Internal Assessment

The internal strengths and weaknesses that will help or hinder the accomplishment of this plan are detailed below. Where possible, a solution is provided for identified weaknesses.

Overview and Agency Scope and Functions

Statutory Basis

Statutes related to the creation and control of the Department of Public Safety have been codified in the Texas Government Code. Section 411.002, which established the Department, states:

“The Department of Public Safety of the State of Texas is an agency of the state to enforce the laws protecting the public safety and provide for the prevention and detection of crime. The Department is composed of the Texas Rangers, the Texas Highway Patrol, the administrative division, and other divisions that the commission considers necessary.”

Historical Perspective

The Texas Department of Public Safety (DPS) was created on August 10, 1935, by the 44th Legislature, with the transfer of the State Highway Motor Patrol from the State Highway Department and the Texas Ranger Force from the Adjutant General. Four headquarters bureaus were also created: Communications; Intelligence; Education; and Identification and Records. In 1937, the Legislature added the Driver Licensing Bureau. Since that time, the Department has been assigned additional law enforcement and regulatory duties, and the responsibilities for disaster emergency management.

In 1951, the Department became responsible for enforcement of the Motor Vehicle Inspection Act. Additional responsibilities were assumed in 1952 with the passage of the Safety Responsibility Act, requiring all operators and owners of motor vehicles to be able to pay for damages their vehicles caused to others.

As a result of an intensive study by the Texas Research League in 1957, the state was divided into six regional commands, each headed by a senior officer with the rank of major, responsible to the Director. All uniformed services were placed under these regional commanders. In addition, a limited crime laboratory was developed in each regional headquarters, supplementing the central crime lab at the Austin headquarters.

At the same time, six companies of the Texas Rangers became part of the new structure, with a company being assigned the same boundaries as the regional commands, each supervised by a captain.

In 1963, recognizing the critical role played by the DPS in civil defense preparations, the Office of Civil Defense was transferred from the Office of the Governor to the Department of Public
Safety and the DPS director was designated as its head. This division was statutorily renamed the Division of Emergency Management in 1981. During the 81st Legislative session in 2009, the Division of Emergency Management was again statutorily renamed as the Texas Division of Emergency Management.

The Criminal Law Enforcement (CLE) Division was created in 1968 to coordinate the activities of the Texas Rangers, Criminal Intelligence, and Narcotics Services. The Motor Vehicle Theft Service was added to the Criminal Law Enforcement Division in 1972. Statute separated the Texas Ranger Division from the Criminal Law Enforcement Division in 1991. The Crime Laboratory Service was moved from Administration to CLE in 1993.

The Traffic Law Enforcement (TLE) Division, created in 1968, was composed of six regions, each headed by a regional commander. Regional commanders reported to the Chief of TLE, who reported to the Director. Regional headquarters offices were located in Garland, Houston, Corpus Christi, Midland, Lubbock and Waco. The activities of the TLE Division were carried out by six field services, which included the Highway Patrol, License and Weight, Safety Education, Vehicle Inspection, Driver License, and Communications Services. In 1991, the Legislature moved the Capitol Service from the old General Services Commission to TLE.

In 2003, the TLE Division was reorganized and renamed the Texas Highway Patrol Division. This reorganization included the combining and renaming of services, and the addition of a new Highway Patrol District and two new regions. Highway Patrol, Safety Education, Vehicle Inspection, and Capitol Services were combined and renamed the Highway Patrol Service. The License and Weight Service was renamed Commercial Vehicle Enforcement Service. The new Highway Patrol District was headquartered in Bryan, and the two new regions were headquartered in McAllen and at the Capitol.

In 1974, the Administration Division was created, and included Emergency Management, Inspection and Planning, Crime Laboratory, Crime Records, Driver Licensing and Control (DL&C), Data Processing (later renamed Information Management), and Staff Support (including the Personnel and Training Bureau, as well as other agency support services). The Crime Laboratory moved to CLE in 1993. In 2003, the Regulatory Licensing Service was created by combining the Concealed Handgun program with the Private Security program that the Legislature had transferred to DPS in 2002.

