

Agency Strategic Plan

FISCAL YEARS 2021 to 2025

by the

Texas Commission on Law Enforcement



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Term Determined by Governor
Term Expires 8/2019
Term Expires 8/2019
Term Expires 8/2023
Term Expires 8/2023
Term Expires 8/2023
Term Expires 8/2021
Term Expires 8/2021
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Richmond
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June 1, 2020

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Agency Mission

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

Agency Philosophy

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

AGENCY OPERATIONAL GOAL AND ACTION PLAN

Licensing and Standards Development

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

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

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

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

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

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 undergone a complete restructuring of the workflow process involving complaints received and their follow-up investigations. Better tracking systems have been installed, thus showing a complete picture of the progress and resolution of enforcement-based work done by agency investigators. Stronger partnerships have been developed with other law enforcement agencies and with law enforcement associations in order to facilitate effective and quality investigations.
3. The agency consistently meets or exceeds the performance measures approved by oversight entities. We have updated and clarified performance measures to more accurately reflect agency effectiveness and provide a picture of how we are fulfilling the core functions of our mission.
4. Customer service is the foundation of conducting agency business. We have provided multiple ports of input for customer feedback and have conducted multiple meetings across the state to allow customers to express concerns, suggestions for improvement, and affirmation of services that are fulfilling their needs.
5. The agency strives to be accessible and open to the citizens of Texas. Multiple venues of social media, 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

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.
3. Suspend agencies' authority to commission, appoint, or employ licensees should the agency fall below minimum required statutory standards.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

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

A large portion of the Commission's discretionary funds are in the travel required for agency audits, training provider evaluations, investigations, and new agency creation. Previous budget cuts have impacted travel and the agency's ability to effectively regulate in a proactive manner. The impact of the COVID-19 pandemic on TCOLE's budget, and ultimately, the agency's services, remains to be seen. TCOLE has continued all essential services uninterrupted; however, additional decreases in funding may impact staffing levels and the overall quality of service that the regulated community and the public expect.

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
- Approving 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 2020 staffing level of 54 full-time employees, with the long-standing reputation of being able to respond quickly to changing conditions, needs, and demands. In carrying out the primary regulatory nature of the agency, the Commission is committed to ensuring compliance with administrative rules and state statutes, and to raise the bar for law enforcement professionalism. Commission staff and leadership strive diligently to create and foster partnerships with Texas law enforcement agencies, associations, and labor organizations, providing excellent customer service and cooperation with Texas law enforcement officers and agencies to better facilitate voluntary compliance with the rules and laws it is charged with enforcing. The Commission is a law enforcement agency under authority granted by the Legislature in 1999 to appoint peace officers. When necessary, the Commission utilizes its peace officer resources to investigate violations of rule or law by its licensees.

II. Resources

(Data verified as of May 26, 2020)

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

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

Minimum Licensing Standards

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

The Commission oversees the licensing of approximately 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 18,916 L1s and 17,014 F5s in FY 2018, and 19,494 L1s and 18,209 F5s in FY 2019.

Many questions come through the agency related to hiring, separation, and training requirements. The Credentialing Division is the primary customer-facing division, handling 42,655 calls in FY 2018 and 63,641 calls in FY 2019.

Training Oversight

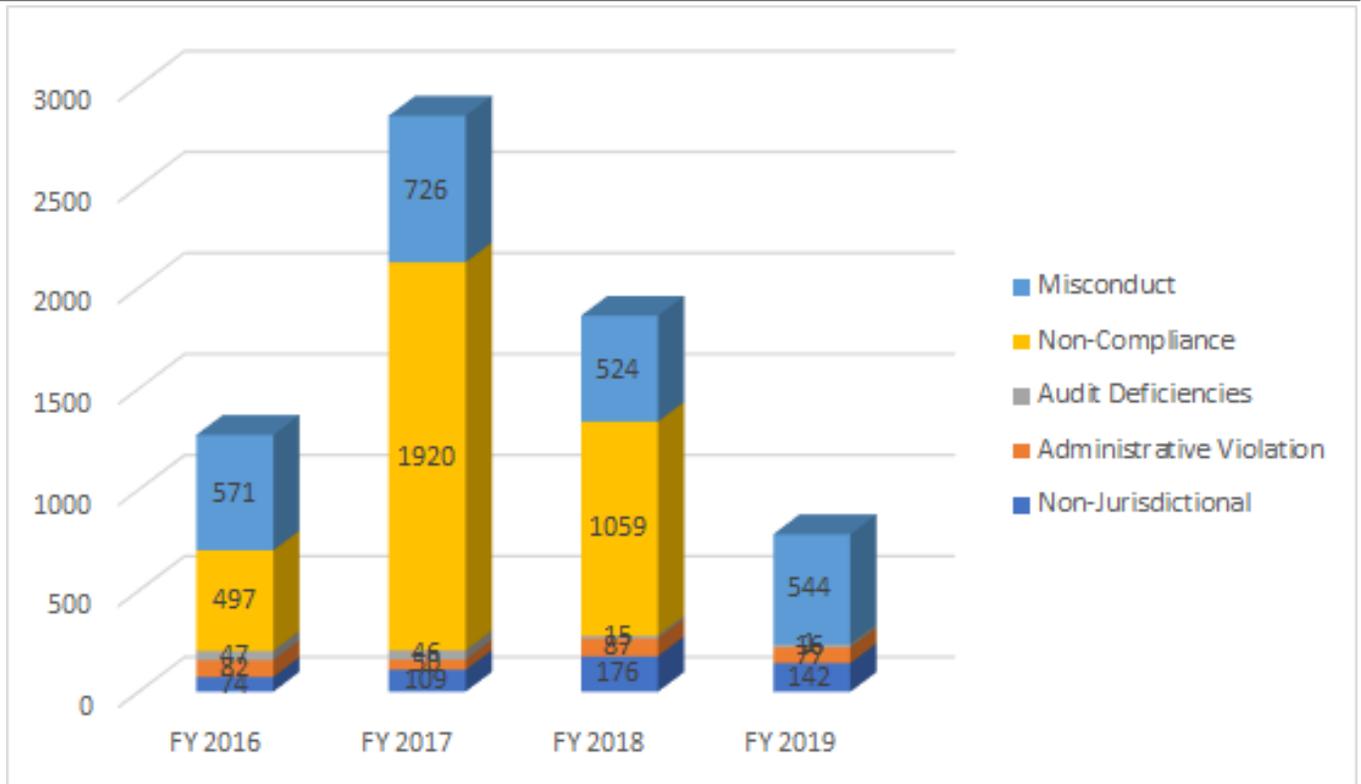
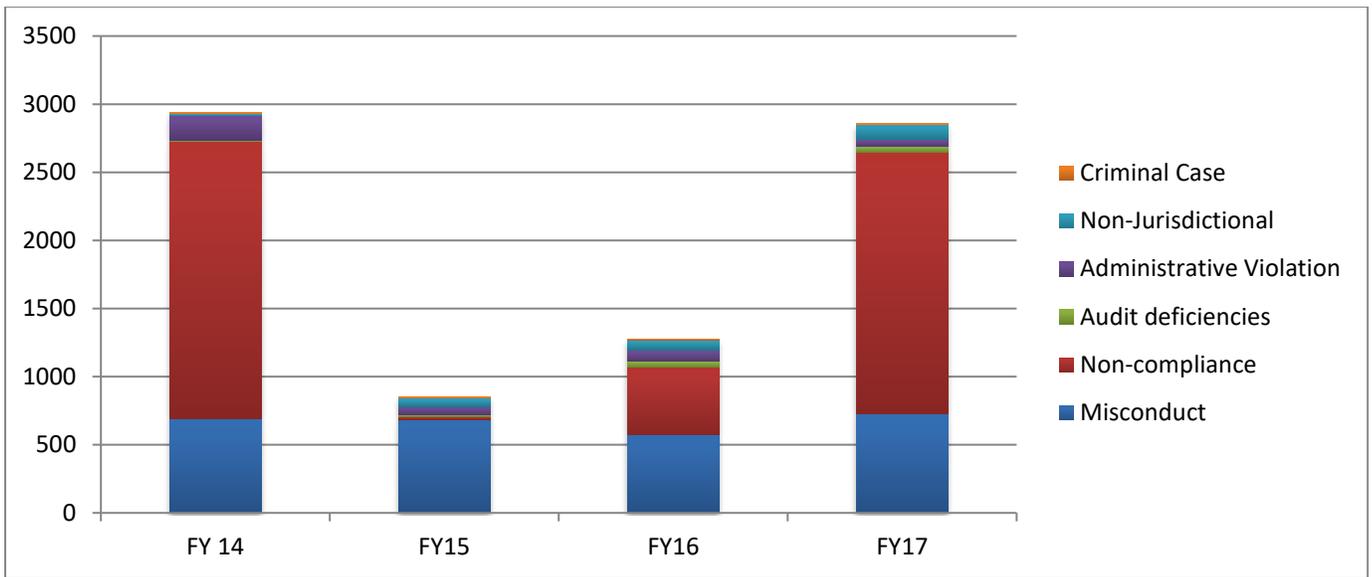
The Commission, unlike Peace Officer Standards and Training Commissions (POSTs) in some other states, does not operate a police academy. Texas finds it more efficient to empower state and local government to establish schools, to ensure that curricula conform to basic standards, and to provide training to the law enforcement community. This is done through a system of 114 licensed academies, 1 academic provider, 198 additional training contractors, and 70 licensing examination locations across the state. Texas departments and training providers reported 215,869 courses in Fiscal Year 2019, equaling nearly 2.1 million hours of training.

