



**AGENCY STRATEGIC PLAN  
FOR THE FISCAL YEARS 2009 - 2013**

**BY**

**TEXAS COMMISSION ON LAW ENFORCEMENT  
OFFICER STANDARDS AND EDUCATION**



<b><u>Board Members</u></b>	<b><u>Dates of Term</u></b>	<b><u>Hometown</u></b>
<b>Charles Hall Presiding Officer</b>	<b>September 28, 2005 – August 30, 2011</b>	<b>Midland</b>
<b>Gary M. Swindle Assistant Presiding Officer</b>	<b>April 6, 2004 – August 30, 2009</b>	<b>Tyler</b>
<b>Allan D. Cain Secretary</b>	<b>September 28, 2005 – August 30, 2011</b>	<b>Carthage</b>
<b>Roman Chavez</b>	<b>April 6, 2004 – August 30, 2009</b>	<b>Houston</b>
<b>Betty Harper-Murphy</b>	<b>April 6, 2004 – August 30, 2009</b>	<b>Fredericksburg</b>
<b>Patt Scheckel-Hollingsworth</b>	<b>October 30, 2007 – August 30, 2011</b>	<b>Arlington</b>
<b>Ada Brown</b>	<b>October 30, 2007 – August 30, 2013</b>	<b>Dallas</b>
<b>Stephen Griffith</b>	<b>October 30, 2007 – August 30, 2013</b>	<b>Sugar Land</b>
<b>Joel Richardson</b>	<b>October 30, 2007 - August 30, 2013</b>	<b>Canyon</b>

**June 27, 2008**



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**June 27, 2008**

Signed: \_\_\_\_\_  
Timothy A. Braaten, Executive Director

Approved: \_\_\_\_\_  
Charles Hall, Presiding Officer

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## THE VISION, MISSION AND PHILOSOPHY OF TEXAS STATE GOVERNMENT



### Vision

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Working together, I know we can address the priorities of our citizens.

Assuring open access to an educational system that not only guarantees the basic core knowledge necessary for citizenship, but also emphasizes excellence and accountability in all academic and intellectual undertakings;

Creating and retaining job opportunities and building a stronger economy that will lead to more prosperity for our people, and a stable source of funding for core priorities;

Protecting and preserving the health, safety and well-being of our citizens by ensuring healthcare is accessible and affordable, and our neighborhoods and communities are safe from those who intend us harm; and

Providing disciplined, principled government that invests public funds wisely and efficiently.

### Mission

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Texas state government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

“AIM HIGH .... WE ARE NOT HERE TO ACHIEVE INCONSEQUENTIAL THINGS!”

The Vision, Mission, and Philosophy is from *Vision Texas: Statewide Planning Elements for Texas State Government*



## Philosophy

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The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles:

First and foremost, Texas matters most. This is the overarching guiding principle by which we will make decisions. Our state, its future, is more important than party, politics, or individual recognition.

Governments should be limited in size and mission, but it must be highly effective in performing the task it undertakes.

Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.

Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. And just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.

Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.

State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse, and providing efficient and honest government.

Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.



## Vision Texas

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### Statewide Planning Elements for Texas State Government

#### Public Safety and Criminal Justice

To protect Texans by enforcing laws quickly and fairly; maintaining state and local emergency, terrorism, and disaster preparedness and response plans; policing public highways; and confining, supervising, and rehabilitating offenders.

##### Benchmarks

Percent of state's population whose local officials and emergency responders have completed a terrorism training / exercise program.

- The percent of licensed peace officers obtaining proficiency certificates is an indicator.
- The percent of the state licensee population without documented complaints is an indicator.

#### Regulatory

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

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

##### Benchmarks

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



## **TEXAS COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS AND EDUCATION**

### Mission

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The mission of the Texas Commission on Law Enforcement Officer Standards and Education 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.

### Philosophy

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The Texas Commission on Law Enforcement Officer Standards and Education 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.

## **I. Agency Scope**

Established by Senate Bill 256 during the 59<sup>th</sup> 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 standards developed had an immediate positive impact and were adopted as requirements by action of the 61<sup>st</sup> Legislature in 1969 (Article 4413(29aa), V.A.C.S.).

The Commission evolved into a contemporary agency which now administers professional programs for the improvement of approximately 90,000 law enforcement and corrections personnel employed by more than 2,500 state and local government agencies, administers programs dedicated to the development of human resources, and protects the citizens of Texas from crime.

The Commission relies on both public-to-public and public-to-private partnerships to make advanced technical studies related to law enforcement and police administration, and to encourage and stimulate research by public and private agencies from which new programs emerge.

Other responsibilities include identifying contemporary, issue-oriented programs and causing their implementation through partnerships with units of state and local government. The Commission benefits from a willingness on the part of state and local government to make public safety a high priority.

Through a partnership of higher education and law enforcement agencies, licensing examinations are held across the state of Texas, including at the Commission. This association with other institutions expands the Commission's abilities to address the training and educational needs of peace officers and civilian law enforcement personnel. These licensing examinations are available in electronic formats.

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 conforms to basic standards, and to provide training to the law enforcement community through a system of 102 licensed academies, 6 academic providers, and 175 additional training contractors who offered 58,528 courses in fiscal year 2007.

The Texas Peace Officers' Memorial, on the grounds of the Capitol Complex, honors those Texas peace officers who have died in the line of duty. The Memorial was dedicated in May 1999 after completion with the assistance of both public and private donors. Commission staff and volunteers continue to conduct extensive research on hundreds of officers who have been killed in the line of duty in Texas since the mid-1800s to the present to ensure that the Memorial continues to be a timely and accurate tribute to law enforcement.



## **II. Organizational Aspects**

The Commission is a small regulatory agency composed of a strong, diverse work group, with the long-standing reputation of being able to respond quickly to changing conditions, needs, and demands. Currently, the Commission consists of forty-six (46) full-time employees. Despite the primary regulatory nature of the agency, since its inception the Commission has relied heavily upon research, education and training programs, and direct assistance to foster voluntary compliance with its standards and to raise the bar for law enforcement personnel in a progressive manner.

Nine Commissioners appointed by the Governor to overlapping six-year terms govern the Commission. The requirements for appointment are set out in Sections 1701.051, 1701.052, and 1701.053 of the Occupations Code. The Commission's enabling statute was moved by the Legislature from chapter 415 of the Government Code to Chapter 1701 of the Occupations Code in 1999.

The legislature authorized the Commission in 1999 to begin appointing peace officers to enhance its investigative functions. This enhances and adds credibility to the Commission's enforcement program.

The agency identifies career education and skills development as prerequisites for advancement and professional growth. Personnel policy affords each employee opportunities for education and training pertinent to career goals and skill levels.

## **III. Fiscal Aspects**

The agency is mainly funded by appropriations made to 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 are deposited in the State Treasury to the Law Enforcement Officer Standards and Education account. Our General Revenue-Dedicated account is non-accumulative and unappropriated receipts in this account continue to be swept to the General Fund.

The Commission is authorized to accept donations, contributions, grants, and gifts from private individuals, foundations, and the federal government, as well as to establish reasonable and necessary fees.

#### IV. Service Population Demographics

Texas ranks first in the nation in the number of licensed law enforcement personnel and law enforcement agencies. The growth in law enforcement has generally increased at about the same rate as the growth in general population. The Commission holds records on 230,088 individuals.

##### Active Law Enforcement Agencies as of: 06/09/2008

911 Center	8	0.3%
Air Port	8	0.3%
City Marshal	63	2.4%
College	89	3.4%
Constable	672	26.0%
Contract Jail	15	0.6%
County Attorney	63	2.4%
County Court	10	0.4%
County Park Ranger	1	0.0%
District Attorney	124	4.8%
District Court	16	0.6%
Emergency Services District	5	0.2%
Fire Marshal	210	8.1%
Hospital	6	0.2%
Intercounty Cooperative Jail Facility	1	0.0%
ISD	149	5.8%
Municipal	821	31.8%
Parole	9	0.3%
Port Authority	5	0.2%
Probation	25	1.0%
Sheriff	254	9.8%
State of Texas	20	0.8%
Water District	10	0.4%
Total	2,584	

##### Active Training Providers as of: 06/09/2008

Academic Providers	6	2.0%
Academies	102	34.1%
Contract Training Providers	175	63.9%
Total	283	

## Number of Certificates Held by Law Enforcement and Correction Personnel

Certificates held by active licensees		Inactive Certificate Holders last appointment within past 2 years		Total
Academic Recognition Award	778	Academic Recognition Award	80	858
Advanced Jailer Proficiency	5,192	Advanced Jailer Proficiency	311	5,503
Advanced Peace Officer	42,267	Advanced Peace Officer	3,449	45,716
Advanced Telecommunicator	1,895	Advanced Telecommunicator	226	2,121
Basic Jailer	20,235	Basic Jailer	2,387	22,622
Basic Peace Officer	60,931	Basic Peace Officer	5,139	66,070
Basic Reserve	668	Basic Reserve	73	741
Basic Telecommunicator	3,038	Basic Telecommunicator	350	3,388
Civil Process Proficiency	212	Civil Process Proficiency	14	226
Crime Prevention Inspector	6,112	Crime Prevention Inspector	490	6,602
Drug Recognition Expert	742	Drug Recognition Expert	42	784
		Emergency Telecommunication Operator (911)	1	1
Firearms Instructor Proficiency	3,338	Firearms Instructor Proficiency	248	3,586
Firearms Proficiency for Community Supervision Officer	257	Firearms Proficiency for Community Supervision Officer	17	274
Homeowner's Insurance Inspector	430	Homeowner's Insurance Inspector	29	459
Instructor Proficiency	17,688	Instructor Proficiency	1,491	19,179
Intermediate Jailer Proficiency	5,621	Intermediate Jailer Proficiency	357	5,978
Intermediate Peace Officer	47,280	Intermediate Peace Officer	3,814	51,094
Intermediate Telecommunicator	2,404	Intermediate Telecommunicator	301	2,705
Investigative Hypnotist	517	Investigative Hypnotist	50	567
Master Jailer Proficiency	2,763	Master Jailer Proficiency	147	2,910
Master Peace Officer	28,216	Master Peace Officer	2,408	30,624
Mental Health Officer	3,451	Mental Health Officer	263	3,714
Standardized Field Sobriety Testing (SFST) Instructor Proficiency	300	Standardized Field Sobriety Testing (SFST) Instructor Proficiency	7	307
Special Investigator	1,562	Special Investigator	126	1,688
SFST Proficiency	4,373	SFST Proficiency	259	4,632
SFST Practitioner	92	SFST Practitioner	4	96
Total Distinct	71,920	Total Distinct	6,989	78,909

as of:6/10/2008

**License Type by Appointment Type**  
 (Some individuals hold multiple licenses)

Active License Count by appointment		Inactive* License Count by last appointment		Total
Jailer	26,759	Jailer	13,380	40,139
Contract Jailer	1,901	Contract Jailer	1,583	3,484
Jailer	24,914	Jailer	11,854	36,768
Peace Officer	70,330	Peace Officer	13,701	84,031
Chief of Police	549	Chief of Police	122	671
City Marshal	25	City Marshal	6	31
Constable	694	Constable	39	733
PO (Ret State Employee)	167	PO (Ret State Employee)	23	190
PO (Special Ranger	6	PO (Special Ranger	2	8
National Insurance Crime		National Insurance Crime		
Bureau)		Bureau)		
PO (Special Ranger	912	PO (Special Ranger	46	958
Retired)		Retired)		
PO (Special Ranger Texas	28	PO (Special Ranger	4	32
Southwest Cattle Raisers		Texas Southwest Cattle		
Association)		Raisers Association)		
Regular Peace Officer	64,138	Regular Peace Officer	11,953	76,091
Reserve Officer	3,881	Reserve Officer	2,202	6,083
Sheriff	211	Sheriff	21	232
Special Game Warden	121	Special Game Warden	13	134
Total Distinct	87,541	Total Distinct	25,560	113,101

06/10/2008

\* service end date within last two years

## **V. Technological Developments**

Significant amounts of information flow into and out of the Commission on a daily basis. This information relates to the initial training, testing, and licensing of officers and corrections personnel, in-service training, investigations, complaints, curriculum, and other issues. Most of this information flow is handled verbally or manually and by hard-copy documents. Most medium to large size agencies served by the Commission have advanced automated systems and have for some time demanded a more efficient means of communication with the Commission, including the electronic transfer of data.

The Texas Commission on Law Enforcement Data Distribution Systems (TCLEDDS) continues to be available to all Texas agencies by subscription. This customized application enables the electronic distribution, receipt, and transfer of data for all agency functions and processes as they relate to client agencies, institutions, and licensees. The system is capable of reporting, updating, and accessing records by direct entry. It also allows downloading, thus eliminating the need for hard-copy paper transactions.

TCLEDDS is a result of an innovative public / private partnership that provides this service at a nominal cost to subscribers. A recent revision of TCLEDDS focused on increasing the quality of the information and reducing processing time. The TCLEDDS system is both an efficient and money saving enterprise as it streamlines the paper management process.

The Commission has developed innovative distance education programs and continues to research and invest in the latest technological innovations using the internet as the primary approach. The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) has recognized this program as an Exemplary Program. Additionally in 2000, the program received the Non-credit Program of Excellence Award from the Distance Education Community of Practice University Continuing Education Association. See Appendix H for a table that illustrates usage of this educational program.

Initially, funded by a grant from the Governor's Criminal Justice Division, the Commission entered into a joint project with the College of Criminal Justice at Sam Houston State University to produce the Peace Officer System of Education and Internet Training (POSEIT). This project has increased the quantity and quality of distance education programs by incorporating streaming video, student interaction, and professional instruction. Areas recently added to the current program include corrections, ethics, legal issues, criminal investigations, drugs and rural organized crime. Distance education allows in-service police personnel to receive quality training over the internet at a time that is advantageous to them and their agency. This frees training funds for use in more advanced topics that require more traditional classroom or hands-on instruction. These courses currently benefit personnel in all geographic areas in Texas and across the country.

To date, the POSEIT project has delivered over 2.26 million contact hours of training in just over nine years of operation. This is over 360,000 courses as of 6/10/08. These courses are being used by law enforcement personnel from across the state. This innovation was designed to reach the small, rural, geographically remote agencies throughout Texas. This method of training is critical to these agencies. More than 95% of the agencies in Texas have 25 officers or less. This limited number of officers in a community makes it very difficult for these communities to send officers out-of-town overnight for training.

The Commission has developed and deployed electronic testing for the State's basic peace officer and corrections licensing exams. The new process allows cadets to gather at approved electronic testing sites across the state and sit for their exam and receive results immediately after test completion. This is a highly efficient system providing timely results and analysis to the cadet eliminating the wait for postal delivery of these results.

All three of these technological initiatives, TCLEDDS, POSEIT, and electronic testing, are integrated at the Commission so that data is flowing to one central repository. Every commonplace interaction with the

Commission can, through these three initiatives, be accommodated via electronic means saving time, effort, and money.

The Commission staff has extensive telephone contact with all customers. It is estimated that over 150,000 phone calls are received each fiscal year. The present telephone system is outdated and unsupported. A critical future need is a replacement of this current system.

Following is a chart depicting the Technology Initiative Alignment for the Commission.

<b>Technology Alignment for Texas Commission on Law Enforcement Officer Standards and Education</b>					
<b>Technology Initiative</b>	<b>Related Agency Objective</b>	<b>Related SSP Strategy/(IES)</b>	<b>Status</b>	<b>Anticipated Benefit(s)</b>	<b>Innovation, Best Practice, Benchmarking</b>
1. Replacement of current outdated unsupported office phone system with voice over internet protocol (VOIP) system	All Objectives	1-2 2-1	Planned	Enhanced communications between agency and citizens, Gain support for the front desk operator system	
2. Upgrade of outdated agency desktops, laptops, and servers.	All Objectives	2-1	Planned	Keep equipment within lifecycle forecast. Ensures hardware and software are capable of meeting the needs of the agency and clients..	Best Practice
3. Enhance Texas Commission on Law Enforcement Data Distribution System (TCLEDDS)	All Objectives	4-1	Current	Continue the rollout of new modules with in TCLEDDS, promoting more efficient and accurate record-keeping for law enforcement licensing, regulation, and certification	
4. Develop, update, and deliver POSEIT Distance Education courses	Objective 1	4-4	Current	Continue development and delivery of online distance education that meets the continuing education needs of law enforcement in Texas.	

## **VI. Economic Variables**

Service populations are affected by local economic conditions in their ability to employ the most qualified law enforcement officers. These conditions impact the Commission’s ability to set the most effective standards for law enforcement and corrections personnel. However, diligence and perseverance over time allow for better and more efficient methods of finding and training our law enforcement and corrections personnel. The internet is one of those methods.

The Commission distance education program allows all licensees, other than constables and chiefs of police, to meet their legislatively required continuing education requirements at no charge. This program is available in all areas of the state via the internet. During early 2006, additional servers have been integrated into the POSEIT delivery system and past overloads should become a thing of the past.

## **VII. Impact of Federal Statutes and Regulations**

In 1968, following the Report of the President’s Commission on Law Enforcement and Administration of Justice, Congress created the Law Enforcement Assistance Administration (LEAA) to implement their recommendations to improve state and local response to a rising crime rate. Foremost among those recommendations was an increase in the training and education level of the nation’s police. LEAA appropriations had a positive impact, but funding was discontinued in 1980. The President’s Commission also recommended the creation of state commissions on police standards and training. The purpose of these proposed law enforcement commissions was to establish standards for selection, psychological fitness, training, education, and promotion of officers.

“The quality of police service will not significantly improve until higher educational requirements are established for its personnel. As was indicated earlier in this chapter, the complexity of the police task is as great as that of any other profession. The performance of this task requires more than physical prowess and common sense.” (Task Force Report)

The Americans with Disabilities Act (ADA) identified additional training needs and other concerns for law enforcement administrators within Texas. While this Act had little direct impact on the Commission, it substantially affected the law enforcement agencies which come under its purview.

The application of the overtime provision of the Fair Labor Standards Act to local governments affects law enforcement administration. Training activities for in-service officers are adversely impacted and sometimes curtailed due to the inability of local government to provide funds for overtime.

The Federal Funding of Community Policing initiatives placed as many as 100,000 additional police officers on the nation’s streets. Texas’ portion of the additional officers required training, testing, and licensing. Community Policing is a critical issue in curriculum development, and the Commission continues to prepare and maintain curricula to assist agencies in meeting these and other training needs.

The National Highway Traffic Safety Administration (NHTSA) directs funds to the states through the Texas Department of Transportation to administer programs in the area of traffic safety, alcohol impairment, and drug recognition. The Commission works with NHTSA and local agencies in program and continuing education development in Texas and in other states throughout the nation.

