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COLORADO STATE PATROL

FY 2002–2003 Annual Report

JANUARY 1, 2004



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.

Message from the Chief's Office

FY 2002–03 Annual Report—Colorado State Patrol

January 1, 2004



I am pleased to present the Colorado State Patrol's (CSP) annual progress report. The report will inform you of this law enforcement agency's effectiveness in meeting its near-term strategic goals, which were established over a year ago. Our long-term goal is to eliminate most traffic fatalities in Colorado by 2025.

From July 1, 2002, to June 30, 2003, we improved traffic safety significantly by deploying our limited resources in high-visibility enforcement efforts on targeted road segments. The "bottom line" is that while traffic volume on state and federal highways in Colorado increased by an average of 1.3 percent, the number of fatal and injury crashes investigated by CSP officers dropped 8.2 percent over the past twelve months, as compared to the previous fiscal year. *Moreover, the number of persons killed on CSP-patrolled roads fell by a remarkable 16.9 percent—representing 91 lives saved, or an average of one person every four days.* Still, far too many persons are killed or injured in motor vehicle crashes, which were the leading cause of injury death for persons in the 1–34 age group and the second leading cause for those ages 35–84.

We also completed several other efficiency initiatives (called "project scorecards") last year. About three-quarters of them successfully achieved all or most objectives in spite of aggressive targeting and implementation timetables.

Clearly, the hard work of Colorado State Patrol members has made a difference. We will continue to strive to improve the quality of services that we deliver to the public. Our challenge today is to build upon our past successes and learn from any mistakes so that we stay on course during the current strategic planning cycle, which runs from July 1, 2003, to December 31, 2004. I am optimistic that by working together—in conjunction with our communities and other governmental partners—we will meet this challenge.

Sincerely,

A handwritten signature in blue ink that reads "Mark V. Trostel".

Colonel Mark V. Trostel
Chief, Colorado State Patrol

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Colorado State Patrol Office Locations and Phone Numbers by City

Colorado State Patrol Map

*Information and data contained in this report is accurate as of 8/1/03.
All information is subject to change.*



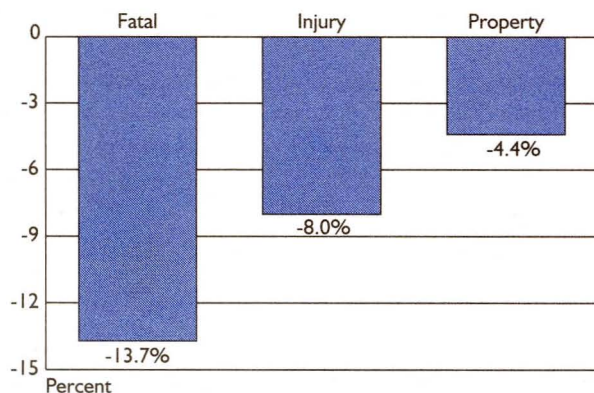
The Bottom Line: Review of Mission Critical Services

FY 2002–03 Annual Report—Colorado State Patrol

In FY 2002–03, the Colorado State Patrol (CSP) improved traffic safety significantly by focusing its limited resources on high-visibility enforcement efforts on targeted road segments. The “bottom line” is that while traffic volume on state and federal highways in Colorado increased by an average of 1.3 percent, the number of fatal and injury crashes investigated by CSP officers dropped by 8.2 percent as compared to the previous fiscal year.

Moreover, during the past twelve months, *the number of persons killed on CSP-covered roads fell by a remarkable 16.9 percent—representing 91 lives saved or an average of one person every four days.* Still, far too many persons are killed or injured in motor vehicle crashes, which was the leading cause of injury death for Coloradoans ages 1–34 and the second leading cause for those ages 35–84.

Fiscal Year Change in CSP Investigated Crashes (FY 2002–03 to FY 2001–02)



During an average day in FY 2002–03, CSP officers:

- Investigated 94 traffic crashes
- Handled 2,005 calls for service from the public
- Contacted 1,705 vehicles
- Issued 473 traffic citations
- Assisted 328 motorists
- Presented seven safety or educational programs, and
- Made four felony arrests
- Recovered two stolen vehicles

Presently, residents are 21 times more likely to have a positive impression of the Colorado State Patrol than a negative one.

Last Year’s Impact on Traffic Fatalities

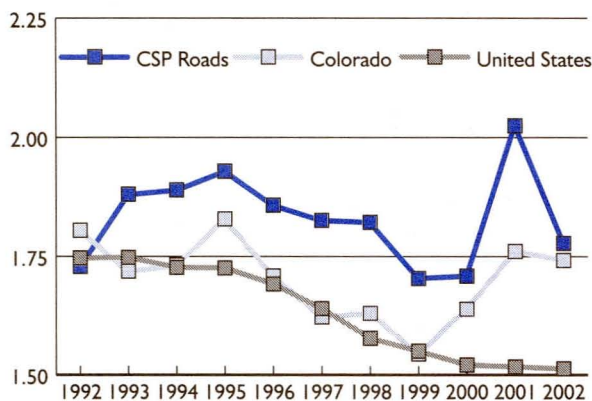
In FY 2002–03, the Colorado State Patrol started to reverse the trend of skyrocketing motor vehicle fatalities.

Overall, between FY 2001–02 and FY 2002–03, the number of motor vehicle fatalities in Colorado has declined by 13.6 percent. Deaths on roads covered by CSP officers have decreased by 16.9 percent, which is more than twice the rate of reduction as compared to all other roadways in Colorado.

Number of Persons Killed on Colorado’s Roads by Motor Vehicles						
Investigating Agency	FY 2000–01		FY 2001–02		FY 2002–03	
	Deaths	Annual Change	Deaths	Annual Change	Deaths	Annual Change
Colorado State Patrol	449	3.7%	538	19.8%	447	(16.9%)
Other Agencies	216	(10.4%)	255	18.1%	238	(6.7%)
COLORADO	665	(1.3%)	793	19.3%	685	(13.6%)

The following graph provides a comparative statistical summary of the number persons killed per 100 million vehicle miles traveled (“VMT” or traffic volume) nationally, in Colorado, and on roads covered by the Colorado State Patrol during the past three calendar years.

Number of Motor Vehicle Deaths Per 100 Million VMT



In CY 2002, the CSP fatality rate was 17.5 percent higher than the national average, but significantly closer to this national benchmark than in CY 2001, when there was a 33.5 percent differential. (Ten years ago was the last time the CSP rate was below the national average.)

