



COLORADO STATE PATROL



STRATEGIC PLAN 2013-2017



TABLE OF CONTENTS

Chief's Message	2
Executive Summary	3
Mission & Vision	5
Guiding Principles	6
CSP Core Values	7
CSP Tenets	8
Intelligence-Led Policing	9
Major Organizational Project Process	10
Strategic Goals	11
Professional Development of All CSP Members	12
Provide Professional Public Safety Communications Services	16
Establish and Maintain Internal and External Partnerships	19
Maximize Intelligence-Led Strategies to Protect Life and Property	23
Protect Critical Infrastructure and State Assets	35
Efficiently Manage Resources and Capital Assets	40
Develop and Refine Internal Processes	43

An Honor to Serve...

A Duty to Protect





Dear Members,

I am pleased to present the 2013-2017 Colorado State Patrol Strategic Plan. As a cornerstone of the Colorado State Patrol, our strategic plan promotes organizational and personal growth while assisting us in identifying both success and challenges. The Colorado State Patrol will continue to provide the state of Colorado with exceptional law enforcement services through the adherence of our core values and guiding principles, a leader in Colorado in traffic and public safety.

Going into our 78th year of existence, members of the Colorado State Patrol have maintained our focus on traffic safety initiatives through the courteous and strict enforcement of the laws and regulations of Colorado. For 2013-2017, we will emphasize and direct resources towards the reduction of DUI/DUID caused fatal and injury crashes on Colorado's roadways. Throughout the next year members will utilize relationships with other law enforcement agencies to include partnering DUI/DUID checkpoints to reduce impaired driving practices and conducting high visibility saturation patrols. This will be accomplished in conjunction with our organizational objectives of Leadership in Police

Organizations training for our members, CALEA accreditation, and the development of a Traffic Incident Management System plan.

We still hold fast to our initial directive to "promote safety, protect human life, and preserve the highways of this state," as we progress and adapt to the evolving priorities of Colorado. This plan encourages leaders of all ranks to be creative, to look at the past for successful strategies, and to plan for the future by developing and implementing innovative strategies to achieve our goals and objectives. Most importantly, this plan is flexible to encompass both temporary and specific adaptations to serve Colorado and its citizens in the most efficient, effective and elegant manner possible.

Respectfully,

A handwritten signature in black ink, appearing to read "J. Wolfenbarger".

Colonel James M. Wolfenbarger
Chief, Colorado State Patrol

2013 - 2017 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 continue to achieve our mission through the development and implementation of 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 2013 - 2017 Strategic Plan has been developed through a comprehensive process, which involved input from members at all levels and positions within the organization. The Strategic Plan is designed to provide all agency members and key stakeholders from external entities with a shared vision and roadmap for our future.

A Progressive Law Enforcement Agency

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). Since our creation as the Colorado State Highway Courtesy Patrol, we have evolved into a progressive 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

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

Strategic Goals

As the 2013 – 2017 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



Achieving the Vision

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. 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.

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

Chief James M. Wolfinbarger

Mission & Vision



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 our 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.

Guiding Principles



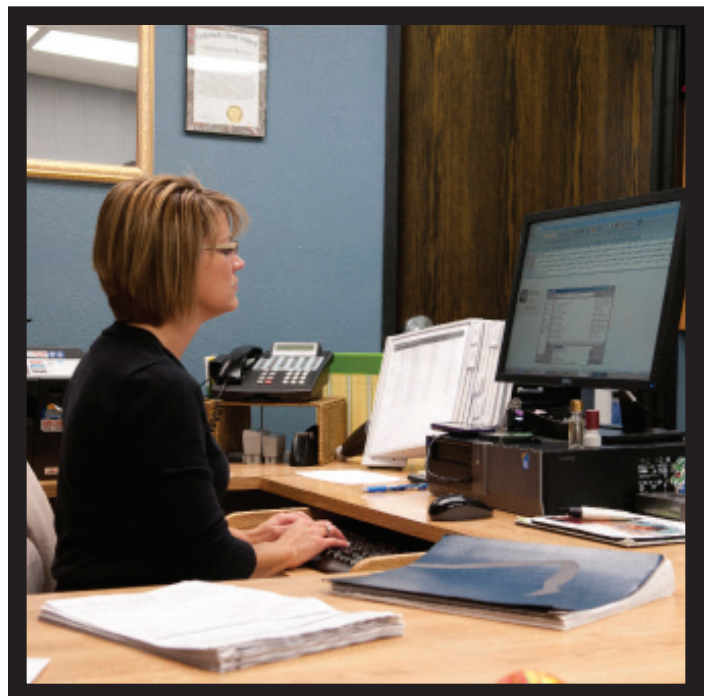
COMMITMENT TO MEMBERS

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.



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.

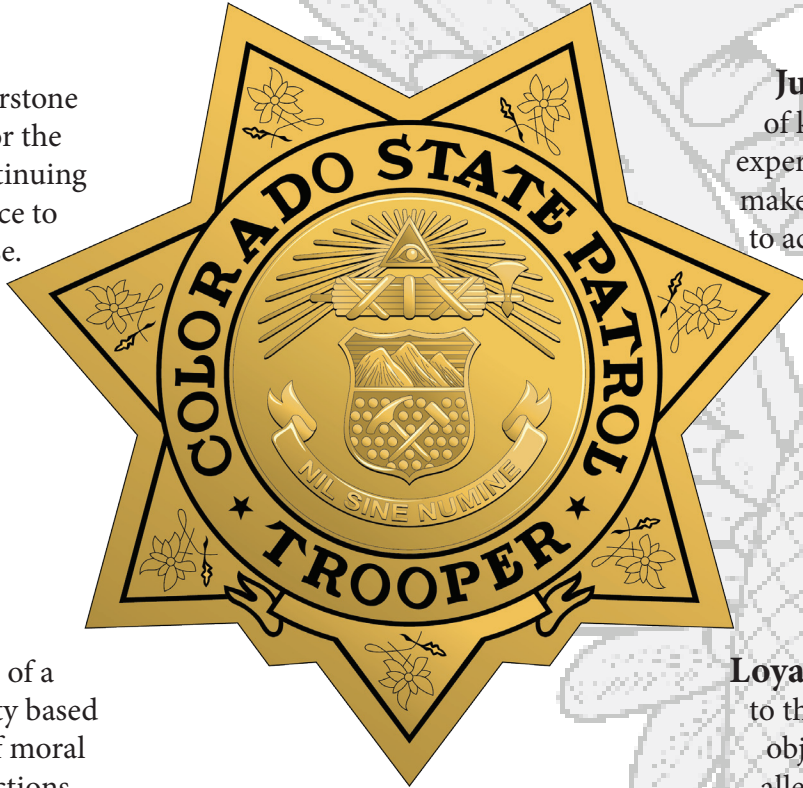
CSP Tenets

Character: Living by the highest standards of behavior that exemplify the principles of self-discipline, stability and moral strength.

Integrity: Moral fortitude free from corrupting influence that guarantees the strict fulfillment of the duties and trust expected from the organization.

Knowledge: The cornerstone which sets the quality for the organization through continuing education and experience to enhance our expertise.

Judgment: Application of knowledge, training and expertise to think critically and make sound decisions in order to achieve positive outcomes.



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

Loyalty: Faithful adherence to the organization and its objectives, including an allegiance to oneself and to every member of our

Courtesy: Fair and consistent manner in which the organization will provide law enforcement services to all persons.

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 utilized 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 seemingly unrelated information is valuable when utilized as a potential predictive indicator of future illegal or dangerous behavior.

The Colorado State Patrol utilizes intelligence-led policing methodologies in every aspect of its business and public safety strategies. All members, regardless of rank or position, have a role in ensuring the efficient deployment and effective use of Patrol resources. There are numerous ways in which intelligence-led policing measures are employed throughout the Patrol; however, there are consistent methodologies that provide the foundation for effective intelligence-led programs.

The diagram illustrates the process by which all members engage in intelligence-led policing.

Utilizing this data-driven approach, members can generate tactics and interventions based on the analysis of available information. Analysis can be conducted to provide management insight into critical areas that may impact the achievement of the Patrol's strategic goals.

This methodology provides a framework for the Colorado State Patrol to successfully leverage technology while applying shared experiences to achieve our goals and objectives, thereby creating a safer environment for the people of Colorado.



Major Organizational Project Progress



The Colorado State Patrol is a progressive law enforcement agency that anticipates and implements many ongoing projects as noted throughout the 2013-2017 Strategic Plan. The chart below illustrates the progress on major organizational projects ranging from the new evidence consolidation project to the implementation of PremierOne CAD software. Although this list of projects is not inclusive, each project is a part of the ongoing effort to ensure the CSP is adapting to the changing law enforcement priorities of the communities we serve.

Key: Black- Project not started Yellow- Project in progress Green- Project complete

Strategy	Progress							
	2010	2011	2012	2013	2014	2015	2016	2017
Leadership for Police Organizations (LPO) training for all current members								
Revise the CSP Promotional Process								
PremierOne CAD Implementation								
Standardizing and Consolidation of Evidence								
Full Implementation of the Records Management System (RMS)								
Development of agency-wide Traffic Incident Management System Plan								
Development and Implementation of Intelligence Led-Policing Practices								
CALEA Accreditation								

An Honor to Serve...

