

DEPARTMENT : PUBLIC SAFETY SERVICES
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OVERALL AGENCY REFORM GOALS:

Office of State Police:

1. Reduction of traffic crashes thru smart, aggressive, targeted traffic enforcement and education.
2. Concentrated enforcement of the Sex Offender Registry. Enhance peer to peer investigations where children are targeted by sexual predators.
3. To locate and apprehend individuals who commit violent and drug related crimes by continued participation in Federal and State violent crime taskforces.
4. To increase investigative and enforcement efforts which will lead to the apprehension of individuals in pharmaceutical diversion and related crimes.

Office of Management & Finance:

1. Continue to improve efficiencies and effectiveness by consolidating and/or privatizing, eliminating duplicative tasks, and on-going analysis of table of organization to determine best use of all positions.

Office of State Fire Marshal:

1. Continue elimination of duplication and overlapping duties of personnel within the Fire Marshal's office.
2. Cross-train divisions within the Fire Marshal's office to enable personnel to perform multi-disciplined duties.
3. Computer system enhancements to allow interoperability with internal and external partners to offer electronic communication, collaboration, submittals and automated management functions.
4. Develop cooperative endeavors with local governments to execute the State Fire Marshal missions of Fire and Life Safety.

Office of Motor Vehicles:

1. Issue reconstructed driver licenses/identification cards for on-line renewals in lieu of existing stickers.
2. Establish approximately 16 "super centers" for complete testing of aliens and first time applicants for driver licenses/identification cards (other than minors of Louisiana residents). Obtain latest technology for detecting authenticity of passports and other documents presented for proof of identity in these centers.
3. Request new Website design for Office of Motor Vehicles that is more user-friendly and reduces need for citizens to phone or conduct business in field offices.

SECTION ONE: AGENCY OVERVIEW

OFFICE OF STATE POLICE

Patrol

Traffic Enforcement

Act 120 of 1922, followed by Act 94 of 1936, created the Office of the State Police and charged it with enforcing laws regulating the use of highways.

L.R.S. 32:398(D) states it shall be the duty of the state police or the sheriff's office to investigate all accidents required to be reported by this Section when the accident occurs outside the corporate limits of a city or town.

L.R.S. 32:398 (F)(G) mandates that State Police provide photographs and crash reports to any interested person upon request and may charge a fee.

The Louisiana Public Records Act of 1940 (The Sunshine Law), which was amended in 1978, requires State Police to respond to public records requests for any person of the age of majority.

L.R.S. 32:387 mandates the conditions in which oversized loads (vehicles that fail to meet the requirements of L.R.S. 32:380-32:386) shall be escorted by State Police vehicles.

L.R.S. 47:477 requires the Office of State Police to assign and stencil a serial number on trailers or semi-trailers that are not commercially manufactured.

Transportation and Environmental Safety Section (TESS)

Motor Carrier Safety Assistance Program (MCSAP)

Louisiana Administrative Code, Title 33, Part V, Section 10301, Public Safety Services, Office of State Police has the sole responsibility of enforcing the adopted Code of Federal Regulations, Title 49 – Transportation.

L.R.S. 32:390.21 – 32:390.23 requires Public Safety Services to establish and maintain the Louisiana Truck Center for the purpose of serving as headquarters and central location for motor carriers in obtaining all permits and for payment of any fees or charges to engage in the motor carrier trade in the State of Louisiana.

L.R.S. 32:1526 designates Public Safety Services as the state agency which shall administer and enforce the Unified Carrier Registration Agreement in accordance with the Unified Carrier Registration Act of 2005, 49 U.S.C. 14504a et seq.

Towing and Recovery

Louisiana Administrative Code, Title 55, Part I, Section 1901, and L.R.S. 32:1711 – 32:1714, the Louisiana Towing and Storage Act identifies Public Safety Services, Office of State Police as the State agency responsible for regulating persons and businesses engaged in towing and/or storage of vehicles in Louisiana.

Motor Vehicle Inspection

L.R.S. 32:1304 provided the creation of the Motor Vehicle Inspection program.

38 Hour Commercial & 6 Hour Pre-Licensing Driving Schools

L.R.S. 32:402.1, 32:407 and 17:270 mandates that Public Safety Services or Department of Education provide a 38 hour driver education course and a 6 hour pre-licensing course.

Motorcycle Safety, Awareness, and Operator Training Program

L.R.S. 32: 402.3 provided for the transfer of the administration of the Motorcycle Safety, Awareness, and Operator Training Program from the Department of Education to Public Safety Services.

Security/Medical Window Tint Exemption

L.R.S. 32: 361.2 and 32:361.3 requires Public Safety Services to conduct a case-by-case review of all medical and security window tint exemptions with an applicable criminal history check.

Defensive Driving Schools

L.R.S. 22:1457 requires Public Safety Services to approve and certify defensive driving courses.

Weights and Standards

L.R.S. 32:3 requires the Weights and Standards Mobile Police Force to have full police powers and made them the sole mobile weights enforcement agency statewide.

Emergency Services (ES)

Explosives Control

L.R.S. 40:1472 through 1480 and LAC Title 55 Chapter 15 requires the regulation of the explosives industry in Louisiana.

Tier II

The federal Title III, Section 312 of the Superfund Amendments and Reauthorization Act (SARA) of 1986 requires owners/operators of fixed-site facilities who manufacture, use, or store any hazardous chemical/substance on which OSHA requires them to maintain an MSDS (i.e. Extremely Hazardous Substances and OSHA regulated chemicals) to report their inventories of these materials to the agency designated by their state. LAC 33:V.Chapter 101:10101 and L.R.S. 30:2369.B requires these owners/operators to submit their inventories to Public Safety Services, Office of State Police. L.R.S. 30:2361-2380 and LAC 33:V.Chapter 101:10101-10109 state the specific requirements for submitting these inventories

Fixed Site Release Reporting

SARA also requires fixed-site facilities to notify a designated agency of routine or accidental releases of any hazardous material. LAC 33:V Chapter 101:10111-10117 designates the agency as the Office of State Police, and grants authority to State Police to levy fines against fixed-site facilities which fail to provide this information in a timely manner, and to levy fines for handling materials in a careless or reckless manner.

Transportation Release Reporting

L.R.S. 32:1501-1526 gives State Police the responsibility of regulating the transportation, loading, off-loading, and storage of hazardous materials in Louisiana.

Underground Utilities

The Louisiana Damage Prevention Law, L.R.S. 40:1749.11-1749.26, requires excavators and demolishers to call a regional notification center at least 48 hours before they begin their work.

Metal Control

L.R.S. 51:579 requires Public Safety Services to maintain records concerning all sales and purchases of certain precious metals, including copper, copper wire, alloy, bronze, zinc, aluminum, stainless steel, and brass.

Criminal Investigations

Detectives

L.R.S. 40:1379A states, “The police employees of the division (State Police) shall prevent and detect crime, apprehend criminals, enforce the criminal and traffic laws of the state, keep the peace and good order in the state ...”

Insurance Fraud/Auto Theft

L.R.S. 40:1422 states, in part, that an Insurance Fraud Investigation Unit shall be created within the Office of State Police to initiate independent inquiries and conduct independent investigations into allegations of insurance fraud in any municipality or parish of the state of Louisiana and perform other related law enforcement duties.

Narcotics

L.R.S. 40:1379A states, “The police employees of the division (State Police) shall prevent and detect crime, apprehend criminals, enforce the criminal and traffic laws of the state, keep the peace and good order in the state...”

Investigative Support – Criminal Intelligence

L.R.S. 40:1301, 40:1307.1 requires that the Organized Crime Intelligence Division gather information concerning organized crime and cooperate with various local and state agencies in the investigation of such.

Investigative Support – Technical Support

L.R.S. 15:1301 created the “Electronic Surveillance Act”.

L.R.S. 15:1302(12); 15:1304; 15:1305 authorizes Public Safety Services to carry out the duties of the Electronic Surveillance Act.

Crime Lab

Criminalistics/DNA Forensic

L.R.S. 15:578 provides for the functions, powers, and duties of the Crime Lab.

Toxicology

L.R.S. 32:663 provides for the approval of testing methods

DNA-CODIS

L.R.S. 15:601-620 mandates collection of DNA samples from all persons convicted and arrested of a felony offense as well as some misdemeanors, which are primarily sexual in nature.

