Performance Plan Evaluation – July 1, 2014 Submission

Department of Public Safety

Strategic Policy Initiatives

Initiative criteria[1]:

- Outcome oriented: The initiative reflects the results the Department seeks to achieve, rather than the products of a process or activity.
- Measureable & Time-specific: The initiative includes quantifiable parameters and a timeframe within which the parameters will be met.
- Specific, Directional, & Understandable – The reader should be able to define the problem or solution from the goal statement, i.e. directional verbs such as "increase" or "decrease/reduce".
- The Department has identified 3-5 strategic policy initiatives that either directly reflect the work of specific divisions or span the overall functions of the Department.

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Major Program Area/Function	Strategy/action steps identified
School Safety Training and Consultation	Increase school safety training and resources	One-and three-year goals associated with the initiative.	Provide school safety training to an increasing number of students, parents, teachers, and communities across Colorado	EDO's Colorado School Safety Resource Center	The CSSRC identified three processes to support achieving the SPI.
Forensic Services	Ensure complete, accurate and effective analysis of criminal evidence submitted by law enforcement agencies.	One- and three-year goals associated with the initiative.	Timely response and return of forensic investigative information – for next iteration suggest providing some directional context to the initiative.	Colorado Bureau of Investigation	The CBI identified a critical process to support this initiative.
Investigations	Ensure complete, accurate and effective analysis of criminal evidence submitted by law enforcement agencies.	One- and three-year goals associated with the initiative – for the next iteration, OSPB recommends clarifying why the goal remains the same for the one- and three-year goals.	Effective criminal investigations resulting in affirmative case resolution	Colorado Bureau of Investigation	The CBI identified a critical process to support this initiative.

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[1] These parameters are from OSPB's instructions; wording is more specifically from the "Performance Management Toolkit: A Step-by-Step Guide for Leaders & Managers", p. 19

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Major Program Area/Function	Strategy/action steps identified
Criminal Justice Information Services	Ensure complete, accurate and effective analysis of criminal evidence submitted by law enforcement agencies.	One- and three-year goals associated with the initiative – for the next iteration, OSPB recommends clarifying why the goal remains the same for the one- and three-year goals, especially for process 3.1.	Timely response and return of criminal justice information (biometric identification of criminal arrestees); timely response and return of criminal justice information (background checks for firearms transfers)	Colorado Bureau of Investigation	The CBI identified two critical processes to support this initiative.
Fatal and Injury Crashes	Reduction of fatal and injury crashes statewide	One- and three-year goals associated with the initiative.	Reduce the number of fatal and injury crashes investigated by troopers statewide	Colorado State Patrol	The CSP identified a critical process to support this initiative. For the next iteration, it may be useful to unpack this initiative a little more to identify additional key lead measures.
DUI/DUID Crashes	Reduction of fatal and injury crashes statewide	One- and three-year goals associated with the initiative.	Reduce the number of DUI/DUID caused fatal and injury crashes investigated by troops	Colorado State Patrol	The CSP identified a critical process to support this initiative. For the next iteration, it may be useful to unpack this initiative a little more to identify additional key lead measures.
Commercial Motor Vehicle Crashes	Reduction of commercial motor vehicle crashes statewide	One- and three-year goals associated with the initiative.	Reduce the number of commercial motor vehicle crashes investigated by troopers statewide	Colorado State Patrol	The CSP identified a critical process to support this initiative. For the next iteration, it may be useful to unpack this initiative a little more to identify additional key lead measures.

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Major Program Area/Function	Strategy/action steps identified
Hazardous Material Incidents	Reduce hazardous materials incidents statewide	One-and three-year goals associated with the initiative.	Reduce the number of hazardous materials incidents investigated by troopers statewide	Colorado State Patrol	The CSP identified a critical process to support this initiative. For the next iteration, it may be useful to unpack this initiative a little more to identify additional key lead measures.
Unrestrained Occupant Fatalities	Reduce unrestrained occupant fatalities in motor vehicle crashes statewide	One-and three-year goals associated with the initiative.	Reduce the number of unrestrained occupant fatalities in motor vehicle crashes investigated by troopers statewide	Colorado State Patrol	The CSP identified a critical process to support this initiative. For the next iteration, it may be useful to unpack this initiative a little more to identify additional key lead measures.
Community Corrections	Improve effectiveness of the boards and providers in treating offenders	One-and three-year goal of a 15% reduction in risk level for offenders; for the next iteration, it would help the reader to understand why the goal remains constant for the one- and three-year period.	Reduce boards and providers such that the risk and needs of offenders is reduced by at least 15% upon completion of residential supervision.	Division of Criminal Justice	The DCJ identified three critical processes to support this initiative.
Fire and Life Safety	Improve property and life safety from fire	One- and-three year goals for each performance measure associated with the initiative.	Reduce property loss in regulated facilities through fire and life safety code administration; reduce incident of civilian fire related injury and death; reduce incident of firefighter related injury or death	Division of Fire Prevention and Control	The DFPC identified a critical process to support this initiative. For the next iteration, it may be useful to unpack this initiative a little more to identify additional key lead measures.

