

# Missouri State Highway Patrol



## Strategic Plan

January 2008-December 2010



Department of Public Safety  
**MISSOURI STATE HIGHWAY PATROL**  
Colonel James F. Keathley, Superintendent



An  
International  
Accredited  
Agency

**Matt Blunt**  
Governor

**Mark S. James**  
Director

November 7, 2007

Mr. Mark S. James, Director  
Department of Public Safety  
Post Office Box 749  
Jefferson City, MO 65102-0749

Dear Director James:

On behalf of the Strategic Planning Committee, I present to you the 2008-2010 Missouri State Highway Patrol Strategic Plan. Committee members developed this plan with thoughtful consideration regarding law enforcement challenges that confront all public safety professionals as we move further into the 21st century.

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

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

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

Sincerely,

JAMES F. KEATHLEY, Colonel  
Superintendent

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# Strategic Planning Committee Members

## MEMBER

## ASSIGNMENT

Major Robert E. Bloomberg	Commander, Technical Services Bureau
Captain Bradley W. Jones	Director, Traffic Division
Captain Sandra K. Karsten	Director, Human Resources Division
Captain Robert P. Stieffermann	Director, Professional Standards Division
Captain Ronald L. Walker	Assistant Bureau Commander, Field Operations Bureau
Lieutenant Bruce T. Clemonds	Homeland Security Coordinator, Field Operations Bureau
Lieutenant Sidney W. Conklin	Assistant Director, Division of Drug and Crime Control
Lieutenant Richard G. Fredendall	Grants Projects Specialist, Field Operations Bureau
Lieutenant Thomas L. Meyer	Assistant Director, Research and Development Division
Sergeant Douglas B. McPike	Zone 4 Supervisor, Troop F
Ms. Laurie M. Crawford	CJIS Manager, Criminal Records and Identification Division
Mr. Larry G. Lueckenhoff	Assistant Director, Information Systems Division
Mr. Brent A. Miller	Assistant Director, Budget and Procurement Division
Mr. William A. Randle	Criminalist, Crime Laboratory Division
Mr. Roger D. Strobe	Chief Projects Engineer, Communications Division
Ms. Patricia L. Trimble	Staff Inspector, Research and Development Division

# Missouri State Highway Patrol

## Strategic Plan

### Vision

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

### Mission

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

### Core Values

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

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

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

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

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

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

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

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

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

# TRAFFIC SAFETY

STRATEGIC ISSUE: 1.0

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

### **Overview**

Traffic safety is one of our most prominent and widespread public safety issues. Traffic crashes have a profound economic and emotional effect upon the citizens of Missouri. In 2006, a total of 167,143 traffic crashes were reported in the state of Missouri with a total estimated economic loss of approximately \$3.5 billion. This includes the loss of productivity due to injury or death and the long-term treatment of disabling injuries, and the loss of property as a result of traffic crashes.

Fatal traffic crashes are one of the leading causes of death in the United States and the greatest cause of violent death. Law enforcement officers from across the nation are called upon, too often, to notify the next of kin of crash victims. Statewide Traffic Accident Records System (STARS) data revealed that in 2006, alcohol-related traffic crashes accounted for 273 fatalities and 5,157 injuries in Missouri. In fact, one person was killed or injured in these crashes every 1.6 hours.

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

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

**OBJECTIVE 1.1: Reduce the fatality rate per 100 million vehicle miles traveled, for fatalities related to traffic crashes where alcohol/drug impairment is a contributing factor, by 3% statewide by December 31, 2010.**

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

**STRATEGIES:**

- 1.1.1: Provide enforcement activities that target alcohol/drug impaired driving.
- 1.1.2: Collect, analyze, and disseminate timely statistics and GIS maps relative to alcohol/drug impaired crashes.
- 1.1.3: Develop partnerships as a means of reducing alcohol/drug impaired crashes.
- 1.1.4: Provide law enforcement training programs that target alcohol/drug impaired driving.
- 1.1.5: Provide public education on the effects of alcohol/drug impaired driving.

**OBJECTIVE 1.2: Reduce the injury rate per 100 million vehicle miles traveled, for injuries related to traffic crashes where alcohol/drug impairment is a contributing factor, by 3% statewide by December 31, 2010.**

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

**STRATEGIES:**

- 1.2.1: Provide enforcement activities that target alcohol/drug impaired driving.
- 1.2.2: Collect, analyze, and disseminate timely statistics and GIS maps relative to alcohol/drug impaired crashes.
- 1.2.3: Develop partnerships as a means of reducing alcohol/drug impaired crashes.
- 1.2.4: Provide law enforcement training programs that target alcohol/drug impaired driving.
- 1.2.5: Provide public education on the effects of alcohol/drug impaired driving.