L.R.S. 15:542 mandates the collection of DNA samples from sex offenders during their registration.

Technical Support

L.R.S. 15:581.2 authorizes Public Safety Services to serve as the central state repository for Criminal Records.

Quality Assurance Section

L.R.S. 15:580; L.R.S. 15:587; and L.R.S. 15:578.4 et al provides for specific federally mandated functions in order to maintain compliance pursuant to the Federal Interstate Identification Index (III) program.

Computerized Criminal History / Expungements Section

L.R.S. 15:578; L.R.S. 15:592; L.R.S. 15:597; L.R.S. 15:587; L.R.S. 15:585 and L.R.S. 44:9 provides for the functions, powers and duties in order to maintain criminal history and expungements.

Applicants Section

L.R.S. 15:548; 15:587; 26:80; 36:313; 36:701; 17:15; 22:1142; 22:1241; 46:5; 44:9; 51:911; 34:991; 32:775; 40:1379; 40:432; 40:1300; 40:61; 40:1664; 27:28; 37:3283; 37:3276; 37:3501; 37:920; 37:969; 37:760; 37:1277; 37:1182; and 37:1216 et al provides for the functions, powers and duties of the applicant process.

Automated Fingerprint Identification System - (AFIS)

L.R.S. 15:587; 15:576; 15:577; 15:578; 15:585 and 15:590 et al authorizes the Bureau of Criminal Identification and Information to supervise, manage, maintain, and operate this statewide system.

Sex Offender and Child Predator Registry Section

The Bureau is mandated to participate in the Dru Sjojin National Sex Offender Registry in accordance with the provisions of the federal Adam Walsh Child Protection and Safety Act of 2006 and any federal guidelines adopted pursuant thereto.

Concealed Handgun Permit Section

Act 4 of 1996 Extraordinary Session - This section issues permits which allows Louisiana residents to carry concealed handguns.

Act 17 of 1935 mandates that every person possessing certain types of firearms, inclusive of those with obliterated serial numbers, register the firearm with Public Safety Services.

Act 690 of 1976 authorizes and directs that Public Safety Services approve the transfers of firearms required to be registered.

Act 412 of 1975 authorizes the Office of State Police to issue and/or revoke special officer's commissions to qualifying individuals.

Traffic Records

L.R.S. 32:398 governs the sale of crash reports and the central repository for all crash reports investigated by State Police Personnel.

Crisis Response

Emergency Operations Center (EOC)

L.R.S. 29:722 declares the existing possibility of the occurrence of emergencies and disasters statewide and further authorizes / defines certain actions during declared emergencies or disasters.

Gaming

Operations

Listed below are the statutory mandates for the Gaming Division:

Louisiana Gaming Control Board

- L.R.S. 27:27.2 Board designated excluded persons
- L.R.S. 27:20 Public Safety Services, Office of State Police
- L.R.S. 27:29.3 Non-gaming supplier permit
- L.R.S. 27:29.4 Key and non-key gaming employee permit

Riverboat

- L.R.S. 27:55 Gaming Enforcement Division
- L.R.S. 27:56 Supervisor
- L.R.S. 27:57 General powers and duties of division
- L.R.S. 27:58 Division responsibilities
- L.R.S. 27:59 Division; rules and regulations

Video Poker

- L.R.S. 27:301 Short title and definitions
- L.R.S. 27:302 Description and specifications of devices
- L.R.S. 27:307 Rules and regulations; reporting to division
- L.R.S. 27:308 Powers and duties of division; restrictions; permits
- L.R.S. 27:311.2 Video draw poker employee permit; application
- L.R.S. 27:313 Investigations and violations

Slot Machines at Racetracks

- L.R.S. 27:365 Division; powers and duties
- L.R.S. 27:392 Collection and disposition of fees and taxes

Indian Gaming

L.R.S. 33:3008 requires Public Safety Services to prevent organized crime and other criminal elements from infiltrating and corrupting games of chance on Indian land.

Audit

L.R.S.27:20.A.(1) requires Public Safety Services to conduct investigations and audits regarding the qualifications of applicants for licenses or permits requiring suitability determinations as required by law.

L.R.S. 27:92, 27:311, 27:312, and 27:392 – Each of these statutes require Public Safety Services to collect all fees, fines, and state taxes imposed by the laws in chapter 27.

Technical

L.R.S. 27:302 states each video draw poker device shall be inspected by the division or its designee for certification and compliance and shall be connected with a system consisting of player operated terminals and a self- contained control computer.

L.R.S. 27:30.6 (4)B defines game, gaming devices and gaming equipment.

L.R.S. 27:268 - Legal shipments of gambling devices into state

L.R.S. 27:269 - Status of authorized games and gaming devices

DPS Police

Capitol Detail-L.R.S. 40:1379.5 – Establishes police protection for the State Capitol complex. Public safety services police officers are mandated to regularly patrol all areas within the state capitol complex to maintain peace and order and to prevent and detect crime.

Physical Security-L.R.S. 15:7 mandates Physical Security’s management, security and welfare for the state inmates who perform labor for the various Louisiana State Police offices and other state complexes within the Baton Rouge area.

Training Academy

Training

L.R.S. 40:1375 - All Louisiana State Police Troopers must attend and pass the Louisiana State Police Academy.

Applied Technology

Title 55 Part I Chapter 55, 501 Public Safety Services must approve of the breath testing device, must be inspected and approved for use by the Office of State Police, Applied Technology Unit.

Joint Emergency Services Training Center (JESTC)

Title 40 establishes State Police Training Academy course of instruction. The Joint Emergency Services Training Center supports the mission of the State Police and the State Police Training Academy by providing housing, meals, classrooms and facilities designed for realistic scenario-

based training. JESTC also coordinates training with numerous state and local emergency management professionals.

OFFICE OF MANAGEMENT AND FINANCE

R.S. 36:406 (A), (B) and (C); ACT 12, 2005 provides for the Undersecretary and, the functions for the Offices of Management & Finance; provides for functions of the Statewide Uniform Construction Code Council.

OFFICE OF STATE FIRE MARSHAL

Inspections

L.R.S. 40:1563 (B), (C), and (F) provides that the State Fire Marshal shall supervise the inspection of all structures, except the interior of private homes and movables for the purpose of reducing or eliminating fire hazards.

L.R.S. 40:1730.27 allows the State Fire Marshal to establish contract agreements with municipalities and parishes in order to provide state uniform construction code enforcement on behalf of the municipality or parish

L.R.S. 40:1730.51 through 40:1730.66 provides for State Fire Marshal regulation of manufacturers of industrialized buildings, for review of plans and inspection of industrialized buildings for compliance with the building code, and for monitoring of third party review and inspection of same.

L.R.S. 40:1730.23 allows individual contractors and owners to call upon the State Fire Marshal as a third party provider for building code plan review and inspection of commercial structures in any parish within the state with a population of less than 40,000 and whose boundaries lie north of the 110 mph wind line per the ASCE-7 (American Society of Civil Engineers) wind speeds map of the International Building Code.

L.R.S. 40:1664.1 et seq. requires the licensing of each life safety and property protection contractor and their employees (includes, fire protection, fire sprinkler, security, locksmith and closed circuit television) doing business in Louisiana and the enforcement and administration of the same.

L.R.S. 23:531-545), L.R.S. 40:1484.1 to 40:1484.13, and L.R.S. 51:650 et seq. requires the timely inspections of all boilers and certain pressure vessels throughout the state and maintains records of all inspections, and companies authorized to construct, install, repair and operate boilers in Louisiana; inspection of all Amusement/Carnival ride equipment operating in Louisiana; licensing and inspection of all retail, wholesale, importer and jobber of fireworks locations in Louisiana as well as testing and licensing of pyrotechnic operators and special effects pyrotechnic operators; inspection and permitting of all public firework displays in the state.

L.R.S. 40:1563 (C) (4) requires fire and safety inspections of all health care facilities requiring a state license and/or federal funding.

L. R.S. 40:1566 requires that the fire marshal shall keep in his office a record of each fire occurring in the state, together with all facts, statistics, and circumstances thereof, including the origin of the fire, that have been determined by the investigation.

L.R.S. 51:911.26 et seq; 51:912.51 et seq provides for the duties of the Manufactured Housing Commission and administration of the Louisiana state plan pursuant to the federal standards enforcement program.