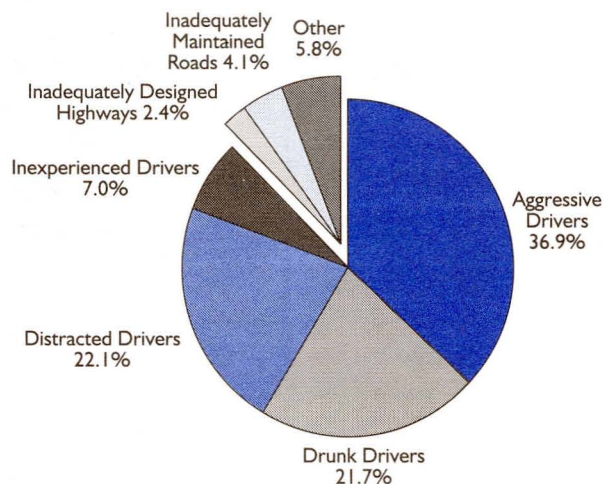
Traffic Safety in Colorado

Since CY 1981, a total of 13,515 persons have been killed on Colorado’s roads. The elimination of all fatalities on Colorado’s highways is a major traffic safety objective. This requires consistent effort on a variety of fronts, such as selective enforcement, officer visibility and availability, safety programs, and driver’s education. In general, there are four major areas that contribute to improving traffic safety: (1) enforcement; (2) education; (3) engineering; and (4) emergency response. Developing effective counter-measures to reverse critical traffic safety trends requires cooperation from several federal, state, and local agencies. Most, but not all, of the Patrol’s role in this effort falls under the enforcement and education categories. Last year, the Colorado State Patrol investigated approximately six out of ten fatalities that were caused by motor vehicles. Each fatality represents a crime scene on one of Colorado’s roadways, which must be cleared in order to keep traffic moving for other motorists.

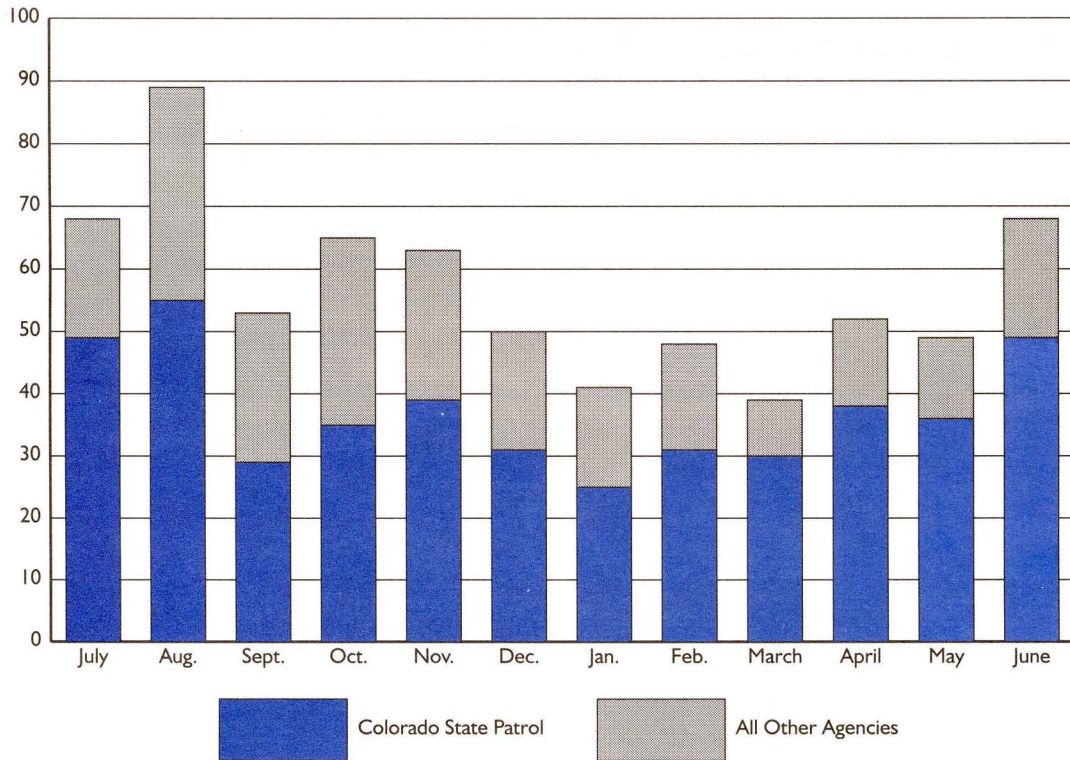
Other statistics highlight the significance of this issue:

- **In CY 2001, 742 persons were killed by motor vehicles in Colorado; 522 of these fatalities were in crashes investigated by the Colorado State Patrol.** In other words, one person was killed approximately every twelve hours by a motor vehicle in Colorado. *This is more the equivalent of a gravesite at each mile marker on Interstate 70 from Grand Junction to Burlington and on Interstate 25 from Fort Collins to Trinidad.*
- **The lifetime economic cost to society for each traffic fatality is \$977,208 based on an analysis of national data for CY 2000.**¹ Each critically injured survivor cost an average of \$1.1 million. (This excludes any economic estimate of the intangible consequences of these events to individuals and families, such as pain and suffering and loss of life. If these costs are included, the total cost of each fatality is approximately \$3.4 million.)
- **Other drivers are Coloradoans’ greatest concern when driving.** Coloradoans tend to view other drivers’ behaviors as the main threat to their safety when on the road, as compared to poor road design or maintenance. When asked their opinions regarding the single greatest hazard on Colorado’s roads, over eighty-seven percent listed risks from other drivers. Of these, about thirty-seven percent stated that aggressive drivers were the single greatest hazard on Colorado’s roads followed by distracted drivers (over twenty-two percent), drunk drivers (almost twenty-two percent) and inexperienced drivers (seven percent).²

Public Opinion of Primary Motoring Risk



Number of Motor Vehicle Fatalities by Month in FY 2002-03



■ **Almost nine out of ten Coloradoans agree that seeing troopers on the road decreases dangerous driving behavior.** About the same percentage also believe that traffic accidents are preventable. When asked about their perception of the driving environment when there is high trooper visibility, nearly four out of five respondents felt that other drivers behave in a safer manner. (In fact, one-third of respon-

dents admitted that their own driving improves when they see a CSP officer.) This suggests that the presence of multiple CSP vehicles improves driver behavior, resulting in a safer driving environment. Additionally, eighty-five percent of Coloradoans believe that saturation patrols will continue to be successful at reducing the number of fatal and injury crashes.