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

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.



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

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 and training provider at least once every five years to ensure compliance with all hiring practices, including psychological and medical examination, as well as statutorily required background investigations. TCOLE Field Service Agents audited 811 agencies in FY 2018 and 759 agencies in FY 2019.

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

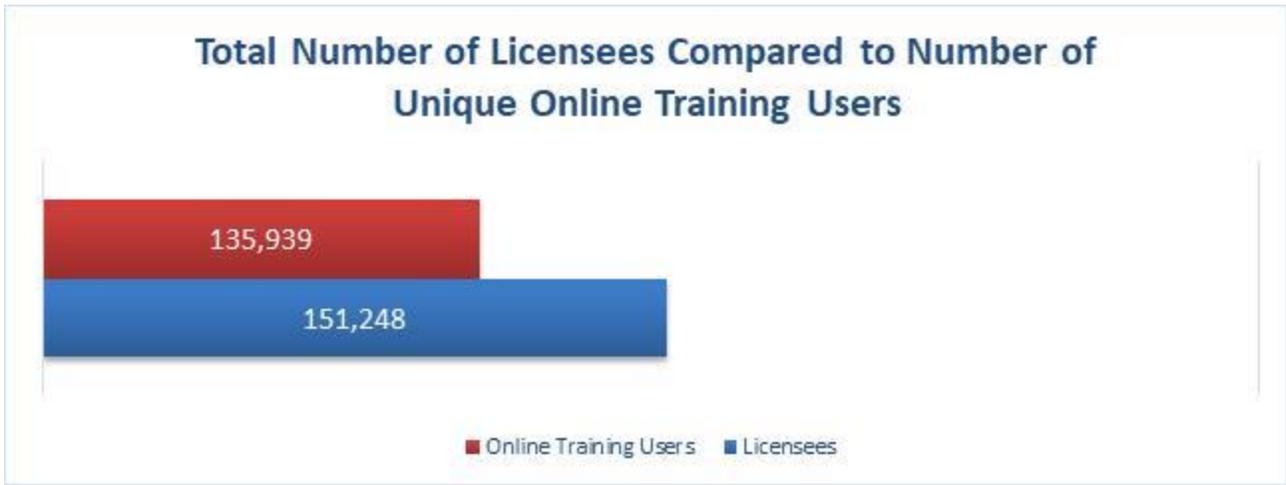
Two Academy Contract Evaluators, or ACEs, focus on ensuring that law enforcement academies and contract training providers are upholding the standards set forth by the legislature and TCOLE. These ACEs conducted 154 training provider evaluations in FY 2018, and 144 in FY 2019.

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 26 agencies in FY 2018 and 49 in FY 2019. Most of the newly created agencies in FY 2019 were for Independent School District police departments as a result of the Santa Fe school shooting in 2018.

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 135,000 individual users, which makes up approximately ninety percent of the total licensed community. After the release of the newest version of the MyTCOLE account, over 37,000 new users registered within the first three months.



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 11,400 active users from over 2,500 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. This public facing resource has over 1.5 million visits.

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-nine cases were researched in FY 2018 and 21 in FY 2019 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. Achievement Awards were presented to 22 individuals in FY 2018, and 32 individuals in FY 2019.

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 208 families in FY 2018, and 177 families in FY 2019.

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 447,016 individuals, based on the total number of Personal Identification Numbers (PID) in the Commission files, and as of May 29, 2020, there were 151,248 active licenses. With continued projected growth of the Texas population, the law enforcement population can likewise be expected to increase; the growth in law enforcement has increased at approximately the same rate as the growth in general population. The Comptroller estimates that the Texas population by 2030 will have risen from 29.4 million to just

over 33 million; assuming law enforcement personnel would grow at the same rate, TCOLE would be responsible for overseeing more than 132,000 active licenses.

License Types (Currently Appointed) as of 5/29/2020*

Peace Officer License	79,609
Reserve Officer License	89
Jailer License	25,916
Contract Jailer	439
Telecommunications Operator License	10,518
Total	116,482

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

Active Law Enforcement Agencies as of 05/29/2020

911 Center	19
Airport (CCP 2.12 (11) & (12))	8
City Marshal (CCP 2.12 (3))	92
College	78
Constable (CCP 2.12 (2))	686
Contract Jail	8
County Attorney (CCP 2.12 (5))	62
County Court	16
County Park Ranger	1
District Attorney (CCP 2.12 (5))	136
District Court	22
Emergency Services District	6
Fire Marshal	226
Hospital	9
Intercounty Cooperative Jail Facility	1
Independent School District	277
Municipal (CCP 2.12 (3))	825
Parole	9
Port Authority	5
Private College (CCP 2.12(8))	20
Probation	74
Railroad (CCP 2.121)	1
Sheriff (CCP 2.12 (1))	254
State of Texas	20
Tribal Police	1
Water District	13
Total	2,868

IV. Impact of Changes to State or Federal Law

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

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.

The quality of training available for law enforcement personnel is as important as ever, as evidenced by the 7 new courses created by the 84th Legislature and, 6 new courses created by the 85th Legislature, and 5 courses created or modified by the 86th Legislature. The Commission has had a single staff member dedicated to the oversight of curriculum for legislatively mandated courses since 2011. Several new processes have been put in place since that time to maximize efficiencies, including the use of curriculum committees comprised of representatives from outside agencies when new curriculum is to be developed, but curriculum can become outdated over time, and the Commission would like to establish a regular review schedule for all of the curriculum it oversees. The sole curriculum position is currently being held vacant as a result of anticipated budget cuts related to the COVID-19 pandemic. In order to achieve the goal of a regular review schedule for existing curriculum, the Commission has sought and achieved grant funds through the Governor's Criminal Justice Division. At the time of this report, that process is in its nascent stages but is expected to be an ongoing challenge.

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

The budget cuts that are likely to be enacted due to COVID-19 are the most significant anticipated challenge that the Commission currently faces. We will continue to meet the basic mission set forth by the Legislature and will make adjustments to agency programs as needed, but it is likely that we may not be able to provide the level of service that we, or our customers, would prefer.

Information Resources Planning

Top 5 DIR Identified Technology Trends

Technology leaders and executives in the state of Texas identified these 5 trends as the most relevant for their organization for the next two years.

1. Cybersecurity
2. Security Enhancement Tools
3. Disaster Recovery/Business Continuity
4. Cloud Services and Solutions
5. Data Management

Purpose

This document serves to guide TCOLE's IT planning, investments, and resource management so that decisions remain in line with the State Strategic Plan for Information Resources.

DIR's State Strategic Plan

Goal 1: Secure IT Service Delivery

- Evaluate & deploy cost-effective security enhancement tools
- Routinely improve and test business continuity plan
- Consolidate & centralize identity and access management across applications
- Prioritize legacy modernization effort
- Utilize an application portfolio management solution

Goal 2: Advanced Data Management & Digital Services Objectives

- Implement fundamental data management, governance, policies, and best practices
- Explore mobile & digital methods
- Spur change with data driven decisions supported by business intelligence
- Ensure the procurement and deployment of digital service provide accessible electronic information resources
- Focus on the customer's needs and preferences with user-centric design applications

Goal 3: Agile & Automated IT Strategies

- Consider agile procurement methodologies
- Leverage shared technology services
- Utilize open source software applications
- Explore & prioritize business process automation
- Initiate testing and artificial intelligence (AI) solutions
- Adopt modern development approaches
- Utilize an application performance management solution

Goal 1: Secure IT Service Delivery Summary

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.

1. Evaluate & deploy cost-effective security enhancement tools
TCOLE will continue to renew our annual subscription to Cisco Advanced Malware Protection (AMP) to protect our devices at the client devices at the end-point, and Cisco

Umbrella Insights to provide TCOLE client devices security protection both on and off network.

