

**PUBLIC SAFETY SERVICES**  
**OFFICE OF MANAGEMENT AND FINANCE**  
**STRATEGIC PLAN**  
**FY 2026-2027 through FY 2030-2031**



**VISION**

Through the provision of leadership and support services, the Department will provide the people of Louisiana with the highest possible level of public safety.

**MISSION**

To provide effective management and support services in an efficient and professional manner to all agencies within Public Safety Services and to public and private entities.

**PHILOSOPHY**

The Department of Public Safety will continue to focus on public safety policies that increase safety for the citizens of Louisiana. The Department and its agencies will be accountable for public safety dollars that the state spends and will strive to implement proven, cost-effective policies and programs directed toward improving public safety outcomes.

**GOALS**

- I. To promote efficient, effective, results-oriented services that will enhance the general management of the Department.
- II. Through the Office of Legal Affairs, to provide effective, efficient, and professional legal services to the Department of Public Safety agencies

**OBJECTIVE I.1:**    **To ensure that 100% of the Department’s goals and objectives are achieved through June 30, 2031.**

- STRATEGY I.1.1    Develop and present short-range and long-range financial plans, documents, and instruments to facilitate decision- making within the Department, in accordance with constitutional and statutory requirements and deadlines.
- STRATEGY I.1.2    Monitor compliance with agency objectives.
- STRATEGY I.1.3    Budget Services will submit annual Budget Requests in a timely manner, reflecting the goals and priorities of all DPS agencies.

**PERFORMANCE INDICATORS:**

- Outcome:    Percentage of annual audit plan achieved  
Percentage of deposits classified (recorded in the general ledger) within two weeks of receipt  
Percentage of preventative maintenance plan completed.
- Efficiency:    Percentage of external compliance audits completed within the assigned number of audit hours

**OBJECTIVE I.2:**    **To provide ongoing training to 100% of all DPS employees in regards to maintaining a safe and violence-free workplace through June 30, 2031.**

- STRATEGY I.2.1    Conduct training on defensive driving, blood borne pathogens, drug-free workplace, and sexual harassment.
- STRATEGY I.2.2    Pass 100% of the State Loss Prevention audit.

**PERFORMANCE INDICATORS:**

- Input:    Number of employees in the department
- Output:    Number of department employees receiving safety-related training in the workplace
- Outcome:    Percentage of department employees successfully completing safety- related training

**OBJECTIVE I.3:**    **The Human Resources section will ensure error-free processing for all personnel and payroll transactions through June 30, 2031.**

- STRATEGY I.3.1    Foster a culture of respect, professionalism, and creative problem solving.
- STRATEGY I.3.2    Provide strong leadership and mentoring to subordinates to enhance trust and create collaborative opportunities.
- STRATEGY I.3.3    Maintain a highly trained and competent staff.
- STRATEGY I.3.4    Ensure equality of workload among staff members.
- STRATEGY I.3.5    Utilize metrics, analytics, and data-driven information on an ongoing basis to inform internal processes and training requirements.

**PERFORMANCE INDICATORS:**

- Input:            Number of Human Resources employees  
                     Number of personnel and payroll transactions
- Output:          Number of status-reports on employee administration, classification and compensation, benefits administrations, and payroll completed quarterly  
                     Number of employees cross-trained by alternating assignments  
                     Number of customer complaints
- Outcome:        Turnover rate  
                     Percentage of employees cross-trained by alternating assignments

**OBJECTIVE I.4:**    **The Financial Services section will ensure that all disbursements are made within 14 days of receipt of the final invoice through June 30, 2031.**

- STRATEGY I.4.1    Identify and implement opportunities that will fully utilize electronic funds transfer capability.
- STRATEGY I.4.2    Receive invoices sent to field offices within two weeks of invoice date and make the disbursement within 30 days.

STRATEGY I.4.3      Review and update policies on accounts payable and communicate them to the field offices.

PERFORMANCE INDICATORS:

Input:            Number of collection notices received for invoices past due  
Outcome:        Percentage of disbursements made within 14 days of invoice date

**OBJECTIVE II.1:**    **Successfully litigate 95% of the suits filed against the department each year through June 30, 2031.**

STRATEGY II.1.1    Develop a system to identify, track, and record the results of litigation.