A Duty to Protect

COLORADO STATE PATROL

Strategic Goals

Maximize Intelligence-
Led Strategies to Protect
Life and Property

Professional Development
of All Members

Provide Professional
Public Safety
Communication Services

Establish and Maintain
Internal and External
Partnerships



Protect Critical
Infrastructure and State
Assets

Efficiently Manage
Resources and Capital
Assets

Develop and Refine
Internal Processes

STRATEGIC GOAL:
Professional Development of All CSP Members

Developing a culture of continuous evolution 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.

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

The integration of a nationally recognized Leadership in Police Organizations (LPO) program for all members, based on the tenets of dispersed leadership, will educate our workforce and provide leadership training for our organization. The LPO program is the International Association of Chiefs of Police (IACP) leadership model focused on the systematic development of leaders at all levels of an agency.

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 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 philosophy and implementation of best practices in the Patrol’s promotional process, we strive to improve overall member satisfaction and increase member retention. Combined with advanced technology and equipment focused on improving member work environments, we will strengthen the Patrol by developing a unified long-term workforce while retaining our quality members.

STRATEGIC GOAL:

Professional Development of All CSP Members

Strategy:

Career Enrichment of All Members

Goal Champion: Major Scott Copley

Objective:

The Colorado State Patrol has restructured the professional development goal to maximize organization efficiencies. Through the exploration of trends in leadership training consistent with the philosophy of the Colorado State Patrol, the steering committee will continue to develop strategies through LPO, Mentorship and the Promotional Process. The Colorado State Patrol will enhance partnerships with external agencies by assisting with the education of law enforcement officers statewide.

Performance Measures: Steering Committee

- Establish representation on the Steering Committee from the Staff Services Branch, Training Services Branch, Financial Services and Non-Commissioned Officer Corps by *January 2013*.
- Continuously evaluate and implement all opportunities to develop members of the Colorado State Patrol through *December 2017*.

Performance Measures: Leadership in Police Organizations (LPO)

- Establish a joint LPO training partnership with the Colorado Chiefs of Police to provide LPO classes for all law enforcement agencies within Colorado by *March 2013*.
- Train and mentor an additional seven CSP LPO instructors by *April 2013*.
- Train all CSP first line supervisors by *June 2013*.

STRATEGIC GOAL:

Professional Development of All CSP Members

Strategy:

Career Enrichment of All Members

Performance Measures: LPO (continued)

- Participate (instructors and members) in twelve additional LPO classes hosted by the Colorado Chiefs of Police, the Denver Police Department and the Aurora Police Department by *December 2013*.
- Provide training for all non-supervisory members of the Colorado State Patrol by *December 2017*.

Performance Measures: Mentoring

- Develop and implement the Professional Development Resource Center for all members by *June 2013*.
- Review and adjust the current Mentoring policy and process by *December 2013*.

Performance Measures: Team Collaboration

- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Professional Development of All CSP Members

Strategy:

Colorado State Patrol Promotional Process

Goal Champion: Major Kevin 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:

- Provide recommendations and implement future promotional process criteria for specified positions by *October 2013*.
- Provide recommendations and implement changes to all captain position description questionnaires (PDQs) by *December 2013*.
- Provide recommendations and implement changes to all major and lieutenant colonel PDQs by *December 2014*.
- Review and evaluate the application of the Professional Development Profile (PDP) in the promotional process by *December 2014*.
- Continuously review current promotional practices in use by other law enforcement agencies and the United States military.
- Review processes on an annual basis for updates and revisions.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Provide Professional Public Safety Communications Services

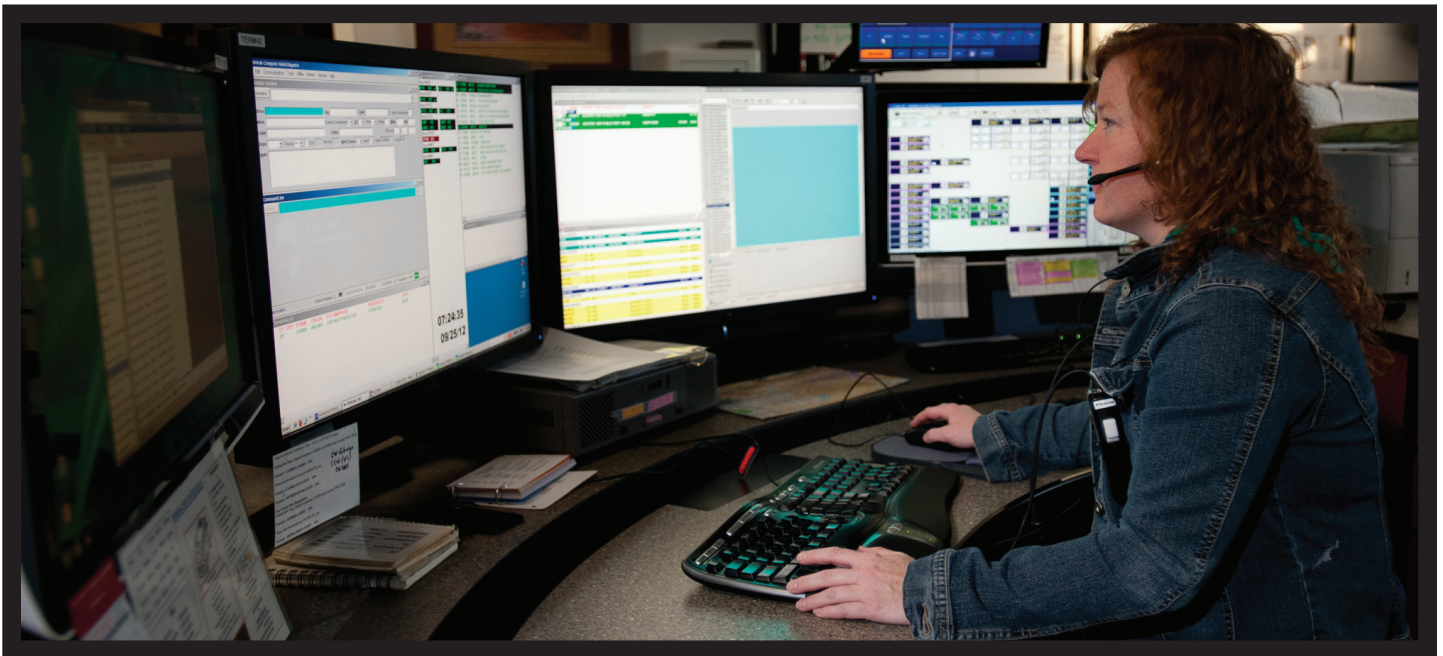
The ability to effectively communicate across geographical areas is critical to officer safety and mission effectiveness. The Colorado State Patrol is committed to ensuring that our members and allied partners have a reliable avenue to communicate while providing service to the public. To meet upcoming

operational changes, the Colorado State Patrol is leveraging communications technology to develop and enhance statewide infrastructure. The CSP will continue to provide customers with courteous and reliable statewide public safety communication services.

Application of Guiding Principles

COMMITMENT TO MEMBERS - ALIGNMENT OF PARTNERSHIPS - LEVERAGING TECHNOLOGY

By enhancing the state's interoperability systems with our agency partners, we will continue to provide professional communications to our members and other agencies. Upgrading communications systems to address anticipated challenges through the use of emerging technologies will solidify our ability to meet the national communication standards.



STRATEGIC GOAL:

Provide Professional Public Safety Communications Services

Strategy:

Optimize Radio Communication and Interoperability

Goal Champion: Director Don Naccarato

Objective:

The Colorado State Patrol will establish internal and external partnerships focused on mission effectiveness through the successful deployment of available radio communication resources. We will continue to identify and mitigate Digital Trunked Radio (DTR) coverage problem areas, potential training deficiencies and interoperable communications to develop intelligence-led strategies focused on the alleviation of these challenges.

Performance Measures:

- Evaluate, enhance and deploy a radio training curriculum for all CSP users by *July 2013*.
- Partner with the Consolidated Communication Network of Colorado (CCNC), local troops and allied agencies within Colorado's nine all-hazards regions to promote the establishment of standardized radio procedural practices for mutual aid events by *October 2013*.
- Regularly collaborate with Office of Information Technology (OIT) on the potential upgrade of the current DTR system software to accommodate new features and users by *December 2013*.
- Continuously identify and coordinate with OIT- Telecommunications for the mitigation of DTR coverage problem areas by focusing on the analysis of data and the development of practical solutions through *December 2017*.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Provide Professional Public Safety Communications Services

Strategy:

Nationwide Broadband Network Initiative

Goal Champion: Director Don Naccarato

Objective:

FirstNet is the network governing authority that was Congressionally mandated to establish a nationwide wireless broadband public safety network (LTE - Long Term Evolution (3GPP 4G technology) associated with the nationwide Public Safety Broadband Network (PSBN) based on single, national network architecture. These efforts will result in interoperable communications among first responders and the public safety community across the country. The Colorado State Patrol will work with other entities to identify and plan the most effective way to utilize and integrate the infrastructure, equipment and other architecture to deploy the FirstNet network.

