

# COLORADO STATE PATROL 2022-2026 STRATEGIC PLAN



**COLORADO**  
Department of Public Safety



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# CHIEF'S LETTER



Dear Members,

Our work happens in a rapidly changing environment. It is our responsibility to set the Patrol's strategic direction and goals in support of achieving our mission to ensure a safe and secure environment for all persons. The Colorado State Patrol's calling is clear, roadways across the state remain our core focus as we continue to flex and support the varying needs of our communities.

Today, I can share that the Strategic Plan remains focused on four key strategies:

- Protect Life
- Represent the Communities We Serve
- Become the Best Place to Work in Colorado
- Be Agile

This plan is a continuation of the previous year's plan, intentionally so, to provide continuity and further expand on our strengths as an organization. This plan has always been ambitious, just as the calling is to our members. The Colorado State Patrol has a rich history spanning over 86 years, and as we continually anticipate and respond to the demands of our communities, we ensure that we sustain the level of excellence expected from our agency and further its success.

Moving forward through 2022, I ask that you prioritize your daily well-being in all that you do. Supporting your physical, mental, emotional, financial and spiritual needs brings your true, complete self to the people and the work you care about. Our agency will always dedicate itself to the protection of others, but we have to start with ourselves. Simply put, these outlined strategic priorities are only possible through the hard work and professionalism of our members.

As your Chief, I am proud to lead and serve alongside you. I appreciate the continuous dedication to service our team members engage in each day. Upholding our core values and choosing to take the right action at the right time for the right purpose is no small feat. The Patrol is composed of members committed to serving with the highest standards and I thank you for your resolve.

Sincerely,

A handwritten signature in black ink, appearing to read 'Matthew C. Packard'. The signature is stylized and fluid, with a large loop at the end.

Col. Matthew C. Packard

Chief of the Colorado State Patrol

# COLORADO DEPARTMENT OF PUBLIC SAFETY

**Mission:** Engaged employees working together to safeguard lives and provide diverse public safety services to local communities.

**Vision:** Creating safer and more resilient communities across Colorado.

The mission of the Colorado Department of Public Safety (CDPS) is to provide a safe environment in Colorado by maintaining, promoting, and enhancing public safety through law enforcement, criminal investigations, fire and crime prevention, recidivism reduction, and victim advocacy.

The CDPS also provides professional support of the criminal justice system, fire safety community, other governmental agencies, and private entities. Throughout, the CDPS goal is to serve the public through an organization that emphasizes quality and integrity. The Colorado State Patrol (CSP) furthers the mission of CDPS through the protection of life and property on Colorado's roadways.

The goals and strategies highlighted throughout the CSP Strategic Plan are in an effort to achieve not only the Colorado State Patrol mission but also the vision of the Colorado Department of Public Safety.



**COLORADO**  
**Department of Public Safety**

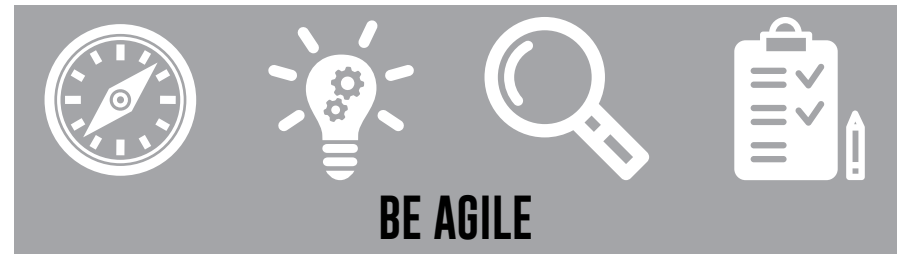
# EXECUTIVE SUMMARY

Since our origin, in 1935, the Colorado State Patrol (CSP) has focused on preserving human life and protecting property within our communities. We continue to strive towards achieving our mission through the development and implementation of multifaceted strategies that are adaptive, innovative and integrated into our belief in the Core Values of Honor, Duty and Respect.

