

STRATEGIC PLAN

Missouri State Highway Patrol



January 2017 – December 2019

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.

Dear MSHP Employees,

I am pleased to present the 2017-2019 Missouri State Highway Patrol Strategic Plan. The purpose of our strategic plan is to set overall departmental goals and assign strategies aligned to achieve those goals. The strategic plan provides direction and continuity for the Patrol to improve its services for those we serve. The Missouri State Highway Patrol will continue to provide exceptional law enforcement services through the adherence of our core values and guiding principles; traditions that have stood the test of time for 85 years.

The Missouri State Highway Patrol will maintain our focus on law enforcement initiatives through the courteous and fair enforcement of laws and regulations, supported by comprehensive agency services. For 2017-2019, we will emphasize and direct resources toward the reduction of fatal and injury crashes on Missouri's roadways and waterways. Members will conduct enforcement activities that target impaired driving and boating operations by leveraging relationships with other law enforcement agencies, providing training programs to the public, and developing predictive analytical models through Geographic Information System (GIS) technology. The Missouri State Highway Patrol will endeavor to reduce crime against persons, property, and society; cross-training members on improved investigative methods and effective utilization of investigative resources. We will continue to provide timely response to requests for assistance with criminal investigations and will increase our operational response capabilities toward acts of terrorism and other disasters. Finally, the Missouri State Highway Patrol will build public trust and transparency by efficiently managing resources and making ourselves accountable to those we serve.

We will continue to proudly embrace our primary mission by serving and protecting all people and enforcing laws while providing services to ensure a safe and secure environment for those we serve. In addition, the Missouri State Highway Patrol will continually adapt to the evolving priorities of Missouri. The 2017-2019 Strategic Plan encourages Patrol employees to share in these important responsibilities by leveraging the accomplishments of past strategies while supporting future initiatives through development and implementation of innovative solutions designed to assist those we serve in the most efficient, effective, and professional manner possible.

Sincerely,



*J. BRET JOHNSON, Colonel
Superintendent*



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STRATEGIC PLANNING COMMITTEE MEMBERS

MEMBER	ASSIGNMENT
Major Malik A. Henderson	Ex Officio Commander, Administrative Services Bureau
Lieutenant Mark S. Dochterman	Committee Chairman Assistant Director, Research and Development Division
Captain Paul D. Kerperin	Director, Patrol Records Division
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Captain Norman A. Murphy	Field Operations Bureau
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Lieutenant Ethan P. Ahern	Assistant Director, Division of Drug and Crime Control
Lieutenant Michael W. Watson	Field Operations Bureau
Lieutenant Brent J. Drummond	Assistant Director, Patrol Records Division
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Ms. Connie E. Farrow	Assistant Director, Missouri Information Analysis Center
Mr. Larry G. Lueckenhoff	Assistant Director, Criminal Justice Information Services Division
Mr. Brent A. Miller	Assistant Director, Budget and Procurement Division
Mr. Brian K. Hoey	Assistant Director, Crime Laboratory Division
Mr. Bradley W. Coffey	Communications Division



TRAFFIC SAFETY

Strategic Issue 1.0

Strategic Goal: Reduce Injury & Fatality Rates Related To Traffic Crashes On Missouri Highways

Overview

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. The analysis of traffic crash data collected by the Patrol is critical in determining trends in crash causation factors. Traffic safety is one of our most prominent and widespread public safety issues.

In 2015, a total of 137,516 traffic crashes were reported in the state of Missouri. Traffic crashes have a profound economic and emotional effect upon the citizens of Missouri. These effects include the loss of productivity due to injury or death, 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 2015, traffic crashes accounted for 870 fatalities and 50,322 injuries in Missouri. Alcohol-related traffic crashes accounted for 171 fatalities and 2802 injuries in Missouri. In fact, one person was killed or injured in an alcohol related crash every three-hours.

