

DEPARTMENT OF PUBLIC SAFETY
OFFICE OF LEGAL AFFAIRS
Strategic Plan
FY 2017-2018 through FY 2021-2022

MISSION:

To provide effective, quality, legal assistance in an efficient, expeditious and professional manner to all offices, boards, and commissions within Public Safety Services.

VISION:

Provide the best legal services possible to the offices, boards, and commissions of Public Safety Services.

PHILOSOPHY:

Provide legal services with dignity, respect and civility.

GOALS:

- I. Manage legal services in an effective, efficient, and professional manner; provide and promote the efficient use of legal input.
- II. Improve the collection of fines and debts owed to the State of Louisiana through Public Safety Services.
- III. Improve the quality of legal services by more efficient and effective training and development of programs.

Objective I.1 Successfully litigate 95% of Driver’s License suits filed against the department each year through June 30, 2022.

Strategy I.1.1 Continue the development of a system to identify, track and record the results of the litigation.

Strategy I.1.2 Inventory the Driver’s License suits filed against the Office of Motor Vehicles.

Performance Indicators:

Input: Number of appeals filed in connection with Driver’s License suspensions

Output: Number of appeals defended in connection with Driver’s License suspension

Outcome: Percentage of Driver’s License appeals dismissed or won by the department

Objective I.2 Successfully defend 90% of the Civil Service Commission and State Police Commission appeals filed against the department each year through June 30, 2022.

Strategy I.2.1 Continue the development of a system to identify, track and record the results of the litigation.

Strategy I.2.2 Inventory the Civil Service Commission and State Police Commission appeals filed against the department.

Performance Indicators:

Input: Number of appeals filed in either the Civil Service Commission or the State Police Commission

Output: Number of Disciplinary Actions defended by the department
Number of Disciplinary Actions won by the department

Outcome: Percentage of State Police Commission and Civil Service Appeals that result in affirmation of the action of the appointing authority

Objective I.3 Successfully defend 99% of the Denial of improper Subpoenas Duces Tecum and improper Public Record Requests each year through end of FY 2021-2022.

Strategy I.3.1 Continue to develop a system to identify, track, record the responses to Subpoenas Duces Tecum and Public Records Requests.

Strategy I.3.2 Inventory the Denial of improper Subpoena Duces Tecum and improper Public Record Requests made against the department.

Performance Indicators:

Input: Number of Denial or Limitation of improper Subpoena Duces Tecum and improper Public Record Requests made against the department

Output: Number of Denial or Limitation of improper Subpoena Duces Tecum and improper Public Record Requests dismissed or won by the department

Outcome: Percentage of Denial or Limitation of improper Subpoena Duces Tecum and improper Public Record Requests dismissed or won by the department

Objective I.4 Successfully defend 95% of the Administrative Actions of the Office of the State Fire Marshal each year through June 30, 2019.

Strategy I.4.1 Inventory the Office of State Fire Marshal Administrative Actions appeals filed against the Office of the State Fire Marshal

Performance Indicators:

- Input:*** Number of Administrative Actions defended by the department
- Output:*** Number of Administrative Actions dismissed or won by the department
- Outcome:*** Percentage of Administrative Actions dismissed or won by the department

Objective I.5 Successfully defend 95% the Administrative Actions of the Office of State Police, TESS, in collecting fines assessed each year through June 30, 2022.

Strategy I.5.1 Inventory the Office of State Police, TESS Administrative Actions defended.

Performance Indicators:

- Input:*** Number of TESS Administrative Actions filed by the department
- Output:*** Number of TESS Administrative Actions won by the department
- Outcome:*** Percentage of TESS Administrative Actions dismissed or won by the department
Amount of TESS Administrative fines collected for the department

Objective I.6 Through the Legal activity, to ensure that all offices, boards, and commissions within Public Safety Services have access to effective, quality legal assistance through June 30, 2022.

Strategy 1.6.1 Inventory the number of hours of legal assistance provided by attorneys to agencies within Public Safety Services.

