

Colorado State Patrol

Strategic Plan



2011- 2015

2011 - 2015 Strategic Plan



Thank you for taking the time to review our 2011-2015 Strategic Plan. The Plan serves as a guiding document for the Colorado State Patrol and is designed to provide all members of our agency and our external partners with a shared vision and blueprint for our future.

Good plans are based on quantifiable measures using concrete metrics to demonstrate progress towards objectives. We believe that great plans are rooted in the actions and values of its members and tied to a high standard of excellence and adherence to a defined set of core values. These values for the CSP are that of Honor, Duty and Respect. This plan reflects these values and the tenets of our organization that each member holds true. Not only will our members work diligently to accomplish the goals and objectives set forth in the document, but they will do so by adhering to the precepts of our organization.

The men and women of the Colorado State Patrol have performed exceptionally well since the adoption of a formal strategic plan in 2001. Colorado is experiencing the lowest traffic fatality rate in our state's history and the Patrol is more focused than ever on our traffic safety mission. The Patrol is also experiencing a tremendous amount of success in other areas such as homeland security, immigration enforcement, criminal interdiction of dangerous weapons and drugs, hazardous materials routing and rulemaking and commercial motor vehicle safety. In addition to our enforcement efforts, the Patrol is committed to the partnerships we have developed with the Association of Colorado State Patrol Professionals (ACSPP) and the Colorado State Patrol Family Foundation (CSPFF) in order to educate members of our communities. These efforts, and diversity of function, are highlighted in this plan.

The document represents the hard work of many of the very brightest minds in the CSP who participated and contributed to the Strategic Planning Working Group (SPWG) over the past several months. As I express my appreciation to them, I note the same to you, as you prepare to focus on our future.

Respectfully,

A handwritten signature in cursive script, reading "J. Wolfinbarger".

Colonel James M. Wolfinbarger
Chief, Colorado State Patrol

**HONOR
DUTY
RESPECT**

2011 - 2015 Strategic Plan Executive Summary

Since our origin in 1935, the Colorado State Patrol has focused on preserving human life and protecting property within our communities. We have achieved our mission through the development and implementation of multifaceted strategies that are adaptive, innovative and integrated into our belief in the core values of Honor, Duty and Respect.

Our collective success in meeting public safety needs within the state is a result of the organization's focused approach to providing dedicated and professional law enforcement services. The 2011 – 2015 Strategic Plan has been developed through a comprehensive process, which involved input from members at all levels and positions in the organization. The new Strategic Plan is designed to provide all agency members and key stakeholders from external entities with a shared vision and roadmap for our future.

Transforming the Colorado State Patrol

The Colorado State Patrol was created to "...promote safety, protect human life and preserve the highways of this state by the courteous and strict enforcement of the laws and regulations of this state relating to highways and the traffic on such highways." (CRS 24-33.5-201) While our agency originally served as a courtesy patrol, we have evolved into a law enforcement agency that has adapted to the changing priorities of the communities we serve. The members of the Colorado State Patrol have maintained a focus on traffic safety initiatives, while accepting the challenges of a more diverse public safety mission.

Intelligence-Led Policing Business Model

Intelligence-led policing is a management tool that focuses on coalescing analyzed data with human knowledge, to develop targeted strategies for the allocation and deployment of resources. Through the application of intelligence-led policing, the agency will be more proactive in the ability to identify problems and to develop realistic prevention and response strategies. By institutionalizing processes that use predictive technology, the Colorado State Patrol has the opportunity to rapidly adjust mission-critical strategies and tactics.

Mission

The mission of the Colorado State Patrol is to ensure a safe and secure environment for all persons by utilizing the strengths of our members to provide professional law enforcement services that reflect our core values of Honor, Duty and Respect.

Vision

Through our unwavering professionalism and loyal adherence to the core values, the Colorado State Patrol will be a nationally recognized leader in public safety. As an agency bound by our tenets of Character, Integrity, Judgment, Loyalty, Courtesy, Honor, and Knowledge, we will advance our profession as we safeguard life and protect property throughout Colorado.

Our vision will be achieved through our guiding principles of...

COMMITMENT TO MEMBERS:

The Colorado State Patrol recognizes its members as our greatest asset. We are committed to investing in our personnel by providing education, personal enrichment and professional development that enables them to utilize their individual strengths to achieve our collective mission of offering the highest quality of service to the public.

ALIGNMENT OF PARTNERSHIPS:

The Colorado State Patrol continues to develop and strengthen internal and external partnerships to improve public safety services. We are dedicated to promoting, sustaining, and expanding these professional relationships to address complex public safety challenges.

LEVERAGING TECHNOLOGY:

The Colorado State Patrol utilizes predictive and adaptive, knowledge-based tactics to enhance our mission effectiveness. We are focused on leveraging practical technologies that enable our agency to develop intelligence-led strategies to enhance public safety.

Strategic Goals

As the 2011 – 2015 Strategic Plan is a long-term, living document, its purpose is to provide adaptable guidance and organizational direction. It is broad enough to encompass temporary or emergent situations and conditions, but specific enough to set priorities and focus, as well as expectations and outcomes. The Strategic Plan focuses on the following strategic goals:

- Professional Development of All CSP Members
- Provide Professional Public Safety Communication Services
- Establish and Maintain Internal and External Partnerships
- Maximize Intelligence-led Strategies to Protect Life and Property
- Protect Critical Infrastructure and State Assets
- Efficiently Manage Resources and Capital Assets
- Develop and Refine Internal Processes

Our collective success is essential to the safety and security of the people we serve. The Colorado State Patrol is a professional law enforcement agency that has risen to the challenges of an evolving mission. Through the execution of the 2011 – 2015 Strategic Plan, the Colorado State Patrol will maintain our mission-focused strategies, while working toward the achievement of our vision.

“There is no greater calling for any person than to work toward ensuring the safety of others.”

Chief James M. Wolfenbarger

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An Honor to Serve...

A Duty to Protect

Mission

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Vision

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Our vision will be achieved through our guiding principles.

Guiding Principles

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The Colorado State Patrol utilizes predictive and adaptive, knowledge-based tactics to enhance our mission effectiveness. We are focused on leveraging practical technologies that enable our agency to develop intelligence-led strategies to enhance public safety.



Achieving the Vision

Our Vision will be Achieved Through Our Guiding Principles.

COMMITMENT TO MEMBERS - ALIGNMENT OF PARTNERSHIPS - LEVERAGING TECHNOLOGY

MEASURING OUR VISION

In accomplishing the vision of the Colorado State Patrol, an agency self-assessment of key performance indicators will be a vital component to our aspirations. Achieving the vision of the Colorado State Patrol will be done through an investment in our members combined with collaborative partnerships and implementation of technologies that increase positive performance outcomes.

Success in these initiatives will be evident through measurable metrics such as:

- Increased member satisfaction and retention;
- Efficiencies created through agile technologies that facilitate intelligence-based strategies; and
- Fostering the quality of enhanced partnerships.

While member investment, partnerships and technologies may be individually identifiable, the combined effect of these three principles in saving lives and protecting Colorado will be the ultimate measure in achieving the vision of the Colorado State Patrol.



CSP Core Values

Honor: The essence of a person's veritable integrity based on the representation of moral character and ethical actions.

Duty: Dedication of moral commitment to a mission that involves sacrifice of immediate self-interest for the betterment of public safety in Colorado.

Respect: Conduct in accordance with honorable actions that reflect the highest regard for mission, self and others.

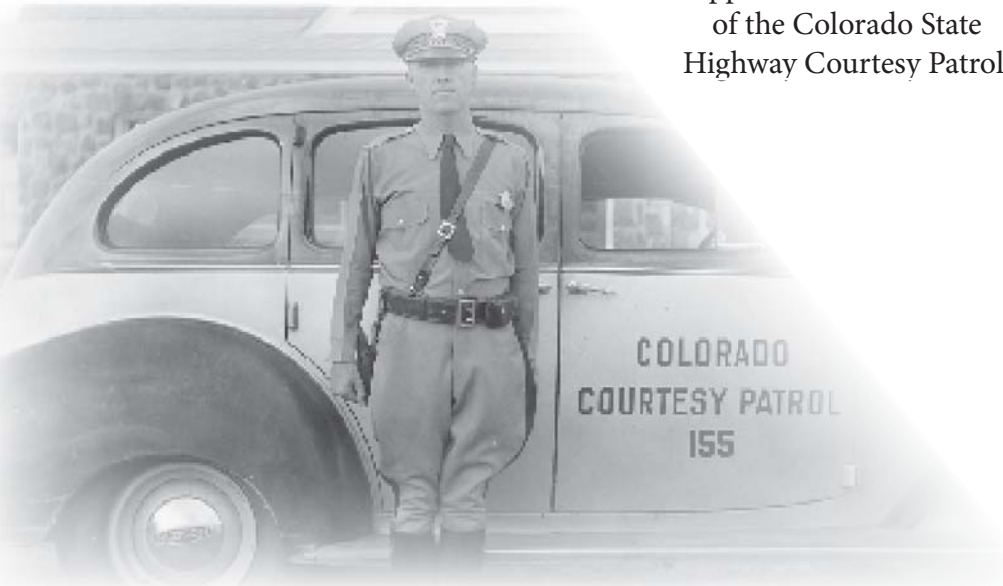
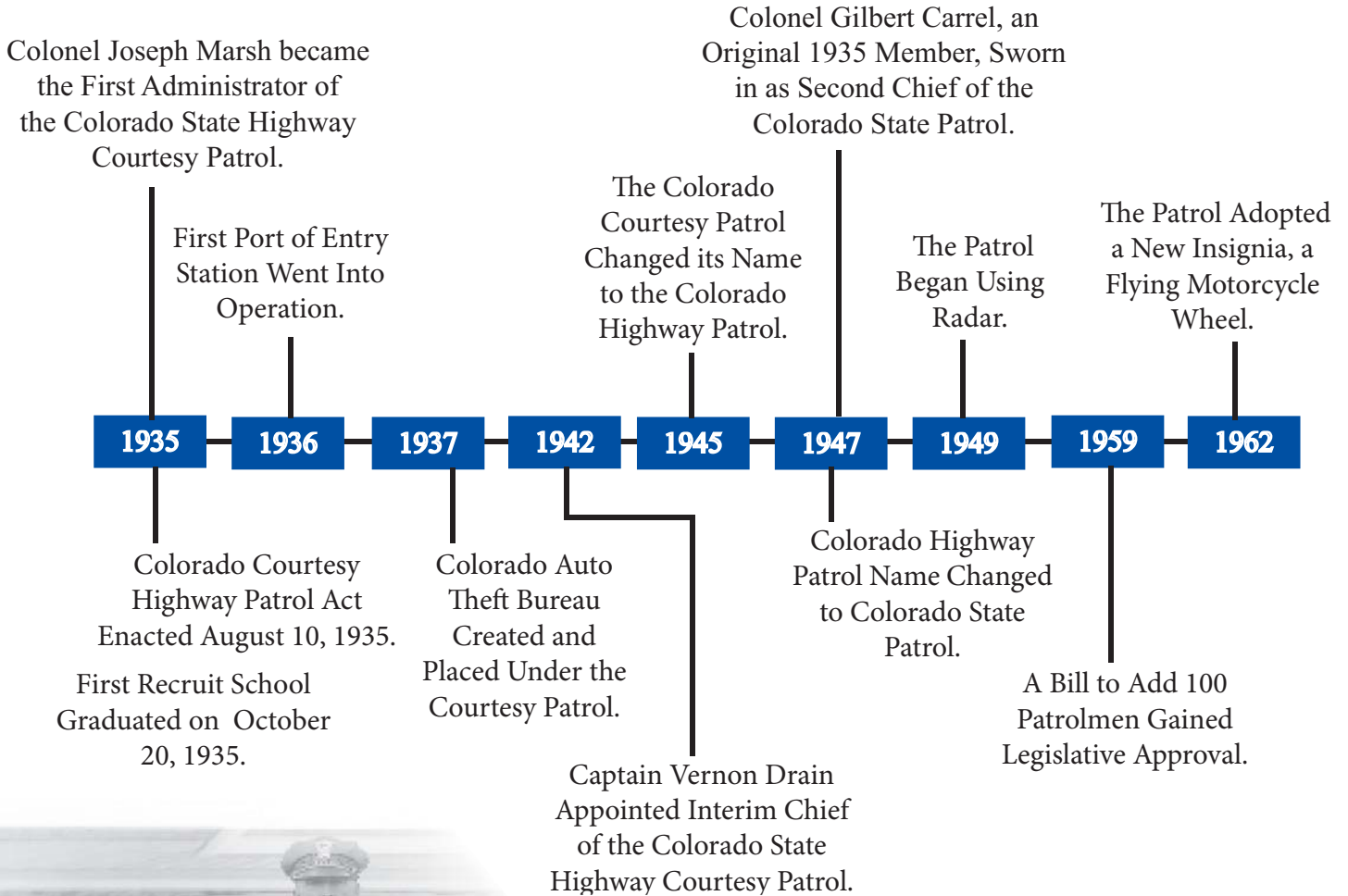


