive to develop model policies and rules on personnel files, misconduct investigations, and hiring procedures. This piece of legislation also places a greater focus on ensuring proper license checks are completed for the hiring of prospective Texas peace officers from out of state.

Additionally, the Commission's longstanding role in the education and training of licensees has been of increasing attention. The Commission is reviewing its practices and oversight posture related to the oversight of licensing courses, as well as how continuing education credit is awarded for courses and other training outside of those developed by the Commission.

Current Organizational Structure



Supply Analysis

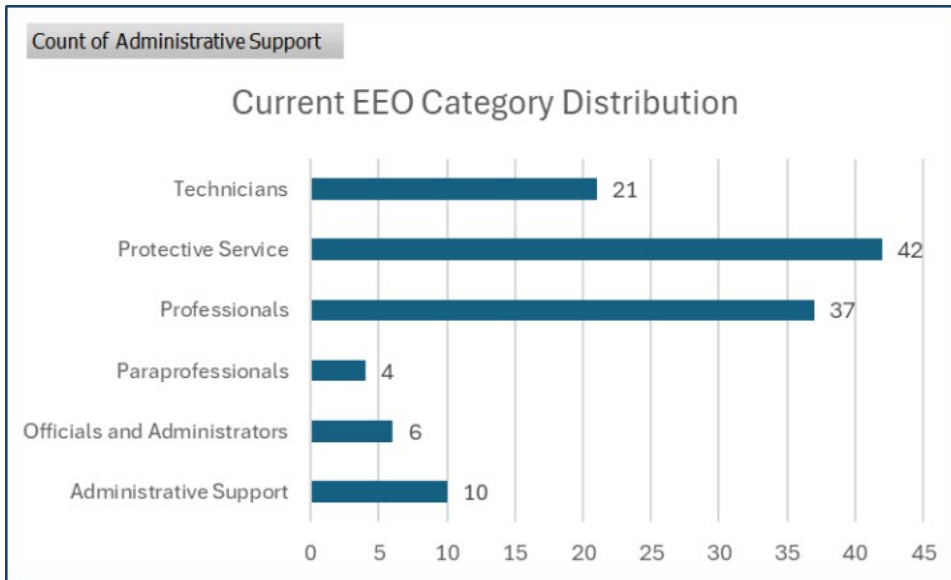
Current Workforce Profile (Supply Analysis)

