

# **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**

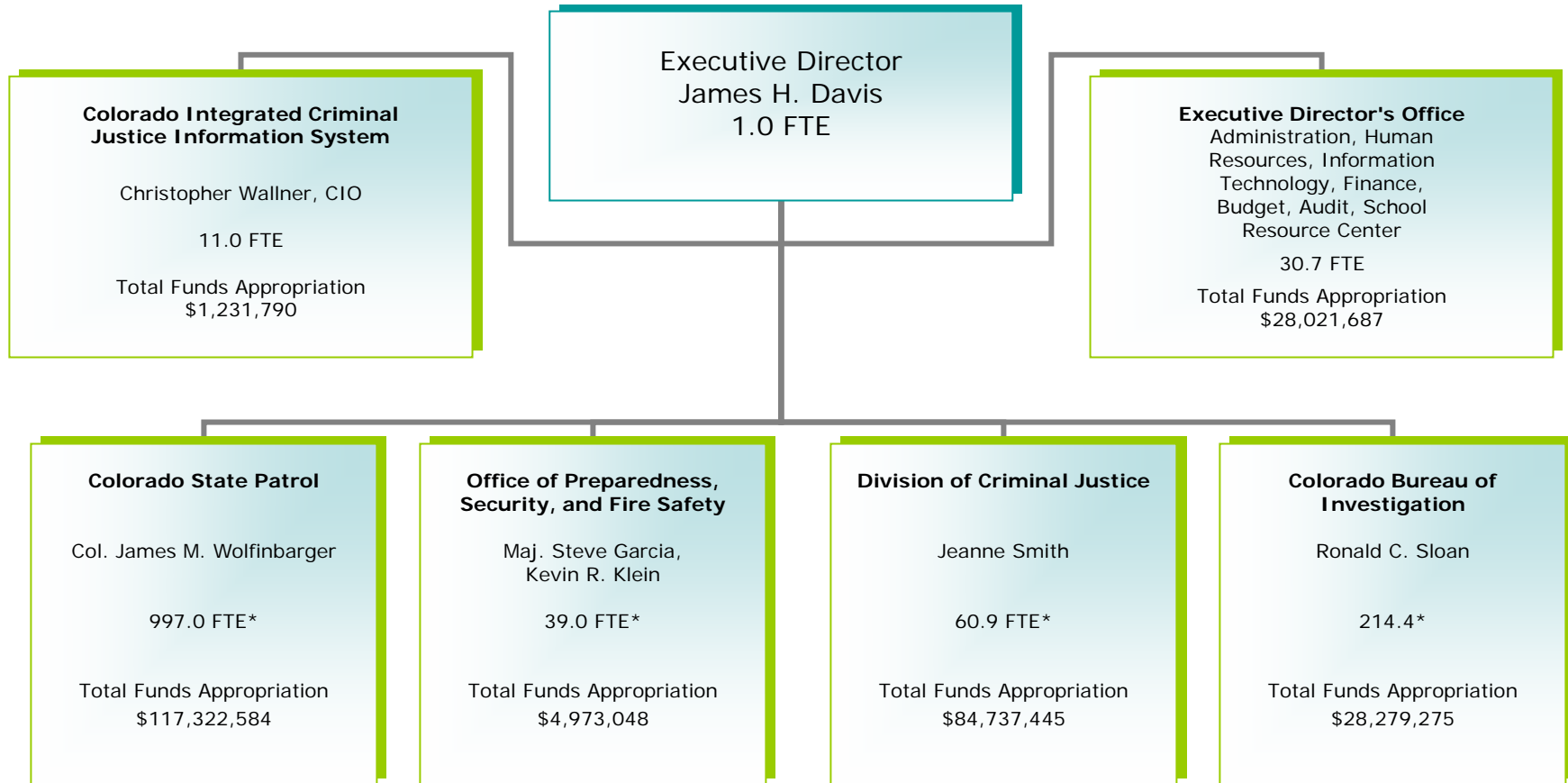
**Colorado Bureau of Investigation**

**James H. Davis  
Executive Director**

**November 1, 2011**

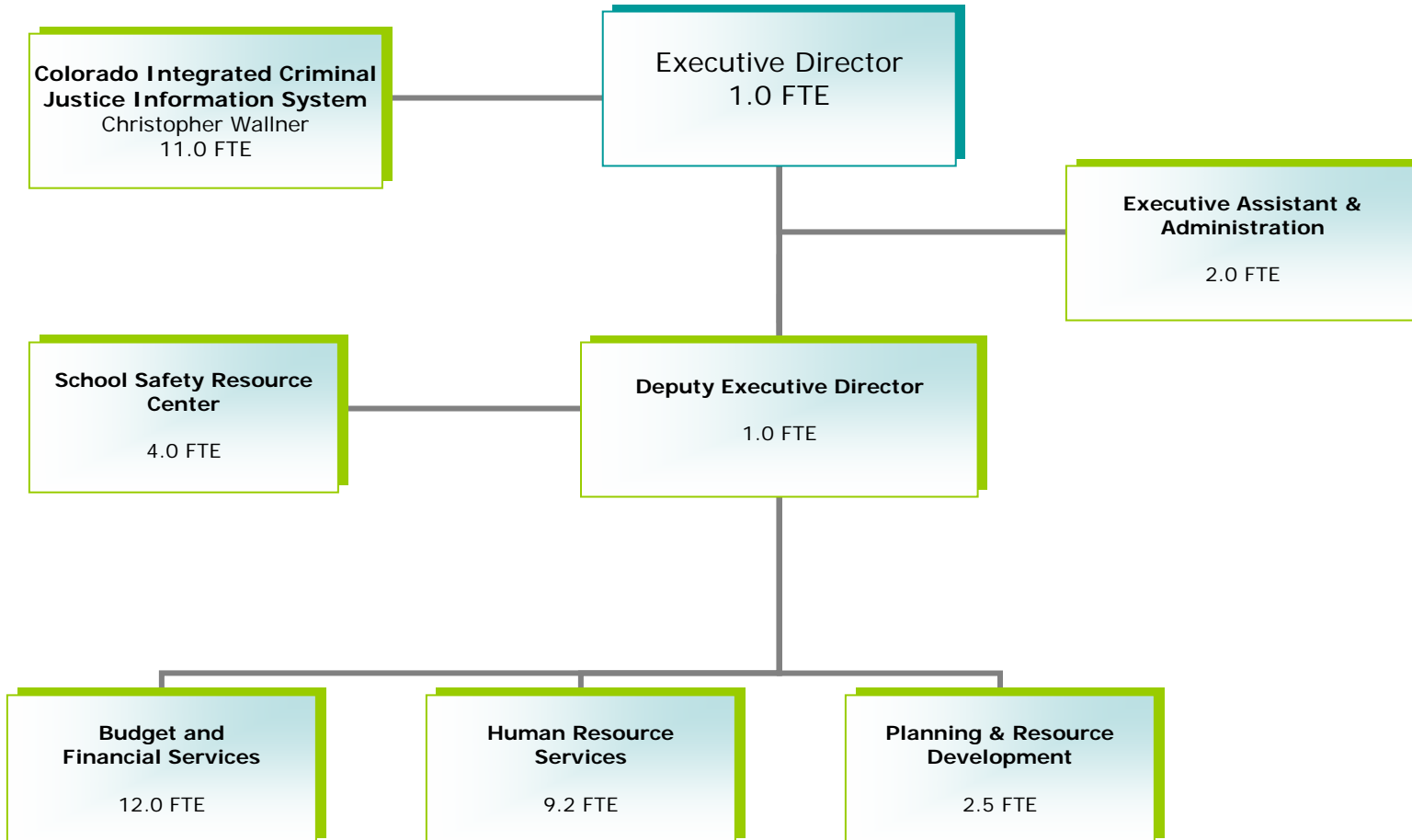
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**Colorado Department of Public Safety  
Organizational Chart  
Fiscal Year 2011-12  
Total FTE: 1,354.0  
Total Funds Appropriation: \$264,519,668**