Plan Review

Title 40, Chapter 7, Part 3, 1574 (a) and (b), L.R.S. 40:1738; Part IV-B of Chapter 8 of Title 40:1730, .39 requires the plans and specifications for every structure, watercraft or movable constructed or remodeled in the state to be reviewed by the Fire Marshal and must be determined to appear to satisfactorily comply with the adopted fire, life safety, energy and handicapped accessibility laws, rules, regulations and codes of the state prior to construction.

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Arson Enforcement

Title 40, Chapter 7, Part 3, Act 83 of 1977 and L.R.S. 40:1568 grants responsibility for investigation of all fires within the state (outside of the jurisdiction of local arson enforcement) which are suspected to be caused by criminal neglect or human design and whenever there is any human death. The Fire Marshal is also charged with arresting those responsible for such fires.

Emergency Services

L.R.S. 40:1563 (Act 130 of 2009) State of Louisiana Emergency Operations Plan - This law indicates that the fire marshal shall take steps that are necessary and proper to perform services as required by the state emergency operations plan.

OFFICE OF MOTOR VEHICLES

Issuance of Driver Licenses and Identification Cards

Class of License and Age Requirements - R.S. 32:408

Amount of Fees; Duration of License - R.S. 32:412, R.S. 32:412 .1, R.S. 32:429, R.S. 30:2511(D)

Identification Requirements - R.S. 32:409.1, R.S. 32:40:1321(D)(1), R.S. 32:410

Driver Education Requirements - R.S. 32:402.1, R.S. 32:407

Vision Test - R.S.409.1 A(3)

Written Examinations for All Classes - R.S. 32:408

Road Skills Test - R.S. 32:408

Restrictions and Endorsements - R.S. 32:408, R.S. 32:423

Photographing - R.S. 32:410

Delinquent Fees - R.S. 32:412 D (2)

Out of State Transfers - R.S. 32:1420, R.S. 32:409.1

Duplicate License - R.S. 32:413,

Motor Cycle Endorsements - R.S. 32:190-198, R.S. 32:407, 408(C), R.S. 17:282

Name Change and Usage - R.S. 32:409.1, R.S. 9:292 (Act 852 of 2003 Regular Session), R.S. 32:409.1 A(2)(a)

Medical and Behavioral Report - R.S. 32:403.1, R.S. 32:403.2, R.S. 32:403.4, R.S. 32:414E – F
R.S. 32:424, R.S.40.1356

Identification Cards - R.S. 40:1321, R.S. 32:418, R.S. 32:872, R.S. 32:406, R.S.32:409.1, R.S. 32:410

Actions Required for Suspension/Revocation of Driver Licenses

Dwi/Udui - R.S. 14:98, 98.1, R.S.32:896, R.S. 32:414, R.S. 32:414.2

Submit/Refusal - R.S.32:667 – 668, R.S. 32:661 et al, R.S.32:414.2(C)(2)49CFR Part 383

Suspension / Disqualification Dates -R.S.32:414(G) (N), R.S.32:430(K)

In Lieu Of Affidavits - R.S. 32:411

Written Promise Affidavits - R.S. 32:57.1 & R.S. 32:391

Out-Of-State Affidavits - R.S. 32:1441

Department of Transportation & Development Affidavits -R.S. 32:388, R.S. 32:389 & R.S.47:50

Ignition Interlock As A Condition Of Reinstatement - R.S.32:667(I)

Driver Management Fees - R.S.32:57.1, R.S.32:414, R.S.32:667G, R.S.32:853B(1)

R.S.32:393.1, R.S.32:863, R.S. 863.1

Cancellations - R.S.32:871B, R.S.22:1295, R.S.32:863.2C, R.S.32:874

Nonpayment Of Income Taxes - R.S.47:296.2 R.S. 32:432, R.S. 32:414(R)

Administrative Hearing - R.S.32:1441 R.S. 32:668, R.S. 32:863D(1)

Cancellation Of Insurance - R.S. 32:861

Notice Of Violation - R.S.32:861, R.S.32:863.1, R.S. 32:862D

Evidence Of Insurance Coverage -R.S.:32:861(C), R.S.32:900, R.S. 32:1042,

Self-Insurance - R.S. 32:1042

Registration of Motor Vehicles
Owner Must Secure Registration - R..S. 47:501
Requirements for Obtaining Title - R.S. 32:707
 Clear Title/Lien Titles - R.S. 32:710
 Electronic Title - R.S. 32:707.2
 Salvage Title - R.S. 32:707
 Duplicate Title - R..S. 32:713
 Reconstructed Title - R.S. 32:707
 Water Damage Title - R.S. 32:702(16)
Collection of Sales/Use Tax - R.S. 47:301, 302, 303
Exemptions from State Tax - R.S. 47:301 – 47:511
Collection of Handling Fee - R.S. 32:412.1
Issuance and Regulation of License Plates -R.S. 47:461 – 47:540

OFFICE OF LEGAL AFFAIRS

L.R.S. 36:408(E) provides for legal consultation and representation for the offices within Public Safety Services.

HIGHWAY SAFETY COMMISSION

The Federal Highway Safety Act of 1966 (P.L. 89-564, 80 Stat. 731) established a coordinated national highway safety program to reduce the death toll on the nation's roads. The act authorized states to use federal funds to develop and strengthen their highway traffic safety programs in accordance with uniform standards promulgated by the secretary of transportation.

The following is a list of the statutory and other authority:

- 23 U.S.C. 401 et Seq. -- Highway Safety Act of 1966, as amended;
- 49 CFR-Part 18 -- Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments;
- 23 CFR - Chapter II -- NHTSA and FHWA Procedures and General Provisions for State Highway Safety Programs;
- NHTSA Order 462-6C -- Matching Rates for State and Community Highway Safety Programs, November 30, 1993; and
- Louisiana R.S. 48:1351- 1357, Act 275 of 1968.

LIQUEFIED PETROLUEM GAS COMMISSION

R.S. 30:2367, R.S. 36:409 (H) provides for the promulgation and enforcement of rules that will allow for the safest possible distribution, handling, and usage of liquefied petroleum gases and anhydrous ammonia, necessary for the protection, safety and security of the public.

GAMING CONTROL BOARD

The Louisiana Gaming Control Board was created in 1996 as provided for by R.S. 27.2 et seq. The Board regulates all gaming activities and operations in the state as provided for by R.S. 27:15, 27:28, 27:42, 27:70, 27:202, 27:234, 27:235, 27:306(A)(1), 27:310, 27:352, 27:363 and 27:364.

LOUISIANA OIL SPILL COORDINATOR'S OFFICE (LOSCO)

The Louisiana Oil Spill Prevention and Response Act of 1991 designated the Louisiana Oil Spill Coordinator's Office as the lead state agency for the prevention of, response to, and restoration of resources from unauthorized discharges of oil in the State of Louisiana.

Prevention

L.R.S. 30:2456 A(3) has focused on locating potential oil spill locations and assessing the risks associated with these sites.

Abandoned Barge Program

L.R.S. 30:2469 A.-D - The Abandoned Barge Program began in 1993 and is aimed at minimizing the threat of an oil spill by locating and removing abandoned barges or vessels that pose a high risk for unauthorized discharge of oil.

Abandoned Facilities Program

L.R.S. 30:2469 E - In 1992, LOSCO initiated the Abandoned Facilities Program to locate and remove structures, pits, and wells that pose a high risk for unauthorized discharge of oil.

Oil Spill Response

L.R.S. 30:2451, et seq. - The Oil Pollution Act of 1990 (OPA), 33 USC 2701 et seq. and the Louisiana Oil Spill Prevention and Response Act of 1991 (OSPRA), are the principal federal and state statutes, respectively, which authorize federal and state agencies to provide for a coordinated response effort in the event of an unauthorized or threatened discharge of oil.