Meraki System Manager provides TCOLE IT administrators greater visibility into the network and easier management of services such as on-network WIFI and off-network guest WIFI. The deployment of 2 new Meraki switches will give us even greater visibility into the network and allows us to better utilize our Meraki Security Appliance.

AMP, Umbrella, Meraki System Manager dashboard, Cisco Email Security Appliance, and our Firewall all offer reporting and analytics tools to help us monitor and report on endpoints and user behaviors.

We can utilize Office 365's 2-factor authentication method to further protect systems, especially those mobile devices containing CJIS data.

We will continue to take advantage of DIR funded programs such as vulnerability testing, penetration testing, and the cybersecurity assessment. These programs are not cost to TCOLE, but they do have limitations such as vulnerability and pen testing can only be performed once and only externally. Ideally, we would want to purchase internal tools to help us identify weaknesses from the inside.

2. Routinely improve and test business continuity plan

TCOLE is currently researching options and funding for an upgrade to our current DELL Appassure data backup and recovery system, which is no longer under contract. We are hoping to move to a cloud-based solution.

The current business continuity plan is tested once a year.

3. Consolidate and centralize identity and access management across applications

TCOLE is moving toward Office 365 and domain synchronization will consolidate end user access to office tools. LDAP is utilized across network servers such as the VoIP network, and Exchange.

We should research integrating our internal TCLEDDS 3 application with our domain so we can better manage and define roles and access privileges to further protect agency resources and make administration of rights and permissions easier on IT admins.

4. Prioritize legacy modernization efforts

TCOLE has upgraded all end-user workstations to Windows 10 and will be decommissioning any Windows 7 or older systems which run specialized programs within the next two years.

We will be upgrading our domain, as well as the Windows Server 2003 operating system it currently uses.

All NComputing devices as well as client and server software were recently upgraded in our testing room.

The TCOLE website has appeared in past vulnerability and penetration testing as one of our security weaknesses due to the outdated PHP environment it is currently utilizing. TCOLE will contract with a vendor to provide support in getting this server environment upgraded, and the Drupal environment patched.

A full evaluation of all systems in the TCOLE network is needed to evaluate for efficiency, cost to maintain and operate, scope of support, and susceptibility to cybersecurity vulnerabilities. Our VoIP network and our virtual network hypervisor are out of contract/no longer support.

5. Utilize an application portfolio management solution

In the next two years, TCOLE will need to evaluate each application to create an application portfolio which will be used to make more informed decisions about how we can continue our digital transformation and help us identify redundant applications, consolidation needs, security risks, or costly/complex systems.

Goal 2: Advanced Data Management & Digital Services Objectives Summary

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.

1. Implement fundamental data management, governance, policies, and best practices
TCOLE has created a draft security policy manual and will continue to update it to comply with the DIR cybersecurity controls and assessment, as well as CJIS requirements.

Office 365 will allow us to implement digital retention classifications and group policies, so files will be maintained according to our documented retention policy. Office 365 also offers collaborative features that allow users to access the same document at once which will reduce multiple files from being created and stored in multiple locations.

Over the next two years, TCOLE will work toward organizing the file structure of the old file servers and decommissioning them.

Funding for a Chief Data Officer should be sought through legislation as these projects will require a dedicated staff member. This position will also work to understand all the data within the agency, where it is stored and how it is protected and secured, as well as overseeing a data management governance program for the ongoing stewardship of data.

2. Explore mobile and digital methods

TCOLE will be moving toward a new online services suite, all offered by the same vendor that offers the TCLEDDS system. This means, TCOLE will be able to provide better features within the MyTCOLE account, make DRS tools such as Racial Profiling Reporting available through TCLEDDS, and provide a link to free online training through a single sign-on method through the individual licensee's MyTCOLE login. This suite will also bring back online payment options, which will automate current manual processes currently performed by the Credentialing Department.

We will continue to improve upon our conference tools such as the mobile application and registration website to meet the needs of our growing annual conference, and the technology expectations of modern society.

We could investigate the cost and legal aspects of accepting digital signatures for many of our manual processes so we can move to a more automated system, further reducing the manual workload on Credentialing.

3. Spur change with data driven decisions supported by business intelligence

TCOLE has the capability to pull data from our call center, our SQL server database, and our security applications, as well as future access to Office 365 productivity tools to help drive operational decisions and strategies.

We could look at purchasing a limited number of individual licenses for Power Bi, an Office 365 tool that provides powerful data reporting and analytics.

4. Ensure the procurement and deployment of digital service provide accessible electronic information resources.

TCOLE must prioritize time and funding for applications that analyze and identify ADA compliance on our main, public-facing website. There are items we can look at manually to ensure compliance but identifying all the weaknesses would require additional tools. This type of software also finds things like broken links or pages on our website, provides a complete inventory of all documents, files, and images of our site, and these service providers often offer training to website admins on ADA policies and compliance so we can create better documents and format our files appropriately going forward.

TCOLE must complete Voluntary Product Accessibility Template (VPAT) for all public facing online services.

5. Focus on the customer's needs and preferences with user-centric design applications TCOLE will create a customer satisfaction survey to help drive future decisions around the design and implementation of services like the MyTCOLE account, Online Training System, TCLEDDS, and our main public facing website. We also continue to shape our annual conference based on the conference survey and feedback.

Internally, TCOLE will use surveys to measure success of new application/programs, such as the Office 365 deployment.

One user-centric feature that has already been identified and will be implemented in the next two years is availability to more robust licensee, agency, and training provider statistics through our public facing website. This will not only provide many customers with data they are looking for, but it will also reduce some of the workload on our Public Information Officer.

Goal 3: Agile & Automated IT Strategies Summary

TCOLE must turn toward the next generation of innovative solutions to facilitate efficiencies and automation. As TCOLE begins the procurement process for new projects, we must consider more agile methods with cloud-based solutions in mind.

1. Consider agile procurement methodologies

TCOLE has modularized the roll out of the online services project. For example, the expected first release will be the MyTCOLE account, then racial profiling and other DRS features, followed by a new learning management system (LMS), and finally the shopping cart. As each iteration is released, TCOLE staff has the opportunity to user test and tweak the features provided. This methodology allows the IT team to stay focused on the customer's needs.

As we move forward on procurement contracts over the next 2 years, we should consider a payment system of 50% up front, 40% upon completion of the development phase, and 10% upon project acceptance.

2. Leverage shared technology services

TCOLE will take advantage of DIR shared phone services to save costs and avoid having to upgrade the current outdated, and un-serviced voice-over-IP (VoIP) system. TCOLE will launch Office 365, which has been obtained through the negotiated DIR contract with Microsoft. This puts applications like Exchange and OneDrive in the cloud so they can be accessible to our mobile staff off the network.

TCOLE continues to save costs by taking advantage of free DIR services such as the Cybersecurity Framework Assessment, penetration testing, and vulnerability testing.

3. Utilize open source software applications

TCOLE does not have the resources to do a lot of in-house software development, but we do work with some open source software, such as Drupal which runs our main website. In the coming year, we will also be working with TEEX, who is utilizing Moodle to run our new Online Training system.

4. Explore & prioritize business process automation

One possible way TCOLE can improve on business automation in the next 2 years is by implementing the acceptance of electronic signatures and accepting payment with applications online. While we do have a process in place to automate the application process for forms coming from law enforcement agencies, this would automate the process for applications that require payment from the individual.

TCOLE can look at harnessing new features in Office 365 such as Flows and Teams to automate certain ongoing projects like new agency creation and training provider contract maintenance. Additionally, Teams will allow TCOLE staff to work more collaboratively and efficiently internally and with workgroups outside of the TCOLE office, for example: curriculum committees, and Commissioner Notebooks.

5. Initiate testing and artificial intelligence (AI) solutions

If TCOLE were to receive special funding, we could look at a solution to complement our VoIP system that would provide more robust features like a ticketing system with automated responses, text messages, chatbots, and other AI features. This would greatly improve the timeliness of TCOLE's customer service and extend our availability in some respects beyond the scope of our normal business hours.

6. Adopt modern development approaches

TCOLE does not perform DevOps in-house. However, when working on a new project with a vendor, we will ensure over the next 2 years that we include thorough and well-documented user testing within TCOLE using subject matter experts, as well as taking advantage of volunteer user testers outside of TCOLE where appropriate. We can also include surveys of internal staff and external law enforcement entities to ensure that the end product is customer focused.

7. Utilize an application performance management solution

TCOLE will likely utilize customer satisfaction surveys and powerful data analytics tools, like Power BI to identify opportunities to improve the end-user's experience on our online services.