Current Staff as of
05/19/2026

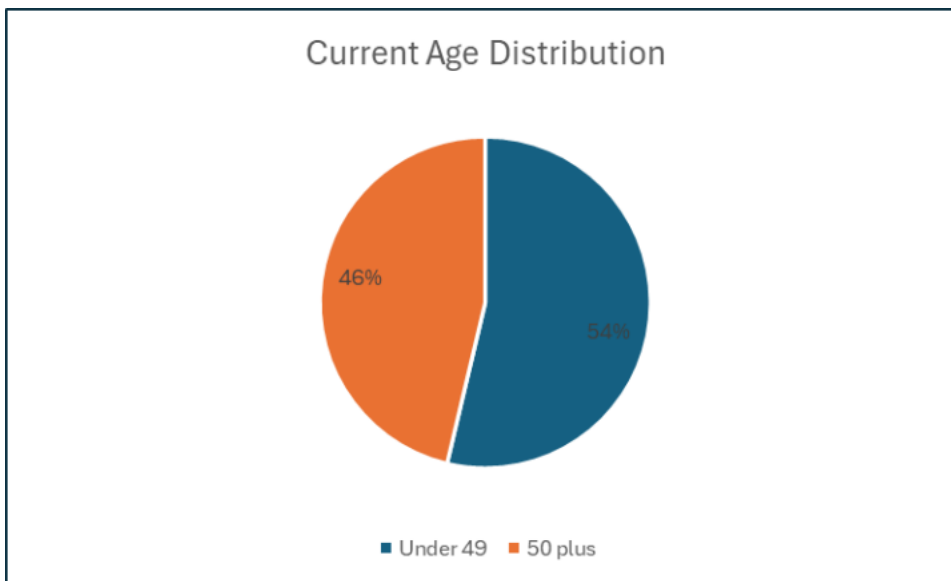
Headcount	121
-----------	-----

	Count	Percentage of Workforce
<u>EEO Category</u>		
Administrative Support Officials and Administrators	11	9%
Paraprofessionals	6	5%
Professionals	4	3%
Protective Service	37	31%
Technicians	42	35%
	21	17%
<u>Ethnicity</u>		
American Indian/Alaska Native	1	1%
Asian	4	3%
Black/African American	2	2%
Hispanic	32	26%
Two or More Ethnic Groups	5	4%
White	77	64%
<u>Gender</u>		
Female	62	51%
Male	59	49%
<u>Age</u>		
16 to 29	21	17%
30 to 39	22	18%
40 to 49	22	18%
50 to 59	37	31%
60 to 69	17	14%
70 or Older	2	2%
<u>Military</u>		
Not a Veteran	104	86%
Not indicated	5	4%
Veteran - No Preference	1	1%
Veteran - Preference	11	9%