Performance Indicators:

Input: Number of hours of legal assistance each attorney provides to agencies within Public Safety Services

Outcome: Number of proceedings where OLA attorneys provide representation before courts, boards, commissions, and administrative hearing panels

Efficiency: Annual average number of hours of legal assistance provided per attorney to agencies within Public Safety Services

Objective II.1 To provide 100% of the litigation support, draft/review contracts, review/oppose motions for expungements, draft/review necessary rules and regulations, and draft/review legislation and provide legal representation to the Budget Unit Heads of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicles, Office of State Police, and Liquefied Petroleum Gas Commission, through June 30, 2022.

Strategy II.1.1 Inventory the number of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed for the Budget Unit Heads of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicles, Office of State Police, and Liquefied Petroleum Gas Commission

Performance Indicators:

Output: Number of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed for the Budget Unit Heads of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicles, Office of State Police, and Liquefied Petroleum Gas Commission

Outcome: Percentage of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed for each of the Budget Unit Heads of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicles, Office of State Police, and Liquefied Petroleum Gas Commission

Objective III.1 To provide ongoing training and development for 95% of OLA employees to ensure that they receive at least the minimum Continuing Professional Education, through June 30, 2022.

Strategy III.1.1 Work with Civil Service to provide the opportunity for professional and support staff level classes.

Strategy III.1.2 Recognize and reward both improved performance and outstanding achievement within the Office of Legal Affairs

Performance Indicators:

Input: Number of man-hours of professional and support staff classes attended.

Output: Number of employees attending

Outcome: Percentage of employees completing required training

**OFFICE OF LEGAL AFFAIRS
STRATEGIC PLAN - APPENDIX
FY 2017-2018 through FY 2021-2022**

1. The principal clients and users are the Office of State Police, Office of Management and Finance, Office of Motor Vehicles, Office of the State Fire Marshal, Uniform Construction Code Council, Liquefied Petroleum Gas Commission, Highway Safety Commission, LOSCO, Manufactured Housing Commission, Board of Private Security Examiners, and other Budget Units of the Department of Public Safety and Corrections, Public Safety Services.
2. Potential external factors beyond our control include but are not limited to the following: further reduction in staff or budget, change in the legislation affecting the entities to which the OLA provides assistance, the number of litigation claims filed by plaintiff counsel, the number of subpoenas duces tecum served, the number of public records request made, and the number of personnel actions initiated by Budget Unit Heads.
3. The statutory authority for Public Safety Services is La.R.S. 36:401 et seq. and for the Office of Legal Affairs more specifically, RS 36:408.
4. Objectives and strategies were developed primarily by internal/external assessments, mandatory process priorities, and review of master plans.
5. The primary persons who will benefit by each objective are the agencies we support as well as the citizens of Louisiana. To provide professional, cost-efficient legal services to the agencies we support by providing legal representation and by giving legal advice to the various agencies within Public Safety Services.
6. No duplication of effort has been identified within the Office of Legal Affairs.
7. Performance indicator documentation sheets - see attached.
8. All performance indicators will be used to evaluate the legal services provided to budget units we support. See attached Indicator Documentation sheets.
9. All data used in preparing this Strategic Plan will be preserved and maintained for a period of at least three years or longer if required by record retention laws.

10. Human Resource Policies Beneficial to Women and Families:

Public Safety Services grants flexible work schedules, when possible, to accommodate employees with child care or other family issues. In accordance with federal law, the department supports the Family and Medical Leave Act and upholds practices with those guidelines, supporting employees and families. During emergency crisis situations, the Office of Legal Affairs may extend its services to meet the needs of affected personnel and those housed on the DPS compound.

