EXTERNAL ASSESSMENT

For the 2011-2015 planning period, the following factors external to the control of the agency are highly likely to impact our operations. The Department will take all possible steps to turn perceived threats into opportunities to achieve our mission and reach our goals. The following list represents a summary of assumptions about critical trends:

- Terrorism, transnational gangs, and violent criminal organizations will continue as priorities for the Department, requiring a substantial application of manpower and resources. Increased violence along the Texas-Mexico border and gains made by criminal enterprises on both sides of the border will require focused resource allocations.
- Criminal organization will become more technologically sophisticated and diverse, requiring new expertise and significant shifts in education and training for law enforcement officers.
- The population will continue to grow, bringing a shift of demographics and increased highway usage with little accompanying growth in road capacity.
- Growth in commercial truck traffic will continue on these roadways, necessitating increased vigilance to mitigate the risk of increased highway accidents and fatalities.
- Natural and manmade disasters are constant threats. Planning will focus on increased preparedness, hazard mitigation to reduce the impact of disasters, and assisting local governments by increasing their emergency response capabilities and their ability to maintain continuity of government in order to minimize the need for diverting state resources from their normal functions to assist local governments in their responses to major emergencies and disasters.
- Increases in legal and legislative developments that present significant challenges or limitations to operational effectiveness.
- Higher pay and benefits available in the private sector will continue to hamper our efforts to recruit talented applicants and retain experienced personnel.

The Department will continue to plan for its manpower and resource requirements and allocations to ensure that services will be provided to all areas of Texas, proportionate to need and within the limitations of its resources.

Terrorism, Transnational Gangs, and Organized Criminal Activities

The Texas-Mexico border region contains distinctive and complex security challenges that impact not only local areas, but also metropolitan areas across the United States. The region shares a dual role as a conduit for legitimate international trade and as the avenue for networks of drug and human smuggling organizations that are attempting to gain access to the U.S. Thus, the Texas border region is of critical importance to both the economy and security of the United States, representing the Nation’s first coordinated interagency line of defense against transnational criminals. Once these criminals pass through the Texas border region, they are capable of dispersing and blending into the socio-economic fabric of the United States. The
Texas border region is the best place to disrupt, deny, and otherwise dominate transnational criminal organizations that seek to operate within U.S. communities.

Texas as a whole faces a multifaceted security threat from Mexican and transnational drug trafficking organizations, the violence they perpetrate, and the contraband marketplaces and smuggling supply chains they operate. Texas contains three of the ten largest U.S. cities, two-thirds of the U.S.-Mexico border, and a high-speed transportation infrastructure. As a result, Texas confronts a condensed presence of criminal enterprises seeking to use this infrastructure to move contraband over the U.S.-Mexico border, through link-up points, and into metropolitan areas in Texas and throughout the United States. Cartels and their associated enforcement groups generally rely on southbound smuggling of currency to return their profits from the U.S market. Additionally, southbound trafficking of firearms provides much of the capability to secure and defend their narcotics production and smuggling operations.

The smuggling of special interest aliens adds a national security corollary to contraband supply chains and operations, as the same routes and methods used to bring drugs or people into the country illegally could be used for the transport of terrorists or weapons materials. Increasing convergence between terrorist groups and criminal enterprises poses a particular security concern.

This evolving situation has been marked by escalating border-related violence. In Mexico, over 17,000 people were killed in drug-related violence between December 2006 and February 2010. From 2003 to 2009, more than 230 U.S. citizens were killed in Mexico. While most drug-related violence continues to be perpetrated on the Mexican side of the border, the threat of increased violence toward or intimidation of Texas citizens living in the border region by international criminal enterprises remains high.

The operations of Mexican cartels, and transnational organizations and gangs in Texas bring societal challenges related to drug use and corruption, as well as additional associated costs. Criminal activity such as vehicle theft, kidnappings, burglaries, and violence in communities where smuggling transportation networks operate or gang members live are too often seen as local violence instead of localized manifestations of a larger organized smuggling problem. While those in the border region may readily perceive the direct connection between smuggling organizations and local violence, metropolitan areas removed from a concentrated presence of these criminal enterprises may not recognize that much of the crime they confront, specifically, gang activity, stolen vehicles, and the trade in illegal firearms, may be connected to cross-border operations.

