cdps

**COLORADO
DEPARTMENT
OF PUBLIC SAFETY**

November 6, 2009

Dear Fellow Coloradans:

Fiscal 2009 brought a diverse set of challenges and opportunities for the Department of Public Safety (CDPS). Marked by changes in executive leadership, expansion into new areas of focus, special events of international magnitude, and the beginning of a difficult economic recession, the year offered ample opportunity for the Department's employees to shine.

In charting a course through these unique events, the Department's executive management team continued to maintain an unwavering focus on five critical goals:
- reducing criminal recidivism and prison population growth;
- protecting Colorado's vast infrastructure from terrorist attacks;
- improving the delivery of laboratory and investigative services to local law enforcement agencies, district attorneys, and Colorado's citizens;
- enhancing the safety of students and teachers in Colorado's schools; and
- promoting safety on Colorado's highways.

Promoting Highway Safety
Fiscal 2009 brought continued success in the Colorado State Patrol's efforts to reduce fatal and injury crashes on Colorado's highways. In 2001, the Patrol investigated 522 fatalities on its assigned roadways. By contrast, during calendar year 2008, the Patrol investigated crashes involving 287 fatalities, representing a 9.5% decrease over 2007, and a 45.0% decrease since 2001. Similarly, injury crashes on Patrol-covered roads declined by 8.1% from 2007 to 2008.

Improving CBI Service Delivery to Local Agencies and other Stakeholders
Significant steps were taken by new CBI Director Ron Sloan to strengthen the leadership of key operations in Denver and in Grand Junction, including the hiring of a deputy director for the Grand Junction office. The CBI has also established a sub-station in the Montrose Sheriff's Office, allowing for a part-time resident agent to provide more immediate response to requests for assistance from local agencies in the Montrose/Delta area.

Although evidence backlogs continue to trouble the CBI and its local partners, the CBI is pleased to have eliminated the backlog for controlled substance testing in the Grand Junction office. During FY 2008-09, the Bureau also maintained the

Bill Ritter, Jr.
GOVERNOR

Peter A. Weir
EXECUTIVE DIRECTOR

Colorado State
Patrol

Colorado Bureau
of Investigation

Division of
Criminal Justice

Office of Preparedness,
Security, and Fire Safety

turnaround time for fingerprint-based background checks for civil employment at an average of 3 days, after seeing peak turnaround times reach over 45 days in FY 2007-08.

Establishment of the new Colorado School Safety Resource Center
Senate Bill 08-001 created the new School Safety Resource Center, which was among the recommendations issued by the Columbine Review Commission. The School Safety Resource Center's first director was recruited and hired, along with staff, in December 2008, with the first regional day-long school safety conference being organized by Center staff in May 2009. Among other responsibilities, the Center began providing intensive technical assistance on a request basis to school districts in southwest and southern Colorado. Technical assistance includes the development of safety guidelines, violence prevention strategies and incident recovery plans.

Issuance of first set of recommendations by the Colorado Commission on Criminal and Juvenile Justice
Members of the Colorado Commission on Criminal and Juvenile Justice released their first set of recommendations for improvements to the criminal justice system. These 66 recommendations focused on reforming reentry programs for adult offenders to prevent the reoccurrence of criminal behavior. Some of the Commission's recommendations were incorporated into bills introduced in the 2009 session of the General Assembly.

Eight bills were passed by the 2009 General Assembly that reflected the work of the Commission, and the implementation of many other recommendations is underway. These bills addressed myriad topics affecting criminal recidivism, including:
- reversing the mandatory revocation of a driver's license for certain non-driving offenses;
- modifying and standardizing practices for awarding "good time" and "earned time" credits to jail inmates;
- improving inmates' access to funding for post-secondary education;
- issuing summons in lieu of arrest warrants on appropriate Felony class 4, 5, and 6 crimes;
- increasing the age of eligibility for offenders to be sentenced to the Department of Corrections' Youthful Offender System in lieu of adult prison;
- sealing juvenile conviction records;
- increasing the amount of time an inmate may have deducted from his sentence for good behavior; and
- creating a mobile processing unit within the Department of Revenue to increase the likelihood that inmates released from custody will have verifiable state identification.

Convening an Immigration Enforcement Task Force, followed by a lengthy set of comprehensive recommendations
In August 2008, a driver who was later discovered to be residing in the U.S. without documentation was involved in a double-fatal traffic crash in Aurora. The high-profile case in Aurora generated intense public debate over the ability of state and local law enforcement agencies to deal with illegal aliens. At the request of the Governor, the department convened a

special task force that met for more than 16 hours in October and November to develop more than two dozen recommendations designed to address many of the public concerns raised by local officials and citizens. Issued in December 2008, the recommendations included a number of steps that would help provide current alien status information to officers on the street which could result in faster referrals to ICE.

A collaborative revolution in hiring top executives
During Fiscal 2009, the Department wished fond farewells to both Col. Mark Trostel, Chief of the Colorado State Patrol, and Robert Cantwell, Director of the Colorado Bureau of Investigation.

For the first time, the process of replacing the leaders of these divisions included the active participation of members of the various CDPS divisions, as well as anyone else in the Department who cared to participate. The process included completing surveys and conducting group meetings to discuss what leadership qualities members of CDPS divisions sought for the challenges facing them. Additionally, the Department received an unprecedented level of cooperation from local law enforcement agencies, district attorneys, and Colorado legislators. At no other time in the 25 year history of the department has such a diverse pool of individuals participated so meaningfully in the selection of division directors.

I am proud in the past year to have appointed Ronald C. Sloan as the Director of the Colorado Bureau of Investigation, and Col. James M. Wolfinbarger as the Chief of the Colorado State Patrol.

Successful hosting of the 2008 Democratic National Convention and the Denver Convention of the Medal of Honor Society:
The Colorado Bureau of Investigation coordinated Colorado state government's safety plans for hosting the DNC, with a major security contribution from the Colorado State Patrol. The CSP also was responsible for analyzing and providing intelligence information. CDPS efforts contributed to the hosting of a major international event without any significant incident resulting in injury or property damage. About one month later, nearly 100 surviving recipients of the Medal of Honor gathered in Denver for their 2008 convention. The Patrol provided security and escort services to recipients and their families.

Looking Forward
For all Colorado agencies, Fiscal 2010 and 2011 promise to bring some new, unusual difficulties. The economic downturn and resultant General Fund shortfall will cause ongoing cutbacks in some of the Department's most critical programs, including CBI Laboratory Services, CBI Investigations, Community Corrections, DCJ Research and Statistics, and the School Safety Resource Center. Employee furloughs, hiring slowdowns, and other potential actions that may materially affect total employee compensation will likely serve to injure employee morale, affect retention, and harm recruitment. Leaders and managers throughout the Department will be called
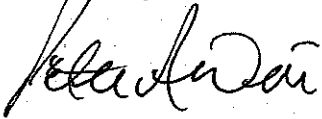
upon to guide their employees through a tremendously uncertain time.

The upcoming months will also bring some exciting changes to CDPS. In the first quarter of calendar 2010, the CBI will launch the new Colorado Crime Information System, the culmination of a three-year project to replace the backbone of the State's crime information sharing network. The Division of Fire safety will welcome the transfer of the School Safety Inspection program from the Department of Labor and Employment, with an aim to improve the safety of school and community college construction across Colorado. The Office of Preparedness and Security will expand its information analysis operations to incorporate more local cooperation in an all-crimes capacity. And, the Colorado Commission on Criminal and Juvenile Justice will continue to propose innovative means of reducing criminal recidivism in Colorado.

In Conclusion
I am honored to work with one of the finest executive management teams in the State, and expect that they will join with the hundreds of loyal employees of CDPS to help the Department to successfully navigate some of the rough waters ahead. It continues to bring me great pleasure to lead, and be a part of, the extraordinary group of men and women that comprise this Department, all of whom display an unbending dedication to preserving the peace and safety of Colorado's citizens.