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 and injury rate per 100 million vehicle miles traveled, for fatalities and injuries related to traffic crashes where alcohol/drug impairment is a contributing factor, 3% statewide by December 31, 2019.

❖ *Supporting data reference material: Statewide Traffic Accident Records System/Transportation Management System (STARS/TMS) statistics file data*

Strategies:

- 1.1.1: Conduct 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 related crashes.
- 1.1.3: Develop partnerships with both governmental and non-governmental organizations as a means of reducing alcohol/drug impaired related 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 fatality and injury rate per 100 million vehicle miles traveled, for fatalities and injuries related to traffic crashes where aggressive/hazardous and distracted driving are contributing factors, 7% statewide by December 31, 2019.

❖ *Supporting data reference material: Statewide Traffic Accident Records System / Transportation Management System (STARS/TMS) statistics file data*

Strategies:

- 1.2.1: Conduct enforcement activities that target aggressive/hazardous and distracted driving.
- 1.2.2: Collect, analyze, and disseminate timely statistics and GIS maps relative to aggressive/hazardous and distracted driving related fatal and injury traffic crashes.
- 1.2.3: Develop partnerships with both governmental and non-governmental organizations as a means of reducing aggressive/hazardous and distracted driving related fatal and injury traffic crashes.
- 1.2.4: Provide law enforcement training programs that target aggressive/hazardous and distracted driving.
- 1.2.5: Provide public education that identifies aggressive/hazardous and distracted driving as a contributing factor in fatality and injury traffic crashes.

Objective: 1.3: Increase seat belt usage to 85% statewide by December 31, 2019.

❖ *Supporting data reference material: National Highway Traffic Safety Association Website / Statistical Reports (<https://crashstats.nhtsa.dot.gov/#/>)*

Strategies:

- 1.3.1: Conduct enforcement activities that target seat belt compliance.
- 1.3.2: Provide law enforcement training programs that target seat belt usage.
- 1.3.3: Provide public education on the benefits of seat belt usage.





WATERWAY SAFETY

Strategic Issue 2.0

Strategic Goal: Reduce Boating Injuries, Fatalities And Drownings 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 administering the state mandatory boating education program for operators who were born after January 1, 1984. These strategies 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.

Due to the number of waterways in Missouri, non-boating related drowning incidents are prevalent, and in a typical year, the number will exceed the deaths caused by boating crashes. Drowning incidents involving motorists, which are a result of flash flooding, continue to be a significant problem. Efforts to reduce all drowning incidents is a high priority of the Patrol.



Objective: 2.1: Reduce the number of boating fatalities and injuries 3% statewide by December 31, 2019.

❖ *Supporting data reference material: United States Coast Guard - Boating Safety Research Center; PRD/WPD BARDS system*

Strategies:

- 2.1.1: Conduct enforcement activities that target alcohol/drug impaired and careless boating operators.
- 2.1.2: Develop partnerships with both government and non-government organizations as a means of reducing boating injuries and fatalities.
- 2.1.3: Provide law enforcement training programs that target alcohol/drug impaired and careless boating operators.
- 2.1.4: Provide boating safety education programs to the public which promote safe boating practices.
- 2.1.5: Utilize media and social media sources to better educate the boating public.
- 2.1.6: Collect, analyze, disseminate statistics and Geographic Information Systems (GIS) maps relative to boating incidents in a timely manner.

Objective: 2.2: Reduce the number of non-boating related drownings 5% statewide by December 31, 2019.

❖ *Supporting data reference material: United States Coast Guard - Boating Safety Research Center; PRD/WPD BARDS system*

Strategies:

- 2.2.1: Combine drowning prevention information with boating safety education programs.
- 2.2.2 Utilize educational materials, media and social media sources to better educate the public on drowning prevention, to include the importance of life jacket wear on docks and shorelines.
- 2.2.3 Utilize educational materials, media and social media sources to bring awareness to the motoring public on the dangers of flood waters across roadways.
- 2.2.4 Collect, analyze and disseminate drowning information in a timely manner.