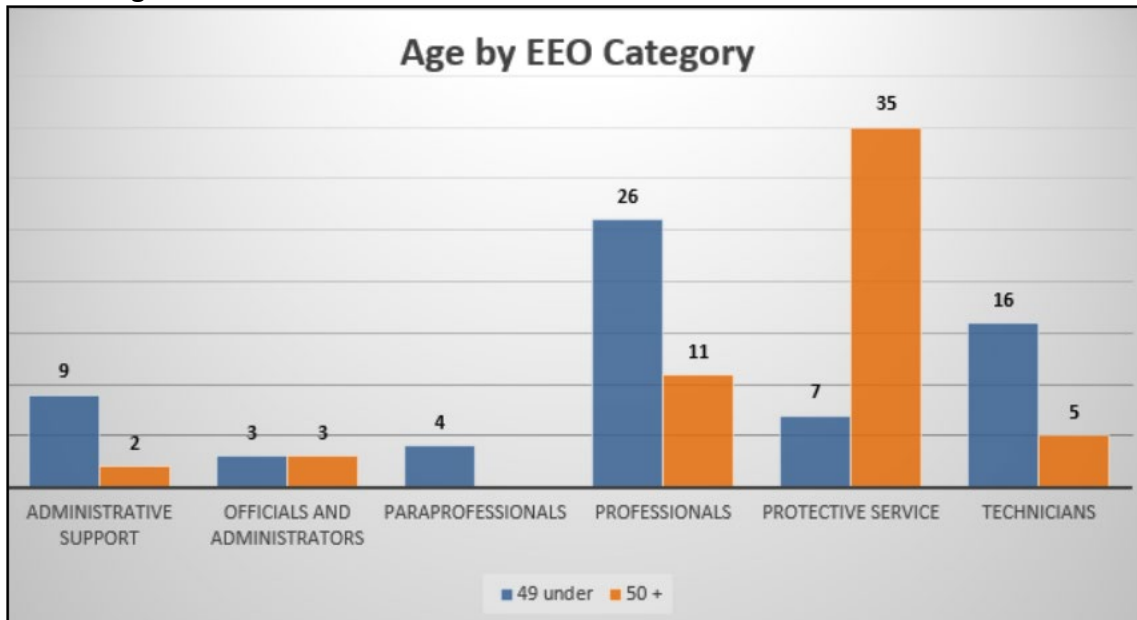
Current EEO Category Distribution



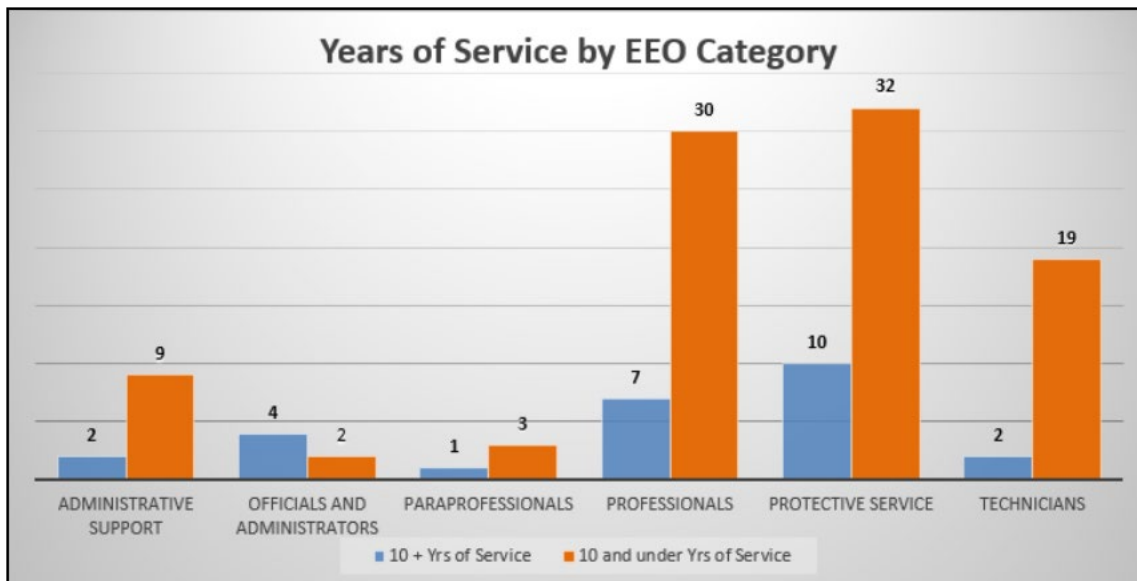
Current Age Distribution



Current Age Distribution



Current Years of Service Distribution



Demand Analysis

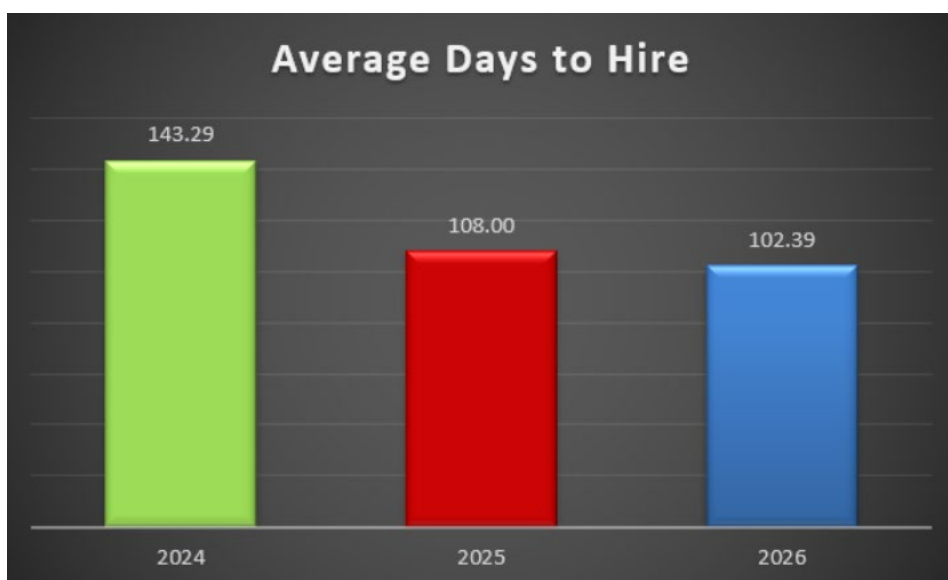
TCOLE serves continually expanding population of licensees. More recently the population of law enforcement agencies, academies, and training providers has also been increasing rapidly. TCOLE services and maintains standards for all populations. There are currently over 2,784 law enforcement agencies, academies and training providers in the State of Texas.

The agency currently serves over 117,847 appointed licensees, which does not include inactive licenses. Active license status does not diminish the life-long relationship that TCOLE has with the licensees and agencies they serve. Many individuals begin communications with TCOLE long before they become licensed, throughout their career, into retirement, and families of deceased police officers receive flags from TCOLE.