PERFORMANCE INDICATORS:

Input:            Number of suits filed against DPS  
Output:           Number of suits defended  
Outcome:        Percentage of suits successfully litigated

**OBJECTIVE II.2:**    **Successfully defend 99% of the Denial of improper Subpoenas Duces Tecum and improper Public Records Requests each year through June 30, 2031.**

STRATEGY II.2.1    Develop a system to identify, track, and record the responses to Subpoenas Duces Tecum and Public Records Requests.

PERFORMANCE INDICATORS:

Input:            Number of Denial or Limitation of improper Subpoenas Duces Tecum and improper Public Records Requests made against the department  
Output:           Number of Denial or Limitation of improper Subpoenas Duces Tecum and improper Public Records Requests successfully defended by the department  
Outcome:        Percentage of Denial or Limitation of improper Subpoenas Duces Tecum and improper Public Records Requests successfully defended by the department

**OBJECTIVE II.3: Successfully defend 95% of the Administrative Actions of the department each year through June 30, 2031.**

STRATEGY II.3.1 Inventory the Administrative Actions of the department each year through June 30, 2031.

PERFORMANCE INDICATORS:

Input:	Number of Administrative Actions filed by the department
Output:	Number of Administrative Actions defended by the department
Outcome:	Percentage of Administrative Actions defended by the department

**OBJECTIVE II.4: To ensure that all offices, boards, and commissions within the Department of Public Safety have access to effective, quality legal assistance through June 30, 2031.**

STRATEGY II.4.1 Inventory the number of hours of legal assistance provided by attorneys to agencies within the department.

PERFORMANCE INDICATORS:

Input:	Number of hours of legal assistance each attorney provides to the department
Output:	Number of proceedings where OLA attorneys provide representation before courts, boards, commissions, and administrative hearing panels
Outcome:	Average number of hours of legal assistance provided per attorney to agencies within the department

**OBJECTIVE II.5:** 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 all DPS agencies each year through June 30, 2031.

STRATEGY II.5.1 Inventory the number of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed for the department.

PERFORMANCE INDICATORS:

Output: Number of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed for the agencies in the Department of Public Safety

Outcome: Percentage of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed for the agencies in the Department of Public Safety

**OFFICE OF MANAGEMENT & FINANCE  
STRATEGIC PLAN  
FY 2026-2027 THROUGH 2030-2031**

**APPENDIX**

1. The principal clients of the Office of Management & Finance are the agencies within Public Safety Services, as well as DPS employees. We provide services in the areas of human resources, internal auditing, accounting, budget, management and program analysis, planning, record retention, safety, and buildings and grounds maintenance. Other clients include the public, federal and local government, the insurance industry, financial institutions, regulatory bodies, and vendors.
2. Potential external factors that are beyond our control that could significantly affect the achievement of our goals and objectives are: limited resources, legislative mandates, and budget allocations for any one of the agencies we support.
3. The statutory requirement for the Office of Management & Finance is R.S. 36:406.
4. Stated objectives and strategies were developed primarily by internal/external assessments, mandatory process priorities, master plans, and legislative review and input of proposed plan.
5. Primary beneficiaries of this plan are the agencies we support and the citizens of Louisiana. This plan allows us to provide systems and services that will enable us to make, without bias and based on merit, quality decisions regarding hiring, training, and retraining of skilled and capable individuals who are essential to providing cost-effective, quality customer service.
6. No true duplication of effort has been identified within the Office of Management and Finance.
7. See attached Performance Indicator Documentation Sheets.
8. All performance indicators will be used to evaluate services provided to the budget units we support, streamline processes, analyze cost/benefit, and steer future planning of the Department. See attached Performance 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. The Department will make reasonable accommodations for known physical or mental disabilities of an applicant or employee as well as known limitations related to pregnancy, childbirth or a related medical condition. The Department has an Employee Assistance Program that provides information and guidance for employees and/or family members. In accordance with Federal Law, the Department supports all Federal and State labor laws, the Family and Medical Leave Law Act, the Americans with Disabilities Act, and the Affordable Healthcare Act and upholds practices within those guidelines, supporting employees and families.

