



# Colorado State Patrol

January 1 - December 31, 2010



**COLORADO  
DEPARTMENT  
OF PUBLIC SAFETY**

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February 16, 2010



To the valued members of the Colorado State Patrol and our partners in safety,

The mission of our organization speaks to the importance of “providing a safe and secure environment in Colorado.” For the past 75 years, our organization has been committed to providing professional traffic safety services. While this cornerstone of our agency remains today, through the years, we have taken on additional roles that contribute to other aspects of public safety in our state.

The Colorado State Patrol is the preeminent traffic safety organization in Colorado and also a national leader in many categories of this discipline, including our unmatched reduction in the number of people killed on our roads since 2001. Last year we realized an additional 12% reduction in the number of deaths investigated by the CSP. This number represents 40 lives saved over the previous year.

In addition to our traffic safety emphasis, we are charged with many aspects of public safety including; homeland security, executive protection for the governor and the protection of our state capitol and other state facilities.

All of our efforts would not be possible without critical staff functions within the CSP. These services include all administrative support units across our organization that provide the foundation necessary to accomplish our collective goals and objectives.

As we celebrate our 75<sup>th</sup> year of existence, we focus on the future and the possibilities of what lie ahead. We have accomplished much together and we should be proud of our collective efforts. The work and commitment that every member of the CSP has displayed over the years has resulted directly in saving lives. There is no greater calling for any person than to work toward ensuring the safety of others.

Respectfully,

Colonel James M. Wolfinbarger  
 Chief, Colorado State Patrol

Bill Ritter, Jr.  
 GOVERNOR  
 Peter A. Weir  
 EXECUTIVE DIRECTOR  
 Colorado State  
 Patrol  
 Colorado Bureau  
 of Investigation  
 Division of  
 Criminal Justice  
 Office of Preparedness,  
 Security, and Fire Safety



# Executive Summary

Since 1935, the Colorado State Patrol (CSP) has fulfilled its duty of promoting safety and protecting human life through the courteous and strict enforcement of the laws of the State of Colorado. The mandates given to the CSP as outlined in the *Colorado Revised Statutes* (24-33.5-201 *et seq.*), coupled with the resource appropriations assigned by Colorado's legislature, provide the framework through which the organization meets the service needs of individuals and communities in the state.

The mission of the Colorado State Patrol to ensure a safe and secure environment in Colorado for all persons by providing professional law enforcement through responsive, courteous, caring and dedicated service is fulfilled through the commitment of its members and through partnering with federal, state, county, tribal and municipal agencies to enhance public safety in the state. Through a multi-faceted strategic approach to providing services, the CSP is committed to improving public safety and the quality of life for residents of and visitors to the State of Colorado.

The Colorado State Patrol's success in meeting the traffic and public safety needs of individuals in the state is a result of the organization's focused approach to providing services. The traffic safety target of reducing the number of passenger and commercial motor vehicle fatalities that occur on Colorado highways is achieved through maintaining high trooper visibility on primary highways in the state, performing saturation patrols in safety zones, and targeting specific dangerous driving behaviors including impaired driving, driving while distracted, aggressive driving, and driving without wearing a seat belt. The organization's public safety target is established as a result of increased public safety threats at the local, state and national levels and is met by providing services in the areas of executive security, homeland security, immigration enforcement, and investigative services.

By addressing both the traffic safety and public safety needs of residents and visitors the CSP will achieve a balanced approach to successfully reaching the following goals:

- Administrative Goals
  - Retain, Recruit, Develop Professional Members
  - Acquire and Deploy Resources
- Service Goals
  - Improve Traffic Safety
  - Interdict Criminal Activity
  - Provide Communications
  - Enhance Homeland Security

For 75 years, the Colorado State Patrol has committed itself to meeting the traffic and public safety needs of the State of Colorado. It is through exemplifying the core values of honor, respect, and dedication to duty that each member contributes to the organization's success in fulfilling its commitment to preserving human life.

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## Mission Statement

The mission of the Colorado State Patrol is to ensure a safe and secure environment in Colorado for all persons by providing professional law enforcement through responsive, courteous, caring and dedicated service.

## Vision Statement

The Colorado State Patrol is a progressive law enforcement agency and first in traffic safety by using advanced technologies and training to provide exemplary service to the residents of Colorado. Its members are committed to providing a secure future for the public by creating and fostering:

- Partnerships with citizens and communities to enhance public safety;
- Partnerships with federal, state, county, tribal and municipal agencies to enhance law enforcement services in Colorado; and
- Partnerships with its members to create a supportive environment in order to realize their full potential in their careers, families and communities.

## Philosophy

Since 1935, the Colorado State Patrol has fulfilled its duty of promoting safety and protecting human life through the courteous and strict enforcement of the laws of the State of Colorado. It is through exemplifying the core values of honor, respect, and dedication to duty that each member contributes to the organization's success in fulfilling its commitment to preserve all human life.

## 7 Tenets of the Badge

### CSP Core Values

- Honor
- Respect
- Dedication to Duty







## Long-Term Strategic Target

Through a multi-faceted strategic approach to providing services, the Colorado State Patrol (CSP) is committed to improving public safety and the quality of life for residents of and visitors to the State of Colorado. As defined by the *Colorado Revised Statutes (24-33.5-201 et seq.)*, the primary duty of the CSP is to “promote safety, protect human life and preserve the highways of this state by the courteous and strict enforcement of the laws and regulations of this state relating to highways and the traffic on such highways.” This is accomplished through:

- The enforcement of all state laws as they relate to promoting safety and protecting human life;
- The enforcement of all state laws with respect to grounds or buildings owned by the state;
- The enforcement or aiding in the enforcement of all state laws pertaining to motor vehicles and all other vehicles, including their equipment, weight, cargoes and licenses, vehicle operators, and other operations;
- The direction, control and regulation of motor vehicle traffic on public roadways, including regulation of road closures during special events, inclement weather, or when necessary in order to prevent further injury or damage following an emergency;
- The promulgation and enforcement of rules and regulations for commercial motor vehicles;
- The inspection of vehicles for safety-related violations;
- The interdiction of criminal activity on Colorado highways, with a focus on the transportation of illegal drugs;
- Providing protection and transportation for the governor and the first family;★
- Inquiring into the threat of terrorism and assessing the degree of preparedness to respond to the threat;
- Addressing the issue of human smuggling and human trafficking on the highways of the state;
- The provision of emergency assistance in the event of major disasters, civil protests, or when requested by local law enforcement;
- The operation of the state law enforcement training and education academy;
- The operation of the statewide law enforcement telecommunications system; and
- The development, presentation, and administration of community education and safety programs.

In response to the above mandates and in order to promote safety and protect human life, the CSP has established long-term strategic targets in the areas of traffic and public safety.

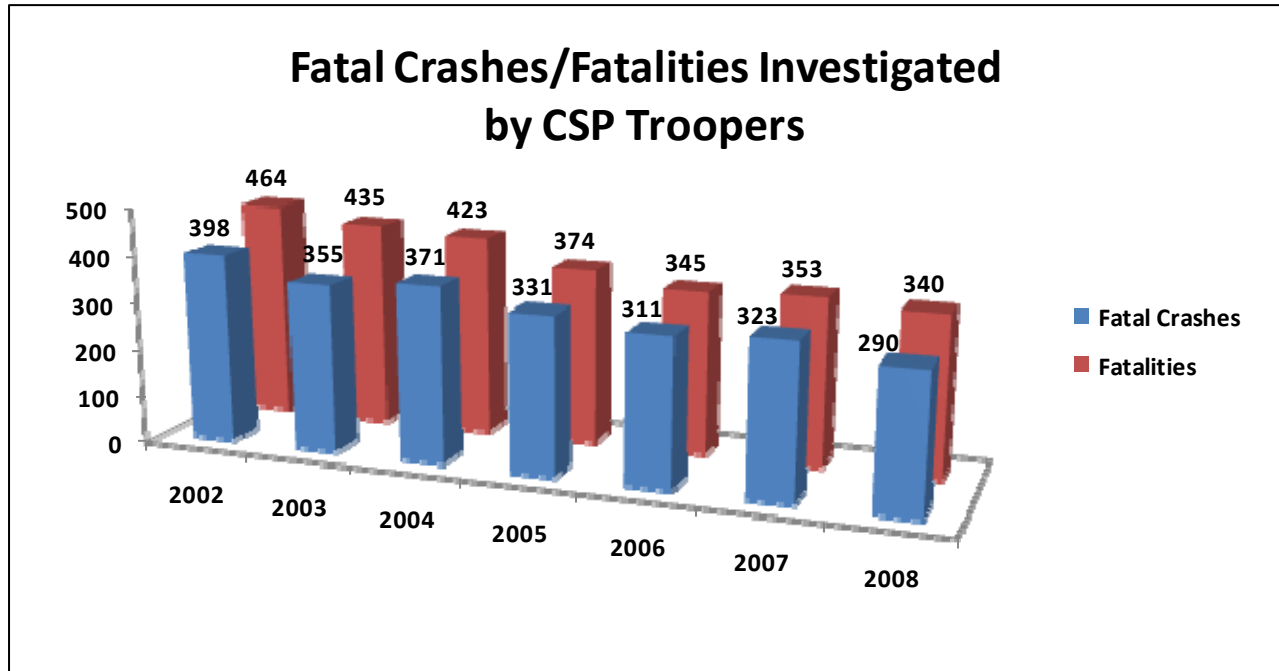


## Traffic Safety Target

According to the Colorado Department of Public Health and Environment, the leading cause of death for individuals in Colorado between the ages of 1 and 34 is *unintentional injuries*. The majority of these types of injuries that result in death are motor vehicle related. In addition, motor vehicle related injuries are the leading cause of death in all gender and race/ethnicity demographics.<sup>1</sup> Since 2002, the Colorado State Patrol has dedicated its resources to a multi-layered safety strategy with the ultimate goal of eliminating the majority of traffic fatalities that troopers investigate on Colorado's roadways by CY 2025. From January 1, 2002 through December 31, 2008, the reduction in the number of **fatal crashes** that occurred on roads covered by CSP troopers was 27.1 percent, from 398 fatal crashes in 2002 to 290 in 2008. In addition, there was a reduction of 26.7 percent in the **number of persons who were killed** in those crashes (464 fatalities in 2002; 340 fatalities in 2008).

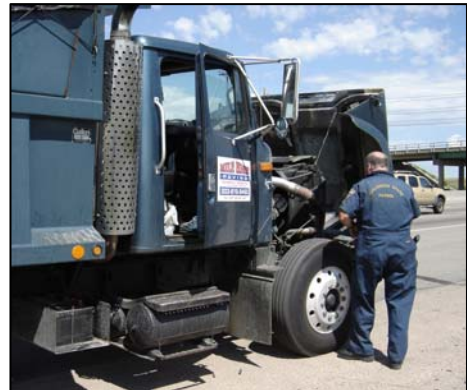


Figure 1. Fatal Crashes and Fatalities Covered by CSP Troopers.



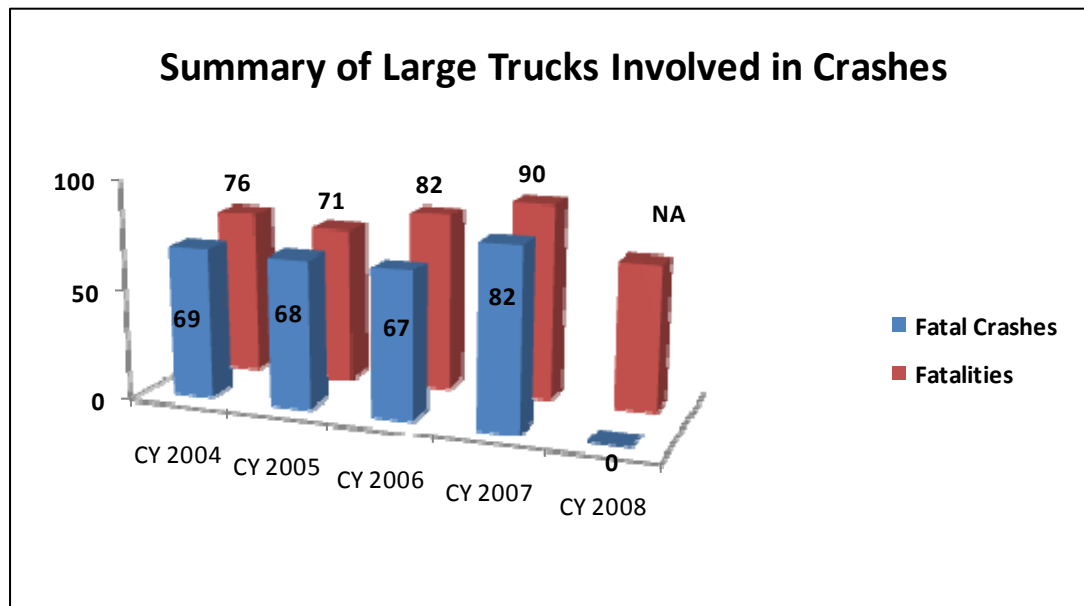
<sup>1</sup> Health Watch. Colorado Department of Public Health and Environment, 2006. Indicators 5, 7, 9 – Unintentional injuries, Mortality. <http://www.cdphe.state.co.us/hs/datahome.html>

The most recent data indicates that the annual number of vehicle miles traveled (VMT) in the State of Colorado is 47,233 million miles; 27,811 million of which were traveled on roadways covered by the Colorado State Patrol. According to the most recent data (CY 2007), the state's traffic fatality rate (number of deaths per 100 million vehicle miles traveled) was 1.14 as compared with the national rate of 1.36, ranking Colorado as the 14<sup>th</sup> safest state in the nation (Figure 34, Tab 7). Currently, the U.S. Department of Transportation is committed to reducing the passenger vehicle occupant fatality rate to not more than 0.99 deaths per 100 million vehicle miles traveled (VMT) by the end of CY 2010.<sup>2</sup> In support of this effort, the CSP will continue its focus on saving lives on Colorado roadways by realizing a two percent reduction in the fatality rate in Colorado.



In addition to its commitment to passenger vehicle occupant safety, the CSP will positively impact the number of truck-related fatalities in CY 2010. The Federal Motor Carrier Safety Administration's current goal is to reduce the rate of truck-related fatalities to 0.16 per 100 million VMT by CY 2011 from a baseline rate of 0.184 per 100 million VMT in CY 2005. In support of this effort, the CSP has established a similar goal and is committed to realizing a reduction in the commercial motor vehicle (CMV) fatality rate by 0.01 by CY 2011. As of the most recent data (CY 2007), Colorado's commercial motor vehicle fatality rate was 0.17.<sup>3</sup>

Figure 2. Commercial Motor Vehicle Fatal Crashes and Fatalities, Colorado.



<sup>2</sup> Information on the national target of 0.99 deaths per 100 million vehicle miles traveled can be obtained from the National Highway Transportation Safety Administration's website: [www.nhtsa.dot.gov](http://www.nhtsa.dot.gov)

<sup>3</sup> State of Colorado's Commercial Vehicle Safety Plan, FY 2010.



## Public Safety Target



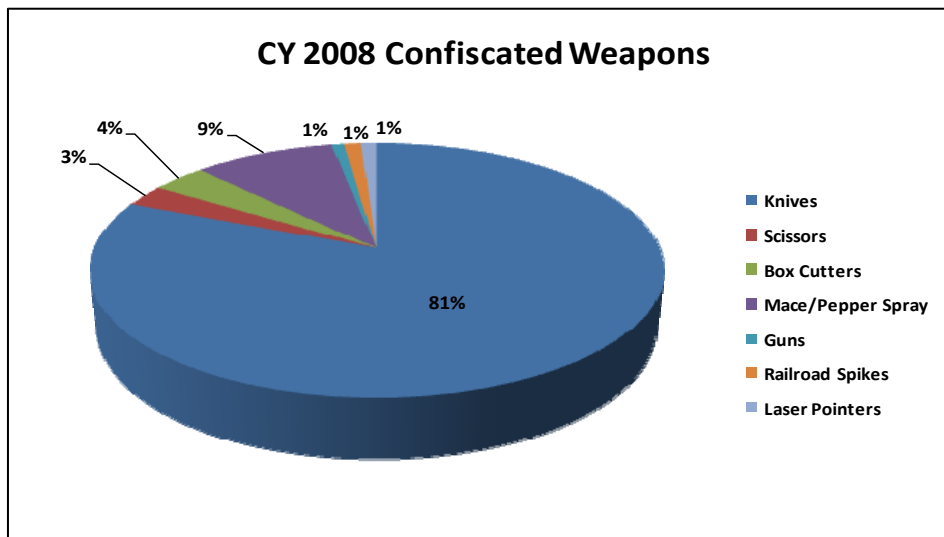
The commitment of the Colorado State Patrol to preserving the safety of the highways of the state is but one of many critical factors in ensuring the overall public safety of persons in Colorado. In response to increasing state and national safety issues, the CSP has been tasked with providing public safety services in the areas of executive security, homeland security, immigration enforcement, investigative services, and school safety.

## Executive Security

Ensuring the safety of visitors to the State Capitol and other state facilities is a critical component in reaching a public safety target. As activity in and around the Capitol Complex has increased, it has become necessary to establish security measures that improve the safety of visitors and employees. Since 2007, security has been heightened following a fatal shooting and subsequent threat and vulnerability assessment that recommended modification to the security profile of the Capitol Complex. In CY 2008, the number of weapons confiscated at the State Capitol totaled 263.



Figure 3. Types of Weapons Confiscated at the Colorado State Capitol Building.

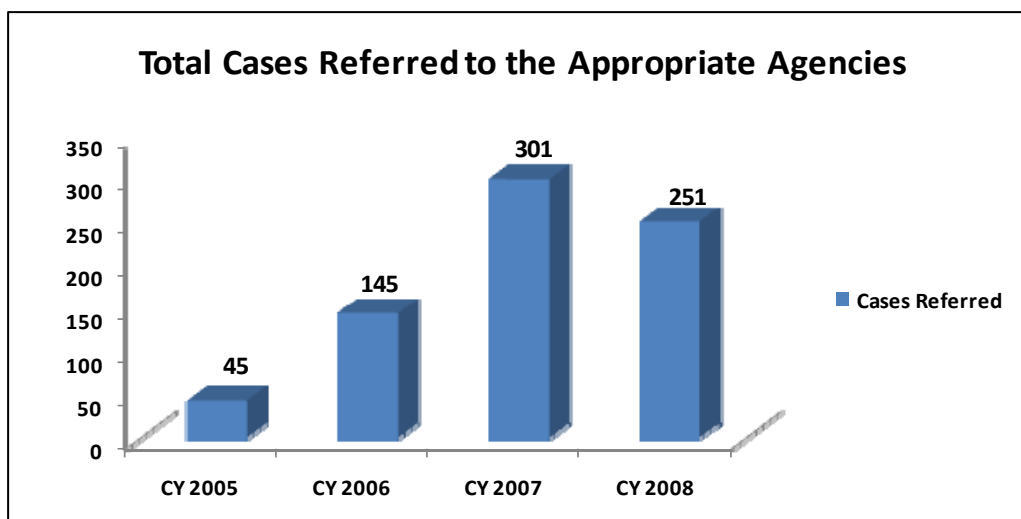


## Homeland Security

Following the September 11, 2001 terrorist attacks, there has been a heightened national awareness of the importance of appropriate intelligence collection by law enforcement agencies at all levels of government. The Colorado Information Analysis Center (CIAC) serves as the state's fusion center and creates cross-jurisdictional partnerships between local, state and federal agencies and with private sector participants and provides a central point in Colorado for the collection, analysis and dissemination of information in order to protect citizens and critical infrastructure in Colorado. Since 2005, the CIAC has experienced an increase in the number of requests for information to which it has responded. In CY 2005, there were 50 requests for information; in CY 2008, that number increased to 634. In addition, the CIAC experienced an increase in the number of suspicious activity or criminal cases reported through internet or phone tips, referrals from other agencies, and through the Terrorism Liaison Officer Program. Cases referred to the appropriate agency for additional investigation increased by 457 percent during the period in which the CIAC was operational – from 45 cases in CY 2005 to 251 cases in CY 2008. Through improved information sharing, critical infrastructure protection, and counter-terrorism investigations, the CSP will continue to provide support and implementation of homeland security strategies and training that prevents intentional acts of terrorism.



Figure 4. Colorado Information Analysis Center (CIAC) Case Load.