TCOLE gained 44 FTE from the 89th Legislature and is actively recruiting. TCOLE is requesting additional FTE for the upcoming 90th Legislative Session with a projection of adding 18 FTE, increasing to 154.6 in the next 5 years. The agency does plan to fill many of these new positions, but due to market may end up with fewer actual FTEs with higher salaries. Regular turnover is projected to be 9% of with Retirements projected to be 8% through 2031.

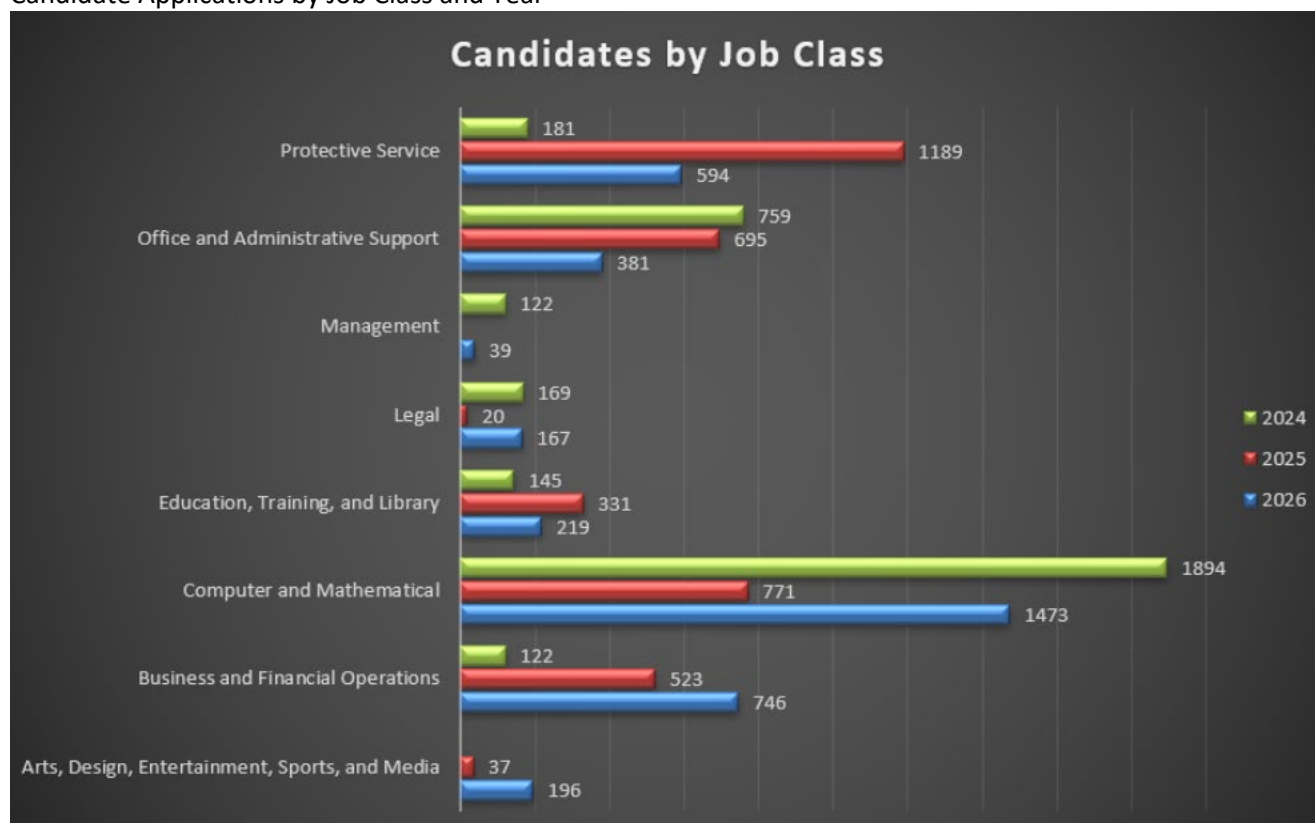


In 2017, TCOLE implemented CAPPS Recruit Career Section as part of our implementation of all the CAPPS modules. Included in this module package are full integration with WorkInTexas.com, CAPPS HR/Payroll and reporting capabilities which give the agency insight into applicant sourcing. TCOLE has hired 122 employees since implementing Recruit Career module and currently has 16 open positions. Below are the average days to hire for the last 3 years.



