# Missouri State Highway Patrol



# Strategic Plan

# January 2014 - December 2016
## UPDATED 01/01/2016

Department of Public Safety
# MISSOURI STATE HIGHWAY PATROL
Colonel J. Bret Johnson, Superintendent

**Jeremiah W. (Jay) Nixon**
*Governor*

**Lane J. Roberts**
*Director*

January 1, 2016

Mr. Lane J. Roberts, Director
Department of Public Safety
Post Office Box 749
Jefferson City, Missouri 65102

Dear Mr. Roberts:

On behalf of the Strategic Planning Committee, I present to you the updated 2014-2016 Missouri State Highway Patrol Strategic Plan. Committee members developed this plan with thoughtful consideration regarding law enforcement challenges that confront all public safety professionals as we move further into the 21st century.

I challenged the committee to develop a strategic plan that identified and focused on five critical functions: traffic safety, waterway safety, crimes against persons, property, and society, homeland security, and department management. This strategic plan provides an overview of the priority issues within our agency, and establishes strategies for attaining our goals for improved public safety and increased efficiency through technology.

I would like to acknowledge the time and efforts expended by members of the Strategic Planning Committee, and express my sincere gratitude for their dedication and hard work in the development of this document.

This document provides clear direction to all Patrol employees. I urge each person to embrace our agency core value principles, and to remain diligent in their efforts to accomplish the strategies outlined in our plan. I pledge my commitment to work with the citizens and governmental leaders of our great state to implement improvements and enhancements in law enforcement statewide.

Sincerely,

J. BRET JOHNSON, Colonel
Superintendent

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# STRATEGIC PLANNING COMMITTEE MEMBERS

| MEMBER | ASSIGNMENT |
|--------|------------|
| Major Malik A. Henderson | Commander, Administrative Services Bureau |
| Captain Paul D. Kerperin | Director, Patrol Records Division |
| Captain David A. Flannigan | Director, Human Resources Division |
| Captain Vincent S. Rice | Director, Training Division |
| Captain Eric T. Olson | Director, Division of Drug and Crime Control |
| Captain Norman A. Murphy | Assistant Commander, Field Operations Bureau |
| Captain Mark E. Richerson | Director, Water Patrol Division |
| Lieutenant Mark S. Dochterman | Assistant Director, Research and Development Division |
| Lieutenant Keverne L. McCollum | Assistant Director, Patrol Records Division |
| Lieutenant Michael W. Watson | Field Operations Bureau |
| Sergeant Brent J. Drummond | Troop F |
| Ms. Connie E. Farrow | Assistant Director, Missouri Information Analysis Center |
| Mr. Larry G. Lueckenhoff | Assistant Director, Information and Communications Technology Division |
| Mr. Brent A. Miller | Assistant Director, Budget and Procurement Division |
| Mr. William A. Randle | Criminalist Supervisor, Crime Laboratory Division |
| Mr. Roger D. Strope | Assistant Director, Information and Communications Technology Division |

# MISSOURI STATE HIGHWAY PATROL
# STRATEGIC PLAN

# Vision

By excelling as a criminal justice leader in the delivery of quality services, the Missouri State Highway Patrol will ensure Missouri is a safe place to live or visit.

# Mission

The Missouri State Highway Patrol will serve and protect all people by enforcing laws and providing services to ensure a safe and secure environment.

# Core Values

The Missouri State Highway Patrol believes public trust and respect must be earned and are essential to attain our vision and accomplish our mission.  To maintain public trust and respect, we embrace the following values:

**Integrity** – Uncompromising principle; honesty; steadfast adherence to a strict ethical code.

**Responsibility** – Accountability; trustworthiness; use of good judgment.

**Respect** – Fairness without prejudice; appreciation for diversity.

**Professionalism** – High standards; dedicated to our mission; unified in purpose.

**Compassion** – Concern with human welfare; ability to appreciate feelings or emotions of others.

**Resourcefulness** – Creativity; the ability to be effective in difficult situations.

**Character** – We are committed to respecting individual dignity in all people and to providing services in a fair, consistent, and impartial manner to the best of our ability.  As caring and innovative professionals, the men and women of the Missouri State Highway Patrol will strive to maintain a safe environment through a service orientated organization capable of addressing the most complex challenges that confront us.