## **Performance Indicator Documentation**

**Program:** Management and Finance

**Objective I.1:** To ensure that 100% of the Department's goals and objectives are achieved through June 30, 2031.

**Indicator Name:** Percentage of annual audit plan achieved

**Indicator LaGOV PI Code:** 23520

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Track achievement of Annual Audit Plan
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: Internal  
Collection: Quarterly  
Reporting: Quarterly
7. **Calculation Methodology:** Standard percentage – Number of internal audits performed divided by those planned in the Annual Audit Plan
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Patrick Bateman, Audit Director  
Phone: 225-925-6515  
Email: [patrick.bateman2@la.gov](mailto:patrick.bateman2@la.gov)



**Program:** Management and Finance

**Objective I.1:** To ensure that 100% of the Department's goals and objectives are achieved through June 30, 2031.

**Indicator Name:** Percentage of deposits classified (recorded in the general ledger) within two weeks of receipt

**Indicator LaGOV PI Code:** 23523

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Monitor the deposit timeline to ensure compliance with cash management policies
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**
  - Source: Internal
  - Collection: Quarterly
  - Reporting: Quarterly
7. **Calculation Methodology:** Standard percentage – Number of deposits classified within two weeks of receipt divided by total number of deposits
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**
  - Name/Title: Garret Lee, Financial Services Director
  - Phone: 225-925-6077
  - Email: [Garret.Lee@la.gov](mailto:Garret.Lee@la.gov)

**Program:** Management and Finance

**Objective I.1:** To ensure that 100% of the Department's goals and objectives are achieved through June 30, 2031.

**Indicator Name:** Percentage of preventative maintenance plan completed

**Indicator LaGOV PI Code:** 23524

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Track the completion of the preventative maintenance plan
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: Internal  
Collection: Quarterly  
Reporting: Quarterly
7. **Calculation Methodology:** Standard percentage – Number of plan items completed divided by total number of plan items
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Crystel Nelson, Facility Services  
Phone: 225-925-6088  
Email: [crystel.nelson@la.gov](mailto:crystel.nelson@la.gov)

**Program:** Management and Finance

**Objective I.1:** To ensure that 100% of the Department's goals and objectives are achieved through June 30, 2031.

**Indicator Name:** Percentage of external compliance audits completed within the assigned number of audit hours

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Efficiency; Supporting
2. **Rationale, Relevance, Reliability:** Measure the efficiency with which auditors perform external compliance audits.
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: Internal  
Collection: Quarterly  
Reporting: Semi-Annually
7. **Calculation Methodology:** Standard percentage – number of external compliance audits completed within the assigned number of audit hours divided by the total number of these audits completed. The number of audit hours assigned is determined by the number of transactions tested.
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Patrick Bateman, Audit Director  
Phone: 225-925-6515  
Email: [patrick.bateman2@la.gov](mailto:patrick.bateman2@la.gov)

**Program:** Management and Finance

**Objective I.2:** To provide ongoing training to 100% of all DPS employees in regards to maintaining a safe and violence-free workplace through June 30, 2031.

**Indicator:** Number of employees in the department

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Input; General
2. **Rationale, Relevance, Reliability:** Maintain a safe and violence-free workplace and enhance the departmental work climate.
3. **Use:** This indicator will be used for internal management purposes.
4. **Clarity:** The indicator includes both T.O. and Non-T.O.personnel.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: Internal LaGov report  
Collection: Fiscal Year end  
Reporting: Annually
7. **Calculation Methodology:** Number of employees in Department.
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Ginger Krieg, Human Resources Director  
Phone: 225-925-6067  
Email: [Ginger.Krieg@la.gov](mailto:Ginger.Krieg@la.gov)

**Program:** Management and Finance

**Objective I.2:** To provide ongoing training to 100% of all DPS employees in regards to maintaining a safe and violence-free workplace through June 30, 2031.