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.1 *Successfully litigate 95% of Driver's License suits filed against the department each year through June 30, 2022.*

Indicator Name: *Number of appeals filed in connection with Driver's License suspensions*

Indicator LaPAS PI Code: *New*

- 1. Type and Level:** Input; Key
- 2. Rationale, Relevance, Reliability:** Measures the number of appeals filed by people who have had their driver's license suspended by the Office of Motor Vehicles.
- 3. Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
- 4. Clarity:** The indicator name clearly identifies what is being measured.
- 5. Data Source, Collection, Reporting:**
 - Source:** DPS Case Tracking System.
 - Collection:** Daily.
 - Reporting:** Quarterly.
- 6. Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
- 7. Scope:** Aggregate.
- 8. Caveats:** None.
- 9. Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel
Phone: 225-925-4066
Email: Kathy.williams@dps.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.1 *Successfully litigate 95% of Driver's License suits filed against the department each year through June 30, 2022.*

Indicator Name: *Number of defended in connection with Driver's License suspensions*

Indicator LaPAS PI Code: *1794*

1. **Type and Level:** Output; Key
2. **Rationale, Relevance, Reliability:** Measures the number of appeals by people who have had their driver's license suspended by the Office of Motor Vehicles that were defended by the Office of Legal Affairs.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Data Source, Collection, Reporting:**

Source: DPS Case Tracking System.

Collection: Daily.

Reporting: Quarterly.

6. **Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
7. **Scope:** Aggregate.
8. **Caveats:** None.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

Email: Kathy.williams@dps.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.1 *Successfully litigate 95% of Driver's License suits filed against the department each year through June 30, 2022.*

Indicator Name: *Percentage of Driver's License appeals dismissed or won by the Department.*

Indicator LaPAS PI Code: *New*

- 1. Type and Level:** Outcome; Key
- 2. Rationale, Relevance, Reliability:** Measures the percentage of driver's license appeals that have either been dismissed by the appellate authority or won by the department.
- 3. Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
- 4. Clarity:** The indicator name clearly identifies what is being measured.
- 5. Data Source, Collection, Reporting:**

Source: DPS Case Tracking System.

Collection: Daily.

Reporting: Quarterly.

- 6. Calculation Methodology:** Calculation: Number of appeals dismissed or won by department divided by the total number of appeals; Methodology: Standard calculation.
- 7. Scope:** Aggregate.
- 8. Caveats:** None.
- 9. Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

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PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.2 *Successfully defend 90% of Civil Services Commission and State Police Commission Appeals filed against the department each year through June 30, 2022.*

Indicator Name: *Number of appeals filed in either the Civil Service Commission or State Police Commission against the department*

Indicator LaPAS PI Code: *New*

1. **Type and Level:** Input; Key
2. **Rationale, Relevance, Reliability:** Measures the number of appeals submitted against the department with the Civil Service Commission or State Police Commission.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Data Source, Collection, Reporting:**
 - Source:** DPS Case Tracking System.
 - Collection:** Daily.
 - Reporting:** Quarterly.
6. **Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
7. **Scope:** Aggregate.
8. **Caveats:** None.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

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PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.2 *Successfully defend 90% of Civil Services Commission and State Police Commission Appeals filed against the department each year through June 30, 2022.*

Indicator Name: *Number of disciplinary actions defended by the department*

Indicator LaPAS PI Code: *11326*

1. **Type and Level:** Output; Key
2. **Rationale, Relevance, Reliability:** Measures the number of disciplinary actions within either the Civil Service Commission or the State Police commission that are defended by Legal Affairs.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Data Source, Collection, Reporting:**
 - Source:** DPS Case Tracking System.
 - Collection:** Daily.
 - Reporting:** Quarterly.
6. **Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
7. **Scope:** Aggregate.
8. **Caveats:** None.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel
Phone: 225-925-4066
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PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.2 *Successfully defend 90% of Civil Services Commission and State Police Commission Appeals filed against the department each year through June 30, 2022.*

Indicator Name: *Number of disciplinary actions won by the department*

Indicator LaPAS PI Code: *New*

- 1. Type and Level:** Output; Key
- 2. Rationale, Relevance, Reliability:** Measures the number of disciplinary actions within either the Civil Service Commission or the State Police commission that are won by Legal Affairs.
- 3. Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
- 4. Clarity:** The indicator name clearly identifies what is being measured.
- 5. Data Source, Collection, Reporting:**
 - Source:** DPS Case Tracking System.
 - Collection:** Daily.
 - Reporting:** Quarterly.
- 6. Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
- 7. Scope:** Aggregate.
- 8. Caveats:** None.
- 9. Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel
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PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.2 *Successfully defend 90% of Civil Services Commission and State Police Commission Appeals filed against the department each year through June 30, 2022.*