First in Traffic Safety

FY 2002–03 Annual Report—Colorado State Patrol

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. The Colorado State Patrol is committed to a safe and secure future for the public by creating and fostering:

- Partnerships with citizens and communities to enhance public safety;
- Partnerships with other state, county, tribal, and municipal agencies to enhance law enforcement services in Colorado; and
- Partnerships with our employees to create a supportive environment for the realization of their full potential in their careers, families, and communities.

The Patrol intends to achieve this status through a dramatic reduction in the number of fatalities on Colorado's highways. We are committed to lead and to sustain a cooperative effort that will eliminate most traffic fatalities in Colorado by CY 2025 in order to make Colorado's roadways the safest in the world.

Challenges facing this law enforcement agency during the next few years include:

Eliminate most traffic fatalities in Colorado by CY 2025

- A. Recruiting, developing, equipping, training, and retaining a high-caliber uniform and civilian workforce that is dedicated to upholding this agency's high standards.
- B. Merging new technologies into the Patrol's work processes in order to increase efficiencies in a cost-effective manner and to improve the quality of public safety services provided to Colorado's residents and visitors.
- C. Integrating homeland security and criminal interdiction capabilities into its patrolling activities so that the public is afforded protection from foreign and domestic threats.

FY 2002–03 Core Competencies

The Colorado State Patrol's fundamental statutory charge is to facilitate the safe and efficient movement of all motor vehicle traffic and to assist motorists in need on Colorado roadways. This is accomplished through selective enforcement actions on Colorado's roadways; through the use of saturation patrols (such as the DUI checkpoints and aggressive driving patrols); through professional traffic accident investigations; and through preventive educational and safety programs. The Patrol is also called upon to provide emergency resources in the event of major disasters, civil protests, a breakdown in local law enforcement, or any event in which local authorities request state-level law enforcement assistance. In FY 2002–03, the Colorado State Patrol will achieve the following strategic goals:

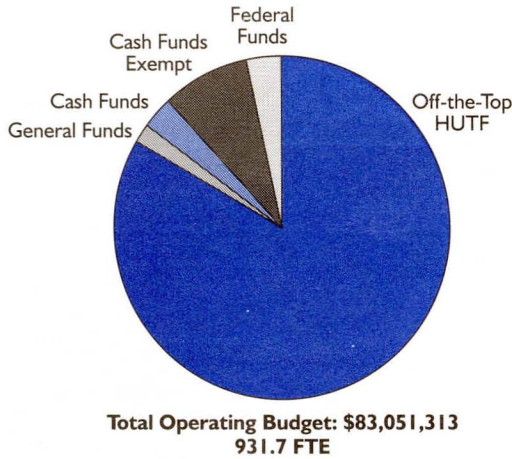
1. Improve Traffic Safety
2. Interdict Criminal Activity
3. Enhance Homeland Security
4. Provide Communications

In FY 2002–03, the Patrol has been authorized 509.0 FTE "field troopers" to patrol the highways in order to enforce motor vehicle laws and all other laws of the State on approximately 8,483 miles of state highways and more than 57,000 miles of county roads.³ This law enforcement agency is organized into six field districts and 19 troop offices in order to provide these services to the public statewide. There are also five CSP Regional Communication Centers that provide dispatching services for officers and other federal, state, and local agencies.

Annual Operating Budget

There are about 675.0 FTE uniform members (all ranks and duties) out of the total 931.0 FTE authorized in FY 2003–04, which fluctuates throughout the year depending on employee turnover and operational needs. Of this figure, 509.0 FTE are classified as "field troopers," which is defined as CSP officer below the rank of Captain who are primarily assigned to patrolling duties and supported

FY 2002-03 Appropriation



entirely by “off-the-top” HUTF dollars. Most of the Patrol’s operating budget—\$69.2 million (or 82.7 percent) in FY 2002-03—was supported by “off-the-top” appropriations made from the Highway Users Tax Fund (HUTF). In 1953, the General Assembly created this fund, whose revenue includes any excise taxes on motor fuel, motor vehicle registrations fees, ton-mile taxes, and carrier transport fees. The term “off-the-top” appropriation refers to funds that are removed from the available HUTF revenues before allocation to cities,

counties, and the Colorado Department of Transportation (CDOT).