Upcoming IT Project Hi-lights / Executive Summary

- Launch Office 365
- Upgrade entire suite of Online Services (MyTCOLE, DRS, LMS, and Shopping Cart)
- Identify data and application portfolio
- Improve security maturity score
- Upgrade domain
- Provide customer satisfaction surveys
- Improve Enforcement case management

Summary of Legislation/Funding that would benefit TCOLE

- Seek funding for internal vulnerability and penetration testing tools
- Seek funding for upgrading our Data Backup and Recovery System
- Seek funding for legacy modernization
- Seek a dedicated Chief Information Security Officer position
- Seek a dedicated Chief Data Officer position
- Seek funding for website accessibility evaluation tools
- Seek funding for Power BI
- Seek funding to develop and integrate an electronic payment solution that collects applications and signatures with the application fee.
- Seek funding for help desk tools that utilize AI

Quotes for unaffordable projects

Replace Appassure with Dell Solution – \$25,650.76 for 3 years of support

Add website ADA compliance tools using SiteImprove - \$5,850 per year

Additions to our contact center (for IT Queue only; not counting Credentialing or Enforcement) from NiceInContact [adds wallboard, text messaging, mass-emailing; does not include chatbot or AI, but those are additions that can be made)- \$23,7070.83

Texas NIC software development, to build an interface that will compliment DocuSign in accepting electronic applications, signatures, and payments together. (this quote does not include DocuSign's pricing) - \$36,183.68

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 over 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	The most recent example of such a course, Civilian Interaction Training, saw 2,774 peace officers who had not completed a required course by the deadline. 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 1701.260(g) "Training for Holders of License to Carry Handgun; Certification of Eligibility for Appointment as School Marshal."
DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	Current statute makes the expiration of the school marshal license occur on the holder's birthday. This causes major problems for the school districts scheduling renewal training, which is best done during the summer. This also causes TCOLE to instruct the course for small classes, at odd dates, and prevents academies from establishing classes large enough to take the training burden from TCOLE's duties.
PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	Change the statute to allow for a unified expiration date each year rather than on the individual's birthday
DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE	The change would allow contract academies to assume the responsibility for instruction of the required courses and allow school districts to complete the training during the summer months.

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-3	# of TCOLE Continuing Education Courses Completed
1-1-2-OP-4	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 insure 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:

Number of TCOLE Continuing Education Courses Completed

Definition

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

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

Output Measure: Total Attendance at TCOLE Training

Definition

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

Purpose/Importance

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

Source/Collection of Data

Data is obtained by counting all in attendance. This information is available from the agency's Texas Commission on Law Enforcement Data Distribution System (TCLEDDS).

Method of Calculation

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

Data Limitations

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

Calculation Type

Cumulative

New Measure

No

Target Attainment

Higher than target

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

Explanatory Measure: Number of Licenses Revoked

Definition

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

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

N/A

Explanatory Measure: Number of Licenses Suspended

Definition

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

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

N/A

Explanatory Measure: Number of Licenses Surrendered

Definition

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

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations

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

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

N/A

Explanatory Measure: Number of Reprimands Issued

Definition

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

Purpose/Importance

The measure counts the number of reprimands issued.

Source/Collection of Data

The case information is entered into the Commission's database. Once a reprimand is issued, this action is entered into the database. The number of reprimands 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:	2019	Quarter:	4th		

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

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	32.90%	15.09%
Professional Services	23.70%	100.00%
Other Services	26.00%	3.39%
Commodities	21.10%	34.30%

2- Prime Contract Activities

2a-Prime Contract: Total expenditure during this quarter 4th 2019

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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,731.94	\$ -	\$ 9,742.80	\$ 1,731.94
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ 4,000.00	\$ -	\$ -	\$ -	\$ 4,000.00
Other Services	\$ -	\$ 3,877.95	\$ 2,672.00	\$ -	\$ 1,255.07	\$ -	\$ -	\$ 222,129.34	\$ 7,805.02
Commodities	\$ 3,934.42	\$ 7,332.00	\$ -	\$ -	\$ 54,586.30	\$ -	\$ -	\$ 126,084.63	\$ 65,852.72
Total	\$ 3,934.42	\$ 11,209.95	\$ 2,672.00	\$ -	\$ 59,841.37	\$ 1,731.94	\$ -	\$ 357,956.77	\$ 79,389.68

2b-Prime Contract: Number of HUB/non-HUB vendors (ongoing and new) utilized this 4th quarter 2019

Procurement Category	African American	Asian American	Hispanic American	Native American	Non-minority Woman	Disabled Veteran		Non-HUB	HUB Total
						Included in HUB Groups	Not Included in HUB Groups		
Heavy Construction									0
Building Construction									0
Special Trade Construction						1		1	1
Professional Services					1			0	1
Other Services	0	2	1		3			26	6
Commodities	1	1			9			34	11
Total	1	3	1	0	13	1	0	61	19

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	

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

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 activities.

Event/Activity	Number of Events Hosted or Attended	
	Hosted	Attended
Economic Opportunity Forum		
Annual Meeting/Setting		9
Advocacy Group Meeting (i.e., TAAACC, TAMACC, etc.)		
Other (Please explain)		

6- Mentor-Protégé Program:

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

7- HUB program staffing:

HUB Staffing	Allocated	Current
Staff size	1	1

8-Work Related Activities Conducted by HUB Program Staff:

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

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

TCOLE agency in this period - 4th Quarter 2019, TCOLE exceeded the applicable statewide HUB Commodities in the - 4th quarter, 2019 Year reporting period. The performance percentages was 34.30% as compared to State wide goals of 21%. Also, TCOLE exceeded the applicable statewide HUB Professional Services for the reporting period. The performance percentages was 100% as compared to state wide goals of 23.7%. TCOLE had limited Special Trade Construction; the building is Leased and there was one time expense related to leased space for the reporting period which resulted in a 15.09% as compared to state wide goals of 32.90%. 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.

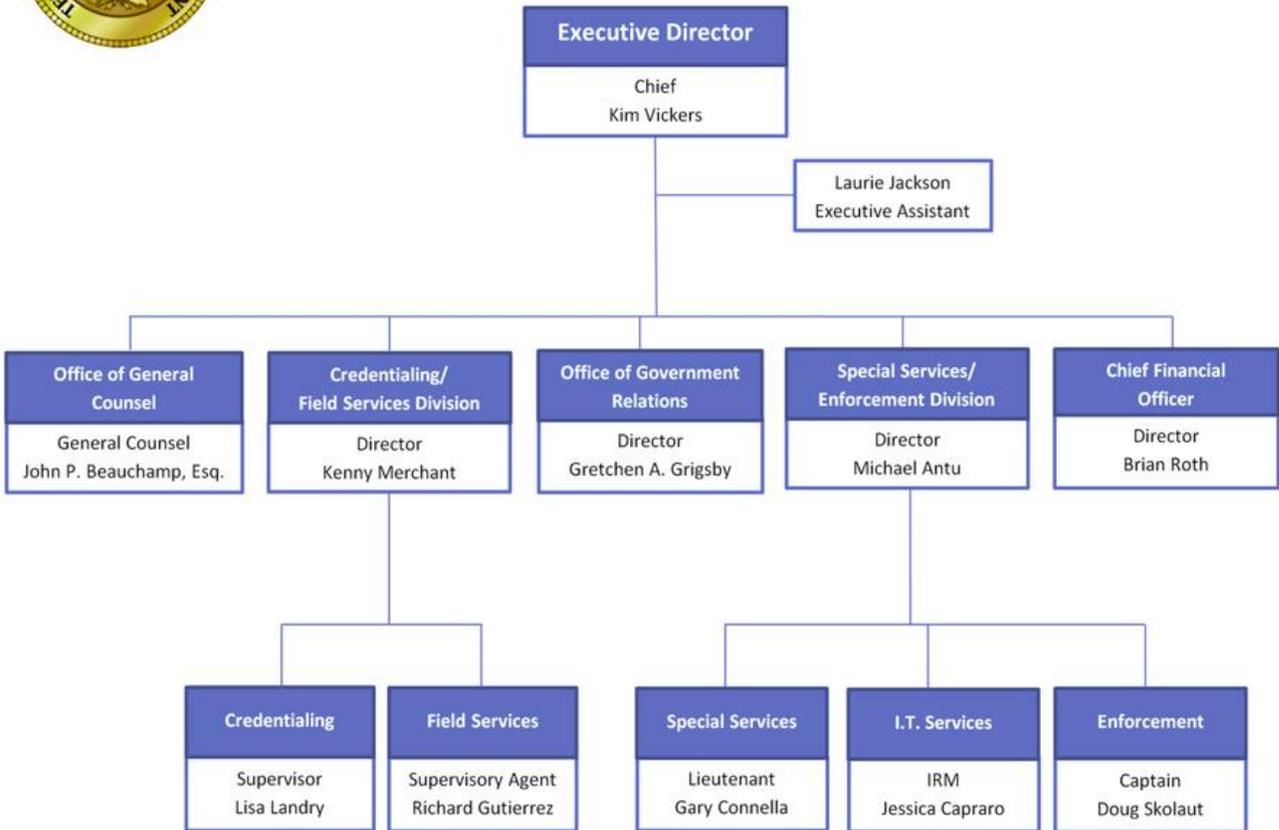
Preliminary research indicates that there may be a relationship between education and reduced incidence of criminal misconduct by officers. If this relationship can be verified, many agencies may consider additional education requirements or incentives for the limited purpose of avoiding criminal misconduct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