**Commitment** – We are committed to providing services from knowledgeable, capable, and willing employees.  We are committed to respecting each employee as an individual and for his or her role in the department.  We are committed to maintaining a sense of pride and camaraderie within our department and to having a workplace where employees are supportive of each other and loyal to the values and commitments of the department.

# TRAFFIC SAFETY
## STRATEGIC ISSUE 1.0

**STRATEGIC GOAL:  REDUCE INJURY & FATALITY RATES RELATED TO TRAFFIC CRASHES ON MISSOURI HIGHWAYS**

**Overview**

Traffic safety is one of our most prominent and widespread public safety issues.  Traffic crashes have a profound economic and emotional effect upon the citizens of Missouri.  In 2012, a total of 137,325 traffic crashes were reported in the state of Missouri with a total estimated economic loss of approximately $3.3 billion.  This includes the loss of productivity due to injury or death and the long-term treatment of disabling injuries, and the loss of property as a result of traffic crashes.

Fatal traffic crashes are one of the leading causes of death in the United States and the greatest cause of violent death.  Law enforcement officers from across the nation are called upon, too often, to notify the next of kin of crash victims.  Statewide Traffic Accident Records System (STARS) data revealed that in 2012, alcohol-related traffic crashes accounted for 216 fatalities and 3,509 injuries in Missouri.  In fact, one person was killed or injured in these crashes every 2.4 hours.

The primary statutory purpose of the Missouri State Highway Patrol is to enforce traffic laws and promote safety upon the highways.  The Missouri State Highway Patrol also serves as the central repository for statewide motor vehicle crash reports, alcohol and drug-related traffic offense convictions, and criminal history records.  Through analysis of traffic crash data collected by the Patrol, safety improvements are made to roadways maintained by the Missouri Department of Transportation.

To provide an increased level of service and protection to citizens of the state of Missouri, a paramount importance is placed upon the establishment and continuation of initiatives that address crash reduction, safe and sober driving, and seat belt/restraint usage.  A continued effort to educate citizens and enforce traffic laws will have a positive impact on crash reduction efforts as traffic volume increases.

**OBJECTIVE 1.1:   Reduce the fatality rate per 100 million vehicle miles traveled, for fatalities related to traffic crashes where alcohol/drug impairment is a contributing factor, by 3% statewide by December 31, 2016.**

❖ Supporting data reference material:  Statewide Traffic Accident Records System (STARS) data; Traffic Arrest System (TAS)/DWI Tracking System (DWITS) data; Uniform Crime Reporting (UCR) data

**STRATEGIES:**

1.1.1:  Provide enforcement activities that target alcohol/drug impaired driving.

1.1.2:  Collect, analyze, and disseminate timely statistics and Geographic Information System (GIS) maps relative to alcohol/drug impaired crashes.

1.1.3:  Develop partnerships as a means of reducing alcohol/drug impaired crashes.

1.1.4:  Provide law enforcement training programs that target alcohol/drug impaired driving.

1.1.5:  Provide public education on the effects of alcohol/drug impaired driving.

**OBJECTIVE 1.2:   Reduce the injury rate per 100 million vehicle miles traveled, for injuries related to traffic crashes where alcohol/drug impairment is a contributing factor, by 3% statewide by December 31, 2016.**

❖ Supporting data reference material:  Statewide Traffic Accident Records System (STARS) data; Traffic Arrest System (TAS)/DWI Tracking System (DWITS) data; Uniform Crime Reporting (UCR) data

**STRATEGIES:**

1.2.1:  Provide enforcement activities that target alcohol/drug impaired driving.

1.2.2:  Collect, analyze, and disseminate timely statistics and GIS maps relative to alcohol/drug impaired crashes.

1.2.3:  Develop partnerships as a means of reducing alcohol/drug impaired crashes.

1.2.4:  Provide law enforcement training programs that target alcohol/drug impaired driving.

1.2.5:  Provide public education on the effects of alcohol/drug impaired driving.

**OBJECTIVE:  1.3:  Reduce the fatality rate per 100 million vehicle miles traveled, for fatalities related to traffic crashes where aggressive/hazardous and distracted driving is a contributing factor, by 10% statewide by December 31, 2016.**

❖ Supporting data reference material:  Statewide Traffic Accident Records System (STARS) data; Traffic Arrest System (TAS)/DWI Tracking System (DWITS) data

**STRATEGIES:**

1.3.1:  Provide enforcement activities that target aggressive/hazardous and distracted driving.