Planning

As mandated by the Oil Pollution Act of 1990 (OPA) and the Oil Spill Prevention and Response Act of 1991 (OSPRA), LOSCO is the responsible for developing, contributing and/or reviewing a number of federal, state, and industry contingency plans. The primary plans include:

L.R.S. 30:2459 and 2460 - State Contingency Plan

L.R.S. 30:2464 B - National Oil and Hazardous Substances Pollution Contingency Plan

Oil Pollution Act of 1990 and 40 cfr 300.210 - Regional Integrated Contingency Plan

L.R.S. 30:2475 - Vessel and Facility Response Plans

Training

L.R.S. 30:2460 A. (5) and Oil Pollution Act of 1990 - Oil Spill Response Drills

L.R.S. 30:2456 A. (2); L.R.S. 30:2462, 2464 - Oil Spill Response

L.R.S. 30:2480 - Natural Resource Damage Assessments

L.R.S. 30:2480.1 - Regional Restoration Planning Program (RRP Program

L.R.S. 30:2480 (4) - Technical Assistance Program

L.R.S. 30:2495 - Research and Development Program

SECTION TWO: EFFICIENCY AND BENCHMARKING

OFFICE OF MANAGEMENT & FINANCE

Restructure of Property Management

The procedure for Property Control and Equipment is being modified to ensure compliance and improve efficiencies with regard to Louisiana Property Assistance Agency rules and regulations. The Department has received multi-year audit findings for un-located property by the Louisiana Legislative Auditor's Office, making improvements to this area critical. It is imperative that we establish and enforce policy that will ensure our compliance with legislative requirements. This restructure ensures accountability at the end user vs. headquarters.

Consolidation of State Supplemental Pay Processing

The most effective means of administering State Supplemental Pay would be for all four systems to be administered by the same Department. This would improve efficiency, reducing the need for constant communication between the two offices to verify service for officers and deputies which move between the two systems. Additionally, this would substantially reduce the risk of error resulting in duplicate payment between the systems. Currently there is no means to verify that one recipient is not receiving payment in both the Municipal Police and Sheriff's systems. The privatization of this function is recommended under Section Three.

LOUISIANA OIL SPILL COORDINATOR'S OFFICE (LOSCO)

Public Outreach is one of LOSCO's many activities. LOSCO has a responsibility to the public for ensuring that their needs are met. The Oil Spill Awareness Program is the Program through which LOSCO conducts its numerous public outreach activities. The Program is aimed at establishing partnerships with all stakeholders.

LOSCO is actively involved in public education, service, and outreach. LOSCO regularly sponsors and/or attends professional training courses, conferences, symposiums, workshops, trade fairs, and festivals. LOSCO provides support to numerous federal, state, local, and non-profit programs and associations. LOSCO has an audience which varies from school-aged children to international government and business representatives.

It is recommended that Public Outreach be eliminated as a program. LOSCO currently does not have sufficient staff to support a successful Public Outreach Program. However, there are a number of activities that were traditionally done under the umbrella of LOSCO's Public Outreach Program that need to be maintained because they are a critical component of our core missions (e.g., development of handouts related to the accomplishments of our various Programs, Website content updates and posting of information for public comment).

Research and Development Program – It is recommended that this Program be overhauled to better support LOSCO's core mission. The program was created in 1993 and has been housed at LSU since that time – administered by an LSU employee who retired in December of 2008. Through the R&D Program, over 145 projects have been sponsored with an average project

award of approximately \$47,000. While the research sponsored by the program has been well-received, LOSCO would like to refocus the program to better support our core missions.

Technical Assistance Program – It is recommended that this Program be overhauled to better support LOSCO’s core mission. The program has been providing spatial data and GIS services to a wide variety of federal, state, public and private entities since its inception. The TAP Program, housed at LSU, has done an excellent job responding to the needs of the various data users.

SECTION THREE: OUTSOURCING AND PRIVATIZATION

OFFICE OF STATE POLICE

Technical Support

Background Investigation Services

Among its various law enforcement roles, the Department has the responsibility to run all background checks—criminal, non-criminal, or both—for internal agency employees and citizen licensing (e.g., nurses, non-key gaming employees). Within State Police, the Bureau of Investigation is also responsible for in-depth, Level III background investigations for both criminal investigations and gaming licensing for both individuals and corporations. The private sector has multiple providers that are certified FBI channelers to perform these functions. By securing a certified vendor with a service portfolio of Level I, II and III background investigations, we can reduce labor costs by automating background check processes that integrate with the Bureau's existing investment in fingerprint scanning equipment. Within 24-48 hours after submittal to the FBI, results can be electronically sent directly to the end-use agency or licensing board—a process that currently can take weeks.

As some of the now-current manual processes outlined above are automated, there is an opportunity to redirect internal resources to other critical priorities. Given that some of the background investigations required need personnel in the field, there may be an opportunity to redeploy some of the personnel into these positions or into positions to support investigations. The outcomes that would logically follow from these improvements include labor cost savings, improved customer service, decreased turnaround time for services, streamlined paper files and storage needs, and a resized and refocused team of personnel. The net savings would be equal to the level of resizing of the personnel used to process these cases.

While the fingerprint processing can be transferred to an outside partner with both improved processing time and reduced costs, the use of a private agency to process background checks may require legislative change. Initial estimate of savings – 30% staff reduction, approximately \$1M annually.

Patrol

- Transportation & Environmental Safety Section, Emergency Services - As required by LAC 33:V.Chapter 101:10111.F, State Police must staff and maintain a hazardous materials hotline 24 hours a day, 7 days a week, to receive reports of hazardous materials incidents. The current Table of Organization for Emergency Services is incapable of staffing the hotline to the capacity that the law requires. For this reason, Communication Equipment Operators (CEOs) assigned to the nine troops had to be enlisted to man the hotline during off-hours, weekends, and holidays.

The natural consequence of this move is that it has placed an additional responsibility and burden on other departmental personnel, many of whom are already working understaffed.

After reviewing a variety of possible solutions to this issue, a viable solution is to outsource this responsibility to a professional answering service with the staff, capabilities, professionalism, and expertise to provide this service following State Police requirements.

OFFICE OF MANAGEMENT AND FINANCE

Document Management – Office of Motor Vehicles, Human Resources, the State Fire Marshal, the Bureau of Investigation, and other sections manage a remarkably high volume of paper documents. Although we have implemented some automation, our document flow currently requires a great deal of manual handling. This high “touch rate” requires extensive labor and storage resources, which limits the efficiency of department operations that rely on the circulation of paper documents. A comprehensive document management system would eliminate this limitation through electronic indexing, storage, and access to documents coupled with an electronic work flow system that routes the document to the appropriate work station. Private partners refer to this approach as Enterprise Content Management (ECM), and when combined with partner-supported printing and mailing, it will allow us to maintain highly efficient “paperless” operations.

Components of a complete ECM solution would include a mailroom operation with automated mail opening and scanning, a central image repository that stores the fully indexed electronic documents, and a workflow management system that automates document routing for specific tasks. Sophisticated systems feature optical character recognition (OCR) capabilities that streamline data entry tasks by capturing specific information from documents and populating it automatically into electronic forms. Because electronic documents are indexed by fields such as date, customer name, department, document type, and other values, authorized personnel can use ECM to search for specific documents and route them electronically for automated data entry processes, approvals, electronic signatures, escalations, and customer service. A further ECM workflow would support automated correspondence. Personnel can enter customer information into customized document templates, then route the document electronically to vendor’s centralized printing and mailing facility.

Implementing a vendor-operated mailroom, ECM, and print/mail solution would provide an immediate savings in labor costs in the range of 10 to 15 percent. We could realize additional savings through reduced postage, elimination of software subscription and hardware maintenance, and reduced storage facility needs. Initial estimated cost savings approximately \$1.1M annually.

Central Issuance of Secure Identification Cards

Our Department can quickly save staffing and equipment costs, improve the security of State-issued documents, and potentially qualify for federal funds by engaging a private partner to establish and operate a central production and issuance site for driver’s licenses and other secure documents. The external partner could establish a central production facility to produce and distribute driver’s licenses in a secure environment, relieving OMV of equipment purchasing and maintenance costs as well as labor costs.

A partner specializing in secure ID manufacturing can print cards according to the highest industry standards for security and fraud prevention. This includes commercial printing techniques such as holographic “rainbow” printing and developing technologies such as RFID tags. A central production facility is also more secure against fraud and counterfeiting because it keeps card stock, specialized inks, and production equipment out of circulation among parish offices. These card and security features will help us meet requirements for federal funds. The value of the centralized approach lies in its inherent efficiency, security, and flexibility. Our cost per card with its current vendor does not include facilities costs, security infrastructure, innovation incentives, document quality control, image analysis and correction, or advanced printer capabilities. There is also no capacity pathway to leverage productive capacity for any other purpose, such as other secure State identification cards. Initial estimated cost savings approximately \$500,000 annually.