Sincerely,

Peter A. Weir
Executive Director

Colorado Department of Public Safety

Strategic Plan

Executive Director's Office

Colorado State Patrol

Office of Preparedness, Security, and Fire Safety
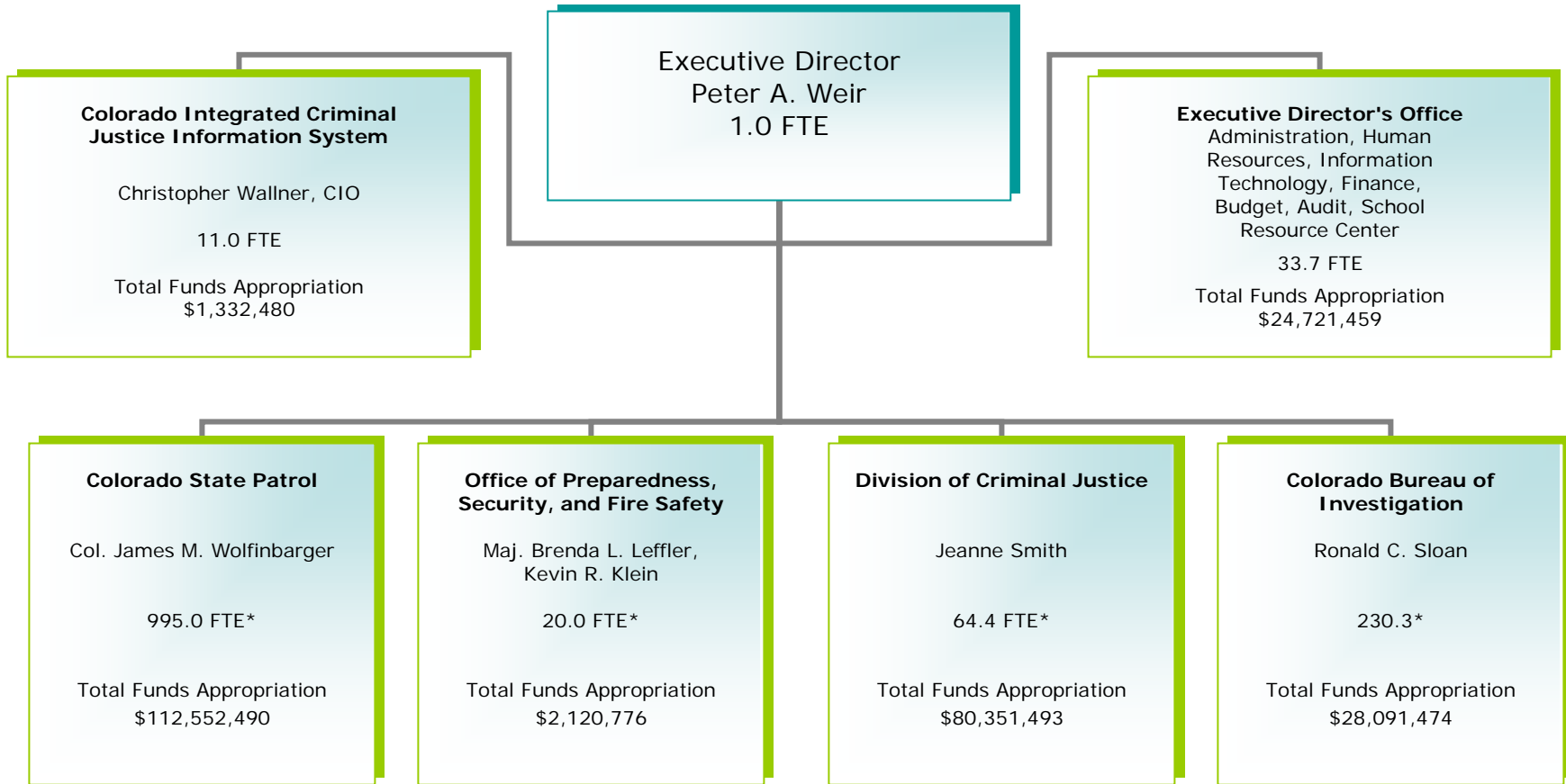
Division of Criminal Justice

Colorado Bureau of Investigation

Peter A. Weir
Executive Director

November 6, 2009

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Colorado Department of Public Safety
Organizational Chart
Fiscal Year 2009-10
Total FTE: 1,355.4
Total Funds Appropriation:

Executive Director
Peter A. Weir
1.0 FTE

Colorado Integrated Criminal Justice Information System

Christopher Wallner, CIO

11.0 FTE

Total Funds Appropriation
$1,332,480

Executive Director's Office
Administration, Human Resources, Information Technology, Finance, Budget, Audit, School Resource Center

33.7 FTE

Total Funds Appropriation
$24,721,459

Colorado State Patrol

Col. James M. Wolfinbarger

995.0 FTE*

Total Funds Appropriation
$112,552,490

Office of Preparedness, Security, and Fire Safety

Maj. Brenda L. Leffler, Kevin R. Klein

20.0 FTE*

Total Funds Appropriation
$2,120,776

Division of Criminal Justice

Jeanne Smith

64.4 FTE*

Total Funds Appropriation
$80,351,493

Colorado Bureau of Investigation

Ronald C. Sloan

230.3*

Total Funds Appropriation
$28,091,474

- Includes 100% Federally Funded Employees

Colorado Department of Public Safety
Executive Director's Office Organizational Chart
Fiscal Year 2009-10
Total FTE: 45.7
Total Funds Appropriation: $26,053,939

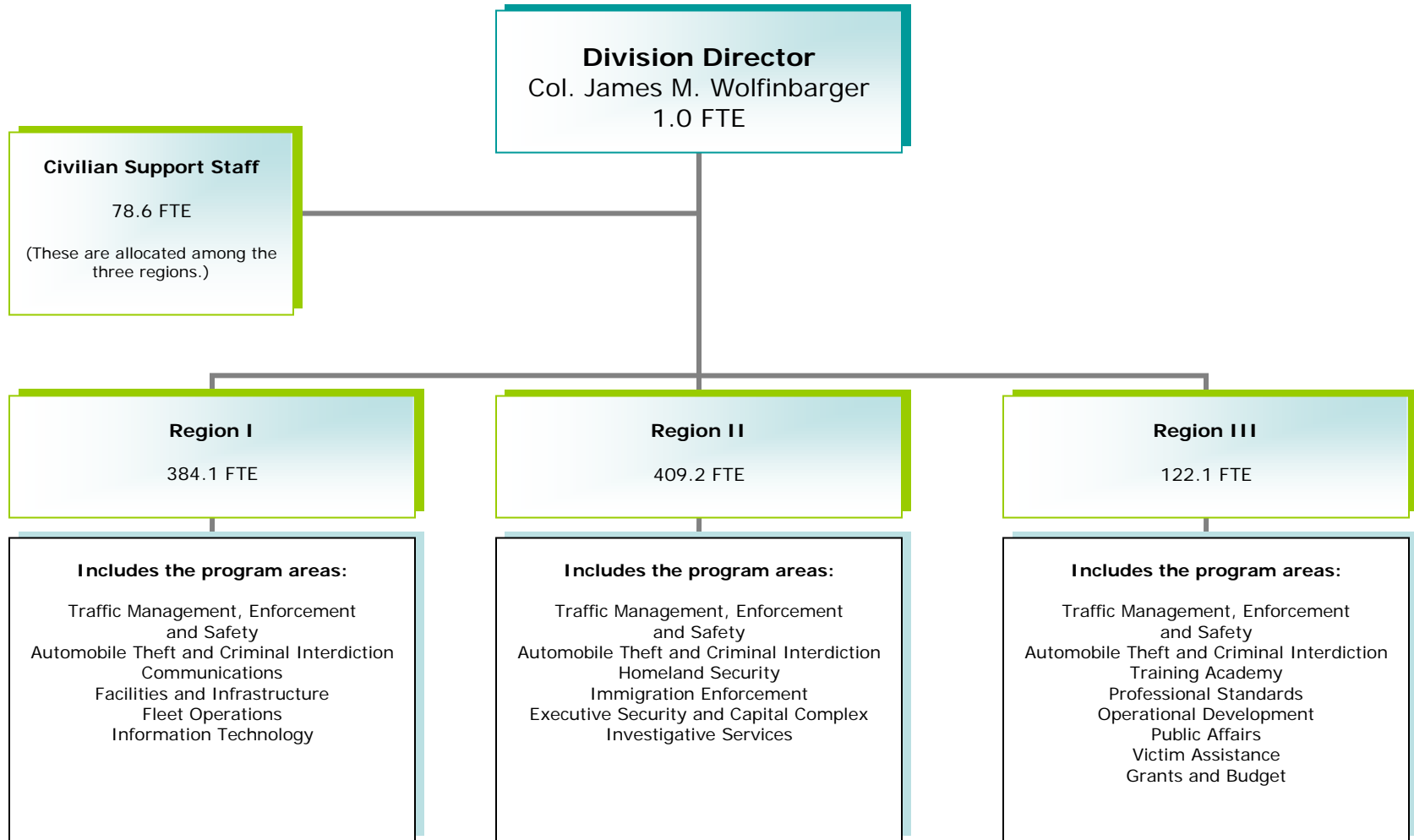|	
Colorado Integrated Criminal Justice Information System Christopher Wallner 11.0 FTE	**Executive Director** 1.0 FTE