**Indicator:** Number of department employees receiving safety-related training in the workplace

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Output; General
2. **Rationale, Relevance, Reliability:** Maintain a safe and violence-free workplace and enhance the departmental work climate.
3. **Use:** This indicator will be used for internal management purposes.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: Internal spreadsheet  
Collection: Fiscal Year end  
Reporting: Annually
7. **Calculation Methodology:** Number of employees receiving safety training.
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Austin Davis, Administrative Program Director  
Phone: 225-925-6085  
Email: [Austin.Davis@la.gov](mailto:Austin.Davis@la.gov)

**Program:** Management and Finance

**Objective I.2:** To provide ongoing training to 100% of all DPS employees in regards to maintaining a safe and violence-free workplace through June 30, 2031.

**Indicator:** Percentage of department employees successfully completing safety-related training

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Maintain a safe and violence-free workplace and enhance the departmental work climate.
3. **Use:** This indicator will be used for internal management purposes.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: Internal spreadsheet  
Collection: Quarterly  
Reporting: Quarterly
7. **Calculation Methodology:** Number of employees successfully completing training divided by the total number of employees
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Austin Davis, Administrative Program Director  
Phone: 225-925-6085  
Email: [Austin.Davis@la.gov](mailto:Austin.Davis@la.gov)

**Program:** Management and Finance

**Objective I.3:** The Human Resources section will ensure error-free processing for all personnel and payroll transactions through June 30, 2031.

**Indicator:** Number of Human Resources employees

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Input; Supporting
2. **Rationale, Relevance, Reliability:** Measure the number of Human Resources employees
3. **Use:** This indicator will be used for internal management purposes.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: Internal  
Collection: Semi-Annually  
Reporting: Semi-Annually
7. **Calculation Methodology:** Total number of Human Resources employees
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Ginger Krieg, Human Resources Director  
Phone: 225-925-6067  
Email: [Ginger.Krieg@la.gov](mailto:Ginger.Krieg@la.gov)

**Program:** Management and Finance

**Objective I.3:** The Human Resources section will ensure error-free processing for all personnel and payroll transactions through June 30, 2031.

**Indicator:** Number of personnel and payroll transactions

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Input; General
2. **Rationale, Relevance, Reliability:** Measure the number of personnel and payroll transactions.
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: Internal  
Collection: Annually  
Reporting: Annually
7. **Calculation Methodology:** Standard count
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Ginger Krieg, Human Resources Director  
Phone: 225-925-6067  
Email: [Ginger.Krieg@la.gov](mailto:Ginger.Krieg@la.gov)



**Program:** Management and Finance

**Objective I.3:** The Human Resources section will ensure error-free processing for all personnel and payroll transactions through June 30, 2031.

**Indicator:** Number of status-reports on employee administration, classification and compensation, benefits administrations, and payroll completed quarterly

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Output; Key
2. **Rationale, Relevance, Reliability:** Track the number of status reports done quarterly
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: Internal  
Collection: Quarterly  
Reporting: Quarterly
7. **Calculation Methodology:** Standard count
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Ginger Krieg, Human Resources Director  
Phone: 225-925-6067  
Email: [Ginger.Krieg@la.gov](mailto:Ginger.Krieg@la.gov)

**Program:** Management and Finance

**Objective I.3:** The Human Resources section will ensure error-free processing for all personnel and payroll transactions through June 30, 2031.

**Indicator:** Number of employees cross-trained by alternating assignments

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Output; Supporting
2. **Rationale, Relevance, Reliability:** Measure the number of cross-trained employees
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: Internal  
Collection: Semi-Annually  
Reporting: Semi-Annually
7. **Calculation Methodology:** Standard count
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Ginger Krieg, Human Resources Director  
Phone: 225-925-6067  
Email: [Ginger.Krieg@la.gov](mailto:Ginger.Krieg@la.gov)

**Program:** Management and Finance

**Objective I.3:** The Human Resources section will ensure error-free processing for all personnel and payroll transactions through June 30, 2031.

**Indicator:** Number of customer complaints

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Output; General
2. **Rationale, Relevance, Reliability:** Track customer complaints
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: Internal  
Collection: Annually  
Reporting: Annually
7. **Calculation Methodology:** Standard count
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Ginger Krieg, Human Resources Director  
Phone: 225-925-6067  
Email: [Ginger.Krieg@la.gov](mailto:Ginger.Krieg@la.gov)

**Program:** Management and Finance

**Objective I.3:** The Human Resources section will ensure error-free processing for all personnel and payroll transactions through June 30, 2031.