Current Organizational Structure



TCOLE Organizational Chart

2018



Supply Analysis

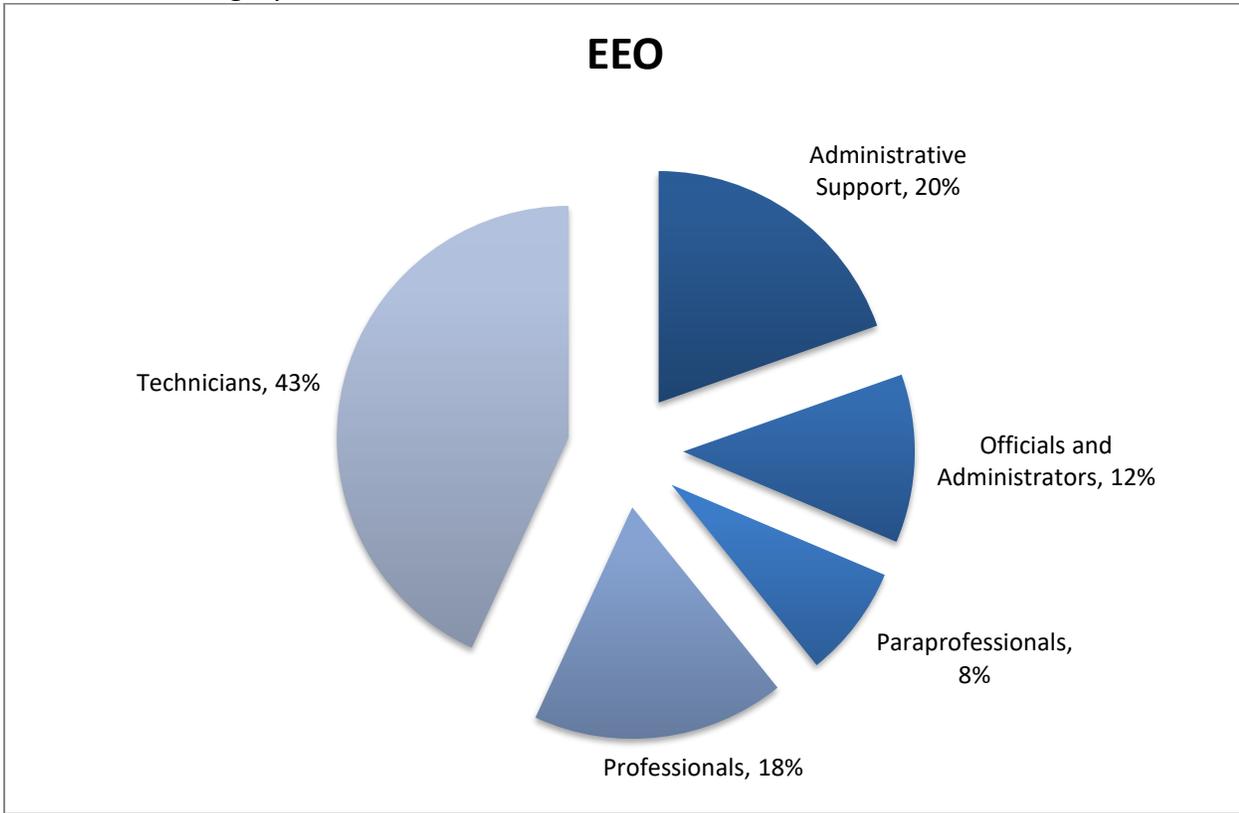
Current Workforce Profile (Supply Analysis)

Current Staff as of 5/22/2020

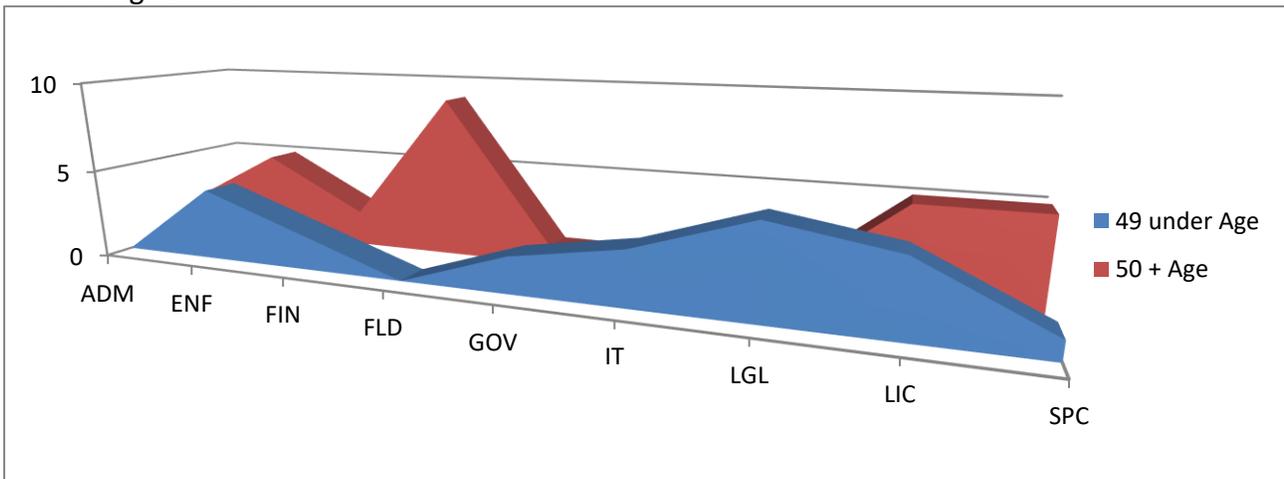
Headcount	51
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	Count	Percentage of Workforce
<u>EEO Category</u>		
Administrative Support	10	20%
Officials and Administrators	6	12%
Paraprofessionals	4	8%
Professionals	9	18%
Technicians	22	43%
<u>Ethnicity</u>		
American Indian	1	2%
Black/African American	2	4%
Hispanic	10	20%
White	38	75%
<u>Gender</u>		
Female	24	47%
Male	27	53%
<u>Age</u>		
16 to 29	7	14%
30 to 39	8	16%
40 to 49	6	12%
50 to 59	16	31%
60 to 69	12	24%
70 or Older	2	4%
<u>Military</u>		
Not a Veteran	39	76%
Not indicated	6	12%
Veteran - Preference	6	12%

