

# IDAHO STATE POLICE



**C.L. "Butch" Otter, Governor**

**Colonel Ralph W. Powell, Director**

**July 1, 2016**

***Our Mission is:***

*Providing public safety across the State of Idaho  
through law enforcement excellence*

# **IDAHO STATE POLICE**

**Strategic Plan  
FY 2017-2021**

## **Our Mission**

***Providing public safety across the State of Idaho  
through law enforcement excellence***

## **Our Vision**

***We are an Agency that:***

- ***Fairly and aggressively enforces the law***
- ***Enhances public safety***
- ***Embodies proactive policing principles***
- ***Promotes and supports workforce development***
- ***Is effective and efficient, and***
- ***Is a good steward of public funds and resources***

## **Our 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, and the***
- ***Courage of our employees***

## Strategic Plan FY2017-FY2021

### Performance Measures (Reporting) FY2017

- Patrol: Direct patrols at high crash and violation frequency locations
- Patrol: Aggressive enforcement of hazardous violations; aggressive criminal interdiction, investigation and apprehension of general law violations
- Investigations: Assess staffing needs to support investigations
- Investigations: Maintain case load of at least 60% self-initiated cases
- Alcohol Beverage Control: Regulate and control the statewide sale, manufacture, and distribution of alcoholic beverages and liquor
- Idaho Criminal Intelligence Center: Enhance Communication among law enforcement agencies
- Forensics: Satisfy specific function timelines for all disciplines
- Support Services: Provide internal and external customers with current networks and databases; to support all law enforcement efforts
- Agency Operations: Identify and address institutional inconsistencies that may exist
- Workforce Development: Evaluate and modify hiring criteria as needed
- Workforce Development: Evaluate compression, identify conditions and make changes as needed and feasible
- Peace Officer Standards and Training (POST): Enhance peace officer training
- POST: Continue to partner with constituent local and state law enforcement agencies, Idaho Criminal Justice Associations and other public agencies.



Colonel Ralph W. Powell,  
*Director*

For FY2017, ISP will continue reporting on the above performance measures.

# IDAHO STATE POLICE

Strategic Plan  
FY 2017-2021

## FOCUS AREAS

**Excellence in Law Enforcement Services**

**Effective and Efficient Agency Operation**

**Collaboration and Partnerships**

**Workforce Development**

## GOALS AND OBJECTIVES

### Excellence in Law Enforcement Services

#### ➤ **Patrol Functions**

- Provide quality traffic safety enforcement on interstate highways and state and federal highways:
  - aggressive enforcement of hazardous violations;
  - direct patrols at high crash and violation frequency locations;
  - aggressive criminal interdiction, investigation and apprehension;
  - conduct self-initiated cases and assist local agencies in criminal investigations;
- Maintain agency expertise in major crash investigations:
  - provide crash investigation training course to patrol troopers;
  - purchase equipment as needed to support operations;
  - achieve ACTAR certification of crash reconstructionists;
  - maintain quality control of crash investigations.

#### ➤ **Criminal Investigations**

- Increase the number of major drug trafficking investigations statewide:
  - maintain self-initiated investigations of at least 60% of caseload.
- Maintain agency expertise in major criminal investigations:
  - pursue additional staffing to support investigations;

- identify, recruit and promote qualified investigators to meet demand;
- identify and provide needed training and equipment to all personnel conducting criminal investigations to maintain and enhance expertise.
- Meet the demand from criminal justice partners for major crime investigations:
  - evaluate formal requests for conflict investigations and prioritize based on ISP resources.

➤ **Alcohol Beverage Control**

- Criminal Investigations:
  - prioritize and focus enforcement activities on felony level criminal cases that have a nexus to licensed establishments (drug trafficking, prostitution, organized crime, money laundering, violent crimes, gambling, etc.);
  - based on industry activity and events, acquire and maintain appropriate level of criminal cases;
  - assist with investigations into serious physical injury or fatal crashes, or other major investigations where over service or other alcohol related violations may have contributed to the incident;
  - maintain and enhance relationships with other law enforcement agencies, county prosecutors, and judges.
- Provide quality licensing guidance for applicants and issue licenses for retailers, distributors, and wholesale businesses:
  - conduct training for licensees quarterly;
  - collaborate with industry, elected officials, and other stakeholders to develop and amend legislation;
  - conduct a customer satisfaction service survey.
- Provide quality regulation for licensed retailers, distributors, and wholesalers:
  - conduct shoulder tap and minor compliance operations;
  - conduct premise inspections on licensees;
  - maintain and enhance relationships with retailers, distributors, and wholesalers.
- Maintain agency expertise:
  - identify and provide needed training to maintain and enhance expertise;
  - assess staffing needs to support ABC investigations.

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

- Maintain IC<sup>2</sup>'s commitment of Excellence in Analytical Service and Products:
  - evaluate the current workload and organizational structure to maintain analytical standards and hours of operation;
  - continue to meet the demand from law enforcement partners for major analytical support and projects that align with the Fusion Center's mission;
  - Secure consistent and sustainable funding for personnel and operating expenses.
- Provide all necessary components to develop a highly motivated, qualified, dedicated and skilled workforce:
  - identify and provide opportunities for career development and enhancement for all IC<sup>2</sup> members;
  - Hire additional analysts to meet the increased demand of services.

- Advance IC<sup>2</sup>'s mission by providing high quality, timely and actionable intelligence to customers and partners throughout our AOR (area of responsibility):
  - evaluate, update, and improve our service delivery model, within the boundaries of existing resources.
- Increase the number of partner agencies supporting IC<sup>2</sup>:
  - develop a curriculum to promote IC<sup>2</sup> and educate outside agencies about the services that we provide;
  - collaborate with other Idaho criminal justice agencies to conduct trainings, briefings and attend meetings.
- Enhance the analytical and information sharing capabilities:
  - review the analytical unit to determine areas of strength and areas with a need for improvement;
  - continually assess the technological capabilities of IC<sup>2</sup>;
  - increase analyst skills, knowledge, and experience in accordance with IC<sup>2</sup>'s mission;
  - ensure that all analysts receive the equipment and resources needed to perform the essential functions of the position within the bounds of IC<sup>2</sup>'s resources.
- Create a positive and supportive work environment for all team members of IC<sup>2</sup>:
  - obtain employee input to improve the work environment;
  - maintain an environment of open-mindedness and flexibility in regard to employee requests, ideas, input and feedback;
  - develop processes that encourage and reward innovation and creative problem solving.

➤ **Police Services: Forensics**

- Timeliness – Meet the agency adopted turnaround times 90% of the time for each discipline:
  - satisfy the specific function timelines for all disciplines
    - Biology ~ DNA casework 30 days
    - Biology ~ DNA database 30 days
    - Latents/Impression ~ 30 days
    - Firearms/Toolmarks ~ 30 days
    - Toxicology ~ 30 days
    - Alcohol – 30 days
    - Breath Testing Instruments ~ 30 days
    - Fire Debris ~ 30 days
    - Drugs ~ 30 days
- Customer Satisfaction
  - participate in ISP's four-year rotation "function" survey;
  - conduct an online survey directed to case detectives on 10% of the cases (or a maximum of 10 cases, whichever is less) from each discipline in each laboratory and respond to any complaints.
- Quality control – Comply with established - ISO 17025 accreditation standards:
  - conduct annual internal audits and MERs in each forensic laboratory;
  - prepare for and successfully complete any required annual - ISO 17025 "Surveillance" inspections;
  - complete the system accreditation cycle.

- Capacity – Maintain staff, facilities and equipment capacity to satisfy turnaround requirements and effectively and efficiently meet demands:
  - obtain adequate staffing to meet demand;
  - expand physical facilities to meet capacity demands;
  - undertake a joint venture with the State Board of Education to create a learning and forensic laboratory facility;
  - perform daily activities to meet established productivity measures as described in “Performance Expectations” on file.
  
- **Police Services: Bureau of Criminal Identification**
  - Timeliness – All information submitted for processing and all requests for information from criminal justice and non-criminal justice sources received by BCI will be handled within the timelines outlined in bureau performance measures 90% of the time:
    - satisfy all Bureau-identified processing timelines.
  - Customer Satisfaction – Achieve a 90% or better customer satisfaction rating based on customer service survey:
    - participate in ISP's four-year rotation "function" survey.
  - Quality control – All information contained in the BCI databases will be complete and accurate:
    - database information will be checked for completeness and accuracy in accordance with work unit SOPs.
  - Capacity – Maintain staff, facilities and equipment capacity to satisfy turnaround requirements and effectively and efficiently meet demands:
    - ensure that all employees have the core skills to do their jobs;
    - maintain the tools and technology for employees to be able to do their jobs.

