

# **Colorado Department of Public Safety**

## **Strategic Plan**

**Executive Director's Office**

**Colorado State Patrol**

**Division of Homeland Security and Emergency Management**

**Division of Fire Prevention and Control**

**Division of Criminal Justice**

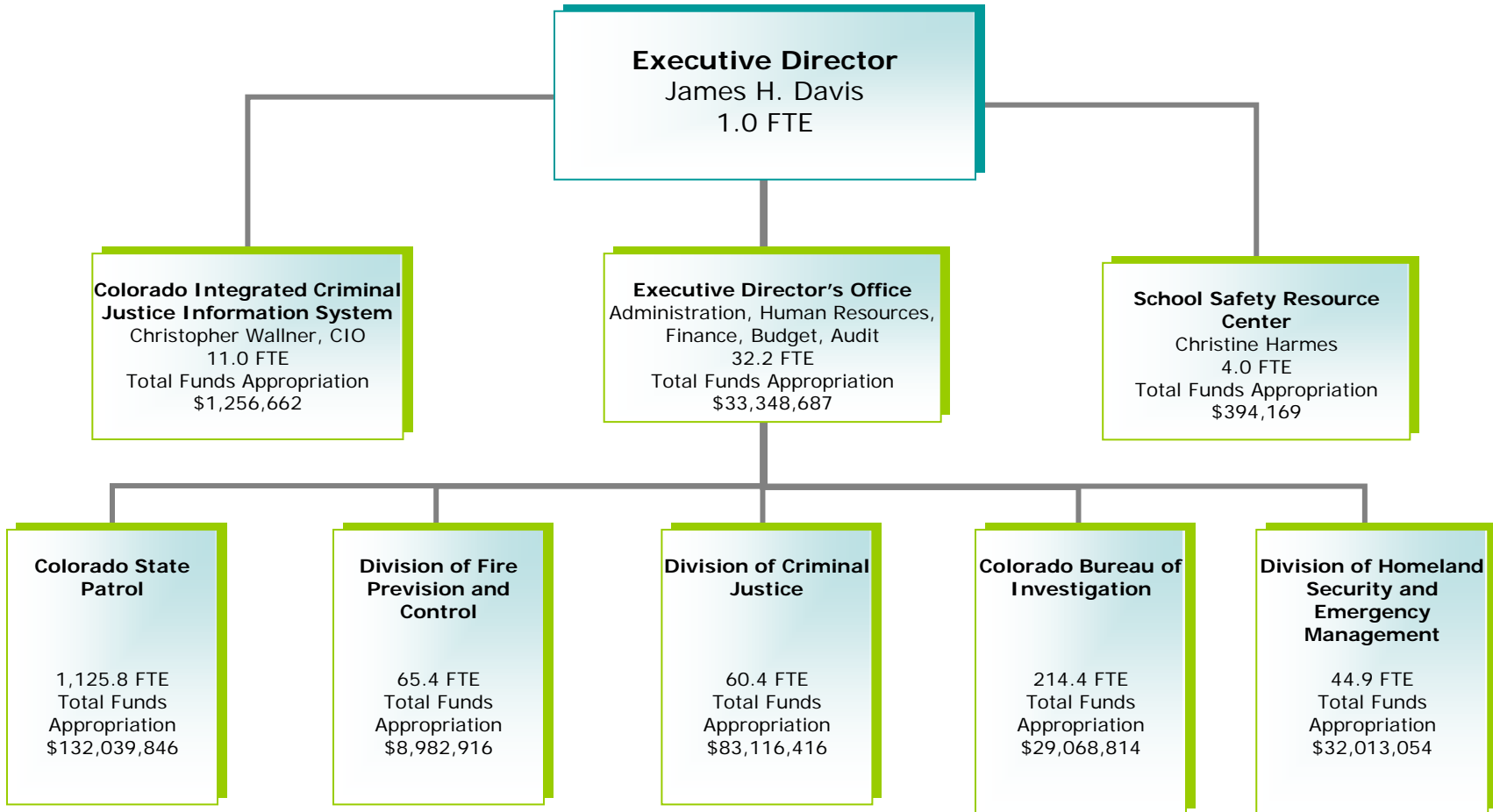
**Colorado Bureau of Investigation**

**James H. Davis  
Executive Director**

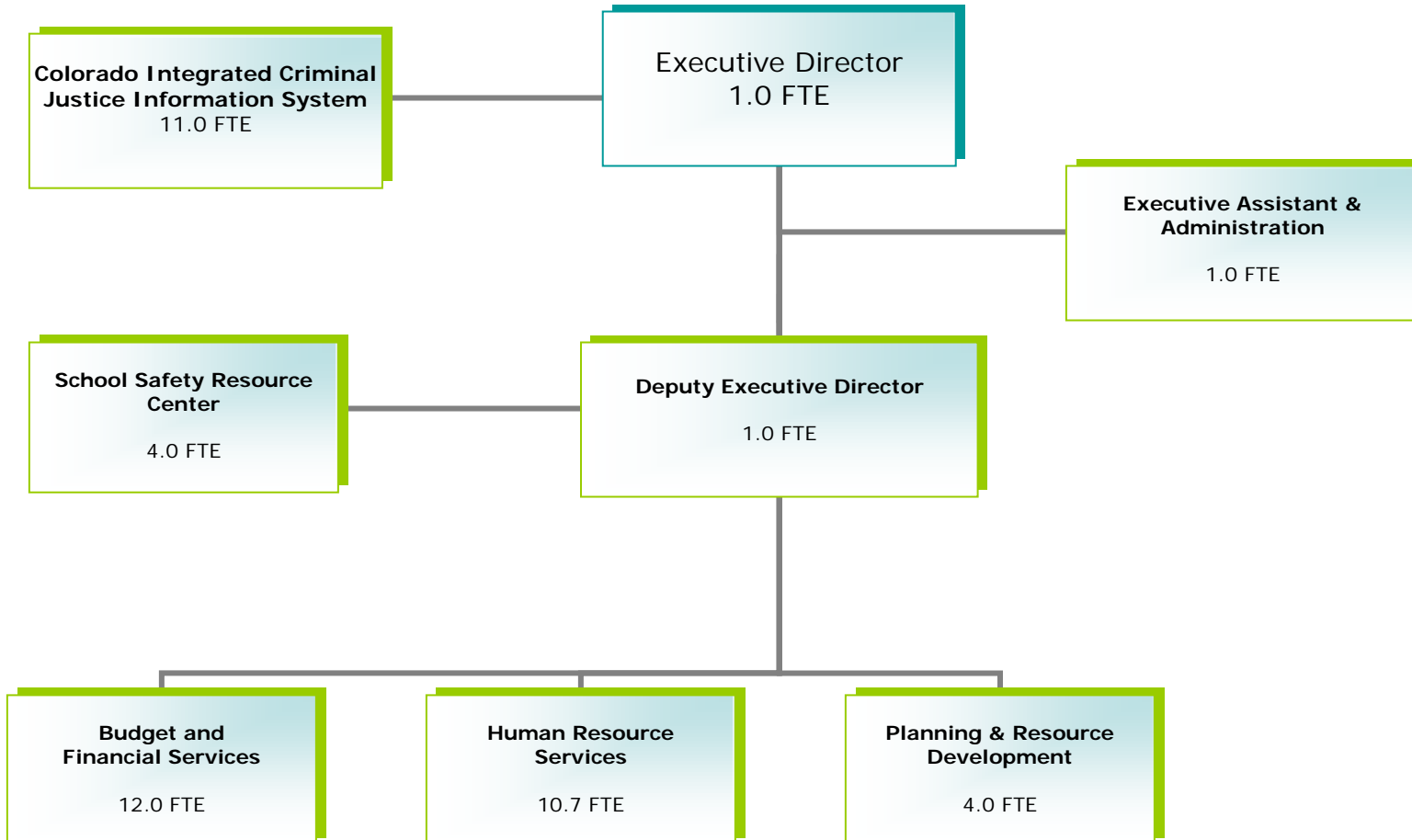
**November 1, 2012**

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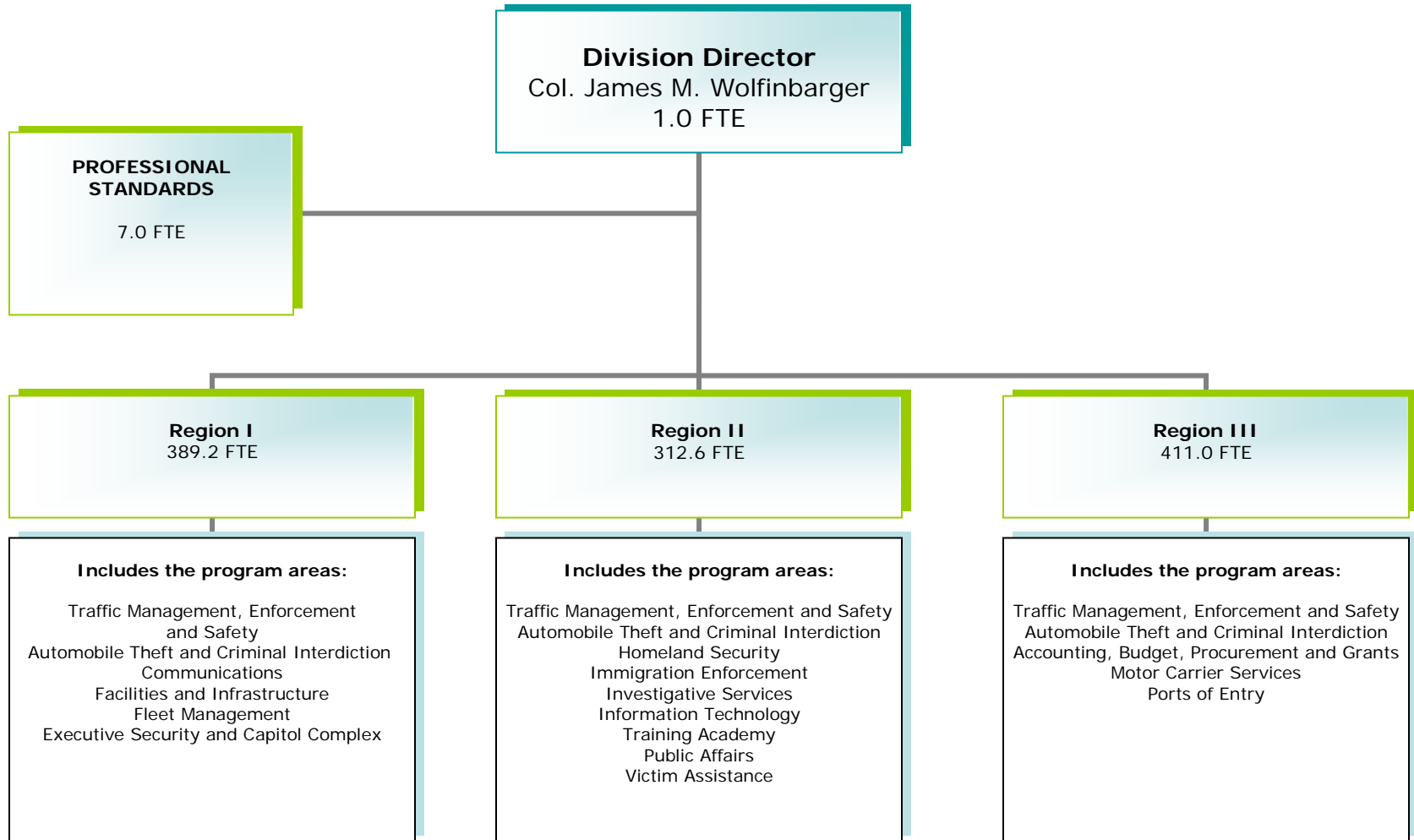
**Colorado Department of Public Safety**  
**Organizational Chart**  
**Fiscal Year 2012-13**  
**Total FTE: 1,558.1**  
**Total Funds Appropriation: 320,220,564**



