



Colorado State Patrol

Strategic Plan

2012 - 2016



Dear members,

As we embark on 2012, the Colorado State Patrol continues to safeguard public safety for the citizens of Colorado. By adhering to our core values and guiding principles, we are able to reflect on our success during the past year while planning and striving for future excellence.

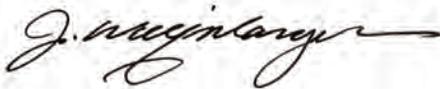
Establishing a new set of Guiding Principles in 2010, the Colorado State Patrol is dedicated to its Commitment to Members, Alignment of Partnerships, and Leveraging Technology. All three of these principles support our efforts to transform from an organization focused on traffic safety to a law enforcement agency focused on overall public safety. We encourage employees to succeed professionally and personally and we are providing each with the opportunity to advance their education and careers by utilizing the International Association of Chiefs of Police (IACP) Leadership in Police Organizations (LPO). As partnerships are integral to our overall success, we continue to enhance our relationships with federal, state and local agencies to share and maximize resources, reduce response time, and increase respect for one another. By leveraging technology, we are increasing our law enforcement capabilities through the exchange of information and utilization of data-driven strategies to proactively address traffic mitigation and crime prevention.

Members uphold the Patrol's Core Values of Honor, Duty, and Respect, and it is our dedication to these shared values that serve as the foundation for national recognition as a leader in public safety.

Our guiding principles and core values have served us well during the past year and we will continue to provide the state of Colorado with more efficiency and adaptability to the changing priorities of the communities we serve.

The 2012-2016 Strategic Plan serves as a guiding document for the Colorado State Patrol and provides a roadmap for the future.

Respectfully,



Colonel James M. Wolfenbarger
Chief, Colorado State Patrol

2012 - 2016 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 2012 - 2016 Strategic Plan has been developed through a comprehensive process, which involved input from members at all levels within the organization. The 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.

Intelligence-Led Policing

Intelligence-led policing is a business model that focuses on coalescing analyzed data with human knowledge, to develop targeted strategies for the allocation and deployment of resources. Through intelligence-led policing tactics, the agency will have the ability to identify problems and develop realistic prevention and response plans. By institutionalizing processes that use predictive technology, the Colorado State Patrol has the opportunity to rapidly adjust mission-critical strategies and resource deployment.

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 our unwavering professionalism and loyal adherence to the core values, the Colorado State Patrol will be a nationally recognized leader in public safety. As an agency bound by our tenets of Character, Integrity, Judgment, Loyalty, Courtesy, Honor, and Knowledge, we will advance our profession as we safeguard life and protect property throughout Colorado.

"There is no greater calling for any person than to work toward ensuring the safety of others."

Chief James M. Wolfinbarger

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.

LEVERAGING TECHNOLOGY:

The Colorado State Patrol utilizes predictive and adaptive, knowledge-based tactics to enhance our mission effectiveness. We are focused on leveraging practical technologies that enable our agency to develop intelligence-led strategies to enhance public safety.

Strategic Goals

As the 2012 – 2016 Strategic Plan is a long-term, living document, its purpose is to provide adaptable guidance and organizational direction. It is broad enough to encompass temporary or emergent situations and conditions, but specific enough to set priorities and focus, as well as expectations and outcomes. The Strategic Plan focuses on the following strategic goals:

- Professional Development of All CSP Members
- Provide Professional Public Safety Communication Services
- Establish and Maintain Internal and External Partnerships
- Maximize Intelligence-led Strategies to Protect Life and Property
- Protect Critical Infrastructure and State Assets
- Efficiently Manage Resources and Capital Assets
- Develop and Refine Internal Processes

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.

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.

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An Honor to Serve...

A Duty to Protect

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.

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Our vision will be achieved through our guiding principles.

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.

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CSP Core Values

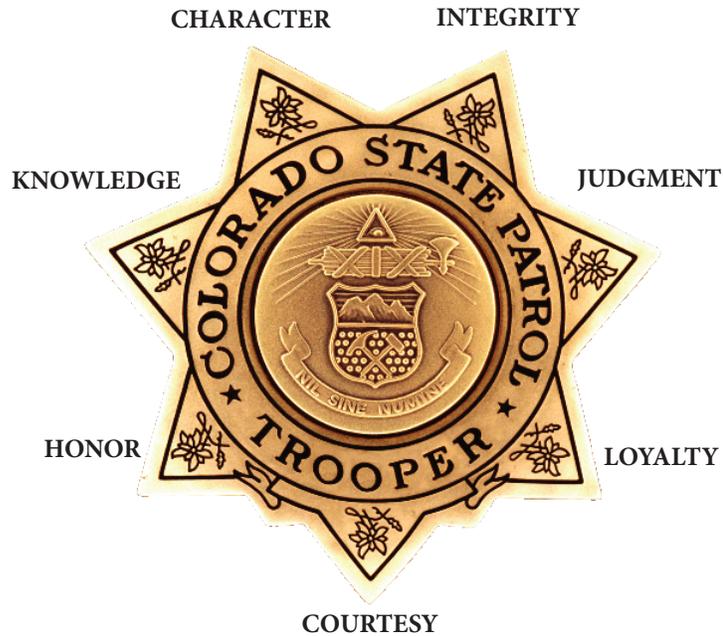
Honor: The essence of a person's veritable integrity based on the representation of moral character and ethical actions.

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.



CSP Tenets



- C**haracter: Living by the highest standards of behavior that exemplify the principles of self-discipline, stability and moral strength.
- I**ntegrity: Moral fortitude free from corrupting influence that guarantees the strict fulfillment of the duties and trust expected from the organization.
- K**nowledge: That cornerstone which sets the quality for the organization through continuing education and experience to enhance our expertise.
- J**udgment: Application of knowledge, training and expertise to think critically and make sound decisions in order to achieve positive outcomes.
- H**onor : The essence of a person's veritable integrity based on the representation of moral character and ethical actions.
- L**oyalty: Faithful adherence to the organization and its objectives, including an allegiance to oneself and to every member of our organization.
- C**ourtesy: Fair and consistent manner in which the organization will provide law enforcement services to all persons.

A Progressive Law Enforcement Agency

When originally legislated in 1935, 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) The Colorado State Patrol has evolved over the last 76 years into a multifaceted and complex law enforcement agency. Through the dedication of our members, past and present, and our high level of professional service and industry-leading technical competence, the CSP has held strong to our traditions while taking on new and challenging law enforcement missions.

The Road to Public Safety

Since our inception as the "Courtesy Patrol," charged with enforcing vehicle laws and providing protection to the governor, our organization has transformed and diversified into a multitude of public safety specialties. Over time, the Colorado State Patrol has become a nationally recognized leader in law enforcement for traffic safety initiatives that dramatically reduced the loss of life and property as a result of fatal and injury crashes. In addition to our expertise in traffic safety, we are also leading the state's efforts in public safety through homeland security, immigration enforcement, hazardous material regulations and commercial motor vehicle safety. The CSP continues to be a proven leader in providing exemplary public safety services in all endeavors.

Through our commitment to our guiding principles and core values of honor, duty and respect, the Colorado State Patrol will continue to advance into the 21st century as a leader in law enforcement. The central focus of ensuring the safety of others has never wavered and we remain committed as we focus on the future.



**HONOR
DUTY
RESPECT**

Intelligence-Led Policing

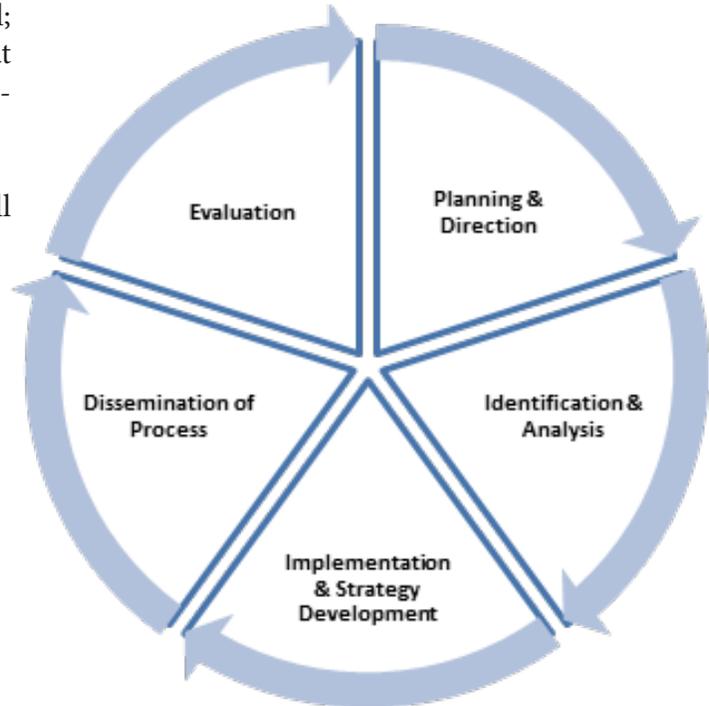
The use of timely and accurate data to drive law enforcement operations toward a more efficient and effective resource deployment is the benchmark for 21st century policing and the foundation of intelligence-led policing. Intelligence-led policing has been utilized within the United States for many years and has been a valuable method in reducing crime. Whether related to potential traffic crashes, terrorism, drug trafficking, auto-theft, or any other criminal act, the collection and analysis of unrelated information is valuable when utilized as a potential predictive indicator of future illegal or dangerous behavior.