## **Effective and Efficient Agency Operation**

- **Enhanced agency unity and structure**
  - Improve the function, operation, and cohesiveness of district operations:
    - co-locate ISP Operations (Patrol and Investigations) in District 6;
    - new dormitory on Meridian campus;
    - new forensics lab Meridian.
  - Maintain or improve the consistency of agency management and operations:
    - identify and address institutional inconsistencies that may exist;
    - address the institutional barriers that may exist between programs;
    - evaluate existing policies, procedures and practices;
    - make adjustments as appropriate;
    - be transparent by providing information to the public.

➤ **Agency operations**

- o Improve the effectiveness and efficiency of agency operations and management:
  - evaluate existing functions to identify opportunities to enhance effectiveness and efficiency, including creating an interoperable communications environment;
  - correct ineffective or inefficient operations;
  - develop a supporting strategic budget; review annually to adjust as needed with renewing five year view;
  - identify and pursue strategies to maintain sufficient dedicated funding to support agency needs;
  - implement, exercise and maintain Continuity of Operations Plan (COOP);
  - review and revise existing Administrative Rules.

## **Collaboration and Partnerships**

➤ **Training**

- o Continue to support the increased overall professionalism of law enforcement in Idaho:
  - provide effective training as needed to meet partner technical and specialized needs and reinforce relationships and collaborative efforts.

➤ **Cooperative agreements**

- o Develop and maintain cooperative agreements between ISP and criminal justice partners to enhance public safety and security:
  - continue existing agreements and programs that support criminal apprehension;
  - implement new agreements and programs that support criminal apprehension.

## **Workforce Development**

➤ **Work Ethic**

- o Instill and reinforce professional excellence:
  - evaluate and modify hiring criteria as needed;
  - evaluate existing and new training needs to support professional excellence;
  - evaluate classifications and compensation and modify as appropriate;
  - complaints of agency employee conduct rising to the level of OPS investigations do not exceed 4% of the workforce.

➤ **Retention**

- o Maintain the annual non-retirement voluntary staff loss to 4% or below:
  - assess justification for non-retirement voluntary leaving – identify causes and adjust practices as appropriate;
  - review current personnel practices, policies and procedures for needed changes to support retention.
- o Increase the number of qualified staff applying for and accepting promotions:
  - identify and address any real issues hindering the application of qualified staff to fill needed positions;

- evaluate compression - identify conditions contributing to compression and work with necessary partners to make corrective changes;
- promote and support employee development through ongoing training and education.

➤ **Training**

- o Provide adequate training to meet employee and ISP needs:
  - continually evaluate existing training to identify and develop needed training programs or changes.

➤ **Succession**

- o Ensure seamless transition and advancement of employees to meet ISP needs:
  - develop a framework to support and guide succession planning for employees (first line supervisors and above).

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

➤ **Enhance statewide Peace Officer training**

- o Improve the effectiveness of program operation:
  - identify and address staffing deficiencies;
  - identify and address facility deficiencies.
- o Improve the quality of curriculum and training programs:
  - revise and implement the Patrol Academy curriculum to match the recommendations of the statewide Job Task Analysis;
  - evaluate existing training programs.

➤ **Budget**

- o Continue to meet administrative budget expectations:
  - collect cost-recovery fees for facility use by non-law enforcement entities;
  - implement cost-saving measures as needed according to POST Council priorities and statutory requirements.
- o Continue developing POST Administrative Rules:
  - facilitate a working group to review and revise existing Administrative Rules;
  - present revised Administrative Rules to the Idaho Legislature for enactment.

➤ **Partnerships**

- o Continue to enhance partnerships with local and state law enforcement agencies, Idaho criminal justice associations and other public agencies:
  - enhance partnerships between criminal justice associations to facilitate strategic initiatives;
  - develop additional POST informational publication;
  - develop training to assist law enforcement agencies with POST Administrative Rule compliance.

- **Personnel and Career Development**
  - Enhance Professional Excellence:
    - fill available FTE positions as funding permits;
    - provide advancement and training opportunities.
- **Enhance training facilities**
  - Identify and address facility deficiencies.

### **Strategic Plan Implementation**

- Ensure the effective management, monitoring and implementation of the Strategic Plan to achieve the established goals and objectives and support the agency mission, vision and values:
  - regularly review, monitor and report progress;
  - annually reevaluate and submit plan status / adjust / add additional year as needed and appropriate;
  - conduct a major reassessment of the agency's overall direction, priorities, etc., as part of a major Plan update.

# Objectives and Work Plan FY2017-FY2021

## Excellence in Law Enforcement Services: *Patrol Functions*

<b>GOAL: <i>Provide quality traffic safety enforcement on interstate highways and state and federal highways</i></b>					<b>SPONSOR: Enforcement Operations Majors</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Aggressive enforcement of hazardous violations	<i>Ongoing</i>	<i>Sergeants</i>	<i>Existing</i>	<i>Directed time vs. un-obligated time</i>	<i>Evaluate arrest and citation reports</i>
Direct patrols at high crash and violation frequency locations	<i>Ongoing</i>	<i>District Captains, Lieutenants, &amp; Sergeants</i>	<i>PAM Study; additional patrol troopers; directed enforcement plan; webCars (software)</i>	<i>Staffing levels</i>	<i>1% annual reduction in crash rate</i>
Aggressive criminal interdiction, investigation, and apprehension	<i>Ongoing</i>	<i>District Captains, Lieutenants, &amp; Sergeants; DHE/K9 Coordinator</i>	<i>New and additional. training; additional patrol troopers; coordinated activities statewide; Use Idaho Criminal Intelligence Center info</i>	<i>Directed time vs. un-obligated time; funding</i>	<i>Use available data to show increase in effectiveness of criminal interdiction efforts</i>
Conduct self-initiated cases and assist local agencies in criminal investigations	<i>Ongoing</i>	<i>District Captains, Lieutenants, &amp; Sergeants</i>	<i>Existing</i>		<i>Case numbers</i>

Each district will evaluate crash data on an ongoing basis. Troopers will direct their efforts toward those violations causing crashes or contributing to their severity. Troopers will investigate stops thoroughly to detect and apprehend criminals. Additional Drug Detection K9s will continue to aid in interdiction efforts. Management will pursue additional staffing based on PAM study.

The ISP Commercial Vehicle Safety Division completes an annual Commercial Vehicle Safety Plan (CVSP) for the Federal Motor Carrier Safety Administration. The CVSP address aggressive driving in and around commercial motor vehicles (CMVs), enforcement in high CMV crash locations, and CMV criminal interdiction as well as other CMV related objectives. The CVSP supports the ISP Strategic Plan.

# Goals, Objectives and Work Plan FY2017-FY2021

## Excellence in Law Enforcement Services: *Patrol Functions*

<b>GOAL: <i>Maintain agency expertise in major crash investigations</i></b>					<b>SPONSOR: Enforcement Operations Majors</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Provide enhanced crash investigation training course to troopers	<i>100% w/in first yr. – refresh each 2 yrs.</i>	<i>HQ and District Captains; Training Section</i>	<i>Training time</i>	<i>Scheduling of personnel</i>	<i>Number of troopers trained</i>
Purchase equipment as needed to support operations	<i>Ongoing</i>	<i>HQ Captain</i>	<i>Additional funding</i>	<i>Funding</i>	<i>Equipment purchased</i>
Maintain ACTAR certification of crash reconstructionists	<i>Ongoing</i>	<i>HQ and District Captains</i>	<i>Additional training</i>	<i>Workload &amp; scheduling</i>	<i>Procedure in place; number of recons certified</i>
Maintain quality control of crash investigations	<i>Ongoing</i>	<i>HQ and District Captains</i>	<i>Additional training</i>		<i>Supervisor and peer review</i>

Crash investigation and reconstruction expertise is critical to the accuracy and integrity of investigations. We continue to research current and innovative techniques and technology to further improve crash reconstruction investigations.

