



COLORADO
Department of Public Safety



FY2018 Performance Plan



COLORADO
Department of Public Safety

Mission:

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

Vision:

**Creating safer and more resilient communities
across Colorado.**

Core Values in Action:

**Unity: Reach Out.
Honor: Speak Up.
Service: Pitch In.**

Introduction

Letter from the Executive Director

Thank you for your interest in the Colorado Department of Public Safety's FY2018 Performance Plan.

The Colorado Department of Public Safety (CDPS) comprises five operating divisions that deliver a variety of public safety services for Colorado communities, from law enforcement to wildland firefighting, and from criminal justice research to emergency management. The Executive Director's Office provides central administrative support to the five divisions.

Due to the breadth and variety of services provided by CDPS, this plan does not attempt to convey the multitude of goals and activities of our divisions; instead, this plan provides a snapshot of some of our key, customer-centric priorities for the coming fiscal year.

Every year, we aim to make improvements to our plan to ensure that it continuously reflects the strategic direction of CDPS. This year, we've added Mission Priority Areas into which our six Strategic Policy Initiatives are categorized. Mission Priority Areas are based on the three aspects of our mission statement – public safety, customer service, and employee engagement – and they are broad enough to encompass nearly every aspect of CDPS. Our Strategic Policy Initiatives are narrower, and are focused on a specific activity or unit. If a CDPS function isn't reflected in a Strategic Policy Initiative, it is almost certainly related to a Mission Priority Area in some way.



The following are our FY2018 Mission Priority Areas, and the Strategic Policy Initiatives that support them:

1. Keep Colorado communities safe

- a. Reduce fatal and injury crashes – Colorado State Patrol
- b. Reduce large wildland fires – Division of Fire Prevention and Control

2. Provide excellent customer service to local partners and stakeholders

- a. Reduce forensic turn-around time – Colorado Bureau of Investigation
- b. Mitigate risk of communities losing grant funding – Division of Homeland Security & Emergency Management
- c. Increase use of evidence-informed decision making processes – Division of Criminal Justice

3. Maintain an engaged and supported workforce

- a. Increase employee understanding of Department direction – Executive Director's Office

Our motto at CDPS is “Safer Together” – to us, that means that although our functions are diverse, we serve the public best when we leverage our resources, support our employees, and collaborate internally and externally. I welcome feedback on this plan from readers inside and outside of CDPS.

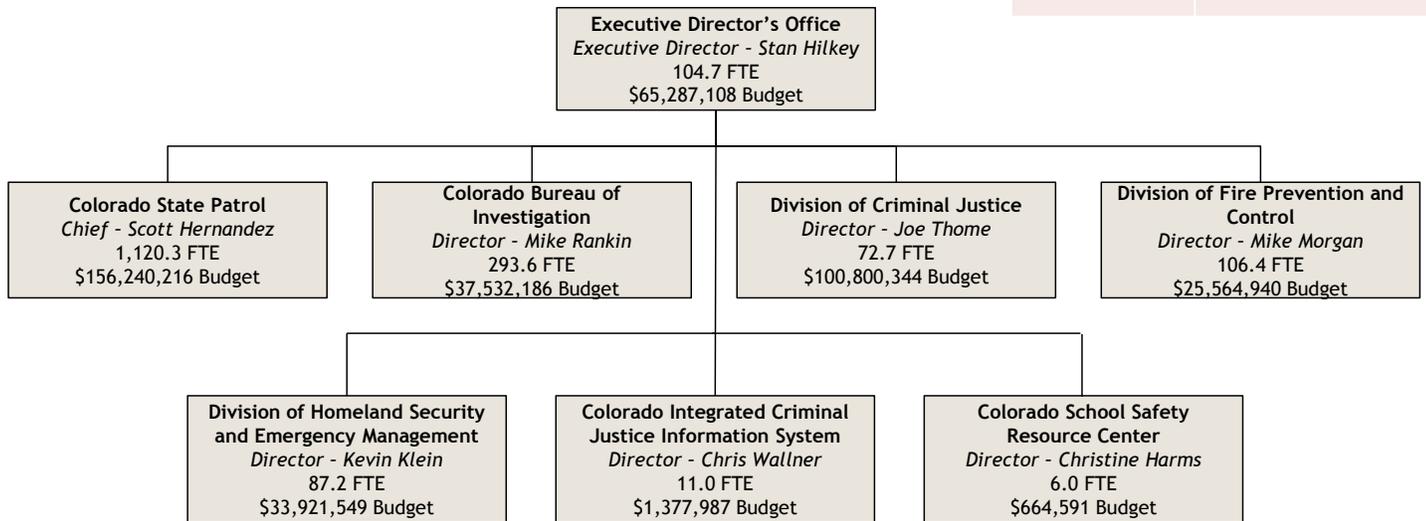
Sincerely,
Stan Hilkey
Executive Director

Department Description: Organizational Chart

Colorado Department of Public Safety

**Total Department FTE & budget breakdown
(based on FY 2017-18 appropriations)**

1,800.5	Total FTEs
\$420,382,651	Total funds
\$123,435,771	General Fund
\$199,253,031	Cash funds
\$40,957,422	Re-appropriated funds
\$56,736,427	Federal funds



Department Description

The Colorado Department of Public Safety (CDPS) comprises approximately 1,800 dedicated employees who are committed to providing excellent public safety services to local communities and people in Colorado. At CDPS, we understand that when we collaborate with our partners, listen to our customers, and support our employees, we make *Colorado Safer Together*.