The Colorado State Patrol utilizes intelligence-led policing methodologies in every aspect of its business and public safety strategies. All members, regardless of rank or position, have a role in ensuring the efficient deployment and effective use of Patrol resources. There are numerous ways in which intelligence-led policing measures are employed throughout the Patrol; however, there are consistent methodologies that provide the foundation for effective intelligence-led programs.

The diagram illustrates the process by which all members engage in intelligence-led policing.

Utilizing this data-driven approach, members can generate tactics and interventions based on the analysis of available information. Depending on the information available, analysis can be conducted to provide management insight into critical areas that may impact the achievement of the Patrol's strategic goals.

This methodology provides a framework for the Colorado State Patrol to successfully leverage technology while applying shared-experiences to achieve our goals and objectives, thereby creating a safer environment for the people of Colorado.



An Honor to Serve...

A Duty to Protect

Colorado State Patrol Strategic Goals

Professional Development
of All Members

Establish and Maintain Internal
and External Partnerships

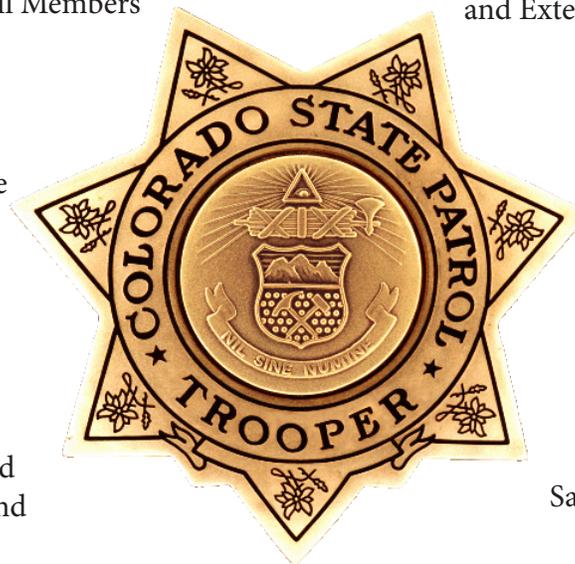
Protect Critical Infrastructure
and State Assets

Develop and Refine
Internal Processes

Maximize Intelligence-Led
Strategies to Protect Life and
Property

Provide Professional Public
Safety Communication Services

Efficiently Manage Resources
and Capital Assets



STRATEGIC GOAL:

Professional Development of All CSP Members

Developing a culture of continuous evolution in the organization provides our members with the comprehensive resources needed to achieve success. The Patrol continues to enrich the personal and professional lives of its members by providing the programmatic means by which members can advance at all stages within their careers.

The integration of a nationally recognized Leadership in Police Organizations (LPO) program for all members, based on the tenets of dispersed leadership, will educate our workforce and provide leadership training for our organization. The LPO program is an International Association of Chiefs of Police (IACP) leadership model focused on the systematic development of leaders at all levels of an agency.

By providing members with a supportive environment, the Patrol will be able to promote leadership throughout the organization, and strengthen the foundation by which the agency progresses. The Patrol's mentoring philosophy will sustain the rich traditions of the agency while guiding members throughout their careers.

The Colorado State Patrol is a recognized leader in public safety and distinguishes its members as elite within the law enforcement profession. The Patrol will examine its promotional process with a goal of alignment with industry best practices to ensure strength in leadership at all levels of the organization.

Application of Guiding Principles

COMMITMENT TO MEMBERS - ALIGNMENT OF PARTNERSHIPS - LEVERAGING TECHNOLOGY

The Patrol will provide professional development opportunities to ensure our members have the resources to improve their personal and professional lives. By investing in our members through leadership training and education, a mentoring philosophy and implementation of best practices in the Patrol's promotional process, we strive to improve overall member satisfaction and increase member retention. Combined with advanced technology and equipment focused on improving member work environments, we will strengthen the Patrol by developing a unified long-term workforce while retaining our quality members.

STRATEGIC GOAL:

Professional Development of All CSP Members

Strategy:

Leadership in Police Organizations (LPO)

Goal Champion: Major Scott Copley

Objective:

The Colorado State Patrol will utilize the International Association of Chiefs of Police (IACP) Leadership in Police Organizations (LPO) model to educate members and systematically develop leaders at all levels of the organization.

Performance Measures:

- Train all uniformed and civilian first line supervisors by *June 2013*.
- Implement training for all non-supervisory members of the Colorado State Patrol by *December 2017*.
- Continually assess the need for additional core instructors.
- Review the curriculum on an annual basis for updates and revisions.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL: Professional Development of All CSP Members

Strategy:

Colorado State Patrol Mentoring Resources and Process Development

Goal Champion: Captain Rob Marone

Objective:

Mentoring resources and processes will be developed and made available to all members. Through mentoring, members will be provided a supportive environment to develop and enhance skills while gaining knowledge to further their professional development.

Performance Measures:

- Update the current CSP Mentoring Policy by *June 2012*.
- Educate all members of the available mentoring resources by *July 2012*.
- Conduct a review of the mentoring process by *December 2012*.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.



STRATEGIC GOAL: Professional Development of All CSP Members

Strategy:
Colorado State Patrol Promotional Process

Goal Champion: Captain Kevin Eldridge

Objective:

The agency will evaluate the promotional process and provide programmatic revisions supported by the Department of Personnel and Administration (DPA) rules and regulations, statutes, Department standards and best practices to enhance the process and promote the most qualified leaders.

Performance Measures:

- Provide recommendations and implement changes to uniform (field) sergeant and communication supervisor Position Description Questionnaires (PDQ) by *July 2012*.
- Provide recommendations and implement future promotional process criteria for specified positions by *October 2012*.
- Provide recommendations and implement changes to uniform (non-field) sergeant and communication manager PDQs by *December 2012*.
- Review and evaluate the application of the Professional Development Profile (PDP) in the promotional process by *December 2013*.
- Provide recommendations and implement changes to all captain PDQs by *December 2013*.
- Review current promotional practices in use by other law enforcement agencies and the United States military by *December 2013*.
- Review processes on an annual basis for updates and revisions.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Provide Professional Public Safety Communications Services

The ability to effectively communicate across geographical areas is critical to officer safety and mission effectiveness. The Colorado State Patrol is committed to ensuring that our members and allied partners have a reliable avenue through which to communicate while providing service to the public. To meet upcoming operational changes, the Colorado State Patrol is leveraging communications technology to develop and enhance statewide infrastructure. The CSP will continue to provide customers with courteous and reliable statewide public safety communication services.

Application of Guiding Principles

COMMITMENT TO MEMBERS - PARTNERSHIPS - LEVERAGING TECHNOLOGY

By enhancing the state's interoperability systems with our agency partners, we will continue to provide professional communications to our members and other agencies. Upgrading communications systems to address anticipated challenges through the use of emerging technologies will solidify our ability to meet the national communication standards.

STRATEGIC GOAL:

Provide Professional Public Safety Communications Services

Strategy:

Effective Mitigation of Digital Trunked Radio (DTR) Coverage Gaps

Goal Champion: Director Don Naccarato

Objective:

The Colorado State Patrol will collaborate with the Governor's Office of Information Technology (OIT) and allied agencies to identify Digital Trunked Radio (DTR) coverage outages and interruptions, and to develop intelligence-led strategies focused on the alleviation of these challenges.

Performance Measures:

- Complete a comprehensive geographical identification map of DTR outage and interruption areas by *December 2012*.
- Regional Communications Managers and troop commanders will continuously develop and deploy tactics to map their respective areas and compile data into the Colorado State Patrol Network (CSPN) platform.
- Coordinate continuously with State OIT and allied partners to collect relevant intelligence data focused on the development of practical solutions.
- Review processes on an annual basis for updates and revisions.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Provide Professional Public Safety Communications Services

Strategy:

Achieve Interoperability Communication Standards in Accordance with Federal Communications Commission (FCC) Regulations

Goal Champion: Director Don Naccarato

Objective:

The Colorado State Patrol will strive to preserve radio interoperability with all allied agencies. Communications will be maintained through compliance with FCC regulations pertaining to narrowbanding radio hardware and communications infrastructure that is reliant on the VHF broadcast system.

Performance Measures:

- Implement annually an approved and funded radio replacement solution for all infrastructure and radio assets.
- Complete the VHF statewide radio replacement by *December 2012*.
- Collaborate continuously with non-DTR agencies to preserve interoperability on a common VHF channel (National Law Enforcement Emergency Channel and CSP Channel 3).
- Review processes on an annual basis for updates and revisions.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.



STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

The Colorado State Patrol recognizes that a strong commitment to fostering and maintaining partnerships with our members, external agencies and the constituents of our communities is critical to our organizational success. We have a shared belief in the value of effective partnerships and engaging in community policing initiatives. Effective partnerships offer agency recognition, information sharing, joint investigations, specialized training, and application of mutual resources. By leveraging internal and external professional relationships, we enhance our collective ability to capitalize on shared resources and achieve mission-focused public safety goals.

During the 2012 - 2016 strategic planning cycle, the Colorado State Patrol will forge new alliances, and strengthen existing professional relationships, by institutionalizing proactive marketing programs, maximizing allied agency and private sector partnerships, and sustaining our community policing strategies. We will engage in continual information sharing between the State Patrol and outside agencies to enhance our ability to utilize intelligence-led strategies that provide maximum deployment of shared assets.

Application of Guiding Principles

COMMITMENT TO MEMBERS – ALIGNMENT OF PARTNERSHIPS – LEVERAGING TECHNOLOGY

The Colorado State Patrol recognizes that our core strength lies in the dedication and professional abilities of our members. We acknowledge that external collaboration is essential when addressing the complexity of public safety issues. By using advanced technology to share common knowledge, best practices and applied strategies, the organization will positively impact the safety of the communities in which we work and live.

STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

Strategy:

Organizational Marketing and Community Outreach Initiatives

Goal Champion: Major James Colley

Objective:

The Public Affairs Section, Media Center and all business unit managers, will collaboratively develop educational, marketing and awareness programs designed to inform our members, the public and key stakeholders on the roles, functions and traditions of the Colorado State Patrol. These programs will be based on data-driven solutions that address public safety concerns.

Performance Measures:

- Leverage internal partnerships among the Public Affairs Section, the Media Center and all business units to maximize visibility of the Colorado State Patrol to public and private sector entities.
- Establish formalized marketing and educational campaigns through the collaboration of business unit managers, the Media Center and the Public Affairs Section to create data-driven solutions for high priority public safety concerns by *January 2012*.
- Increase intelligence-based troop and specialty section education and outreach events by 20%, by *December 2012*.
- Produce at least one annual DVD in the series chronicling the history of the Colorado State Patrol through the Media Center resources.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

Strategy:

Partnerships with Local, State and Federal Allied Agencies

Goal Champion: Captain Jeff Goodwin

Objective:

All business units will proactively identify, establish and maintain professional relationships with external partners. Through these partnerships, we will increase information sharing efforts to develop strategies that leverage shared resources to address public safety challenges.

Performance Measures:

- Increase information sharing between the Colorado State Patrol, allied agencies, the public and private sectors.
- Improve efforts to partner with external agencies in the development of intelligence-led strategies to address public safety challenges.
- Collaborate on an ongoing basis with external agencies on the deployment of shared resources to achieve operational goals.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.



STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

Strategy:

Community Policing Strategies

Goal Champion: Captain Paul Matzke

Objective:

The Patrol is committed to refining the current community policing initiative centered on fostering positive and collaborative relationships with communities, private industry and allied public safety agencies.

Performance Measures:

- Complete and distribute a new community policing video by *March 2012*.
- Make the formalized community policing program available through in-service training by *July 2012* and complete training by *July 2013*.
- Plan and execute the CSP Youth Academy program annually.
- Reinforce community policing philosophies semi-annually through formalized educational programs.
- Review processes on an annual basis for updates and revisions.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

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 is an established industry leader that remains focused in the area of public safety.

With advances to our established “high visibility / strict enforcement” approaches, the CSP will incorporate strategies that are based on trending data and intelligence information. This, combined with the application of the knowledge and experience of our members, will enable the expansion of processes and strategies, allowing our organization to make predictive and adaptive changes to achieve our public safety mission.

Application of Guiding Principles

COMMITMENT TO MEMBERS - ALIGNMENT OF PARTNERSHIPS - LEVERAGING TECHNOLOGY

Our guiding principles are key components for organizational success in meeting the strategic goal to “Maximize Intelligence-Led Strategies to Protect Life and Property.” The development of professional partnerships will create improved interoperability between agencies and foster collaborative responses to the safety and security needs of our state and nation. Capitalizing on practical technologies will enable the CSP to provide quality public safety services, through timely information analysis and develop tactics to proactively interdict criminal and dangerous behaviors.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Since 2001, the Colorado State Patrol has achieved remarkable success in reducing the fatal and injury crash rates through high visibility, strict enforcement and maximum deployment of available resources. Building upon this success, the 2012 - 2016 traffic safety strategy is designed to allow business unit managers the flexibility to formulate tactics built upon the vision of the agency while improving public safety. This plan emphasizes organizational outcome measures while empowering business unit managers to develop customized, intelligence-led strategies to achieve desired results based on the challenges in their individual areas. These performance measures and strategies will align at the organizational level to ensure the overall success of traffic safety strategies.



STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy:

Intelligence-Led Policing Strategies

Goal Champion: Captain Matt Secor

Objective:

The Colorado State Patrol will employ intelligence-led strategies to meet its strategic goals. These initiatives will be focused on developing and utilizing data-driven systems and metrics to target public safety challenges.

Performance Measures:

- Maintain the Risk Analysis Committee and continue to determine strategic direction throughout *CY 2012*.
- Begin the analysis of data supplied by the Criminal Investigation Branch (CIB) by *January 2012*.
- Develop risk analysis templates based on a combination of available CIB and traffic data for analysis by *June 2012*.
- Conduct risk analysis on available CIB and traffic data by *August 2012*.
- Research and assist in evaluating SharePoint 2010 (CSPN) and develop processes for implementing the predictive model provided by Colorado State University (CSU) throughout *2012*.
- Evaluate and modify intelligence-led traffic safety strategies annually.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy:

Traffic Safety

Goal Champion: Major Kris Meredith

Objective:

The Colorado State Patrol will employ intelligence-led strategies to meet its strategic goals. Initiatives will be focused on developing and deploying data-driven strategies to enhance traffic mitigation and combat traffic safety challenges.

Performance Measures: Fatal and Injury Crash Reduction

- Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011.

Performance Measures: DUI / DUID-Caused Crash Reduction

- Reduce by 5% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011.

Performance Measures: Commercial Vehicles & Hazardous Material Incidents

- Reduce by 5% the number of commercial vehicle crashes investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011.
- Reduce by 4% the number of hazardous material incidents investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011.

STRATEGIC GOAL:

Maximize Intelligence-led Strategies to Protect Life and Property

Strategy:

Traffic Safety

Performance Measures: Increase Occupant Restraint System Use

- Increase statewide seatbelt usage as measured by CSP to 89% in CY 2012 to 2015. This metric will be measured through individual troop commander seatbelt surveys and represents a 1% increase per year from 2012 through 2015.

Performance Measures: Maximize Enforcement Strategies

- Develop an intelligence-driven, focused period each year where all troop commanders provide enforcement and / or education with maximum deployment of resources to positively impact traffic safety annually between CY 2012 and 2016.

Performance Measures: Traffic Mitigation

- Develop traffic mitigation strategies to prevent economic loss and reduce environmental impact.
- Develop predetermined traffic mitigation strategies for major events in collaboration with allied agencies.
- Utilize social media and information sharing through advanced technologies to provide for the safe and efficient flow of traffic.

Performance Measures: Team Collaboration

- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

The Colorado State Patrol is a critical component in the homeland security mission for Colorado and is directed to engage in homeland security pursuant to C.R.S. 24-33.5-1603. By proactively working to safeguard lives, protect property and defend critical infrastructure from the threats of terrorism, criminal behavior and natural disasters, the CSP shares information both internally and externally with partners throughout the public and private sectors. Comprehensive strategies are developed for the prevention, deterrence and response to terrorism through the collection of intelligence information, detailed analysis, critical infrastructure protection and interdepartmental collaboration.

The Colorado State Patrol provides the management and administration of the Colorado Information Analysis Center (CIAC). As the state's fusion center, the CIAC is the central point for inter- and intra-agency information gathering and is responsible for the review, analysis, and dissemination of strategic and tactical homeland security intelligence. The CIAC provides intelligence products to private and public industry representatives to enhance safety and security across all critical infrastructure and key resource sectors.



STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy:

Homeland Security

Goal Champion: Major Steve Garcia

Objective:

The Colorado State Patrol is committed to developing partnerships and establishing comprehensive action plans to defend our state against potential and actual acts of terrorism.

Performance Measures:

- Provide education and training to all CSP members to increase information sharing within the agency to enhance homeland security operations by *September 2012*.
- Augment by 5% the existing core of Terrorism Liaison Officers (TLO) by *December 2012*.
- Increase by 15% the amount of CSP information that meets the threshold for data entry into the Nationwide Suspicious Activity Reporting (SAR) initiative by *December 2012*.
- Expand by 20% the CIAC distribution of CSP-specific intelligence products to improve overall awareness of terrorism, criminal trends and illicit tactics by *December 2012*.
- Expand participation of the Community Awareness Program (CAP) to CSP members by 10%.
- Assess operational metrics and threat climate annually to determine future performance measures.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

The Colorado State Patrol takes a proactive approach to detecting, apprehending and prosecuting the criminal enterprises that use Colorado's highways and interstates in the facilitation of crime. The CSP conducts operations in the interdiction of contraband, human trafficking / human smuggling, automobile theft, and other laws of the state. The Patrol has multiple specialty units, such as the Immigration Enforcement Unit and Investigative Services Section, that are exclusively focused towards the mission of criminal interdiction at a statewide level.

