

Agency Strategic Plan

FISCAL YEARS 2023 to 2027

by the

Texas Commission on Law Enforcement



Chief Kim Lemaux, Presiding Officer

Assistant Chief Jason D. Hester, Assistant Presiding Officer

Patricia Burruss, Secretary

Janna Atkins

Michael Griffis, Sheriff

Ron E. Hood, Constable

Mario Lizcano

Tim Whitaker, Senior Police Officer

Term Expires 8/2027

Term Expires 8/2025

Term Expires 8/2025

Term Expires 8/2023

Term Expires 8/2025

Term Expires 8/2023

Term Expires 8/2027

Term Expires 8/2021

Arlington

Lago Vista

Dallas

Abilene

Odessa

Dripping Springs

Pharr

Richmond

Kim Vickers, Executive Director

June 1, 2022

Table of Contents

Agency Mission	3
Strategic Plan Framework	3
Agency Goals and Action Plan	5
External/Internal Assessment	9
Information Resources Planning	15
Redundancies and Impediments	17

Supplemental Schedules

A Budget Structure – Goals, Objectives and Outcome Measures, Strategies and Output, Efficiency and Explanatory Measures	18
B List of Measure Definitions	21
C Historically Underutilized Business Plan	62
D Agency Workforce Plan	66
E Report on Customer Service	84



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 87th 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. Increase the number and 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.

The law enforcement profession has grown increasingly complex, which is reflected in the increase in legislatively mandated training requirements. This session, TCOLE will be seeking legislative changes that would streamline the compliance and subsequent enforcement process to assist both the regulated community and the agency.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Regulate Licensed Law Enforcement Population

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

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

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

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. The agency establishes and enforces standards to ensure that the people of Texas are served by highly trained and ethical law enforcement, corrections, and telecommunications personnel.
2. The agency has 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.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

The Alternative Dispute Resolution alternative continues to reduce cases brought to the State Office of Administrative Hearings and should be continued. This session, TCOLE will be seeking legislative changes that would streamline the compliance and subsequent enforcement process to assist both the regulated community and the agency.

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Creation and Regulation of Law Enforcement Agencies

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

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Validate information required in an agency application packet and conduct site visits to ensure compliance with statutory criteria.
2. Issue agency number to law enforcement agencies that meet all requirements.

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 ensuring they have the information and technical support to be a successful 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 agency's Sunset review prior to the 87th Regular Session, the Sunset staff report raised concerns about TCOLE's authority to actually *approve* the creation of new law enforcement agencies, in that the authority to deny a new agency that had not met the statutory standards is unclear. Authority to revoke a prior approval is also absent from the agency's enabling legislation. The agency continues to work with the Sunset Advisory Commission on a resolution to this issue during its current limited scope review.

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;
- Auditing agencies and training providers for compliance with hiring standards and providing technical assistance; and
- Registering the creation of new law enforcement agencies that meet minimum standards established by the Legislature.
- Providing web applications including free online continuing education courses, a data distribution system for maintaining and storing licensee training and credentialing information, and a website that serves as a repository for law enforcement resources.

A body of nine commissioners, appointed by the Governor to overlapping six-year terms, oversees the Commission. The Commission is a small regulatory agency with an authorized FY 2022 staffing level of 67.6 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, mental, and moral standards."

The Commission oversees the licensing of approximately 116,000 law enforcement, corrections, telecommunications personnel employed by more than 2,700 state and local government agencies, as well as 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 22,309 L1s and 17,014 F5s in FY 2020, and 25,519 L1s and 18,209 F5s in FY 2021.

Many questions come through the agency related to hiring, separation, and training requirements. The Credentialing Division is the primary customer-facing division, handling 37,766 calls in FY 2021 and 23,078 calls through May 10, 2022 in FY 2021.

Training Oversight

The Commission, unlike Peace Officer Standards and Training Commissions (POSTs) in some other states, does not operate a police academy. Texas finds it more efficient to empower state and local government to establish schools, to ensure that curricula conform to basic standards, and to provide training to the law enforcement community. This is done through a system of 114 licensed academies, 1 academic provider, 204 additional training contractors, and 70 licensing examination locations across the state. Texas departments and training providers reported 120,621 courses in Fiscal Year 2021.

As a result of funding from the 87th Legislative Session, TCOLE has expanded its Education Services section to include 4 instructional designers, one testing manager, a research specialist, and a supervisor. The Commission utilizes topic-specific focus groups comprised of various law enforcement agencies and external stakeholders throughout the state to develop and maintain quality law enforcement training. This increased capacity will allow the Commission to develop more online courses to be delivered over its MyTCOLE training platform, as well as review and revise existing state curriculum in a more timely and efficient manner.

Enforcement Action

The Commission hands down roughly 150 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	39	191	252	3	59

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.

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

Disposition of Criminal Misconduct Cases

Fiscal Year	License Revocations	License Suspension	Licenses Surrendered as Part of a Plea	Licenses Cancelled	Reprimands Issued
2014	25	136	141	7	1038
2015	40	97	110	3	128
2016	34	141	92	6	310
2017	40	107	96	7	37
2018	30	108	80	3	701
2019	49	212	80	9	56
2020	7	22	26	3	605
2021	21	147	46	3	558
2022 (YTD)	4	10	34	4	406

Agency Audits

The state is divided into eight regions, each of which is served by a TCOLE Field Service Agent. 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 examination, as well as statutorily required background investigations. TCOLE Field Service Agents audited 451 agencies in FY 2020 and 571 agencies in FY 2021.

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

Two Academy Contract Evaluators, or ACEs, focus on ensuring that law enforcement academies and contract training providers are upholding the standards set forth by the legislature and TCOLE. These ACEs conducted 73 training provider evaluations in FY 2020, 21 in FY 2021, and 58 to date in FY 2022.

Agency Creation

Additionally, the Commission fulfills the task of ensuring compliance of the minimum standards set by the Texas Legislature for the creation of a new law enforcement agency. This task requires Commission staff to conduct site visits of any entity seeking a law enforcement agency status, and to examine and approve of all documentation and resources the entity is required by state law to produce. The Commission also serves as the statewide racial profiling data repository and ensures that all applicable Texas law enforcement agencies fulfill their mandated reporting. TCOLE oversaw the creation of 32 agencies in 2020, 38 in FY 2021.

Web Applications

TCOLE has leveraged cost effective technology solutions to provide online access for licensees to view their credentialing and training information, as well as take free continuing education courses that help them satisfy their training requirements. These services are utilized by over 103,677 individual users, which makes up approximately 81% of the total licensed community.

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 10,889 active users from over 2,797 entities.

The TCOLE website provides the law enforcement community with information about law enforcement careers and path to licensure, how to obtain certifications, training requirements and training resources, forms and applications for individuals and agencies, and the rules and regulations that govern the individuals and entities overseen by TCOLE.

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. Forty-three cases were researched in FY 2020 and 121 in FY 2021 to be added to the Monument. 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. The 2020 and 2021 Achievement Awards ceremony were deferred due to the COVID-19 pandemic and will be resumed in 2022 to honor 48 recipients nominated in the intervening years.

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 188 families in FY 2020, and 196 families in FY 2021.

During the 87th Regular Session, TCOLE was charged with two new programs.

Senate Bill 24 establishes new preemployment screening procedures that hold both the law enforcement officer applying for a position and the hiring law enforcement agency accountable by requiring the agency to review pertinent records of prior conduct and activities and other background information about the officer before the officer may be hired by the agency. These records must be made available electronically in a way that ensures security and privacy, and the hiring agency must submit to TCOLE a confirmation form affirming that they have reviewed the documents, or were not able to because the previous employing agency did not make them available. In response to this legislation, TCOLE has created a system called TCOLE SecureShare to support the transfer of personnel files between law enforcement agencies.

Additionally, Senate Bill 64 requires TCOLE to develop a peer support network for law enforcement officers that includes peer-to-peer support; training for peer service coordinators and peers that includes suicide prevention training; technical assistance for program development, peer service coordinators, licensed mental health professionals, and peers; and identification, retention, and screening of licensed mental health professionals. The bill gives TCOLE the ability to contract with an institution of higher education to implement this program, and a relationship has been established with the Caruth Police Institute at the University of North Texas at Dallas to develop and administer the Texas Law Enforcement Peer Network.

II. Resources

(Data verified as of May 26, 2022)

As of the 2022-2023 biennium, the agency is funded mostly by appropriations made from general revenue. Additionally, funds are received from the Law Enforcement Officer Standards and Education (LEOSE) account, a General Revenue-Dedicated account, which previously made up 79 percent of the agency's funding. The State of Texas receives revenue in the LEOSE account through court cost surcharges collected from persons who are convicted of criminal offenses. A portion of these assessments is deposited to the LEOSE account, the rest is shared with multiple state agencies. In the 81st Legislature, the LEOSE account became a cumulative account, and unappropriated receipts have remained in this account since that time.