**OBJECTIVE: 1.3: Reduce the fatality rate per 100 million vehicle miles traveled, for fatalities related to traffic crashes where aggressive/hazardous driving is a contributing factor, by 10% statewide by December 31, 2010.**

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

**STRATEGIES:**

- 1.3.1: Provide enforcement activities that target aggressive/hazardous driving.
- 1.3.2: Collect, analyze, and disseminate timely statistics and GIS maps relative to aggressive/hazardous driving related fatal traffic crashes.
- 1.3.3: Develop partnerships as a means of reducing aggressive/hazardous driving related fatal traffic crashes.
- 1.3.4: Provide law enforcement training programs that target aggressive/hazardous driving.
- 1.3.5: Provide public education that identifies aggressive/hazardous driving as a contributing factor in fatality traffic crashes.

**OBJECTIVE: 1.4: Reduce the injury rate per 100 million vehicle miles traveled, for injuries related to traffic crashes where aggressive/hazardous driving is a contributing factor, by 6% statewide by December 31, 2010.**

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

**STRATEGIES:**

- 1.4.1: Provide enforcement activities that target aggressive/hazardous driving.
- 1.4.2: Collect, analyze, and disseminate timely statistics and GIS maps relative to aggressive/hazardous driving related injury traffic crashes.
- 1.4.3: Develop partnerships as a means of reducing aggressive/hazardous driving related injury traffic crashes.
- 1.4.4: Provide law enforcement training programs that target aggressive/hazardous driving.

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

**OBJECTIVE: 1.5: Increase seat belt usage to 81% statewide by December 31, 2010, to match the National Highway Traffic Safety Administration's 2006 national average. (Note: 2006 represents the baseline year for this Strategic Plan)**

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

**STRATEGIES:**

1.5.1: Provide enforcement activities that target seat belt compliance.

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

# CRIMES AGAINST PERSONS AND PROPERTY

STRATEGIC ISSUE: 2.0

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

## Overview

Most Missourians are fortunate enough not to be victimized by a crime; however, it is likely they know someone who has been, or will be, victimized by a criminal act. Fear of crime guides many of our personal decisions – from where to live and whether to let our children play outside, to our views on gun control. The United States has the highest crime rate of all industrialized nations. For every 100,000 Americans, six were murdered in 2006.

Violent crimes in Missouri decreased during the 1990's; however, in 2006 both violent crimes and property crimes continued to increase. There are a multitude of reasons for the changes in the rate of crime, such as the economy, demographics, improvements to law enforcement procedures, law enforcement funding, and changes in the laws. Illegal drugs have been one factor that has adversely impacted the rate of violent crimes and property crimes. The proliferation of methamphetamine labs throughout the state of Missouri has brought new challenges to the Patrol, as well as other law enforcement agencies.

Even with periods of decreased violent crime rates nationally, as well as in Missouri, the threat of being victimized continues to significantly impact Missouri citizens. Based upon surveys of Missourians, crime was considered the most important social issue facing law enforcement.

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 2007 federal budget for drug control alone was \$12.7 billion. Besides 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 enforcement role, but, in addition, there is an even larger role involving preparedness, 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.

**OBJECTIVE: 2.1: Increase the Patrol's response to requests for assistance with crimes against persons by 3% statewide by December 31, 2010.**

- ❖ Supporting data reference material: DDCC Request Logs; DDCC/CIB Annual Overview Report; Computer Aided Dispatch (CAD) data; Uniform Crime Reporting (UCR) data

**STRATEGIES:**

- 2.1.1: Provide timely collection and processing of criminal investigative evidence and information.
- 2.1.2 Develop strategic partnerships to help reduce crime.
- 2.1.3: Provide training and education to local and state agencies, and the private sector in criminal investigation, crime prevention, crime reporting, and regulatory compliance.

**OBJECTIVE: 2.2: Increase the Patrol's response to requests for assistance with crimes against property by 3% statewide by December 31, 2010.**

- ❖ Supporting data reference material: DDCC Request Logs; DDCC/CIB Annual Overview Report; Computer Aided Dispatch (CAD) data; Uniform Crime Reporting (UCR) data

**STRATEGIES:**

- 2.2.1: Provide timely collection and processing of criminal investigative evidence and information.
- 2.2.2: Develop regional partnerships with other law enforcement agencies to prevent and investigate Agri-Crimes.
- 2.2.3 Develop strategic partnerships to help reduce crime.
- 2.2.4: Provide training and education to local and state agencies, and the private sector, in criminal investigation, crime prevention, crime reporting, and regulatory compliance.

**OBJECTIVE: 2.3: Increase the amount of illegal drugs seized by 4% statewide by December 31, 2010.**

- ❖ Supporting data reference material: Arrest/Incident/Investigation System data; Traffic Arrest System (TAS)/DWI Tracking System (DWITS) data; Marijuana Eradication System data; DDCC DAG Form

**STRATEGIES:**

- 2.3.1: Provide timely collection and processing of illegal drug investigative evidence, information, and intelligence.
- 2.3.2: Develop partnerships with other law enforcement agencies to enhance drug enforcement operations.
- 2.3.3: Increase education concerning illegal drug usage and production.

