

**PUBLIC SAFETY SERVICES**  
**OFFICE OF MANAGEMENT AND FINANCE**  
**STRATEGIC PLAN**  
**FY 2023-2024 THROUGH FY 2027-2028**

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, 2028.

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

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, 2028.

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, 2028.

- 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, 2028.

- 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 with 14 days of invoice date

OBJECTIVE II.1: Successfully litigate 95% of the suits filed against the department each year through June 30, 2028.

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, 2028.

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, 2028.

STRATEGY II.3.1 Inventory the Administrative Actions of the department each year through June 30, 2028.

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, 2028.

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, 2028.

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 2023-2024 through 2027-2028**  
**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, information services, 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 services.
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, 2028.  
**Indicator Name:** Percentage of annual audit plan achieved  
**Indicator LaPAS 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: On demand
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

## 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, 2028.  
**Indicator Name:** Percentage of deposits classified (recorded in the general ledger) within two weeks of receipt  
**Indicator LaPAS 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: Scott Erwin, Financial Services Director
  - Phone: 225-925-7981
  - Email: scott.erwin@la.gov



## 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, 2028.  
**Indicator Name:** Percentage of preventative maintenance plan completed  
**Indicator LaPAS 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: Mike Sager, Facility Services
  - Phone: 225-925-6037
  - Email: mike.sager@la.gov

## Performance Indicator Documentation

**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, 2028.  
**Indicator:** Number of employees in the department  
**Indicator LaPAS 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: Fiscal Year end
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

## Performance Indicator Documentation

**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, 2028.  
**Indicator:** Number of department employees receiving safety-related training in the workplace  
**Indicator LaPAS 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: Fiscal Year end
7. **Calculation Methodology:** Number of employees receiving safety training.
8. **Scope:** Disaggregate
9. **Caveats:** N/A
10. **Responsible Person:**
  - Name/Title: Anthony Gomez, Administrative Program Director
  - Phone: 225-922-4803
  - Email: [anthony.gomez@la.gov](mailto:anthony.gomez@la.gov)

## Performance Indicator Documentation

**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, 2028.  
**Indicator:** Percentage of department employees successfully completing safety-related training  
**Indicator LaPAS 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: Anthony Gomez, Administrative Program Director  
Phone: 225-922-4803  
Email: anthony.gomez@la.gov

## Performance Indicator Documentation

**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, 2028.  
**Indicator:** Number of Human Resources employees  
**Indicator LaPAS 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: On demand
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

## Performance Indicator Documentation

**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, 2028.  
**Indicator:** Number of personnel and payroll transactions  
**Indicator LaPAS PI Code:** New

1. **Type and Level:** Output; 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: On demand
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

## Performance Indicator Documentation

**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, 2028.  
**Indicator:** Number of status-reports on employee administration, classification and compensation, benefits administrations, and payroll completed quarterly  
**Indicator LaPAS 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: On demand
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

## Performance Indicator Documentation

**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, 2028.  
**Indicator:** Number of employees cross-trained by alternating assignments  
**Indicator LaPAS 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: On demand
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



## Performance Indicator Documentation

**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, 2028.  
**Indicator:** Number of customer complaints  
**Indicator LaPAS 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: On demand
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

## Performance Indicator Documentation

**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, 2028.  
**Indicator:** Turnover rate  
**Indicator LaPAS 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 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

## Performance Indicator Documentation

**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, 2028.  
**Indicator:** Percentage of employees cross-trained by alternating assignments  
**Indicator LaPAS 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

## Performance Indicator Documentation

**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, 2028.  
**Indicator:** Number of collection notices received for invoices past due.  
**Indicator LaPAS 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: Monthly
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: Scott Erwin; Financial Services Director
  - Phone: 225-925-7981
  - Email: scott.erwin@la.gov

## Performance Indicator Documentation

**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, 2028.  
**Indicator:** Percentage of disbursements made within 14 days of invoice date.  
**Indicator LaPAS 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 both 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: Scott Erwin; Financial Services Director
  - Phone: 225-925-7981
  - Email: scott.erwin@la.gov

## Performance Indicator Documentation

**Program:** Management and Finance  
**Objective II.1:** Successfully litigate 95% of the suits filed against the department each year through June 30, 2028.  
**Indicator:** Number of suits filed against DPS  
**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 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: Gail Holland, Deputy General Counsel  
Phone: 225-925-6103  
Email: Gail.Holland@la.gov

## Performance Indicator Documentation

**Program:** Management and Finance  
**Objective II.1:** Successfully litigate 95% of the suits filed against the department each year through June 30, 2028.  
**Indicator:** Number of suits defended  
**Indicator LaPAS 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: Gail Holland, Deputy General Counsel
  - Phone: 225-925-6103
  - Email: Gail.Holland@la.gov

