

Colorado State Patrol



Strategic Plan 2014 - 2018

*Our Family Protecting Yours
Since 1935*





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This plan is subject to an annual review and revision process which includes but is not limited to: Chief direction, Command Staff meetings, the Strategic Review and Forecast (SRF) biannual meetings, employee and public feedback surveys, reports from Goal Champions and analysis conducted by the Colorado State Patrol Strategic Planner.



Dear Colorado State Patrol Members,

I am pleased to announce the 2014-2018 Colorado State Patrol Strategic Plan. Developed in collaboration with each member of the Command Staff, the plan will guide and direct our organization for years to come. You will notice this year's plan is more concise and focused on strategic, long-term objectives.

Within the plan, you will find edits to our agency vision, guiding principles and strategies. We will remain focused on serving with our Core Values of Honor, Duty and Respect. It is with great importance that you, a member of this agency, lead with these core values in mind as we progress as a leader in public safety.

Throughout 2014, we will once again focus our efforts and resources on the reduction of DUI/DUID caused fatal and injury crashes on Colorado's roadways. Through increased visibility, public education and the alignment of partnerships, the Colorado State Patrol will endeavor to reduce the number of DUI/DUID caused fatal and injury crashes by 10% in calendar year 2014.

I encourage all members to be creative and work in partnership to achieve our strategic goals. The commitment and professional development of our members today will reflect the progress and success of our agency in years to come.

I know every member is dedicated to the effort, focus and direction of the Patrol. I share your commitment and will work every day to do my part by representing the members of this prestigious organization.

Please stay safe and healthy,

Respectfully,

A handwritten signature in black ink, appearing to read 'S. Hernandez', with a long horizontal flourish extending to the right.

Colonel Scott Hernandez
Chief, Colorado State Patrol

2014 - 2018 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 strive towards achieving our mission through the development and implementation of multifaceted strategies that are adaptive, innovative and integrated into our belief in the Core Values of Honor, Duty and Respect.

Our collective success in meeting public safety needs within the state is a result of the organization's focused approach to providing dedicated and professional law enforcement services. The CSP 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.

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 which includes all areas of public safety.

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.



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 unwavering professionalism and loyal adherence to our core values, the Colorado State Patrol will be a leader in public safety. We will advance our profession as we safeguard life and protect property throughout Colorado.

Our Vision Will Be Achieved Through Our Guiding Principles Of...

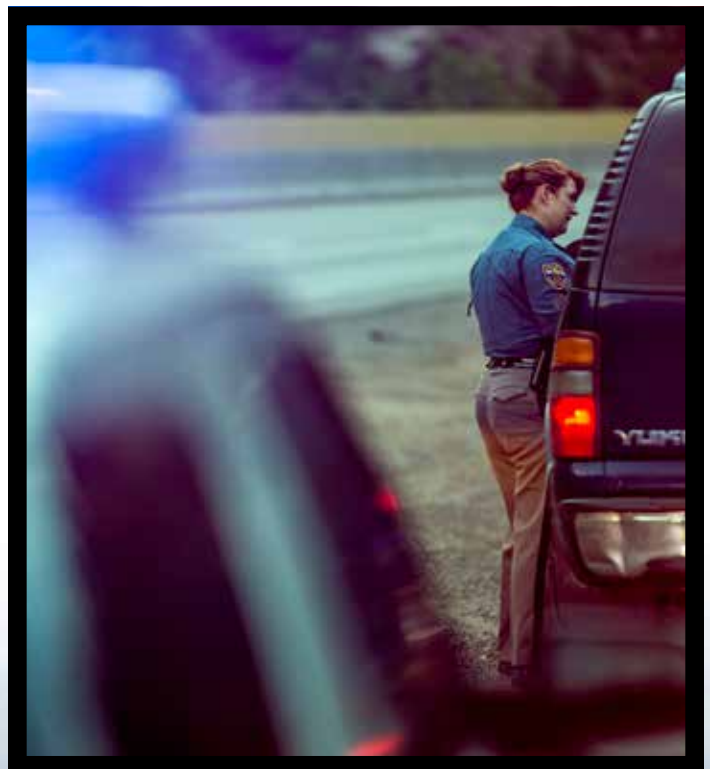
COMMITMENT TO MEMBERS

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



ALIGNMENT OF PARTNERSHIPS

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



UTILIZING TECHNOLOGY

The Colorado State Patrol utilizes predictive and adaptive, knowledge-based tactics to enhance our mission effectiveness. We are focused on implementing practical technologies that enable our members to be more effective and efficient in the attainment of our mission.

