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	Q4FY 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	3,975	1,223	904	814	1,005	3,750	3,355
Number of proactive DUI citations	4,014	3,536	3,240	2,902	929	776	768	774	2,960	3,079
Number of seatbelt citations	19,555	17,191	18,925	21,890	5,264	4,027	5,365	7,664	22,327	23,229
Number of contacts	415,104	404,066	418,323	384,069	96,328	91,504	83,683	83,441	391,750	407,577

FY2018, the Colorado State Patrol did not meet the 5% reduction of fatal and injury crashes, but did reduce crashes by .7% compared to last year's actual total. 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	Q4FY 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	41	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	19	N/A	N/A
Number of Wildfire Detection Missions by MMA	N/A	N/A	42	44	24	0	2	141	N/A	N/A
Number of Incident Responses by DFPC Engines	N/A	N/A	512	681	246	87	111	210	N/A	N/A
Number of Wildland Fire Community Education Presentations Conducted by DFPC Staff	N/A	N/A	38	156	30	15	37	81	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	Q3FY 18	Q4FY 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**	**111**	**90**	**80**
Percent of laboratory staff in training	**NA**	**NA**	**23%**	**12%**	**8%**	**8%**	**7%**	**7%**		
Percent decrease in sex assault kit analysis turnaround time	**NA**	**NA**	**NA**	**50%**	**9%**	**(22%)**	**38%**	**5%**		
Percent increase in DNA productivity with new load-leveling program	**NA**	**NA**	**NA**	**12%**	**7%**	**8%**	**16%**	**4%**		

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%. The CBI is ending at a point where our LEAN processes are stabilizing with the DNA staff.

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	9	45	50
Number of Subrecipients without previous experience with DHSEM (# of site visit Subrecipients)	N/A	0	0	0	1	0	0		
Number of Subrecipients who received Public Assistance Disaster Grant (# of site visits)	N/A	36	40	4	8	14	6		
Number of recommendations to program managers to ask Subrecipients to return funds due to non-compliance	N/A	1	1	0	0	0	0		
Number of fact sheets (guidance) provided to Subrecipients	N/A	45	40	13	12	14	9		

During FY 18, the Subrecipient Monitoring team reviewed Subrecipients single audits (this is required if a Subrecipient expended more than $750,000 in federal money). By the end of June, 2018 the Subrecipient Monitoring team had reviewed 320 Subrecipients, of which 238 were not required to submit a single audit, 74 were required to submit a single audit and the additional eight entities, a single audit could not be found and correspondence went unanswered. The goal for site monitoring visits with Subrecipients was 45 before the end of June 30, 2018 and the SRM team actually was able to complete 48 site visits (program managers asked that we include three organizations). Every Subrecipient receives a monitoring letter after the monitoring site visit that could include two different types of recommendations which are: a Guidance Observation where the entity has a corrective action that has to be implemented and/or a Leading Practice which is a recommendation for improvement. For FY 18, 88 guidance observations were made and 72 leading practices were recommended.

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	Q4FY 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%	11	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	11		
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	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	15		
								11		

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 practices among the various boards and commissions. Though no research was found specifically addressing "evidence-based" practices, the research did identify common practices. These practices were then compared to those utilized by DCJ's current DCJ practices and it was found the majority of DCJ boards and commissions are already utilizing the same and/or similar practices. As a result, both the year 1 goal and year 3 goal have already been met and this SPI will be "closed out."

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	Q4FY 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	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	1,301		
Approximate number of employees participating in Department-sponsored development events	N/A	N/A	N/A	N/A	117	80	96	Approx. 75		

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. The Q2 number reflects the results of the 2017 Employee Engagement Survey.