Information Technology Outsourcing-We maintain a data center that provides a variety of traditional and customized IT services for the Public Safety user community. A private partner can help us identify opportunities to reduce IT expenditures and improve service delivery through IT consulting, process management, and strategic vendor relationships. An experienced IT outsourcing contractor could assess the performance and improvement opportunities for our networks, servers, and equipment. Working with data center personnel, the partner could plan and manage equipment upgrades and system migrations that would save costs, improve operating efficiency, and expand the data center’s ability to accommodate new services and applications. Initial estimated cost savings for minimal IT outsourcing functions is approximately \$350,000 annually. Cost savings would escalate with larger applications of outsourcing.

Remittance Processing and Collections Services - Several of our sections are responsible for remittance processing associated with fees, fines, and other citizen obligations. A private partner could establish a remittance processing operation that includes mail opening, data capture, deposit, and reconciliation functions. These functions would incorporate automation at every step, including mail opening and imaging of payment documents, data capture through character recognition, receipt-to-deposit reconciliation, and online or IVR-based payment options for customers. The benefits include improved customer experience, more stringent accounting controls, improved collection rates, and faster deposit times leading to increased earnings on available float, where permitted.

We can also supplement its efforts to collect fines or other payments through a private partner’s collection services. Vendors that specialize in government debt collection maintain centralized resources for maximizing collection rates, including skip tracing, noticing, inbound/outbound calling, account documentation, asset-income location, comprehensive project management, and predictive dialing. By taking advantage of these resources, we can expedite collections and reduce labor costs. Moreover, in many cases the vendor can be paid with a percentage of the revenue collected, so that establishing collection services represents no additional cost to the Department. The vendor is paid from funds that we would not have had without the collection services. Initial estimated cost savings approximately \$500,000 – 750,000 annually.

OFFICE OF MOTOR VEHICLES

International Registration Plan Outsourcing

Businesses that maintain commercial fleets are subject to apportionable fees based on the use of the fleet in interstate and international jurisdictions. The International Registration Plan (IRP) is an agreement providing for registration reciprocity among member jurisdictions. All apportionable fees are collected by the base jurisdiction and distributed to the foreign or interstate jurisdictions. In Louisiana, IRP carriers must schedule an appointment for account processing and are limited for walk-in service at the Baton Rouge office except for registration renewal. The RFP for this initiative is currently at DOA for approval.

A single private partner can provide all IRP services for Louisiana's 4,000 yearly IRP carrier accounts and 18,000 yearly vehicle registrations through efficient procedures and an established IRP processing system. The system would replace our current COVERS platform, whose vendor, R. L. Polk, is ending its support for the system and exiting the market. A new system would give Louisiana account holders a wider range of service options—online vehicle registration, IRP application processing, and other registration functions. This would require fewer full-time employees for processing and phone inquiries, and expanded system functionality will save time and increase IRP process efficiency and compliance for fleet owners. Initial estimated cost savings approximately \$300,000 - \$600,000 annually.

SECTION FOUR: INFORMATION TECHNOLOGY INTEGRATION

OFFICE OF MANAGEMENT AND FINANCE

E-Invoicing - Look at Statewide E-Notifications system for all government business. This would streamline the current manual processes of mailing out invoices via USPS, requiring less time to be spent preparing the invoices for bulk mail outs and reduce the amount of paper needed to complete the process. Electronic Video Gaming Device owner bi monthly billing is an example of the current manual process.

Motor Vehicle system upgrade - Provide improved and efficient web based Motor Vehicle system. This will provide single mainstream environment which is scalable and expandable, that will provides on-line transactions for public access. This will reduce the transactions in the OMV field offices, and eliminate the need to maintain an expensive mainframe environment.

Implement credit and debit card acceptance at all points of sale locations within Public Safety Services in order to extend customer service to State of Louisiana citizens by offering this alternative method of payment; State of Louisiana to benefit from decreased outstanding accounts receivable for uncollectible accounts and the ability to pass on the cost of this alternative method by taking advantage of special Government exclusions offered by the credit card industry.

Conversion from 300+ manual checks processed to 64 electronic distributions to the designated Taxing Authority within each parish for Parish and Municipal Sales Tax collections for motor vehicle transactions; Results in reduction of employee resources required for processing, postage and handling cost savings, as well as more timely and efficient distribution of the \$300 million+ per annum.

Expansion of the successful drivers' license suspension program currently in operation for the Office of Motor Vehicle for unpaid NSF checks; Increases accounts receivable collections for all participating State agencies by allowing DL suspensions for any unpaid tax, fine, assessment or other fee owed the State;

Utilization of industry practices related to the conversion of a tender check to an ACH; Ability to scan a check, return it to the customer at point of sale, and debit the customers account for the full amount at the time of transaction; State has ability to recognize revenue more quickly and with less risk associated with insufficient funds and returns;

OFFICE OF STATE FIRE MARSHAL

A specialized commercial off-the-shelf product customized and installed by a partner would help streamline operations in all sectors of the Fire Marshal's Office and provide a solid foundation for day-to-day operations. Such a system would centralize all plan review related applications, plan submissions, and payment processing to a comprehensive online database that supports administrative decisions, performance measurements, resource forecasting, and budget planning. An integrated inspections component would provide a centralized resource for all inspection

information, eliminating the manual transition of data between departments that results in unproductive process and quality of service issues.

The system would also include an investigations component supporting secure access to investigations, historical reference through audit tracking, and document and photo storage for complete documentation. To streamline and standardize current manual processes, the system would provide a Web-based solution for National Fire Incident Reporting System (NFIRS) data collection and documentation. A cost savings has not been determined however, this initiative is primarily an efficiency measure that implements web based applications, payment processing system and secure centralized database. This will result in long term cost savings.

SECTION FIVE: ELIMINATION OF DUPLICATIVE AND UNNECESSARY SERVICES

PUBLIC SAFETY SERVICES

Consolidation/Regionalization of Louisiana State Police Communications System

Historically, each State Police Troop was staffed with a full complement of communications personnel, and each operated independently of one another. That practice was as much a decision based on history and tradition as on logic. Until recent years, lack of technology capability and infrastructure also complicated separate communications operations. But the technology has improved communicative capabilities, and the agency has begun the process of consolidating the 10 separate communications operations into 3 regional operations. The change will be accomplished in phases and Phase I is currently underway. Over time, there will be a reduction in manpower and associated staffing costs as well as a savings in equipment cost as a result of the consolidation.

Transfer of Capitol Police to Public Safety Services

Security of the state capitol complex is provided primarily through DPS Police, a section within State Police (LRS 40:1379.5). That section provides for facility and personnel security of state assets throughout the Baton Rouge area. Capitol Police currently operates within the Division of Administration, Office of State Buildings, and essentially serves the same purpose and carries out the same duties as DPS police officers but in locations primarily outside the Baton Rouge area. The existence of a separate agency results in duplication of effort and unnecessary redundancy of administrative oversight. Consolidation of Capitol Police activities into DPS Police would result in greater coordination and in time, likely reductions in administrative overhead.

Transfer of Crescent City Connection Police to Public Safety Services

The Crescent City Connection Police agency operates within the Department of Transportation and Development and was created by the Louisiana legislature (48:1101.1) and operates at the discretion of the secretary of DOTD. They essentially patrol the Mississippi river bridge, elevated and surface street approaches to the bridge, and portions of the Westbank Expressway and Ponchartrain Expressway. They also provide facility and personnel security services to CCC property and ferries under the jurisdiction of DOTD in the New Orleans area. The services provided by CCC Police are duplication of effort to the extent that state and local law enforcement agencies could assume the primary patrol services and responses to calls for service. In time, a savings in overhead and personnel costs would be realized by moving the CCC Police into Public Safety Services.

Transfer of DOTD Fixed Scale Facilities into Public Safety Services

The Louisiana State Police Weights and Standards Mobile Police Force was created by the legislature in 1997. The Force insures compliance with weights and standards laws by the commercial motor vehicle industry. The Department of Transportation and Development operates 12 fixed site scale facilities around the state. The Mobile Police Force and the fixed site facilities carry out essentially the same regulatory and enforcement functions but through

different means of deployment, one mobile and one fixed site. We believe that consolidation of the fixed sites into the existing Mobile Police Force would result in greater coordination of effort and would enhance the state's mission of policing weight enforcement activities. Consolidation of weight enforcement into State Police would seem to be the most appropriate organizational design inasmuch as enforcement and administrative regulatory authority is a core mission of State Police. Enforcement and administrative regulatory authority within DOTD seems to be only tangentially related to the DOTD core mission.

