



COLORADO STATE PATROL 2017-2021 STRATEGIC PLAN



COLORADO
State Patrol
Department of Public Safety

Contents

- 3 Chief's Message
- 4 Colorado Department of Public Safety
- 5 Executive Summary
- 6 Mission, Vision and Tenets
- 7 Guiding Principles, Core Values
- 8 Strategic Goals
- 10 Safeguard Life and Protect Property - Protect Life and Property
- 12 Safeguard Life and Protect Property - Provide Public Safety Communication Services
- 14 Advance Our Profession - Recruit, Retain and Develop Members
- 16 Advance Our Profession - Research and Develop Process Improvements
- 18 Leader In Public Safety - Efficiently Manage Resources and Capital Assets

CHIEF'S MESSAGE



Dear Colorado State Patrol Members,
I am pleased to present the 2017-2021 Colorado State Patrol Strategic Plan. This plan is the foundation of our organizational efforts and highlights our mission to save lives. The Colorado State Patrol will continue to provide the state of Colorado with exceptional law enforcement services through our unwavering professionalism and dedication to our Core Values of Honor, Duty and Respect.

This year, we have modified our Guiding Principles to include; Commitment to Members, Alignment of Partnerships and Process Improvement. Process improvement expands beyond utilizing technology and we want to demonstrate our pledge to improving processes not only for our members but also for our customers.

I encourage our members to focus their efforts this year on what they do each day to save a life. Every member

of our organization plays a significant role in protecting life and property throughout Colorado. We will continue to develop our members with job specific training, reach our communities through partnerships and education, and recruit the most qualified and dedicated workforce. Our Family Protecting Yours Since 1935 (OPFY) continues to be the foundation of our organization. OPFY leads our team efforts related to the work we do to save lives – the work we do each day matters.

This strategic plan is flexible, allowing members at all ranks to be creative in the development of innovative and adaptive strategies to achieve our goals.

Stay safe and healthy,

Respectfully,

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

Colonel Scott G. Hernandez
Chief, Colorado State Patrol

Colorado Department of Public Safety



COLORADO Department of Public Safety

Mission: Engaged employees working together to provide diverse public safety services to local communities and safeguard lives.

Vision: Creating safer and more resilient communities across Colorado.

The mission of the Colorado Department of Public Safety is to provide a safe environment in Colorado by maintaining, promoting and enhancing public safety through law enforcement, criminal investigations, fire and crime prevention, recidivism reduction and victim advocacy. The CDPS also provides

professional support of the criminal justice system, fire safety community, other governmental agencies and private entities. Throughout, the CDPS goal is to serve the public through an organization that emphasizes quality and integrity. The Colorado State Patrol furthers the mission of CDPS through the protection of life and property on Colorado's roadways. Our goals and strategies are highlighted throughout the strategic plan in an effort to achieve not only the Colorado State Patrol mission but also the vision of the Colorado Department of Public Safety.

2017-2021 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 process improvement 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 & Vision - CSP Tenets

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 - Core Values

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.

Process Improvement

The Colorado State Patrol utilizes predictive and adaptive, knowledge-based tactics to enhance our mission effectiveness. We are focused on process improvement efforts 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.

Safeguard Life & Protect Property

Protect Life & Property

Safeguard Life & Protect Property

Provide Public Safety Communication Services

Advancing Our Profession

Recruit, Retain & Develop Members

Advancing Our Profession

Research and Develop Process Improvements

Leader In Public Safety

Efficiently Manage Resources & Capital Assets



Safeguard Life & Protect Property

Protect Life & Property

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 predicative and adaptive changes to achieve our public safety mission.

Fatal & Injury Crashes

- Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide in CY 2017.

DUI/DUID-Caused Fatal & Injury Crashes

- Reduce by 5% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide in CY 2017.

Occupant Restraint System Use

- Reduce by 5% the number of unrestrained occupant fatalities in motor vehicle crashes investigated by troopers statewide in CY 2017.

Highway Preservation

- The Colorado State Patrol Port of Entry (POE) will maintain a count of size/weight citations and warnings where the carrier has an Inspection Selection System (ISS) safety score of 85 or above, and increase follow-up contacts to 100% with those carriers with a score of 120 by December 2017.

Interdict Criminal Activity

- Achieve 100% compliance with reported interdiction stops made by troopers on Colorado's highways by December 2017.

Dignitary Protection

- Maintain 25% of uniformed members trained in dignitary protection through December 2021.