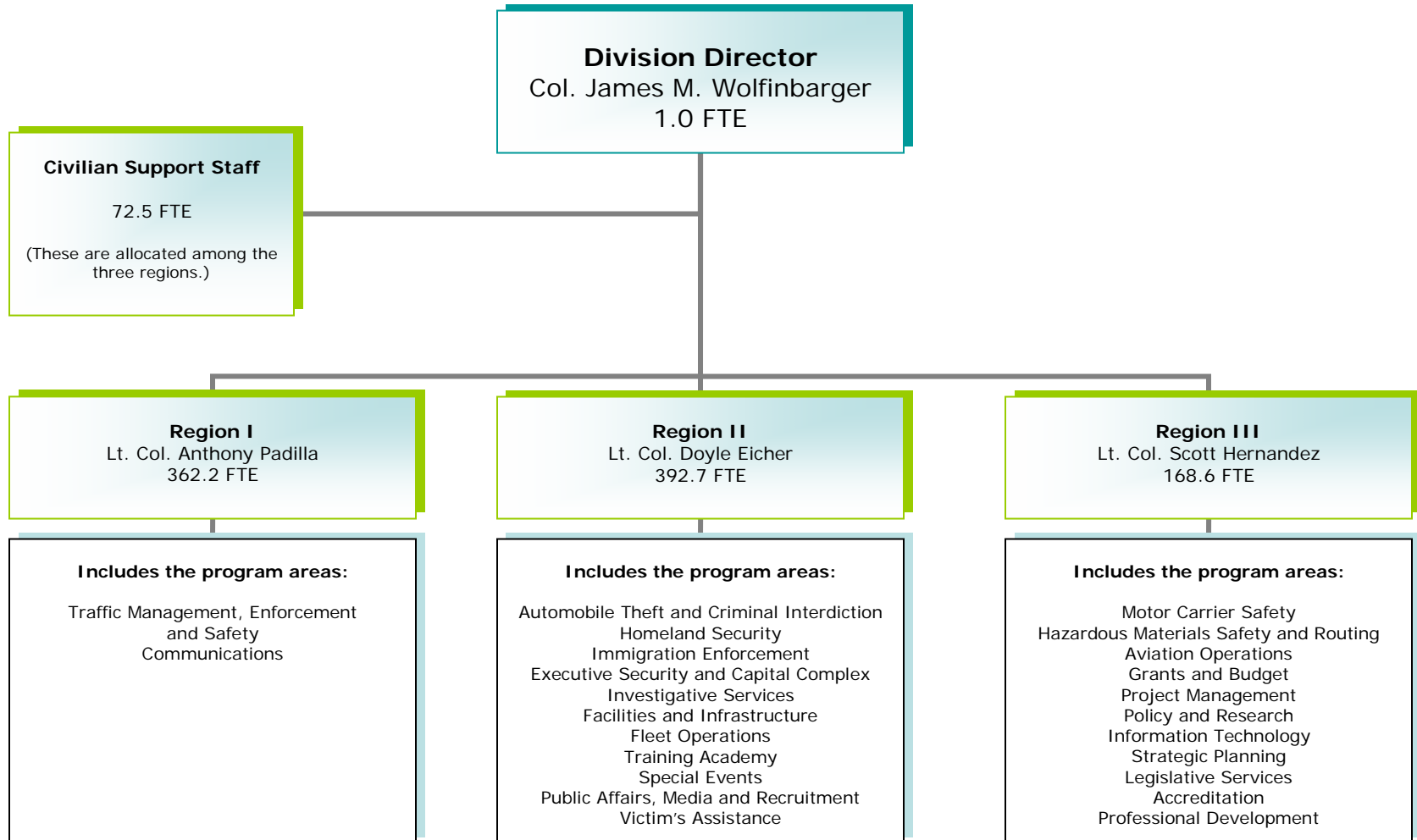


- Includes 100% Federally Funded Employees

**Colorado Department of Public Safety  
Executive Director's Office Organizational Chart  
Fiscal Year 2011-12  
Total FTE: 42.7  
Total Funds Appropriation: \$29,253,477**