For the 2012 – 2016 planning cycle, business unit managers are empowered to develop local level proactive criminal enforcement performance measures and strategies. These strategies will be based upon analysis of intelligence data addressing criminal activity trends specific to geographical areas. By tailoring local level strategies to target non-crash felonies, non-traffic commercial motor vehicle crimes, auto theft, human trafficking and contraband interdiction, individual business unit managers can interdict and reduce criminal activity in their areas.



STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy:

Criminal Interdiction

Goal Champion: Major Steve Garcia

Objective:

To improve public safety, our agency is committed to interdicting criminal activity by capitalizing on the use of data-driven strategies and partnerships that enhance investigations, apprehensions and prosecutions.

Performance Measures:

- Utilize intelligence-led policing strategies to decrease by 3% the number of automobile theft statewide by *December 2012*.
- Employ intelligence-led policing strategies to increase the number of CSP contacts related to commercial motor vehicles to detect and disrupt criminal activity by *December 2012*.
- Provide statewide commercial motor vehicle enforcement agencies the opportunity to attend the Drug Interdiction Assistance Program (DIAP) training provided by the U.S. Department of Transportation to enhance criminal interdiction skills and strengthen partnerships between CSP and statewide enforcement agencies by *December 2012*.
- Expand by 20% the statewide submission of Field Interview Cards from all troopers by *December 2012*.
- Continuously share information regarding human trafficking between internal and external partners to enhance multi-jurisdictional investigations and criminal prosecutions.
- Assess operational metrics and criminal trends annually to determine future performance measures.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Pursuant to C.R.S. 24-33.5-201 the Colorado State Patrol engages in coordinated dignitary protection duties by providing security and transportation for the Governor and First Family. The agency is also entrusted with the security of key leaders as they travel throughout the state and is committed to employing protective strategies based on coordinated threat intelligence and appropriate countermeasures.

The Colorado State Patrol Executive Security Unit (ESU) safeguards life and property at the Capitol Complex in downtown Denver. ESU is responsible for the development and implementation of Emergency Action Plans that are designed to empower building occupants to take appropriate actions in coordination with responding agencies, in the event of a critical incident.

The Colorado State Patrol is directed to protect critical infrastructure and key assets as components of C.R.S. 24-33.5-1603 and the Governor's Homeland Security Strategy. According to the National Infrastructure Protection Plan, critical infrastructure is defined as, "systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety or any combination of these matters." The agency will use practical education and training programs to ensure members are integrated into the information sharing environment and are aware of high value targets in their areas of operation.

Application of Guiding Principles

COMMITMENT TO MEMBERS – ALIGNMENT OF PARTNERSHIPS – LEVERAGING TECHNOLOGY

The Colorado State Patrol is committed to providing our members with the mission-critical skills required to provide both dignitary and critical infrastructure protection. We will collaborate with allied agencies at the local, state, Tribal Nation, national and international levels in the public and private sectors to leverage partnerships and engage in best practices. The agency will focus on intelligence-led strategies that utilize analytical products and data to create plans that ensure the maximum safety of our human assets and high value targets.

STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Strategy:

Provide Protection and Transportation for the Governor, the First Family, and other Dignitaries

Goal Champion: Captain John Hahn

Objective:

The Colorado State Patrol will provide trained personnel to protect and transport Colorado's Governor, First Family and other dignitaries. We will monitor and proactively mitigate threats made against the Governor and First Family while coordinating intelligence information and protective strategies with allied agencies.

Performance Measures:

- On an ongoing basis, provide information on current trends, tactics and threats to members who are currently trained in dignitary protection and other members whose responsibilities are impacted.
- Host one dignitary protection and threat assessment briefing annually for legislative leadership.
- Increase the number of dignitary protection certified troopers and/or Colorado Bureau of Investigation (CBI) agents by 3% throughout the state by hosting a dignitary protection course annually or as needed.
- Develop and facilitate an advanced, scenario-based dignitary protection course for members of the CSP annually.
- Coordinate on an ongoing basis the threat intelligence and protective strategies with affected entities and Governor's senior staff.
- Review operational processes annually for updates and revisions.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Strategy:

Capitol Complex Security

Goal Champion: Captain John Hahn

Objective:

The Colorado State Patrol Executive Security Unit (ESU) will partner with local jurisdictions, and utilize intelligence-led strategies to ensure the safety of all persons at the State Capitol Complex.

Performance Measures:

- Analyze crime data offered by local law enforcement as well as that generated by ESU to continuously evaluate enforcement and outreach strategies within the Capitol Complex.
- Communicate with occupants of the Capitol Complex regarding crime trends and prevention strategies based on ESU and local law enforcement data as intelligence trends dictate.
- Publish and distribute an emergency response quick reference guide for the Capitol Complex by *February 2012*.
- Coordinate with the CIAC and the Department of Personnel Administration on permitted and non-permitted events to develop staffing models and operational plans to enhance Capitol Complex security and public safety on a continuous basis.
- Review operational processes annually for updates and revisions.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.



STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Strategy:

Critical Infrastructure and Key Resource Protection

Goal Champion: Major Steve Garcia

Objective:

The Colorado State Patrol will utilize intelligence-led strategies to develop awareness, monitoring and response protocols in the protection of physical and virtual assets that are vital to the health, safety and security of Colorado.

Performance Measures:

- Develop a deployment strategy for the implementation of the Continuity of Operations Plan (COOP) for all District and Branch offices by *September 2012*.
- Enhance critical infrastructure awareness within CSP-specific areas of responsibility by providing education and training to all members by *December 2012*.
- Ensure each District and Troop critical infrastructure is entered into the Automated Critical Asset Management System (ACAMS) by *December 2012*.
- Implement the completed Colorado State Patrol (CSP) COOP by *July 2013*.
- Assess operational metrics and threat climate annually to determine future performance measures.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Efficiently Manage Resources and Capital Assets

Efficiently acquiring, deploying and managing the tools and resources utilized in our law enforcement mission are crucial to the operational success of the Colorado State Patrol. By providing predictive management of materials and capital assets, we can ensure responsive support through both routine and challenging circumstances. The Patrol is committed to providing quality vehicles, equipment and facilities to keep our members safe and productive in their service to the people of Colorado.

Application of Guiding Principles

COMMITMENT TO MEMBERS - ALIGNMENT OF PARTNERSHIPS - LEVERAGING TECHNOLOGY

The safety and well-being of our members is our highest priority. The Colorado State Patrol is committed to acquiring, deploying and replenishing quality materials and facilities that will enhance the safety of our members and facilitate our mission. Developing professional partnerships with internal and external stakeholders will strengthen our research and procurement of industry products and essential services. Implementation of technology will generate process improvements, enhance productivity and facilitate proactive identification, procurement and overall total quality management of resources.



STRATEGIC GOAL:

Efficiently Manage Resources and Capital Assets

Strategy:

Acquire Mission Essential Materials and Capital Assets

Goal Champion: Director Bob Dirnberger

Objective:

The agency will engage in proactive strategies to identify and manage equipment, vehicle and capital construction needs within the agency. 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

- Continuously facilitate law enforcement agency equipment installation in CSP vehicles by serving as a scheduling agent between OIT, radio system users, vendors/contractors and State Fleet Management.
- Identify and establish a vehicle equipment plan for new police platform vehicles and equipment replacement strategies by *April 2015*.
- Evaluate the Vehicle Allocation Plan (VAP) annually and make recommendations related to vehicle allocations for the following fiscal year.

Performance Measures: Officer Safety

- Evaluate and update officer safety equipment priority lists and budget allocation annually to make recommendations related to the equipment procurement for the next fiscal year.

STRATEGIC GOAL:

Efficiently Manage Resources and Capital Assets

Strategy:

Acquire Mission Essential Materials and Capital Assets

(Continued...)

Performance Measures: Capital Construction Projects

- Review and update the CSP building inventory annually and complete Capital Construction /Controlled Maintenance/Capital Renewal budget requests for Office of the State Architecture/Capital Development Committee for the upcoming year.
- Annually review and update the CSP facility capital replacement and capital renewal project priority list. Reevaluate facility replacement strategies annually and make necessary adjustments.

Performance Measures: Team Collaboration

- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.



STRATEGIC GOAL: **Develop and Refine Internal Processes**

The agency's strategies will include the integration of practical technology and process improvements to eliminate duplication and maximize available resources, while providing enhanced public safety.