CSP Tenets



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

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

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

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

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

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

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

CSP Core Values

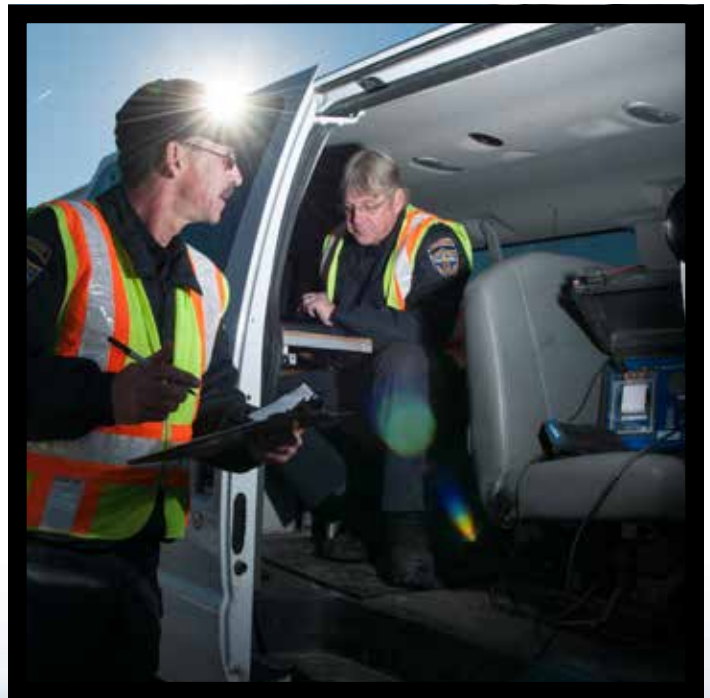
HONOR

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



DUTY

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



RESPECT

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

Strategic Goals

Maximize the Protection of
Life and Property

Professional Development
of CSP Members

Establish and Maintain
Internal and External
Partnerships

Provide Professional Public
Safety Communication
Services

Protect Critical Infrastructure
and State Assets

Efficiently Manage Resources
and Capital Assets

Develop and Refine
Internal Processes





STATE PATROL

Strategic Goal : Maximize the Protection of Life and Property

Strategy: *Public Safety*

Goal Champion: *All Command Staff Members*

Objective: The primary responsibility of government is to protect life and property. In the complex and dynamic operational environment of the law enforcement profession, the Colorado State Patrol utilizes the application of the knowledge and experience of our members to make predictive and adaptive changes to achieve our public safety mission.

Performance Measures: DUI/DUID-Caused Crash Reduction

- Reduce by 10% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide in CY 2014.
- Reduce by 25% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide through CY 2018 as compared to CY 2013.

Performance Measures: Fatal and Injury Crash Reduction

- Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide in CY 2014.
- Reduce by 20% the number of fatal and injury crashes investigated by troopers statewide through CY 2018 as compared to CY 2013.

Performance Measures: Commercial Vehicles and Hazardous Materials Incidents

- Reduce by 2% the number of commercial vehicle crashes investigated by troopers statewide in CY 2014.
- Reduce by 10% the number of commercial vehicle crashes investigated by troopers statewide through CY 2018 as compared to CY 2013.
- Reduce by 2 % the number of hazardous material incidents investigated by troopers statewide in CY 2014.
- Reduce by 10 % the number of hazardous material incidents investigated by troopers statewide through CY 2018 as compared to CY 2013.

