

Colorado State Patrol

Annual Report



2011



March 7, 2012

I am extremely pleased to announce our 2011 Annual Report. We have made significant progress during the first year of implementing our 2011-2015 Strategic Plan. Our progress is illustrated through statistics, shown by the reduction of injury and fatal crashes on Colorado's roadways, our implementation of the International Association of Chiefs of Police Leadership in Police Organizations (LPO), and of our commitment to achieve Advanced Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA).

By adhering to our Guiding Principles of Commitment to Members; Alignment of Partnerships; and Leveraging Technology, we are moving forward from an agency focused primarily on traffic safety to an overall public safety organization.

Although progressing towards public safety agency, we still provide tremendous traffic safety services as the number of fatal and injury crashes were reduced 14% since 2010 and the number of fatal crashes covered by CSP personnel during the same period was down 0.8%. Colorado State Patrol proactive enforcement resulted in a 6% reduction in the number of injury crashes on CSP covered roadways, and we reduced the DUI/D injury and fatal crashes by 10.8%, far exceeding the 3% reduction called for in our 2011 Strategic Plan.

We are providing continuing education and personal enrichment to all employees through LPO, which enabling each individual to utilize their strengths to offer the highest quality of service to the citizens of Colorado. The members of the Colorado State Patrol have a shared understanding and commitment to goals that must be flexible and adaptable to a wide range of employees, and the LPO will help all of us reach our dispersed leadership potential. Successfully completing LPO is an important component towards our shared responsibility of achieving accreditation from CALEA.

As we continue to work towards national recognition in public safety, I am proud of the Colorado State Patrol members who continue to uphold our Core Values of Honor, Duty, and Respect. I look forward to another successful year and value our agency's leaders who do extraordinary work for Colorado, and I thank them for their commitment to public service.

Respectfully,

A handwritten signature in black ink, which appears to read "J. Wolfinbarger".

Colonel James M. Wolfinbarger
Chief, Colorado State Patrol

2011 Strategic Direction

Introduction

Since our origin in 1935, the Colorado State Patrol has focused on preserving human life and protecting property within our communities. We have achieved 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.

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 our unwavering professionalism and loyal adherence to the core values, the Colorado State Patrol will be a nationally recognized leader in public safety. As an agency bound by our tenets of Character, Integrity, Judgment, Loyalty, Courtesy, Honor, and Knowledge, we will advance our profession as we safeguard life and protect property throughout Colorado.

Our vision will be achieved through our guiding principles of...

COMMITMENT TO MEMBERS:

The Colorado State Patrol recognizes its members as our greatest asset. We are committed to investing in our personnel by providing education, personal enrichment and professional development enabling them to utilize their individual strengths to achieve our collective mission of offering the highest quality of service to the public.

ALIGNMENT OF PARTNERSHIPS:

The Colorado State Patrol continues to develop and strengthen internal and external partnerships to improve public safety services. We are dedicated to promoting, sustaining, and expanding these professional relationships to address complex public safety challenges.

LEVERAGING TECHNOLOGY:

The Colorado State Patrol utilizes predictive and adaptive, knowledge-based tactics to enhance our mission effectiveness. We are focused on leveraging practical technologies that enable our agency to develop intelligence-led strategies to enhance public safety.

“There is no greater calling for any person than to work toward ensuring the safety of others.”

Chief James M. Wolfenbarger

Transforming the Colorado State Patrol

When originally legislated in 1935, 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” (Patrol Act, CRS 24-33.5-201). The Colorado State Patrol has evolved over the last 76 years into a multifaceted and complex law enforcement agency. Through the dedication of our members, past and present, and our high level of professional service and industry-leading technical competence, the CSP has adhered to our traditions while taking on new and challenging law enforcement missions.

From our beginning as a “Courtesy Patrol,” charged with enforcing vehicle laws and providing protection to the governor, the CSP has transformed and diversified into a multitude of public safety specialties. In addition to our expertise in traffic safety, we are also leading the state in areas such as: commercial motor vehicle enforcement, hazardous materials routing and rulemaking, specialized enforcement, aviation, homeland security, communications, immigration enforcement, investigative services, dignitary protection, infrastructure protection, criminal interdiction, research and development, legislative advisement, education, and more. The CSP continues to be a proven leader in providing exceptional public safety services in all endeavors.

Strategic Goals

As CSP Strategic Plans are long-term, living documents, their purpose is to provide adaptable guidance and organizational direction. Strategic plans are broad enough to encompass temporary or emergent situations and conditions, but specific enough to set priorities and focus, as well as expectations and outcomes. The 2011-2015 Strategic Plan focuses on the following strategic goals:

- Professional Development of All CSP Members
- Provide Professional Public Safety Communication Services
- Establish and Maintain Internal and External Partnerships
- Maximize Intelligence-led Strategies to Protect Life and Property
- Protect Critical Infrastructure and State Assets
- Efficiently Manage Resources and Capital Assets
- Develop and Refine Internal Processes

Our collective success is essential to the safety and security of the people we serve. The Colorado State Patrol is a professional law enforcement agency that has risen to the challenges of an evolving mission.

The 2011 Colorado State Patrol Annual Report reflects the progress made toward the 2011-2015 Strategic Plan and highlights many of the Patrol’s greatest successes in 2011.