Indicator Name: *Percentage of State Police Commission and Civil Service Commission appeals that result in affirmation of the action of the appointing authority*

Indicator LaPAS PI Code: *11327*

- 1. Type and Level:** Outcome; Key
- 2. Rationale, Relevance, Reliability:** Measures the percentage of appeals to the Civil Service Commission and State Police Commission that are affirmed by either commission.
- 3. Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
- 4. Clarity:** The indicator name clearly identifies what is being measured.
- 5. Data Source, Collection, Reporting:**
 - Source:** DPS Case Tracking System.
 - Collection:** Daily.
 - Reporting:** Quarterly.
- 6. Calculation Methodology:** Calculation: Number of affirmed appeals divided by total number of appeals; Methodology: Standard calculation.
- 7. Scope:** Aggregate.
- 8. Caveats:** None.
- 9. Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

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PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.3 *Successfully defend 99% of the denial of improper Subpoena Duces Tecum and improper Public Records Requests each year through June 30, 2022.*

Indicator Name: *Number of denial or limitation of improper Subpoena Duces Tecum and improper Public Records Requests made against the department*

Indicator LaPAS PI Code: *11331*

- 1. Type and Level:** Input; Key
- 2. Rationale, Relevance, Reliability:** Measures the number of accusations made against the department for denial or limitation of improper SDT or improper Public Records Requests.
- 3. Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
- 4. Clarity:** The indicator name clearly identifies what is being measured.
- 5. Data Source, Collection, Reporting:**
 - Source:** DPS Case Tracking System.
 - Collection:** Daily.
 - Reporting:** Quarterly.
- 6. Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
- 7. Scope:** Aggregate.
- 8. Caveats:** None.
- 9. Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

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PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.3 *Successfully defend 99% of the denial of improper Subpoena Duces Tecum and improper Public Records Requests each year through June 30, 2022.*

Indicator Name: *Number of denial or limitation of improper Subpoena Duces Tecum and improper Public Records Requests dismissed or won by the department*

Indicator LaPAS PI Code: *New*

- 1. Type and Level:** Output; Key
- 2. Rationale, Relevance, Reliability:** Measures the number of cases either dismissed by the appointing authority or won by the department for denial or limitation of improper SDT or improper Public Records Requests.
- 3. Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
- 4. Clarity:** The indicator name clearly identifies what is being measured.
- 5. Data Source, Collection, Reporting:**
 - Source:** DPS Case Tracking System.
 - Collection:** Daily.
 - Reporting:** Quarterly.
- 6. Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
- 7. Scope:** Aggregate.
- 8. Caveats:** None.
- 9. Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

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PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.3 *Successfully defend 99% of the denial of improper Subpoena Duces Tecum and improper Public Records Requests each year through June 30, 2022.*

Indicator Name: *Percentage of denial or limitation of improper Subpoena Duces Tecum and improper Public Records Requests dismissed or won by the department*

Indicator LaPAS PI Code: *New*

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Measures the percentage of appeals submitted against the department for denial or limitation of improper SDT or improper Public Records Requests that were either dismissed by the appointing authority or won by the department.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** The indicator name clearly identifies what is being measured.

5. Data Source, Collection, Reporting:

Source: DPS Case Tracking System.

Collection: Daily.

Reporting: Quarterly.

6. **Calculation Methodology:** Calculation: Number of denial or limitation cases dismissed or won by the department divided by the total number of cases; Methodology: Standard calculation.
7. **Scope:** Aggregate.
8. **Caveats:** None.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

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PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.4 *Successfully defend 95% of the Administrative Actions of the Office of State Fire Marshal each year through June 30, 2022.*