**Colorado Department of Public Safety  
Executive Director's Office Organizational Chart  
Fiscal Year 2012-13  
Total FTE: 47.2  
Total Funds Appropriation: \$34,999,518**

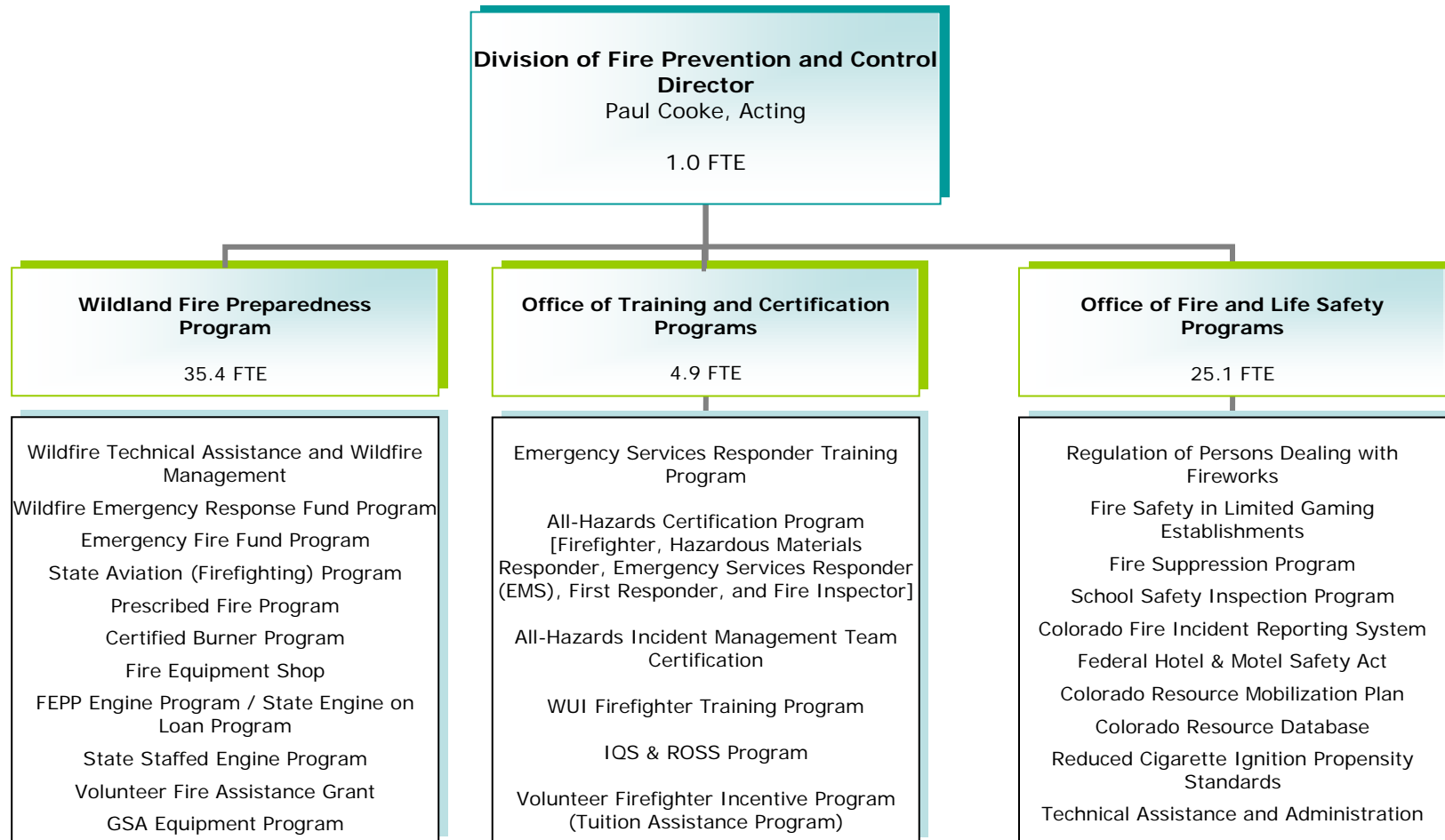


**Colorado Department of Public Safety**  
**Colorado State Patrol Organizational Chart**  
**Fiscal Year 2012-13**  
**Total FTE: 1,120.8\***  
**Total Funds Appropriation: \$132,039,846**



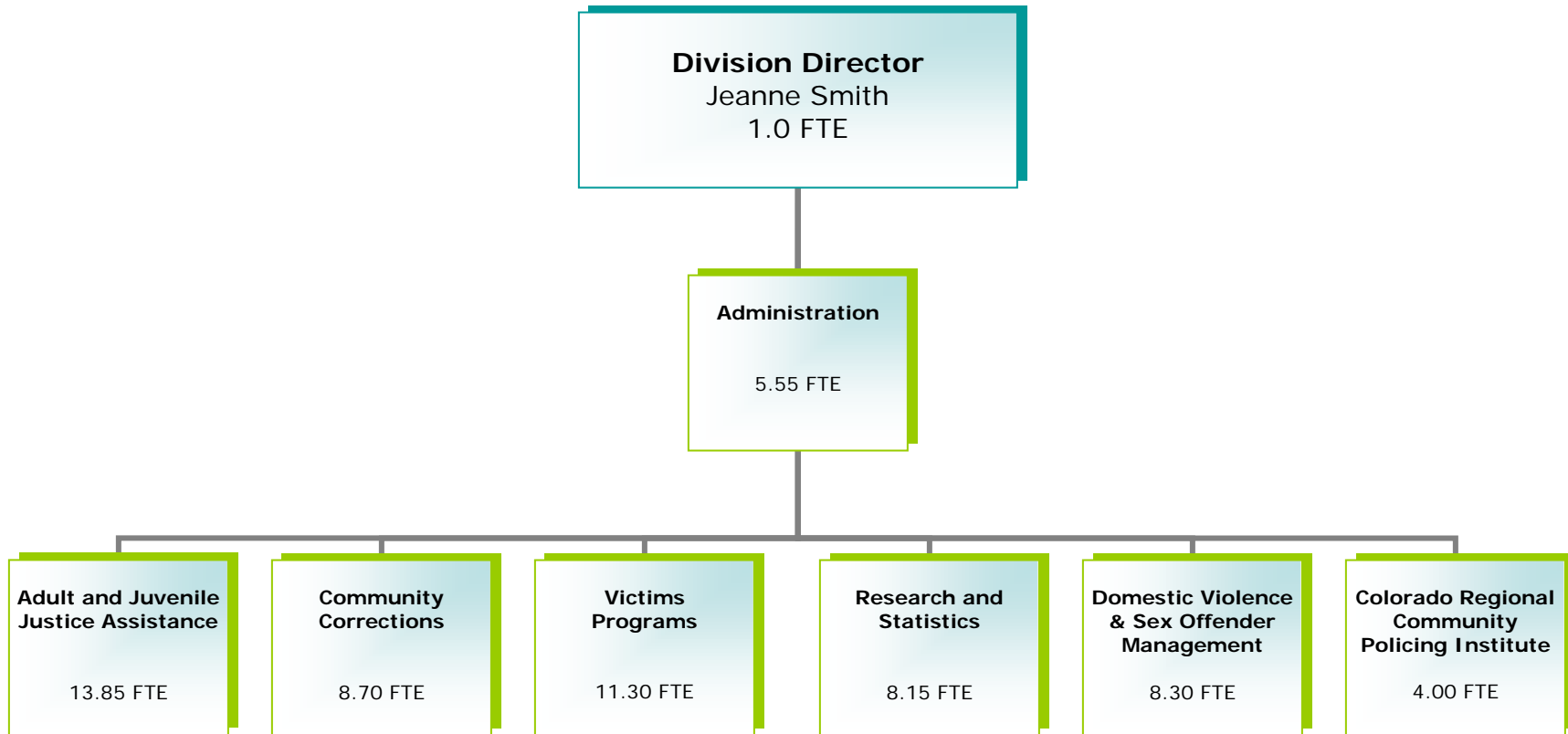
- Includes 100% Federally Funded Employees

**Colorado Department of Public Safety**  
**Division of Fire Prevention and Control**  
**Fiscal Year 2012-13**  
**Total FTE: 65.4\***  
**Total Funds Appropriation: \$8,982,916**



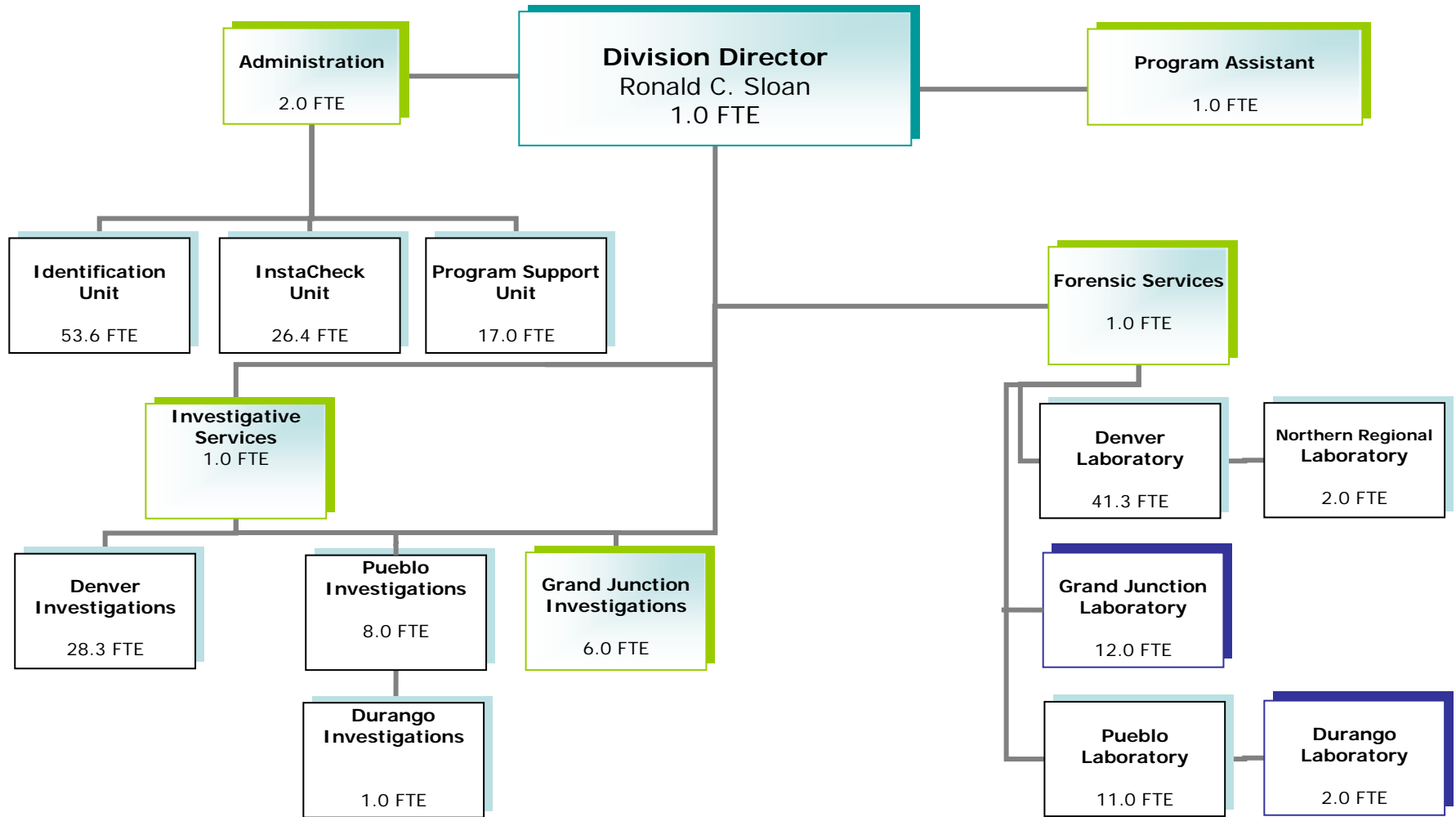
- Includes 100% Federally Funded Employees