The training of local law enforcement officers to respond to hazardous materials emergencies is required by the Occupational Safety and Health Administration (OSHA). The development and delivery of this program is the responsibility of the Commission. The basic peace officer curriculum contains this required training.

The Commission has sought and will continue to seek federal and other grant funds to support its efforts to provide distance education materials to rural and geographically remote law enforcement agencies.

The Commission continues to plan for the future progress of law enforcement services in Texas by working with federal agencies including the Department of Justice, the Drug Enforcement Administration, and the Federal Law Enforcement Training Center.

The Commission facilitates effective and informative training to combat terrorism and to counteract both the routine and unique crime threats that face Texans.

The Commission has entered into a Memorandum of Understanding with the Governor’s Office of Homeland Security to provide available Commission law enforcement officers to perform homeland security activity pursuant to Section 421.001(3) of the Texas Government Code.

## **VIII. Other Legal Issues**

The Commission enforces the Occupations Code and the duly enacted administrative rules. In doing so, the Commission investigates jurisdictional complaints of criminal misconduct, administrative rule violations, corporate license violations, and continuing education violations. Continuing education requirements dictate that each peace officer receive the required hours of training in each two (2) year training unit and each jailer receive the required hours of training in every four (4) year training cycle. The two (2) year training unit is the same two years as the State of Texas biennium. The table below does not include continuing education violations as they occur every two years.

### Enforcement and Investigation Activity

Fiscal Year	Criminal Misconduct Investigations Opened	Criminal Misconduct Investigations Closed	Cases Closed by Exception	Forwarded to ELS for Prosecution
2005	533	510	206	304
2006	637	559	218	341
2007	555	510	183	327

### Disposition of Criminal Misconduct Cases

Fiscal Year	License Revocations	License Suspension	Licenses Surrendered as Part of a Plea	Licenses Cancelled	Reprimands Issued
2005	38	89	55	24	91
2006	58	89	31	11	76
2007	61	117	48	45	92

The highest priority of the Commission is to take action against the licenses of peace officers and jailers who commit criminal misconduct. In fiscal year 2005, 533 criminal misconduct investigations were opened. Of those, 304 were forwarded for prosecution and the Commission took disciplinary action against 297 licenses. In fiscal year 2006, 637 criminal misconduct investigations were opened. Of those, 341 were forwarded for prosecution and the Commission took action on 265. In fiscal year 2007, 555 criminal misconduct investigations were opened. Of those, 327 were forwarded for prosecution and the Commission took action on 363 open and pending cases.

### IX. Historically Underutilized Businesses (HUB)

A HUB is a for profit business that can be a sole proprietorship, partnership, joint venture, corporation, limited partnership or company with its principal place of business located in the State of Texas. HUBS must have at least 51 percent of the assets and interests of all classes of stock and securities owned by one or more persons who are members of the following groups that have been identified as economically disadvantaged. They are Native Americans, American Women, Black Americans, Hispanic Americans and Asian Pacific Americans. HUB owners must be active participants in the business and also be citizens of the United States and residents of the State of Texas.

#### HUB Goal

To establish procurement and contracting policies and procedures that support the promotion and utilization of qualified HUBs in all applicable procurements, contracts, and subcontracts made by the agency by an increase of 5% over the statewide average.

#### HUB Objective

To make a good faith effort to meet and exceed the statewide HUB goals in all applicable procurement categories.

#### HUB Strategy

- To implement good faith efforts to identify, solicit, and utilize qualified HUBs in all applicable procurement opportunities.



- To use the Guide on how to search the Centralized Master Bidders List (CMBL) to determine the availability of Historically Underutilized Businesses (HUBs)

<b>TOTAL % SPENT WITH HUBs</b>					
<b>FY 2005</b>		<b>FY 2006</b>		<b>FY 2007</b>	
<b>TCLEOSE</b>	<b>STATE</b>	<b>TCLEOSE</b>	<b>STATE</b>	<b>TCLEOSE</b>	<b>STATE</b>
11.90%	13.80%	19.00%	13.70%	26.80%	13.60%

## **X. Self Evaluation and Opportunities for Improvement**

The environment in which law enforcement and, subsequently, the Texas Commission on Law Enforcement Officer Standards and Education will conduct business in this decade will be one characterized by rapid change, diverse interests, complex challenges, and numerous opportunities. To be effective in such an environment, an agency must be competent, unencumbered, capable of adjusting to rapidly changing situations, project-oriented, and mission-driven. The Commission must work harder and smarter, increase the involvement of citizens and law enforcement practitioners at the local level, and explore new methods for the delivery of its services. To that end, employees must be career-oriented and empowered with the authority to make decisions, enter into partnerships, and administer programs.

Survey research to document the state of law enforcement in Texas is ongoing. The research must be continued using previous findings as a benchmark to determine needs and progress. Barriers and limitations to the access of advanced training programs and formal education must be removed, and the Commission has a substantial role in that effort. The ethics of law enforcement must also be given high priority in basic and continuing education training programs. The establishment and enforcement of ethical standards and practices must be given strong support at the local and legislative levels. Character must be the foundation for employment and promotion.

Texas should continue to attract, recruit, and train the very best individuals to serve its citizens. The raising of standards calls for new strategies for the recruiting of peace officers, jail personnel, and telecommunicators. The Commission should assist in the development of those new strategies through improvements to training and employment standards. Standards and practices must continually be reevaluated to determine if they are the best fit for the 21<sup>st</sup> Century. Research areas to focus on include: job task analysis, training needs analysis, agency survey research, standards related research, and research and review of best practices throughout the nation.

The Commission should assist law enforcement throughout the state in adapting to a future of rapid change. 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. The Field Services Agent Initiative is designed to provide this timely, effective, on-site assistance to law enforcement practitioners throughout the great State of Texas. This initiative provides technical assistance and promotes voluntary compliance, reducing the need for intrusive regulation.

The Commission should continue to enhance its efforts to improve the quality and availability of distance education programs for the continuing education of its licensees. The benefits for local and state law enforcement agencies have been substantial. POSEIT has been recognized as an exemplary program by the CALEA. The International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, the National Sheriff's Association, and the Police Executive Research forum created CALEA to bring professional, organizational, and administrative concepts to police management. The Commission is the first state POST to be so honored and recognized.

## AGENCY GOALS

**Goal 1** To create new incentives and opportunities for law enforcement career oriented individuals to demonstrate required competence and to grow in their profession.

Objective 1-1 Contribute to a continuing reduction in the threat of crime in Texas by encouraging the competency of new and existing law enforcement professionals.

Outcome Measures:

- Percent of licensed peace officers obtaining proficiency certificates
- Percent of licensees with no criminal misconduct disposition
- Percent of jailers obtaining proficiency certificates
- Percent of telecommunicators obtaining proficiency certificates

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

Output Measures:

- Number of new licenses issued to individuals
- Number of licenses reactivated
- Number of individuals examined
- Number of certifications issued

Efficiency Measures:

- Average licensing cost per individual license issued

Explanatory Measures:

- Total number of individuals licensed (active but not appointed)
- Total number of individuals licensed (appointed)

Strategy 1-1-2 Manage development, delivery and quality of law enforcement training and education

Output Measures:

- Number of Commission approved courses maintained
- Number of new Commission approved courses developed
- Number of on-site academy evaluations conducted
- Number of POSEIT continuing education courses taken
- Number of law enforcement personnel attending Commission training

Efficiency Measures:

- Average cost per on-site academy evaluation
- Average cost per exam administered

Explanatory Measures:

- Total number of training providers licensed

**Goal 2** To develop and implement programs designed to contribute to the reduction of licensee misconduct

Objective 2-1 Reduce the per capita incidence of licensee misconduct in Texas within the provisions of statutes and rules that govern the Commission.

Outcome Measures:

- Percent of administrative prosecutions resulting in disciplinary action
- Percent of administrative prosecutions receiving final commission action within six months
- Percent reduction in number of licensed peace officers with administrative rule violations

Strategy 2-1-1 Revoke licenses, suspend licenses or reprimand licensees for violations of statutes or Commission rules

Output Measures:

- Number of complaints resolved
- Number of individuals with training deficiencies / training violations identified

Efficiency Measures:

- Average time for complaint / case resolution
- Average cost per complaint / case resolved

Explanatory Measures:

- Number of agencies audited for law and rule compliance
- Jurisdictional complaints / cases received
- Number of licenses revoked
- Number of licenses suspended
- Number of licenses surrendered
- Number of reprimands issued
- Number of licenses cancelled

Strategy 2-1-2 Deploy field service agents to provide timely and effective personal consultation and to reduce the need for regulatory sanctions

Output Measures:

- Number of administrative rule violations yearly

Explanatory Measures:

- Number of Field Services Agent site visits

**Goal 3** Indirect Administration

Objective 3-1 Provide efficient and effective indirect administration at the lowest possible cost

Strategy 3-1-1 Perform ancillary, supportive administrative and executive services, and effectively assist in achieving the mission of the Commission

Output Measures:

- Total number of cases researched for the Texas Peace Officer's memorial
- Total number of Texas state flags presented to Texas peace officers
- Total number of open records / public information responses

Explanatory Measures:

- Total number of nomination for the Achievement Awards

# **APPENDIX A**

## **Description of Agency's Planning Measures**

## The Strategic Planning Process

The Commission incorporates the strategic plan as part of its planning and budgeting process. It reviews the planning process as an ongoing activity. Commissioners and staff members receive information from a variety of sources and adjust activities and strategies accordingly to meet the changing needs and demands of Texas citizens and the law enforcement practitioners who serve them.

Performance reviews, reports, and performance target analyses provide the means to project necessary adjustments to plans and strategies. These activities occur at least monthly among and between managers and staff.

Numerous practitioner-based volunteer work groups are involved in many operational aspects of the Commission. Review, critique, and development of new ideas and programs are regularly obtained from and through these groups.

The Commission held a strategic planning meeting January 15 and 16, 2008. Input and attendance was sought from constable's offices, police and sheriff's departments, colleges, police academies, contract training providers and academic alternative training providers, associations such as the Sheriffs' Association of Texas (SAT), Texas Police Chiefs Association (TPCA), Texas Municipal Police Association (TMPA), Combined Law Enforcement Associations of Texas (CLEAT), the Justices of the Peace and Constables Association of Texas (JPCA) and others were in attendance or sent in material to be considered. Two days were devoted to testimony and to discuss the direction in which the Commission should take in the coming years. Testimony was received from over 40 individuals and written comments were received and recorded from 20 more.

Commissioners were present for the entire session and a discussion followed where numerous items were identified as future action items. These items were divided into three categories:

- **Desired action necessitating Legislative action**
- **Desired action necessitating formal Commission action**
- **Actions to be approved or disapproved by the Executive Director and appropriate action taken**

A list of these action items follows. Many of the present and future actions of the Commission will be directed to these action items.

- **Desired action necessitating Legislative action**

- L 1. Commission review the GED as compared to home school diploma
- L 2. Consider Legislation to license telecommunicators utilizing the example of peace officers and jailers.
- L 3. Legislative change or addition to require a LEMIT style course for new city marshals and continuing education
- L 4. CIT (Crisis Intervention Training) should be available through other media
- L 5. Do not repeat courses (cultural diversity) every four years – remove state mandates
- L 6. Seek legislation to change Achievement Awards. Change to 20 situations rather than 20 awards
- L-7. Add mental health certificate for the jail setting – just like CIT training of peace officers

## **Desired action necessitating Commission action**

- C 1. Reduce the basic county correctional course to 80 hours from 96 hours for road and bridge jailers
- C 2. More in-service training hours with CIT for jailers
- C-3. Reconsider course 1018 Supplemental Peace Officer should be optional, not mandated
- C 4. Publish a statement of purpose to those requesting to be a training provider or academy. Let them know that becoming a training provider or academy requires a computer and installation of TCLEDDS. Let them know that part of being a training provider or academy requires on line reporting. We would like to see a needs assessment for those requesting to become a training provider or academy. Not enough info sent out. Do field agents visit those requesting or do they do any investigations? Post info on web site?
- C 5. Require higher education (1-2 years of college) and/or military entrance for a higher level of cadet maturity
- C 6. Mandated broad-based training for all peace officer in specific areas such as homeland security and officer safety
- C 7. Study and implementation of a court security certificate that incorporates a response to an active shooter
- C 8. Make mandatory many of the academies' "best practices" such as pre-admission testing, and that they be posted on the Commission website
- C 9. Develop and implement an improved Basic Peace Officer Curriculum that teaches and evaluates cadets on the basis of knowledge application, skills application, and scenario-based training and evaluation
- C 10. Develop and implement a comprehensive and dynamic curriculum dealing with the Texas Peace Officer's role in the defense and security of our nation in regards to foreign and domestic terrorism
- C 11. Establish a partnership between State institutions of higher educations and Texas Peace Officer training academies so that Texas Peace Officers receive college credit for their basic training
- C 12. Move forward electronically on forms and Close Up
- C 13. Support the Training Coordinators Conference location of Corpus Christi
- C 14. Expand F-5 categories
- C 15. F-5 appeals should not be deferred to SOAH, but first investigated by the Commission for determination and ruling, and defended through its own internal appeal process
- C 16. Create an on-the-job degree program recognized by all state colleges for college credit
- C 17. Utilize block instruction to focus on learning objectives instead of time limits which does not ensure the student learned the material

- C 18. Consider a waiver for non-violent Class A misdemeanor
- C 19. Develop a “super senior master” certificate
- C 20. Develop a license program for basic, intermediate, advanced, and master telecommunicator

- **Actions to be approved or disapproved by the Executive Director and appropriate action taken**

- Ex. D. 1. Post frequently asked questions on Commission website
- Ex. D. 2. Tracking system to “red flag” officers’ non-compliance
- Ex. D. 3. Keep training coordinators updated on federal and state training mandates
- Ex. D. 4. Assign field training agents to conduct new coordinators training either quarterly or semi-annually
- Ex. D. 5. Improve the Commission website with more timely updates and information
- Ex. D. 6. Post an updated list of committees to include the chair, members, project, status of project, and location and times of meetings
- Ex. D. 7. Distribute guidelines for new Training Coordinators to assist them in getting started
- Ex. D. 8. Distribute a comprehensive list of officers, at the close of a training period or cycle, who are at risk of losing their license. Agencies are not aware of officer failing to meet the qualifications
- Ex. D. 9. Make the TCLEDDS list more user friendly; i.e. type of license that the officer holds, more details on the mandated training including the CIT that is already in there
- Ex. D. 10. Provide more time in notifying or posting a new rule changes and better communications. Posted prospective orders are not being posted giving enough time to read
- Ex. D. 11. Utilize that method employed by the legislature to post new and proposed rule changes on the web – using the strike out on old and the bold for the new or proposed
- Ex. D. 12. Research the standards (minimum) that should be recommended in the telecommunicator licensing requirements
- Ex. D. 13. Increase responsibilities for agency audits to ensure that hiring standards are adhered to
- Ex. D. 14. Facilitate break-out session during Training Coordinators Conference to exchange ideas as a workshop session
- Ex. D. 15. Prohibit the commission staff from changing training requirements in the middle of the unit or cycle
- Ex. D. 16. Scrutiny of agencies that provide only the training that they can afford, rather than the training that is needed
- Ex. D. 17. Emphasize helping trainers train – new instruction methods at the Training Coordinator’s Conference
- Ex. D. 18. Ensure that improved academy standards are established and enforced



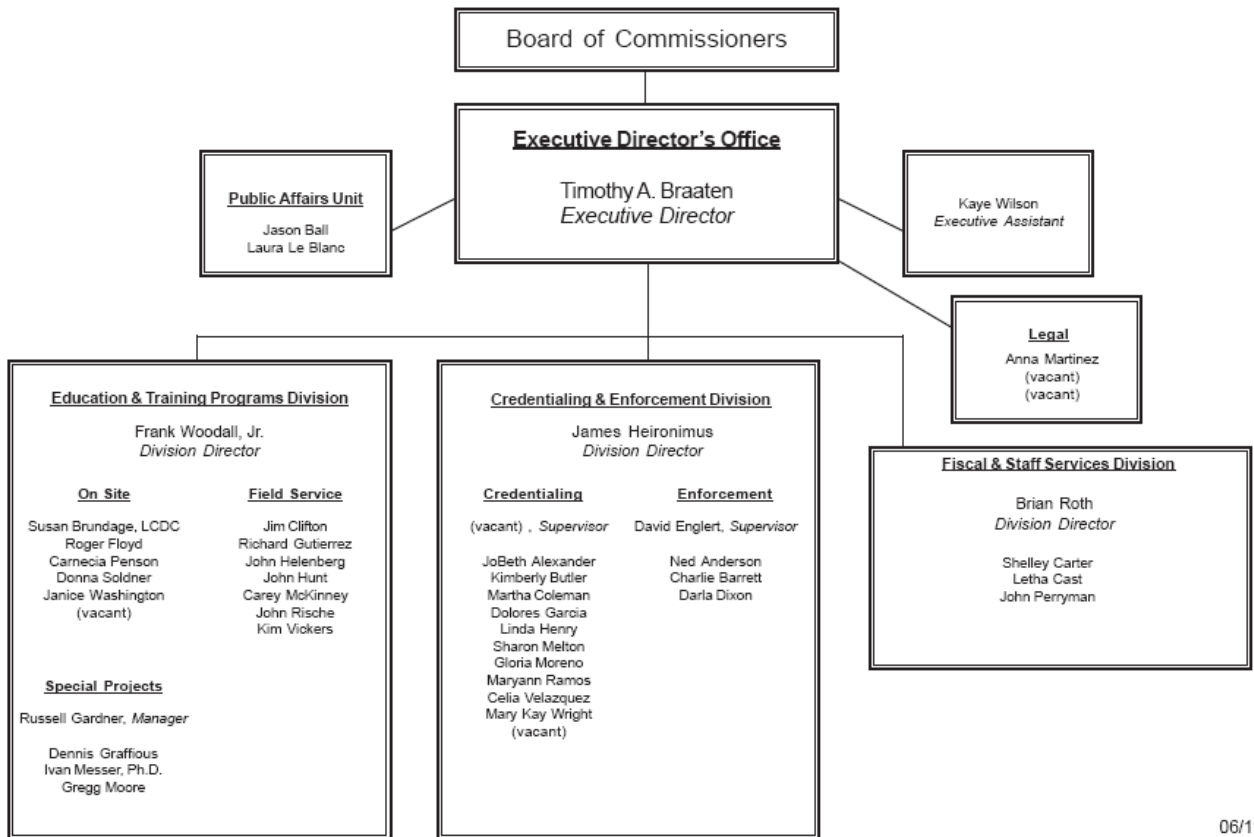
- Ex. D. 19. Issues of immigration; how we secure the borders and how we deal with immigrants
- Ex. D. 20. Provide more evaluation of data for trends in officer safety or improvement in the profession
- Ex. D. 21. Establishment of a roundtable group of agency representative of both large and small to discuss hiring, training and termination of officer on a quarterly or monthly basis
- Ex. D. 22. Develop management classes
- Ex. D. 23. Consider limiting Peace Officer Field Training (FTO) hours to a certain number
- Ex. D. 24. Examine improved technology for the web site, training, record keeping, etc.

