

COLORADO STATE PATROL 2019-2023 STRATEGIC PLAN



COLORADO
Department of Public Safety

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CHIEF'S LETTER



Dear Colorado State Patrol Members,

Today, the organization's mission statement directs our membership 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 agency core values. Simply put, we save lives.

In order to successfully accomplish our mission, members of the Colorado State

Patrol must be well. I am committed to supporting the well-being of our members and this commitment is represented throughout the 2019-2023 strategic plan. I also believe a person that understands the value and connection of their daily activities to the mission will be more vigorous in their pursuit of personal well-being and organizational success.

I am extremely proud of our Command Staff for working together to develop this strategic plan. Our plan reflects a renewed emphasis on the wellness of our members and provides laserlike focus on saving lives through service to the community regardless of position or role within the organization.

You will find significant changes within the plan to include; new guiding principles that reflect our operational guidelines, four new primary strategic goals and a new methodology of measuring our traffic safety goals. I believe our new guiding principles of member empowerment, visibility and engaging communities represent our organizational foundation. Make no mistake, we will never lose track of the number of lives lost on our state's roadways. However,

by updating the methods used to measure the effectiveness of our efforts we can more acutely evaluate our strategies and tactics.

Throughout 2019, I challenge you to take ownership of your personal well-being and know that our agency is working hard to provide you the resources to be at your very best each day. As you strive to achieve these goals, remain committed to our Core Values of Honor, Duty, and Respect. I share these values and apply them through my commitment to take the right action for the right reason; to seize each opportunity to serve as presented; and strive to build relationships through displayed trust and confidence.

Thank you for your dedication to saving lives, caring for yourself and one another, and being passionate in the pursuit of making our state a better place. Thank you for what you do for Colorado every day.

A handwritten signature in black ink, appearing to read 'Matthew Packard', with a large, stylized flourish at the end.

Colonel Matthew Packard

Chief, Colorado State Patrol

COLORADO DEPARTMENT OF PUBLIC SAFETY

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

The mission of the Colorado Department of Public Safety (CDPS) 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

Vision: Creating safer and more resilient communities across Colorado.

organization that emphasizes quality and integrity. The Colorado State Patrol (CSP) furthers the mission of CDPS through the protection of life and property on Colorado's roadways.

The goals and strategies highlighted throughout the CSP Strategic Plan are in an effort to achieve not only the Colorado State Patrol mission but also the vision of the Colorado Department of Public Safety.



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.

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.

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.

Our success is essential to the safety and security of the people we serve. While member empowerment, visibility and engaging our communities 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.



MEMBER WELL-BEING

There is no greater key to an organization's success than the engagement of its membership. A key component of an engaged workforce is the memberships' trust and confidence that not only is their leadership resolute in achieving the agency's mission, but also leaderships' trust and commitment to the well-being of the membership. A member that understands the value and connection of their daily activities to the mission will be more vigorous in their pursuit of organizational success, regardless of generational or societal categorization.

The overall health of the organization is an integral component to achieving the mission. To improve organizational health, the Colorado State Patrol will implement an inclusive employee program that is responsive to members' mental health and well-being, overall physical health and ensures each member is physically and mentally capable of rising to the demands of their position. Our ability to achieve the goals set forth in this plan and respond to the needs of our communities is contingent upon a well workforce. Colorado needs us to be well.

Member well-being is the backbone of our ability to meet public safety needs while providing dedicated and professional law enforcement services.

Wellness, as a unifying thread throughout the strategic plan, should empower and motivate members to identify and utilize resources that encourage positive change and foster a culture of wellness within the Colorado State Patrol.

A formal wellness program will, by means of recognition of the broad and individual nature of wellness, constantly seek out diverse and inclusive means to progressively instill a respect and desire for well-being in all CSP members. Through innovative approaches and recognized industry best practices, the CSP program will lead the organization towards balanced member well-being and overall satisfaction.



MISSION, VISION, & TENETS

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.

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 organization.

