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

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	Q3FY 18	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	748	3,750	3,355
Number of proactive DUI citations	4,014	3,536	3,240	2,902	929	776	768	2,960	3,079
Number of seatbelt citations	19,555	17,191	18,925	21,890	5,264	4,027	5,365	22,327	23,229
Number of contacts	415,104	404,066	418,323	384,069	96,328	91,504	83,683	391,750	407,577

FY2018 lead measure goals represent a 2% increase in activity as compared to FY2017 activity. For Q3 FY2018, the Colorado State Patrol realized a 9.6% decrease in the number of fatal and injury crashes as compared to Q3 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	Q3FY 18	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	N/A	37	35
Number of Fires Detected and Reported to Jurisdictional Authority by Multi-Mission Aircraft (MMA)	N/A	N/A	45	53	41	0	0	N/A	N/A
Number of Wildfire Detection Missions by MMA	N/A	N/A	42	44	24	0	2	N/A	N/A
Number of Incident Responses by DFPC Engines	N/A	N/A	512	681	246	87	111	N/A	N/A
Number of Wildland Fire Community Education Presentations Conducted by DFPC Staff	N/A	N/A	38	156	30	15	37	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.

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

Measure	FY14 Actual	FY15 Actual	FY16 Actual	FY17Actual	Q1 FY18	Q2 FY18	Q3FY 18	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 *	109	90	80
Percent of laboratory staff in training	NA	NA	23%	12%	8%	8%	7%		
Percent decrease in sex assault kit analysis turnaround time	NA	NA	NA	50%	9%	(22%)	38%		
Percent increase in DNA productivity with new load-leveling program	NA	NA	NA	12%	7%	8%	16%		

*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 Q3, the LEAN process was implemented. The progress of this program is clearly visible in the Q3 results, as evidenced by the decrease in the average turnaround time to 109 days as well as the decrease in sex assault case turnaround time by 38%.

Mitigate Risk of Communities Losing Grant Funding
Major Program Area – DHSEM

Measure	FY15 Actual	FY16 Actual	FY17 Actual	Q1 FY18	Q2 FY 18	Q3 FY 18	Q4 FY 18	1-Year Goal	3-Year Goal
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 by 12% to allow the State to better identify high-risk subrecipients early and mitigate risk of local communities losing funding.									
Number of monitoring site visits	N/A	45	40	13	12	14		45	50
Number of Subrecipients without previous experience with DHSEM (# of site visit Subrecipients)	N/A	0	0	0	1	0			
Number of Subrecipients who received Public Assistance Disaster Grant (# of site visits)	N/A	36	40	4	8	14			
Number of recommendations to program managers to ask Subrecipients to return funds due to non-compliance	N/A	1	1	0	0	0			
Number of fact sheets (guidance) provided to Subrecipients	N/A	45	40	13	12	14			

Narrative: During Fiscal Year 2018, the Subrecipient Monitoring team will be reviewing 320 Subrecipients to determine if they had to file single audits with the Federal Government. If a single audit is required, then the Subrecipient Monitoring team will be reviewing them for the auditor's opinion on material weakness, significant deficiencies, questioned costs and/or other findings. By the end of March, the Subrecipient Monitoring team has reviewed 302 Subrecipients, of which 230 were not required to submit a single audit and 72 were required to submit a single audit. Every Subrecipient receives a monitoring letter after the monitoring site visit that could include two different types of recommendations which are: a Guidance Observation and/or a Leading Practice.

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	Q3FY 18	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%	15%	15%	17%	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	0	0	0		
Number of internal staff roundtables that have been convened to identify factors that contribute to successes around board selection, orientation, and decision making.	N/A	N/A	N/A	TBD	0	0	3		
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	0	0	15		

Progress:
Boards will be participating and obtaining training in this expectation. A DCJ-wide committee has convened to set measures that will accurately capture the progress. The DCJ Board committee has divided into task forces to examine specific items related to increasing evidence-based decision-making among the various boards and commissions. These include:

1. A task group focused on current practices among all boards/commissions/etc. To date, the group has finalized a survey for all boards and commissions to identify their individual processes. Once all boards have finished the survey, the committee will identify findings.
2. A research task group to explore best practices among such boards and commissions. This research has been conducted and key themes and practices have been identified.
3. A task group who engages with staff working directly with DCJ's boards and commissions to identify successes and opportunities for improvement.

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

Measure	FY14 Actual	FY15 Actual	FY16 Actual	FY17Actual	Q1 FY18	Q2 FY18	Q3FY 18	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	38%	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	1,320		
Approximate number of employees participating in Department-sponsored development events	N/A	N/A	N/A	N/A	117	80	96		

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.