Various other administrative functions were created over time to report to the Director, including the offices of General Counsel, Public Information and Media Relations, Government Relations, Equal Employment Opportunity, Internal Affairs, Information Resources, Internal Auditor, Conflict Resolution, and the Aircraft Section. Information Management was transferred from the Administration Division to the Director and, in 1999, the Internal Auditor’s Office was combined with Inspection and Planning to create the Office of Audit and Inspection.

In 1989, $14 million was appropriated for the DPS to acquire a state-of-the-art Automated Fingerprint Identification System (AFIS). With AFIS, the DPS is able to provide a more rapid identification of arrested persons from fingerprints on file and compare latent prints found at crime scenes with fingerprints stored as digitized records.
In 1994, the DPS Crime Lab began conducting DNA analyses, particularly on evidence in sexual assault and homicide cases.

In an effort to provide better response to driver license issues and improve overall customer service, a separate Driver License Division was created in 1998 by combining the headquarters DLC service in Administration with the field DL Service in TLE.

In 2005, program management of the Texas Data Exchange (TDEx) was transferred to DPS. TDEx represents a significant value to law enforcement investigations across the state by providing an automated statewide repository of law enforcement incident, jail, and other critical information.

In August 2009, the Governor directed that the Office of Homeland Security (OHS) be embedded within DPS. It was further directed that the Director of DPS would also serve as the Director of OHS.

At the same time, the Public Safety Commission approved the new organizational structure proposed by the Department. Since that time, the Department has successfully transitioned to this new structure, implementing the major organizational changes summarized later in this section.

Organizational Structure and Recent Organizational Changes

Oversight of the Department is vested in the Public Safety Commission (PSC), a five-member board appointed by the Governor to serve staggered six-year terms. The day-to-day operations of the Department are the responsibility of the Director, who is supported by 2 Deputy Directors, 11 Assistant Directors and one Assistant Director – Chief of Staff.

There are several offices performing administrative support services attached to the Director’s Staff that come under the new Chief of Staff’s purview. These offices are: Homeland Security, Strategic Transformation, Planning and Innovation Office, Public Information and Media Relations, Governmental Relations, and the Executive Protection Bureau.

The operations of the Department are performed by 11 major Divisions: Intelligence and Counter-Terrorism, Texas Highway Patrol, Criminal Investigations, Texas Rangers, Emergency Management, Information Technology, Law Enforcement Support, Finance, Administration, Regulatory Services, and Driver License. For further explanation, see the organizational chart in Appendix B.

This structure aligns law enforcement and intelligence organizational functions under the Law Enforcement Deputy Director, and the service and regulatory functions under a Services Deputy Director. During this reorganization, the Department moved from 6 divisions to the 11 divisions listed above. In addition, the Department reorganized and strengthened its regional structure, establishing seven DPS Regions across the state, creating the new position of Regional Commander, and appointing a Commander for each region. Regions are headquartered in Garland (Region 1), Houston (Region 2), McAllen (Region 3), El Paso (Region 4), Lubbock (Region 5), San Antonio (Region 6), and Austin (Region 7). The Regional Commanders, who
report to the Director in Austin, are responsible for coordinating all DPS functions within their areas of responsibility.

Several notable changes in responsibility have accompanied this reorganization. Services in the Criminal Law Enforcement Division were merged into one division to conduct criminal enterprise investigations targeting those criminal organizations that constitute the greatest threat to Texas. This provides sufficient flexibility in the field to target a variety of criminal enterprises and criminal activities that rise to the level that warrants DPS attention. The Intelligence and Counterterrorism Division has assumed responsibility for the Texas Fusion Center and is developing a Concept of Operations for a statewide intelligence capability that leverages regional fusion centers and other intelligence entities. In September 2009, the Texas Rangers assumed the lead for Border Security Operations and assigned a full-time lead coordinator to serve in each of the six border region Joint Operations and Intelligence Centers (JOICs). The Texas Rangers have also established Ranger Reconnaissance Teams (RRTs) to perform surveillance and interdiction of criminal activity in remote areas of the border region. In 2010, the Border Security Operations Center relocated to the Texas Fusion Center in order to strengthen linkages between intelligence analysis and operational decisions. The Driver License Division has completed the transformation to civilian supervision.

