

# Idaho State Police



## FY2020-FY2024 Strategic Plan

Brad Little  
Governor








Colonel Kedrick R. Wills  
Director

## Mission

Providing public safety across the state of Idaho through law enforcement excellence






## Vision

We are an agency that:

-  Fairly and aggressively enforces the law
-  Enhances public safety
-  Embodies proactive policing principals
-  Promotes and supports workforce development
-  Is effective and efficient
-  Strives to be transparent
-  Is a good steward of public funds and resources

## Values

We support the safety, security, and protection of individual rights guaranteed by the United States and Idaho Constitutions. We ensure this through:

-  Honesty, integrity, and ethics
-  Professionalism
-  Teamwork and partnerships
-  Respect for each other
-  Courage of our employees

# Idaho State Police Strategic Goals



Excellence in Law Enforcement Services



Effective and Efficient Agency Operations



Collaboration and Partnerships



Workforce Development

# Excellence in Law Enforcement Services

## **Patrol**

Objective: Provide quality traffic safety enforcement on Interstate highways and state and federal highways

PERFORMANCE MEASURES: Aggressive enforcement of hazardous violations

- Evaluate arrest and citation reports

PERFORMANCE MEASURES: Direct patrols at high crash and violation frequency locations

- 1% annual reduction in crash rate

PERFORMANCE MEASURES: Aggressive criminal interdiction investigation and apprehension

- Increase the number of interdiction contacts from FY2019

PERFORMANCE MEASURES: Conduct self-initiated cases and assist local agencies in criminal investigations

- Case numbers

PERFORMANCE MEASURES: Pursue additional staffing to support patrol functions

- Determine mandatory minimum staffing levels

Objective: Maintain agency expertise in major crash investigations

PERFORMANCE MEASURES: Provide enhanced crash investigation training course to troopers

- Number of troopers trained

PERFORMANCE MEASURES: Maintain ACTAR certification of all crash reconstructionists

- Number of reconstructionists certified

PERFORMANCE MEASURES: Maintain quality control of crash investigations

- Number of peer reviewed and supervisor reviewed cases

## **Investigations**

Objective: Maintain agency expertise in major criminal investigations

PERFORMANCE MEASURES: Pursue additional staffing to support investigations functions

- Establish mandatory minimum staffing levels

Objective: Meet the demand from criminal justice partners for major crime investigations

PERFORMANCE MEASURES: Evaluate and track formal requests from other law enforcement agencies for investigations and prioritize based on Idaho State Police resources

- Evaluate baseline data established in FY2018

## **Alcohol Beverage Control:**

Objective: Regulate and control the statewide sale, manufacture and distribution of alcoholic beverages and liquor.

PERFORMANCE MEASURES: Maintain and enhance relationships with other law enforcement agencies, county prosecutors, and judges

- Increase number of joint cases and operations from FY2019

- Increase number of alcohol violations prosecuted from FY2019

**PERFORMANCE MEASURES:** Conduct a customer satisfaction service survey pertaining to licensing

- Survey results

**PERFORMANCE MEASURES:** Conduct training for licensees and their employees

- Minimum one class per quarter
- Number of licensees trained

**PERFORMANCE MEASURES:** Conduct shoulder tap and minor compliance operations

- Minimum one operation per quarter

**PERFORMANCE MEASURES:** Conduct premise inspections on licensees

- Bi-annual inspection

## **Idaho Criminal Intelligence Center (IC<sup>2</sup>)**

Objective: Maintain IC<sub>2</sub> commitment of excellence in analytical service and products

**PERFORMANCE MEASURES:** Continue to meet the demand from criminal justice partners for analytical support

- Customer survey results

## **Forensics**

Objective: Meet agency adopted turnaround times for each discipline

**PERFORMANCE MEASURES:** Satisfy specific function timelines for all disciplines

- Minimum 90% compliance

Objective: Provide excellent customer service to meet customer demands

**PERFORMANCE MEASURES:** Participate in Idaho State Police's four-year rotation function survey

- Minimum 90% customer satisfaction rating

**PERFORMANCE MEASURES:** Conduct on-line survey to case detectives from each discipline in each laboratory

- Minimum 90% customer satisfaction rating

Objective: Comply with the standard 17025 Accrediting body accreditation guidelines

**PERFORMANCE MEASURES:** Conduct annual internal audits and Management Efficiency Reviews (MERs) in each laboratory

- Remediation of CARS within established timelines
- Remediation of MER findings within established timelines

## **Bureau of Criminal Identification**

Objective: Meet agency adopted timelines for processing requests for information

**PERFORMANCE MEASURES:** Satisfy all agency identified processing timelines

- Minimum 90% compliance

Objective: Conduct customer satisfaction survey

**PERFORMANCE MEASURES:** Participate in Idaho State Police's four-year rotation function survey

- Minimum 90% customer satisfaction



Objective: Maintain database integrity

**PERFORMANCE MEASURES:** Maintain database information accuracy and completeness in accordance with work unit SOPs

- Dataset samples are complete and accurate compared to sources

## **Peace Officer Standards and Training (POST)**

Objective: Provide quality curriculum and training

**PERFORMANCE MEASURES:** Evaluate existing curriculum and training

- Customer service survey results
- Maintain current level of student examination results