# Goals, Objectives and Work Plan FY2017-FY2021

## Excellence in Law Enforcement Services: *Criminal Investigations*

<b>GOAL: Increase the number of major drug trafficking investigations statewide</b>					<b>SPONSOR: Enforcement Operations Majors</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Maintain self-initiated investigations of at least 60% of caseload	<i>Ongoing</i>	<i>District Captains</i>	<i>Training; equipment; partner education and communication</i>	<i>General / large, reactive, resource-intensive cases; staffing levels; case complexity may affect perspective</i>	<i>Case numbers at least 60% self-initiated</i>

ISP will continue to recruit candidates for Detective from Patrol.

Training will be focused on major crimes and large scale drug trafficking including at the in-service level.

# Goals, Objectives and Work Plan FY2017-FY2021

## Excellence in Law Enforcement Services: *Criminal Investigations*

<b>GOAL: <i>Maintain agency expertise in major criminal investigations</i></b>					<b>SPONSOR: Enforcement Operations Majors</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Pursue additional staffing to support investigations	<i>Ongoing</i>	<i>Operations Majors</i>	<i>Funding</i>	<i>Workload</i>	<i>PAM study completed</i>
Identify, recruit and promote qualified investigators to meet demand	<i>Ongoing</i>	<i>Majors</i>	<i>HR / District Captains</i>	<i>Funding; other staffing demands</i>	
Identify and provide needed training and equipment to all personnel conducting criminal investigations to maintain and enhance expertise	<i>Ongoing</i>	<i>Operations Majors</i>	<i>Funding</i>	<i>Lack of funding</i>	

Investigations' focus remains on mid- to upper-level drug traffickers and major crimes assistance to local agencies. More training to detectives in conspiracy and financial investigations is planned. ISP hosts the Idaho Criminal Intelligence Center (IC<sup>2</sup>), which is Idaho's federally designated Fusion Center. A limited number of intelligence analysts has been put into place to assist investigators. Two of these positions are state funded, but the others are grant funded. In order for this unit to be sustainable, all these positions should be state funded. Enhanced investigative equipment continues to be explored in order to assist investigators with the most current technology. Additionally, ISP continues to partner with local and federal agencies to increase major drug case investigations.

# Goals, Objectives and Work Plan FY2017-FY2021

## Excellence in Law Enforcement Services: *Criminal Investigations*

<b>GOAL: <i>Meet the demand from criminal justice partners for major crime investigations</i></b>				<b>SPONSOR Enforcement Operations Majors</b>	
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Evaluate formal requests for conflict investigations and prioritize based on ISP resources	<i>Ongoing</i>	<i>Director</i>	<i>N/A</i>	<i>Political reality</i>	<i>Monitor annual number of requests</i>

While we have reduced our internal investigations for local agencies, the reality is that some of these cases simply must be conducted, and no one else is available but ISP. Scrutinizing the cases we are asked to investigate will contribute to the increase in self-initiated caseload.

## Goals, Objectives and Work Plan FY2017-FY2021

### Excellence in Law Enforcement Services: Alcohol Beverage Control

<b>GOAL: Regulate and control the statewide sale, manufacture, and distribution of alcoholic beverages and liquor.</b>					<b>SPONSOR: Enforcement Operations Majors</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Prioritize and focus enforcement activities on felony level criminal cases that have a nexus to licensed establishments (drug trafficking, prostitution, organized crime, money laundering, violent crimes, gambling, etc.)	<i>Ongoing</i>	<i>ABC Captain; District Captains</i>	<i>Training; partner education and communication</i>	<i>General / large, reactive, resource- intensive cases; political reality; case complexity may affect perspective</i>	<i>Case type and level – Felony v. Misdemeanor</i>
Based on industry activity and events, acquire and maintain appropriate level of criminal cases	<i>Ongoing</i>	<i>ABC Captain; District Captains</i>	<i>Training; partner education and communication</i>	<i>Workload</i>	<i>Case review</i>
Assist with investigations into serious physical injury or fatal crashes, or other major incidents where over-service or other alcohol related violations may have contributed to the incident.	<i>Ongoing</i>	<i>ABC Sergeants</i>	<i>Training; partner education and communication</i>	<i>Prosecution may be difficult; workload</i>	<i>Review assist cases</i>

For several years ABC had limited staffing. Starting in FY2013, ten new commissioned FTPs were added with a dedicated funding source. As a result, ABC added new personnel and has renewed their focus on conducting criminal investigations into felony level cases; providing education; and proactively investigating alcohol related offenses.

ABC will continue to work with all stakeholders to enhance public safety, increase communication, improve efficiencies, and proactively regulate alcohol retailers, distributors, and wholesalers.

# Goals, Objectives and Work Plan FY2017-FY2021

## Excellence in Law Enforcement Services: Alcohol Beverage Control

<b>GOAL: Regulate and control the statewide sale, manufacture, and distribution of alcoholic beverages and liquor.</b>				<b>SPONSOR: Enforcement Operations Majors</b>	
<b>Objectives / Actions (A)</b>	<b>Schedule Begin / finish</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments Issues that may prevent success</b>	<b>Performance Measures</b>
Maintain and enhance relationships with other law enforcement agencies, county prosecutors, and judges	Ongoing	ABC Captain; District Captains	N/A	Political reality	Evaluation of joint cases and operations; increased number of alcohol violations prosecuted
Conduct a customer satisfaction service survey pertaining to licensing	Ongoing	ABC Captain; ABC Lieutenant	PGR	Time constraints; rater bias; lack of response specific feedback	
Conduct training for licensees and their employees quarterly	Ongoing	ABC Lieutenant; Sergeants	ISP Legal	Scheduling	Minimum one class per quarter held
Collaborate with industry, elected officials, and other stakeholders to develop and amend legislation	Ongoing	Director; Majors; ABC Captain; ABC Lieutenant	Partner education and communication	Political reality	Legislation supported during legislative sessions
Conduct shoulder tap and minor compliance operations, and publicize results	Ongoing	ABC Lieutenant; Sergeants	Funding	Lack of minors	Minimum one operation per quarter

ABC will focus on enhancing customer service with licensees, law enforcement partners, and legislators. ABC statutes and IDAPA rules are outdated and need to be rewritten to be consistent with new business practices and legislative intent. ABC will take a proactive approach to collaborate in order to work toward consistency, transparency, and a fair interpretation of statute and administrative rules.

# Goals, Objectives and Work Plan FY2017-FY2021

## Excellence in Law Enforcement Services: Alcohol Beverage Control

GOAL: Regulate and control the statewide sale, manufacture, and distribution of alcoholic beverages and liquor.					SPONSOR: Enforcement Operations Majors
Objectives / Actions (A)	Schedule <i>Begin / finish</i>	Responsibility	Resources Needed	Comments <i>Issues that may prevent success</i>	Performance Measures
Conduct premise inspections on licensees at least bi-annually	<i>Ongoing</i>	<i>ABC Captain; ABC Lieutenant</i>	<i>Staffing; Funding</i>	<i>Workload</i>	<i>Premise inspections done bi-annually</i>
Identify and provide needed training to maintain and enhance expertise	<i>Ongoing</i>	<i>ABC Captain; ABC Lieutenant</i>	<i>Funding</i>	<i>Lack of funding; workload</i>	
Assess staffing needs to support ABC investigations	<i>Begin July 2014– Ongoing as needed</i>	<i>Majors; ABC Captain; ABC Lieutenant</i>	<i>PGR</i>	<i>Workload</i>	<i>Work with PGR for PAM Study</i>

ABC licensing staff will continue to meet the licensing timelines as defined in Idaho Code and IDAPA rules. Licensing staff will also work diligently to assist applicants as they work towards obtaining alcohol licenses. ABC will strive to be “business friendly” within the limits mandated by statute.

ABC will work toward visiting every licensed premise and conduct a premise inspection at least bi-annually. The premise inspection process will be used to educate, regulate, and in some instances enforce compliance with Idaho Code and IDAPA rules governing alcohol.

Training will be focused on the criminal, regulatory, and administrative aspects relating to alcohol beverage control at the in-service level.