CSP Tenets

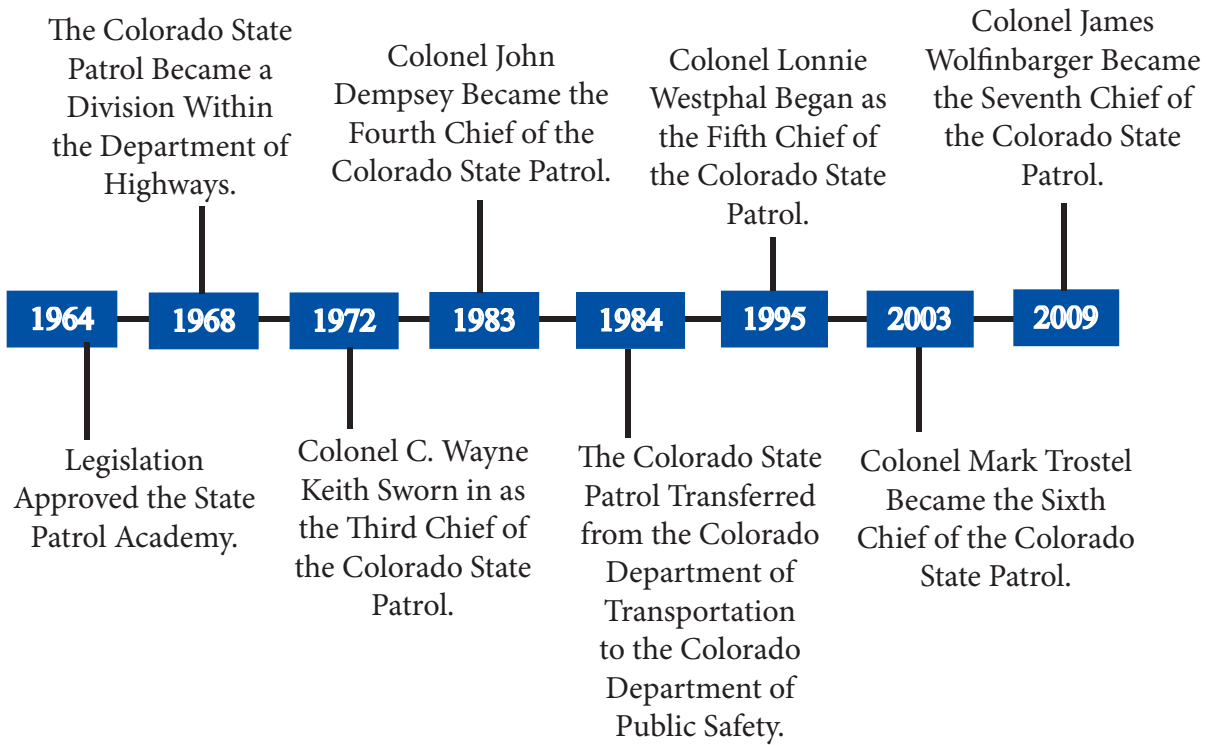


- C**haracter: Living by the highest standards of behavior that exemplify the principles of self-discipline, stability and moral strength.
- I**ntegrity: Moral fortitude free from corrupting influence that guarantees the strict fulfillment of the duties and trust expected from the organization.
- K**nowledge: That cornerstone which sets the quality for the organization through continuing education and experience to enhance our expertise.
- J**udgment: Application of knowledge, training and expertise to think critically and make sound decisions in order to achieve positive outcomes.
- H**onor : The essence of a person’s veritable integrity based on the representation of moral character and ethical actions.
- L**oyalty: Faithful adherence to the organization and its objectives, including an allegiance to oneself and to every member of our organization.
- C**ourtesy: Fair and consistent manner in which the organization will provide law enforcement services to all persons.

CSP History



CSP History



An Honor to Serve...

A Duty to Protect

Transforming the Colorado State Patrol

When originally legislated in 1935, the Colorado State Patrol was created to “...promote safety, protect human life and preserve the highways of this state by the courteous and strict enforcement of the laws and regulations of this state relating to highways and the traffic on such highways.” (CRS 24-33.5-201) The Colorado State Patrol has evolved over the last 75 years into a multifaceted and complex law enforcement agency. Through the dedication of our members, past and present, and our high level of professional service and industry-leading technical competence, the CSP has held strong to our traditions while taking on new and challenging law enforcement missions.

From our modest beginnings as a “Courtesy Patrol,” charged with enforcing vehicle laws and providing protection to the governor, the CSP has transformed and diversified into a multitude of public safety specialties. In addition to our expertise in traffic safety, we are also leading the state in areas such as: commercial motor vehicle enforcement, hazardous materials routing and rulemaking, specialized enforcement, aviation, homeland security, communications, immigration enforcement, investigative services, dignitary protection, infrastructure protection, criminal interdiction, research and development, legislative advisement, education, and more. The CSP continues to be a proven leader in providing exceptional public safety services in all endeavors.

Amidst tremendous evolution into an expansive and full spectrum law enforcement agency, the Colorado State Patrol’s central focus of ensuring the safety of others has never wavered and we remain committed as we focus on the future.



Intelligence-Led Policing

The use of timely and accurate data to drive law enforcement operations toward a more efficient and effective resource deployment is the benchmark for 21st century policing and the foundation of intelligence-led policing. Intelligence-led policing has been in use within the United States for many years and has been a valuable method in reducing crime. Whether related to potential traffic crashes, terrorism, drug trafficking, auto-theft, or any other criminal act, the collection and analysis of disparate pieces of data are valuable when utilized as a potential predictive indicator of future illegal behavior.

Intelligence-led policing is a business model and management philosophy where data analysis and crime intelligence are pivotal to an objective framework that facilitates crime and problem reduction, disruption and prevention through both strategic management and effective enforcement strategies.

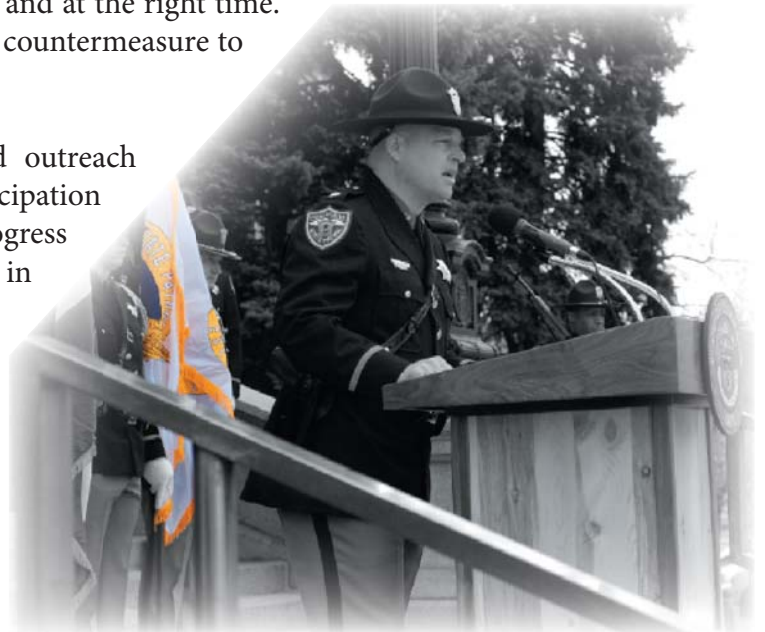
There are numerous ways in which intelligence-led policing measures are conducted throughout the nation; however, there are consistent methodologies that provide the foundation for effective intelligence-led policing programs.

Data Collection: Timely and accurate data collection to provide focused, crime (to include traffic crime) related information.

Data Analysis: Analysis of data and development of intelligence products.

Strategic Operations: Based on data collection and analytical products, strategic and operational plans can be developed to deploy resources at the right place and at the right time. The use of this targeted information is the primary countermeasure to address criminal activity.

Information Sharing: Information sharing and outreach programs are vital to promote community participation and document accomplishments. Conducting progress reviews is an important and necessary component in intelligence-led policing to provide management with the necessary documentation to keep members informed, conduct community meetings, inform government administrators, and to promote media relations.



Measuring Outcomes: To encourage commitment to changing attitudes and policing practices regarding crime reduction, outcomes must be defined and measured. Documenting change requires managers of law enforcement agencies to establish goals and objectives based on the collection and analysis of a specific data set (i.e., auto theft, traffic crashes, and drug interdiction). By documenting measures of performance against these objectives, management can produce specific outcomes that demonstrate the intelligence-led policing model's ability to improve the quality of life throughout the state.