**Colorado Department of Public Safety  
Division of Criminal Justice Organizational Chart  
Fiscal Year 2012-13  
Total FTE: 60.4\*  
Total Funds Appropriation: \$83,116,416**



- Includes 100% Federally Funded Employees

**Colorado Department of Public Safety**  
**Colorado Bureau of Investigation Organizational Chart**  
**Fiscal Year 2012-13**  
**Total FTE: 214.6\***  
**Total Funds Appropriation: \$29,019,641**



• Includes 100% Federally Funded Employees



**Division of Homeland Security and Emergency Management**  
**Fiscal Year 2012-13**  
**Total FTE: 44.9\***  
**Total Funds Appropriation: \$32,013,054**



- Includes 100% Federally Funded Employees

# STRATEGIC PLAN

## Colorado Department of Public Safety

*Executive Director's Office  
Colorado State Patrol  
Division of Fire Prevention and Control  
Division of Homeland Security and Emergency Management  
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 Division of Fire Prevention and Control [DFPC], the Division of Homeland Security and Emergency Management [DHSEM], 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, emergency management, recidivism reduction, and victim advocacy. The CDPS also provides professional support of the criminal justice system, fire safety and emergency management communities, other governmental agencies, and private entities. Throughout, our goal is to serve the public through an organization that emphasizes quality and integrity.

### Statutory Authority

**Section 24-33.5-103 C.R.S. (2010)**-Department created-division (1) There is hereby created the department of public safety, the head of which shall be the executive director of the department of public safety, which office is hereby created. The executive director shall be appointed by the governor with the consent of the senate and shall serve at the pleasure of the governor. The reappointment of an executive director after initial election of a governor shall be subject to the provisions of section 24-20-109. The executive director has those

powers, duties and functions prescribed for the heads of principal departments in the "Administrative Organization Act of 1968", article I of this title.

(2) The department shall consist of the following divisions:

(a) Colorado state patrol;

(b) Colorado law enforcement training academy;

(c) Colorado bureau of investigation;

(d) Division of criminal justice;

(e) Repealed.

(f) (Deleted by amendment, L. 2002, p. 1205, 2, effective June 3, 2002.)

(g) Repealed.

(h) Office of preparedness, security, and fire safety.

(3) The executive director shall prepare and transmit annually, in the form and manner prescribed by the heads of the principal departments pursuant to the provisions of section 24-1-136, a report accounting to the governor for the efficient discharge of all responsibilities assigned by law or directive to the department and the divisions thereof.

(4) Publications by the executive director circulated in quantity outside the executive branch shall be issued in accordance with the provisions of section 24-1-136.

### **Vision Statement**

The Colorado Department of Public Safety seeks excellence in public safety through integrity, science, research, technical competence and community partnerships. Over the next five years, CDPS will continue to apply this standard to its existing functions as well as new service areas and business units within the Department. Through effective use of resources, CDPS will efficiently deliver statewide public safety services, including traffic enforcement, criminal investigations, fire prevention, criminal justice research and education, and emergency response.

Pursuant to HB 12-1283, CDPS includes the newly-created Division of Homeland Security and Emergency Management and the re-created Division of Fire Prevention and Control (formerly the Division of Fire Safety). This legislation consolidated homeland security, emergency response, and wildfire suppression functions that were previously divided between three state entities. The effort to align state emergency preparedness and response capabilities was underway via Executive Order and pending legislation when the Lower North Fork Fire occurred in March 2012. This fire emphasized the importance of interagency communication and cooperation, and resulted in a multi-disciplinary team recommending that emergency management and wildfire suppression be consolidated in CDPS. HB 12-1283 effected the changes to homeland security, emergency management, and wildfire suppression efforts and was signed into law on June 4, 2012. The Division of Homeland Security consists of three offices: the Office of Prevention and Security, the Office of Preparedness, and the Office of Emergency Management. The Division of Fire Prevention and Control encompasses all of the functions of the former Division of Fire Safety, as well as wildfire response and recovery functions that were housed in the Colorado State Forest Service and Colorado State University. The Division of Homeland Security and Emergency Management will seek improved prevention, protection, mitigation, response and recovery efforts, and will provide quality customer service to citizens and local governments. The Division will evaluate operations, identify additional efficiencies to ensure maximum use of limited resources, and distribute federal grant dollars in compliance with federal standards and statewide needs. By February 2013, the Division

will report to the legislature on any future efficiencies or opportunities to improve homeland security and disaster preparedness capabilities.

Legislation enacted in 2010 moved parts of the Motor Carrier Services Division from the Department of Revenue to the Department of Public Safety for safety functions associated with the Ports of Entry program. HB 12-1019 transferred the remaining components of the Ports of Entry program to Colorado State Patrol within CDPS. The Colorado State Patrol will be the primary entity charged with motor carrier safety services, improving roadway safety and business processes for motor carriers. This transfer became effective July 1, 2012.

Finally, the Division of Criminal Justice within CDPS supports the ongoing operations of the Colorado Commission on Criminal and Juvenile Justice (CCJJ). Since its formation in 2007, the CCJJ has successfully developed and supported evidence-based legislation to effectively direct criminal justice resources through changes in policy and practice. The CCJJ has evaluated increasingly challenging issues through multiple subcommittees and task forces, and will continue to identify emerging issues for study and action. The CCJJ will expire on July 1, 2013 and requires legislation to extend its operations. If the legislature decides to continue its investment in the work of the CCJJ, DCJ's involvement in these efforts will also continue.

Over the next five years, CDPS and all of its composite business units will examine processes for improvements and will update performance goals accordingly through the annual strategic planning process.

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# CDPS CORE OBJECTIVES AND PERFORMANCE MEASURES

## 1. Maximize Intelligence-Led Strategies to Protect Life and Property: Traffic Safety (Colorado State Patrol)

*Objective:* The Colorado State Patrol will employ intelligence-led strategies to meet its strategic goals. Initiatives will be focused on developing data-driven strategies to enhance traffic mitigation and combat traffic safety challenges.

Performance Measure	Outcome	CY 2010 Actual		CY 2011 <sup>1</sup> Actual		CY 2012 <sup>2</sup> Approp.		CY 2013 <sup>3</sup> Request	
		Incidents	Change	Incidents	Change	Incidents	Change	Incidents	Change
Reduce by <i>five percent</i> the number of fatal and injury crashes investigated by troopers statewide.	Benchmark	4,288	(2.0%)	3,780	(5.0%) based on 4-year avg.	3,520	(5.0%) based on 4-year avg.	3,344	(5.0%) based on 4-year avg.
	Actual	3,389	(9.0%)	3,429	(7.5%) based on 4-year avg.				

*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 for all persons by utilizing the strengths of our members to provide professional law enforcement services that reflect our core values of Honor, Duty and Respect. Since 2001, the Colorado State Patrol has achieved remarkable success in reducing the fatal and injury crash rates through high visibility, strict enforcement and maximum deployment of available resources. Building upon this success, the current strategy is designed to allow business unit managers the flexibility to formulate tactics built upon the vision of the agency while improving public safety.

The CSP will achieve a reduction in the number of serious crashes on Colorado roadways through:

- The employment of intelligence-led strategies which will be used to focus on developing and utilizing data-driven systems and metrics.
- The development of risk analysis templates in order to employ predictive modeling strategies.

<sup>1</sup> Projections for 2011 utilize a four year average from 2007-2010 under the CSP's 2011-2015 Strategic Plan measures.

<sup>2</sup> Projections for 2012 utilize a four year average from 2008-2011 under the CSP's 2011-2015 Strategic Plan measures.

<sup>3</sup> Projections for 2013 utilize a four year average from 2009-2012 under the CSP's 2011-2015 Strategic Plan measures.

As of 2011, all measures will be calculated and measured against the previous four-year average.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* The CSP met its benchmark. This strategic direction and deployment strategy has significantly reduced the number of Patrol investigated fatal and injury crashes. The CSP has improved roadway safety during CY 2011. The total reduction in fatal and injury crashes investigated by CSP troopers on all CSP roads was 7.5 percent in calendar year 2011.

## 2. Forensic Services (Colorado Bureau of Investigation)

*Objective:* Reduce the turnaround time for providing forensic analysis and results to submitting agencies.

Performance Measure	Outcome	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Approp.	FY 2013-14 Request	FY 2014-15 Estimate
Decrease the overall average number of days it takes the forensic laboratory system to process and return results.	Benchmark	N/A	90 days	75 days	60 days	60 days
	Actual	N/A	163 days			

Note: The CBI updated this performance measure for FY 2011-12. As such, the CBI does not have actual data for FY 2010-11.

*Strategy:* The following summarizes strategies implemented by Forensic Services in FY 2011-12 to ensure maximum efficiency:

1. Normalization of Backlogs: to ensure continuity of analyses around the state
2. New equipment: DNA equipment to increase number of samples per run. Drug Chemistry instruments to increase number of samples per run.
3. Case triaging: to ensure most probative items are analyzed.
4. New hiring practices to ensure that experienced forensic scientists are hired and quickly able to start casework.

The outcome of the above strategies has resulted in decreasing turnaround times:

Chemistry	120 days to 78 days
Biological Sciences	270 days to 152 days
Fingerprints	270 days to 272 days
Firearms	525 days to 381 days

### 3. Emergency Management (DHSEM)

*Objective:* Increase the number of Homeland Security Exercise and Evaluation Program (HSEEP) compliant state-level exercises conducted annually to improve Colorado’s response and recovery capabilities through scheduled training and exercises based on written plans, procedures and measured performance standards.<sup>4</sup>

Performance Measure	Outcome	CY 2010 Actual	CY 2011 Actual	CY 2012 Approp.	CY 2013 Request	CY 2014 Estimate
Number of state-level HSEEP exercises conducted annually to improve state government response capability in accordance with the State Emergency Operations Plan	Benchmark	N/A	N/A	6	6	8
	Actual	N/A	N/A			

The mission for the Office of Emergency Management is to lead, manage and coordinate state-level actions for all hazards preparedness, natural hazards mitigation, emergency response, and disaster recovery in support of local governments within Colorado.