Strategic Goal : Maximize the Protection of Life and Property

Performance Measures: Increase Occupant Restraint System Use

- Reduce by 5% the number of unrestrained occupant fatalities in motor vehicle crashes investigated by troopers statewide in CY 2014.
- Reduce by 20% the number of unrestrained occupant fatalities in motor vehicle crashes investigated by troopers statewide through CY 2018 as compared to CY 2013.

Performance Measures: Traffic Mitigation

- Train identified members in utilizing the Strategic Highway Research Program (SHRP) to establish a standard traffic mitigation philosophy by *July 2014*.
- Identify and train 75% of statewide traffic safety allied agencies to ensure the implementation of Traffic Incident Management System (TIMS) standards by *December 2017*.
- Continuously train local, state and federal allied agencies on TIMS to further the Colorado State Patrol's traffic incident management philosophy through *December 2018*.

Performance Measures: Intelligence and Information Sharing

- Increase by 10% the amount of CSP information that meets the threshold for entry into the Colorado Information Analysis Center's actionable database for ultimate sharing within the nationwide suspicious activity reporting initiative (SAR) by *December 2014*.
- Increase by 10% the amount of investigative, analytical, or situational-specific support (manpower or product) provided to CSP business units by *December 2014*.
- Continuously use readily available internal and external data to deploy resources within each CSP business unit through *December 2018*.

Strategic Goal : Maximize the Protection of Life and Property

Performance Measures: Criminal Interdiction

- Increase by 4% the number of interdiction contacts of identified crimes that are furthered by the use of Colorado's highways as compared to CY 2013 by *December 2014*.
- Increase by 10% the number of interdiction of identified crimes that are furthered by the use of Colorado's highways as compared to CY 2013 by *December 2018*.

Performance Measures: Auto Theft

- Identify and establish a baseline for the number of auto and equipment theft recoveries that result in additional investigation by *December 2014*.
- Identify the top three, most frequent criminal violations furthered by the initial crime of auto theft. Those multiple offenders will be known as prolific auto thieves and will be the focus of Colorado State Patrol auto theft investigative efforts by *December 2014*.
- Increase by 5% the instances where information pertaining to prolific auto thieves is forwarded to partner law enforcement agencies while also increasing by 5% the number of Colorado State Patrol investigations into auto thieves associated with the identified top three associated criminal violations by *December 2018*.

Performance Measures: Highway Preservation

- In partnership with the Colorado Department of Transportation (CDOT) and the Federal Highway Administration (FHWA), develop a methodology and data tracking mechanism which will be used to implement an evaluation system for highway preservation strategies by *December 2014*.

Strategic Goal : Professional Development of CSP Members

Strategy: *Career Enrichment of Members*

Goal Champions: *Major Steve Garcia and Major Scott Copley*

Objective: The Colorado State Patrol has structured the professional development goal to maximize organizational efficiencies and resources. Supervisors are encouraged to promote member career enrichment through programmatic means and provide a supportive environment where leadership and training enhance member professional development.

Performance Measures: Career Enrichment

- Integrate career enrichment objectives into each member's performance management process by *December 2014*.
- Annually update and maintain the Professional Development Resource Center to include career development opportunities available to CSP members.

Performance Measures: Promotional Process

- Annually review current Colorado State Patrol promotional practices through *December 2018*.

Performance Measures: Recruit and Retain Members

- Conduct a study of the CSP cadet/trooper applicant and training process to develop progressive business models by *December 2014*.
- Develop and deploy a focused recruitment strategy that increases diversity within our workforce using collected data through *December 2018*.
- Annually review and analyze trending data collected from member separations to develop a member retainment strategy by *December 2014*.

Strategic Goal :Establish and Maintain Internal and External Partnerships

Strategy: *Organizational and Community Partnership Initiatives*

Goal Champions: *Major Steve Garcia and Major Lawrence Martin*

Objective: Fostering and maintaining partnerships with our members, external agencies and the constituents of our communities is critical to our organizational success. The Patrol will develop educational, marketing and awareness programs to inform our members, the public and key stakeholders on the roles, functions and traditions of the Colorado State Patrol.