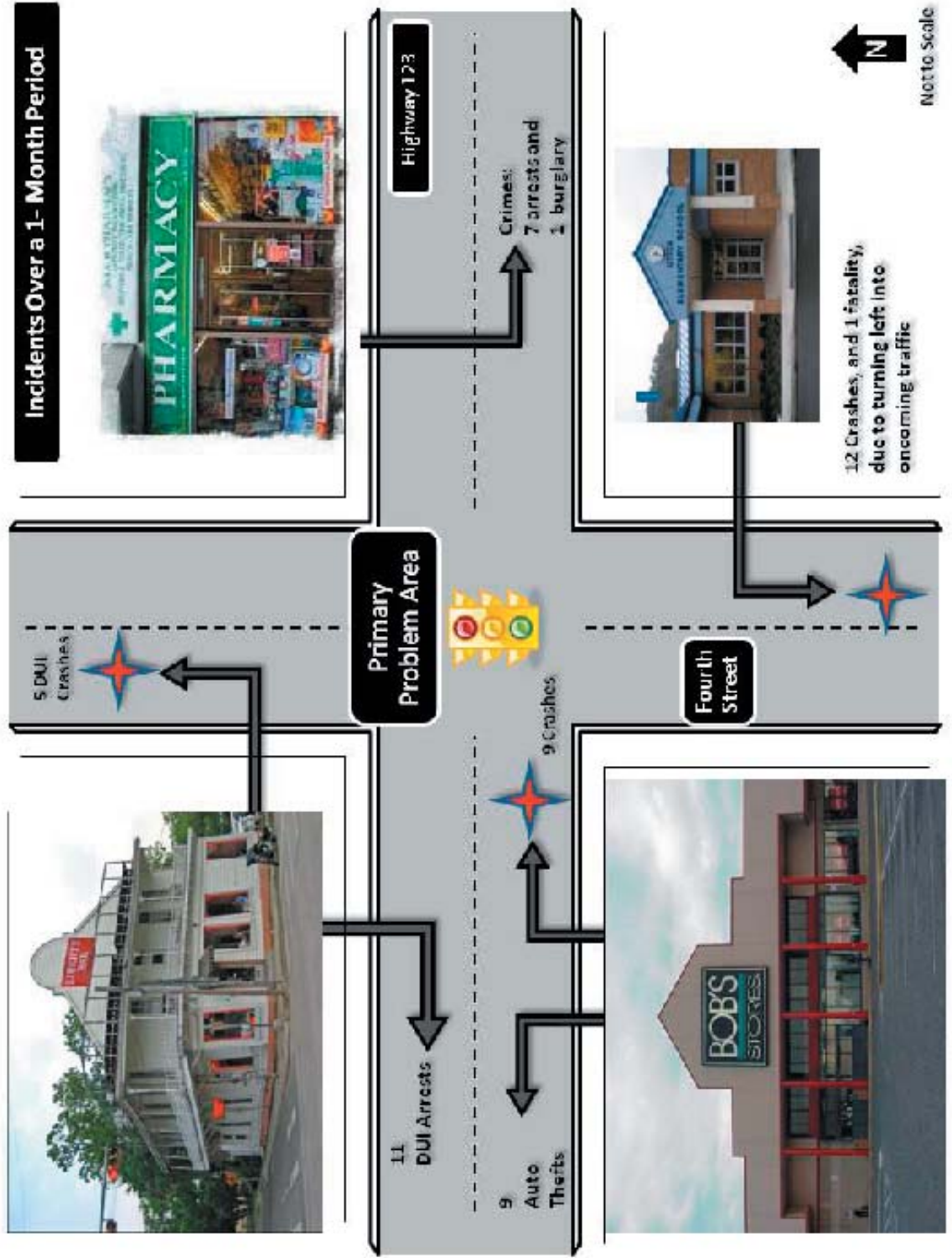
Utilizing this data-driven approach, business unit managers can generate tactics and interventions based on the analysis of available information. Depending on the information available, analytical products can provide management insight into what types of crimes (to include traffic crime) are occurring, specifics into how these crimes are being conducted, times and locations of these criminal acts and current and expected criminal trends. Equipped with this intelligence, management has the ability to allocate resources to more effectively prevent, apprehend, and prosecute those that perpetrate targeted crimes and/or high crime areas.

The example on the following two pages illustrate the intelligence-led policing process.



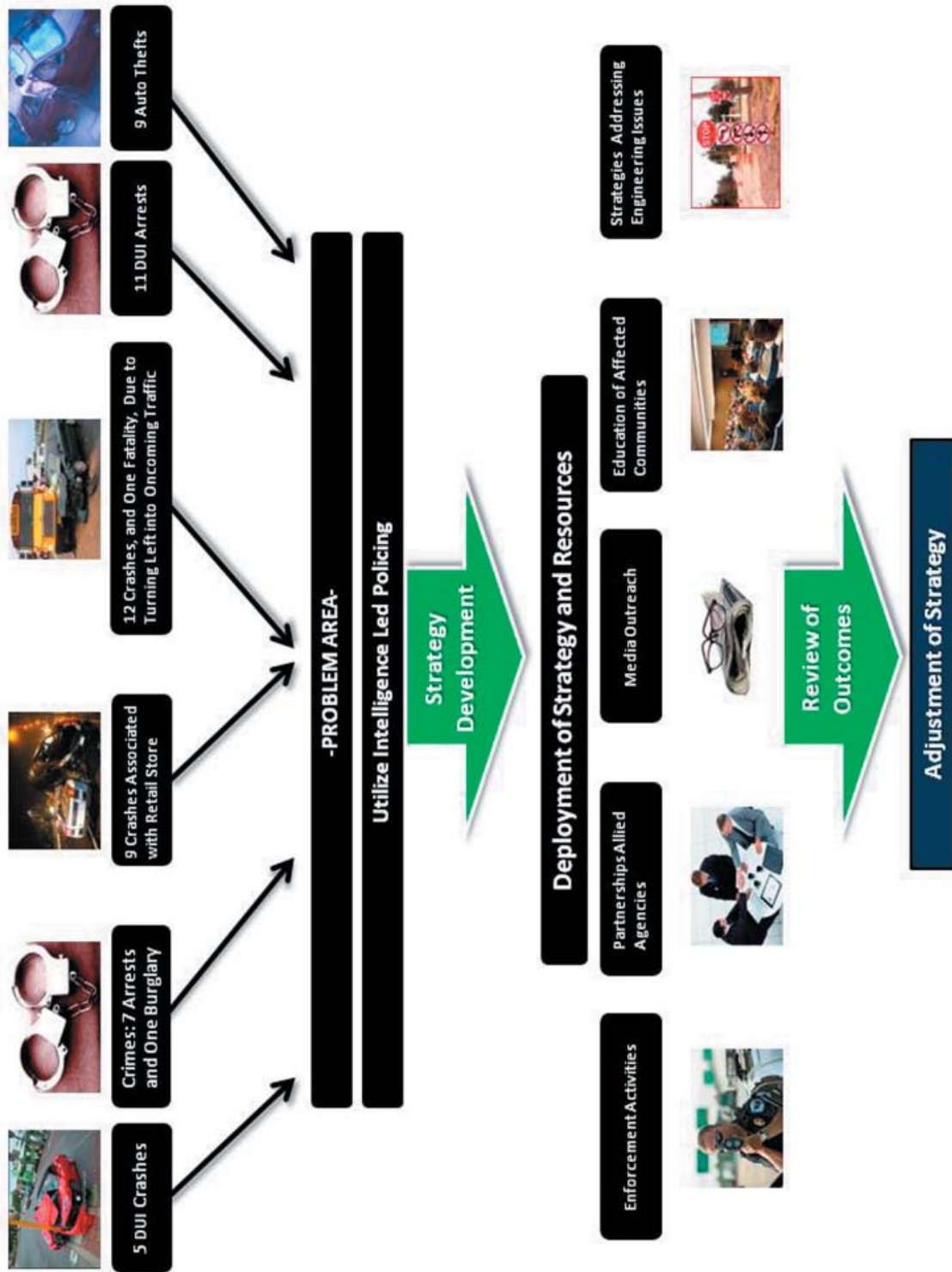
Example Scenario: Intelligence-Led Policing (Traffic)

Problem Statement: Troop 15X has identified that the intersection of Highway 123 and Fourth Street as being the top “problem area” within their jurisdiction. Five patrons from the local bar have been involved in DUI crashes and another 11 have been arrested for proactive DUIs in the last month. Patrons from the local pharmacy have been linked to 7 drug related arrests and one burglary. There have been 9 auto thefts from a local retail store and 9 crashes by drivers making right turns out of the parking lot. The local elementary school has had twelve crashes with one fatality, all linked to turning left in front of oncoming traffic. The intersection has been extremely busy with multijurisdictional law enforcement activities in the last month.



Example Scenario: Intelligence-Led Policing (Traffic)

Process: The diagram below depicts the process in which business unit managers may develop strategies to mitigate problem areas within their jurisdictional responsibility. Information regarding local crime (traffic or otherwise) and incident statistics should be gathered, vetted for reliability and analyzed. The analysis of the problem area will reflect potential changes to deployment of strategy and resources.



An Honor to Serve...

A Duty to Protect

Colorado State Patrol Strategic Goals

Professional Development
of All Members

Establish and Maintain Internal
and External Partnerships

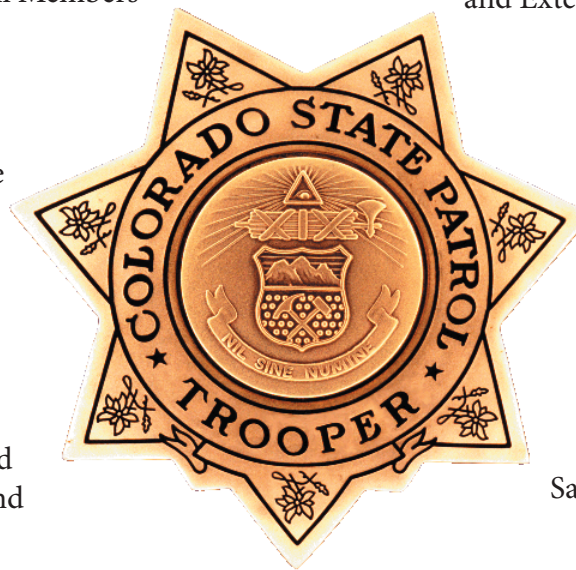
Protect Critical Infrastructure
and State Assets

Develop and Refine
Internal Processes

Maximize Intelligence-Led
Strategies to Protect Life and
Property

Provide Professional Public
Safety Communication Services

Efficiently Manage Resources
and Capital Assets



STRATEGIC GOAL: Professional Development of All CSP Members

Developing a culture of continuous learning in the organization provides our members with the comprehensive resources needed to achieve success. The Patrol continues to enrich the personal and professional lives of its members by providing the programmatic means by which members can advance at all stages within their careers.

The implementation of a nationally recognized Leadership in Police Organizations (LPO) program, based on the tenets of dispersed leadership, will educate our workforce and provide leadership training for all members of our organization. The LPO program is an International Association of Chiefs of Police (IACP) leadership model focused on the systematic development of leaders at all levels of an organization. The LPO model is designed to be adaptable to an agency's mission and philosophy, allowing the organization to develop a workforce based upon the agency's values.

By providing members with a supportive environment of training and education, the Patrol will be able to promote leadership throughout the ranks, and strengthen the foundation by which the agency progresses. The Patrol's mentoring program will sustain the rich traditions of the agency while guiding members throughout their careers.

The Colorado State Patrol is a recognized leader in public safety and distinguishes its members as elite within the law enforcement profession. The Patrol will examine its promotional process with a goal of alignment with industry best practices to ensure strength in leadership at all levels of the organization.

Application of Guiding Principles

COMMITMENT TO MEMBERS - ALIGNMENT OF PARTNERSHIPS - LEVERAGING TECHNOLOGY

The members of the Colorado State Patrol are drawn to our agency because of our strong core values and traditions upon which we are built. To continue to meet that intrinsic appeal that members have to the agency, we are committed to all members' individual success and career satisfaction. The Patrol will provide professional development opportunities to ensure our members have the resources to improve their personal and professional lives. By investing in our members through leadership training and education, a mentoring program and implementation of best practices in the Patrol's promotional process, we strive to improve overall member satisfaction and increase member retention. Combined with better technology and equipment focused on improving member work environments, we will strengthen the Patrol by developing a unified long-term workforce and retaining our quality members.

STRATEGIC GOAL:

Professional Development of All CSP Members

Strategy:

Leadership in Police Organizations (LPO)

Goal Champion: Troop or Section Commander (Captain Copley)

Objective:

The Colorado State Patrol will utilize the International Association of Chiefs of Police (IACP) Leadership in Police Organizations (LPO) program to educate members and systematically develop leaders at all levels of the organization.

Performance Measures:

- Complete the CSP instructor trainer program by *March 2011*.
- Finalize the LPO training curriculum by *May 2011*.
- Train all uniformed and civilian first line supervisors by *November 2012*.
- Make the finalized LPO training available to all members of the CSP by *January 2013*.
- Review the curriculum on an annual basis for updates and revisions.
- Coordinate continuously with associated work groups.

STRATEGIC GOAL:
Professional Development of All CSP Members

Strategy:
Colorado State Patrol Mentoring Program

Goal Champion: Troop or Section Commander (Captain Marone)

Objective:

A formal mentoring program will be developed and made available to all members. Through mentoring, members will be provided a supportive environment to develop and enhance skills while gaining knowledge for their professional development.