**Personnel Allocation**

The Department is currently appropriated 8,597.9 FTEs and authorized an additional 233 FTEs which are 100% federally funded. Of that number, 3,894 are commissioned law enforcement positions and 3936.9 are noncommissioned positions. As of February 1, 2010, DPS had 8,283 actual FTEs.

### APPROPRIATED FTEs

#### FY 2010

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<tr>
<th>DIVISION</th>
<th>COMMISSIONED</th>
<th>NONCOMMISSIONED</th>
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**Includes 100% of FTEs appropriated by the Legislature**
100% FEDERAL FTEs (not appropriated)

FY 2010

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<th>DIVISION</th>
<th>COMMISSIONED</th>
<th>NONCOMMISSIONED</th>
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<td>313</td>
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GRAND TOTAL FEDERAL FTES 124 391 515

The diversity of the workforce is illustrated in the following table:

DPS EEO REPORT
INFORMATION RECEIVED BY HUMAN RESOURCES BUREAU AS OF 04/30/2010

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<thead>
<tr>
<th>TOTAL EMPLOYEES INCLUDES ALL FULL AND PART-TIME EMPLOYEES</th>
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<tr>
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<tr>
<td>SER/MNT</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>

Budgetary Information

With the passage of General Appropriations Act (GAA) - Senate Bill 1, 81st Legislature, Regular Session, 2009, the Department's appropriations increased significantly. The Legislature appropriated an additional 327 DPS FTEs with an appropriations increase of over $332.4 million in FY 10 as compared to the FY 09 initial budget. This increase was the result of the carrying forward of appropriated construction funds from 2008, local border security, additional personnel, additional patrol vehicles, Driver License Division conversion from commissioned to civilian based management, funding for information technology, the Texas Data Exchange (TDEx), deferred maintenance, and helicopters. The Finance Division staff monitored the expenditure of over $1.9 billion in FY 2009 agency appropriations, including federal funding.
received. Additional appropriation riders and authorizations increased the Department's total budget for FY 2010 to over $1.0 billion. The 2010 budget is funded with $458.6 million of State Highway Fund (45.5%), $204.1 million of federal funds and criminal justice grants (20.3%), $172.8 million of general revenue and general revenue dedicated funds (17.1%), $147.7 million of general obligation bonds (14.7%), and $24.1 million of appropriated receipts and interagency contracts (2.4%). With an authorized strength of 117 FTEs, the Finance Division ensures the accurate processing, recording, and reporting of agency transactions by monitoring compliance with state and federal regulations and statutes. In order to meet customer demands, the Finance Division regularly evaluates the goals of the services provided and realigns functional components to increase operational effectiveness and efficiency as necessary.

In 2009, the PSC approved the creation of a new process for the issuance and renewal of DPS contracts, which included the establishment of a Contract Review Board in order to provide greater oversight and transparency in our procurement activities. The Department is in the process of establishing a Budget Review Board and will seek participation from the Legislative Budget Board to meet quarterly in order to assess the budget variances and make recommendations. This will increase transparency of the financial decision making within the Department.

**Self Evaluation**

While the Department’s employees continue to demonstrate unwavering dedication to protecting and serving the people of Texas, there is considerable room for improvement in our organization. Two recent major studies support this assessment: the Deloitte Consulting Management and Organizational Structure Study, published in October 2008, and the Sunset Advisory Commission’s report on the Department, published in July 2009.

The Sunset Commission’s report found the Department’s culture to be resistant to change and criticized the lack of effective coordination across the Department’s Divisions, which have too often acted as “silos.” Among the other findings of the report were:

- A lack of appropriate managerial scrutiny over some operational functions such as the Vehicle Inspection program;
- Law enforcement promotion policies that could hinder the Department’s ability to promote the best people due to relocation requirements;
- A need to modernize business practices and improve customer service, particularly in Driver License Division and Private Security Bureau;
- Challenges to effective coordination resulting from different regional boundaries within different Divisions of the Department.