Incident Management

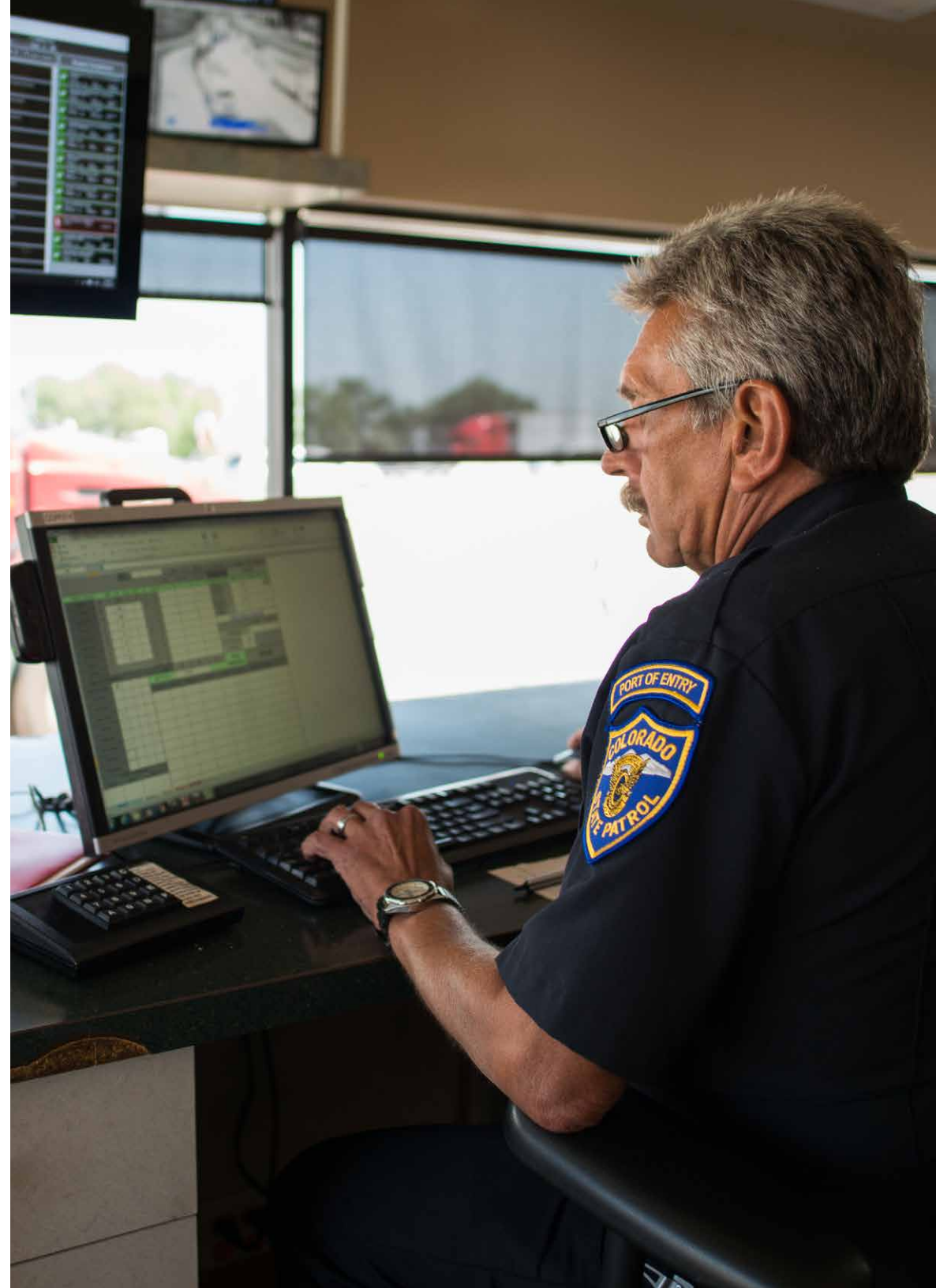
- Implement the Traffic Incident Management philosophy on key crash reduction corridors in an effort to improve first responder safety, reduce crashes and improve traffic operations by December 2017.
- Establish average response times by troopers to incidents on major Colorado interstates by December 2017.
- Collect data by utilizing newly implemented technology to establish a baseline of traffic incident management statistics related to response times, clearance times and secondary crashes by January 2018.
- Analyze collected data after establishing a baseline to begin using a data driven approach to increase effectiveness and efficiencies in traffic incident management response by December 2019.