*Strategy:* This is a new measure. The HSEEP is a capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning. By utilizing HSEEP criteria for state-level exercises, the Office will have an objective assessment of its capabilities so that strengths and areas for improvement are identified, corrected, and shared as appropriate prior to a real incident. Improving the Office’s ability to manage response and recovery operations, through training and exercise, will enhance the efficiency and effectiveness of response and recovery operations.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* This is a new performance measure. However, the Office previously conducted state-level exercises while it was the Division of Emergency Management within the Department of Local Affairs.

<sup>4</sup> This is a new office and a new performance measure. This measure is reported on the calendar year as that is what is required by our federal and local partners.



#### 4. Counter-Terrorism and Infrastructure Protection (DHSEM)

*Objective:* Provide an integrated, multi-disciplined, information sharing network to collect, analyze, and disseminate information to stakeholders in a timely manner in order to protect the citizens and the critical infrastructure of Colorado through information sharing.

The mission of the Office of Prevention and Security is to provide an integrated, multi-disciplined, information sharing network to collect, analyze, and disseminate information to stakeholders in a timely manner in order to protect the citizens and the critical infrastructure of Colorado. It does this through its Colorado Information Analysis Center (CIAC).

*Objective 1:* Increase the audience for products disseminated by the CIAC.

Performance Measure	Outcome	CY 2010 Actual	CY 2011 Actual	CY 2012 Approp.	CY 2013 Request	CY 2014 Estimate
Increase the audience for CIAC products. (New performance measure)	Benchmark	1,881	1,950	2,500	2,650	2,800
	Actual	1,881	2,455			

*Strategy:* The CIAC utilizes the Critical Operational Capabilities (COCs) as guiding principles to increase the audience for CIAC product dissemination annually. The COC's are defined by the U.S. Department of Homeland Security as: receive, analyze, disseminate, and gather. The components of the COCs are detailed below in the Division of Homeland Security and Emergency Management's Objectives and Performance Measures section.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* The CIAC successfully increased its audience, exceeding its benchmark performance measure. An increase in information sharing and collaborative efforts amongst local and federal partners will continue to play a vital role in assisting the CIAC with this goal.

## 5. Community Corrections (DCJ)

*Objective:* Division of Criminal Justice Office of Community Corrections will improve the efficiency and effectiveness of Community Corrections programs

Performance Measure	Outcome	FY 2010-11 Actuals	FY 2011-12 Actuals	FY 2012-13 Approp.	FY 2013-14 Request	FY 2014-15 Estimate
<i>Improve overall Community Corrections program compliance through an annual decrease in the average Risk Factor Analysis score.</i>	Benchmark	Decrease in RFA scores of 3- 5%	Decrease in RFA scores of 1%	Decrease in RFA scores of 1%	Decrease in RFA scores of 1%	Decrease in RFA scores of 1%
	Actual	Decrease in RFA scores of 2.4%	Decrease in RFA scores of 2.5%			

*Strategy:* As required by statute, the Department publishes the *Community Corrections Risk Factor Analysis (RFA)* annually. This document identifies and rates those areas of programmatic performance that are most likely to significantly impact public safety, offender treatment and offender management. *RFA* data is drawn from recidivism analyses and from the performance audits (conducted by DCJ staff) that providers regularly undergo to assess compliance with state statutes, community corrections contracts and the *Colorado Community Corrections Standards*.

Providers have significant incentives to improve their scores in the *RFA*. For example, some local community corrections boards use *RFA* data to assess which among several competing providers will receive the most desirable service contracts. Based upon a contract agreement between the CDPS and local community corrections boards, any program that fails to maintain minimum satisfactory levels of performance may lose its bed allocation if it does not correct specific and measurable performance deficits by the end of the following fiscal year. In an emergent situation, a program can be closed as the result of critical deficits.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* The *RFA* places programs into one of four performance categories. Level 1 is a category encompassing new programs or those programs that show performance deficits in most areas of the *RFA* tool. Level 2 programs also show some performance deficits but less so than those in Level 1. Level 3 programs are considered to be in the acceptable range of performance while Level 4 programs demonstrate strong performance across all areas and are considered to be in the highest performance category.

For the August 2012 analysis there are a total of 17 programs in Level 4 compared to 15 in FY12. This is an increase of two (2) programs from the previous year. The 2012 analysis shows 13 programs in Level 3 – which is the same as FY12. Two (2) programs remained in Level 2 while one (1) new program was placed into the Level 1 category. Overall, less than 10% of the programs, statewide, fall into the Levels 1 or 2 categories which indicate programs that would benefit from more frequent auditing by the DCJ. As such, over 90% of the programs placed into in Levels 3 and 4 indicate an acceptable or strong performance level statewide.

Overall, there was a modest but discernible change in the average statewide *RFA* score from the previous reporting period. This year represents the eighth consecutive year of the *Risk Factor Analysis*. Over time, the *RFA* has shown significant improvements in overall performance of

state community corrections programs. It is generally expected improvements in future years will be even more modest compared to current and previous years. In many cases, the DCJ expects that the statewide RFA scores remaining the same shows a maintenance effect of strong performance which is a desired outcome. The *Risk Factor Analysis* publication continues to have the desired impact on programmatic performance in the critical areas of public safety, offender management, and offender treatment.

## 6. Fire Prevention and Control (DFPC)

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

Performance Measure	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Approp.	FY 2012-13 Request	FY 2013-14 Estimate
Contribute to an annual reduction in the number of fire-related deaths per 100,000 population in Colorado. <sup>5</sup>	Benchmark	0.500 deaths per 100,000 population	0.480 deaths per 100,000 population	0.480 deaths per 100,000 population	0.480 deaths per 100,000 population	0.480 deaths per 100,000 population
	Actual	0.460 deaths per 100,000 population	0.378 deaths per 100,000 population	0.488 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 2011-12 Benchmarks:* Colorado slightly exceeded its fire-related fatality per capita benchmark in FY2011-12. For FY 2010-11, Colorado had a higher fatality rate than in FY 2011-12. 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 (0.488 deaths per 100,000 versus 1.00)<sup>2</sup> and better than mid-western states (1.11 deaths per 100,000)<sup>3</sup>. Colorado is currently ranked as having the fourth lowest unintentional fire death rate of all of the states.

<sup>1</sup> In order to improve accuracy, the Division uses annual mortality statistics that do not precisely coincide with the fiscal year.

<sup>2</sup> National Fire Protection Association, FIRE LOSS IN THE UNITED STATES DURING 2011, September 2011.

<sup>3</sup> 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. Maximize Intelligence-Led Strategies to Protect Life and Property: Traffic Safety

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

Performance Measure	Outcome	CY 2010 Actual		CY 2011 <sup>1</sup> Actual		CY 2012 <sup>2</sup> Approp.		CY 2013 <sup>3</sup> Request	
		Incidents	Change	Incidents	Change	Incidents	Change	Incidents	Change
Reduce by <i>five percent</i> the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide.	Benchmark	610	(4.0%)	593	(5.0%) based on 4-year avg.	542	(5.0%) based on 4-year avg.	515	(5.0%) based on 4-year avg.
	Actual	469	(8.2%)	546	(4.4%) based on 4-year avg.				

*Strategy:* As with other traffic safety performance measures, the CSP relies on a strategy of increasing its high-visibility enforcement efforts to discourage driving under the influence of drugs or alcohol. The CSP will continue to combine high-visibility enforcement with special, federally-funded campaigns to educate the general public of the dangers of driving while intoxicated. Troops throughout the state partner with local agencies and community leaders to develop DUI/DUID reduction strategies within their jurisdictions. This collaboration leverages partnerships both internal and external to law enforcement.

As of 2011, all measures will be calculated and measured against the previous four-year average.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* In CY 2011, the CSP wrote 6,121 citations for driving under the influence of alcohol or drugs (DUI/DUID). 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 2011, 38.4 percent of DUI/DUID-caused crashes resulted in injuries or fatalities. When DUI/DUID was not the cause of a crash, only 12.3 percent resulted in injuries or fatalities.

Projections for 2011 utilize a four year average from 2007-2010 under the CSP's 2011-2015 Strategic Plan measures.

Projections for 2012 utilize a four year average from 2008-2011 under the CSP's 2011-2015 Strategic Plan measures.

Projections for 2013 utilize a four year average from 2009-2012 under the CSP's 2011-2015 Strategic Plan measures.

## 2. Maximize Intelligence-Led Strategies to Protect Life and Property: Commercial Motor Vehicle Safety

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

Performance Measure	Outcome	CY 2010 Actual		CY 2011 Actual		CY 2012 Approp.		CY 2013 Request	
		Incidents	Change	Incidents	Change	Incidents	Change	Incidents	Change
Reduce by <i>five percent</i> the number of commercial vehicle crashes investigated by troopers statewide.	Benchmark	2,247	(5.0%)	868	(5.0%) based on 4-year avg.	825	(5.0%) based on 4-year avg.	783	(5.0%) based on 4-year avg.
	Actual*	820	4.1%	887	2.2% based on 4-year avg.				
Reduce by <i>three percent</i> the time it takes for Port of Entry Officers to clear commercial motor vehicles through the port.	Benchmark	N/A	N/A	N/A	N/A	45 sec.	(3%) based on 4-year avg.	43 sec.	(3%) based on 4-year avg.
	Actual*	N/A	N/A	45 sec.	N/A				

*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 Commercial Vehicle Safety Alliance (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.
- Facilitate Port of Entry operations to ensure commercial motor vehicle regulation compliance and safety.

As of 2011, all measures will be calculated and measured against the previous four-year average.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* In CY 2011, the CSP realized a 2.2 percent increase in the number of motor vehicle crashes involving commercial vehicles as compared with the four year average from 2007-2010.

The Patrol is dedicated to addressing the increased percentage by improving the reporting standards, focused enforcement and education, and partnering with key stakeholders in order to continue downward trends.

Benchmarks include commercial vehicle crash data for the entire state. Actuals only include crashes covered by CSP. In 2010, several factors changed including reporting requirements improved through education (to include all law enforcement agencies). In addition, reporting changes and definitions from both state and federal systems have contributed to the change.

*Previous versions of this document have included Commercial Vehicle Crash data for all of the State of Colorado. Historical and current data have been amended to reflect only the Commercial Vehicle Crashes covered by the Colorado State Patrol for the above calendar years. Benchmarks have not been altered.*

The Port of Entry performance measure is new due to the July 1, 2012 transition from the Colorado Department of Revenue to the Colorado State Patrol. The measure will be reported against in 2013.

### 3. Maximize Intelligence-Led Strategies to Protect Life and Property: Hazardous Materials Safety

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

Performance Measure	Outcome	CY 2010 Actual		CY 2011 <sup>1</sup> Actual		CY 2012 <sup>2</sup> Approp.		CY 2013 <sup>3</sup> Request	
		Incidents	Change	Incidents	Change	Incidents	Change	Incidents	Change
Reduce by <i>four percent</i> the number of hazardous material incidents investigated by troopers statewide.	Benchmark	150	(4.0%)	166	(4.0%) based on 4-year avg.	164	(4.0%) based on 4-year avg.	157	(4.0%) based on 4-year avg.
	Actual	173	13.1%	173	1.5% based on 4-year avg.				

*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.