The earlier Deloitte study had reached similar conclusions, recommending “nothing less than a fundamental makeover of the Texas Department of Public Safety.” It identified a number of significant problems in the Department’s organization, business practices, and information systems. Shortcomings in information sharing within the Department were the most often-cited concern by study participants. Other key observations included:
Agency Strategic Plan Fiscal Years 2011-2015
Texas Department of Public Safety

- A lack of integration among specialized IT systems and databases within the Department;
- Ineffective communications between DPS Headquarters and the field;
- An organizational structure that hampers operations due to fragmented law enforcement, anti-terrorism, and intelligence responsibilities;
- The need for an improved strategic planning process that engages and challenges the Department and focuses on responsiveness to evolving challenges and opportunities;
- The need for a new human resources strategy focused on improving recruiting, retention, training, and compensation of the highest quality workforce;
- Antiquated, inefficient, and redundant financial management processes; and
- The need for improved business processes in customer-facing functions.

Based on these observations, the report offered five major recommendations:

- Restructure DPS by aligning closely related organizational functions, strengthening regional command, establishing a new leadership team, and improving strategic planning and communications;
- Create an Intelligence and Counter-Terrorism Division, which includes a robust fusion center, to facilitate information sharing and intelligence led policing;
- Create a human resources strategy to attract, retain and promote the best people;
- Overhaul financial processes and systems to provide financial transparency and accountability; and
- Create a customer-focused management structure for Driver License and other regulatory functions.

As detailed below, the Department is engaged in a major reorganization and transformation that will impact every DPS function and every member of the DPS workforce. New structures, policies, and programs will address the shortfalls described above and position the Department to most effectively fulfill its vision of becoming “the premier provider of trusted and proactive services in an ever-changing threat environment.” The following section lists the key transformational initiatives the Department is undertaking or will undertake related to each of the five major recommendations. The DPS Strategic Transformation, Planning and Innovation office is developing and maintaining a more detailed list of Department initiatives related to each specific recommendation in the Deloitte report.

**Departmental Reorganization**

Study Recommendation: Restructure DPS by aligning closely related organizational functions, strengthening regional command, establishing a new leadership team, and improving strategic planning and communications.

**Key Transformational Initiatives**

- Reorganized Department to a structure consistent with the intent of the Deloitte Study and Sunset Commission recommendations.
• Created the Chief of Staff position to oversee the strategic transformation, planning and innovation functions, media relations, governmental affairs, and protective services.
• Created a unified regional structure with seven regions, each led by a Regional Commander.
• Established a new vision, mission, goals and objectives for the Department.
• Charged the Texas Rangers with leading border security operations, public corruption cases and major crimes.
• Transitioned the Texas Rangers’ Unsolved Crimes Investigation Team into a Division-wide program in order to enhance the number of cold cases being investigated and solved statewide.
• Conducted a major reorganization of the Criminal Law Enforcement Division, merging three services into the new Criminal Investigation Division to conduct criminal enterprise investigations, using a program management model, targeting organized criminal groups that constitute the greatest threat to Texas. Merger immediately resulted in increased communication and coordination among the services.
• Replaced the use of Commanders and Assistant Commanders with program managers at the Major level, assisted by Captains.
• Reorganized chain of command for Field Office personnel. Field Office personnel now report directly to the Regional Commander.
• Combined all testing conducted under the auspices of the Deputy Director for Services to prevent “silos” and increase efficiency.
• Increased the number of Regional Liaison Officers from 6 after 9/11 to 30 today. This single initiative has had a major impact on the state’s ability to coordinate effective response at the local level across the state.
• Restructured the IT organization and hired and/or promoted personnel capable of leading and transitioning IT from a procedural organization to a planning and execution organization. Developed IT mission statement, and defined IT modernization strategies aligned with the agency’s goals, positioning IT to become the “provider of choice” to the agency.
• Transformed the Driver License Division from law enforcement to civilian supervision. The Driver License Division is also restructuring, automating processes, and training and hiring additional personnel to meet the newly designed organization and goals which will provide improved services to the citizens of Texas.
• Consolidated regulatory programs (Vehicle Services, Private Security, Concealed Handgun, Metals Registration and Narcotics Regulation) under the newly created Regulatory Services Division. Division leadership is assessing the programs and their like functions to create a plan for program realignment in order to increase efficiency in license issuance and regulation compliance.
• Reorganized Facilities, establishing distinct Construction and Maintenance programs.