The operating divisions of CDPS are:

- Colorado Bureau of Investigation
- Colorado State Patrol
- Division of Criminal Justice
- Division of Fire Prevention and Control
- Division of Homeland Security and Emergency Management.

These divisions are supported by the Executive Director's Office (EDO).

Executive Director's Office

The Executive Director's Office (EDO) is the backbone of CDPS, providing effective administrative and management support services to the Department's five operating divisions. The EDO includes:

- The Executive Director and Deputy Executive Director
- Financial Services
- Human Resources
- Planning and Communications
- Logistics (such as fleet and facilities maintenance)
- Compliance and Professional Standards.

The EDO also includes the Colorado School Safety Resource Center (CSSRC), which assists local schools and communities to create safe and positive school climates, and the Colorado Integrated Criminal Justice Information System (CICJIS), which develops cost-effective information sharing services for criminal justice agencies.

Executive Director's Office Customers

- Accounting and budget staff within CDPS and in other state agencies
- Internal fleet users
- Potential, current, and former employees of CDPS
- Colorado General Assembly and staff
- Media
- Other executive branch agencies and the Governor's Office
- Local governments
- Schools, teachers, students, and parents seeking information or support for school safety
- Criminal justice agencies that use CICJIS



Department Description

Colorado Bureau of Investigation

For 50 years, the Colorado Bureau of Investigation (CBI) has provided exceptional assistance to Colorado residents and public safety organizations across the state through comprehensive criminal investigations, scientific testing in its internationally accredited forensic laboratories, and through the management of millions of criminal justice records.

- **Forensic Services** – Scientists conduct the forensic testing of evidence submitted to the Bureau’s six internationally accredited laboratories. CBI scientists provide testing in nine disciplines: biology, DNA, latent prints, impression evidence, firearms, tool marks, drug chemistry, trace chemistry and toxicology. Teams are available to provide crime scene response 24 hours a day.
- **Investigative Services** – Agents and analysts provide a full range of criminal investigative assistance to more than 300 police departments, sheriffs’ offices, district attorneys and state agencies in Colorado. Types of crimes investigated include homicide, arson, officer-involved uses of force, sexual assault, cybercrime, fraud, identity theft, gaming violations and public corruption.
- **Criminal Justice Information Services Crime Information Management Unit** – Consists of three sections: Colorado Crime Information Center (CCIC), Uniform Crime Reporting (UCR), and the Colorado Sex Offender Registry. Each system is maintained and supported by CBI to ensure quality information is available, and that each system is compliant with state and federal laws. These systems support the mission of law enforcement in Colorado by enabling public safety agencies to submit information for access by other law enforcement agencies around the clock.
- **Identification** – Serves as the state repository for millions of criminal history records. The team conducts fingerprint-based and name-based criminal history background checks from federal, state and local law enforcement agencies, the private sector, and the public for 68 professions requiring licensing in the State of Colorado.
- **InstaCheck** – Conducts hundreds of thousands of background checks for firearms transfers each year, as well as background checks for Colorado



sheriffs for the Concealed Handgun Permit process.

- **Office of Professional Standards** – Ensures adherence to national accreditation standards, standardizes policies and training, investigates complaints and allegations of misconduct, and reports on CBI statistics and inspections.

Colorado Bureau of Investigation Customers

- General public
- Crime victims
- Police departments, sheriffs’ offices and fire departments
- District attorney offices
- Colorado State Patrol
- Colorado firearms dealers (Federal firearms licensees)
- Federal partners
- Colorado Limited Gaming Commission

Department Description

Colorado State Patrol

The Colorado State Patrol (CSP) ensures a safe and secure environment by providing professional law enforcement services that reflect honor, duty, and respect. Through high visibility, strict enforcement, maximum resource deployment, and community education, CSP promotes safety, protects lives, and preserves state highways through the following programs:

- **Traffic Safety** – Enforces Colorado laws on 8,400 miles of highway and 57,000 miles of county roads, including selective enforcement actions, saturation patrols, crash investigations, and educational safety programs.
- **Communications** – Provides a professional communications system for members of the Patrol, other state, local, and federal agencies, and Colorado residents.
- **Criminal Interdiction and Automobile Theft** – Proactively investigates motor vehicle theft and related offenses, inspects Vehicle Identification Numbers, interdicts illegal drugs, and gathers intelligence to support state and national homeland security efforts.
- **Hazardous Materials Enforcement** – Enforces permitting and routing rules, develops safe transportation rules and regulations, and provides timely response and mitigation for hazardous materials events on roadways.
- **Executive and Capitol Security** – Provides 24-hour security at the State Capitol and Capitol Complex, and security for the Governor, First Family, visiting dignitaries, and public demonstrations.
- **Smuggling and Trafficking Interdiction Section** – Enforces the state's human smuggling and human trafficking laws on Colorado roadways.
- **Port of Entry and Motor Carrier Safety Assistance Program** – Collaborates with industry to support safe transport of materials on commercial motor carriers in Colorado.
- **Aircraft Program** – Supports traffic enforcement activities and transports state officials and employees.
- **Victims Assistance** – Provides direct services to victims of highway traffic crimes in accordance with the Victim Rights Act.



Colorado State Patrol Customers

- Motoring public, including residents and visitors of Colorado
- Commercial motor vehicle industry
- Local and federal law enforcement agencies
- Media
- Other executive branch agencies and the Governor's Office
- Colorado Governor and First Family
- Staff and visitors at the Colorado Capitol
- State officials and employees
- Highway traffic crash victims, survivors, and family members

Department Description

Division of Criminal Justice

The Division of Criminal Justice (DCJ) provides services to crime victims, conducts criminal justice research and analysis, and supports the management of offenders. DCJ's range of statutory charges includes technical assistance, grants management, data collection and reporting, victim assistance, and the creation of standards for community corrections, sex offender management, and domestic violence offender management. The offices described below carry out DCJ's multi-faceted responsibilities:

- **Community Corrections** – Allocates state funding for community corrections facilities to local boards, audits providers to ensure compliance with standards, and provides technical assistance on the implementation of evidence-based practices in community corrections.
- **Adult and Juvenile Justice Assistance** – Administers several major federal funding programs and operates the State Juvenile Diversion Program in conjunction with local prosecutors.
- **Research and Statistics** – Serves as Colorado's Statistical Analysis Center and, as such, collects and disseminates crime-related data for planning and enhancing the quality of Colorado's criminal and juvenile justice systems, and provides staff support to the Colorado Commission on Criminal and Juvenile Justice.
- **Victims Programs** – Administers four separate federal grant programs and the State Victim Assistance and Law Enforcement grant program, develops and implements public policy and standards, reviews and resolves victim complaints about non-compliance with the Victim Rights Act, and provides staff support to the state Human Trafficking Council.
- **Domestic Violence and Sex Offender Management** – Administers the Sex Offender Management Board and the Domestic Violence Offender Management Board, which develop and implement standards for the treatment of offenders and provide training for service providers.



- **Evidence-Based Practices in Implementation for Capacity Resource Center (EPIC)** – Increases the efficacy of professionals who work with offender populations by providing education, skill-building, and consultation about evidence-based practices and implementation science to criminal justice agencies.

Division of Criminal Justice Customers

- Crime victim services agencies
- Criminal justice agencies
- Community corrections providers and boards
- Sex offender treatment providers and sex offender victim services agencies
- Domestic violence offender treatment providers and DV victim services agencies
- Juvenile justice practitioners
- District attorney offices
- Local law enforcement agencies throughout Colorado
- Colorado Commission on Criminal and Juvenile Justice
- Colorado General Assembly

Department Description

Division of Fire Prevention and Control

The Division of Fire Prevention and Control (DFPC) safeguards the lives of those who live, work, learn and play in Colorado by reducing fire threats to people, property and the environment. Each of the programs described below supports the Division's mission in various ways.

- **Wildfire Management Program** – Provides technical assistance to local governments and manages wildfires that exceed the capacity of local agencies.
- **Health Facility Construction and Inspection Program** – Ensures that licensed health facilities comply with fire and life safety codes, issues building permits, and performs inspections.
- **Public School and Junior College Construction and Inspection Program** – Ensures that public schools and junior colleges comply with building and fire codes by conducting plan reviews and inspections or certifying local plan reviewers and inspectors.
- **Certification Programs** – Administer certification for firefighters, hazardous material emergency responders, medical first responders, fire sprinkler fitters, and others.
- **Colorado All-Risk Incident Reporting System** – Administers a statewide reporting system for fires and related incidents.
- **Emergency Services Responder Education and Training** – Provides training for emergency service responders.
- **Center of Excellence** – Researches, tests, and evaluates new technologies related to aerial firefighting.
- **Fire Suppression Program** – Ensures that fire sprinkler systems are properly installed and maintained.
- **Colorado Fireworks Act** – Establishes minimum standards for the sale and use of fireworks.
- **Fire Safety in Limited Gaming Establishments** – Establishes minimum building and fire safety standards for limited gaming establishments.
- **Regulation of Reduced Ignition Propensity Cigarettes** – Enforces flammability standards on cigarettes.
- **Regulation of Fire Safety in Waste Tire Facilities** – Creates rules for fire safety in waste tire facilities.