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

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 485,874 individuals, based on the total number of Personal Identification

Numbers (PID) in the Commission files, and as of May 29, 2020, there were 143,132 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 5-09-2022*

Peace Officer License	78,288
Reserve Officer License	56
Jailer License	22,411
Telecommunications Operator License	8,830
Total	109,585

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

Active Law Enforcement Agencies as of 05/10/2022

DEPARTMENT TYPE	NUMBER AGENCIES
911 Center	17
Airport (CCP 2.12 (11) & (12))	8
City Marshal (CCP 2.12 (3))	78
College	78
Constable (CCP 2.12 (2))	671
Contract Jail	4
County Attorney (CCP 2.12 (5))	57
County Court	4
County Park Ranger	1
District Attorney (CCP 2.12 (5))	132
District Court	5
Emergency Services District	6
Fire Marshal	215
Hospital	10
Intercounty Cooperative Jail Facility	1
ISD	303
Municipal (CCP 2.12 (3))	818
Parole	10
Port Authority	5
Probation	74
Railroad (CCP 2.121)	1
Sheriff (CCP 2.12 (1))	254
State of Texas	16
Tribal Police	2
Water District	11
Total	2,781

IV. Impact of Changes to State or Federal Law

The Commission is fairly limited in its scope of responsibility, even with the additional charges received during the previous legislative session. We are grateful for the resources that were granted to implement those charges, and have seen tremendous benefit already. Any additional changes to, or the expansion of, the agency’s authority or

responsibilities that may be discussed during the limited scope Sunset review and corresponding legislation remain to be seen. The agency will continue to communicate with the Legislature and state leadership on our progress and needs that arise.

V. Anticipated Challenges

It is critical that TCOLE continues to uphold the high standards of conduct expected for officers in Texas and are constantly looking into whether other steps are needed to ensure the licensees responsible for protecting the public are above reproach. TCOLE has the authority to take administrative action against licensees who are convicted of certain felony and misdemeanor offenses, but not in the cases of unadjudicated criminal behavior. In its November 2020 report the Sunset Advisory Commission stated, “Unlike other state regulatory agencies, TCOLE lacks explicit statutory authority to take action against other types of serious misconduct, even when the behavior is relevant to an individual’s professionalism and fitness for licensure.” Both the public, TCOLE licensees, government officials and members of the legislature presume TCOLE has authority to deal with officer misconduct. The Commission is often perceived as not taking action against who has committed a grievous violation of the public trust. The apparent inaction is due in large part to the limited circumstances that allow the Commission to take license action.

Information Resources Planning

Goal 1: Secure IT Service Delivery

TCOLE is trusted with sensitive and confidential information regarding the law enforcement community and is responsible for ensuring the privacy and protection of that data.

- Perform a full evaluation of the TCOLE network for efficiency, cost to maintain and operate, scope of support, and susceptibility to cybersecurity vulnerabilities
- Create an application portfolio management solution
- Provide annual role-based cybersecurity education and training to maintain a vigilant organizational culture.
- Create a development framework and beta testing policies to provide a consistent overall approach to secure application development.
- Enhance live security monitoring and device management by utilizing DIR's Managed Endpoint and seeking funding for Security Information and Event Management (SIEM) tools.
- Seek a dedicated Chief Information Security Officer position

Goal 2: Advanced Data Management

TCOLE should facilitate better decisions through business-oriented data, while implementing a governance and oversight program that ensures the privacy, protection, and integrity of the data.

- Develop a Records and Data Management program that strengthen data assessment maturity, implements best practices, and oversees the data life cycle.
- Migrate data into a file storage solution that enforces security, privacy, and retention controls.
- Proactively identify open data to share on the main TCOLE website.
- Seek a dedicated Chief Data Officer position

Goal 3: Strategic Digital Transformation

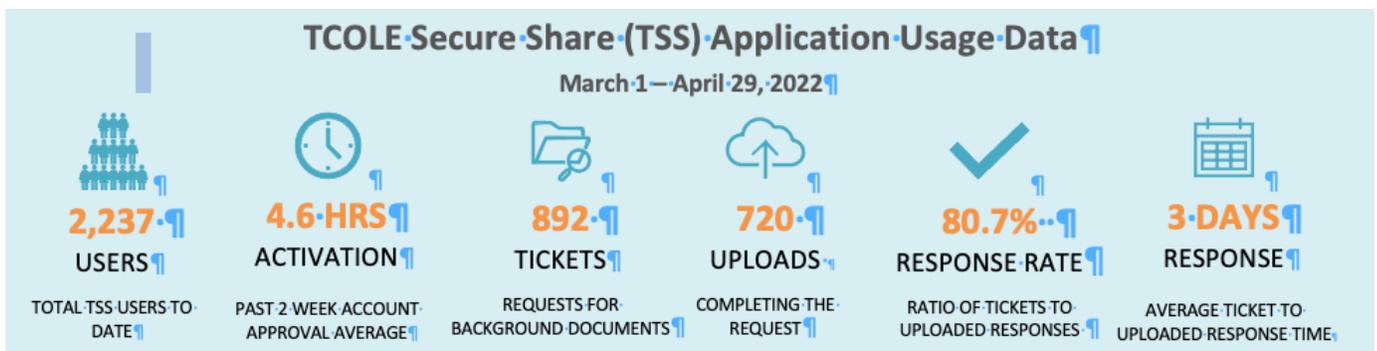
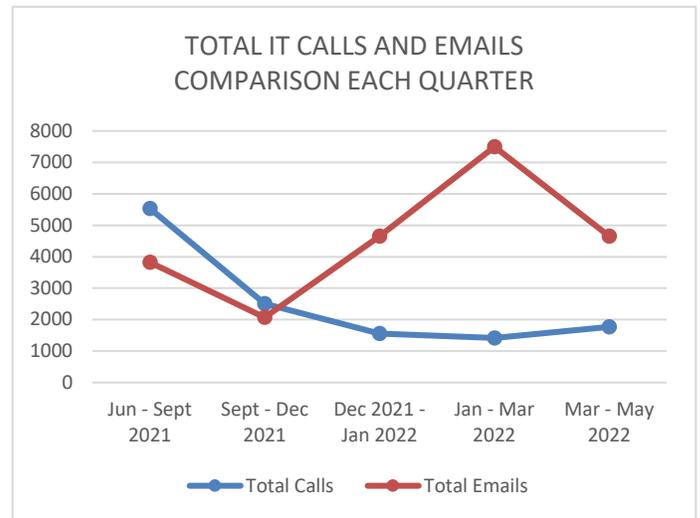
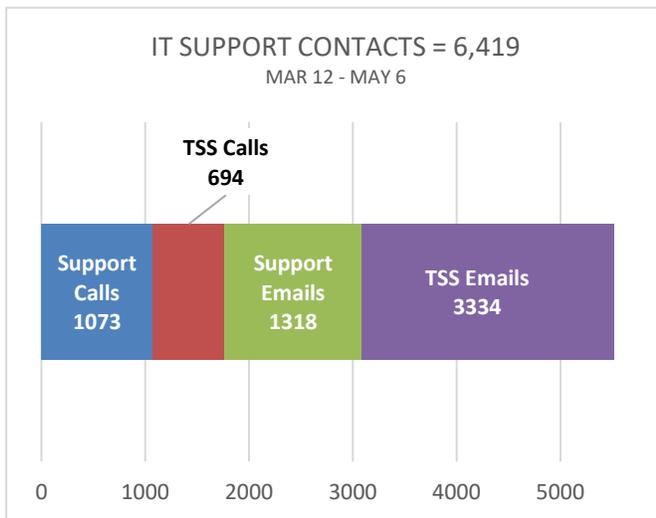
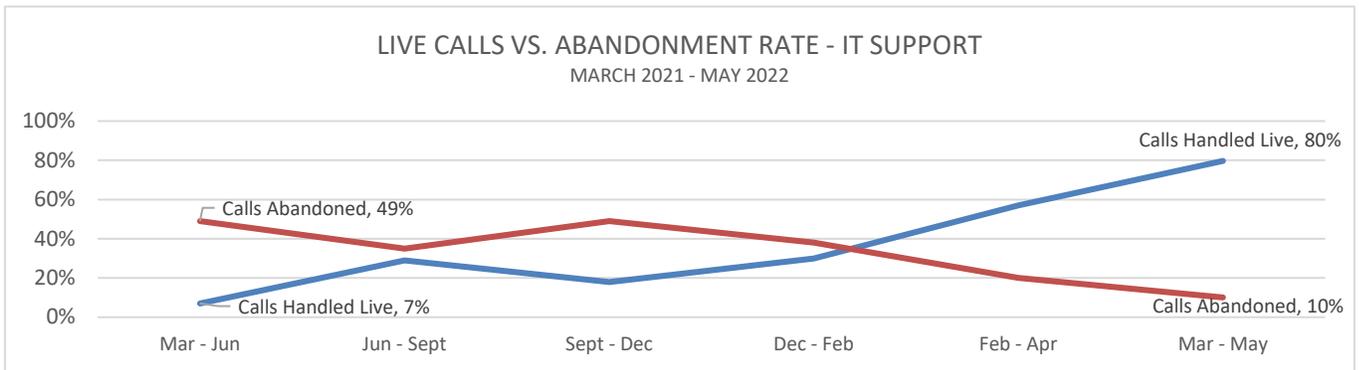
TCOLE should look to digital services and the incorporation of automation to extend government services beyond traditional operations and better serve the law enforcement community.

- Develop a vision and strategic road map that redesigns the Texas Commission on Law Enforcement Data Distribution System (TCLEDDS) and how it delivers services.
- Digitize signatures and foster a digital transformation to aid in field audits and electronic sharing of officer records through the TCOLE Secure Share (TSS) application.
- Utilize digital communication platforms to provide real-time contacts and streamlines processes.
- Incorporate responsive design into public-facing application development to optimize application functionality on mobile devices
- Seek funding for website EIR accessibility evaluation tools

Goal 4: Proactive Approach to Emerging Technologies

TCOLE must increase readiness, scalability, and adaptivity in order to incrementally replace or augment legacy systems with advanced future technologies.

