



**OUR FAMILY  
PROTECTING  
YOURS** SINCE 1935®



# COLORADO STATE PATROL 2016-2020 STRATEGIC PLAN



**COLORADO**  
State Patrol  
Department of Public Safety

# CONTENTS

Chief's Message	4
Executive Summary	6
Mission and Vision, Tenets	8
Guiding Principles, Core Values	9
Strategic Goals	10
Maximize the Protection of Life and Property	12
Professional Development of Colorado State Patrol Members	16
Establish and Maintain Internal and External Partnerships	18
Provide Professional Public Safety Communication Services	20
Protect Critical Infrastructure and State Assets	22
Efficiently Manage Resources and Capital Assets	24
Develop and Refine Internal Processes	26







Dear Colorado State Patrol Members,

As we embark on our 80th year of serving the people of Colorado, I'm pleased to introduce this year's strategic plan. The Colorado State Patrol Command Staff and I are focusing on what is most important, saving lives. The 2016-2020 Colorado State Patrol Strategic Plan highlights our mission, vision and objectives. This year, I encourage each member to focus on what they do each day to support the organizational goal of protecting life and property.

The most important key to the success of the State Patrol meeting our goals is our members. Focus on our members health and safety is critical throughout the organization.

You have the ability to impact dangerous driving behaviors and educate the public about the consequences that come with impaired, distracted and unsafe driving.

It is important that we continue to develop our members, maintain internal and external partnerships and improve our processes to provide excellent customer service across the state.

We will continue to provide the people of Colorado with the most efficient and effective law enforcement services available.

Please remember to stay safe and healthy as you are the key to State Patrol's Strategic Plan.

Respectfully,

A handwritten signature in black ink, appearing to read 'S. G. Hernandez'.

Colonel Scott G. Hernandez  
Chief, Colorado State Patrol



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 STATEMENT

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 STATEMENT

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.

# CSP TENETS



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

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

**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.

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

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

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



# 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.

## 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.

# 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



E PATROL

# 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 13% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide in CY 2016.
- Reduce by 25% from 480 to 360 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 10% the number of fatal and injury crashes investigated by troopers statewide in CY 2016.
- Reduce by 20% from 3,591 to 2,872 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 the number of federally reportable commercial vehicle crashes investigated by troopers statewide from 1136 to 1113 in CY 2016.
- Reduce the number of federally reportable commercial vehicle crashes investigated by troopers statewide from 1136 to 1023 by December 31, 2019.
- The Hazardous Materials Section will supervise and appropriately document 100% of the hazardous materials response and clean-up operations for which the Colorado State Patrol has existing statutory responsibility as the Designated Emergency Response Authority (DERA) by December 31, 2016.

### Performance Measures: Increase Occupant Restraint System Use

- Reduce by 7% the number of unrestrained occupant fatalities in motor vehicle crashes investigated by troopers statewide in CY 2016.
- Reduce by 20% from 130 to 104 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

- Implement the Traffic Incident Management philosophy on key crash reduction corridors in an effort to improve first responder safety, reduce crashes and improve traffic operations by December 2016.

### Performance Measures: Intelligence and Information Sharing

- Continuously evaluate information and intelligence to provide all field district commanders an annual summary of threats and officer safety trends delivered on December 1st of each year through December 2020.

### 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 2015 by December 2016.
- Increase by 10% (from 76 to 84) 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 2018.

### Performance Measures: Auto Theft

- Obtain 100% compliance with the completion of the auto theft mask supplemental data collection tool within the Colorado Crime Information Center (CCIC) in order to provide strategic analysis of auto theft trends by December 2019.
- Increase by 5% the number of Colorado State Patrol investigations into auto thieves associated with the identified top three criminal violations in partnership with aligned law enforcement agencies each year through December 2020.
- CSP will partner with Coloradoan's Against Auto Theft (CAAT) and CATPA to develop a public messaging campaign that focuses on crime prevention, public awareness of auto theft victimization and preventative auto theft safety measures through December 2020.

## 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 2016.
- The Port of Entry will maintain a count of size and weight citations and warnings issued by port of entry officers where the carrier has an ISS safety score of 75 or above, and increase follow-up contacts with those carriers from 0 to 120 by December 2016.
- On an annual basis, the Colorado State Patrol will analyze the business and operational management of special events. Attention and action will be given to any process that can be more efficiently or effectively implemented based upon feedback from event managers and Patrol members to ensure the highest level of customer service.





# 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

- Annually update and maintain the Professional Development Resource Center to include career development opportunities available to CSP members.

## Performance Measures: Recruit and Retain Members

- Annually review and analyze trending data collected from member separations to develop a member retention strategy by December 2016.
- Develop and deploy a focused recruitment strategy that increases diversity within our workforce using collected data through December 2020.