Indicator Name: *Number of Administrative Actions defended by the department*

Indicator LaPAS PI Code: *11339*

- 1. Type and Level:** Input; Key
- 2. Rationale, Relevance, Reliability:** Measures the number of administrative actions levied by the Office of State Fire Marshal that have been defended by the Office of Legal Affairs.
- 3. Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
- 4. Clarity:** The indicator name clearly identifies what is being measured.
- 5. Data Source, Collection, Reporting:**
 - Source:** DPS Case Tracking System.
 - Collection:** Daily.
 - Reporting:** Quarterly.
- 6. Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
- 7. Scope:** Aggregate.
- 8. Caveats:** None.
- 9. Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel
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PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.4 *Successfully defend 95% of the Administrative Actions of the Office of State Fire Marshal each year through June 30, 2022.*

Indicator Name: *Number of Administrative Actions dismissed or won by the department*

Indicator LaPAS PI Code: *New*

1. **Type and Level:** Output; Key
2. **Rationale, Relevance, Reliability:** Measures the number of administrative actions levied by the Office of State Fire Marshal that have been dismissed by the appointing authority or won by the Office of Legal Affairs.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Data Source, Collection, Reporting:**
 - Source:** DPS Case Tracking System.
 - Collection:** Daily.
 - Reporting:** Quarterly.
6. **Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
7. **Scope:** Aggregate.
8. **Caveats:** None.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

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PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.4 *Successfully defend 95% of the Administrative Actions of the Office of State Fire Marshal each year through June 30, 2022.*

Indicator Name: *Percentage of Administrative Actions dismissed or won by the department*

Indicator LaPAS PI Code: *New*

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Measures the percentage of administrative actions levied by the Office of State Fire Marshal that have been dismissed by the appointing authority or won by the Office of Legal Affairs.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Data Source, Collection, Reporting:**

Source: DPS Case Tracking System.

Collection: Daily.

Reporting: Quarterly.

6. **Calculation Methodology:** Calculation: Number of Administrative Actions dismissed or won by the department divided by the total number of actions; Methodology: Standard calculation.
7. **Scope:** Aggregate.
8. **Caveats:** None.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

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PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.5 *Successfully defend 95% of the Administrative Action of the Office of State Police, TESS, in collecting fines assessed each year through June 30, 2022.*

Indicator Name: *Number of TESS Administrative Actions filed by the department*

Indicator LaPAS PI Code: *New*

- 1. Type and Level:** Input; Key
- 2. Rationale, Relevance, Reliability:** Measures the number of appeals dealing with TESS Administrative Actions filed against the department.
- 3. Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
- 4. Clarity:** The indicator name clearly identifies what is being measured.
- 5. Data Source, Collection, Reporting:**
 - Source:** DPS Case Tracking System.
 - Collection:** Daily.
 - Reporting:** Quarterly.
- 6. Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
- 7. Scope:** Aggregate.
- 8. Caveats:** None.
- 9. Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel
Phone: 225-925-4066
Email: Kathy.williams@dps.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.5 *Successfully defend 95% of the Administrative Action of the Office of State Police, TESS, in collecting fines assessed each year through June 30, 2022.*

Indicator Name: *Number of TESS Administrative Actions won by the department*

Indicator LaPAS PI Code: *New*

1. **Type and Level:** Output; Key
2. **Rationale, Relevance, Reliability:** Measures the number of appeals dealing with TESS Administrative Actions won by the department.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Data Source, Collection, Reporting:**
 - Source:** DPS Case Tracking System.
 - Collection:** Daily.
 - Reporting:** Quarterly.
6. **Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
7. **Scope:** Aggregate.
8. **Caveats:** None.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel
Phone: 225-925-4066
Email: Kathy.williams@dps.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.5 *Successfully defend 95% of the Administrative Action of the Office of State Police, TESS, in collecting fines assessed each year through June 30, 2022.*

Indicator Name: *Percentage of TESS Administrative Actions dismissed or won by the department*

Indicator LaPAS PI Code: *New*

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Measures the percentage of appeals dealing with TESS Administrative Actions either dismissed by the Division of Administrative Law or won by the department.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Data Source, Collection, Reporting:**

Source: DPS Case Tracking System.

Collection: Daily.

Reporting: Quarterly.

