

COLORADO STATE PATROL 2018-2022 STRATEGIC PLAN

STATE PATROL



**OUR FAMILY
PROTECTING
YOURS** SINCE 1935



COLORADO

State Patrol

Department of Public Safety

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Chief's Message

Dear Colorado State Patrol Members,

The vision of the Colorado State Patrol is to advance our profession as we safeguard life and property throughout Colorado. Each year, the Patrol evaluates its progress and sets goals and objectives that drive the organizational direction. Ultimately, as members of the Colorado State Patrol, we save lives. It's what we do each day.

The Patrol's direction is represented in the 2018-2022 Colorado State Patrol Strategic Plan. I encourage you to review the details of the plan and determine where you can positively impact our goals. As an agency, we will continue to provide the state of Colorado with unwavering dedication to our mission and work together to achieve success.

This year, we will focus our efforts on the protection of life and property, providing professional communication services, recruiting, retaining and developing the most skilled workforce and being innovative in the pursuit of process improvement.

Our Family Protecting Yours Since 1935 (OFPY) continues to be the foundation of our organization. Not only does the work we do each day matter, but how we care for one another is critical. We are a unique family that is built on trust,



sacrifice and bravery. I commend each of you for your dedication.

Thank you for serving in such a noble profession and thank you for representing the Colorado State Patrol as one of the most professional law enforcement agency's across the county.

Stay safe and healthy,

Respectfully,

A handwritten signature in black ink, which appears to read "S. G. Hernandez". The signature is fluid and cursive, written over a horizontal line.

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.

Executive Summary

Since our origin, in 1935, the Colorado State Patrol (CSP) 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

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.

Our success is essential to the safety and security of the people we serve. 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

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.

Fatal & Injury Crashes

- Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide in CY 2018.

DUI/DUID-Caused Fatal and Injury Crashes

- Reduce by 5% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide in CY 2018.

Occupant Restraint System Use

- Reduce by 5% the number of unrestrained occupant fatalities in motor vehicle crashes investigated by troopers statewide in CY 2018.

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 2018.

Incident Management

- Implement a statewide philosophy as outlined by the Governor's Task Force on First Responder Safety in an effort to improve first responder safety, reduce crashes and improve traffic operations by December 2021.
- Establish and fund a permanent multi-disciplinary standing committee responsible for executing the recommendations outlined in the Governor's Task Force on First Responder Safety report by September 2018.
- 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 2019.

Interdict Criminal Activity

- Annually detect serious crimes on Colorado highways and develop prosecutable cases while protecting the constitutional rights of Colorado motorists.



Dignitary Protection

- Maintain 25% of uniformed members trained in dignitary protection through December 2021.
- Annually provide crowd control training and education to all uniformed members which will be designed to protect lives and property while also protecting constitutional rights.

Education Program

- Develop a communication plan for the Education Program, which includes a strategy to effectively communicate the intent of the program both internally and externally by July 2018.
- Complete the initial implementation of the K-12 education program by August 2018.

Special Events

- Develop new permitting and event guidelines that includes a communication strategy for each special event should a crisis occur by December 2018.
- Develop a revised special event permitting processes in partnership with the Colorado Department of Transportation and special event organizers by December 2018.
- Establish an operational process for staffing and the management of special events on a statewide basis through December 2018.

Safeguard Life & Protect Property

Provide Public Safety Communications Services

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 90% or higher by December 2018.

Communications Services

- Develop the implementation strategy for the Public Safety Broadband Network (PSBN) incorporation within the department during the buildout of the network over the next 5 years. Items to consider will include; connectivity, upgraded equipment, and the utilization of best practices by December 2020.
- Continuously assess the sustainability of the State of Colorado Digital Trunked Radio System (DTRS) by improving the operability and 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 through December 2021.



Advancing Our Profession

Recruit, Retain & Develop Members

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

Recruitment and Retention

- Develop a specific recruitment strategy for all members and implement the strategy by December 2018.
- Continuously evaluate recruitment strategies to ensure the Patrol is recruiting the most diverse candidates for every position.
- Annually review and analyze trending data collected from member separations to enhance retention strategies.

Professional Development

- Utilizing a centralized and coordinated effort, provide members with the opportunity to obtain both professional development and job skill training, if desired, through December 2022.
- 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 2021.



Advancing Our Profession

Research and Develop Process Improvements

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

- 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

- Deploy and properly manage the initial statewide implementation of the Niche RMS system by July 2018.
- Create a data warehouse that collects and stores data from CSP's sources and allows that data to be queried and reported in an automated state for timely deployment to the agency and stakeholders by December 2018.
- Complete the fourth phase of the Central Records Unit by December 2018.
- Build partnerships and implement process improvement changes by working with agency stakeholders to develop a standardized agency-wide methodology for use of the eDiscovery system by December 2018.
- Annually, identify, prioritize and plan for the future phases of the RMS implementation that will streamline processes and reduce administrative burden.



Leader In Public Safety

Efficiently Manage Resources and Capital Assets

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.

Vehicles and Vehicle Equipment

- Annually review the Vehicle Allocation Plan and make allocation decisions based on CSP priorities and validated requirements.
- Develop a five year vehicle and vehicle equipment forecast with projected vehicle replacements, anticipated original equipment manufacturer platform updates and major vehicle system changes by December 2018.

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.

Capital Development and 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 2018.
- 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 2018.



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An Honor To Serve

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A Duty To Protect

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.



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