Executive Assistant & Administration 2.0 FTE

School Safety Resource Center 5.0 FTE

Deputy Executive Director 1.0 FTE

Budget and Financial Services 13.0 FTE

Human Resource Services 9.2 FTE

Planning & Resource Development 2.5 FTE

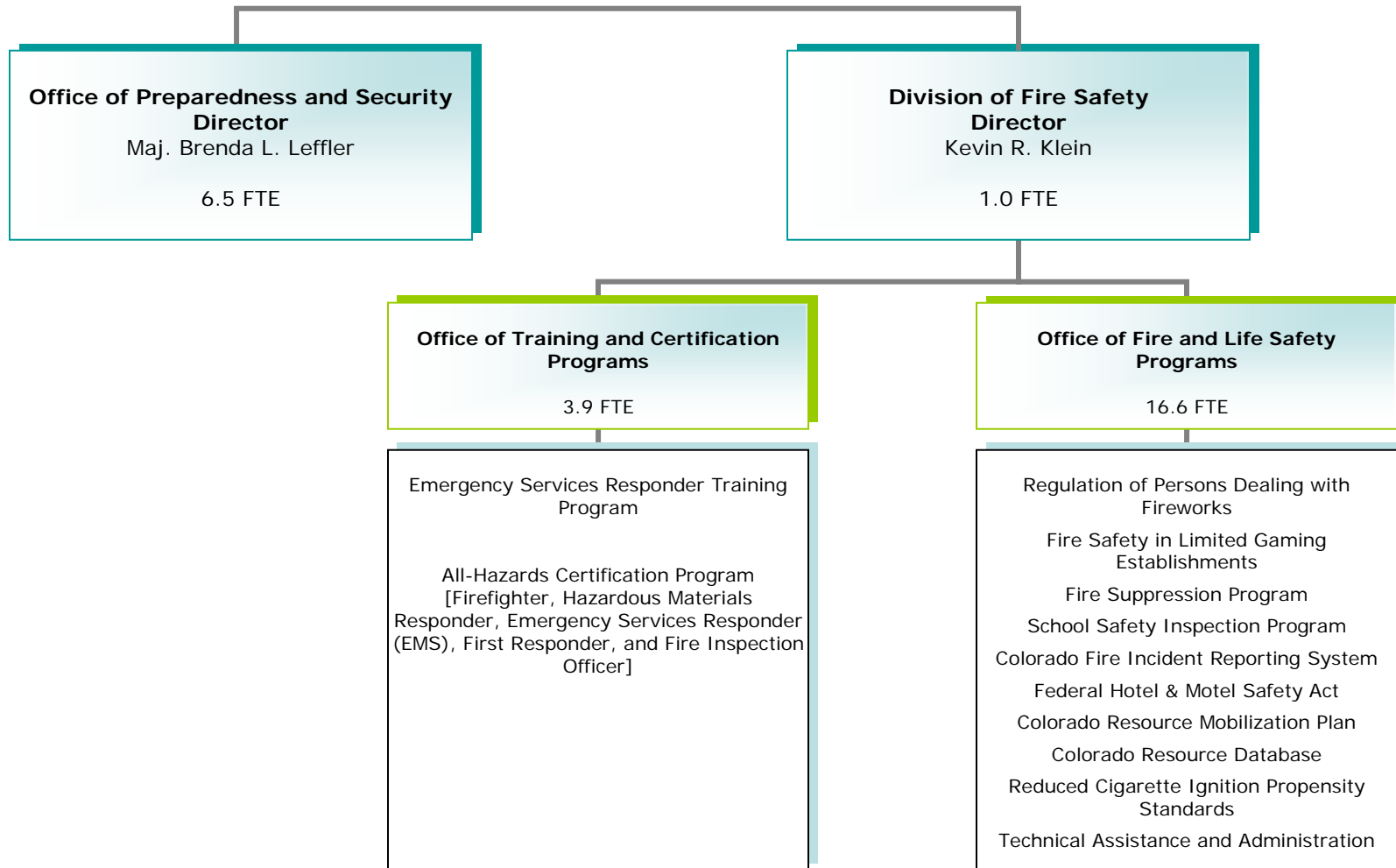**Information Technology Services** 1.0 FTE
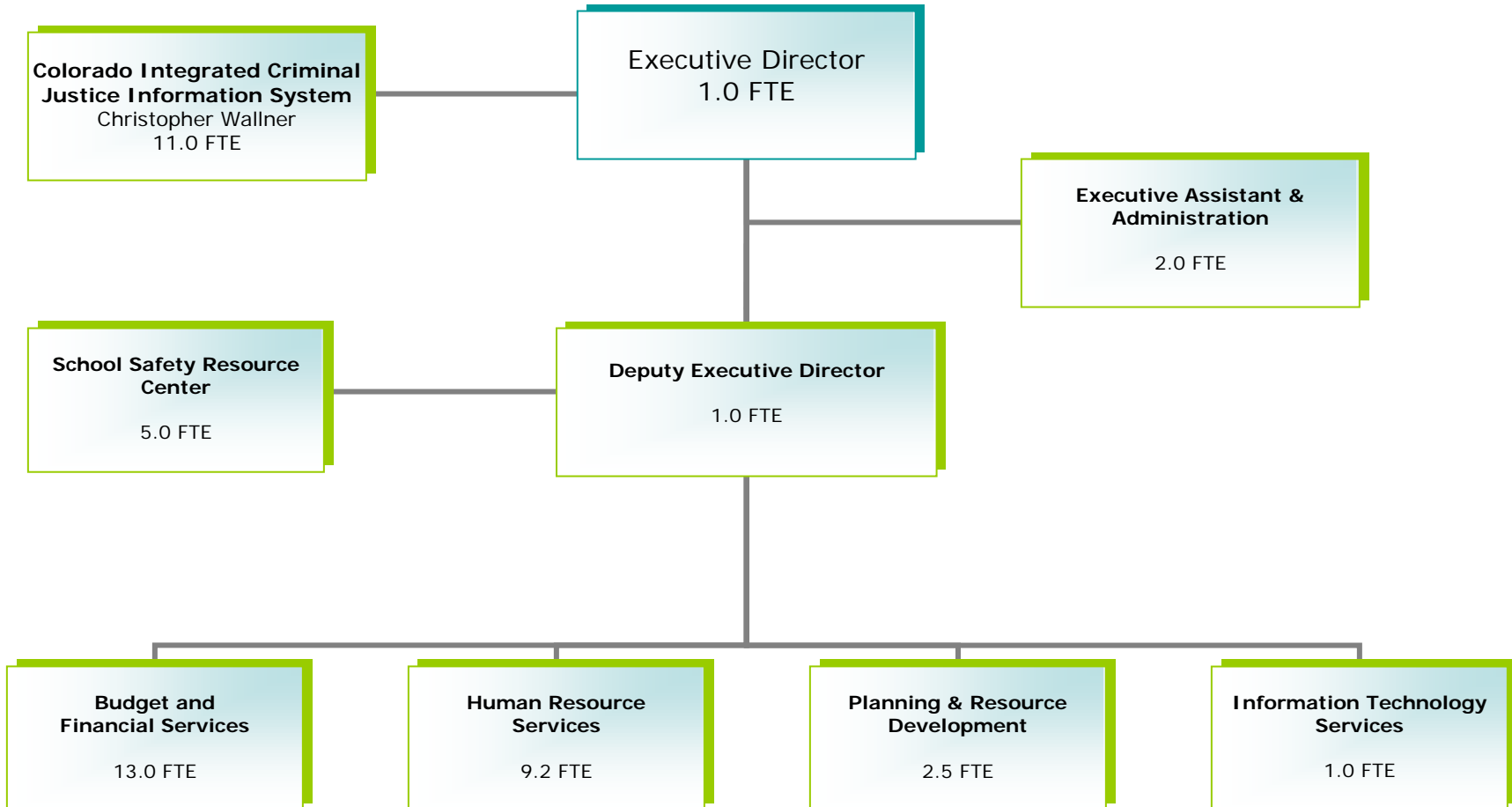
Colorado Department of Public Safety
Colorado State Patrol Organizational Chart
Fiscal Year 2009-10
Total FTE: 995.0*
Total Funds Appropriation: $112,552,490

Division Director
Col. James M. Wolfinbarger
1.0 FTE

Civilian Support Staff

78.6 FTE

(These are allocated among the three regions.)

Region I

384.1 FTE

Region II

409.2 FTE

Region III

122.1 FTE

Includes the program areas:

Traffic Management, Enforcement
and Safety
Automobile Theft and Criminal Interdiction
Communications
Facilities and Infrastructure
Fleet Operations
Information Technology

Includes the program areas:

Traffic Management, Enforcement
and Safety
Automobile Theft and Criminal Interdiction
Homeland Security
Immigration Enforcement
Executive Security and Capital Complex
Investigative Services

Includes the program areas:

Traffic Management, Enforcement
and Safety
Automobile Theft and Criminal Interdiction
Training Academy
Professional Standards
Operational Development
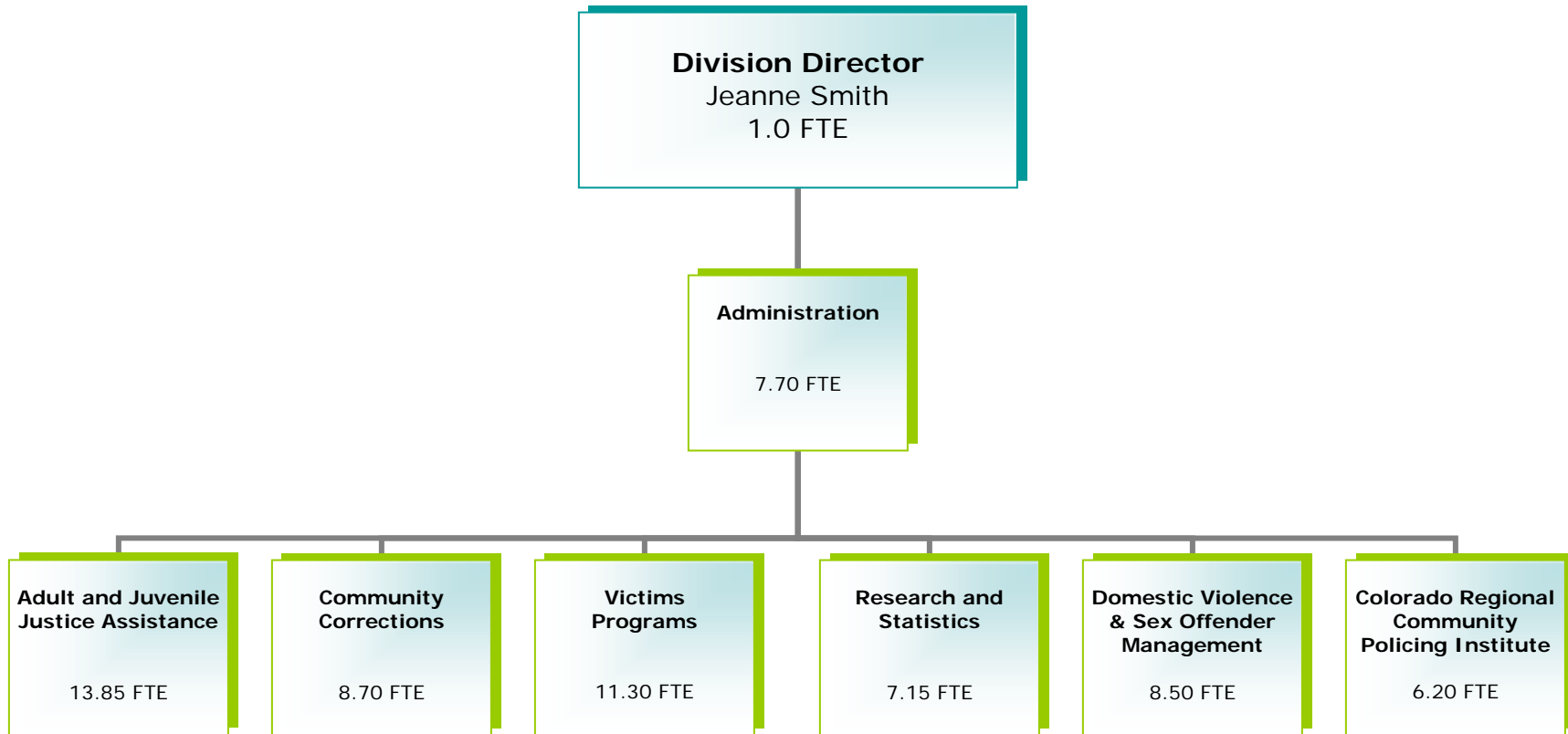Public Affairs
Victim Assistance
Grants and Budget