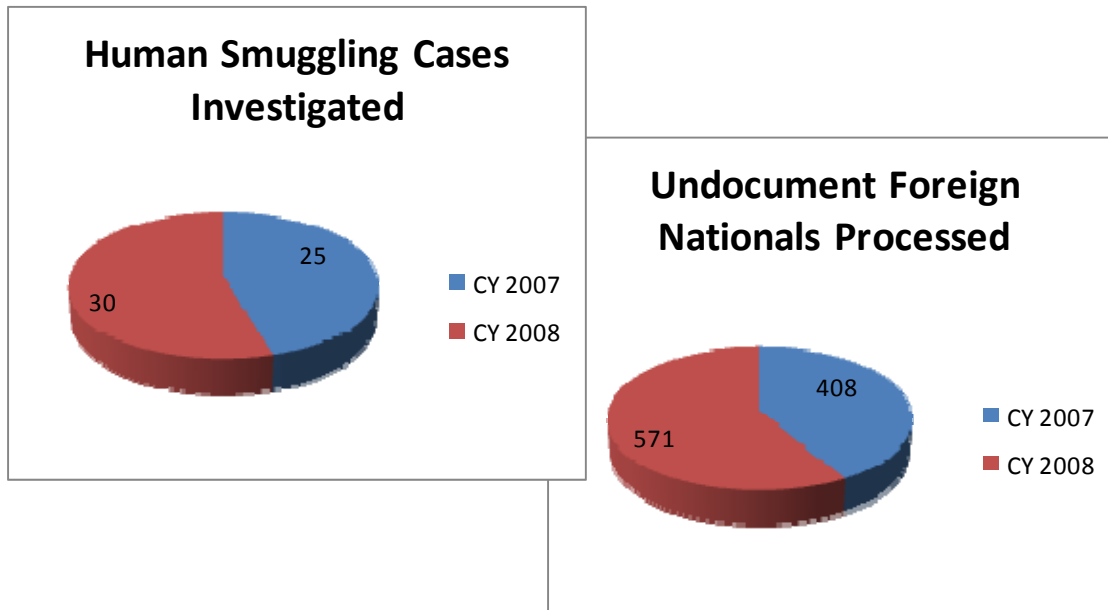


## Immigration

The issues of human smuggling and human trafficking have impacted public safety in Colorado and are contradictory to the value of human life and the CSP's commitment to preserve it. Human smuggling and the illegal movement of humans on the highway is detrimental to the safety of a vehicle's occupants and the surrounding motorists. Due to the extensive risk to lives in such situations, the Colorado legislature adopted laws mandating that the Chief of the CSP create a unit to address the issues of human smuggling and trafficking on the state's highways.<sup>4</sup> Since the implementation of the Immigration Enforcement Unit in the fall of CY 2007 and through CY 2008, there have been no fatal or serious bodily injury crashes covered by troopers involving human smuggling. CY 2008 marked the first full calendar year in which the CSP allocated resources to impact these issues on roadways that are known routes used by those engaging in the smuggling and trafficking of humans and other contraband.



Figure 5. Colorado State Patrol Immigration Enforcement Activity.



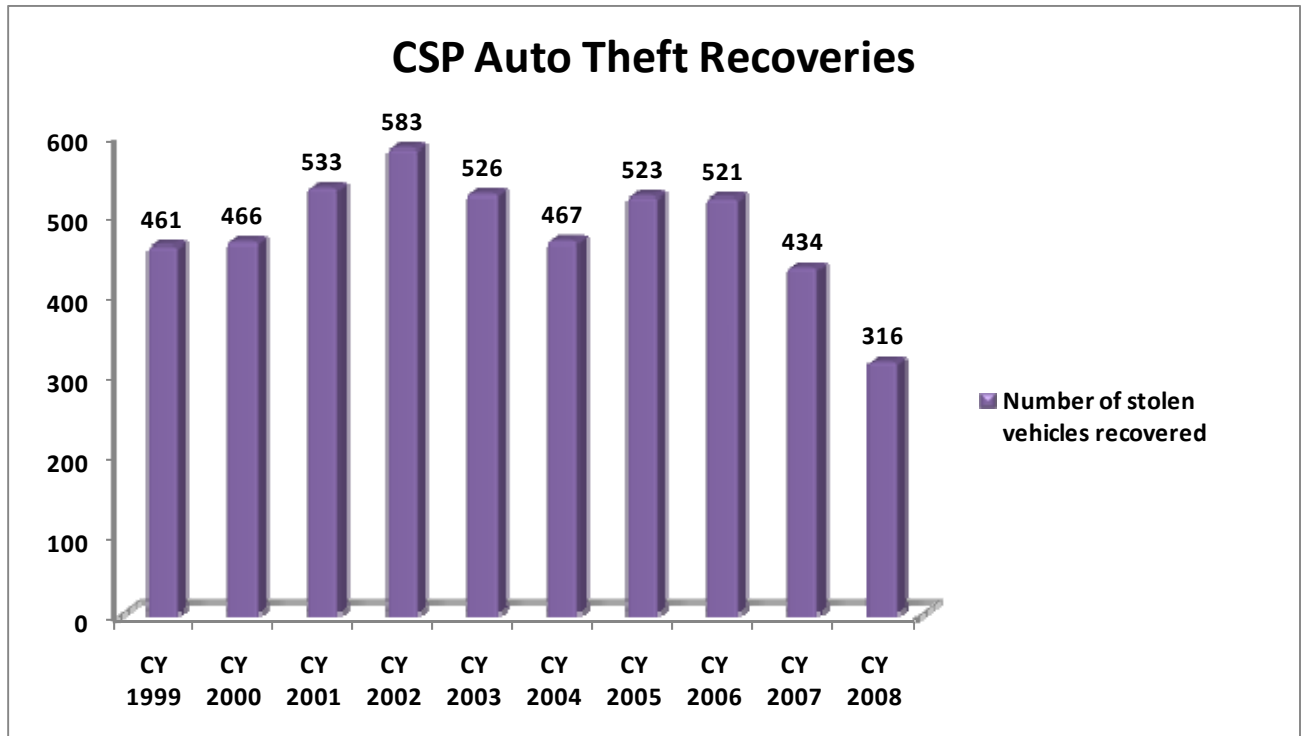
<sup>4</sup> Colorado Revised Statute 24-33.5-211

## Auto Theft

Criminal activities, including auto theft, have a negative impact on Colorado communities and decrease the overall safety of the public. In the past decade, 183,327 stolen vehicles were reported in Colorado,<sup>5</sup> costing property owners in the state over \$1.2 billion.<sup>6</sup> During that same period, the CSP's direct impact on the safety of Colorado's communities through criminal interdiction during traffic contacts is evidenced by the recovery of 4,830 automobiles (saving over \$32.6 million).



Figure 6. Colorado State Patrol Auto Theft Recoveries.



<sup>5</sup> The number of stolen vehicles reported by law enforcement agencies in Colorado was obtained from the Colorado Automobile Theft Prevention Authority.

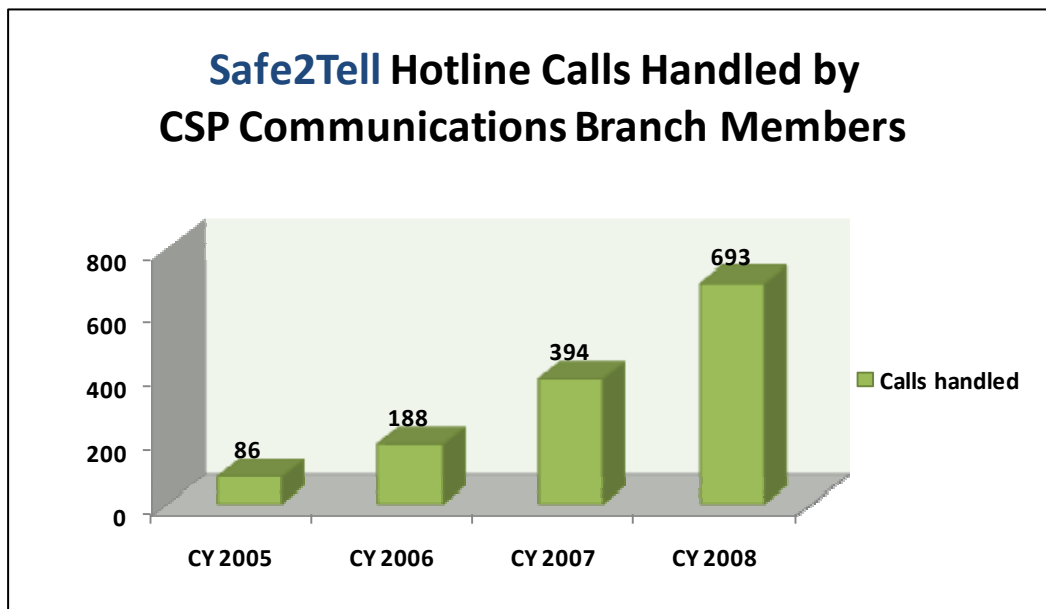
<sup>6</sup> The Federal Bureau of Investigation estimates the average cost of a stolen vehicle to be \$6,755.

## School Safety

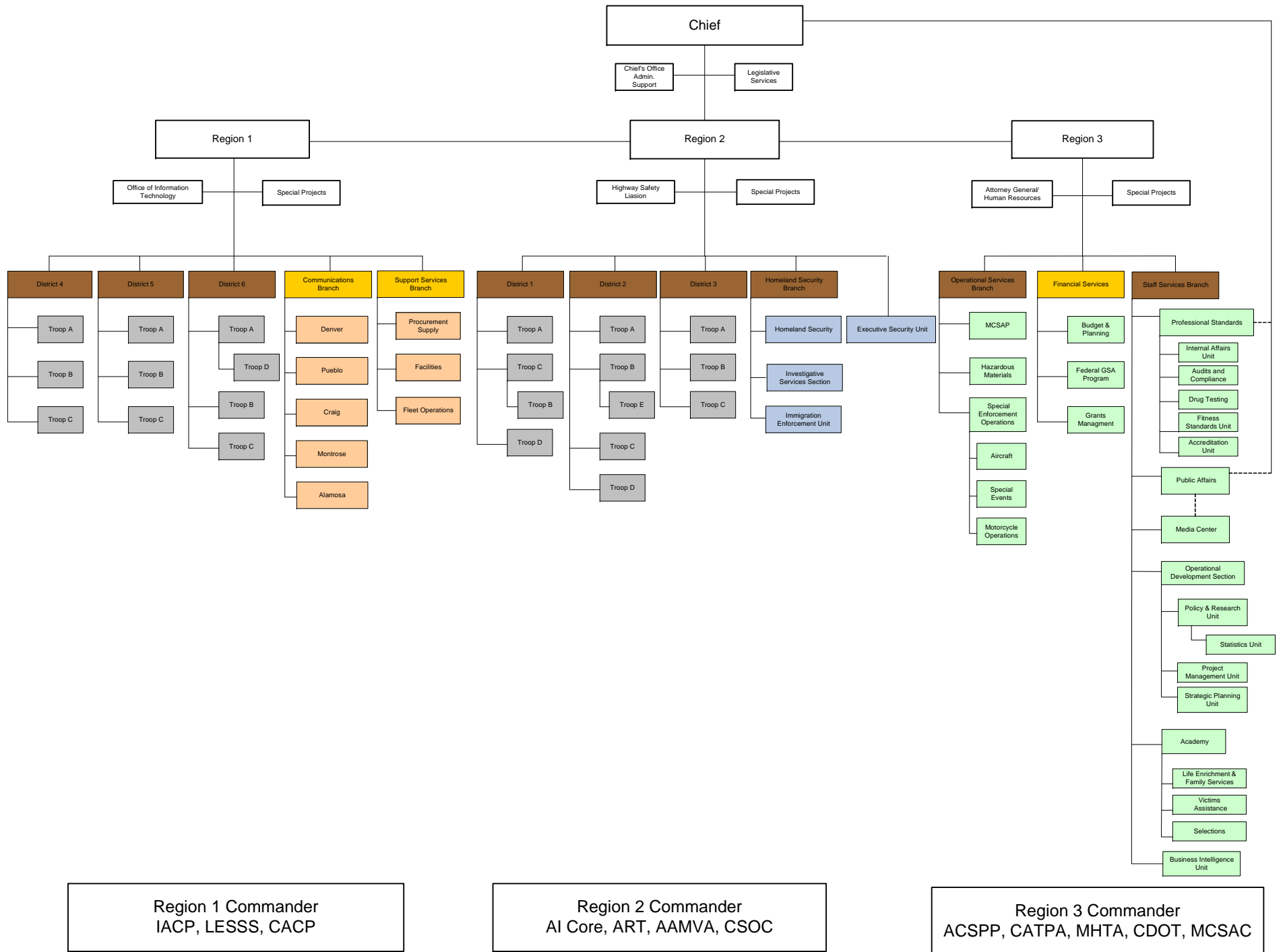
The safety of children in Colorado schools is strengthened through partnerships with local law enforcement agencies, communities, schools, and the CSP. Since the 1999 shootings at Columbine High School, there has been an increasing awareness of the need to increase the safety of Colorado's youth. Beginning in the fall of CY 2004, the CSP allocated Communications Branch resources to the Safe2Tell hotline through which potentially threatening incidents can be reported. The number of hotline calls handled by CSP Communications Branch members has increased from 86 calls in CY 2005 to 693 calls in CY 2008.



Figure 7. Colorado State Patrol Communications Branch Hotline Activity.







Region 1 Commander  
IACP, LESSS, CACP

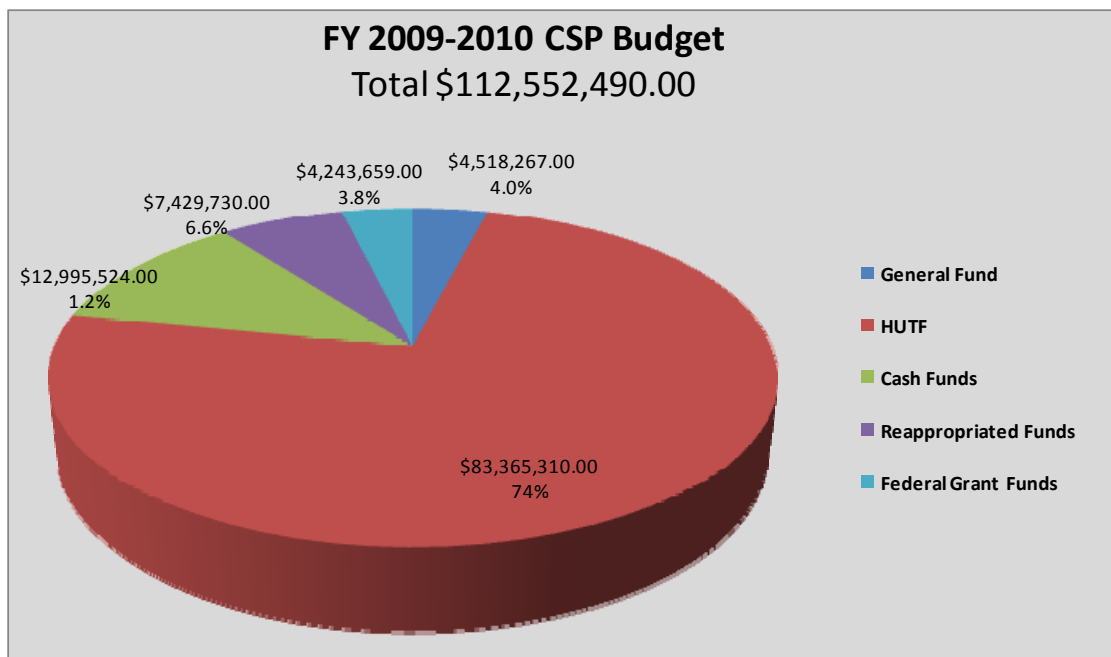
Region 2 Commander  
AI Core, ART, AAMVA, CSOC

Region 3 Commander  
ACSPP, CATPA, MHTA, CDOT, MCSAC

## Organizational Structure and Budget

The FY 2009-2010 operating budget of the Colorado State Patrol totals \$112,552,490.00 and is funded through Long Bill<sup>7</sup> appropriations from the Highway Users Tax Fund (HUTF), the General Fund, Cash Funds, Reallocated Funds, and Federal Grant Funds.<sup>8</sup> Approximately 74% of the CSP's budget is supported by Off the Top appropriations from the HUTF, whose revenue includes proceeds from excise taxes on motor fuel, license and registration fees, and other charges with respect to the operation of any motor vehicle upon public highways of the state.<sup>9</sup> A breakdown of the FY 09-10 CSP budget is presented in the following chart.

Figure 8. FY 2009-2010 Colorado State Patrol Budget Appropriation.



The functions and levels of service provided by the Colorado State Patrol have expanded annually during the past 75 years; and the current fiscal year budget is 7.7% greater than the FY 08-09 appropriation. For a fiscal year comparison of the organization's budget, please see Figure 35 in Tab 7.

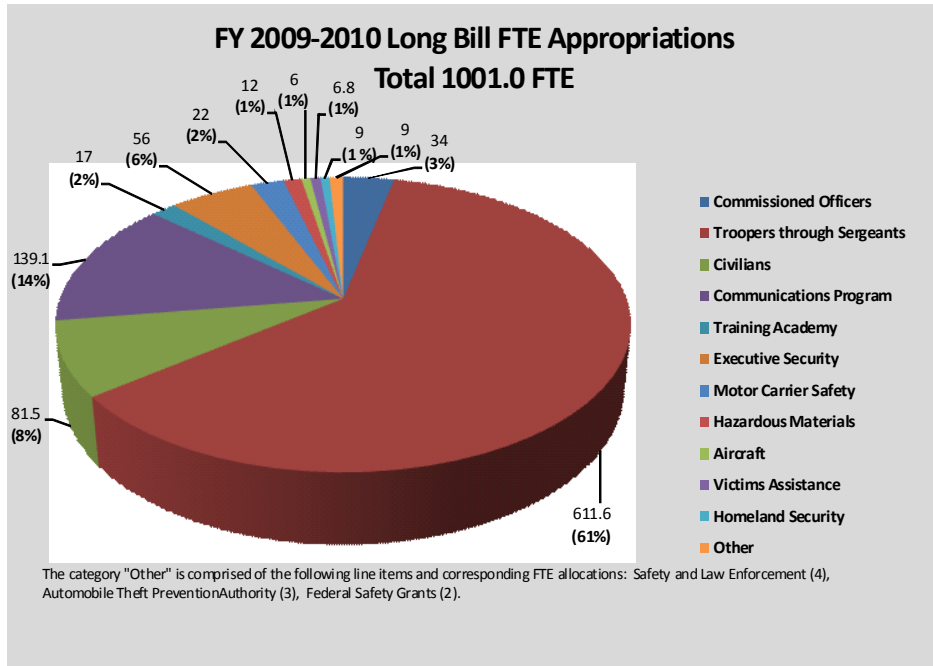
<sup>7</sup> The State of Colorado Long Bill, as determined by the Colorado Legislature, defines the annual budget and FTE appropriations to all departments and divisions in state government.

<sup>8</sup> HUTF is defined above; the General Fund is made up of general revenue sources, such as income and other taxes, business fees, and permits; Cash Funds are revenues from fees for services provided to outside agencies; Re-appropriated Funds are funds that are transferred between state agencies; Federal Grant Funds are program specific and are subject to annual application for funding.

<sup>9</sup> The CSP receives off the top appropriations from the HUTF in pursuant to Colorado Revised Statutes Section 43-4-201(3).

As of January 1, 2010, the State of Colorado Legislature has allocated a total of 1001.0 full-time equivalents (FTE) to the Colorado State Patrol.<sup>10</sup> This FTE appropriation remains the same as the fiscal year 08-09 appropriation. According to the FY 09-10 Long Bill, the allocation of those FTE is as follows:

Figure 9. FY 2009-2010 Colorado State Patrol Long Bill FTE Appropriations.



Internal allocations within a Long Bill line item are at the discretion of the CSP commanders and are based on the current organizational structure and the public safety needs of the State of Colorado. Actual figures vary depending upon the hiring and attrition of members.

<sup>10</sup> The FY 09-10 Long Bill appropriated 995.0 FTE directly to the Colorado State Patrol. In addition, the CSP is responsible for 6.0 FTE that were appropriated to the Office of Preparedness, Security, and Fire Safety.





## Organizational Capacity

The organizational capacity of the Colorado State Patrol is partially dependent upon resources, including its budget and the number of available FTE. These two components comprise the framework in which decisions are made pertaining to the types and level of services the organization is capable of providing. The degree of public services required by the residents of and visitors to the State of Colorado are determined by the level of safety desired and subsequently experienced. Input from the public is obtained on a bi-annual basis for the purposes of determining the public's perception of the organization, the services it provides, and the degree of its success. The current economic climate in the State of Colorado has strained the organization's existing resources. While the CSP is committed to the continuation of successful public safety programs and initiatives, the decrease in funding and the reduction in the number of uniformed FTE will impact its ability to expand services in the near future.

As of January 1, 2009, the CSP's actual FTE count was 1006.0 FTE. This figure included all uniformed and civilian members. During CY 2009, the net attrition in membership of the Colorado State Patrol equated to 17.5 employees. The reinstatement of 2.5 members and the hiring of 23 cadets and 13 civilians were off-set by the separation, death or retirement of 54.0 members. As a result of the State of Colorado's budget shortfalls, the CSP offered only one CSP Training Academy class in CY 2009 and will conduct only one class of 36 cadets in CY 2010.

Attrition as compared with new hires during CY 2009 is represented in Figure 10. The majority of those terminating employment with the CSP were in the uniformed ranks and were as a result of separations. As of January 1, 2010, the CSP's actual FTE count is 996.1.

Figure 10. CY 2009 Colorado State Patrol Member Fluctuation.