- As part of a phased approach to accelerate legacy modernization, migrate the TCOLE network to the DIR Private Cloud.
- Consider the implementation of intelligent automation solutions such as: chatbots, data analysis, human resources management, process improvement, customer relationship management, or inventory control.
- Streamline processes utilizing the tools and applications within Office 365 to improve the day-to-day operations.
- Develop internal knowledge and skills necessary to operate the Office 365 suite to its full potential and explore learning opportunities to help fill skill gaps.



REDUNDANCIES AND IMPEDIMENTS

SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	Occupations Code 1701.253 "School Curriculum."
DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	With nearly 115,000 licensees, and training requirements that could have a deadline any day of the year, compliance is difficult to monitor for licensees and for TCOLE. This results in unintended noncompliance, delayed enforcement, or both.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Modify the eight provisions under 1701.253 that require training not later than the second anniversary of the officer's licensure to instead coincide with the end of the first full continuing education unit following licensure.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	This change would allow the licensee to have one day every two years to be a consistent deadline for all continuing education requirements.

SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	Occupations Code 1701.163 "Information Provided by Commissioning Entities."
DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	During the agency's Sunset review prior to the 87th Regular Session, the Sunset staff report raised concerns about TCOLE's authority to actually <i>approve</i> the creation of new law enforcement agencies, in that the authority to deny a new agency that had not met the statutory standards is unclear. Authority to revoke a prior approval is also absent from the agency's enabling legislation. The agency continues to work with the Sunset Advisory Commission on a resolution to this issue during its current limited scope review.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	The agency continues to work with the Sunset Advisory Commission on a resolution to this issue during its current limited scope review.
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	If amended, TCOLE would be better able to establish and enforce minimum standards for law enforcement agencies.

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 Proficiency Certifications Issued
1-1-1-OP-5	Number of Separation Reports Received and Processed
1-1-1-OP-6	Number of Appointment Documents Received and Processed
1-1-1-OP-7	Total Number of Waivers Issued for Continuing Education
1-1-1-OP-8	Total Number of Training Rosters Processed
1-1-1-OP-9	Total Number of Miscellaneous Applications Processed by Credentialing
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 Pending (Not Active)
2-1-1-OP-3	Number of Jurisdictional Complaints that are Active (Not Pending)
2-1-1-OP-4	Number of F-5 Separation Disputes Referred to SOAH for Hearing
2-1-1-OP-5	Number of Notices of Impending Training Deficiency
2-1-1-OP-6	Number of Misconduct Cases Resolved by Agreed Order
2-1-1-OP-7	Number of Border Security-Related Investigations Opened
2-1-1-OP-8	Number of SOAH Hearings for Administrative Misconduct Cases
2-1-1-OP-9	Number of Cases Opened
2-1-1-OP-10	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 On-site Training Provider Evaluations
2-1-2-OP-4	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 Proficiency Certifications Issued

Definition

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

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

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

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 Waivers Issued for Continuing Education

Definition

Total number of licensees of all types who have qualified for a waiver of statutorily required continuing education based on long-term medical issues, military deployment, or service as a legislator. Each licensee may be waived on more than one license type.

Purpose/Importance

This measure reflects the work required to address exceptions to required training. Waivers must contain proper documentation to justify statutory exception and so must be processed by hand. A number of steps are required to complete the full waiver process. The measure also reflects the cases that are diverted from follow-up investigation by the Enforcement Division for waivers issued after-the fact.

Source/Collection of Data

Because they are processed manually, waivers are kept in the individual document file of the licensee and in a Network file.

Method of Calculation

This measure will be calculated by hand-counting the number of waivers stored in the Network file.

Data Limitations

This measure is completely dependent upon the number of licensees who are faced with military deployment, catastrophic medical issues, or legislative service.

Calculation Type

Cumulative

New Measure

Yes

Target Attainment

Lower 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

Output Measure: Total Number of Miscellaneous Applications Processed by Credentialing

Definition

A count that includes, but is not limited to OOS/Federal Firearms Certification, College Credit Request, Military Service Credit, Name/Address Changes, OOS/Federal License Applications, and Special Forces License Applications

Purpose/Importance

This measure is a count of the total number of applications not listed in other measures. It represents a significant portion of the documentation processed by the Commission.

Source/Collection of Data

Because Commission data files are electronic, the calculation of this measure involves a simple query of the data.

Method of Calculation

Applications of these types are processed manually, which normally involves multiple contacts with applicants, but are eventually entered into TCLEDDS. This measure will be calculated by querying our computer system to sum the number of applications for the applicable time frame.

Data Limitations

The number of applications varies due to circumstances beyond the Commission's 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: 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 are reported monthly in the Legal section's monthly report.

Method of Calculation

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

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

N/A

Explanatory Measure: Number of License Cancellations

Definition

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

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

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 Jurisdictional Complaints that are Pending (Not Active)

Definition

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

Purpose/Importance

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

Source/Collection of Data

Pending jurisdictional complaints are identified in the TCLEDDS database.

Method of Calculation

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

Data Limitations

None

Calculation Type

Cumulative

New Measure

No

Target Attainment

Lower than target

Output Measure:

Number of Jurisdictional Complaints that are Active (Not Pending)

Definition

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

Purpose/Importance

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

Source/Collection of Data

Active jurisdictional complaints are identified in the Enforcement Case Log.

Method of Calculation

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

Data Limitations

None

Calculation Type

Cumulative

New Measure

No

Target Attainment

Lower than target

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

Definition

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

Purpose/Importance

Measure of legal and enforcement workload.

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure:

Number of Notices of Impending Training Deficiency

Definition

Number of notifications sent to individual officers warning that all required training must be completed prior to 90 days to avoid noncompliance status.

Purpose/Importance

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

Source/Collection of Data

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 location 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

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

Purpose/Importance

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

Source/Collection of Data

Staff enter audit information into the Audit Record System.

Method of Calculation

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

Data Limitations

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

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

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 peace officers.

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

This measure will be calculated by a hand count.

Data Limitations

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

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure:

Number of On-Site Training Provider Evaluations

Definition

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

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

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 Audit is counted only once.

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 are limited by the number of actual requests received.

Calculation Type

Cumulative

New Measure

No

Target Attainment

N/A

Output Measure: Number of Open Records/Public Information Requests sent to the OAG

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

Quarterly Assessment of HUB Related Activities

Agency/IHE Name:	TEXAS COMMISSION ON LAW ENFORCEMENT (TCOLE)						
Agency/IHE Number:	407						
Fiscal Year:	2021	Quarter:	4th				

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

1-Your Agency/IHE HUB Goals:

Procurement Category	Goal	Performance
Heavy Construction	0.00%	N/A
Building Construction	0.00%	N/A
Special Trade Construction	0.00%	N/A
Professional Services	23.70%	100.00%
Other Services	26.00%	12.00%
Commodities	21.10%	24.00%

2- Prime Contract Activities

2a-Prime Contract: Total expenditure during this quarter 4th 2021

Procurement Category	African American	Asian American	Hispanic American	Native American	Non-minority Woman	Disabled Veteran		Non-HUB	HUB Total
						Included in HUB Groups	Not Included in HUB Groups		
Heavy Construction									
Building Construction									
Special Trade Construction									
Professional Services					\$4,000.00				\$4,000.00
Other Services			\$ 1,650.00		\$ 10,050.00			\$ 87,994.69	\$ 11,700.00
Commodities	\$ 3,904.28	\$ 1,115.45	\$ 4,122.00		\$ 24,849.41			\$107,606.56	\$ 33,991.14
Total	\$ 3,904.28	\$ 1,115.45	\$ 5,772.00	\$ -	\$ 38,899.41	\$ -	\$ -	\$195,601.25	\$ 49,691.14

2b-Prime Contract: Number of HUB/non-HUB vendors (ongoing and new) utilized this 4th quarter 2021

Procurement Category	African American	Asian American	Hispanic American	Native American	Non-minority Woman	Disabled Veteran		Non-HUB	HUB Total
						Included in HUB Groups	Not Included in HUB Groups		
Heavy Construction									
Building Construction									
Special Trade Construction									
Professional Services					1				1
Other Services			1		1			18	2
Commodities	1	1	1		6			30	9
Total	1	1	2	0	8	0	0	48	12

3- Subcontract Activities

3a-Subcontract: Total expenditure during this quarter

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

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

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

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

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

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

Event/Activity	Number of Events Hosted or Attended	
	Hosted	Attended
Economic Opportunity Forum		
Annual Meeting/Setting		
Advocacy Group Meeting (i.e., TAAACC, TAMACC, etc.)		
Other (Please explain) Various state HUB meetings		12

6- Mentor-Protégé Program:

Active Mentor-Protégé Program	Ongoing	Added Current Fiscal
Number of Programs	64	

7- HUB program staffing:

HUB Staffing	Allocated	Current
Staff size	1	1

8-Work Related Activities Conducted by HUB Program Staff:

HUB Program Personnel	% of Weekly Hrs. with HUB	% of Weekly Hrs. with Purchasing	% of Weekly Hrs. with Contract
Staff -1	5%	55%	5%

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

TCOLE agency in this period - Annual 2021, TCOLE exceeded the applicable statewide HUB Commodities in the Annual period, 2021 Year reporting period. The performance percentages was 24% as compared to State wide goals of 21.10%. And TCOLE Other Services performance percentages was 12% as compared to State wide goals of 26.00%. TCOLE exceeded the applicable statewide HUB Professional Services in this reporting period. The performance percentages was 100.00% as compared to State wide goals of 23.7%. TCOLE does not have Special Trade Construction. TCOLE utilizes DIR contract for the performance of services for one time IT projects. TCOLE utilizes TIBH for the purchases of Commodities.