Performance Measures:

- Establish a Mentoring Committee by *January 2011*.
- Develop Mentoring Program criteria as it relates to the promotional process by *June 2011*.
- Formalize the updated Mentoring policy by *November 2011*.
- Educate all members on the Mentoring Program by *December 2011*.
- Implement the Mentoring Program by *January 2012*.
- Conduct the first review of the Mentoring Program by *July 2012*.
- Coordinate continuously with associated work groups.

STRATEGIC GOAL: Professional Development of All CSP Members

Strategy:
Colorado State Patrol Promotional Process

Goal Champion: Troop or Section Commander (Captain Eldridge)

Objective:

The agency will evaluate the promotional process and provide programmatic revisions supported by the Department of Personnel and Administration (DPA) rules and regulations, statutes and Department standards and best practices to enhance the process and promote the most qualified leaders.

Performance Measures:

- Complete a review of current practices for specified positions in the agency by *March 2011*.
- Survey members of applicable job classes for feedback to refine current practices by *May 2011*.
- Provide recommendations and implement future promotional process criteria for specified positions by *October 2011*.
- Review processes on an annual basis for updates and revisions.
- Coordinate continuously with associated work groups.



STRATEGIC GOAL:

Provide Professional Public Safety Communications Services

The ability to effectively communicate across geographical areas is critical to officer safety and mission capabilities. The Colorado State Patrol is committed to ensuring that our members and allied partners have a reliable system through which to communicate while providing service to the public. In collaboration with the Governor's Office of Information Technology (OIT) and allied partners, the agency is spearheading upgrades to the statewide communications system. These upgrades are in response to Federal Communications Commission (FCC) regulations requiring public safety compliance to narrowbanding mandates. This is due to increased radio traffic volume and is intended to promote more efficient use of the VHF and UHF bandwidths. To proactively meet upcoming FCC changes, the Colorado State Patrol is leveraging trends in communications technology to develop and enhance statewide infrastructure. This will entail the collection of intelligence data on existing service outage areas, analysis and development of strategies to eliminate gaps and the systemic implementation of upgrades. By leading this statewide system improvement, all CSP business unit managers will benefit from more dependable services while our agency as a whole will provide greater professional public safety communications services.

Application of Guiding Principles

COMMITMENT TO MEMBERS - PARTNERSHIPS - LEVERAGING TECHNOLOGY

Ensuring our member's safety, while providing reliable service to the public, is one of the Colorado State Patrol's highest priorities. By partnering with external agencies, we will strive toward a common operating platform of interoperable communications. Upgrading communications systems to address anticipated challenges through the use of emerging technology will solidify our ability to meet the national standards.

STRATEGIC GOAL:

Provide Professional Public Safety Communications Services

Strategy:

Effective Mitigation of Digital Trunked Radio (DTR) Coverage Gaps

Goal Champion: Communications Branch Commander (Mr. Naccarato)

Objective:

The Colorado State Patrol will collaborate with the Governor's Office of Information Technology (OIT) and allied agencies to identify Digital Trunked Radio (DTR) coverage outages and interruptions, and to develop intelligence-led strategies focused on the alleviation of these challenges.

Performance Measures:

- Complete a comprehensive geographical identification map of DTR outage and interruption areas by *June 2011*.
- Regional Communications Managers and troop commanders will develop and deploy tactics to map their respective areas and compile data into the Colorado State Patrol Network (CSPN) platform by *December 2011*.
- Coordinate continuously with State OIT and allied partners to collect relevant intelligence data focused on the development of practical solutions.
- Review processes on an annual basis for updates and revisions.



STRATEGIC GOAL:

Provide Professional Public Safety Communications Services

Strategy:

Achieve Interoperability Communication Standards in Accordance with Federal Communications Commission (FCC) Regulations.

Goal Champion: Communications Branch Commander (Mr. Naccarato)

Objective:

The Colorado State Patrol will preserve radio interoperability with all allied agencies. Communications will be maintained through compliance with FCC regulations pertaining to narrowbanding radio hardware and communications infrastructure that is reliant on the VHF broadcast system.

Performance Measures:

- Implement approved and funded radio replacement solution beginning in *January 2011*.
- Facilitate the radio installation process by serving as a scheduling agent between OIT, radio system stakeholders and approved radio hardware service facilities by *December 2012*.
- Complete transition the approved statewide radio replacement option by *December 2012*.
- Collaborate continuously with non-DTR agencies to preserve interoperability on a common VHF channel (National Law Enforcement Emergency Channel).
- Review processes on an annual basis for updates and revisions.

STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

The Colorado State Patrol recognizes that a strong commitment to fostering and maintaining partnerships with our members, external agencies and the constituents of our communities is critical to our organizational success. We have a shared belief in the value of effective partnerships and engaging in community policing initiatives. Effective partnerships offer an abundance of benefits, to including agency recognition, information sharing, joint investigations, specialized training, and application of mutual resources. By leveraging internal and external professional relationships, we enhance our collective ability to capitalize on shared resources and achieve mission-focused public safety goals.

During the 2011 - 2015 strategic planning cycle, the Colorado State Patrol will forge new alliances, and strengthen existing professional relationships, by institutionalizing proactive marketing programs, maximizing allied agency partnerships and revitalizing our community policing strategies. The agency will initiate a formalized, coordinated and well-executed marketing program designed to educate our members, the public and key stakeholders on the mission and purpose of the Colorado State Patrol. We will engage in continual information sharing between the State Patrol and outside agencies to enhance our ability to utilize intelligence-led strategies that provide maximum deployment of shared assets. The influence of our ongoing partnerships will allow the Patrol to build a new community policing program focused on comprehensive and collaborative solutions to multifaceted public safety challenges.

Application of Guiding Principles

COMMITMENT TO MEMBERS – ALIGNMENT OF PARTNERSHIPS – LEVERAGING TECHNOLOGY

The Colorado State Patrol recognizes that our core strength lies in the dedication and professional abilities of our members. By making investments in our internal professional relationships, our organization will ensure our members are able to realize their potential within the agency. We acknowledge that external collaboration is essential when addressing the complexity of public safety issues. By using advanced technology to share common knowledge, best practices and applied strategies, the organization will positively impact the safety of the communities in which we work and live.

STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

Strategy:

Organizational Marketing and Community Outreach Initiatives

Goal Champion: Staff Services Branch Commander (Major Colley)

Objective:

All business units, the Media Center and the Public Affairs Unit will collaboratively develop educational, marketing and awareness programs designed to inform our members, the public and key stakeholders on the roles, functions and traditions of the Colorado State Patrol. These programs will be based on data-driven solutions that address public safety concerns.

Performance Measures:

- Leverage intradepartmental partnerships among the Public Affairs Unit, the Media Center and all business units to maximize ongoing exposure of the Colorado State Patrol to public and private sector entities.
- Establish formalized marketing and educational campaigns through the collaboration of all business unit managers, the Media Center and the Public Affairs Unit to create data-driven solutions for high priority public safety concerns by *June 2011*.
- Increase intelligence-based troop and specialty section education and outreach events by 20%, no later than *December 2011*.
- Produce at least one annual DVD in the series chronicling the history of the Colorado State Patrol through the Media Center resources.

STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

Strategy:

Partnerships with Local, State and Federal Allied Agencies

Goal Champion: All Business Unit Managers

Objective:

All business units will proactively identify, establish and maintain professional relationships with external partners. Through these partnerships, we will increase information sharing efforts to develop strategies that leverage shared resources to address public safety challenges.

Performance Measures:

- Increase continual information sharing between the State Patrol, allied agencies and the public and private sectors.
- Improve annual efforts to partner with external agencies in the development of intelligence-led strategies to address public safety challenges.
- Collaborate on an ongoing basis with external agencies on the deployment of shared resources to achieve operational goals.



STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

Strategy:

Community Policing Strategies

Goal Champion: Troop or Section Commander (Captain Matzke)

Objective:

The Patrol is committed to refining the current community policing initiative and developing a robust program centered on fostering positive and collaborative relationships with citizens, communities, private industry and allied public safety agencies. The strength of these professional relationships will enable the agency to build a program focused on problem-solving strategies that address complex public safety challenges.

Performance Measures:

- Provide additional community policing program training to existing committee members by *July 2011*.
- Implement a Colorado State Patrol Network (CSPN) tracking system for community policing initiatives by *July 2011*.
- Present information to all CSP members on the revised community policing initiative by *August 2011*.
- Complete and distribute a new community policing video by *February 2012*.
- Make the formalized community policing program available through in-service training by *July 2012* and complete training by *July 2013*.
- Plan and execute the CSP Youth Academy program annually.
- Reinforce community policing philosophies semi-annually through formalized educational programs.
- Review processes on an annual basis for updates and revisions.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

The definitive purpose of the Colorado State Patrol (CSP) is to protect life and property. In the complex and dynamic operational environment of the law enforcement profession, the CSP is an established industry leader that remains focused in the areas of traffic safety, homeland security and criminal interdiction.

With advances to our traditional “high visibility / strict enforcement” approaches, the CSP will also incorporate development strategies that are based on historical trending data and industry intelligence information. This combination will enable the expansion of processes and strategies, allowing our organization to make predictive and adaptive changes to the variable conditions of the law enforcement mission. Built upon a strong foundation of intelligence-formulated strategies and congruent with industry best practices, our efforts in traffic safety, homeland security and criminal interdiction will serve to protect life and property.

Application of Guiding Principles

COMMITMENT TO MEMBERS - ALIGNMENT OF PARTNERSHIPS - LEVERAGING TECHNOLOGY

Our guiding principles are key components for organizational success in meeting the strategic goal to “Maximize Intelligence-Led Strategies to Protect Life and Property.” To provide the highest levels of public safety services requires quality members, strong partnerships and strategy enhancing technologies. Investment into expanding the knowledge and skills of each member will provide them with greater perspective and professional resources to address law enforcement issues and approach their responsibilities from a more encompassing perspective. The development of professional partnerships will create improved interoperability between agencies and foster collaborative responses to the comprehensive safety and security needs of our state and nation. Capitalizing on practical technologies will enable the CSP to provide quality public safety services, through timely information analysis and to develop tactics to proactively interdict criminal behaviors.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Since 2001, the Colorado State Patrol has achieved remarkable success in reducing the fatal and injury crash rates through high visibility, strict enforcement and maximum deployment of available resources. The 2011 - 2015 traffic safety strategy is designed to allow business unit managers the flexibility to formulate tactics build upon the vision of the agency while improving public safety. This plan emphasizes organizational outcome measures while empowering business unit managers to develop customized, intelligence-led strategies to achieve desired results based on the challenges in their individual areas. These performance measures and strategies will align at the organizational level to ensure the overall success of traffic safety strategies.



STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy:

Traffic Safety

Goal Champion: All Business Unit Managers

Objective:

The Colorado State Patrol will employ intelligence-led strategies to meet its strategic goals. Initiatives will be focused on developing and utilizing data-driven systems and metrics to target congestion mitigation and traffic safety challenges.

Performance Measures: Intelligence-Led Policing Strategies

- Establish the Intelligence-Led Traffic Safety Committee and conduct the first meeting by *January 2011*.
- Educate all commissioned officers and civilian equivalents on developing intelligence-led approaches to traffic safety by *February 2011*.
- Risk assessment research will be completed by *August 2011* (Committee).
- Educate the agency on the development of risk profiles by *September 2011* (Committee).
- Develop State / District / Troop risk profile(s) by *November 2011* (Committee).
- Beginning in 2012, individual troop commanders will develop intelligence-led strategies for traffic safety and congestion mitigation. These strategies will use risk analysis profiles developed through the Intelligence-Led Traffic Safety Committee and additional studies commissioned by the Patrol.
- Annually evaluate and modify intelligence-led traffic safety strategies.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy:

Traffic Safety

Performance Measures: Fatal and Injury Crash Reduction

- Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide in CY 2011. This number will be based on a 4-year average based on data from CY 2007 - 2010.
- Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011.