CY 2009 CSP FTE Fluctuation							
	Trooper Line	Cadets	Civilians	Executive Security Unit	Comm. Branch	Victims Assistance	Total
Retirements	(11.0)		(4.0)				(15.0)
Deaths	(2.0)		(1.0)				(3.0)
Separations	(17.0)	(10.0)	(3.0)	(3.0)	(5.0)		(38.0)
<b>Total Attrition</b>	<b>(30.0)</b>	<b>(10.0)</b>	<b>(8.0)</b>	<b>(3.0)</b>	<b>(5.0)</b>	<b>0.0</b>	<b>(56.0)</b>
Reinstatements	2.0		0.5				2.5
New Hires		23.0		1.0	11.0	1.0	36.0
<b>Total Increase</b>	<b>2.0</b>	<b>23.0</b>	<b>0.5</b>	<b>1.0</b>	<b>11.0</b>	<b>1.0</b>	<b>38.5</b>
<b>Net Increase/Attrition</b>	<b>(28.0)</b>	<b>13.0</b>	<b>(7.5)</b>	<b>(2.0)</b>	<b>6.0</b>	<b>1.0</b>	<b>(17.5)</b>



## Core Competencies

The success of the Colorado State Patrol in meeting the safety needs of persons in Colorado is dependent upon the commitment of its members to provide professional services in various capacities. As indicated by the internal allocation of resources, the Patrol is comprised of business units whose members ensure the achievement of the organization's goals. While each business unit is responsible for performing specific activities, it is critical that all civilian and uniformed members are aware that each individual, regardless of rank or assignment, supports the achievement of all of the organizational goals.



## Traffic Safety

The Colorado State Patrol is comprised of six field districts that are divided into nineteen troops. In addition to the field districts, the Operational Services Branch consisting of the Motor Carrier Safety Section (MCSS), the Hazardous Materials Section (HMS), the Aircraft Unit, and the Motorcycle Unit share in the primary responsibility of ensuring traffic safety on Colorado's highways. In addition to their primary responsibilities, these members are committed to the successful achievement of the public safety target through criminal interdiction, awareness of potential homeland security threats, public safety education, and professional representation of the Colorado State Patrol.

Multiple factors affect the safety of Colorado's roads, including the population, the number of licensed drivers, the number of registered vehicles, and the traffic volume (vehicle miles traveled). All four leading indicators have significantly increased in the last decade, effectively escalating the traffic safety service demands on the Colorado State Patrol. As indicated in Tab 7 Figure 36, *Traffic Safety Statistics*, Colorado's population has increased by approximately 16.7 percent, licensed drivers have increased by approximately 20.5 percent, registered vehicles have increased by approximately 18.5 percent, and vehicle miles traveled have increased by approximately 16.5 percent during the last decade. During this same 10-year period, the increase in the budget appropriation to the CSP has increased an average of 3.9 percent per fiscal year.



The CSP evaluates the safety of Colorado roads as compared with other states by monitoring the passenger vehicle and commercial vehicle fatality rates<sup>11</sup> in the State of Colorado. As indicated by the most recent data available (CY 2007), the overall reduction in the fatality rate on roadways covered by CSP troopers over a 10 year period is 33.0 percent. The overall reduction in the State of Colorado over that same period is 30.1 percent.

<sup>11</sup> The CSP monitors both the **fatality rate**, defined as the number of individuals who die per 100 vehicle miles traveled, and **fatal crashes**, defined as the number of crashes that result in a minimum of one death.

Figure 11. 10-Year Traffic Fatality Rate Comparison.

Traffic Fatalities per 100 Million Vehicle Miles Traveled (VMT)					
Period	United States	Colorado	CSP Roads	CSP Roads compared to:	
				U.S.	Colorado
CY 1998	1.58	1.63	1.82	15.5%	11.8%
CY 1999	1.64	1.54	1.7	9.9%	10.4%
CY 2000	1.52	1.64	1.71	12.4%	4.3%
CY 2001	1.52	1.73	2.03	33.8%	17.6%
CY 2002	1.51	1.71	1.78	18.1%	4.2%
CY 2003	1.48	1.48	1.66	12.2%	12.4%
CY 2004	1.44	1.45	1.54	6.8%	5.8%
CY 2005	1.48	1.26	1.3	-11.4%	3.7%
CY 2006	1.42	1.12	1.21	-15.1%	7.5%
CY 2007	1.36	1.14	1.22	Unknown	Unknown
Change in Fatalities per 100 VMT over Time					
10-year change	-13.9%	-30.1%	-33.0%		
5-year change	-8.1%	-23.0%	-26.5%		
1-year change	-4.2%	1.8%	0.8%		

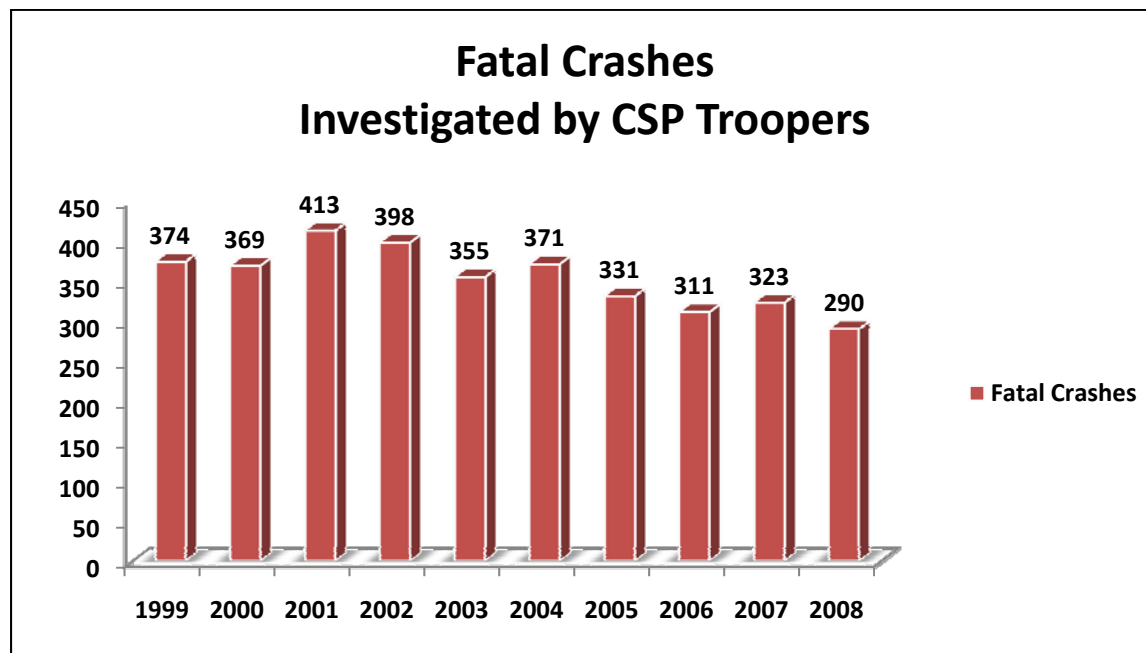


## Fatal Crashes

Organizational success in improving traffic safety in Colorado is evaluated based on the degree to which the organization's measures have been achieved. In the past decade, the CSP has achieved an overall reduction of 22.4 percent in the number of fatal crashes<sup>12</sup> that occurred on roadways covered by its members (290 crashes as compared with 374 a decade ago). There was a reduction of 87 persons killed during that period. According to the National Safety Council, it was estimated that the average economic cost of each roadway fatality as of CY 2006 was \$1.21 million.<sup>13</sup> Therefore, in the last decade the overall economic savings realized in Colorado as a result of the CSP's commitment to saving lives is over \$105.2 million.



Figure 12. Colorado State Patrol, Fatal Crashes Investigated by Troopers



<sup>12</sup> The CSP monitors both the **fatality rate**, defined as the number of individuals who die per 100 vehicle miles traveled, and **fatal crashes**, defined as the number of crashes that result in a minimum of one death.

<sup>13</sup> <http://www2.nsc.org/lrs/statinfo/estcost.htm>

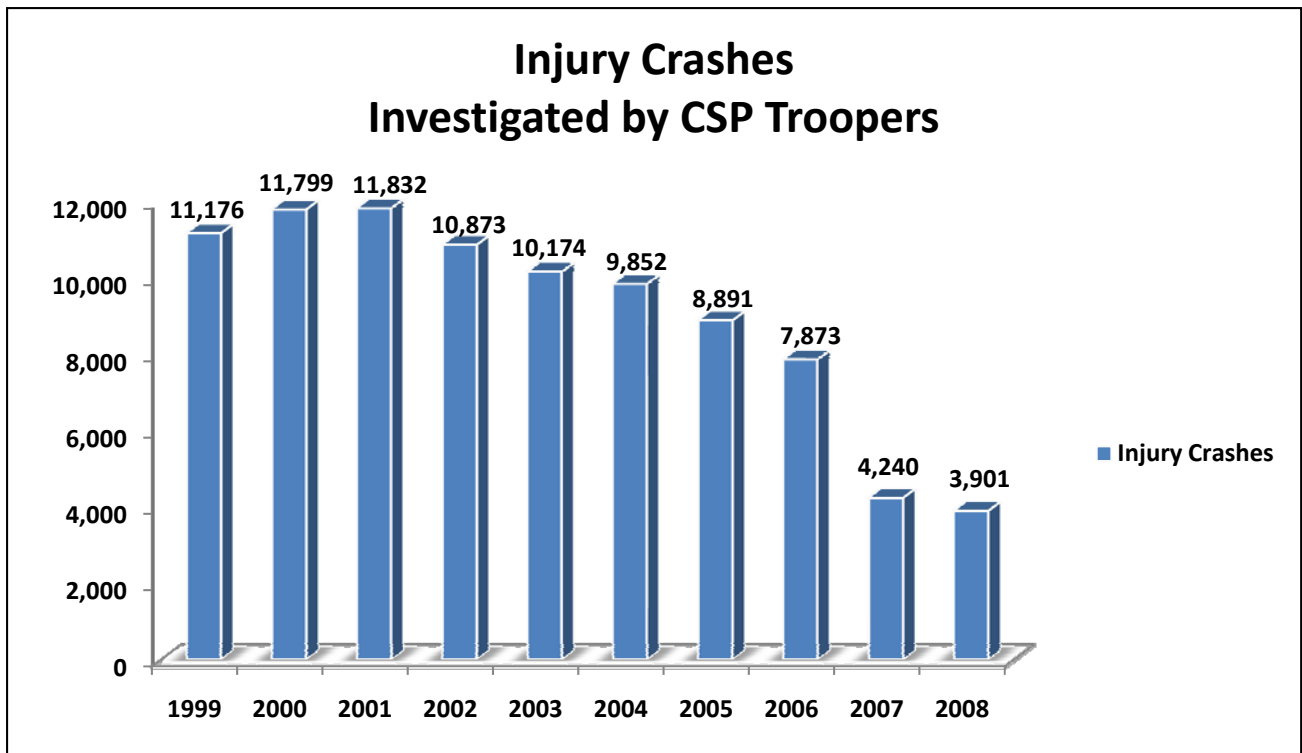


## Injury Crashes

In addition to evaluating the organization's ability to reduce the number of fatal crashes covered by CSP troopers, another important indicator in determining the level of traffic safety experienced by motorists is the agency's overall impact on the total number of injury crashes that occur on Colorado's highways. Between CY 2008 and 2009, the CSP achieved an 8.0 percent reduction in the number of injury crashes that were investigated by CSP troopers.



Figure 13. Colorado State Patrol. Injury Crashes Investigated by Troopers.



## Commercial Vehicle Safety

The number of fatal and injury crashes on Colorado's roadways (as reported above) includes those involving commercial motor vehicles (CMV). During calendar year 2005, the number of CMV-involved injury and fatal crashes increased slightly to 717 crashes, as compared to 609 in calendar year 2004. However, in 2006, the number of CMV-involved injury and fatal crashes, as compared to 2005 data, decreased by approximately 21 percent to 563. As illustrated in Figure 14, data for calendar year 2007 indicates that the number of injury and fatal crashes involving commercial vehicles significantly decreased by 47 percent to 299. Preliminary data indicates that the number of CMV-involved fatal and injury crashes that occurred during calendar year 2008 declined by approximately 10 percent to 267.<sup>14</sup>



Figure 14. Summary of Commercial Motor Vehicles Involved in Crashes in Colorado.

Summary of Commercial Motor Vehicles Involved in Crashes					
Number of Commercial Motor Vehicles Involved in:	2004	2005	2006	2007	2008
Fatal and non-fatal crashes (FARS, MCMIS)	1,991	2,505	2,363	2,364	-
Fatal Crashes (FARS)	64	65	73	77	-
Fatal crashes (MCMIS)	76	71	82	90	67
Non-fatal crashes (MCMIS)	1,927	2,440	2,290	2,287	1,747
Injury crashes (MCMIS)	545	652	490	222	163
Tow away crashes (MCMIS)	1,382	1,788	1,800	2,065	1,584
HM Placard crashes	63	57	10	23	35
Number of:	2004	2005	2006	2007	2008
Fatalities (FARS)	69	68	67	82	-
Injuries (MCMIS)	812	852	677	294	239
*FARS – Federal Accident Reporting System MCMIS - Motor Carrier Management Information System HM - Hazardous Materials					

<sup>14</sup> State of Colorado's Commercial Vehicle Safety Plan, FY 2010.

The Colorado State Patrol Motor Carrier Safety Section is funded by the Motor Carrier Safety Assistance Program (MCSAP) Basic and New Entrant grants. To meet grant match requirements, the Colorado State Patrol funds three troopers and one sergeant, assigned to the Motor Carrier Safety Section at 100 percent. Additionally, uniformed officers perform commercial vehicle inspections to fulfill the remaining match requirements. All troopers receive basic commercial vehicle training and have the ability to contact unsafe carriers on the highways, perform inspections and provide information to the carrier. During CY 2008, CSP troopers performed 25,644 commercial vehicle safety inspections, including 1,976 hazardous materials safety inspections. In addition, troopers performed 195 compliance reviews on commercial vehicle companies and initiated 181 hazardous material route/permit enforcement actions (Figure 15).

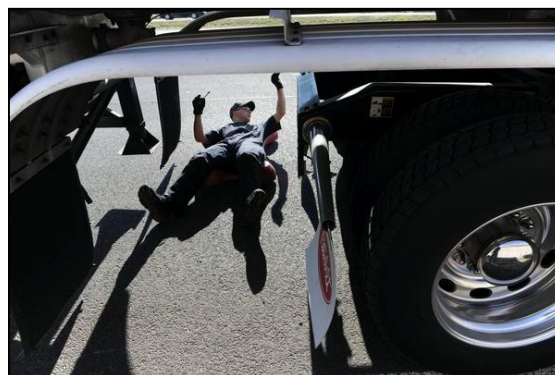


**Figure 15. Colorado State Patrol Commercial Motor Vehicle Activity Summary; Hazardous Material Incidents Summary.**

<b>Commercial Motor Vehicle Crash Summary</b>			
Measure	CY 2007	CY 2008	Annual Change
All Crashes (Comm. Vehicle)	2,650	1,931	(27.1%)
Compliance Reviews	178	195	9.6%
Safety Inspections	27,911	25,644	(8.1%)

<b>Hazardous Material Incidents Summary</b>			
Measure	CY 2007	CY 2008	Annual Change
HazMat Incidents	167	162	(3.0%)
Safety Inspections	1,896	1,976	4.2%
Route/Permit Enforcement Actions	154	181	17.5%

As part of the CSP's commitment to ensuring the safety of the public, a security review process was developed to help prevent hazardous material laden vehicles from being used in vehicle-borne terrorist incidents. Utilizing this process after compliance reviews will inform and educate the carrier on basic crime prevention and security strategies. Further, safety inspections will reduce the potential of traffic crashes involving hazardous material CMV which tend to cause lengthy road closures and extensive environmental damage.

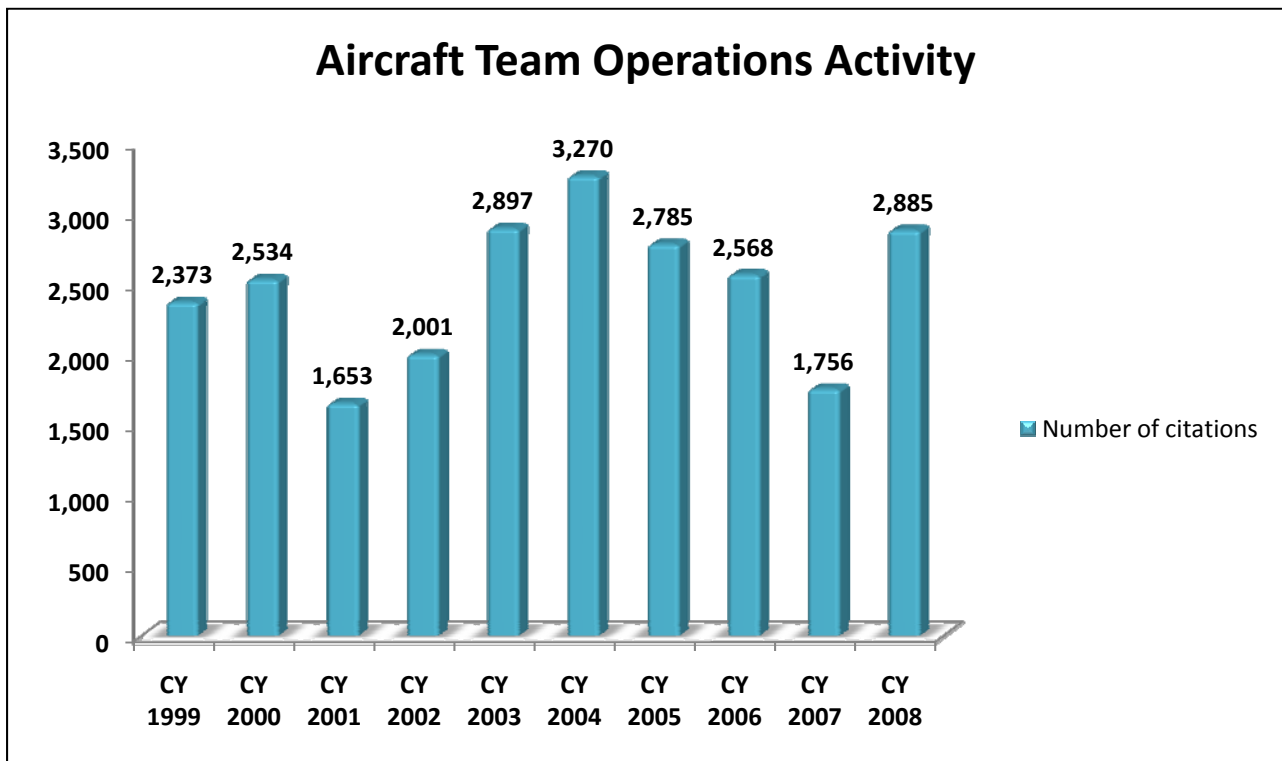


## Aircraft Enforcement

The CSP's Aircraft Unit ensures ongoing highway safety by coordinating aircraft enforcement strategies with local troopers. During CY 2008, CSP troopers across the state participated in 264 aircraft high visibility team operations. These traffic enforcement flights resulted in a total of 4,071 contacts with the motoring public.



Figure 16. Colorado State Patrol Aircraft Enforcement Activity.



## Special Events

Colorado provides vast opportunities for residents and visitors to participate in year-round activities. Many of the state's events draw large numbers of spectators and participants and thus impact travel on Colorado's highways. The CSP Motorcycle Unit and local troopers coordinate to provide traffic safety services during special events that occur on roadways across the state including cycling events such as Ride the Rockies and the Copper Triangle, and motoring events such as the Colorado Grand. During CY 2008, CSP troopers staffed a total of 158 special events that crossed troop boundaries. This figure does not include special



events that were limited to the area within a troop's boundaries, security for special events at the Capitol, or staffing for Colorado Department of Transportation (CDOT) overtime.



## Strategy

As a component of the overall traffic safety strategy, the CSP has utilized historical data and analysis to identify dangerous stretches of highway in the state. In an effort to reduce the number of fatal and injury crashes, CSP troopers have focused on:

- Maintaining high trooper visibility on primary highways in the state;
- Performing saturation patrols in designated safety zones during which a minimum of two troopers patrolled a designated roadway for a minimum of one hour;
- Targeting four specific dangerous driving behaviors, including impaired driving, driving while distracted, aggressive driving, and driving without wearing a seat belt.

## High Trooper Visibility

In accordance with the National Highway Traffic Safety Administration (NHTSA), the CSP has implemented the use of a high trooper visibility strategy to promote positive driving behavior and public awareness. High trooper visibility on Colorado's highways combined with strict enforcement of motor vehicle laws encourages a safer motoring environment for the public. Consistent, high trooper visibility serves as a deterrent and a means through which driving behavior can be modified and the highways made safer.<sup>15</sup> The CSP partners with federal, state, and local agencies in high visibility enforcement programs including Click it or Ticket, the Heat is On, and sobriety checkpoints.



<sup>15</sup> *Guidelines for Developing a High-Visibility Enforcement Campaign...* National Highway Traffic Safety Administration. October, 2007. [www.nhtsa.dot.gov](http://www.nhtsa.dot.gov)

## Saturation Patrols

The implementation of saturation patrols and the targeting of specific dangerous driving behaviors have been instrumental in improving traffic safety, interdicting criminal activity, and enhancing homeland security. Saturation patrols provide increased visibility in targeted safety zones that have been determined to have the highest incidents of fatal and injury crashes (Figure 37 Tab 7). Please see Figure 17 for a comparison of results between targeted safety zones versus non-targeted roadways.