\* This is a comprehensive list of suggestions and has not been screened by either the Commissioners or by Commission staff.

## **APPENDIX B**

### **Current Organizational Chart**

**TEXAS COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS AND EDUCATION**  
**ORGANIZATIONAL CHART - STAFF**



06/11/08

## **APPENDIX C**

### **Five-Year Projections for Outcomes**

**Outcome Projections for the Texas Commission on Law Enforcement  
Officer Standards and Education**

**FY 2009 - 2013**

<b>Outcome</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
Percent of Licensed Peace Officers Obtaining Proficiency Certificates	16.0%	16.0%	16.5%	16.5%	17.0%
Percent of Licensees With No Recent Violations	99.3	99.3	99.3	99.4	99.4
Percent of Jailers Obtaining Proficiency Certificates	6.6%	6.6%	6.7%	6.7%	6.8%
Percent of Telecommunicators Obtaining Proficiency Certificates	7.0%	7.5%	7.5%	8.0%	8.0%
Percent of Complaints Resulting in Disciplinary Action	95%	95%	96%	96%	97%
Percent of Complaints Resolved Within Six Months of Referral to Prosecution	90%	90%	90%	90%	90%
Percent change in Police Misconduct	<.7%	<.7%	<.7%	<.6%	<.6%

**APPENDIX D**

**Measures Definitions**

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Outcome No.	1	Percent of Licensed Peace Officers Obtaining Proficiency Certificates
Calculation Method:	N	
Key Measure:	N	
New Measure:	N	
Target Attainment:	H	
Priority:	L	
Cross Reference:	Agy 407 080-R-S70-1 01-01 OC 01	

#### BL 2010 Definition

This measure represents the percent of licensed peace officers who improve their professional competencies by satisfying requirements for one or more of the Commission's peace officer proficiency certificates during the reporting period.

#### BL 2010 Data Limitations

The Commission is reliant upon information submitted by officers, agencies and academies.

#### BL 2010 Data Source

Data entered into TCLEDDS by staff or directly by agencies or academies. Commission data files indicate which peace officers are eligible for proficiency certificates. This information is contained in the Credentialing monthly reports.

#### BL 2010 Methodology

This measure is calculated by dividing the number of officers who receive a peace officer proficiency certificate (numerator) by the number of licensed peace officers (denominator).

#### BL 2010 Purpose

This measure is an indication of the percentage of peace officers who go above and beyond the basic training standards to increase their law enforcement skills and knowledge during each reporting period.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 1 Licensing and Course Development  
Objective No. 1 Licensing and Examinations  
Outcome No. 2 Percent of Licensees with No Criminal Misconduct Dispositions  
Calculation Method: N  
Key Measure: Y  
New Measure: N  
Target Attainment: H  
Priority: M  
Cross Reference: Agy 407 080-R-S70-1 01-01 OC 02

BL 2010 Definition

A licensee is considered to be in violation when he or she has been: convicted of, or given court-ordered community supervision for an offense for which the Commission may take disciplinary action; or upon voluntary surrender of a Commission issued license based upon allegation of criminal misconduct during the reporting period. The total number of licensees includes both active and appointed licensees.

BL 2010 Data Limitations

This measure is accurate only to the extent that criminal violations of licensees are reported to the Commission by the officer's agency or the arresting agency as required by Commission rule.

BL 2010 Data Source

The sources are licensees, agencies and frequently media and the general public. This measure includes only misconduct cases that are finalized by a formal Commission vote within the reporting period. This measure is contained in the Legal section monthly reports.

BL 2010 Methodology

The percent of licensees with no recent violations is determined by dividing the number of licensees without recent violations (numerator) by the total number of licensees (denominator) during the reporting period. This measure does not include disciplinary actions taken for administrative rule violations, continuing education violations or corporate license violations.

BL 2010 Purpose

This measure is indicative of the amount of criminal activity among law enforcement and corrections personnel reported to the Commission.

SP 06/18/08



Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 1 Licensing and Course Development  
Objective No. 1 Licensing and Examinations  
Outcome No. 3 Percent of Jailers Obtaining Proficiency Certificates  
Calculation Method: C  
Key Measure: N  
New Measure: N  
Target Attainment: H  
Priority: M  
Cross Reference: Agy 407 080-R-S70-1 01-01 OC 03

BL 2010 Definition

This measure represents the percent of jailers who improve their professional competencies by satisfying requirements for one or more of the Commission's jailer proficiency certificates.

BL 2010 Data Limitations

The Commission is reliant upon information submitted by jailers and employing agencies.

BL 2010 Data Source

Data entered into TCLEDDS by staff or directly by employing agencies. Commission data files indicate which jailers are eligible for proficiency certificates. This information is contained in the Credentialing section monthly reports.

BL 2010 Methodology

This measure is calculated by dividing the number of jailers who receive a jailer proficiency certificate (numerator) by the number of jailers (denominator).

BL 2010 Purpose

This measure is an indication of the percentage of jailers who go above and beyond the basic training standards to increase their criminal justice skills and knowledge.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 1 Licensing and Course Development  
Objective No. 1 Licensing and Examinations  
Outcome No. 4 Percent of Telecommunicators Obtaining Proficiency Certificates  
Calculation Method: C  
Key Measure: N  
New Measure: N  
Target Attainment: H  
Priority: M  
Cross Reference: Agy 407 080-R-S70-1 01-01 OC 04

BL 2010 Definition

This measure represents the percent of telecommunicators who improve their professional competencies by satisfying requirements for one or more of the Commission's telecommunicator proficiency certificates.

BL 2010 Data Limitations

The Commission is reliant upon information submitted by telecommunicators and employing agencies.

BL 2010 Data Source

Data entered into TCLEDDS by staff or directly by employing agencies. Commission data files indicate which telecommunicators are eligible for proficiency certificates. This information is contained in the Credentialing section monthly reports.

BL 2010 Methodology

This measure is calculated by dividing the number of telecommunicators who receive a telecommunicator proficiency certificate (numerator) by the number of telecommunicators (denominator).

BL 2010 Purpose

This measure is an indication of the percentage of telecommunicators who go above and beyond the basic training standards to increase their law enforcement skills and knowledge.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 2 Regulate Licensed Law Enforcement Population  
Objective No. 1 Law Enforcement License Regulation  
Outcome No. 1 Percent of Admin Prosecutions Resulting in Disciplinary Action  
Calculation Method: N  
Key Measure: N  
New Measure: Y  
Target Attainment: H  
Priority: M  
Cross Reference: Agy 407 080-R-S70-1 02-01 OC 01

BL 2010 Definition

Percentage of jurisdictional complaints (criminal misconduct, administrative rule violations, continuing education violations, corporate license violations) forwarded for administrative prosecution which result in a disciplinary action taken by the Commission during the reporting period.

BL 2010 Data Limitations

None.

BL 2010 Data Source

Commission electronic files and employee logs and reports. This information is contained in the Legal section monthly reports.

BL 2010 Methodology

The number of disciplinary actions taken by the Commission is divided by the total number of cases recommended for administrative prosecution during the reporting period.

BL 2010 Purpose

This measure identifies the percentage of actual cases forwarded to the Legal section that are subsequently sanctioned by the Commission.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 2 Regulate Licensed Law Enforcement Population  
Objective No. 1 Law Enforcement License Regulation  
Outcome No. 2 Percent of Administrative Prosecutions Receiving Final Action  
Calculation Method: N  
Key Measure: N  
New Measure: N  
Target Attainment: H  
Priority: L  
Cross Reference: Agy 407 080-R-S70-1 02-01 OC 03

BL 2010 Definition

A documented jurisdictional complaint is one that falls under statutes and rules governing the Commission. The percent of documented jurisdictional complaints resolved within six months is derived based on the total number of documented jurisdictional complaints forwarded for administrative prosecution that receive formal Commission action within six months of referral to the Legal section.

BL 2010 Data Limitations

The length of time from referral for administrative action until the actual Commission action making the final disciplinary sanction.

BL 2010 Data Source

All relevant Commission data files are electronic and are maintained in the Commission's database. This information is contained in the Legal section monthly reports.

BL 2010 Methodology

Because the Commission's files are in an electronic format, the Commission can easily determine what percentage of complaints are resolved within six months. To calculate this measure, the Commission determines how many cases were forwarded for administrative prosecution by the Legal section during the reporting period (denominator) and determines how many of those were closed within six months (numerator).

BL 2010 Purpose

This measure is intended to measure the efficiency by which the Commission handles complaints.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 2 Regulate Licensed Law Enforcement Population  
Objective No. 1 Law Enforcement License Regulation  
Outcome No. 3 Percent Reduction in # of Administrative Rule Violations  
Calculation Method: C  
Key Measure: N  
New Measure: Y  
Target Attainment: L  
Priority: H  
Cross Reference:

BL 2010 Definition

The percent reduction in the number of administrative rule violations during each year. This is a prevention measure.

BL 2010 Data Limitations

None.

BL 2010 Data Source

The Enforcement section monthly report records administrative rule violations.

BL 2010 Methodology

Subtract this years administrative rule violation numbers from last years administrative rule violations and divide the remainder by last years administrative rule violation number to get the percentage reduction this year.

BL 2010 Purpose

This measure will evaluate the public relations success and the education success of TCLEOSE in stimulating voluntary compliance with the law and rules.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	1	Licensing
Measure Type		EF
Measure No.	1	Average Licensing Cost Per Individual License Issued
Calculation Method:		N
Key Measure:		N
New Measure:		N
Target Attainment:		L
Priority:		H
Cross Reference:		Agy 407 080-R-S70-1 01-01-01 EF 01
Fall/Annual:		N

#### BL 2010 Definition

Average licensing cost per individual license issued is the average cost to issue one license to one individual. This definition includes peace officer, jailer and temporary jailer licenses.

#### BL 2010 Data Limitations

Staff salaries and other fixed costs are relatively constant, and the demand for law enforcement and corrections personnel is dependent on economic conditions, military commitments, retirements, etc., thus this measure can be quite variable.

#### BL 2010 Data Source

All relevant Commission data files are electronic and are therefore readily available for the calculation of this measure. Included in these electronic files are the pertinent payroll and purchasing files needed to calculate this measure. These data are kept in TCLEDDS, USPS, and USAS. This information is available in the Credentialing section monthly reports and in the monthly expenditure reports.

#### BL 2010 Methodology

The average cost for a license issued is calculated by taking the total cost of issuing all licenses during a given period (numerator) and dividing by the number of licenses issued during that period (denominator). The numerator includes the percentage of staff salaries and related costs committed to the licensing function, and the costs of supplies (e.g. paper, postage).

#### BL 2010 Purpose

This is a measure of the efficiency of the Commission in processing license applications.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 1 Licensing and Course Development  
Objective No. 1 Licensing and Examinations  
Strategy No. 1 Licensing  
Measure Type EX  
Measure No. 1 Total Number of Licensed Individuals (Licensed but not Appointed)  
Calculation Method: C  
Key Measure: N  
New Measure: N  
Target Attainment: N  
Priority: H  
Cross Reference: Agy 407 080-R-S70-1 01-01-01 EX 01  
Fall/Annual: N

#### BL 2010 Definition

Total number of individuals licensed (but not employed) counts all licensees who are not currently appointed but whose training, employment, or other records are maintained by the Commission. This is a count of peace officer and jailer licenses.

#### BL 2010 Data Limitations

This measure is completely dependent upon the number of licensees who maintain their qualifications for appointment.

#### BL 2010 Data Source

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.

#### BL 2010 Methodology

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

#### BL 2010 Purpose

This measure is a count of the total number of files of licensed, non-appointed officers maintained by the Commission. It indicates how many files of licensed officers the Commission maintains for personnel not employed in law enforcement or corrections.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	1	Licensing
Measure Type		EX
Measure No.	2	Total Number of Licensed Individuals (Appointed)
Calculation Method:		C
Key Measure:		N
New Measure:		N
Target Attainment:		N
Priority:		H
Cross Reference:		Agy 407 080-R-S70-1 01-01-01 EX 02
Fall/Annual:		N

#### BL 2010 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.

#### BL 2010 Data Limitations

Persons employed who hold two licenses are counted only once. This number fluctuates daily as we receive termination reports and new applications daily. This counts only licensees employed by a governmental agency or contract.

#### BL 2010 Data Source

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 reports.

#### BL 2010 Methodology

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

#### BL 2010 Purpose

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

SP 06/18/08



Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	1	Licensing
Measure Type		OP
Measure No.	1	Number of New Licenses Issued to Individuals
Calculation Method:		C
Key Measure:		Y
New Measure:		N
Target Attainment:		H
Priority:		H
Cross Reference:		Agy 407 080-R-S70-1 01-01-01 OP 01
Fall/Annual:		N

#### BL 2010 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 as well as jailers.

#### BL 2010 Data Limitations

The number of applications received is dependent on the employment activities of local law enforcement and criminal justice agencies and institutions (such as increases in staffing, terminations, retirements and other budgetary considerations).

#### BL 2010 Data Source

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.

#### BL 2010 Methodology

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

#### BL 2010 Purpose

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

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 1 Licensing and Course Development

Objective No. 1 Licensing and Examinations

Strategy No. 1 Licensing

Measure Type OP

Measure No. 2 Number of Licenses Reactivated

Calculation Method: C

Key Measure: N

New Measure: N

Target Attainment: H

Priority: M

Cross Reference: Agy 407 080-R-S70-1 01-01-01 OP 02

Fall/Annual: N

#### BL 2010 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).

#### BL 2010 Data Limitations

The number of applications received is dependent on the employment activities of local law enforcement agencies (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.

#### BL 2010 Data Source

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.

#### BL 2010 Methodology

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.

#### BL 2010 Purpose

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

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 1 Licensing and Course Development

Objective No. 1 Licensing and Examinations

Strategy No. 1 Licensing

Measure Type OP

Measure No. 3 Number of Individuals Examined

Calculation Method: C

Key Measure: N

New Measure: N

Target Attainment: H

Priority: H

Cross Reference: Agy 407 080-R-S70-1 01-01-01 OP 03

Fall/Annual: N

#### BL 2010 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 and jailer examinations given statewide during the reporting period.

#### BL 2010 Data Limitations

Historical information prior to Fiscal Year 2001 is difficult to verify, because of lack of electronic data.

#### BL 2010 Data Source

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 Division monthly reports.

#### BL 2010 Methodology

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

#### BL 2010 Purpose

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

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	1	Licensing
Measure Type		OP
Measure No.	4	Number of Certifications Issued
Calculation Method:		C
Key Measure:		N
New Measure:		N
Target Attainment:		H
Priority:		M
Cross Reference:		Agy 407 080-R-S70-1 01-01-01 OP 04
Fall/Annual:		N

BL 2010 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.

BL 2010 Data Limitations

The number of certifications issued is affected by a number of local agency decisions, including turnover, retirements, incentive pay, and tenure. TCLEOSE does not control the number of applications for certifications which may vary due to many local decisions.

BL 2010 Data Source

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 monthly reports.

BL 2010 Methodology

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

BL 2010 Purpose

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

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course Development and Academy Evaluations
Measure Type		EF
Measure No.	1	Average Cost Per On-site Training Provider Evaluation
Calculation Method:		N
Key Measure:		N
New Measure:		N
Target Attainment:		L
Priority:		M
Cross Reference:		Agy 407 080-R-S70-1 01-01-02 EF 01
Fall/Annual:		N

BL 2010 Definition

The average cost includes per diem, travel, salary of evaluators and the amount of time spent in preparation, travel, on-site, and documentation of activity; the total of which is divided by number of evaluations conducted. On-site training providers include all Commission approved training locations including academies, contract providers, and academic alternatives.

BL 2010 Data Limitations

Time spent on associated activities is difficult to identify and capture. Time spent by support personnel and supervisory staff is difficult to allocate specifically.

BL 2010 Data Source

Evaluator keeps a log of time spent, which is multiplied by a flat hourly rate. Travel and per diem costs are kept in the agency's USPS and USAS files. The Education and Training Division monthly reports document the on-site evaluations.

BL 2010 Methodology

The salary costs are added to the travel and per diem costs. This total is divided by the number of evaluations.

BL 2010 Purpose

This measures the ability of the agency to efficiently conduct this activity as it relates to improving academy performance.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 1 Licensing and Course Development  
Objective No. 1 Licensing and Examinations  
Strategy No. 2 Course Development and Academy Evaluations  
Measure Type EF  
Measure No. 2 Average Cost per Exam Administered  
Calculation Method: C  
Key Measure: N  
New Measure: N  
Target Attainment: L  
Priority:  
Cross Reference: Agy 407 080-R-S70-1 01-01-01 EF 03  
Fall/Annual: N

#### BL 2010 Definition

The average cost per exam administered is the average cost to maintain, administer, score and notify individuals of test results for any single examination.

#### BL 2010 Data Limitations

The Commission has limited control over number of exams given. This influences the denominator in the calculation.

#### BL 2010 Data Source

All relevant Commission data files are electronic and are therefore readily available for the calculation of this measure. Included in these electronic files are the pertinent payroll and purchasing files needed to calculate this measure. These data are kept in TCLEDDS, USPS, and USAS. This information is available in the Education and Training monthly report and the monthly expenditure reports.

#### BL 2010 Methodology

The average cost per exam administered is calculated by taking the total cost of administering examinations statewide during any given period (numerator) and dividing by the total number of exams administered statewide during that period (denominator). The numerator includes the percentage of staff salaries and related costs committed to the examination function, and the costs of supplies (e.g., paper, postage).

#### BL 2010 Purpose

This measure captures the cost of exam administration and is a measure of agency efficiency in administering exams.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course Development and Academy Evaluations
Measure Type		EX
Measure No.	1	Total Number of Training Providers Licensed
Calculation Method:		C
Key Measure:		N
New Measure:		N
Target Attainment:		N
Priority:		H
Cross Reference:		Agy 407 080-R-S70-1 01-01-02 EX 01
Fall/Annual:		N

BL 2010 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.

BL 2010 Data Limitations

None.

BL 2010 Data Source

Commission maintained records are entered into TCLEDDS. Data is constant (varies little from FY to FY). This information is available in the Education and Training section monthly reports.

BL 2010 Methodology

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

BL 2010 Purpose

Provides an idea of the training pool across the state.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course Development and Academy Evaluations
Measure Type		OP
Measure No.	1	Number of TCLEOSE Approved Courses Maintained
Calculation Method:		C
Key Measure:		Y
New Measure:		N
Target Attainment:		H
Priority:		M
Cross Reference:		Agy 407 080-R-S70-1 01-01-02 OP 01
Fall/Annual:		N

BL 2010 Definition

A maintained course is a course that is kept current to accepted standards. If a course is updated more than once, it is counted only once during the reporting period.