Performance Measures: DUI / DUID-Caused Crash Reduction

- Reduce by 3% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide in CY 2011. This number will be based on a 4-year average based on data from CY 2007 - 2010.
- Reduce by 5% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011.

Performance Measures: Commercial Vehicles & Hazardous Material Incidents

- Reduce by 5% the number of commercial vehicle crashes investigated by troopers statewide in CY 2011. This number will be based on a 4-year average based on data from CY 2007 - 2010.
- Reduce by 4% the number of hazardous material incidents investigated by troopers statewide in CY 2011. This number will be based on a 4-year average based on data from CY 2007 - 2010.
- Reduce by 5% the number of commercial vehicle crashes investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011.
- Reduce by 4% the number of hazardous material investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011.

STRATEGIC GOAL:

Maximize Intelligence-led Strategies to Protect Life and Property

Strategy:

Traffic Safety

Performance Measures: Increase Occupant Restraint System Use

- Increase statewide seatbelt usage to 85% in CY 2011. This metric will be measured through individual troop commander seatbelt surveys.
- Increase statewide seatbelt usage to 89% in CY 2012 to 2015. This metric will be measured through individual troop commander seatbelt surveys and represents a 1% increase per year from 2012 through 2015.

Performance Measures: Maximize Enforcement Strategies

- Develop an intelligence-driven, 4-day period each year where each troop commander provides enforcement and / or education with maximum deployment of resources to positively impact traffic safety annually between CY 2012 and 2015.



STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

The Colorado State Patrol is a critical component in the homeland security mission for Colorado and is directed to engage in homeland security based on House Bill 02-1315 and the Governor's Homeland Security Strategy. Proactively working to safeguard lives, protect property and defend critical infrastructure from the threats of terrorism, criminal behavior and natural disasters, the CSP shares information both internally and externally with partners throughout the public and private sectors. Comprehensive strategies are developed for the prevention, deterrence and response to terrorism through the collection of intelligence information, detailed analysis, vulnerability assessments and interdepartmental collaboration.

The Colorado State Patrol provides the management and administration of the Colorado Information Analysis Center (CIAC). As the state's fusion center, the CIAC is the central point for inter- and intra-agency information gathering and is responsible for the review, analysis, and dissemination of strategic and tactical homeland security intelligence. The CIAC provides intelligence products to private and public industry representatives to enhance safety and security across all critical infrastructure and key resource sectors.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy:

Homeland Security

Goal Champion: Homeland Security Branch Commander (Major Leffler)

Objective:

The Colorado State Patrol is committed to developing partnerships and establishing comprehensive action plans to defend our state against potential and actual acts of terrorism.

Performance Measures:

- Provide education and training to all CSP members to increase information sharing within the agency to enhance homeland security operations by *March 2011*.
- Augment by 10% the existing core of Terrorism Liaison Officers (TLO) by *December 2011*.
- Increase by 15% the amount of CSP information that meets the threshold for data entry into the National Suspicious Activity Reporting (SAR) initiative by *December 2011*.
- Expand by 20% the CIAC distribution of CSP-specific intelligence products to improve overall awareness of terrorism, criminal trends and illicit tactics by *December 2011*.
- Increase by 20% the information reported to the CIAC by CSP members by *December 2011*.
- Assess operational metrics and threat climate annually to determine future performance measures.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

The Colorado State Patrol takes a proactive approach to detecting, apprehending and prosecuting the criminal enterprises that use Colorado's highways and interstates in the facilitation of their crimes. By statute, the CSP is required to conduct operations in the interdiction of contraband, human trafficking / human smuggling, automobile theft, and other laws of this state. The Patrol has multiple specialty units, such as the Immigration Enforcement Unit and Investigative Services Section, that are exclusively focused towards the mission of criminal interdiction at a statewide level.

For the 2011 – 2015 planning cycle, business unit managers are empowered to develop local level proactive criminal enforcement performance measures and strategies. These strategies will be based upon analysis of intelligence data addressing criminal activity trends specific to geographical areas. By tailoring local level strategies to target non-crash felonies, non-traffic commercial motor vehicle crimes, auto theft, human trafficking and contraband interdiction, individual business unit managers can positively impact criminal activity in their areas.



STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy:

Criminal Interdiction

Goal Champion: Homeland Security Branch Commander (Major Leffler)

Objective:

To improve public safety, our agency is committed to interdicting criminal activity by capitalizing on the use of data-driven strategies and partnerships that enhance investigations, apprehensions and prosecutions.

Performance Measures:

- Engage in intelligence-led policing strategies to increase by 3% the number of non-crash related criminal felony filings by all troopers by *December 2011*.
- Utilize intelligence-led policing strategies to increase by 3% the number of automobile theft recoveries by troopers by *December 2011*.
- Employ intelligence-led policing strategies to increase by 3% the number of commercial motor vehicle contacts that result in interdicting criminal activity by *December 2011*.
- Increase by 2% the number of physical responses by the Immigration Enforcement Unit troopers to suspected cases of human smuggling by *December 2011*.
- Participate in continual information sharing on human trafficking between internal and external partners to enhance multi-jurisdictional investigations and criminal prosecutions.
- Expand by 20% the statewide submission of Field Interview Cards from all trooper by *December 2011*.
- Assess operational metrics and criminal trends annually to determine future performance measures.

STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

As mandated in the Patrol Act, the Colorado State Patrol engages in coordinated dignitary protection duties by providing security and transportation for the Governor, First Family and visiting dignitaries. The agency is entrusted with the security of key leaders as they travel throughout the state and is committed to employing protective strategies based on coordinated threat intelligence and appropriate countermeasures.

The Colorado State Patrol Executive Security Unit (ESU) safeguards life and property at the Capitol Complex in downtown Denver. ESU is responsible for the development and implementation of emergency action plans that are designed to empower building occupants to take appropriate actions in coordination with responding agencies, in the event of a critical incident.

The Colorado State Patrol is directed to protect critical infrastructure and key assets as components of House Bill 02-1315 and the Governor's Homeland Security Strategy. According to the National Infrastructure Protection Plan, critical infrastructure is defined as, "systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety or any combination of these matters." Critical infrastructure and key resource assets may include, but are not limited to, agricultural, transportation, energy, commercial, educational, public health and governmental facilities. The agency will use practical education and training programs to ensure members are integrated into the information sharing environment and are aware of high value targets in their areas of operation.

Application of Guiding Principles

COMMITMENT TO MEMBERS – ALIGNMENT OF PARTNERSHIPS – LEVERAGING TECHNOLOGY

The Colorado State Patrol is committed to providing our members with the mission-critical skills required to provide both dignitary and critical infrastructure protection. We will collaborate with allied agencies at the local, state, tribal, national and international levels in the public and private sectors to leverage partnerships and engage in best practices. The agency will focus on intelligence-led strategies that utilize analytical products and data to create plans that ensure the maximum safety of our human assets and high value targets.

STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Strategy:

Provide Protection and Transportation for the Governor, the First Family, and Dignitaries During Special Events.

Goal Champion: Executive Security Commander (Captain Dittman)

Objective:

The Colorado State Patrol will provide trained personnel to protect and transport Colorado's Governor, First Family and dignitaries. We will monitor and proactively mitigate threats made against the Governor and First Family while coordinating intelligence information and protective strategies with allied entities.

Performance Measures:

- Develop and publish awareness training regarding dignitary protection practices for all members of the CSP by *June 2011*.
- Host one dignitary protection and threat assessment briefing annually for executive staff from all branches of government.
- Maintain a minimum of 65 dignitary protection certified troopers and/or Colorado Bureau of Investigation (CBI) agents throughout the state by hosting one dignitary protection course semi-annually.
- Coordinate on an ongoing basis the threat intelligence and protective strategies with affected entities.
- Review operational processes annually for updates and revisions.

STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Strategy:

Capitol Complex Security

Goal Champion: Executive Security Commander (Captain Dittman)

Objective:

The Colorado State Patrol Executive Security Unit (ESU) will partner with local jurisdictions, and utilize intelligence-led strategies to ensure the safety of all persons at the State Capitol, Legislative Services Building, Colorado Supreme Court, Attorney General's Office and other state facilities.

Performance Measures:

- Develop, publish and implement strategies on an annual basis to prevent and effectively respond to all types of criminal activity within the Capitol Complex.
- Standardize emergency action plans for all buildings within the downtown Denver Capitol Complex by *December 2011*.
- Review operational processes annually for updates and revisions.



STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Strategy:

Critical Infrastructure and Key Resource Protection

Goal Champion: Homeland Security Branch Commander (Major Leffler)

Objective:

The Colorado State Patrol will utilize intelligence-led strategies to develop awareness, monitoring and response protocols in the protection of physical and virtual assets that are vital to the health, safety and security of Colorado.

Performance Measures:

- Enhance critical infrastructure awareness within CSP-specific areas of responsibility by providing education and training to all members by *March 2011*.
- Increase by 20% critical infrastructure surveillance reporting by CSP members to the Colorado Information Analysis Center (CIAC) by *December 2011*.
- Expand by 10% participation by CSP business units in critical infrastructure preparedness exercises that impact agency services by *December 2011*.
- Review, exercise and update the CDPS / CSP Continuity of Operations Plan (COOP) by *December 2011*.
- Coordinate on an ongoing basis with associated work groups.
- Assess operational metrics and threat climate annually to determine future performance measures.

STRATEGIC GOAL:

Efficiently Manage Resources and Capital Assets

Efficiently acquiring, deploying and managing the tools and resources utilized in our law enforcement mission are crucial to the operational success of the Colorado State Patrol. By providing predictive management of materials and capital assets, we will ensure agile and responsive support through both routine and challenging circumstances. Awareness of acquisition and product life cycles, coupled with fiscal and environmental stewardship, will enable the CSP to provide consistent and reliable products and services. The Patrol is committed to providing quality vehicles, equipment and facilities to keep our members safe and productive in their service to the citizens of Colorado.

Application of Guiding Principles

COMMITMENT TO MEMBERS - ALIGNMENT OF PARTNERSHIPS - LEVERAGING TECHNOLOGY

The safety and well-being of our members is our highest priority. The Colorado State Patrol is committed to acquiring, deploying and replenishing quality materials and facilities that will enhance the safety of our members and facilitate our mission. Developing professional partnerships with internal and external stakeholders will strengthen our research and procurement of industry products and essential services. Implementation of technology will generate process improvements, enhance productivity and facilitate proactive identification, procurement and overall total quality management of resources.



STRATEGIC GOAL:

Efficiently Manage Resources and Capital Assets

Strategy:

Acquire Mission Essential Materials and Capital Assets

Goal Champion: Support Services Branch Commander (Mr. Dirnberger)

Objective:

The agency will engage in proactive strategies to identify and manage equipment, vehicle and capital construction project needs within the agency. Projects will be identified and prioritized for the scheduled replacement or deployment of resources to ensure officer and civilian member safety and organizational efficiency.

Performance Measures: Vehicles and Equipment

- Identify and establish equipment priority lists and replacement strategies by *June 2011*.
- Evaluate equipment priority lists each July and make recommendations related to equipment procurement and allocations by November for the following fiscal year.
- Evaluate the Vehicle Allocation Plan (VAP) each July and make recommendations related to vehicle allocations by November for the following fiscal year.

Performance Measures: Capital Construction Projects

- Establish the CSP Building Committee by *March 2011*.
- Establish a facilities priority list and replacement strategy by *June 2011*.
- Evaluate the capital construction plan each July and make recommendations related to allocations by November for the following fiscal year.

STRATEGIC GOAL:

Develop and Refine Internal Processes

In the development of the Strategic Plan for the 2011-2015 cycle, the Colorado State Patrol examined internal working processes. The agency's strategies will include the integration of practical technology and process improvements to eliminate duplication and maximize available resources, while providing enhanced public service levels.