As of 2011, all measures will be calculated and measured against the previous four-year average.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* In CY 2010, the Patrol realized a 1.5 percent increase in the number of motor vehicle crashes involving hazardous materials incidents as compared with CY 2010. Highway incidents involving hazardous materials include: a release of fuel or hazardous materials cargo in transportation, whether or not the release is as the result of a crash.

In 2010, several factors changed including reporting requirements improved through education (to include all law enforcement agencies). In addition, reporting changes and definitions from both state and federal systems have contributed to the change. The Patrol dedicated resources to the hazardous material routing system throughout 2010 and

anticipates reduced incidents in the future as a result of safer routing, increased focus on problem areas, partnerships with key stakeholders, and increased education.

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Projections for 2011 utilize a four year average from 2007-2010 under the CSP's 2011-2015 Strategic Plan measures.

Projections for 2012 utilize a four year average from 2008-2011 under the CSP's 2011-2015 Strategic Plan measures.

Projections for 2013 utilize a four year average from 2009-2012 under the CSP's 2011-2015 Strategic Plan measures.



## 4. Maximize Intelligence-Led Strategies to Protect Life and Property: Colorado Auto Theft Prevention Authority (CATPA)

*Objective:* To reduce the number of auto thefts in Colorado.

Performance Measure	Outcome	CY 2010 Actual		CY 2011 Actual		CY 2012 Approp.		CY 2013 Request	
		Incidents	Change	Incidents	Change	Incidents	Change	Incidents	Change
Reduce by <i>three percent</i> the number of auto thefts in the state of Colorado.	Benchmark	N/A	N/A	N/A	(3%) based on 4-year avg.	9,300	(3%) based on 4-year avg.	9,021	(3%) based on 4-year avg.
	Actual	11,114	N/A	9,311	N/A				

*Strategy:* The Colorado Auto Theft Prevention Authority (CATPA) was established in 2003 by Senate Bill 08-060. CAPTA was created to deter and reduce vehicle theft and insurance fraud through a statewide cooperative effort of generating funds to support law enforcement, prosecution and public awareness through a partnership between industry and state government. The reduction in auto theft will be achieved through partnerships, education, intelligence-led policing and technology advancements.

In 2003 through 2007, grants were awarded and funded by donation dollars from the partnering insurance companies. After a 19 percent decrease in auto theft, legislation was modified on July 1, 2008 to require new mandatory grant funding through 2018. Annually, for every insured vehicle in Colorado, one dollar is collected from insurance companies. This funding in turn is awarded for grants for auto theft prevention, enforcement, prosecution, or offender rehabilitation.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* This is a new benchmark for 2012.

## 5. Maximize Intelligence-Led Strategies to Protect Life and Property: Aircraft

*Objective:* The CSP Aircraft Section will support traffic safety initiatives statewide.

Performance Measure	Outcome	CY 2010 Actual		CY 2011 Actual		CY 2012 Approp.		CY 2013 Request	
		Hours	Change	Hours	Change	Hours	Change	Hours	Change
Increase by <i>two percent</i> the number of hours the CSP Aircraft Section provides airborne traffic and law enforcement services across the state.	Benchmark	N/A	N/A	N/A	N/A	1,000	2% based on 4-year avg.	1,020	2% based on 4-year avg.
	Actual	1,043	N/A	1,068	N/A				

*Strategy:* Trooper pilots conduct a variety of public safety missions utilizing state aircraft. The main mission is enforcing traffic law and driving down Colorado's fatal and injury crash rate per the Patrol's Strategic Plan. The Patrol's aircraft have been a successful instrument in the 27.1 percent decrease in fatal crashes since 2002. The aircraft enforcement operations focus on the Patrol's top five crash causal factors. The aircraft's mission not only includes traffic safety initiatives but multiple other forms of multi-agency support roles. Due to the aircraft's ability to move through an area at a slower rate of speed, it becomes a very effective observation platform that has also been utilized as a mobile airborne command center.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* This is a new benchmark for 2012.

## 6. Maximize Intelligence-Led Strategies to Protect Life and Property: Criminal Interdiction

*Objective:* To improve public safety, CSP is committed to interdicting criminal activity by capitalizing on the use of data-driven strategies and partnerships that enhance investigations, apprehensions and prosecutions.

Performance Measure	Outcome	CY 2010 Actual		CY 2011 Actual		CY 2012 Approp.		CY 2013 Request	
		Products	Change	Products	Change	Products	Change	Products	Change
Increase by <i>five percent</i> the number of Field Interview Cards submitted by CSP members through the use of intelligence-led policing strategies.	Benchmark	N/A	N/A	N/A	N/A	600	5% based on 4-year avg.	630	5% based on 4-year avg.
	Actual	1,302	N/A	597	N/A				
Increase by <i>five percent</i> the number of intelligence-led/ data driven products produced by the Immigration Enforcement Unit that is shared both internally and externally.	Benchmark	N/A	N/A	N/A	N/A	12	5% based on 4-year avg.	13	5% based on 4-year avg.
	Actual	12	N/A	12	N/A				

*Strategy:* The Colorado State Patrol takes a proactive approach to detecting, apprehending and prosecuting the criminal enterprises that use Colorado's highways and interstates in the facilitation of crime. The CSP conducts operations in the interdiction of contraband, human trafficking/human smuggling, automobile theft and other laws of the state. These strategies will be based upon the analysis of intelligence data addressing criminal activity trends specific to geographical areas. By tailoring local efforts, the CSP will interdict and reduce criminal activity.

To improve public safety, the Immigration Enforcement Unit (IEU) is committed to interdicting criminal activity by capitalizing on the use of data-driven strategies and partnerships that enhance investigations, apprehensions and prosecutions. During 2012, IEU will establish a baseline for the number of intelligence-led/data driven products produced by the unit that are shared both internally and externally.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* This is a new benchmark for 2012.

## 7. Maximize Intelligence-Led Policing Strategies to Protect Life and Property: Executive Security

*Objective:* The Colorado State Patrol Executive Security Unit will safeguard life and property at the Capitol Complex.

Performance Measure	Outcome	CY 2010 Actual		CY 2011 Actual		CY 2012 Approp.		CY 2013 Request	
		Number	Change	Number	Change	Number	Change	Number	Change
Increase by <i>three percent</i> the amount of information shared between local agencies to increase the safety at the Capitol Complex.	Benchmark	N/A	N/A	N/A	N/A	50	3% based on 4-year avg.	53	3% based on 4-year avg.
	Actual	42	N/A	45	N/A				

*Strategy:* The Colorado State Patrol collaborates with allied agencies at the local, state, Tribal Nation, national and international level in the public and private sectors to leverage partnerships in the protection of dignitaries and state assets. The Executive Security Unit will partner with local jurisdictions and utilize intelligence-led strategies to ensure the safety of all persons at the State Capitol Complex.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* This is a new benchmark for 2012.

## 8. Provide Professional Public Safety Communication Services: Mitigation of Coverage Gaps

*Objective:* The Colorado State Patrol is committed to ensuring that our members and allied partners have a reliable avenue through which to communicate while providing service to the public.

Performance Measure	Outcome	CY 2010 Actual		CY 2011 Actual		CY 2012 Approp.		CY 2013 Request	
		Number	Change	Number	Change	Number	Change	Number	Change
Resolve by <i>two percent</i> the number of Digital Trunked Radio (DTR) outage areas and interruptions.	Benchmark	N/A	N/A	N/A	N/A	5	2% based on 4-year avg.	6	2% based on 4-year avg.
	Actual	Unknown	N/A	Unknown	N/A				

*Strategy:* The Colorado State Patrol will collaborate with the Governor’s Office of Information Technology and allied agencies to identify Digital Trunked Radio (DTR) coverage outages and interruptions, and develop intelligence-led strategies focused on the alleviation of these challenges.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* This is a new benchmark for 2012.

# DIVISION OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT OBJECTIVES AND PERFORMANCE MEASURES

The Division of Homeland Security & Emergency Management (DHSEM) was created July 1, 2012. The Division consists of three offices: the Office of Emergency Management, Office of Prevention and Security and the Office of Preparedness.

## 1. Emergency Management

*Objective:* Increase the number of Homeland Security Exercise and Evaluation Program (HSEEP) compliant state-level exercises conducted annually to improve Colorado’s response and recovery capabilities through scheduled training and exercises based on written plans, procedures and measured performance standards.<sup>6</sup>

Performance Measure	Outcome	CY 2010 Actual	CY 2011 Actual	CY 2012 Approp.	CY 2013 Request	CY 2014 Estimate
Number of state-level HSEEP exercises conducted annually to improve state government response capability in accordance with the State Emergency Operations Plan	Benchmark	N/A	N/A	6	6	8
	Actual	N/A	N/A			

The mission for the Office of Emergency Management is to lead, manage and coordinate state-level actions for all hazards preparedness, natural hazards mitigation, emergency response, and disaster recovery in support of local governments within Colorado.

*Strategy:* This is a new measure. The HSEEP is a capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning. By utilizing HSEEP criteria for state-level exercises, the Office will have an objective assessment of its capabilities so that strengths and areas for improvement are identified, corrected, and shared as appropriate prior to a real incident. Improving the Office’s ability to manage response and recovery operations, through training and exercise, will enhance the efficiency and effectiveness of response and recovery operations.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* As was previously discussed, this is a new performance measure. However, the Office previously conducted state-level exercises while it was the Division of Emergency Management within the Department of Local Affairs.

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<sup>6</sup> This is a new office and a new performance measure. This measure is reported on the calendar year as that is what is required by our federal and local partners.

## 2. Counter-Terrorism and Infrastructure Protection

*Objective:* Provide an integrated, multi-disciplined, information sharing network to collect, analyze, and disseminate information to stakeholders in a timely manner in order to protect the citizens and the critical infrastructure of Colorado through information sharing.

The mission of the Office of Prevention and Security is to provide an integrated, multi-disciplined, information sharing network to collect, analyze, and disseminate information to stakeholders in a timely manner in order to protect the citizens and the critical infrastructure of Colorado. It does this through its Colorado Information Analysis Center (CIAC).

The terrorist attacks of Sept. 11, 2001 prompted federal, state, tribal and local governments to adopt a number of different measures that reduce the probability of future successful terrorist attacks and/or reduce the impact of any future attacks should they occur. One of these measures is the sharing of intelligence information in order to prevent future attacks, interdict other criminal activities, assess threats, and prioritize resources dedicated to mitigating identified threats.

The state's fusion center is a cost effective means of collecting, analyzing and disseminating intelligence information. By combining resources with federal, state local and private sector entities, the state is able to provide the necessary information sharing with fewer personnel and without the costs associated with developing independent systems.

*Objective:* Increase the audience for products disseminated by the CIAC.

Performance Measure <sup>7</sup>	Outcome	CY 2010 Actual	CY 2011 Actual	CY 2012 Approp.	CY 2013 Request	CY 2014 Estimate
Increase the audience for CIAC products.	Benchmark	1,881	1,950	2,500	2,650	2,800
	Actual	1,881	2,455			

*Strategy:* The CIAC utilizes the Critical Operational Capabilities (COCs) as guiding principles to increase the audience for CIAC product dissemination annually. The COC's are defined by the U.S. Department of Homeland Security as: receive, analyze, disseminate, and gather.

- **COC 1-Receive:** The ability to receive classified and unclassified information from federal partners.
  - Creating partnerships with federal agencies allows the CIAC to collaborate and share information with local partners.
  - Use of the CIAC classified room (recently certified) allows for secret level sharing through DHS and the FBI.