Performance Measures:

- Develop a decision matrix for internal and external key policymakers on the challenges and opportunities related to moving to a nationwide PSBN by *July 2013*.
- Evaluate the guidelines for grant applications to be used for the planning and research needed for implementation of the PSBN by *December 2013*.
- Develop strategies to inventory and maintain the State's communication assets while examining the potential partnerships with commercial network vendors by *December 2014*.
- Continuously work with State officials to establish the Colorado Communications Plan and business models for the build-out and governance of the PSBN through *December 2018*.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

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 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 2013 - 2017 strategic planning cycle, the Colorado State Patrol will forge new alliances and strengthen existing professional relationships by institutionalizing proactive marketing programs, maximizing allied agency and private sector partnerships and sustaining our community policing strategies. 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.

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. 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: Major Steve Garcia

Objective:

The Public Affairs Section, Media Center and all business unit managers 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:

- Provide training updates to educate all Public Information Officer (PIO) troopers in the latest public safety messaging strategies to ensure consistent messaging from all CSP members by *December 2013*.
- Progressively leverage internal partnerships among the Public Affairs Section, the Media Center and all business units to maximize visibility of the Colorado State Patrol to the public and private sector entities through *December 2017*.
- Enhance formalized marketing and educational campaigns through the collaboration of business unit managers, the Media Center and the Public Affairs Section to create data-driven solutions for high priority public safety through *December 2017*.
- Develop partnerships with community and corporate leaders to enhance public safety messaging with an emphasis on shared goals through *December 2017*.
- Use currently deployed PIOs to deliver agency specific messaging to enhance the CSP image by using internal and external media through *December 2017*.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

Strategy:

Partnerships with Local, State and Federal Allied Agencies

Goal Champion: Captain Jeff Goodwin

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:

- Coordinate two campaigns addressing the public safety initiatives of the “Move Over Law” and “Don’t Text and Drive” in coordination with the Public Affairs Section and allied agencies by *June 2013*.
- Maximize internal and external partnerships by producing a series of formal safety messaging videos designed to educate CSP members by *October 2013*.
- Leverage internal partnerships among all business units to maximize the CSP’s ability to share information and resources to address public safety challenges with our local, state and federal allied agencies through *December 2017*.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

Strategy:

Community Policing Strategies

Goal Champion: Captain Paul Matzke

Objective:

The Patrol is committed to refining its current community policing initiative centered on fostering positive and collaborative relationships with communities, private industry and allied public safety agencies.

Performance Measures:

- Annually reinforce community policing philosophies through podcasts, distance learning and training programs to strengthen organizational knowledge and commitment.
- Create a tracking mechanism to capture the number and type of community outreach events conducted by all CSP members by *July 2013*.
- Plan and implement the CSP Youth Academy program annually.
- Review processes on an annual basis for updates and revisions.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.



STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

The primary responsibility of government 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 on public safety.

With advances to our established “high visibility/strict enforcement” approaches, the CSP will

incorporate strategies that are based on trending data and intelligence information. This, combined with the application of the knowledge and experience of our members, will enable the expansion of processes and strategies, allowing our organization to make predictive and adaptive changes to achieve our public safety mission.

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.” The use of intelligence-led policing provides members with information that strengthen decision making capabilities both strategically and tactically. The development of professional partnerships will create improved interoperability between agencies and foster collaborative responses to the 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 and dangerous behaviors.



STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Since 2001, the Colorado State Patrol has achieved remarkable success in reducing fatal and injury crash rates through high visibility, strict enforcement and maximum deployment of available resources. Building upon this success, the 2013 - 2017 traffic safety strategy is designed to allow business unit managers the flexibility to formulate tactics built 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:

Intelligence-Led Policing Strategies

Goal Champion: Captain Matt Secor

Objective:

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

Performance Measures:

- Transfer current Intelligence-Led Policing Committee (ILPC) responsibilities, information technology and data management, to the appropriate CSP sections beginning in *June 2013* through *December 2013*.
- Constitute a new committee to assess and evaluate the effectiveness of the information technology platform and data collection by *March 2014*.
- Identify needs and begin the process of updating the existing Colorado State University (CSU) project by *March 2014*.
- Identify and deploy a platform for the CSU predictive analytics model by *June 2014*.
- Train appropriate business unit managers in the application of the ILP models by *December 2014*.
- Annually evaluate and modify intelligence-led traffic safety strategies.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy:

Traffic Safety

Goal Champion: Major Kris Meredith

Objective:

The Colorado State Patrol will employ intelligence-led strategies to meet its strategic goals. Initiatives will be focused on developing and deploying data-driven strategies to enhance traffic mitigation and combat traffic safety challenges.

Performance Measures: Fatal and Injury Crash Reduction

- Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide in CY 2013 to 2016. This number will be based upon the 4-year average from CY 2009 through 2012.

Performance Measures: Commercial Vehicles & Hazardous Material Incidents

- Reduce by 5% the number of commercial vehicle crashes investigated by troopers statewide in CY 2013 to 2016. This number will be based upon the 4-year average from CY 2009 through 2012.
- Reduce by 4% the number of hazardous material incidents investigated by troopers statewide in CY 2013 to 2016. This number will be based upon the 4-year average from CY 2009 through 2012.

Performance Measures: Increase Occupant Restraint System Use

- Increase statewide seatbelt usage as measured by the CSP to 90% in CY 2013 to 2016. This metric will be measured through individual troop commander seatbelt surveys and represents a 1% increase per year from 2013 through 2016.

STRATEGIC GOAL:

Maximize Intelligence-led Strategies to Protect Life and Property

Strategy:

Traffic Safety

Performance Measures: Maximize Enforcement Strategies

- Develop an intelligence-driven, focused period each year where all troop commanders provide enforcement and / or education with maximum deployment of resources to positively impact traffic safety annually between CY 2013 and 2017.

Performance Measures: Team Collaboration

- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.



STRATEGIC GOAL:

Maximize Intelligence-led Strategies to Protect Life and Property

Strategy:

Traffic Safety (continued)

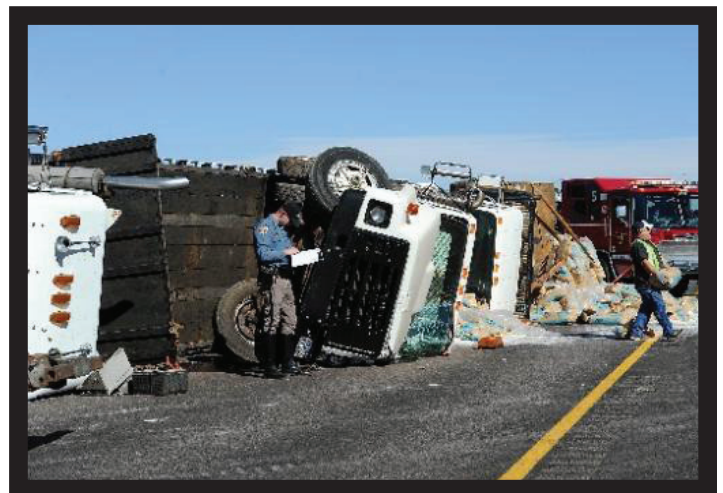
Goal Champion: Major Kris Meredith

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. In CY 2013, the Colorado State Patrol (CSP) will focus on traffic safety with an emphasis on DUI/DUID crash prevention.

In CY 2011, the CSP responded to 71 crashes resulting in 108 fatalities where alcohol or drugs were involved which is a 24% increase from CY 2010. Although a leader in the reduction of impaired driving, the CSP responded to 452 injury crashes resulting from impaired driving and more than 800 property damage incidents during CY 2011.

While member investment, partnerships and technologies may be individually identifiable, the combined effect of these guiding principles in saving lives and protecting Colorado will be the ultimate measure in achieving the reduction of impaired driving related crashes.

The focus on high impact patrol strategies that maximize traffic safety will reduce the number of statewide DUI/DUID crash related fatalities and injuries. Through the use of our members individual strengths and professional law enforcement expertise, members of the CSP will utilize internal and external partnerships to conduct high visibility saturation patrols and DUI/DUID checkpoints throughout the state. Members will also be leaders in statewide DUI task forces and participate in public education programs highlighting the dangers of drunk or impaired driving.



STRATEGIC GOAL:

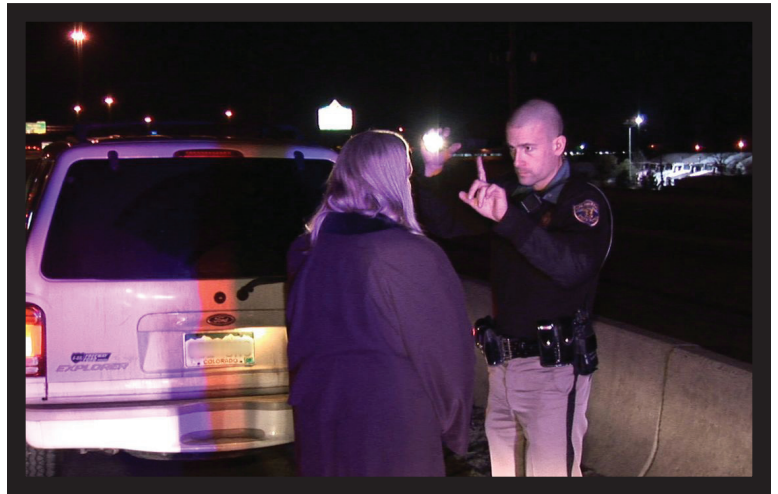
Maximize Intelligence-led Strategies to Protect Life and Property

Strategy:

Traffic Safety (continued)

Performance Measures: DUI / DUID-Caused Crash Reduction

- Reduce by 5% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide in CY 2013 to 2016. This number will be based upon the 4-year average from CY 2009 through 2012.



STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy:

Traffic Safety (continued)

Goal Champion: Major Kris Meredith

Performance Measures: Traffic Mitigation

- Train all members utilizing the Strategic Highway Research Program (SHRP) to establish a standard traffic mitigation philosophy by *July 2013*.
- Conduct a review of Traffic Incident Management System (TIMS) doctrine as it relates to CSP policy and philosophy, training, technical solutions, public education and partnerships with allied agencies by *December 2014*.
- Formalize the Colorado State Patrol traffic mitigation philosophy through the development of an agency-wide plan by *December 2014*.
- Continuously develop external partnerships with allied agencies to prevent economic loss and reduce environmental impact through *December 2017*.



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 pursuant to C.R.S. 24-33.5-1603. By 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 data analysis, critical infrastructure protection and interdepartmental collaboration.

The CSP 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 public and private 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: Major Matt Packard

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:

- Increase by 5% the amount of significant event or situational-specific support (manpower or product) provided for CSP business units by *December 2013*.
- Increase by 5% the amount of case-specific contacts between CIAC staff members and trained Terrorism Liaison Officers (TLO) by *December 2013*.
- Increase by 15% the amount of CSP information that meets the threshold for entry into the Nationwide Suspicious Activity Reporting (SAR) initiative by *December 2013*.
- Establish representation from each CSP business unit within the TLO program by *December 2014*.
- Increase CSP member participation in the Community Awareness Program (CAP) by 10% annually.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

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 crime. The CSP conducts operations in the interdiction of contraband, human trafficking and human smuggling, automobile theft and other violations of state law. 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 2013 – 2017 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 interdict and reduce criminal activity in their areas.



STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy:

Criminal Interdiction

Goal Champion: Major Matt Packard

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:

- Increase by 7% the amount of narcotic and/or currency seizures made by CSP members that meet the High Intensity Drug Trafficking Area (HIDTA) reporting criteria by *December 2013*.
- Increase by 10% the number of multi-agency auto theft recovery operations in areas identified as having high rates of criminal activity by *December 2013*.
- Provide commercial motor vehicle (CMV)-focused criminal interdiction training to all primary CMV enforcement personnel by *December 2014*.
- Publish a minimum of four intelligence reports annually for dissemination to CSP members that identify current trends and tactics based upon regional and CSP-specific criminal interdiction efforts.
- Provide advanced criminal interdiction training to designated field districts biannually.
- Continuously share information regarding human smuggling and trafficking between internal and external partners to enhance multi-jurisdictional investigations and criminal prosecutions.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Pursuant to C.R.S. 24-33.5-1603, the Colorado State Patrol engages in coordinated dignitary protection duties by providing security and transportation for the Governor and First Family. The agency is also 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 dedicated to protect critical infrastructure and key assets within the State of Colorado. 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.

The Colorado State Patrol will develop a Continuity of Operations Plan (COOP) to ensure essential functions of the Patrol will be handled during an emergency or situation that may disrupt normal operations. A COOP will provide a plan for continuous performance of the Patrol's vital operations, protect assets and reduce the loss of life and property. This plan will be deployed throughout the state providing CSP members with alternate methods to protect the communities they serve while facing a critical incident.

The recent transition of Port of Entry (POE) from the Department of Revenue to the Colorado State Patrol presents the opportunity for the Patrol to be more directly involved with highway preservation and the safe transportation of goods throughout the state. Through the development of highway conservation strategies and size and weight enforcement training, the POE will continue to be a leader in highway safety.

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 Nation, 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 other Dignitaries

Goal Champion: Captain John Hahn

Objective:

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

Performance Measures:

- On an ongoing basis, provide information on current trends, tactics and threats to members who are currently trained in dignitary protection and other affected entities.
- Host one dignitary protection and threat assessment briefing annually for legislative leadership.
- Increase the number of dignitary protection certified troopers and/or Colorado Bureau of Investigation (CBI) agents by 11% throughout the state by hosting a dignitary protection course annually or as needed.
- Coordinate continuously the threat intelligence and protective strategies with affected entities and the Governor's senior staff.
- Facilitate an advanced, scenario-based dignitary protection course for trained/identified members by *December 2013*.
- Provide motorcade education and training to all CSP supervisors during annual inservice training by *June 2014*.
- Serve as a leader and educational resource in the area of dignitary protection through information sharing and by providing training to local agencies through *December 2017*.
- Review operational processes annually for updates and revisions.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Strategy:

Capitol Complex Security

Goal Champion: Captain John Hahn

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 Complex.

Performance Measures:

- Continuously analyze crime data provided by local law enforcement agencies and ESU to evaluate enforcement and outreach strategies within the Capitol Complex.
- Communicate consistently with occupants of the Capitol Complex regarding crime trends and prevention strategies based on ESU and local law enforcement data.
- Continuously coordinate with the CIAC and the Department of Personnel Administration on permitted and non-permitted events to develop staffing models and operational plans to enhance Capitol Complex security and public safety.
- Review and update Capitol Complex operational processes by *December 2013*.
- Update, publish and distribute an emergency response quick reference guide for the Capitol Complex by *December 2014*.
- Serve as a local educational resource to Capitol Complex employees in the area of workplace, crime and threat prevention strategies through *December 2017*.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Strategy:

Critical Infrastructure and Key Resource Protection

Goal Champion: Major Matt Packard

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: Continuity of Operations Plan (COOP)

- Develop a deployment strategy for the implementation of the COOP for all business units by *April 2013*.
- Provide site-specific security plans for all fixed Port of Entry facilities by *July 2014*.
- Implement the completed Colorado State Patrol COOP by *October 2014*.
- Provide each field troop commander with a list of identified critical infrastructure and associated threats within their area of responsibility by *December 2014*.

STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Strategy:

Critical Infrastructure and Key Resource Protection

Goal Champion: Major Mark Savage

Performance Measures: Highway Preservation

- Collaborate with the Colorado Department of Transportation to identify a minimum of two metrics that can be used to evaluate highway preservation strategies to be implemented by the Motor Carrier Services Branch by *July 2013*.
- Establish baseline measures for each of the identified highway preservation strategies by *July 2013*.
- Collaborate with the U.S. Department of Transportation and Federal Highway Administration to develop an annual size and weight enforcement plan that meets or exceeds federal standards by *December 2013*.
- Develop and deploy two Colorado size and weight enforcement training programs for enforcement officers by *January 2014*.



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 can

ensure responsive support through both routine and challenging circumstances. The Patrol is committed to providing quality vehicles, equipment and facilities to keep our members safe and productive in their service to the public.

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: Director Bob Dirnberger

Objective:

The agency will engage in proactive strategies to identify and manage equipment, vehicles and capital construction 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 a law enforcement vehicle equipment installation plan for new police platform vehicles and equipment replacement strategies by *April 2013*.
- Evaluate and update the Vehicle Allocation Plan (VAP) annually and make recommendations to Command Staff for the upcoming fiscal year through *December 2017*.
- Facilitate law enforcement agency equipment installation in CSP vehicles by serving as a scheduling agent for OIT, radio system users, vendors/contractors, the CSP Fleet Garage and State Fleet Management through *December 2017*.

Performance Measures: Officer Safety Equipment

- Facilitate law enforcement equipment planning and provide recommendations to Command Staff through the CSP Equipment Committee for current and future equipment needs through *December 2013*.
- Evaluate and update officer safety equipment priority lists, annual budget allocation and make recommendations related to the equipment procurement for the next fiscal year through *December 2017*.

STRATEGIC GOAL:

Efficiently Manage Resources and Capital Assets

Strategy:

Acquire Mission Essential Materials and Capital Assets

Performance Measures: Asset Management

- Coordinate the identification and development of a timeline for the replacement of end-of-life cycle equipment by *July 2013*.

Performance Measures: Capital Construction Projects

- Review and update the CSP Building inventory annually and complete the Capital Construction/Controlled Maintenance/Capital Renewal budget request for the Office of the State Architecture/Capital Development Committee (CDC) for the upcoming year, to be submitted by the month of September.
- Complete a facility audit/inspection/condition report of all CSP Port of Entry facilities by *June 2014*.
- Develop a CSP Facilities Master Plan by *December 2016*.
- Present the CSP Facilities Master Plan to the Joint Budget Committee (JBC)/CDC for approval and submit the first funding request by *December 2016*.
- Annually review and update the CSP facility capital replacement and capital renewal project priority list through *December 2017*.
- Receive JBC/CDC approval and funding and implement the CSP Facilities Master Plan through replacement and upgrade of the CSP Capital Building Assets for 2016-2021.