Fire Prevention and Control Customers

- Fire chiefs, training officers, and emergency responders
- Fire departments and fire protection districts
- County sheriffs
- County commissioners
- Other state and Federal agencies
- Contractors, regulated businesses, property owners
- Health care facilities, school districts, gaming establishment owners
- General public

Department Description

Division of Homeland Security & Emergency Management

The Division of Homeland Security and Emergency Management (DHSEM) consists of three offices and multiple programs that support the Division in providing leadership to Colorado communities to prevent, mitigate, respond to, and recover from all-hazard events including natural disasters and human acts. DHSEM was created in 2012 to consolidate homeland security and emergency management functions that were previously located in multiple state agencies. Its offices and units include:

- **Public Information and External Relations** – Interfaces with the public, supports statewide preparedness efforts through strategic messaging with citizens and community partners, and develops risk-based communications products.
- **Office of Emergency Management** – Manages state-declared disasters, manages federal disaster recovery programs, provides technical assistance to local emergency managers, sponsors training courses, evaluates exercises, develops pre-disaster mitigation plans, and identifies areas where state assistance can be deployed following a disaster.
- **Office of Prevention and Security** – Collects and disseminates information about terrorist threats, provides assistance and training to state and local government on terrorism-related training and exercises, establishes protocols to guide state and local law enforcement officials and allied emergency response officials in responding to suspected terrorist activities, and provides citizens with current information about safety protocols pertaining to chemical and biological hazards.
- **Office of Preparedness** – Improves community preparedness and citizen involvement, reduces duplicative homeland security-related training needs and efforts, coordinates homeland security training and plans, coordinates all-hazard public risk communication products among state agencies, administers federal homeland security and emergency management grants, and coordinates infrastructure protection for the state.



DHSEM Customers

- Local governments
- Local emergency managers
- Federal emergency management entities
- Other state agencies
- Local law enforcement
- Federal law enforcement
- General public

FY2017 Strategic Policy Initiative Outcomes

For FY2017, CDPS selected and tracked five strategic policy initiatives (SPIs), some of which are carried into the FY2018 performance plan and some that have been revised or eliminated. The charts below indicate progress toward the SPI metrics for FY2017 as of March 31, 2017. Full-year data for each FY2017 strategic policy initiative will be available in mid-July 2017.

SPI #1: Reduce the number of fatal and injury crashes

Metric: Number of fatal & injury crashes	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	3/31/2017 Update
Reduce by 5% the number of fatal and injury crashes under the CSP's jurisdiction by June 30, 2016, and by 15% by June 30, 2018	3,610	3,573	3,836	4,055	2,955

The Colorado State Patrol monitors the number of fatal and injury crashes on a monthly basis. As of March 31, 2017, the CSP has seen a 4.5 percent increase in fatal and injury crashes when comparing fiscal year-to-date data. CSP will continue to evaluate its traffic enforcement strategies and educational outreach efforts to meet its one- and three-year goals to reduce the number of fatal and injury crashes on Colorado highways.

SPI #2: Improve forensic processing turnaround time

Metric: Average turnaround time, in days	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	3/31/2017 Update
Reduce average forensic turnaround time of forensic analysis from 118 days to 105 days by June 30, 2017, and to 85 days by June 30, 2019	244	151	128	123	110

CBI monitors forensic turnaround time on a monthly basis. As of March 31, 2017, CBI's average turnaround time of 110 days is on pace to achieve their one year-goal. CBI will continue to employ strategies such as training, application of technology, and full occupation of newly-constructed laboratory space to reach its goal.

SPI #3: Reduce impact and incidence of wildland fires

Metric: Number of large wildland fires	2013 Actual	2014 Actual	2015 Actual	2016 Actual	3/31/2017* Update
Reduce the number of large wildland fires that threaten lives or property in Colorado by 5% by June 30, 2016, and by 10% by June 30, 2018.	21	6	34	36	N/A

**This measure is tracked on a calendar-year rather than a fiscal year basis, so there is no March 31, 2017, update.*

DFPC tracks the number of wildland fires on a calendar-year basis. Due to the aggregate annual nature of this measure, DFPC will not have 2017 data until early 2018. Because the number of wildland fires varies from year to year, DFPC established the baseline against which to track progress by calculating a seven-year average of large wildland fires using data from 2009 to 2015. This baseline average is 39 fires.