Intelligence and Counter-Terrorism

Study Recommendation: Create an Intelligence and Counter-Terrorism Division with a robust fusion center, to facilitate information sharing and intelligence led policing.
Key Transformational Initiatives

- Created the Intelligence and Counter-Terrorism Division to manage and enhance the Texas Fusion Center and create a statewide intelligence capability that leverages regional fusion centers and other intelligence entities.
- Developed a tier system to classify gang threats and drug trafficking organizations (DTOs) to Texas, along with the hierarchy and activity for each gang and DTO.
- Successfully integrated the Texas Regional Response Network (TRRN), which includes an extensive database. This database identifies and maps the location of local, regional, and state-owned emergency equipment and organized response teams that are available for mutual aid for response to disasters in the state. TxMAP now has an active link to this data.
- Created the Texas Ranger Reconnaissance Team to assist with border operations.
- Trained the entire Ranger Division in Advanced Crime Scene Investigation Techniques.
- Created an electronic portal on the Computerized Criminal History System (CCH) website to report information to the FBI.
- Enhanced web-based search capabilities allowing users to upload a single file containing multiple names and automatically searching the TDEx booking data and returning a consolidated, batch response.
- Redesigned the TxGang database to be more user friendly, allowing batch uploads of data from local law enforcement agencies’ gang databases.
- Automated the process for local law enforcement agencies to submit their crime data to DPS. This process allows the submission via the Internet rather than submitting paper forms to DPS for data entry.
- Redesigned the Sex Offender Registration database in order to comply with the new requirements mandated by state and federal legislation. A subscription service was also added to the public website.
- Created a process which allows TDCJ to submit their sex offender registration fingerprints and identifiers to DPS via Live Scan, thereby reducing the timeframe for entry into the database.
- Began using enterprise investigation techniques which allow for capturing both the supply line and distribution of drugs.
- Began updating and reforming Capitol Security, which reports to the Deputy Director for Law Enforcement Services.
- Initiated the Bike Patrol and Mass Notification Program at the Capitol.
- Began developing a robust array of new security measures.
- Installed new, state-of-the-art electronics and communications equipment in the Austin HQ and five border communications facilities.
- Trained and coordinated a statewide rollout of the in-car computers in over 2000 patrol units. Rolled out the ability to inquire and receive Criminal History data to in-car mobile data systems.
- Led the nation in the efforts of criminal interdiction. THP uses a Criminal Interdiction Team to achieve this success. This team provides training to our new employees in
recruit school, provides training to troopers in their local areas across the state, including the border, and provides training to other law enforcement agencies across the country.

**Human Capital Strategy**

Study Recommendation: Create a human resources strategy to attract, retain and promote the best people.