## Goals, Objectives and Work Plan FY2017-FY2021

### Excellence in Law Enforcement Services: Idaho Criminal Intelligence Center

<b>GOAL: Maintain IC<sup>2</sup>'s commitment of Excellence in Analytical Service and Products.</b>					<b>SPONSOR: Enforcement Operations Majors</b>
<i>Objectives / Actions (A)</i>	<i>Schedule Begin / finish</i>	<i>Responsibility</i>	<i>Resources Needed</i>	<i>Comments Issues that may prevent success</i>	<i>Performance Measures</i>
Evaluate the current workload and organizational structure to maintain analytical standards and hours of operation.	<i>Ongoing</i>	<i>IC<sup>2</sup> Director; IC<sup>2</sup> Sergeant</i>	<i>Existing</i>	<i>Political reality</i>	<i>Governance Board feedback</i>
Continue to meet the demand from law enforcement partners for major analytical support and projects that align with the Fusion Center's mission.	<i>Ongoing</i>	<i>IC<sup>2</sup> Sergeant</i>	<i>Existing</i>		<i>Conduct surveys of member agencies</i>
Secure consistent and sustainable funding for personnel and operating expenses.	<i>FY2018- FY2019</i>	<i>IC<sup>2</sup> Director</i>	<i>Legislation</i>	<i>Political reality</i>	<i>Continue working toward full general fund budget</i>

The Idaho Criminal Intelligence Center (IC<sup>2</sup>) increasingly provides partner agencies with the ability to access centralized databases for the dissemination of critical case support information. The Fusion Center is also recognized as a RiSSafe watch center, which provides case deconfliction that increases officer safety. Currently the IC<sup>2</sup> is partially grant funded, and these grants have increasingly diminished. Without state funds to support the IC<sup>2</sup>, this valuable tool, which supports all law enforcement statewide, may cease to exist.

## Goals, Objectives and Work Plan FY2017-FY2021

### Excellence in Law Enforcement Services: Idaho Criminal Intelligence Center

<b>GOAL: Provide all necessary components to develop a highly motivated, qualified, dedicated and skilled workforce.</b>					<b>SPONSOR: Enforcement Operations Majors</b>
<i>Objectives / Actions (A)</i>	<i>Schedule Begin / finish</i>	<i>Responsibility</i>	<i>Resources Needed</i>	<i>Comments Issues that may prevent success</i>	<i>Performance Measures</i>
Provide opportunities for career development and enhancement for all IC <sup>2</sup> members.	<i>Ongoing</i>	<i>IC<sup>2</sup> Sergeant</i>	<i>Existing</i>	<i>Funding</i>	

A limited number of intelligence analysts has been put into place to assist investigators. Two of these analyst positions are state funded while the others are grant funded, and should be state funded. Enhanced investigative equipment continues to be explored in order to assist investigators with the most current technology. Additionally, ISP continues to partner with local and federal agencies to increase major drug case investigations.

## Goals, Objectives and Work Plan FY2017-FY2021

### Excellence in Law Enforcement Services: Idaho Criminal Intelligence Center

<b>GOAL:</b> Advance IC <sup>2</sup> 's mission by providing high quality, timely and actionable intelligence to customers and partners throughout our AOR (area of responsibility).					<b>SPONSOR:</b> <i>Enforcement Operations Majors</i>
<b>Objectives / Actions (A)</b>	<b>Schedule Begin / finish</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments Issues that may prevent success</b>	<b>Performance Measures</b>
Evaluate, update, and improve our service delivery model, within the boundaries of existing resources.	2016/ Ongoing	IC <sup>2</sup> Sergeant	Existing	Political reality	Conduct survey of stakeholders

## Goals, Objectives and Work Plan FY2017-FY2021

### Excellence in Law Enforcement Services: Idaho Criminal Intelligence Center

<b>GOAL: Increase the number of partner agencies supporting IC<sup>2</sup>.</b>					<b>SPONSOR: Enforcement Operations Majors</b>
<b>Objectives / Actions (A)</b>	<b>Schedule Begin / finish</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments Issues that may prevent success</b>	<b>Performance Measures</b>
Develop a Fusion Liaison Officer (FLO) curriculum to promote IC <sup>2</sup> and educate outside agencies about the services that we provide.	Ongoing	IC <sup>2</sup> Sergeant	Existing	Political reality	Create marketing strategy to develop FLOs statewide
Seek opportunities to collaborate with other Idaho criminal justice agencies to conduct trainings, briefings and attend meetings.	Ongoing	IC <sup>2</sup> Sergeant	Existing	Political reality	Meet with stakeholders

## Goals, Objectives and Work Plan FY2017-FY2021

### Excellence in Law Enforcement Services: Idaho Criminal Intelligence Center

<b>GOAL: Enhance the analytical and information sharing capabilities.</b>				<b>SPONSOR: Enforcement Operations Majors</b>	
<b>Objectives / Actions (A)</b>	<b>Schedule Begin / finish</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments Issues that may prevent success</b>	<b>Performance Measures</b>
Review the analytical unit to determine areas of strength and area with a need for improvement.	Ongoing	IC <sup>2</sup> Director; IC <sup>2</sup> Sergeant	Existing	Political reality	Annual Fusion Center Assessment
Assess the technological capabilities of IC <sup>2</sup> .	Ongoing	IC <sup>2</sup> Director; IC <sup>2</sup> Sergeant	Existing	Funding	Identify current capabilities and needs
Increase analyst skills, knowledge, and experience in accordance with IC <sup>2</sup> 's mission.	Ongoing	IC <sup>2</sup> Sergeant		Funding	Track analyst needs

## Goals, Objectives and Work Plan FY2017-FY2021

### Excellence in Law Enforcement Services: Idaho Criminal Intelligence Center

<b>GOAL: Create a positive and supportive work environment for all team members of IC2.</b>				<b>SPONSOR: Enforcement Operations Majors</b>	
<b>Objectives / Actions (A)</b>	<b>Schedule Begin / finish</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments Issues that may prevent success</b>	<b>Performance Measures</b>
Develop a process to obtain employee input to improve the work environment.	<i>Ongoing</i>	<i>IC<sup>2</sup> Director; IC<sup>2</sup> Sergeant</i>	<i>Existing</i>		<i>Develop and implement communication methods for obtaining input and feedback</i>
Develop processes that encourage and reward innovation and creative problem solving.	<i>Ongoing</i>	<i>IC<sup>2</sup> Sergeant</i>	<i>Existing</i>		<i>Identify criteria</i>

# Goals, Objectives and Work Plan FY2017-FY2021

## Excellence in Law Enforcement Services: Police Services: Forensics

<b>GOAL: <i>Timeliness – Meet agency adopted turnaround times 90% of the time for each discipline</i></b>					<b>SPONSOR: Police Services Major</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Satisfy specific function timelines for all disciplines <i>Biology ~ DNA casework 30 days</i> <i>Biology ~ DNA database 30 days</i> <i>Latents/Impression ~ 30 days</i> <i>Firearms/Toolmarks ~ 30 days</i> <i>Toxicology ~ 30 days</i> <i>Alcohol ~ 30 days</i> <i>Fire Debris ~ 30 days</i> <i>Drugs ~ 30 days</i> <i>Breath Alcohol Instruments ~ 30 days</i>	<i>Ongoing per individual function criteria</i>	<i>Lab System Director, Lab managers; discipline leaders</i>	<i>Existing; additional analysts and instruments to improve turnaround times</i>	<i>Schedules; caseloads; court req.; schedules CAR; turnover (train new analysts); equipment validation; outsource technical review</i>	<i>Monthly, quarterly, and annual reports to labs/disciplines on 90% compliance</i>

This goal and set of objectives is a map for meeting customer needs. Forensic Services will continue to monitor performance and identify impediments to achieving the established goal and objectives. We will adjust practices and revise processes/procedures as necessary to ensure every opportunity to perform at the established levels.