FY2017 Strategic Policy Initiative Outcomes

SPI #4: Implement a statewide emergency alert notification system for state employees

Metric: Percent of agencies active in Swift911 system	FY14 Actual*	FY15 Actual*	FY16 Actual*	3/31/2017 Update
Implement the Swift911 Alert System in all Executive Branch agencies and the Colorado General Assembly by 2019, with a goal of 75% implementation by June 30, 2017, for state employees across Colorado	N/A	N/A	N/A	72%

**This measure was not tracked until FY2016, therefore no data is available from prior years. This measure will not be tracked into FY2018 because the system is on track toward full implementation during calendar year 2017.*

The Division of Homeland Security and Emergency Management has been working closely with executive branch agencies to socialize the use of the emergency notification system. DHSEM anticipates that all executive agencies will be using the system by early FY2018.

SPI #5: Increase use of evidence-based practices in community corrections to improve offender outcomes

Metric: Number of offenders participating in program	FY14 Actual*	FY15 Actual*	FY16 Actual*	3/31/2017 Update
Maximize utilization of the new Cognitive Behavioral Treatment Pilot Project and increase the number of high-risk/high-needs offenders participating in the program to 48 by June 30, 2017, and to 448 by June 30, 2019	N/A	N/A	N/A	32

**This measure was not tracked in prior years.*

This measure focuses on the implementation of a new Cognitive-Behavioral Treatment program for high-risk, high-needs offenders. The one-year goal is to have 48 offenders participating in the program, increasing to 448 offenders by year three. For FY2018, DCJ will be tracking a different SPI.

Keep Colorado Communities Safe



COLORADO State Patrol

Department of Public Safety

SPI #1a: Reduce fatal and injury crashes on Colorado's highways

*This metric is part of Colorado's Vision 2018 and is included on the Governor's Dashboard.

Metric: Number of fatal & injury crashes	June 30, 2017 Actual	June 30, 2018 Goal (One-year goal)	June 30, 2020 Goal (Three-year goal)
Reduce by 5% the number of fatal and injury crashes under CSP's jurisdiction by June 30, 2018, and by 15% by June 30, 2020, for highway users.	3,948	3,750	3,355

Multi-agency Priority and Activities

Protecting the lives of those who travel Colorado roadways is a top priority for the state. CDPS, the Colorado Department of Transportation and the Colorado Department of Public Health and Environment are collaborating to support this goal.

Key activities include: analyzing key statewide data and developing cost-effective engineering projects for accident mitigation; developing policies that promote seatbelt use among Colorado motorists; targeting enforcement efforts to promote safe driving behaviors and decisions; and using media safety campaigns throughout the year to educate motorists of the dangers of not wearing a seatbelt, driving while impaired or distracted, etc.

Colorado State Patrol's Contribution to the Goal

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 its creation as the Colorado State Highway Courtesy Patrol, CSP has evolved into a progressive law enforcement agency that has adapted to the changing priorities of the communities it serves. The members of the Colorado State Patrol have maintained a focus on traffic safety initiatives, while accepting the

The screenshot shows the Governor's Dashboard for Colorado, Gov. John Hickenlooper. It features a legend with status indicators: On Track (green), Work in Progress (blue), and Needs Improvement (orange). The dashboard is organized into several sections:

- ECONOMIC & INFRASTRUCTURE DEVELOPMENT:** Goals include increasing broadband internet access, reducing government regulations, and improving travel time reliability on major corridors.
- ENVIRONMENT & ENERGY:** Goals focus on improving air quality, protecting water and wetlands, and increasing recreational usage.
- HEALTH:** Goals aim to support healthy weight, reduce substance use, and improve graduation rates for underserved students.
- QUALITY GOVERNMENT SERVICES:** Goals include improving DMV customer experience and reducing the recidivism rate.
- WORKFORCE DEVELOPMENT & EDUCATION:** Goals focus on improving access to resources, increasing job placement, and reducing the attainment gap.

At the bottom, there is a link to learn more about Governor Hickenlooper's priorities and a small Colorado state logo.

challenges of a more diverse public safety mission.

CSP continues to strive towards achieving its 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.

Colorado's 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. *(Continued)*

Keep Colorado Communities Safe



COLORADO

State Patrol

Department of Public Safety

SPI #1a: Reduce fatal and injury crashes on Colorado's Highways

*This metric is part of Colorado's Vision 2018 and is included on the Governor's Dashboard.

Strategies/processes to drive achievement of SPI

- Develop customized, intelligence-led strategies to improve traffic safety.
- Identify local-specific challenges and develop needs-based responses.
- Deploy high-visibility and strict enforcement strategies
- Educate the community about highway safety.