Projections of retirements and terminations, as well as the 41% increase between the 88th and 89th legislative sessions authorized FTE to 136.6. This creates new challenges for the agency. Varying factors impede TCOLE's efficiency to quickly move from position open to hiring a candidate. Application quantities have varied considerably in the last 5 years. Time to hire has decreased from 143 days in 2024 to 102 days in Fiscal Year 2026. Other factors include statewide hiring freezes, delays in interviewing, delays in background investigations and emergency projects which demand hiring manager's attention.

Candidate Applications by Job Class and Year



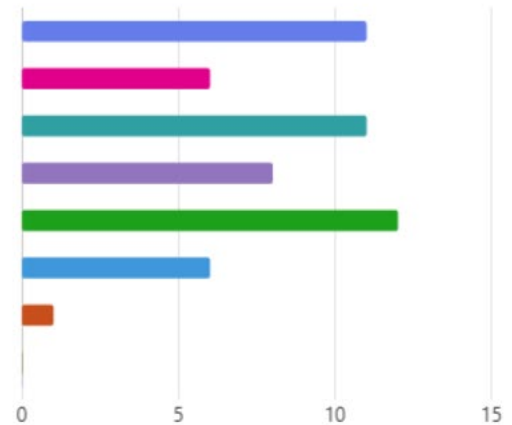
Skills Analysis

Managers participated in a survey assessing skills critical for their direct reports. Skill categories were ranked and the skills in each category were also ranked for each functional area. The top 4 ranked skill categories are below. Skills are not independent of each other. TCOLE employees use skills to solve problems require that they also communicate and have technical knowledge to complete service to our regulated community.

Skill Category Ranking

5. Which of these skill areas are most critical for your direct reports? Choose those that meet the majority of regular workload requirements.

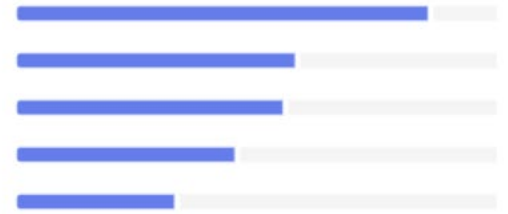
● Problem Solving	11
● Information Management	6
● Technical Knowledge	11
● Project Management	8
● Communication	12
● Leadership	6
● Administrative Support	1
● Although important, none are critical	0



#1 Ranked Skill Category – Communication

12. Rank the Communication skills from highest to lowest importance for your direct reports. Rank by more critical skills in the majority of regular workload requirements.

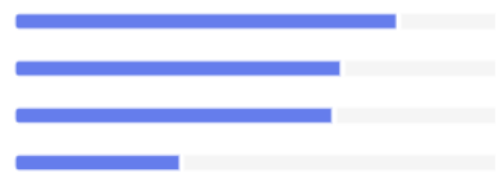
- 1 Teamwork
- 2 Verbal - public speaking and presentation
- 3 Written - composition and writing
- 4 Interpersonal sensitivity
- 5 Public relations



#2 Ranked Skill Category (tied) – Problem Solving

8. Rank the problem solving skills from highest to lowest importance for your direct reports. Rank by more critical skills in the majority of regular workload requirements.

- 1 Critical Thinking
- 2 Decision Making
- 3 Analysis
- 4 Innovation



#2 Ranked Skill Category (tied) – Technical Knowledge

10. Rank the Technical Knowledge skills from highest to lowest importance for your direct reports. Rank by more critical skills in the majority of regular workload requirements.



#3 Ranked Skill Category – Project Management

11. Rank the Project Management skills from highest to lowest importance for your direct reports. Rank by more critical skills in the majority of regular workload requirements.