The wholesale-to-retail process of narcotics smuggling is shifting, with increasing cooperation between transnational criminal enterprises and local gangs that control smuggling routes and retail distribution networks in the United States. These gangs can provide security, transportation, and distribution functions for the cartels. Overall, transnational and domestic gang activity in the United States is growing. The proportion of state and local law enforcement agencies in the United States that report gang activity taking place in their jurisdiction has increased from 45% in 2004 to 58% in 2008, and the National Gang Threat Assessment 2009
estimated one million gang members in the United States today. Transnational criminal enterprises such as the Zetas are creating ties with domestic gangs like the Texas Syndicate and the Mexican Mafia that are already well established in the southwestern United States in order to expand their market share and influence. This greater transnational influence brings with it the potential for increased violence similar to that in Mexico. According to the National Drug Intelligence Center’s 2009 National Drug Threat Assessment, Mexican criminal enterprises currently operate in more than 230 U.S. cities and constitute “the most pervasive organizational threat to the United States.” This threat is particularly significant in Texas metropolitan areas where gangs such as the Hermanos de Pistoleros Latinos, Barrio Aztecas, Texas Syndicate, and Mexican Mafia operate.

The criminal enterprises are smart and innovative organizations that are fundamentally driven by monetary gain. They use terror, violence, and corruption to enter, dominate, and control regions in which they operate in order to subdue law enforcement efforts and remove competing organizations. Criminal enterprises continue to demonstrate the ability for adaptive and sophisticated operations that thwart evolving law enforcement tactics. They use mature decision-making processes that incorporate extensive reconnaissance networks supported by a vast array of techniques and tools. Methods normally associated with military organizations, such as communications intercepts, interrogations, and trend analyses, are among the techniques used by these criminal enterprises. In addition, they employ state-of-the-art weaponry and weapons support systems, such as thermal imagery, secure communications systems, and Global Positioning Systems. The net effect is that transnational criminal enterprises have the capability to match and confound the Mexican law enforcement agencies that oppose them as well as present significant challenges to U.S. law enforcement agencies.

The bottom line is that Mexican and transnational criminal enterprises operate robust criminal networks that dominate the U.S. illicit contraband markets, and they will fight to maintain this control and revenue.

In addition, the Texas-Mexico border region is likely to remain comparatively disadvantaged in terms of resources and tax base. Coupled with the region’s significance as the state’s and nation’s first line of defense against international terrorism and illicit trafficking of people, weapons, drugs and currency, this dynamic will continue to create a situation where federal and state assistance to combat the threats of illicit trafficking and terrorism in the border region is an essential investment.

The State’s operational concept of providing resources to the region and facilitating coordination of unified action among law enforcement agencies at all levels remains a valid and effective approach for addressing this situation.

- Federal and state funding to support border security operations at current levels is not guaranteed, and may be reduced during periods of budgetary stringency.
- Counties with no organic homeland security planning resources and extremely limited amounts of response assets, such as law enforcement, fire and ambulance, rely heavily on
mutual aid agreements and Council of Governments (COG) support to plan and coordinate homeland security programs, and to secure and manage grants.

- Personnel assigned to the border region and transit corridors in support of homeland security efforts need permanent office space in which to work.

In order to address these requirements, critical capabilities include a budgetary funding that assures continuing support to border counties’ border security efforts.

**Technological Developments**

The rise of transnational criminal enterprises and terror groups, identity thieves, and cyber criminals provide significant challenges to DPS and other law enforcement agencies. To combat these threats, DPS will need to develop new capabilities, implement new equipment, and continue to evolve as an organization. In turn, its personnel, both in law enforcement and emergency management, will be required to continually develop new and more intricate technological skills. An expanded educational and training portfolio will need to be developed to assist in attaining the increasing technological expertise required of future law enforcement and emergency management personnel.

Technological improvements also create opportunities to develop new methods and/or increase efficiencies in existing processes for a wide variety of tasks. For example, technological enhancements are central to the Department’s ability to analyze, manage, and share information and to collaborate as a partner with other law enforcement and public service agencies. New enterprise-wide software systems, such as TxMAP, facilitate management and information sharing, and afford increased transparency, networking, and direct communications across units and institutional boundaries. Timely information sharing and rapid analysis of report data from local, tribal, state and federal law enforcement agencies are key to the effectiveness of the Department of Public Safety. Intelligence-based policing, derived from targeted information collection and analysis, supports DPS activities from department-level planning down to priority setting for individual officers.