Metrics to measure progress towards SPI goals

The following input/output metrics ("tracking lead measures") are used to measure progress toward

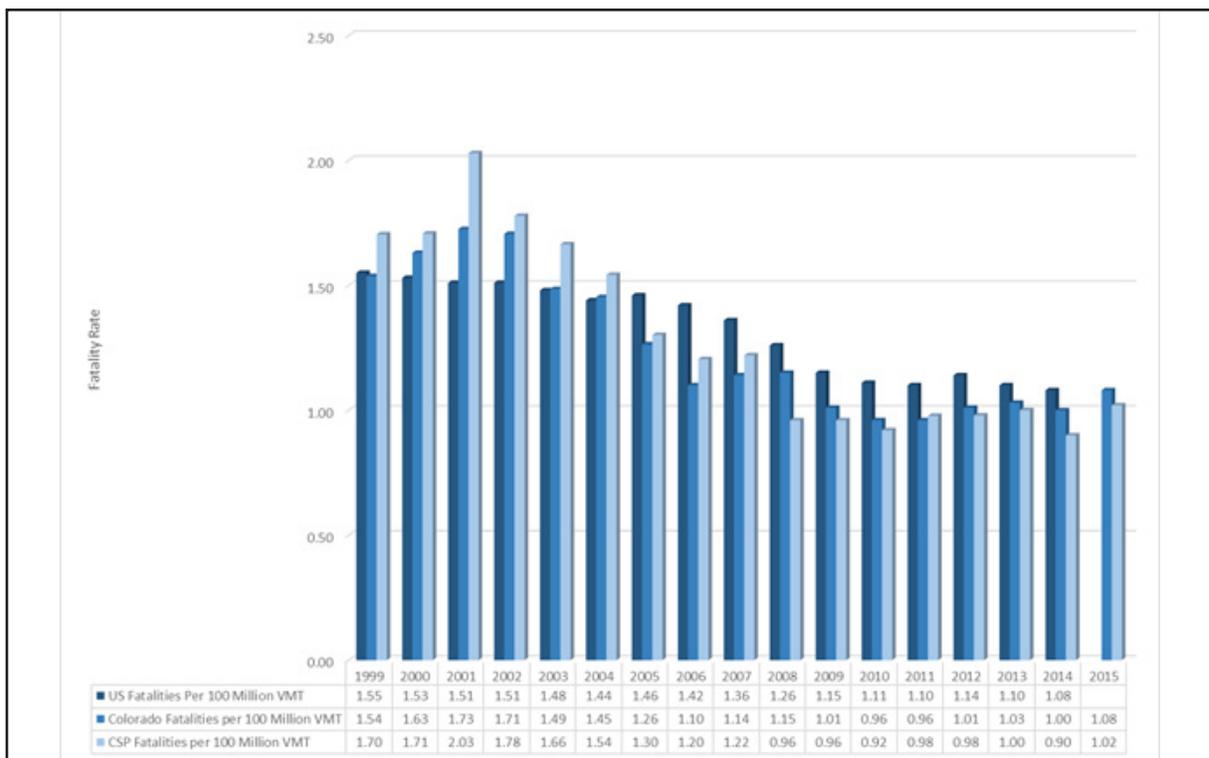
implementing strategies to achieve the SPIs and will be reported on quarterly throughout FY2018:

- Number of proactive DUI citations
- Number of seatbelt citations
- Number of contacts by Troopers.

Additional lead measures being tracked by other State agencies:

- Benefit/cost ratio of roadway projects
- Number of contact hours by local law enforcement
- Percent of adults wearing seatbelts
- Number of media impressions across all traffic safety campaigns.

Highway fatality rates per vehicle-mile traveled, 1999-2015



Sources of data: National and state fatality rates: <https://www.fars.nhtsa.dot.gov/Main/index.aspx>
 Fatalities under CSP jurisdiction: <http://dtdapps.coloradodot.info/otis/Statistics>

Keep Colorado Citizens and Communities Safe



COLORADO

Division of Fire Prevention & Control

Department of Public Safety

SPI #1b: Reduce impact and incidence of wildland fires

Metric: Number of large wildfires ¹	June 1, 2017 Actual ³	June 30, 2018 Goal ³ (One-year goal)	June 30, 2020 Goal ³ (Three-year goal)
Reduce the number of large wildland fires ¹ that threaten lives or property by 5% by June 30, 2018, and by 10% by June 30, 2020, for the people of Colorado ²	39	37	35

¹A large fire is any wildland fire 100 acres or greater.

²Data is obtained from the National Fire Incident Reporting System (NFIRS) and is reported on a calendar-year basis. Because of the high variability in the number of large wildland fires from year-to-year, the average number of large wildland fires for the eight-year period from 2009 to 2016 was used as the baseline.

³This information is collected and reported on a calendar-year basis. Data collection for a particular calendar year is closed out in April of the subsequent year.

Wildland fire affects all Coloradans, threatening lives, property, and land, air, and water quality. Early detection of and response to wildland fires can minimize the loss of life and property and save significant money. Recent legislation has improved detection and response through the establishment of the aviation program and the Center of Excellence for Advanced Technology Aerial Firefighting (CoE), and the implementation of a fire prediction modeling tool.