- Includes 100% Federally Funded Employees

Colorado Department of Public Safety
Office of Preparedness, Security, and Fire Safety
Fiscal Year 2009-10
Total FTE: 28.0*
Total Funds Appropriation: $2,120,776

Office of Preparedness and Security
Director
Maj. Brenda L. Leffler

6.5 FTE

Division of Fire Safety
Director
Kevin R. Klein

1.0 FTE

Office of Training and Certification
Programs

3.9 FTE

Office of Fire and Life Safety
Programs

16.6 FTE

Emergency Services Responder Training
Program

All-Hazards Certification Program
[Firefighter, Hazardous Materials
Responder, Emergency Services Responder
(EMS), First Responder, and Fire Inspection
Officer]

Regulation of Persons Dealing with
Fireworks

Fire Safety in Limited Gaming
Establishments

Fire Suppression Program

School Safety Inspection Program

Colorado Fire Incident Reporting System

Federal Hotel & Motel Safety Act

Colorado Resource Mobilization Plan

Colorado Resource Database

Reduced Cigarette Ignition Propensity
Standards

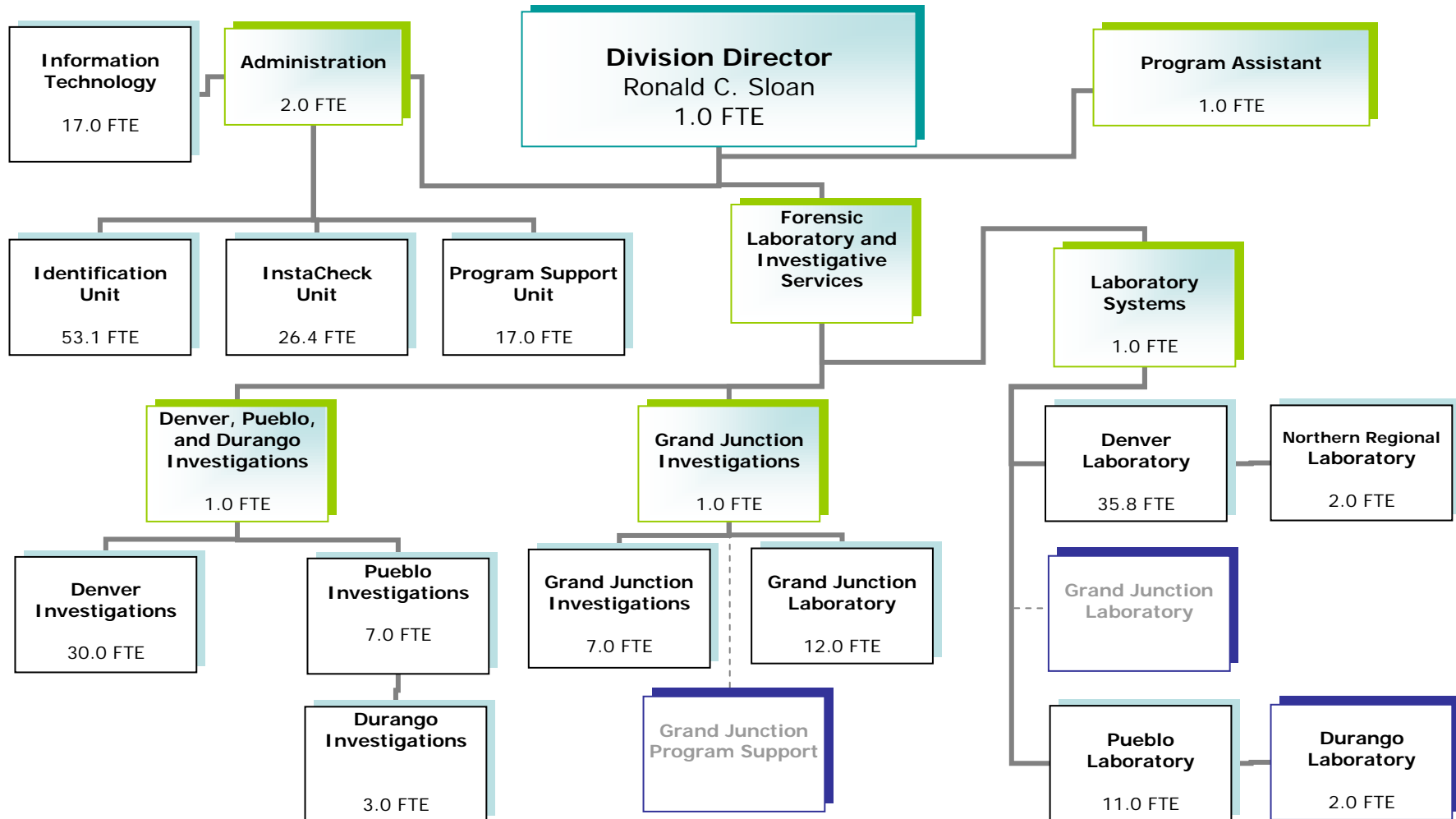Technical Assistance and Administration

- Includes 100% Federally Funded Employees

Colorado Department of Public Safety
Division of Criminal Justice Organizational Chart
Fiscal Year 2009-10
Total FTE: 64.4*
Total Funds Appropriation: $80,351,493

Division Director
Jeanne Smith
1.0 FTE

Administration

7.70 FTE

Adult and Juvenile Justice Assistance	**Community Corrections**	**Victims Programs**	**Research and Statistics**	**Domestic Violence & Sex Offender Management**	**Colorado Regional Community Policing Institute**
13.85 FTE	8.70 FTE	11.30 FTE	7.15 FTE	8.50 FTE	6.20 FTE

- Includes 100% Federally Funded Employees

Colorado Department of Public Safety
Colorado Bureau of Investigation Organizational Chart
Fiscal Year 2009-10
Total FTE: 230.3*
Total Funds Appropriation: $27,706,995

Division Director
Ronald C. Sloan
1.0 FTE

Information Technology
17.0 FTE

Administration
2.0 FTE

Program Assistant
1.0 FTE

Identification Unit
53.1 FTE

InstaCheck Unit
26.4 FTE

Program Support Unit
17.0 FTE

Forensic Laboratory and Investigative Services

Laboratory Systems
1.0 FTE

Denver, Pueblo, and Durango Investigations
1.0 FTE

Grand Junction Investigations
1.0 FTE

Denver Laboratory
35.8 FTE

Northern Regional Laboratory
2.0 FTE

Denver Investigations
30.0 FTE

Pueblo Investigations
7.0 FTE

Grand Junction Investigations
7.0 FTE

Grand Junction Laboratory
12.0 FTE

Grand Junction Laboratory

Durango Investigations
3.0 FTE

Grand Junction Program Support

Pueblo Laboratory
11.0 FTE

Durango Laboratory
2.0 FTE

1-92

- Includes 100% Federally Funded Employees

STRATEGIC PLAN

Colorado Department of Public Safety

Executive Director's Office
Colorado State Patrol
Office of Preparedness, Security, and Fire Safety
Division of Criminal Justice
Colorado Bureau of Investigation

Introduction

The Colorado Department of Public Safety [CDPS] is the single, statewide law enforcement agency in Colorado. CDPS provides a broad range of public safety services throughout the state. Agencies within CDPS include; the Executive Director's Office [EDO], the Colorado State Patrol [CSP], the Office of Preparedness, Security, and Fire Safety [OPSFS], the Division of Criminal Justice [DCJ], and the Colorado Bureau of Investigation [CBI].

Organizational Charts

The organizational charts for the department, each division, and the Executive Director's Office are provided prior to this narrative section of the strategic plan.

Mission Statement

The mission of the Colorado Department of Public Safety is to provide a safe environment in Colorado by maintaining, promoting, and enhancing public safety through law enforcement, criminal investigations, fire and crime prevention, recidivism reduction, and victim advocacy. The CDPS also provides professional support of the criminal justice system, fire safety community, other governmental agencies, and private entities. Throughout, our goal is to serve the public through an organization that emphasizes quality and integrity.

Vision Statement

Seeking excellence in public safety through integrity, science, research, technical competence, and community partnerships.

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CDPS CORE OBJECTIVES AND PERFORMANCE MEASURES

1. Traffic Safety

Objective: Reduce the number of serious crashes investigated by the Colorado State Patrol on Colorado Roadways.