**Key Transformational Initiatives**

- Filled vacant top leadership and management positions through national searches for civilian and commissioned candidates.
- Hired a Chief Human Resource Officer to oversee all HR functions.
- Facilitated the leadership transformation effort connected with the Department’s reorganization, to include researching, classifying, posting and processing all new executive leadership and management jobs.
- Implemented a reinstatement policy that allows former commissioned officers to be reinstated, provided that the former commissioned officer was in good standing at the time of the separation.
- Eliminated the one-year probation period for newly promoted Department employees.
- Implemented changes to the State Classification Plan and Salary Schedules.
- Extended, with PSC approval, the Hardship Duty Station Program, thereby allowing Troopers assigned to hardship duty stations to be paid the stipend on a monthly basis.
- Gave the THP leadership in the field the authority to establish work schedules that meet the new mission criteria, and whenever possible, accommodate Trooper preference.
- Identified funding and obtained PSC and LBB approval for new uniforms, flak jackets, gun lights and rails, and TASERs.
- Implemented electronic earning and leave time summary statements for all employees, to include providing security access and training for over 400 supervisors/operators.
- Modified the Physical Readiness Test to remove portions that affected females disproportionately. Also removed portions of the test that are irrelevant to trooper experiences in the field, such as the vertical jump, bench press, and 300 meter sprint. Added body fat limits (limits being determined).
- Assigned seven DPS vehicles for recruiting purposes.
- Moved polygraphs examinations to the front-end of background investigations in order to avoid conducting background investigations on ineligible candidates. Additionally, a process has been put in place to identify those candidates attempting to reapply despite being ineligible due to a previously failed polygraph. These initiatives ensure Troopers do not have to conduct background investigations on ineligible candidates.
- Developed a Department-wide Discipline Matrix to ensure the uniform issuance of punishment and clear expectation of consequences for misconduct.
- Implemented a Department-wide integrity policy.
- Filled the Equal Employment Opportunity Officer position, which was vacant for over two years. Assigned the office to the Director’s Staff.
Directed management to use the performance appraisal process rather than the complaint process to address performance issues.

- Established an Ombudsman position to provide an informal option to address workplace conflict.
- Established an “open-door” policy allowing employees at all levels of the organization to contact the Director with any suggestions or recommended changes.
- Initiated a major DPS policies review and revision. This includes the agency policy manual.

Financial Management

Study Recommendation: Overhaul financial processes and systems to provide financial transparency and accountability.

Key Transformational Initiatives

- Saved $1.52 million by contract elimination and aggressive contract negotiations.
- Saved $437,000 by completing knowledge transfer from staff augmentation contractors to IT staff. The elimination of these contractor positions allowed the agency to redirect the funds to other priorities.
- Moved the procurement function from the Finance Division to the Administration Division.
- Realigned the organizational structure of the procurement section to separate IT and commodity procurements.
- Established a contract review board to provide greater oversight and transparency in procurement.
- Revised signature authority policy to authorize Deputy Directors, Assistant Directors and Deputy Assistant Directors to sign procurement documents for purchases up to $500,000, $250,000 and $50,000, respectively.
- Implemented a new portfolio management tool. All initiatives are now loaded and tracked in the tool, providing management the insight necessary to properly manage both the teams and the efforts going forward.
- Developed processes to manage and oversee the state’s Disaster Contingency Fund. This recent, legislative mandated fund provides a tremendous capability to the state’s ability to provide immediate financial assistance to jurisdictions and agencies and organizations.
- Implemented electronic earning and leave time summary statements, saving a projected 200,000 sheets of paper a year. DPS employees can now view and download their statements anytime via a secure online connection.
- Disabled 770 inactive agency computers reducing support, software, and maintenance costs.
- Created Risk Management section in the Finance Division to focus on agency risks. A Risk Manager was recently hired and will concentrate on risk management, business continuity planning and safety.
Instituted a new legislative tracking and fiscal note process where the Legislature is quickly and properly informed about the effect of legislative proposals on the agency.

Implemented automated travel and paperless labor tracking/leave systems. These systems were being used at another Texas government agency and were acquired at no cost to DPS.

Developed and realigned fiscal processes to provide a better reflection of agency budget activity.

Working with the Texas Facilities Commission on a comprehensive assessment of all agency-maintained buildings in the state. This assessment will guide the use of $10 million in bond funds for building maintenance as well as a legislative request for maintenance and deferred maintenance.

Finance office and Governmental Relations are working closely to communicate with all budget oversight agencies and provide quarterly updates regarding the agency’s budget forecast.

**Licensing and Regulation**

Study Recommendation: Create a customer-focused management structure for Driver License and other regulatory functions.