<sup>7</sup> This measure is reported on the calendar year as that is what is required by our federal and local partners.

- **COC 2—Analyze:** The ability to assess local implications of threat information through the use of a formal risk assessment process.
  - Analysts continue to analyze information and develop formalized risk assessment processes.
- **COC 3—Disseminate:** The ability to further disseminate threat information to other state, local, tribal, territorial and private sector entities within their jurisdiction.
  - The CIAC provides support to local partners by disseminating various products, including threat information to the necessary entities.
  - Disseminating information to the private sector increases public awareness.
- **COC 4—Gather :** The ability to gather locally generated information, aggregate it, analyze it, and share it with federal partners, as appropriate.
  - Information sharing is critical amongst local and federal partners.
  - The CIAC strives to increase training for partners via the Terrorism Liaison Officer program, as well as by various trainings offered throughout the year.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* The CIAC successfully increased its audience, exceeding its benchmark performance measure. An increase in information sharing and collaborative efforts amongst local and federal partners will continue to play a vital role in assisting the CIAC with this goal.



### 3. Mitigate Hazards

*Objective:* Reduce risk, and associated losses, to Colorado communities by identifying and mitigating hazards.

*Objective:* Increase Percent of identified state high risk hazards that have a current risk management and response plan.<sup>8</sup>

Performance Measure	Outcome	FY 2010 Actual	FY 2011 Actual	FY 2012 Approp.	FY 2013 Request	FY 2014 Estimate
Percent of identified state high risk hazards that have a current risk management and response plan.	Benchmark	15%	75%	86%	86%	Unknown <sup>9</sup>
	Actual	30%	86%			

*Strategy:* The Division’s strategy for reducing risk to Colorado communities focuses efforts on increasing the number of counties that have a federally approved hazard mitigation plan and on managing known community high hazard risks. In addition to hazard mitigation planning, the Division is staff is assisting communities with managing known high hazard risks. Regional Field Managers work with local emergency managers to identify known hazards, assess the risk they pose to their communities, identify and implement risk mitigation and management actions, and develop state response plans to support local government in the event the hazard occurs. It should be noted that this is a federally funded program and, at the time of this writing, future funding is in doubt.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* This is a new performance measure for the department; however data from the former Division of Emergency Management within the Department of Local Affairs were used. As is noted above, the Division exceeded its benchmark in FY 2011.

<sup>8</sup> This is a new performance measure.

<sup>9</sup> This is a federally funded program and, at the time of this writing, future funding is in question.

#### 4. Grant Administration

*Objective:* Improve the efficiency and effectiveness of grant programs managed by the Division through consistent monitoring of subgrantees.

Performance Measure	Outcome	FY 2010 Actual	FY 2011 Actual	FY 2012 Approp.	FY 2013 Request	FY 2014 Estimate
Average annual number of desktop monitoring occurrences per subgrantee. <sup>10</sup>	Benchmark	N/A	N/A	10	10	10
	Actual	N/A	N/A			

*Strategy:* The Division manages the allocation of Department of Homeland Security and Department of Defense grants to state agencies, local governments and other subgrantees. The Division is responsible for developing grant guidance, approving grant expenditures, tracking the progress of the regional and state homeland security strategies, and implementing corrective action to ensure compliance. The Division also develops federal and state progress reports and submits all appropriate grant and contract monitoring documentation into state and federal systems. In order to better ensure compliance and the efficient use of grant funds, the Division will average ten desktop monitoring occurrences per subgrantee on an annual basis.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* This is a new performance measure for the Department.

<sup>10</sup> This is a new performance measure.

## 5. Emergency Resource Mobilization

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

Although many emergency incidents can be handled independently at a local level, when a major incident occurs that requires the resources of multiple responders, jurisdictions and municipalities, it is imperative that a common method of describing emergency resources be used by those requesting and those providing emergency assistance. Resource typing organizes critical resource elements across the universe of emergency and incident management responders and frameworks. Typing resources helps in emergency and disaster response and recovery by streamlining requests, improving communications, and assuring that what is needed is what is ordered. A robust emergency resource mobilization program helps ensure a cost effective response by being able to order only those resources that are needed.

Performance Measure	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Approp.	FY 2012-13 Request	FY 2013-14 Estimate
Annually increase the number of resources cataloged for emergency response. <sup>11</sup>	Benchmark	8,000	8,000	8,500	8,700	9,000
	Actual	8,076	7,831			

*Strategy:* The Division’s strategy to ensure that the state can efficiently and effectively mobilize emergency resources during a disaster is to continue to type resources and enter them into the the Emergency Resource Inventory.

*Evaluation of Success in Reaching FY 2011-21 Benchmarks:* In the first quarter of CY 2011, the Division implemented new software (funded through federal grants), which was thought to be able to substantially improved the Division’s ability to increase the completeness and accuracy of the Emergency Resource Inventory. However, over time the software was found to be flawed and some resources were lost. The Division is currently working with a new vendor to make the necessary upgrades to the system.

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<sup>11</sup> 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 FIRE PREVENTION AND CONTROL

## 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Approp.	FY 2012-13 Request	FY 2013-14 Estimate
Increase the percentage of schools and junior colleges that have annual state-level fire inspections	Benchmark	100%	100%	93%	95%	97%
	Actual	94%	91%	92%		

*Strategy:* 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 were consolidated within the Division of Fire Safety on January 1, 2010.

The school construction and inspection program requires the Division of Fire Safety to adopt and enforce building and fire codes, issue building permits, perform construction inspections, issue certificates of occupancy, certify inspectors and plan reviewers, certify local jurisdictions interested in delegated authority, and conduct annual maintenance inspections when the local fire department does not have appropriately certified inspectors or does not desire to do them. While the Division has seen substantial increases in the number of inspections being performed, it believes that the number will level off as the Division has a better handle on the inventory of schools it is responsible for and has been working with local jurisdictions to develop inspection capability within local jurisdictions.

The strategy for improving the school safety inspection program is to continue to improve existing systems and apply the resources necessary to conduct the construction plan reviews, construction inspections and annual fire inspections. 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.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* In FY 2010-11 the Division performed 635 annual maintenance inspections and 711 in FY2011-12, a 12 percent increase. In FY 2011-12 the Division conducted 1,108 inspections and had oversight on additional 1,300 inspections performed by local fire departments.<sup>12</sup> It is estimated that 92 percent of the public schools and junior colleges received maintenance inspections in FY 2011-12. As the Division is developing an inspection and violation database, it will soon be

<sup>12</sup> Local inspections are estimated based upon self-reporting by local fire departments. The Division is developing a reporting system, which should make these estimates more accurate.

able to identify and prioritize schools in need of more inspections. It will also be better able to allocate resources and manage locally conducted inspections.

## 2. All-Hazards Certification Programs

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

Performance Measure	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Approp.	FY 2012-13 Request	FY 2013-14 Estimate
<i>Decrease annually the number of days required to process 90 percent of certification renewal applications<sup>13</sup></i>	Benchmark	40 Days	30 Days	30 Days	30 Days	30 Days
	Actual	40 Days	50 Days	50 Days		

*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 has been working with the Governor’s Office of Information Technology and vendors over the last three years to implement new technology in CY2012.

*Evaluation of Success in Reaching FY 2011-12 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 and does not record actual processing times.

While the delays adversely impact customer satisfaction and potentially delay individual promotions, the Division does not believe the delay adversely impacts public safety. This is due to the fact that new certifications are generally processed as part of an academy where departments are given pass or fail information prior to the certificates being processed and renewals are given only to individuals that have demonstrated prior knowledge and skills at the level they are renewing.

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<sup>13</sup> This is an estimate. The Division’s technology does not accurately track processing times.

### 3. Wildland Fire Management

*Objective:* Manage wildfires that exceed the capability of local governments, upon the request of local authorities, or when wildfires threaten to become state emergencies or disasters.

Performance Measure	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Approp.	FY 2012-13 Request	FY 2013-14 Estimate
<i>Provide technical assistance to local governments in the management of wildfires that exceed local capabilities.<sup>14</sup></i>	Benchmark				12 EFF <sup>15</sup> and/or FMAG <sup>16</sup> Fires	12 EFF and/or FMAG Fires
	Actual					

*Strategy:* The Wildland Fire Management Section of the Division of Fire Prevention and Control provides technical assistance to local governments, assumes the management of wildfires that exceed the capacity of local governments upon the request of local authorities or when wildfires threaten to become state emergencies or disasters, and, at all times, provides for the safety of firefighters and the public.

The Division develops and manages interagency cooperative fire protection agreements with local, county, state, federal and tribal governments. It coordinates county and federal wildland fire operating plan development, federal and state grant administration, equipment purchase, fire equipment fabrication, federal excess property acquisition and management, fire incident reporting, fire vehicle placement, emergency fire fund management, state and local Wildland firefighter training, suppression aircraft contracting and management, prescribed fire operations, wildfire suppression reimbursements, protection analysis, fire agreements, public burning restrictions, intergovernmental coordination, wildfire prevention and hazard mitigation

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* The responsibility for wildland fire management was transferred to the Division of Fire Prevention and Control effective July 1, 2012, pursuant to HB12-1283.

<sup>14</sup> This is a new performance measure. The responsibility for wildland fire management was transferred to the Division of Fire Prevention and Control effective July 1, 2012, pursuant to HB12-1283.

<sup>15</sup> Emergency Fire Fund (EFF) fires are fires that exceed local capability and meet severity criteria as determined by EFF Committee. Authority for management of EFF fires is delegated to the Division.

<sup>16</sup> Fire Management Assistance Grant fires are fires that meet the criteria by the Federal Emergency Management Agency (FEMA) for federal assistance. Authority for management of FMAG fires is delegated to the Division.

# 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 2010-11 Actuals	FY 2011-12 Actuals	FY 2012-13 Approp.	FY 2013-14 Estimate
<i>Increase the overall percentage of DVOMB and SOMB providers who demonstrate Standards compliance in the quality assurance review.</i>	Benchmark	80%	80%	80%	80%
	Actual	89%	82%		

*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 2011-12 Benchmarks:* The Office of Domestic Violence and Sex Offender Management exceeded the benchmark of 80% of providers that would demonstrate compliance with the Standards during a quality assurance review by 2%, which is down from a high of 89% from FY 11 but in-line with the 83% of FY10. As noted last year, it is expected that the rate of compliance is the highest achievable given that there will always be some number of providers in need of assistance.

It should be noted that domestic violence offender treatment providers reapply for approval every 2 years in February of odd-numbered years. In 2012 there were no provider reapplications due and therefore, the FY 2012 performance measure is based only on sex-offender treatment provider compliance with the standards.

## 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 2010-11 Actuals	FY 2011-12 Actuals	FY 2011-13 Approp.	FY 2013-14 Estimate
<i>Increase the number of Colorado Law Enforcement personnel completing CRCPI professional skills training</i>	Benchmark	650	650	0	0
	Actual	1,053	1,798		

*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 2011-12 Benchmarks:* Despite a reduction in funding, we were able to reach and exceed our benchmark training totals by working in partnership with the Metro Training Region. This number includes classes we provided training coordination services for (marketing, registration, instructor confirmation, and evaluation), not Colorado Regional and Community Policing Institute instructor-lead courses. In FY2011-2012, we focused on curriculum development, training coordination for stakeholders, and training kit delivery. Training will no longer be a function of CRCPI.