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Major Program Area/Function	Strategy/action steps identified
Wildland Fire Management	Improve property and life safety from wildland fires	One- and three-year goals associated with the initiative.	Reduce the impact of wildland fire on state and private land by increasing state support to local agencies for preparedness and response (e.g. equipment, aircraft, personnel, crews and technical assistance)	Division of Fire Prevention and Control	The DFPC identified a critical process to support this initiative. For the next iteration, it may be useful to unpack this initiative a little more to identify additional key lead measures.
Certification, Training, and Licensing	Improve fire responder and civilian safety from fires	One- and three-year goals associated with the initiative.	Reduce incidences of fire related responder injury or death; reduce property fire dollar loss; reduce incidences of fire related civilian injury or death	Division of Fire Prevention and Control	The DFPC identified a critical process to support this initiative. For the next iteration, it may be useful to unpack this initiative a little more to identify additional key lead measures.
Training and Professional Development, Civil Rights and Civil Liberties	The explicit outcome of this initiative is not clear – for the next iteration of the plan, the Division may benefit from identifying why this is a strategic initiative through the outcome.	One- and three-year goals associated with the initiative; the Division may add an additional measure regarding the number of civil rights/liberties related incidents (for example) to track how effective the training is.	Ensure each CIAC member completes CR/CL Training Annually	Division of Homeland Security and Emergency Management	The DHSEM identified a critical process to support this initiative.

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Major Program Area/Function	Strategy/action steps identified
Grant Administration	The explicit outcome of this initiative is not clear – for the next iteration of the plan, the Division may benefit from identifying why this is a strategic initiative through the outcome.	One- and three year goals associated with the initiative and supporting performance measures.	Ensure that SHSGP funds are distributed efficiently and in a timely manner; number of desk monitoring session performed by DHSEM staff; number of on-site monitoring sessions performed by DHSEM staff; average cycle time for contract approval and reimbursements – for the next iteration of the plan, the Division could improve the language of performance measures to describe the goals the Division seeks to achieve (increase, decrease, etc.)	Division of Homeland Security and Emergency Management	The DHSEM identified a critical process to support this initiative.
Emergency Response Management	A more direct connection to a specific outcome for this initiative would improve the clarity of why this is a strategic policy initiative.	One- and three-year goals associated with the performance measures that support the initiative.	Number of resources listed in the resource mobilization database; number of Colorado resource rate forms submitted/entered into WEBEOC - for the next iteration of the plan, the Division could improve the language of performance measures to describe the goals the Division seeks to achieve (increase, decrease, etc.)	Division of Homeland Security and Emergency Management	The DHSEM identified a critical process to support this initiative. For the next iteration, it may be useful to unpack this initiative a little more to identify additional key lead measures.
Mitigation and Disaster Recovery	A more direct connection to a specific outcome for this initiative would improve the clarity of why this is a strategic policy initiative.	One- and three-year goals associated with the performance measures that support the initiative.	Number of project applications developed; number of projects selected and/or awarded - for the next iteration of the plan, the Division could improve the language of performance measures to describe the goals the Division seeks to achieve (increase, decrease, etc.)	Division of Homeland Security and Emergency Management	The DHSEM identified a critical process to support this initiative. For the next iteration, it may be useful to unpack this initiative a little more to identify the quality with which this initiative is executed.

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Connected to Major Program Area/Function	Strategy/action steps identified
Intelligence and Information Sharing	A more direct connection to a specific outcome for this initiative would improve the clarity of why this is a strategic policy initiative.	One- and three-year goals associated with the performance measures that support the initiative.	Number of classified briefings delivered; number of local requests for information received/ processed; number of CIAC products disseminated. For the next iteration of the plan, the Division could improve the language of performance measures to describe the goals the Division seeks to achieve (increase, decrease, etc.)	Division of Homeland Security and Emergency Management	The DHSEM identified a critical process to support this initiative. For the next iteration, it may be useful to unpack this initiative a little more to identify additional measures or ideas for increasing intelligence and information sharing.
Homeland Security Training and Preparedness	Training helps prevent, respond to, and recover from large scale disasters.	One- and three-year goals associated with the performance measures that support the initiative.	Number of state supported training deliveries; number of attendees to state supported training	Division of Homeland Security and Emergency Management	The DHSEM identified a critical process to support this initiative. For the next iteration, it may be useful to unpack this initiative a little more to identify the quality with which this initiative is executed.