The Colorado State Patrol was created 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” (CRS 24-33.5-201). Since our creation as the Colorado State Highway Courtesy Patrol, we have evolved into a progressive law enforcement agency that has adapted to the changing priorities of the communities we serve. The members of the Colorado State Patrol have maintained a focus on traffic safety initiatives, while accepting the challenges of a more diverse public safety mission.

The CSP Strategic Plan is designed to provide all agency members and key stakeholders from external entities with a shared vision and roadmap for our future.

Our success is essential to the safety and security of the people we serve. While member empowerment, visibility and engaging our communities may be individually identifiable, the combined effect of these three principles in saving lives and protecting Colorado will be the ultimate measure in achieving the vision of the Colorado State Patrol.



# MEMBER WELLBEING



There is no greater key to an organization's success than the engagement of its membership. A key component of an engaged workforce is the membership's trust and confidence that not only is their leadership resolute in achieving the agency's mission, but also leaderships' trust and commitment to the wellbeing of the membership. A member that understands the value and connection of their daily activities to the mission will be more vigorous in their pursuit of organizational success, regardless of generational or societal categorization.

The overall health of the organization is an integral component to achieving the mission. To improve organizational health, the Colorado State Patrol will

implement an inclusive culture that is responsive to members' mental health and wellbeing, overall physical health and ensures each member is physically and mentally capable of rising to the demands of their position. Our ability to achieve the goals set forth in this plan and respond to the needs of our communities is contingent upon a well workforce. Colorado needs us to be well.

Member wellbeing is the backbone of our ability to meet public safety needs while providing dedicated and professional law enforcement services.

Wellness, as a unifying thread throughout the strategic plan, should empower and motivate members to identify and utilize resources that encourage positive change and foster a culture of wellness within the Colorado State Patrol.

Our wellness initiatives will, by means of recognition of the broad and individual nature of wellness, constantly seek out diverse and inclusive means to progressively instill a respect and desire for wellbeing in all CSP members. Through innovative approaches and recognized industry best practices, the CSP program will lead the organization towards balanced member wellbeing and overall satisfaction.



# MISSION, VISION & TENETS

**Mission:** The mission of the Colorado State Patrol is to ensure a safe and secure environment for all persons by utilizing the strengths of our members to provide professional law enforcement services that reflect our Core Values of Honor, Duty and Respect.

**Vision:** Through unwavering professionalism and loyal adherence to our core values, the Colorado State Patrol will be a leader in public safety. We will advance our profession as we safeguard life and protect property throughout Colorado.

## CSP Tenets



**Character:** Living by the highest standards of behavior that exemplify the principles of self-discipline, stability and moral strength.

**Integrity:** Moral fortitude free from corrupting influence that guarantees the strict fulfillment of the duties and trust expected from the organization.

**Knowledge:** The cornerstone which sets the quality for the organization through continuing education and experience to enhance our expertise.

**Judgment:** Application of knowledge, training and expertise to think critically and make sound decisions in order to achieve positive outcomes.

**Honor:** The essence of a person's veritable integrity based on the representation of moral character and ethical actions.

**Loyalty:** Faithful adherence to the organization and its objectives, including an allegiance to oneself and to every member of our organization.