To achieve the objective of creating a more efficient, effective and elegant state government, Colorado is applying the principles of Lean management to strengthen processes and empower our members to cultivate continuous improvement. Lean management principles involve a systematic approach to continuously improving service delivery by reducing waste and enhancing overall customer value. By utilizing successful Lean principles, the members of the Colorado State Patrol will be better able to realize our vision of outstanding service, performance and results. To accomplish this, Lean thinking requires a fundamental shift in the culture of government from a top-down to an inside-out approach. It is not a tactic or a cost reduction program, but a way of thinking and acting for an entire government.

The Colorado State Patrol will further enhance the strengths of its current workforce with qualified and diverse applicants. By partnering with the Public Affairs Section and the Media Center, the CSP Selections Unit will use targeted marketing campaigns to attract the most qualified candidates from a pool of diverse applicants. Retention of qualified members remains a priority to our agency. The Patrol will continually strive to provide an environment in which members can develop personally and professionally.

The Colorado State Patrol is pursuing accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). The CALEA process will improve public safety services by systematically conducting an internal review and assessment of the agency's policies and procedures, and making adjustments wherever necessary to meet a set of international law enforcement standards. This process will reinforce standardized policies, timely reviews, and help provide consistency at all levels of the organization. The achievement of the CALEA accreditation is recognized as the professional benchmark for today's law enforcement agency.

Application of Guiding Principles

COMMITMENT TO MEMBERS - ALIGNMENT OF PARTNERSHIPS - LEVERAGING TECHNOLOGY

Streamlining internal organizational processes will improve business efficiencies and improve each member's overall effectiveness. By sharing resources and information through partnerships, the Patrol will possess the means by which to respond to public safety challenges more effectively. The agency will provide members with the tools and education to maximize the future possibilities of advanced technologies in law enforcement.

STRATEGIC GOAL:

Develop and Refine Internal Processes

Strategy:

Technology Development

Goal Champion: Major Brenda Leffler

Objective:

The Colorado State Patrol will manage current technology and develop strategies and processes that automate and modernize routine tasks completed by members at all levels of the organization. The integration of technologies is intended to use intelligence-led processes to analyze reliable data, identify trends and develop operational strategies and countermeasures.

Performance Measures:

- Implement SharePoint 2010 and combine the historical data within the existing SharePoint environment by *July 2012*.
- Complete the PremierOne Mobile Data Computer provisioning and training of affected members by *July 2012*.
- Complete and implement the Colorado State Patrol Microsoft Office SharePoint Service by *July 2012*.
- Combine Fusion Core with the CIAC external facing website for public access by *July 2012*.
- Refine process implementation continuously with affected work groups, CDPS-CSP business units and the Governor's Office of Information Technology.
- Review processes on an annual basis for updates and revisions.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Develop and Refine Internal Processes

Strategy:

Recruit and Retain Qualified Members

Goal Champion: Major James Colley

Objective:

The Colorado State Patrol Public Affairs Section will enhance recruiting efforts by analyzing recruitment and retention metrics and developing data-driven strategies to enhance these processes. Targeted media campaigns will then be developed with the Media Center and the Public Affairs Section, to increase the recruitment of qualified applicants. These strategies will enable all business units within the agency to proactively recruit and retain qualified members.

Performance Measures:

- Conduct a historical environmental scan to determine what data and analysis are necessary to track retention success and failure rates by *June 2012*.
- Enable all business units within the agency to track and share recruiting initiatives through CSPN by *July 2012*.
- On an ongoing basis, actively recruit qualified individuals from underrepresented demographic groups in order to reflect the communities we serve.
- Develop a Colorado State Patrol Network (CSPN) tracking system to archive trending data from member separations by *December 2012*.
- Review the process annually for updates and revisions.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

STRATEGIC GOAL:

Develop and Refine Internal Processes

Strategy:

Commission on Accreditation for Law Enforcement Agencies (CALEA) Credentialing

Goal Champion: Major Brenda Leffler

Objective:

The Colorado State Patrol will achieve Advanced Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) by 2015.

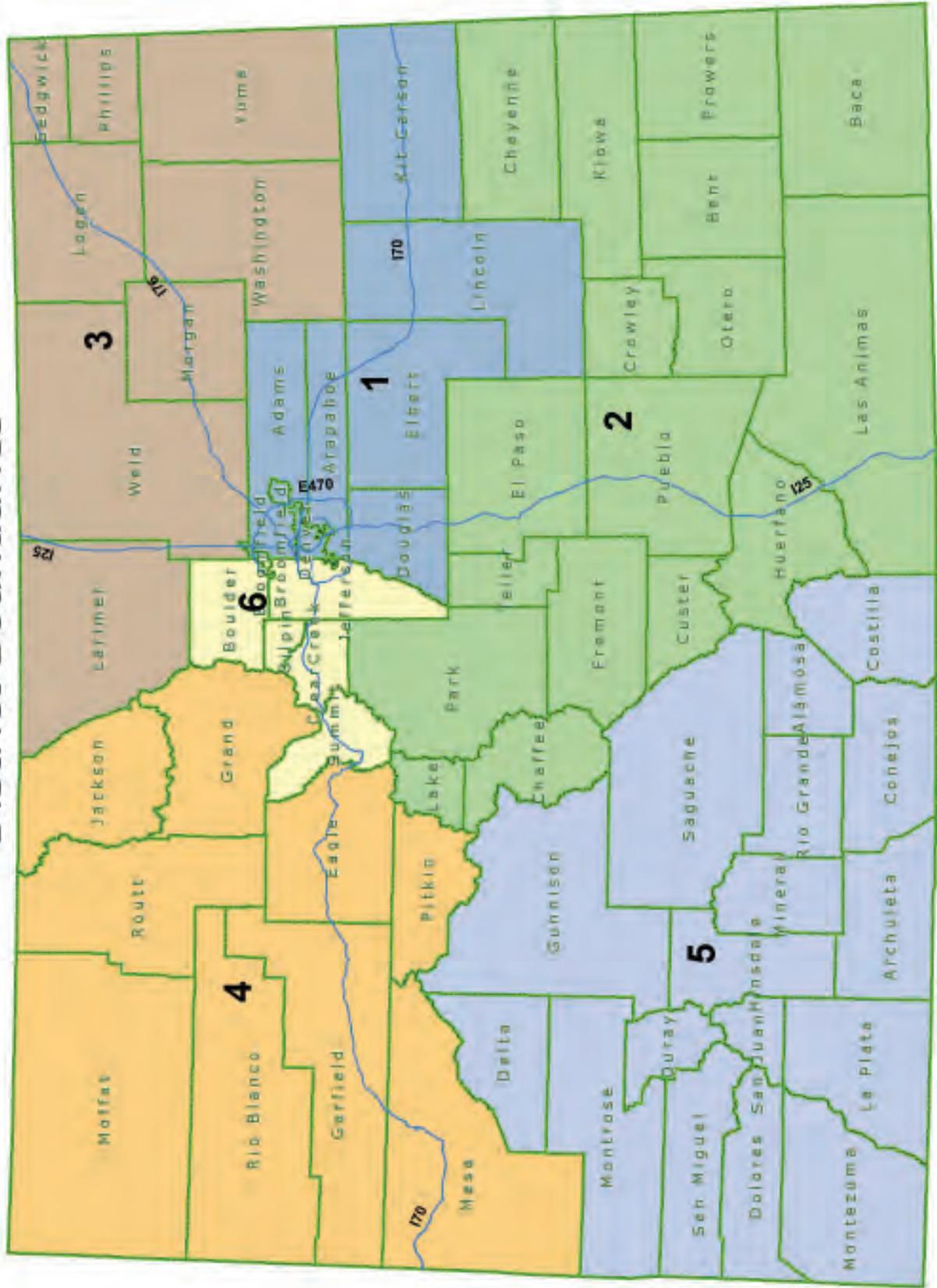
Performance Measures:

- Publish and provide a quarterly progress report for each of the 50 CALEA projects to affected business unit managers, beginning in *January 2012*.
- Complete development and implementation of CALEA-compliant policies by *June 2013*.
- Create and provide accreditation project updates (Podcast series with transcripts) to agency members quarterly.
- Complete agency-wide training and deployment of CALEA-compliant policies by *December 2013*.
- Review and update the On-Site Assessment Plan by *June 2014*.
- Achieve Advanced Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) by *2015*.
- Prepare for the re-accreditation cycle during the first quarter of *2015*.
- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