The Colorado State Patrol will further enhance the strengths of its current workforce with qualified and diverse applicants. By partnering with the Public Affairs Unit and the Media Center, the CSP Selections Unit will develop methods using targeted marketing campaigns and applicable intelligence-based data to attract the most qualified candidates from a pool of diverse applicants. Retention of qualified members remains a priority to our agency. The Patrol will continually educate and train its workforce, providing an environment in which members can develop personally and professionally.

The Colorado State Patrol is researching the potential benefits of incorporating the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards for agency operations. The program has become the primary method for an agency to voluntarily demonstrate their commitment to accountability in law enforcement. The CALEA process will improve public safety services by systematically conducting an internal review and assessment of the agency's policies and procedures, and making adjustments wherever necessary to meet a set of international law enforcement standards. This process will also help set in motion a comprehensive set of standardized policies, timely reviews, and help provide overall direction to all levels of the organization. The achievement of the CALEA certification is recognized as the professional benchmark for today's law enforcement agency.

Application of Guiding Principles

COMMITMENT TO MEMBERS - ALIGNMENT OF PARTNERSHIPS - LEVERAGING TECHNOLOGY

Streamlining internal organizational processes will improve business efficiencies and improve each member's overall effectiveness. By sharing resources and information through partnerships, the Patrol will possess the means by which to respond to public safety challenges more effectively. The agency will educate members on the use, capabilities and future possibilities of practical technology in law enforcement.

STRATEGIC GOAL:

Develop and Refine Internal Processes

Strategy:

Technology Development

Goal Champion: District or Branch Commander (Major Powell)

Objective:

The Colorado State Patrol will manage current technology and develop strategies and processes that automate and modernize routine tasks completed by members at all levels of the organization. The integration of technologies is intended to use intelligence-led processes to analyze reliable data, identify trends and develop operational strategies and countermeasures.

Performance Measures:

- Implement the electronic DR 2447 State of Colorado Crash Report and the associated reporting and data sharing by *February 2011*.
- Finalize reporting elements for all data currently collected via the Colorado State Patrol Network (CSPN) by *August 2011*.
- Create a standardized training syllabus for all members and provide training to all participants of in-service training by *December 2011*.
- Complete the statewide upgrade of the Computer Aided Dispatch system statewide by *December 2011*.
- Develop a CSP IT strategic plan in conjunction with the Governor's Office of Information Technology (OIT) by *December 2011*.
- Coordinate process implementation continuously with affected work groups, CDPS-CSP business units and the Governor's Office of Information Technology.

STRATEGIC GOAL:

Develop and Refine Internal Processes

Strategy:

Recruit and Retain Qualified Members

Goal Champion: Staff Services Branch Commander (Major Colley)

Objective:

The Colorado State Patrol Selections Unit will enhance recruiting efforts by analyzing recruitment and retention metrics and developing data-driven strategies to enhance these processes. Targeted media campaigns will then be developed with the Media Center and the Public Affairs Unit, to increase the recruitment of qualified applicants. These strategies will enable all business units within the agency to proactively recruit and retain qualified members.

Performance Measures:

- Conduct a historical environmental scan to determine what data and analysis are necessary to track the retention success and failure rates by *June 2011*.
- Complete a gap analysis to determine additional data needs for enhancing the recruitment, selection and retention processes by *June 2011*.
- Utilize targeted strategies on an ongoing basis to actively recruit qualified individuals from underrepresented demographic groups in order to ensure a diverse work force.
- Develop a Colorado State Patrol Network (CSPN) tracking system to archive trending data from member separations by *December 2011*.
- Enable all business units within the agency to track and share recruiting initiatives through CSPN by *July 2012*.
- Review the process annually for updates and revisions.
- Coordinate continuously with associated work groups.

STRATEGIC GOAL:

Develop and Refine Internal Processes

Strategy:

Commission on Accreditation for Law Enforcement Agencies (CALEA) Credentialing

Goal Champion: Staff Services Branch Commander (Major Colley)

Objective:

The agency will research and determine the viability of obtaining CALEA credentialing. The achievement of CALEA certification is recognized as the professional benchmark for today's law enforcement agency.

Performance Measures:

- Determine feasibility of implementing CALEA within the organizational structure of the Colorado State Patrol by *September 2011*.
- Evaluate staffing levels, funding mechanisms and training requirements by *January 2012*.
- Research and acquire required software by *July 2012*.
- Complete training for all accreditation staff by *July 2012*.



An Honor to Serve...

A Duty to Protect

Colorado State Patrol

Region 1

District 4	- Troop 4A - Troop 4B - Troop 4C	
District 5	- Troop 5A - Troop 5B - Troop 5C	
District 6	- Troop 6A - Troop 6B - Troop 6C	- Troop 6D (Gaming)
Support Services	- Procurement - Facilities	- Fleet Operations - Patrol Technology
Communications	- Denver - Pueblo - Craig	- Montrose - Alamosa
Office of Information Technology		

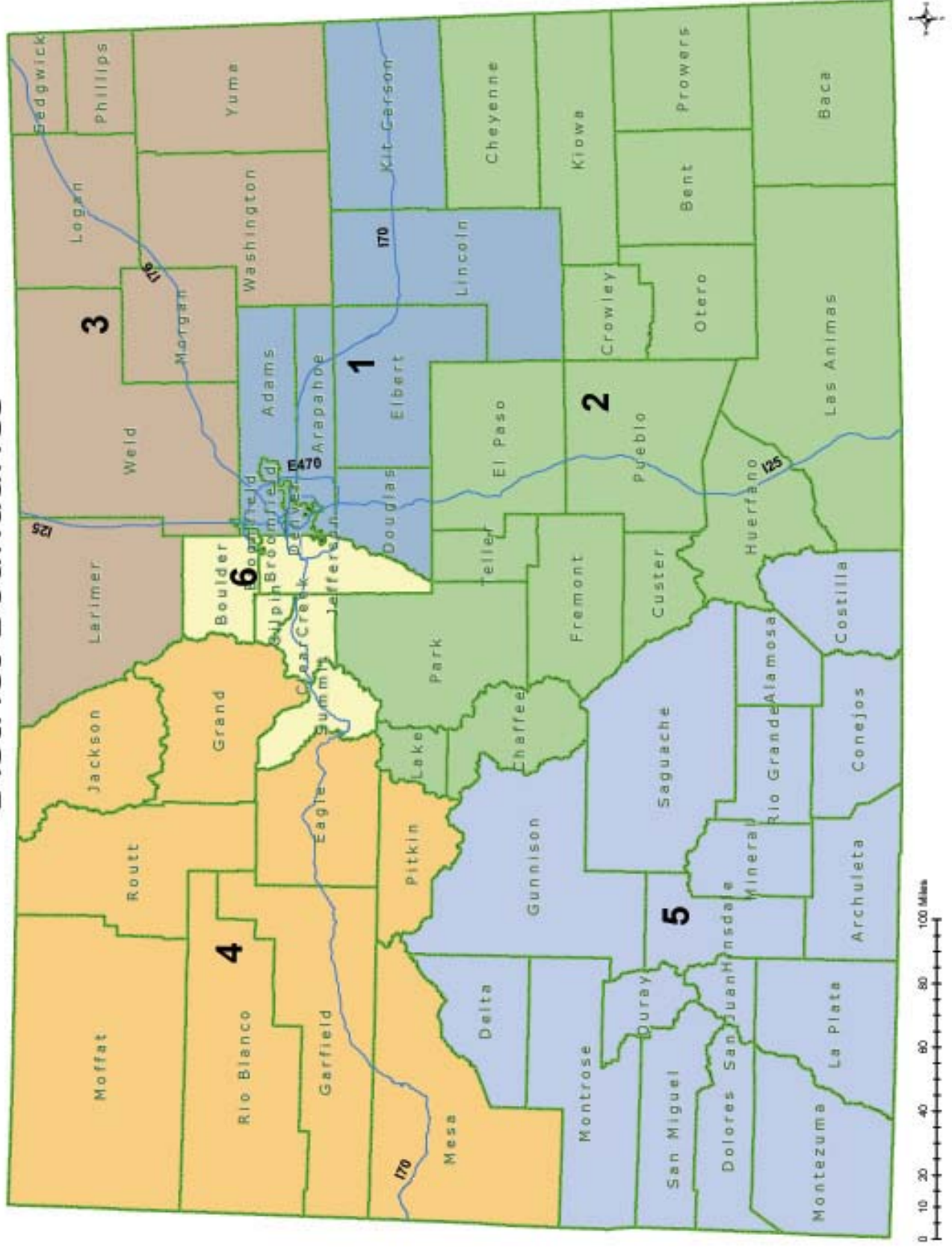
Region 2

District 1	- Troop 1A - Troop 1B (E-470) - Troop 1C	- Troop 1D
District 2	- Troop 2A - Troop 2B - Troop 2C	- Troop 2D - Troop 2E (Gaming)
District 3	- Troop 3A - Troop 3B - Troop 3C	
Homeland Security	- CIAC - JTTF - Infrastructure	- Immigration Investigations - K-9 Unit
Executive Security		
Highway Safety Liaison		

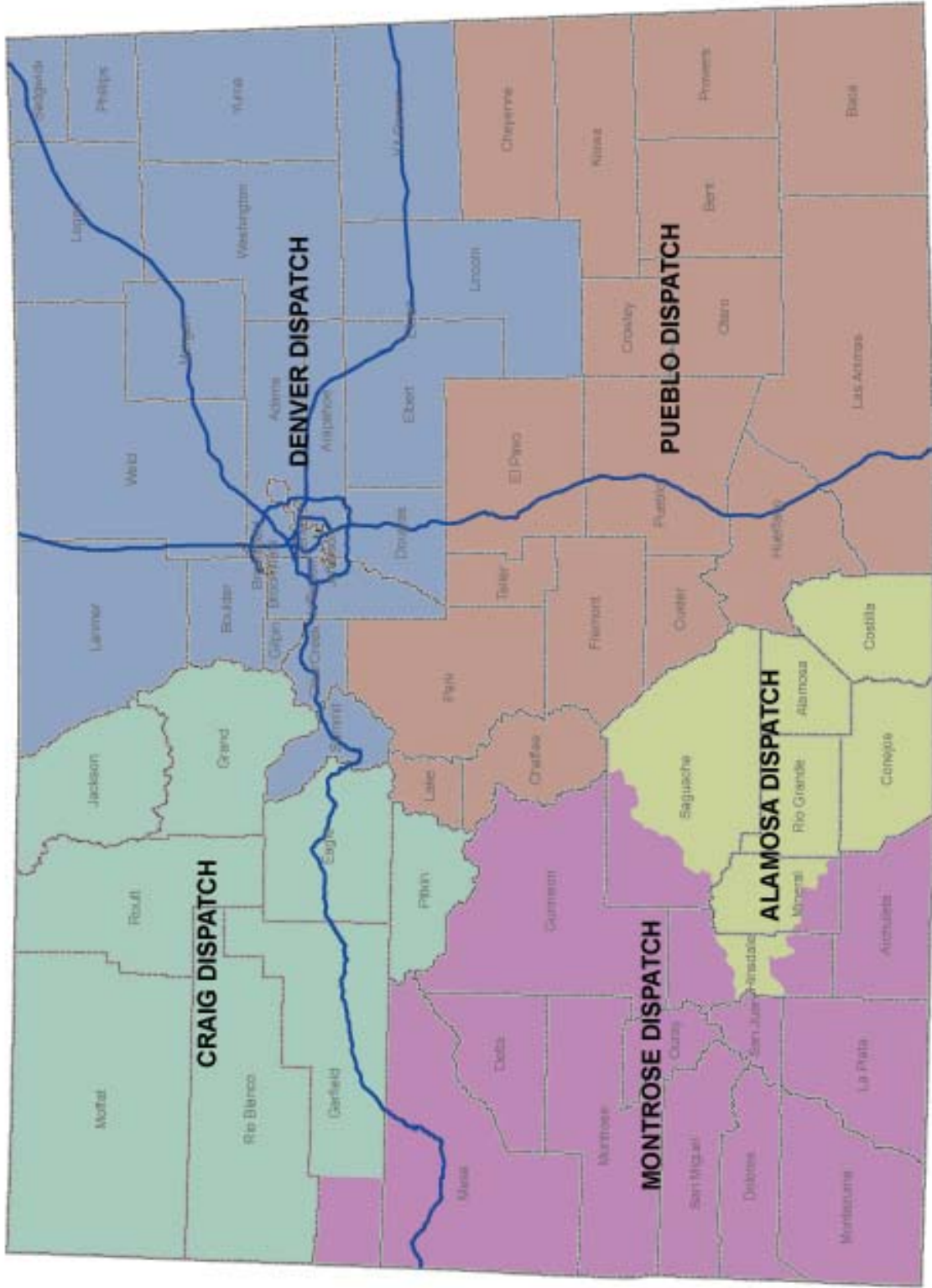
Region 3

Operational Services	- Motor Carrier Safety - Special Enforcement - Motorcycle Ops.	- Hazardous Materials Unit - Aircraft
Staff Services	- Prof. Standards - Business Intell. - Public Affairs	- Academy - Victim Advocates - Media Center
Financial Services	- Budget - Financial Mgmt. - Grants Mgmt.	- Grants Research - Audits and Compliance
Attorney General Liaison		
Human Resources Management		