## Goals, Objectives and Work Plan FY2017-FY2021

### Excellence in Law Enforcement Services: Police Services: Forensics

<b>GOAL: Customer Satisfaction – Achieve a 90% or better customer satisfaction rating based on customer service survey</b>					<b>SPONSOR: Police Services Major</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Participate in ISP's four-year rotation "function" survey.	<i>FY 2016</i>	<i>Police Services Major; Lab System Director</i>	<i>PGR</i>	<i>Time constraints; rater bias; lack of response/ specific feedback</i>	<i>90% customer satisfaction obtained; evaluate components of survey for viable information retrieval</i>
On-line survey directed to case detectives on 10% of the cases (or a maximum of 10 cases, whichever is less) from each discipline in each laboratory	<i>Ongoing</i>	<i>Lab System Director; Lab Manager oversight; QC Manager</i>	<i>Existing</i>	<i>Rater bias; lack of response/ specific feedback</i>	<i>Annual review of all survey responses during the MERs; evaluate appropriateness of ISP response to complaints</i>

Forensic Services will review customer service evaluation responses during the annual audits, and will review customer service goals during the annual Management Review. Appropriate strategies will be put into place to elevate the overall customer satisfaction rating for the 2013-2016 function survey.

## Goals, Objectives and Work Plan FY2017-FY2021

### Excellence in Law Enforcement Services: *Police Services: Forensics*

<b>GOAL: <i>Quality control – Comply with established ASCLD/LAB International - ISO 17025 accreditation guidelines.</i></b>					<b>SPONSOR: Police Services Major</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Conduct annual internal audits and MERs in each ISP Forensic laboratory.	<i>Ongoing</i>	<i>Lab System Director; QA/QC Manager</i>	<i>Existing</i>	<i>Schedules; staff workload misinterpretation of criteria;</i>	<i>Assessment reports; remediation of CARS within specified timelines; MERs evaluations</i>
Prepare for and successfully complete any required annual ISO 17025 "Surveillance" inspections.	<i>Ongoing</i>	<i>QA/QC Manager</i>	<i>Existing</i>	<i>Schedules; staff workload; misinterpretation of criteria; change in support from executive management</i>	<i>Surveillance visit assessment reports; remediation of CARS within specified timelines</i>
Complete the system accreditation inspection  Prepare for the next accreditation cycle system inspection	<i>2012-2017</i>  <i>2017</i>	<i>QA/QC Manager; Lab Managers; discipline leaders</i>	<i>Funding</i>	<i>Incomplete CARs, changes to accrediting body</i>	<i>Assessment reports; remediation of CARS within specified timelines</i>

ISPFs will prepare for the system accreditation inspection by successfully conducting Annual Internal Quality Audits, MERs, Management Reviews and Surveillance Inspections; complete preparation (criteria files etc.) for the spring 2017 ISO 17025 System Inspection prior to the established deadline to allow for adjustments; complete and submit a remediation plan within one month following the inspection. Reaccreditation must be complete and awarded by October 1, 2017.

# Goals, Objectives and Work Plan FY2017-FY2021

## Excellence in Law Enforcement Services: Police Services: Forensics

<b>GOAL: Capacity – Maintain staff, facilities and equipment capacity to satisfy turnaround requirements and effectively and efficiently meet demands</b>				<b>SPONSOR: Police Services Major</b>	
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Obtain adequate staffing to meet demand  Two to three analysts trained per discipline offered by ISPFS  Bring salaries to competitive level with surrounding/comparable states	<i>Ongoing</i>  <i>FY2014 / FY2017</i>  <i>FY2017</i>	<i>Director; Police Services Major; Lab System Director</i>	<i>New funding</i>	<i>Political reality; economics</i>	<i>Compare staffing additions to improved turnaround times (to include meeting &amp; decreasing target turnaround days)</i>
Undertake a joint venture with the State Board of Education to create a learning and forensic laboratory facility  New Meridian Facility (lab)	<i>Ongoing</i>  <i>FY2020</i>	<i>Director; Police Services Major; Lab System Director</i>	<i>New funding</i>  <i>Permanent Building Fund Advisory Council</i>	<i>Political reality; economics</i>	<i>Ability to increase volume based on demand while meeting established 90% turnaround time requirements; number of square feet in ISP labs compared to industry recommendations</i>
Perform daily activities to meet established productivity measures as described in “Analyst Performance Expectations” on file	<i>Ongoing</i>	<i>Police Services Major; Lab Managers</i>	<i>Existing</i>	<i>Caseload; courts; schedules</i>	<i>According to Performance Productivity Expectations</i>

Customer service requests have exceeded our ability to maintain acceptable turn-around times in some disciplines. Specifically, add methods to detect and quantitate more drugs in toxicology samples and increase sample capacity and timeliness of analysis. Ensure that the laboratory has scientists and resources to address all DNA evidence, including sexual assault kits, within 30 days requested by Idaho courts. Additionally, we have reached capacity in the Meridian lab in terms of space for lab analysis and employees. Forensics will continue to improve processes and update analytical methods to maximize case output per analyst without jeopardizing quality.

## Goals, Objectives and Work Plan FY2017-FY2021

### Excellence in Law Enforcement Services: *Police Services: BCI*

<b>GOAL:</b> <i>Timeliness – All information submitted for processing and all requests for information from criminal justice and non-criminal justice sources received by BCI will be handled within the timelines outlined adopted in bureau performance measures 90% of the time.</i>					<b>SPONSOR:</b> Police Services Major
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Satisfy all bureau-identified processing timelines	<i>Ongoing as per functional criteria</i>	<i>Bureau Manager/ Operations Officer with the support of the individual unit supervisors</i>	<i>Existing</i>	<i>Schedules; caseload; court requirements</i>	<i>Measured monthly with quarterly and annual by supervisors and Operations Officer to ensure 90% compliance</i>

Efforts are continually underway to improve operations and meet the demands of both criminal justice and non-criminal justice customers for timely access to information and for swift and accurate criminal identification. The Bureau Manager, Operations Officer and supervisory staff continually evaluate compliance with processing goals and make resource adjustments as needed to meet the customer demands.

# Goals, Objectives and Work Plan FY2017-FY2021

## Excellence in Law Enforcement Services: *Police Services: BCI*

<b>GOAL:</b> <i>Customer satisfaction – Achieve a 90% or better customer satisfaction rating based on customer service survey</i>					<b>SPONSOR:</b> <i>Police Services Major</i>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Participate in ISP's four-year rotation "function" survey	<i>FY 2014</i>	<i>Police Services Major</i>	<i>PGR</i>	<i>Time constraints; rater bias; lack of response/ specific feedback</i>	<i>90% customer satisfaction obtained; evaluate components of survey for viable information retrieval</i>

BCI strives to be customer-driven and service-oriented. Evaluation of the customer satisfaction survey will help improve service to meet customer needs.

BCI will conduct a customer satisfaction survey in FY2016.

## Goals, Objectives and Work Plan FY2017-FY2021

### Excellence in Law Enforcement Services: *Police Services: BCI*

<b>GOAL: <i>Quality Control – All information contained in the BCI databases will be complete and accurate</i></b>					<b>SPONSOR: <i>Police Services Major</i></b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Database information will be checked for completeness and accuracy in accordance with work unit SOPs	<i>Ongoing</i>	<i>Work unit supervisors</i>	<i>Existing</i>	<i>Schedules; staff workload</i>	<i>Dataset samples are complete &amp; accurate, compared to sources</i>

BCI provides information and identification services that assist law enforcement agencies to detect and apprehend criminals, that promote public and officer safety, and that support the criminal justice system in the prosecution, adjudication, and correctional supervision of offenders. Recipients of BCI services and assistance include every component of the criminal justice community: local, state, and federal. BCI also provides information used to make a variety of licensing, regulatory, and employment decisions. Through some of its functions, BCI staff also directly interacts with and serves the general public. Information accuracy is imperative. Staff continually evaluates the completeness and accuracy of information to meet these needs.

# Goals, Objectives and Work Plan FY2017-FY2021

## Excellence in Law Enforcement Services: *Police Services: BCI*

<b>GOAL:</b> <i>Capacity – Maintain staff, facilities and equipment capacity to satisfy turnaround requirements and effectively and efficiently meet demands</i>					<b>SPONSOR:</b> <i>Police Services Major</i>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
<p>All employees have the core skills to do their jobs</p> <p>Maintain the tools and technologies for employees to be able to do their jobs</p>	<i>FY2014 and ongoing</i>	<i>Supervisors</i>	<i>Existing</i>	<i>Lack of funding to refresh training and technology</i>	<i>Staff evaluations indicate employee skill sets are adequate or additional training is needed; Technology is continually evaluated to ensure it meets program needs</i>

BCI provides important information and identification services; it is imperative that employees performing these functions have adequate training and tools to correctly perform processes. Staff and technology are evaluated continuously in order to determine and address outstanding needs.