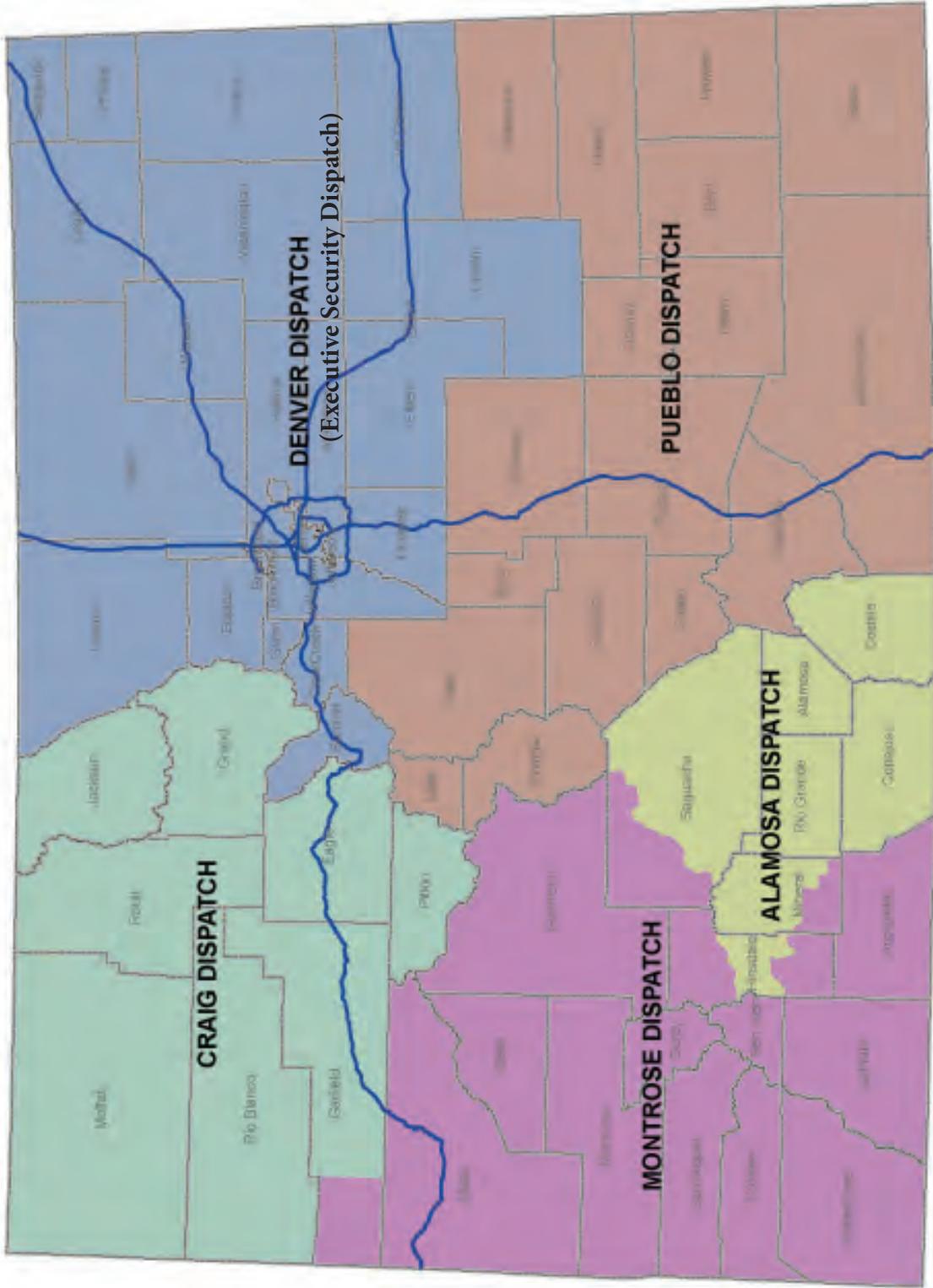
An Honor to Serve...

A Duty to Protect

Colorado State Patrol District Boundaries



CSP Communications Center Coverage Areas



**Colorado State Patrol
2012-2016 Strategic Plan**

Strategic Goal: Professional Development of All CSP Members

Goal Strategy: Leadership in Police Organizations (LPO)

Goal Champion: Major Scott Copley

Objective: The Colorado State Patrol will utilize the International Association of Chiefs of Police (IACP) Leadership in Police Organizations (LPO) model to educate members and systematically develop leaders at all levels of the organization.

Performance Measures:	Timeline
<ul style="list-style-type: none"> Train all uniformed and civilian first line supervisors. 	June 2013
<ul style="list-style-type: none"> Implement training for all non-supervisory members of the Colorado State Patrol. 	December 2017
<ul style="list-style-type: none"> Continually assess the need for additional core instructors. 	CY2012 - 2016
<ul style="list-style-type: none"> Review the curriculum on an annual basis for updates and revisions. 	CY2012 - 2016
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012 - 2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012 - 2016

Goal Strategy: Colorado State Patrol Mentoring Resources and Process Development

Goal Champion: Captain Rob Marone

Objective: Mentoring resources and processes will be developed and made available to all members. Through mentoring, members will be provided a supportive environment to develop and enhance skills while gaining knowledge to further their professional development.

Performance Measures:	Timeline
<ul style="list-style-type: none"> Update the current CSP Mentoring Policy. 	June 2012
<ul style="list-style-type: none"> Educate all members of the available mentoring resources. 	July 2012
<ul style="list-style-type: none"> Conduct a review of the mentoring process. 	December 2012
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012 - 2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012 - 2016

Goal Strategy: Colorado State Patrol Promotional Process

Goal Champion: Captain Kevin Eldridge

Objective: The agency will evaluate the promotional process and provide programmatic revisions supported by the Department of Personnel and Administration (DPA) rules and regulations, statutes, Department standards and best practices to enhance the process and promote the most qualified leaders.

Performance Measures:	Timeline
<ul style="list-style-type: none"> Provide recommendations and implement changes to uniform (field) sergeant and communication supervisor Position Description Questionnaires (PDQ). 	July 2012
<ul style="list-style-type: none"> Provide recommendations and implement future promotional process criteria for specified positions. 	October 2012
<ul style="list-style-type: none"> Provide recommendations and implement changes to uniform (non-field) sergeant and communication manager PDQs. 	December 2012
<ul style="list-style-type: none"> Review and evaluate the application of the Professional Development Profile (PDP) in the promotional process. 	December 2013
<ul style="list-style-type: none"> Provide recommendations and implement changes to all captain PDQs. 	December 2013
<ul style="list-style-type: none"> Review current promotional practices in use by other law enforcement agencies and the United States military. 	December 2013
<ul style="list-style-type: none"> Review processes on an annual basis for updates and revisions. 	CY2012 - 2016
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012 - 2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012 - 2016

**Colorado State Patrol
2012 – 2016 Strategic Plan**

Strategic Goal: Provide Professional Public Safety Communications Services

Goal Strategy: Effective Mitigation of Digital Trunked Radio (DTR) Coverage Gaps

Goal Champion: Director Don Naccarato

Objective: The Colorado State Patrol will collaborate with the Governor's Office of Information Technology (OIT) and allied agencies to identify Digital Trunked Radio (DTR) coverage outages and interruptions, and to develop intelligence-led strategies focused on the alleviation of these challenges.

Performance Measures:	Timeline
<ul style="list-style-type: none"> Complete a comprehensive geographical identification map of DTR outage and interruption areas. 	December 2012
<ul style="list-style-type: none"> Regional Communications Managers and troop commanders will continuously develop and deploy tactics to map their respective areas and compile data into the Colorado State Patrol Network (CSPN) platform. 	CY2012-2016
<ul style="list-style-type: none"> Coordinate continuously with State OIT and allied partners to collect relevant intelligence data focused on the development of practical solutions. 	CY2012-2016
<ul style="list-style-type: none"> Review processes on an annual basis for updates and revisions. 	CY2012-2016
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012-2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012-2016

Goal Strategy: Achieve Interoperability Communications Standards in Accordance with Federal Communications Commission (FCC) Regulations

Goal Champion: Director Don Naccarato

Objective: The Colorado State Patrol will strive to preserve radio interoperability with all allied agencies. Communications will be maintained through compliance with FCC regulations pertaining to narrowbanding radio hardware and communications infrastructure that is reliant on the VHF broadcast system.

Performance Measures:	Timeline
<ul style="list-style-type: none"> Implement annually an approved and funded radio replacement solution for all infrastructure and radio assets. 	CY2012-2016
<ul style="list-style-type: none"> Complete the VHF statewide radio replacement. 	December 2012
<ul style="list-style-type: none"> Collaborate continuously with non-DTR agencies to preserve interoperability on a common VHF channel (National Law Enforcement Emergency Channel and CSP Channel 3). 	CY2012-2016
<ul style="list-style-type: none"> Review processes on an annual basis for updates and revisions. 	CY2012-2016
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012-2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012-2016

**Colorado State Patrol
2012 – 2016 Strategic Plan**

Strategic Goal: Establish and Maintain Internal and External Partnerships

Goal Strategy: Organizational Marketing and Community Outreach Initiatives

Goal Champion: Major James Colley

Objective: The Public Affairs Section, Media Center and all business unit managers, will collaboratively develop educational, marketing and awareness programs designed to inform our members, the public and key stakeholders on the roles, functions and traditions of the Colorado State Patrol. These programs will be based on data-driven solutions that address public safety concerns.