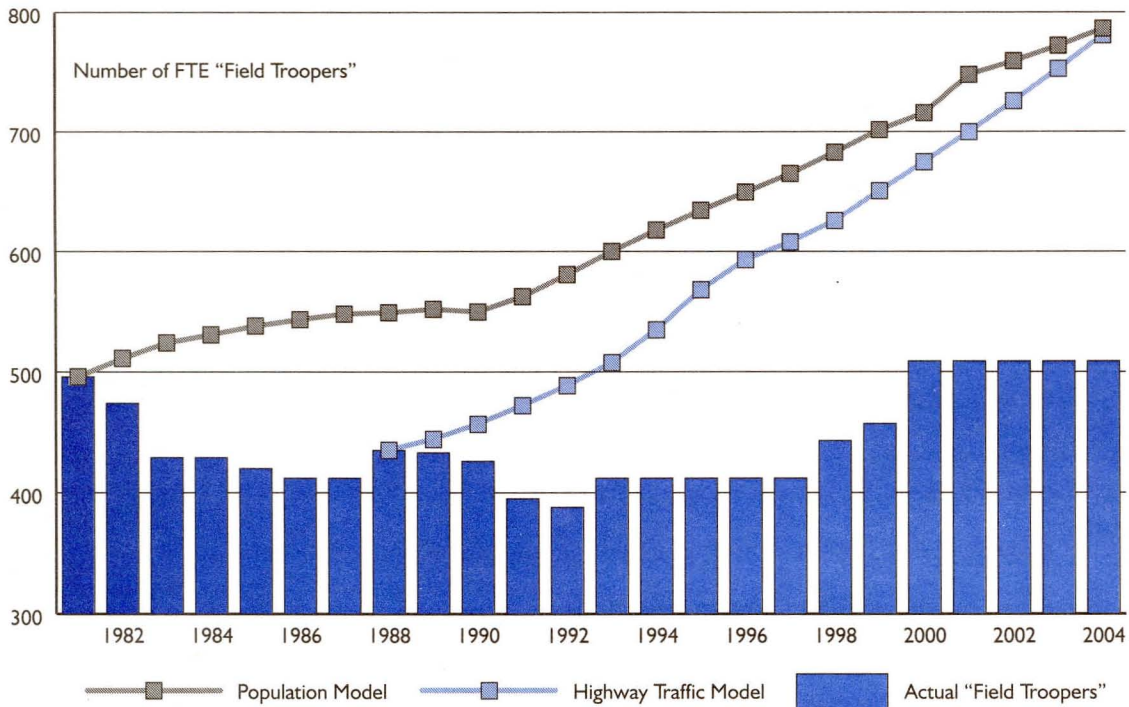
Force Deployment Sample

Unlike most other government operations, the Patrol operates every hour of the day, every day of the year in order to meet its public safety responsibilities. Consequently, even though 509.0 FTE “field troopers” were authorized in FY 2002-03, the number actually on patrol statewide at any given moment is substantially less.

On an average day, there are about 116 CSP officers on duty at any given time. During this period, there was a low of 29 officers and a high of 214 officers. Scheduling is intentionally varied to coincide with peaks in calls for service as well as to deploy limited resources to improve traffic safety based on a local analysis of crash data and primary causal factors.

Finally, in FY 2003-04, the Colorado State Patrol projects that it will fall 19.4 percent short of its officer manpower needs in its troop offices, and be operating 128.4 FTE “field troopers” short of its necessary need at eighty-percent availability.⁴ Over the past decade, the number of CSP uniform

CSP FTE Comparison to Population and Traffic Volume

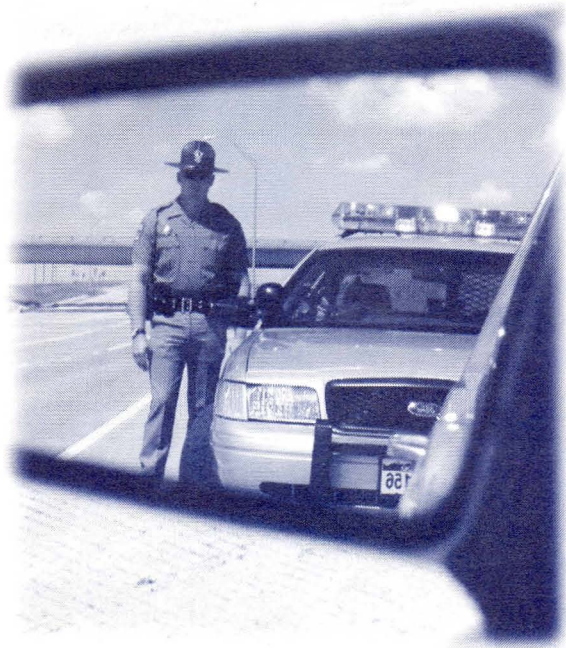


officers has not grown as fast as other key motor vehicle environment indicators (such as traffic volume), which cumulatively has created a significant and growing manpower shortage. For instance, the last additional CSP "field trooper" position was added in FY 1999-00, and the last CSP civilian position was added over a decade ago.

Strategic Management System

The "balanced scorecard" method of planning and executing a focused strategy is the means by which the CSP Command Staff has chosen to proceed toward this stretch target. In brief, this management theory is a means of expressing an organization's strategy in a clear progression of cause-and-effect relationships from its mission statement and strategic goals all the way down to the task level. A balance is achieved by describing these cause-and-effect relationships from four different perspectives to describe an organization's business from the actions of its employees to the bottom line result.

The CSP Command Staff calls these four perspectives the *service perspective*, the *community perspective*, the *internal-business-process perspective*, and *organizational capacity perspective*. First, the "service perspective" reflects the fact that the Colorado State Patrol is not here to produce profits but instead to provide a safe and secure motoring environment for Colorado's highway users through its services. Second, the "community perspective" (rather than "customer perspective") monitors atti-



tudes about the Patrol's partnerships with the motoring public and other governmental agencies. Third, the "internal-business-process perspective" provides information about the performance of critical processes (such as DUI processing) related to the Patrol's delivery of essential services. Finally, "organizational capacity" represents the complete environment in which CSP employees operate and not just the knowledge, skills, and abilities involved in their daily work.

CSP Perspectives (Balanced Scorecard)

SERVICE PERSPECTIVE

Services delivered for and on behalf of the public that are linked to the CSP strategic mission as authorized by state law.

INTERNAL-BUSINESS-PROCESS PERSPECTIVE

Internal business processes at which the Patrol must excel in order to demonstrate efficiency and effectiveness

COMMUNITY PERSPECTIVE

Value and performance of services provided from the viewpoint of affected communities, specifically the "motoring public"

ORGANIZATIONAL CAPACITY PERSPECTIVE

Critical areas where the Patrol must innovate in order to add to its services and maintain a tight focus on mission

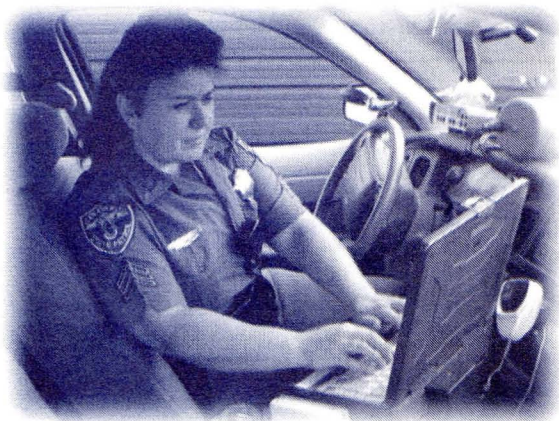
To the extent that weaknesses exist in any of these areas, the capacity of this law enforcement agency to fulfill its mission is reduced.

Measures are a critical key to the balanced scorecard system. There is also a balance intended to safeguard against perpetuating ineffective strategies and processes which do not contribute to a mission's success. To achieve this, the balanced scorecard system requires a balance of *outcome measures* and *performance measures*.

- **Outcome measures** are long-term or lagging measures. The fatality rate on a particular stretch of highway is an example of an outcome measure. It is a lagging measure because it will not be known until the year's worth of fatality data for the road segment has been collected along with the number of vehicle miles traveled. Only when these numbers have been obtained will the rate calculation be possible. The fatality rate for the year is one outcome of a year's worth of troopers' efforts at crash reduction.
- **Performance measures** are short-term or leading indicators. They are measures of the tactics being executed (the tactics being actions chosen to support a particular strategy selected, for example, to reduce traffic fatalities). The number of targeted, publicized saturation patrols conducted within a given quarter is an example of such a performance measure.