Colorado State Patrol District Boundaries



CSP Communications Center Coverage Areas



**Colorado State Patrol
2011 – 2015 Strategic Plan**

Strategic Goal: Professional Development of All CSP Members

Goal Strategy: Leadership in Police Organizations (LPO)

Goal Champion: Troop or Section Commander (Captain Copley)

Objective: The Colorado State Patrol will utilize the IACP Leadership in Police Organizations program to educate members and systematically develop leaders at all levels of the organization.

Performance Measure	Timeline
• Complete CSP instructor trainer program.	March 2011
• Finalize the LPO training curriculum.	May 2011
• Train all uniformed and civilian first line supervisors.	November 2012
• Make the finalized LPO training available to all members of the CSP.	January 2013
• Review the curriculum for updates and revisions.	CY2011 – 2015
• Coordinate with associated work groups.	CY2011 – 2015

Goal Strategy: Colorado State Patrol Mentoring Program

Goal Champion: Troop or Section Commander (Captain Marone)

Objective: A formal mentoring program will be developed and made available to all members. Through mentoring, members will be provided a supportive environment to develop and enhance skills while gaining knowledge for their professional development.

Performance Measure	Timeline
• Establish a Mentoring Committee.	January 2011
• Develop Mentoring Program criteria as it relates to the promotional process.	June 2011
• Formalize the updated Mentoring policy.	November 2011
• Educate all members on the Mentoring Program.	December 2011
• Implement the Mentoring Program.	January 2012
• Conduct the first review of the Mentoring Program.	July 2012
• Coordinate with associated work groups.	CY2011 – 2015

Goal Strategy: Colorado State Patrol Promotional Process

Goal Champion: Troop or Section Commander (Captain Eldridge)

Objective: The agency will evaluate the promotional process and provide programmatic revisions supported by the DPA rules and regulations, statutes, and Department standards and best practices to enhance the process and promote the most qualified leaders.

Performance Measure	Timeline
• Complete a review of current practices for specified positions in the agency.	March 2011
• Survey members of applicable job classes for feedback to refine current practices.	May 2011
• Provide recommendations and implement future promotional process criteria for specified positions.	October 2011
• Review processes on an annual basis for updates and revisions.	CY2011 – 2015
• Coordinate with associated work groups.	CY2011 – 2015

**Colorado State Patrol
2011 - 2015 Strategic Plan**

Strategic Goal: Provide Professional Public Safety Communications Services

Goal Strategy: Effective Mitigation of Digital Trunked Radio (DTR) Coverage Gaps

Goal Champion: Communications Branch Commander (Mr. Naccarato)

Objective: The Colorado State Patrol will collaborate with the Governor's Office of Information Technology (OIT) and allied agencies to identify DTR coverage outages and interruptions, and to develop intelligence-led strategies focused on the alleviation of these challenges.

Performance Measure	Timeline
<ul style="list-style-type: none"> Complete a comprehensive geographical identification map of DTR outage and interruption areas. 	June 2011
<ul style="list-style-type: none"> Regional Communications Managers and Troop Commanders will develop and deploy tactics to map their respective areas and compile data into the CSPN platform. 	December 2011
<ul style="list-style-type: none"> Coordinate with State OIT and allied partners to collect relevant intelligence data focused on the development of practical solutions. 	CY2011 - 2015
<ul style="list-style-type: none"> Review processes for updates and revisions. 	CY2011 - 2015

Goal Strategy: Achieve Interoperability Communications Standards in Accordance with Federal Communications Commission (FCC) Regulations.

Goal Champion: Communications Branch Commander (Mr. Naccarato)

Objective: The Colorado State Patrol will preserve radio interoperability with all allied agencies. Communications will be maintained through compliance with FCC regulations pertaining to narrow banding radio hardware and communications infrastructure that is reliant on the VHF broadcast system.

Performance Measure	Timeline
<ul style="list-style-type: none"> Implement approved and funded radio replacement solution. 	January 2011
<ul style="list-style-type: none"> Facilitate the radio installation process by serving as a scheduling agent among OIT, radio system stakeholders and approved radio hardware service facilities. 	December 2012
<ul style="list-style-type: none"> Complete transition to approved statewide radio replacement option. 	December 2012
<ul style="list-style-type: none"> Collaborate with non-DTR agencies to preserve interoperability on a common VHF channel (National Law Enforcement Emergency Channel). 	CY2011 - 2015
<ul style="list-style-type: none"> Review processes for updates and revisions. 	CY2011 - 2015

**Colorado State Patrol
2011 – 2015 Strategic Plan**

Strategic Goal: Establish and Maintain Internal and External Partnerships

Goal Strategy: Organizational Marketing and Community Outreach Initiatives

Goal Champion: Staff Services Branch Commander (Major Colley)

Objective: All business units, the Media Center and the Public Affairs Unit will collaboratively develop educational, marketing and awareness programs designed to inform our members, the public and key stakeholders on the roles, functions and traditions of the Colorado State Patrol.

Performance Measure	Timeline
<ul style="list-style-type: none"> Leverage intradepartmental partnerships between the Public Affairs Unit, the Media Center and all business units to maximize ongoing exposure of the Colorado State Patrol to public and private sector entities. 	CY2011 – 2015
<ul style="list-style-type: none"> Establish formalized marketing and educational campaigns through the collaboration of all business unit managers, the Media Center and the Public Affairs Unit to create data-driven solutions for high priority public safety concerns. 	June 2011
<ul style="list-style-type: none"> Increase intelligence-based troop and specialty section education and outreach events by 20%. 	December 2011
<ul style="list-style-type: none"> Produce at least one DVD in the series chronicling the history of the Colorado State Patrol through the Media Center resources. 	CY2011 – 2015

Goal Strategy: Partnerships with Local, State and Federal Allied Agencies

Goal Champion: Business Unit Managers

Objective: All business units will proactively identify, establish and maintain professional relationships with external partners. Through these partnerships, we will increase information sharing efforts to develop intelligence-led strategies that leverage shared resources to address public safety challenges.

Performance Measure	Timeline
<ul style="list-style-type: none"> Increase information sharing between the State Patrol and allied agencies. 	CY2011 – 2015
<ul style="list-style-type: none"> Improve efforts to partner with external agencies in the development of intelligence-led strategies to address public safety challenges. 	CY2011 – 2015
<ul style="list-style-type: none"> Collaborate with external agencies on the deployment of shared resources to achieve operational goals. 	CY2011 – 2015

Goal Strategy: Community Policing Strategies

Goal Champion: Troop or Section Commander (Captain Matzke)

Objective: The Patrol is committed to refining the current community policing initiative and developing a robust program centered on fostering positive and collaborative relationships with citizens, communities, private industry and allied public safety agencies.

Performance Measure	Timeline
<ul style="list-style-type: none"> Provide additional community policing program training to existing committee members. 	July 2011
<ul style="list-style-type: none"> Implement a CSPN tracking system for community policing initiatives. 	July 2011
<ul style="list-style-type: none"> Present information to all CSP members. 	August 2011
<ul style="list-style-type: none"> Complete and distribute a new community policing video. 	February 2012
<ul style="list-style-type: none"> Make the formalized Community Policing program available to members through in-service training. 	July 2012 to 2013
<ul style="list-style-type: none"> Plan and execute the CSP Youth Academy Program. 	CY2011 – 2015
<ul style="list-style-type: none"> Reinforce community policing philosophies on a semi-annual basis. 	CY2011 – 2015
<ul style="list-style-type: none"> Review processes on an annual basis for updates and revisions. 	CY2011 – 2015
<ul style="list-style-type: none"> Coordinate with associated work groups. 	CY2011 – 2015

**Colorado State Patrol
2011 - 2015 Strategic Plan**

Strategic Goal: Maximize Intelligence-Led Strategies to Protect Life and Property

Goal Strategy: Traffic Safety

Goal Champion: All Business Unit Managers

Objective: The Colorado State Patrol will employ intelligence-led strategies to meet its strategic goals. Initiatives will be focused on developing and utilizing data-driven systems and metrics to target congestion mitigation and traffic safety challenges.

Performance Measure: Intelligence-Led Policing Strategies	Timeline
<ul style="list-style-type: none"> Establish the Intelligence-Led Traffic Safety Committee. 	January 2011
<ul style="list-style-type: none"> Educate all commissioned officers and civilian equivalents on developing intelligence-led approaches to traffic safety. 	February 2011
<ul style="list-style-type: none"> Finalize the committee's risk assessment research. 	June 2011
<ul style="list-style-type: none"> Educate the agency on the development of risk profiles 	September 2011
<ul style="list-style-type: none"> Develop the committee's state/district/troop risk profile(s). 	November 2011
<ul style="list-style-type: none"> Develop troop commander-initiated intelligence-led strategies for traffic safety and congestion mitigation. 	January 2012
<ul style="list-style-type: none"> Evaluate and modify intelligence-led traffic safety strategies. 	CY2011 - 2015
<ul style="list-style-type: none"> Coordinate with associated work groups. 	CY2011 - 2015

Goal Strategy: Traffic Safety

Goal Champion: All Business Unit Managers

Performance Measure: Fatal and Injury Crash Reduction	Timeline
<ul style="list-style-type: none"> Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide in <i>CY 2011</i>. This number will be based on a 4-year average based on data from CY2007 - 2010. 	December 2011
<ul style="list-style-type: none"> Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide between <i>CY 2012 to 2015</i>. This number will be based upon the 4-year average from CY2008 through 2011. 	CY2012 to 2015

Goal Strategy: Traffic Safety

Goal Champion: All Business Unit Managers

Performance Measure: DUI/DUID-Caused Crash Reduction	Timeline
<ul style="list-style-type: none"> Reduce by 3% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide in <i>CY 2011</i>. This number will be based on a 4-year average based on data from CY2007 - 2010. 	December 2011
<ul style="list-style-type: none"> Reduce by 5% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide between <i>CY 2012 to 2015</i>. This number will be based upon the 4-year average from CY2008 through 2011. 	CY2012 to 2015

**Colorado State Patrol
2011 - 2015 Strategic Plan**

Strategic Goal: Maximize Intelligence-Led Strategies to Protect Life and Property

Goal Strategy: Traffic Safety

Goal Champion: All Business Unit Managers

Objective: The Colorado State Patrol will employ intelligence-led strategies to meet its strategic goals. Initiatives will be focused on developing and utilizing data-driven systems and metrics to target congestion mitigation and traffic safety challenges.