Additional Feedback: While the Department's functions are extremely diverse and wide ranging, there is significant organizational value in identifying key strategic initiatives across the entire department, which many other goals may support. For the next iteration of the plan, OSPB recommends the Department identify three to five significant policy initiatives for the whole department. The rest of the goals identified by Divisions may continue as Division initiatives along with the processes identified. Following the suggestion from the 4DX method, organizations should only have a few major goals at the top to improve the effectiveness of the plan in informing operational excellence.

An additional note - the Department may seek to support inter-Division collaboration on common functions as grant administration in order to identify best practices for those common areas. The Department may also seek to partner with agencies that may have similar goals (e.g. CDOT and road safety) to continue making progress on initiatives.

Major Program Areas

Major Program Area criteria:

- Major Program Areas identified; may be actual Department divisions or functions.
- The Major Program Area description outlines at least one customer.

Major Program Area	Defined	Customer identified
Executive Director's Office	Defined within the strategic component of the request.	The description provided in each Division's section outlines the customers and stakeholders.
Colorado Bureau of Investigation	Defined within the strategic component of the request.	*Same comment as first row.*
Colorado State Patrol	Defined within the strategic component of the request.	*Same comment as first row.*
Division of Criminal Justice	Defined within the strategic component of the request.	*Same comment as first row.*
Division of Fire Prevention and Control	Defined within the strategic component of the request.	*Same comment as first row.*
Division of Homeland Security and Emergency Management	Defined within the strategic component of the request.	*Same comment as first row.*

Additional Feedback: The Department's major program areas are organized by Divisions. Each description includes the mission for the Division, location, major funding sources and customers/stakeholders. The Department also outlined each major program within the Division.

Critical Processes

Critical Process criteria:

- The Department has identified at least one critical process per Major Program Area.
- Each process is defined by at least one input, output, and one informational output.
  - Input: workload demand, FTE, operating budget, etc.
  - Output: number of goods provided (inspections made, technical assistance visits, licenses/permits processed, etc.)
  - Informational output: quality with which the output was generated (timeliness, accuracy, customer satisfaction, etc.)

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
CSSRC – School Safety Training and Consultation	Training	Number of trainings	Number of participants trained	
	Resource Distribution	Number of trainings	Number of resources distributed in hardy copy at trainings	
	Consultations and Technical Assistance	Number of FTE	Number of Consultations	
CBI – Forensic Services	Forensic Analysis of Evidence	Workload demand		Average turnaround time of information - for the next iteration of the plan, the CBI may seek to add inputs and outputs from this process to help identification opportunities for process improvements in order to reach its goals.
CBI – Investigations	Criminal Investigations	Workload demand		Affirmative clearance rate – for the next iteration, suggest clarifying what this means for readers unfamiliar with it.
CBI – Criminal Justice Information Services	Biometric identification of criminal arrestees	Workload demand		Average turnaround time of information – for the next iteration of the plan, the CBI may seek to add inputs and outputs from this process to help identification opportunities for process improvements in order to reach its goals.

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
CBI – Criminal Justice Information Services	Background checks for firearms transfers	Workload demand		Average turnaround time of information - for the next iteration of the plan, the CBI may seek to add inputs and outputs from this process to help identification opportunities for process improvements in order to reach its goals.
CSP – Fatal and Injury Crashes	Trooper proactive patrolling hours	FTE, number of proactive patrolling hours by CSP troopers	Number of fatal and injury crashes investigated by troopers	For the next iteration of the plan, the CSP may seek to unpack this measure more to identify additional lead measures in reducing the number of crashes statewide.
CSP – DUI/DUID Caused Crashes	Proactive DUI/DUID Arrests	FTE, number of proactive DUI/DUID arrests	Number of DUI/DUID caused fatal and injury crashes investigated by troopers	For the next iteration of the plan, the CSP may seek to unpack this measure more to identify additional lead measures in reducing the number of crashes statewide.
CSP – Commercial Motor Vehicle Crashes	CSP Level 1 Commercial Motor Vehicle Inspections	FTE, number of Level 1 commercial vehicle inspections conducted by all CSP members	Number of commercial motor vehicle crashes investigated	For the next iteration of the plan, the CSP may seek to unpack this measure more to identify additional lead measures in reducing the number of crashes statewide.
CSP – Hazardous Material Incidents	Hazardous material inspections	FTE, number of CSP hazardous material inspections	Number of hazardous material incidents investigated by troopers	For the next iteration of the plan, the CSP may seek to unpack this measure more to identify additional lead measures in reducing the number of crashes statewide.
CSP – Unrestrained Occupant Fatalities	Seatbelt Citations	FTE, number of seatbelt citations issued by CSP troopers	Number of unrestrained occupant fatalities in motor vehicle crashes investigated by troopers	For the next iteration of the plan, the CSP may seek to unpack this measure more to identify additional lead measures in reducing the number of crashes statewide.