BCI will continue its enhancement of databases, technology and interfaces to meet changing state and federal statutes regarding information collection and sharing.

# Goals, Objectives and Work Plan FY2017-FY2021

## Effective and Efficient Agency Operation: *Enhanced Agency Unity and Structure*

<b>GOAL: <i>Improve the function, operation, and cohesiveness of district operations</i></b>					<b>SPONSOR: Director</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Co-locate ISP Operations (Patrol and Investigations)  <i>District 6 – funding contingent</i>	<i>Begin FY2015 Begin FY2015 As per schedule with limit of capital budget priority</i>	<i>Director</i>	<i>New funding Permanent Building Fund</i>	<i>Political reality; economics</i>	<i>Receive PBFAC funding for buildings every 2-3 fiscal years; identify and obtain alternate fund source</i>
POST Dorm – funding contingent	<i>Capital Budget Request FY18</i>	<i>Director</i>	<i>New funding Permanent Building Fund</i>	<i>Political reality; economics</i>	<i>Receive PBFAC funding by 2019</i>
Meridian Forensics Lab	<i>Began Capital Budget request FY18</i>	<i>Director</i>	<i>New funding Permanent Building Fund</i>	<i>Political reality; economics</i>	<i>Receive PBFAC funding by 2022</i>

ISP annually submits a capital building plan and associated budget to the Division of Public Works for inclusion in the state’s Capital Budget Request. A combined patrol and investigations building in District 6 was requested in the FY2010 capital budget request and was not recommended by the PBFAC for inclusion in the Governor’s recommendation. ISP received approval for a combined facility in District 5 for FY2016. In FY2015 the engineering and design was recommended by the PBFAC and facility will be completed FY2017. POST dorms and Meridian forensics lab were requested in the CBR FY18. ISP will prepare ideas and design concepts to be considered in an overall five-year Plan.

# Goals, Objectives and Work Plan FY2017-FY2021

## Effective and Efficient Agency Operation: *Enhanced Agency Unity and Structure*

<b>GOAL: <i>Maintain and improve the consistency of agency management and operation</i></b>					<b>SPONSOR: Deputy Director / Financial Executive Officer</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Identify and address institutional inconsistencies that may exist	<i>Ongoing</i>	<i>Command Staff; Admin Captains; Managers</i>	<i>Existing; MERs</i>	<i>Internal culture; political reality</i>	<i>MERs and procedure review; legislative auditors' recommendations</i>
Address the institutional and cultural barriers that may exist between programs	<i>Ongoing</i>	<i>Command Staff; Admin Captains; Managers</i>	<i>Existing; communications and training; possible new funding; MERs</i>	<i>Internal culture</i>	<i>MERs and procedure review</i>
Evaluate existing policies, procedures and practices	<i>Ongoing / Annual review</i>	<i>Command Staff; Admin Captains; Managers</i>	<i>Existing; accreditation standards; MERs</i>	<i>Workload; internal culture</i>	<i>MERs and procedure review</i>
Make adjustments as appropriate	<i>Ongoing as needed</i>	<i>Command Staff; Admin Captains; Managers</i>	<i>Existing; communications; training; possible new funding</i>	<i>TBD</i>	<i>MERs and procedure review</i>
Be transparent by providing information to the public	<i>Ongoing</i>	<i>Command Staff; District Captains; PIO</i>	<i>Existing</i>		<i>Stakeholder feedback</i>

Follow the current procedure review process to identify and address the objectives. Use the annual Management Efficiency Reviews to identify and address objectives.

# Goals, Objectives and Work Plan FY2017-FY2021

## Effective and Efficient Agency Operation: Agency Operation

<b>GOAL: Improve the effectiveness and efficiency of agency operations and management</b>					<b>SPONSOR: Director</b>
<b>Objectives / Actions (A)</b>	<b>Schedule Begin / finish</b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments Issues that may prevent success</b>	<b>Performance Measures</b>
<p>Evaluate existing functions to identify opportunities to enhance effectiveness and efficiency Correct ineffective or inefficient operations</p> <p><i>A - Eliminate programs and functions identified as ineffective, inefficient, non-priorities and those that negatively impact ISP's core service delivery</i> <i>A - Assess and improve the delivery of the agency's internal communications through site visits, education and coordination</i> <i>A - Evaluate services provided by each program</i> <i>A - Develop, define and implement an action plan to correct deficiencies and enhance functions</i> <i>A - Maintain random drug testing</i></p>	<p><i>Each program evaluation annually (by staff) using the procedures review rotation schedule; make adjustments accordingly</i></p>	<p><i>Command Staff; Captain/Managers</i></p>	<p><i>Additional time; PGR; possible use of outside consultant services to conduct assessment and make recommendations for changes; possible grant funds (outside funds)</i></p>	<p><i>lack of funding may impact schedule; priorities conflicts; policy and procedures adjustment may take additional time</i></p>	<p><i>MERs; Feedback during quarterly Captain's Meetings</i></p>
<p>Develop a supporting strategic budget</p>	<p><i>Annual and as part of Strategic Plan monitoring / management.</i></p>	<p><i>Command Staff; Financial Services; FEO</i></p>	<p><i>Existing</i></p>	<p><i>Lack of collaborative Strategic Plan support</i></p>	
<p>Identify and pursue strategies to maintain sufficient dedicated funding to support agency needs</p>	<p><i>Current and as needed</i></p>	<p><i>Director</i></p>	<p><i>Existing</i></p>	<p><i>Political reality</i></p>	
<p>Implement, exercise and maintain COOP Plan</p>	<p><i>Ongoing</i></p>	<p><i>COOP Coordinator</i></p>	<p><i>Existing</i></p>		<p><i>Yearly exercises</i></p>
<p>Review and revise existing Administrative Rules.</p>	<p><i>Ongoing</i></p>	<p><i>Command Staff</i></p>	<p><i>Existing</i></p>	<p><i>Political reality</i></p>	

## Goals, Objectives and Work Plan FY2017-FY2021

### Collaboration and Partnerships: *Training*

<b>GOAL: <i>Continue to support the increased overall professionalism of law enforcement in Idaho</i></b>					<b>SPONSOR: Enforcement Operations Majors</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Provide effective training as needed to meet partner technical and specialized needs and reinforce relationships and collaborative efforts (i.e. ILETS, Two-Week Narcotic School, K9, criminal interdiction, etc.)	<i>Ongoing and as needed</i>	<i>Program Managers</i>	<i>Existing</i>	<i>Workload; schedule; funding</i>	<i>Maintain current instructional hours</i>

Clandestine Laboratory, Alcohol Beverage Control, Cyber Crime, Conspiracy, Honor Guard, Crash Investigation, Active Shooter, Executive Protection, Narcotics Investigations, SFST, Speed Detection, Drug Recognition Expert, ILETS (Public Safety Communications), Crime Scene, FC20, Intoxilyzer 5000, BTS, Dispatch Academy, Supervisor Academy, Drug Detection K9, criminal interdiction.

# Goals, Objectives and Work Plan FY2017-FY2021

## Collaboration and Partnerships: Cooperative Agreements

<b>GOAL: Develop and maintain cooperative agreements between ISP and criminal justice partners to enhance public safety and security</b>				<b>SPONSOR: Enforcement Operations Manors</b>	
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Continue existing agreements and programs that support criminal apprehension A – Rocky Mountain Information Network A – Internet Crimes Against Children A – Joint Terrorism Task Force A – Critical Incident Task Force A – Domestic Highway Enforcement A – Western Identification Network A – Public Safety and Security Information System (ILETS) A – Amber Alert A – Tri-State Agreement A – Idaho Criminal Intelligence Center A – Homeland Security A - NLETS A – FBI/CJIS Systems A – FirstNet A – District Pursuit MOUs A – ITD/OHS Grants for enhanced patrols A – Pharmaceutical Drug Diversion A – Idaho State Tax Commission A – High Intensity Drug Trafficking Area	<i>Ongoing</i>	Director  Enf. Ops Majors Enf. Ops Majors Enf. Ops Majors Enf. Ops Majors BCI/PS Major BCI/PS Major  BCI/PS Major Enf. Ops Majors Enf. Ops Majors Enf. Ops Majors BCI/PS Major BCI/PS Major BCI/PS Major District Captains Enf. Ops Majors  Enf. Ops Majors Enf. Ops Majors HQ Captain	<i>Existing; Some grant renewal; legal review; obtain general and dedicated funding</i>	<i>Lack of grant funding</i>	<i>Maintain current level of participation</i>
Implement new agreements and programs that support criminal apprehension	<i>Ongoing</i>	<i>Enf. Ops Majors</i>	<i>New funding/grants</i>	<i>Political reality; support</i>	<i>Exploring program feasibility</i>

ISP will continue participation in the above listed task forces and organizations, and implement appropriate new programs and agreements.