Performance Measures: Team Collaboration

- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Develop and Refine Internal 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 safety.

To achieve the objective of creating a more efficient, effective and elegant state government, Colorado is applying the principles of Lean management to strengthen processes and empower our members to cultivate continuous improvement. Lean management principles involve a systematic approach to continuously improving service delivery by reducing waste and enhancing overall customer value. By utilizing successful Lean principles, members of the Colorado State Patrol will be better able to realize our vision of outstanding service, performance and results. To accomplish this, Lean thinking requires a fundamental shift in the culture of government from a top-down to an inside-out approach. It is not a tactic or a cost reduction program, but a way of thinking and acting for an entire government.

The Colorado State Patrol will further enhance the strengths of its current workforce with qualified and diverse applicants. By partnering with the Public Affairs Section and the Media Center, the CSP Selections Unit will use targeted marketing campaigns 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 strive to provide an environment in which members can develop personally and professionally.

The Colorado State Patrol is pursuing accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). 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 reinforce standardized policies, timely reviews and help provide consistency at all levels of the organization. The achievement of the CALEA accreditation 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 provide members with the tools and education to maximize the future possibilities of advanced technologies in law enforcement.

STRATEGIC GOAL:

Develop and Refine Internal Processes

Strategy:

Technology Development

Goal Champion: Major Kevin Eldridge

Objective:

The Colorado State Patrol will manage current technology and develop strategies and processes 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:

- Migrate the CSP infrastructure on the Colorado State Patrol Network (CSPN) from SharePoint 2007 to SharePoint 2010 by *July 2013*.
- Review, approve and select the contract for a new Records Management System (RMS) by *July 2013*.
- Complete the statewide upgrade of the Computer Aided Dispatch (CAD) by *December 2013*.
- Deploy the new RMS by *July 2014*.
- Complete the development and implementation of electronic evidence storage by *December 2014*.
- Implement analyzed RMS data for the use of reporting and predictability modeling by *December 2015*.
- Review processes on an annual basis for updates and revisions.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Develop and Refine Internal Processes

Strategy:

Recruit and Retain Qualified Members

Goal Champion: Major Steve Garcia

Objective:

The Colorado State Patrol Public Affairs Section 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 Section 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:

- Track applicant performance during the first phase of the hiring process, specifically documenting protected class progress so data can be used for further analysis through *December 2013*.
- Deploy CSP recruiters to four diversity-specific recruitment events per year by *December 2013*.
- Prepare a demographic report detailing applicants' progress through the first phase of the hiring process and provide to Command Staff in *April 2013* and *October 2013*.
- Review and analyze the applicant written examination by *June 2013*.
- Develop a tracking system to archive trending data from member separations by *December 2013*.
- Showcase Women's Resource Network (WRN) members in recruitment videos by *December 2013*.
- Develop an applicant demographic report using analyzed data by *January 2014*.
- Develop and deploy focused recruitments efforts using analyzed data through *December 2017*.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Develop and Refine Internal Processes

Strategy:

Commission on Accreditation for Law Enforcement Agencies (CALEA) Credentialing

Goal Champion: Major Kevin Eldridge

Objective:

The Colorado State Patrol will achieve Advanced Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) by 2015.

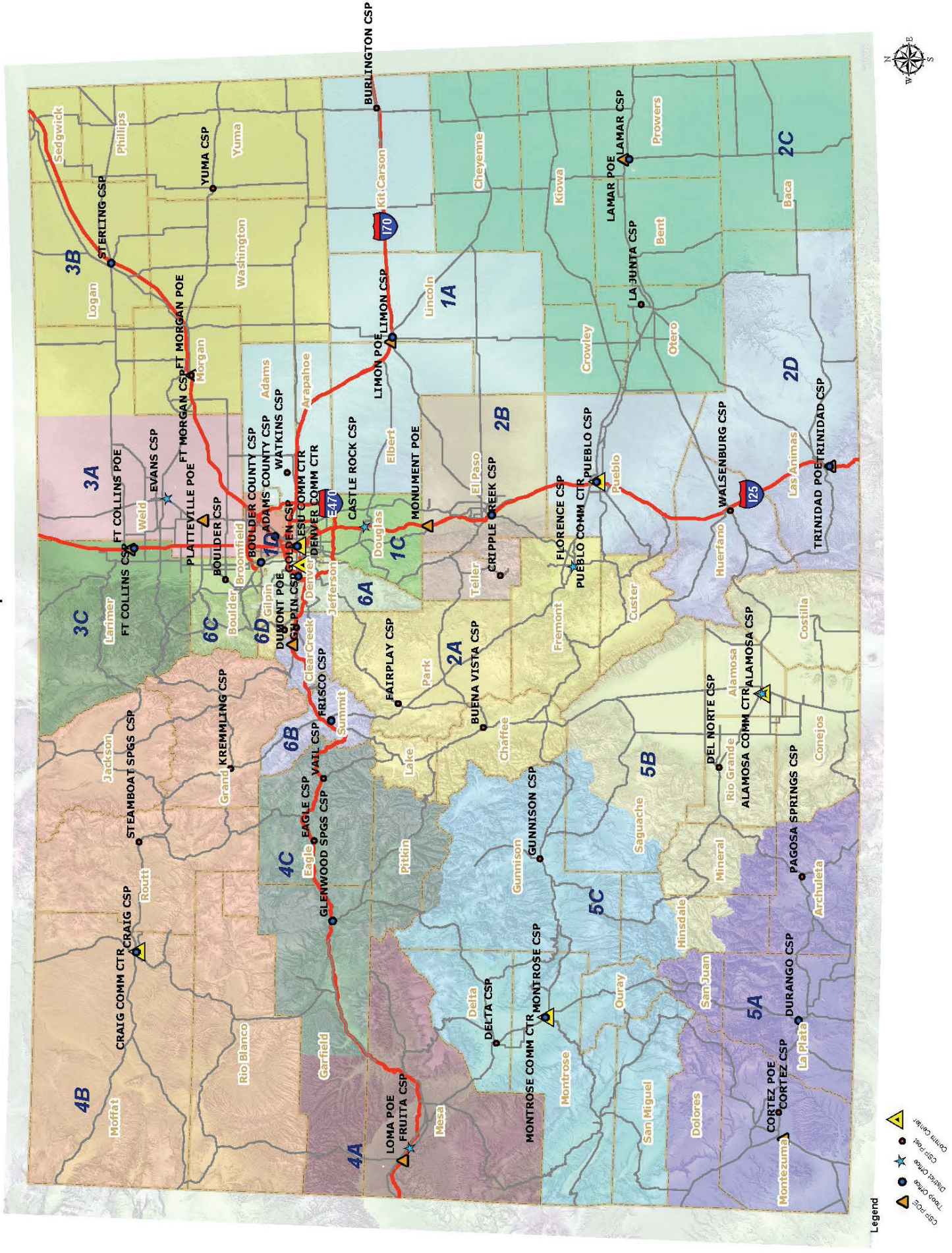
Performance Measures:

- Complete the development and implementation of CALEA-compliant policies by *June 2013*.
- Publish and provide a quarterly progress report for each of the 50 CALEA projects to affected business unit managers through *December 2013*.
- Create and provide accreditation project updates to agency members quarterly through *December 2013*.
- Complete agency-wide training and deployment of CALEA-compliant policies by *December 2013*.
- Review and update the On Site Assessment Plan by *June 2014*.
- Achieve Advanced Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) by *2015*.
- Prepare for the re-accreditation cycle in the first quarter of *2015*.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

An Honor to Serve...

A Duty to Protect

Colorado State Patrol Troops and Offices 2012



Legend

- Troop Office
- District Office
- CSP Post
- Comm Center



**Colorado State Patrol
2013-2017 Strategic Plan**

Strategic Goal: Professional Development of All Members

Goal Strategy: Career Enrichment of All Members

Goal Champion: Major Scott Copley

Objective: The Colorado State Patrol has restructured the strategy of the professional development goal to enhance our capabilities in ensuring members of the organization continue to develop. Through the exploration of trends in leadership training consistent with the philosophy of the Colorado State Patrol, the steering committee will continue to develop strategies through LPO, Mentorship, and the Promotional Process. The Colorado State Patrol will enhance partnerships with external agencies to educate law enforcement officers statewide.

Performance Measures: Steering Committee

Timeline

- Establish representation on the Steering Committee from the Staff Services Branch, Training Services Branch, Financial Services and Non-Commissioned Officer Corps.

January 2013

- Continuously evaluate all opportunities to develop members of the Colorado State Patrol.

December 2017

Performance Measures: Leadership in Police Organizations (LPO)

Timeline

- Establish a joint LPO training partnership with Colorado Chiefs of Police to provide LPO classes for all law enforcement agencies within Colorado.

March 2013

- Train and mentor an additional seven CSP LPO instructors.

April 2013

- Train all CSP first line supervisors.

June 2013

- Participate (instructors and members) in twelve additional LPO classes hosted by the Colorado Chiefs of Police, the Denver Police Department and the Aurora Police Department.