Figure 17. Fatal and Injury Crashes Covered by CSP Troopers between CY 2004 and CY 2008.

Fatal and Injury Crashes Covered by CSP Troopers January 1, 2004 - December 31, 2008						
CY 2004 Annual Results (01/01/04 - 12/31/04)						
Fatal and Injury Crashes 1,296 Saturation Patrols 7,238 Officer Hours 5.6 Officer Hours per Patrol	12 Safety Zones			Non-Targeted Roads		
	CY 2003	CY 2004	Change	CY 2003	CY 2004	Change
	857	882	2.9%	9,621	9,282	-3.5%
CY 2005 Annual Results (01/01/05 - 12/31/05)						
Fatal and Injury Crashes 2,745 Saturation Patrols 16,841 Officer Hours 56.1 Officer Hours per Patrol	14 Safety Zones			Non-Targeted Roads		
	CY 2004	CY 2005	Change	CY 2004	CY 2005	Change
	1,282	949	-26.0%	8,941	8,271	-7.5%
CY 2006 Annual Results (01/01/06 - 12/31/06)						
Fatal and Injury Crashes 2,687 Saturation Patrols 15,489 Officer Hours 5.8 Officer Hours per Patrol	14 Safety Zones			Non-Targeted Roads		
	CY 2005	CY 2006	Change	CY 2005	CY 2006	Change
	979	849	-13.3%	8,243	7,429	9.9%
CY 2007 Annual Results (01/01/07 - 12/31/07)						
Fatal and Injury Crashes 2,687 Saturation Patrols 26,161 Officer Hours 5.8 Officer Hours per Patrol	13 Safety Zones			Non-Targeted Roads		
	CY 2006	CY 2007	Change	CY 2006	CY 2007	Change
	764	371	-51.4%	7,450	4,185	-43.8%
CY 2008 Annual Results (01/01/08 - 12/31/08)						
Fatal and Injury Crashes	13 Safety Zones			Non-Targeted Roads		
	CY 2007	CY 2008	Change	CY 2007	CY 2008	Change
	356	298	-16.3%	4,200	3,885	-7.6%
Five Year Results						
Total	4,208	3,350	20.4%	38,455	33,048	-14.1%





## Targeting Specific Driving Behaviors

Targeting specific dangerous driving behaviors further improved the safety in Colorado in CY 2008 as indicated by the 8.1 percent reduction in the number of fatal and injury crashes covered by CSP troopers. In CY 2008, troopers responded to a total of 4,180 fatal and injury crashes on Colorado highways. The majority of these crashes (71.2 percent) were as a result of: the driver exceeding safe/legal speed, driver distraction, driving under the influence of alcohol, a lane violation, or the failure to yield the right of way (Figure 18).



Figure 18. CY 2008 Primary Causal Factors for Fatal and Injury Crashes Investigated by CSP Troopers.

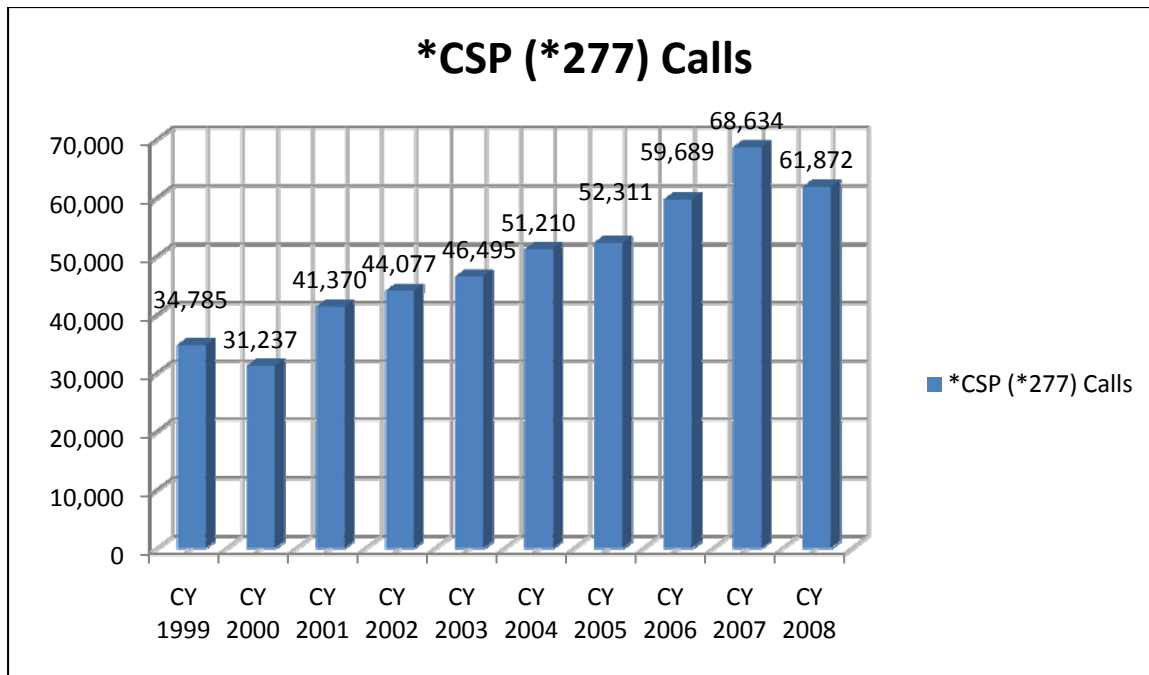
CY 2008 Fatal and Injury Crashes (investigated by CSP Troopers) Primary Causal Factors			
Rank	Cause of Crash	Number of Crashes	Percent of Total
1	Exceeding Safe/Legal Speed	816	19.5%
2	Inattentive to Driving	813	19.5%
3	DUI Caused	629	15.0%
4	Lane Violation	441	10.6%
5	Failed to Yield Right of Way	276	6.6%
	All others	1,205	28.8%
<b>Total Fatal and Injury Crashes</b>		<b>4,180</b>	<b>100.0%</b>



**\*CSP (\*277)**

The Colorado State Patrol's Star CSP (\*277) aggressive driver program was implemented on July 1, 1998. The CSP partners with several cellular companies to provide a phone number, free of charge, to be used by motorists to report "real time" aggressive driving behavior to the nearest CSP communications center. Reports of aggressive drivers are then dispatched to the nearest trooper in order to promote ongoing safety on Colorado's roads. Since its inception and through CY 2008, members of the CSP Communications Branch have received more than 500,000 reports of aggressive drivers.<sup>16</sup>

**Figure 19. \*CSP (\*277) Calls Handled by Colorado State Patrol Communications Branch.**



<sup>16</sup> From July 1 through December 31, 1998, the CSP Communications Branch received 17,625 reports of aggressive drivers through the \*CSP (\*277) program.



## Commercial Motor Vehicle Safety

Impacting commercial motor vehicle traffic safety is accomplished by conducting commercial motor vehicle inspections and performing targeted team operations with a primary emphasis on high crash locations, accident causal factors, cargo body types and driver behaviors. The Federal Accident Reporting System (FARS) data indicates that there were 363 fatal crashes involving a CMV during calendar years 2003-2007. During that period, 251 (approximately 69 percent) of those fatal crashes occurred on a rural road within the State of Colorado. Reviewing the causal factors for CMV crashes in Weld, Larimer, and Eagle counties during CY 2008 indicates that the primary causal factor for CMV crashes on Colorado's rural roads is *exceeding safe/legal speed* (Figure 20). The CSP will continue to conduct educational and/or enforcement activities to reduce the number of CMV-involved fatal crashes occurring on rural roads within the state. In addition, troopers will continue to provide valuable education and guidance through the administration of intrastate safety audits and compliance reviews.

Figure 20. CY 2008 Commercial Motor Vehicle Crashes on Colorado's Rural Roads.

CY 2008 Commercial Motor Vehicle Crashes on Colorado's Rural Roads Primary Causal Factors (Weld, Larimer, Eagle Counties)			
Rank	Cause of Crash	Number of Crashes	Percent of Total
1	Exceeding Safe/Legal Speed	55	19.9%
2	Inattentive to Driving	45	16.3%
3	Lane Violation	34	12.3%
4	Failed to Yield Right of Way	33	12.0%
5	Following too Closely	16	5.8%
6	Animal Caused	6	2.2%
7	DUI	5	1.8%
8	Defective Vehicle	4	1.4%
9	All other causal factors	78	28.3%
<b>Total Fatal and Injury Crashes</b>		<b>276</b>	<b>100.0%</b>



## Dangerous Driving Behavior

Addressing dangerous driving behaviors, including driving under the influence of drugs and/or alcohol and driving without a seat belt, continues to be a focus for CSP troopers in CY 2010. Driving under the influence of alcohol is a dangerous behavior that is not limited to adult drivers. According to a survey conducted by the Colorado Department of Public Health and Environment, “27 percent of adolescents surveyed rode with a driver who had been drinking alcohol, and 11 percent had driven after drinking alcohol.”<sup>17</sup> Critical measures of the organization’s impact on the behavior of adolescent and adult drivers are:

- Alcohol and drug related crashes were down 6.5 percent in CY 2008 from CY 2007.
- Troopers wrote 5,717 preemptive citations for driving under the influence of alcohol or drugs in CY 2008.
- In CY 2008, 40.8 percent of DUI/DUID-caused crashes resulted in injuries or fatalities.
- When DUI/DUID was not the cause of a crash, only 15.0 percent resulted in injuries or fatalities.

Currently, the State of Colorado has a secondary seat belt law<sup>18</sup> under which CSP troopers wrote 44,807 citations for drivers or passengers not wearing a seat belt in CY 2008. During that same year, Colorado experienced a total of 547 fatalities.



- Of the 547 fatalities, 394 individuals died in vehicles that had seat belts available.
- 34.1 percent of those individuals (134 persons) were ejected from their vehicles and died from head or other injuries, or from having a vehicle roll over on them.
- 134 deaths may have been avoided if those individuals had been wearing seat belts.



<sup>17</sup> *Health Watch*. Colorado Department of Public Health and Environment, 2006. Indicator 5 – Unintentional injuries, <http://www.cdphe.state.co.us/hs/datahome.html>

<sup>18</sup> Under the secondary seat belt law, motorists can only be cited for not wearing their seat belt if they were contacted for a primary traffic offense.

## High Level Statistical Indicators

In order to achieve reductions in the number of fatal and injury crashes, commercial motor vehicle crashes, and hazmat incidents while at the same time continuing to interdict criminal activity on Colorado roadways, CSP troopers proactively enforce Colorado's traffic laws and react to emergency situations that arise. Figure 21 represents the high-level statistical indicators for the CSP between CYs 2007 and 2008.

Figure 21. Colorado State Patrol High-Level Statistical Indicators.

Activity Summary for High-Level Statistical Indicators				
Colorado State Patrol				
Category	Measure	January 1 through December 31		Annual Change
		CY 2007	CY 2008	
Traffic Safety	Persons killed	353	340	-3.7%
	Fatal crashes	317	287	-9.5%
	Injury crashes	4,239	3,894	-8.1%
	Property damage crashes	23,732	22,997	-3.1%
	DUI/DUID caused serious crashes	707	661	-6.5%
Enforcement Activity	Felony arrests	1,652	1,420	-14.0%
	Total citations	224,531	221,511	-1.3%
	HVPT citations	165,198	158,886	-3.8%
	Non-crash DUI/DUID arrests	5,952	5,717	-3.9%
	Seat belt citations	40,731	44,807	10.0%
Contact Activity	Motorist assists	99,409	86,733	-12.8%
	Vehicle contacts	612,622	599,971	-2.1%
	Licenses checked	502,333	505,193	0.6%
	Safety/education programs	662	414	-37.5%
Officer Activity <sup>19</sup>	Traffic enforcement hours	309,911.50	315,436.00	1.8%
	Self-initiated hours	75,427.50	71,408.00	-5.3%
	Reactive hours	204,289.25	203,259.00	-0.5%
	Leave hours	341,160.75	376,862.00	10.5%
	Mandated hours	35,240.75	34,725.00	-1.5%
	Administrative hours	123,584.50	127,431.00	3.1%
	Total Officer Hours	1,089,614.25	1,129,121.00	3.6%

<sup>19</sup> **Reactive hours** – The time troopers spend on calls for service and other “demand” activities that originate from outside sources including, accident investigation and assisting other departments.

**Mandated hours** – The time troopers spend on activities associated with Academy training and other mandated activities that do not fall into the other categories.

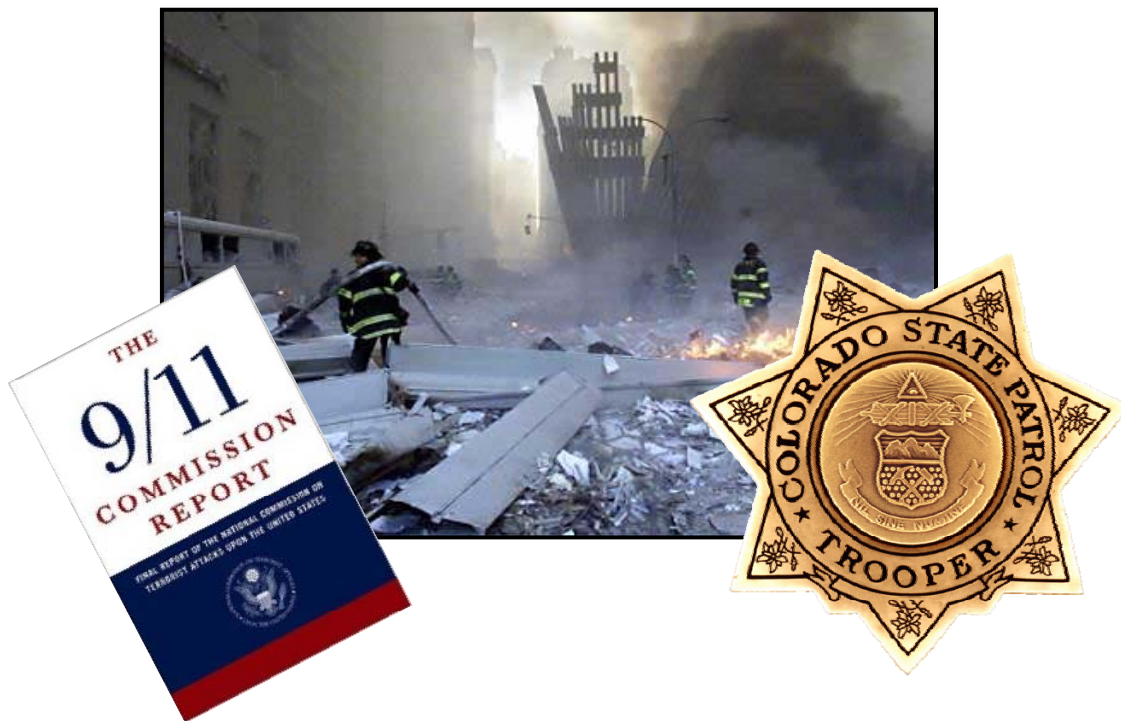
**Administrative hours** – the time troopers spend on activities such as supervision, automobile maintenance, and court appearances.



## Public Safety

The overall safety of persons in the State of Colorado is a result of the CSP's professional service in both traffic safety and other critical areas including homeland security, criminal interdiction, immigration enforcement, and executive security. While the Homeland Security Section, the Investigative Services Section, the Immigration Enforcement Unit, and the Executive Security Unit are primarily responsible for these public safety services, each member supports the organization in achieving the traffic safety target by partnering with other troops and sections to positively impact the fatal and injury crash rate on Colorado's highways.

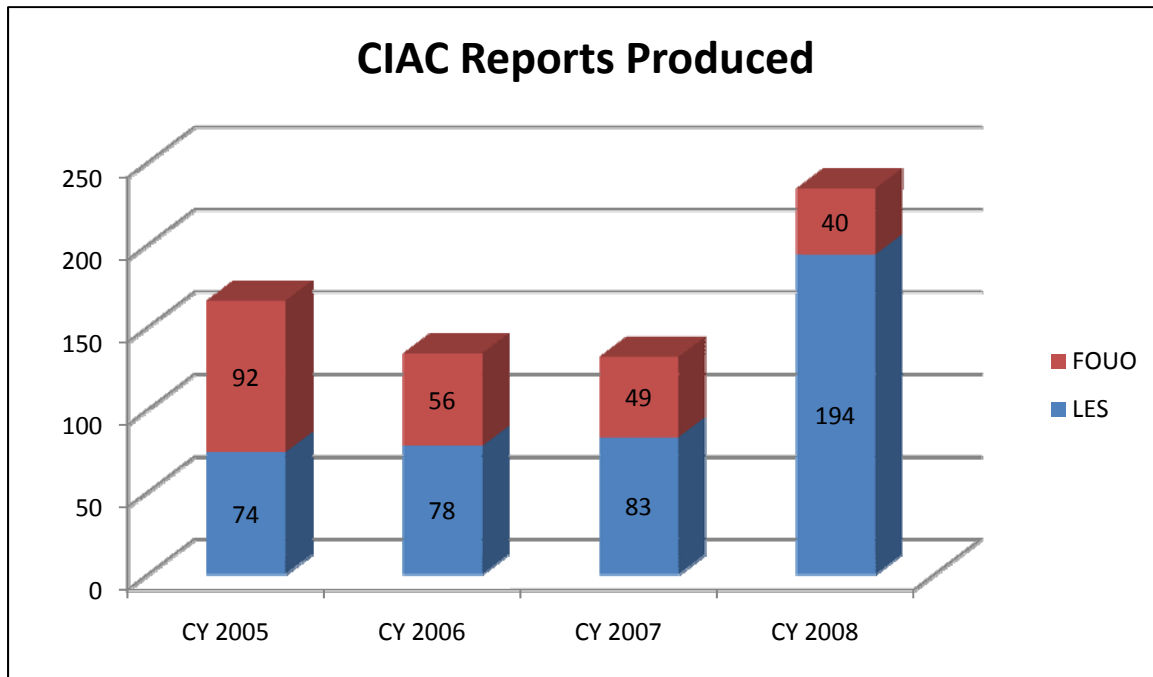
The CSP provides support and implementation of homeland security training and strategies and maintains a proactive approach to the prevention of future terrorist attacks. The Colorado State Patrol provides staffing for the Colorado Department of Public Safety's Office of Preparedness and Security (OPS). The mission of OPS is to ensure a safe and secure environment in Colorado for all persons from intentional acts of terrorism, accidental harmful events, or natural disasters through the implementation of innovative prevention methods, coordinated response procedures, and effective recovery plans. Through their positions within OPS, members of the Patrol continue to lead the state and nation in the areas of information sharing and critical infrastructure protection. In addition, the CSP is committed to the enhancement of member skills and knowledge in the awareness of possible criminal and terrorist precursors while conducting traffic contacts.



## Information Sharing and Intelligence Dissemination

In CY 2008, the CSP positively impacted public safety in Colorado through the work of the Colorado Information Analysis Center (CIAC). The CIAC produces intelligence reports for law enforcement and non-law enforcement personnel and is capable of providing real-time information to thousands of recipients throughout the United States. The center distributes information on two levels: Law Enforcement Sensitive (LES) and For Official Use Only (FOUO) reports. In CY 2008, the CIAC produced a total of 243 reports, 194 of which were LES and 40 of which were FOUO reports (Figure 22). This is an 84.1 percent increase over the number of reports that were produced in CY 2007 (132 reports).

Figure 22. Colorado Information Analysis (CIAC) Reports Produced.



In July 2007, the CIAC launched the Terrorism Liaison Officer (TLO) Program for law enforcement and first responder agencies throughout Colorado to strengthen information sharing and to enhance multi-jurisdictional partnerships. This program creates an expansive, statewide network of personnel by combining local emergency responders and linking them to federal and state assets in order to provide an effective and viable two-way information flow. During CY 2007, there were 57 certified TLOs participating in the program; in CY 2008, that number increased to 159.



## Investigations

The investigation of criminal activity in Colorado in the areas of illegal drugs, gang activity, and auto theft are key components in ensuring public safety across the state. During CY 2008, uniformed members of the CSP made 1,420 felony arrests, 126 of which were contraband felony arrests (Figure 23). The street value of drugs seized during that year was \$511,125. In addition, there were 316 stolen vehicles recovered in CY 2008 (Figure 24).

Figure 23. Colorado State Patrol Felony Arrests.