BL 2010 Data Limitations

Sometimes one is comparing and adding very different products. A 618-hour course update counts the same as a four-hour course update. Each curriculum is counted only once each reporting period.

BL 2010 Data Source

Education and Training monthly reports are reviewed.

BL 2010 Methodology

The number of updated course curriculum is counted each reporting period.

BL 2010 Purpose

This measure documents the updates. Monthly reports record maintenance activity.

SP 06/18/08



Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course Development and Academy Evaluations
Measure Type		OP
Calculation Method:		C
Key Measure:		N
New Measure:		N
Target Attainment:		H
Priority:		M
Cross Reference:		Agy 407 080-R-S70-1 01-01-01 EF 03
Fall/Annual:		N

BL 2010 Definition

A new course is a course not previously listed in the Commission Course Catalog, developed by or under the direction of the Commission.

BL 2010 Data Limitations

Courses can vary from 618 hours to 2 hours and each still counts as one new course.

BL 2010 Data Source

Commission publication files are kept by staff. This information is contained in the Education and Training monthly reports.

BL 2010 Methodology

Counting of the new curriculum.

BL 2010 Purpose

This measure documents the curriculum products developed.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course Development and Academy Evaluations
Measure Type		OP
Measure No.	3	Number of On-site Training Provider Evaluations
Calculation Method:		C
Key Measure:		Y
New Measure:		N
Target Attainment:		H
Priority:		H
Cross Reference:		Agy 407 080-R-S70-1 01-01-02 OP 03
Fall/Annual:		N

#### BL 2010 Definition

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

#### BL 2010 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.

#### BL 2010 Data Source

Commission publication files are kept by staff. The Education and Training monthly reports document the number of on-site evaluations.

#### BL 2010 Methodology

Count is actual number of on-site academy evaluations conducted.

#### BL 2010 Purpose

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

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course Development and Academy Evaluations
Measure Type		OP
Measure No.	4	# of POSEIT Continuing Education Courses Completed
Calculation Method:		C
Key Measure:		N
New Measure:		N
Target Attainment:		H
Priority:		H
Cross Reference:		Agy 407 080-R-S70-1 01-01-02 OP 04
Fall/Annual:		N

BL 2010 Definition

The number of continuing education courses completed during the reporting period through Peace Officer System for Education and Internet Training (POSEIT). POSEIT continuing education courses are available on the agency's distance learning servers.

BL 2010 Data Limitations

The POSEIT courses are verified for completion. There are no foreseen limitations.

BL 2010 Data Source

The POSEIT 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 Education and Training monthly reports.

BL 2010 Methodology

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

BL 2010 Purpose

This measure counts course completion and course continuing education hours. The courses aid licensees with continuing education requirements.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	1	Licensing and Course Development
Objective No.	1	Licensing and Examinations
Strategy No.	2	Course Development and Academy Evaluations
Measure Type		OP
Measure No.	5	Total # of Law Enforcement Personnel Attending TCLEOSE Training
Calculation Method:		C
Key Measure:		N
New Measure:		N
Target Attainment:		L
Priority:		M
Cross Reference:		Agy 407 080-R-S70-1 01-01-02 OP 05
Fall/Annual:		N

BL 2010 Definition

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

BL 2010 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.

BL 2010 Data Source

Data is obtained by counting all in attendance. This information is available from the Education and Training monthly reports.

BL 2010 Methodology

Counting the number in attendance will include estimates at times. Each training session will be reported to the Education and Training Division for recording.

BL 2010 Purpose

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

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	2	Regulate Licensed Law Enforcement Population
Objective No.	1	Law Enforcement License Regulation
Strategy No.	1	Enforce through License Revoc, Suspension, Reprimand, or Cancellation
Measure Type		EF
Measure No.	1	Average Time for Complaint Resolution
Calculation Method:		N
Key Measure:		N
New Measure:		N
Target Attainment:		L
Priority:		M
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EF 01
Fall/Annual:		N

BL 2010 Definition

Average time for complaint resolution is the average time it takes during the reporting period for the Commission to resolve a jurisdictional complaint once it is received.

BL 2010 Data Limitations

Because the Commission relies on certified court documents from the criminal justice system, the Commission must wait on the courts to take action and for certified documents to become available.

BL 2010 Data Source

Because these files are electronic, the calculation of this measure involves a simple query of the data. This average time includes the investigation time, the administrative prosecution time and time delays until the next Commission meeting for final action.

BL 2010 Methodology

Staff enters jurisdictional complaints into TCLEDDS, which records the entry data. Because the Commission's files are electronic, the Commission can easily track the time it requires to close a case. This measure is calculated by averaging the amount of time it takes to close a case, based on all closed cases.

BL 2010 Purpose

This measure is intended to measure the efficiency by which the Commission handles complaints by reporting the length of time an action is pending final resolution.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	2	Regulate Licensed Law Enforcement Population
Objective No.	1	Law Enforcement License Regulation
Strategy No.	1	Enforce through License Revoc, Suspension, Reprimand, or Cancellation
Measure Type		EF
Measure No.	2	Average Cost Per Complaint Resolved
Calculation Method:		N
Key Measure:		Y
New Measure:		N
Target Attainment:		L
Priority:		L
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EF 02
Fall/Annual:		N

#### BL 2010 Definition

The average cost per complaint resolved is determined by supplies, staff time, court documents, travel and related expenses to resolve each complaint the Commission reviews during the reporting period. This measure includes cost data from both the Legal and Enforcement Divisions.

#### BL 2010 Data Limitations

Complaints are made up of criminal misconduct, administrative rule violation, continuing education/training violations and corporate license violations. Of the four distinct types of complaints, only continuing education training violation fluctuates. Continuing education training violation occurs every two years in the beginning of the even fiscal year. This greatly impacts that quarterly report and also greatly impacts even year annual cost reports as compared to odd fiscal year cost reports.

#### BL 2010 Data Source

Some Commission data files are electronic, and are readily available for the calculation of this measure. Included in these electronic files are USPS and USAS files needed to calculate this measure. Other files are in paper form and must be individually evaluated. The Enforcement section and Legal section monthly reports are utilized to calculate this result.

#### BL 2010 Methodology

This measure is calculated by summing the costs of resolving a complaint (staff salaries, benefits, supply costs, etc.) and dividing by the number of cases closed.

#### BL 2010 Purpose

This measure is intended to measure the efficiency by which the Commission handles complaints.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	2	Regulate Licensed Law Enforcement Population
Objective No.	1	Law Enforcement License Regulation
Strategy No.	1	Enforce through License Revoc, Suspension, Reprimand, or Cancellation
Measure Type		EX
Measure No.	1	# Agencies Audited for Law and Rule Compliance
Calculation Method:		C
Key Measure:		N
New Measure:		N
Target Attainment:		N
Priority:		M
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EX 01
Fall/Annual:		N

#### BL 2010 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.

#### BL 2010 Data Limitations

None.

#### BL 2010 Data Source

Staff enter audit information into TCLEDDDS. Calculation of this measure involves a simple query of TCLEDDDS. Enforcement section and Education and Training monthly reports record the number of audits each month.

#### BL 2010 Methodology

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.

BL 2010 Purpose

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.

SP 06/18/08



Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	2	Regulate Licensed Law Enforcement Population
Objective No.	1	Law Enforcement License Regulation
Strategy No.	1	Enforce through License Revoc, Suspension, Reprimand, or Cancellation
Measure Type		EX
Measure No.	2	Jurisdictional Complaints Received
Calculation Method:		C
Key Measure:		N
New Measure:		N
Target Attainment:		N
Priority:		M
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EX 02
Fall/Annual:		N

#### BL 2010 Definition

Jurisdictional complaints received is a count of the actual number of complaints received by the Commission during the reporting period that fall within the Commission's jurisdiction. These involve violation of Commission Rules (Chapter 1701 of the Occupations Code) and/or criminal activity of peace officers and corrections employees. Such complaints are resolved through procedures prescribed by the Texas Administrative Procedures Act. Jurisdictional complaints include criminal misconduct, administrative rule violations, continuing education violations and corporate violations.

#### BL 2010 Data Limitations

This measure is only accurate to the extent that people report relevant complaints to the Commission.

#### BL 2010 Data Source

All relevant Commission data files are electronic and are therefore readily available for the calculation of this measure. This information is available in the Enforcement section monthly reports.

#### BL 2010 Methodology

This measure will be calculated by querying our computer files to sum the number of jurisdictional complaints the Commission receives during any given time period.

#### BL 2010 Purpose

This measure is an indicator of the amount of Commission rule violations and criminal activity in the law enforcement and corrections community.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 2 Regulate Licensed Law Enforcement Population  
Objective No. 1 Law Enforcement License Regulation  
Strategy No. 1 Enforce through License Revoc, Suspension, Reprimand, or Cancellation  
Measure Type EX  
Measure No. 3 Number of Licenses Revoked  
Calculation Method: C  
Key Measure: N  
New Measure: N  
Target Attainment: N  
Priority: H  
Cross Reference: Agy 407 080-R-S70-1 02-01-01 EX 03  
Fall/Annual: N

BL 2010 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.

BL 2010 Data Limitations

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

BL 2010 Data Source

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.

BL 2010 Methodology

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

BL 2010 Purpose

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.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 2 Regulate Licensed Law Enforcement Population  
Objective No. 1 Law Enforcement License Regulation  
Strategy No. 1 Enforce through License Revoc, Suspension, Reprimand, or Cancellation  
Measure Type EX  
Measure No. 4 Number of Licenses Suspended  
Calculation Method: C  
Key Measure: N  
New Measure: N  
Target Attainment: N  
Priority: H  
Cross Reference: Agy 407 080-R-S70-1 02-01-01 EX 04  
Fall/Annual: N

#### BL 2010 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.

#### BL 2010 Data Limitations

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

#### BL 2010 Data Source

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.

#### BL 2010 Methodology

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

#### BL 2010 Purpose

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.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	2	Regulate Licensed Law Enforcement Population
Objective No.	1	Law Enforcement License Regulation
Strategy No.	1	Enforce through License Revoc, Suspension, Reprimand, or Cancellation
Measure Type		EX
Measure No.	5	Number of Licenses Surrendered
Calculation Method:		C
Key Measure:		N
New Measure:		N
Target Attainment:		N
Priority:		H
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EX 05
Fall/Annual:		N

#### BL 2010 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.

#### BL 2010 Data Limitations

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

#### BL 2010 Data Source

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.

#### BL 2010 Methodology

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

#### BL 2010 Purpose

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

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	2	Regulate Licensed Law Enforcement Population
Objective No.	1	Law Enforcement License Regulation
Strategy No.	1	Enforce through License Revoc, Suspension, Reprimand, or Cancellation
Measure Type		EX
Measure No.	6	Number of Reprimands Issued
Calculation Method:		C
Key Measure:		N
New Measure:		N
Target Attainment:		N
Priority:		H
Cross Reference:		Agy 407 080-R-S70-1 02-01-01 EX 06
Fall/Annual:		N

BL 2010 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.

BL 2010 Data Limitations

None.

BL 2010 Data Source

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

BL 2010 Methodology

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

BL 2010 Purpose

The measure counts the number of reprimands issued.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 2 Regulate Licensed Law Enforcement Population  
Objective No. 1 Law Enforcement License Regulation  
Strategy No. 1 Enforce through License Revoc, Suspension, Reprimand, or Cancellation  
Measure Type EX  
Measure No. 7 Number of License Cancellations  
Calculation Method: C  
Key Measure: N  
New Measure: N  
Target Attainment: L  
Priority:  
Cross Reference: Agy 407 080-R-S70-1 02-01-01 EX 04  
Fall/Annual: N

BL 2010 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, not meeting Commission standards, are agency error, individual misrepresentations, or human error.

BL 2010 Data Limitations

None.

BL 2010 Data Source

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

BL 2010 Methodology

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

BL 2010 Purpose

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

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 2 Regulate Licensed Law Enforcement Population  
Objective No. 1 Law Enforcement License Regulation  
Strategy No. 1 Enforce through License Revoc, Suspension, Reprimand, or Cancellation  
Measure Type OP  
Measure No. 1 Complaints Resolved  
Calculation Method: C  
Key Measure: Y  
New Measure: N  
Target Attainment: H  
Priority: M  
Cross Reference: Agy 407 080-R-S70-1 02-01-01 OP 01  
Fall/Annual: N

#### BL 2010 Definition

Complaints resolved is a count of the actual number of complaints resolved during the reporting period. A complaint is opened for one of four types of violations, which are criminal misconduct, administrative rule violation, continuing education/training violation, or corporate license violation. A complaint is considered resolved when the complaint is formally closed (by the Executive Director or by Commission action) during the reporting period.

#### BL 2010 Data Limitations

None.

#### BL 2010 Data Source

Complaint information is entered upon receipt by staff. All relevant Commission data files are maintained in TCLEDDS and are therefore readily available for the calculation of this measure. Monthly reports of the Enforcement section and Legal section are reviewed for resolution data.

#### BL 2010 Methodology

This measure will be calculated by querying computer files to sum the number of complaints the Commission resolves during any given time period. A complaint is considered resolved when the complaint is formally closed (by the Executive Director or by Commission action) during the reporting period.

#### BL 2010 Purpose

This measure is an indicator of the number of complaints the Commission resolves during any given time period.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 2 Regulate Licensed Law Enforcement Population  
Objective No. 1 Law Enforcement License Regulation  
Strategy No. 1 Enforce through License Revoc, Suspension, Reprimand, or Cancellation  
Measure Type OP  
Measure No. 2 # Individuals w/Training Deficiencies/ Training Violations Identified  
Calculation Method: C  
Key Measure: N  
New Measure: N  
Target Attainment: L  
Priority: M  
Cross Reference: Agy 407 080-R-S70-1 02-01-01 OP 02  
  
Fall/Annual: N

BL 2010 Definition

The number of individuals with such deficiencies or violations identified are determined 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 individuals with deficiencies and/or violations identified during the reporting period.

BL 2010 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.

BL 2010 Data Source

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.

BL 2010 Methodology

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.

BL 2010 Purpose

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

SP 06/18/08



Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 2 Regulate Licensed Law Enforcement Population  
Objective No. 1 Law Enforcement License Regulation  
Strategy No. 2 Technical Assistance  
Measure Type OP  
Measure No. 1 Number of Administrative Violations  
Calculation Method: C  
Key Measure: Y  
New Measure: N  
Target Attainment: L  
Priority:  
Cross Reference: Agy 407 080-R-S70-1 02-01-01 OP 02  
Fall/Annual: N

BL 2010 Definition

Number of individuals who commit administrative rule violations during the reporting period. This includes peace officers and jailers.

BL 2010 Data Limitations

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

BL 2010 Data Source

This information is available from the monthly reports of the Enforcement section which opens an administrative violation complaint.

BL 2010 Methodology

This measure is calculated from Enforcement section reports.

BL 2010 Purpose

This measure is an indication of how effective we are at achieving voluntary compliance to agency rules.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 2 Regulate Licensed Law Enforcement Population  
Objective No. 1 Law Enforcement License Regulation  
Strategy No. 2 Technical Assistance  
Measure Type OP  
Measure No. 2 Number of Field Service Agent Site Visits  
Calculation Method: C  
Key Measure: Y  
New Measure: N  
Target Attainment: L  
Priority:  
Cross Reference: Agy 407 080-R-S70-1 02-01-01 OP 02  
Fall/Annual: N

BL 2010 Definition

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

BL 2010 Data Limitations

None.

BL 2010 Data Source

This is reported in the Education and Training Division monthly reports.

BL 2010 Methodology

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.

BL 2010 Purpose

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

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 3 Indirect Administration  
Objective No. 1 Indirect Administration  
Strategy No. 1 Indirect Administration  
Measure Type EX  
Measure No. 1 Total Number of Achievement Award Nominations  
Calculation Method: C  
Key Measure: N  
New Measure: N  
Target Attainment: L  
Priority: M  
Cross Reference: Agy 407 080-R-S70-1 03-01-01 EX 01  
Fall/Annual: N

BL 2010 Definition

Total number of achievement award nominations received by the commission pursuant to Occupations Code, Section 1701.401(d). Achievement Awards are classified as valor, professional achievement, and/or public service. Nominations are sought in December of each year, judging is accomplished in early April and the conferring of awards is accomplished in May of each year.

BL 2010 Data Limitations

The number of nominations are dependent upon submissions from criminal justice professionals.

BL 2010 Data Source

The data will be available each year through a single count.

BL 2010 Methodology

Website, Close-Up newsletter and other media sources are used to solicit submissions. Judges are recruited from the SAT, TMPA, CLEAT and other law enforcement professional agencies and associations. Criteria have been established and are used. This measure is the count of the total number of nominations received.

BL 2010 Purpose

This measure counts the submissions of nominations for Achievement Awards.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No.	3	Indirect Administration
Objective No.	1	Indirect Administration
Strategy No.	1	Indirect Administration
Measure Type		OP
Measure No.	1	Total Number of Cases Researched for the TX Peace Officers' Memorial
Calculation Method:		C
Key Measure:		N
New Measure:		N
Target Attainment:		L
Priority:		M
Cross Reference:		Agy 407 080-R-S70-1 03-01-01 OP 01
Fall/Annual:		N

#### BL 2010 Definition

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

#### BL 2010 Data Limitations

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

#### BL 2010 Data Source

A paper and electronic file created from agency files, family sources, media and historical records. The number of cases researched is obtained from the Public Affairs section.

#### BL 2010 Methodology

Cases acted upon are for the fiscal year, from Commission records. Staff assigned to the TPOM keep records and documents in file folders and in an excel spreadsheet. 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, in Austin, from any source and a pending file is created. Each case is researched and verified, and recommendations are made by the Director to the Commission at regularly scheduled meetings of the Commission. Law Enforcement agencies and families of the officers are asked to help document the life and career of each officer, as well as the fatal incident. Actions taken by the Commission are printed in the Texas Register, the officers' agencies are notified, and family members are contacted, if known and appropriate.

BL 2010 Purpose

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

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 3 Indirect Administration  
Objective No. 1 Indirect Administration  
Strategy No. 1 Indirect Administration  
Measure Type OP  
Measure No. 2 Total Number of State Flags Presented for Texas Peace Officers  
Calculation Method: C  
Key Measure: N  
New Measure: N  
Target Attainment: L  
Priority: M  
Cross Reference: Agy 407 080-R-S70-1 03-01-01 OP 02  
Fall/Annual: N

BL 2010 Definition

The number of state flags presented to families of deceased Texas Peace Officers pursuant to Occupations Code, Section 1701.161 and Government Code, Section 615.105 during the reporting period. State of Texas flags, certificates and letters from the Governor and Executive Director of TCLEOSE are personally presented to all families of peace officers killed in the line of duty. The same materials are mailed to families in a non-line of duty death of an honorably retired peace officer.