Performance Measure: Commercial Vehicle and Hazardous Material Incidents

Timeline

- Reduce by 5% the number of commercial vehicle crashes and reduce by 4% the number of HAZMAT incidents investigated by troopers statewide in *CY 2011*. This number will be based on a 4-year average based on data from CY2007 - 2010.

December 2011

- Reduce by 5% the number of commercial vehicle crashes and reduce by 4% the number of HAZMAT incidents investigated by troopers statewide between *CY 2012 to 2015*. This number will be based upon the 4-year average from CY2008 through 2011.

CY2012 to 2015

Goal Strategy: Traffic Safety

Goal Champion: All Business Unit Managers

Performance Measure: Increase Occupant Restraint System Use

Timeline

- Increase statewide seatbelt usage to 85% in *CY 2011*. This metric will be measured through individual troop commander seatbelt surveys.

December 2011

- Increase statewide seatbelt usage to 89% between *CY 2012 to 2015*. This metric will be measured through individual troop commander seatbelt surveys and represents a 1% increase per year from 2012 through 2015.

CY2012 to 2015

Goal Strategy: Traffic Safety

Goal Champion: All Business Unit Managers

Performance Measure: Maximize Enforcement Strategies

Timeline

- Develop an intelligence-driven, 4-day period each year where each troop commander provides enforcement and / or education with maximum deployment of resources to positively impact traffic safety between *CY 2012 and 2015*.

CY2012 to 2015

**Colorado State Patrol
2011 - 2015 Strategic Plan**

Strategic Goal: Maximize Intelligence-Led Strategies to Protect Life and Property

Goal Strategy: Homeland Security

Goal Champion: Homeland Security Branch Commander (Major Leffler)

Objective: The Colorado State Patrol is committed to developing partnerships within our communities and establishing a comprehensive action plan to defend our state against potential and actual acts of terrorism.

Performance Measure:	Timeline
<ul style="list-style-type: none"> Provide education and training to all CSP members to increase information sharing within the agency to enhance homeland security operations. 	March 2011
<ul style="list-style-type: none"> Augment by 10% the existing core of Terrorism Liaison Officers (TLO). 	December 2011
<ul style="list-style-type: none"> Increase by 15% CSP information provided that meets the threshold for data entry into the National Suspicious Activity Reporting (SAR) initiative. 	December 2011
<ul style="list-style-type: none"> Expand by 20% the CIAC distribution of CSP-specific intelligence products to improve overall awareness of terrorism, criminal trends and illicit tactics. 	December 2011
<ul style="list-style-type: none"> Increase by 20% the information reported to the CIAC by CSP members. 	December 2011
<ul style="list-style-type: none"> Assess operational metrics and threat climate to determine future performance measures. 	CY2011 - 2015

Goal Strategy: Criminal Interdiction

Goal Champion: Homeland Security Branch Commander (Major Leffler)

Objective: To improve public safety our agency is committed to interdicting criminal activity by capitalizing on the use of data-driven strategies and partnerships that enhance investigations and prosecutions.

Performance Measure:	Timeline
<ul style="list-style-type: none"> Engage in intelligence-led policing strategies to increase by 3% the number of non-crash related criminal felony filings by all troopers. 	December 2011
<ul style="list-style-type: none"> Utilize intelligence-led policing strategies to increase by 3% the number of automobile theft recoveries by troopers. 	December 2011
<ul style="list-style-type: none"> Employ intelligence-led policing strategies to increase by 3% the number of commercial motor vehicle contacts that result in interdicting criminal activity. 	December 2011
<ul style="list-style-type: none"> Increase by 2% the number of physical responses by the Immigration Enforcement Unit (IEU) troopers to suspected cases of human smuggling. 	December 2011
<ul style="list-style-type: none"> Participate in information sharing on human trafficking between internal and external partners to enhance multi-jurisdictional investigations and criminal prosecutions on a basis. 	CY2011 - 2015
<ul style="list-style-type: none"> Expand by 20% the statewide submission of Field Interview Cards. 	December 2011
<ul style="list-style-type: none"> Assess operational metrics and criminal trends to determine future performance measures. 	CY2011 - 2015

**Colorado State Patrol
2011 – 2015 Strategic Plan**

Strategic Goal: Protect Critical Infrastructure and State Assets

Goal Strategy: Provide Protection and Transportation for the Governor, the First Family, and Dignitaries During Special Events.

Goal Champion: Executive Security Unit Commander (Captain Dittman)

Objective: The Colorado State Patrol will provide trained personnel to protect and transport Colorado's Governor, First Family and dignitaries. We will monitor and proactively mitigate threats made against the Governor and First Family while coordinating intelligence information and protective strategies with allied entities.

Performance Measure:	Timeline
<ul style="list-style-type: none"> Develop and publish awareness training regarding dignitary protection practices for all members of the CSP. 	June 2011
<ul style="list-style-type: none"> Host one dignitary protection and threat assessment briefing for executive staff from all branches of government. 	CY2011 – 2015
<ul style="list-style-type: none"> Maintain a minimum of 65 dignitary protection certified troopers and/or CBI agents throughout the state by hosting one dignitary protection course. 	CY2011 – 2015
<ul style="list-style-type: none"> Coordinate threat intelligence and protective strategies with affected entities. 	CY2011 – 2015
<ul style="list-style-type: none"> Review the operational processes for updates and revisions. 	CY2011 – 2015

Goal Strategy: Capitol Complex Security

Goal Champion: Executive Security Unit Commander (Captain Dittman)

Objective: The Colorado State Patrol Executive Security Unit (ESU) will partner with local jurisdictions, and utilize intelligence-led strategies to ensure the safety of all persons at the State Capitol, Legislative Services Building, Colorado Supreme Court, Attorney General's Office and other state facilities.

Performance Measure:	Timeline
<ul style="list-style-type: none"> Develop, publish and implement strategies to prevent and effectively respond to all types of criminal activity within the Capitol Complex. 	CY2011 – 2015
<ul style="list-style-type: none"> Standardize emergency action plans for all buildings within the downtown Denver Capitol Complex. 	December 2011
<ul style="list-style-type: none"> Review operational processes for updates and revisions. 	CY2011 – 2015

Goal Strategy: Protect Critical Infrastructure and State Assets

Goal Champion: Homeland Security Branch Commander (Major Leffler)

Objective: The Colorado State Patrol will utilize intelligence-led strategies to develop awareness, monitoring and response plans in the protection of physical and virtual assets that are vital to the health, safety and security of Colorado.

Performance Measure:	Timeline
<ul style="list-style-type: none"> Enhance critical infrastructure awareness within CSP-specific areas of responsibility by providing education and training to all members. 	March 2011
<ul style="list-style-type: none"> Increase by 20% critical infrastructure surveillance reporting by CSP members to the CIAC. 	December 2011
<ul style="list-style-type: none"> Expand by 10% participation by CSP business units in critical infrastructure preparedness exercises that impact agency services. 	December 2011
<ul style="list-style-type: none"> Review, exercise and update the CDPS/CSP Continuity of Operations Plan (COOP). 	December 2011
<ul style="list-style-type: none"> Coordinate with associated work groups. 	CY2011 – 2015
<ul style="list-style-type: none"> Assess operational metrics and threat climate to determine future performance measures. 	CY2011 – 2015

**Colorado State Patrol
2011 - 2015 Strategic Plan**

Strategic Goal: Efficiently Manage Resources and Capital Assets

Goal Strategy: Acquire Mission Essential Materials and Capital Assets

Goal Champion: Support Services Branch Commander (Mr. Dirnberger)

Objective: The agency will engage in proactive strategies to identify and manage equipment, vehicle and capital construction project needs within the agency. Projects will be identified and prioritized for the scheduled replacement or deployment of resources to member safety and organizational efficiency.

Performance Measure (Vehicles and Equipment)

Timeline

- Identify and establish equipment priority lists and replacement strategies.

June 2011

- Evaluate equipment priority lists and make recommendations related to equipment procurement and allocations for the following fiscal year.

July and
November,
CY2011 - 2015

- Evaluate Vehicle Allocation Plan (VAP) and make recommendations related to standardized vehicle platform and allocations for the following fiscal year.

July and
November,
CY2011 - 2015

Performance Measure: Capital Construction Projects (Mr. Dirnberger)

Timeline

- Reconvene the CSP Building Committee.

March 2011

- Re-establish facilities priority list and replacement strategy.

June 2011

- Evaluate the capital construction plan and make recommendations related to capital construction allocations for the following fiscal year.

July and
November,
CY2011 - 2015

**Colorado State Patrol
2011 – 2015 Strategic Plan**

Strategic Goal: Develop and Refine Internal Processes

Goal Strategy: Technology Development

Goal Champion: District or Branch Commander (Major Powell)

Objectives: The Colorado State Patrol will manage current technology and develop strategies and processes that automate and modernize routine tasks completed by members at all levels of the organization.

Performance Measure	Timeline
<ul style="list-style-type: none"> Implement the electronic DR 2447 State of Colorado Crash Report and the associated reporting and data sharing. 	February 2011
<ul style="list-style-type: none"> Finalize reporting elements for all data currently collected via Colorado State Patrol Network (CSPN). 	August 2011
<ul style="list-style-type: none"> Create a standardized training syllabus for all members and provide training to all participants of in-service training. 	December 2011
<ul style="list-style-type: none"> Complete the statewide upgrade of the Computer Aided Dispatch system. 	December 2011
<ul style="list-style-type: none"> Develop a CSP IT strategic plan in conjunction with the Governor's OIT. 	December 2011
<ul style="list-style-type: none"> Coordinate process implementation with affected work groups, CSP business units and the Governor's OIT. 	CY2011 – 2015
<ul style="list-style-type: none"> Review processes for updates and revisions 	CY2011 – 2015

Goal Strategy: Recruit and Retain Qualified Members

Goal Champion: Staff Services Branch Commander (Major Colley)

Objective: The Colorado State Patrol Selections Unit will enhance recruiting efforts by analyzing recruitment and retention metrics and developing data-driven strategies to enhance these processes. These strategies will enable all business units within the agency to proactively recruit/retain qualified members.

Performance Measure	Timeline
<ul style="list-style-type: none"> Conduct an environmental scan to determine what data and analysis are necessary to track the retention successes and failures rates. 	June 2011
<ul style="list-style-type: none"> Complete a gap analysis to determine additional data needs for enhancing the recruitment, selection and retention processes. 	June 2011
<ul style="list-style-type: none"> Utilize targeted strategies to actively recruit qualified individuals from underrepresented demographic groups in order to ensure a diverse work force. 	CY2011 – 2015
<ul style="list-style-type: none"> Develop a Colorado State Patrol Network (CSPN) tracking system to archive trending data from member separations. 	December 2011
<ul style="list-style-type: none"> Enable all business units within the agency to track and share recruiting initiatives through CSPN. 	July 2012
<ul style="list-style-type: none"> Review the process or updates and revisions. 	CY2011 – 2015
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2011 – 2015

Goal Strategy: Commission on Accreditation for Law Enforcement Agencies (CALEA) Credentialing

Goal Champion: Staff Services Branch Commander (Major Colley)

Objective: The agency will research and determine the viability of obtaining CALEA credentialing.

Performance Measure	Timeline
<ul style="list-style-type: none"> Determine feasibility of implementing CALEA. 	September 2011
<ul style="list-style-type: none"> Evaluate staffing levels, funding mechanisms and training requirements. 	January 2012
<ul style="list-style-type: none"> Research and acquire required software. 	July 2012
<ul style="list-style-type: none"> Complete training for all accreditation staff. 	July 2012



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