As lagging indicators, the outcome measures will not reveal success or failure of the strategy until the end of the strategy cycle. Meanwhile, the performance measures reveal constantly whether the tactical execution of a chosen strategy is on target. Therefore, if targeted performance is achieved but the desired outcome is not, managers can know that the strategy was at fault and not performance. Conversely, if performance targets are not met, then the tactics are not being executed properly, and it will not be possible to validate or invalidate a particular strategy.

In order to monitor progress on a number of key strategic initiatives under this management system, the Patrol has created "project scorecards," which are designed to focus limited resources on finding optimal solutions to emerging agency problems or deficiencies. On July 1, 2002, this agency started twenty "project scorecards," which were numbered in priority order. Each one was assigned a project manager and included a purpose statement, an action plan, a listing of major milestones, and several statistical measures. Every quarter, a project manager completed an interim status report, which was submitted to headquarters in order to update year-to-date progress and make plan revisions as necessary.⁵



Strategic Plan Overview

FY 2002–03 Annual Report—Colorado State Patrol

Most traffic fatalities are preventable through the use of high-visibility enforcement, public awareness, and education campaigns, and the appropriate use of occupant restraint systems.

Strategic Problem

In calendar year (CY) 2001, 742 persons were killed on Colorado's roads, of which 522 of these traffic fatalities were in crashes investigated by CSP officers. On May 21–22, 2002, when the CSP Command Staff finalized the *FY 2002–03 Strategic Plan*, this agency was confronted with a serious challenge: up to that point, traffic safety both in Colorado (all agencies) and on only those roads covered by CSP officers had continually bucked the national trend. In CY 2001, the rate at which persons were killed in motor vehicle crashes on CSP-covered roads had increased by a total of 18.5 percent in one year and was more than one-third higher than the national average. Other indicators further confirmed the scope of this strategic problem:

- Motor vehicle traffic-related injuries were the leading cause of injury death for Coloradans ages 1–34 and the second leading cause for Coloradans ages 35–84.⁶
- Colorado residents were nearly four times more likely to believe that Colorado's roadways were becoming more dangerous than that they were becoming safer.⁷

While previous investments in technological innovations had maximized the efficiency of the existing CSP workforce, they could not on their own overcome the cumulative effects of increasing service demands, which are primarily driven by traffic volume and population. For instance, there were only 13.0 FTE more CSP "field troopers" in FY 2001–02 than were authorized in FY 1980–81, a total increase of 2.6 percent.⁸ During this same period, the people directly served by these officers increased by more than 1.5 million, or by a total of 48.7 percent.⁹

In order to address this problem, the CSP Command Staff instituted a new way to deploy its limited resources in order to increase its effectiveness.

Strategic Direction

The FY 2002–03 CSP strategic direction relies upon trooper visibility on Colorado's roadways in order to deter motorists from engaging in dangerous or criminal behavior. The main premise for this strategy is that a strong law enforcement presence will raise awareness in motor vehicle operators in order to gain voluntary compliance with the State's laws and regulations.

The Patrol has periodically concentrated its limited enforcement resources on some of the "most dangerous" stretches of highway (referred to as "safety zones") through the judicious use of district-wide saturation patrol operations.

A core assumption was that trooper visibility (as represented by marked Patrol cars moving through traffic)—coupled with strict enforcement—improved traffic safety by making motorists aware of the potential to be contacted and ticketed (as appropriate) by a trooper for driving infractions. This initiative included aggressive enforcement, as appropriate, with zero-tolerance for speeding, impaired driving (DUI/DUID), seat belt non- or improper use, and other identified primary crash causal factors or violations.

Today, Colorado residents strongly favor this effort. For instance, five out of every eight respondents "strongly support" saturation patrols and almost ninety-percent support them to some degree.

Under this strategic philosophy, high-visibility was coupled with statistically powerful traffic safety awareness brochures and reinforced with public service announcements about the consequences of breaking motor vehicle laws (such as occupant restraint usage or driving under the influence of alcohol or drugs). The Patrol periodically concentrated its limited enforcement resources on 13 of the most dangerous stretches of highway (referred



to as “safety zones”) through the judicious use of districtwide saturation patrol operations.

A core assumption was that trooper visibility (as represented by marked Patrol cars moving through traffic)—coupled with strict enforcement—improved traffic safety by making motorists aware of the potential to be contacted and ticketed (as appropriate) by a trooper for driving infractions.

13 Safety Zones of State/Federal Highway Covered By CSP Officers

This strategic component (a.k.a. “saturation patrols”) was modeled on the CSP Accident Prevention Teams (APT), which were dedicated entirely to preventive enforcement and visibility on the top eight deadliest road segments. These efforts reduced the number of motor vehicle injuries or fatalities by 16.7 percent over projected figures between October 1, 1978, and September 30, 1979.¹⁰ In order to maximize the use of existing resources, each CSP District Commander (Major) selected the top two or three “safety zone” stretches of state and federal highways in their territory based on the historical number of fatal and injury crashes as well as the causes of such crashes.

Strategic Measures and Objectives

This effort, which began in all CSP field districts during the first quarter of FY 2002–03, had four major strategic objectives:

1. Reduce by five percent the number of fatalities on 13 of Colorado’s most dangerous state

and federal highway segments, which are covered by CSP troopers, through the use of high-visibility enforcement and awareness campaigns in order to gain voluntary compliance by drivers with state motor vehicle laws, rules, and regulations.

2. Improve public safety on Colorado’s roadways, which are covered by CSP troopers, by decreasing the rate of injury and fatal crashes per 100 million vehicle miles traveled (VMT) by at least one percent.
3. Reduce by five percent the average administrative time (excluding training or court-related activities) per 1.0 FTE field trooper through the successful application of technological innovations and CSP internal process efficiency efforts.
4. Maintain the number of Colorado residents reached through CSP education programs, public information campaigns, and safety awareness initiatives.