**Key Transformational Initiatives**

- Hired 100% of the Driver License Division (DLD) civilian supervisors (119 out of 119 supervisors) and 100% of the total DLD civilian business model positions (160 out of 160 total positions including supervisors). All nine regional managers have been hired. Five first-line supervisor schools, for training new civilian managers, have been completed. The course teaches the new DLD civilian leadership about customer service, leadership, and DPS and DLD policies.

- Closed all four Driver License Compliance Offices (Austin, Garland, Houston, and San Antonio) at the end October 2009. These closures allowed the Division to reassign 30 employees to assist with the issuance and examination processes at the remaining field offices. As part of this transition, the Austin office is serving as a Commercial Driver License (CDL)-only office for the Austin. In addition, the Division has identified and converted five other statewide driver license offices as designated CDL sites.

- Prepared the Driver Improvement and Compliance (DIC) Bureau for the increased volume of compliance actions as a result of the closing of the four compliance offices. The DPS website was updated to include an email address which provides customers the option of submitting scanned documents in lieu of mailing the hard copies. This option benefits the customer by eliminating mail delivery time and benefits DIC in providing timely reinstatement processing. Additionally, DIC began responding to all driver license enforcement and reinstatement related emails in November 2009 in an effort to allow Customer Service representatives more time for answering incoming calls.

- Transferred the Customer Service Bureau of the Driver License Division to the Information Technology Division, including 22 headquarters personnel and seven
Houston regional office personnel (completed December 2009). The goal is to develop a one-call customer service phone center to serve the whole Department and to focus on customer service in the field offices by redirecting all calls to the centralized, one-call customer service center located at headquarters.

- Completed the roll-out of the new Driver License System (DLS) to all permanent DLD field offices across Texas.
- Began several related efforts to review and update DL policies and regulations. The DLD Manual Revision Committee is completing its first draft of the revised DLD Manual that will contain all new business practices and the DLS computer system operations. The DLD Training Committee met to begin analyzing the training needs of the Division and how to provide consistency in all training courses. The DLD Forms and Handbook Committee met to seek standardization of all DLD publications and reports.
- Substantially reduced the Regulatory Services Division’s backlog of concealed handgun license (CHL) applications by hiring temporary FTEs to speed up the process of manually inputting the backlogged data. Completed applications are now able to be processed within the statutorily-mandated timeline of 60 days. However, that 60-day timeline does not include the mailing of the CHL to the applicant.
- Will entirely redesign and automate the Concealed Handgun Licensing system. CHL is currently using an automated process to conduct criminal background checks rather than diverting Highway Patrol resources to conduct these checks.
- Revised the Computerized Criminal History (CCH) website in order to make it more user friendly, and to automate sign-up processes.
- Improved vehicle inspection certificate delivery and accountability through the Vehicle Services Bureau, an online purchase program with direct shipping by commercial delivery service. Automation of vehicle inspection records has resulted in a decrease of FTEs in headquarters and the redistribution of those FTEs to the field.
- Installed redundancy in Internet security devices, eliminating a single point of failure and enhancing the department’s ability to protect agency assets from unauthorized access, viruses, and malware.
- Upgraded all permanent DLD field offices with new driver license issuance hardware and software, eliminating the risk of office closures due to failing technology.
- Automated the fingerprint capturing process from ink and roll to electronic, through AFIS. In addition, the process now collects and attaches a digital photograph of the person to the fingerprint file.
- Created a docketing database to track legal petitions, orders and hearings.

Employee Feedback

The Texas Department of Public Safety contracted with UT Austin’s Institute for Organizational Excellence to conduct and to assist in the agency’s assessment and collection of data in fulfillment of the Texas Customer Service Standards Act which is to be included in this strategic plan.
Summary of Capital Improvement Needs

The agency is experiencing considerable growth with the completion of a new crime lab in Garland, the construction of new crime labs in Austin, Houston, Corpus Christi, Tyler, El Paso, and Laredo, the expansion of the crime lab in Abilene, and the construction of Regional Offices in Weslaco and Lubbock and an Area Office in Rio Grande City.