1.3.2:  Collect, analyze, and disseminate timely statistics and GIS maps relative to aggressive/hazardous and distracted driving related fatal traffic crashes.

1.3.3:  Develop partnerships as a means of reducing aggressive/hazardous and distracted driving related fatal traffic crashes.

1.3.4:  Provide law enforcement training programs that target aggressive/hazardous and distracted driving.

1.3.5:  Provide public education that identifies aggressive/hazardous and distracted driving as a contributing factor in fatality traffic crashes.

**OBJECTIVE:  1.4:  Reduce the injury rate per 100 million vehicle miles traveled, for injuries related to traffic crashes where aggressive/hazardous and distracted driving is a contributing factor, by 6% statewide by December 31, 2016.**

❖ Supporting data reference material:  Statewide Traffic Accident Records System (STARS) data; Traffic Arrest System (TAS)/DWI Tracking System (DWITS) data

**STRATEGIES:**

1.4.1:  Provide enforcement activities that target aggressive/hazardous and distracted driving.

1.4.2:  Collect, analyze, and disseminate timely statistics and GIS maps relative to aggressive/hazardous and distracted driving related injury traffic crashes.

1.4.3:  Develop partnerships as a means of reducing aggressive/hazardous and distracted driving related injury traffic crashes.

1.4.4:  Provide law enforcement training programs that target aggressive/hazardous and distracted driving.

1.4.5:  Provide public education that identifies aggressive/hazardous and distracted driving as a contributing factor in injury traffic crashes.

**OBJECTIVE:  1.5:   Increase seat belt usage to 86% statewide by December 31, 2016, to match the National Highway Traffic Safety Administration's 2012 national average.**
***(Note: 2012 represents the baseline year for this Strategic Plan.)***

❖ Supporting data reference material:  University of Central Missouri (UCM) Safety Center Survey; Statewide Traffic Accident Records System (STARS) data; Traffic Arrest System (TAS)/DWI Tracking System (DWITS) data

**STRATEGIES:**

1.5.1:  Provide enforcement activities that target seat belt compliance.

1.5.2:  Provide public education on the benefits of seat belt usage.

# WATERWAY SAFETY
## STRATEGIC ISSUE 2.0

**STRATEGIC GOAL:** REDUCE INJURY & FATALITY RATES RELATED TO VESSEL CRASHES ON MISSOURI WATERWAYS

**Overview**

Missouri is home to 26 major rivers and 14 major lakes.  The lakes of Missouri account for approximately 275,000 surface acres of water.  The Missouri State Highway Patrol is responsible for providing public safety services on Missouri's vast waterways through education and enforcement of state statutes.  Patrol responsibilities include maintaining and improving public compliance with boating safety laws, investigating all reportable recreational boating fatalities and crash incidents, enforcing laws restricting the operation of vessels with operators under the influence of alcohol or drug, and administrating the state mandatory boating education program for operators who were born after January 1, 1984.  The strategies contained with this plan were derived in concert with the *Strategic Plan of the National Recreation Boating Safety Program 2012-2016*, which is administered by the United States Coast Guard.

Missouri continues to harbor approximately 300,000 registered vessels.  Missouri rivers, streams, and lakes continue to be a recreational destination for both resident and non-resident visitors.  The Missouri State Highway Patrol is committed to reducing boating crash incidents and fatalities by enforcing boating safety laws and regulations and offering boating safety education programs which serve to minimize the loss of life, personal injury, and property damage.

**OBJECTIVE: 2.1: Reduce the fatality rate per 100,000 registered boats by 6% statewide by December 31, 2016.**

❖ Supporting data reference material:  United States Coast Guard - Boating Accident Records Data System (BARDS)

**STRATEGIES:**

2.1.1:  Provide enforcement activities that target alcohol/drug impaired and aggressive/hazardous boating.

2.1.2:  Collect, analyze, and disseminate timely statistics and Geographic Information System (GIS) maps relative to boating incidents.

2.1.3:  Develop partnerships with non-government organizations and corporations and other criminal justice agencies as a means of reducing boating crash incidents and fatalities.

