



## Strategic Policy Initiatives

The Department of Public Safety has identified several strategic policy initiatives for FY 2019-20 and beyond. For this performance evaluation, the Department has updated progress on the initiatives identified in the FY2020 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, 2019. Additional detail for these, and other, strategic policy initiatives is available in the [Department's Performance Plan](#).

**SPI 1 – The Colorado State Patrol will lead the statewide effort towards the reduction of the Colorado fatality rate per 100 million vehicle miles traveled (VMT) from a ratio of 1.21 in 2017 to a ratio of 1.14 by 2020 and to a ratio of 1.04 by 2022.**

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 – Increase schools' preparedness for emergencies by creating a baseline of schools with an exercised emergency operations plan and develop a plan to equip no less than 90% of schools by June 30, 2020**

A safe and secure learning environment provides the cornerstone for a successful education. Schools in Colorado have worked tirelessly to continue to improve the safety of students, staff, and visitors. Many schools have well-exercised emergency plans, however, some schools may need additional support to create and drill plans. The Colorado School Safety Resource Center will determine the current status of emergency preparedness and develop a plan to increase the number of schools with an exercised emergency operations plan.

**SPI 3 – Increase CBI's ability to support local law enforcement black market marijuana investigations by increasing the number of responses from 0 to 20 by June 30, 2019 and to 50 by June 30, 2021 for the protection of Colorado residents and legal businesses, as well as neighboring states.**

According to local law enforcement and the DEA, black market marijuana continues to be a prevalent and under-addressed problem in Colorado. The CBI will establish and deploy the newly-funded Black Market Marijuana Team to combat this issue. Strategies to achieve this SPI include: developing partnerships with local law enforcement, developing systematic investigative best practices, and creating a tips line.

**SPI 4 – Reduce juvenile criminal justice system involvement by expanding the availability of juvenile diversion programs from 15 to 22 by June 30, 2020**

Juvenile diversion programs are an alternative to the formal court system. The goal of these programs is to reduce juvenile crime and recidivism, change juvenile offenders' behavior and attitudes, and reduce costs within the juvenile justice system. The Division of Criminal Justice will partner with Judicial Districts, the Colorado Division of Youth Services, and other community stakeholders and local partners to achieve this goal.

**SPI 5 – Establish a statewide baseline and framework for implementing performance-based contracting in community corrections compliant with PACE guidelines by June 30, 2020**



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Performance-based contracting requires providers to demonstrate that they are achieving minimum standards and using evidence-based practices. The Division of Criminal Justice is working on a long-term plan to implement performance-based contracting for community corrections providers in Colorado. This goal is part of that long term implementation plan.

**Operational Measures**

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

Measure	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	Q1 FY20	Q2 FY20	1-Year Goal	3-Year Goal
Rate of fatal and injury crashes per 100 million vehicle miles traveled (VMT)	N/A	1.24	Pending	Unknown	Unknown	Unknown	1.14	1.04
Number of proactive DUI citations	3,240	2,902	3,247	3,615	829	825		
Number of seatbelt citations	18,925	21,890	22,320	22,228	5,182	2,952		
Number of contacts by troopers	418,323	384,069	354,956	338,987	88,880	77,132		

Strategies to achieve this goal include: Deploy high visibility and strict enforcement efforts; identify local challenges and develop needs-based responses; educate the community about highway safety.

**Increase schools' preparedness for emergencies**  
**Major Program Area – Colorado School Safety Resource Center**

Measure	FY16 Actual	FY17Actual	FY18Actual	FY19 Actual	Q1 FY20	Q2 FY20	1-Year Goal	3-Year Goal
Create a baseline (or inventory) of schools with an exercised emergency operations plan by October 2019, and develop a plan to equip no less than 90% of schools by June 30, 2020	N/A	N/A	N/A	N/A	TBD	96% reported having a plan; 87% have been exercised within the last year	90%	100%
Number of responses to the survey	N/A	N/A	N/A	N/A	569	573	N/A	N/A



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						responses representing 893 schools		
Number of schools contacted and engaged in the implementation planning process	N/A	N/A	N/A	N/A	N/A	141 schools contacted	N/A	N/A
Percent completion toward implementation plan	N/A	N/A	N/A	N/A	N/A	89%	N/A	N/A

This is a new goal for FY 20 so historical data is not available. Strategies to achieve this goal include: Partner with CDHE and CDE to survey schools on gaps and establish a baseline percent of exercised emergency operations plans; perform outreach to key constituent groups on the School Response Framework; encourage local and tribal emergency management offices to incorporate schools into exercises; align training and delivery needs at the local level; encourage schools to involve first responders in exercising plans.