Objective: 2.3: Increase the number of certified boating safety courses and general water safety programs 5% statewide by December 31, 2019.

❖ *Supporting data reference material: Automated Field Reporting (AFR) Module; WPD & Troop Public Information Officer (PIO) Training Records*

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: Explore opportunities designed to target water enthusiasts of all ages with general boating/water safety programs taught by marine troopers.
- 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, & SOCIETY

Strategic Issue 3.0

Strategic Goal: Serve The Public By Investigating Crimes And Assisting Law Enforcement Agencies

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 to whether we let our children play outside. The United States has the highest crime rate of all industrialized nations. For every 100,000 Americans, 4.5 were murdered in 2014.

Violent crimes in Missouri have decreased since the 1990s; however, Missouri still has a statistical higher murder rate than the national average.¹ 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 heroin throughout the state of Missouri, along with synthetic designer drugs and the continued impact of methamphetamine 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 2015 federal budget for drug control alone was over \$26 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.

¹ Federal Bureau of Investigation, *Crime in the United States, 2015*.
<http://fbi.gov>

Objective: 3.1: Reduce crimes against persons, property, and society 2% statewide by December 31, 2019.

❖ *Supporting data reference material: Uniform Crime Reporting (UCR) - Crime in Missouri Report; Uniform Crime Reporting - Crime in the United States Report*

Strategies:

- 3.1.1: Provide timely response to requests for assistance with criminal investigations.
- 3.1.2: Provide timely collection and processing of criminal investigative evidence and information.
- 3.1.3: Develop strategic partnerships with non-government organizations and other criminal justice agencies to help reduce crime.
- 3.1.4: Provide training/education to local and state agencies and the private sector in criminal investigation, crime prevention, crime reporting, and regulatory compliance.
- 3.1.5: Cross-train employees within the Patrol to better utilize investigative resources.

Objective: 3.2: Increase the amount of illegal drugs seized 2% statewide by December 31, 2019.

❖ *Supporting data reference material: Automated Field Reporting (AFR) Module; Records Management System (RMS); Confidential Informant System*

Strategies:

- 3.2.1: Provide timely collection and processing of illegal drug investigative evidence, information, and intelligence.
- 3.2.2: Develop partnerships with other law enforcement agencies to enhance drug enforcement operations.
- 3.2.3: Increase education concerning illegal drug usage and production.
- 3.2.4: Target, investigate, and prosecute drug traffickers and their organizations.

Objective: 3.3: Disrupt the market for illegal drugs statewide by increasing Patrol drug investigations 3% by December 31, 2019.

- ❖ *Supporting data reference material: Automated Field Reporting (AFR) Module; Records Management System (RMS)*

Strategies:

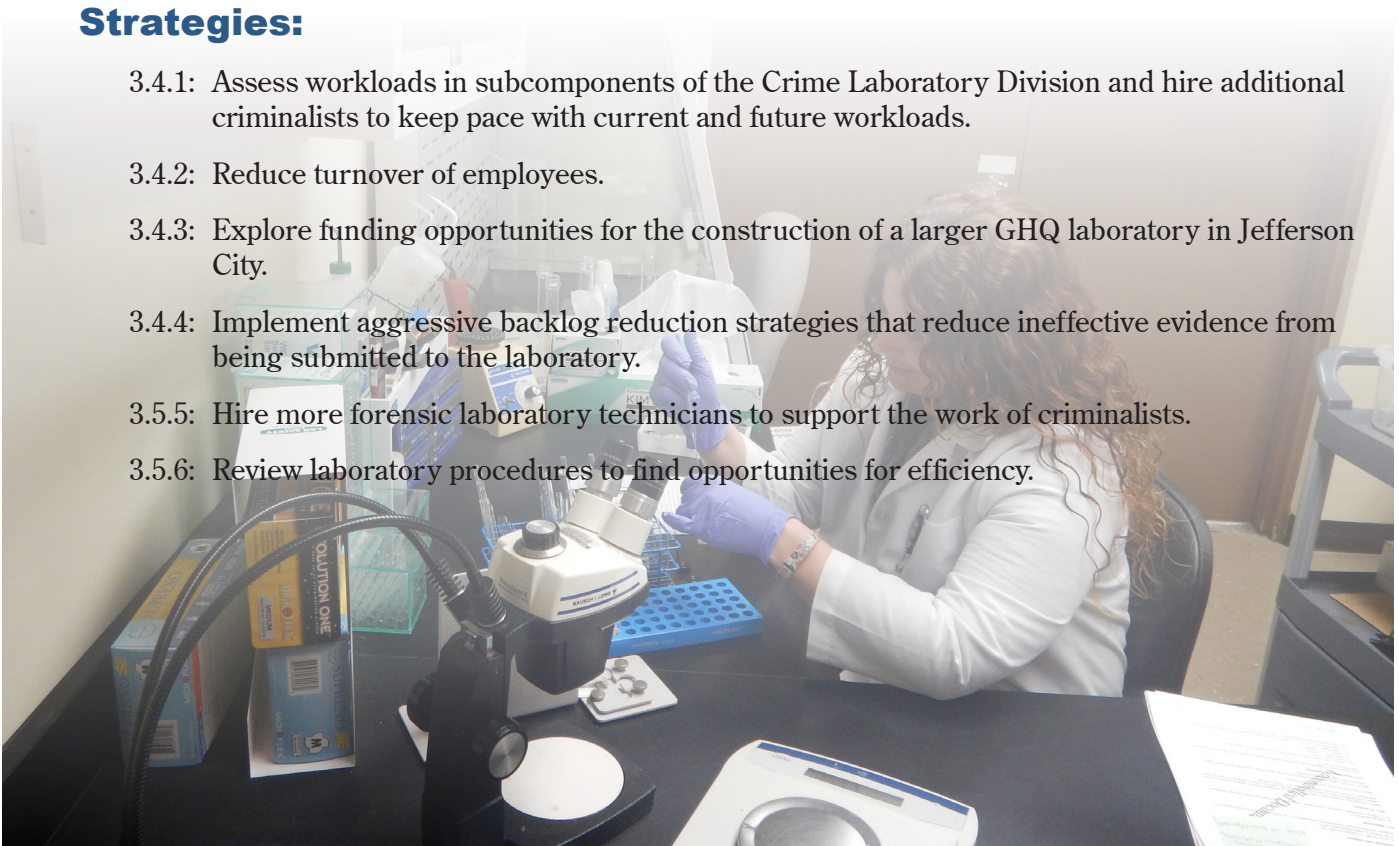
- 3.3.1: Provide timely collection and processing of illegal drug investigative evidence, information, and intelligence.
- 3.3.2: Develop partnerships with other law enforcement agencies to enhance drug enforcement operations.
- 3.3.3: Increase education concerning illegal drug usage and production.
- 3.3.4: Target, investigate, and prosecute drug traffickers and their organizations.

Objective: 3.4: Increase case output for evidence analyzed by the Patrol's crime laboratories 17% statewide by December 31, 2019.

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

Strategies:

- 3.4.1: Assess workloads in subcomponents of the Crime Laboratory Division and hire additional criminalists to keep pace with current and future workloads.
- 3.4.2: Reduce turnover of employees.
- 3.4.3: Explore funding opportunities for the construction of a larger GHQ laboratory in Jefferson City.
- 3.4.4: Implement aggressive backlog reduction strategies that reduce ineffective evidence from being submitted to the laboratory.
- 3.5.5: Hire more forensic laboratory technicians to support the work of criminalists.
- 3.5.6: Review laboratory procedures to find opportunities for efficiency.