BL 2010 Data Limitations

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

BL 2010 Data Source

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

BL 2010 Methodology

A letter is signed by the Governor, another is signed by the Executive Director of the Commission and a TCLEOSE peace officer personally delivers line of duty death flags. TCLEOSE staff mail Texas flags in non-line of duty deaths.

BL 2010 Purpose

This measure counts the number of trips made and the number of flags mailed.

SP 06/18/08

Agency Code: **407** Agency: **Commission on Law Enforcement Officer Standards and Education**

Goal No. 3 Indirect Administration  
Objective No. 1 Indirect Administration  
Strategy No. 1 Indirect Administration  
Measure Type OP  
Measure No. 3 Number of Open Records/Public Information Responses  
Calculation Method: C  
Key Measure: N  
New Measure: N  
Target Attainment: L  
Priority: M  
Cross Reference: Agy 407 080-R-S70-1 03-01-01 OP 04  
Fall/Annual: N

BL 2010 Definition

Open records/public information requests are handled by a public information officer and reported to the Office of the Attorney General.

BL 2010 Data Limitations

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

BL 2010 Data Source

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.

BL 2010 Methodology

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

BL 2010 Purpose

This measure counts the number of requests received and responded to by the Commission.

SP 06/18/08

## **APPENDIX E**

### **Implementing the Texas Transformation**





5. What current practices or plans are in place to improve usability and searchability of the agency's Web content? (2007 SSP, Strategy 4 1)

Practices in place: Web site currently utilizes a site wide search function that constrains searches to the web site. Additionally, help is available via email link on the site. Site was built to be 502c compliant and current practice is to maintain accessibility and usability.

Plans: The web site is being planned to be completely redesigned based on customer use patterns so that more used functions are highlighted by design.

6. What current practices or plans are in place to improve life cycle management of agency data and information? Include the agency's approach and ability to meet future open records and e-discovery requests. (2007 SSP, Strategy 4-1)

Current Practice: The agency currently employs life cycle management on electronic data that follows general retention schedules for paper records. As data ages out of its useful life cycle it is retained in back-up format and stored off site.

Plans: The agency is moving progressively to lessen the reliance on paper records by scanning existing records into electronic retrievable formats, mainly PDF. This is positioning the agency to be able to meet open records requests and e-discovery requests as well regardless of data type or format.

7. Describe agency methods and standards (federal, state, industry), implemented or planned, intended to enhance data sharing (i.e., improve interoperability) with other entities. (2007 SSP, Strategy 4-2)

The agency has databases that are standardized (industry) and indexed with necessary attributes to allow the use of that data via export to any number of different platforms. At present, the agency does not have any partnerships that allow real-time use and exchange of data between systems. The agency does participate in several programs that are currently in place where data is routinely shared with other state agencies.

8. Does the agency have any plans to simplify or reduce the number of existing software platforms (e.g., operating systems, application development environments, database systems, office suites, other COTS applications)? If no, is the agency fully leveraging its technology to support both its current and future business environment?

The agency does not have any plans to reduce or simplify existing software platforms. Our current systems are unified at this time. The agency is continually looking for more efficient methods to share and utilize the data as well as for business process models that more effectively utilize our hardware and software.

9. Describe any current or planned activities targeted at reducing the environmental resource consumption of technology equipment (recycling, consolidating, virtualizing, buying energy efficient equipment, etc.).

The agency currently practices a tiered approach to resource consumption. As hardware life cycles come to an end, hardware is re-tasked allowing even older hardware to be released. This effectively extends the life of hardware until maintenance develops as the factor dictating the end of use. The agency does participate in recycling of technology equipment where possible.

**APPENDIX F**

**Workforce Plan**

## Agency Overview

The Texas Legislature created the Texas Commission on Law Enforcement Officer Standards and Education in 1965 to ensure that Texas is served by highly trained and ethical law enforcement and city/county corrections 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, 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; 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 by 11% by the year 2016. Texas is growing more rapidly than the rest of the United States and a 15% to 20% growth in the number of licensees in the next seven years is plausible and more accurate. 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 the key to meeting these challenges.

The Commission office is located in Austin, Texas, at U.S. Highway 290 East and Interstate Highway 35, and there are currently 46 authorized FTE's.

## Agency Mission

The mission of the Texas Commission on Law Enforcement Officer Standards and Education 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.

## Strategic Goals and Objectives

The Commission has three main goals and five strategies:

### Goal 1- Education, Training and Credentialing

To create new incentives and opportunities for law enforcement career oriented individuals to demonstrate required competence and to grow in their profession.

Objective 1-1: Contribute to a continuing reduction in the threat of crime in Texas by ensuring the competency of new and existing law enforcement professionals.

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

Strategy 1-1-2: Manage development, delivery and quality of law enforcement training and education.

Goal 2- Enforcement and Legal Services

To develop and implement programs designed to contribute to the reduction of licensee misconduct.

Objective 2-1: Reduce the per capita incidence of licensee misconduct in Texas within the provisions of statutes and rules that govern the Commission.

Strategy 2-1-1: Revoke licenses, suspend licenses, or reprimand licensees for violations of statutes or Commission rules.

Strategy 2-1-2: Deploy field services agent to provide timely and effective personal consultation and to reduce the need for regulatory sanctions.

Goal 3- Indirect Administration

Objective 3-1: Provide efficient and effective indirect administration at the lowest possible cost.

Strategy 3-1-1: Perform ancillary, supportive administrative and executive services, and efficiently assist in achieving the mission of the Commission.

**Core Business Functions**

Under the direction of an Executive Director appointed by the Commission, the staff of the Texas Commission on Law Enforcement Officer Standards and Education implements and enforces the legislative mandates of Chapter 1701 of the Occupations Code and the Commission's adopted rules. The Commission is authorized 46 full-time employee (FTE) positions in three divisions: Credentialing and Enforcement, Education and Training Programs, and Fiscal and Staff Services.

The office of the Executive Director develops and implements agency policies as required by statute; plans, directs and coordinates programs and resources of the agency. The Executive Director directs both a public information section and a legal section.

Major Divisions and their General Duties:

- Education and Training Programs
  - Develops, validates, and maintains course and program curriculum
  - Develops, validates, and maintains licensing exams

- Evaluates education and training programs
- Provides program and training assistance
- POSEIT
- Web site management
  
- Credentialing and Enforcement
  - Issues license and certificate, maintains licensing and training records
  - Ethics and ethics programs
  - Issues endorsements, administers tests
  - Coordinates test sites, provides exam results
  - Conducts compliance trends, licensee characteristics, standardized reports, and database management
  - Compliance audits, rules and criminal investigations
  - Homeland security programs
  
- Fiscal and Staff Services
  - Budgeting and planning
  - Financial and fiscal reports
  - Inventory
  - Purchasing and supplies
  - Facilities management
  - Technology infrastructure, systems and programs security
  - Telecommunications
  - Risk management
  - Payroll and insurance
  
- Executive Director and Support Services
  - Executive assistance
  - Public policy, agency rules, agency policies and procedures
  - CALEA accreditation and internal inspections
  - Disciplinary actions and hearings
  - Intergovernmental and legislative liaisons
  - Commission meetings and minutes
  - Open records and Compact with Texans
  - Public Information Officer
  - Texas Peace Officer Memorial and achievement awards
  - Close Up and agency publications
  - Family assistance and flag coordination

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

The Commission does not anticipate any changes to the mission or major goals in the immediate future. Some additional goals in the area of selection and retention of law enforcement personnel are anticipated as more officers move throughout the state and between states. Customers are requesting more background information on officers and jailers and more and more cities and counties are examining officers and licensees for character flaws that are often only discovered by thorough background investigations.

The Commission 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. E-learning and individual pace learning will be examined for effectiveness in certain basic training courses.

A major demand upon the Commission will be the anticipated retirements of many Viet Nam era police officers and the recruitment, selection, testing, and training demands this will place on academies, police agencies and upon the Commission.

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

Law Enforcement personnel planning is becoming increasingly difficult as the advancing technologies demand more intellectually sophisticated personnel to function effectively in this new environment. Returning military personnel are anticipated to fill the many vacancies. These veterans bring experience to departments and many create re-learning requirements for existing training.

Preliminary research indicates that there may be a correlation 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.



**TEXAS COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS AND EDUCATION  
ORGANIZATIONAL CHART - DUTIES**

**Education & Training Programs Division**

Academy Assistance  
 Accreditation & Inspections  
 Administer Examinations  
 Curriculum & Program Development  
 Coordinate Test Sites  
 Database Management  
 Development & Analysis  
 Distance Education (POSEIT)  
 Education & Training Programs  
 Examination Validation  
 Institutional Evaluation  
 Licensee Characteristics  
 Program & Curriculum Validation  
 Provide Examination Results  
 Systems & Program Security  
 Standardized Reporting  
 Technology Infrastructure  
 Web Management

**Credentialing & Enforcement Division**

Compliance Auditing  
 Compliance Trends  
 Ethics & Ethics Programs  
 Facility Telecommunications  
 Homeland Security Programs  
 Issue Licenses & Certificates  
 Issue Endorsements  
 Licensing & Training Records  
 Reception & Mail  
 Rules & Criminal Investigations

**Fiscal & Staff Services Division**

Cellular Telecommunications  
 Facilities Management & Security  
 Financial and Fiscal Reports  
 Inventory  
 Payroll & Insurance  
 Purchasing, Supply, & HUBs  
 Risk Management  
 Strategic Budgeting & Planning

**Legal**

Disciplinary Actions & Hearings  
 Legal Research

**Public Affairs Unit**

Achievement Awards  
 Agency Publications  
 "Close Up" Newsletter  
 Compact With Texans  
 Flag Coordination & Family Assistance  
 Legislative Tracking  
 Open Records Administration  
 Public Information Officer  
 Texas Peace Officers' Memorial

**Executive Assistant**

Agency Policies & Procedures  
 Agency Rules & Public Policy  
 Commission Meetings & Minutes  
 Executive Assistance  
 Intergovernmental/Legislative Liaison

06/11/08

## Current Workforce Profile

### Workforce Demographics (as of May 1, 2008)

Gender:	Male	51.1%
	Female	48.9%
Age:	60+	24.4%
	50-59	31.7%
	40-49	24.4%
	30-39	14.6%
	Under 30	4.9%
Race:	African-American	12.2%
	Hispanic	14.6%
	Caucasian	73.2%

Approximate Average State Employment Tenure: 12 years

Approximate Percentage of Employees Eligible to Retire within Five Years: 29%

The following table compares the percentage of African American, Hispanic American, and Female employees (as of May 1, 2008) to the latest state of Texas civilian workforce aggregate totals from the Equal Employment Opportunity Commission's National Employment Summary EEO-1 2005. The agency continues to work toward increasing diversity in its workforce.

Job Categories	State Civilian Workforce		
	African American	Hispanic American	Female
Officials, Administration	7.10%	12.80%	32.30%
Professional	8.40%	10.20%	47.30%
Technical	14.40%	20.20%	43.00%
Para-Professional	18.50%	38.80%	20.50%
Administrative Support	19.70%	27.00%	77.60%
Skilled Craft	10.20%	32.20%	9.00%
Service & Maintenance	21.60%	39.30%	56.80%

Job Categories	TCLEOSE Workforce							
	African American		Hispanic American\		Female		Other Male	
	Total	Percent	Total	Percent	Total	Percent	Total	Percent
Officials, Administration	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Professional	0	0.0%	0	0.0%	1	16.7%	5	83.3%
Technical	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Para-Professional	3	12.5%	2	8.3%	9	37.5%	13	54.2%
Administrative Support	2	20.0%	4	40.0%	10	100%	0	0.0%
Skilled Craft	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Service & Maintenance	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	5	12.2%	6	14.6%	20	48.8%	19	46.3%

Job Categories	TCLEOSE Total Employees
Officials, Administration	1
Professional	6
Technical	0
Para-Professional	24
Administrative Support	10
Skilled Craft	0
Service & Maintenance	0
Total	41

## Survey of Organizational Excellence

TCLEOSE has participated in the University of Texas Survey of Organizational Excellence. The agency uses the survey to analyze its organizational effectiveness and develop strategies to address identified weaknesses. The latest FY 2006 survey shows positive growth in all 20 areas compared to the previous survey.

		<b>Constructs</b>	<b>Scores</b>	
			<i>Previous</i>	<i>Current</i>
<b>Dimensions</b>	<b>Work Group</b>	Supervisor Effectiveness	321	375
		Fairness	331	387
		Team Effectiveness	326	372
		Diversity	353	394
	<b>Accommodations</b>	Fair Pay	230	277
		Physical Environment	390	407
		Benefits	362	366
		Employment Development	361	388
	<b>Organizational Features</b>	Change Oriented	340	369
		Goal Oriented	346	380
		Holographic (Consistency)	341	385
		Strategic	399	404
		Quality	383	396
	<b>Information</b>	Internal	315	349
		Availability	372	377
		External	378	394
	<b>Personal</b>	Job Satisfaction	368	404
		Time and Stress	373	398
		Burnout	362	396
		Empowerment	354	394

## **Employee Turnover**

The agency's employee turnover rate has improved over the last few years. The state's retirement incentive program was a factor in pushing the turnover rate higher in FY 2003. The following table shows the agency's turnover rate since FY 2002, compared to the state average for the same time period. TCLEOSE data excludes transfers. FY 2006 data including transfers was 17.28%.

<i>Fiscal Year</i>	<i>State</i>	<i>TCLEOSE</i>
2006	15.8%	14.8%
2005	16.9%	11.6%
2004	15.1%	11.4%
2003	17.0%	22.6%
2002	14.6%	33.7%

TCLEOSE expects its turnover rate to mirror the overall state turnover rate during the next five years due to national demographic and economic factors.

Progressive organizations provide learning opportunities for their employees. Learning organizations respond more quickly and effectively to the ever-increasing demand for flexibility and adaptability to time-sensitive customer needs. Learning organizations also see people grow and with professional growth comes increased self-confidence, self-esteem and self-assuredness. The result is turnover in an organization with limited promotional possibilities. Organizations that stress self-improvement benefit from this professional development and should not be criticized when people leave seeking to achieve their personal ambitions.

All turnover is not bad for the individual. Many times it is a positive retention figure in that the individual accomplished something for themselves and for their family that wasn't possible at their present organization. This positive turnover benefits the organization by providing more opportunities for those than remain.

Turnover in an organization is only bad when people leave for the same or lesser jobs. People who improve themselves or retire; these individuals should not be considered as turnover and lumped into a term that has come to have a negative connotation.

## **Critical Workforce Skills**

The Texas Commission on Law Enforcement Officer Standards and Education has many knowledgeable and qualified employees. Critical skills are good verbal, faceless communications, analytical abilities, and decision making.

Future needs require documentation of historical facts and changes that will be lost when long term employees retire. Efforts have begun to make sure this historical knowledge is documented and passed on before we lose this opportunity.

## **Future Workforce Profile (Demand Analysis)**

### **Expected Workforce Changes**

The Texas Commission on Law Enforcement Officer Standards and Education will experience the workforce changes occurring across the country. With an aging population and a more technologically based economy, we will see a smaller pool of applicants for the Commission and for law enforcement in general. The pool available for our customers is becoming critical as retirements far exceed job seekers. Persons entering public service in the 21st century will need to possess many more skills, however. In law enforcement character is far more important at first and skill development can come second. Many agencies are having difficulty at first recruiting individuals with the requisite character at the salary levels available. Secondly, once recruited, they are having to be very patient as they devote hundreds of hours to the task of training to the necessary skill level.

### **Future Workforce Skills Needed**

To meet future increased demands, the agency will need additional personnel. Near maximum efficiencies have been made with present employees. It is anticipated that there will be a 15% to 20% increase in licensees by 2016. A large number of Viet Nam era retirees will necessitate higher than average need to fill retirement vacancies.

With anticipated growth of Texas cities and counties, along with increasing demand for police officers, jailers and telecommunicators, demands for licensing and training will only increase. Field service agent assistance is designed to reduce the need for invasive regulatory action into licenses will reduce the need for legal action. Increased training and credentialing demands will far outweigh any reduction in regulatory responsibilities.

Future employees will need to possess the same critical skills needed as our present employees need.

### **Anticipated Increase in Number of Employees Needed**

Although the Commission is authorized to have 46 FTE's, the FY 2008/FY 2009 budget will support 42 FTE's. The appropriation for personnel is \$150,000 less than the anticipated payroll costs and as such this agency has been forced to operate with 42 FTE's rather than the necessary and authorized number of 46.

The need for the Commission is to have the existing authorized compliment of people fully funded. Once 46 positions are funded, our anticipated need for FY 2010/FY 2011 is one computer technician to facilitate paperless reporting, distant learning, virtual reality training and E-learning.

### **Critical Functions that must be Performed to Achieve the Strategic Plan**

The functions of test design and administration, distance learning, curriculum development, examination validation, web management, license and certificate issuance, records management,

public information response, standardized reporting, compliance auditing, legal research, disciplinary actions and hearings, achievement awards, flag presentations, and technology infrastructure are all critical to the achievement of the strategic plan.

## **Gap Analysis**

A major gap identified by our customers during our strategic planning, process and also through numerous personal contacts by Commissioners, the Executive Director and staff is the on-going need to more effectively communicate with all the regulated agencies, academies and training providers. Although the Commission utilizes quarterly newsletters, a comprehensive website, advisory councils and numerous other methods of communication, we have an on-going need to make greater strides in effective communications.

A solution to this gap will facilitate greater transparency of government and inspire the new strategy in Goal 2 to reduce the need for regulatory sanctions. We will continue to seek more effective means with our present communications strategies and pursue additional efforts to enhance the communications between ourselves and our customers.