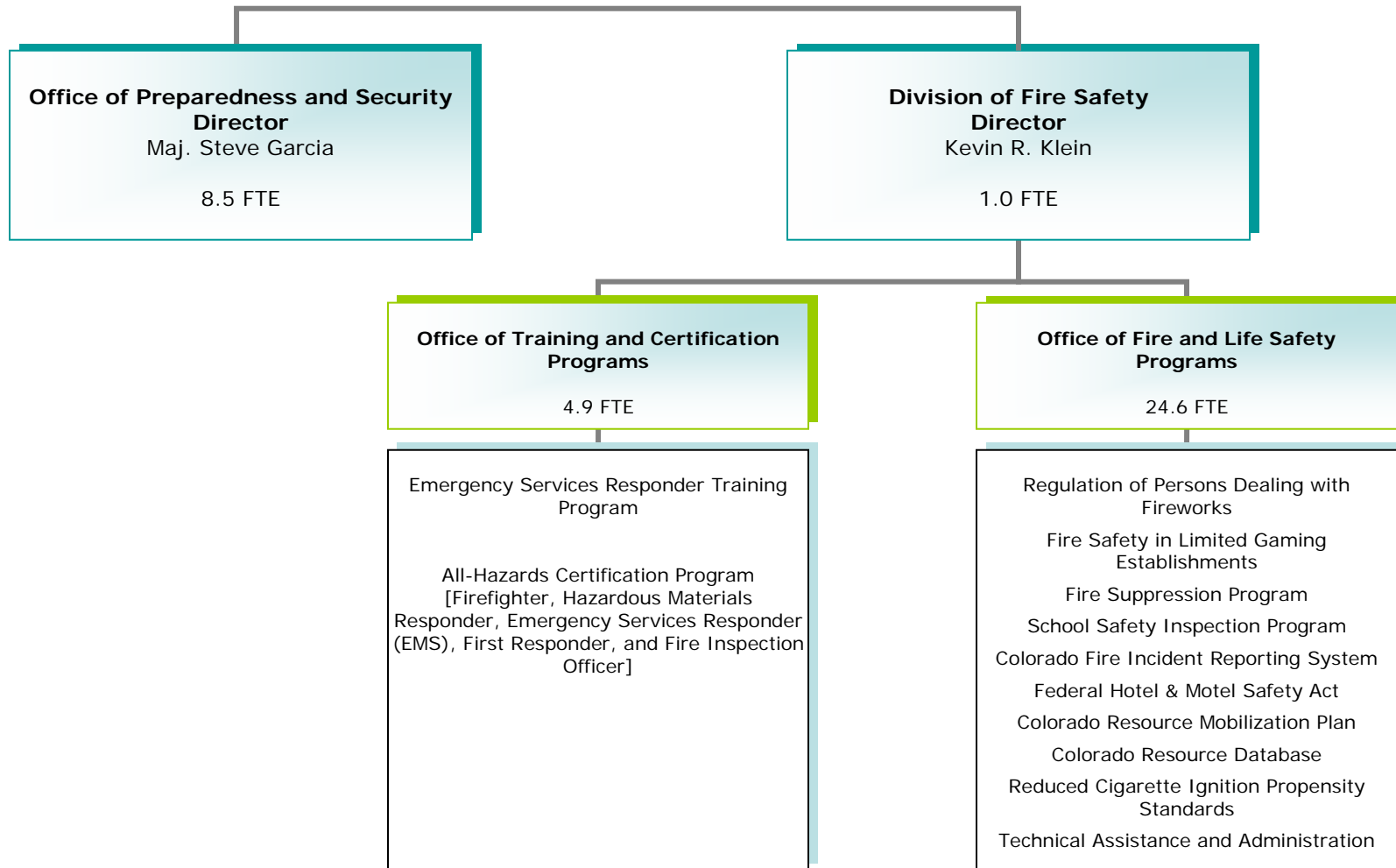


**Colorado Department of Public Safety**  
**Colorado State Patrol Organizational Chart**  
**Fiscal Year 2011-12**  
**Total FTE: 997.0\***  
**Total Funds Appropriation: \$117,322,024**



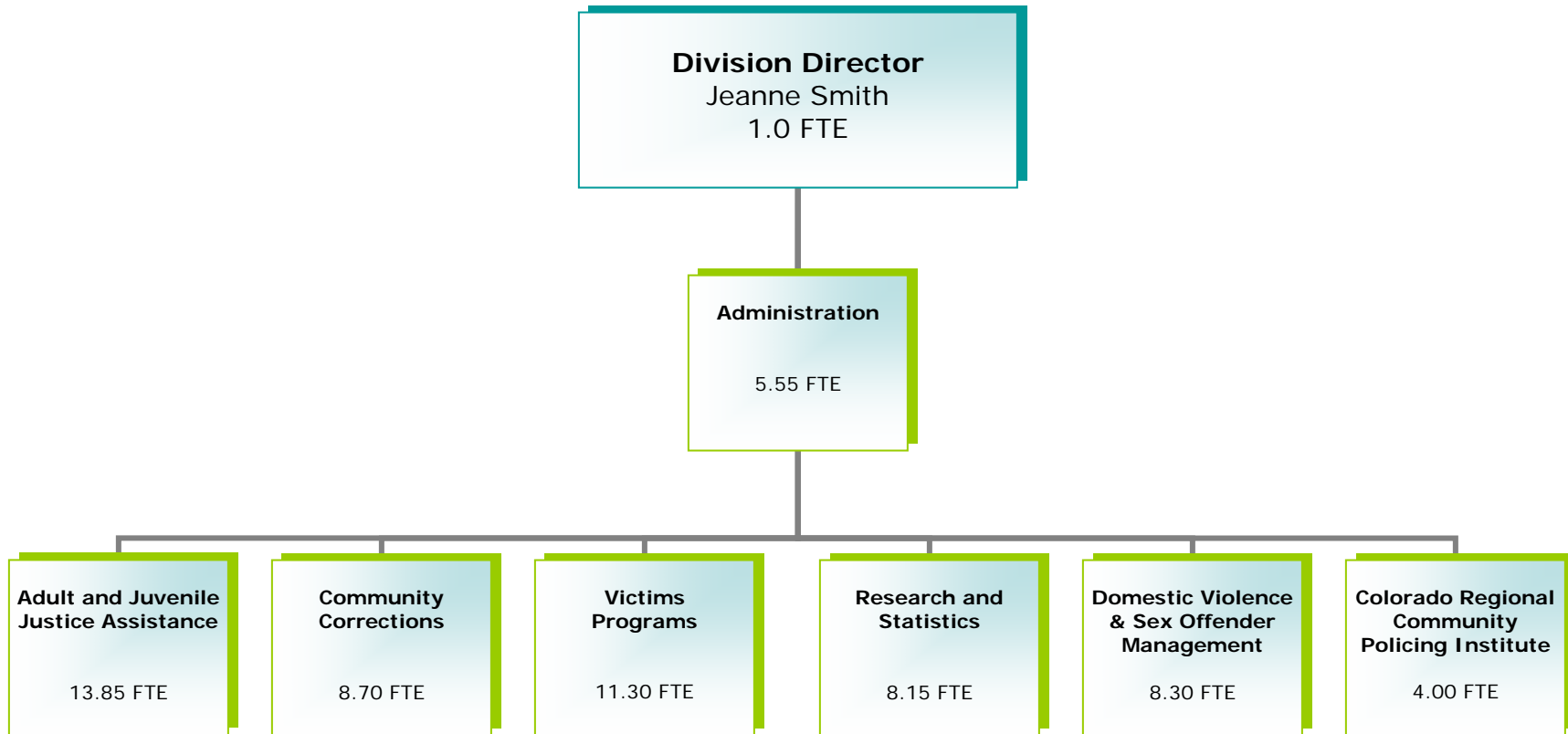
- Includes 100% Federally Funded Employees