While space issues still exist, the agency is taking a different approach to capital improvement needs in the next biennium, focusing on maintenance and life safety issues, strategic location of resources, and safety and security of existing resources. Thus, the agency’s highest priorities for the next biennium are:

Deferred Maintenance/Life Safety Issues

- A Facility Condition Assessment performed by an outside engineering firm and the State Fire Marshal’s evaluation of our buildings highlighted many issues that plague the department. The condition assessment estimates that the agency needs in excess of $155,000,000 to correct current life safety and deferred maintenance issues in its 2,000,000 plus square feet of building space. This funding is needed to replace failed and end-of-life HVAC (Heating, Ventilation, and Air Conditioning) equipment, upgrade electrical distribution systems, repair/replace failing roofs and obsolete elevators, replace leaking windows, install/repair fire alarm, sprinkler and security systems, etc.

Building Refresh

- Additionally, the condition assessment estimated that approximately $40,000,000 is needed to replace interior finishes that have reached end-of-life. In lieu of requesting this funding for a single biennium, the agency desires to look to and plan for the future by implementing a Building Refresh schedule. The Building Refresh schedule would allow the agency to replace soiled and worn finishes and to improve and then maintain our buildings’ aesthetic appeal. With this schedule, the agency would “refresh” approximately 200,000 square feet per year, replacing floor and wall-coverings and other finishes such as laminate counter-tops, painting doors and trim, replacing/repairing ceiling surfaces, and so forth. Using the cost models from the condition assessment, the agency estimates that $6,400,000 is needed annually for this project.

Recruit Housing at the Tactical Training Center
San Antonio Regional Office
El Paso Regional Office

- In an effort to strategically locate our personnel and other resources, the agency requests funding for the construction of three new facilities. With the Firing Range, recent completion of the Emergency Vehicle Operations Course, and the soon-to-be-constructed classroom and administration building, all components of recruit training will reside at the Tactical Training Center in Florence. In order to maximize the recruits’ training time
and our recruiting potential, the agency desires to house recruits at that facility, as well, and thus is requesting funding for dormitories. Additionally, due to the realignment of the department’s regional boundaries and the designation of San Antonio and El Paso as regional headquarters, the agency requests funding to construct regional complexes in those cities in order to more efficiently carry out our mission to Serve and Protect Texas.

**Remodel/Renovation of Building C at Agency Headquarters and Construction of Additional Parking Facilities**

- Due to significant life safety issues, recruits are no longer housed in the agency’s dormitory facilities on the headquarters campus. This leaves significant square footage unused on a campus that is suffering from overcrowded office conditions, thus forcing the agency to lease additional space. The agency requests funding to remodel and renovate Building C dormitory space into offices and to construct additional parking facilities that will be needed to accommodate the additional personnel on campus.

**Security Enhancements to the Headquarters Complex**

- A number of critical law enforcement components reside on the agency’s campus. The open campus leaves those components vulnerable to attack. The agency requests funding to enclose the campus with a perimeter security fence, construct guard stations, and purchase and install the security software and hardware needed to monitor movement and detect threats.
- Project Analyses for the three new facilities, the remodeling and renovation of Building C, and the security enhancements for the headquarters complex are being prepared by the Texas Facilities Commission to be submitted as part of the department’s Legislative Appropriations Request for the 82nd Legislative Session.

**Conclusion**

The DPS leadership has formulated a clear and unwavering vision for the future and determined the direction in which the organization will go. In a short time, DPS has made numerous and extensive changes. These major restructuring and reengineering efforts will provide the citizens of Texas a more effective and efficient organization.

The implementation of rapid changes to any business or organization results in a drastic impact on the current culture. DPS must build and reinforce a new organizational culture that will embrace a continuous drive for improvement and support the Department’s new mission, goals, objectives, strategies, and practices.

Developing, implementing and anchoring cultural change initiatives that support the new organization will be the greatest challenge to the leadership of DPS. In order to maximize the success of the Department’s transformation, employees at all levels must become empowered, positive participants in this process.