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
DCJ – Community Corrections	Contracting with Boards and Facilities	FTE, operating budget, workload demand	Number of bills paid, total number of regular, non-residential and specialized programs funded	For the next iteration of the plan, the DCJ may seek to reach out to other agencies that contracts with boards and providers (like DHS) to identify additional opportunities to measure effectiveness.
	Facilities Monitoring and Auditing	FTE, operating budget, workload demand	Total number of facilities/programs audited, total number of facilities monitored	For the next iteration of the plan, the DCJ may seek to reach out to other agencies that contracts with boards and providers (like DHS) to identify additional opportunities to measure effectiveness.
	Technical Assistance	FTE, operating budget, workload demand	Total number of technical assistance, coaching, and fidelity measurement events for boards and providers annually; total number of formal training events for boards and providers annually	For the next iteration of the plan, an additional measure that helps assess the quality (i.e. customer satisfaction) of the services provided may help the Division identify additional opportunities for process improvements.
DFPC – Fire and Life Safety	Plan Review	Workload demand	Number of plan reviews conducted; number of permits issued	Percentage of plan reviews conducted within 20 days from assignment; percentage of permits issued within 30 days from submittal
DFPC – Wildland Fire Management	County-State Agreements	Workload demand	Number of AOPs, number of Emergency Fire Fund agreements, number of training classes, pieces of equipment assigned to counties	Number of reimbursements within 30 days
DFPC – Certification, Training and Licensing	Training/Certification	Workload demand	Number of tests administered, number of certifications issued, certification of psychometrics within acceptable range	Certifications or licenses issued to candidates within one week of completion

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
DHSEM – Training and Professional Development, Civil Rights, and Civil Liberties	Civil Rights/Civil Liberties	FTE, operating budget (may want to identify the number of personnel required to complete the training)	Percent of CIAC personnel completing required privacy and security training	For next iteration, DHSEM may benefit from adding a measure to assess the quality of the training – e.g. the number of incidents related to civil rights/civil liberties that may arise to indicate how effective the training is?
DHSEM – Grant Administration	Monitoring, Reimbursements, and Contract Approval	FTE, operating budget, grant funds available, workload demand	Number of desk monitoring session performed by DHSEM staff, number of on-site monitoring sessions performed by DSHEM staff	Cycle time for contract approval and reimbursements - for next iteration, DHSEM may seek to unpack this process a little more to identify other opportunities for improvement (e.g. is there a way to improve average cycle time to under 5 days?)
DHSEM – Emergency Response Management	Resource Mobilization	FTE, operating budget	Number of resources listed in the resource mobilization database, number of Colorado resource rate forms submitted/entered into WebEOC	For the next plan, DHSEM may want to unpack this process further to identify opportunities to increase resource mobilization efficiencies.
DHSEM – Mitigation and Disaster Recovery	Hazard Mitigation Planning and Grants	FTE, operating budget, grant funds available, workload demand	Number of applications developed, number of projects selected/awarded	For the next iteration, DSHEM may seek to identify opportunities in this process to measure effectiveness of grant administration.
DHSEM– Intelligence and Information Sharing	Product Distribution and Classified Briefings	FTE, operating budget	Number of classified briefings delivered, number of local requests for information received (this could be more of an input), number of CIAC products disseminated	For the next plan, DSHEM may seek to identify opportunities in this process to measure effectiveness of intelligence and information sharing – perhaps identify additional opportunities for intel collaboration throughout the state?
DSHEM – Homeland Security Training and Preparedness	Homeland Security/Emergency Management Training Delivery	FTE, operating budget, grant funds available	Number of state sponsored training deliveries, number of attendees to state-sponsored trainings	For the next plan, DHSEM may seek to identify opportunities to continue improving the level of customer service provided

Additional Feedback: For the next plan, the Department as a whole has many opportunities to continue identifying areas for process improvement and quality improvements. For processes in which it is difficult to explicitly identify the quality of the process, the Department may seek to increase customer service/satisfaction measures as a way to begin thinking about process improvement. An additional tool for addressing challenging areas to measure may be to collaborate between divisions and other departments on areas that present similar challenges for performance measuring –e.g. grant administration, contracting with providers, grant monitoring.