Performance Measures:	Timeline
<ul style="list-style-type: none"> Leverage internal partnerships to maximize visibility of the Colorado State Patrol to public and private sector entities. 	CY2012 – 2016
<ul style="list-style-type: none"> Establish formalized marketing and educational campaigns to create data-driven solutions for high priority public safety concerns. 	January 2012
<ul style="list-style-type: none"> Increase intelligence-based troop and specialty section education and outreach events by 20%. 	December 2012
<ul style="list-style-type: none"> Produce at least one annual DVD in the series chronicling the history of the Colorado State Patrol through the Media Center resources. 	CY2012 – 2016
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012 – 2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012 – 2016

Goal Strategy: Partnerships with Local, State and Federal Allied Agencies

Goal Champion: Captain Jeff Goodwin

Objective: All business units will proactively identify, establish and maintain professional relationships with external partners. Through these partnerships, we will increase information sharing efforts to develop strategies that leverage shared resources to address public safety challenges.

Performance Measures:	Timeline
<ul style="list-style-type: none"> Increase information sharing between the Colorado State Patrol, allied agencies, the public and private sectors. 	CY2012 – 2016
<ul style="list-style-type: none"> Improve efforts to partner with external agencies in the development of intelligence-led strategies to address public safety challenges. 	CY2012 – 2016
<ul style="list-style-type: none"> Collaborate on an ongoing basis with external agencies on the deployment of shared resources to achieve operational goals. 	CY2012 – 2016
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012 – 2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012 – 2016

Goal Strategy: Community Policing Strategies

Goal Champion: Captain Paul Matzke

Objective: The Patrol is committed to refining the current community policing initiative centered on fostering positive and collaborative relationships with communities, private industry and allied public safety agencies.

Performance Measures:	Timeline
<ul style="list-style-type: none"> Complete and distribute a new community policing video. 	March 2012
<ul style="list-style-type: none"> Make the formalized community policing program available through in-service training. 	July 2012/July 2013
<ul style="list-style-type: none"> Plan and execute the CSP Youth Academy program annually. 	CY2012 – 2016
<ul style="list-style-type: none"> Reinforce community policing philosophies semi-annually through formalized educational programs. 	CY2012 – 2016
<ul style="list-style-type: none"> Review processes on an annual basis for updates and revisions. 	CY2012 – 2016
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012 – 2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012 – 2016

**Colorado State Patrol
2012 – 2016 Strategic Plan**

Strategic Goal: Maximize Intelligence-Led Strategies to Protect Life and Property

Goal Strategy: Intelligence-Led Policing Strategies

Goal Champion: Captain Matt Secor

Objective: The Colorado State Patrol will employ intelligence-led strategies to meet its strategic goals. These initiatives will be focused on developing and utilizing data-driven systems and metrics to target public safety challenges.

Performance Measures:	Timeline
<ul style="list-style-type: none"> Maintain the Risk Analysis Committee and continue to determine strategic direction. 	CY2012
<ul style="list-style-type: none"> Begin the analysis of data supplied by the Criminal Investigation Branch (CIB). 	January 2012
<ul style="list-style-type: none"> Develop risk analysis templates based on a combination of available CIB and traffic data for analysis. 	June 2012
<ul style="list-style-type: none"> Conduct risk analysis on available CIB and traffic data. 	August 2012
<ul style="list-style-type: none"> Research and assist in evaluating SharePoint 2010 (CSPN) and develop processes for implementing the predictive model provided by Colorado State University (CSU). 	CY2012
<ul style="list-style-type: none"> Evaluate and modify intelligence-led traffic safety strategies annually. 	CY2012 – 2016
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012 – 2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012 – 2016

Goal Champion: Major Kris Meredith

Objective: The Colorado State Patrol will employ intelligence-led strategies to meet its strategic goals. Initiatives will be focused on developing and deploying data-driven strategies to enhance traffic mitigation and combat traffic safety challenges.

Performance Measures: Fatal and Injury Crash Reduction	Timeline
<ul style="list-style-type: none"> Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011. 	CY2012-2015
Performance Measures: DUI/DUID-Caused Crash Reduction	Timeline
<ul style="list-style-type: none"> Reduce by 5% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011. 	CY2012-2015
Performance Measures: Commercial Vehicles & Hazardous Material Incidents	Timeline
<ul style="list-style-type: none"> Reduce by 5% the number of commercial vehicle crashes investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011. 	CY2012-2015
<ul style="list-style-type: none"> Reduce by 4% the number of hazardous material incidents investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011. 	CY2012-2015
Performance Measures: Increase Occupant Restraint System Use	Timeline
<ul style="list-style-type: none"> Increase statewide seatbelt usage as measured by CSP to 89% in CY 2012 to 2015. This metric will be measured through individual troop commander seatbelt surveys and represents a 1% increase per year from 2012 through 2015. 	CY2012-2015

**Colorado State Patrol
2012 – 2016 Strategic Plan**

Strategic Goal: Maximize Intelligence-Led Strategies to Protect Life and Property

Goal Strategy: Traffic Safety (cont.)

Goal Champion: Major Kris Meredith

Objective: The Colorado State Patrol will employ intelligence-led strategies to meet its strategic goals. Initiatives will be focused on developing and deploying data-driven strategies to enhance traffic mitigation and combat traffic safety challenges.

Performance Measures: Maximize Enforcement Strategies

Timeline

- Develop an intelligence-driven, focused period each year where all troop commanders provide enforcement and / or education with maximum deployment of resources to positively impact traffic safety annually between CY 2012 and 2016.

CY2012-2016

Performance Measures: Traffic Mitigation

Timeline

- Develop traffic mitigation strategies to prevent economic loss and reduce environmental impact.
- Develop predetermined traffic mitigation strategies for major events in collaboration with allied agencies.
- Utilize social media and information sharing through advanced technologies to provide for the safe and efficient flow of traffic.

CY2012-2016

CY2012-2016

CY2012-2016

Performance Measures: Team Collaboration

Timeline

- Coordinate continuously with associated work groups.
- Provide strategy progress to Executive Command Staff on a quarterly basis.

CY2012-2016

CY2012-2016

**Colorado State Patrol
2012 - 2016 Strategic Plan**

Strategic Goal: Maximize Intelligence-Led Strategies to Protect Life and Property

Goal Strategy: Homeland Security

Goal Champion: Major Steve Garcia

Objective: The Colorado State Patrol is committed to developing partnerships and establishing comprehensive action plans to defend our state against potential and actual acts of terrorism.

Performance Measures:

Timeline

<ul style="list-style-type: none"> Provide education and training to all CSP members to increase information sharing within the agency to enhance homeland security operations. 	September 2012
<ul style="list-style-type: none"> Augment by 5% the existing core of Terrorism Liaison Officers (TLO). 	December 2012
<ul style="list-style-type: none"> Increase by 15% the amount of CSP information that meets the threshold for data entry into the Nationwide Suspicious Activity Reporting (SAR) initiative. 	December 2012
<ul style="list-style-type: none"> Expand by 20% the CIAC distribution of CSP-specific intelligence products to improve overall awareness of terrorism, criminal trends and illicit tactics. 	December 2012
<ul style="list-style-type: none"> Expand participation of the Community Awareness Program (CAP) to CSP members by 10%. 	CY2012
<ul style="list-style-type: none"> Assess operational metrics and threat climate annually to determine future performance measures. 	CY2012-2016
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012-2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012-2016

Goal Strategy: Criminal Interdiction

Goal Champion: Major Steve Garcia

Objective: To improve public safety, our agency is committed to interdicting criminal activity by capitalizing on the use of data-driven strategies and partnerships that enhance investigations, apprehensions and prosecutions.

Performance Measures:

Timeline

<ul style="list-style-type: none"> Utilize intelligence-led policing strategies to decrease by 3% the number of automobile theft statewide. 	December 2012
<ul style="list-style-type: none"> Employ intelligence-led policing strategies to increase the number of CSP contacts related to commercial motor vehicles to detect and disrupt criminal activity. 	December 2012
<ul style="list-style-type: none"> Provide statewide commercial motor vehicle enforcement agencies the opportunity to attend the Drug Interdiction Assistance Program (DIAP) training provided by the U.S. Department of Transportation to enhance criminal interdiction skills and strengthen partnerships between CSP and statewide enforcement agencies. 	December 2012
<ul style="list-style-type: none"> Expand by 20% the statewide submission of Field Interview Cards from all troopers. 	December 2012
<ul style="list-style-type: none"> Continuously share information regarding human trafficking between internal and external partners to enhance multi-jurisdictional investigations and criminal prosecutions. 	CY2012-2016
<ul style="list-style-type: none"> Assess operational metrics and criminal trends annually to determine future performance measures. 	CY2012-2016
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012-2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012-2016

**Colorado State Patrol
2012 – 2016 Strategic Plan**

Strategic Goal: Protect Critical Infrastructure and State Assets

Goal Strategy: Provide Protection and Transportation for the Governor, the First Family, and other Dignitaries

Goal Champion: Captain John Hahn

Objective: The Colorado State Patrol will provide trained personnel to protect and transport Colorado's Governor, First Family and other dignitaries. We will monitor and proactively mitigate threats made against the Governor and First Family while coordinating intelligence information and protective strategies with allied agencies.