The Mobile Police Force is comprised of 25 commissioned police officers who are cross trained in Federal Motor Carrier Safety regulations, in addition to weight enforcement. The DOTD scale facilities are staffed with 104 employees who have no safety enforcement authority. Consolidation into one or the other agency would better serve the transportation industry.

Transfer of Alcohol and Tobacco Control into Public Safety Services

The current organization of the Office of Alcohol and Tobacco Control within the Department of Revenue was accomplished by the legislature in the early 90's. Prior to the transfer, it was part of Public Safety Services. Since its transfer to Revenue it has become increasingly obvious that based on mission and operation, the office might more appropriately be organized within Public Safety Services. One of the primary functions of the agency is the licensing of establishments seeking to serve alcoholic beverages. Their inspection and licensing activities closely parallel the inspection and licensing activities of the State Police Video Poker Section. Consolidation of inspection and licensing activities would benefit the license applicants and could eventually free them from filing duplicative applications and enduring duplicative inspections. Moreover, ATC operations have become increasingly focused on enforcement activities, and a merger of ATC into Public Safety would provide for enhanced coordination between ATC agents activities and State Police investigators in enforcement of applicable laws.

Outsourcing of Some Audit Functions within State Police Gaming

Currently State Police Gaming employs auditors who provide fiscal oversight to licensed gaming entities. It may be possible to provide an equivalent level of oversight in gaming enforcement by outsourcing some audit activities subject the supervision of State Police personnel. By reducing some audit positions and associated related benefits, the propriety of gaming can be ensured but at a lower overall cost to the state. Those personnel assigned to gaming audit functions and perform duplicative roles would be transferred to other critical roles elsewhere in the organization.

Revise the Law Related to Administrative Hearings for Drivers License Suspensions

Current law permits a licensed driver who is facing a suspension of driving privileges a hearing to challenge the proposed suspension before an Administrative Law Judge. Some states have eliminated an adversarial hearing and now provide a "paper hearing" only. Such a hearing would involve a review of documents filed in furtherance of the proposed suspension, and would result in increased efficiency by reducing mandatory appearance by arresting officers. Thousands of man-hours of police officers would be redirected to patrol responsibilities as a

result. Due process rights would still be preserved and available by appeal to the state district court for a trial de novo. The elimination of adversarial appeals would reduce reimbursement costs that Public Safety pays to the Office of Administrative Law Judges and should result in a reduction of Administrative Law Judge positions.

Transfer Duties of Recreational and Used Motor Vehicle Commission and Motor Vehicle Commission to Office of Motor Vehicles

The responsibilities and authority of the Recreational and Used Motor Vehicle Commission and the Motor Vehicle Commission should be absorbed into the Office of Motor Vehicles. Because both commissions have their respective operational staffs and overhead, the cost to the state for carrying out the same functions could likely be provided at a lower overall operational cost.

Violent Crimes Unit

Create, through Executive Order, a Violent Crimes Unit within the Office of State Police. The Unit would be directed to work closely with local and federal agencies in targeting violent crime in the New Orleans and Baton Rouge areas.

Transfer Duties of Louisiana Uniform Construction Code Council (LUCCC)

The UCCC is presently under the Office of Management & Finance, Public Safety Services. Because the duties of the council are germane to state building plan review and code enforcement presently performed by the Office of State Fire Marshal, it is recommended that this council be absorbed into the Office of State Fire Marshal, Public Safety Services.

Study of Consolidation of Various Boards and Commissions

Study will include a review for duplicity of activities in all boards, commissions, and/or councils under the Public Safety Services umbrella. Duties of each entity will be considered for absorption into existing agency functions. An example of those to be reviewed are: Highway Safety Commission, Alarm Services Advisory Board, State Board of Private Security Examiners, State Board of Private Investigators Examiners, Fire Prevention Board Review, Medical Advisory Board, Fireman's Supplemental Pay Board, Supplemental Pay Board of Review for Municipal Police Officers, and Liquefied Petroleum Gas Commission.

OFFICE OF STATE POLICE

Patrol

Transportation & Environmental Safety Section (TESS) – Motor Carrier Safety Assistance Program (MCSAP) - The United States Code of Federal Regulations Title 49, Part 385, requires that all new motor carries be audited to ensure that basic safety monitoring controls are in place. Specifically, these safety audits review a new entrant's safety management systems and a sample of required records to assess compliance with the Federal Motor Carrier Safety Regulations (FMCSRs), applicable Hazardous Material Regulations (HMRs) and related record keeping requirements. Part 385 further states that these safety audits will be conducted by individuals certified and approved under Federal Motor Carrier Safety Administration (FMCSA) regulations.

While State Police is not statutorily mandated to perform this function, the Motor Carrier Safety Unit receives 100% Federal funding to accomplish this mission.

The Motor Carrier Safety Unit supports the Troops in certain crashes involving commercial motor vehicles by conducting “post-crash” investigations. When conditions and circumstances warrant these investigations, Motor Carrier Safety personnel assist the investigating trooper as a subject matter expert on commercial motor vehicles and commercial motor vehicle operators.

While these investigations are not statutorily mandated and are not considered an eligible expense as defined by the annual Federal Basic Grant, Motor Carrier Safety troopers are the only Department personnel qualified to conduct these activities

Emergency Services – Underground Utilities -Over the past three years, State Police has taken an aggressive approach to the enforcement of the “Louisiana Underground Utilities and Facilities Damage Prevention Law,” specifically, L.R.S. 40:1749.11-26. Even though the law does not specifically place the purview of enforcement under State Police, the pervasiveness of the number and types of offenses, which sometimes came with deadly consequences, required our immediate action. Over the past 3 years STATE POLICE has levied over \$500,000 in Underground Utilities fines, and the number of offenses has dropped dramatically in large part due to the aggressive enforcement posture taken by STATE POLICE. Our efforts have been recognized by Louisiana One Call, the entity that oversees the protection of underground utilities for the state of Louisiana. The unfortunate consequence of the loss of civilian positions to process and handle the administrative duties associated with enforcement of the Underground Utilities Law simply means that this mission, even though important, can only be done to the extent remaining civilian staffers can manage incoming paperwork.

Crime Lab

Administrative

The State Police Crime Lab has been responsible for the administration and coordination of federal grants and state monies that are ultimately given to the local crime laboratories. This was originally set up when the federal government initiated the funding for the President’s DNA initiative. While we find no specific mandate for this activity, the local laboratories have indicated to us that they rely heavily upon these dollars to operate. Additionally, many would not have the in house administrative support to adequately research, apply, and monitor grant awards.

Criminalistics and DNA Forensic

The State Police Crime Lab has often been called upon to provide training to local law enforcement in the area of crime scene investigations. This activity evolved from having experts in the varying forensic fields and from the expressed need from local and state entities needing to train their personnel.

- The State Police Crime Lab does provide forensic services statewide. However, there are other crime laboratories throughout the state that perform the same or similar duties. North Louisiana Crime Lab System, Southwest Crime Lab, Acadiana Crime Lab, Jefferson Parish Crime Lab, New Orleans Crime Lab, St. Tammany Crime Lab.

- These entities are all funded through different mechanisms. These entities have developed over time due to a high level of need and desire to have close, available, and timely forensic support.
- While the Crime Lab is the only agency with statewide jurisdiction and capabilities, it does not have the capacity to satisfy the service needs for the entire state.
- The Crime Lab primarily performs analysis for the greater Baton Rouge Metropolitan area, but assists whenever needed in other areas throughout the state.
- Some consideration should be given to a statewide laboratory system where resources could be shared/leveraged and administrative overhead reduced. For example, Georgia has a statewide laboratory system.
- A statewide laboratory system could take advantage of more specialized or sophisticated testing capabilities such as Yfiler DNA testing (highly sensitive and concentrated on the male DNA), Mitochondrial DNA (for highly degraded samples) and some Trace Evidence Analysis (paint, fibers, soil). This testing is not widely needed and therefore multiple agencies attempting to pursue these technologies would be expensive, time consuming, and redundant.
- Automation increases could be replicated quickly throughout the system. I.E. online reporting
- Outsourcing for backlogs could be coordinated at a state level with universal contracts rather than each agency trying to figure it out on their own.
- A complete picture of the forensics needs within the state could be developed rather than looking at individual labs and trying to understand the totality of the needs/capabilities/costs.