6. **Calculation Methodology:** Calculation: Number of TESS Administrative Actions dismissed or won by the department divided by the total number of TESS actions; Methodology: Standard calculation.
7. **Scope:** Aggregate.
8. **Caveats:** None.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

Email: Kathy.williams@dps.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.5 *Successfully defend 95% of the Administrative Action of the Office of State Police, TESS, in collecting fines assessed each year through June 30, 2022.*

Indicator Name: *Amount of TESS Administrative fines collected for the department*

Indicator LaPAS PI Code: *New*

- 1. Type and Level:** Outcome; Key
- 2. Rationale, Relevance, Reliability:** Measures the amount of TESS Administrative fines collected by the department because of affirmed hearings.
- 3. Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
- 4. Clarity:** The indicator name clearly identifies what is being measured.
- 5. Data Source, Collection, Reporting:**
 - Source:** DPS Case Tracking System.
 - Collection:** Daily.
 - Reporting:** Quarterly.
- 6. Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
- 7. Scope:** Aggregate.
- 8. Caveats:** None.
- 9. Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel
Phone: 225-925-4066
Email: Kathy.williams@dps.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.6 *Through the Legal activity, to ensure that all offices, boards, and commissions within Public Safety Services have access to effective, quality legal assistance through June 30, 2022.*

Indicator Name: *Number of hours of legal assistance each attorney provides to agencies within Public Safety Services*

Indicator LaPAS PI Code: *New*

1. **Type and Level:** Input; Key
2. **Rationale, Relevance, Reliability:** Measures the number of hours of legal assistance provided by PSS Attorneys for the entities within PSS.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Data Source, Collection, Reporting:**
 - Source:** OLA Daily Time Distribution Database.
 - Collection:** Daily.
 - Reporting:** Quarterly.
6. **Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
7. **Scope:** Aggregate.
8. **Caveats:** None.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

Email: Kathy.williams@dps.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.6 *Through the Legal activity, to ensure that all offices, boards, and commissions within Public Safety Services have access to effective, quality legal assistance through June 30, 2022.*

Indicator Name: *Total number of hours of legal assistance that Office of Legal Affairs attorneys provide to agencies within Public Safety Services*

Indicator LaPAS PI Code: *New*

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Measures the total number of hours of legal services provided to entities within Public Safety Services by OLA attorneys.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Data Source, Collection, Reporting:**
 - Source:** OLA Daily Time Distribution Database.
 - Collection:** Daily.
 - Reporting:** Quarterly.
6. **Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
7. **Scope:** Aggregate.
8. **Caveats:** None.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

Email: Kathy.williams@dps.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.6 *Through the Legal activity, to ensure that all offices, boards, and commissions within Public Safety Services have access to effective, quality legal assistance through June 30, 2022.*

Indicator Name: *Annual average number of hours of legal assistance provided per attorney to agencies within Public Safety Services*

Indicator LaPAS PI Code: 23591

1. **Type and Level:** Efficiency; Key
2. **Rationale, Relevance, Reliability:** Measures the average number of hours of legal assistance provided, per attorney, to the entities within Public Safety Services.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Data Source, Collection, Reporting:**
 - Source:** OLA Daily Time Distribution Database.
 - Collection:** Daily.
 - Reporting:** Quarterly.
6. **Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
7. **Scope:** Aggregate.
8. **Caveats:** None.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

Email: Kathy.williams@dps.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: I.6 *Through the Legal activity, to ensure that all offices, boards, and commissions within Public Safety Services have access to effective, quality legal assistance through June 30, 2022.*

Indicator Name: *Number of proceedings where OLA attorneys provide representation before courts, boards, commissions, and administrative hearing panels.*

Indicator LaPAS PI Code: 23592

1. Type and Level: Output; Key

2. Rationale, Relevance, Reliability: Results oriented for cost effective allocation of manpower. Rulemaking request are sporadic and are not a statistically significant part of the legal representation of the budget unit heads. There are significantly more contract and expungements case files as opposed to rule making case files, and the numbers of contract and expungements are of sufficient quantity to warrant capturing this data.

3. Use: The indicator could be used to determine the basis for workload function for internal management purposes.

4. Clarity: The indicator name clearly identifies what is being measured.

5. Data Source, Collection, Reporting:

Source: DPS Case Tracking System.