Performance Measures:	Timeline
<ul style="list-style-type: none"> On an ongoing basis, provide information on current trends, tactics and threats to members who are currently trained in dignitary protection and other members whose responsibilities are impacted. 	CY2012-2016
<ul style="list-style-type: none"> Host one dignitary protection and threat assessment briefing annually for legislative leadership. 	CY2012-2016
<ul style="list-style-type: none"> Increase the number of dignitary protection certified troopers and/or Colorado Bureau of Investigation (CBI) agents by 3% throughout the state by hosting a dignitary protection course annually or as needed. 	CY2012-2016
<ul style="list-style-type: none"> Develop and facilitate an advanced, scenario-based dignitary protection course for members of the CSP annually. 	CY2012-2016
<ul style="list-style-type: none"> Coordinate on an ongoing basis the threat intelligence and protective strategies with affected entities and Governor's senior staff. 	CY2012-2016
<ul style="list-style-type: none"> Review operational processes annually for updates and revisions. 	CY2012-2016
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012-2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012-2016

Goal Strategy: Capitol Complex Security

Goal Champion: Captain John Hahn

Objective: The Colorado State Patrol Executive Security Unit (ESU) will partner with local jurisdictions, and utilize intelligence-led strategies to ensure the safety of all persons at the State Capitol Complex.

Performance Measures:	Timeline
<ul style="list-style-type: none"> Analyze crime data offered by local law enforcement as well as that generated by ESU to continuously evaluate enforcement and outreach strategies within the Capitol Complex. 	CY2012-2016
<ul style="list-style-type: none"> Communicate with occupants of the Capitol Complex regarding crime trends and prevention strategies based on ESU and local law enforcement data as intelligence trends dictate. 	CY2012-2016
<ul style="list-style-type: none"> Publish and distribute an emergency response quick reference guide for the Capitol Complex. 	February 2012
<ul style="list-style-type: none"> Coordinate with the CIAC and the Department of Personnel Administration on permitted and non-permitted events to develop staffing models and operational plans to enhance Capitol Complex security and public safety on a continuous basis. 	CY2012-2016
<ul style="list-style-type: none"> Review operational processes annually for updates and revisions. 	CY2012-2016
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012-2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012-2016

**Colorado State Patrol
2012 – 2016 Strategic Plan**

Strategic Goal: Protect Critical Infrastructure and State Assets

Goal Strategy: Protect Critical Infrastructure and Key Resource Protection

Goal Champion: Major Steve Garcia

Objective: The Colorado State Patrol will utilize intelligence-led strategies to develop awareness, monitoring and response protocols in the protection of physical and virtual assets that are vital to the health, safety and security of Colorado.

Performance Measures:	Timeline
<ul style="list-style-type: none"> • Develop a deployment strategy for the implementation of the Continuity of Operations Plan (COOP) for all District and Branch offices. 	September 2012
<ul style="list-style-type: none"> • Enhance critical infrastructure awareness within CSP-specific areas of responsibility by providing education and training to all members. 	December 2012
<ul style="list-style-type: none"> • Ensure each District and Troop critical infrastructure is entered into the Automated Critical Asset Management System (ACAMS). 	December 2012
<ul style="list-style-type: none"> • Implement completed Colorado State Patrol (CSP) COOP. 	July 2013
<ul style="list-style-type: none"> • Assess operational metrics and threat climate annually to determine future performance measures. 	CY2012-2016
<ul style="list-style-type: none"> • Coordinate continuously with associated work groups. 	CY2012-2016
<ul style="list-style-type: none"> • Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012-2016

**Colorado State Patrol
2012 – 2016 Strategic Plan**

Strategic Goal: Efficiently Manage Resources and Capital Assets

Goal Strategy: Acquire Mission Essential Materials and Capital Assets

Goal Champion: Director Bob Dirnberger

Objective: The agency will engage in proactive strategies to identify and manage equipment, vehicle and capital construction needs within the agency. 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

Timeline

<ul style="list-style-type: none"> Continuously facilitate law enforcement agency equipment installation in CSP vehicles by serving as a scheduling agent between OIT, radio system users, vendors/contractors and State Fleet Management. 	CY2012-2016
<ul style="list-style-type: none"> Identify and establish a vehicle equipment plan for new police platform vehicles and equipment replacement strategies. 	April 2015
<ul style="list-style-type: none"> Evaluate the Vehicle Allocation Plan (VAP) annually and make recommendations related to vehicle allocations for the following fiscal year. 	CY2012-2016

Performance Measures: Officer Safety Equipment

Timeline

<ul style="list-style-type: none"> Evaluate and update officer safety equipment priority lists and budget allocation annually and make recommendations related to the equipment procurement for the next fiscal year. 	CY2012-2016
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Performance Measures: Capital Construction Projects

Timeline

<ul style="list-style-type: none"> Review and update the CSP building inventory annually and complete Capital Construction /Controlled Maintenance/Capital Renewal budget requests for Office of the State Architecture/Capital Development Committee for the upcoming year. 	CY2012-2016
<ul style="list-style-type: none"> Annually review and update the CSP facility capital replacement and capital renewal project priority list. Reevaluate facility replacement strategies annually and make necessary adjustments. 	CY2012-2016

Performance Measures: Team Collaboration

Timeline

<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012-2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012-2016

**Colorado State Patrol
2012 - 2016 Strategic Plan**

Strategic Goal: Develop and Refine Internal Processes

Goal Strategy: Technology Development

Goal Champion: Major Brenda Leffler

Objectives: The Colorado State Patrol will manage current technology and develop strategies and processes that automate and modernize routine tasks completed by members at all levels of the organization. The integration of technologies is intended to use intelligence-led processes to analyze reliable data, identify trends and develop operational strategies and countermeasures.

Performance Measures:	Timeline
<ul style="list-style-type: none"> Implement SharePoint 2010 and combine the historical data within the existing SharePoint environment. 	July 2012
<ul style="list-style-type: none"> Complete the PremierOne Mobile Data Computer provisioning and training of affected members. 	July 2012
<ul style="list-style-type: none"> Complete and implement the Colorado State Patrol Microsoft Office SharePoint Service. 	July 2012
<ul style="list-style-type: none"> Combine Fusion Core with the CIAC external facing website for public access. 	July 2012
<ul style="list-style-type: none"> Refine process implementation continuously with affected work groups, CDPS-CSP business units and the Governor's Office of Information Technology. 	CY2012-2016
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012-2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012-2016

Goal Strategy: Recruit and Retain Qualified Members

Goal Champion: Major James Colley

Objective: The Colorado State Patrol Public Affairs Section will enhance recruiting efforts by analyzing recruitment and retention metrics and developing data-driven strategies to enhance these processes. Targeted media campaigns will then be developed with the Media Center and the Public Affairs Section, to increase the recruitment of qualified applicants. These strategies will enable all business units within the agency to proactively recruit and retain qualified members.

Performance Measures:	Timeline
<ul style="list-style-type: none"> Conduct a historical environmental scan to determine what data and analysis are necessary to track the retention success and failure rates. 	June 2012
<ul style="list-style-type: none"> Enable all business units within the agency to track and share recruiting initiatives through CSPN. 	July 2012
<ul style="list-style-type: none"> On an ongoing basis, actively recruit qualified individuals from underrepresented demographic groups in order to reflect the communities we serve. 	CY2012 - 2016
<ul style="list-style-type: none"> Develop a Colorado State Patrol Network (CSPN) tracking system to archive trending data from member separations 	December 2012
<ul style="list-style-type: none"> Review the process annually for updates and revisions. 	CY2012 - 2016
<ul style="list-style-type: none"> Coordinate continuously with associated work groups. 	CY2012 - 2016
<ul style="list-style-type: none"> Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012 - 2016

**Colorado State Patrol
2012 - 2016 Strategic Plan**

Strategic Goal: Develop and Refine Internal Processes

Goal Strategy: Commission on Accreditation for Law Enforcement Agencies (CALEA) Credentialing

Goal Champion: Major Brenda Leffler

Objective: The Colorado State Patrol will achieve Advanced Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) by 2015.

Performance Measures:	Timeline
<ul style="list-style-type: none"> • Publish and provide a quarterly progress report for each of the 50 CALEA projects to affected business unit managers. 	January 2012
<ul style="list-style-type: none"> • Complete development and implementation of CALEA-compliant policies. 	June 2013
<ul style="list-style-type: none"> • Create and provide accreditation project updates (Podcast series with transcripts) to agency members quarterly. 	CY2012-2015
<ul style="list-style-type: none"> • Complete agency-wide training and deployment of CALEA-compliant policies. 	December 2013
<ul style="list-style-type: none"> • Review and update the On-Site Assessment Plan. 	June 2014
<ul style="list-style-type: none"> • Achieve Advanced Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). 	CY2015
<ul style="list-style-type: none"> • Prepare for the re-accreditation cycle during the first quarter of 2015. 	CY2015
<ul style="list-style-type: none"> • Coordinate continuously with associated work groups. 	CY2012-2016
<ul style="list-style-type: none"> • Provide strategy progress to Executive Command Staff on a quarterly basis. 	CY2012-2016

An Honor to Serve.....



.....A Duty to Protect