Performance Measures:

- On an annual basis, the CSP Command Staff will identify an organizational high visibility enforcement and education campaign targeting high risk driving behaviors. For calendar year 2014, the educational and enforcement focus will be on DUI/DUID driving.
- Enhance formalized marketing and educational campaigns through the collaboration of all business unit managers through *December 2018*.
- Develop partnerships with community and corporate leaders to enhance public safety messaging with an emphasis on shared goals through *December 2018*.
- Continuously conduct community outreach to increase awareness of the organization's goals and objectives through *December 2018*.
- Plan and implement the CSP Youth Academy program annually.



Strategic Goal : Provide Professional Public Safety Communication Services

Strategy: *Optimize Radio Communication and Interoperability*

Goal Champions: *Director Don Naccarato and Major Kris Meredith*

Objective: The Colorado State Patrol will provide professional communication services to our members and allied agencies. Officer safety and mission effectiveness is paramount; the Patrol is utilizing communications technology to develop and enhance statewide infrastructure.

Performance Measures:

- Partner with allied agencies to promote the establishment of standardized radio procedures for mutual aid events through *December 2018*.
- Continuously work with State officials to establish the Colorado Communications Plan and business model for the build-out and governance of the Public Safety Broadband Network (PSBN) through *December 2018*.
- Annually lead a collaborative effort among allied agencies to enhance the effectiveness of the Digital Trunked Radio (DTR) system.
- Inventory and make recommendations for equipment replacement of the Colorado State Patrol's communication assets on an annual basis.



Strategic Goal : Protect Critical Infrastructure and State Assets

Strategy: *Capital Complex Security and Dignitary Protection*

Goal Champions: *Major Matt Packard and Major Mark Savage*

Objective: The Colorado State Patrol engages in coordinated dignitary protection duties by providing security and transportation for the Governor, First Family and visiting dignitaries. The organization is also entrusted with the safety and security of all persons at the State Capitol Complex.

Performance Measures:

- Increase the level of security of the Capitol Complex workforce as identified by a survey of stakeholders by *December 2014*.
- Increase the number of dignitary protection trained troopers to 25% of uniformed members by *December 2015*.
- Maintain the number of required dignitary protection trained members through *December 2018*.



Strategic Goal : Efficiently Manage Resources and Capital Assets

Strategy: *Acquire Mission Essential Materials, Equipment and Capital Assets*

Goal Champions: *Director Bob Dirnberger and Major Barry Bratt*

Objective: The Colorado State Patrol will identify and manage equipment, vehicles and capital construction needs within the organization. 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

- Annually identify and recommend to Command Staff a vehicle and equipment replacement plan that provides for efficient and effective platforms for our members while balancing environmental impact.
- Evaluate and update the Vehicle Allocation Plan (VAP) annually and make recommendations to Command Staff for the upcoming fiscal year through *December 2018*.

Performance Measures: Asset Management

- Annually identify and develop a timeline for the replacement of end-of-life equipment and assets.

Performance Measures: Capital Construction Projects

- Develop an internal facilities business plan by *July 2015*.
- Develop a CSP Facilities Master Plan to replace CSP facilities while incorporating new technologies and enhancing energy efficiencies by *December 2017*.

Strategic Goal : Develop and Refine Internal Processes

Strategy: *Business Development*

Goal Champion: *Major Kevin Eldridge and Director Rich Delk*

Objective: The Colorado State Patrol will integrate practical technology solutions and process improvements to eliminate duplication and maximize available resources while providing enhanced public safety.

Performance Measures: Technology

- Develop a future technology assessment plan for the Colorado State Patrol by *December 2014*.

Performance Measures: CALEA Accreditation

- Achieve Advanced Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) by *2015*.
- Plan for the re-accreditation cycle in the first quarter of *2015*.





***OUR FAMILY
PROTECTING
YOURS SINCE
1935***

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