**Colorado Department of Public Safety**  
**Office of Preparedness, Security, and Fire Safety**  
**Fiscal Year 2011-12**  
**Total FTE: 39.0\***  
**Total Funds Appropriation: \$4,926,887**



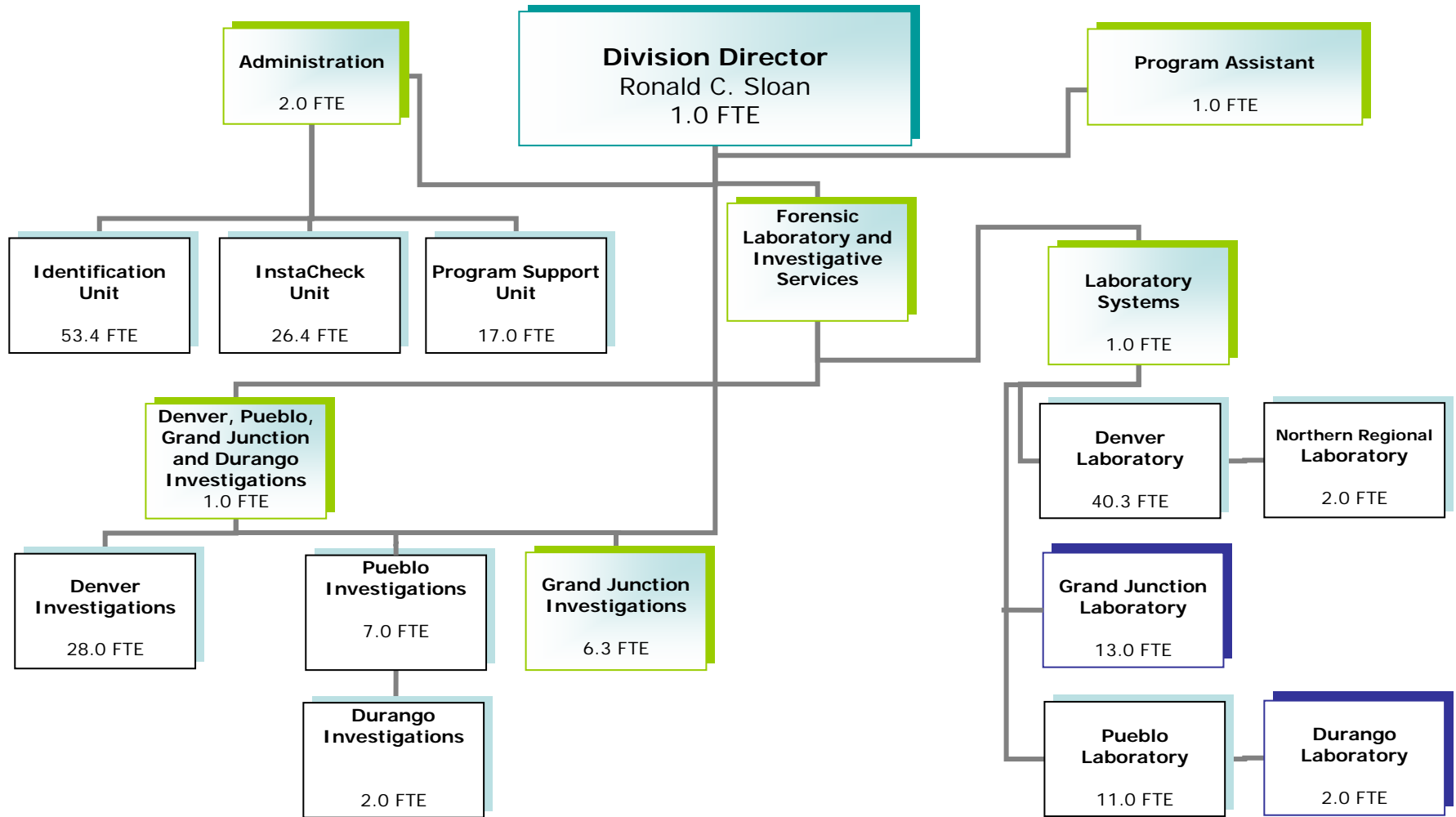
- Includes 100% Federally Funded Employees

**Colorado Department of Public Safety  
Division of Criminal Justice Organizational Chart  
Fiscal Year 2011-12  
Total FTE: 60.9\*  
Total Funds Appropriation: \$84,737,445**



- Includes 100% Federally Funded Employees

**Colorado Department of Public Safety**  
**Colorado Bureau of Investigation Organizational Chart**  
**Fiscal Year 2011-12**  
**Total FTE: 214.4\***  
**Total Funds Appropriation: \$28,279,275**



• 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.

### Statutory Authority

**Section 24-33.5-103 C.R.S. (2010)**-Department created-division (1) There is hereby created the department of public service, 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.

As of October 2011, CDPS includes the newly-created Division of Homeland Security. The Division of Homeland Security will consist of three offices: the Office of Prevention and Security, the Division of Fire Safety, and the Office of Preparedness. By integrating the former Governor's Office of Homeland Security into CDPS and restructuring current CDPS operations, this consolidation improves disaster preparedness through coordination of emergency management, homeland security, and public health entities. The Division of Homeland Security will seek improved prevention, protection, mitigation, response and recovery efforts, and will provide quality customer service to citizens and local governments. Additionally, the Division of Homeland Security will be continuously evaluating operations, identifying additional efficiencies to ensure maximum use of limited resources, and distributing federal grant dollars in compliance with federal standards and statewide needs.