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

Mission

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

Goal 1 License and Develop Standards

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

Goal 2 Regulation

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

Goal 3 Indirect Administration

Administration of agency operations.

Objectives and Strategies

The Commission has three main goals and five strategies:

Goal 1 Licensing and Standards Development

Objective 1 Licensing and Examinations:

Contribute to continuing reduction in the threat of crime in Texas by ensuring the competency of law enforcement professionals.

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

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

Goal 2 Regulation

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

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

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

Goal 3- Indirect Administration

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

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

Core Business Functions

Under the direction of an executive director appointed by the Commission, the staff of the Texas Commission on Law Enforcement implements and enforces the legislative mandates of Chapter 1701 of the Occupations Code and the Commission's adopted rules. The Commission is authorized 54 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

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

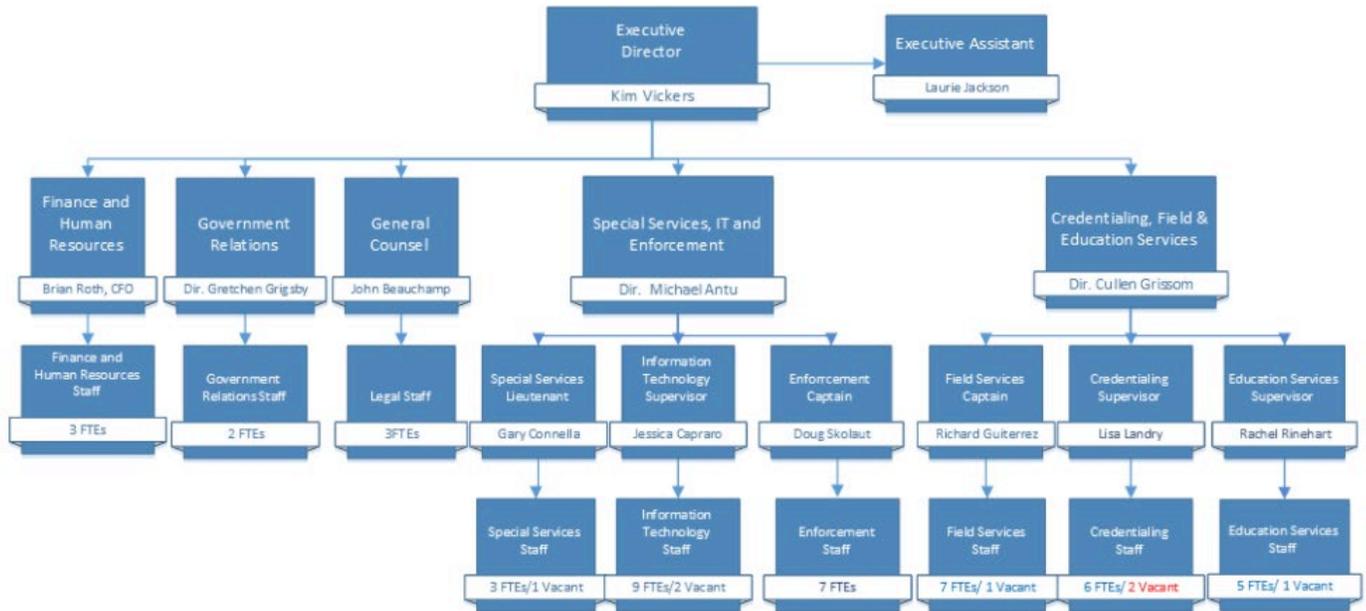
The Commission also expects a greater and greater reliance upon distance learning education as travel and absence from the home become more expensive and undesirable. This will burden not only existing technology but also necessitate additional development of new and expanded training courses.

A major demand upon the Commission will be the anticipated retirements and/or influx of police officers, county jailers, telecommunicators and the recruitment, selection, testing, and training demands this will place on academies, police agencies and upon the Commission.

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

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

Current Organizational Structure



Supply Analysis

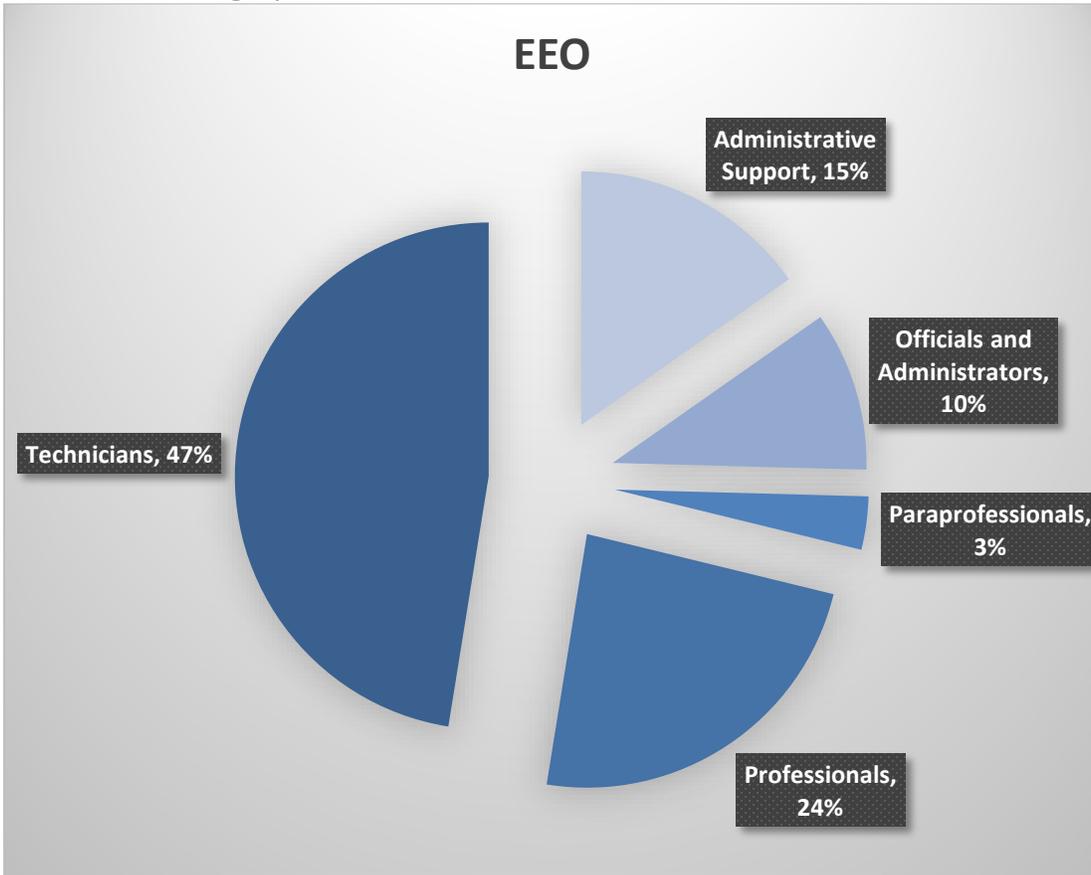
Current Workforce Profile (Supply Analysis)

Current Staff as of 03/18/2022

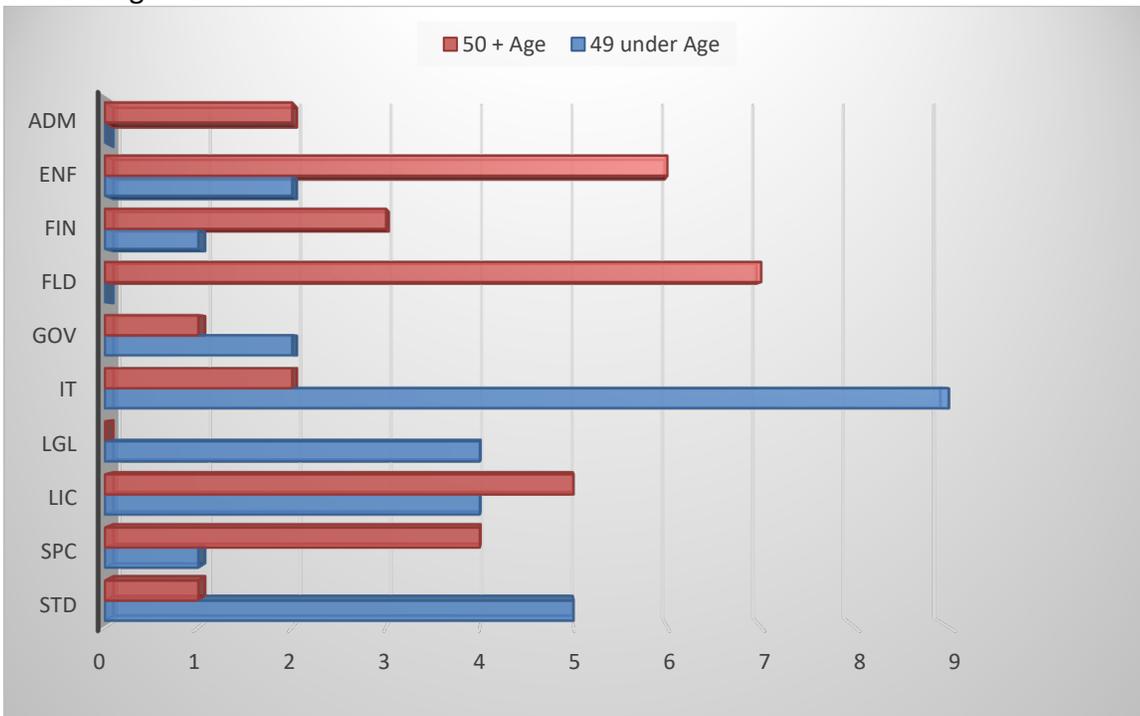
Headcount	59
-----------	----

	Count	Percentage of Workforce
<u>EEO Category</u>		
Administrative Support	9	15%
Officials and Administrators	6	10%
Paraprofessionals	2	3%
Professionals	14	24%
Technicians	28	47%
<u>Ethnicity</u>		
Black/African American	3	5%
Hispanic	9	15%
Two or More Ethnic Groups	1	2%
White	45	76%
Native American/Islander	1	2%
<u>Gender</u>		
Female	30	51%
Male	29	49%
<u>Age</u>		
16 to 29	7	12%
30 to 39	14	24%
40 to 49	7	12%
50 to 59	13	22%
60 to 69	15	25%
70 or Older	3	5%
<u>Military</u>		
Not a Veteran	49	83%
Not indicated	4	7%
Veteran - Preference	6	10%