**Courtesy:** Fair and consistent manner in which the organization will provide law enforcement services to all persons.

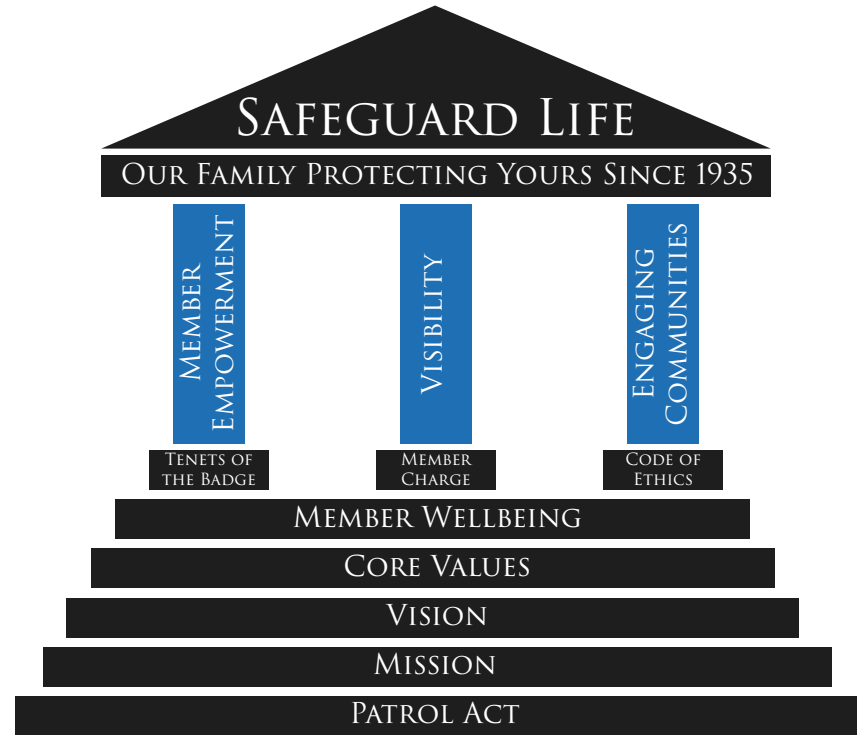
# GUIDING PRINCIPLES & CORE VALUES

## Guiding Principles

**Member Empowerment:** We operate in a culture of trust and respect that values purposeful innovation and grassroots ideas. We actively promote ideas that make us more effective and increase safety. We recognize and acknowledge member's individual efforts and accomplishments.

**Visibility:** We are a visible representation of the Colorado State Patrol. We are engaged, accessible and accountable because our service provides a safe and secure environment. We seize every opportunity to serve.

**Engaging Communities:** We are members of the communities we serve. We have a responsibility to serve and support our communities. Communities include our families, neighbors, friends, co-workers, partner organizations and citizens.



## Core Values

### Honor

The essence of a person's veritable integrity based on the representation of moral character and ethical actions.

### Duty

Dedication of moral commitment to a mission that involves sacrifice of immediate self-interest for the betterment of public safety in Colorado.

### Respect

Conduct in accordance with honorable actions that reflect the highest regard for mission, self and others.