13 “Safety Zone” Stretches of State/Federal Highway Covered by CSP Officers (July 1, 2002 to June 30, 2003)

District	Brief Description
1	I-25 through Douglas County (31 Miles)
	I-76 through Adams County (23 Miles)
2	U.S. 24 northeast of Colorado Springs (19 Miles)
	Colorado 115 south of Colorado Springs (21 Miles)
3	I-25 between Longmont and Loveland (19 Miles)
	U.S. 85 south of Greeley (15 Miles)
4	I-70 from the Utah line to Grand Junction (29 Miles)
	U.S. 40 east of Steamboat Springs near Rabbit Ears Pass (13 Miles)
	Colorado 82 north of Aspen (15 Miles)
5	U.S. 160 east of Cortez (7.6 Miles)
	U.S. 160 near Durango (10.9 Miles)
6	U.S. 285 southeast of C-470 (21 miles)
	I-70 from Jefferson County line to Idaho Springs (6 Miles)

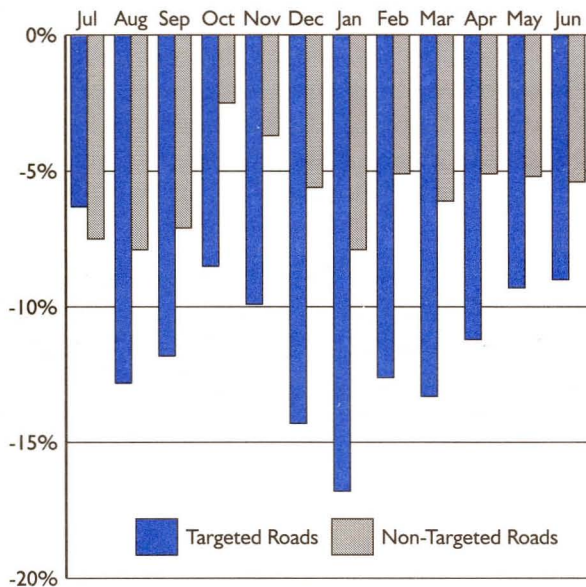
Results on Targeted vs. Non-Targeted Roads

FY 2002–03 Annual Report—Colorado State Patrol

Effectiveness of Last Year’s Plan

This graph shows the cumulative annual change in FY 2002–03 in the number of fatal, injury, and property damage crashes investigated by the CSP officers on both targeted and non-targeted roads as compared to the previous fiscal year.

Cumulative Annual Percentage Change in the Number of CSP-Covered Crashes (All Types)

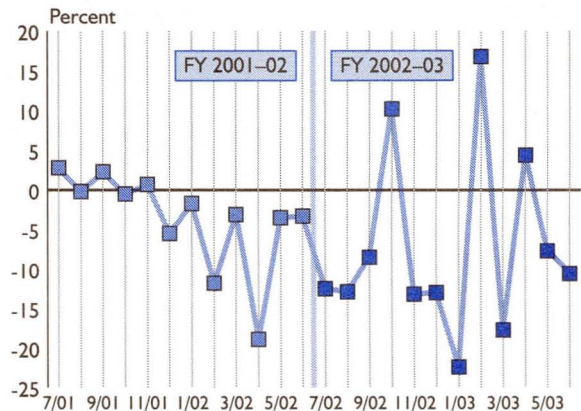


With the exception of the first month, the number of crashes on the 13 targeted highway segments was reduced at a faster annual rate than on all other non-targeted CSP roads.

Overall, in FY 2002–03, crashes were reduced by 9.0 percent on targeted roads as compared to 5.4 percent on non-targeted roads that are patrolled by CSP officers.

This annual differential continues between these two fiscal years—that is “before” and “after” the start of the current strategic direction—in an analysis of fatal and injury crashes that were covered by CSP officers on all roads, which is shown on the following graph:

Annual Percentage Change in the Number of Fatal and Injury Crashes Investigated by CSP Officers in FY 2001–02 and FY 2002–03



In FY 2001–02 (“before”), there was a **3.2 percent annual decrease** in fatal and injury crashes. In FY 2002–03 (“after”), there was an **8.2 percent annual decrease** in fatal and injury crashes.

Variations Between Targeted and Non-Targeted Roads in FY 2002–03

In FY 2002–03, there were a total of 776 saturation patrols conducted on these 13 targeted road segments, which consumed a total of 5,604 officer hours. The following table compares fatal and injury crash statistics on both targeted and non-targeted CSP roads:¹¹

At the first year mark, targeted road segments experienced a comparatively faster reduction in the number of fatal, injury, and property damage crashes investigated by CSP officers, as illustrated in the following statistics:

- The number of fatal and injury crashes decreased by 9.0 percent on targeted roads as compared to 8.1 percent on all other CSP-covered roads, which represents a 11.1 percent variance.
- The total number crashes decreased by 9.0 percent on targeted roads as compared to 5.4 percent on all other CSP-covered roads, which represents a 66.7 percent variance.

COMPARATIVE ANNUAL OUTCOME RESULTS

Type	Colorado State Patrol			Targeted Roads			Non-Targeted Roads		
	FY 01-02	FY 02-03	Change	FY 01-02	FY 02-03	Change	FY 01-02	FY 02-03	Change
Fatal Crashes	439	379	(13.7%)	33	29	(12.1%)	406	350	(13.8%)
Injury Crashes	11,468	10,554	(8.0%)	811	739	(8.9%)	10,657	9,815	(7.9%)
Fatal & Injury Crashes	11,907	10,933	(8.2%)	844	768	(9.0%)	11,063	10,165	(8.1%)
All Crashes	36,490	34,434	(5.6%)	2,821	2,568	(9.0%)	33,669	31,866	(5.4%)

These statistics clearly demonstrate that this strategic initiative has thus far been successful at improving traffic safety—particularly on the “most dangerous” stretches of state and federal highway.

During the past year, high-visibility enforcement efforts (a.k.a. saturation patrols) on targeted roads produced a comparatively faster reduction in the number of fatal and injury crashes than on all other roads covered by CSP officers. Additionally, there may have been a residual effect on non-targeted roads. The Patrol has clearly improved the effectiveness of its traffic safety efforts without any additional manpower.

Next Steps

The Colorado State Patrol has formed new Accident Prevention Teams (APT) in each CSP Field District for a five-month “pilot program.” This initiative is modeled on the federal Accident Prevention Team concept, which was dedicated entirely to preventive enforcement and visibility on the top eight deadliest road segments. (These efforts reduced the number of motor vehicle injuries or fatalities by 16.7 percent over projected figures in 1978–79.)