#4 Ranked Skill Category (tied) – Information Management

9. Rank the Information Management skills from highest to lowest importance for your direct reports. Rank by more critical skills in the majority of workload requirements.



#4 Ranked Skill Category (tied) – Leadership

13. Rank the Leadership skills from highest to lowest importance for your direct reports. Rank by more critical skills in the majority of regular workload requirements.



Serving the law enforcement agencies and licensee populations enhances the relative importance of the technical expertise component of skill areas. TCOLE employees are trained and equipped to represent the agency as an expert in Texas law enforcement laws, agency policy, procedures, and programs.

Gap Analysis

Additional FTEs received from the 89th Legislative Session dramatically changed several divisions. Expanding FTE reduces the impact of retirements and terminations. Expansion structuring rather than restructuring are our current focus. However, currently TCOLE has 11% of FTE vacant and is actively recruiting.

Session	Positions Added	Positions Filled	Pending Hire	Not Filled
88th SUNSET (FY24-25)	16	15		1
88th (FY24-25)	10	8		2
88th	26	23	0	3
89th	44	28	7	9
89th	44	28	7	9

Projected retirements and terminations of agency employees take with them many years of service to TCOLE and accumulated agency knowledge. Projected Turnover Rate by year ranges from 7% to 9%, much lower than other agencies in our GAA Article (Article V – Public Safety). Article V turnover rate in 2024 was 19.2% excluding interagency transfers.



Managers identified skills that were critical and influential in the agency effectiveness. The top skills categories were Communication, Technical Knowledge, Problem Solving and Program Management. Managers highly rated four specific skills that drive the daily work of most employees: Teamwork, Technical Knowledge in Agency Policies, Technical Knowledge in State Laws and Regulations, Critical Thinking, Planning and Software Proficiency.

Hiring efforts can focus on evaluating candidates for Software Proficiency, Critical Thinking, Planning and to some extent State Laws and Regulations. Technical knowledge in Agency policies can only be achieved through extensive experience as an employee at TCOLE. It is well known and expected that new employees have that gap in knowledge. Teamwork effectiveness also comes with experience working with a team employees are assigned to.

Agency knowledge remains the area at most risk for gaps when there are larger volumes of experienced and knowledgeable employees who retire or leave TCOLE. The risk is apparent when their experiences are not shared and implemented across their team.

Years of Service by Strategy

	Licensing	Standards Development	Enforcement	Technical Assistance	Administration	Grand Total
2026 Current Years of Service	131	22	98	116	90	457
2031 Projected Years of Service	247.5	51.5	148	166	93.5	706.5

Strategy Development

Additional FTEs received from the 89th Legislative Session significantly changed several divisions in both size and scope. This expansion created opportunities for the agency to strategically evaluate organizational structure, refine position responsibilities, and develop operational plans tailored to the needs of individual divisions. In support of this growth, management has prioritized team development through expanded employee training opportunities, including technology skill enhancement, professional development, leadership growth, and personal wellness initiatives.

Recruiting efforts have also become a key focus to support agency growth and long-term workforce sustainability. Emphasis has been placed on attracting qualified candidates who align with the agency's mission, while also

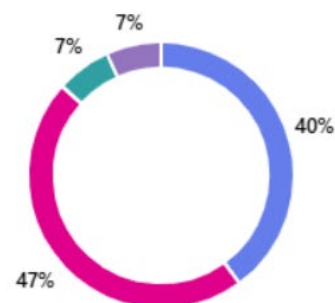
identifying opportunities to strengthen workforce planning, onboarding, and succession readiness across divisions. Retention efforts continue informally and are frequently integrated into employee engagement, training, and development activities, often resulting in expanded responsibilities and career growth opportunities for staff.

Increasing workloads associated with serving and supporting regulated populations continue to stretch employee skill levels across the agency. Annual increases in communications, certifications, training standards, electronic records management, technical capacity, inspections, and investigations are expected to continue. Additionally, training cycles and unit end dates significantly impact communication demands between TCOLE and its regulated community. Strategic implementation of legislative requirements and rule updates across all agency staff remains a priority and strengthens the agency's effectiveness in serving stakeholders at the highest level.