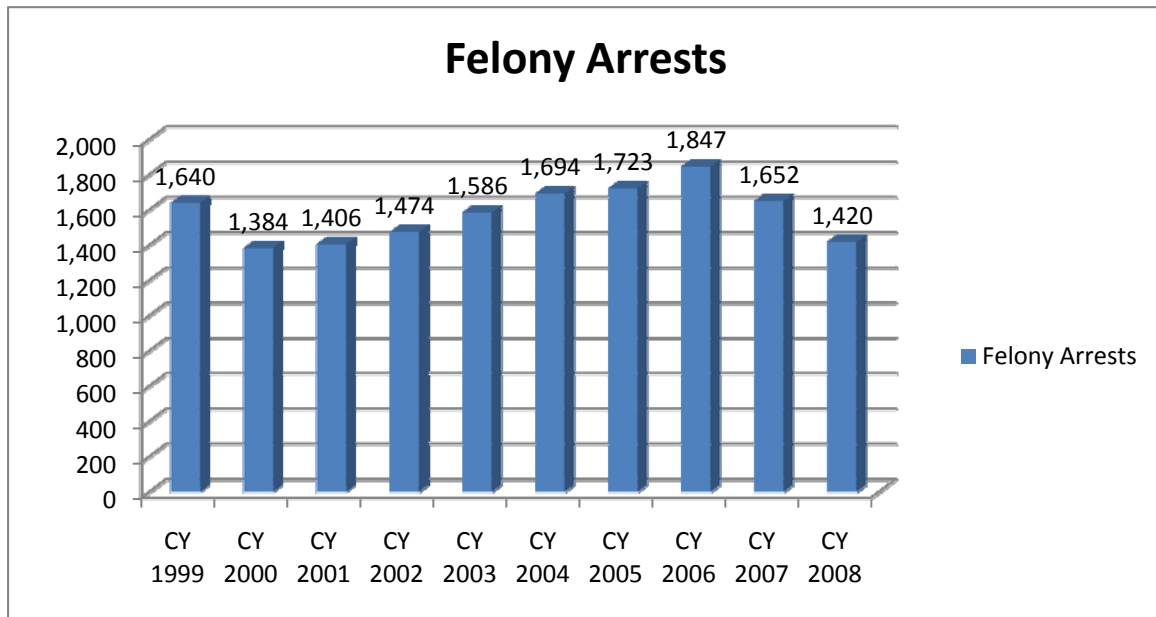


Figure 24. Colorado State Patrol Non-crash Criminal Felony Filing Activity.

Non-crash Criminal Felony Filing Activity Summary			
Measure	CY 2007	CY 2008	Annual Change
Felony Arrests	1,652	1,420	(14.0%)
Contraband Felony Arrests	147	126	(14.3%)
Street Value of Drugs Seized	\$3,937,658	\$511,125 <sup>20</sup>	(87.0%)
Weapons Seized	17	9	(47.1%)
Stolen Vehicles Recovered	434	316	(27.2%)

<sup>20</sup> The Canine Unit was in transition during CY 2008 and as a result of required training needs, five handlers were off of the road for approximately six months during this time.



## Immigration Enforcement

In the first full year of operations, CSP Immigration Enforcement personnel spent 10,313 hours on immigration enforcement activities. These hours include time spent on administrative investigations, foreign national processing and transport, conducting external and internal training, immigration court cases, immigration criminal investigations, team enforcement operations, and planning and response time. Figure 25 outlines the high level statistical indicators for the CSP's immigration enforcement efforts.

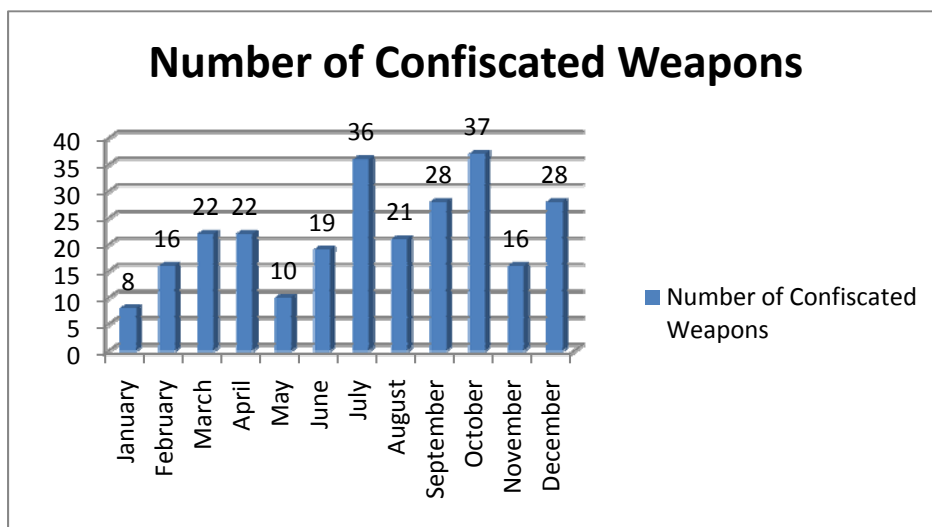
Figure 25. High Level Statistical Indicators, Colorado State Patrol Immigration Enforcement Efforts.

Colorado State Patrol Immigration Enforcement Summary		
	Jul 1 – Dec 31, 2007	Jan 1 – Dec 31, 2008
Team Operations with Immigration Customs and Enforcement (ICE)	-	5
Arrests/Detentions: Made for Human Smuggling/Trafficking	26	23
Number of Foreign Nationals Processed (CSP only)	408	571
Number of Human Smuggling (HS) Cases Investigated (CSP only)	25	30
Number of Human Trafficking (HT) Cases Investigated (CSP only)	0	2

## Executive Security

In addition to the critical functions that the organization performs in the areas of homeland security, criminal investigations, and immigration enforcement, the CSP is active in ensuring public safety at the State Capitol and the Capitol Complex. During CY 2008, members of the Executive Security Unit confiscated a total of 263 weapons (Figure 26), responded to 2,491 calls for service (Figure 27)<sup>21</sup>, and logged a total of 774.75 dignitary assignment hours (Figure 28).

Figure 26. Colorado State Patrol State Capitol Security Check Point Activity, CY 2008.



<sup>21</sup> This figure does not include activity related to the 2008 Democratic National Convention.



Figure 27. Colorado State Patrol Executive Security Unit Calls for Service, CY 2008

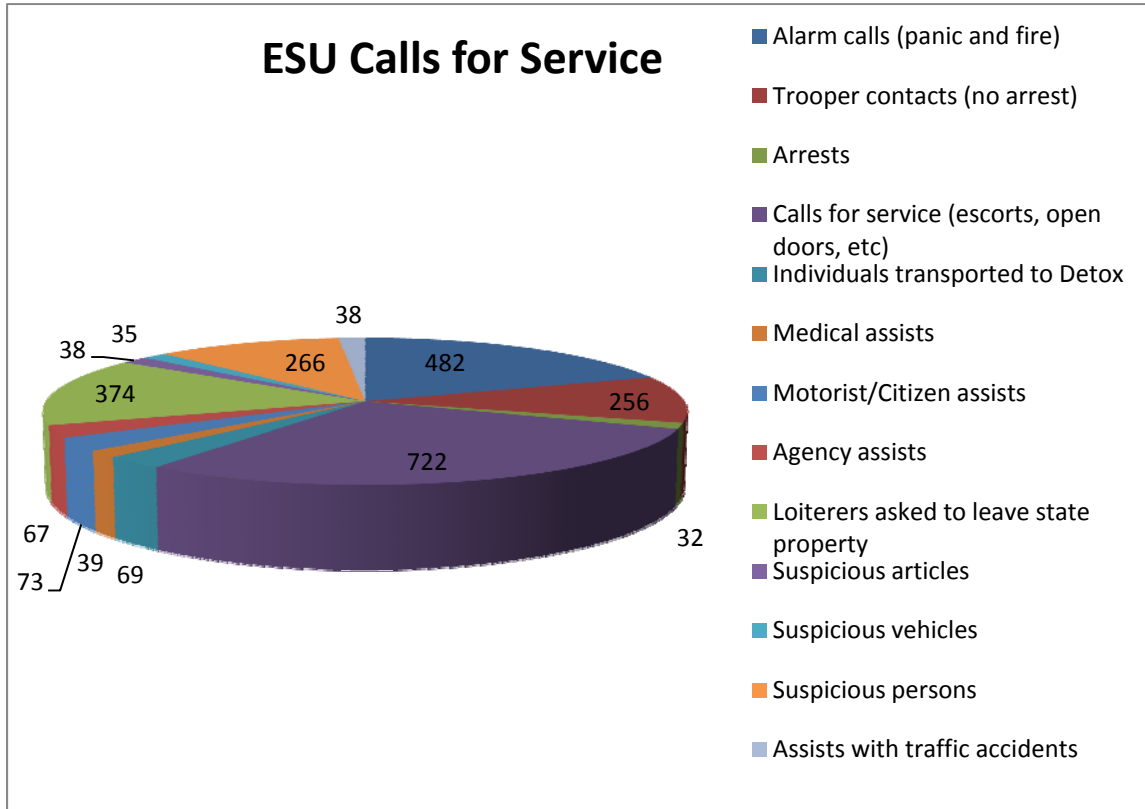


Figure 28. Colorado State Patrol Dignitary Assignment Hours, CY 2008.

Total Dignitary Assignment Hours, CY 2008	
Total Hours	774.75
Executive Security Unit Hours	713.50
Hours performed by other CSP troop/section members	61.25



## Critical Support Functions

In order for the Colorado State Patrol to be successful in meeting its traffic safety and public safety targets, members who are directly responsible for providing services to the public must be supported by a professional staff. The uniformed and civilian members who serve in this capacity are assigned to: the Communications Branch, including five regional communications centers; the Support Services Branch, including Procurement and Supply, Facilities, and Fleet Operations; Financial Services, including Budget and Planning and Grants Management; and the Staff Services Branch, including the State Patrol Academy, Professional Standards, the Operational Development Section, Public Affairs, and the Media Center.

### Communications

The successful performance of duties by uniformed members is dependent upon a strong internal partnership between the troopers and members of the Executive Security Communications Center (ESUCC) and the Communications Branch. The ESUCC is responsible for dispatching services provided at the Capitol Complex and supports the Executive Security Unit in ensuring a safe environment for visitors and employees at the Capitol Building. The Communications Branch is responsible for providing dispatching services to uniformed members who are assigned to the field and the specialty units (excluding ESU).

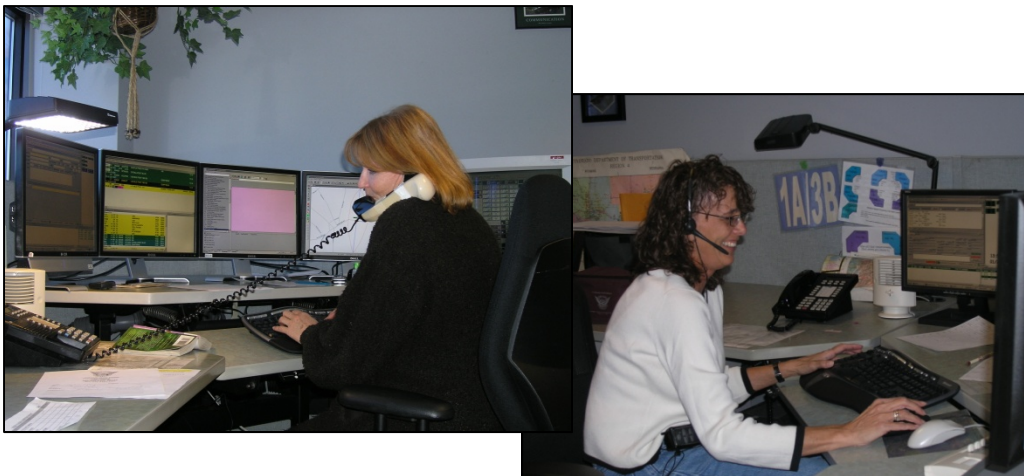
In addition to providing support for CSP members, the Communications Branch is responsible for providing services to 63 other state and local agencies in Colorado. The total number of incidents handled by the five CSP Regional Communication Centers since CY 2002 has increased by 38.7 percent, including a 1.3 percent increase in CY 2008 over CY 2007. During that same period, there has not been an increase in the authorized staffing level for communication officers and supervisors. This combination of significant increases in incidents handled and no increase in personnel has resulted in a corresponding 58 percent increase in the average number of incidents handled annually per 1.0 FTE since CY 2001.



Dispatch time is defined as the time it takes a communications officer to assign the incident to an available trooper after a call has been received in the communications center. In CY 2008, the Patrol had a statewide average dispatch time to fatal and injury crashes of 2.41 minutes per call. This is a 14.5 percent reduction over the CY 2007 average dispatch time of 2.82 minutes. The statewide average response time to fatal and injury traffic crashes in CY 2008 was 21.5 minutes (down 0.3 percent from CY 2007).<sup>22</sup> The statewide average response time starts when a call for service from the public is received by a CSP dispatcher and ends when a CSP trooper arrives at the scene.<sup>23</sup>

Figure 29. Colorado State Patrol Communications Branch Workload Indicators.

CSP COMMUNICATIONS BRANCH WORKLOAD INDICATORS						
TYPE	All User Agencies					
	CY 2003	CY 2004	CY 2005	CY 2006	CY 2007	CY 2008
TOTAL INCIDENT COUNT <sup>24</sup>	751,426	844,142	859,721	889,220	941,617	954,008
<i>Annual Change</i>	9.3%	12.3%	1.8%	3.4%	5.9%	1.3%
<i>Authorized FTE Communication Officers and Supervisors</i>	122.1 FTE	122.1 FTE	124.1 FTE	124.1 FTE	124.1 FTE	124.1 FTE
<i>Annual Average Per 1.0 FTE</i>	6,154 Incidents	6,914 Incidents	6,928 Incidents	7,165 Incidents	7,588 Incidents	7,687 Incidents



<sup>22</sup> The Colorado State Patrol's current legacy CAD system cannot provide data that differentiates between when a trooper is available to handle a call and when that trooper is unavailable due to other incidents, such as handling another call, or delayed as a result of inclement weather.

<sup>23</sup> This information was extracted from CAD in February, 2010.

<sup>24</sup> Total Incident Count includes every call received and/or dispatched by the communication center, that required some type of action be taken by the communication officer. This is inclusive of calls for service received from the public, officer initiated calls, phone messages, public information requests, avalanche control notifications, lost/found property, controlled burns, road closures, et cetera.

## Support Services

The Support Services Branch ensures that uniformed members have the facilities, uniforms, equipment, and vehicles needed to successfully perform their duties. Cost effective and efficient business processes in each of the sections ensures timely provision of these components. Successful performance is dependent upon strong partnerships with members of each troop/section, with outside vendors, and with representatives of the Governor’s Office of Information Technology. In CY 2008, members of the Support Services Branch built and delivered 168 new patrol vehicles, completed 2,322 vehicle service orders that generated \$420,299 in revenue for the state, performed four facility audits and four building inspections, and ensured the safety of troopers across the state by providing equipment, uniforms, ballistic vests, and all other necessary tools for the performance of their duties.



Figure 30. Colorado State Patrol Fleet Management Services.

Fleet Management Services		
Activity	CY 2007	CY 2008
Number of services requests completed	1,464	2,322
Revenue generated	\$406,419	\$420,229
New vehicle production and delivery	167	168



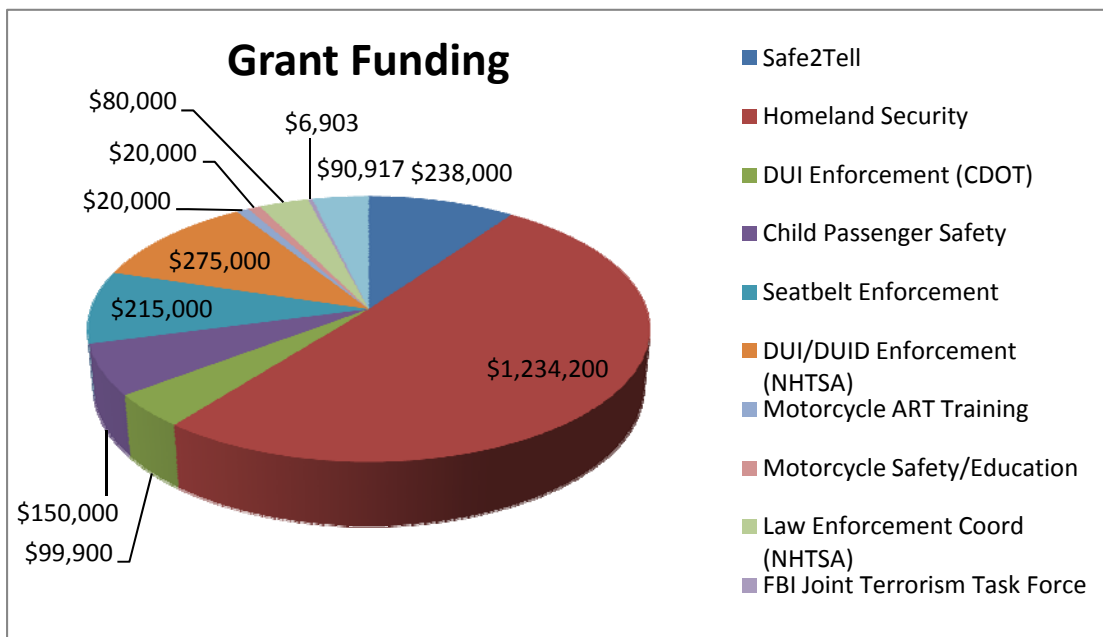
## Financial Services

The Financial Services Section of the Colorado State Patrol is responsible for overseeing the organizational budget, managing the Federal General Services Administration (GSA) Program, and seeking and managing grant funding for special programs and projects. The organizational budget makes up part of the framework in which the organization must operate and upon which decisions are made. Consistent reconciliation of financial statements and ongoing assessments of organizational needs are essential functions in ensuring the success of the CSP's programs. Long Bill appropriations to the CSP are made through the annual legislative process that includes the strategic development of decision item requests based on the needs of the organization.



In addition to the resources allocated to the CSP in the Long Bill, additional programs and projects are implemented as a result of grant funding. While grant funding provides opportunities for the organization to implement new programs, the continuation of such programs is dependent upon long-term sustainable funding. Currently, the Grants Management Office is responsible for the management of \$2.4 million in grant funding provided to the organization through 11 grants.<sup>25</sup>

Figure 31. Colorado State Patrol Grant Funding.



<sup>25</sup> These figures do not include the Motor Carrier Safety Section's grants or the Colorado Auto Theft Prevention Authority grants.

## Academy

In addition to financial and human resources, member skills training is a determining factor in organizational capacity. In response to the public safety needs of the State of Colorado, the CSP is committed to professionally training its members and members of other law enforcement agencies upon request. Training opportunities for current troopers are provided based on environmental scanning that assesses member skills as compared with the service needs of communities and may be obtained internal to the organization or from an approved outside source.



A primary function of the Colorado State Patrol Training Academy is the education of newly hired cadets. In addition to the required 663 Peace Officer Standard Training (POST) credit hours, cadets receive 357.5 credit hours in training that is specific to the Colorado State Patrol. CSP Academy training includes courses in arrest control, driving, firearms, accident investigation, DUI enforcement, auto theft and criminal interdiction, the *Colorado Revised Statutes*, ethics and anti-biased policing, and much more. Following the 22-week Academy training program, cadets are field trained for 11 weeks in the troop to which they have been assigned.

In addition to providing training, CSP Academy members are assigned to the Selections Unit, whose primary responsibility is the recruiting and screening of cadet applicants. These members consistently respond to potential applicants via email, telephone, and job fairs. With the other members of the organization, the Selections Unit fill the vital role of safeguarding the professional reputation of the Colorado State Patrol. Finally, the Victim's Assistance and Life Enrichment Sections are comprised of individuals specifically assigned to provide support to CSP members and to victims of traffic related crimes.

Figure 32. Colorado State Patrol Academy Activity.

Colorado State Patrol Academy Activity		
	CY 2007	CY 2008
Knowledge and skills enhancement courses offered	26	60
Members attending course offerings (not including in-service)	238	627
Applicants turning in hiring packets	896	1163
Applicants completing background checks with a recommendation for hire	113	102



## Professional Standards

The Professional Standards Section ensures the ongoing professionalism of the CSP's members and supports organizational operations through the performance of polygraph examinations for applicants, internal business process audits, drug testing, and fitness training and testing. During CY 2008, members of this section performed an average of 20 polygraph examinations for new hires. In order to promote officer safety and maintain a high standard of excellence, uniformed members are required to complete an annual fitness assessment.



## Operational Development Section

The Operational Development Section is responsible for researching and drafting policy and procedural guidelines, program development, conducting legal research, fielding information requests from the public, implementing new programs within the Patrol, and providing direct administrative support to the chief and command staff personnel. This group also develops support materials for members to increase operational efficiency, and works closely with business units to identify and resolve efficiency problems. These critical functions ensure the ongoing success of the CSP by maintaining consistency in operations and innovation in processes. Data that is necessary for assessing organizational success is available from members of this section and is used in maintaining organizational accountability. In addition, the section provides project management resources that ensure the successful implementation of projects. Organizational strategic planning and the alignment of programs and projects with the overall direction of the CSP are facilitated through the Strategic Planning Office.