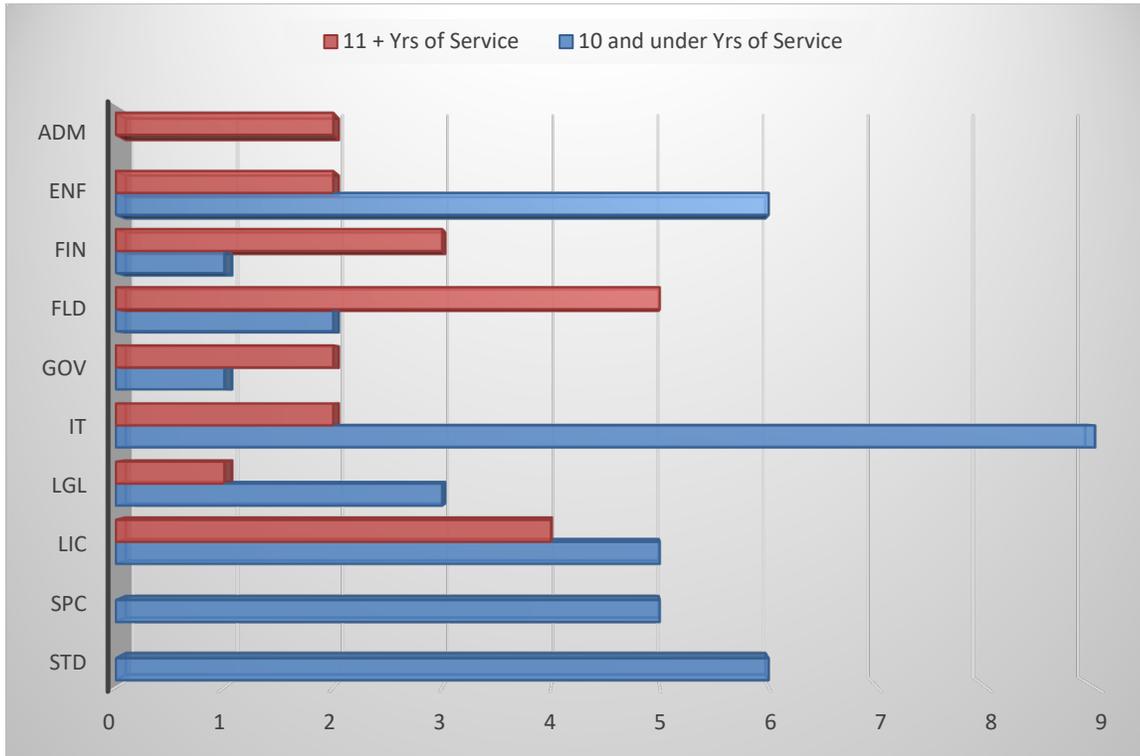
Current EEO Category Distribution



Current Age Distribution



Current Years of Service Distribution



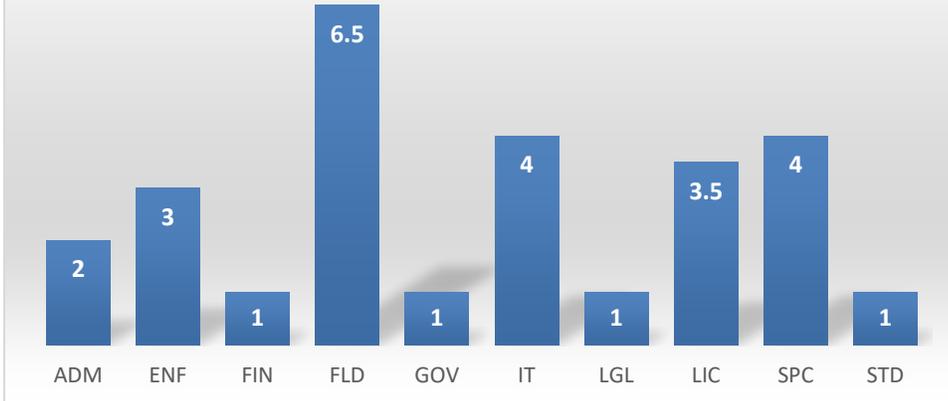
Demand Analysis

TCOLE serves always increasing 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 both populations. There are currently over 3,000 law enforcement agencies, academies and training providers in the State of Texas.

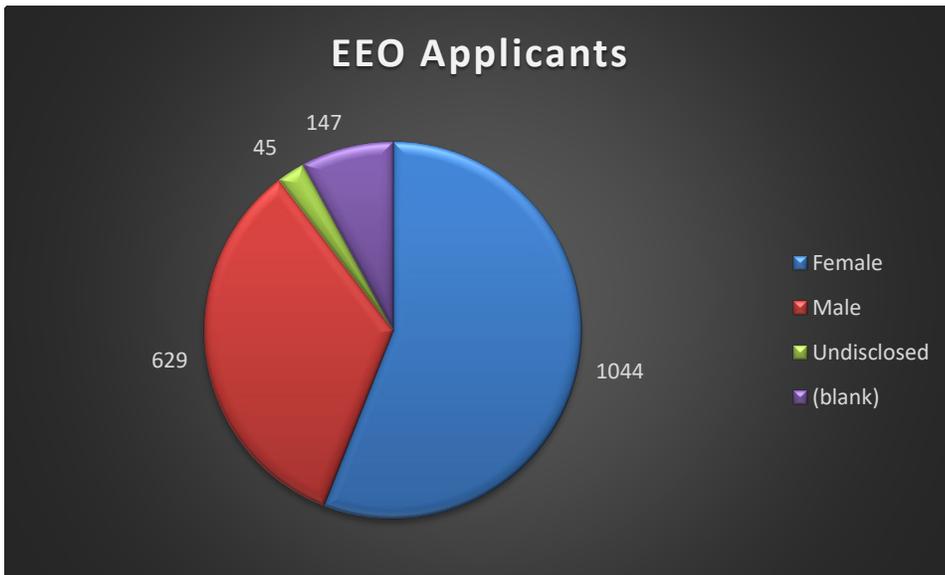
The agency currently serves over 113,000 appointed licensees, which does not include inactive licenses. Active license status does not diminish the life-long relationship that TCOLE has with the licensees and agencies they serve. Many individuals begin communications with TCOLE long before they become licensed, throughout their career, into retirement, and families of deceased police officers receive flags from TCOLE.

TCOLE gained 12 FTE from the 87th Legislature and is actively recruiting. The agency does not expect to exceed the FTE of 67.6 in the next 5 years. The agency does plan to fill all open positions due to regular turnover. Regular turnover is projected to be led by retirements at 59% of agency turnover through 2027.