Performance Measure	Outcome	CY 2007 Actual		CY 2008 Actual		CY 2009 Approp.		CY 2010 Request	
		Incidents	Change	Incidents	Change	Incidents	Change	Incidents	Change
Through an increased and more effective Patrol presence on highways, reduce by at least *two percent* annually the number of fatal and injury crashes investigated by CSP Officers	Benchmark	8,020	(2.0%)	4,464	(2.0%)	4,096	(2.0%)	4,014	(2.0%)
	Actual	4,556 [1]	(44.3%)	4,180	(8.2%)				

*Strategy***:** The traffic safety objective of the CDPS is achieved through the commitment of the Colorado State Patrol (CSP) to ensure a safe and secure environment in Colorado for all persons by providing professional law enforcement through responsive, courteous, caring, and dedicated service. In addition to the use of advanced technologies and training, success in improving traffic safety on Colorado roadways is secured through the creation and fostering of partnerships: with other state departments including the divisions of the CDPS; with federal, state, county, tribal and municipal agencies; with CSP members; and with the citizens of and communities in the State of Colorado. The CSP will achieve a reduction in the number of serious crashes on Colorado roadways through:

- a six percent (6%) reduction in the number of fatal and injury crashes investigated by CSP troopers on targeted roads (safety zones),
- a minimum of a two percent (2%) reduction in the number of fatal and injury crashes investigated by CSP troopers on non-targeted roads, and
- a four percent (4%) reduction in the number of DUI/DUID caused fatal and injury crashes investigated by CSP troopers.

These objectives are accomplished through a trooper deployment strategy that:
- targets specific driving behaviors that correlate to serious crashes, such as impaired driving;
- targets specific stretches of road (safety zones);
- targets a designated time period in order to stop traffic fatalities for four consecutive days.

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[1] The definition of an injury crash was changed, resulting in significantly fewer injury crashes reported in comparison to previous years.

Evaluation of Success in Reaching FY 2008-09 Benchmarks: The State Patrol met its benchmarks.

This strategic direction and deployment strategy, first implemented July 1, 2002, has significantly reduced the number of Patrol investigated fatal and injury crashes. The Colorado State Patrol has significantly improved both targeted and non-targeted road safety during the 2008 calendar year. During the period January 1, 2008, to December 31, 2008, the agency has reduced the number of fatal and injury crashes on non-targeted roads by 8.0 percent. Similarly, on targeted road segments (where saturation patrols were regularly conducted) reductions were even greater, falling by 14.8 percent. The total reduction in fatal and injury crashes investigated by CSP troopers on all CSP roads was 8.2% in calendar year 2008.

2. Laboratory Services

Objective: Reduce the backlog of cases submitted to the CBI laboratory that are awaiting analysis.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Increase by 5% annually the number of cases submitted to the CBI laboratory that are processed and returned to the requesting agency within 30 days.	Benchmark	90%	90%	90%	90%	90%
	Actual	19.99%	14.9%			

Strategy: The CBI has undertaken two separate strategies to address its laboratory backlog.

I. <u>Increase Available Personnel</u> – As part of its FY 2008-09 budget request, the Department received approval for 3.0 additional laboratory analysts to focus specifically on latent prints left at crime scenes. It is expected that these additional laboratory analysts will decrease turnaround times for cases submitted to the CBI.

Second, the Department received approval to reorganize the CBI's Long Bill structure, allowing the CBI Director to shift resources, as may be necessary, between the Laboratory and Investigation sections. While this reorganization may not immediately impact laboratory backlogs, it allows the CBI to more immediately and effectively adapt its operations to shifts in demand for services.

II. <u>Increase Operational Efficiencies</u> – Through the ongoing implementation of its Laboratory Information Management System (LIMS), the CBI is gaining valuable data to analyze its existing operations. With LIMS, the CBI has identified internal inefficiencies, improved internal and external communications, reduced redundant activities, and maximized its workflow processes. Furthermore, as technology trends within the forensic science fields change, the CBI will continue to monitor opportunities to increase efficiencies through the implementation of new, automated systems.

Evaluation of Success in Reaching FY 2008-09 Benchmarks: Both the quality and quantity of work performed by the CBI laboratory analysts continues to be on par with or exceed the national average, as detailed in the 2005 Survey of Crime Laboratories Bureau of Justice Standard publication. Further reduction of the CBI laboratory case backlog will come from additional personnel, changes in workflow processes, a change in business practices, or a combination of these.

The additional personnel received as part of the FY 2008-09 budget resulted in an increase in the number of cases completed; however, due to the large increase in property crimes for the DNA section, the overall percentage of cases completed within 30 days actually decreased from 19.99% in Fiscal Year 2008 to 14.9% in Fiscal Year 2009. The decrease in backlog and, more importantly, the increase in number of cases completed annually, can be attributed to the increase in staff.

In the discipline of biological sciences there has been a marked increase in case submissions and therefore an increase in the backlog. In FY 2009-10, the CBI has asked for additional personnel to assist in processing these case submissions, but was thwarted by the scarcity of State revenue. The CBI is also using federal grant dollars to purchase DNA casework robots that it anticipates may provide added efficiencies in sample processes, especially related to property crimes. The CBI's biological science casework units have used federal dollars to work toward improvements in efficiencies within the unit. The robots have been purchased and validation work is being done at this time, with a goal of bringing the them on-line in September 2009. In addition, the CBI is in the process of procuring a temperature monitoring system and process mapping/project design to increase both efficiency as well as security of refrigerated supplies and evidence.

3. Counter-Terrorism and Infrastructure Protection

Objective: Increase the ability of critical infrastructure elements throughout Colorado to deter and/or withstand a terrorist attack.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Increase annually the percentage of vulnerability assessment recommendations implemented by site managers.	Benchmark	100%	100%	100%	100%	100%
	Actual	30%	40%			

Strategy: The Office of Preparedness and Security's *Rubicon* team is responsible for conducting full-spectrum integrated vulnerability assessments on Colorado's most critical infrastructure and key resources. The assessments include detailed on-site inspections that identify vulnerabilities from an all-hazards approach, such as crime, natural disasters, sabotage, and acts of terrorism. During the assessment, the Rubicon team focuses on and evaluates six key areas for the site: physical security, infrastructure, structural characteristics, emergency response, information technology, and business continuity. After vulnerabilities are identified

and prioritized, the Rubicon team recommends reduction, mitigation, and vulnerability strategies with the ultimate goals of reducing potential loss of life, property damage, and economic devastation.

At the conclusion of each critical infrastructure assessment, the Rubicon team provides site representatives with an evaluation and feedback survey. The survey requests that each site estimate the percentage of Rubicon assessment recommendations that would be implemented, provided adequate funding was available.

In 2008, the Office of Preparedness and Security, in collaboration with the Governor's Office of Homeland Security, adopted a new critical infrastructure assessment process that is sponsored by the U.S. Department of Homeland Security and allows the controlled and protected sharing of critical infrastructure data with local first responders. The new program, the Constellation/Automated Critical Asset Management System (C/ACAMS), provides the framework for critical infrastructure protection at state and local levels. C/ACAMS allows local first responders, emergency managers and those who have related infrastructure protection duties access to critical information in both emergency and non-emergency situations. C/ACAMS uses a secure, web-based Internet portal to provide easy and reliable access to first responders. The Rubicon team provides statewide training in the C/ACAMS assessment process and maintains the State C/ACAMS database. The widespread implementation of the C/ACAMS program will allow critical infrastructure site owners the opportunity to partner with local first responders and implement site assessment recommendations.

Evaluation of Success in Reaching FY 2007-08 Benchmarks: A typical Rubicon critical infrastructure assessment can result in 200 to 300 recommendations and range from no-cost to very costly. It is difficult to measure how many recommendations are implemented because in most cases we never hear from the recipient on what measures were taken as a result of an assessment. The 30% figure is obtained from a survey done with the critical infrastructure on what they think they might be feasible to implement. Provided the reviewed sites were able to secure adequate funding, the implementation percentage stretches to 90%.

4. Recidivism Reduction

Objective: Reduce the likelihood of criminal recidivism through an increase in Community Corrections program compliance and accountability.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Improve overall Community Corrections program compliance through an annual decrease in the average Risk Factor Analysis score.	Benchmark	22.0%	N/A	18.0%	17.5%	TBD
	Actual	Outcome measures have significantly changed, making direct comparison impossible. See below.				

Strategy: In FY 2007-2008, the Department collaborated with its sister state agencies and with community corrections boards and providers to develop a weighting system for the *Colorado Community Corrections Standards*. The weighting system identifies areas of programmatic performance that are most likely to significantly impact public safety, offender treatment and offender management. The weighting system is now used for community corrections program audits.

By consensus with all stakeholders, the weighting system also allows the statutorily-mandated *Risk Factor Analysis* (RFA) to serve as the model for program compliance and accountability. Any program that cannot score well enough on the RFA to reach minimum satisfactory levels of performance will receive extra attention and technical assistance. If that program's audit scores still do not improve to minimum satisfactory levels within a reasonable period time, the local community corrections board will be required by contract to withdraw its bed allocations from the program at the end of the fiscal year.

Even after it has lost its ability to receive offenders, a program with scores below minimum satisfactory levels of performance of the RFA may request that the Department perform an additional audit by agreeing to reimburse the state for the actual cost of the additional audit.

Evaluation of Success in Reaching FY 2008-09 Benchmarks: Outcome measures have significantly changed, making direct comparison between earlier RFA scores impossible. However, in the newly-published Risk Factor Analysis, all programs have scored above the High Risk category for the first time, and more programs are now in the better-performing categories than at any time in the history of the RFA. These improvements have occurred in the context of a significant increase in the number of audits and a focus on audit items that have a direct impact on public safety and offender rehabilitation.