For the 2003–04 planning cycle, which runs from July 1, 2003, to December 31, 2004, each district commander selected the top two “most dangerous” stretches of state or federal highways in their territory based on the historical number of fatal and injury crashes as well as the causes of such crashes. These 12 targeted highway segments will also be renamed to “highway safety zones.” Some changes were made from the targeted roads selected in the *FY 2002–03 CSP Strategic Plan*.

FY 2003–04 Highway Safety Zones

District	Brief Description
1	I-25 through Douglas County
	I-76 through Adams County
2	U.S. 24 northeast of Colorado Springs
	I-25 south of Pueblo
3	I-25 between Longmont and Loveland
	U.S. 85 south of Greeley (Weld Co.)
4	I-70 Business Loop near Clifton (Mesa Co.)
	Colorado 82 north of Aspen
5	U.S. 160 east of Durango
	Colorado 550 south of Durango
6	I-70 Western Jefferson County
	I-70 Summit County (to Idaho Springs)

From July 1, 2003, to December 31, 2004, traffic safety objectives include:

- A. Reduce by at least 5.0 percent the number of persons killed on each of the 12 “highway safety zones” (i.e. targeted highway segment).
- B. Reduce by at least 5.0 percent the number of fatal and injury crashes on each of the 12 “highway safety zones” (i.e. targeted highway segment).
- C. Reduce by at least 2.0 percent the number of fatal and injury crashes that are investigated by CSP officers statewide.
- D. Decrease by 5.0 percent the number of DUI/DUID caused fatal and injury crashes investigated by CSP officers statewide.

Interim reports will be available on six-month intervals during the 2003–04 *CSP Strategic Plan* period. Please visit www.csp.state.co.us for updates.

Endnotes

1. "The Economic Impact of Motor Vehicle Crashes 2000" (May 2002, U.S. Department of Transportation, National Highway Traffic Safety Administration).
2. "Public Opinions of Colorado State Patrol Issues and Functions (October 2003, Corona Research, Inc.). This is a statewide public opinion survey with a margin of error of +/- 4.5 percent.
3. This figure does not include troopers assigned to the Capitol, the Governor's mansion, Hazardous Materials or Motor Carrier Safety units, or other specialized duties required by statute. "Field trooper" includes sergeants, technicians, and troopers who are supported entirely by "off-the-top" HUTF dollars and primarily assigned to road duties. It does not include any uniformed employee who has a captain rank or higher.
4. As of March 6, 2003. In FY 2002-03, a base need at 80% availability under the Police Allocation Manpower Model (PAM) of 643.5 FTE "field troopers" was projected for the subsequent years using an annual growth in traffic on state and federal highways of 1.38 percent (three-year average between CY 1999 and CY 2002).
5. There were changes made to the reporting system. Data collection was made optional on all project scorecards, except Project Scorecard #1 because of data collection restraints. Although reports were provided for the first and second quarter of this planning period, a decision was made to move to a six-month (rather than three-month) interim reporting cycle in January 2003. These interim reports resulted in the production of two agency quarterly reports that were issued on November 13, 2002 ("First Quarter Agency Report) and on February 13, 2003 ("Second Quarter Agency Report").
6. "Injury in Colorado" (Colorado Department of Public Health and Environment, June 1, 2002).
7. "Public Opinion Survey of Colorado State Patrol Issues and Functions" (Corona Research, November 2001). Based on a statewide telephone survey of 385 randomly selected households in Colorado with a margin of error of +/- 5.0%.
8. "Field trooper" is defined as all uniform members that are below the rank of Captain and primarily assigned to highway patrolling duties and who are supported by "off-the-top" HUTF dollars. In FY 1980-81, there were 496.0 FTE "field troopers." In FY 2001-02, there were 509.0 FTE "field troopers."
9. Colorado population in CY 1981 was 2,980,340 per the U.S. Census Bureau. In CY 2001, it was 4,431,000 according to the "June 2003 Revenue Forecast" (OSPB).
10. "CSP Accident Prevention Team Third Annual Report" submitted to the Colorado Highway Department (November 15, 1979).
11. Information is extracted as of August 1, 2003, which is subject to further revision—particularly for the last four months of FY 02-03.

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*Information and data contained in this report is accurate as of 8/1/03.
All information is subject to change.*

Colorado State Patrol Office Locations and Phone Numbers by City

City	District/Troop	Office Type	Street Address	Phone Number
Alamosa	5B	Troop	1205 West Ave.	719-589-2503
Alamosa*		Comm. Center	1205 West Ave.	719-589-5807
Broomfield	6C	Troop	7701 W. 120 th Ave.	303-469-1966
Burlington	1A	Post	179 Webster St.	719-346-5430
Cañon City	2B	Post	136 Justice Center Rd.	719-276-5551
Castle Rock	1C	District/Troop	4600 Castleton Ct.	303-688-3115
Central City	6D	Troop (Gaming)	142 Lawrence St. PO Box 486	303-582-5172
Colorado Springs	2B	Troop	1480 Quail Lake Loop	719-635-0385
Commerce City	1D	Troop	8200 N. Hwy. 85	303-289-4760
Cortez (Mancos)	5A	Post	33009 Hwy. 160	970-564-9556
Craig	4B	Troop	280 Ranney St. #400	970-824-1301
Craig*		Comm. Center	280 Ranney St. #500	970-824-6501
Del Norte	5B	Post	600 Cherry St.	719-657-2314
Delta	4C	Post	555 Palmer St.	970-874-2003
Denver		ESU Capitol	200 E. Colfax #100	303-866-3660
Dowd	4C	Post	41413 Hwy. 6	970-384-3375
Durango	5A	District/Troop	20591 Hwy. 160 W	970-385-1675
Eagle	4C	Post	714 Castle Dr. Box 480	970-328-6344
Evans	3A	District/Troop	3939 Riverside Pkwy #B	970-506-4990
Fruita	4A	District/Troop	554 Jurassic Ct.	970-858-2250
Ft. Collins	3C	Troop	3832 S. 125	970-224-3027
Ft. Lupton	3A	Post	12700 Weld Co Rd 14 1/2	303-857-6638
Ft. Morgan	3B	Post	13360 W. I-76 Frontage RD	970-867-6657
Glenwood Springs	4C	Troop	202 Centennial St.	970-945-6198
Golden	6A	District/Troop	1096 McIntyre St.	303-273-1616
Golden		Academy	15055 S. Golden Rd.	303-273-1609
Golden		Motor Carrier Safety	15200 S. Golden Rd.	303-273-1875
Gunnison	5C	Post	200 N. Iowa	970-641-7663
Hot Sulphur Springs	4B	Post	197 W. Diamond Rm. 19	970-887-0503
Idaho Springs	6B	Post	3000 Colo. Blvd.	303-567-4201
La Junta	2C	Post	30377 1 st Ave.	719-384-8981
Lakewood		CSP HQ	700 Kipling	303-239-4500
Lakewood*		Comm. Center	700 Kipling	303-239-4501
Lamar	2C	Troop	111 W. Parmenter	719-336-7403
Limon	1A	Troop	131 C Ave.	719-755-2964
Montrose	5C	Troop	2420 N. Townsend	970-249-9575
Montrose*		Comm. Center	2420 N. Townsend	970-249-4392
Pagosa Springs	5A	Post	230 Port Ave.	970-731-0039
Pueblo	2A	District/Troop	902 Erie Ave.	719-546-5465
Pueblo*		Comm. Center	1019 Erie Ave.	719-546-5762
Salida	2A	Post	745 W Hwy. 50 #2	719-539-4816
Silverthorne–Dillon	6B	Troop	160 Hwy. 6 Suite 208	970-668-3133
Steamboat Springs	4B	Post	2010 Lincoln Ave.	970-879-0059
Sterling	3B	Troop	12850 Co Rd. 370	970-522-4696
Trinidad	2D	Troop	10201 Co Rd. 69.3	719-846-2227
Walsenburg	2D	Post	500 S. Albert Ave.	719-738-3546
Watkins	1A	Post	5200 Front Range Pkwy.	303-261-9300
Woodland Park	2B	Post (Gaming)	811 W. Lorraine Ave.	719-687-6783
Yuma	3B	Post	Hwy. 59 Box 211	970-848-2819