**Increase support of local law enforcement black market marijuana investigations**  
**Major Program Area – Colorado Bureau of Investigation**

Measure	FY16 Actual	FY17Actual	FY18Actual	FY19Actual	Q1 FY 20	Q2 FY 20	1-Year Goal	3-Year Goal
<b>Increase CBI’s ability to support local law enforcement black market marijuana investigations by increasing the number of investigations initiated since 2018 from 0 to 45 by June 30, 2020 and to 90 by June 30, 2022 for the protection of Colorado residents and legal businesses</b>	N/A	N/A	N/A	36	17	21	45	90
Number of illegal grow sites dismantled	N/A	N/A	N/A	53	17	9		
Number of illegal marijuana plant seizures	N/A	N/A	N/A	25,161	24,944	429		
Number of arrests	N/A	N/A	N/A	45	7	7		

Strategies to achieve this goal include: deepen relationships with local law enforcement to determine how to target black market marijuana; develop a systematic best practice for investigations in cooperation with local law enforcement; develop a tip line and email for local law enforcement to pass on requests; use digital technology as a conduit for passing on information from the team to local law enforcement. For Q2, in addition to the reported number of seized plants, the black market marijuana team seized more than 200 pounds of processed marijuana and 100 vape cartridges with concentrated marijuana oil.



**Expand Availability of Juvenile Diversion Programs**  
**Major Program Area – DCJ**

Measure	FY16 Actual	FY17 Actual	FY18Actual	FY19Actual	Q1 FY19	Q2 FY 20	1-Year Goal	3-Year Goal
<b>Reduce juvenile criminal justice system involvement by expanding the availability of juvenile diversion programs from 15 to 22 by June 30, 2020</b>	N/A	N/A	N/A	N/A	15	18	22	N/A
Number of jurisdictions assessed for utilization of diversion	N/A	N/A	N/A	N/A	19	22		
Number of site visits	N/A	N/A	N/A	N/A	0	8		
Number of applications for juvenile diversion funds	N/A	N/A	N/A	N/A	4	3		
Number of new programs designed	N/A	N/A	N/A	N/A	0	2		
Completion of revised funding allocation model*	N/A	N/A	N/A	N/A	19	20		

This is a new goal for FY 20, so historical data is not available. Strategies to achieve this goal include: identifying jurisdictions with under-utilized juvenile diversion programs to target resources; conducting site visits to all Judicial Districts not currently participating in a juvenile diversion program to assist with applications and program design; working with stakeholders and partners to implement a funding allocation model that encourages participation in the program. \* = number of programs that have been allocated funding and for which the funding model is complete.

**Implement Performance Based Contracting in Community Corrections**  
**Major Program Area – Division of Criminal Justice**

Measure	FY16 Actual	FY17 Actual	FY187Actual	FY19Actual	Q1 FY20	Q2 FY 20	1-Year Goal	3-Year Goal
<b>Establish a statewide baseline and framework for implementing performance-based contracting in community corrections compliant with PACE guidelines by June 30, 2020</b>	N/A	N/A	N/A	N/A	N/A	N/A	100% complete	N/A
Number of surveys completed	N/A	N/A	N/A	N/A	12	18	32	
Number of interviews conducted via customer panels or interviews	N/A	N/A	N/A	N/A	22	26	33	
Number of group sessions held to map current and future state of grant management	N/A	N/A	N/A	N/A	Q1 FY20	N/A	1-Year Goal	



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This is a new goal for FY 20 so historical data is not available. Strategies to achieve this goal include: compete baseline measurements for Core Security Audits and PACE evaluations; contract with a consultant to determine risk-informed outcomes; work with the Governor's Advisory Council on Community Corrections on any needed review of the initial performance based contracting plan.