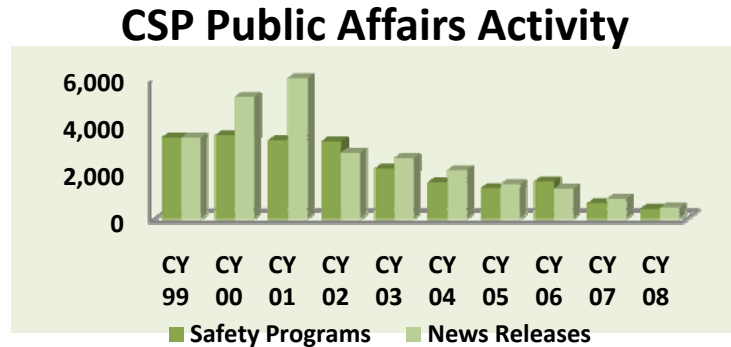




## Public Affairs

The Public Affairs Section of the CSP is the point of contact for members of the media ensuring that a consistent, accurate message is provided to the public. In addition to contact with communities and the media, members of this section provide information to other CSP employees to ensure the communication of critical information. In an effort to improve public safety through education, in CY 2008 CSP members handled 4,094 media requests in which Public Information Officers (PIOs) provided information to the media regarding a CSP case, program, or initiative. In addition, PIOs handled 2,530 citizen requests in which individuals sought information regarding a CSP case, program, or initiative, or needed clarification on a statute.

Figure 33. Colorado State Patrol Public Affairs Activity.



The “Alive at 25” (AA25) and “Attitudinal Dynamics of Driving” (ADOD) are defensive driving courses (DDC) developed by the National Safety Council. The Colorado State Patrol Family Foundation (CSPFF) administers certain aspects of the AA25 and ADOD programs pursuant to a memorandum of understanding with the Colorado State Patrol (CSP). AA25 and ADOD are integral parts of the efforts of CSP and CSPFF to reduce fatal traffic accidents in Colorado.

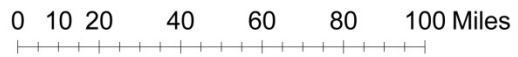
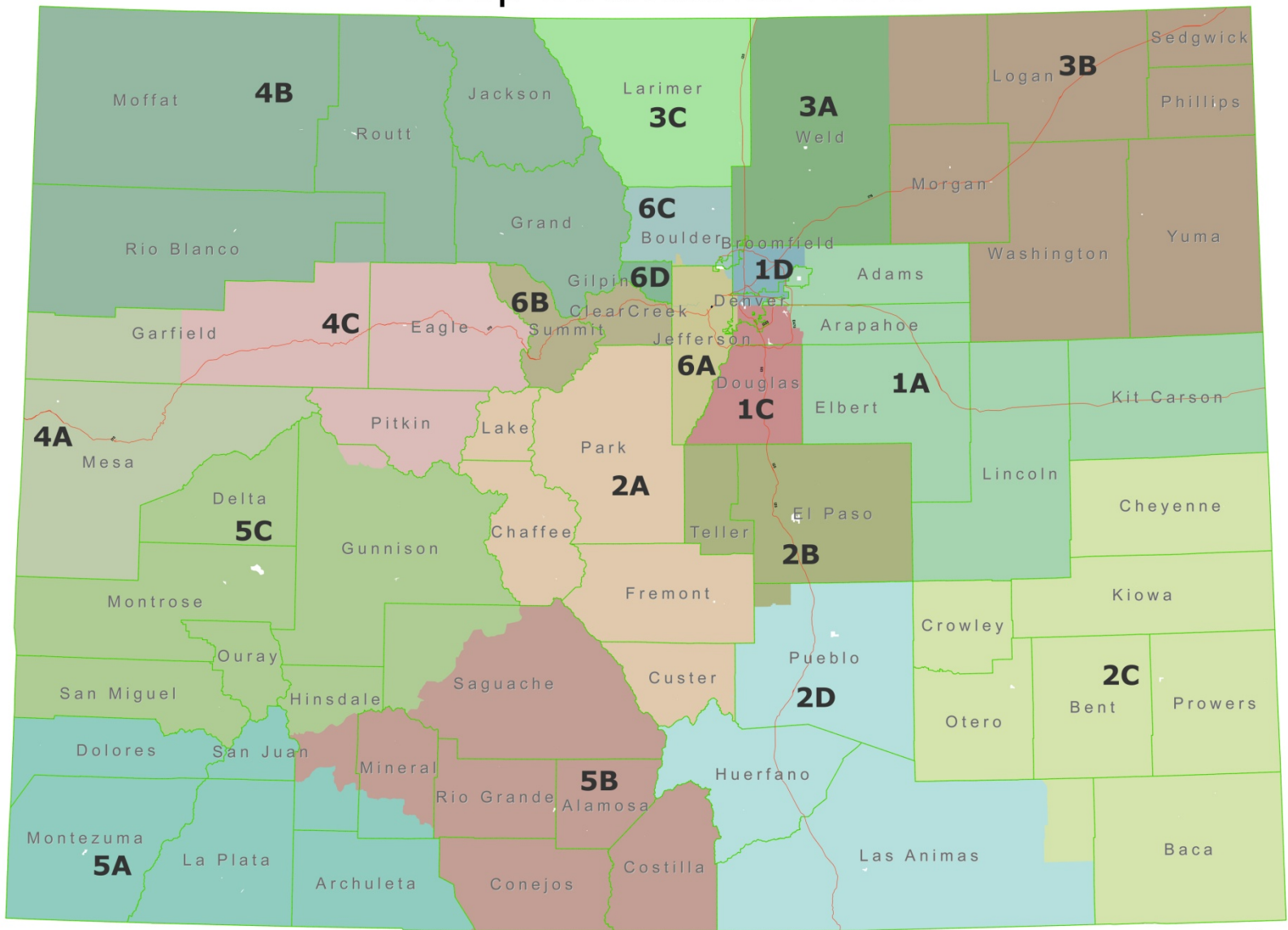
The CSP began teaching AA25 in 1996 and in CY 2008, a total of 815 classes were taught by troopers, sheriff’s deputies, and police officers across the state to 14,211 teens and young adults. The total number of students who have participated in the program since 1996 is over 90,000. In CY 2008, 737 students completed the ADOD course bringing the total number of students completing the course to 2,433.

The professional staff of the Media Center provides critical support to the organization through the retention of multimedia evidence such as photographs, video, audio, and animations. In addition, this section serves as the point-of-contact for large scale multi-media projects that support the traffic safety strategy of the Patrol. Further, the center coordinates with the Public Affairs Section, Operational Development Section, Command Staff, and Chief’s Office in order to develop and distribute dynamic, timely, and interactive traffic and public safety messages.

It is through the professional excellence of each uniformed and civilian member of the Colorado State Patrol that the agency continues to achieve consistent success in meeting the traffic and public safety needs of individuals in Colorado.



# Colorado State Patrol Troop Boundaries 2010



## Strategic Goals

Based on the organizational mandates as defined in the *Colorado Revised Statutes (24-33.5-201 et seq.)*, the service expectations of the public, the resource appropriations, and the organization's commitment to saving lives, the CSP has defined six goals upon which it will focus during CY 2010. The organization's administrative goals are specific to organizational resources and are essential for the successful achievement of all other goals; the service goals are specific to traffic and public safety programs and initiatives.

### **Administrative Goals**

#### ➤ **Retain, Recruit, Develop Professional Members**

The most valuable resource of the Colorado State Patrol is its members and it is through their commitment to excellence and to saving lives that the organization has successfully provided traffic and public safety services for 75 years. The organization will continue to promote excellence in work ethic, service, leadership, and skill and thereby ensure the future strength of the organization. In addition, it will support the successful performance of member duties through transparent, unfiltered, and timely communication of critical information. Business process efficiencies and member effectiveness will be improved through the streamlining of the hiring process and through ongoing training that sets the standard for law enforcement services.

- Objectives
  - Streamline the cadet and communications officer hiring process to ensure that the CSP remains competitive in the recruiting market.
  - Properly utilize the chain of command to ensure the necessary internal communication.
  - Communicate with representatives of the Executive and Legislative Branches to ensure continual focus on the need for like-sized agency competitive pay and benefits packages.
- Measures
  - Reduce the overall cadet application period to an average of four months.
  - Develop an internal organizational communications plan that defines the communication pathways and ensures an efficient and effective information exchange at all levels of the organization.
  - On an annual basis, provide an analyses of like-sized agency pay and benefits packages to members of the Executive and Legislative Branches.



## ➤ Acquire and Deploy Resources

The overall organizational success of the Colorado State Patrol is dependent on maintaining an exemplary work force and providing a high level of law enforcement service to the public. Through positive



relationships and active statewide marketing of ongoing programs and initiatives, as well as the active development of programs designed to educate stakeholders, the CSP will strive to strengthen a broad base of support for the organization. The organization will continue to provide professional written and verbal justification for budget and FTE appropriations requests in order to maintain the base HUTF allocation to ensure the annual six percent increase in Off the Top HUTF appropriations. The acquisition of resources directly impacts the organization's ability to achieve the remaining five goals.

- Objectives
  - Develop partnerships with key stakeholders.
  - Within the parameters established by the state, strive to maintain competitive pay and benefits for CSP members.
  - Ensure ongoing resource allocation by preventing the incremental decrease of the HUTF appropriation to the CSP.
  - Communicate with representatives of the Executive and Legislative Branches to ensure continual focus on the need for like-sized agency competitive pay and benefits packages.
  
- Measures
  - Increase by two percent the number of safety programs in each district.
  - Provide regular communication to members regarding the process and status of internal business processes and external factors that impact the organization.
  - Consistently and continuously assess the needs of the organization in order to ensure that the development of decision item requests are strategically aligned with the organization's mission and plan; and the decision item business process is developed to include a long-term (minimum of five years) strategic approach to prioritizing requests.
  - On an annual basis, provide an analyses of like-sized agency pay and benefits packages to members of the Executive and Legislative Branches.

- **Service Goals**

- **Improve Traffic Safety**

As defined in *CRS 24-33.5-201 (The Patrol Act)*, the primary duty of the CSP is to “promote safety, protect human life and preserve the highways of this state by the courteous and strict enforcement of the laws and regulations of this state relating to highways and the traffic on such highways.” Members of the organization are committed to achieving this by improving traffic safety through strategically deploying resources in order to:

- 1) Reduce the occurrence of DUI/DUID crashes;
- 2) Reduce the occurrence of fatal and injury crashes; and
- 3) Reduce the occurrence of crashes involving commercial motor vehicles.

The CSP will positively affect traffic safety through the strategic deployment of resources, active individual patrolling, and rolling team operations. Through consistent DUI/DUID crash data analysis, the organization will assign resources: a) to roadways and areas in which there is the highest occurrence of DUI/DUID crashes and proactive arrests; b) at times during which there is the highest occurrence of DUI/DUID crashes and proactive arrests; c) to partner with local agencies for the successful implementation of DUI/DUID enforcement programs.

Further, through consistent crash data analysis, it will assign resources: a) to roadways and areas in which there is the highest occurrence of fatal and injury crashes; b) at times during which there is the highest occurrence of fatal and injury crashes; c) to provide focused enforcement on driving behaviors that result in fatal and injury crashes.

Through commercial vehicle training, inspections, and the enforcement of state and federal statutes, the CSP will enhance the safety of the motoring public on state highways by strengthening internal partnerships between the field troops and specialty units, and by partnering with commercial vehicle companies, the Department of Revenue Port of Entry, and local agencies. Commercial vehicle safety education is achieved through the performance of compliance reviews and safety audits on commercial vehicles, and roadside commercial vehicle inspections. In addition, the CSP will enhance hazardous material compliance coordination, ensure the delivery of comprehensive hazardous materials transport compliance and enforcement services, and perform in-depth inspections on commercial vehicles involved in crashes.



- Objectives
  - Improve traffic safety in Colorado through a reduction in the number of fatal and injury crashes that occur in CSP safety zones.
  - Improve traffic safety in Colorado through a reduction in the number of DUI/DUID caused crashes.
  - Improve traffic safety in Colorado through a reduction in the number of fatal and injury crashes.
  - Improve traffic safety in Colorado through a reduction in the number of commercial vehicle related crashes.
  - Improve traffic safety in Colorado through a reduction in the number of highway incidents involving hazardous materials.
- Measures
  - Reduce by at least six percent the number of fatal and injury crashes investigated by CSP troopers in designated safety zones in CY 2010.
  - Reduce by at least four percent the number of DUI/DUID caused fatal and injury crashes investigated by CSP troopers in CY 2010.
  - Reduce by at least two percent the number of fatal and injury crashes investigated by CSP troopers in CY 2010.
  - Reduce by at least five percent the number of motor vehicle crashes investigated by CSP troopers involving commercial vehicles in CY 2010.
  - Reduce by at least four percent the number of highway incidents covered by CSP troopers involving hazardous materials in CY 2010.

### ➤ Interdict Criminal Activity

In an effort to improve the level of public safety and subsequently the quality of life in the State of Colorado, the CSP is committed to interdicting criminal activity on the state's roadways. The reduction of contraband, including drugs, weapons, and large amounts of currency that are transported through the state will improve public safety in Colorado communities and in surrounding states. In order to enhance knowledge and skills related to the observation of criminal activity during traffic stops, the organization provides training opportunities for troopers in the areas of criminal interdiction and investigations.



- Objectives
  - Improve the safety of the public in Colorado by decreasing criminal activity in passenger vehicles.
  - Improve the quality of life in Colorado by increasing the number of automobile theft recoveries state-wide.
  - Improve the safety of the public in Colorado by decreasing criminal activity in commercial motor vehicles.
- Measures
  - Increase by at least two percent the number of non-crash related criminal felony filings by all CSP troopers in CY 2010.
  - Increase by at least five percent the number of automobile theft recoveries by CSP troopers in CY 2010.
  - Record the number of commercial motor vehicle contacts that result in interdicting criminal activity.

### ➤ Provide Communications

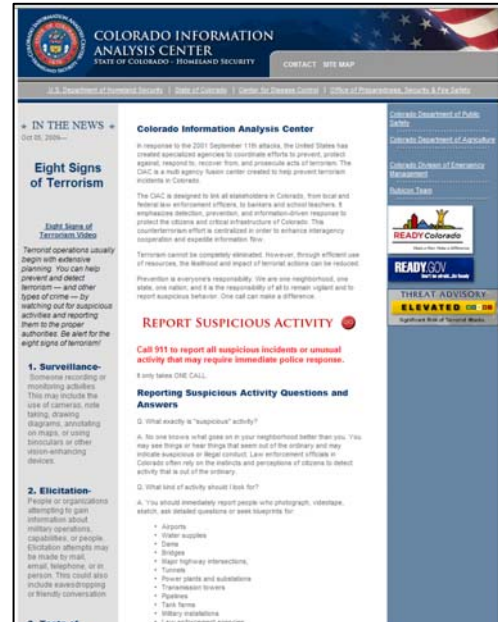
The CSP provides a professional communication system for all CSP troopers and 63 other governmental agencies. It is through the professional, timely, and accurate dissemination of information that the organization enhances officer safety and public protection. The organization will partner with members of the Colorado Department of Public Safety's Office of Information Technology in order to ensure the successful administration of the CSP's mission critical public safety communication systems.



- Objectives
  - Improve the safety of the public in Colorado by providing professional and courteous dispatching services.
  - Expedite service to members of the public and ensure officer safety through the successful operation of the organization's public safety systems, including radios and the computer aided dispatch (CAD) and associated systems.
- Measures
  - Reduce by at least five percent the time it takes the CSP Communications Branch to dispatch calls to an available trooper and/or any user agency statewide for all crashes, and for reports of road debris hazards in CY 2010.
  - Record the number and type of system problems that impact the ability of CSP members to achieve timely information flow.

➤ **Enhance Homeland Security**

In response to the September 11<sup>th</sup> terrorist attacks, there is a heightened national awareness of the importance of appropriate intelligence collection and information sharing by law enforcement agencies at all levels of government. Through improved information sharing, critical infrastructure protection, and counter-terrorism investigation, the CSP will continue to provide support and implementation of homeland security strategies and training. It will provide its members with intelligence products that promote awareness and vigilance in the areas of counter terrorism, precursors to terrorist activity, human trafficking trends and tactics, critical infrastructure protection and surveillance, and the latest criminal activity trends.



The activities performed by members of the CSP are in support of the achievement of specific goals set forth in the *Colorado Homeland Security Strategy (2010)* in the areas of: information sharing, intelligence product creation and dissemination, critical infrastructure protection, counter-terrorism investigation and explosive device awareness and counter measures.

- Objectives
  - Improve the safety of the public in Colorado by disseminating critical information to members of the CSP and other agencies to positively impact homeland security.
  - Improve the safety of the public by preventing and deterring terrorist attacks in the State of Colorado.
  - Prevent and deter terrorist attacks in Colorado by achieving the goals set forth in the *Colorado Homeland Security Strategy (2010)* as developed by the Governor's Office of Homeland Security.
  
- Measures
  - Increase the number of requests for information from members of the law enforcement community and critical infrastructure sector representatives by five percent.
  - Increase the number of suspicious activity and criminal cases referred to law enforcement agencies for additional investigation by five percent.
  - Increase the number of certified Terrorism Liaison Officers by five percent.





## Organizational Accountability Business Process

The Colorado State Patrol has implemented an accountability mechanism that is consistently used to evaluate the success of the organization's strategy and its progress in achieving its goals and fulfilling its mission. The Colorado State Patrol's Strategic Operational Administrative Review (SOAR) process is a modified version of the balanced scorecard management system and ensures that members have considered the different areas in which there is reciprocal impact between the individuals and communities they serve and the organization itself. Considering the primary categories of political mandates, fiduciary/budget, community, organizational capacity, and internal business processes in the making of decisions and the performance of duties is critical in achieving a balanced approach to successful organizational management.

Within each of these categories, it is necessary to consider the risks associated with each decision or service. These risks can include impacts on the organization's partnerships with other agencies, internal partnerships between troops/sections, resource allocations, the reputation of the organization, and others. Further, it is necessary to consider the dependencies of each decision or program, including the type of resources, internal and external partnerships, political support, equipment, etc. that is necessary for successful implementation.

Though each section and troop of the CSP has primary responsibilities that support the achievement of the traffic safety and public safety targets, it is critical that all uniformed and civilian members be cognizant of the fact that every individual, regardless of rank or assignment, support the achievement of all of the organizational goals.





## Strategic Assumptions

The CY 2010 Strategic Plan for the Colorado State Patrol was developed based on the following strategic assumptions:

- All human life is valuable and the emotional and economic impact of a death or serious injury remains the same regardless of the cause.
- Traffic safety is critical to the achievement of the Colorado Department of Public Safety's mission to provide a safe environment in Colorado by maintaining, promoting, and enhancing public safety.
- Most traffic fatalities are preventable through the use of high trooper visibility; strict enforcement of laws and regulations; public awareness and educational campaigns; and the appropriate use of occupant restraint systems.
- Faster response time to calls for service provides emergency assistance to the motoring public and increases traffic flow by clearing roads in order to prevent secondary vehicle crashes.
- Partnering with other law enforcement and state agencies in an effort to impact driver behavior will improve public safety.
- Criminal interdiction on Colorado's roadways lowers crime rates in communities by impeding criminal activity, apprehending fugitives, and interrupting the flow of illegal contraband.
- Awareness of criminal and terrorist indicators through vigilance during traffic contacts is critical in preventing future terrorist attacks, human trafficking and smuggling, and threats to the safety of residents of and visitors to the state.
- Competitive compensation packages, recognition, professional working conditions, advancement opportunities, and relevant training promote the retention of highly skilled employees who are committed to ensuring the safety of the public.



## Strategic Challenges

In CY 2010, the Colorado State Patrol faces the following challenges:

- Overcoming statewide uniformed and civilian member classification and compensation issues in order to remain competitive with other law enforcement organizations in recruiting and retaining professional members.
- Maintaining an acceptable level of public service during difficult economic times that have resulted in the reduction in the operating budget and work force of the organization.
- Through ongoing safety education programs, successfully communicating the organization's commitment to ensuring the quality of life in Colorado through a reduction in the number of serious injuries and fatalities that result from traffic related incidents.
- Recruiting, developing, equipping, training, and retaining a dedicated uniformed and civilian work force that is committed to saving lives through enhanced public safety services in Colorado.
- Integrating the multiple traffic and public safety services provided by the organization in order to increase its effectiveness and maximize its efficiency.
- Consistently merging new technologies into the organization's business processes in order to improve the quality of public safety services across the state.