## **Strategic Development**

To meet the needs of the ever-increasing customer demands, the agency has accomplished the following:

- we have recruited and trained seven field service agents who are being well-received and effective in the performance of their tasks
- we have embodied the concept of career development in our everyday management and supervision
- we have and continue to emphasize the need to hire character and train competence
- we have again redesigned the organizational structure and flattened the design reducing one complete division
- we have reengineered many of the paper flow processes and we have come up to real-time in our turnaround of documents
- we have successfully migrated to a new and more comprehensive data network
- we have revamped our performance measure calculations and have rededicated ourselves to performance monitoring
- we have revisited our rule making process and have enhanced communication of prospective rules and administrative changes

During the next two years, we will:

- promote better communications and information sharing by maximizing present communication methods, developing new means for communication and enhancing the field service assistance communications
- update and distribute best practices for our customers to help in their self-improvement efforts
- perform a predictive validity study on the relationship between performance in basic training as a predictor of future job performance
- finalize research into whether education attainment is a predictor in recorded criminal misconduct of licensees

- enhance the availability of online training through partnerships with other providers
- develop more paperless reporting in an effort to avoid future personnel costs as we experience greater demand in licensees



# **APPENDIX G**

## **Survey of Organizational Excellence**



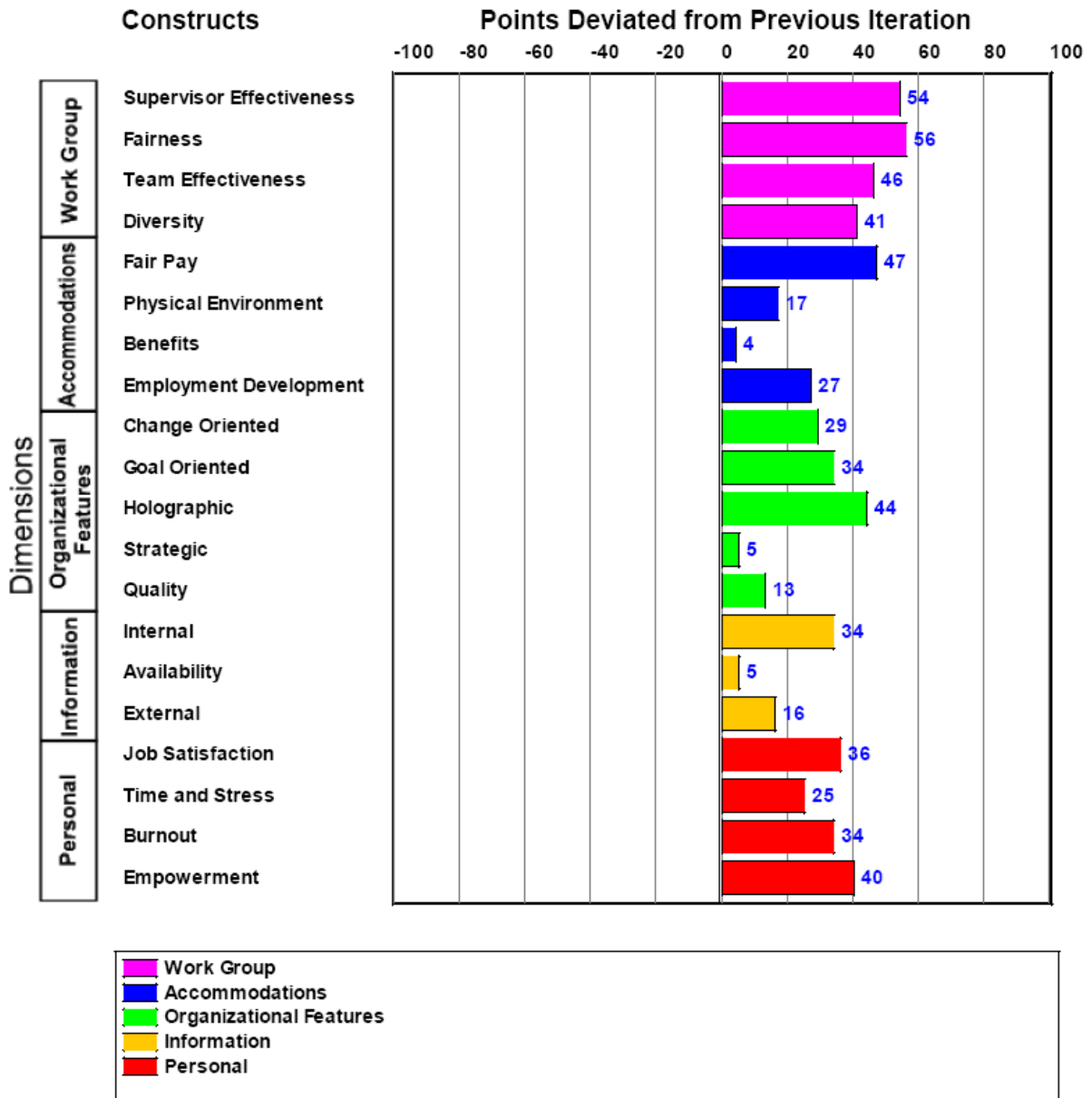
### **Survey of Organizational Excellence**

The Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE) experienced positive growth in 20 out of 20 constructs in comparison to the last iteration of the survey. The constructs with the most positive growth are: Fairness, Supervisor Effectiveness, Fair Pay, Team Effectiveness, and Holographic. Together, these constructs were identified by employees as having the most significant improvement compared to the previous iteration of the survey. The chart on the following page illustrates each category.

Survey conducted by Noel Landuyt, Ph.D. Organizational Excellence Group University of Texas Austin

# Organizational Change: Performance Over Time

One of the benefits of continuing to participate in the survey is that over time data shows how employees' views have changed as a result of implementing efforts suggested by previous survey results. Positive changes indicate that employees perceive the issue as adequately improved since the previous survey. Negative changes indicate that the employees perceive that the issue has worsened since the previous survey. Negative changes of greater than 50 points and having 10 or more negative construct changes should be a source of concern for the organization and should receive immediate attention.



# **APPENDIX H**

## **Citizen / Customer Survey**

## **Citizen / Customer Survey**

### **I. Inventory of External Customers**

All citizens and groups are customers of the Texas Commission on Law Enforcement Officer Standards and Education (Commission). Some are direct customers and many more are indirect customers. Our indirect, external customers are Texas citizens, many of whom do not know the Commission's mission or the objectives of this unique agency. What they do know is what is emphasized in the mission statement of the Commission where it says: "The mission of the Texas Commission on Law Enforcement Officer Standards and Education is to establish and enforce standards to ensure that the people of Texas are served by highly trained and ethical law enforcement and corrections personnel."

Beyond our citizens, cities and counties, police departments, sheriff's departments, constable's offices, training academies and then the most obvious – the license holders themselves are our direct customers. There are over 150,000 license holders who rely upon the Commission to properly screen and develop continuing education and proficiency certificates as well as regulate the attainment of these milestones while ferreting out those who do not live up to the rules, laws, and ethical standards established by the legislature and the Commission.

### **II. Information Gathering Method Utilized for Customer Service Period**

The Commission is a unique regulatory agency. We regulate licensees and we develop, oversee, and regulate the quality of training and continuing education. Peace officers, jailers, telecommunicators, training academies, and training contractors are both customers and providers of input for quality improvement. Advisory committees, made up of expert customers, advise the Commission on curriculum changes. Training coordinator groups make "best practices" recommendations and individual customers submit quality suggestions.

Input at biennium strategic planning sessions provide many ideas that the Commission considers. All suggestions, both verbal and written, are evaluated and many are incorporated into one of three areas of action.

These action areas are suggestions that require legislation, suggestions that require formal Commission action, and suggestions that are agency action items. (See Appendix G-1 for the letter requesting input and for a list of action items.)

Throughout the year, both paper and email group surveys are conducted. This past year, paper surveys were used at the Training Coordinator's Conference seeking Coordinator's opinions on the location and content of the Training Coordinator's Conference. (See Appendix G-2 for a copy of the survey and the survey analysis.) In addition, another survey of training coordinators sought their opinions on a rule change for reducing the time allowed to report training to the Commission. (See Appendix G-2 for a copy of this survey and the survey analysis.)

Items that come before the Commission sometimes need surveys that are time sensitive requiring short deadlines. One recent survey was conducted by email to determine how many academies required both physical and psychological examinations prior to entrance into their academies. This email survey sought customer input about "best practices." The email survey was conducted and reported on within four days. This survey was beneficial in the decision-making of the Commission. (See Appendix G-3 for this survey and survey analysis.)

Although all of these methods are instrumental in providing customer concerns, none is more beneficial than the daily telephonic and email 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 and not received 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, on-going, and genuine. Open communications are fostered and relationships mature. The Commissioners and staff have come to embrace customer service as a daily responsibility.

### **III. Input, Suggestions and Criticism Received**

#### **A. General / Overall**

- Teach 3939 and 3232 state mandated courses only once; not every four years
- Don't be just a regulatory agency; help agencies partnership with associations to support the work of the commission
- Add the use of technology and learning objective development to the Basic Instructor's Course
- Changes in rules created by the legislature need to be disseminated in a more timely manner by the Commission
- Need for broad based training in officer safety and in Homeland Security
- Need for greater auditing, both scheduled and random, by the Commission staff to assure standards are being met
- Examine the use of e-learning in all basic instruction

#### **B. Staff**

- Increase funding for staff
- Reduce employee turnover
- Regional field representatives are well received and valuable
- Increase staff size
- Build trust through field service representatives – always build trust
- Continue to improve turnaround time on requests

#### **C. Communication / Telephone**

- Better communications with advance notice of commission meetings
- Personalize all telephone communication – “How do you associate a face with a voice?”
- Better reporting on training needed – is a red flag concept possible
- Host regional meetings to improve communications
- Break into regions at the Training Coordinator's Conference

#### **D. Internet / Website**

- Better communications of what the commission meetings are doing – less formal
- List on website the committee chairs, contact numbers and what they are reviewing
- List commission rule changes quickly on the website and also legislative changes that affect the Commission rules
- Advanced notice of all commission actions on the website
- Formulate group emails in order to accomplish better communications across this large state
- Web notification of legislative initiatives – last year was good, but can be improved
- Post protocols for selecting stakeholders on ad hoc committees

E. Timelines

- Post timetables and schedules for course revisions – check this monthly
- Post current rules and proposed changes to rules more timely

F. Written Material

- Put in the Close Up academy graduation passing rates
- Use licensees' home addresses whenever possible – make sure licensees update their driver's license

(For a complete list of the individual comments, see Attachment G-4.)

Information sources include: strategic planning commission meeting held January 15 and 16, 2008, an agency strategic planning session held February 13, 2008, testimony at Commission meetings and workshops, discussion and seminars conducted for and by various law enforcement groups, formal and informal legislative directives, citizen requests and complaints, inter-and intra-agency communications, and national state agency counterparts.

**IV. Summary**

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

Sometimes the best customer service comes from when the customers are willing to serve.

## **Attachment H-1**

**Letter and Agenda Mailed to  
Customers Requesting Input**





## TEXAS COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS AND EDUCATION

Timothy A. Braaten  
Executive Director

December 19, 2007

Dear Colleague:

The Texas Commission on Law Enforcement Officer Standards and Education (Commission) is planning a two day workshop on January 15-16, 2008, to be held at the John H. Reagan Building, 105 West 15th, Room JHR 110, Austin, Texas (located on the southwest corner of 15<sup>th</sup> Street and Congress Avenue). You are invited and encouraged to attend, and present testimony or otherwise participate in this important event. The purpose of this special called meeting of the Commission is to examine its mission, roles, and philosophy, and to determine its future direction, consistent with Chapter 1701 Texas Occupations, Section 1701.058(a). This will also be an opportunity for you to meet the four newly appointed commissioners.

The success of this planning session will come from an open and frank dialogue focused on improving law enforcement standards and education. The future quality of life in Texas is affected by our concerted efforts.

You are invited to share your concerns and make your suggestions by appearing before the Commission or by submitting your ideas in writing prior to the workshop. Please respond to the following.

- Please identify what you believe are the strengths and weaknesses of the Commission.
- What four major roles should the Commission fill in the years 2010, in 2015, and 2020?
- Please identify, in order of importance, the direct and indirect services the Commission should provide; now and in the future.
- If you believe there are weaknesses, conflicts, or gaps in the Commission's authorizing statute, what are they?

If you choose to send in written comments, please submit the remarks to Ms. Laura Le Blanc, and clearly mark you comments "Strategic Planning Sessions." If there are other topics you would like to have addressed, please submit them separately for consideration at a future meeting of the Commission.

On Tuesday, January 15th, the Commission will hear public comments. Each participant will be allotted five minutes to make a presentation. Another five minutes will be allotted for questions from the Commissioners to the presenter.

Following testimony and public comment on January 16th, the Commissioners will review public input, analyze current operations and programs, and discuss the future direction of the Commission. The Commission may take formal action concerning operations, programs, budgeting, strategic planning, or personnel related issues during the remaining session. Although no active participation is possible by the public during these later sessions, you are invited to observe the Commissioners as they deliberate.

Please confirm your intent to speak at the workshop, in writing, at the Commission's office by close of business Friday, January 11, 2008. Written correspondence, in lieu of attendance, should be received at Commission headquarters no later than close of business, Friday January 11, 2008. Information concerning the meeting may be obtained from Ms. Laura Le Blanc, Executive and Legal Services, (512) 936-7722 or by visiting the Commission's website at [www.tcleose.state.tx.us](http://www.tcleose.state.tx.us).



*A nationally accredited law  
enforcement agency*

Phone: (512) 936-7700  
Fax: (512) 936-7766

6330 U.S. Highway 290 East, Suite 200  
Austin, Texas 78723

Thank you for your assistance, your good counsel, and your efforts to help ensure the continued improvement in the quality of the delivery of law enforcement services.

Respectfully,



Timothy A. Braaten  
Executive Director

TAB/aem

Enclosure

The Commission wants your comments on the following:

- Can all training records be submitted online by September 1, 2009? Whether on TCLEDDS or on an Excel spreadsheet roster website.
- Over 6,000 copies of Close-Up are mailed. What about an electronic copy, with the capability to download it.
- At the Training Coordinator's Conference, attendees indicated their satisfaction with Corpus Christi as a site. Is there another site that could be better?
- Presently the Commission by legislation gives out twenty achievement awards to twenty individuals. Should this be change to 20 situations with no limit to the number of individuals?
- Is there a need or a reason to modify the jailer-training program, which certifies personnel to oversee jail inmates on road and bridge duties? This training would be less than the presently required 96 hours.
- Other topics?



## TEXAS COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS AND EDUCATION

Timothy A. Braaten  
Executive Director

### TEXAS COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS AND EDUCATION SCHEDULE FOR THE SPECIAL CALLED MEETING WITH INVITED TESTIMONY

#### Tuesday, January 15, 2008

9:00 a.m. – 9:30 a.m.

Call to order, invocation, Pledge of Allegiance, roll call of members and welcoming remarks.

Introduction of new commissioners – meet and greet.

9:30 a.m. – 10:30 a.m.

Work session for the Special Called Meeting.

10:30 a.m. – 12:00 p.m.

Review current role, mission, goals, objectives, programs, operations, and discuss vision and future direction, through public comments.

12:00 p.m. – 1:30 p.m.

Recess (lunch).

1:30 p.m. – 5:00 p.m.

Continue to receive public comments.

#### Wednesday, January 16, 2008

9:00 a.m. – 12:00 p.m.

Call to order, invocation, Pledge of Allegiance, roll call of members and welcoming remarks, through public comments.

12:00 p.m. – 1:30 p.m.

Recess (lunch).

1:30 p.m. – 3:30 p.m.

Continue to receive public comments.

3:30 p.m. – 4:00 p.m.

Business session on items from the January 15, 2008 work session meeting.

4:00 p.m. – 4:30 p.m.

Executive Session to discuss pending litigation and personnel issues consistent with Section 551.074 and Section 551.071 of the Texas Government Code, Open Meetings Act.

4:30 p.m. – 4:45 p.m.

Return from Executive Session to report and/or discuss further actions to be taken as a result of the Executive Session.

4:45 p.m. – 5:00 p.m.

Finalize discussion and/or take actions on agency's mission, goals, programs, practice, or direction of agency.



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6330 U.S. Highway 290 East, Suite 200  
Austin, Texas 78723

## **Attachment H-2**

### **Survey and Survey Analysis**

- **Training Coordinator Conference Location**
  - **Training Reporting Requirements**



**INTEROFFICE MEMORANDUM**  
**Texas Commission on Law Enforcement Officer**  
**Standards and Education**



**To:** Timothy A. Braaten, Executive Director

**Date:** 11-06-2007

**From:** Frank Woodall, Director Education and Training Programs

**Subject:** Training Conference Location Survey Results

During the Annual Training Coordinators Conference held October 23-25, 2007, participants were provided a survey on the training conference location. Participants were advised of the importance of the survey during the training session on coordinator responsibilities and duties prior to the conference on October 22, 2007. Participants were also reminded of the survey during the staff Q & A, prior to the general training session on Thursday, during the break for the general training session, and at the close of the conference. Of the 470 registered participants in the conference, 264 completed and submitted the location survey.

The results of the survey are as follows:

- 250 responses, 94 percent, were satisfied or very satisfied with Corpus Christi for the training site.
- 252 responses, 95 percent, were satisfied or very satisfied with the cost of the conference.
- 233 responses, 87 percent, were satisfied or very satisfied with the date of the conference.
- 222 responses, 83 percent, were satisfied or very satisfied with the distance traveled to the conference.

Survey responses indicate overall satisfaction with the conference and its current location.

3081104388

## 2007 Training Coordinator Conference Location Survey

TCLEOSE has been holding the Training Coordinator's Conference in Corpus Christi since 2000. Although recent surveys have indicated this venue is acceptable, we are open to evaluating other locations, providing they meet the special requirements of this conference.

How satisfied are you with the current location and facilities?

Very satisfied  Satisfied  Unsatisfied  Very unsatisfied

How satisfied are you with the current dates of the conference?

Very satisfied  Satisfied  Unsatisfied  Very unsatisfied

How satisfied are you with the amount of travel required for the current location?

Very satisfied  Satisfied  Unsatisfied  Very unsatisfied

How satisfied are you with the cost of the conference?

Very satisfied  Satisfied  Unsatisfied  Very unsatisfied

If offering a new location, the following things must be considered:

- sleeping rooms for at least 450 at a state governmental rate
- 4 meetings rooms on one floor for a total of 450 for no charge
- full catering service by hotel
- on-site restaurants open for 3 meals a day, Sunday through Thursday
- nearby restaurants (preferably walking distance)
- nearby airport (20 miles or less)
- hotel shuttle to and from airport
- interstate highway access to conference city
- attractions for guests/family during and after conference hours

If you are less than satisfied with our current location, would you be willing to act as a facilitator to assist with securing another location?

Yes  No  Provide PID if yes to previous question.

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

Please list locations that may meet the above needs in the space provided below.

--

Are you willing to help with the coordination of the conference?

Yes  No  Provide PID if yes to previous question.

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

Thank you for your time and thoughts concerning your conference.