December 2013

- Provide training for all non-supervisory members of the Colorado State Patrol.

December 2017

Performance Measures: Mentoring

Timeline

- Develop and implement the Professional Development Resource Center for all members.

June 2013

- Review and adjust the current Mentoring policy and process.

December 2013

Performance Measures: Team Collaboration

Timeline

- Coordinate continuously with associated work groups.

CY 2013-2017

- Provide strategy progress to Executive Command Staff on a quarterly basis.

CY 2013-2017

Goal Strategy: Colorado State Patrol Promotional Process

Goal Champion: Major Kevin 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:

Timeline

- Provide recommendations and implement future promotional process criteria for specified positions.

October 2013

- Provide recommendations and implement changes to all captain position description questionnaires (PDQ).

December 2013

**Colorado State Patrol
2013-2017 Strategic Plan**

Strategic Goal: Professional Development of All Members

Goal Strategy: Colorado State Patrol Promotional Process (continued)

Goal Champion: Major Kevin 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:	Timeline
• Provide recommendations and implement changes to all major and lieutenant colonel PDQs.	December 2014
• Review and evaluate the application of the Professional Development Profile (PDP) in the promotional process.	December 2014
• Continuously review current promotional practices in use by other law enforcement agencies and the United States military.	CY 2013-2017
• Review processes on an annual basis for updates and revisions.	CY 2013-2017
• Coordinate continuously with associated work groups.	CY 2013-2017
• Provide strategy progress to Executive Command Staff on a quarterly basis.	CY 2013-2017

**Colorado State Patrol
2013-2017 Strategic Plan**

Strategic Goal: Provide Professional Public Safety Communication Services

Goal Strategy: Optimize Radio Communication and Interoperability

Goal Champion: Director Don Naccarato

Objective: The Colorado State Patrol will establish internal and external partnerships focused on mission effectiveness through the successful deployment of available radio communication resources. We will continue to identify and mitigate Digital Trunked Radio (DTR) coverage problem areas, potential training deficiencies and interoperable communications to develop intelligence-led strategies focused on the alleviation of these challenges.

Performance Measures:	Timeline
• Evaluate, enhance and deploy a radio training curriculum for all CSP users.	July 2013
• Partner with the Consolidated Communication Network of Colorado (CCNC), local troops and allied agencies within Colorado’s nine all-hazards regions to promote the establishment of standardized radio procedural practices for mutual aid events.	October 2013
• Regularly collaborate with the Office of Information Technology (OIT) on the potential upgrade of the current DTR system software to accommodate new features and users.	December 2013
• Continuously identify and coordinate with OIT Telecommunications for the mitigation of DTR coverage problem areas by focusing on the analysis of data provided and the development of practical solutions.	CY 2013-2017
• Coordinate continuously with associated work groups.	CY 2013-2017
• Provide strategy progress to Executive Command Staff on a quarterly basis.	CY 2013-2017

Goal Strategy: Nationwide Broadband Network Initiative

Goal Champion: Director Don Naccarato

Objective: FirstNet is the network governing authority that was Congressionally mandated to establish a nationwide wireless broadband public safety network (LTE - Long Term Evolution (3GPP 4G technology) associated with the nationwide public safety broadband network (PSBN) based on single, national network architecture. These efforts will result in interoperable communications among first responders and the public safety community across the country. The Colorado State Patrol will work with other entities to identify and plan the most effective way to utilize and integrate the infrastructure, equipment, and other architecture to deploy the FirstNet network.

Performance Measures:	Timeline
• Develop a decision matrix for internal and external key policymakers on the challenges and opportunities related to moving to a nationwide PSBN.	July 2013
• Evaluate the guidelines for grant applications to be used for planning and research needed for implementation of the PSBN.	December 2013
• Develop strategies to inventory and maintain the State’s communication assets while examining the potential partnerships with commercial network vendors.	December 2014
• Continuously work with State officials to establish the Colorado Communications Plan and business models for the build-out and governance of the PSBN.	CY 2013-2018
• Coordinate continuously with associated work groups.	CY 2013-2017
• Provide strategy progress to Executive Command Staff on a quarterly basis.	CY 2013-2017

**Colorado State Patrol
2013-2017 Strategic Plan**

Strategic Goal: Establish and Maintain Internal and External Partnerships

Goal Strategy: Organizational Marketing and Community Outreach Initiatives

Goal Champion: Major Steve Garcia

Objective: The Public Affairs Section, Media Center and all business unit managers, 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.

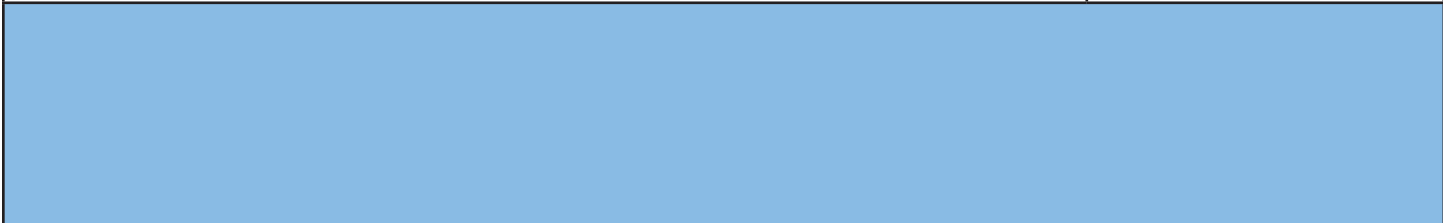
Performance Measures:	Timeline
• Provide training updates to educate all Public Information Officer (PIO) troopers in the latest public safety messaging strategies to ensure consistent messaging from all CSP members.	December 2013
• Progressively leverage internal partnerships among the Public Affairs Section, the Media Center and all business units to maximize visibility of the Colorado State Patrol to public and private sector entities.	CY 2013-2017
• Enhance formalized marketing and educational campaigns through the collaboration of business unit managers, the Media Center and the Public Affairs Section to create data-driven solutions for high priority public safety.	CY 2013-2017
• Develop partnerships with community and corporate leaders to enhance public safety messaging with an emphasis on shared goals.	CY 2013-2017
• Use currently deployed PIOs to deliver agency specific messaging to enhance the CSP image by using internal and external media.	CY 2013-2017
• Coordinate continuously with associated work groups.	CY 2013-2017
• Provide strategy progress to Executive Command Staff on a quarterly basis.	CY 2013-2017

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

Goal Champion: Captain Jeff Goodwin

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:	Timeline
• Coordinate two campaigns addressing the public safety initiatives of the “Move Over Law” and “Don’t Text and Drive” in coordination with the Public Affairs Section and allied agencies.	June 2013
• Maximize internal and external partnerships to produce a series of formal safety messaging videos designed to educate CSP members.	October 2013
• Leverage internal partnerships among all business units to maximize the CSP ability to share information and resources to address public safety challenges with our local, state and federal allied agencies.	CY 2013-2017
• Coordinate continuously with associated work groups.	CY 2013-2017
• Provide strategy progress to Executive Command Staff on a quarterly basis.	CY 2013-2017



**Colorado State Patrol
2013-2017 Strategic Plan**

Strategic Goal: Establish and Maintain Internal and External Partnerships

Goal Strategy: Community Policing Strategies

Goal Champion: Captain Paul Matzke

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

Performance Measures:	Timeline
<ul style="list-style-type: none"> • Annually reinforce community policing philosophies through podcasts, distance learning and training programs to strengthen organizational knowledge and commitment. 	CY 2013-2017
<ul style="list-style-type: none"> • Create a tracking mechanism to capture the number and type of community outreach events conducted by all CSP members. 	July 2013
<ul style="list-style-type: none"> • Plan and implement the CSP Youth Academy program annually. 	CY 2013-2017
<ul style="list-style-type: none"> • Review processes on an annual basis for updates and revisions. 	CY 2013-2017
<ul style="list-style-type: none"> • Coordinate continuously with associated work groups. 	CY 2013-2017
<ul style="list-style-type: none"> • Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY 2013-2017



**Colorado State Patrol
2013-2017 Strategic Plan**

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

Goal Strategy: Intelligence-Led Policing Strategies

Goal Champion: Captain Matt Secor

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

Performance Measures:	Timeline
• Transfer current Intelligence-Led Policing Committee (ILPC) responsibilities, information technology and data management, to the appropriate CSP sections.	December 2013
• Constitute a new committee to assess and evaluate the effectiveness of the information technology platform and data collection.	March 2014
• Identify needs and begin the process of updating the existing the Colorado State University (CSU) project.	March 2014
• Identify and deploy a platform for the CSU predictive analytics model.	June 2014
• Train appropriate business unit managers in the application of the ILP models.	December 2014
• Annually evaluate and modify intelligence-led traffic safety strategies.	CY 2013-2017
• Coordinate continuously with associated work groups.	CY 2013-2017
• Provide strategy progress to Executive Command Staff on a quarterly basis.	CY 2013-2017

Goal Strategy: Traffic Safety

Goal Champion: Major Kris Meredith

Objective: The Colorado State Patrol will employ intelligence-led strategies to meet its strategic goals. Initiatives will be focused on developing and deploying data-driven strategies to enhance traffic mitigation and combat traffic safety challenges.