Education Program

- Identify pilot project school districts and develop schedule of implementation for school year 2017-2018 by July 2017.
- Fully implement phase one of the education program and utilize feedback and evaluation of the advisory group and school district advisors for program enhancement by December 2017.
- Develop and implement phase two of the K-12 education program by August 2018.

Special Events

- Develop new permitting and event guidelines that establish a communication strategy for each special event should a crisis occur by April 2017.
- Develop a revised special event permitting processes in partnership with the Colorado Department of Transportation and special event organizers by May 2017.
- Continue to monitor and evaluate best practices for the management of special events on a statewide basis through December 2017.
- Continue to establish working relationships with event organizers, communities impacted by permitted events and public safety professionals that work collaboratively for the success and safety of all permitted events.



Safeguard Life & Protect Property

Provide Public Safety Communication Services

Goal Champion: Director Don Naccarato

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.

Quality Assurance

- The Communications Branch will implement the quality assurance program to ensure communication services are delivered at the highest possible standard with all members receiving a score of 80% or higher by December 2017.

Communication Services

- Review the proposed Public Safety Broadband Network (PSBN) plan for the State of Colorado and in partnership with the Governor's Office of Information Technology, make a recommendation on the funding, infrastructure and sustainability of the network by December 2017.
- Continuously assess the sustainability of the State of Colorado Digital Trunked Radio System (DTRS) by improving the operability and inter-operability of the system. Evaluation and recommendations will include the effective of the DTRS for the sustainment, operational use and build-out of future expansion through December 2021.



15:43:50

IN	NO	DEAT	INCL	TYPE	MO	OR	LOCATN	RESCRIPTION	DEPART
1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9
10	10	10	10	10	10	10	10	10	10

NO	DEAT	INCL	TYPE	MO	OR	LOCATN	RESCRIPTION	DEPART
1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9
10	10	10	10	10	10	10	10	10

SPH 4313

CSP COMMUNITY
DINENWOOD
CO

Advancing Our Profession

Recruit, Retain & Develop Members

Goal Champion: Major Steve Garcia

Objective: The Colorado State Patrol has structured the professional development goals 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 development and retention.

Recruit & Retainment

- Conduct a member survey to collect feedback regarding leadership training and position specific training by March 2017.
- Provide each member, if desired, a minimum of 40 hours of position specific (e.g. law enforcement, crash investigation, interview and interrogation, etc.) and otherwise not required training for all members by December 2017.
- Provide resources and training through fair and impartial policing standards to ensure interaction with the communities we serve meet the expectations of a professional law enforcement agency through 2018.
- Provide members the opportunity to attend leadership training specifically for law enforcement organizations throughout 2017.

Professional Development

- Develop and implement a recruiting strategy for POST certified officers to fill the 2017 lateral cadet class by March 2017.
- Identify effective recruiting strategies using analysis and data from previous classes and develop a phased recruitment schedule for cadet class 2018-1 and 2018-2 by April 2017.
- Annually review and analyze trending data collected from member separations to enhance retainment strategies by December 2017.
- Continuously evaluate recruitment strategies to ensure the Patrol is recruiting the most diverse candidates for every position through December 2021.



Advancing Our Profession

Research and Develop Process Improvements

Goal Champion: Major Josh Downing

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.