5. Fire Safety

Objective: Contribute to an annual reduction in the occurrence of fire-related fatalities in Colorado.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Contribute to an annual reduction in the number of fire-related deaths per 100,000 population in Colorado.[2]	Benchmark	0.400 deaths per 100,000 population	0.500 deaths per 100,000 population	0.500 deaths per 100,000 population	0.480 deaths per 100,000 population	0.480 deaths per 100,000 population
	Actual	0.540 deaths per 100,000 population	0.503 deaths per 100,000 population			

Strategy: The Division of Fire Safety's strategy in minimizing deaths, injuries and other fire-related losses is to provide firefighter certification, training, and technical support to Colorado's fire departments and their firefighters. In addition, the Division will provide statistical analysis for policy development that may impact fire losses. The Division intends to improve its training and certification programs and data analysis program, and continue providing technical support.

Evaluation of Success in Reaching FY 2008-09 Benchmarks: Colorado did not meet its fire-related fatality per capita benchmark in FY2008-09. Colorado, and the nation as a whole, experienced a significant increase in fire-related fatalities in CY 2008; however, for FY 2008-09 Colorado had a lower fatality rate than in FY 2007-08. While the U.S. fire problem, on a per capita basis, is one of the worst in the industrial world – thousands of Americans die each year in fires – Colorado does much better than the nation as a whole (0.503 deaths per 100,000 versus 1.10)[3] and better than western states combined (0.84 deaths per 100,000)[4].

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[2] In order to improve accuracy, the Division uses annual mortality statistics that do not precisely coincide with the fiscal year.
[3] National Fire Protection Association, Fire Loss in the United States 2008, September 2009.
[4] U.S. Fire Administration/National Fire Data Center, Fire Risk, Topical Fire Research Series, Volume 4 – Issue 7.

COLORADO STATE PATROL
OBJECTIVES AND PERFORMANCE MEASURES

1. Traffic Safety

Objective: Reduce injuries and fatalities resulting from DUI/DUID-caused crashes.

Performance Measure	Outcome	CY 2007 Actual		CY 2008 Actual		CY 2008 Approp.		CY 2009 Request	
		Incidents	Change	Incidents	Change	Incidents	Change	Incidents	Change
Through an increased and more effective Patrol presence on highways, reduce by at least *four percent annually* the number of DUI/DUID-caused fatal and injury crashes investigated by CSP officers.	Benchmark	978	(4.0%)	679	(4.0%)	635	(4.0%)	610	(4.0%)
	Actual	707	(30.5%)	661	(6.5%)				

Strategy: As with other traffic safety performance goals, the Patrol relies on a strategy of increasing its high-visibility enforcement efforts to discourage driving under the influence of drugs or alcohol. The Patrol will continue to combine high-visibility enforcement with special, federally-funded campaigns, such as "The Heat is On," to educate the general public of the dangers of driving while intoxicated.

Evaluation of Success in Reaching FY 2008-09 Benchmarks: In CY 2008, the Patrol wrote 5,717 citations for driving under the influence of alcohol or drugs (DUI/DUID). The number of DUI/DUID-caused injury and fatal crashes decreased by 7.8 percent from 682 in CY 2007 to 629 in CY 2008. Crashes that involve alcohol and drugs are likely to be more severe than other types of crashes, involving higher speeds and often include passengers not wearing seat belts. In CY 2008, 40.8 percent of DUI/DUID-caused crashes resulted in injuries and/or fatalities. When DUI/DUID are not the cause of a crash, 15.0 percent resulted in injuries and/or fatalities.

2. Communications Services

Objective: Reduce the time taken by CSP Troopers to respond to calls for service.

Performance Measure	Outcome	CY 2007 Actual		CY 2008 Actual		CY 2009 Approp.		CY 2010 Request	
		Time	Change	Time	Change	Time	Change	Time	Change
Reduce by at least *five percent annually* the time it takse CSP Communications Branch employees to dispatch calls for assistance to fatal and injury crashes or other reports of road hazards.	Benchmark	19.8	(5.0%)	20.70 Min.	(5.0%)	20.4 Min.	(5.0%)	19.4 Min.	(5.0%)
	Actual	21.8 Min.	4.8%	21.5 Min.	(0.3%)				

Strategy: The Colorado State Patrol provides a professional communications system for all CSP officers and to 63 other governmental agencies in order to accurately disseminate information, thereby enhancing officer safety and public protection. Its five regional centers – which are located in Denver, Pueblo, Alamosa, Montrose, and Craig – serve as the primary points of contact for citizens requiring public safety services statewide.

*Evaluation of Success in Reaching FY 2008-09 Benchmarks***:** In CY 2008, the Patrol had a statewide average response time of 21.5 minutes for traffic crashes (a 0.3% decrease from CY 2007). This statewide average response time starts when a call for service from the public is received by a CSP dispatcher, and ends when a CSP officer arrives at a scene.

3. Commercial Motor Vehicle Safety

Objective: Reduce the frequency and severity of crashes involving commercial motor vehicles.

Performance Measure	Outcome	CY 2007 Actual		CY 2008 Actual		CY 2009 Approp.		CY 2010 Request	
		Incidents	Change	Incidents	Change	Incidents	Change	Incidents	Change
Through an increased and more effective Patrol presence on highways, reduce by at least *five percent annually* the number of motor vehicle crashes investigated by CSP officers involving commercial vehicles.	Benchmark	2,335	(5%)	2,491	(5%)	1,967	(5.0%)	2,249	(5.0%)
	Actual	2,623	6.7%	2,071	(21.4%)				

Strategy: The federally-funded Motor Carrier Safety Assistance Program (MCSAP) enhances the Patrol's statutory commercial vehicle safety and enforcement responsibility. Primary strategies for the unit include:

- Performing audits of commercial carriers for compliance with Code of Federal Regulations, compliance reviews, safety inspections, and educational safety audits;
- Performing statewide CVSA inspections on roadways, and responding to serious commercial vehicle crashes upon request of local law enforcement agencies; and
- Providing assistance to the public with regard to all laws affecting motor carrier safety.

Evaluation of Success in Reaching FY 2008-09 Benchmarks: In CY 2008, the Patrol realized a 21.4% reduction in the number of motor vehicle crashes involving commercial vehicles as compared with CY 2007.

4. Hazardous Materials Safety

Objective: Reduce the frequency and severity of crashes involving motor vehicles containing hazardous materials.

Performance Measure	Outcome	CY 2007 Actual		CY 2008 Actual		CY 2009 Actual.		CY 2010 Request	
		Incidents	Change	Incidents	Change	Incidents	Change	Incidents	Change
Reduce by at least *four percent annually* the number of highway incidents covered by CSP officers involving hazardous materials.	Benchmark	221	(4.0%)	160	(4%)	156	(4.0%)	212	(4.0%)
	Actual	167	(11.0%)	162	(3.0%)				

Strategy: Hazardous materials response and enforcement activities are dedicated to improving the overall safety of hazardous material transportation in order to protect citizens and the environment. This is accomplished by the safe and efficient movement of hazardous materials on Colorado's roadways through:

- The development and enforcement of safe transportation, permitting, and routing rules and regulations;
- Communication and cooperation with all entities involved in the shipping and transporting of hazardous materials;
- The provision of prompt response and mitigation resources for on-highway hazardous substance (material) incidents; and
- The support of local governments through mutual-aid agreements or other formal requests for assistance.

Evaluation of Success in Reaching FY 2008-09 Benchmarks: Highway incidents involving hazardous materials include: a release of fuel or cargo in transportation as a result of a crash or as a result of something other than a crash.

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OFFICE OF PREPAREDNESS AND SECURITY
OBJECTIVES AND PERFORMANCE MEASURES

1. Counter-Terrorism and Infrastructure Protection

Objective: Enhance the capacity of Colorado Law Enforcement officers to prevent, identify, and respond to significant public safety threats.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Increase annually the number of counter-terrorism and school safety training courses offered by the Office of Preparedness and Security.	Benchmark	5	5	6	7	7
	Actual	5	7			

Strategy: To effect a marginal increase in the number of training courses offered, OPS will be required to significantly reallocate the time of existing staff. Meanwhile, the availability of federal funds to continue OPS operations is decreasing. Similarly, private foundation funding for school safety operations is at significant risk of being eliminated. Should funding reductions force a commensurate reduction in OPS staff, it may not be possible to progress toward this performance measure.

Evaluation of Success in Reaching FY 2008-09 Benchmarks: The following courses were conducted in FY 08-09; three Terrorism Liaison Officer (TLO) and four Automated Critical Asset Management System (ACAMS). The TLO and ACAMS programs are statewide initiatives, TLO's are trained in every Colorado county, with 300 people trained. There are 4,000 assets entered into the ACAMS database of critical infrastructure/key resources; 155 users have been trained, representing thirty-seven Colorado agencies.

DIVISION OF FIRE SAFETY
OBJECTIVES AND PERFORMANCE MEASURES

1. Life Safety in Public Schools and Junior Colleges

Objective: Ensure that the Fire Code is enforced during school construction projects, and that new and existing school buildings are maintained in accordance with the Fire Code.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Increase the percentage of schools and junior colleges that have annual state-level fire inspections	Benchmark	100%	100%	100%	90%	100%
	Actual	21%	91%	100%		

Strategy: This is a new program for the Division of Fire Safety. Under HB09-1151, the public school construction and inspection programs within both the Division of Fire Safety and the Division of Oil and Public Safety (OPS) within the Department of Labor and Employment (CDLE) are being consolidated within the Division of Fire Safety on January 1, 2010.