Performance Measures: Fatal and Injury Crash Reduction	Timeline
• Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide in CY 2013 to 2016. This number will be based upon the 4-year average from CY 2009 through 2012.	CY 2013- 2016
Performance Measures: Commercial Vehicles & Hazardous Material Incidents	Timeline
• Reduce by 5% the number of commercial vehicle crashes investigated by troopers statewide in CY 2013 to 2016. This number will be based upon the 4-year average from CY 2009 through 2012.	CY 2013- 2016
• Reduce by 4% the number of hazardous material incidents investigated by troopers statewide in CY 2013 to 2016. This number will be based upon the 4-year average from CY 2009 through 2012.	CY 2013- 2016



**Colorado State Patrol
2013-2017 Strategic Plan**

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

Goal Strategy: Traffic Safety (continued)

Performance Measures: Increase Occupant Restraint System Use	Timeline
<ul style="list-style-type: none"> Increase statewide seatbelt usage as measured by CSP to 90% in CY 2013 to 2016. This metric will be measured through individual troop commander seatbelt surveys and represents a 1% increase per year from 2013 through 2016. 	CY 2013-2016
Performance Measures: Maximize Enforcement Strategies	Timeline
<ul style="list-style-type: none"> Develop an intelligence-driven, focused period each year where all troop commanders provide enforcement and / or education with maximum deployment of resources to positively impact traffic safety annually. 	CY 2013-2017
Performance Measures: Team Collaboration	Timeline
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY 2013-2017
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY 2013-2017
Performance Measures: DUI / DUID-Caused Crash Reduction	Timeline
<ul style="list-style-type: none"> Reduce by 5% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide in CY 2013 to 2016. This number will be based upon the 4-year average from CY 2009 through 2012. 	CY 2013- 2016
Performance Measures: Traffic Mitigation	Timeline
<ul style="list-style-type: none"> Train all members utilizing the Strategic Highway Research Program (SHRP) to establish a standard traffic mitigation philosophy. 	July 2013
<ul style="list-style-type: none"> Conduct a review of Traffic Incident Management System (TIMS) doctrine as it relates to CSP policy and philosophy, training, technical solutions, public education and partnerships with allied agencies. 	December 2014
<ul style="list-style-type: none"> Formalize the Colorado State Patrol traffic mitigation philosophy through the development of an agency-wide plan. 	December 2014
<ul style="list-style-type: none"> Continuously develop external partnerships with allied agencies to prevent economic loss and reduce environmental impact. 	CY 2013-2017

Goal Strategy: Homeland Security

Goal Champion: Major Matt Packard

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:	Timeline
<ul style="list-style-type: none"> Increase by 5% the amount of significant event or situational specific support (manpower or product) provided for CSP business units. 	December 2013
<ul style="list-style-type: none"> Increase by 5% the amount of case specific contacts between CIAC staff members and trained Terrorism Liaison Officers (TLO). 	December 2013
<ul style="list-style-type: none"> Increase by 15% the amount of CSP information that meets the threshold for entry into the Nationwide Suspicious Activity Reporting (SAR) initiative. 	December 2013
<ul style="list-style-type: none"> Establish representation from each CSP business unit within the TLO program. 	December 2014
<ul style="list-style-type: none"> Increase CSP member participation in the Community Awareness Program (CAP) by 10% annually. 	CY 2013-2017
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY 2013-2017
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY 2013-2017

**Colorado State Patrol
2013-2017 Strategic Plan**

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

Goal Strategy: Criminal Interdiction

Goal Champion: Major Matt Packard

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:	Timeline
<ul style="list-style-type: none"> • Increase by 7% the amount of narcotic and/or currency seizures made by CSP members that meet the High Intensity Drug Trafficking Area (HIDTA) reporting criteria. 	December 2013
<ul style="list-style-type: none"> • Increase by 10% the amount of multi-agency auto theft recovery operations in areas identified as having high rates of criminal activity. 	December 2013
<ul style="list-style-type: none"> • Provide commercial motor vehicle (CMV)-focused criminal interdiction training to all primary CMV enforcement personnel. 	December 2014
<ul style="list-style-type: none"> • Publish a minimum of four intelligence reports annually for dissemination to CSP members that identify current trends and tactics based upon regional and CSP-specific criminal interdiction efforts. 	CY 2013-2017
<ul style="list-style-type: none"> • Provide advanced criminal interdiction training to designated field districts biannually. 	CY 2013-2017
<ul style="list-style-type: none"> • Continuously share information regarding human smuggling and trafficking between internal and external partners to enhance multi-jurisdictional investigations and criminal prosecutions. 	CY 2013-2017
<ul style="list-style-type: none"> • Coordinate continuously with associated work groups. 	CY 2013-2017
<ul style="list-style-type: none"> • Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY 2013-2017

**Colorado State Patrol
2013-2017 Strategic Plan**

Strategic Goal: Protect Critical Infrastructure and State Assets

Goal Strategy: Provide Protection and Transportation for the Governor, the First Family, and other Dignitaries

Goal Champion: Captain John Hahn

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

Performance Measures:

Timeline

- | | |
|---|---------------|
| <ul style="list-style-type: none"> On an ongoing basis, provide information on current trends, tactics and threats to members who are currently trained in dignitary protection and other affected entities. | CY 2013-2017 |
| <ul style="list-style-type: none"> Host one dignitary protection and threat assessment briefing annually for legislative leadership. | CY 2013-2017 |
| <ul style="list-style-type: none"> Increase the number of dignitary protection certified troopers and/or Colorado Bureau of Investigation (CBI) agents by 11% throughout the state by hosting a dignitary protection course annually or as needed. | CY 2013-2017 |
| <ul style="list-style-type: none"> Coordinate continuously the threat intelligence and protective strategies with affected entities and Governor's senior staff. | CY 2013-2017 |
| <ul style="list-style-type: none"> Facilitate an advanced, scenario-based dignitary protection course for trained/identified members. | December 2013 |
| <ul style="list-style-type: none"> Provide motorcade education and training to all CSP supervisors during annual inservice training. | June 2014 |
| <ul style="list-style-type: none"> Serve as a leader and educational resource in the area of dignitary protection through information sharing and by providing training to local agencies. | December 2017 |
| <ul style="list-style-type: none"> Review operational processes annually for updates and revisions. | CY 2013-2017 |
| <ul style="list-style-type: none"> Coordinate continuously with associated work groups. | CY 2013-2017 |
| <ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. | CY 2013-2017 |

Goal Strategy: Capitol Complex Security

Goal Champion: Captain John Hahn

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 Complex.

Performance Measures:

Timeline

- | | |
|--|--------------|
| <ul style="list-style-type: none"> Analyze crime data offered by local law enforcement agencies and ESU to evaluate enforcement and outreach strategies within the Capitol Complex. | CY 2013-2017 |
| <ul style="list-style-type: none"> Communicate consistently with occupants of the Capitol Complex regarding crime trends and prevention strategies based on ESU and local law enforcement data. | CY 2013-2017 |
| <ul style="list-style-type: none"> Continuously coordinate with the CIAC and the Department of Personnel Administration on permitted and non-permitted events to develop staffing models and operational plans to enhance Capitol Complex security and public safety. | CY 2013-2017 |

**Colorado State Patrol
2013-2017 Strategic Plan**

Strategic Goal: Protect Critical Infrastructure and State Assets

Goal Strategy: Capitol Complex Security (continued)

Performance Measures:	Timeline
• Review and update Capitol Complex operational processes.	December 2013
• Update, publish and distribute an emergency response quick reference guide for the Capitol Complex.	December 2014
• Serve as a local educational resource to Capitol Complex employees in the area of workplace, crime and threat prevention strategies.	December 2017
• Coordinate continuously with associated work groups.	CY 2013-2017
• Provide strategy progress to Executive Command Staff on a quarterly basis.	CY 2013-2017

Goal Strategy: Protect Critical Infrastructure and State Assets

Goal Champion: Major Matt Packard & Major Mark Savage

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: Continuity of Operations (COOP)	Timeline
• Develop a deployment strategy for the implementation of the COOP for all business units.	April 2013
• Provide site-specific security plans for all fixed Port of Entry facilities.	July 2014
• Implement the completed Colorado State Patrol COOP.	October 2014
• Provide each field troop commander with a list of identified critical infrastructure and associated threats within their area of responsibility.	December 2014

Performance Measures: Highway Preservation	Timeline
• Collaborate with the Colorado Department of Transportation to identify a minimum of two metrics that can be used to evaluate highway preservation strategies to be implemented by the Motor Carrier Services Branch.	July 2013
• Establish baseline measures for each of the identified highway preservation strategies.	July 2013
• Collaborate with the U.S. Department of Transportation and Federal Highway Administration to develop an annual size and weight enforcement plan that meets or exceeds federal standards.	December 2013
• Develop and deploy two Colorado size and weight enforcement training programs for enforcement officers.	January 2014



