



## Strategic Policy Initiatives

The Department of Public Safety has identified several strategic policy initiatives for FY 2017-18 and beyond. For this performance evaluation, the Department has updated progress on the initiatives identified in the FY2018 Performance Plan that capture the Department's strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The updates reflect data as of October 1, 2017. Additional detail for these, and other, strategic policy initiatives is available in the Department's Performance Plan, which may be accessed here.

### **SPI 1 – Reduce by 5% the number of fatal and injury crashes under the CSP's jurisdiction by June 30, 2018 and 15% by June 30, 2020 for highway users**

Traffic safety on Colorado highways is the top priority of the Colorado State Patrol (CSP). The CSP strives to improve traffic safety and protect lives by developing intelligence-led strategies, identifying local-specific challenges and developing needs-based responses, deploying high-visibility and strict enforcement strategies, and educating the community about highway safety.

### **SPI 2 – Reduce the number of large wildland fires that threaten lives or property by 5% by June 30, 2018 and by 10% by June 30, 2020 for the people of Colorado**

Wildland fire affects all Coloradans, threatening lives, property, and land, air, and water quality. Early detection of and response to wildland fires can minimize the loss of life and property, and save significant money, and recent legislation has improved detection and response through the establishment of the aviation program and the Center of Excellence for Advanced Technology Aerial Firefighting.

### **SPI 3 – Continue to reduce the average turn-around time of forensic analysis from 110 days to 90 days by June 30, 2017 and to 80 days by June 30, 2019 for submitting law enforcement agencies**

Forensic evidence includes fingerprint, firearm, controlled substance, and sex assault kit analysis, as well as DNA casework. The Colorado Bureau of Investigation operates three accredited laboratories in Colorado to process evidence submissions from local law enforcement. Strategies to achieve this SPI include: developing partnerships with local law enforcement, communicating with prosecutors, and training DNA staff in the latest technology.

### **SPI 4 – Implement a division-wide monitoring system for all subrecipients who receive federal and/or state grants from DHSEM, with a goal of increasing the number of on-site monitoring visits from 37 to 45 by June 30, 2018 and to 50 by June 30, 2020 to better identify high-risk subrecipients early and mitigate risk of local communities losing funding**

The Division of Homeland Security and Emergency Management (DHSEM) provides guidance and support to internal and external stakeholders to improve their preparedness capabilities. To meet this SPI, DHSEM will perform risk-based on-site monitoring of sub-grantees and will increase knowledge of and compliance with grant requirements, thereby mitigating risk to local communities.

### **SPI 5 – Increase percent of internal boards, commissions, and task forces using uniform strategies involving selection criteria, orientation, curriculum, and evidence-informed decision making from 15% to 50% by June 30, 2018 and to 75% by June 30, 2020**



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The Division of Criminal Justice’s work includes policy and standards development and grant management, all of which includes input from multiple stakeholders through various boards, commissions, and task forces. To meet this SPI, DCJ will improve its internal processes and create consistency, transparency, and better-informed decision making among its stakeholder groups.

**SPI 6 – Increase the percentage of CDPS employees responding favorably on an annual employee engagement survey that they have a clear picture of the direction of the organization from 31% to 41% by June 30, 2018 and to 61% by June 30, 2020**

CDPS is focused on establishing a culture of engagement and customer service, a key part of which is that employees understand the Department’s mission, vision, and values. This SPI is aimed at increasing the percentage of employees who indicate an understanding to and connection with the CDPS mission.

**Operational Measures**

**Improve highway safety by reducing fatal and injury crashes**  
**Major Program Area - Colorado State Patrol**

Measure	FY14 Actual	FY15 Actual	FY16 Actual	FY17Actual	Q1 FY18	Q2 FY18	1-Year Goal	3-Year Goal
Reduce by 5% the number of fatal and injury crashes under the CSP’s jurisdiction by June 30, 2018 and by 15% by June 30, 2020 for highway users	3,573	3,836	4,055	3,948	1,204	882	3,750	3,355
Number of proactive DUI citations	4,014	3,536	3,240	2,902	929	776	2,960	3,079
Number of seatbelt citations	19,555	17,191	18,925	21,890	5,264	4,027	22,327	23,229
Number of contacts	415,104	404,066	418,323	384,069	96,328	91,504	391,750	407,577

FY2018 lead measure goals represent a 2% increase in activity as compared to FY2017 activity. For Q2 FY2018, the Colorado State Patrol realized a 2.3% decrease in the number of fatal and injury crashes as compared to Q2 FY2017. The CSP will continue to evaluate its traffic enforcement strategies and educational outreach efforts.

**Reduce the incidence and impact of wildland fire**  
**Major Program Area – Division of Fire Prevention and Control**

Measure	FY14 Actual	FY15 Actual	FY16 Actual	FY17Actual	Q1 FY18	Q2 FY18	1-Year Goal	3-Year Goal
Reduce the number of large wildland fires that threaten lives or property by 5% by June 30, 2018 and by 10% by June 30, 2020 for the people of Colorado (tracked by calendar year).	6	34	36	N/A	N/A	N/A	37	35



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Number of Fires Detected and Reported to Jurisdictional Authority by Multi-Mission Aircraft (MMA)	N/A	N/A	45	53	41	0	N/A	N/A
Number of Wildfire Detection Missions by MMA	N/A	N/A	42	44	24	0	N/A	N/A
Number of Incident Responses by DFPC Engines	N/A	N/A	512	681	246	87	N/A	N/A
Number of Wildland Fire Community Education Presentations Conducted by DFPC Staff	N/A	N/A	38	156	30	15	N/A	N/A

A large fire is any wildland fire 100 acres or greater. Because of the high variability in the number of large wildland fires from year-to-year, the average number of large wildland fires for the eight calendar year period from 2009 to 2016 was used as the baseline, or 39, in order to track progress against the one- and three-year goals. DFPC did not track measures other than the number of large wildland fires prior to FY 15-16.