We have accomplished the goal of creating materials that could be used by local law enforcement for their own training academies. There is a governing board made of local law enforcement officials and members who will oversee the use, distribution, revision and enhancement of these materials.



### 3. Grants Administration - OAJJA and OVP

*Objective:* DCJ will improve the efficiency and effectiveness of grant programs managed by DCJ and increase services and programs delivered to grantees via the implementation of an on-line grant management system.

Performance Measure	Outcome	FY 2010-11 Actuals	FY 2011-12 Actuals	FY 2012-13 Approp.	FY 2013-14 Request	FY 2014-14 Estimate
<i>Increase the number of applicants and grantees brought onto the on-line GMS G3 system and managed completely using on-line technology.</i>	Benchmark	0	200	400	500	500
	Actual	System in implementation stage	309 applications			

*Strategy:* The 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. DCJ seeks to administer grants in the most effective manner possible so grantees and other beneficiaries of funds receive maximum resources.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* The division continues working in collaboration with other divisions within CDPS and also other state agencies to develop an on-line grants managements system that rolled out in January 2012. The first program to launch was the Justice Assistance Grant (JAG) program. There were 109 applications from state and local agencies that applied through the COGMS. In addition in FY 2011-12 the Colorado Department of Public Health and Environment went live with three funding opportunities and received over 200 applications. Training was developed and delivered for stakeholders and system users. We will continue to focus on system development and configuration, in addition to implementing additional programs and agencies.

## 4. Community Corrections

*Objective:* Division of Criminal Justice Office of Community Corrections will improve the efficiency and effectiveness of Community Corrections programs and increase accountability for services and programs delivered.

Performance Measure	Outcome	FY 2010-11 Actuals	FY 2011-12 Actuals	FY 2012-13 Approp.	FY 2013-14 Request	FY 2014-15 Estimate
<i>The DCJ Office of Community Corrections will complete a minimum of 15 audit reports for residential and non-residential programs in FY2012</i>	Benchmark	Not measured	15	11	11	12
	Actual	Not measured	15			

*Strategy:* State statute 17-27-108 requires the Division of Criminal Justice to audit community corrections programs to determine levels of compliance with developed standards. Those audits shall include an evaluation of compliance with the reporting requirements pursuant to statute 17-27-104 which is to be reported back to the administrator of the audited program, the local community corrections board and referring agencies. By developing these new performance measures, the DCJ will focus primarily on process improvement to increase the efficiency of the auditing and reporting responsibilities for the community corrections programs.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* DCJ staff completed a total of 15 audits in FY12. This total accounts for 12 residential audits and 3 non-residential audits. In FY13 and FY14, the DCJ will shift its audit resources to prioritize audits of specialized residential treatment programs and non-residential programs. These specialized audits, combined with internal efforts to implement Evidence-Based Practices in residential community corrections programs, require a shift of FTE resources within the Office of Community Corrections. As such, the Division will target a total of 11 residential, non-residential, and specialized treatment program audits in FY13 and FY14.

## 5. Community Corrections

*Objective:* Community Corrections will improve the efficiency and effectiveness use of Community Corrections funds.

Performance Measure	Outcome	FY 2010-11 Actuals	FY 2011-12 Actuals	FY 2012-13 Approp.	FY 2013-14 Request	FY 2014-15 Estimate
Increase utilization of HB 10-1360 Community Corrections funds (funds related specifically to specialized treatment for parolees) to 80%	Benchmark	1,200,000	1,579,000	1,579,000	1,579,000	1,579,000
	Actual	750,000 (63%)	1,445,000 (91.5%)			

*Strategy:* There are four categories of funds in this heading. The categories are: The Parole Intensive Residential Treatment (IRT), Parole Sex Offender, Parole Residential Dual Diagnosis (RDDT) services and Parole Therapeutic Community (TC) beds. In prior years, these resources were significantly underutilized.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* The Community Corrections funds under HB 10-1360 are showing demonstrable improvement in utilization. At the end of the year, overall utilization increased to 91.5% of the total appropriation - thereby exceeding the 80% benchmark.

In order to facilitate this increase, these HB-1360 beds have been distributed to more providers in more regions of the state in order to increase utilization. Previously, these beds were limited to a smaller number of providers, which was one part of the underutilization. The DCJ has collaborated with the providers, boards, and referral agencies several times throughout FY12 to identify the issues that are present in using the resources. The DCJ, boards, and providers have also held two unprecedented meetings with the full parole board to "market" the beds and solicit their support and involvement in utilization. The parole board has taken some action to direct parolees to those beds, when appropriate, as well as to provide some incentives to parolees to perform well in those settings. The DOC has also worked internally to increase utilization of these beds through collaboration with the DCJ in accessing field-level parole officers to market the beds and to work through administrative and practical issues regarding utilization.

## 6. Research

*Objective:* Improve public safety, respect the rights of victims of crime, expand the use of evidence based practices and reduce recidivism by ensuring the efficiency and effectiveness of the Colorado Commission on Criminal and Juvenile Justice.

Performance Measure	Outcome	FY 2010-11 Actuals	FY 2011-12 Actuals	FY 2012-13 Approp.	FY 2013-14 Request	FY 2014-15 Estimate
<i>Convene the multidisciplinary Colorado Commission on Criminal and Justice and its task forces and working groups and publish an annual summary of work accomplished by these groups.</i>	Benchmark	New for 2013	New for 2013	Convene 50 sessions of the CCCJ and various sub committees		
	Actual	New for 2013	New for 2013			

*Strategy:* State statute 16-11.3-103 requires DCJ to staff and provide research support to the Colorado Commission on Criminal and Juvenile Justice. The Commission is a multidisciplinary collaborative of 26 officials representing stakeholders in, among others, law enforcement, prosecution, defense, public welfare, corrections, the judiciary, and victim rights. The Commission convenes task forces and working groups to study and recommend improvements in the efficient and effective administration of justice. The current task forces are studying juvenile justice, comprehensive sentencing, drug policy reform, bail reform, and minority overrepresentation in the justice system. These groups make recommendations to the full Commission, which then decides by supermajority vote (75% majority) to promulgate recommendations for reform. DCJ seeks to staff and support the Commission in the most effective manner so that it can achieve its statutory goals of improving public safety, respecting the rights of crime victims, reducing recidivism, and making the most effective use of tax dollars. The Commission and its task forces convene regular meetings, staffed and supported by the Division, and the Division publishes an annual report that documents the empirical basis for the recommendations promulgated by the Commission.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* New for 2013

# 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 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Request	FY 2014-15 Estimate
Successful primary investigative assistance will be measured by case clearance pursuant to investigative clearance standards.	Benchmark	N/A	100%	100%	100%	100%
	Actual	N/A	81%			

Note: The CBI updated this performance measure for FY 2011-12. As such, the CBI does not have actual data for FY 2010-11.

*Strategy:* The CBI continues to maximize its limited appropriations and is focused on providing effective responses to those law enforcement agencies requesting primary investigative support from the CBI. Effectiveness in those investigations where CBI conducts primary investigative assistance will be measured by case clearance utilizing industry accepted standards of clearance. The standards CBI will use are:

1. cleared by arrest, where the offender(s) is arrested, charged with the commission of the offense, or referred to the court for prosecution;
2. cleared by exceptional means, where the offender is deceased, or otherwise beyond law enforcement's control to effect arrest and formal charging;
3. those cases where the alleged offender is found not to have committed a crime or where prosecuting authorities decline prosecution. The CBI will use its Information Management System to gather data related to case clearance and analyze actual outcome.

## 2. Forensic Services

*Objective:* Reduce the turnaround time for providing forensic analysis and results to submitting agencies.

Performance Measure	Outcome	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Approp.	FY 2013-14 Request	FY 2014-15 Estimate
Decrease the overall average number of days it takes the forensic laboratory system to process and return results.	Benchmark	N/A	90 days	75 days	60 days	60 days
	Actual	N/A	163 days			

Note: The CBI updated this performance measure for FY 2011-12. As such, the CBI does not have actual data for FY 2010-11.

*Strategy:* The following summarizes strategies implemented by Forensic Services in FY 2011-12 to ensure maximum efficiency:

1. Normalization of Backlogs: to ensure continuity of analyses around the state
2. New equipment: DNA equipment to increase number of samples per run. Drug Chemistry instruments to increase number of samples per run.
3. Case triaging: to ensure most probative items are analyzed.
4. New hiring practices to ensure that experienced forensic scientists are hired and quickly able to start casework.

*Evaluation of success in FY 2011-12:* The outcome of the above strategies has resulted in continued drop in turnaround times:

Chemistry	120 days to 78 days
Biological Sciences	270 days to 152 days
Fingerprints	270 days to 272 days
Firearms	525 days to 381 days

### 3. Identification

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

Performance Measure	Outcome	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Approp.	FY 2013-14 Request
Ensure statutory compliance as it pertains to criminal history record information.	Civil Benchmark	3 Days	3 days	3 days	3 days
	Civil Actual	10 Days	15 days		
	Criminal Benchmark	24 hours	24 hours		
	Criminal Actual	24 hours	24 hours		

Note: Actual days are calculated using business days

*Strategy:* The CBI will continue to institute workflow measures to increase processing efficiency. The largest cause for delays and backlogs within the civil biometric fingerprint processing backlog is the aging Automated Fingerprint Identification System (AFIS). The CBI has moved forward with the acquisition of a new AFIS, which will replace the existing technology that was installed in 1993. The replacement process is progressing and it is anticipated an updated biometric identification system will be placed into production in early 2013.

As it pertains to criminal fingerprint card processing conducted within the Identification Unit, the average 24-hour completion includes the electronic submissions received at the CBI from the law enforcement community through Livescan technology. Fingerprint cards received at the CBI through the mail are not included in the above stated average. Mailed-in cards typically include court order charges, driving under the influence and juvenile arrests, sex offender and parole registrations, and interstate compact arrest information.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* During FY 2011-12, processing time averages were increased from 15 days to an average of 30 days in FY 2010-11. The goal to reach a processing time of 3 days was not attainable due to the following:

The AFIS has significant functionality issues; it is running more slowly and bogs down under higher than expected volume of submissions. Whereas the use of additional staff hours (overtime) was an effective tool to reduce the backlog in previous years, the degradation of system function renders this method much less effective. The replacement of the AFIS system to a modern biometric identification system will allow CBI to meet benchmarks.

#### 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 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Approp.	FY 2013-14 Request	FY 2014-15 Estimate
Complete all necessary triennial audits as required by the FBI CJIS division.	Benchmark	130	156	156	156	156
	Actual	155	119			

*Strategy:* The FBI CJIS Security Policy requires the CBI to be responsible for ensuring local law enforcement agency compliance with 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 the results of the audits noting CBI enforcement of CJIS policies. 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 criminal justice information entered into the CCIC. Without audits of local law enforcement agencies’ use of the CCIC/NCIC systems, undetected entry errors may compromise the quality of the information in the system. Incorrect system data can have a negative impact to law enforcement agencies who may take action based on faulty records. In Colorado, the CCIC system currently supports approximately 458 law enforcement agencies, 23,000 end users, and has a throughput of 7 million transactions per week. The CCIC system is designed to support the anticipated future growth of law enforcement users and transactions.