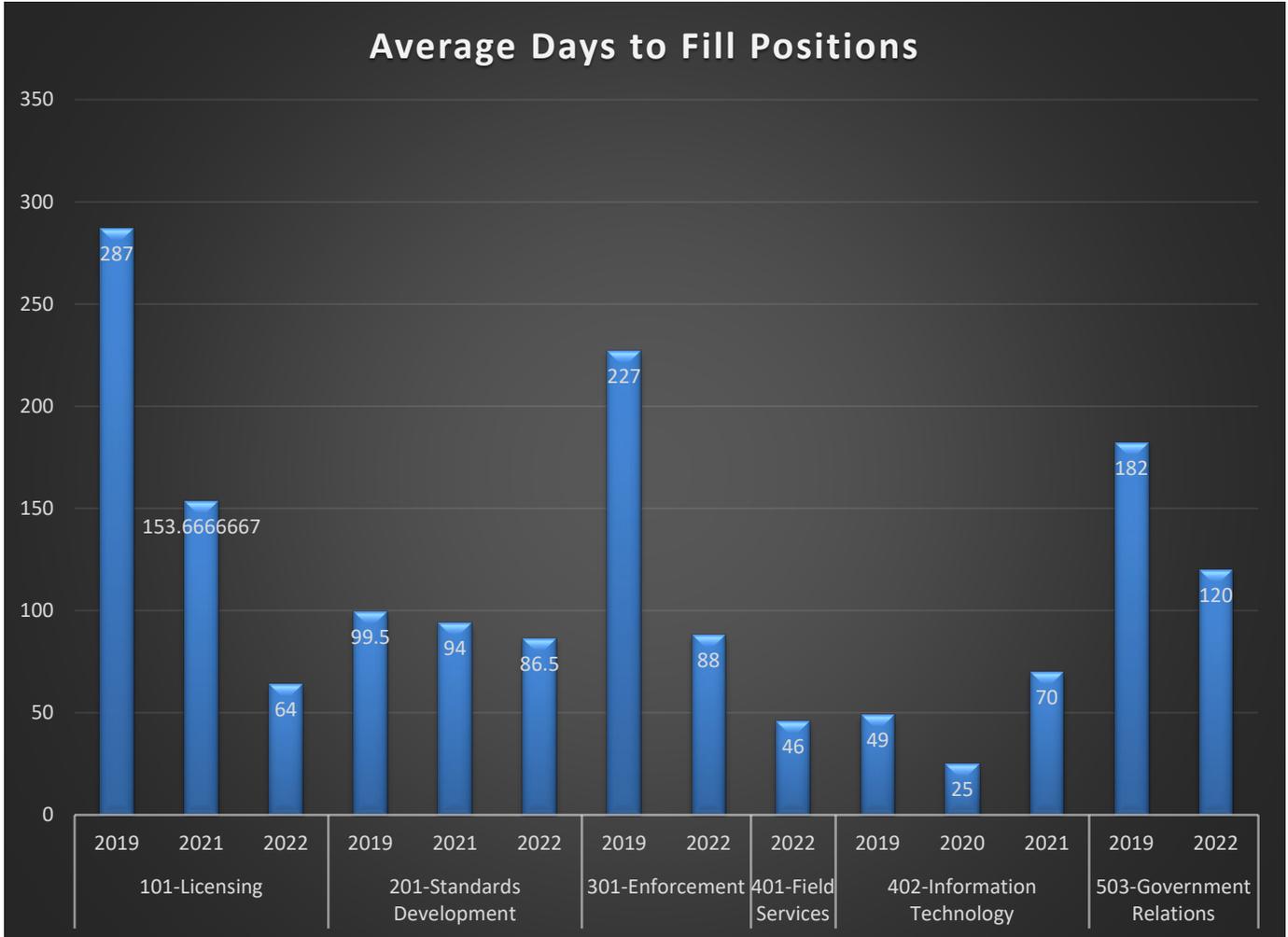
Projected Retiring + Terminations in next 5 years



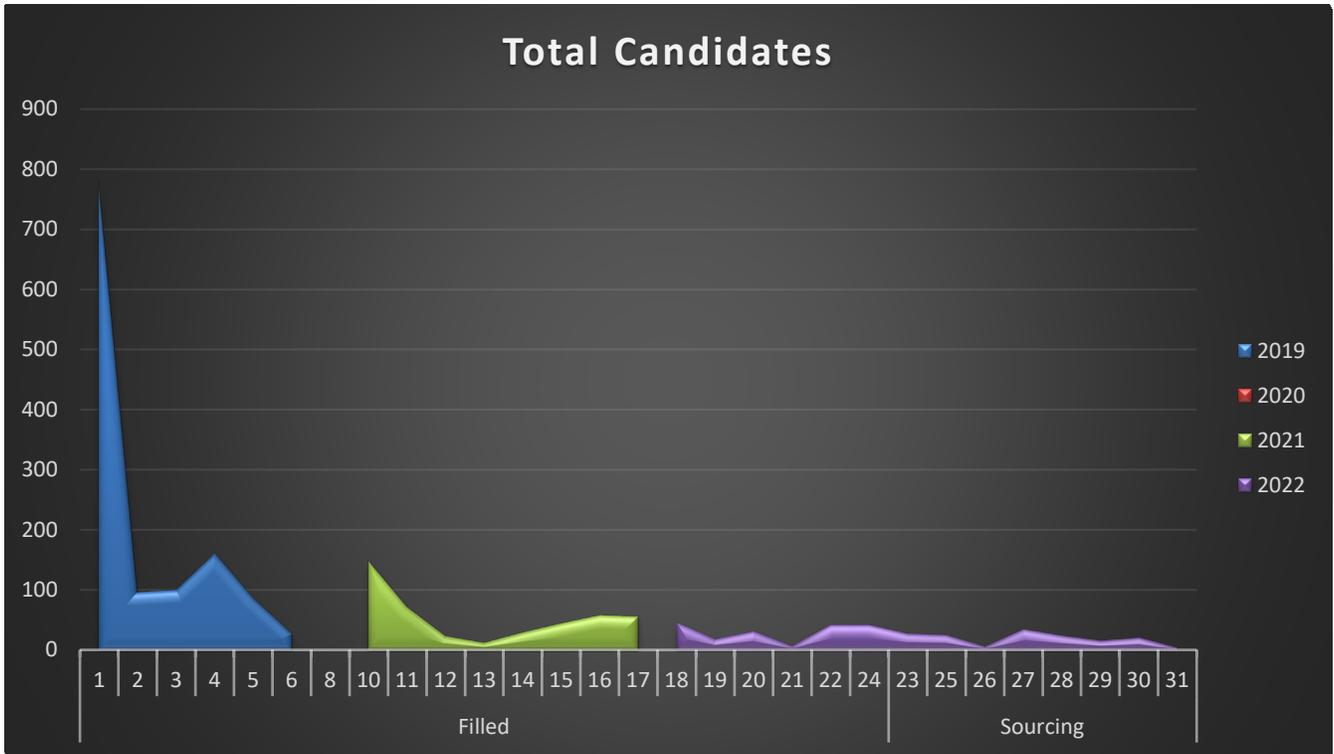
In 2017, TCOLE implemented CAPPS Recruit Career Section as part of now completed implementation of all the CAPPS modules. Included in this module package are full integration with WorkInTexas.com, CAPPS HR/Payroll and reporting capabilities which give the agency insight into applicant sourcing. TCOLE has hired for 24 positions since implementing Recruit Career module and currently has 9 open positions. Below are demographics for all applicants for all positions to date.



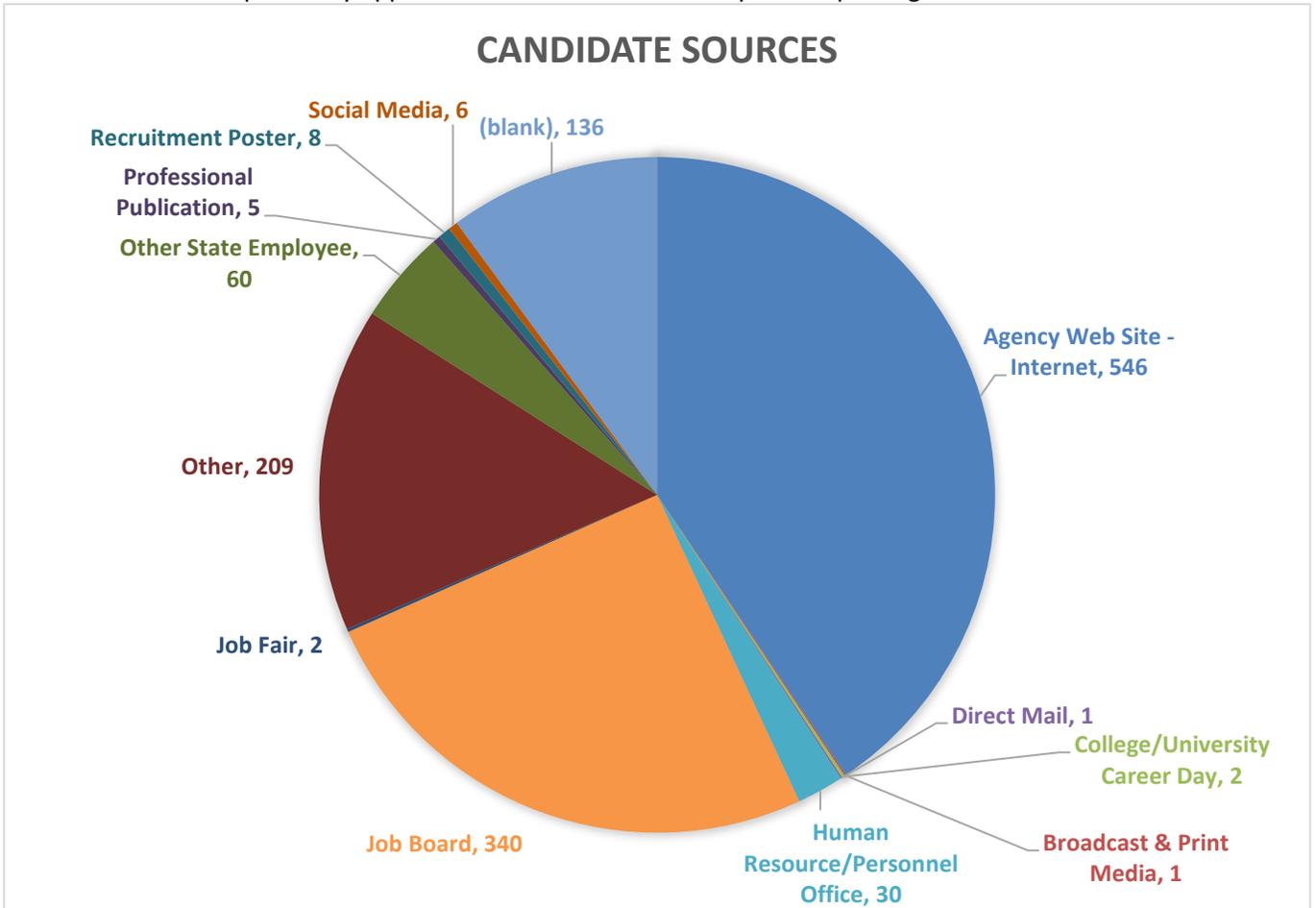
The agency projection of retirements and terminations, as well as the continuing need to keep full employment in the allowed FTE's of 67 allows the agency opportunities to improve our recruitment processes. Varying factors occasionally impede TCOLE's ability to quickly hire for open positions as shown by the time taken to hire a candidate. Recent challenges of significantly lower candidate applications by posting allowed recruiting to improve in time to hire from 157 days in 2019 to 81 days in 2022. Factors include statewide hiring freezes, delays in interviewing, delays in background investigations and emergency projects which demand hiring manager's attention.