**Expedite processing of forensic evidence  
Major Program Area – Colorado Bureau of Investigation**

Measure	FY14 Actual	FY15 Actual	FY16 Actual	FY17Actual	Q1 FY18	Q2 FY18	1-Year Goal	3-Year Goal
Continue to reduce the average turn-around time of forensic analysis from 110 days to 90 days by June 30, 2018 and to 80 days by June 30, 2020 for submitting law enforcement agencies	151	128	123	105	112	120 *	90	80
Percent of laboratory staff in training	NA	NA	23%	12%	8%	8%		
Percent decrease in sex assault kit analysis turnaround time	NA	NA	NA	50%	9%	(22%) **		
Percent increase in DNA productivity with new load-leveling program	NA	NA	NA	12%	7%	8%		

\*The CBI laboratory system has seen a four-fold increase in all discipline submissions from law enforcement agencies from previous two years in all case types. \*\* In Q2, the DNA unit has gone through new training and validation of processes which accounted for the 22 % increase in turnaround time of sex assault processing. Once the new LEAN process is implemented, the decrease in sex assault processing will resume for Q3; however, the turnaround time of 120 days may not significantly decrease due to the increase submissions.

**Mitigate risk of communities losing grant funding  
Major Program Area – DHSEM**

Measure	FY14 Actual	FY15 Actual	FY16 Actual	FY17Actual	Q1 FY18	Q2 FY18	1-Year Goal	3-Year Goal
Implement a division-wide monitoring system for	N/A	N/A	N/A	N/A	N/A	25	45	50



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all subgrantees who receive federal and/or state grants from DHSEM, to increase the number of on-site monitoring visits from 37 to 45 by June 30, 2018 and to 50 by June 30, 2020 to better identify high-risks early and to mitigate the risk of local communities losing funding								
Number of monitoring site visits	N/A	N/A	45	40	13	12		
Number of Subrecipients without previous experience with DHSEM (# of site visit Subrecipients)	N/A	N/A	0	0	0	1		
Number of Subrecipients who received Public Assistance Disaster Grant (# of site visits)	N/A	N/A	36	40	4	8		
Number of recommendations to program managers to ask Subrecipients to return funds due to non-compliance	N/A	N/A	1	1	0	0		
Number of fact sheets (guidance) provided to Subrecipients	N/A	N/A	45	40	13	12		

During FY2018, the Subrecipient Monitoring team will start by reviewing 320 Subrecipients to see if they had to file single audits with the Federal Government. By the end of December, the Subrecipient Monitoring team has reviewed 271 Subrecipients, of which 202 were not required to submit a single audit and 69 were required to submit a single audit.

**Increase use of evidence-informed decision-making processes  
Major Program Area – Division of Criminal Justice**

Measure	FY14 Actual	FY15 Actual	FY16 Actual	FY17Actual	Q1 FY18	Q2 FY18	1-Year Goal	3-Year Goal
Increase the number of DCJ boards, commissions, and task forces using uniform strategies involving selection criteria, orientation, and decision-making from 15% to 50% by June 30, 2018 and to 75% by June 30, 2020	N/A	N/A	N/A	15%	N/A	N/A	50%	75%
Number of DCJ boards, out of 12, that have been reviewed in terms of their selection, orientation, and evidence based decision making processes.	N/A	N/A	N/A	TBD	N/A	N/A		
Number of internal staff roundtables that have been convened to identify factors that contribute to successes around board selection, orientation,	N/A	N/A	N/A	TBD	N/A	N/A		



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and decision making.								
Number of articles reviewed and summarized to increase division's knowledge around evidence-based approaches in convening and staffing boards.	N/A	N/A	N/A	TBD	N/A	N/A		

For the first year of this metric, DCJ will focus on gathering baseline data about how boards are currently orienting members and making decisions. For the purposes of this SPI, DCJ will be using the National Institute of Corrections' definition of Evidence-Based Decision Making, which states, "EBDM is a strategic and deliberate method of applying empirical knowledge and research-supported principles to justice system decisions made at the case, agency, and system level, and seeks to equip criminal justice policymakers with the information, processes, and tools that will result in measurable reductions of community harm resulting from crime."

**Improve employee understanding of strategic direction of CDPS**  
**Major Program Area – Executive Director's Office**

Measure	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	Q1 FY18	Q2 FY18	1-Year Goal	3-Year Goal
Increase the percentage of CDPS employees responding favorably on an annual employee engagement survey that they have a clear picture of the direction of the organization from 31% to 41% by June 30, 2018 and to 61% by June 30, 2020	N/A	N/A	N/A	31%	N/A	N/A	41%	61%
Average number of employees opening the CDPS monthly newsletter	N/A	N/A	N/A	N/A	1,234	1,305		
Approximate number of employees participating in Department-sponsored development events	N/A	N/A	N/A	N/A	117	80		

The percentage of employees indicating an understanding of the department's strategic direction is data that will be captured on an annual basis, pursuant to statewide or department-wide survey results. This is a new measure for FY 2018, therefore no actual data from prior years exist.