# STRATEGIC GOALS



**PROTECT  
LIFE**



**REPRESENT THE  
COMMUNITIES WE SERVE**



**BECOME THE BEST PLACE  
TO WORK IN COLORADO**



**BE AGILE**

# PROTECT LIFE



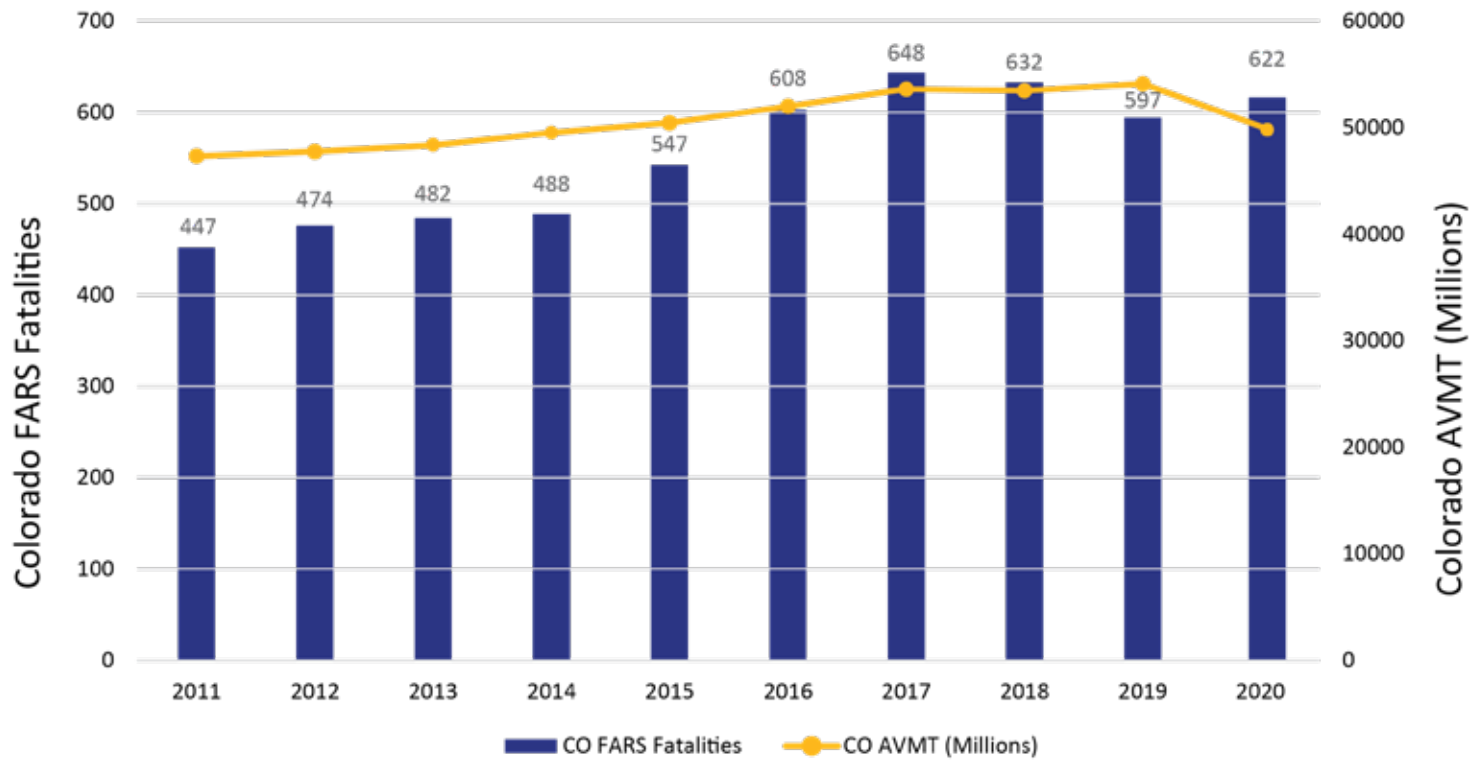
## *Objective:*

Each public safety entity operating within our state shares a mission predicated upon making Colorado a safe place to live, work and play. Attainment of these noble objectives can only be met through the integration of ideas, resources and information. The Colorado

State Patrol possesses the unique advantage and responsibility of being able to impact communities across the state. Working together, we have the opportunity to offer a complete public safety package, thereby increasing the quality of life of all Coloradans and those who visit our great state.



### Colorado FARS Fatalities and Colorado AVMT (Millions) CY 2011 - 2020



Sources: Colorado AVMT, FHWA website (retrieved 08/13/2021) and CDOT. Colorado FARS Fatalities, CSP FARS database (retrieved 08/13/2021).

#### Colorado and United States Fatality Rate Per 100 Million AVMT

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
CO Fatality Rate <sup>1</sup>	0.96	1.01	1.03	1.00	1.08	1.17	1.21	1.17	1.09	1.28
US Fatality Rate <sup>2</sup>	1.10	1.14	1.10	1.08	1.15	1.19	1.17	1.14	1.11	1.37 <sup>3</sup>

The above graph illustrates the last ten years of the vehicle miles traveled/fatality ratio for Colorado and the nation. The Patrol’s goal is to lower the statewide ratio to less than 1.00 fatalities per one hundred million vehicle miles traveled within the next five years, ultimately increasing the quality of life within the state by saving many lives and reducing crashes.