Collection: Daily.

Reporting: Quarterly.

6. Calculation Methodology: Calculation: Manual count; Methodology: Standard calculation.

7. Scope: Aggregate.

8. Caveats: None.

9. Accuracy, Maintenance, and Support: There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

Email: Kathy.williams@dps.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: II.1 *To provide 100% of the litigation support, draft/review contracts, review/oppose motions for expungements, draft/review necessary rules and regulations, and draft/review legislation, and provide legal representation to the Budget Unit Heads of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicles, Office of State Police, and Liquefied Petroleum Gas Commission through June 30, 2022.*

Indicator Name: *Number of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed for the Budget Unit Heads of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicle, Office of State Police, and Liquefied Petroleum Gas Commission*

Indicator LaPAS PI Code: 22410

1. **Type and Level:** Output; Key
2. **Rationale, Relevance, Reliability:** Measures the number of documents drafted, reviewed, and/or opposed for the entities within Public Safety Services.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Data Source, Collection, Reporting:**
 - Source:** DPS Case Tracking System.
 - Collection:** Daily.
 - Reporting:** Quarterly.
6. **Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
7. **Scope:** Aggregate.
8. **Caveats:** None.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
10. **Responsible Person:**

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

Email: Kathy.williams@dps.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: II.1 *To provide 100% of the litigation support, draft/review contracts, review/oppose motions for expungements, draft/review necessary rules and regulations, and draft/review legislation, and provide legal representation to the Budget Unit Heads of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicles, Office of State Police, and Liquefied Petroleum Gas Commission through June 30, 2022.*

Indicator Name: *Percentage of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed for the Budget Unit Heads of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicles, Office of State Police, and Liquefied Petroleum Gas Commission*

Indicator LaPAS PI Code: *1794*

- 1. Type and Level:** Outcome; Key
- 2. Rationale, Relevance, Reliability:** Measures the percentage of documents drafted, reviewed, and/or opposed for the entities within Public Safety Services.
- 3. Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
- 4. Clarity:** The indicator name clearly identifies what is being measured.
- 5. Data Source, Collection, Reporting:**
 - Source:** DPS Case Tracking System.
 - Collection:** Daily.
 - Reporting:** Quarterly.
- 6. Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
- 7. Scope:** Disaggregate.
- 8. Caveats:** None.
- 9. Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
- 10. Responsible Person:**

Name/Title: Kathy Williams, Deputy General Counsel
Phone: 225-925-4066
Email: Kathy.williams@dps.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: **III.1** *To provide ongoing training and development for 95% of OLA employees to ensure that they receive at least the minimum Continuing Professional Education through June 30, 2022.*

Indicator Name: *Number of man-hours of professional and support staff classes attended*

Indicator LaPAS PI Code: *New*

- 1. Type and Level:** Input; Key
- 2. Rationale, Relevance, Reliability:** Measures the number of class hours OLA staff has attended.
- 3. Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
- 4. Clarity:** The indicator name clearly identifies what is being measured.
- 5. Data Source, Collection, Reporting:**
 - Source:** Manual Internal Log.
 - Collection:** Quarterly.
 - Reporting:** Quarterly.
- 6. Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
- 7. Scope:** Aggregate.
- 8. Caveats:** None.
- 9. Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

Email: Kathy.williams@dps.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: III.1 *To provide ongoing training and development for 95% of OLA employees to ensure that they receive at least the minimum Continuing Professional Education through June 30, 2022.*

Indicator Name: *Number of employees attending*

Indicator LaPAS PI Code: *New*

1. **Type and Level:** Output; Key
2. **Rationale, Relevance, Reliability:** Measures the number of OLA employees that attend CPE-approved classes..
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Data Source, Collection, Reporting:**
 - Source:** Manual Internal Log.
 - Collection:** Quarterly.
 - Reporting:** Quarterly.
6. **Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
7. **Scope:** Aggregate.
8. **Caveats:** None.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
10. **Responsible Person:**