## Location Survey Results from Training Coordinator's Conference 2007

Satis W CC	Total
<b>Total</b>	264
<b>Very Satisfied</b>	144
<b>Satisfied</b>	106
<b>Unsatisfied</b>	11
<b>Very Unsatisfied</b>	3

Satis W CC	Total
<b>Total</b>	100%
<b>Very Satisfied</b>	54%
<b>Satisfied</b>	40%
<b>Unsatisfied</b>	4%
<b>Very Unsatisfied</b>	1%

Satis W Cost	Total
<b>Total</b>	263
<b>Very Satisfied</b>	121
<b>Satisfied</b>	131
<b>Unsatisfied</b>	8
<b>Very Unsatisfied</b>	2
<b>Null</b>	1
<b>Others</b>	0

Satis W Cost	Total
<b>Total</b>	100%
<b>Very Satisfied</b>	46%
<b>Satisfied</b>	49%
<b>Unsatisfied</b>	3%
<b>Very Unsatisfied</b>	0%
<b>Null</b>	0%
<b>Others</b>	0%

Satis W Date	Total
<b>Total</b>	264
<b>Very Satisfied</b>	100
<b>Satisfied</b>	133
<b>Unsatisfied</b>	27
<b>Very Unsatisfied</b>	4

Satis W Date	Total
<b>Total</b>	100%
<b>Very Satisfied</b>	37%
<b>Satisfied</b>	50%
<b>Unsatisfied</b>	10%
<b>Very Unsatisfied</b>	1%

Satis W Travel	Total
<b>Total</b>	264
<b>Very Satisfied</b>	91
<b>Satisfied</b>	131
<b>Unsatisfied</b>	36
<b>Very Unsatisfied</b>	6

Satis W Travel	Total
<b>Total</b>	100%
<b>Very Satisfied</b>	34%
<b>Satisfied</b>	49%
<b>Unsatisfied</b>	13%
<b>Very Unsatisfied</b>	2%

## TCLEOSE 2007 Roster Submission Survey

Currently, training coordinators are required by Commission Rule 215.9(b)(1)(A) to submit reports of training within 30 days of the completion of courses. This requirement is negatively impacting individuals by delaying the issuance of licenses, certificates, and verification of compliance with legislative training mandates.

1) Does your agency use TCLEDDS to report training?

Yes  No

2) In your experience, what is the main reason for not reporting training within 30 days?

- Holding rosters until all enrolled/assigned officers complete the course
- Holding rosters until enough officers complete the course to justify postage
- Internal approval process
- Limited staff
- Other

If answered other above, please explain on back of page.

3) What should be the minimum number of business days to report courses?

10  15  20

4) What should be the maximum number of business days to report any courses?

10  20  30

5) What should be the maximum number of business days to report courses required by rule?

10  20  30

6) As training coordinators, how do you respond to **licensees** when asked about the delay of certificates due to a course not being reported?

- Holding rosters until all enrolled/assigned officers complete the course
- Holding rosters until enough officers complete the course to justify postage
- Internal approval process
- Limited staff
- Rule allows 30 days to submit
- Other

If answered other above, please explain on back of page.

7) As training coordinators, how do you respond to **licensees** when asked about the delay of promotions/raises due to a course not being reported?

- Holding rosters until all enrolled/assigned officers complete the course
- Holding rosters until enough officers complete the course to justify postage
- Internal approval process
- Limited staff
- Rule allows 30 days to submit
- Other

If answered other above, please explain on back of page.



Use TCLEDDS	Total	Main Reason	Total
<b>Total</b>	255	<b>Total</b>	196
<b>Yes</b>	227	<b>All complete</b>	49
<b>No</b>	28	<b>Enough complete</b>	1
		<b>Internal Approval</b>	25
		<b>Limited Staff</b>	87
		<b>Other</b>	34

Min. Business Days	Total	Max. Bus. Any Crse	Total	Max. Bus. Rule Crse	Total
<b>Total</b>	251	<b>Total</b>	254	<b>Total</b>	252
<b>10 business days</b>	75	<b>10 business days</b>	16	<b>10 business days</b>	32
<b>15 business days</b>	55	<b>20 business days</b>	54	<b>20 business days</b>	64
<b>20 business days</b>	120	<b>30 business days</b>	183	<b>30 business days</b>	149
<b>NA</b>	1	<b>NA</b>	1	<b>NA</b>	7

Delay Cert. Reason	Total	Delay Prom. Reason	Total
<b>Total</b>	231	<b>Total</b>	207
<b>30 day rule</b>	64	<b>30 day rule</b>	51
<b>All complete</b>	36	<b>All complete</b>	26
<b>Enough complete</b>	1	<b>Enough complete</b>	1
<b>Internal Approval</b>	29	<b>Internal Approval</b>	27
<b>Limited Staff</b>	60	<b>Limited Staff</b>	57
<b>Other</b>	41	<b>Other</b>	45

## **ATTACHMENT H-3**

### **Email Survey and Analysis**

- **Physical and Psychological Examinations**

**From:** Carnecia Penson  
**Sent:** Friday, June 13, 2008 2:11 PM  
**To:** Kaye Wilson  
**Subject:** FW: Academy Survey

**Importance:** High

**Attachments:** Academy Survey L2 L3.doc

---

**From:** Carnecia Penson  
**Sent:** Thursday, June 12, 2008 10:02 AM  
**To:** Frank Woodall  
**Subject:** FW: Academy Survey  
**Importance:** High

---

**From:** Carnecia Penson  
**Sent:** Tuesday, June 03, 2008 3:20 PM  
**To:** 'joe.noret@abilenetx.com'; 'sramirez@aacog.com'; 'jgambrell@alvin.cc.tx.us'; 'ken.funtek@ci.amarillo.tx.us'; 'chrisbob@angelina.cc.tx.us'; 'Lauretta.Hill@arlingtontx.gov'; 'calvin.smith@ci.austin.tx.us'; 'larry.martin@baytown.org'; 'ilovestock@bexar.org'; 'georgec@brazoria-county.com'; 'teresa.leblanc@brazosport.edu'; 'shuckabee@capcog.org'; 'bnorton@dcccd.edu'; 'hugh.anderson@ctcd.edu'; 'bjwhitburn@com.edu'; 'rspears@cccd.edu'; 'jim@cvog.org'; 'yolandat@cctexas.com'; 'dmitchell@dallascounty.org'; 'catrina.shead@dpd.dallascityhall.com'; 'THamilton@dfwairport.com'; 'arnarcia@delmar.edu'; 'mcrosby@cityofdelrio.com'; 'Lindsey.jones@dentoncounty.com'; 'david.hildebrand@cityofdenton.com'; 'bruthven@kilgore.edu'; 'snw4720@dcccd.edu'; 'vpokluda@co.el-paso.tx.us'; 'bbogle@epcc.edu'; 'moblekyr@ci.el-paso.tx.us'; 'richard.hoeppner@fortworthgov.org'; 'betty.frey@co.galveston.tx.us'; 'janelson@gc.edu'; 'thomsok@ci.garland.tx.us'; 'rseverance@gptx.org'; 'pattomik@co.fort-bend.tx.us'; 'wyndle.smith@hctx.net'; 'terry\_carter@co.hays.tx.us'; 'vvaldez@hidalgo.org'; 'johnny.sessums@hccs.edu'; 'patrice.sharp@cityofhouston.net'; 'dcarlson@cailaw.org'; 'JPalomar@ci.irving.tx.us'; 'training@co.jefferson.tx.us'; 'gclark@ci.killeen.tx.us'; 'DuncanG@lit.edu'; 'rgarner@laredo.edu'; 'spedigo@cityoflewisville.com'; 'csamples@ci.longview.tx.us'; 'oscar.maldonado@harlingen.tstc.edu'; 'cstinson@co.lubbock.tx.us'; 'rellis@mail.ci.lubbock.tx.us'; 'jmoroles@mcallenpd.net'; 'sbeatty@mclennan.edu'; 'dyates@ci.mesquite.tx.us'; 'ernest.santos@swtjc.cc.tx.us'; 'academy@mctx.org'; 'Sindi.Folkers@NavarroCollege.edu'; 'rzavala@nctcog.org'; 'debra.l.pruitt@nhmccd.edu'; 'rjones@ntcc.edu'; 'Stan.repka@co.nueces.tx.us'; 'bsmiller@odessa.edu'; 'dharmon@co.orange.tx.us'; 'chancia-ae@actx.edu'; 'kwingerson@ci.pasadena.tx.us'; 'jimreynolds@clearwire.net'; 'pharr\_training@pharrpd.net'; 'stanr@plano.gov'; 'larry.miller@cor.gov'; 'steve.mida@sanangelopolice.org'; 'bthompson1@mail.accd.edu'; 'larry.birney@sanantonio.gov'; 'clewell\_erin@ci.san-marcos.tx.us'; 'gstone@spag.org'; 'rfesperman@southplainscollege.edu'; 'kpowell@sulross.edu'; 'JohnLeggett@TarrantCounty.com'; 'bob.glick@tccd.edu'; 'cullen.grissom@teemail.tamu.edu'; 'ateston@ci.temple.tx.us'; 's.rothstein@tabc.state.tx.us'; 'tcleta@texas-city-tx.org'; 'scot.houghton@txdps.state.tx.us'; 'randall.odom@tpwd.state.tx.us'; 'icc\_CRY@SHSU.edu'; 'trpa@grayson.edu'; 'jamie.page@co.travis.tx.us'; 'tjoh@tjc.edu'; 'hector.quintanilla@utb.edu'; 'mtacker@utsystem.edu'; 'catesl@pdl.admin.unt.edu'; 'whiter@uhd.edu'; 'valverdetraining@yahoo.com'; 'jfoley@vernoncollege.edu'; 'james.martinez@victoriacollege.edu'; 'paitchison@victoriatx.org'; 'johnnys@ci.waco.tx.us'; 'jdbarham@yahoo.com'; 'cputnam@wctcog.org'; 'lyncht@wcjc.cc.tx.us'; 'eddie.haisten@wfpd.net'

**Subject:** Academy Survey  
**Importance:** High

Attention: Training Coordinators

Please complete the attached survey and return to our office by 10AM on Thursday June 4, 2008.

Thanks

Carnecia Penson, Program Specialist  
Education and Training Programs Division  
Texas Commission on Law Enforcement Officer Standards and Education  
6330 U.S. Hwy 290 E., Ste. 200  
Austin, TX 78723  
512-936-7771  
512-936-7714 (fax)

---

**From:** Frank Woodall  
**Sent:** Tuesday, June 03, 2008 2:50 PM  
**To:** Carnecia Penson  
**Subject:** Academy Survey

Carnecia,

Please forward to all academies.

*J. Frank Woodall*, Director  
Education and Training Programs  
Texas Commission on Law Enforcement Officer Standards and Education  
6330 U.S. Highway 290 East, Suite 200  
Austin, TX 78723  
512-936-7712  
512-936-7714 (fax)

## **Texas Commission on Law Enforcement Officer Standards and Education Academy Survey**

In order to serve you and the law enforcement community better, TCLEOSE is requesting the following information.

1. Are you an open enrollment academy?
  
2. Do you require an L2 Declaration of Medical Condition, both physical and drug screen, for students entering the academy?
  
3. Do you require an L3 Declaration of Psychological and Emotional Health for students entering the academy?
  
4. Do you require students to complete a reading comprehension and writing test?
  
5. If you answered yes to question 4, at what grade level do you test the students?

Please fax your responses to 512-936-7714 to the attention of Carnecia Penson; or email your responses to [carneciap@tcleose.state.tx.us](mailto:carneciap@tcleose.state.tx.us). Your responses are requested by 10 AM on Thursday, June 4, 2008. Your assistance is appreciated.

*J. Frank Woodall*, Director  
Education and Training Programs

ACADEMY	OPEN ENROLLMENT	L2 PHYSICAL & DRUG SCREEN	L3 PSYCHOLOGICAL & EMOTIONAL HEALTH	READING AND WRITING COMP TEST	GRADE LEVEL
Abilene Police Aca	N	Y	Y	Y CIVIL SERVICE EXAM	9TH
Alamo Area LEA					
Alvin Comm Col LEA					
Amarillo Police Aca	N	Y	Y	Y, CIVIL SERVICE EXAM	12TH
Angelina Col Police Aca	Y	Y BUT NO L2	N	Y	12TH
Arlington Police Aca					
Austin Police Aca					
Baytown Police Aca					
Bexar Co. Sheriff's Aca					
Brazoria Co. Sheriff's Aca	N	Y	Y	Y	FRESHMAN COLLEGE
Brazosport Col LEA	Y	Y	N	Y READING	12TH
Capital Area COG					
Cedar Valley Col LEA	Y	Y	Y	Y	12TH
Central Texas Reg. Aca	Y W/RESTRICTIONS	Y FULL TIME BPOC	Y FULL TIME BPOC	Y READING	12TH
College of the Mainland LEA	Y	Y	N	Y	12TH
Collin County LEA	N	Y	Y	Y	12TH
Concho Valley Reg. LEA					
Corpus Christi Police Aca	N	Y	Y	Y READING	UNKOWN
Dallas Co. Sheriff's Aca	N	Y	Y	BPOC-Y BCCC-N	12TH
Dallas Police Aca					
Dallas/Ft. Worth Airport Aca	N	N/A	N/A	N/A	N/A
Del Mar College Reg. Police Aca					
Del Rio Police Aca					
Denton County S O	N	Y	Y	N	N/A
Denton Police Aca	N	Y	Y	N	N/A
East Texas Police Aca					
Eastfield College LEA	Y	N	N	Y	FRESHMAN COLLEGE
El Paso Co. Sheriff's Aca					
El Paso Comm Col LEA	Y	N	N	Y READING	12TH
El Paso Police Aca	Y	Y	Y	Y	10TH
Fort Worth Police Aca					
Galveston Co. Sheriff's Aca	N	N	N	N	
Galveston College LEA					
Garland Police Aca	N	Y	Y	N	N/A
Grand Prairie Police Aca					
Gus George LEA	Y W/SPONSOR	Y	Y	Y	12TH

Harris Co Sheriff's Aca	N	Y	Y	Y	10TH/12TH
Hays Co. Sheriff's Aca	N	Y	Y	Y	11TH
Hidalgo Co. Sheriff's Aca					
Houston Comm Col Police Aca	Y	Y PHYSICAL ONLY	N	Y	COLLEGE
Houston Police Aca	N	Y	Y	N	N/A
Institute for Law Enf Admin	Y-INSERVICE ONLY	N	N	N	N/A
Irving Police Aca	N	N/A	N/A	N	N/A
Jefferson Co. Sheriff's Aca	Y	Y BUT NOT L2	N	Y	12TH
Killeen Police Aca	N	Y	Y	Y CIVIL SERVICE EXAM	12TH
Lamar Institute of Tech Reg. Police Aca	Y	Y BUT NOT L2	N	Y	12TH
Laredo Comm Col Reg. Aca	N	Y	Y	READING ONLY	12TH
Lewisville Police Aca					
Longview Police Aca					
Lower Rio Grande Valley Aca	Y	N	N	Y	12TH
Lubbock Co. Sheriff's Aca	Y	N	N	N	N/A
Lubbock Police Aca					
McAllen Police Aca	N	Y	Y	Y	N/A
McLennan Comm Col LEA	Y	Y	N	Y W/O DEGREE	11TH
Mesquite Police Aca					
Middle Rio Grande LEA					
Montgomery Co. Sheriff's Aca					
Navarro College Police Aca	Y	Y	Y	N	N/A
North Central Texas Reg. Aca	N	N	N	N	N/A
Lone Star College	Y	N	N	Y W/O COLLEGE CREDITS	12TH
Northeast Police Aca					
Nueces Co. Sheriff's Aca	N	Y	Y	Y CIVIL SERVICE EXAM	12TH
Odessa Col Police Aca	Y	Y NO-DRUG SCREEN	Y	Y	COLLEGE
Orange Co. Sheriff's Aca	N	N	N	N	N/A
Panhandle Regional LEA					
Pasadena Police Aca	Y W/SPONSOR	Y	Y	Y	FRESHMAN COLLEGE
Permian Basin LEA					
Pharr Police Aca					
Plano Police Aca					
Richardson Police Aca					
San Angelo Police Aca	N	Y	Y	Y CIVIL SERVICE EXAM	12TH

San Antonio Col LEA					
San Antonio Police Aca					
San Marcos Police Aca	N	N	N	N	N/A
South Plains Association of Government LEA	Y	Y	Y	Y	LEVEL AR
South Plains Col Aca					
Sul Ross State Univ LEA	Y	Y BUT NOT L2	N	Y	12TH
Tarrant Co. Sheriff's Aca	N	N	N	N	N/A
Tarrant County Col Aca	Y	N	N	Y	8TH
TEEX Central Texas Police Aca	Y	Y	Y	N	
Temple Pol Aca					
Texas Alcoholic Beverage Comm LEA	N	Y	Y	Y	8TH
Texas City Police Aca	Y INSERVICE ONLY	N/A	N/A	N/A	N/A
TX DPS Academy	N	Y	Y	Y	11TH
Texas Parks & Wildlife LEA	N	Y	Y	N	N/A
Texas Police Corps					
Texoma Reg. Police Aca	Y	Y	Y	Y	12TH
Travis Co. Sheriff's Aca					
Tyler Junior College LEA	Y	Y PHYSICAL ONLY	N	N	N/A
U. T. Brownsville C. J. Institute					
U. T. System Police Aca	N	Y	Y	Y	
University North Texas Police Aca					
University of Houston - Downtown LEA	Y	Y	Y	Y	16TH GRADE 9TH MONTH
Val Verde County S O					
Vernon College LEA	Y W/SPONSOR	Y BUT NOT L2	N	Y READING	12TH
Victoria College LEA	Y	Y	Y	Y	FRESHMAN COLLEGE
Victoria Police Aca					
Waco Police Aca	N	Y	Y	Y CIVIL SERVICE EXAM	
Weatherford College LEA					
West Central Tx Reg. LEA	Y	Y	N	Y	11TH
Wharton Co. Jr Col LEA	Y	Y	Y	Y	12TH
Wichita Falls Police Aca	N	Y	Y	READING ONLY	10TH
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
NO	30	12	23	16	
YES	31	47	36	43	
N/A	1	3	3	2	
ACADEMY RESPONSE	62	62	62	62	40



# **ATTACHMENT H-4**

**Synopses of Verbal and Written Comments  
Strategic Planning Sessions  
January 15 – 16, 2008**

TEXAS COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS AND EDUCATION  
**Special Called Meeting With Invited Testimony and Strategic Planning**  
**Concerns/Recommendations**  
January 15-16, 2008

**SPEAKERS**

1. **Sheriff Joe Stewart, Collingsworth County Sheriff's Office**
  - The basic county correctional course be reduced to from 96 hours for road and bridge state jailer exam be revised – too difficult & personnel supervising inmates or off premise inmates
  
2. **Director Adan Munoz, Texas Commission on Jail Standards**
  - Commission should not lower its standards for the jailer's license
  - Liability to agencies is too great for unlicensed jailers who oversee jail inmates on road and bridge
  
3. **Commander David Mitchell, Dallas County Sheriff's Office; Chair, Texas City and County Training Coordinator's Consortium**
  - Post frequently asked questions on Commission website
  - Do not reduce the training hours for jailers
  - Personnel who oversee jail inmates on road and bridge duties should have a jailer's license to perform these duties
  - Mental health certificate for a jail setting should also be added – just like CIT training of peace officers
  - Tracking system to “red flag” officers' non-compliance
  - Keeping training coordinators updated on federal and state training mandates
  - Assigning field training agents to conduct new coordinators training either quarterly or semi-annually
  - Improvement on the Commission website with more timely updates and information
  - More in-service training hours with CIT for jailers
  - Approval of the 96-hour basic jailer course
  - Posting an updated list of committees to include the chair, members, project, status of project, and location and times of meetings
  - POSEIT was down for a long time, which caused difficulties for officers to get training
  - Course 1018 Supplemental Peace Officer should be optional, not mandated
  - Commission review the GED as compared to home school
  - Favors online version of Close Up
  - Favors 20-events rule for achievement awards
  - Keep Training Coordinators updated on Federal Training mandates as well as State Mandates. (Specifically ICS and Telecommunications Training)
  - Distribute guidelines for new Training Coordinators to assist them in getting started.
  - Distribute a comprehensive list of officers, at the close of a training period or cycle, who are at risk of losing their license. Agencies are not aware of officer failing to meet the qualifications.
  - Make the TCLEDDS list more users friendly; i.e. type of license that the officer holds, more details on the mandated training including the CIT that is already in there.
  - Need more time in notifying or posting a new rule changes and better communications. Posted prospective orders are not being posted giving enough time to read.
  - Publish a statement of purpose to those requesting to be a training provider or academy. Let them know that becoming a training advisor or academy requires a computer and installation of

TCLEDDS. Let them know that part of being a training provider or academy requires on line reporting. We would like to see a needs assessment for those requesting to become a training advisor or academy. Not enough info sent out. Do field agents visit those requesting or do they do any investigations? Post info on web site?