2.1.4:   Provide law enforcement training programs that target alcohol/drug impaired and aggressive/hazardous boating.

2.1.5:  Provide public education on the effects of alcohol/drug impaired and aggressive/hazardous boating.

**OBJECTIVE: 2.2: Reduce the injury rate per 100,000 registered boats by 3% statewide by December 31, 2016.**

❖ Supporting data reference material:  United States Coast Guard - Boating Accident Records Data System (BARDS)

**STRATEGIES:**

2.2.1:  Provide enforcement activities that target alcohol/drug impaired and aggressive/hazardous boating.

2.2.2:  Collect, analyze, and disseminate timely statistics and GIS maps relative to boating crashes.

2.2.3:  Develop partnerships with non-government organizations and corporations and other criminal justice agencies as a means of reducing boating crash incidents and fatalities.

2.2.4:  Provide law enforcement training programs that target alcohol/drug impaired and aggressive/hazardous boating.

2.2.5:  Provide public education on the effects of alcohol/drug impaired and aggressive/hazardous boating.

**OBJECTIVE: 2.3: Deliver effective boating safety messages through various educational resources and media outlets to reduce deaths and injuries of recreational boaters.**

**STRATEGIES:**

2.3.1: Ensure that sufficient Boating and Safety Education classes are available to the public and that class availability is posted on the Patrol website.

2.3.2: Promote the availability of the Internet Boating Safety Course.

2.3.3: Ensure that routine boat safety inspections are conducted and accurately reported.

2.3.4: Continue educational outreach initiatives through traditional mass media to include television, radio, public service announcements, and printed material.

2.3.5: Explore educational outreach initiatives through non-traditional social media (e.g. Facebook, Twitter, and Internet) designed to influence the behavior of various target audiences.

# CRIMES AGAINST PERSONS, PROPERTY, AND SOCIETY
## STRATEGIC ISSUE 3.0

**STRATEGIC GOAL:**   SAFEGUARD THE PUBLIC BY INVESTIGATING CRIMES AND ASSISTING LAW ENFORCEMENT AGENCIES, THEREBY REDUCING CRIME AND THE FEAR OF CRIME

**Overview**

Most Missourians are fortunate enough not to be victimized by a crime; however, it is likely they know someone who has been, or will be, victimized by a criminal act.  Fear of crime guides many of our personal decisions − from where to live and whether to let our children play outside, to our views on gun control.  The United States has the highest crime rate of all industrialized nations.  For every 100,000 Americans, 4.8 were murdered in 2012.

Violent crimes in Missouri have decreased since the 1990s; however, Missouri still has a statistical higher murder rate than the national average.[1]  Additionally, according to a 2011 Gallup poll, Americans were more concerned with violent crime than in the past.  Crime rate changes are affected by economy, demographics, law enforcement technology improvements, law enforcement funding, and changes in laws.  Illegal drugs have been one factor that has adversely impacted the rate of violent crimes and property crimes.  The proliferation of methamphetamine labs throughout the state of Missouri, along with new, synthetic designer drugs has brought challenges to the Patrol, as well as other law enforcement agencies.

Not only does crime take a physical and emotional toll on all of society, it creates a tremendous financial burden.  Although local and state governments bear the brunt of overall criminal justice costs, the fiscal year 2012 federal budget for drug control alone was $26.2 billion.  Beside government expenditures, hundreds of billions of dollars are spent each year on insurance, private security services, and crime prevention products.

The Missouri State Highway Patrol has several roles when it comes to responding to crime in the state.  There is an obvious investigation and enforcement role, but in addition, there is an even larger role involving preparedness, education, prevention, support, and coordination of Patrol services with county and municipal law enforcement, as well as other state agencies.   Agency initiatives in these areas help enhance the efforts of other Missouri law enforcement officers and contribute to the reduction of crime in the state.

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[1] Federal Bureau of Investigation, *Crime in the United States, 2011.*
 http://fbi.gov

**OBJECTIVE: 3.1: Increase the Patrol's response to requests for assistance with crimes against persons by 2% statewide by December 31, 2016.**

❖ Supporting data reference material: Patrol Investigative Reporting System; Division of Drug and Crime Control (DDCC) Special Investigation Reports; DDCC Request Logs; Computer Aided Dispatch (CAD) Logs; Uniform Crime Reporting (UCR)

**STRATEGIES:**

3.1.1: Provide timely collection and processing of criminal investigative evidence and information.