# Goals, Objectives and Work Plan FY2017-FY2021

## WORKFORCE DEVELOPMENT: *Work Ethic*

<b>GOAL: <i>Instill and reinforce professional excellence</i></b>					<b>SPONSOR: Executive Team</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Evaluate and modify hiring criteria as needed	<i>Ongoing</i>	<i>HQ Captain; HRO</i>	<i>Existing</i>	<i>Workload</i>	<i>Analysis of hiring criteria</i>
Evaluate existing and new training needs to support professional excellence	<i>Ongoing</i>	<i>Executive team; Training Manager; HRO</i>	<i>Existing</i>	<i>Culture; workload; funding</i>	<i>Analysis of annual survey needs assessment</i>
Evaluate classifications and compensation and modify as appropriate	<i>Ongoing</i>	<i>Executive team</i>	<i>Existing</i>	<i>Political reality</i>	<i>Provide data that may support modifications.</i>
Complaints of agency employee conduct rising to the level of OPS investigations do not exceed 4% of the workforce	<i>Ongoing</i>	<i>Major; OPS Coordinator</i>	<i>Existing</i>		<i>Maintain 4% or less</i>

ISP implemented an improved hiring and background process for commissioned employees. A more rigorous and thorough testing, interview, and background investigation procedure ensures the best, most qualified candidates are considered for employment.

Training Section staff will develop and utilize a new training needs assessment tool and methodology to balance employee needs/desires with organizational issues, and will maintain focus on measurable objectives. Focus groups of employees in like classifications will be utilized to develop and/or validate training needs and desired outcomes.

ISP is proud of the professionalism of each of its employees. An Office of Professional Standards investigation is most often generated from a serious occurrence or incident. The low ratio of complaints for this measure represents a system success from high hiring standards, intense training, and quality supervision.

# Goals, Objectives and Work Plan FY2017-FY2021

## Workforce Development: Retention

<b>GOAL: <i>Maintain the annual voluntary staff loss to 4% or below</i></b>					<b>SPONSOR: Executive Team</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Assess justification for non-retirement voluntary leaving – identify causes and make adjustments as needed	<i>Annually / Complete by August of each year for the previous fiscal year</i>	<i>HRO</i>	<i>Funding for compensation</i>	<i>Lack of staff; honest input; funding; state pay structure</i>	<i>Maintain less than 4%; evaluate data from employee exit surveys and one-on- one exit interviews</i>
Review current personnel practices, policies and procedures for needed changes to support retention	<i>Annual review</i>	<i>HRO; Executive staff; Command Staff; Captain/ Managers</i>	<i>Existing</i>	<i>Workload; statewide policies and rules; funding; state pay structure</i>	<i>Review current procedure</i>

Track and categorize reasons for employees leaving voluntarily to identify areas of concern for retention targets. In FY2014, formal on-line exit surveys and transfer/promotion surveys were developed and are being disseminated to each employee leaving ISP employment, transferring to another work unit, or accepting an internal promotion. Results are collected, reviewed by the Human Resource Officer and the Lieutenant Colonel, and action taken as appropriate.

# Goals, Objectives and Work Plan FY2017-FY2021

## WORKFORCE DEVELOPMENT: *Retention*

<b>GOAL: <i>Increase the number of qualified staff applying for and accepting promotions</i></b>					<b>SPONSOR: Executive Team</b>	
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>	
Identify and address issues hindering the application of <b>qualified</b> staff to fill needed positions <ul style="list-style-type: none"> <li>• <i>Compensation</i></li> <li>• <i>Compression</i></li> <li>• <i>Promotion process and req.</i></li> <li>• <i>Job roles &amp; responsibilities</i></li> <li>• <i>Skill requirements</i></li> <li>• <i>Relocation</i></li> </ul>	<i>Current assessment and ongoing</i>	<i>HRO; Executive team</i>	<i>Existing</i>	<i>Culture; transition from police function to administrative and management, funding; state pay structure</i>	<i>On-going salary survey; employee survey</i>	
Evaluate compression - identify contributing conditions and make changes as needed and feasible	<i>Evaluation – Ongoing; Changes as possible*</i>	<i>HRO; Executive team</i>	<i>Existing</i>  <i>Changes – new legislation / funding</i>	<i>Workload</i>  <i>*statutory changes may be required</i>  <i>political climate and funding; state pay structure</i>		
Promote and support employee development through ongoing training and education.	<i>Ongoing</i>	<i>Supervisors</i>	<i>Existing/ time/ funding</i>			

Continue to partner with Department of Labor on market analyses. Improve succession planning to ensure employees are prepared to compete for promotions. ISP continues to restructure its promotion process for commissioned troopers up to the rank of Captain.

CHOICE funds are still being used for retaining CHOICE eligible employees. In FY2014 pay line exceptions for trooper and specialist classes were approved and implemented.

**Goals, Objectives and Work Plan**  
**FY2017-FY2021**  
**WORKFORCE DEVELOPMENT: *Training***

<b>GOAL: <i>Provide adequate training to meet employee and ISP needs</i></b>					<b>SPONSOR: Executive Team</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Continually evaluate existing training; identify and develop needed training programs or changes	<i>Ongoing</i>	<i>Supervisors; Training Manager</i>	<i>Existing; time; funding  Pursue adequate funding and resources to support training</i>	<i>Funding</i>	<i>Annual needs assessment</i>

# Goals, Objectives and Work Plan FY2017-FY2021

## WORKFORCE DEVELOPMENT: Succession

<b>GOAL:</b> <i>Ensure seamless transition and advancement of employees to meet ISP needs</i>					<b>SPONSOR:</b> Executive Team	
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>	
Develop a framework to support and guide succession planning for employees (first line supervisors and above) <i>A - Identify KSA for positions</i> <i>A - Identify and deliver needed training to support advancement</i> <i>A - Establish mentor program to support advancement</i> <i>A- Publish guidelines</i>	<i>Begin staff study FY2015/ complete by FY2016</i>	<i>HRO; Executive team input</i>	<i>Existing</i>	<i>Staffing levels and workload (if done internally)</i>	<i>Documentation published and KSAs used in promotional processes</i>  <i>Mentoring program established for career advancement</i>  <i>Qualified applicants on hiring lists for internal promotional opportunities</i>	

ISP's Human Resource Officer will oversee the development of comprehensive Knowledge, Skills and Abilities (KSAs) for staff advancement. Outcomes and guidelines will be published and results disseminated.

# Goals, Objectives and Work Plan FY2017-FY2021

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

<b>GOAL: <i>Improve the effectiveness of program operation</i></b>					<b>SPONSOR: POST Administrator</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Identify and address staffing deficiencies	<i>FY2012-ongoing</i>	<i>POST Administrator</i>	<i>Administration approval; additional funding</i>	<i>Political reality; funding</i>	<i>Personnel added</i>
Identify and address facility deficiencies	<i>FY2012-ongoing</i>	<i>POST Administrator</i>	<i>Additional funding</i>	<i>Political reality; funding</i>	<i>Equipment purchased</i>

POST will develop a plan for addressing POST facility deficiencies, renovation and enhancements, to include construction of an additional dormitory building to meet the future demands for lodging peace officers during their training; establish a facility renovation schedule; and identify funding source(s) and project specifications for a practical exercise training building/area to enhance POST's ability to provide real-life scenario training for basic and in-service training programs. POST has purchased land to address facility deficiencies in presenting practical scenario exercises; the project will be an eight-year program to develop the land and construct a practical exercise facility. POST will work to partner with local jurisdictions and others to construct the facility in the most cost-efficient manner available to the state.

POST will increase the effectiveness of internal program operation by improving the knowledge base of current POST staff. POST will increase the effectiveness and efficiency of its instructor and training certification and approval processes through rule revisions; decreasing regulation and increasing local agency support.