The separate school construction and inspection programs were established under HB06-1158 and HB08-1027. Under these bills, the Division of Fire Safety certifies fire inspectors and plan reviewers for public schools. The Division of Fire Safety also performs building plan reviews, construction inspections and annual maintenance inspections when the local fire department does not have appropriately certified inspectors or does not desire to do them. The Division of Oil and Public Safety has responsibility for adopting the codes, issuing building permits, performing construction inspections, and issuing certificates of occupancy.   However, the building and fire codes are companion codes with identical fire and life safety requirements; meaning both agencies often address the same issue, which results in redundancies and increased construction time that will be eliminated through consolidation. Consolidation of the programs will create a "one-stop shop" for school districts and their contractors; improve communications; and expedite plan reviews, inspections, and issuing certificates of occupancy.

The strategy for improving the school safety inspection program is to successfully consolidate the programs and apply the resources necessary to conduct the construction plan reviews, construction inspections and annual fire inspections. This should be accomplished through the resources allocated to the Division in HB09-1151 and by continuing to develop and certify local jurisdictions to conduct plan reviews and inspections for their school districts.

The Division intends to improve compliance by increased public outreach to inform public school officials, local fire officials and design professionals about the program's requirements.

Based upon current certification statistics, approximately 67 percent of public school buildings are expected to be inspected by local fire departments. These departments are not currently reporting inspections; therefore, the Division cannot obtain accurate counts of completed

inspections at this time. The strategy for improving the reporting of inspections includes public outreach and establishing rules and procedures for proper reporting.

*Evaluation of Success in Reaching FY 2008-09 Benchmarks***:**
In FY 2007-08, the Division performed 136 annual maintenance inspections. In FY2008-09, the Division conducted 446 of these inspections; a 228 percent increase. Combining inspections performed by local fire departments with the inspections conducted by the Division, it is estimated that 91 percent of the public schools and junior colleges received maintenance inspections in FY2008-09.

The OPS also made substantial improvements in FY2008-09, by decreasing noted violations and corrections from 49 percent in FY2007-08 to 34 percent.

2. All-Hazards Certification Programs

Objective: Maximize efficiency and customer satisfaction with the Division's Certification Programs

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Decrease annually the number of days required to process 90 percent of certification renewal applications	Benchmark	30 Days	30 Days	40 Days	45 Days	30 Days
	Actual	60 Days*	40 Days			

* These figures are estimates only – the Division's existing certification system cannot track these data.

Strategy: The Division is experiencing serious difficulties with the existing technology utilized in its various certification programs. Unfortunately, the Division's certification system can no longer keep up with demands. Therefore, the Division is pursuing the implementation of new technology that has the capacity to handle the existing certification programs and meet the increased demand for firefighter certification. The Division is working with the Governor's Office of Information Technology and vendors to implement new technology in CY2010.

*Evaluation of Success in Reaching FY 2007-08 Benchmarks***:**
Until new technology is implemented, the Division cannot meet its benchmark of processing certifications in 30 days or less. The Division's existing system allows only one person at a time to access the system.

3. Emergency Resource Mobilization

Objective: Increase the completeness and accuracy of the State's Emergency Resource Inventory Report.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Annually increase the number of resources cataloged for emergency response.[5]	Benchmark	N/A	N/A	8,100	8,250	8,500
	Actual	4,116	7,957			

Strategy: The Division's strategy to ensure that the State can mobilize emergency resources during a disaster is to continue to build the Resource Ordering and Status System (ROSS). At the end of FY2008-09, the Division was able to fill the vacant position for the Emergency Resource Mobilization Program Manager, which substantially improved the Division's ability to increase the completeness and accuracy of the Emergency Resource Inventory. In addition, the Division received substantial grant funds to support the program's technology development.

*Evaluation of Success in Reaching FY 2008-09 Benchmarks***:**
In FY2008-09, the Division made significant progress toward further development and wider implementation of ROSS. Fire, law enforcement, emergency medical and public works resources have been cataloged. In addition, the Colorado Emergency Resource Mobilization Plan was substantially updated.

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[5] This is a new performance measure. The previous measure used a percentage of resources entered into ROSS; however, as new resources are continuously identified, the previous measure has become imprecise.

DIVISION OF CRIMINAL JUSTICE
OBJECTIVES AND PERFORMANCE MEASURES

1. Domestic Violence and Sex Offender Management

Objective: Increase provider compliance with Sex Offender Management Board (SOMB) and Domestic Violence Offender Management Board (DVOMB) Standards statewide.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Increase the overall percentage of DVOMB and SOMB providers who demonstrate Standards compliance in the quality assurance review.	Benchmark	83%	83%	75%	80%	80%
	Actual	72%	86%			

Strategy: State statute requires standards for domestic violence and sex offender treatment including provider qualifications. Effective treatment of domestic violence and/or sex offenders depends largely on the compliance by treatment providers with these standards. The extent of provider compliance directly affects the delivery of service to offenders and thereby community and victim safety. To ensure proper implementation of the standards, DCJ will work to expand its capacity to perform appropriate compliance reviews on existing approved providers. This includes thorough reviews of re-applications, regular quality assurance reviews, and investigation of any complaints received. (Please note that DCJ has elected to focus this performance measure on existing approved providers, as it is expected that new applicants will need a higher percentage of assistance with Standards compliance.)

Evaluation of Success in Reaching FY 2008-09 Benchmarks: The ODVSOM has adjusted the benchmarks for FY 2009-10 and FY 2010-11 down from the previously-estimated 83% and 84%, based upon now having access to 3 years of sex offender treatment provider data (FY 2005-06 = 72%, FY 2006-07 = 82%, and FY 2007-08 = 72%). The approved sex offender treatment providers are on a 3-year renewal cycle, with a third due to re-apply during each of the 3 years. It does now appear that there is some level of variability from one year to the next in terms of Standards compliance, depending on which cohort of providers is being required to re-apply.

The approved domestic violence offender treatment providers are on a two year renewal cycle with all providers renewing at the same time every two years beginning in February of 2009. This new data will be reported early in FY 2009-10.

2. Community Policing Training

Objective: Strengthen the performance and professionalism of Colorado law enforcement agencies through training, education, and technical assistance.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Increase the number of Colorado Law Enforcement personnel completing CRCPI professional skills training	Benchmark	3,000	1,500	1,000	1,000	1,000
	Actual	1,461	10,49			

Strategy: Due to the loss of federal funding, DCJ will be finalizing federal grant requirements and reducing staff. Focus will only be on cash received for training purposes.

Evaluation of Success in Reaching FY 2008-09 Benchmarks: All existing federal funding for Community Policing training will end during FY 2009-10, and the new focus will be on new cash funds received for training and curriculum development.

3. Division Administrative Support

Objective: Annually improve the efficiency and effectiveness of services delivered both to agencies that make grant awards to DCJ, and to recipients of grants administered by DCJ.

Performance Measure	Outcome	FY 2007-08 Actual		FY 2008-09 Actual		FY 2009-10 Appropriation		FY 2010-11 Request	
		Fed. Funds Distributed	% Adm.		% Adm.		% Adm.		% Adm.
Maximize funding available for programmatic activities of grants by decreasing the percentage spent for direct and indirect administrative purposes.	Benchmark	$15,000,000/ $255,000	1.7%	$15,000,000/ $255,000	1.7%	$20,124,454/ $604,848	1.5%	$20,124,454/ $604,848	1.5%
	Actual	$17,809,462/ $386,487	2.2%	$17,882,272/ $350,694	1.9%				

Strategy: DCJ will focus primarily on process improvement to increase the efficiency of managing grants received by the Division by focusing resources on technological improvements such as an automated grants tracking and management system. Additionally, DCJ will pursue decision items to fund the Division's State-mandated administrative responsibilities which will further reduce the burden placed on federal grants through existing

direct and/or indirect funding mechanisms. DCJ will administer grants in the most effective manner possible so subgrantees or other beneficiaries of funds receive maximum resources.

*Evaluation of Success in Reaching FY 2008-09 Benchmarks***:** DCJ has identified as a performance measure the need to decrease administrative dependence on federal funds, based upon the trend toward decreasing federal grant awards. This performance measure was designed to identify DCJ's increased efficiency in completion of the administrative functions as a product of the total grant expenditures, divided by the amount of federal indirect cost recoveries utilized for administration purposes. However, DCJ has noted that the decreasing amount of federal funds indicated in the table causes the percentages to increase, despite steps taken by DCJ to increase efficiency. DCJ has taken steps to decrease its reliance on federal indirect cost recoveries through a decision item to fund one of its previously federal-funded positions out of State General Fund, and the elimination/consolidation of another administration position. Given the trend in decreasing federal grant expenditures, the variables associated with the change in Departmental indirect needs, and the inability to demonstrate the increased efficiencies clearly being taken by DCJ, the Division has identified a more appropriate performance measure for the Strategic Plan in 2009.

Grant funds received under the American Recovery and Reinvestment Act (ARRA) are included in the "Objective" and "Strategy" outlined above, and will be subject to all performance measures outlined for this objective.

COLORADO BUREAU OF INVESTIGATION
OBJECTIVES AND PERFORMANCE MEASURES

1. Investigative Assistance

Objective: Provide a timely and appropriate response to all requests from local law enforcement agencies for criminal investigative support for Part 1 crimes (homicide, sexual assault, assault, arson, and robbery).

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Ensure that CBI agents complete all investigative reports within 10 days of the closure of a case, or of their termination of assignment.	Benchmark	100%	100%	100%	100%	100%
	Actual	85%	85%			

Strategy: The CBI will continue to focus primarily on increasing operational efficiencies as a means of making progress in this important measure of performance. With the ongoing implementation of its Information Management System, the CBI continues to gather valuable data to analyze its existing operations, and will be able to harness this information in efforts to improve communications, identify linkages and crime patterns, and maximize its workflow processes. The CBI continues to maximize its limited appropriations through the practice of utilizing lower-cost *investigative intelligence analysts* to organize front-end investigative strategies, thereby allowing the Criminal Investigators to focus greater efforts on more complex investigative tasks.