**Indicator:** Turnover rate

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Outcome; General
2. **Rationale, Relevance, Reliability:** Track and understand attrition patterns.
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: Internal  
Collection: Annually  
Reporting: Annually
7. **Calculation Methodology:** Standard percentage calculation – total number of employees who leave the agency divided by the total number of employees.
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Ginger Krieg, Human Resources Director  
Phone: 225-925-6067  
Email: [Ginger.Krieg@la.gov](mailto:Ginger.Krieg@la.gov)

**Program:** Management and Finance

**Objective I.3:** The Human Resources section will ensure error-free processing for all personnel and payroll transactions through June 30, 2031.

**Indicator:** Percentage of employees cross-trained by alternating assignments

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Outcome; Supporting
2. **Rationale, Relevance, Reliability:** Track and understand attrition patterns.
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: Internal  
Collection: Semi-Annually  
Reporting: Semi-Annually
7. **Calculation Methodology:** Standard calculation – total number of cross-trained employees divided by total number of Human Resources employees
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Ginger Krieg, Human Resources Director  
Phone: 225-925-6067  
Email: [Ginger.Krieg@la.gov](mailto:Ginger.Krieg@la.gov)

**Program:** Management and Finance

**Objective I.4:** The Financial Services section will ensure that all disbursements are made within 14 days of receipt of the final invoice through June 30, 2031.

**Indicator:** Number of collection notices received for invoices past due

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Input; Supporting
2. **Rationale, Relevance, Reliability:** Monitor the timeliness of the payment to vendors for invoices submitted to ensure that there are no additional costs related to the expenditure.
3. **Use:** This indicator will be used for internal management purposes.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: Internal Business  
Objects Report Collection: Monthly  
Reporting: Semi-Annually
7. **Calculation Methodology:** Utilizing the Business Objects report, take the date the invoice was paid less the date of the invoice to determine those greater than 14 days.
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Garret Lee; Financial Services Director  
Phone: 225-925-6077  
Email: [Garret.Lee@la.gov](mailto:Garret.Lee@la.gov)

**Program:** Management and Finance

**Objective I.4:** The Financial Services section will ensure that all disbursements are made within 14 days of receipt of the final invoice through June 30, 2031.

**Indicator:** Percentage of disbursements made within 14 days of invoice date

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Outcome; Supporting
2. **Rationale, Relevance, Reliability:** Monitor the timeliness of the payment to vendors for invoices submitted to ensure that there are no additional costs related to the expenditure.
3. **Use:** This indicator will be used for internal management purposes.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** This indicator has been audited by the Legislative Auditor.
6. **Data Source, Collection and Reporting:**  
Source: Internal Business Objects report  
Collection: Semi-Annually  
Reporting: Semi-Annually
7. **Calculation Methodology:** Utilizing the Business Objects report, take the date the invoice was paid less the date of the invoice to determine those greater than 14 days.
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Garret Lee; Financial Services Director  
Phone: 225-925-6077  
Email: [Garret.Lee@la.gov](mailto:Garret.Lee@la.gov)

**Program:** Management and Finance

**Objective II.1:** Successfully litigate 95% of the suits filed against the department each year through June 30, 2031.

**Indicator:** Number of suits filed against DPS

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Input; Key
2. **Rationale, Relevance, Reliability:** Measures the number of appeals filed by people who have a litigious dispute with the department.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** For purposes of the OLA strategic plan “Success” is defined as “Fully and completely representing the particular department interest, within legal parameters, until resolution.”
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: DPS Case Tracking System.  
Collection: Daily  
Reporting: Quarterly
7. **Calculation Methodology:** Total number of suits filed
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Jason Hessick, Assistant Secretary, Executive Counsel  
Phone: 225-925-6103  
Email: [Jason.Hessick@la.gov](mailto:Jason.Hessick@la.gov)