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

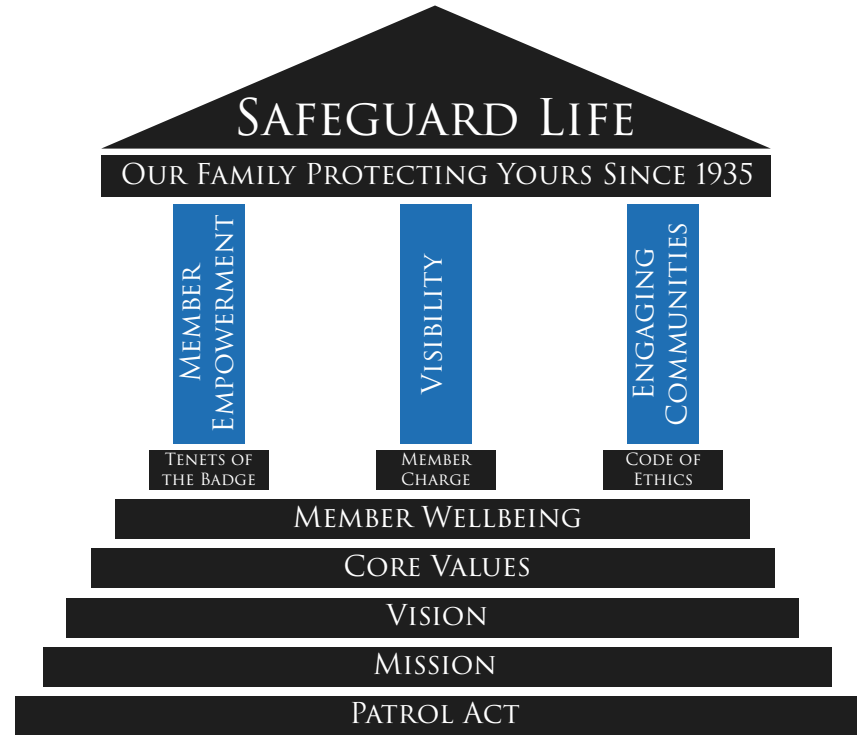
GUIDING PRINCIPLES & CORE VALUES

Guiding Principles

Member Empowerment: We operate in a culture of trust and respect that values purposeful innovation and grassroots ideas. We actively promote ideas that make us more effective and increase safety. We recognize and acknowledge member's individual efforts and accomplishments.

Visibility: We are a visible representation of the Colorado State Patrol. We are engaged, accessible and accountable because our service provides a safe and secure environment. We seize every opportunity to serve.

Engaging Communities: We are members of the communities we serve. We have a responsibility to serve and support our communities. Communities include our families, neighbors, friends, co-workers, partner organizations and citizens.