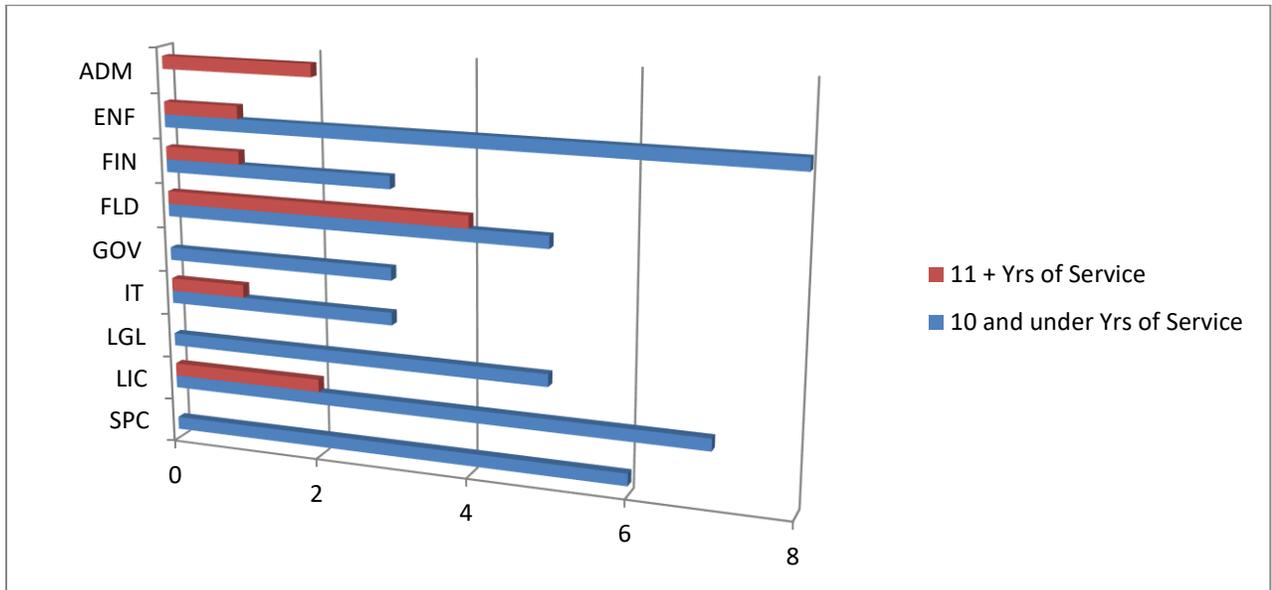
Current EEO Category Distribution



Current Age Distribution



Current Years of Service Distribution

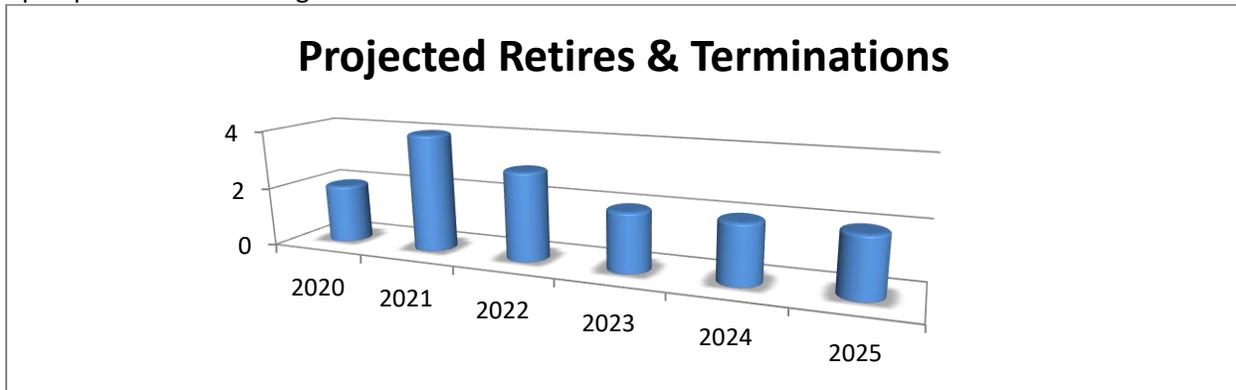


Demand Analysis

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.

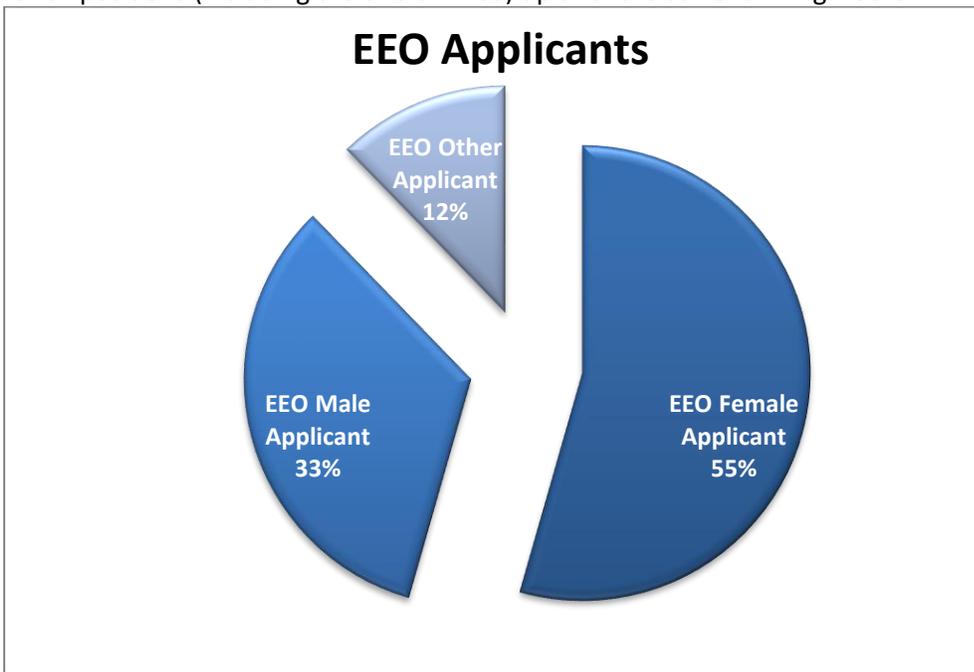
The agency currently serves over 110,000 appointed licensees, which does not include inactive licenses. Active license status does not diminish the life-long relationship that TCOLE has with the licensees and agencies they serve. Many individuals begin communications with TCOLE long before they become licensed, throughout their career, into retirement, and families of deceased police officers receive flags from TCOLE.

TCOLE does not expect any changes in agency FTE (53) for the 2021-2025 timeframe. The agency does plan to fill all open positions due to regular turnover.

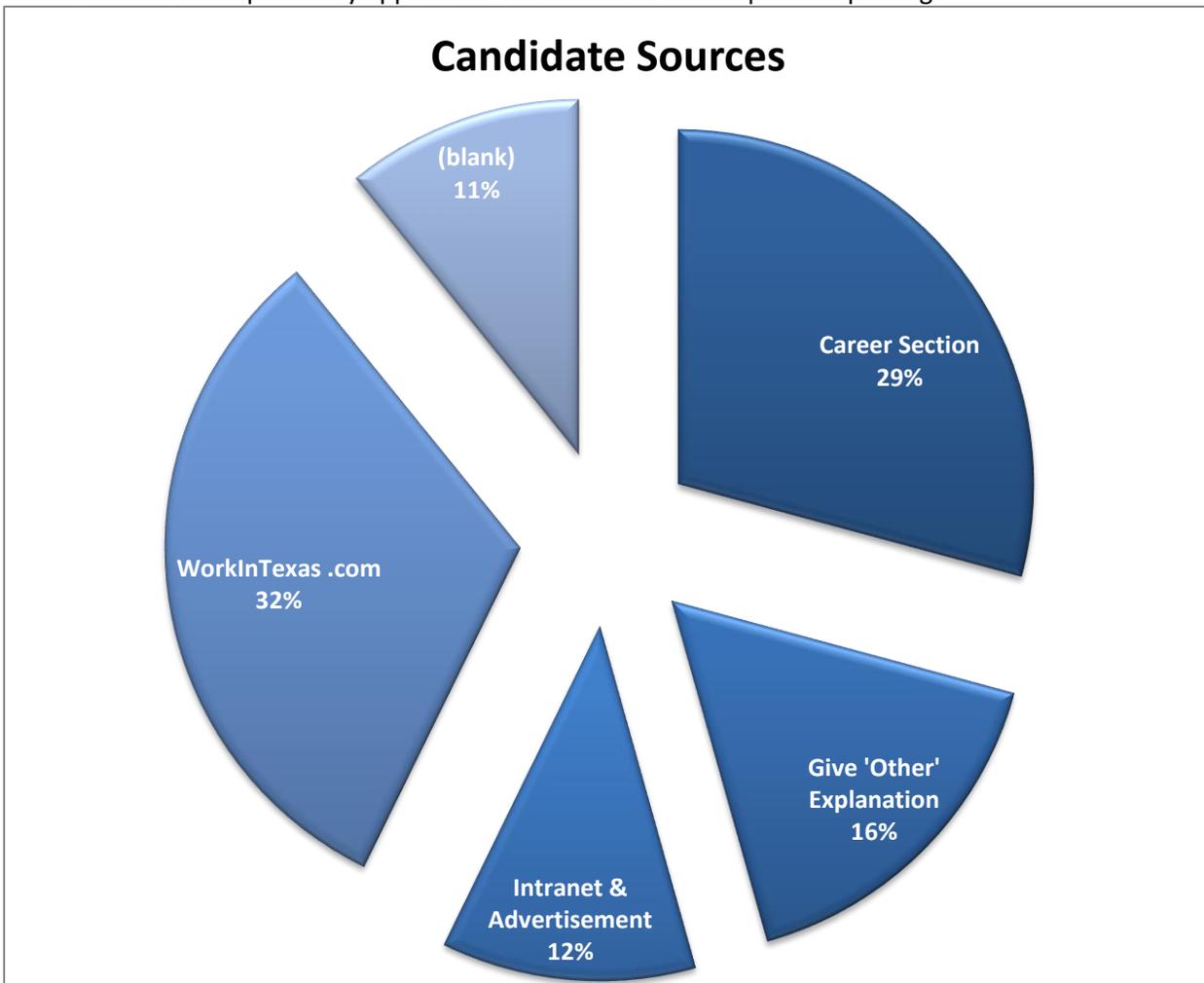


In 2017, TCOLE implemented CAPPS Recruit Career Section as part of now completed implementation of all the CAPPS modules. Included in this module package are full integration with WorkInTexas.com, CAPPS HR/Payroll and reporting capabilities which give the agency insight into applicant sourcing. TCOLE has hired for 10 positions since

implementing Recruit Career module and currently has 2 open positions. Below are demographics for all applicants for all positions (including the two unfilled) up until the current hiring freeze.