DPS must anticipate and take advantage of technological trends and advancements rather than simply reacting to them. Examples of new technologies that will be fully integrated into Department operations include:

- Scanners and Density Readers. License plate readers, scanners, sensors, fiber optic scopes and density readers enable law enforcement to detect concealed narcotics, currency, weapons and ammunition that are hidden in conveyances, within cargo, in personal effects, or carried on the body.

- Biometric Identification Technology. Biometric Identification Technology and integrated electronic fingerprint systems enable law enforcement to check facial images and fingerprint data against state and national databases to identify known or suspected criminals and terrorists and receive results in seconds rather than days.
Mobile X-Rays. Mobile X-ray units enable law enforcement to identify anomalies in motor vehicles, enhancing the ability of law enforcement authorities to locate currency and weapons concealed in motor vehicles.

Integrated Surveillance Cameras. An integrated network of day and night surveillance cameras have been placed strategically throughout the border region to deny drug and human smugglers unobserved access into the U.S. The numbers and locations of these cameras will constantly change based on threat.

Border Surveillance Technology. Increasingly, modern surveillance technology will be used to support and supplant manpower in border surveillance. Technologies to be employed may include: unattended ground sensors (UGS) to detect heat and vibrations associated with foot traffic and metal associated with vehicles, radars mounted on fixed and mobile towers to detect movement, and cameras on fixed and mobile towers to identify, classify, and track items of interest detected by the ground sensors, radars, and/or aerial assets (e.g. helicopters and unmanned aerial surveillance aircraft) to provide video and infrared imaging to enhance tracking of targets.

Leverage new technologies. New technologies that have emerged in recent years will allow law enforcement officers more time actively patrolling and less time writing reports. New technologies will provide real time information to troopers on patrol as well as provide gathered intelligence to be quickly evaluated and disseminated. Examples of new technologies:

- Records Management System. Streamlines reporting process and reduces data entry time
- Project 54. Using voice commands to operate in car technology allows personnel to maintain visual awareness of surroundings

Driver License System. The Driver License System is used to: consolidate data and image collection systems to improve efficiency and customer processing; integrate identity document verification and auditing processes to prevent both external and internal fraud; use web-based applications to allow licensees to request and receive Department services without having to make a personal appearance; and use Transmission Control Protocol and Internet Protocol (TCP/IP) for network communications that are capable of managing increased data transmissions and online/real-time applications.

Texas.gov. The Driver License Division is working with the Texas.gov vendor to increase online services, such as driving record requests and online acceptance of compliance payments, as well as advertising the availability of those services.

DPS Aircraft have proven to be a vital technological force multiplier, but increased use also raises maintenance demands. Meeting future maintenance costs across the fleet will also remain a challenge, as major aircraft components require overhaul. In FY 2009, the Aircraft Section flew 10,561 hours. Helicopter operations made up 7,352 of those hours with airplane operations flying the remaining 3,209. Additional funding for replacement equipment and aircraft is likely to be required. Currently, the helicopter engines require a time before overhaul (TBO) of 3,000 hours. At a flying pace of over 7,500 helicopter hours per year (2.5 helicopter engines per year), the Aircraft Section expects to need at least 10 helicopter engines in biennium 2012-2013 and 5 in the biennium 2014-2015 (approximately $250,000 per engine at 2009 prices). Other
components, such as main gearbox, tail rotor gearbox, tail rotor assembly, and mast assembly are TBO items as significant as engine replacement, and will require additional funding in future biennium. At nearly 3,000 airplane hours per year, the equivalent of two airplane engines ($95,000 per engine) is being used. The 1985 Twin Turbo Commander currently has 4,800 hours and will require the replacement of both engines at a cost of $545,090 in the next biennium.

An additional area where the Department would benefit by taking advantage of emerging technological capabilities is grant administration. The challenge is to improve DPS grant administration by providing an enterprise electronic grant administration system that can be used by all elements of the Department to effectively manage the grants that DPS receives and the much larger set of grants that it disburses.

The State Auditor’s Office, the Criminal Justice Division of the Governor’s Office, and Deloitte have noted in recent audits that the Department lacks a modern electronic grant administration system that interfaces with the DPS accounting system, the Uniform Statewide Accounting System, and Federal grant management systems, which adversely affects grant administration. In FY 2009, TDEM alone paid out $1.22 billion in grant funds. TDEM’s State Administrative Agency for Department of Homeland Security grants is the only DPS work center that has a grant management system available, (operated by a vendor) that can generate grant awards, track project approvals, and maintain payments and fund balances in near real-time in a secure online environment and quickly generate standardized and custom reports. However, homeland security grant reimbursements were less than 10 percent of total grant funds paid out by DPS during 2009. The rest of DPS grant funding has been managed with scores of spreadsheets, several databases, periodic accounting reports, and an aged internal accounting system. Using these outdated tools is labor intensive, slow, and prone to error.