**OBJECTIVE: 2.4: Decrease the average processing times for evidence analyzed by the Patrol's Crime Laboratories by 33% statewide by December 31, 2010.**

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

**STRATEGIES:**

- 2.4.1: Assess workloads in subcomponents of laboratory to provide adequate staffing levels necessary to meet work demands.
- 2.4.2: Expand and improve facilities to meet the demands of the workload.
- 2.4.3: Adopt new procedures and technology to maximize efficiency.

# HOMELAND SECURITY

STRATEGIC ISSUE: 3.0

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

### **Overview**

Missourians are at risk from natural and manmade 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 manmade events. The natural events include such things as tornadoes and severe storms, floods, severe winter weather, drought, fires, heat waves, and earthquakes. The manmade events include such things as dam failures, utility interruptions/failures, fires, nuclear power plant events, hazardous materials events, mass transportation accidents, civil disorder, and terrorism.

Missourians are keenly aware of the potential for a serious natural disaster given the frequency of tornado activity throughout the state, and the vulnerability of many citizens to earthquake activity due to their geographic proximity along the New Madrid fault. Missourians also possess a heightened awareness of the potential for a serious manmade disaster following the events of September 11, 2001. Failure to adequately prepare for, and mitigate the efforts of these potential disasters will impair response and recovery efforts should one occur.

Life safety, incident stabilization, and property preservation are primary missions for the Missouri State Highway Patrol when providing "Protection and Service" to Missourians. This agency recognizes that in order to successfully accomplish this mission, it has a key responsibility of preparing ourselves and the public for natural and manmade emergencies/disasters they are most likely to encounter. To that end, the Missouri State Highway Patrol seeks to develop partnerships with federal, state, local, volunteer, and private partners, to provide assistance in prevention, preparedness, response, and recovery following potentially disastrous events.

**OBJECTIVE: 3.1: Increase the information sharing and collection capabilities and services provided to local, state, and federal law enforcement agencies by 6% by December 31, 2010.**

- ❖ Supporting data reference material: Missouri Information Analysis Center (MIAC) Tracking Database; Missouri Statewide Police Intelligence Network (MoSPIN) data

**STRATEGIES:**

- 3.1.1: Provide investigative services related to the identification of suspected criminals/terrorists, associates, and supporters.
- 3.1.2: Provide a mechanism to facilitate the collection, analysis, evaluation, and dissemination of information related to criminals/terrorists, associates, and supporters.
- 3.1.3: Provide training and education to local and state agencies, and the private sector, in terrorism/crime recognition and reporting, to facilitate intelligence collection.

**OBJECTIVE: 3.2: Increase the intelligence capabilities and services provided to local, state, and federal law enforcement agencies by 30% by December 31, 2010.**

- ❖ Supporting data reference material: Missouri Information Analysis Center (MIAC) Records

**STRATEGIES:**

- 3.2.1: Establish a cohesive Strategic Intelligence section within the MIAC specifically tasked with the dissemination of intelligence products appropriate to the changing crime/terrorism situation faced by Missouri.
- 3.2.2: Establish a fully trained Critical Infrastructure Analysis section within the MIAC to assist in response to natural and manmade disasters and crime/terrorist incidents.
- 3.2.3: Provide guidance and leadership in the development of statewide information collection and sharing mechanisms.

**OBJECTIVE: 3.3: Increase the Patrol's operational response capabilities toward acts of terrorism or disasters to 85% NIMSCAST assessment compliance by December 31, 2010.**

- ❖ Supporting data reference material: National Incident Management System Compliance Assistant Support Tool (NIMSCAST); NIMS Certification Training Records; MERIS Training Records; State Emergency Management Agency (SEMA) Event Records; MSHP Component Operational Plans

## **STRATEGIES:**

- 3.3.1: Develop partnerships to prevent, prepare, respond, and recover from acts of terrorism or disasters.
- 3.3.2: Participate in disaster assistance programs, emergency management training, and comprehensive community exercise programs.
- 3.3.3: Provide emergency management and disaster preparedness training as part of the continuing law enforcement education curriculum.
- 3.3.4: Identify and obtain resources, equipment, and infrastructure to improve response to all hazardous events.
- 3.3.5: Develop opportunities for better voice and data communications among affected agencies.

# DEPARTMENT MANAGEMENT

STRATEGIC ISSUE: 4.0

## STRATEGIC GOAL: IMPROVE THE QUALITY OF PATROL SERVICES

### Overview

The Missouri State Highway Patrol must strive to become more efficient and effective to meet the ever-increasing demands placed upon the agency. Efficiency is the best possible use of time, money, and resources. Effectiveness is the accomplishment of specified goals. The success of the Patrol depends upon accomplishing the right objectives without wasting time, money, or resources.