Strategies/processes to drive achievement of SPI

- Increase early detection of wildland fires through improved technology and the implementation of the aviation program.
- Research new and innovative ways to reduce the incidence and impact of wildfires through the CoE.
- Improve fire management efforts, such as the use of aviation resources for situational awareness and quicker initial attack, cooperative agreements with local jurisdictions, and interagency (state/local) staffing of wildland fire engines.
- Implement prescribed burning and other hazardous fuel reduction strategies.
- Conduct public education; train state and local firefighters.

- Maintain partnerships with local, state and federal agencies.
- Maintain Federal Excess Personal Property (FEPP) engine fleet.

Metrics to measure progress towards SPI goals

The following metrics will be tracked in FY2018 to indicate progress toward the SPI:

- Number of fires detected and reported to jurisdictional authority by Multi-Mission Aircraft (MMA).
- Number of wildfire detection missions by MMA.
- Number of incident responses by DFPC engines.
- Number of wildland fire community education presentations conducted by DFPC staff.



Provide Excellent Customer Service



COLORADO Bureau of Investigation

Department of Public Safety

SPI #2a: Reduce forensic analysis turnaround time

Metric: Average turnaround time, in days	June 1, 2017 Actual	June 30, 2018 Goal (One-year goal)	June 30, 2020 Goal (Three-year goal)
Continue to reduce the average turnaround time of forensic analysis from 110 days to 90 days by June 30, 2018, and to 80 days by June 30, 2020, for submitting law enforcement agencies.	110	90	80

The Colorado Bureau of Investigation operates five accredited laboratories in Colorado that process crime scene evidence from all over the state at the request of police departments and sheriff's offices. Forensic evidence includes fingerprint, firearm, controlled substance, biological material for DNA analysis, as well as toxicology casework.

Providing this forensic analysis to law enforcement agencies in an accurate and timely manner is the hallmark to being able to solve crime quickly. When forensic analysis includes the identity of the alleged suspect, law enforcement is able to effect an arrest and remove that suspect from the streets of Colorado, preventing further victimization of our citizens. Striving to turn our forensic analysis around in under 100 days will allow law enforcement agencies to be more effective in carrying out their missions. An area of extreme importance is the processing of evidence in cases involving an alleged sexual assault. Colorado has taken a proactive step to analyze all sex assault kits within 180 days. The CBI's goal is to provide laboratory reports to law enforcement agencies in these cases in under 90 days.

Strategies/processes to drive achievement of SPI

- Develop partnerships with local law enforcement for collecting proper evidence.
- Communicate with prosecutors and law enforcement.
- Train all staff in the latest technologies and efficiencies.
- Develop LEAN processes in all disciplines of the laboratory.

Metrics to measure progress towards SPI goals

The following quarterly input and output metrics will be used to evaluate progress toward the goal of reducing turnaround time:

- Number of staff members in training
- Percent decrease in the turnaround time for processing sex assault evidence
- Percent increase of DNA casework from quarter to quarter.



Provide Excellent Customer Service



COLORADO

Division of Homeland Security
& Emergency Management

Department of Public Safety

SPI #2b: Mitigate risk of communities losing grant funding

Metric: Number of on-site monitoring visits	June 1, 2017 Actual	June 30, 2018 Goal (One-year goal)	June 30, 2020 Goal (Three-year goal)
Implement a division-wide monitoring system for all subrecipients who receive federal and/or state grants from DHSEM, with a goal of increasing the number of on-site monitoring visits by 12% to allow the State to better identify high-risk subrecipients early and mitigate risk of local communities losing funding.	37	45	50

The Office of Preparedness provides guidance and support to both internal and external stakeholders to sustain and improve their preparedness capabilities. This SPI focuses on external stakeholders who are subrecipients of grants from DHSEM. DHSEM will perform risk-based on-site monitoring of subrecipients to increase subrecipients' knowledge of and compliance with grant requirements and therefore mitigate risk to these communities. A subrecipient for the purpose of this SPI is defined as recipient of grant funds from DHSEM.

Strategies/processes to drive achievement of SPI

- Build a division-wide Subrecipients Monitoring (SRM) team.
- SRM reviews the federal administrative requirements, cost principles and audit requirements.
- Develop a risk assessment tool to determine the risk level for each subrecipient.
- Identify the risk level for each subrecipient: high, moderate, and low.
- Select a sample of subrecipients to be monitored.
- Develop a monitoring questionnaire to include financial, operational, and compliance subjects.
- Develop an on-site monitoring visit process.
- Coordinate and conduct on-site monitoring visits.
- Provide subrecipients with guidance and training.
- Develop response letter.

Metrics to measure progress towards SPI goals

The following input/output metrics are used to manage progress toward implementing strategies to achieve the DHSEM's strategic policy initiative and other goals:

- Number of monitoring site visits
- Number of subrecipients without previous experience with DHSEM
- Number of subrecipients who receive public assistance disaster grant
- Number of recommendations to program managers to ask subrecipients to return funds due to non-compliance
- Number of fact-sheets guidance provided to subrecipients.