One recommended solution is to procure and install an enterprise electronic grant administration system that can be used to effectively manage both incoming and outgoing grants. Such a system must interface with the DPS and state accounting systems and should be able to download grant project and financial data from Federal grant management systems and upload reports to those systems.

Population

The Texas population is expected to continue to grow at a faster rate than the nation as a whole. By 2015, Texas is projected to gain approximately four million people, with its total population exceeding 28 million. The “Texas Urban Triangle” of Houston, San Antonio-Austin, and Dallas/Fort Worth currently boasts 17 million people. By 2015, it is expected to grow to approximately 20 million. Cities in the border region are also expected to continue their rapid growth. The Rio Grande Valley, comprising Cameron, Willacy, Starr, and Hidalgo counties, has the state’s two fastest growing metropolitan areas, McAllen and Brownsville. In 2010, the Rio Grande Valley population stood at 1,335,000. By 2015, the population is expected to exceed 1,575,000 – a growth rate of 18%. This dramatic increase in population will likely result in a corresponding increase in local crime rates and a greater caseload for Department personnel.
Crime laboratory services will be particularly affected, and Laboratory Staff numbers must increase to meet the Department’s expanding mission requirements. In general, the increased demands inherent with such a rise in population will necessitate increases in Department-wide staffing in order to provide world class law enforcement support and services to the residents of Texas.

- Construction of the Emergency Vehicle Operations Course (EVOC) in Williamson County will be completed in the first quarter of 2010 and must be staffed. The Department will need a total of twenty-two (22) FTEs comprising ten (10) commissioned officers and twelve (12) noncommissioned personnel.
- The delivery of services across the Department is dependent upon matching personnel requirements to service demands. To reduce personnel requirements, significant improvements in customer focused technologies need to be implemented. Currently, sufficient funding has not been provided to meet the personnel or technology initiatives that are needed in order to provide the level of service expected by the citizens of Texas.
- The Department’s crime laboratories process approximately 50% of all evidence statewide that is associated with criminal investigations, and this percentage will likely increase due to population increases, greater demand for new analysis techniques such as forensic DNA analysis, and because many local and regional laboratories are closing due to failure to meet new and more stringent standards – increasing the demand on Department resources. The table below illustrates the estimated increase in staff requirements for various elements of the Department’s crime laboratories. The “rate of increase” is based on the percentage of annual increase seen during the past five years.

### Estimated Increase in Crime Lab Staff Requirements

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<td><strong>Toxicology</strong></td>
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<td>Number of Cases</td>
<td>5,342</td>
<td>5,876</td>
<td>6,464</td>
<td>7,110</td>
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<td>Rate of Increase = 10%</td>
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<tr>
<td>Required Staff</td>
<td>13</td>
<td>14</td>
<td>16</td>
<td>17</td>
<td>19</td>
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<tr>
<td>at 415 cases per FTE</td>
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<td></td>
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<tr>
<td>Current Staff</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Estimated Staff Shortage at Current Staffing Levels</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>7</td>
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<tr>
<td><strong>Forensic DNA</strong></td>
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<tr>
<td>Number of Cases</td>
<td>9,780</td>
<td>11,540</td>
<td>13,618</td>
<td>16,069</td>
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<td>Rate of Increase = 18%</td>
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<td>Required Staff</td>
<td>98</td>
<td>115</td>
<td>136</td>
<td>160</td>
<td>189</td>
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<tr>
<td>at 100 cases per FTE</td>
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<tr>
<td>Current Staff</td>
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<tr>
<td>Estimated Staff Shortage at Current Staffing Levels</td>
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<td>37</td>
<td>58</td>
<td>82</td>
<td>111</td>
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<td><strong>Latent Prints</strong></td>
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<tr>
<td>Latent Print Labs are opening in McAllen, Garland, Houston &amp; Lubbock – which will double the current case load</td>
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</tr>
</tbody>
</table>

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To meet these needs, the Department will require:

- Laboratory staff increases of one hundred forty-one (141) FTEs by 2015.
- Emergency Vehicle Operations Course staff of twenty two (22).
- Across the Department, either sufficient funding to meet increased personnel requirements or funding for technology initiatives that will reduce personnel requirements.