## TRAFFIC SAFETY



### FATALITY RATE



- The Colorado State Patrol will lead the statewide effort towards the reduction of the Colorado fatality rate per one hundred million vehicle miles traveled from a ratio 1.21 in 2017 to a ratio of 1.00 by 2023.

- The Colorado State Patrol will lead the statewide effort

towards the reduction of the statewide fatality rate per ten thousand residents from a ratio of 1.15 in 2017 to a ratio of 1.08 by December 2022.

- The Colorado State Patrol will lead the effort towards the reduction of the statewide fatality rate per ten thousand licensed drivers from a ratio of 1.56 in 2017 to a ratio of 1.48 by December 2022.



### IMPAIRED DRIVING FATALITY RATE

- Reduce the rate of the number of Colorado fatalities caused by impaired drivers from a ratio of 0.47 in 2017 to a ratio of 0.30 by 2023.



### UNRESTRAINED FATALITY RATE

- Reduce by 3% the number of unrestrained occupants in fatal and injury crashes investigated by the Colorado State Patrol by December 2022.
- As compared to 2017, reduce by 15% the number of unrestrained occupants in fatal and injury crashes investigated by the Colorado State Patrol by December 2023.





## INTERDICT CRIMINAL ACTIVITY

- It is the responsibility of all members to participate in the identification and interdiction of criminal activity to increase safety for all people within Colorado. This will be accomplished through training, growing member awareness and building partnerships within our communities with a focus on those activities being facilitated on the state's transportation infrastructure.



## PROVIDE PUBLIC SAFETY COMMUNICATIONS SERVICES

- Provide professional communication services to our members and partner agencies.
- Continue to ensure troopers, port of entry officers and communication officers have the best communication technology that the agency can provide.
- Partner with national, state, and local emergency communications agencies, organizations and stakeholders to ensure CSP equities and requirements are well represented.



## STRATEGIC INITIATIVES

- Traffic Incident Management System
- First Responder Safety
- Occupant Restraints
- Impaired Driving
- Special Events
- Education Program
- Community Partnerships



# REPRESENT THE COMMUNITIES WE SERVE



## *Objective:*

The Colorado State Patrol is an organization with a lasting statewide presence empowered with the ability to have a direct impact on the quality of life in communities large and small. Trust and confidence in law enforcement can

most effectively be seeded through the development of community relationships. While the bulk of CSP traditional operations remain on the roadways, our ability to improve roadway safety and community safety starts with building relationships within the community and with our partners.





## COMMUNITY ENGAGEMENT

- Be responsive to our communities and customers as they report impaired or unsafe drivers, safety concerns or other trends and issues.
- Develop an action plan to increase community engagement that will be assessed annually.
- Facilitate and/or participate in community meetings to increase visibility within local communities across Colorado.
- Develop an outreach strategy specific to local communities across Colorado to further the Colorado State Patrol's efforts to educate, inform and learn from communities we serve.



## ENGAGEMENT OF KEY PARTNERS

- Work closely with our partner divisions within the Colorado Department of Public Safety and the Colorado Department of Transportation to provide encompassing safety services to all of Colorado's communities.
- Facilitate and strengthen relationships throughout the state and take a leadership role in promoting statewide responder safety. This will be accomplished by leveraging our areas of expertise and those of our partners.
- Enhance partnerships with first responders to more effectively coordinate roadway incidents to increase safety, reduce exposure to active traffic and mitigate secondary crashes.



## STRATEGIC INITIATIVES

- Social Media Strategy
- Community Meetings
- Education Program
- TIMS Standing Program Management Teams





## BECOME THE BEST PLACE TO WORK IN COLORADO



### *Objective:*

Building upon recent incremental success, continue recruiting and hiring practices that strive to provide a more diverse pool of eligible applicants. The Colorado State Patrol will implement practices and supporting policies that facilitate the placement of members in positions where they have a desire to live and settle in a community.