3.1.2: Develop strategic partnerships with non-government organizations and corporations and other criminal justice agencies to help reduce crime.

3.1.3: Provide training and education to local and state agencies and the private sector in criminal investigation, crime prevention, crime reporting, and regulatory compliance.

3.1.4: Cross-train employees within the division to better utilize investigative resources.

**OBJECTIVE: 3.2: Increase the Patrol's response to requests for assistance with crimes against property by 2% statewide by December 31, 2016.**

❖ Supporting data reference material: Patrol Investigative Reporting System; DDCC Special Investigation Reports; DDCC Request Logs; Computer Aided Dispatch (CAD) Logs; Uniform Crime Reporting (UCR)

**STRATEGIES:**

3.2.1: Provide timely collection and processing of criminal investigative evidence and information.

3.2.2: Develop regional partnerships with other law enforcement agencies to prevent and investigate Agri/Rural Crimes.

3.2.3: Develop strategic partnerships with non-government organizations and corporations and other criminal justice agencies to help reduce crime.

3.2.4: Provide training and education to local and state agencies and the private sector in criminal investigation, crime prevention, crime reporting, and regulatory compliance.

**OBJECTIVE:  3.3:  Increase the Patrol's response to requests for assistance with crimes against society by 2% statewide by December 31, 2016.**

❖ Supporting data reference material:  Patrol Investigative System of Reporting system; DDCC Special Investigation Reports; DDCC Case Assignment Logs; Computer Aided Dispatch (CAD) Logs; Uniform Crime Reporting (UCR)

**STRATEGIES:**

3.3.1:  Provide timely collection and processing of criminal investigative evidence and information.

3.3.2:  Develop strategic partnerships with non-government organizations and corporations and other criminal justice agencies to help reduce crime.

3.3.3:  Provide training and education to local and state agencies and the private sector in criminal investigation, crime prevention, crime reporting, and regulatory compliance.

**OBJECTIVE:  3.4:  Increase the amount of illegal drugs seized by 2% statewide by December 31, 2016.**

❖ Supporting data reference material:  Arrest/Incident/Investigation System data; Traffic Arrest System (TAS)/DWI Tracking System (DWITS) data; DDCC Deputy Attorney General (DAG) Form

**STRATEGIES:**

3.4.1:  Provide timely collection and processing of illegal drug investigative evidence, information, and intelligence.

3.4.2:  Develop partnerships with other law enforcement agencies to enhance drug enforcement operations.

3.4.3:  Increase education concerning illegal drug usage and production.

**OBJECTIVE:  3.5:  Decrease the average processing times for evidence analyzed by the Patrol's crime laboratories by 30% statewide by December 31, 2016.**

❖ Supporting data reference material:  Laboratory Information Management System (LIMS) data; Crime Laboratory Annual Report

**STRATEGIES:**

3.5.1:  Assess workloads in subcomponents of the Crime Laboratory Division to provide adequate staffing levels necessary to meet work demands.

3.5.2:  Expand and improve facilities to meet the demands of the workload.

## STRATEGIC GOAL:  REDUCE THE THREAT AND IMPACT OF TERRORISM, HAZARDOUS INCIDENTS, AND OTHER DISASTERS

**Overview**

Missourians are at risk from natural and man-made disasters.  These hazards include tornadoes, earthquakes, flooding, hazardous materials incidents, and terrorism.

The potential disasters we face are varied and primarily fall into two categories:  natural events and man-made events.  The natural events include such things as tornadoes and severe storms, floods, severe winter weather, drought, fires, heat waves, and earthquakes.  The man-made events include such things as dam failures, utility interruptions/failures, fires, nuclear power plant events, hazardous materials events, mass transportation accidents, civil disorder, and terrorism.

Missourians are keenly aware of the potential for a serious natural disaster given the frequency of tornado activity throughout the state and the vulnerability of many citizens to earthquake activity due to their geographic proximity along the New Madrid fault.  Missourians also possess a heightened awareness of the potential for serious man-made disasters.  Failure to adequately prepare for and mitigate the efforts of these potential disasters will impair response and recovery efforts should one occur.