**Colorado State Patrol
2013-2017 Strategic Plan**

Strategic Goal: Efficiently Manage Resources and Capital Assets

Goal Strategy: Acquire Mission Essential Materials and Capital Assets

Goal Champion: Director Bob Dirnberger

Objective: The agency will engage in proactive strategies to identify and manage equipment, vehicles and capital construction 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	Timeline
<ul style="list-style-type: none"> Identify and establish a law enforcement vehicle equipment installation plan for new police platform vehicles and equipment replacement strategies. 	April 2013
<ul style="list-style-type: none"> Evaluate and update the Vehicle Allocation Plan (VAP) annually and make recommendations to Command Staff for the upcoming fiscal year. 	CY 2013-2017
<ul style="list-style-type: none"> Facilitate law enforcement agency equipment installation in CSP vehicles by serving as a scheduling agent for OIT, radio system users, vendors/contractors, the CSP Fleet Garage and State Fleet Management. 	CY 2013-2017
Performance Measures: Officer Safety Equipment	Timeline
<ul style="list-style-type: none"> Facilitate law enforcement equipment planning and provide recommendations to Command Staff through the CSP Equipment Committee for the current and future equipment needs. 	December 2013
<ul style="list-style-type: none"> Evaluate and update officer safety equipment priority lists, annual budget allocation and make recommendations related to the equipment procurement for the next fiscal year. 	CY 2013-2017
Performance Measures: Asset Management	Timeline
<ul style="list-style-type: none"> Coordinate the identification and development of a timeline for the replacement of end-of-life cycle equipment. 	July 2013
Performance Measures: Capital Construction Projects	Timeline
<ul style="list-style-type: none"> Review and update the CSP Building inventory annually and complete the Capital Construction/Controlled Maintenance/Capital Renewal budget request for the Office of the State Architecture/Capital Development Committee (CDC) for the upcoming year, to be submitted by the month of September. 	CY 2013-2017
<ul style="list-style-type: none"> Complete a facility audit/inspection/condition report of all CSP Port of Entry facilities. 	June 2014
<ul style="list-style-type: none"> Develop a CSP Facilities Master Plan. 	December 2016
<ul style="list-style-type: none"> Present the CSP Facilities Master Plan to the Joint Budget Committee (JBC)/ CDC for approval and submit first funding request. 	December 2016
<ul style="list-style-type: none"> Annually review and update the CSP facility capital replacement and capital renewal project priority list. 	CY 2013-2017
<ul style="list-style-type: none"> Receive JBC/CDC approval and funding and implement the CSP Facilities Master Plan through replacement and upgrade of the CSP Capital Building Assets. 	CY 2016- 2021

**Colorado State Patrol
2013-2017 Strategic Plan**

Strategic Goal: Develop and Refine Internal Processes

Goal Strategy: Technology Development

Goal Champion: Major Kevin Eldridge

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:	Timeline
• Migrate the CSP infrastructure on the Colorado State Patrol Network (CSPN) from SharePoint 2007 to SharePoint 2010.	July 2013
• Review, approve and select the contract for a new Records Management System (RMS).	July 2013
• Complete the statewide upgrade of the Computer Aided Dispatch (CAD).	December 2013
• Deploy the new RMS.	July 2014
• Complete the development and implementation of electronic evidence storage.	December 2014
• Implement analyzed RMS data for the use of reporting and predictability modeling.	December 2015
• Review processes on an annual basis for updates and revisions.	CY 2013-2017
• Coordinate continuously with associated work groups.	CY 2013-2017
• Provide strategy progress to Executive Command Staff on a quarterly basis.	CY 2013-2017

Goal Strategy: Recruit and Retain Qualified Members

Goal Champion: Major Steve Garcia

Objective: The Colorado State Patrol Public Affairs Section 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 Section, 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:	Timeline
• Track applicant performance during the first phase of the hiring process, specifically documenting protected class progress so data can be used for further analysis.	December 2013
• Deploy CSP recruiters to four diversity-specific recruitment events per year.	CY 2013-2017
• Prepare a demographic report detailing applicants' progress through the first phase of the hiring process and provide to Command Staff.	CY 2013
• Review and analyze the applicant written examination.	June 2013
• Develop a tracking system to archive trending data from member separations.	December 2013
• Showcase Women's Resource Network (WRN) members in recruitment videos.	December 2013
• Develop an applicant demographic report using analyzed data.	January 2014
• Develop and deploy focused recruitments efforts using analyzed data.	CY 2013-2017
• Coordinate continuously with associated work groups.	CY 2013-2017
• Provide strategy progress to Executive Command Staff on a quarterly basis.	CY 2013-2017



**Colorado State Patrol
2013-2017 Strategic Plan**

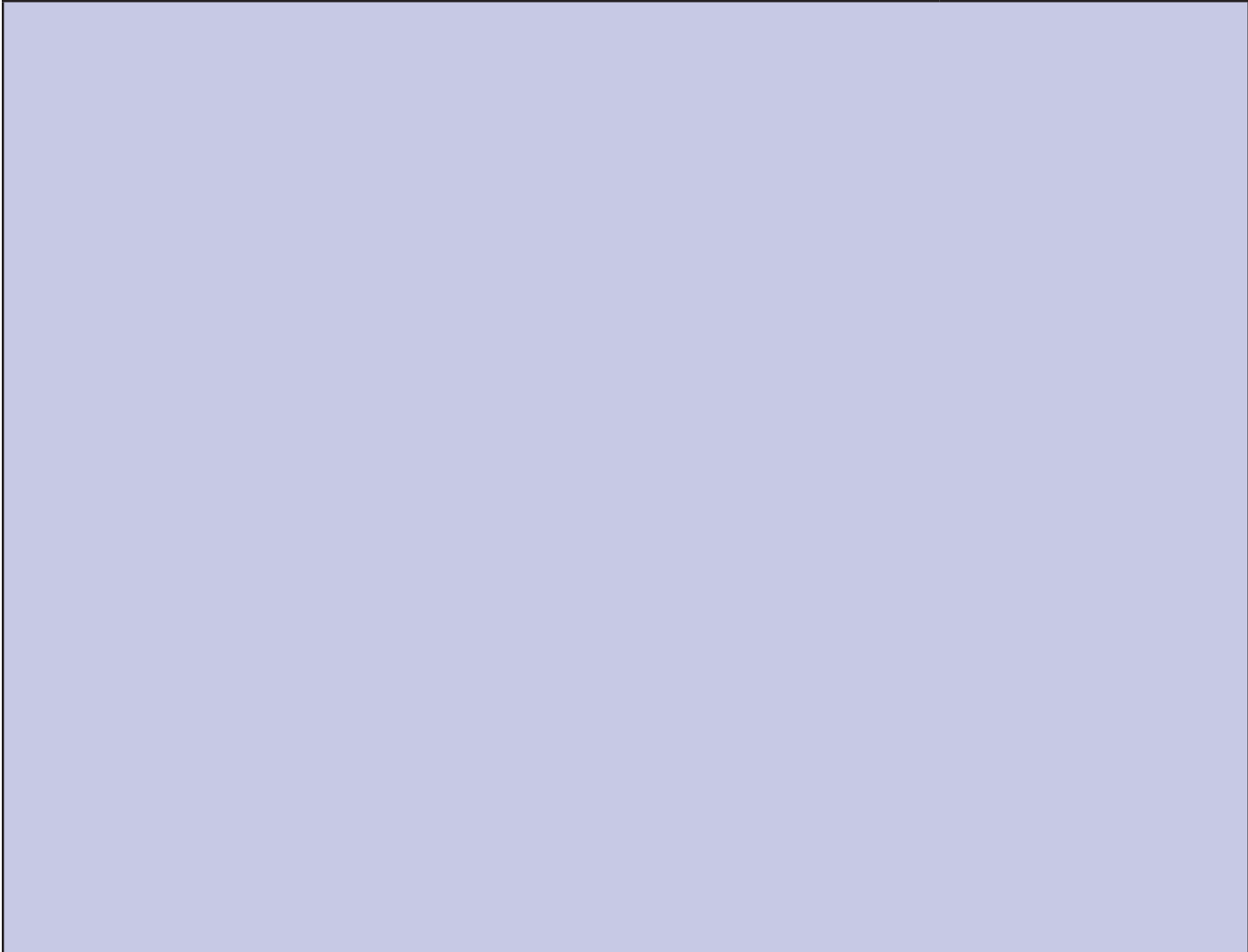
Strategic Goal: Develop and Refine Internal Processes

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

Goal Champion: Major Kevin Eldridge

Objective: The Colorado State Patrol will achieve Advanced Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) by 2015.

Performance Measures:	Timeline
• Complete the development and implementation of CALEA-compliant policies.	June 2013
• Publish and provide a quarterly progress report for each of the 50 CALEA projects to affected business unit managers.	December 2013
• Create and provide accreditation project updates to agency members quarterly.	December 2013
• Complete agency-wide training and deployment of CALEA-compliant policies.	December 2013
• Review and update the On Site Assessment Plan.	June 2014
• Achieve Advanced Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA).	CY 2015
• Prepare for the re-accreditation cycle in the first quarter of 2015.	CY 2015
• Coordinate continuously with associated work groups.	CY 2013-2017
• Provide strategy progress to Executive Command Staff on a quarterly basis.	CY 2013-2017





AN HONOR TO SERVE...
...A DUTY TO PROTECT