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. It is anticipated that, through 2012 legislation, additional components of the Ports of Entry will be transferred 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.

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. If the legislature decides to extend the CCJJ beyond its current sunset date (July 1, 2013), 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.

### **Department Summary**

The Department of Public Safety's (CDPS) planning for fiscal years 2012 and 2013, has been most challenging. Through the tough economic times and the various legislative changes, (including assignment of additional responsibilities to divisions within CDPS), the employees within the Department continue to perform with dedication, integrity and professionalism. While many efficiencies have been identified and incorporated, there do not appear to be additional remaining areas that can provide needed services without overwhelming impact on members of the staff.

Budgetary reductions in the areas of community corrections, criminal investigations, homeland security, and information technology, to name a few, have forced the executive leadership to craft creative solutions to ensure the Department's continued success in meeting the needs of Colorado's criminal justice communities and Colorado's citizens. It is also necessary to recognize the tremendous challenges presented to CDPS in recent years by Colorado's economic woes.

With the passing of HB 10-1119, the SMART act, in some cases, the Department felt it necessary to change some of the division objectives and performance measures to ensure compliance with the SMART act. Because new categories have been added, the current performance measures will not include actuals reported for FY 2009-10 and FY 2010-11.

Despite the hardships created by Colorado government's revenue shortfalls, the Department continues to perform with constant professionalism and resiliency. While fiscal 2013 promises more challenges, CDPS will continue to build upon its strong foundations, and move forward with an unwavering commitment to improving the safety for the citizens of this great state.

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# CDPS CORE OBJECTIVES AND PERFORMANCE MEASURES

## 1. Traffic Safety (CSP)

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

Performance Measure	Outcome	CY 2009 Actual		CY 2010 Actual		CY 2011 <sup>1</sup> Actual		CY 2012 <sup>2</sup> Request	
		Incidents	Change	Incidents	Change	Incidents	Change	Incidents	Change
Through an increased and more effective Patrol presence on highways, reduce by at least <i>two percent</i> annually the number of fatal and injury crashes investigated by CSP troopers.	Benchmark	4,375	(2.0%)	4,288	(2.0%)	3,780	(5.0%) based on 4-year avg.	3,268	(5.0%) based on 4-year avg.
	Actual	3,765	(9.9%)	3,389	(9.0%)				

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

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.

<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.

*Evaluation of Success in Reaching FY 2010-11 Benchmarks:* The CSP 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 CSP has significantly improved both targeted and non-targeted roadway safety during the CY 2010. During the period January 1, 2010, to December 31, 2010, the CSP has reduced the number of fatal and injury crashes on non-targeted roadways by 9.0 percent. Similarly, on targeted roadway segments (where saturation patrols were regularly conducted) reductions were even greater, falling by 12.5 percent. The total reduction in fatal and injury crashes investigated by CSP troopers on all CSP roads was 9.0 percent in calendar year 2010.

## 2. Forensic Services (CBI)

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

Performance Measure	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Approp.	FY 2012-13 Request	FY 2013-14 Estimate
Decrease the overall average number of days it takes the forensic laboratory system to process and return results.	Benchmark	N/A	N/A	Average 90 days	Average 75 days	Average 60 days
	Actual	N/A	N/A			

**\*\*Note:** The CBI updated this performance measure for FY 2011-12 through FY 2013-14. As such, the CBI does not have actual data for FY 2009-10 and FY 2010-11.

*Strategy:* The following summarizes the strategies implemented by Forensic Services in FY2010-11:

- I. Normalizing Backlogs - An evaluation of the backlogs for FY 2009-10 identified an uneven distribution of cases in the five laboratories. This resulted in disproportionate turnaround times to our Law Enforcement Agencies (LEAs). A strategy was implemented to transfer cases statewide in order to better focus our resources and serve our partners.
- II. Increase Operational Efficiencies - Three specific operational efficiencies have been implemented during FY 2010-11.
  - a. Equipment/Technology upgrades—DNA and Chemistry: Technology improvements consist of equipment that can run multiple samples vs. a single sample. Latent Fingerprints: Updated humidity chambers and lasers allowing for batch processing versus completion of a single case.
  - b. Best Practices—Methodologies are being created and implemented to increase efficiency and effectiveness of processing casework in all disciplines.
  - c. Case Triaging—Implementation of a case triaging program ensuring the most probative evidence is submitted by our LEAs creating a reduction in the number of analyzed items per case.

*Evaluation of success FY 2010-11:*

The outcome of this strategy has been a reduction in turnaround times in drug chemistry, latent fingerprints and biological sciences (DNA). The following summarizes this decline:

Chemistry	270 days to 120 days
Latent Fingerprints	360+ days to 270 days
Biological Screenings	270 days to 180 days

Please note, the CBI updated this performance measure for FY 2011-12 through FY 2013-14. As such, the CBI does not have actual data for FY 2009-10 and FY 2010-11.

### 3. Counter-Terrorism and Infrastructure Protection (OPS)

*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 Colorado Information Analysis Center (CIAC) 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.

*Objective 1:* Increase the audience for products disseminated by the Colorado Information Analysis Center (CIAC).

Performance Measure	Outcome	CY 2009 Actual	CY 2010 Actual	CY 2011 Approp.	CY 2012 Request	CY 2013 Estimate
Increase the audience for CIAC products. (New performance measure)	Benchmark	N/A	N/A	1,881	1,950	2,000
	Actual	N/A	N/A			

*Strategy:* This is a new measure. The CIAC will be utilizing 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 office of Preparedness and Security Objectives and Performance Measures section.

*Evaluation of Success in Reaching FY 2010-11 Benchmarks:* Previously, the CIAC’s performance measure was the number of products disseminated annually. While that measure is an important workload indicator, it does not capture the size of the audience that the CIAC is

targeting. Therefore, the CIAC will benchmark audience size going forward. 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. Future success will be measured by an increase in the targeted audience size.

#### 4. 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 2009-10 Actuals	FY 2010-11 Actuals	FY 2011-12 Approp.	FY 2012-13 Request	FY 2013-14 Estimate
<i>Improve overall Community Corrections program compliance through an annual decrease in the average Risk Factor Analysis score.</i>	Benchmark	Decrease (improvement) in RFA scores of 5%	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%
	Actual	Decrease in RFA scores of 5%	Decrease in RFA scores of 2.4%			

*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 will 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 2010-11 Benchmarks:* The *RFA* places programs into one of four performance categories. Level 1 is a high risk category and used for new programs or for programs that show performance deficits in most areas of the *RFA* tool. Level 2 programs show some performance deficits, but less than in Level 1, such that they are also placed into a high risk category. Level 3 programs are considered to be in the lower risk category. Level 4 programs demonstrate strong performance across all categories and are considered to be in the lowest risk category.