OFFICE OF MANAGEMENT AND FINANCE

State is mandated to perform both IRP (International Registration Plan) and IFTA (International Fuel Tax Agreement) audits; Public Safety Services currently performing the IRP audits while Dept of Revenue is performing the IFTA audits; Both are performed utilizing same mileage and fuel consumption records, therefore, resulting in duplication of effort; Dept of Revenue maintains regional auditors who perform the IFTA and other audits while Public Safety Services has Headquarters location only; State of Louisiana would benefit from cost savings associated with assigning existing Dept of Revenue regional staff to perform these additional audit functions associated with IRP;

Motor Vehicle Registration Monthly Renewals Invitations – Eliminate the printing and mailing of renewal notices that are sent out to the public as reminders to renew the sticker on their license plate. Estimate amount: from 75,000 to 85,000 renewals a month (average postage expenditure for these renewals is approximately \$877,104). Non-Staggered Renewal Invitations scheduled once a year. Estimated amount: from 500,000 to 600,000 renewals. Look into adding services electronically from Expresslane to handle these reminders. Email Service, etc.

Public Safety Services currently utilizes Lockbox services for Motor Vehicle and Drivers License renewals. Customers receive an "invitation to renew" containing all pertinent renewal instructions and costs with three options for renewal, one being renewal via Lockbox. This

evolves mailing an enclosed remittance coupon to a post office box along with payment. The Lockbox facility receives the payment, processes according to our specifications, immediately depositing the funds and sending an interface file to our department for electronic classification of revenue. This method is being expanded to include other areas of DPS which receive a high volume of checks. Revenue is deposited and classified faster, thereby enabling the State to take full advantage of investment options and reduces the amount of employee hours required to perform the functions.

Lockbox is a proven method of payment which adapts well with any renewable fee (permits, licenses, etc.). This function could also be utilized statewide with the implementation of LaGov. As receivables are created in LaGov, the remittance coupons could be incorporated with the invoice and lockbox accounts could be set up to facilitate better management of the States receivables.

Forms creation - This is used infrequently and can be outsourced. Look at a Statewide Form software development standard.

Civil Service requires employees to attend mandatory training through the Comprehensive Public Training Program (CPTP) which is not agency specific and thereby often lacks practicable application. These courses often require employees to be in attendance for several days at a time which creates an undue hardship on agencies that are functioning with limited staff. It is recommended that the CPTP mandatory training be eliminated and agencies have the option to contract agency specific training needs through other sources.

Supplemental Pay Outsourcing – The treasury currently administers the majority of supplemental pay (sheriffs). Therefore, consolidation of PSS administration to treasury is recommended. Our administrative role in Louisiana’s supplemental pay program for firefighters and police is currently entirely manual. Each month, we physically mail 600 warrants stating who received supplemental pay the previous month and determining whether the recipients are eligible to receive it for the current month. The warrant is signed by the fire chief, mayor or police chief, and payroll. This function takes a great deal of time and creates a large volume of paper. A private partner can automate and streamline the process, incorporating it into the HR portal or timekeeping and scheduling system. This approach would feature online approval to eliminate the extensive circulation of paper. A system-based supplemental pay solution would minimize paperwork and errors, speed the approval process, and virtually eliminate the potential for fraud by maintaining the entire process in a controlled, transparent environment.

OFFICE OF STATE FIRE MARSHAL

The State Fire Marshal’s benchmarks of reduction of duplicative services were achieved in previous fiscal years and during last fiscal year’s strategic reductions and reorganization of the office. Managers have individually evaluated performance and enforced the reductions. For example

- The State Fire Marshal has begun to integrate the duties of Manufactured Housing inspections and Fire and Safety inspections, thereby potentially creating a larger inspection force to serve the public in many areas of responsibility.
- R.S. 40:1563.2 requires that the state fire marshal shall collect a fee of thirty dollars per inspection for all required Family In-Home Day Care and Child Care Assistance inspections. The law also indicates that the state fire marshal shall not collect any other fees for the inspections and all fees collected shall be used to employ personnel to perform the inspections. In order to provide better statewide coverage on a timely basis, the Family In-Home Day Care and Child Care Assistance Inspection program duties (as specified by R.S. 40:1563.2 and the provisions of 42 U.S.C. 1766 and the regulations promulgated there under 7CFR 226 et seq.), are currently performed by all Fire and Safety inspectors.
- The Health Care Inspection section was created as an effort to prevent duplicate life safety inspection efforts by the Department of Health and Hospitals Health Standards Section (DHH). The Office of State Fire Marshal engages in an annual interagency agreement with DHH to provide Life Safety Code inspections and will evaluate methods to improve this service and reduce travel costs statewide.
- Inspectors have been cross-trained to assist in inspection of Amusement Rides and Fireworks stands and display setups during peak workload.

HIGHWAY SAFETY COMMISSION

- The NHTSA Fatal Analysis Reporting System (FARS) Section previously contracted with the LHSC to receive specific data elements of all fatal crashes that occur on Louisiana roadways. All crash data were entered by LHSC personnel and transmitted to a mainframe computer in Washington, D.C. FARS compiled and analyzed the data from all states to produce national statistics. The data is used to design safety projects to reduce fatalities, injuries, and economic losses from traffic crashes. This function was transferred to the Louisiana Department of Transportation and Development in 2006.
- In 2006 the LHSC maintained the traffic crash file for the State of Louisiana (all police reported traffic crashes). Copies of Uniform Motor Vehicle Traffic Crash Reports reviewed, edited then forwarded to LSU for data input and analysis. This function was also transferred to the Louisiana Department of Transportation and Development in 2006
- LHSC administers the records for the Motor Carrier Safety Crash Program through the auspices of the Federal Motor Carrier Safety Grant Program (FMCSA). This program requires that all crashes involving commercial motor carriers be reviewed and additional data elements captured. The information, concerning large truck and bus safety, is of vital concern to the public, industry, and government. The function will be discontinued by the LHSC in September, 2009 due to the grant period ending. Louisiana State Police have received a grant from the FMCSA to continue on this function.

- Louisiana Highway Safety Commission is an agency within Public Safety Services. The Executive Director of the LHSC is the Governor's Representative for Highway Safety. The Executive Director is appointed by the Governor and reports to the Governor on policy matters. Programmatically, LHSC reports to the Deputy Secretary of Public Safety Services who reviews and approves each agency budget and programs. The budget and program review process provides assurance to the State that duplication is avoided.
- A Commission of 21 members is responsible for providing the traffic safety program with policy direction and authorizing major highway safety actions to be implemented in Louisiana by LHSC staff. This Commission is titled the Louisiana Highway Safety Commission. The agency which provides staff to the board is also known as the Louisiana Highway Safety Commission.

LOUISIANA OIL SPILL COORDINATOR'S OFFICE (LOSCO)

Oil Spill Response Management Training Program - The effectiveness of a state response in the event of a spill incident depends, in part, on the experience of response personnel, their knowledge of the environment and response technologies, and their exposure to current information related to these issues. In addition, delays in spill response can be avoided if the response community is fully informed about the current rules and regulations regarding oil spills and is familiar with the contingency plans. With both government and industry response personnel trained and knowledgeable with regard to all these issues, the State's overall response capabilities are enhanced, the decision making process during a spill incident expedited, and resource protection improved.

In June of 1997, LOSCO established the Oil Spill Response Management Training Program to improve Louisiana's readiness for responding to oil spills that threaten our valuable natural resources. This program, the first of its kind in Louisiana, ensures the availability of trained government and industry personnel to respond to oil spills, facilitates information exchange, and improves coordination between government agencies, spill response organizations, and industry personnel.

The two-day course is a basic oil spill management course with an emphasis on environmental and regulatory issues, from initial notifications to Natural Resource Damage Assessment (NRDA). The course is offered once a month in different cities throughout the State.

Recommendation:

While this training program is not specifically mandated by law, the program is fully consistent with our mandate and supports our core mission. The program is used as one of our performance Indicator. The program enables LOSCO to train and exercise with our various stakeholders USCG, EPA, NOAA, DOI, State Police, GOHSEP, DEQ, DNR, DWF, Parishes, Responsible Parties, Oil Spill Response Organizations, etc. We recommend leaving the program in its current form.