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

Email: Kathy.williams@dps.la.gov

PERFORMANCE INDICATOR DOCUMENTATION

Program: *Legal*

Objective: III.1 *To provide ongoing training and development for 95% of OLA employees to ensure that they receive at least the minimum Continuing Professional Education through June 30, 2022.*

Indicator Name: *Percentage of employees completing required training*

Indicator LaPAS PI Code: *New*

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Measures the percentage of total OLA employees that complete the required CPE training.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Data Source, Collection, Reporting:**
 - Source:** Manual Internal Log.
 - Collection:** Quarterly.
 - Reporting:** Quarterly.
6. **Calculation Methodology:** Calculation: Manual count; Methodology: Standard calculation.
7. **Scope:** Disaggregate.
8. **Caveats:** None.
9. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.

10. Responsible Person:

Name/Title: Kathy Williams, Deputy General Counsel

Phone: 225-925-4066

Email: Kathy.williams@dps.la.gov

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.1.1. Continue the development of a system to identify, track, and record the results of the litigation.	
<input checked="" type="checkbox"/> Analysis	<input checked="" type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input checked="" type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.1.2. Inventory the Driver's License suits files against the Office of Motor Vehicles.	
<input checked="" type="checkbox"/> Analysis	<input checked="" type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input checked="" type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.2.1. Continue the development of a system to identify, track, and record the results of the litigation.	
<input checked="" type="checkbox"/> Analysis	<input checked="" type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input checked="" type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.2.2. Inventory the Civil Service Commission and State Police Commission appeals filed against the department.	
<input checked="" type="checkbox"/> Analysis	<input checked="" type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input checked="" type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.3.1. Continue the development of a system to identify, track, and record the responses to Subpoenas Duces Tecum and Public Records Requests.	
<input checked="" type="checkbox"/> Analysis	<input checked="" type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input checked="" type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.3.2. Inventory the Denial of improper Subpoena Duces Tecum and improper Public Records Requests made against the department.	
<input checked="" type="checkbox"/> Analysis	<input checked="" type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input checked="" type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.4.1. Inventory the Office of State Fire Marshal Administrative Actions appeals filed against the Office of State Fire Marshal.	
<input checked="" type="checkbox"/> Analysis	<input checked="" type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input checked="" type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.5.1. Inventory the Office of State Police, TESS Administrative Actions defended.	
<input checked="" type="checkbox"/> Analysis	<input checked="" type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input checked="" type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.6.1. Inventory the number of hours of legal assistance provided by attorneys to agencies within Public Safety Services.	
<input checked="" type="checkbox"/> Analysis	<input checked="" type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input checked="" type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY II.1.1. Inventory the number of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed for the Budget Unit Heads of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicles, Office of State Police, and Liquefied Petroleum Gas Commission.	
<input checked="" type="checkbox"/> Analysis	<input checked="" type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input checked="" type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY III.1.1. Work with Civil Service to provide the opportunity for professional and support staff level classes.	
<input checked="" type="checkbox"/> Analysis	<input checked="" type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input checked="" type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input type="checkbox"/> Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY III.1.2. Recognize and reward both improved performance and outstanding achievement with the Office of Legal Affairs.	
<input checked="" type="checkbox"/> Analysis	<input checked="" type="checkbox"/> Cost/benefit analysis conducted <input checked="" type="checkbox"/> Other analysis used <input checked="" type="checkbox"/> Impact on other strategies considered
<input checked="" type="checkbox"/> Authorization	<input checked="" type="checkbox"/> Authorization exists <input type="checkbox"/> Authorization needed
<input checked="" type="checkbox"/> Organizational Capacity	<input checked="" type="checkbox"/> Needed structural or procedural changes identified <input checked="" type="checkbox"/> Resource needs identified
<input checked="" type="checkbox"/> Time Frame	<input checked="" type="checkbox"/> Already ongoing <input type="checkbox"/> New, startup date estimated <input type="checkbox"/> Lifetime of strategy identified
<input checked="" type="checkbox"/> Fiscal Impact	<input checked="" type="checkbox"/> Impact on operating budget <input type="checkbox"/> Impact on capital outlay <input type="checkbox"/> Means of finance identified