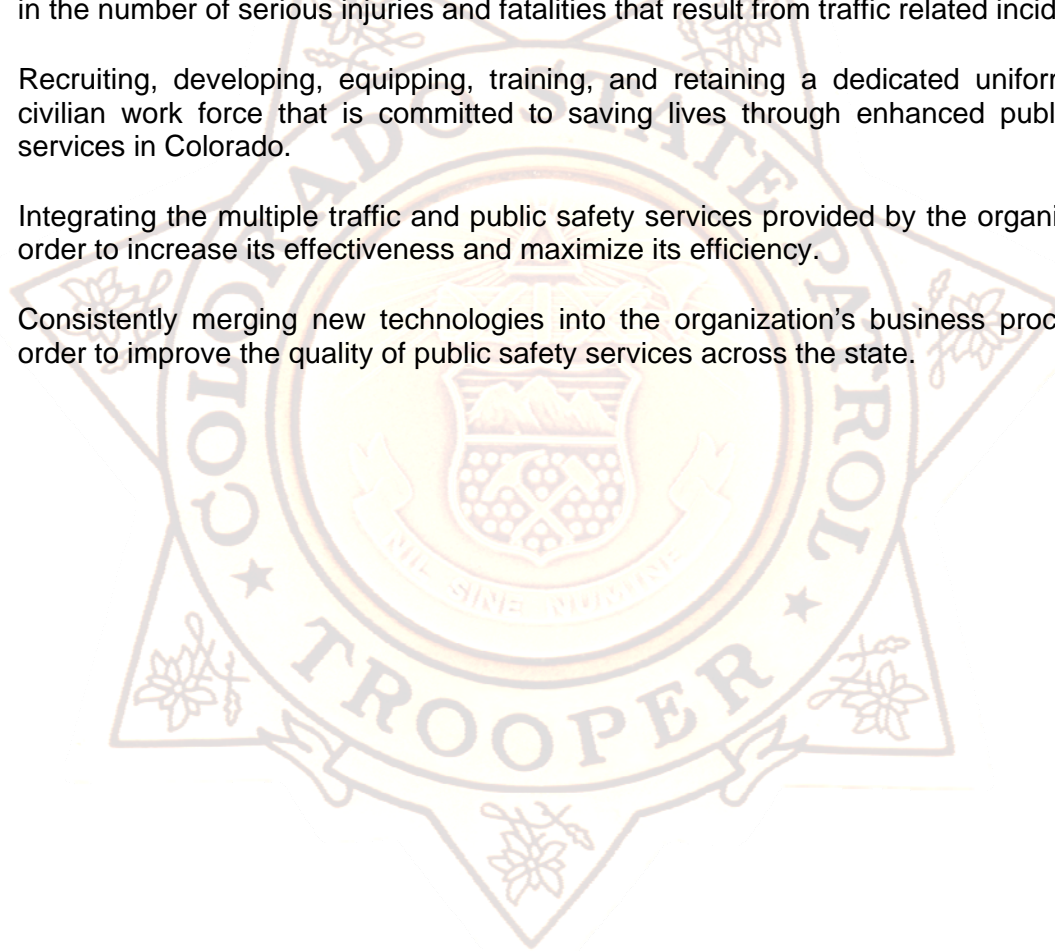




Figure 34. National Fatality Rate<sup>26</sup> Comparison.

National Fatality Rate Comparison																	
State	1997	Rank 1997	1998	1999	2000	2001	2002	Rank 2002	5 Year % Change	2003	2004	2005	2006	2007	Rank 2007	5 Year % Change	10 Year % Change
Massachusetts	0.87	1	0.78	0.8	0.82	0.9	0.86	1	-1.1%	0.86	0.87	0.8	0.78	0.79	1	-8.1%	-9.2%
Rhode Island	1.06	2	0.93	1.06	0.96	1.01	1.03	4	-2.8%	1.24	0.98	1.05	0.98	0.8	2	-35.5%	-24.5%
Vermont	1.48	18	1.58	1.38	1.12	1.17	0.98	2	-33.8%	0.83	1.25	0.95	1.11	0.86	3	3.6%	-41.9%
Minnesota	1.22	5	1.31	1.22	1.19	1.06	1.2	10	-1.6%	1.18	1	0.98	0.87	0.89	4	-24.6%	-27.0%
Connecticut	1.19	4	1.12	1.01	1.11	1.03	1.04	5	-12.6%	0.95	0.93	0.88	0.98	0.92	5	-3.2%	-22.7%
New Jersey	1.23	6	1.15	1.11	1.08	1.08	1.1	7	-10.6%	1.05	0.99	1.01	1.02	0.95	6	-9.5%	-22.8%
New Hampshire	1.12	3	1.11	1.18	1.05	1.15	1.01	3	-9.8%	0.98	1.26	1.24	0.93	0.96	7	-2.0%	-14.3%
New York	1.37	12	1.23	1.26	1.13	1.2	1.15	8	-16.1%	1.11	1.08	1.03	1.03	0.97	8	-12.6%	-29.2%
Washington	1.32	9	1.27	1.21	1.18	1.21	1.2	11	-9.1%	1.09	1.02	1.17	1.12	1	9	-8.3%	-24.2%
Michigan	1.58	19	1.46	1.44	1.41	1.34	1.28	15	-19.0%	1.27	1.12	1.09	1.04	1.04	10	-18.1%	-34.2%
Maryland	1.31	7	1.25	1.2	1.17	1.27	1.23	12	-6.1%	1.19	1.16	1.09	1.16	1.09	11	-8.4%	-16.8%
Utah	1.79	31	1.65	1.63	1.65	1.24	1.34	20	-25.1%	1.29	1.2	1.12	1.11	1.11	12	-14.0%	-38.0%
Ohio	1.39	13	1.36	1.36	1.29	1.29	1.31	16	-5.8%	1.17	1.15	1.2	1.11	1.13	13	-3.4%	-18.7%
Colorado	1.62	21	1.6	1.54	1.63	1.73	1.71	32	5.6%	1.48	1.45	1.26	1.1	1.14	14	-23.0%	-29.6%
Illinois	1.41	15	1.38	1.42	1.38	1.37	1.35	22	-4.3%	1.36	1.24	1.27	1.17	1.16	15	-14.7%	-17.7%
California	1.32	8	1.2	1.19	1.22	1.27	1.27	14	-3.8%	1.31	1.25	1.32	1.29	1.22	16	-6.9%	-7.6%
Maine	1.45	16	1.42	1.28	1.19	1.33	1.47	26	1.4%	1.39	1.3	1.13	1.25	1.22	17	-12.2%	-15.9%
District of Columbia	1.8	32	1.63	1.18	1.37	1.81	1.33	19	-26.1%	1.87	1.15	1.29	1.02	1.22	18	-34.8%	-32.2%
Delaware	1.79	30	1.4	1.18	1.49	1.58	1.4	24	-21.8%	1.57	1.44	1.4	1.57	1.23	19	-21.7%	-31.3%
Virginia	1.4	14	1.29	1.19	1.24	1.27	1.18	9	-15.7%	1.23	1.17	1.18	1.19	1.25	20	1.6%	-10.7%
Indiana	1.36	11	1.42	1.46	1.25	1.27	1.09	6	-19.9%	1.15	1.3	1.31	1.27	1.26	21	9.6%	-7.4%
Wisconsin	1.33	10	1.26	1.31	1.4	1.33	1.37	23	3.0%	1.42	1.31	1.36	1.22	1.27	22	-10.6%	-4.5%
Oregon	1.62	22	1.61	1.19	1.33	1.42	1.26	13	-22.2%	1.46	1.28	1.38	1.35	1.31	23	-10.3%	-19.1%
Nebraska	1.77	28	1.79	1.64	1.53	1.36	1.64	30	-7.3%	1.54	1.32	1.43	1.39	1.32	24	-14.3%	-25.4%
Hawaii	1.65	24	1.5	1.21	1.55	1.61	1.34	21	-18.8%	1.43	1.46	1.39	1.58	1.33	25	-7.0%	-19.4%

<sup>26</sup> The fatality rate is defined as the number of deaths per 100 million vehicle miles traveled (VMT).

<b>USA</b>	1.64	<b>23</b>	1.58	1.55	1.53	1.51	1.51	<b>27</b>	<b>-7.9%</b>	1.48	1.44	1.46	1.42	1.36	<b>26</b>	<b>-8.1%</b>	<b>-17.1%</b>
<b>Pennsylvania</b>	1.59	<b>20</b>	1.48	1.52	1.49	1.49	1.54	<b>28</b>	<b>-3.1%</b>	1.48	1.38	1.5	1.41	1.37	<b>27</b>	<b>-7.4%</b>	<b>-13.8%</b>
<b>Kansas</b>	1.82	<b>35</b>	1.82	1.95	1.64	1.75	1.78	<b>37</b>	<b>-2.2%</b>	1.64	1.57	1.44	1.55	1.38	<b>28</b>	<b>-15.9%</b>	<b>-24.2%</b>
<b>North Dakota</b>	1.47	<b>17</b>	1.25	1.64	1.19	1.45	1.32	<b>18</b>	<b>-10.2%</b>	1.41	1.32	1.62	1.41	1.42	<b>29</b>	<b>0.7%</b>	<b>-3.4%</b>
<b>Texas</b>	1.77	<b>29</b>	1.74	1.67	1.72	1.73	1.73	<b>33</b>	<b>-2.3%</b>	1.71	1.6	1.5	1.48	1.42	<b>30</b>	<b>-17.0%</b>	<b>-19.8%</b>
<b>Iowa</b>	1.67	<b>25</b>	1.55	1.68	1.51	1.49	1.31	<b>17</b>	<b>-21.6%</b>	1.42	1.23	1.45	1.4	1.43	<b>31</b>	<b>0.7%</b>	<b>-14.4%</b>
<b>Missouri</b>	1.89	<b>37</b>	1.81	1.64	1.72	1.62	1.77	<b>36</b>	<b>-6.3%</b>	1.81	1.64	1.83	1.59	1.43	<b>32</b>	<b>-21.0%</b>	<b>-24.3%</b>
<b>Georgia</b>	1.69	<b>26</b>	1.63	1.52	1.47	1.53	1.41	<b>25</b>	<b>-16.6%</b>	1.47	1.44	1.52	1.49	1.46	<b>33</b>	<b>-0.7%</b>	<b>-13.6%</b>
<b>New Mexico</b>	2.21	<b>47</b>	1.91	2.05	1.9	2	1.97	<b>43</b>	<b>-10.9%</b>	1.92	2.18	2.04	1.88	1.54	<b>34</b>	<b>-19.8%</b>	<b>-30.3%</b>
<b>Florida</b>	2.08	<b>42</b>	2.05	2.06	1.99	1.77	1.76	<b>35</b>	<b>-15.4%</b>	1.71	1.65	1.75	1.65	1.56	<b>35</b>	<b>-8.8%</b>	<b>-25.0%</b>
<b>Alaska</b>	1.76	<b>27</b>	1.55	1.74	2.3	1.89	1.82	<b>39</b>	<b>3.4%</b>	1.98	2.02	1.45	1.49	1.59	<b>36</b>	<b>-19.7%</b>	<b>-9.7%</b>
<b>Wyoming</b>	1.81	<b>34</b>	1.92	2.42	1.88	2.16	1.95	<b>41</b>	<b>7.7%</b>	1.79	1.77	1.88	2.07	1.6	<b>37</b>	<b>-10.6%</b>	<b>-11.6%</b>
<b>Idaho</b>	2.01	<b>39</b>	1.97	1.99	2.04	1.84	1.86	<b>40</b>	<b>-7.5%</b>	2.05	1.77	1.85	1.76	1.6	<b>38</b>	<b>-22.0%</b>	<b>-20.4%</b>
<b>Oklahoma</b>	2.02	<b>40</b>	1.8	1.74	1.5	1.57	1.62	<b>29</b>	<b>-19.8%</b>	1.47	1.67	1.71	1.57	1.61	<b>39</b>	<b>9.5%</b>	<b>-20.3%</b>
<b>North Carolina</b>	1.81	<b>33</b>	1.87	1.71	1.74	1.67	1.7	<b>31</b>	<b>-6.1%</b>	1.66	1.64	1.53	1.53	1.62	<b>40</b>	<b>-2.4%</b>	<b>-10.5%</b>
<b>South Dakota</b>	1.86	<b>36</b>	2.04	1.82	2.05	2	2.12	<b>45</b>	<b>14.0%</b>	2.38	2.24	2.22	2.08	1.62	<b>41</b>	<b>-31.9%</b>	<b>-12.9%</b>
<b>Nevada</b>	2.13	<b>44</b>	2.19	2.01	1.83	1.72	2.12	<b>46</b>	<b>-0.5%</b>	1.91	1.95	2.06	1.97	1.68	<b>42</b>	<b>-12.0%</b>	<b>-21.1%</b>
<b>Tennessee</b>	2.02	<b>41</b>	1.94	2.01	1.99	1.85	1.73	<b>34</b>	<b>-14.4%</b>	1.73	1.89	1.79	1.82	1.7	<b>43</b>	<b>-1.7%</b>	<b>-15.8%</b>
<b>Arizona</b>	2.19	<b>46</b>	2.17	2.18	2.11	2.12	2.18	<b>48</b>	<b>-0.5%</b>	2.07	2.01	1.97	2.07	1.7	<b>44</b>	<b>-17.9%</b>	<b>-22.4%</b>
<b>Kentucky</b>	1.97	<b>38</b>	1.91	1.75	1.75	1.83	1.95	<b>42</b>	<b>-1.0%</b>	1.99	2.04	2.08	1.91	1.8	<b>45</b>	<b>-9.5%</b>	<b>-8.6%</b>
<b>Alabama</b>	2.23	<b>48</b>	1.94	2.03	1.76	1.75	1.8	<b>38</b>	<b>-19.3%</b>	1.71	1.95	1.92	1.99	1.81	<b>46</b>	<b>5.8%</b>	<b>-18.8%</b>
<b>Arkansas</b>	2.35	<b>49</b>	2.2	2.07	2.24	2.08	2.13	<b>47</b>	<b>-9.4%</b>	2.09	2.22	2.05	2.01	1.96	<b>47</b>	<b>-6.2%</b>	<b>-16.6%</b>
<b>Mississippi</b>	2.73	<b>51</b>	2.77	2.66	2.67	2.18	2.43	<b>51</b>	<b>-11.0%</b>	2.33	2.28	2.32	2.2	2.04	<b>48</b>	<b>-12.4%</b>	<b>-25.3%</b>
<b>West Virginia</b>	2.08	<b>43</b>	1.9	2.08	2.14	1.91	2.19	<b>49</b>	<b>5.3%</b>	1.96	2.02	1.82	1.96	2.1	<b>49</b>	<b>7.1%</b>	<b>1.0%</b>
<b>South Carolina</b>	2.18	<b>45</b>	2.34	2.41	2.34	2.27	2.23	<b>50</b>	<b>2.3%</b>	2.01	2.11	2.21	2.08	2.11	<b>50</b>	<b>5.0%</b>	<b>-3.2%</b>
<b>Louisiana</b>	2.44	<b>50</b>	2.3	2.28	2.3	2.2	2.09	<b>44</b>	<b>-14.3%</b>	2.13	2.08	2.14	2.17	2.19	<b>51</b>	<b>2.8%</b>	<b>-10.2%</b>
<b>Montana</b>	2.82	<b>52</b>	2.47	2.24	2.4	2.3	2.59	<b>52</b>	<b>-8.2%</b>	2.41	2.04	2.26	2.34	2.45	<b>52</b>	<b>1.7%</b>	<b>-13.1%</b>

**Figure 35. Colorado State Patrol Fiscal Year Budget Appropriation Comparison.**

Colorado State Patrol Operating Appropriation						
	General Fund	HUTF	Other	Total Appropriation		
				Total Budget	% Change	FTE
FY 2000-01	\$1,712,405.00	\$55,401,537.00	\$9,550,449.00	\$66,664,391.00		925.7
FY 2001-02	\$1,631,514.00	\$58,317,014.00	\$11,567,156.00	\$71,515,684.00	7.3%	927.2
FY 2002-03	\$1,615,984.00	\$63,626,705.00	\$11,823,270.00	\$77,065,959.00	7.8%	931.7
FY 2003-04	\$1,542,016.00	\$65,153,142.00	\$14,793,371.00	\$81,488,529.00	5.7%	931.0
FY 2004-05	\$1,242,352.00	\$67,442,034.00	\$32,137,781.00	\$100,822,167.00	23.7%	937.0
FY 2005-06	\$1,428,184.00	\$70,269,788.00	\$32,993,141.00	\$104,691,113.00	3.8%	940.5
FY 2006-07	\$1,396,598.00	\$74,284,741.00	\$18,168,488.00	\$93,849,827.00	-10.4%	940.0
FY 2007-08	\$3,431,980.00	\$77,192,003.00	\$19,153,380.00	\$99,777,363.00	6.3%	975.0
FY 2008-09	\$4,370,568.00	\$80,286,146.00	\$19,846,280.00	\$104,502,994.00	4.7%	995.0
FY 2009-10	\$4,518,267.00	\$83,365,310.00	\$24,668,913.00	\$112,552,490.00	7.7%	995.0



**Figure 36. Traffic Safety Statistics.**

Traffic Safety Statistics, Calendar Years 1999 - 2008												
Indicator		1999	2000	2001	2002	2003	2004	2005	2006	2007	2008*	% Change (10 yr)
Exposure Indicator:												
Vehicle Miles Traveled (VMT)	United States (Millions)	2,691,335	2,749,803	2,781,462	2,855,756	2,890,893	2,954,788	2,989,807	3,014,116	3,074,398	2,921,900	8.6%
	Colorado (Millions)	40,550	41,560	42,955	43,545	43,379	45,766	47,900	48,641	49,614	47,233	16.5%
	CSP Roads (Millions)	25,061	25,102	25,775	26,099	26,135	27,343	28,740	28,640	29,213	27,811	11.0%
Registered Vehicles	United States (Thousands)	212,685	217,028	221,230	225,685	230,788	243,010	247,421	251,423	254,403	-	
	Colorado (Thousands)	4,130	4,225	4,006	3,933	4,498	4,610	4,732	4,814	4,970	4,893	18.5%
Licensed Drivers	United States (Thousands)	187,170	190,625	191,276	194,602	196,166	198,889	200,549	202,810	-	-	
	Colorado (Thousands)	3,040	3,107	3,160	3,162	3,313	3,330	3,342	3,424	3,503	3,662	20.5%
Population	United States (Thousands)	272,691	282,125	285,318	287,974	290,788	293,655	296,507	299,398	301,280	304,059	11.5%
	Colorado (Thousands)	4,226	4,327	4,427	4,496	4,548	4,601	4,665	4,755	4,862	4,940	16.9%
Motor Vehicle Crashes:												
Persons Killed	U.S.	41,717	41,821	42,196	43,005	42,884	42,836	43,443	42,642	41,059	37,261	-10.7%
	Colorado	626	681	741	743	642	667	585	534	553	547	-12.6%
	CSP	427	429	523	464	435	423	374	345	353	340	-20.4%
Persons Injured	U.S.	3,236,000	3,189,000	3,033,000	2,926,000	2,889,000	2,757,000	2,699,000	2,575,000	-	-	
	Colorado	46,804	47,387	48,549	51,803	45,167	44,847	-	-	-	-	
Fatal Crashes	U.S.	37,140	1	37,862	38,309	38,252	38,444	39,189	38,588	37,435	37,248	0.3%
	Colorado	558	613	647	677	571	604	532	478	509	472	-15.4%
	CSP	374	369	414	397	351	360	331	315	317	287	-23.3%
Injury Crashes	U.S.	N/A	2,070,000	2,003,000	1,929,000	1,925,000	1,862,000	1,816,000	1,746,000	-	-	
	Colorado	31,406	31,940	34,160	33,944	31,731	31,796	-	-	-	-	
	CSP	11,176	11,856	11,890	10,835	10,135	9,816	8,889	7,963	4,239	3,900	-65.1%
Property Damage Crashes	U.S.	N/A	4,286,000	4,282,000	4,348,000	4,365,000	4,281,000	4,304,000	4,189,000	-	-	
	Colorado	83,175	89,456	92,213	102,598	94,578	98,332	-	-	-	-	
	CSP	23,416	25,082	25,025	23,813	22,935	23,305	21,415	20,464	23,732	23,061	-1.5%

**Figure 37. CY 2010 Colorado State Patrol Targeted Roads.**

CY 2010 COLORADO STATE PATROL TARGETED ROADWAYS				
Effective January 1, 2010 to December 31, 2010				
CSP FIELD DISTRICT	TARGETED ROAD	DESCRIPTION OF ROAD	ROAD CODE	COUNTY
<b>Field District # 1</b>				
Limon Troop	1A	None selected		
Castle Rock Troop	1C	None selected		
Adams Troop	1D	Interstate 25 (MP 214 to MP 219)	I25	Adams
<b>Field District #2</b>				
Canon City Troop	2A	None selected		
Colorado Springs Troop	2B	Interstate 25 (MP 149 to MP 163)	I25	El Paso
Lamar Troop	2C	None selected		
Pueblo Troop	2D	Colorado 50 (MP 303 to MP 313)	H50	Pueblo
<b>Field District #3</b>				
Greeley Troop	3A	Interstate 25 (MP 231 to MP 252)	I25	Weld
Sterling Troop	3B	None selected		
Fort Collins Troop	3C	Interstate 25 (MP 253 to MP 269) Colorado 287 (MP 348 to MP 372)	I25 H287	Larimer
<b>Field District #4</b>				
Fruita Troop	4A	Interstate 70 (MP 37 to MP 57)	I70	Mesa
Craig Troop	4B	Colorado 40 (MP 136 to MP 165)	H13	Routt Jackson Grand
Glenwood Springs Troop	4C	Interstate 70 (MP 147 to MP 172)	I70	Eagle
<b>Field District #5</b>				
Durango Troop	5A	Colorado 172 (MP 11 to MP 25) Colorado 160 (MP 123 to MP 149)	H172 H160	La Plata Archuleta
Alamosa Troop	5B	Colorado 285 (MP 6 to MP 34) Colorado 285 (MP 63 to MP 119) Colorado 160 (MP 167 to MP 193) Colorado 160 (MP 258 to MP 278)	H285 H285 H160 H160	Conejos/Alamosa Saguache Rio Grande/Mineral Costilla
Montrose Troop	5C	Colorado 550 (MP 104 to MP 126) Colorado 92 (MP 1 to MP 20)	H550 H92	Montrose Delta/Montrose
<b>Field District #6</b>				
Golden Troop	6A	"30 Area" - bordered by Colorado 285, Colorado 470, Wadsworth/Sheridan Blvds		Jefferson
Frisco Troop	6B	Interstate 70 (MP 210 to MP 221)	I70	Clear Creek/ Summit
Boulder Troop	6C	Colorado 19 (MP 45 to MP 54)	H119	Boulder

Figure 38. CY 2010 Colorado State Patrol Targeted Roads, Map.