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



**PROTECT
LIFE**



**REPRESENT THE
COMMUNITIES WE SERVE**



**BECOME THE BEST PLACE
TO WORK IN COLORADO**



BE AGILE



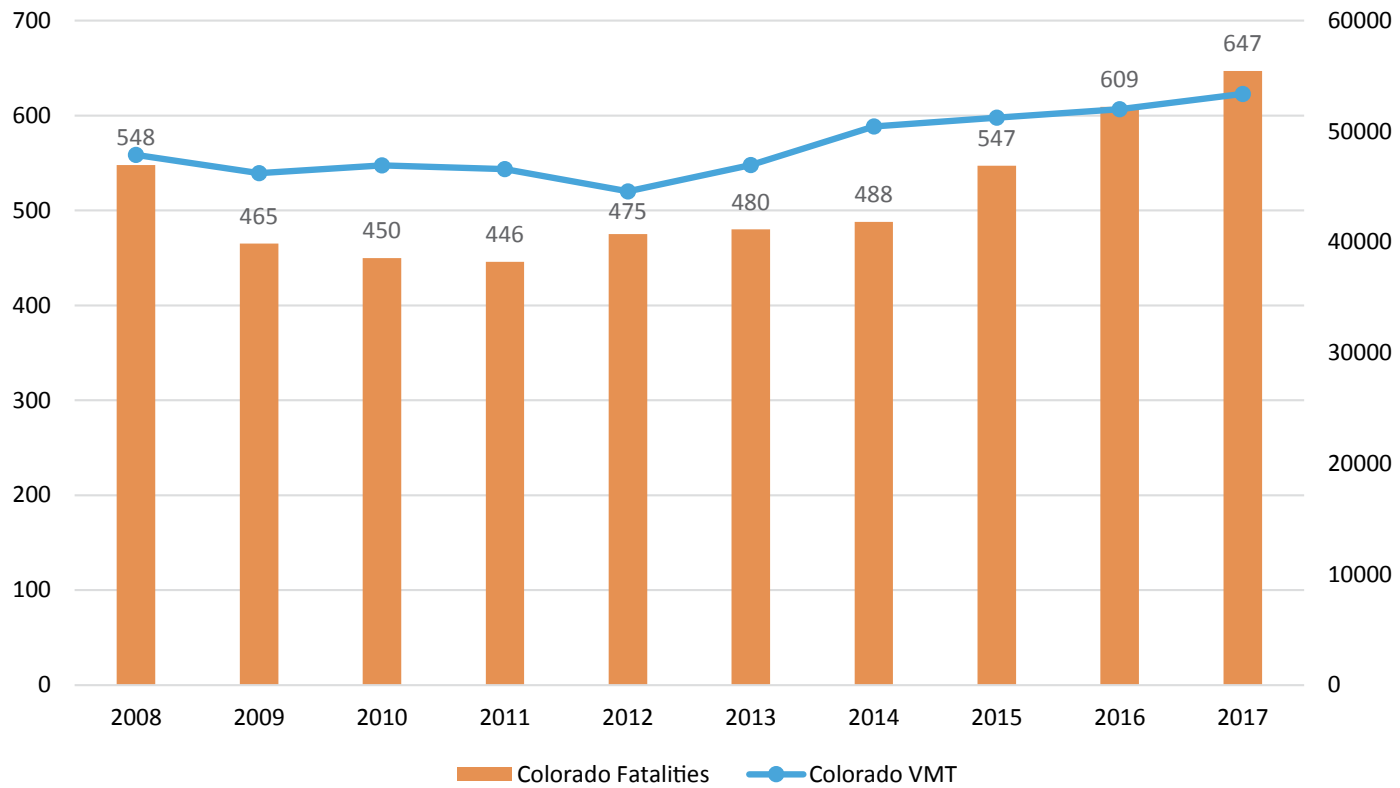
PROTECT LIFE



Objective: Each public safety entity operating within our state shares a mission predicated upon making Colorado a safe place to live, work and play. Attainment of these noble objectives can only be met through the integration of ideas, resources, and information. The Colorado State Patrol has the unique advantage and responsibility of being able to impact communities across the state. Working together, we have the opportunity to offer a complete public safety package, thereby increasing the quality of life of all Coloradans and those who visit our great state.

The Colorado State Patrol will never stop counting the number of lives lost on Colorado's highways, as this is what matters most. In fact, we will strive to increase the timeliness and accuracy of this important measure statewide. The following measures attempt to account for environmental factors within which we operate; traffic volume, population, and licensed drivers. These measures allow better focus on those factors we can impact such as impaired driving, unrestrained fatalities and other factors that degrade the safety of our roadways. Evaluating the operating environment in this way, allows the organization to determine if it's tactics and resource allocation have a positive impact on the agency's strategic goals.

Colorado Fatalities vs Colorado VMT 2008 through 2018



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
CO Fatality Rate	1.15	1.01	0.96	0.96	1.07	1.02	0.97	1.07	1.17	1.24
US Fatality Rate	1.26	1.15	1.11	1.10	1.14	1.10	1.08	1.15	1.19	1.16

The above graph illustrates the last ten years of the vehicle miles traveled/fatality ratio for Colorado and the nation. The Patrol’s goal is to lower the statewide ratio to less than 1.00 fatalities per one hundred million vehicle miles traveled within the next five years, ultimately increasing the quality of life within the state by saving many lives and reducing crashes.



TRAFFIC SAFETY



FATALITY RATE

- The Colorado State Patrol will lead the statewide effort towards the reduction of the Colorado fatality rate per one hundred million vehicle miles traveled from a ratio 1.24 in 2017 to a ratio of 1.00 by 2023.
- The Colorado State Patrol will lead the statewide effort towards the reduction of the statewide fatality rate per ten thousand residents from a ratio of 1.14 in 2017 to a ratio of 1.08 by 2021.
- The Colorado State Patrol will lead the effort towards the reduction of the statewide fatality rate per ten thousand licensed drivers from a ratio of 1.67 in 2017 to a ratio of 1.63 by 2021.



IMPAIRED DRIVING FATALITY RATE

- Reduce the rate of the number of Colorado fatalities caused by impaired drivers from a ratio of 0.47 in 2017 to a ratio of 0.40 by 2019.
- Reduce the rate of the number of Colorado fatalities caused by impaired drivers to a ratio of 0.30 by 2023.



UNRESTRAINED FATALITY RATE

- Reduce the rate of the number of Colorado fatalities that involve an unrestrained occupant from a ratio of 0.36 in 2017 to a ratio of 0.33 by 2019.
- Reduce the rate of the number of Colorado fatalities that involve an unrestrained occupant to a ratio of 0.28 by 2023.