For the August 2011 analysis there are a total of 15 programs in Level 4. This is an increase of one (1) program from the previous year. The 2011 analysis shows 13 programs in Level 3 - a decrease of 1 from the previous year (due to that program being placed into a lower risk category). Three (3) programs remained in Level 2 while one (1) newer program was placed into the Level 1 category.



Overall, there was little change in statewide RFA scores from the previous reporting period. This year represents the seventh 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 that more modest improvements will be shown in these later 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.

## 5. Fire Safety (DFS)

*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>3</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			

*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 2010-11 Benchmarks:* Colorado exceeded its fire-related fatality per capita benchmark in FY2010-11. For FY 2010-11 Colorado had a lower fatality rate than in FY 2009-10. 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 (0.378 deaths per 100,000 versus 1.10)<sup>2</sup> and better than western states combined (0.84 deaths per 100,000)<sup>3</sup>. Colorado is currently ranked as having the second 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 2008*, September 2009.

<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. Traffic Safety

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

Performance Measure	Outcome	CY 2009 Actual		CY 2010 Actual		CY 2011 <sup>1</sup> Approp.		CY 2012 <sup>2</sup> Request	
		Incidents	Change	Incidents	Change	Incidents	Change	Incidents	Change
Through an increased and more effective CSP presence on highways, reduce by at least <i>four percent annually</i> the number of DUI/DUID-caused fatal and injury crashes investigated by CSP troopers.	Benchmark	635	(4.0%)	610	(4.0%)	593	(3.0%) based on 4-year avg.	523	(5.0%) based on 4-year avg.
	Actual	571	(9.2%)	469	(8.2%)				

*Strategy:* As with other traffic safety performance goals, 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, such as “The Heat is On”, 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. Chief Wolfinbarger is also chair of the state DUI task force which provides collaboration and coordination of DUI/DUID enforcement efforts across the state.

*Evaluation of Success in Reaching FY 2010-11 Benchmarks:* In CY 2010, the CSP wrote 6,991 citations for driving under the influence of alcohol or drugs (DUI/DUID). The number of DUI/DUID-caused injury and fatal crashes decreased by 8.2 percent from 571 in CY 2009 to 469 in CY 2010. 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 2010, 36.5 percent of DUI/DUID-caused crashes resulted in injuries or fatalities. When DUI/DUID was not the cause of a crash, only 14.0 percent resulted in injuries or fatalities.

## 2. Communications Services

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

Performance Measure	Outcome	CY 2009 Actual		CY 2010 Actual		CY 2011 <sup>1</sup> Approp.		CY 2012 <sup>2</sup> Request	
		Time	Change	Time	Change	Time	Change	Time	Change
Reduce by at least five percent annually the time it takes CSP Communications Branch employees to dispatch calls for assistance to fatal and injury crashes or other reports of road hazards.	Benchmark	20.4 Min.	(5.0%)	20.1 Min.	(5.0%)	19.9 Min.	(1.0%)	19.7 Min.	(1.0%)
	Actual	21.1 Min.	(0.3%)	21.0 Min.	(0.1%)				

*Strategy:* The Colorado State Patrol provides a professional communications system for all CSP troopers 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 2010-11 Benchmarks:* In CY 2010, the CSP had a statewide average response time of 21.0 minutes for traffic crashes (a 0.1% decrease from CY 2009). 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 trooper arrives at a scene.

While response times decreased from during this evaluation period, there are many different factors attributing to this change. The most common factors for slight to moderate changes in response times include: distance from crash site to trooper location; weather impacts on driving times; traffic impacts on driving times; targeted enforcement locations versus crash locations; and prioritization of response based on severity of crashes and “reports of road hazards.” The Patrol intends to adjust this measure by separating severity and importance of response.

### 3. Commercial Motor Vehicle Safety

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

Performance Measure	Outcome	CY 2009 Actual		CY 2010 Actual		CY 2011 <sup>1</sup> Approp.		CY 2012 <sup>2</sup> Request	
		Incidents	Change	Incidents	Change	Incidents	Change	Incidents	Change
Through an increased and more effective CSP presence on highways, reduce by at least <i>five percent annually</i> the number of motor vehicle crashes investigated by CSP troopers involving commercial vehicles.	Benchmark	2,365	(5.0%)	2,247	(5.0%)	809	(5.0%) based on 4-year avg.	843	(5.0%) based on 4-year avg.
	Actual*	788	(21.2%)	820	4.1%				

*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.

*Evaluation of Success in Reaching FY 2010-11 Benchmarks:* In CY 2010, although not reaching the benchmark, the CSP realized a 4.1% reduction in the number of motor vehicle crashes involving commercial vehicles as compared with CY 2009.

During the calendar year of 2009, the state and nation saw significant decreases in commercial vehicle transportation which attributes to the significant reductions. Over the course of the two years combined, there was over a 16% reduction in commercial vehicle related crashes since 2008, which is significantly over the bench mark of 5.0% per year. 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.

## 4. Hazardous Materials Safety

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

Performance Measure	Outcome	CY 2009 Actual		CY 2010 Actual		CY 2011 <sup>1</sup> Approp.		CY 2012 <sup>2</sup> 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	156	(4.0%)	150	(4.0%)	146	(4.0%) based on 4-year avg.	141	(4.0%) based on 4-year avg.
	Actual	136	(16.1%)	144	5.9%				

*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 2010-11 Benchmarks:* In CY 2010, the Patrol realized a 5.9% increase in the number of motor vehicle crashes involving hazardous materials incidents as compared with CY 2009. 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.

During the calendar year of 2009, the state and nation saw significant decreases in commercial vehicle transportation, which contributes to the significant reductions. While the total number of hazardous material incidents increased by eight from calendar year 2009 to 2010, CSP had an overall reduction of 11.1% over two years from calendar year 2008, which is well over the benchmark of 4.0% per year.

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.

# OFFICE OF PREPAREDNESS AND SECURITY

## OBJECTIVES AND PERFORMANCE MEASURES

### 1. Counter-Terrorism and Infrastructure Protection

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 Colorado Information Analysis Center (CIAC) 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.