Evaluation of Success in Reaching FY 2008-09 Benchmarks: At this time, the system continues to require the supervisors to manually ensure completion of reports within the time frame established by the measure, therefore continuing to limit the actual outcome to 85%. Enhancements to the Information Management System would provide CBI Supervisors with management tools to better manage the measure and would increase the actual outcome.

CBI continues to review what enhancements to the current system are needed, and is also looking at the complete replacement of the current information management system in FY 2010-11. The CBI has made federal grant applications, and will explore partnering with CSP to replace the current information management system. The enhancements or replacement system will include the ability to complete reports within the 10-day time frame of the case closure or the completion of the assignment.

2. Colorado Crime Information System

Objective: Ensure appropriate availability of the Colorado Crime Information Center (CCIC) to law enforcement and other users statewide.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Increase the availability of the CCIS system by at least 0.1% annually	Benchmark	99.0%	99.0%	99.0%	99.0%	99.0%
	Actual	98.8%	99.4%			

Strategy: "Availability" of the Colorado Crime Information System (CCIS) is defined as providing active network connections to all end users, including Computer-Aided Dispatch (CAD), Records Management System (RMS), Mobile Data Computer (MDC), and Internet Newcom connections. The primary strategy currently being undertaken to improve performance is the replacement of the Message Switch, which serves as the backbone of the CCIS. This critical CCIS component is over 12 years old, and has become increasingly brittle with age. Aided by FY 2006-07 and FY 2007-08 capital construction appropriations totaling $7.8 million, replacement of the CCIS backbone is estimated for completion in the fall of 2009.

CDPS has awarded the replacement project to Analyst International (AI) and Computer Projects of Illinois (CPI). Combined, they bring a wealth of experience in the replacement of criminal justice systems. This is evidenced with installations, of their proven solution, in 26 other states. The Department has recently completed the Design Phase of the project and are currently in the Build Phase.

Variables outside the control of the department that could have an impact on its ability to meet this performance measure include, but are not limited to:

(1) failure of obsolete system hardware, software, and technologies that make up the CCIS;

(2) deficiencies caused by the location of the CCIS in a facility that was never designed to support a critical systems datacenter, and that lacks proper environmental control capacities; and

(3) funding limitations that may prevent the department from obtaining the budgetary resources necessary for updating or replacing critical CCIS assets once they reach the end of their life-cycle (5-8 years maximum).

Evaluation of Success in Reaching FY 2008-09 Benchmarks: The Department successfully exceeded our annual goal of a 0.1% increase by enacting a number of preventative measures to address potential problems before they lead to network outages.

3. Identification

Objective: Improve the efficiency and timeliness of processing requests for fingerprint-based identification.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Reduce the backlog of civil requests for fingerprint-based criminal history inquiries by a minimum of 10 percent annually.	Benchmark	3 Days	3 Days	3 Days	3 Days	3 Days
	Actual	45 Days Avg May – 9 days June – 4 days	3 Days Avg.			

Note: Actual days are calculated as business days

Strategy: The CBI is pursuing several strategies to speed the processing of civil fingerprint requests, including:
- Developing a plan to purchase a new Automated Fingerprint Identification System (AFIS) to increase processing speed. The CBI will continue research to institute a fingerprint applicant fee increase to generate sufficient revenue for funding a new AFIS;
- Continuing collaboration and training with local law enforcement agencies to increase the number of criminal fingerprints electronically submitted, freeing CBI staff to focus on the reduction of the civil identification backlog; and
- Building internal efficiencies through more effective deployment of resources, including the judicious use of overtime.

*Evaluation of Success in Reaching FY 2008-09 Benchmarks***:** During FY 2008-09:
- The decrease in processing from 45 days in FY07-08 to 3 days average in FY 2008-09 is due to changes in scheduling, additional overtime, and training.
- The CBI largely completed development of a Request for Proposals (RFP) for an updated AFIS. Finishing touches will be applied during FY 2009-10, and publication of the RFP is anticipated sometime during FY 2009-10.
- At the onset of FY 2008-09, H.B. 08-1085 went into effect, allowing the CBI to retain unexpended and unencumbered identification revenue. As this fund balance grows, the CBI anticipates that it will generate sufficient funding to procure a new AFIS.

4. CCIC Program Support

Objective: Meet the triennial audit mandate, established by the FBI's Criminal Justice Information System (CJIS) division, for agencies with access to the CCIC and NCIC systems.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Complete all necessary triennial audits as required by the FBI CJIS division.	Benchmark	130	130	130	155	195
	Actual	102	126			

Strategy: The FBI CJIS Security Policy requires the CBI to be responsible for ensuring local law enforcement agency compliance with the security guidelines. In addition, the CBI is responsible for ensuring all policies are being adhered to at the CBI and its constituent agencies. As such, National Crime Information Center (NCIC) policy mandates, at least once every three years, the CBI audit each agency with direct access to the Colorado Crime Information Center (CCIC) and NCIC. The FBI reviews CBI enforcement of CJIS policies once every three years. In most cases, the FBI looks for efforts to correct specific audit issues. Failure to respond or to correct audit findings may result in sanctioning and, ultimately, NCIC access termination.

The purpose of the audit process is to provide training and ensure integrity of the criminal justice information entered into the CCIC. Without an audit of local law enforcement agencies' use of CCIC/NCIC, it is likely users will make entry errors, thereby compromising the quality of the information in the system. This can have a negative impact as law enforcement agencies accessing CCIC/NCIC systems that may take action based on faulty Colorado records.

The CBI Program Support Unit (PSU) currently has five full time employees assigned to CCIC/NCIC local agency audits and training, to include one employee assigned to the CBI Grand Junction office to conduct audits and training on the western slope. It is estimated each auditor can complete 65 audits annually. With five auditors it is estimated that 325 audits will be completed annually. During this fiscal year and a majority of the next fiscal year, two of the auditors have been assigned to assist planning and implementation of the Colorado Crime Information System (CCIS), and four of the auditors will be removed from the audit process during the testing period of the CCIS, which is expected to be implemented in early-mid 2010. As a result, audits will not be completed the months of July 2009 – February 2010, with the exception of the agencies on the western slope, which the auditor located in the CBI Grand Junction office will complete.

During the FY 2009-10, the CBI PSU plans to obtain an online audit reporting tool to allow the CBI auditors to conduct audits in a paperless fashion. This tool will allow the process of conducting audits more efficiently and effectively by accessing the audit questionnaire, provide correspondence, report compliance issues and mitigate strategies on-line.

*Evaluation of Success in Reaching FY 2008-09 Benchmarks***:** The CBI PSU completed 114 audits and 12 additional audits cooperatively with the FBI in October 2008; totaling 126 audits in FY 2008-09. Although the audit team is fully staffed, two of the auditors have been temporarily assigned to assist with the CCIS implementation, and four of the auditors will be assigned to the testing phase of this project; causing a deficit in the FY 2008-09 projections. Upon completion of the CCIS project in early 2010, all auditors will return to their scheduled audit assignments.

5. InstaCheck

Objective: Minimize the average wait time before an InstaCheck operator answers a call for service.

Performance Measure	Outcome	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Approp.	FY 2010-11 Request	FY 2011-12 Request
Maintain a monthly average queue time of fifteen minutes or less.	Benchmark	15 mins	20 min	20 min	15 mins.	15 mins.
	Actual	26.05 min	41.00 min			

Strategy: Queue time is defined as the time a gun dealer waits on the phone, or the time that an Internet check is parked in queue, prior to InstaCheck staff accepting the background check request to be processed.

With ever-increasing demand, the InstaCheck Unit continues to explore and utilize management strategies to maintain acceptable queue times. The CBI utilizes its appropriations for contract positions in order to hire temporary staff to assist with seasonal fluctuations in demand for InstaCheck services. Continual assessment of procedures has targeted areas for efficiency, for example, maximizing the use of temporary employees and reducing employee turnover. However, budgetary constraints caused delays, or inability, in filling temporary or FTE positions. This, in turn, had a negative impact on the average queue time.   Additionally, during FY 2007-08, InstaCheck implemented technical upgrades to telephone and Internet applications.   Due to financial limitations, not all of these upgrades could be funded and implemented. It is anticipated that the new message switch, expected to be implemented within two years, should further reduce the queue time.

During FY 2008-09, the Unit experienced a record 32.5 percent increase in volume. This significant increase in volume is considered to an anomaly that may have stemmed from the presidential election. Although we are currently experiencing a 4.14 percent increase in volume over the first three months of FY2008-09, the total fiscal year volume is not expected to exceed the unprecedented volume established in FY 2008-09.

Additionally, it should be noted that the current legislative proposal regarding the cash-funding of the InstaCheck Unit would contribute significantly to the narrowing the difference

between the Benchmark and Actual queue times. Cash-funding the Unit would allow for the utilization of more flexible and responsive staffing and scheduling options resulting reduced queue times.

Evaluation of Success in Reaching FY 2008-09 Benchmarks: Performance measures are dependent upon the CCIC and NCIC availability. System down times negatively impact the queue times because no transactions can be processed when any system is down. InstaCheck utilizes five database systems in its approval process. Using the last two fiscal years' transaction data, CBI has revised the benchmarks to account for increases in volume as well as changes in seasonal fluctuations. Although Internet processing time actually decreased, the unprecedented increase in yearly transaction volume resulted in an overall increase in queue times. Additionally, the transactions volume has not shown the degree of seasonal variation noted in previous years. These changes account for the difference between the original benchmarks and the actual queue times reported.