Continual review and assessment must be made of core budgets, as well as new decision items, to ensure services are being delivered in the most efficient and effective manner. This requires setting performance standards and objectives, analyzing how well activities and results compare against the standards, correcting performance, altering standards, or acting to take advantage of opportunities. Missouri State Highway Patrol services must be administered in a manner that will maximize agency resources.

Advancements in technology have had a significant impact on methods used to deliver services to Missouri law enforcement and the public. The Missouri State Highway Patrol provides information services from internal components, the Federal Bureau of Investigation, and Criminal Justice Information Service to local, state, and federal criminal justice users. Interoperability between computer systems is necessary to exchange criminal justice information in a timely and efficient manner. As the amount and type of information received, processed, stored, and disseminated increase, and the number of users continues to grow, the Missouri State Highway Patrol will be required to keep pace with the demand for timely delivery of high quality information services.

The Internet has significantly changed the way that the state of Missouri serves its citizens. Opportunities exist to streamline existing processes, reduce paperwork, and make delivery of services to our citizens more efficient. The mechanism for delivering services to our customers via the Internet or other electronic means is commonly referred to as e-Government. The Missouri State Highway Patrol must actively investigate potential applications for e-Government where practical.

In day-to-day operations, natural disasters, and multi-jurisdictional incidents affecting public safety, it is the responsibility of the Missouri State Highway Patrol to assist with the coordination of law enforcement efforts in the state of Missouri. The Missouri State Highway Patrol must have communication systems capable of reliable and effective communication with its officers and other public safety and law enforcement entities in the state.

**OBJECTIVE: 4.1: Increase satisfaction in Patrol services provided to the public.**

- ❖ Supporting data reference material: Annual Public Opinion Survey; PSD Complaint Logs, PIED Feedback; RDD External Services Assessment

**STRATEGIES:**

- 4.1.1: Provide requested or required records, statistics, and reports in a timely and accurate manner.
- 4.1.2: Maintain a sufficient, qualified, and diverse workforce to provide optimal service.
- 4.1.3: Develop partnerships to improve services to the public.
- 4.1.4: Conduct periodic satisfaction surveys and develop strategies to address areas of concern.
- 4.1.5: Determine future personnel and equipment needs and potential sources of funding.
- 4.1.6: Seek dedicated agency funding to achieve goals and operational objectives.
- 4.1.7: Provide training in order to achieve broader areas of expertise.
- 4.1.8: Provide educational and informational materials regarding Patrol services.

**OBJECTIVE: 4.2: Increase satisfaction in Patrol services provided to criminal justice agencies, and other governmental agencies.**

- ❖ Supporting data reference material: Annual Criminal Justice/Government Agency Survey; MULES Audit Survey; UCR Quality Assurance Review Survey; RDD External Services Assessment; Academy Training Tracking System (ATTS)

**STRATEGIES:**

- 4.2.1: Provide requested or required records, statistics, and reports in a timely and accurate manner.
- 4.2.2: Employ up-to-date technology and equipment that will improve performance and service.
- 4.2.3: Maintain a sufficient, qualified, and diverse work force to provide optimal service.
- 4.2.4: Develop partnerships to improve services to criminal justice and other governmental agencies.

- 4.2.5: Conduct periodic satisfaction surveys and develop strategies to address areas of concern.
- 4.2.6: Determine future personnel and equipment needs and potential sources of funding.
- 4.2.7: Seek dedicated agency funding to achieve goals and operational objectives.
- 4.2.8: Provide training in order to achieve broader areas of expertise.
- 4.2.9: Provide educational and informational materials regarding Patrol services.

**OBJECTIVE: 4.3: Increase satisfaction in internal Patrol services.**

- ❖ Supporting data reference material: Annual Employee Survey; RDD Staff Inspection Services Survey; HRD Employee Records & Exit Interviews

**STRATEGIES:**

- 4.3.1: Maintain a sufficient, qualified, and diverse work force to provide optimal customer service.
- 4.3.2: Employ up-to-date technology and equipment that will improve performance and customer service.
- 4.3.3: Provide expanded training, as well as cross training of department personnel, in order to achieve broader areas of technical expertise.
- 4.3.4: Review programs and projects for efficiency and effectiveness.
- 4.3.5: Develop long-range capital improvement and leasing plans to accommodate growth.
- 4.3.6: Determine future personnel and equipment needs and potential sources for funding.
- 4.3.7: Conduct component services surveys and develop strategies to address areas of concern.
- 4.3.8: Expand career development opportunities and programs.
- 4.3.9: Analyze anticipated workloads and population trends to determine adequate personnel levels.