Candidate sources reported by applicants who met or exceeded position posting



The agency projection of retirements and terminations, as well as the continuing need to keep full employment in the allowed FTE's of 53 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. Factors include statewide hiring freezes, delays in interviewing, delays in background investigations and emergency projects which demand hiring manager's attention.

FY	Hired FTE	Avg Time to Hire
2019	8	110 Days
2020	2	126 Days

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.

Skill Category	Skill	ADM Administration	ENF Enforcement	FIN Finance	FLD Field Services	GOV Government Relations	IT Information Technology	LGL Legal	LIC Licensing	SPC Special Services
Problem	Analysis		Medium		HIGH	HIGH	Medium	Medium	Medium	Medium
	Critical Thinking		HIGH		Medium	HIGH	HIGH	HIGH	Medium	HIGH
	Decision Making		HIGH		Medium		HIGH	HIGH	HIGH	HIGH
	Innovation					Medium			Medium	
Information Management	Database development, management, and integration			HIGH			HIGH	HIGH		
	Software proficiency						Medium	Medium		
	Web Development and maintenance									
	Computer-assisted tools			Medium						
	Graphic design									
	Electronic reporting			HIGH			Medium	HIGH		
Technical Knowledge	Agency policies, procedures and programs			Medium	HIGH		HIGH		HIGH	
	State and federal laws, rules, and regulations			HIGH	Medium		Medium		HIGH	
	Specialized technical knowledge									
	Policy analysis and development									
	Statistical analysis									
	Regulation analysis and development									
	Technical analysis						Medium			
	Litigation									
Auditing				Medium						
Financial analysis			HIGH							
Project	Organizing & coordination			HIGH						
	Planning			Medium						
	Managing multiple priorities			HIGH						
	Quality analysis and process improvement									

Skill Category	Skill	ADM Administration	ENF Enforcement	FIN Finance	FLD Field Services	GOV Government Relations	IT Information Technology	LGL Legal	LIC Licensing	SPC Special Services
Communication	Written - composition and editing		HIGH		Medium	HIGH		HIGH	Medium	HIGH
	Verbal - public speaking and presentation		HIGH		Medium			Medium	Medium	HIGH
	Interpersonal sensitivity		Medium		Medium				Medium	Medium
	Teamwork				HIGH	Medium		HIGH	Medium	
	Public relations					HIGH			Medium	
Leadership	People skills		HIGH		HIGH				HIGH	HIGH
	Performance management		HIGH		Medium				Medium	Medium
	Strategic planning		Medium							HIGH
	Conduct training				Medium				Medium	
	Meeting planning & facilitation									
	Contract management									
	Grant management									
	Financial management									
Administrative	Customer service					HIGH				
	Record keeping					HIGH				
	Mail processing					Medium				

The top 3 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.

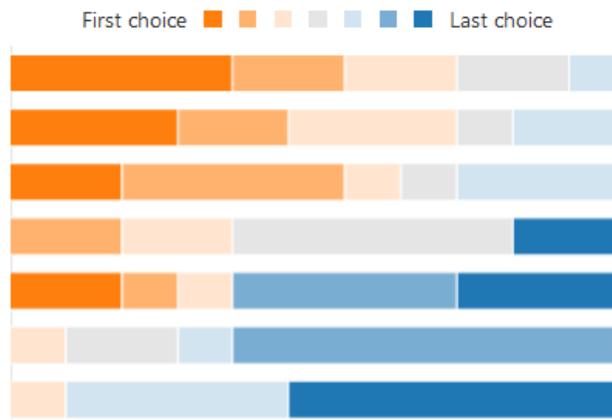
Skill Category Ranking

Rank the critical skills from highest (1) to lowest (7) as required skills for your direct reports. Rank by more critical in the majority of regular workload requirements.

[More Details](#)

Rank Options

- 1 Problem Solving
- 2 Communication
- 3 Technical Knowledge
- 4 Information Management
- 5 Leadership
- 6 Project Management
- 7 Administrative Support



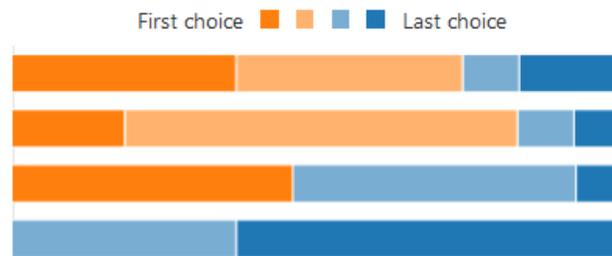
#1 Ranked Skill Category – Problem Solving

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

[More Details](#)

Rank Options

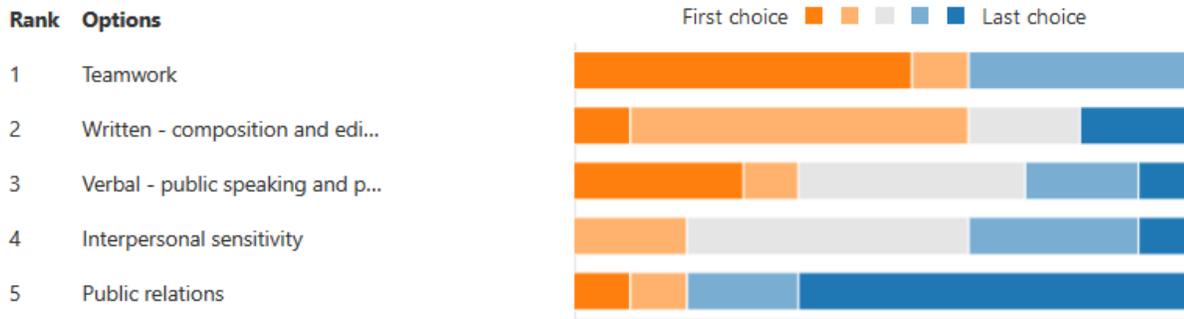
- 1 Critical Thinking
- 1 Decision Making
- 2 Analysis
- 3 Innovation



#2 Ranked Skill Category – Communication

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

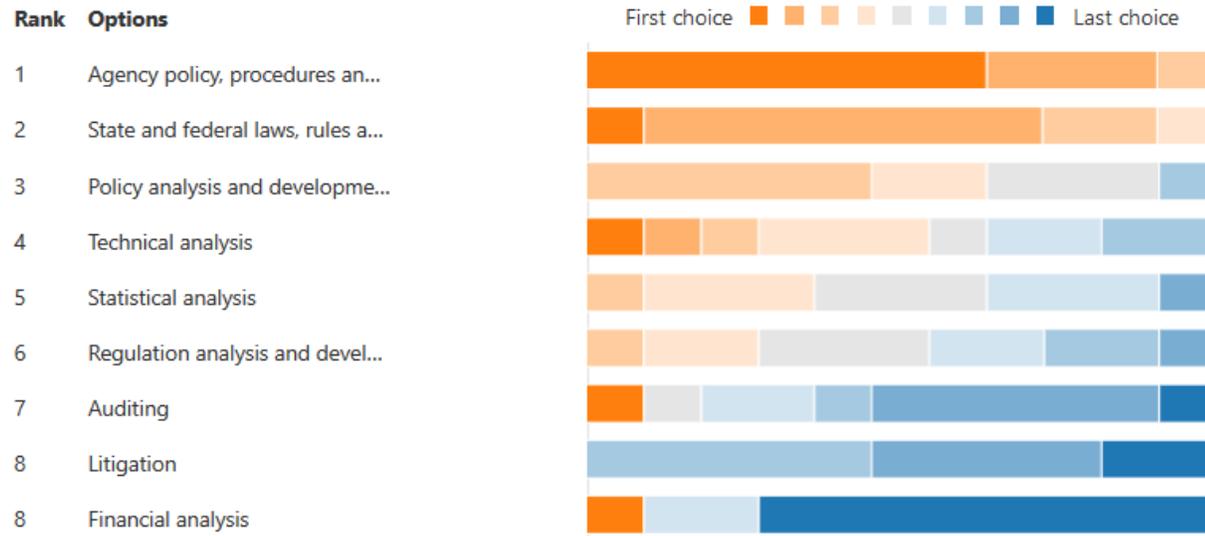
[More Details](#)