Other Frequently Requested Numbers

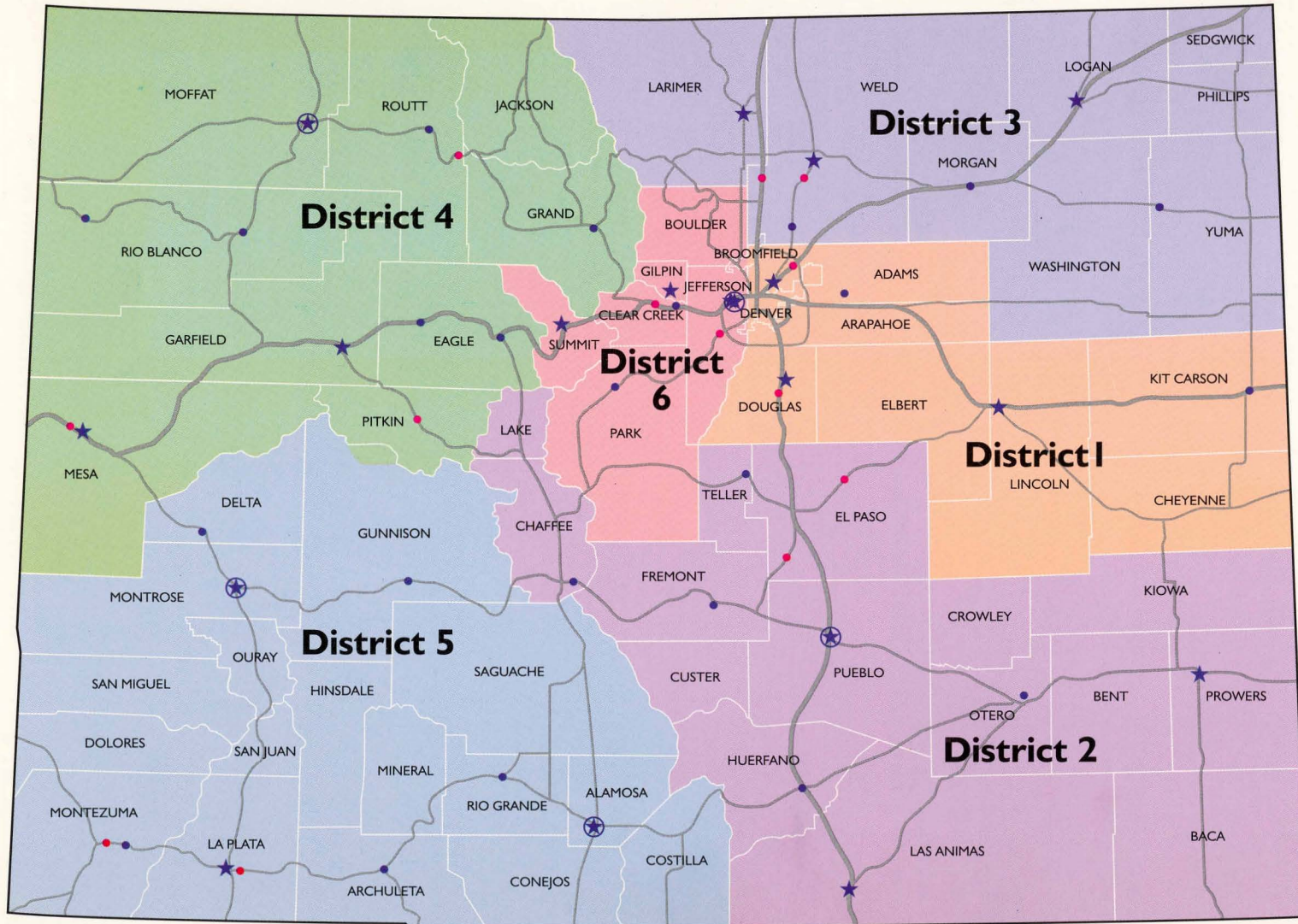
Governor's Office303-866-2471
 Department of Public Safety
 Executive Director's Office303-239-4398
 Division of Criminal Justice303-239-4442
 Colorado Bureau of Investigation .303-239-4208
 Office of Preparedness and Security303-273-1770
 Fire Safety303-239-4463
 Office of Emergency Management* .303-279-8855

Road Conditions:

Metro Area303-639-1111
 All Other Areas(877) 315-7623
<http://www.cotrip.org>
 Department of Revenue303-205-5610
 Department of Motor Vehicles ...303-205-5600
 Child Car Seats Information
 Hot Line(877) 588-8687

* Staffed 24 hours/7days

Colorado State Patrol Map



★ CSP Troop Office Ⓢ Communication Center • CSP Post • FY 2002-03 Safety Zone (see page 9)