**Program:** Management and Finance

**Objective II.1:** Successfully litigate 95% of the suits filed against the department each year through June 30, 2031.

**Indicator:** Number of suits defended

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Output; Key
2. **Rationale, Relevance, Reliability:** Measures the number of appeals defended from people who have a litigious dispute with the department.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** For purposes of the OLA strategic plan “Success” is defined as “Fully and completely representing the particular department interest, within legal parameters, until resolution.”
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: DPS Case Tracking System.  
Collection: Daily  
Reporting: Quarterly
7. **Calculation Methodology:** Total number of suits defended
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Jason Hessick, Assistant Secretary, Executive Counsel  
Phone: 225-925-6103  
Email: [Jason.Hessick@la.gov](mailto:Jason.Hessick@la.gov)

**Program:** Management and Finance

**Objective II.1:** Successfully litigate 95% of the suits filed against the department each year through June 30, 2031.

**Indicator:** Percentage of suits successfully litigated

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Measures the number of appeals filed by people who have a litigious dispute with the department.
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** For purposes of the OLA strategic plan “Success” is defined as “Fully and completely representing the particular department interest, within legal parameters, until resolution.”
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: DPS Case Tracking System.  
Collection: Daily  
Reporting: Quarterly
7. **Calculation Methodology:** Standard percentage – Number of cases successfully litigated divided by total number of cases
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Jason Hessick, Assistant Secretary, Executive Counsel  
Phone: 225-925-6103  
Email: [Jason.Hessick@la.gov](mailto:Jason.Hessick@la.gov)

**Program:** Management and Finance

**Objective II.2:** Successfully defend 99% of the Denial of improper Subpoenas Duces Tecum and improper Public Records Requests through June 30, 2031.

**Indicator:** Number of Denial or Limitation of improper Subpoenas Duces Tecum and improper Public Records Requests made against the department

**Indicator LaGOV PI Code:** New

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 Subpoenas Duces Tecum 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:** For purposes of the OLA strategic plan “Success” is defined as “Fully and completely representing the particular department interest, within legal parameters, until resolution.”
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: DPS Case Tracking System.  
Collection: Daily  
Reporting: Quarterly
7. **Calculation Methodology:** Total number of cases
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Jason Hessick, Assistant Secretary, Executive Counsel  
Phone: 225-925-6103  
Email: [Jason.Hessick@la.gov](mailto:Jason.Hessick@la.gov)

**Program:** Management and Finance

**Objective II.2:** Successfully defend 99% of the Denial of improper Subpoenas Duces Tecum and improper Public Records Requests through June 30, 2031.

**Indicator:** Number of Denial or Limitation of improper Subpoenas Duces Tecum and improper Public Records Requests successfully defended by the department

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Output; Key
2. **Rationale, Relevance, Reliability:** Measures the number of accusations successfully defended against the department for denial or limitation of improper Subpoenas Duces Tecum 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:** For purposes of the OLA strategic plan "Success" is defined as "Fully and completely representing the particular department interest, within legal parameters, until resolution."
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: DPS Case Tracking System.  
Collection: Daily  
Reporting: Quarterly
7. **Calculation Methodology:** Total number of cases defended
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Jason Hessick, Assistant Secretary, Executive Counsel  
Phone: 225-925-6103  
Email: [Jason.Hessick@la.gov](mailto:Jason.Hessick@la.gov)

**Program:** Management and Finance

**Objective II.2:** Successfully defend 99% of the Denial of improper Subpoenas Duces Tecum and improper Public Records Requests through June 30, 2031.

**Indicator:** Percentage of Denial or Limitation of improper Subpoenas Duces Tecum and improper Public Records Requests successfully defended by the department

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Measures the number of accusations successfully defended against the department for denial or limitation of improper Subpoenas Duces Tecum 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:** For purposes of the OLA strategic plan “Success” is defined as “Fully and completely representing the particular department interest, within legal parameters, until resolution.”
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: DPS Case Tracking System.  
Collection: Daily  
Reporting: Quarterly
7. **Calculation Methodology:** Standard percentage – Number of cases successfully defended divided by total number of cases
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Jason Hessick, Assistant Secretary, Executive Counsel  
Phone: 225-925-6103  
Email: [Jason.Hessick@la.gov](mailto:Jason.Hessick@la.gov)

**Program:** Management and Finance

**Objective II.3:** Successfully defend 95% of the Administrative Actions of the department each year through June 30, 2031.