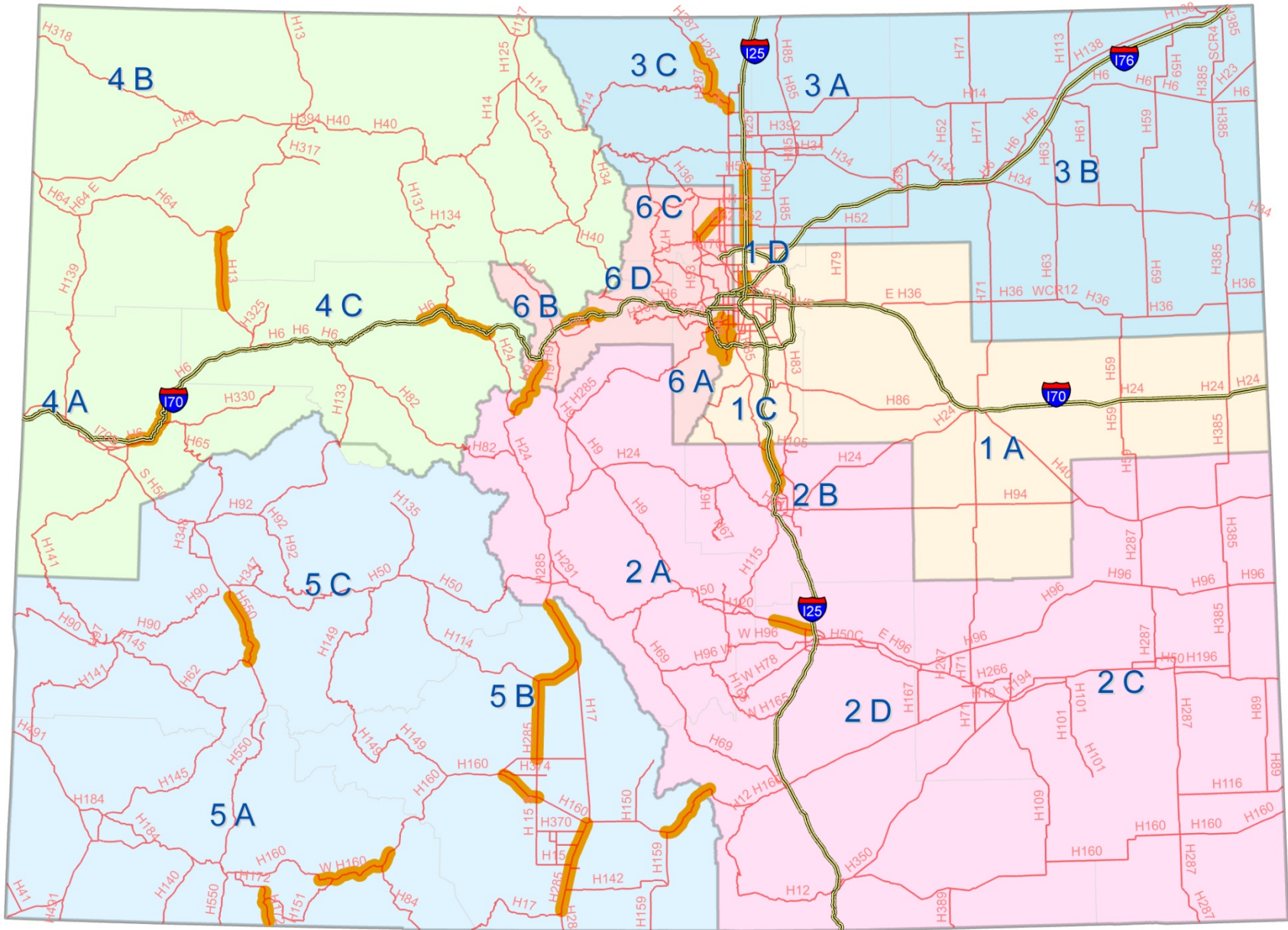


Figure 39. Summary of CSP Successes.

COLORADO STATE PATROL						
Topic	Category	Measure	CY 2007	CY 2008	Annual Change	Comments
MISSION CORE ACTIVITIES	Traffic Safety	Persons Killed	353	340	-3.7%	There was a 3.7% reduction in the number of persons killed in CSP covered crashes in CY 2008.
		Fatal Crashes	317	287	-9.5%	There was a 9.5% reduction in the number of fatal crashes covered by CSP troopers in CY 2008.
		Injury Crashes	4,239	3,894	-8.1%	There was an 8.1% reduction in the number of injury crashes covered by CSP troopers in CY 2008.
		Fatal/Injury Crashes on all CSP Roads	4,556	4,181	-8.2%	There was an 8.2% reduction in the number of fatal/injury crashes covered by CSP troopers in CY 2008.
		Fatal/Injury Crashes on Targeted Roads	356	298	-16.3%	There was a 16.3% reduction in the number of fatal/injury crashes on CSP targeted roads in CY 2008.
		Property Damage Crashes	23,732	22,997	-3.1%	There was a 3.1% reduction in the number of property damage crashes covered by CSP troopers in CY 2008.
		DUI/DUID Caused Serious Crashes	707	661	-6.5%	There was a 6.5% reduction in the number of DUI/DUID caused serious crashes covered by CSP troopers in CY 2008.
	Enforcement Activity	Felony Arrests	1,652	1,420	-14.0%	Felony arrests were down 14.0% in CY 2008.
		Misdemeanor Arrests	10,809	10,164	-6.0%	There was a 6.0 % decrease in the number of misdemeanor arrests in CY 2008.
		Total Citations	224,531	221,511	-1.3%	The decrease in the number of citations written by CSP troopers in CY 2008 over CY 2007 was minimal - 1.3%.
		HVPT Citations	165,198	158,886	-3.8%	The number of HVPT citations written by CSP troopers was down by 3.8% in CY 2008; however fatal/injury/property damage crashes were down by a significant amount as well.
		Non-Crash DUI/DUID Arrests	5,952	5,717	-3.9%	Non-crash DUI/DUID arrests were down by 3.9% in CY 2008; however DUI/DUID crashes were down by a larger percentage (6.5%) across the state.
		Seat belt Citations	40,731	44,807	10.0%	There was an increase of 10% in the amount of seatbelt citations written by CSP troopers in CY 2008.
		Auto Theft Recoveries	434	316	-27.2%	There was a 27.2% decrease in the number of auto theft recoveries in CY 2008.
	Communications	Incident count	941,617	954,008	1.3%	The Communications Branch saw a 1.3% increase in the number of incidents handled by comm. members
		FTE allocation	124	127	2.4%	There was a slight increase in the number of Communications Branch FTE in CY 2008
		Average # of incidents per FTE	7,588	7,506	-1.1%	The average number of incidents handled by each comm. member is approximately 7500. That is approximately 3.5 incidents per hour per comm. member.
	MCSAP	All Crashes (Comm. Vehicle)	2,650	1,931	-27.1%	Commercial vehicle crashes were down by 27.1% in CY 2008.
		Compliance Reviews	178	195	9.6%	Commercial vehicle compliance reviews were up by 9.6% in CY 2008.
		Safety Inspections	27,911	25,644	-8.1%	There was a decrease in the number of safety inspections in CY 2008.
	Hazmat	HazMat Incidents	167	162	-3.0%	Incidents involving hazardous materials were down by 3.0% in CY 2008.

**COLORADO STATE PATROL**

Topic	Category	Measure	CY 2007	CY 2008	Annual Change	Comments
	<b>Hazmat (continued)</b>	Safety Inspections	1,896	1,976	4.2%	Hazmat safety inspections increased by 4.2% in CY 2008.
		Route/Permit Enforcement Actions	154	181	17.5%	Route and permit enforcement actions involving hazardous materials transports were up by 17.5% in CY 2008.
	<b>Homeland Security</b>	Requests for information	436	634	45.4%	In CY 2008, the HLS section responded to 634 requests for information. A 45.4% increase over CY 2007
		CIAC reports	132	243	84.1%	In CY 2008, the HLS section provided 243 CIAC reports. An 85.1% increase over CY 2007.
<b>SPECIAL EVENTS</b>	<b>DNC</b>	Average # of troopers - mission core	119	128	7.6%	During the 2008 DNC, there were 128 CSP troopers assigned to duties specific to the organization's core mission - up 7.6% from the same period in CY 2007.
		Average # of hours worked by troopers	194	207	6.7%	The average number of hours worked by troopers during the work period that included the DNC was 207 in CY 2008 - up 6.7% from the same period in CY 2007.
		Vulnerability assessments		14		The HLS section performed 14 vulnerability assessments in preparation for the 2008 DNC.
	<b>Special Events</b>	Total Events	155	158	1.9%	There were approximately 158 special events for which CSP troopers provided service in CY 2008. This figure is an estimate as there is no statewide tracking mechanism through which this data is maintained. This figure does not include the DNC, security for special events at the Capitol, or staffing for CDOT projects (i.e. DUI grant overtime, maintenance).
		<b>Public Affairs</b>	Media Requests	4,004	4,094	2.2%
	Citizen Requests		2,564	2,530	-1.3%	PIOs responded to 2,530 citizen requests for information in CY 2008.
	Safety Events		40	10	300%	The Public Affairs Section presented 10 safety events in CY 2008.
	Safety Events (CSP)		642	414	-35.5%	There were 414 safety events presented in CY 2008 by the CSP.
	Press Conferences			18		18 press conferences were held in CY 2008.
	<b>OTHER</b>	<b>Colorado Demographics</b>	Vehicle Miles Traveled (Millions)	49,614	47,233	-4.8%
Registered Vehicles (Thousands)			4,970	4,893	-1.5%	Each of the 490.0 field troopers of the CSP was responsible for 9,986 of the registered vehicles in CY 2008.
Licensed Drivers (Thousands)			3,503	3,662	4.5%	Each of the 490.0 field troopers of the CSP was responsible for 7,473 of the licensed drivers in CY 2008.
Population (Thousands)			4,862	4,940	1.6%	Each of the 490.0 field troopers of the CSP was responsible for serving 10,082 residents of the state of Colorado in CY 2008.
<b>FTE</b>	<b>CSP</b>	Uniform FTE		728.4		As of July 1, 2008 there were approximately 728.4 FTE uniform members (all ranks and duties) in the CSP.
		Field Troopers		490.0		As of July 1, 2008 approximately 490.0 FTE were classified as field troopers.



**Colorado State Patrol  
CY 2010 Goals**

**ADMINISTRATIVE GOAL**

**RETAIN, RECRUIT, DEVELOP PROFESSIONAL MEMBERS**

**OUTCOMES**

<b>I.</b>	Improve the overall knowledge and positive perception of the organization by members of the media and the legislature as indicated by specific stakeholder surveys.		
<b>II.</b>	Improve the overall organizational capacity through the increase of necessary resources to support current CSP initiatives.		
	<b>Objectives</b>	<b>Strategies</b>	<b>Measures</b>
<b>A.</b>	Streamline the cadet and communications officer hiring process in CY 2010 to ensure that the CSP remains competitive in the recruiting market.	Through innovative business processes, reduce the start to finish application timeline.	Reduce the overall application period to less than 4 months.
<b>B.</b>	Properly utilize the chain of command to ensure necessary internal communication.	Through transparent, unfiltered and timely communication of critical information, support the successful performance of member duties.	Develop an internal organizational communications plan that defines the communication pathways and ensures an efficient and effective information exchange at all levels of the organization.
<b>C.</b>	Communicate with representatives of the Executive and Legislative Branches to ensure continual focus on the need for like-sized agency competitive pay and benefits packages.	Through professional research and analysis, develop detailed documentation of pay and benefits packages available through like-sized agencies.	On an annual basis, provide an analyses of like-sized agency pay and benefits packages to members of the Executive and Legislative Branches.

**Colorado State Patrol  
CY 2010 Goals**

**ADMINISTRATIVE GOAL**

**ACQUIRE AND DEPLOY RESOURCES**

**OUTCOMES**

**I.** Improve the overall knowledge and positive perception of the organization by members of the media and the legislature as indicated by specific stakeholder surveys.

**II.** Improve the overall organizational capacity through the increase of necessary resources to support current and future CSP initiatives.

	<b>Objectives</b>	<b>Strategies</b>	<b>Measures</b>
<b>A.</b>	Develop partnerships with key stakeholders.	Through positive relationships and active statewide marketing of ongoing programs and initiatives, as well as the active development of programs designed to educate stakeholders, the CSP will strive to strengthen a broad base of support for the organization.	Increase by 2% the number of safety programs in each district.
<b>B.</b>	Within the parameters established by the state, strive to maintain competitive pay and benefits for CSP members.	Through positive relationships with employee partnership groups, continue to address the challenge of member pay and benefit packages.	Provide regular communication to members regarding the process and status of internal business processes and external factors that impact the organization.
<b>C.</b>	Ensure ongoing resource allocation by preventing the incremental decrease of the HUTF appropriation to the CSP.	Through professional written and verbal justification for budget and FTE allocation requests, maintain the HUTF base appropriation to ensure the annual 6% increase in Off the Top HUTF appropriations.	Consistently and continuously assess the needs of the organization in order to ensure that the development of decision item requests are strategically aligned with the organization's mission and plan; and the decision item business process is developed to include a long-term (minimum of 5 years) strategic approach to prioritizing requests.
<b>D.</b>	Communicate with representatives of the Executive and Legislative Branches to ensure continual focus on the need for like-sized agency competitive pay and benefits packages.	Through professional research and analysis, develop detailed documentation of pay and benefits packages available through like-sized agencies.	On an annual basis, provide an analyses of like-sized agency pay and benefits packages to members of the Executive and Legislative Branches.



**Colorado State Patrol  
CY 2010 Goals**

**SERVICE GOAL**

**IMPROVE TRAFFIC SAFETY**

**OUTCOMES**

<b>I.</b>	In CY 2010, reduce the overall vehicle occupant fatality rate by 2%.		
<b>II.</b>	In CY 2010, reduce the commercial motor vehicle fatality rate per 100 million vehicle miles traveled by 2%.		
	<b>Objectives</b>	<b>Strategies</b>	<b>Measures</b>
<b>A.</b>	Improve traffic safety in Colorado through a reduction in the number of fatal and injury crashes that occur in CSP designated safety zones.	Through consistent crash data analysis, assign resources: 1) to roadways and areas in which there is the highest occurrence of fatal and injury crashes; 2) at times during which there is the highest occurrence of fatal and injury crashes; 3) to provide focused enforcement on driving behaviors that result in fatal and injury crashes.	Reduce by at least 6% the number of fatal and injury crashes investigated by CSP troopers in designated safety zones in CY 2010.
<b>B.</b>	Improve traffic safety in Colorado through a reduction in the number of DUI/DUID caused crashes.	Through consistent DUI/DUID crash data analysis, assign resources: 1) to roadways and areas in which there is the highest occurrence of DUI/DUID crashes and proactive arrests; 2) at times during which there is the highest occurrence of DUI/DUID crashes and proactive arrests; 3) to partner with local agencies for the successful implementation of DUI/DUID enforcement programs.	Reduce by at least 4% the number of DUI/DUID caused fatal and injury crashes investigated by CSP troopers in CY 2010.
<b>C.</b>	Improve traffic safety in Colorado through a reduction in the number of fatal and injury crashes.	Positively affect traffic safety through active individual patrolling and rolling team operations.	Reduce by at least 2% the number of fatal and injury crashes investigated by CSP troopers in CY 2010
<b>D.</b>	Improve traffic safety in Colorado through a reduction in the number of commercial vehicle related crashes.	Through commercial vehicle training, inspections, and the enforcement of state and federal statutes, enhance the safety of the motoring public by strengthening internal partnerships between field troops and specialty units, and by partnering with commercial vehicle companies, the Department of Revenue Port of Entry, and local agencies: 1) perform compliance reviews and safety audits on commercial vehicles; and 2) perform roadside commercial vehicle inspections.	Reduce by at least 5% the number of motor vehicle crashes investigated by CSP troopers involving commercial vehicles in CY 2010.
<b>E.</b>	Improve traffic safety in Colorado through a reduction in the number of highway incidents involving hazardous materials.	Through the enhancement of hazardous material compliance coordination, ensure the delivery of comprehensive hazardous materials transport compliance and enforcement services.	Reduce by at least 4% the number of highway incidents covered by CSP troopers involving hazardous materials in CY 2010.

**Colorado State Patrol  
CY 2010 Goals**

**SERVICE GOAL**

**INTERDICT CRIMINAL ACTIVITY**

**OUTCOMES**

<b>I.</b>	Decrease the impact of criminal activity on highways and in communities in the State of Colorado		
	<b>Objectives</b>	<b>Strategies</b>	<b>Measures</b>
<b>A.</b>	Improve the safety of the public in Colorado by decreasing criminal activity in passenger vehicles.	Provide training opportunities for troopers in the areas of criminal interdiction and investigations in order to enhance knowledge and skills related to the observation of criminal activity during traffic stops.	Increase by at least 2% the number of non-crash related criminal felony filings by all CSP troopers in CY 2010.
<b>B.</b>	Improve the quality of life in Colorado by increasing the number of automobile theft recoveries state-wide.	Through collaborative efforts with other stakeholders, ensure timely information flow regarding automobile thefts and recoveries in the state.	Increase by at least 5% the number of automobile theft recoveries by CSP troopers in CY 2010.
<b>C.</b>	Improve the safety of the public in Colorado by decreasing criminal activity in commercial motor vehicles.	Provide training opportunities for troopers in the areas of criminal interdiction and investigations in order to enhance knowledge and skills related to the observation of criminal activity during traffic stops.	Record the number of commercial motor vehicle contacts that result in interdicting criminal activity.

**Colorado State Patrol  
CY 2010 Goals**

**SERVICE GOAL**

**PROVIDE COMMUNICATIONS**

**OUTCOMES**

- I.** In CY 2010, reduce the overall vehicle occupant fatality rate by 2%.
- II.** In CY 2010, reduce the commercial motor vehicle fatality rate per 100 million vehicle miles traveled by 2%.

	Objectives	Strategies	Measures
<b>A.</b>	Improve the safety of the public in Colorado by providing professional and courteous dispatching services.	Enhance officer safety and public protection through the professional, timely, and accurate dissemination of information.	Reduce by at least 5% the time it takes the CSP Communications Branch to dispatch calls to an available trooper and/or any user agency statewide for all crashes, and for reports of road debris hazards in CY 2010.
<b>B.</b>	Expedite service to members of the public and ensure officer safety through the successful operation of the organization's public safety systems, including radios and the computer aided dispatch (CAD) and associated systems.	Partner with the CDPS members of the Office of Information Technology to ensure the successful administration of the CSP's mission critical public safety systems.	Record the number and type of system problems that impact the ability of CSP members to achieve timely information flow.

**Colorado State Patrol  
CY 2010 Goals**

**SERVICE GOAL**

**ENHANCE HOMELAND SECURITY**

**OUTCOMES**

<b>I.</b>	Enhance partnerships with local, state, and federal agencies to positively impact public safety in the State of Colorado.		
	<b>Objectives</b>	<b>Strategies</b>	<b>Measures</b>
<b>A.</b>	Improve the safety of the public in Colorado by disseminating critical information to members of the CSP and other agencies to positively impact homeland security.	Provide all members with intelligence products that promote awareness and vigilance in the areas of counter terrorism, precursors to terrorist activity, human trafficking trends and tactics, critical infrastructure protection and surveillance, and the latest criminal activity trends.	Increase the number of requests for information from members of the law enforcement community and critical infrastructure representatives by 5%.
<b>B.</b>	Improve the safety of the public by preventing and deterring terrorist attacks in the State of Colorado.	Partner with local, state, tribal, and federal agencies in the areas of homeland security training, counter terrorism investigations, and critical infrastructure protection and awareness.	Increase the number of suspicious activity and criminal cases referred to law enforcement agencies for additional investigation by 5%.
<b>C.</b>	Prevent and deter terrorist attacks in Colorado by achieving the goals set forth in the <i>Colorado Homeland Security Strategy (2010)</i> as developed by the Governor's Office of Homeland Security.	Achieve specific goals set forth in the <i>Colorado Homeland Security Strategy (2010)</i> in the areas of: information sharing, intelligence product creation and dissemination, critical infrastructure protection, counter-terrorism investigation and IED awareness and counter measures.	Increase the number of certified Terrorism Liaison Officers by 5%.

# Colorado State Patrol



## 2010 Strategic Plan