## Performance Measures: Promotional Process

- Annually review current Colorado State Patrol promotional practices through December 2020.





# 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.
- Develop partnerships with community and corporate leaders, as well as other law enforcement agencies to increase awareness of the organization's objectives and enhance public safety messaging with an emphasis on shared goals through December 2020.





# PROVIDE PROFESSIONAL PUBLIC SAFETY COMMUNICATION SERVICES

**Strategy:** Optimize Radio  
Communication and Interoperability

**Goal Champions:** Director Don  
Naccarato and Major Jon Barba

**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:

- The Communications Branch will establish and implement a measurable quality assurance and improvement program to ensure communication services are delivered at the highest possible standard by December 2016.
- Track and report the number vehicles contacted that have been reported as aggressive or drunk drivers to each center and partner with local troop Captains for improvement strategy implementation by December 2016.
- Continuously assess the sustainability of the State of Colorado Digital Trunked Radio System (DTRS) by improving the operability and the interoperability of the system. Evaluation and recommendations will include the effectiveness of the DTRS for the sustainment, operational use and build-out of future expansion. This also includes the governance and planning for the Public Safety Broadband Network (PSBN) through December 2020.



# PROTECT CRITICAL INFRASTRUCTURE AND STATE ASSETS

**Strategy:** Capital Complex Security and Dignitary Protection

**Goal Champions:** Major Matt Packard and Major David Santos

**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:

- Maintain 25% of uniformed members trained in dignitary protection through December 2020.
- Annually, the Executive Security Unit will host a minimum of two community engagement events intended for employees and visitors of the Capitol Complex to discuss identified trends in crime impacting the Capitol Complex. ESU leadership will provide updates as to how they are addressing the trends, solicit new ideas and host a question and answer session in attempt to increase trust and communication with the tenants of the complex.





# EFFICIENTLY MANAGE RESOURCES AND CAPITAL ASSETS

**Strategy:** Acquire Mission Essential Materials, Equipment and Capital Assets  
**Goal Champions:** Director Kevin Rants and Major Barry Bratt

**Objective:** The Colorado State Patrol will identify and sustain (acquire, maintain, replace) equipment, vehicles and infrastructure of 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 effectiveness.

## Performance Measures: Vehicles and Vehicle Equipment

- Annually identify and recommend to Command Staff a vehicle and vehicle equipment life cycle plan that sustains efficient and effective platforms for our members while also balancing environmental impact.
- Evaluate and update the Vehicle Allocation Plan (VAP) annually and make vehicle allocation recommendations to Command Staff for the upcoming fiscal year through December 2020.

## Performance Measures: Equipment Management

- Annually evaluate and update the life cycle sustainment plan for mission enabling equipment and synchronize funding projections to support department and agency fiscal processes.

## Performance Measures: Infrastructure Sustainment and Capital Development

- Develop an internal infrastructure sustainment plan to support data-driven Controlled Maintenance funding requirements by July 2016.
- Develop a long-term CSP Facilities Capital Development Plan to guide replacement of CSP facilities and facilitate the incorporation of new technologies which enhance energy efficiency of the organization by December 2016.





# DEVELOP AND REFINE INTERNAL PROCESSES

**Strategy:** Business Development

**Goal Champion:** Major Josh Downing 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

- Implement the Colorado State Patrol Technology Plan to ensure effectiveness and efficiencies in technology projects and ongoing process improvements.
- Update the Colorado State Patrol Technology Plan bi-annually to ensure organizational strategy and resource alignment.

## Performance Measures: Process Improvement

- Transition from CSPN to Premier One CAD as the primary repository for statistical information gathering and time reporting by July 2016.
- Create and implement the second and third phase of the Central Records Section within the Colorado State Patrol by December 2016.
- Create and implement the first phase of the Crime Analyst Unit within the Colorado State Patrol by December 2016.

## Performance Measures: CALEA Accreditation

- Develop a mock and on-site assessment plan for Advanced Law Enforcement reaccreditation and Communications and Training Academy accreditation by May 2016.
- Continuously work with business unit managers to solicit proofs of compliance and maintain accreditation files for the organizational on-site mock assessment in May 2017.
- Complete the development and implementation of CALEA compliant academy infrastructure by October 2017.
- Demonstrate continued compliance with Advanced Law Enforcement Standards during a formal assessment in December 2017.
- Demonstrate initial compliance with Communications and Training Academy Standards during a formal assessment in December 2017.

**Performance Measures:  
CALEA Accreditation (cont.)**

- Achieve Advanced Law Enforcement agency reaccreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) by March 2018.
- Achieve Communications and Training Academy initial accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) by March 2018.





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

FaceBook.com/ColoradoStatePatrol • Twitter.com/CSP\_News  
ColoradoStatePatrol.com

*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.*