This methodology will not only embed organizational initiatives within the community, but also provide a network of support for our members they may not otherwise be able to receive from agency resources. It is also important to facilitate and encourage the continual growth and development of all CSP members so as to ensure each member is personally and professionally engaged.





## CULTIVATE A REWARDING AND UPLIFTING WORK ENVIRONMENT THAT SUPPORTS MEMBER WELLNESS, SAFETY AND DIVERSITY

- Provide opportunities for members to learn about and engage in proactive self-care strategies that are inclusive, responsive, supportive, evidence-based and effective.
- Create an environment for all members that encourages and celebrates diversity, equity and inclusion.
- Establish a culture in which all members continuously strive for personal and professional development of themselves and others through training, experiential learning, proven resources and active mentorship.
- Develop a recruitment strategy applicable to all disciplines within the organization that facilitates the representation of all communities served by the Colorado State Patrol.
- Determine specific areas in which the Colorado State Patrol can increase employee satisfaction through regular communication and feedback from members, both personal and organizational.



## PROFESSIONAL DEVELOPMENT OF ALL CSP MEMBERS

- Provide members with the opportunity to obtain both personal development and job-specific training.
- We will recognize the importance of engaging employees in the mission of our organization. The continuous development of our employees starts with successful and regularly evaluated onboarding training.
- Provide resources and training regarding bias-based policing standards to ensure the interaction with the communities we serve meet the expectations of a professional law enforcement agency.
- Identify strategies that increase member understanding, awareness and acceptance of community-specific needs and expectations.





## STRATEGIC INITIATIVES

- CSP Wellness Program
- Training Opportunities
- Recruiting Events
- Mentorship
- Community Engagement



## IMPROVE PHYSICAL WORK ENVIRONMENT

- The Colorado State Patrol will eliminate roadside struck-by incidents by practicing a culture of safety at the individual and organizational levels.
- Continuously work to improve members' work environment through research, recognized best practice review, innovative strategy development and planning.
- Annually review and update the life cycle sustainment plan for mission-enabling equipment and synchronize funding projects to support the organization's fiscal processes.
- Annually develop a prioritized facilities maintenance and improvement plan in coordination with the Colorado Department of Public Safety to support the prioritization of agency capital needs.

# BE AGILE



## *Objective:*

The Colorado State Patrol must be willing to enter into a constant state of evaluation in order to stay current with the ever-changing law enforcement environment. This includes the review of

recognized best practices, the implementation of innovative process improvement strategies, maximizing available resources, and increasing operational effectiveness.





## REINFORCE MEMBER INNOVATION, CREATIVITY AND EMPOWERMENT

- Encourage all members to explore safety and wellness initiatives that would increase each job classification's overall wellbeing.
- Provide CSP members an avenue to share innovative and creative solutions for potential process improvements in the areas of policy, training, equipment and procedures.
- Each member will work towards fostering a highly effective team environment in order to strengthen the overall wellbeing of the organization.



## SCANNING THE OPERATING ENVIRONMENT FOR IMPROVEMENTS

- Proactively respond to the changing and diverse needs of the communities we serve in an effort to provide the most professional law enforcement service in Colorado.
- Research, develop and implement recognized best practices to further the organizational mission and increase operational efficiencies.
- Develop strategies to reduce administrative burden, eliminate duplication and integrate practical solutions that enhance both public safety and the wellbeing of CSP members.



## IMPLEMENT CHANGE MANAGEMENT PRINCIPLES

- As an organization, we will commit to utilizing change management principles during the initiation, development and implementation of any agency change, project or initiative.
- Employ project management principles to new projects, initiatives or changes that affect processes, procedures or organizational culture.



## STRATEGIC INITIATIVES

- New Ideas for Research and Development (NIRD)
- Leadership Strategies
- Change Management Principles
- Project Management Tools
- Communication
- Planning





**OUR FAMILY  
PROTECTING  
YOURS** SINCE  
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