INTERDICT CRIMINAL ACTIVITY

- It is the responsibility of all members to participate in the identification and interdiction of criminal activity to enhance the safety of all people within Colorado. This will be accomplished through training, member awareness and building partnerships within our communities focusing on those activities being facilitated on the state’s transportation infrastructure.

STRATEGIC INITIATIVES

- Traffic Incident Management System
- First Responder Safety
- Occupant Restraints
- Impaired Driving
- Special Events
- Education Program
- Community Partnerships



PROVIDE PUBLIC SAFETY COMMUNICATIONS SERVICES

- Provide professional communication services to our members and allied agencies.
- The Colorado State Patrol will continue to advance communications technology to develop and enhance statewide infrastructure.

REPRESENT THE COMMUNITIES WE SERVE



Objective: The Colorado State Patrol is an organization with lasting statewide presence empowered with the ability to have a direct impact on the quality of life in communities large and small. Trust and confidence from the community in its law enforcement servants can most effectively be seeded through the development of relationships. While the bulk of CSP traditional operations will remain on the roadways, our ability to truly improve roadway safety and therefore community safety, starts with building relationships within the community in conjunction with partner agencies.





COMMUNITY ENGAGEMENT

- Develop an action plan to increase community engagement based on the results of the 2018 Colorado State Patrol Public Opinion Survey.
- Facilitate and/or participate in community meetings to increase visibility within local communities across Colorado.
- Develop an outreach strategy specific to local communities across Colorado to further the Colorado State Patrol’s efforts to educate, inform and learn from communities we serve.

STRATEGIC INITIATIVES

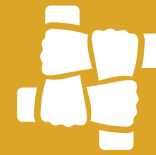
Social Media Strategy

Community Meetings

Education Program

TIMS Standing Program

Management Teams



ENGAGEMENT OF KEY PARTNERS

- Work closely with our partner divisions within the Colorado Department of Public Safety and the Colorado Department of Transportation to provide encompassing safety services to all of Colorado’s communities.
- Facilitate and strengthen relationships throughout the state and take a leadership role in promoting statewide public safety. This will be accomplished by leveraging our areas of expertise and those of our partners.

BECOME THE BEST PLACE TO WORK IN COLORADO



Objective: Building upon recent incremental success, continue recruiting and hiring practices that strive to provide a more diverse pool of eligible applicants. The Colorado State Patrol will implement practices and supporting policies that facilitate the placement of members in positions where they have a desire to live and settle in a community. This methodology will not only embed organizational initiatives within the community, but also provide a network of support for our members they may not otherwise be able to receive from agency resources. It is also important to facilitate and encourage the continual growth and development of all CSP members so as to ensure each member is personally and professionally engaged.





DEVELOP A WORK ENVIRONMENT THAT IS INCLUSIVE, SUPPORTIVE AND REWARDING

- All members will strive for personal and professional development of themselves and others through training, experience, resources and mentorship.
- Develop a recruitment strategy applicable to all disciplines within the organization that facilitates representation of all communities served by the Colorado State Patrol.
- Through the development of an inclusive wellness program for members, determine specific areas in which the Colorado State Patrol can increase employee satisfaction.



PROFESSIONAL DEVELOPMENT OF ALL CSP MEMBERS

- Provide members with the opportunity to obtain both personal development and job specific training.
- The Patrol recognizes the importance of engaging employees in the mission of our organization. The continuous development of our employees starts with successful and regularly evaluated on-boarding training.
- Provide resources and training regarding bias based policing standards to ensure the interaction with the communities we serve meet the expectations of a professional law enforcement agency.
- Identify strategies that increase member understanding, awareness and acceptance of community specific needs and expectations.



STRATEGIC INITIATIVES

CSP Wellness Program
Training Opportunities
Recruiting Events
Mentorship
Community Engagement



IMPROVE PHYSICAL WORK ENVIRONMENT

- Continuously work to improve members' work environment through research, recognized best practice review, innovative strategy development and planning.
- Annually review and update the life cycle sustainment plan for mission enabling equipment and synchronize funding projects to support the organization's fiscal processes.
- Annually develop a prioritized facilities maintenance and improvement plan in coordination with the Colorado Department of Public Safety to support the prioritization of agency capital needs.



BE AGILE



Objective: The Colorado State Patrol must be willing to enter into a constant state of evaluation in order to stay current with the ever changing law enforcement environment. This includes the review of recognized best practices, the implementation of innovative process improvement strategies, maximizing available resources and increasing operational effectiveness.