# Goals, Objectives and Work Plan FY2017-FY2021

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

<b>GOAL: <i>Improve the quality of curriculum and training programs</i></b>					<b>SPONSOR: POST Administrator</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Evaluate existing training programs	<i>FY2013 and ongoing</i>	<i>POST Administrator</i>	<i>Additional funding</i>	<i>Political reality; economics</i>	<i>Student examinations; customer service surveys</i>

POST will examine current training programs and apply appropriate strategies to make improvements, to include improving training documentation and data recovery on practical scenario-based exercises. Also, update job task analyses for Detention, Corrections and Probation and Parole basic peace officer training programs. POST will also enhance career development programs; enhance crime scene investigation, forensics and executive development training.

During FY2017, POST will develop and implement a web-based integrated training and certification application submission tool that will expedite the process of applying for POST training and certification.. POST has concluded updated Patrol and Juvenile Probation/Detention job task analyses. POST will make necessary changes to curriculum and academy structure and determine the required practical scenarios to be evaluated.

To further improve existing training programs, POST will continue to establish statewide curriculum committees to review and revise academy and instructor lesson plans and testing. POST will develop and implement POST Council’s plan for the future of law enforcement training.

# Goals, Objectives and Work Plan FY2017-FY2021

## Peace Officer Standards Training (POST) Budget

<b>GOAL: <i>Continue to meet administrative budget expectations</i></b>					<b>SPONSOR: POST Administrator</b>	
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>	
Implement the and fee structure for facility use by non-law enforcement entities	<i>FY2014 and Ongoing</i>	<i>POST Administrator</i>	<i>Existing</i>	<i>Political reality; funding</i>	<i>Effectiveness of policy</i>	
Enter into a contractual debt collection agreement to recover training costs from students who choose to leave Idaho law enforcement within 2 years of their POST-funded academy training	<i>FY2017 and ongoing</i>	<i>POST Administrator</i>	<i>Third party contract or purchase agreement</i>	<i>None</i>	<i>Recovered funds</i>	

POST will implement a policy and fee structure for the use of the POST facility by non law enforcement entities

POST will also expand the on-line process for accepting fees for its training programs, dormitory reservations, student two-year agreement payments, and other fees collected by POST for use of its facilities and training programs.

## Goals, Objectives and Work Plan FY2017-FY2021

### Peace Officer Standards Training (POST) Budget

<b>GOAL: Rewrite and consolidate POST Administrative Rules</b>					<b>SPONSOR: POST Administrator</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Facilitate the established working group to review, consolidate and revise existing statute and administrative rules	<i>FY2014 and Ongoing</i>	<i>POST Administrator</i>	<i>Staff and contract personnel; existing funding</i>	<i>Political reality; funding</i>	<i>Authority granted</i>
Annually present revised statute and administrative rules to the Idaho legislature for enactment	<i>FY2015 and Ongoing</i>	<i>POST Administrator</i>	<i>Existing</i>	<i>Political reality; funding</i>	<i>Legislative approval</i>

POST will work to review and/or revise its statutory authority.

POST will consolidate its administrative rules into a new format that will make the rules easier to read, understand and locate provisions under the authority of the POST Council. POST will establish a working group including subject matter contractors and staff to review and revise the existing POST IDAPA rules. The priority will be to bring similar rules together into one rule, and reduce the number of rule subsections.

POST will submit the revised statutes and rules to the Idaho Legislature for enactment.

# Goals, Objectives and Work Plan FY2017-FY2021

## Peace Officer Standards Training (POST) Partnerships

<b>GOAL: Continue to partner with constituent local and state law enforcement agencies, Idaho Criminal Justice Associations and other public agencies</b>					<b>SPONSOR: POST Administrator</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Enhance partnerships with criminal justice associations	<i>Ongoing</i>	<i>POST Administrator</i>	<i>Existing</i>	<i>Political reality; funding</i>	<i>Customer service survey</i>
Develop partnership with educational institutions	<i>Ongoing</i>	<i>POST Administrator</i>	<i>Existing</i>	<i>Political reality; funding</i>	<i>Customer service survey</i>
Develop additional POST informational publications	<i>Ongoing</i>	<i>POST Administrator</i>	<i>Existing</i>	<i>Staff priorities</i>	<i>Customer service survey</i>

Developing and enhancing partnerships between criminal justice associations improves POST's ability to facilitate strategic initiatives. POST will pursue membership, partnership and collaboration with public safety associations and agencies. POST will also initiate projects for instruction and web-based information sharing for POST constituents.

POST is engaged in an on-going partnership with the Idaho Counties Risk Management Program (ICRMP) to provide training on critical areas of risk within the law enforcement agencies. The partnership is scheduled to continue to the benefit of law enforcement officers and agencies.

# Goals, Objectives and Work Plan FY2017-FY2021

## Peace Officer Standards Training (POST) Personnel and Career Development

<b>GOAL: Enhance Professional Excellence</b>					<b>SPONSOR: POST Administrator</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Fill all available FTP	<i>Ongoing</i>	<i>POST Administrator</i>	<i>Additional funding</i>	<i>Political reality; funding</i>	<i>Annual needs assessment</i>
Provide advancement and training opportunities	<i>Ongoing</i>	<i>POST Administrator</i>	<i>Existing funding</i>	<i>Political reality; funding</i>	<i>Annual needs assessment</i>

To provide the highest level of customer service, POST should be fully staffed and employees fully trained. POST will define the ability to send employees to training programs that will enhance their operational responsibilities. POST will work with each employee to establish a five year plan for career development and succession planning.

# Goals, Objectives and Work Plan FY2017-FY2021

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

<b>GOAL: <i>Enhance training facilities</i></b>					<b>SPONSOR: POST Administrator</b>
<b>Objectives / Actions (A)</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Identify and address facility deficiencies	<i>Ongoing</i>	<i>POST Administrator</i>	<i>Existing and additional funding</i>	<i>Political reality; Funding</i>	<i>Equipment purchase</i>

POST has completed the design and has initiated construction on a high-risk/high-threat firearms range which will be operational by the end of FY 2016.

POST is evaluating the quantity and type of scenario-based training equipment needed to support its basic training and in-service programs. POST will develop a plan to purchase, maintain and replace this equipment over time, anticipating future needs.

# Goals, Objectives and Work Plan FY2017-FY2021

## STRATEGIC PLAN IMPLEMENTATION

<b>GOAL: <i>Ensure the effective management, monitoring and implementation of the strategic plan to achieve the established goals and objectives and support the agency mission, vision and values</i></b>					<b>SPONSOR: Director</b>
<b>Actions</b>	<b>Schedule <i>Begin / finish</i></b>	<b>Responsibility</b>	<b>Resources Needed</b>	<b>Comments <i>Issues that may prevent success</i></b>	<b>Performance Measures</b>
Conduct regular review, monitoring and progress reporting <i>A – Share plan status with agency employees</i> <i>A- Employees annually complete employee development plans based on strategic plan</i> <i>A- Promotional interviews will include strategic plan elements</i>	<i>Check in monthly</i> <i>Expanded Executive Team Mtg.</i>  <i>Quarterly - Captains / Managers meeting for progress reports</i>	<i>Executive team; Captains</i>	<i>Existing</i>		<i>Number of meetings held/discussion on agenda;</i> <i>“Message from Director” published routinely</i>
Re-evaluate and submit plan annually / adjust / add additional year as needed and appropriate	<i>Annually</i>	<i>Executive team</i>	<i>Existing</i>		<i>Submit annual strategic plan updated by July 1</i>
Conduct a major reassessment of the agency’s overall direction, priorities, etc., as part of a major Plan update	<i>Every four years.</i>	<i>Executive team</i>	<i>Existing</i>	<i>Executive team workload</i>	<i>Strategic Plan presented to incoming Director, adjusted for new priorities</i>

The ISP Strategic Plan is published in the Intranet Library. Agendas for each quarterly Captains Meeting include time for Captains to present their strategies and actions in support of meeting Strategic Plan goals and objectives. Annually, the Strategic Plan is reviewed and adjusted when appropriate, prior to the July 1 mandatory submission date. When agency leadership changes, the Strategic Plan will be reviewed against the new administration’s direction and updated appropriately.