#3 Ranked Skill Category – Technical Knowledge

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

[More Details](#)



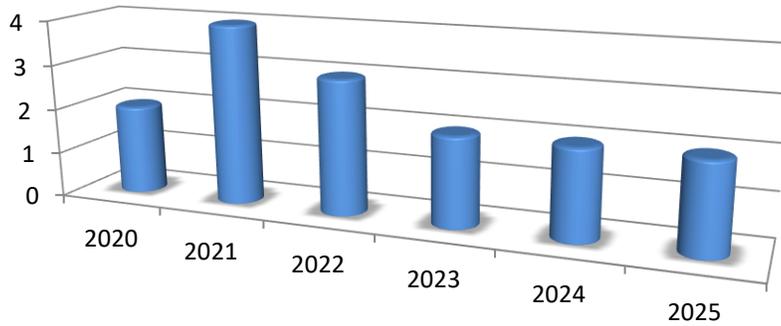
Serving the law enforcement populations that the agency is appointed to enhances relative importance of the technical expertise component of skill areas. TCOLE employees are trained and equipped to represent the agency as an expert in agency policy, procedures and programs.

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.

The agency estimates that over 26% 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.

Projected Retires & Terminations



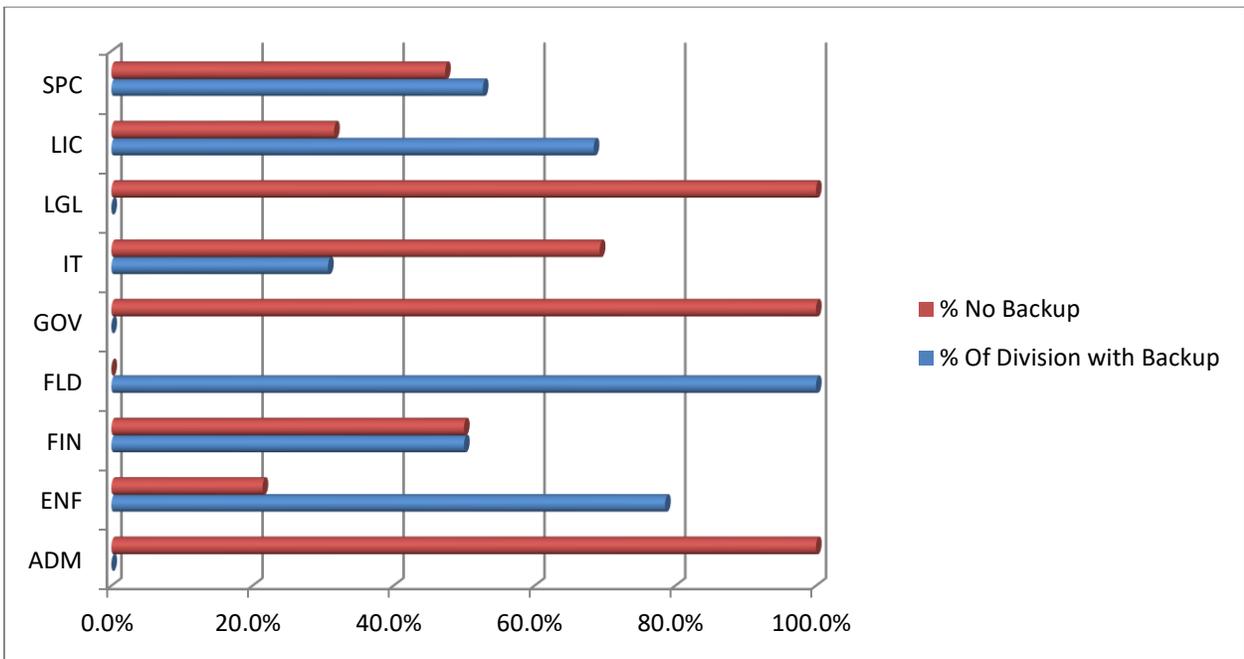
	ADM	ENF	FIN	FLD	GOV	IT	LGL	LIC	SPC	Total
Total Headcount + Open Positions	2	9	4	9	3	4	5	10	7	53
Projected Years of Service 2025	2	92	58	63	14	31	39	107	47	453
Current Years of Service 2020	24	45.33	38	85	15	33.33	22	78	45.34	386
Average by FTE	-11.00	5.19	5.00	-2.44	-0.33	-0.58	3.40	2.90	0.24	1.26
Gaps (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. 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 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.



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 more than 100,000 active license holders who rely upon the Commission to properly screen and develop continuing education and proficiency certificates, and to regulate the attainment of these milestones while ferreting out those who do not live up to the rules, laws, and ethical standards established by the Legislature and the Commission.

II. Information Gathering Method Utilized for Customer Service Period

The Commission is a unique regulatory agency, 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.

The Commission has embarked on a biennial planning process that encourages informed, productive input from all customers. This process includes regional strategic planning meetings to hear directly from our customers. Though held in very diverse areas of the state, we often hear common themes for both positive and negative feedback. Input at biennial strategic planning sessions has provided many ideas for the Commission to consider. All suggestions, both verbal and written, are evaluated and many are incorporated into our strategic plan. These regional meetings were held around the state in early 2020 as listed below.

Abilene Tuesday, January 13, 2020 47 attendees	McAllen Tuesday, February 20, 2020 56 attendees
Amarillo Wednesday, January 14, 2020 68 attendees	Waco Wednesday, February 25, 2020 41 attendees
Odessa Wednesday, January 14, 2020 47 attendees	Eules Thursday, February 26, 2020 74 attendees
The Woodlands Thursday, February 19, 2020 104 attendees	

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.



*Due to a glitch in the survey, Not Applicable responses were counted as a 6 rating. This may artificially inflate the ratings.

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 area with the greatest need for improvement is the question related to TCOLE's website. This was expected, as TCOLE had several challenges with its online services platform, the MyTCOLE account, that lasted from March 2019, until February 2020. The new system has been put into place, but this has become one of the services that our customers most routinely rely upon, and the downtime created challenges that were frustrating to our customers and our staff. It is an ongoing priority for continued improvement, as reflected by our commissioners' input below.

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, the instructions do not allow for questions to be tailored to best apply to an individual agency. 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. Allowing agencies to modify the existing questions would help improve the survey process.

Following analysis of feedback that came out of our regional strategic planning meetings and from our Commissioners, the priorities for the agency are reflected below.

Continued emphasis on customer service

This goal continues to be of high importance to both the Commissioners and the Executive Director.

Provide complete/updated curriculum and training in a manner that makes training readily available to agencies of all sizes and locations.

This is an ongoing goal that requires a multifaceted approach, including stakeholder coordination, technology updates, and exploration of funding options such as grants.

Leverage technology to improve service and communication efficiency and oversight.

TCOLE uses technology in a number of ways to serve our licensees and the public, and we are constantly seeking ways to add additional resources. Our MyTCOLE system offers many of our self-service functions, including online training and reviewing the individual's training records. In the coming months, we will be adding an option to purchase certificates and identification cards through the MyTCOLE account, and we are hoping to expand the catalog of courses offered online through this system.

Work with the Legislature to obtain appropriate funding and staff necessary to complete our mission

It is a constant goal of the Commission and staff to maintain communication with the Legislature on the agency's operations, as well as its needs.

Promote military veterans in law enforcement

Our nation's veterans are a strong pool from which to recruit new peace officers. The Commission should continue to support recruitment efforts from the veteran population.

Explore ways to ensure that licensees have MyTCOLE accounts

The Commissioners would like to encourage increased use of the MyTCOLE platform, which provides several self-service functions as well as online training. This will assist in the customer's ability to get information on their own, which decreases the load of questions coming into the Commission's call center and allows staff to assist more quickly and focus on more complex issues.

Promote education on mental health issues and veteran issues, both in the community and in law enforcement

This item needs to be a continued goal.

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 2019, staff processed 19,414 appointment applications, 18,209 separation reports, and 1,186 photo identification cards requests, as well as conducting 759 audits of law enforcement agencies and 144 evaluations of training providers. Though not included in the agency's performance measures, in FY 2019, TCOLE's nine Credentialing staff handled 63,641 calls. 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.