Candidates by positions filled and sourcing



Candidate sources reported by applicants who met or exceeded position posting



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.

		ADM	EDU	ENF	FIN	FLD	GOV	IT	LGL	LIC	SPC
Skill Category	Skill	Administration	Education Services	Enforcement	Finance	Field Services	Government Relations	Information Technology	Legal	Licensing	Special Services
Problem Solving	Analysis	Medium			Medium	Medium	Medium				
	Critical Thinking		Medium			Medium	HIGH	Medium		HIGH	
	Decision Making				Medium					Medium	
	Innovation		Medium								
Information Management	Database maintenance										
	Software proficiency				Medium						
	Web development										
	Computer assisted tools				Medium						
	Graphic design						Medium				
	Electronic reporting										Medium
Technical Knowledge	Agency policies, procedures and rules							Medium	Medium		
	State and federal laws and rules				HIGH	Medium			HIGH		
	Specialized technical knowledge				Medium			HIGH			
	Policy analysis and development										
	Statistical analysis										
	Regulation analysis and development				Medium						
	Technical analysis							Medium			
	Litigation										
	Auditing					Medium					
	Financial analysis				HIGH						
Project Management	Organizing & coordination		HIGH								Medium
	Planning										
	Managing multiple priorities		Medium						Medium		
	Quality analysis and process improvement										
Skill Category	Skill	ADM	EDU	ENF	FIN	FLD	GOV	IT	LGL	LIC	SPC
Administration	Education Services	Enforcement	Finance	Field Services	Government Relations	Information Technology	Legal	Licensing	Special Services		
Communication	Written - composition and editing		HIGH	Medium			HIGH		HIGH	HIGH	
	Verbal - public speaking and presentation	HIGH		Medium				Medium	Medium	HIGH	
	Interpersonal sensitivity						Medium				
	Teamwork	HIGH	Medium	Medium	Medium			Medium	HIGH	Medium	Medium
	Public relations	Medium					HIGH				
Leadership	People skills	HIGH		Medium		Medium					
	Performance management	Medium									
	Strategic planning			HIGH							
	Conduct training			HIGH		Medium					
	Meeting planning & facilitation										
	Contract management			Medium							
	Grant management										
Financial management											
Administrative	Customer service									Medium	
	Record keeping										
	Mail processing										

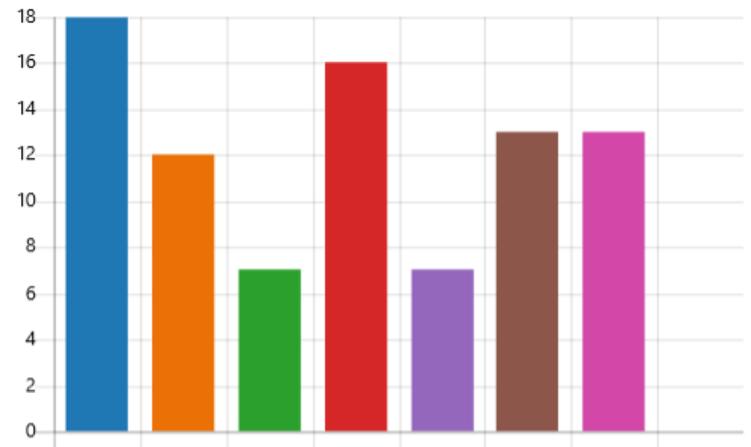
The top 4 ranked skill categories are below. Skills are not independent of each other. TCOLE employees use skills to solve problems require that they also communicate and have technical knowledge to complete each request.

Skill Category Ranking

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

[More Details](#)

● Communication	18
● Project Management	12
● Leadership	7
● Problem Solving	16
● Administrative Support	7
● Information Management	13
● Technical Knowledge	13
● Although important, none are critical	0

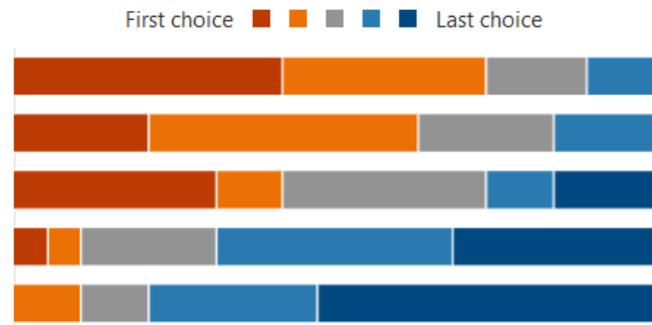


#1 Ranked Skill Category – Communication

Rank the Communication skills from highest (1) to lowest (5) in importance for your direct reports. Click and drag each to rank by more critical in the majority of regular workload requirements.

Rank Options

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

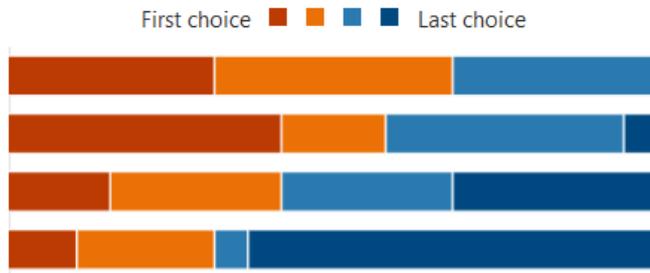


#2 Ranked Skill Category – Problem Solving

Rank the Problem Solving skills from highest (1) to lowest (4) in importance for your direct reports. Click and drag each to rank by more critical in the majority of regular workload requirements.

Rank Options

- 1 Critical thinking
- 2 Analysis
- 3 Decision making
- 4 Innovation

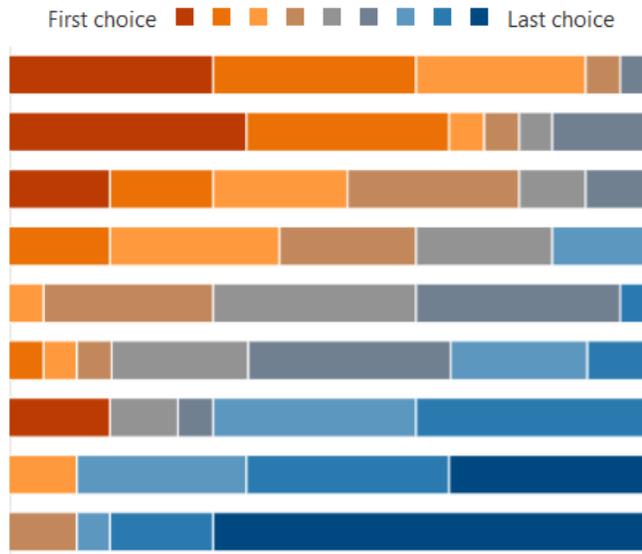


#3 (TIED) Ranked Skill Category – Technical Knowledge

Rank the Technical Knowledge skills from highest (1) to lowest (9) in importance for your direct reports. Click and drag each to rank by more critical in the majority of regular workload requirements.

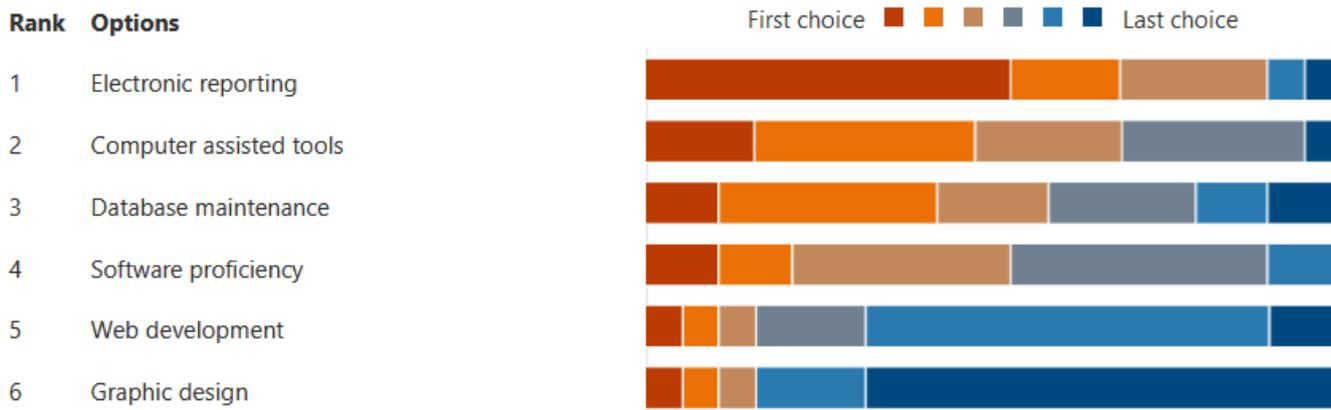
Rank Options

- 1 Agency policies, procedures and rules
- 2 State and federal laws and rules
- 3 Specialized technical knowledge
- 4 Regulation analysis and development
- 5 Statistical analysis
- 6 Technical analysis
- 7 Auditing
- 8 Litigation
- 9 Financial analysis



#3 (TIED) Ranked Skill Category – Information Management

Rank the Information Management skills from highest (1) to lowest (6) in importance for your direct reports. Click and drag each to rank by more critical in the majority of regular workload requirements.