The CBI Program Support Unit (PSU) currently has five full time employees assigned to conduct CCIC/NCIC local agency audits and training. This includes one employee assigned to the CBI Grand Junction office and one employee assigned to the CBI Pueblo office. It is estimated each auditor can complete 30 audits annually. With five auditors it is estimated 156 audits will be completed annually. The aforementioned audits completed during the respective annual cycles, include field audits and training to ensure agencies having difficulties with system compliance and record accuracy have the opportunity to improve.

The two largest challenges for the upcoming audit cycle will be assuring the quality of the newly implemented paperless audit program and incorporating the updated CJIS Security Policy, version 5.0 into the audit program. The audit team must assure the paperless audits are returning accurate results and that previously identified deficiencies are being corrected by the law enforcement agencies. This will mean additional analysis and follow-up after an audit is completed. PSU must incorporate the new version of the CJIS Security Policy into the audit which requires additional



knowledge of the auditors and the agencies undergoing audit as well. The audit is an excellent training tool; this new challenge will require auditors to increase their roles as educators.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* On July 26, 2010, PSU placed into production an online audit reporting tool which has allowed CBI auditors to conduct selected audits in a paperless fashion. This tool has allowed the process of conducting audits to become more efficient and effective. The new audit system provides access to audit questionnaires, correspondence to agencies, reports of compliance issues and mitigating strategies online.

The PSU completed 155 audits in FY 2010-11 and 119 audits in FY 2011-12. On October 27, 2011, FBI CJIS auditors found the CBI in compliance in respect to the agency audit requirement during their scheduled triennial audit. In order for the CBI to remain in compliance with the FBI CJIS audit requirement, the CBI must complete approximately 455 audits by October 2014, the next scheduled FBI CJIS triennial audit.

## 5. InstaCheck

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

Performance Measure	Outcome	FY 2010-11 Actual	FY 2010-11 Actual	FY 2012-13 Approp.	FY 2013-14 Request	FY 2014-15 Estimate
Maintain a monthly average wait time of 15 minutes or less.	Benchmark	20 min	15 min	15 min	15 min	15 min
	Actual	27 min	15 min			

*Strategy:* Queue time is the time a Federal Firearms Licensed (FFL) gun dealer waits for an InstaCheck Technician to perform a background check for gun transfer (retail sale). Processing time is the actual time it takes a Technician to review an applicant application once they have been removed from the queue. Turnaround time is the total of queue time plus processing time. The benchmark only represents queue time while the average processing time is an additional 3-4 minutes.

The InstaCheck Unit continues to explore a multitude of various strategies to reduce waiting time in the queue. The Unit trains new hires in a 30 day academy before the employee is eligible to conduct background checks. Improvements in new hire training, coupled with numerous internal changes to background procedures, have drastically reduced queue times.

Assuming that staffing levels remain constant and background check efficiencies continue to improve, the Unit will maintain or outperform estimated benchmarks indicated.

The InstaCheck Unit is exploring full automation (IT solution) for all background checks submitted over the Internet. The solution will further reduce queue times and limit the need for additional FTE as the volume of transactions increase year over year.

*Evaluation of Success in Reaching FY 2012-13 Benchmarks:* Performance measures are dependent upon the CCIC, NCIC and ICON (Online Courts) availability. System outages negatively impact the queue times because no transactions can be processed. InstaCheck utilizes seven criminal justice and court database systems in the approval process for a gun purchase. Benchmarks have changed significantly over prior years because of standardized training of personnel, proactive changes to processing procedures, which has resulted in improved efficiency.

# COLORADO SCHOOL SAFETY RESOURCE CENTER

## OBJECTIVES AND PERFORMANCE MEASURES

### 1. School Safety Services

*Objective:* Increase the number of professionals and parents to whom the CSSRC provides resources, training and consultation.

Performance Measure	Outcome	FY 2010-11 Approx.	FY 2011-12 Approx.	FY 2012-13 Approp.	FY 2013-14 Request	FY 2014-15 Estimate
Increase number of website visits and downloads.	Benchmark	N/A	N/A	74,803 visits/144,895 downloads (5% increase)	78,543 visits/152,140 downloads (5% increase)	82,470 visits/159,747 downloads (5% increase)
	Actual	63,445 visits/164,811 downloads	71,241 visits/137,995 downloads			

Performance Measure	Outcome	CY 2010 Actual	CY 2011 Actual	CY 2012	CY 2013	CY 2014
Increase the number of subscribers to the CSSRC listserv	Benchmark	N/A	N/A	5,018 (20% increase)	5,520 (10% increase)	5,796 (5% increase)
	Actual	3,220	4,182			

Performance Measure	Outcome	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Approp.	FY 2013-14 Request	FY 2014-15 Estimate
Increase the number of consultations provided	Benchmark	N/A	N/A	990 (10% increase)	1,040 (5% increase)	1,092 (5% increase)
	Actual	402	900			

Performance Measure	Outcome	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Approp.	FY 2013-14 Request	FY 2014-15 Estimate
Increase the number of trainings provided and participants attending	Benchmark	N/A	N/A	65 trainings (10% increase)	65 trainings	65 trainings
	Actual	40 trainings/2,661 participants	59 trainings/3,657 participants			

*Strategy:* The Colorado School Safety Resource Center (CSSRC/Center) was established during the 2008 legislative session. Its mission is to collaboratively assist educators, emergency responders, community organizations, school mental health professionals, parents and students to create safe, positive and successful school environments for all Colorado students in pre K–12 and higher education schools. The Center has been conducting outreach since 2009 with a comprehensive website, consultations and trainings providing technical assistance and resources to schools across the state. The Center’s strategy to continue and increase its services to schools and parents will be through an improved and expanded website; online courses to educate schools using the US Department of Education’s model of prevention, preparedness, response and recovery; continued collaboration with other agencies to provide trainings to school personnel; and fulfilling specific requests for consultations. Since legislative action in 2010, the Center has the ability to apply for grant funding to provide additional trainings for school personnel. The Center will pursue this opportunity in FY 2012-13.

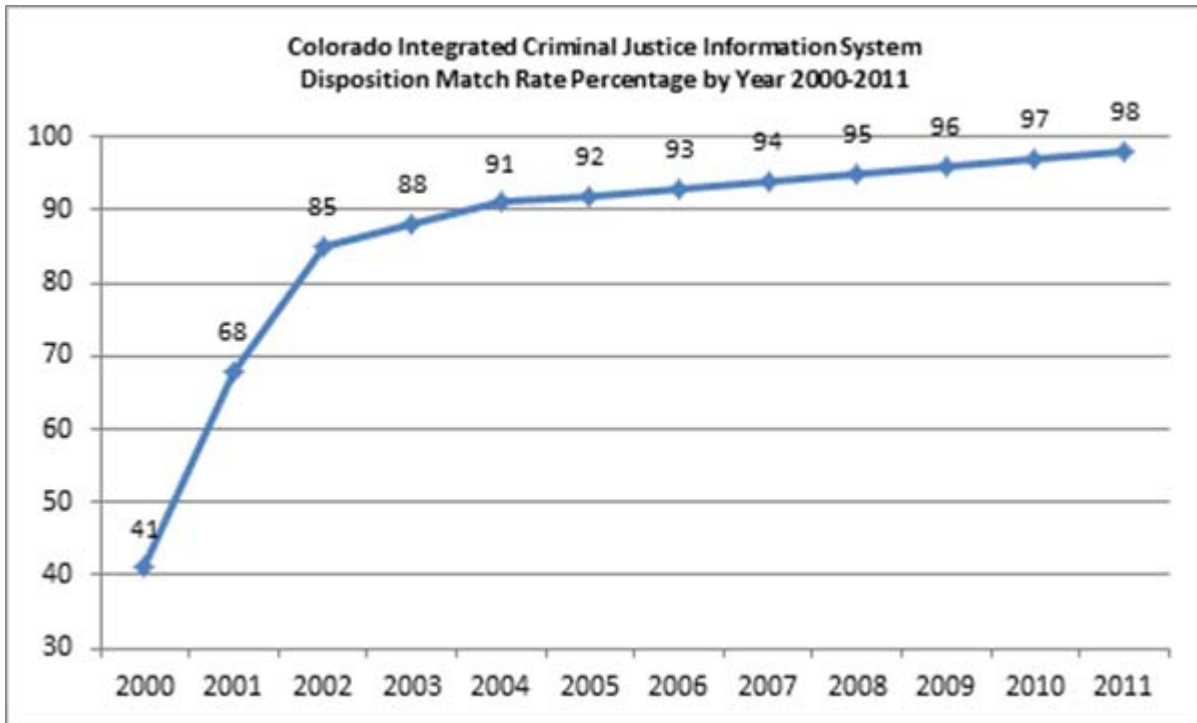
*Evaluation of Success in Reaching 2011-12 Benchmarks:* Since the first installation of software to track the utilization of the Center’s website there has been a 30% increase in traffic with downloads increasing more than fifteen times. The Center also provides a monthly electronic newsletter. Although the number of subscribers has only been tracked according to calendar years, there has been a 2.4-fold increase in the number of subscribers from 2009-10 to 2011-12. Consultations via phone and in-person have increased 5-fold since 2009 with a doubling in consultations from 2010-11 to 2011-12.

# COLORADO INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEM (CICJIS)

## OBJECTIVES AND PERFORMANCE MEASURES

### 1: Disposition Match Rates

*Objective:* Disposition Match Rate at 95% or higher for Adult Felony Cases



*Strategy:* One of the primary purposes of CICJIS is to improve public safety by making timely, accurate, and complete information on offenders available to all criminal justice agencies. One of the ways in which CICJIS ensures that an individual's criminal history is complete is by performing disposition matches. A disposition is the decision in a specific court case and can include verdicts (e.g., guilty), imposition of a deferred sentence, or dismissal of charges. The court case may include several charges, each of which will have a disposition. A disposition match occurs when the Colorado Bureau of Investigation's database, the Colorado Crime Information Center (CCIC), electronically matches through CICJIS a court case disposition from the Judicial system with the corresponding incident on a defendant's Record of Arrest and Prosecution (RAP sheet) within CCIC. The RAP sheet serves as an individual's criminal history. The incidents posted to a RAP sheet can be either an arrest or a summons where the defendant was fingerprinted.

CICJIS tracks two types of felony criminal cases: cases that are the result of an arrest during which fingerprints were obtained from the offender, and felony summons cases. In the latter instance, an arrest has not occurred, and the court has issued a summons commanding the appearance of the defendant before the court. CICJIS began transferring felony criminal court case dispositions, the disposition date, and sentencing information to

the CBI's CCIC system in May 1998. For about 10 years prior to CICJIS, Judicial sent criminal dispositions electronically to CBI. The criminal dispositions were gathered in a transfer file during the day and sent in one batch file to CBI nightly. This process encountered numerous technical problems. According to records, the disposition match rate prior to CICJIS was approximately 8 to 12 percent. The implementation of CICJIS has resulted in significant improvements in the statewide disposition match rate.

*Evaluation of Success in Reaching FY 2011-12 Benchmarks:* The CICJIS Program considers disposition matches to be an important measure of the System's success. For example, a 40 percent disposition match rate means that 40 percent of the courts' felony dispositions during the month were successfully associated with the relevant incidents in the CCIC system, and 60 percent were not. In January 2000 the Program began to systematically track the match rate. The chart shows the monthly disposition match rate which from a low of 41 percent in January 2000 to a high of 98 percent in January 2011.