REINFORCE MEMBER INNOVATION, CREATIVITY AND EMPOWERMENT

- Provide CSP members an avenue to share innovative and creative solutions for potential process improvements in the areas of policy, training, equipment and procedures.
- Each member will work towards fostering highly effective teams within which they work in order to strengthen the overall well-being of the organization.

STRATEGIC INITIATIVES

New Ideas for Research and Development (NIRD)
 Leadership Strategies
 Change Management Principles
 Project Management Tools
 Communication
 Planning




SCANNING THE OPERATING ENVIRONMENT FOR IMPROVEMENTS

- Research, develop, and implement recognized best practices to further the organizational mission and increase operational efficiencies.
- Develop strategies to reduce administrative burden, eliminate duplication and integrate practical solutions that enhance both public safety and the well-being of CSP members.



IMPLEMENT CHANGE MANAGEMENT PRINCIPLES

- As an organization, commit to implementing change management principles during the initiation, development and implementation of any agency change, project or initiative.
- Employ project management principles to new projects, initiatives or changes that affect processes, procedures or organizational culture.



APPENDIX

The following information further explains the traffic safety goals set forth within the strategic plan.

The traffic safety strategic goals are measures of the relationship between the number of fatalities and a measure of the amount of traffic on our state’s roads. By measuring our successes through these relationships, we will be able to more acutely identify successful strategies.

More specifically, this methodology makes the assumption that more traffic or higher volume on our highways will likely result in higher crash numbers. In setting our goals, we reviewed historical data for trend analysis and also calculated at current rates what the equivalent number of lives saved would be for every one hundredth (.01) change in the ratio.

Fatality Rate

- The Colorado State Patrol will lead the statewide effort towards the reduction of the Colorado fatality rate per one hundred million vehicle miles traveled from a ratio 1.24 in 2017 to a ratio of 1.00 by 2023.

$$\frac{\text{Total number of Colorado Fatalities}}{\text{Total number of Colorado VMT}} = \text{Ratio of VMT per fatality}$$

- The Colorado State Patrol will lead the statewide effort towards the reduction of the statewide fatality rate per ten thousand residents from a ratio of 1.14 in 2017 to a ratio of 1.08 by 2021.

$$\frac{\text{Total number of Colorado Fatalities}}{\text{Total number of Colorado Residents}} = \text{Ratio of population per fatality}$$

- The Colorado State Patrol will lead the effort towards the reduction of the statewide fatality rate per ten thousand licensed drivers from a ratio of 1.67 in 2017 to a ratio of 1.63 by 2021.

$$\frac{\text{Total number of Colorado Fatalities}}{\text{Total number of Licensed Drivers}} = \text{Ratio of licensed drivers per fatality}$$

Impaired Driving Fatality Rate

- Reduce the rate of the number of Colorado fatalities caused by impaired drivers from a ratio of 0.47 in 2017 to a ratio of 0.40 by 2019.
- Reduce the rate of the number of Colorado fatalities caused by impaired drivers to a ratio of 0.30 by 2023.

$$\frac{\text{Total number of CO Impaired Fatalities}}{\text{Total number of CO Fatalities}} = \text{Ratio of impaired caused fatalities}$$

Unrestrained Fatality Rate

- Reduce the rate of the number of Colorado fatalities that involve an unrestrained occupant from a ratio of 0.36 in 2017 to a ratio of 0.33 by 2019.
- Reduce the rate of the number of Colorado fatalities that involve an unrestrained occupant to a ratio of 0.28 by 2023.

$$\frac{\text{Total number of CO Unrestrained Fatalities}}{\text{Total number of CO Fatalities}} = \text{Ratio of unrestrained fatalities per fatality}$$

Change Management

The Colorado State Patrol is constantly changing and evolving in today’s law enforcement environment. An agency that doesn’t embrace change will become stagnant and irrelevant. Strategic planning is leading and managing organizational change. Change can be interpreted differently based on the agency’s ability to lead the change. Some things to consider when leading change include;

- Have a clear vision that is communicated to those affected by the change, communication should be effective and motivational.
- Have an accountability plan, ensure actions meet the expectations of the change.
- Engage members, true understanding of the change comes only when members feel involved and valued.
- Provide the resources needed for members to be successful in the change.
- Recognize positive change behavior and provide feedback on the progress of the change.
- Measure the change effectiveness and overall success.

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, and analysis conducted by the Colorado State Patrol Strategic Planner.