Texas’ growth over the next five years will accelerate cultural and linguistic realignments. Texas is one of only a few states that has a majority-minority population, meaning that a majority of the population identifies themselves as members of a minority group. The percentage of this minority affiliated population will continue to rise over the next five years. Hispanic Texans will continue to be the fastest growing portion of Texas’ population in all regions of the state, due to immigration and birth rates. In many of the fastest growing areas, Spanish will be one of the predominant languages, generating a need for increased Spanish proficiency among those who provide essential services and security for the population. This increase in Spanish-speaking Texans will also provide us with an opportunity to draw our professionals from a greater pool of bilingual applicants.
Commercial Truck Traffic

Texas’ population growth and shift will also impact highway use. The Texas Department of Transportation (TxDOT) estimates that the state’s road use will increase by 42% from 2010 to 2015; however road capacity will grow by only 1%. The increase in road usage is expected to be along the key north-south and east-west corridors of Interstates 35 and 10, respectively, and in the major urban areas. Traffic increases will be reflected not only in privately-owned vehicles, but also in commercial vehicles, particularly trucks. In 2002, almost 1 billion tons of freight, valued at $866 billion, was moved by truck in and across Texas. By 2015, this is expected to increase to 1.5 billion tons of freight, valued at nearly $1.3 trillion. The challenge of maintaining highway safety and the demand for services, such as vehicle inspection and licensing, will clearly increase over the next five years.

Natural Disasters

As the second largest state in the United States, the sheer size of Texas impacts the Department’s organization, activities, and strategies in providing safety, security, and essential services in every county of the state. Texas’ geographical patterns range from coastline (367 miles) to mountains (7 peaks above 8,000 feet in elevation), to hill country to plains. This size and topographical variance result in changing weather phenomena and differing natural disasters. The state’s vast size, immediate proximity to Mexico and the Gulf of Mexico, ever-growing population, demographic diversity, and unique role in the nation’s economy combine to generate a homeland security challenge found nowhere else in America. DPS personnel are frequently called upon to carry out emergency response and disaster recovery activities that often require long-term commitments of both personnel and equipment resources. Preparedness to perform these tasks will remain an essential element of the duties of a wide range of personnel from across the Department.

Legal and Legislative Developments

Several recent legal and legislative developments will have particularly significant impacts on the Department and its operations during the next five years.

Statutes enacted during the 81st Legislative Session in 2009 tasked TDEM to complete a large number of new emergency preparedness, planning, training, public information and education projects, and required the Division to participate in a number of projects that will be implemented by other state agencies and educational institutions. The Legislature also provided funding for the Disaster Contingency Fund administered by TDEM. The Division expects to receive a number of applications for financial assistance from this fund. These new requirements will require extensive changes in and additions to state emergency plans, as well as changes to the state standards for emergency plans for the more than 1,400 local governments in Texas. A number of the new requirements will require revision of existing DPS administrative rules and creation of some new administrative rules.
Terrorist and criminal enterprises are increasingly well-armed and are exploiting telecommunications advances to facilitate criminal activities, extend geographic reach, and avoid detection. Significant technological challenges in electronic surveillance have been brought about due to the convergence of technologies of different network platforms carrying the same kinds of services (both technically and legally). The Criminal Investigations Division found there are greater and more diverse challenges in effectuating court-approved electronic surveillance orders within these modern networks than with "conventional" telephone networks operated by traditional telecommunications carriers. Implementing electronic surveillance court orders in these diverse networks will require elaborate and costly technical approaches to ensure that only messages for which there is probable cause to intercept are, in fact, intercepted and that all such authorized messages are intercepted. The Department is solely responsible for implementation of electronic intercepts for local and state officers.

In response to the terrorist attack on September 11, 2001, the U.S. Congress enacted the Reauthorizing and Empowering America for Longevity Against Acts of International Destruction (REAL ID) Act. The REAL ID Act of 2005 requires state-issued driver license and identification cards (DL/ID) that are used as identification for federal purposes to meet certain state security standards and issuance procedures. The Act will have a wide-reaching impact upon Texas and its citizens, requiring significant changes to the driver license issuance process. These changes will impact all 21 million existing DL/ID card holders. The U.S. Department of Homeland Security (DHS), the federal agency responsible for implementing the REAL ID Act, has required all states to be in full compliance with REAL ID standards by May 10, 2011. DLs/IDs issued by states not meeting this deadline will not be eligible for use as federal identification, such as for passing through commercial airline security checkpoints and entering federal buildings and/or nuclear facilities.