Management has also prioritized continuity of services through cross-training initiatives, external training opportunities, and the establishment of backup coverage for critical positions throughout TCOLE. Continued progress toward maintaining a high standard of service for the regulated community depends on investing in employee development, operational readiness, collaboration, and effective workforce planning.

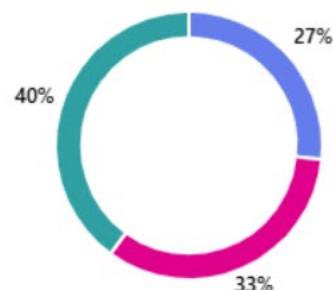
3. Workload coverage for my direct reports consists of:

● Cross-training for all my direct reports with each other	6
● Cross-training for some direct reports	7
● I provide workload coverage	1
● No workload coverage	1



4. Training for my direct reports consists of:

● Annual training	4
● Continuing education by outside organization	5
● Only upon implementation of new system or process	6
● No training	0



SCHEDULE E

Report on Customer Service

Customer Survey Results

Results from the 2025 Customer Service Survey help TCOLE determine how the agency is both measuring and addressing customer satisfaction on a macro level.

Customers provided answers to the following question based on the Likert scale below.

1 - *Very Unsatisfied* / 2 - *Unsatisfied* / 3 - *Neutral* / 4 - *Satisfied* / 5 - *Very Satisfied* / N/A - *Not Applicable*

Survey Questions	1	2	3	4	5	N/A
Sum of Please rate your overall satisfaction with the agency.	4%	3%	11%	25%	55%	0%
How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?	5%	2%	12%	18%	30%	33%
How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name.	6%	3%	10%	22%	43%	16%
How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, etc.	6%	4%	11%	27%	43%	9%
How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information access.	7%	7%	11%	29%	45%	2%
How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?	6%	3%	14%	15%	22%	40%
How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?	6%	3%	11%	24%	38%	17%
How satisfied are you with the agency brochures or other printed information, including the accuracy of that information?	6%	3%	14%	24%	34%	20%
How satisfied are you with training events or other conferences provided by TCOLE that you have attended?	7%	5%	11%	23%	37%	17%

Methodology

The TCOLE 2026 customer survey had a total of 2,164 respondents compared to the 2,767 in 2024-2025. A Likert Scale was utilized for the first nine questions with answer choices ranging from *Very Unsatisfied* to *Very Satisfied* with an *N/A* option, followed by four open ended response questions where respondents identified their organization type and were encouraged to elaborate further on their experiences with TCOLE. All the percentages shows in the figure above were calculated by taking a count of each *Likert* styled question and converting them to a percentage of the total number of respondents.

Outcome Measures

Year	Total Respondents	N/A Answer Rate
2024-2025	2767	16%
2026	2164	17%

Survey Analysis

TCOLE uses an annual survey to assess customer satisfaction and identify areas for future improvement to ensure a high level of customer service across the board. The 2026 results show general satisfaction with TCOLE's resources offered, with **81** percent of respondents indicating that they are Satisfied or Very Satisfied. However, this is a **-8** percent drop from 2024 where overall satisfaction was at **89** percent. The open-ended responses presented opportunities for improvement moving forward involving more focused trainings at the annual conference, and an increase in online course availability.

AI Training Certification Status

Pursuant to Government Code Section 2056.002(b)(12), agencies must certify compliance with the AI training requirements set forth in Texas Government Code Sections 2063.103 and 2063.104. TCOLE has initiated implementation of the AI training required by Government Code Section 2054.5191 and rolls out the training to employees in June 2026, with full completion expected by August 31, 2026. Because the statutory requirement became effective on September 1, 2025, and requires annual training, TCOLE's annual AI training is still in progress at the time of submission of the Fiscal Year 2027-2031 Agency Strategic Plan. TCOLE will provide the required certification once all employees have completed the mandated training.