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

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Input; Key
2. **Rationale, Relevance, Reliability:** Measures the number of Administrative Actions filed by the department
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** For purposes of the OLA strategic plan “Success” is defined as “Fully and completely representing the particular department interest, within legal parameters, until resolution.”
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: DPS Case Tracking System.  
Collection: Daily  
Reporting: Quarterly
7. **Calculation Methodology:** Total number of cases
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Jason Hessick, Assistant Secretary, Executive Counsel  
Phone: 225-925-6103  
Email: [Jason.Hessick@la.gov](mailto:Jason.Hessick@la.gov)

**Program:** Management and Finance

**Objective II.3:** Successfully defend 95% of the Administrative Actions of the department each year through June 30, 2031.

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

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Output; Key
2. **Rationale, Relevance, Reliability:** Measures the number of Administrative Actions defended by the department
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** For purposes of the OLA strategic plan “Success” is defined as “Fully and completely representing the particular department interest, within legal parameters, until resolution.”
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: DPS Case Tracking System.  
Collection: Daily  
Reporting: Quarterly
7. **Calculation Methodology:** Total number of cases defended
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Jason Hessick, Assistant Secretary, Executive Counsel  
Phone: 225-925-6103  
Email: [Jason.Hessick@la.gov](mailto:Jason.Hessick@la.gov)

**Program:** Management and Finance

**Objective II.3:** Successfully defend 95% of the Administrative Actions of the department each year through June 30, 2031.

**Indicator:** Percentage of Administrative Actions defended by the department

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Measures the number of Administrative Actions defended by the department
3. **Use:** To determine the basis of workload function, for both internal management purposes and performance-based budgeting.
4. **Clarity:** For purposes of the OLA strategic plan “Success” is defined as “Fully and completely representing the particular department interest, within legal parameters, until resolution.”
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: DPS Case Tracking System.  
Collection: Daily  
Reporting: Quarterly
7. **Calculation Methodology:** Standard percentage – Number of cases successfully defended divided by total number of cases
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Jason Hessick, Assistant Secretary, Executive Counsel  
Phone: 225-925-6103  
Email: [Jason.Hessick@la.gov](mailto:Jason.Hessick@la.gov)



**Program:** Management and Finance

**Objective II.4:** To ensure that all offices, boards, and commissions within the Department of Public Safety have access to effective, quality legal assistance through June 30, 2031.

**Indicator:** Number of hours of legal assistance each attorney provides to the department

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Input; Key
2. **Rationale, Relevance, Reliability:** Measures the number of hours of legal assistance each attorney provides to 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. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: OLA Daily Time Distribution Database.  
Collection: Daily  
Reporting: Quarterly
7. **Calculation Methodology:** Total number of hours
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Jason Hessick, Assistant Secretary, Executive Counsel  
Phone: 225-925-6103  
Email: [Jason.Hessick@la.gov](mailto:Jason.Hessick@la.gov)

**Program:** Management and Finance

**Objective II.4:** To ensure that all offices, boards, and commissions within the Department of Public Safety have access to effective, quality legal assistance through June 30, 2031.

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

**Indicator LaGOV PI Code:** 23592

1. **Type and Level:** Output; Key
2. **Rationale, Relevance, Reliability:** Measures the number of proceedings where OLA attorneys provide representation before courts, boards, commissions, and administrative hearing panels
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. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: OLA Daily Time Distribution Database.  
Collection: Daily  
Reporting: Quarterly
7. **Calculation Methodology:** Total number of proceedings
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Jason Hessick, Assistant Secretary, Executive Counsel  
Phone: 225-925-6103  
Email: [Jason.Hessick@la.gov](mailto:Jason.Hessick@la.gov)

**Program:** Management and Finance

**Objective II.4:** To ensure that all offices, boards, and commissions within the Department of Public Safety have access to effective, quality legal assistance through June 30, 2031.

**Indicator:** Average number of hours of legal assistance provided per attorney to agencies within the department

**Indicator LaGOV PI Code:** 23591

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Measures the number of hours of legal assistance each attorney provides to 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. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: OLA Daily Time Distribution Database.  
Collection: Daily  
Reporting: Quarterly
7. **Calculation Methodology:** Standard percentage - Number of hours of legal assistance provided by attorneys divided by the number of attorneys
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Jason Hessick, Assistant Secretary, Executive Counsel  
Phone: 225-925-6103  
Email: [Jason.Hessick@la.gov](mailto:Jason.Hessick@la.gov)

**Program:** Management and Finance

**Objective II.5:** To provide 100% of the litigation support, draft/review contracts, review/oppose motions for expungements, draft/review necessary rules and draft/review legislation and provide legal representation to all DPS agencies each year through June 30, 2031.