## Performance Indicator Documentation

**Program:** Management and Finance  
**Objective II.1:** Successfully litigate 95% of the suits filed against the department each year through June 30, 2028.  
**Indicator:** Percentage of suits successfully litigated  
**Indicator LaPAS 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: Gail Holland, Deputy General Counsel  
Phone: 225-925-6103  
Email: Gail.Holland@la.gov



## Performance Indicator Documentation

**Program:** Management and Finance  
**Objective II.2:** Successfully defend 99% of the Denial of improper Subpoenas Duces Tecum and improper Public Records Requests each year through June 30, 2028.  
**Indicator:** Number of Denial or Limitation of improper Subpoenas Duces Tecum and improper Public Records Requests made against the department.  
**Indicator LaPAS 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 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:** 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: Gail Holland, Deputy General Counsel  
Phone: 225-925-6103  
Email: Gail.Holland@la.gov

## Performance Indicator Documentation

**Program:** Management and Finance  
**Objective II.2:** Successfully defend 99% of the Denial of improper Subpoenas Duces Tecum and improper Public Records Requests each year through June 30, 2028.  
**Indicator:** Number of Denial or Limitation of improper Subpoenas Duces Tecum and improper Public Records Requests successfully defended by the department.  
**Indicator LaPAS 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 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:** 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: Gail Holland, Deputy General Counsel  
Phone: 225-925-6103  
Email: Gail.Holland@la.gov

## Performance Indicator Documentation

**Program:** Management and Finance  
**Objective II.2:** Successfully defend 99% of the Denial of improper Subpoenas Duces Tecum and improper Public Records Requests each year through June 30, 2028.  
**Indicator:** Percentage of Denial or Limitation of improper Subpoenas Duces Tecum and improper Public Records Requests successfully defended by the department.  
**Indicator LaPAS 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 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:** 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: Gail Holland, Deputy General Counsel  
Phone: 225-925-6103  
Email: Gail.Holland@la.gov

## Performance Indicator Documentation

**Program:** Management and Finance  
**Objective II.3:** Successfully defend 95% of the Administrative Actions of the department each year through June 30, 2028.  
**Indicator:** Number of 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 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: Gail Holland, Deputy General Counsel  
Phone: 225-925-6103  
Email: Gail.Holland@la.gov

## Performance Indicator Documentation

**Program:** Management and Finance  
**Objective II.3:** Successfully defend 95% of the Administrative Actions of the department each year through June 30, 2028.  
**Indicator:** Number of Administrative Actions defended by the department.  
**Indicator LaPAS 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: Gail Holland, Deputy General Counsel  
Phone: 225-925-6103  
Email: Gail.Holland@la.gov

## Performance Indicator Documentation

**Program:** Management and Finance  
**Objective II.3:** Successfully defend 95% of the Administrative Actions of the department each year through June 30, 2028.  
**Indicator:** Percentage of Administrative Actions defended by the department  
**Indicator LaPAS 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: Gail Holland, Deputy General Counsel  
Phone: 225-925-6103  
Email: Gail.Holland@la.gov

## Performance Indicator Documentation

**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, 2028.  
**Indicator:** Number of hours of legal assistance each attorney provides to the department  
**Indicator LaPAS 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: Gail Holland, Deputy General Counsel  
Phone: 225-925-6103  
Email: Gail.Holland@la.gov

## Performance Indicator Documentation

**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, 2028.  
**Indicator:** 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:** 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: Gail Holland, Deputy General Counsel
  - Phone: 225-925-6103
  - Email: Gail.Holland@la.gov



## Performance Indicator Documentation

**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, 2028.  
**Indicator:** Average number of hours of legal assistance provided per attorney to agencies within the department  
**Indicator LaPAS 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: Gail Holland, Deputy General Counsel
  - Phone: 225-925-6103
  - Email: Gail.Holland@la.gov

## Performance Indicator Documentation

**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 regulations, and draft/review legislation and provide legal representation to all DPS agencies each year through June 30, 2028.  
**Indicator:** Number of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed for the agencies in the Department of Public Safety.