*Objective 1:* Increase the audience for products disseminated by the Colorado Information Analysis Center (CIAC).

Performance Measure	Outcome	CY 2009 Actual	CY 2010 Actual	CY 2011 Approp.	CY 2012 Request	CY 2013 Estimate
Increase the audience for CIAC products. (New performance measure)	Benchmark	N/A	N/A	1,881	1,950	2,000
	Actual	N/A	N/A			

*Strategy:* This is a new measure. The CIAC will be utilizing 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.
- **COC 2—Analyze:** The ability to assess local implications of threat information through the use of a formal risk assessment process.
  - Analysts and Troopers are going to continue to analyze information and develop a more formalized risk assessment process.

- **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 (TLO) program, as well as by various trainings offered throughout the year.

*Evaluation of Success in Reaching FY 2010-11 Benchmarks:* Previously, the CIAC’s performance measure was the number of products disseminated annually. While that measure is an important workload indicator, it does not capture the size of the audience that the CIAC is targeting. Therefore, the CIAC will benchmark audience size going forward. 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. Future success will be measured by an increase in the targeted audience size.

*Objective 2:* Increase the quality of products disseminated by the CIAC as measured in customer feedback surveys.

Performance Measure	Outcome	FY 2009 Actual	FY 2010 Actual	FY 2011 Approp.	FY 2012 Request	FY 2013 Request
Maintain Customer satisfaction at 4.5 on a 5-point scale. (New performance measure in 2010).	Benchmark	N/A	4.5	4.5	4.5	4.5
	Actual	N/A	4.38			

*Strategy:* This is a new measure starting in CY 2010. The CIAC utilizes an on-line customer feedback survey for each product it disseminates. Three dimensions of customer satisfaction are measured on a five-point scale, with 5 being “strongly satisfied” and 1 being “strongly dissatisfied”.

The Critical Operational Capabilities above also serve as the guiding principles to increase customer satisfaction.

*Evaluation of Success in Reaching FY 2010-11 Benchmarks:* The CIAC's benchmark for FY 2010-11 was 4.5, or customer satisfaction greater than "Satisfied". The average satisfaction level was 4.38. The CIAC will analyze the dimensions of customer satisfaction and seek improvements based upon customer satisfaction. Success will be measure in increased customer satisfaction scores.



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

*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 2010-11 Benchmarks:* In FY 2009-10 the Division performed 500 annual maintenance inspections and 635 in FY2010-11, a 27 percent increase. In FY 2010-11 the Division conducted 1,168 inspections and had oversight on an additional 1,398 inspections performed by local fire departments.<sup>4</sup> It is estimated that 91 percent of the public schools and junior colleges received maintenance

<sup>4</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.

inspections in FY 2010-11. As the Division is developing an inspection and violation database, it will soon be 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
Decrease annually the number of days required to process 90 percent of certification renewal applications <sup>5</sup>	Benchmark	40 Days	30 Days	30 Days	30 Days	30 Days
	Actual	40 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 two years to implement new technology in CY2011.

*Evaluation of Success in Reaching FY 2010-11 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.

<sup>5</sup> This is an estimate. The Division's technology does not accurately track processing times.

### 3. Emergency Resource Mobilization

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

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>6</sup>	Benchmark	8,000	8,000	8,500	9,000	9,500
	Actual	8,076	8,309			

*Strategy:* The Division’s strategy to ensure that the state can mobilize emergency resources during a disaster is to continue to build the Emergency Resource Inventory. In the first quarter of CY 2011, the Division implemented new software (funded through federal grants), which substantially improved the Division’s ability to increase the completeness and accuracy of the Emergency Resource Inventory. In addition, the Division is working with the Colorado Emergency Preparedness Partnership (CEPP) to begin inventorying privately held resources.

*Evaluation of Success in Reaching FY 2010-11 Benchmarks:* In FY 2010-11, the Division continued to make significant progress toward further development and wider implementation of Emergency Resource Inventory. Fire, law enforcement, emergency medical and public works resources have been cataloged.

<sup>6</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 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 2009-10 Actuals	FY 2010-11 Actuals	FY 2011-12 Approp.	FY 2012-13 Estimate
<i>Increase the overall percentage of DVOMB and SOMB providers who demonstrate Standards compliance in the quality assurance review.</i>	Benchmark	75%	80%	80%	80%
	Actual	83%	89%		

*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 2010-11 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 9%, which is also an increase of 6% over FY 10. It is expected that this rate of compliance is the highest level achievable given that there will always be some number of providers in need of assistance. As a result, the ODVSOM will be creating a new performance measure beginning in FY 12.

Domestic violence offender treatment providers reapply for approval every 2 years in February of odd-numbered years. In 2011 there were 183 providers who reapplied, met the standards and requirements, and were approved. Currently, because of new providers being added through the year, there are 193 domestic violence treatment providers in the state.

## 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 2009-10 Actuals	FY 2010-11 Actuals	FY 2011-12 Approp.	FY 2012-13 Estimate
<i>Increase the number of Colorado Law Enforcement personnel completing CRCPI professional skills training</i>	Benchmark	1,000	650	500	200
	Actual	1,034	1,053		

*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 2010-11 Benchmarks:* Despite a reduction in funding, we were able to reach and exceed our benchmark training totals. This number includes classes we provided training coordination services for (marketing, registration, instructor confirmation, and evaluation), not just Colorado Regional and Community Policing Institute instructor-lead courses. In FY2011-2012, we will focus on curriculum development, training coordination for stakeholders, and training kit delivery, with reduced numbers of Colorado law enforcement personnel completing professional skill training under 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

*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 2009-10 Actuals	FY 2010-11 Actuals	FY 2011-12 Approp.	FY 2012-13 Request	FY 2013-14 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	0	200	350	200
	Actual	System in development stage	System in implementation stage			

*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 2010-11 Benchmarks:* The division is working in collaboration with other divisions within CDPS and also other state agencies to develop an on-line grants managements system due to roll out in January 2012. The first program to launch will be the Justice Assistance Grant (JAG) program. In FY 2011-12 we will focus on finalizing system development and configuration, and then begin implementation, training coordination for stakeholders and training delivery to all users.

#### 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 2009-10 Actuals	FY 2010-11 Actuals	FY 2011-12 Approp.	FY 2012-13 Request	FY 2013-14 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.	Not measured	15 Audits completed	15 Audits completed	15 Audits completed
	Actual	Not Measured.	Not measured			

*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 2010-11 Benchmarks:* These are new performance measures developed for FY 2012.