HOMELAND SECURITY

Strategic Issue 4.0

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 tornadic activity throughout the state and the vulnerability of many citizens to seismic activity due to their geographic proximity within the New Madrid seismic zone. Missourians also possess a heightened awareness of the potential for serious man-made disasters. By adequately preparing for and mitigating these potential disasters, Patrol responses and recovery efforts will be improved statewide.

“Service and Protection” to Missourians is the primary mission of the Missouri State Highway Patrol. Patrol employees recognize they have a key responsibility of preparing the agency and the public for natural and man-made emergencies and disasters. The Missouri State Highway Patrol will continue to develop partnerships with federal, state, local, volunteer, and private partners to reduce the threat and impact of catastrophic events.



Objective: 4.1: Increase information sharing and collection capabilities and services provided to local, state, and federal law enforcement agencies 10% by December 31, 2019.

- ❖ *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 which 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 10% by December 31, 2019.

- ❖ *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 MIAC specifically for the dissemination of threat assessments appropriate to counter emerging crime/terrorism trends in Missouri.
- 4.2.2: Utilize the comprehensive Suspicious Activity Reporting (SAR) protocol within MIAC that serves Urban Area Security Initiative requirements.
- 4.2.3: Expand the dissemination of Standing and Priority Information Needs (SINS & PINS) throughout the state of Missouri.

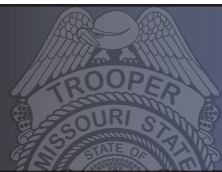
Objective: 4.3: Increase the Patrol’s operational response capabilities toward acts of terrorism, disasters and other public safety events to 100% National Incident Management System (NIMS) assessment compliance by December 31, 2019.

❖ *Supporting data reference material: NIMS; NIMS Certification Training Records*

Strategies:

- 4.3.1: Continue to 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 public safety events.
- 4.3.5: Identify opportunities for improved voice and data communications among affected agencies.





DEPARTMENT MANAGEMENT

Strategic Issue 5.0

Strategic Goal: Improve The Quality Of Patrol Services

Overview

The Missouri State Highway Patrol will build public trust and transparency by efficiently managing resources and by being accountable to those we serve.

Technology has a significant impact on methods used to deliver services to local, state, and federal law enforcement agencies and the public. Interoperability between criminal justice agencies and between computer systems is necessary to exchange information in a timely and efficient manner. 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 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 affecting public safety. The Patrol will maintain up-to-date communication systems capable of reliable and effective communication with its officers, other public safety and law enforcement entities throughout the state.



Objective: 5.1: Increase the approval ratings of external Patrol services provided to criminal justice agencies and other governmental agencies 4% by December 31, 2019.

❖ *Supporting data reference material: External Services Surveys*

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 customer service.
- 5.1.4: Continue to develop partnerships which improve services to 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: Increase the approval ratings of internal Patrol services 3% by December 31, 2019.

❖ *Supporting data reference material: Staff Inspection Reports, Internal Services Surveys*

Strategies:

- 5.2.1: Maintain a sufficient, qualified, and diverse workforce.
- 5.2.2: Utilize up-to-date technology and equipment that will improve performance.
- 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: To promote a culture of transparency, accountability and community involvement, increase the public approval rating 3% by December 31, 2019.

❖ *Supporting data reference material: Public Opinion Survey*

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: To cultivate leaders throughout the organization, increase enrollment in professional and leadership development opportunities 5% by December 31, 2019.

❖ *Supporting data reference material: Academy Training Tracking System and external training sources*

Strategies:

5.4.1: Provide Leadership in Police Organizations (LPO) training for department personnel.

5.4.2: Increase enrollment in leadership development programs.

5.4.3: Provide new online training opportunities.

5.4.4: Increase awareness of external training opportunities.

5.4.5: Increase documentation of employee training.

Objective: 5.5: Outline a comprehensive risk management strategy by December 31, 2019.