**Indicator LaPAS 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: Gail Holland, Deputy General Counsel
  - Phone: 225-925-6103
  - Email: Gail.Holland@la.gov

## Performance Indicator Documentation

**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 regulations, and draft/review legislation and provide legal representation to all DPS agencies each year through June 30, 2028.  
**Indicator:** Percentage of Rules, Regulations, Contracts, Expungements, and Legislation drafted/reviewed/opposed for the agencies in the Department of Public Safety

**Indicator LaPAS 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: Gail Holland, Deputy General Counsel  
Phone: 225-925-6103  
Email: Gail.Holland@la.gov

## STRATEGY ANALYSIS CHECKLIST

**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.

    x     Analysis

           Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
           Authorization needed

    x     Organization Capacity

           Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
           New, startup date estimated  
           Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
           Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

**STRATEGY I.1.2.** Monitor compliance with agency objectives.

    x     Analysis

                     Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
                     Authorization needed

    x     Organization Capacity

                     Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
                     New, startup date estimated  
                     Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
                     Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

**STRATEGY I.1.3.** Budget Services will submit annual Budget Requests in a timely manner, reflecting the goals and priorities of all DPS agencies.

    x     Analysis

           Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
           Authorization needed

    x     Organization Capacity

           Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
           New, startup date estimated  
           Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
           Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

**STRATEGY I.2.1.** Conduct training on defensive driving, blood borne pathogens, drug-free workplace, and sexual harassment.

    x     Analysis

           Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
           Authorization needed

    x     Organization Capacity

           Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
           New, startup date estimated  
           Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
           Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

**STRATEGY I.2.2.** Pass 100% of the State Loss Prevention Audit.

    x     Analysis

                     Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
             Authorization needed

    x     Organization Capacity

                     Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
             New, startup date estimated  
             Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
             Impact on capital outlay  
    x     Means of finance identified



## STRATEGY ANALYSIS CHECKLIST

**STRATEGY I.3.1.** Foster a culture of respect, professionalism, and creative problem solving.

    x     Analysis

           Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
           Authorization needed

    x     Organization Capacity

           Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
           New, startup date estimated  
           Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
           Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

**STRATEGY I.3.2.** Provide strong leadership and mentoring to subordinates to enhance trust and create collaborative opportunities.

    x     Analysis

           Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
           Authorization needed

    x     Organization Capacity

           Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
           New, startup date estimated  
           Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
           Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

**STRATEGY I.3.3.** Maintain a highly trained and competent staff.

    x     Analysis

                     Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
                     Authorization needed

    x     Organization Capacity

                     Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
                     New, startup date estimated  
                     Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
                     Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

**STRATEGY I.3.4.** Ensure equality of workload among staff members.

    x     Analysis

                     Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
             Authorization needed

    x     Organization Capacity

                     Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
             New, startup date estimated  
             Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
             Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

**STRATEGY I.3.5.** Utilize metrics, analytics, and data-driven information on an ongoing basis to inform internal processes and training requirements.

    x     Analysis

           Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
           Authorization needed

    x     Organization Capacity

    x     Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

           Already ongoing  
    x     New, startup date estimated  
           Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
           Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

**STRATEGY I.4.1.** Identify and implement opportunities that will fully utilize electronic funds transfer capability.

    x     Analysis

           Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
           Authorization needed

    x     Organization Capacity

           Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
           New, startup date estimated  
           Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
           Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

**STRATEGY I.4.2.** Receive invoices sent to field offices within two weeks of invoice date and make the disbursement within 30 days.

    x     Analysis

           Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
           Authorization needed

    x     Organization Capacity

           Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
           New, startup date estimated  
           Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
           Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

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

    x     Analysis

           Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
           Authorization needed

    x     Organization Capacity

           Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
           New, startup date estimated  
           Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
           Impact on capital outlay  
    x     Means of finance identified



## STRATEGY ANALYSIS CHECKLIST

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

    x     Analysis

           Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
           Authorization needed

    x     Organization Capacity

           Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
           New, startup date estimated  
           Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
           Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

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

    x     Analysis

           Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
           Authorization needed

    x     Organization Capacity

           Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
           New, startup date estimated  
           Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
           Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

**STRATEGY II.3.1.** Inventory the Administrative Actions of the department each year through June 30, 2028.

    x     Analysis

           Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
           Authorization needed

    x     Organization Capacity

           Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
           New, startup date estimated  
           Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
           Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

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

    x     Analysis

           Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
           Authorization needed

    x     Organization Capacity

           Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
           New, startup date estimated  
           Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
           Impact on capital outlay  
    x     Means of finance identified

## STRATEGY ANALYSIS CHECKLIST

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

    x     Analysis

           Cost/benefit analysis conducted  
    x     Other analysis used  
    x     Impact on other strategies considered

    x     Authorization

    x     Authorization exists  
           Authorization needed

    x     Organization Capacity

           Needed structural or procedural changes identified  
    x     Resource needs identified

    x     Time Frame

    x     Already ongoing  
           New, startup date estimated  
           Lifetime of strategy identified

    x     Fiscal Impact

    x     Impact on operating budget  
           Impact on capital outlay  
    x     Means of finance identified