SECTION SIX: CIVIL SERVICE AND EMPLOYEE BENEFITS

OFFICE OF MANAGEMENT AND FINANCE

Eliminate the Civil Service requirement to provide annual ISIS reports from agencies when Civil Service is able to obtain the same information in the ISIS system.

The new Civil Service policy requiring hiring agencies to determine application eligibility causes undue duplicity across state agencies. Multiple agencies now have to review an applicant's information and make the same determination when someone applies to multiple agencies. To reduce duplication, DOA could develop a statewide system for H.R. personnel from all agencies to enter and share these determinations or otherwise centrally locate the function.

The current Civil Service rules and pay policies governing the hiring process impede the agency's ability to actively recruit and hire qualified applicants. Our capability to compete with private industry in specialized areas, such as information technology, is stonewalled due to the cumbersome application processes and the restriction of the current pay structure. It is recommended that the Dept. of Civil Service resume the responsibility of determining minimum qualifications in order to ensure continuity amongst all agencies. Once an applicant has been deemed qualified for a specific classification, they should be identified as such on all subsequent submissions for job openings eliminating the repetitive unnecessary review by agencies. There should be pay mechanisms in place within agencies to recruit highly qualified applicants immediately without requiring the approval of Civil Service.

SECTION SEVEN: STUDIES AND OTHER RESOURCES

Multi-Agency Service Center Opportunities

This public private partnership approach makes sense within Louisiana's current budget initiatives, which require us to change our established operational approaches when there is no practical reason or statutory requirement mandating them—and when the traditional processes are too expensive and inefficient. Moreover, Public Safety's public private partnership pursuits need not end with Public Safety. The State of Louisiana has the chance to provide maximum benefit to its citizens and taxpayers by pursuing a multi-agency approach. A multi-agency approach will allow costs to be shared, facilities to be leveraged, economies of scale to be achieved and common processes to be standardized.

Public Safety is ready to lead in this area, making process compromises and agreeing to standardization where possible, in order to build public-private partnerships that meet the needs of multiple agencies. We will do so by keeping our eyes fixed on the needs of the citizens and taxpayers, and not on the bureaucratic interests. While many of the privatization opportunities we have reviewed would apply only to Public Safety, several of them offer efficient, cost-effective services that would benefit any State agency and the citizens they serve. These include:

- Customer Care - Any State agency currently operating a customer-facing or internal call center can realize operational savings and service improvements through the technology, quality management, and training a vendor can provide. The state can pay its customer care vendor through transactional pricing over the term of the agreement, eliminating initial capital expenditures.

A private partner specializing in customer care can introduce technologies and operational efficiencies geared specifically to call center personnel and service delivery. Vendor call center solutions usually include a fully programmable interactive voice response (IVR) system available 24/7 that provides extensive self-service capabilities for customers with little or no need for customer service representative (CSR) intervention. For the call center operation, vendors use sophisticated call routing and monitoring systems to reduce wait times, minimize abandoned calls, and ensure quality CSR service. The CSRs themselves would receive intensive training that combines the state's specific policy and service requirements with the vendor's established customer service curriculum.

The private sector has developed these and other customer care approaches to maximize operational efficiency, cost effectiveness, and service quality for state and city agencies across the country. Within Public Safety, The Office of Motor Vehicles (OMV) currently receives more than 106,000 calls per month with approximately 41 operators spread over various OMV departments. Moving to a public-private partnership for customer care would save OMV an estimated 15-20 percent of current expenditures. Other Public Safety sections, in particular Information Technology and Human Resources, could realize analogous savings through services provided by the same centralized call center. The initialed cost savings for Public Safety Services participation only is approximately

\$2M annually. The economies of scale will be realized as other state agencies are phased in.

- Document Management - Minimizing the use and flow of paper is a national trend in business and government. Louisiana agencies managing a high volume of paper documents can use electronic documents much more efficiently through outsourced mail, scanning, and workflow automation.
- Human Resource Services - Agencies relying on paper-based, manual, and error-prone time card processes can use the same online system, ISIS, for centrally managed timekeeping and scheduling system. Further HR partnership opportunities exist at the state-wide level.
- Remittance Processing - A single source for multi-agency customer remittance processing can eliminate repeated processes across agencies that share the service. This would also streamline and standardize accounting procedures across the State.
- Collections Services - A vendor for collections services can handle multiple business rules for multiple agencies, using proven collection techniques to increase revenues and minimize write-offs for every agency that participates.
- IT Services - IT savings of substantial amounts could be achieved by one of three methods—consolidating multiple agencies into one of the existing data centers, partial outsourcing of some of the equipment, or full outsourcing to a vendor’s data center.

To spread the benefits of vendor partnerships for these services as widely as possible in State government, we are suggesting that other agencies join with us in the creation of a Louisiana Multi-Agency Administrative Services Center. Such an operation would establish a public-private partnership to offer increased efficiency, reduced labor costs, and improved constituent services to any agency choosing to participate. With Public Safety serving as the lead or “charter” agency, we would work with the private sector partner or partners to establish the baseline operation and add agencies to the service pool over time. Every agency, depending on its level of participation, would realize savings analogous to those realized by Public Safety. Because tiered pricing will lower the cost per transaction for all participating agencies, everyone benefits.

OFFICE OF MANAGEMENT AND FINANCE

Consolidated Public Safety Services Service Centers throughout the State would allow for elimination of duplicate support services, building rents and utilities, as well as savings related to salaries and related benefits; Regional approach provides greater connectivity with staff and the public by shifting focus from Baton Rouge centered administration to a regional city administration which will enhance services and access by the public; In addition, this regional service center may house other agencies and services besides Public Safety Services.

SECTION EIGHT: AGENCY BEST PRACTICES

OFFICE OF MANAGEMENT AND FINANCE

Public Safety Services, Office of Management & Finance has undergone a consolidation/merger of staff and function related to Procurement, Grants Management, and Financial Services. Initiated 01/01/2009, all Procurement and Grant Management duties and responsibilities have been absorbed within Financial Services Division. As the development phase of the new Statewide ERP system has evolved, so has Financial Services. With the foresight of a consolidated Procurement and Financial Accounting system, Public Safety Services has physically relocated all Procurement staff and are in process of reassigning them to existing fiscal teams within Financial Services. These staff members will be integrated to the point where any inquiry or process impacting a purchase or payment can be handled by a staff team in the same locale with same resources, therefore, eliminating the need for duplicate files and unnecessary paper shuffling. Truly a paperless environment with all electronic facilitation. In addition, all Grant Management duties have been absorbed by the Financial Services Division allowing for the discontinuance of additional staff assigned solely to grant reimbursements. These duties have been assigned among the professional accounting staff already in place on the fiscal teams within Financial Services Division. Both of these mergers have contributed to increased customer service as well as best practices for routine business processes in the procurement, payment and reporting of all purchases to include the reimbursement of Grant funds.

Decentralization of Warehouse

The procedure to acquire supplies from the Public Safety Services Warehouse at headquarters in Baton Rouge has been modified to better serve the needs of the Department, streamline operations, and create efficiencies and savings. All Public Safety Services field offices statewide are to utilize LaCarte and local vendors to purchase items as needed keeping in mind that the rule of thumb in an annual appropriation is to only purchase the quantity that can be used in one fiscal year. In addition to meeting budget parameters, this practice is fiscally prudent and eliminates large storage needs.

OFFICE OF MOTOR VEHICLES

- Reviewed production of statewide offices
 - Significant reduction of fraudulent activity
- Positions relocated based on production
- Reorganized field structure – allowed for reduction of 3 FTE
- Combined upper level management duties with middle level management
- Eliminated middle level management tier (District Manager)
- Established additional service locations for reinstatement of driver licenses

Sulphur	Deridder
Jennings	Abbeville
Opelousas	Oakdale
Rayville	Port Allen
New Roads	Colfax

Pineville

- Reduced services in low producing offices while maintaining compliance with R.S. 32:408(A)11
 - Requires one of the motor vehicle field offices established within a parish shall be located in the parish seat. If an existing office is not in the parish seat, an additional office shall be located in the parish seat.
 - Kinder 3 days
 - Lake Providence 2 days
 - St. Joseph 1 day
 - Port Sulphur 1 day
- Mobile Unit
 - Provides services statewide as requested
 - Service dedicated to St. Bernard Parish one week of each month
 - Until parish officials replace office destroyed by Hurricane Katrina