## 5. Community Corrections

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

Performance Measure	Outcome	FY 2009-10 Actuals	FY 2010-11 Actuals	FY 2011-12 Approp.	FY 2012-13 Request	FY 2013-14 Estimate
Increase utilization of HB 10-1360 Community Corrections funds (funds related specifically to specialized treatment for parolees) to 80%	Benchmark	N/A	1,200,000	1,200,000	1,200,000	1,200,000
	Actual	N/A	750,000			

*Strategy:* The Community Corrections funds under HB 1360 are showing progress. There are four categories of funds in this heading. The categories are: The Parole Intensive Residential Treatment (IRT), Parole Sex Offender, Parole Residential services and Parole Mental Health beds. The Parole IRT and the Parole Sex Offender totals are about 20% spent for the first quarter of this fiscal year, which puts them well on track for the 80% expenditure goal. Parole Residential services and Parole Mental Health beds are at 10% and 4% respectively, which is behind the goal. Efforts are underway to utilize those beds more extensively and it is expected that the next quarter billings will show an increase in usage.

House Bill 10-1360 beds will be distributed across a few more providers in more regions of the state. Previously, these beds were locked up at a fewer number of providers, which was one part of the under spending problem. DCJ has met with the providers, boards, and referral agencies a few times to identify the issues that are present in using the resources. DCJ has met with the full parole board (first time ever in 12 years) to "market" the beds and solicit their support and involvement in utilizing the beds. The parole boards have taken some initial action to direct parolees to those beds, when appropriate, as well as provide some incentives to parolees to perform well in those settings.

Department of Corrections (DOC) has agreed to appoint a specific person that will be responsible to refer clients to those beds and to manage usage. Previously, referrals were expected to come from line-level parole officers rather than the DOC central office for Parole/Community Corrections.

DCJ plans to meet with line-level parole officers and parole managers to further "market" these beds and the placement criteria for the treatment. DCJ has put together a summary of the HB 10-1360 beds and sent that through the DOC Parole/Community office to put the beds on their radar in written form. DCJ agreed to provide regular feedback to DOC and the Parole Board regarding the spending of HB10-1360 funds so they can track the spending and utilization. This information will also be communicated to the providers and boards so they know where what has been spent throughout the year.

DOC has also agreed to work with their internal case managers and clinical services in order to obtain and share assessment/clinical records among them so that they can identify the appropriate clients for those beds at the front-end of parole.



*Evaluation of Success in Reaching FY 2010-11 Benchmarks:* These are new performance measures developed for FY 2012.

# 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Actual	FY 2012-13 Request	FY 2013-14 Estimate
Successful primary investigative assistance will be measured by case clearance pursuant to investigative clearance standards.	Benchmark	N/A	N/A	75%	75%	75%
	Actual	N/A	N/A			

**\*\*Note:** The CBI updated this performance measure for FY 2011-12 through FY 2013-14. As such, the CBI does not have actual data for FY 2009-10 and 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 valuable 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Approp.	FY 2012-13 Request	FY 2013-14 Estimate
Decrease the overall average number of days it takes the forensic laboratory system to process and return results.	Benchmark	90%	90%	Average 90 days	Average 75 days	Average 60 days
	Actual	N/A	N/A			

\*\*Note: The CBI updated this performance measure for FY 2011-12 through FY 2013-14. As such, the CBI does not have actual data for FY 2009-10 and FY 2010-11.

*Strategy:* The following summarizes the strategies implemented by Forensic Services in FY2010-11:

III. Normalizing Backlogs – An evaluation of the backlogs for FY 2009-10 identified an uneven distribution of cases in the five laboratories. This resulted in disproportionate turnaround times to our Law Enforcement Agencies (LEAs). A strategy was implemented to transfer cases statewide in order to better focus our resources and serve our partners.

IV. Increase Operational Efficiencies – Three specific operational efficiencies have been implemented during FY 2010-11.

- a. Equipment/Technology upgrades—DNA and Chemistry: Technology improvements consist of equipment that can run multiple samples vs. a single sample. Latent Fingerprints: Updated humidity chambers and lasers allowing for batch processing versus completion of a single case.
- b. Best Practices—Methodologies are being created and implemented to increase efficiency and effectiveness of processing casework in all disciplines.
- c. Case Triaging—Implementation of a case triaging program ensuring the most probative evidence is submitted by our LEAs creating a reduction in the number of analyzed items per case.

*Evaluation of success FY 2010-11:*

The outcome of this strategy has been a reduction in turnaround times in drug chemistry, latent fingerprints and biological sciences (DNA). The following summarizes this decline:

Chemistry	270 days to 120 days
Latent Fingerprints	360+ days to 270 days
Biological Screenings	270 days to 180 days

### 3. Identification

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

Performance Measure	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Approp.	FY 2012-13 Request
Insure statutory compliance as it pertains to criminal history record information.	Civil Benchmark	3 Days	3 Days	3 Days	3 Days
	Civil Actual	30 Day average	10 Days		
	Criminal Benchmark	24-hours	24-hours	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 2010-11 Benchmarks:* During FY 2010-11, processing time averages were reduced to 15 days from an average of 30 days in FY 2009-10. However, 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 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Approp.	FY 2012-13 Request	FY 2013-14 Estimate
Complete all necessary triennial audits as required by the FBI CJIS division.	Benchmark	130	130	150	150	150
	Actual	126	155			

*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 431 law enforcement agencies, 23,000 end users, and has a throughput of 3.2 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 150 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.

*Evaluation of Success in Reaching FY 2010-11 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 for FY 2010-11. On Thursday, 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 450 audits by October 2014, the next scheduled FBI CJIS triennial audit.

## 5. Instacheck

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

Performance Measure	Outcome	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Approp.	FY 2012-13 Request	FY 2013-14 Estimate
Maintain a monthly average wait time of 15 minutes or less.	Benchmark	20 min	20 min	15 min	15 min	15 min
	Actual	41 min	27 min			

*Strategy:* Queue time is the time a Federal Firearms Licensed (FFL) gun dealer waits for an InstaCheck staff member to perform a background check for gun transfer (retail sale). Processing time is the actual time it takes a staff member 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 3-6 minutes.

The InstaCheck Unit (Unit) continues to explore 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 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 2011-12 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.