❖ *Supporting data reference material: Risk Management Planning Office documentation*

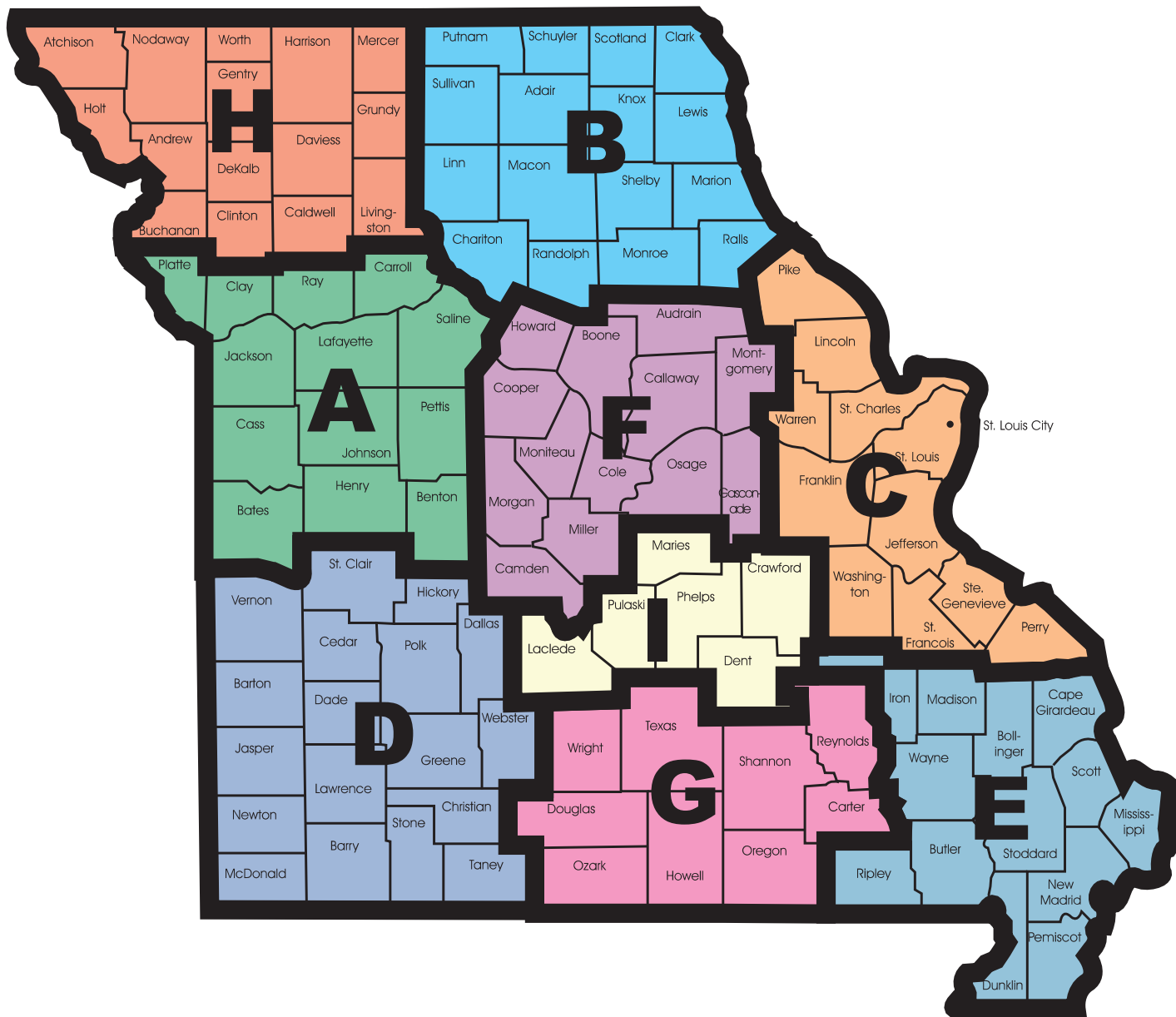
Strategies:

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.

TROOP MAP





Missouri State Highway Patrol

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