Objective: Continue to meet administrative budget expectations

**PERFORMANCE MEASURES:** Enter into a contractual debt collection agreement to recover training costs from students who voluntarily leave Idaho law enforcement within two years of their POST-funded academy training

- Total of recovered funds

## **Criminal Justice Information Systems**

Objective: Adopt National Institute of Standards and Technology Cybersecurity Framework and implement Center for Internet Security (CIS) Controls.

**PERFORMANCE MEASURES:** Better foster risk and cybersecurity management communications and decision making with both internal and external organizational stakeholders

- Compliance with CIS controls.

## **Regional Communications Center**

Objective: Provide quality dispatching services across the state of Idaho

**PERFORMANCE MEASURES:** Provide prompt, efficient, accurate and effective response to calls for service

- Calls for service

**PERFORMANCE MEASURES:** Meet the demand from criminal justice partners for assistance with emergency communications dispatching services

- Track requests for Mobile Command Center deployments
- Track approved AMBER alert notifications processed

# Effective and Efficient Agency Operations

Objective: Improve the function, operation and cohesiveness of district operations

**PERFORMANCE MEASURES:** Construction of new Idaho State Police-owned buildings including co-located Idaho State Police operations (patrol and investigations) in District 6, POST dorm, and Meridian forensics lab

- Submit annual request to Department of Public Works
- Submit request to Permanent Building Fund Advisory Council

Objective: Improve consistency of agency management

PERFORMANCE MEASURES: Identify and address institutional inconsistencies that may exist

- Expand MERs to include all programs in the agency

PERFORMANCE MEASURES: Evaluate existing policies, procedures and practices

- Regular procedure review

PERFORMANCE MEASURES: Transparent in our interactions with the public and the news media

- Establish baseline tracking of public records requests
- Maintain frequency and timeliness of media releases beginning FY2018

Objective: Improve the effectiveness and efficiency of agency operations and management

PERFORMANCE MEASURES: Implement, exercise and maintain Continuity Of Operations Plan (COOP)

- Conduct COOP exercise annually

PERFORMANCE MEASURES: In accordance with the Governor's Little's Executive Order 2019-02, the Red Tape Reduction Act, undertake a critical and comprehensive review of the agency's administrative rules to identify and eliminate costly, ineffective, or outdated.

- Submit rule change proposals

PERFORMANCE MEASURES: In accordance with Governor Little's Executive Order 2019-01, the Licensing Freedom Act, undertake a critical and comprehensive review of the agency's licensing requirements to identify and reduce licensing requirements, if possible, and enhance transparency around state licensure.

- Report on the number of disciplinary actions taken against license holders

## Collaboration and Partnerships

Objective: Support and enhance the professionalism of law enforcement in Idaho

PERFORMANCE MEASURES: Provide effective training as needed to meet partner technical and specialized needs and reinforce relationships and collaborative efforts

- Maintain current instructional hours

PERFORMANCE MEASURES: Develop new and maintain existing cooperative agreements between Idaho State Police and our criminal justice partners to enhance public safety

- Maintain current level of participation
- Implement new partnerships programs and agreements as warranted

## Workforce Development

Objective: Idaho State Police is committed to ensuring the overall well-being of all our employees, and strives to instill and reinforce personal and professional excellence for all our employees.

PERFORMANCE MEASURES: Promote physical fitness for all employees

- 100% mandatory participation for all commissioned personnel
- Increase voluntary participation for non-commissioned personnel

**PERFORMANCE MEASURES:** Complaints of agency employee conduct rising to the level of Office of Professional Standards investigations

- Maintain maximum 4%

**PERFORMANCE MEASURES:** Evaluate and modify hiring criteria as needed to ensure the Idaho State Police employs the best, most qualified candidates

- Analysis of hiring criteria

**PERFORMANCE MEASURES:** Evaluate existing and new training needs to support professional excellence

- Analysis of annual survey needs assessment

Objective: Maintain at least minimum mandatory staffing levels

**PERFORMANCE MEASURES:** Retain valuable employees

- Maximum 4% voluntary, non-retirement agency separations

Objective: Ensure seamless transition and advancement of employees to meet agency needs

**PERFORMANCE MEASURES:** Develop a framework to support and guide succession planning for all employees

- Develop comprehensive Knowledge, Skills and Abilities for staff advancement
- Establish a mentoring program for career advancement

**PERFORMANCE MEASURES:** Invest in leadership development

- Evaluate baseline tracking established in FY2018 of employees who successfully complete leadership training