Provide Excellent Customer Service



COLORADO

Division of Criminal Justice

Department of Public Safety

SPI #2c: Increase use of evidence-informed decision-making processes

Metric: Percent of boards, commissions & task forces	June 1, 2017 Actual	June 30, 2018 Goal (One-year goal)	June 30, 2020 Goal (Three-year goal)
Increase the number of DCJ boards, commissions, and task forces using uniform strategies involving selection criteria, orientation curriculum, and evidence-informed decision-making processes from 15% to 50% by June 30, 2018, and to 75% by June 30, 2020.	15%	50%	75%

Policy and standards development and grant management are core components of DCJ’s work. DCJ strives to produce high quality policies and standards guided by research, statutory requirements, case law, professional expertise, and effective implementation strategies. These efforts rely on transparent and objective processes in collaboration with informed and experienced stakeholders to create and approve these policies and standards.

DCJ proposes to improve these processes by increasing the number of DCJ boards, commissions, and task forces using uniform member selection processes, orientation strategies and decision-making processes in order to create consistency, transparency and better-informed decision making.

Strategies/processes to drive achievement of SPI

- Convene an exploratory committee to review 12 DCJ staffed boards, commissions and decision-making groups to determine status of: 1) selection criteria 2) orientation process and 3) documented evidence-informed decision-making processes.
- Review literature on convening decision-making teams and best practices, while considering research on civic engagement, policy development and grant management.
- Conduct internal staff roundtables to share successes and challenges around policy workgroup selection, creation, and decision making processes.

- Develop and pilot membership selection criteria, research-informed curriculum to orient current and incoming members, and an evidence-informed decision-making process.
- Conduct pre/post assessments to develop baseline and measure impact of the improvements.
- Observe pilot groups to determine adherence to membership criteria, orientation, and decision-making process.
- Monitor and activate rapid improvement strategies to incorporate feedback from observations and assessments.
- Deliver components in a phased roll-out to groups to enable ongoing observation, assessment and improvements.

Metrics to measure progress towards SPI goals

The following input/output metrics are used to manage progress toward implementing strategies to achieve DCJ’s strategic policy initiative:

- Number of boards and commissions that are using one, two or all of the proposed components, including membership criteria, an evidence-based orientation curriculum, and an evidence-informed decision-making process
- Number of new and current members receiving orientations/educational sessions provided by DCJ
- Number of observations conducted of pilot groups.

Maintain an Engaged and Supported Workforce

SPI #3a: Increase Employees’ Understanding of Strategic Direction of Department of Public Safety

Metric: Percent favorable response	June 1, 2017 Actual	June 30, 2018 (One-year goal)	June 30, 2020 (Three-year goal)
Increase the percentage of CDPS employees responding favorably on an annual employee engagement survey that they have a clear picture of the direction of the organization from 31% to 41% by June 20, 2018, and to 61% by June 30, 2020.	31*	41	61

**October 2015 Employee Engagement Survey results are used as the baseline for this goal.*

Establishing a culture of engagement, investment, and accountability gives employees the tools and support they need to provide excellent customer service. This is especially important for an organization like CDPS where employees face high-risk, high-stress, and high-impact situations regularly.

A key part of employee engagement is understanding of the Department’s mission, vision, core values, and overall direction. This measure gauges employee satisfaction and connection to the CDPS mission, and is one of several components of an Employee Engagement Action Plan that the Department is using to improve employee engagement as reflected in annual, bi-annual, and exit surveys.

Strategies/processes to drive achievement of SPI

- Ensure awareness of the CDPS mission, vision, and core values by 1) integrating these elements into routine communications and 2) by aligning and connecting division and unit missions to the Department’s mission.
- Develop and sustain the Leadership Strategies Institute, an internal leadership development program that facilitates communication, collaboration, and innovation between employees from all CDPS divisions.
- Increase the focus and frequency of communications from CDPS leadership to ensure that employees are informed and connected.
- Provide routine opportunities for employees to

1) provide input and 2) receive coaching and guidance from supervisors and peers.

- Strengthen employee recognition opportunities and create a Department-wide recognition platform.
- Pursue organizational alignment to increase redundancy and efficiency, and ultimately improve service delivery to customers.
- Promote continuous business process improvement and the establishment of a learning organization.
- Invest in employees through internally-offered essential skills courses in communication, team-building, and resilience.

Metrics to measure progress towards SPI goals

The following input/output metrics are used to manage progress toward improving employee engagement, as measured by employees indicating that they have a clear picture of the direction of the organization:

- Turnover rate of new employees (those with less than one year of service to CDPS)
- Percent of employees opening the CDPS monthly newsletter
- Number of employees/employee locations participating in the quarterly virtual meeting with the Executive Director
- Number of employees participating in Department-sponsored development events.



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