Life safety, incident stabilization, and property preservation are primary missions for the Missouri State Highway Patrol when providing "Protection and Service" to Missourians.  Missouri State Highway Patrol employees recognize to successfully accomplish this mission they have a key responsibility of preparing the agency and the public for natural and man-made emergencies and disasters.  To that end, the Missouri State Highway Patrol seeks to develop partnerships with federal, state, local, volunteer, and private partners to provide assistance in prevention, preparedness, response, and recovery following potentially disastrous events.

**OBJECTIVE:  4.1:  Increase the information sharing and collection capabilities and services provided to local, state, and federal law enforcement agencies by 5% by December 31, 2016.**

❖ Supporting data reference material:  Missouri Information Analysis Center (MIAC) Audit Log; Missouri Statewide Police Intelligence Network (MoSPIN); Regional Intelligence Projects

**STRATEGIES:**

4.1.1:  Expand investigative services to the identification of suspected criminals/terrorists, associates, and supporters.

4.1.2:  Expand the mechanisms to facilitate the collection, analysis, evaluation, and distribution of information related to criminals/terrorists, associates, and supporters.

4.1.3:  Develop and expand terrorism awareness training to local and state agencies, private partners, and court system personnel to promote suspicious activity awareness and to facilitate intelligence collection.


**OBJECTIVE:  4.2:  Increase the intelligence capabilities and services provided to local, state, and federal law enforcement agencies by 10% by December 31, 2016.**

❖ Supporting data reference material:  Missouri Information Analysis Center (MIAC) Audit Log; Missouri Statewide Police Intelligence Network (MoSPIN); Regional Intelligence Projects

**STRATEGIES:**

4.2.1:  Utilize the strategic intelligence section within the MIAC specifically tasked with the dissemination of intelligence products appropriate to the counter emerging crime/terrorism trends in Missouri.

4.2.2:  Further implement of the comprehensive Suspicious Activity Reporting (SAR) protocol within MIAC that serves the Urban Area Security Initiative requirements and feeds and enhances the National SAR initiative.

4.2.3:  Expand the dissemination of the Standing and Priority Information Needs (SINS & PINS) throughout the state of Missouri.

**OBJECTIVE:  4.3:  Increase the Patrol's operational response capabilities toward acts of terrorism or disasters to 100% National Incident Management System (NIMS) assessment compliance by December 31, 2016.**

❖ Supporting data reference material:  NIMS; NIMS Certification Training Records; WebEOC Training Records; State Emergency Management Agency (SEMA) Event Records; Missouri State Highway Patrol (MSHP) Component Operational Plans

**STRATEGIES:**

4.3.1:  Develop partnerships to prevent, prepare, respond, and recover from acts of terrorism or disasters.

4.3.2:  Participate in disaster assistance programs, emergency management training, and comprehensive community exercise programs.

4.3.3:  Provide emergency management and disaster preparedness training as part of the continuing law enforcement education curriculum.

4.3.4:  Identify and obtain resources, equipment, and infrastructure to improve response to all hazardous events.

4.3.5:  Develop opportunities for better voice and data communications among affected agencies.

## STRATEGIC GOAL:  IMPROVE THE QUALITY OF PATROL SERVICES

**Overview**

The Missouri State Highway Patrol will continue efforts to become more efficient and effective and more transparent and accountable to better serve the public.  The Patrol will build public trust and legitimacy by properly managing resources and being responsive to those we serve.

Advancing available technology will have a significant impact on methods used to deliver services to Missouri law enforcement and the public.  The Missouri State Highway Patrol provides information services from internal components, the Federal Bureau of Investigation, and criminal justice information services to local, state, and federal criminal justice users.  Interoperability between computer systems is necessary to exchange criminal justice information in a timely and efficient manner.  As the amount and type of information received, processed, stored, and disseminated increases, and the number of users continues to grow, the Missouri State Highway Patrol will be required to keep pace with the demand for timely delivery of high quality information services.  The Patrol will explore and embrace opportunities to streamline existing processes, reduce paperwork, and make delivery of services more efficient.

The Missouri State Highway Patrol will assist with the coordination of law enforcement efforts in the state of Missouri in day-to-day operations, natural disasters, and multi-jurisdictional incidents affecting public safety.  The Missouri State Highway Patrol will maintain up-to-date communication systems capable of reliable and effective communication with its officers and other public safety and law enforcement entities in the state.