**Indicator:** Number of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed for the agencies in the Department of Public Safety

**Indicator LaGOV PI Code:** 22410

1. **Type and Level:** Output; Key
2. **Rationale, Relevance, Reliability:** Measures the number of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed for the agencies in the Department of Public Safety
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. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: DPS Case Tracking System.  
Collection: Daily  
Reporting: Quarterly
7. **Calculation Methodology:** Standard count
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Jason Hessick, Assistant Secretary, Executive Counsel  
Phone: 225-925-6103  
Email: [Jason.Hessick@la.gov](mailto:Jason.Hessick@la.gov)

**Program:** Management and Finance

**Objective II.5:** To provide 100% of the litigation support, draft/review contracts, review/oppose motions for expungements, draft/review necessary rules and draft/review legislation and provide legal representation to all DPS agencies each year through June 30, 2031.

**Indicator:** Percentage of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed for the agencies in the Department of Public Safety

**Indicator LaGOV PI Code:** New

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Measures the number of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed for the agencies in the Department of Public Safety
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. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**  
Source: DPS Case Tracking System.  
Collection: Daily  
Reporting: Quarterly
7. **Calculation Methodology:** Standard percentage - Number of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed divided by the number received for the agencies in the Department of Public Safety
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**  
Name/Title: Jason Hessick, Assistant Secretary, Executive Counsel  
Phone: 225-925-6103  
Email: [Jason.Hessick@la.gov](mailto:Jason.Hessick@la.gov)

## **STRATEGY ANALYSIS CHECKLIST**

<b>STRATEGY I.1.1. Develop and present short-range and long-range financial plans, documents, and instruments to facilitate decision-making within the Department, in accordance with constitutional and statutory requirements and deadlines.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

  

<b>STRATEGY I.1.2. Monitor compliance with agency objectives.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

<b>STRATEGY I.1.3. Budget Services will submit annual Budget Requests in a timely manner, reflecting the goals and priorities of all DPS agencies.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

<b>STRATEGY I.2.1. Conduct training on defensive driving, blood borne pathogens, drug-free workplace, and sexual harassment.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

<b>STRATEGY I.2.2. Pass 100% of the State Loss Prevention Audit.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

<b>STRATEGY I.3.1. Foster a culture of respect, professionalism, and creative problem solving.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified



<b>STRATEGY I.3.2. Provide strong leadership and mentoring to subordinates to enhance trust and create collaborative opportunities.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

<b>STRATEGY I.3.3. Maintain a highly trained and competent staff.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

<b>STRATEGY I.3.4. Ensure equality of workload among staff members.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

<b>STRATEGY I.3.5. Utilize metrics, analytics, and data-driven information on an ongoing basis to inform internal processes and training requirements.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 checked="" type="checkbox"/> Means of finance identified

<b>STRATEGY I.4.1. Identify and implement opportunities that will fully utilize electronic funds transfer capability.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

<b>STRATEGY I.4.2. Receive invoices sent to field offices within two weeks of invoice date and make the disbursement within 30 days.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

<b>STRATEGY I.4.3. Review and update policies on accounts payable and communicate them to the field offices.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

<b>STRATEGY II.1.1. Develop a system to identify, track, and record the results of litigation.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

**STRATEGY II.2.1. Develop a system to identify, track, and record the responses to Subpoenas Duces Tecum and Public Records Requests.**

<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

**STRATEGY II.3.1. Inventory the Administrative Actions of the department each year through June 30, 2031.**

<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

<b>STRATEGY II.4.1. Inventory the number of hours of legal assistance provided by attorneys to agencies within the department.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified

<b>STRATEGY II.5.1. Inventory the number of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed for the department.</b>	
<input checked="" type="checkbox"/> Analysis	<input 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 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 checked="" type="checkbox"/> Means of finance identified