**4. Captain Terrisa Candelaria, Midland County Sheriff's Office**

- Crisis intervention training (CIT) for jailers

**5. Mr. Dan McIntosh, Tarrant County College Academy**

- 1018 Supplemental Peace Officer course be removed as a requirement to challenging the state licensing exam for out-of-state peace officers
- Make the rules change process more accessible and give greater notification of proposed changes in the web and through a notification process.
- Utilize that method employed by the legislature to post new and proposed rule changes on the web – using the strike out on old and the bold for the new or proposed.

**6. Mr. Rick Smith, Dallas/Ft. Worth Airport Police Academy**

- Criminal offense above a Class C misdemeanor as a disqualifier
- Require telecommunicators to have criminal background check
- Require higher education (1-2 years of college) and/or military entrance for a higher level of cadet maturity
- Better notification system for proposed rule changes for input

**7. Ms. Patty Cross, Texas 911 Trainers**

- Consider Legislation to license telecommunicators utilizing the example of peace officers and jailers.
- Research the standards (minimum) that should be recommended in the telecommunicator licensing requirements.

**8. Ms. Sherry Decker, North Central Texas Council of Governments (NCTCOG)**

- Time requirement to complete training and hiring standards similar to that of a peace officer
- A “grandfather” license be granted for all telecommunicators with an advanced certificate

**9. Captain Diana Poor, Houston Police Department**

- Development and implementation of a diversified training program tailored to peace officers at different career levels and its funding
- Increased responsibilities for agency audits to ensure that hiring standards are adhered to
- Allocation of a Board of Commissioners position from one of the Texas’ major cities (Austin, Dallas, El Paso, Fort Worth, Houston or San Antonio)
- Actions taken on officers for serious misconducts and behavior when the department has sustained the allegations not just criminal misconduct
- Authorize TCLEOSE to review whenever an arbitration hearing examiner overturns a chief’s termination of its officer
- Commission should incur the cost of training for mandated courses
- Mandated broad-based training for all peace officer in specific areas such as homeland security and officer safety
- Use of agency experts for research and developed course updates
- Endorses the Field Service Agents (FSA)
- Need for networking to share information of funding and grants at the Training Coordinators’ Conference
- Break-out session during Training Coordinators Conference to exchange ideas as a workshop session
- Mandate that commission staff to not change training requirements in the middle of the unit or cycle.

10. **Mr. Waylon Bullard, Chief Administrator, Del Rio Police Academy**
  - Stop At-Risk Academy license revocation due to improvements
11. **Chief Randy Harris, San Angelo City Marshal's Office**
  - Legislative change or addition to require a LEMIT style course for new city marshals and continuing education
  - Study and implementation of a court security certificate that incorporates a response to an active shooter
  - Scrutiny of agencies that provide only the training that they can afford, rather than the training that is needed
  - Make mandatory many of the academies' "best practices" such as pre-admission testing, and that they be posted on the Commission website
  - Flag on TCLEDDS of officers who are deficient on their in-service training
  - Training Coordinators' Conference should focus on helping trainers train – new instruction methods
12. **Mr. Steve Ramirez, Criminal Justice Director, Alamo Area Council of Governments (AACOG)**
  - Develop a Texas Law Enforcement/Law Enforcement Training Vision, Mission, Values Statement to promote clarity of purpose and unity of action.
  - Ensure that improved academy standards are established and enforced
  - Ensure that a viable evaluation and consultation process is in place for Texas Law Enforcement training academies.
  - Develop and implement an improved Basic Peace Officer Curriculum that teaches and evaluates cadets on the basis of knowledge application, skills application, and scenario-based training and evaluation.
  - Develop and implement a comprehensive and dynamic curriculum dealing with the Texas Peace Officer's role in the defense and security of our nation in regards to foreign and domestic terrorism.
  - Establish a partnership between State institutions of higher educations and Texas Peace Officer training academies so that Texas Peace Officers receive college credit for their basic training
  - Establish performance-based finding systems that seek return on investment for training dollars and economies of scale.
13. **Mr. Robert Tyler, Brownsville Police Department, Training Coordinator**
  - Flag non-compliant officers on TCLEDDS
  - CIT for jailers
  - Moving forward electronically on forms and Close Up
  - Disagrees with the action taken for officer's conduct and behavior, which should be left to the agency (The Houston Police Department Suggestion)
14. **Mr. Dan McIntosh, Tarrant County College Academy**
  - Agrees with the FSA, and glad to see them come back
  - Training Coordinators Conference is a good place for the exchange of sources and ideas.
15. **Mr. Scott Huckabee, Training Coordinator, Capital Area Council of Governments**
  - Favors break-out session at the Training Coordinators Conference
  - Supports the Training Coordinators Conference location of Corpus Christi
16. **Sheriff Edward Mata, Kleberg County Sheriff's Office**
  - The Training Coordinator Conference should remain in Corpus Christi
  - Need for exchanged of ideas for local, state, and federal changes

**17. Mr. David Webb, Assistant Director of the Law Enforcement Management Institute of Texas (LETN)**

- Issues of environmental scan in the next couple of years
- Gasoline costs affecting police departments
- Distance education costs increasing
- Basic training online and failures on tests
- Recruiting practices for peace officers
  - officers being recruited based on their behavior and leadership skills rather than on their technical competence and communication skills
  - hiring based on who you know rather than what you know
- Annexation issue where smaller department merge with larger ones
- Issues of immigration; how we secure the borders and how we deal with immigrants

**WRITTEN COMMENTS**

**Director Tommy A. Davis, Jr., Texas Department of Public Safety**

- Better communication is needed with a better distribution of information to the agencies
- More evaluation of data for trends in officer safety or improvement in the profession
- F-5 categories are difficult to apply and should be expanded
- F-5 appeals should not be deferred to SOAH, but first investigated by the Commission for determination and ruling, and defended through its own internal appeal process
- Requirement for F-5 as a background check is redundant of the more complete information
- CIT should be available through other media
- Agrees with the ideas for electronic copies of Close Up
- Training Coordinators' Conference site being completely satisfactory
- Removal of a predetermined number or limit on the achievement awards
- Creation for on-the-job degree program recognized by all state colleges for college credit
- Block instruction to focus on learning objectives instead of time limits which does not ensure the student learned the material
- Establishment of a roundtable group of agency representative of both large and small to discuss hiring, training and termination of officer on a quarterly or monthly basis

**Sheriff J. Keith Gary, Grayson County Sheriff's Office, Advisory Committee Sheriff's Association of Texas**

- Shorter course (8-16 hours) for supervising trusties

**Sheriff Richard Doane, Concho County Sheriff's Office**

- Special classification or category supervising outside trusties

**Chief Deputy Ronnie Duncan, Bastrop County Sheriff's Office**

**Mr. Lee Nusbaum, Training Supervisor, Bastrop County Sheriff's Office**

- Law Enforcement Administrator Desk Reference as a great tool
- Close Up published quarterly announces meetings that are already past
- Do not repeat courses (cultural diversity) every four years
- Administrator be given management classes
- All administrator heads should be required take LEMIT
- Peace Officer Field Training (FTO) hours should be limited to a certain number

**Chief Jimmy Perdue, North Richland Hills Police Department**

- Better assistance for new training coordinators; an online forum to post questions and answers
- Agrees with electronic copy of Close Up, which would be easier to pass on by e-mail
- Likes the location for the Training Coordinator Conference.
- Agrees with removing the limit to the number for the achievement awards

**Mr. Roberto Cortez**

- Waiver for non-violent Class A misdemeanor

**COMMISSIONERS COMMENTS**

**Mr. Allan Cain**

- Type of officer is being recruited and hired
- Street skills, able to communicate on the street, understand the culture

**Chief Stephen Griffith**

- What is our role in the practice of “gypsy cop” peace officers making appeals

**Officer Patt Hollingsworth**

- “Super senior master” certificate

**Sheriff Joel, Richardson**

- Sheriff’s Association requested a different type of curriculum and license for road/bridge work crews – same as Collingsworth County Sheriff’s Office

**Chief Gary Swindle**

- Seek legislation to change Achievement Awards change to 20 situations with no limit to the number of individuals
- Peace officer deaths involved in traffic accidents; training needs to be created for driving procedures
- Illegal immigration and lack of respect for officers

**MAJOR ROLES:**

- Developing a license program for basic, intermediate, advanced, and master telecommunicator.
- Continue to standardize training for all academies as well as in-service training. This really helps in maintaining a professional police officer.
- Look to improve technology web site, training, record keeping, etc.

**COMMISSION’S AUTHORIZING STATUES:**

- Make the standards match for Homeschoolers and those with GED.
- Make 3232 a one time course taught in academy or make it a part of proficiency training. For example a course to take to get a Master peace officer certificate.
- Professionalize Jailers need more required training.
- Require CIT for Jailers.

**Legislative Action is necessary for the following:**

- Commission review the GED as compared to home school diploma
- Consider Legislation to license telecommunicators utilizing the example of peace officers and jailers.
- Legislative change or addition to require a LEMIT style course for new city marshals and continuing education
- CIT should be available through other media
- Removal of a predetermined number or limit on the achievement awards
- Do not repeat courses (cultural diversity) every four years – remove state mandates
- Seek legislation to change Achievement Awards change to 20 situations with rather than 20 awards
- Make 3232 a one time course taught in academy or make it a part of proficiency training. For example a course to take to get a Master peace officer certificate removes training mandates from legislation.
- Add mental health certificate for the jail setting – just like CIT training of peace officers

**Commission Action is necessary for the following:**

- Reduce the basic county correctional course to 80 hours from 96 hours for road and bridge jailers
- More in-service training hours with CIT for jailers
- Reconsider course 1018 Supplemental Peace Officer should be optional, not mandated
- Publish a statement of purpose to those requesting to be a training provider or academy. Let them know that becoming a training advisor or academy requires a computer and installation of TCLEDDS. Let them know that part of being a training provider or academy requires on line reporting. We would like to see a needs assessment for those requesting to become a training advisor or academy. Not enough info sent out. Do field agents visit those requesting or do they do any investigations? Post info on web site?
- Require higher education (1-2 years of college) and/or military entrance for a higher level of cadet maturity
- Mandated broad-based training for all peace officer in specific areas such as homeland security and officer safety
- Study and implementation of a court security certificate that incorporates a response to an active shooter
- Make mandatory many of the academies' "best practices" such as pre-admission testing, and that they be posted on the Commission website
- Develop and implement an improved Basic Peace Officer Curriculum that teaches and evaluates cadets on the basis of knowledge application, skills application, and scenario-based training and evaluation.
- Develop and implement a comprehensive and dynamic curriculum dealing with the Texas Peace Officer's role in the defense and security of our nation in regards to foreign and domestic terrorism.
- Establish a partnership between State institutions of higher educations and Texas Peace Officer training academies so that Texas Peace Officers receive college credit for their basic training
- Moving forward electronically on forms and Close Up
- Support the Training Coordinators Conference location of Corpus Christi
- Expand F-5 categories
- F-5 appeals should not be deferred to SOAH, but first investigated by the Commission for determination and ruling, and defended through its own internal appeal process
- Create an on-the-job degree program recognized by all state colleges for college credit
- Utilize block instruction to focus on learning objectives instead of time limits which does not ensure the student learned the material
- Consider a waiver for non-violent Class A misdemeanor
- Develop a "super senior master" certificate
- Develop a license program for basic, intermediate, advanced, and master telecommunicator.



### **Executive Director discretion:**

- Post frequently asked questions on Commission website
- Tracking system to “red flag” officers’ non-compliance
- Keep training coordinators updated on federal and state training mandates
- Assign field training agents to conduct new coordinators training either quarterly or semi-annually
- Improve the Commission website with more timely updates and information
- Post an updated list of committees to include the chair, members, project, status of project, and location and times of meetings
- Distribute guidelines for new Training Coordinators to assist them in getting started.
- Distribute a comprehensive list of officers, at the close of a training period or cycle, who are at risk of losing their license. Agencies are not aware of officer failing to meet the qualifications.
- Make the TCLEDDS list more users friendly; i.e. type of license that the officer holds, more details on the mandated training including the CIT that is already in there.
- Provide more time in notifying or posting a new rule changes and better communications. Posted prospective orders are not being posted giving enough time to read.
- Utilize that method employed by the legislature to post new and proposed rule changes on the web – using the strike out on old and the bold for the new or proposed.
- Research the standards (minimum) that should be recommended in the telecommunicator licensing requirements
- Increase responsibilities for agency audits to ensure that hiring standards are adhered to
- Facilitate break-out session during Training Coordinators Conference to exchange ideas as a workshop session
- Prohibit the commission staff to from changing training requirements in the middle of the unit or cycle.
- Scrutiny of agencies that provide only the training that they can afford, rather than the training that is needed
- Emphasize helping trainers train – new instruction methods at the Training Coordinator’s Conference
- Ensure that improved academy standards are established and enforced
- Issues of immigration; how we secure the borders and how we deal with immigrants
- Provide more evaluation of data for trends in officer safety or improvement in the profession
- Establishment of a roundtable group of agency representative of both large and small to discuss hiring, training and termination of officer on a quarterly or monthly basis
- Develop management classes
- Consider limiting Peace Officer Field Training (FTO) hours to a certain number
- Examine improved technology for the web site, training, record keeping, etc.

# **APPENDIX I**

## **Total POSEIT Hours and Courses**

List of Total Training Provided by POSEIT

Course	Course #	Course Hours	Total Classes	Total People	Contact Hours
Amber Alert for Law Enforcement	5,012	4	4,058	3,930	16,233
Asset Forfeiture	3,255	4	11,248	9,751	45,004
Basic Crime Investigation [DE]	32,001	8	6,582	5,928	52,656
Campus Crime Stoppers	5,013	4	792	764	3,168
Child Abuse Correspondence with Exercises	3,222	8	1,227	1,211	9,816
Child Abuse Correspondence without Exercises	3,221	4	1,147	1,112	4,588
Child Abuse Web with Exercises	3,224	8	34,357	24,352	274,856
Child Abuse Web without Exercises	3,223	4	11,095	10,522	44,380
Crime Stoppers for Law Enforcement	5,011	4	1,234	1,172	4,936
Cultural Diversity Correspondence	391	4	1,568	1,537	6,272
Cultural Diversity Correspondence with Exercises	392	8	2,055	2,030	16,440
Cultural Diversity Web	393	4	12,893	12,050	51,572
Cultural Diversity Web with Exercises	394	8	43,057	30,462	344,450
Ethics for Law Enforcement [Distance]	3,925	4	9,591	8,282	38,364
Family Violence Correspondence	3,211	4	1,147	1,118	4,588
Family Violence Correspondence w/ Exercises	3,212	8	1,333	1,313	10,664
Family Violence Web	3,213	4	11,434	10,815	45,736
Family Violence Web w/ Exercises	3,214	8	35,890	25,338	287,120
Identity Theft	3,277	4	10,729	9,803	42,932
Inmates with Mental Illness [DE]	35,001	5	2,630	2,386	13,150
Juvenile Justice Procedures Course w/o Exercises	3,611	4	2,145	2,145	8,580
Juvenile Justice Procedures Course with Exercises	3,612	8	2,842	2,743	22,736
Legal Liabilities for Jailers (DE)	35,003	3	3,159	2,801	9,485
Legal Standards for Law Enforcement Officers (DE)	32,004	6	5,877	5,202	35,256
Overview of Drugs (DE)	32,006	3	9,444	8,462	28,339
Racial Profiling	3,256	7	12,521	10,354	87,626
Remedial Cultural Diversity Correspondence	70,391	4	25	25	100
Remedial Cultural Diversity Web	70,393	4	19	19	76
Remedial Cultural Diversity Web w/ Exercises	70,394	8	28	28	224
Remedial Cultural Diversity Correspondence w/ Exerc	70,392	8	30	30	240
Rural Organized Crime [DE]	32,002	3	7,652	6,986	22,953
Sex Crimes [DE]	32,003	5	5,200	4,707	26,000
Sex Offender Characteristics Correspondence w/o Ex	3,251	4	1,096	1,064	4,384
Sex Offender Characteristics Correspondence with E	3,252	8	1,168	1,151	9,344
Sex Offender Characteristics Web w/o Exercises	3,253	4	10,834	10,284	43,348
Sex Offender Characteristics Web with Exercises	3,254	8	32,677	23,586	261,408
Sexual Assault Correspondence w/o Exercises	3,241	4	1,104	1,073	4,416
Sexual Assault Correspondence with Exercises	3,242	8	1,190	1,173	9,520
Sexual Assault Web w/o Exercises	3,243	4	11,057	10,471	44,236
Sexual Assault Web with Exercises	3,244	8	30,689	22,239	245,476
Suicide Prevention in Corrections (DE)	35,002	4	6,505	5,804	26,019
Terrorism Awareness for Emergency First Responders	3,331	5	7,465	6,802	37,325
The Crime Victim (DE)	32,005	5	4,165	3,771	20,836
Use of Force in Corrections (DE)	35,004	2	57	57	115
			<b>361,016</b>	<b>53,193</b>	<b>2,264,967</b>

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