**OBJECTIVE: 5.1: Continue to maintain high quality Patrol services provided to the public, criminal justice agencies, and other governmental agencies through December 31, 2016.**

❖ Supporting data reference material: External Services Surveys, Training Division Course Evaluations, Professional Standards Division (PSD) complaint logs, Public Information and Education Division (PIED) program requests, Uniform Crime Reporting (UCR) Audit Surveys, Missouri Uniform Law Enforcement System (MULES) Audit Surveys, Patrol Records Division (PRD) requests, Custodian of Records (COR) record requests, Public Surveys, and the Field Operations Road Officer Manpower Allocation Plan

**STRATEGIES:**

5.1.1: Provide requested or required records, statistics, and reports in a timely and accurate manner.

5.1.2: Employ up-to-date technology and equipment that will improve performance and service.

5.1.3: Maintain a sufficient, qualified, and diverse workforce to provide optimal service.

5.1.4: Develop partnerships to improve services to the public and government agencies.

5.1.5: Conduct periodic satisfaction surveys and address areas of concern.

5.1.6: Determine future personnel and equipment needs and potential sources of funding.

5.1.7: Seek dedicated agency funding to achieve goals and operational objectives.

5.1.8: Provide training in order to achieve broader areas of expertise.

5.1.9: Provide educational and informational materials regarding Patrol services.


**OBJECTIVE: 5.2: Continue to maintain quality of internal Patrol services through December 31, 2016.**

❖ Supporting data reference material: staff inspection reports, internal services surveys, Human Resources Division employee turnover rates and/or exit interviews, and the Field Operations Road Officer Manpower Allocation Plan

**STRATEGIES:**

5.2.1: Maintain a sufficient, qualified, and diverse workforce to provide optimal customer service.

5.2.2: Utilize up-to-date technology and equipment that will improve performance and customer service.

5.2.3: Provide expanded training, as well as cross-training of department personnel, in order to achieve broader areas of technical expertise.

5.2.4: Review programs and projects for efficiency and effectiveness.

5.2.5: Develop long-range capital improvement and leasing plans to accommodate growth.

5.2.6: Determine future personnel and equipment needs and potential sources for funding.

5.2.7: Conduct component services surveys and address areas of concern.

5.2.8: Expand career development opportunities and programs.

5.2.9: Analyze anticipated workloads and population trends to determine adequate personnel levels.


**OBJECTIVE: 5.3: Continue to promote a culture of transparency, accountability, and community involvement in order to enhance public trust and legitimacy.**

❖ Supporting data reference material: Social Media, Missouri State Highway Patrol (MSHP) Law Enforcement app, Community Alliance Programs, Student Alliance, Missouri State Fair, Missouri Cadet Patrol Academy, MSHP Web-page, Applicant Contact SHP-62, Monthly Recruitment Activity Report SHP-63, Public Opinion Survey, and COR record requests

**STRATEGIES**:

5.3.1: Review community programs and projects for efficiency and effectiveness.

5.3.2: Increase departmental reporting of community outreach.

5.3.3: Expand community outreach opportunities and progress.

5.3.4: Examine internal Patrol documents to assess suitability for publication.

5.3.5: Enhance and develop mechanisms to publish Patrol information.


**OBJECTIVE: 5.4: By utilizing the Leadership in Police Organizations (LPO) model, enhance professional development opportunities of Patrol employees.**

❖ Supporting data reference material: Academy Training Tracking System, PowerDMS training module, webinars, and external training sources

**STRATEGIES:**

5.4.1: Increase enrollment in leadership development programs.

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5.4.2: Provide new online training opportunities.

5.4.3: Increase awareness of external training opportunities.

5.4.4: Increase documentation of employee training.

**OBJECTIVE: 5.5: Outline a comprehensive risk management strategy by December 31, 2016.**

❖ Supporting data reference material:  Staff Inspection reports, Public Opinion Surveys, Internal surveys referencing risk management, Use of Force reports, and Pursuit reports

**STRATEGIES:**

5.5.1:  Enhance and/or develop internal strategies and procedures designed to identify and mitigate organizational risk.

5.5.2:  Train and educate Patrol employees regarding risk management.

5.5.3:  Identify component risks in their areas of responsibility.