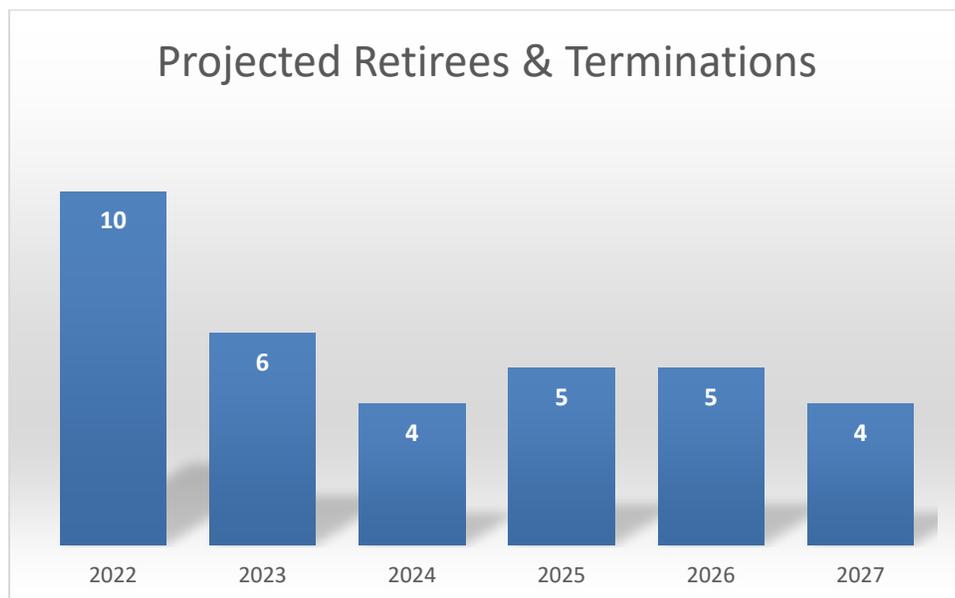


Serving the law enforcement populations that the agency is appointed to enhances relative importance of the technical expertise component of skill areas. TCOLE employees are trained and equipped to represent the agency as an expert in agency policy, procedures, and programs.

Gap Analysis

The agency has no plans to restructure or shuffle FTE between functional areas. As a result, no gaps will exist in FTE or in functional areas. However, currently TCOLE has 13% of FTE vacancy and is actively recruiting.

The agency estimates that over 39% of our workforce will retire in the next 5 years. Retirements and terminations of agency employees take with them many years of service to TCOLE and accumulated agency knowledge. This translates into measurable gaps in agency years of service. Gaps were identified if the result of loss of agency service years averaged by FTE remained a negative amount and reflect which functional divisions will be impacted.



	ADM	ENF	FIN	FLD	GOV	IT	LGL	LIC	SPC	STD	Total
Total Headcount + Open Positions	2	9	4	9	3	13	5	10	6	7	68

	ADM	ENF	FIN	FLD	GOV	IT	LGL	LIC	SPC	STD	Total
Projected Years of Service 2027	5	90.67	66	62.5	32	70.67	45	75.5	36.66	56	540
Current Years of Service 2022	28	59	89	147	29	58	28	61	38	31	568
Average by FTE	(11.50)	3.52	(5.75)	(9.39)	1.00	0.97	3.40	1.45	(0.22)	3.57	

Gaps (negative average)	Gap		Gap	Gap					Gap		
-------------------------	-----	--	-----	-----	--	--	--	--	-----	--	--

	ADM	ENF	FIN	FLD	GOV	IT	LGL	LIC	SPC	STD	Total
Projected Years of Service 2027	5	90.67	66	62.5	32	70.67	45	75.5	36.66	56	540
Current Years of Service 2022	28	59	89	147	29	58	28	61	38	31	568
Average by FTE	(11.50)	3.52	(5.75)	(9.39)	1.00	0.97	3.40	1.45	(0.22)	3.57	

Gaps (negative average)	Gap		Gap	Gap					Gap		
-------------------------	-----	--	-----	-----	--	--	--	--	-----	--	--

	ADM	ENF	FIN	FLD	GOV	IT	LGL	LIC	SPC	STD	Total
Projected Years of Service 2027	5	90.67	66	62.5	32	70.67	45	75.5	36.66	56	540
Current Years of Service 2022	28	59	89	147	29	58	28	61	38	31	568
Average by FTE	(11.50)	3.52	(5.75)	(9.39)	1.00	0.97	3.40	1.45	(0.22)	3.57	

Gaps (negative average)	Gap		Gap	Gap					Gap		
-------------------------	-----	--	-----	-----	--	--	--	--	-----	--	--

Strategy Development

Retention efforts, although not formalized, are often combined with employee training and development activities and many times result in additional job duty assignments. Some job duty assignments are temporary, but many translate to ongoing assigned duties. Recent expansions in Education Services and Information Technology brought differing skill sets to TCOLE and have afforded qualified internal candidates new opportunities to grow. The future projections in turnover will offer additional opportunities for skill enhancement, responsibility expansion, and promotions.

Increasing workloads resulting from assisting and serving all of these populations stretches skill levels of employees at the agency. Annually increases in communication, certifications, training standards, electronic record technical capacity, agency inspections and investigations are expected. This also creates heavy concentration on training

upon onboarding new employees as well as ongoing training updates for existing staff. Strategic deployment of legislative requirements and rules updates to all agency staff takes priority and enhances the agency effectiveness in serving the regulated populations at the highest level.

Employee development, training and succession planning have been combined and implemented in a form that serves the agency well. Management has made continuity of services a priority by implementing cross-training, outside training, and backup coverage for many positions at TCOLE. Where feasible, each position has another employee who can execute the duties as required. Serving the licensees and agencies continues even if the regularly assigned employee is not available.

Workload coverage for my direct reports consist of:

- Cross-training for all direct reports with each other 8
- Cross-training for some direct reports 11
- I provide workload coverage 11
- No workload coverage 1



Training for my direct reports consist of:

- Annual 10
- Continuing education by outside organization 12
- Upon implementation of systems or processes 17
- No training 2



SCHEDULE E

Report on Customer Service

I. Inventory of External Customers

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

Beyond our citizens, cities and counties, police departments, sheriff’s departments, constable’s offices, training academies and then the most obvious, the license holders themselves, are our direct customers. There are nearly 115,000 active license holders who rely upon the Commission to properly screen and develop continuing education and proficiency certificates, and to regulate the attainment of these milestones while ferreting out those who do not live up to the rules, laws, and ethical standards established by the Legislature and the Commission.

II. Information Gathering Method Utilized for Customer Service Period

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

It is the Commission’s desire to promote input throughout the biennium, not just once every two years. We strive to gain regular input through both formal and informal methods, and we believe that quality customer service and responsiveness translates into greater input and improved dialogue.

No method of feedback is more beneficial than the daily telephonic and e-mail contacts by our staff. In-house staff comes to know our customers and we view a criticism as a gift. Criticism enables us to correct a customer concern before it becomes a complaint. When criticisms are received with a positive, constructive attitude – not as a personal attack – productive solutions result and favorable, working relationships are strengthened.

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

III. Customer Service Survey Results

The questions in TCOLE’s customer service survey were those provided in the Strategic Plan Instructions:

1. How satisfied are you with the agency’s facilities, including your ability to access the agency, the office location, signs, and cleanliness?
2. How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?
3. 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, and any applicable text messaging or mobile applications?
4. 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 accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?
5. 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. How satisfied are you with the agency’s ability to timely serve you, including the amount of time you wait for service in person?
7. How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?
8. Please rate your overall satisfaction with the agency.



IV. Input, Suggestions, and Criticism Received

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

As can be surmised from the survey responses above, our customers are generally satisfied with the level of customer service they receive from TCOLE staff. The question with the greatest number of unsatisfied and very unsatisfied responses is the question related to TCOLE’s website. This is an area that staff continues to work on improving, and resources provided by the 87th Legislature will go a long way to help. The most significant improvement that has occurred recently is the ability that only recently became available in May 2022 to make credit card payments for purchases of certificates and ID cards through an individual’s MyTCOLE account. The inability to pay by credit card and instead have to rely on a mailed payment was a source of frustration for customers and staff, and we are optimistic that future surveys will reflect the improved capabilities.

The customer service survey itself is helpful in some ways to gauge overall satisfaction with the agency’s operation in an anonymous, general manner; however, not all of the questions are hugely relevant to all agencies. For example, very few of TCOLE’s customers come to our offices for in-person services, so questions 1 and 6 are only minimally relevant to our agency. That said, we have recently purchased an email distribution system that gives us tools to engage with our regulated community in a way that we were unable to before, including survey capabilities. We have begun to take advantage of those tools and get feedback from our customers for topics that are relevant and timely.

V. Performance Measure Data

TCOLE's performance measures indicate a very high level of interaction with our customers, particularly given the size of the agency's staff. In FY 2021, staff processed 35,688 appointment applications, 21,868 separation reports, and 709 photo identification cards requests, as well as conducting 569 audits of law enforcement agencies and 16 evaluations of training providers. We will continue to serve our customers in a timely and responsive manner.

VI. Summary

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

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