Organizational Accountability

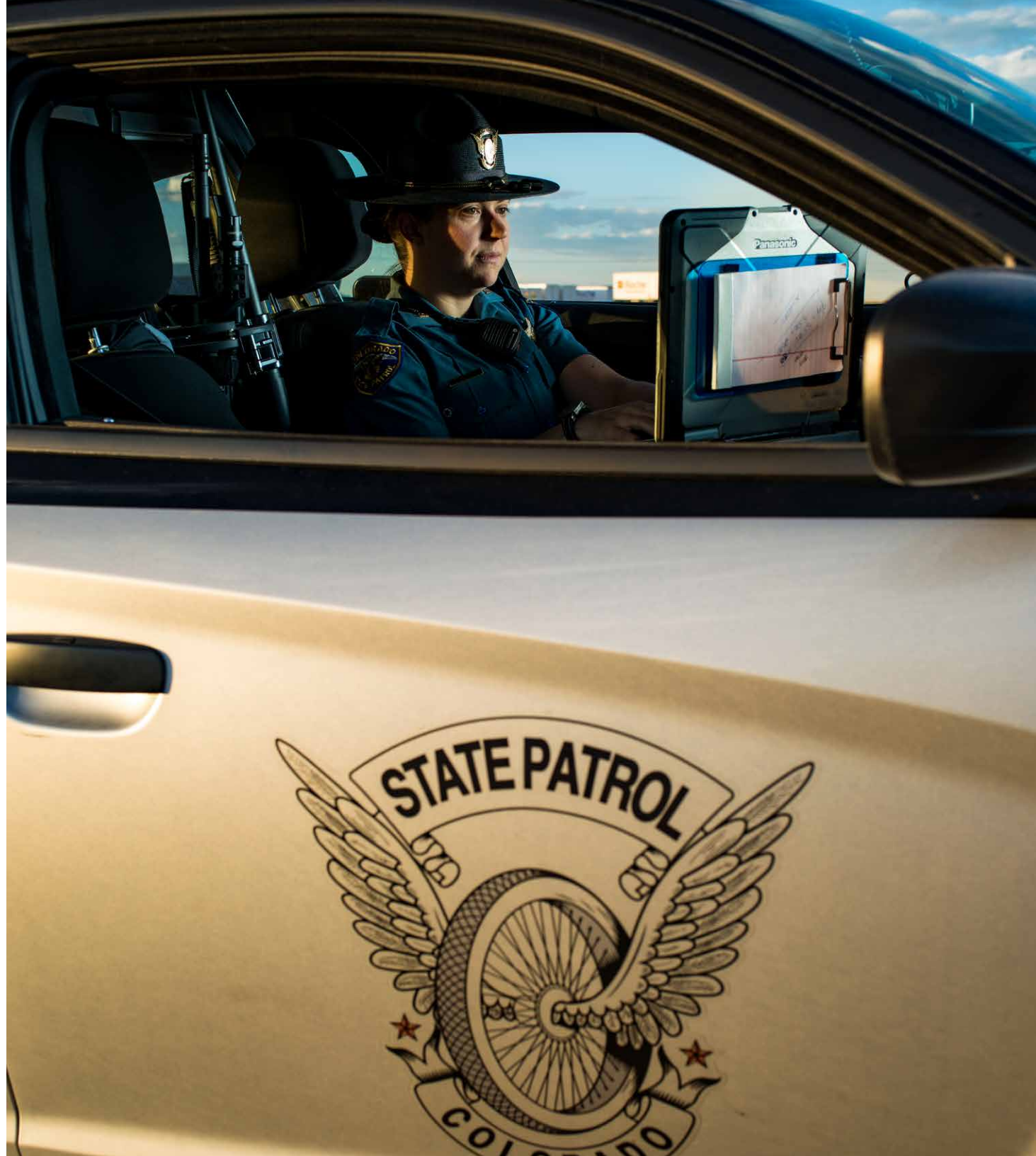
- Continuously work with business unit managers to solicit proofs of compliance and maintain accreditation files for the organizational on-site mock assessment in May 2017.
- Complete the development and implementation of CALEA compliant academy infrastructure by October 2017.
- Demonstrate continued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

Business Process Improvement

- Transition from CSPN to Premier One CAD as the primary repository for statistical information gathering and activity reporting by July 2017.
- Deploy and properly manage the first phase of the Niche RMS system by July 2017.
- Create a data warehouse that collects and stores data from all of the CSP data sources and allows that data to be queried and reported on in a timely and efficient manner by December 2018.

Business Process Improvement

- Create and implement the fourth, fifth and final phase of the Central Records Section within the Colorado State Patrol and ensure the unit is fully integrated into the agency by December 2017.
- Fully integrate the Crime Analyst Unit with a clear vision and direction into the daily operations of the Colorado State Patrol by December 2017.
- Develop and plan for the deployment of phase two of the Niche RMS system by December 2017.



Leader In Public Safety

Efficiently Manage Resources & Capital Assets

Goal Champion: Director Kevin Rants

Objective: The Colorado State Patrol will identify and sustain 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.

Vehicle & Vehicle Equipment

- Annually review the Vehicle Allocation Plan and make allocation decisions based on CSP priorities and validated requirements.
- Develop an annual five year vehicle and vehicle equipment forecast with projected vehicle replacements, anticipated original equipment manufacturer platform updates and major vehicle system changes by December 2017.

Equipment Management

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

Infrastructure Sustainment

- Annually develop a prioritized facilities maintenance list in coordination with the Logistics Services Facilities Management Branch to drive program decisions and support the prioritization of agency capital needs and annual Facilities Master Plan update cycle by December 2017.

Capital Development & Planning

- Annually develop a prioritized capital development requirements list in coordination with the Logistics Services Capital Planning and Development Branch to support prioritization of agency capital needs and the Department's annual update cycle by December 2017.





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.