The REAL ID Act requires all applicants for a renewal or duplicate DL/ID to appear in person at a driver license office and to provide acceptable identification documents prior to the issuance of a REAL ID-compliant DL/ID. This requirement will prove challenging for DPS as an increase in overall traffic in the driver license office will occur due to the discontinuation of alternate renewal methods, such as Internet, mail, and telephone renewals. Upon completion of the re-verification period, alternate renewal services will resume; however, modifications to these programs will be necessary to meet the security levels and document verification requirements of the Act. Current staffing levels and hours of operation are not sufficient to process the anticipated increase in the number of in-person applicants; therefore, wait-times in driver license offices will be significantly impacted as a result of the increase in issuance requirements, specifically to review ID documents and perform online verification queries.

In 2008, Texas requested and received from DHS an initial extension until December 31, 2009, for implementation of the Act’s material benchmarks. In December 2009, DPS requested and received an additional extension to provide the necessary time for the Texas Legislature to consider approval and funding for implementation of the Act’s requirements during the next Legislative Session in 2011. If DPS can certify they have met full compliance by May 10, 2011, DHS will extend to December 1, 2014, the enrollment time period to replace all DLs/IDs for people born after December 1, 1964, and to December 1, 2017, for people born on or before
December 1, 1964. After December 1, 2017, federal agencies will not accept any state-issued DL/ID for official federal purposes unless such cards have been issued by a state that has certified to DHS its full compliance with this rule.

Federal legislation emphasized the need for improved criminal history records across the country and for the sharing of justice information across disciplines (firearm purchases; pre-employment searches on persons serving children, the elderly, and the disabled; and increasingly for homeland security background searches and investigations). Rapid identification of persons by fingerprints and electronic data sharing in standardized formats are core goals. State and local criminal justice agencies in Texas and across the country are adopting these core national goals and moving forward with standards-based information sharing and data quality improvement initiatives.

Implementation of the Federal Clean Air Act may have some impact on the Department’s responsibilities in the Vehicle Emissions Testing Program. Designation as a “nonattainment area” by the United States Environmental Protection Agency determines whether some counties in Texas will be subject to vehicle emissions testing and/or other measures affecting vehicles. State and federal environmental regulations allow counties to voluntarily agree to state administered measures, such as vehicle emissions testing, to avoid possible nonattainment area designation. As more areas become subject to, or volunteer for, emissions testing, the Department’s regulatory responsibilities and related expenditures will increase.

The North American Free Trade Agreement (NAFTA) and the steady increase of commercial vehicle traffic through Texas corridors will continue to impact our highways and the duties of the Commercial Vehicle Enforcement Service in providing for public safety. Since 1994, Texas has led the nation in the number of commercial motor vehicles involved in fatal traffic accidents.

**Recruiting and Retention**

External factors, such as economic conditions, hiring competition from public sector organizations such as other state agencies or the U.S. Armed Forces, and societal attitudes about requirements, such as frequent moves or duty in remote areas will continue to impact the Department’s recruiting and retention efforts. Attracting and maintaining personnel for critical staff and support positions, including research specialists, crime analysts, IT professionals, and driver license examiners, will remain particularly important.

- The new technologies and specialized skill sets needed to support the investigative, intelligence, and patrol operations of the Department necessitates employees with high-tech skills.
- Job requirements of the Department’s driver license examiners have expanded to include prevention of fraud and identity theft. This requires employees with higher skill sets than previously needed.
- Ensuring our workforce is representative of the citizens we serve continues to be a top priority. The Department workforce in some areas is not demographically representative.
Private sector demand is high for qualified or highly trainable personnel to fill positions requiring skills similar to those needed by research specialists, crime analysts, IT professionals, and driver license examiners. The private sector is frequently able to offer better salaries and benefits than can be offered by the Department, which makes it difficult for the Department to both recruit and maintain qualified personnel.

In order to attract and maintain critical staff and support positions, including research specialists, crime analysts, IT professionals, and driver license examiners, funding to support the following initiatives is needed:

- Salary parity with federal and local law enforcement;
- New compensation strategies to include establishing an enhanced career ladder;
- Relocation assistance; and
- Sign-on bonuses.