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2011 Colorado State Patrol Strategic Goal Review

The Colorado State Patrol Strategic Goal Review is to inform members and stakeholders of the progress made on the 2011-2015 Strategic Plan during the 2011 calendar year. This review will illustrate successes and best practices discovered throughout the agency. The CSP strives to share information both internally and externally to ensure an effective and efficient use of resources to accomplish the Colorado State Patrol mission. Below outlines the 2011 objective for each strategic goal:

Professional Development of All Members

Developing a culture of continuous learning in the organization provides our members with the comprehensive resources needed to achieve success. The Patrol continues to enrich the personal and professional lives of its members by providing the programmatic means by which members can advance at all stages within their careers.

Provide Professional Public Safety Communication Services

The ability to effectively communicate across geographical areas is critical to officer safety and mission capabilities. The Colorado State Patrol is committed to ensuring our members and allied partners have a reliable system through which to communicate while providing service to the public.

Establish and Maintain Internal and External Partnerships

The Colorado State Patrol recognizes a strong commitment to fostering and maintaining partnerships with our members, external agencies and the constituents of our communities is critical to our organizational success. Effective partnerships offer a myriad of benefits, to include agency recognition, information sharing, joint investigations, specialized training, and application of mutual resources.

Maximize Intelligence-Led Strategies to Protect Life and Property

The definitive purpose of the Colorado State Patrol (CSP) is to protect life and property. In the complex and dynamic operational environment of the law enforcement profession, the CSP is an established industry leader that remains focused in the areas of traffic safety, homeland security and criminal interdiction.

Protect Critical Infrastructure and State Assets

The Colorado State Patrol is committed to providing our members with the mission-critical skills required to provide both dignitary and critical infrastructure protection. The agency focuses on intelligence-led strategies that utilize analytical products and data to create plans ensuring the maximum safety of human assets and high value targets.

Efficiently Manage Resources and Capital Assets

Efficiently acquiring, deploying and managing the tools and resources utilized in our law enforcement mission are crucial to the operational success of the Colorado State Patrol. By providing predictive management of materials and capital assets, we will ensure agile and responsive support through both routine and challenging circumstances.

Develop and Refine Internal Processes

During the development of the Strategic Plan for the 2011-2015 cycle, the Colorado State Patrol examined internal working processes. The agency's strategies include the integration of practical technology and process improvements to eliminate duplication and maximize available resources, while providing enhanced public service levels.

STRATEGIC GOAL:
Professional Development of All CSP Members

Strategy: Leadership in Police Organizations (LPO)

Goal Champion: Major Scott Copley

The implementation of a nationally recognized Leadership in Police Organizations (LPO) program, based on the tenets of dispersed leadership, will educate our workforce and provide leadership training for all members of our organization. The LPO program is an International Association of Chiefs of Police (IACP) leadership model, focused on the systematic development of leaders at all levels of an organization. The LPO model is designed to be adaptable to an agency’s mission and philosophy, allowing the organization to develop a workforce based upon shared values.

Performance Measures:

Performance Measure	% Complete	Comment
Train all uniformed and civilian first line supervisors by June 2013.	55%	This goal will be achieved within the given timeline.
Make the finalized LPO training available to all members of the CSP by January 2013.	50%	CSP will begin integrating additional members into classes beginning June 2012.
Review the curriculum on an annual basis for updates and revisions.	100%	The LPO Committee meeting is held annually in February.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.

Best Practice/ Update in Goal Accomplishment:

The Colorado State Patrol has completed training and mentorship for (14) LPO instructors. Instructors have received acceptable or high ratings. In 2011, 70 students (CSP employees) have completed LPO training. The Colorado State Patrol will reach the goal of having all first line supervisors LPO trained by June 2013.

The following is a percentage, by rank of members, who have completed training in 2011:

- 62% - Command Staff
- 43% - Captains
- 55% - Sergeants
- 15% - Corporals
- 40% - Regional Communications Directors
- 58% - Communications Supervisors
- 62% - Sergeant Equivalent
- 35% - Other Civilian Members

STRATEGIC GOAL:
Professional Development of All CSP Members

Strategy: Colorado State Patrol Mentoring Program

Goal Champion: Captain Rob Marone

By providing members with a supportive environment of training and education, the Patrol will be able to promote leadership throughout the ranks, and strengthen the foundation by which the agency progresses. The mentoring program will continue the rich traditions of the agency while guiding members throughout their careers.

Performance Measures:

Performance Measure	% Complete	Comment
Establish a Mentoring Committee by January 2011.	100%	The Mentoring Committee was formed in January 2011.
Develop Mentoring Program criteria as it relates to the promotional process by June 2011.	50%	A Professional Development Profile (PDP) helps supervisors with identifying areas for mentoring, career path development (promotional) and leadership development. The Mentoring Committee will continue to focus on building resources to enhance professional development of all members.
Formalize the updated Mentoring policy by November 2011.	0%	A shift in focus from establishing a Mentoring Program to building mentoring resources was determined in 2011. The current CSP Mentoring Policy supports this change. A page within the Colorado State Patrol Network (CSPN) was created to provide mentoring resources available to members of the CSP. Policy updates will be re-examined after additional resources are developed in 2012.



STRATEGIC GOAL:
Professional Development of All CSP Members

Strategy: Colorado State Patrol Mentoring Program (continued)

Performance Measure	% Complete	Comment
Educate all members on the Mentoring Program by December 2011.	50%	A Mentoring Program update was provided to all business unit managers at the October 2011 Strategic Review and Forecast (SRF) as well as, each sergeant was updated on the progress of the Mentoring Program in November 2011. In addition, members were advised of the Mentoring Resource Center being developed within CSPN.
Implement the Mentoring Program by January 2012.	25%	The current CSP mentoring policy is active and supports the direction of the Professional Development Goal. This policy will remain effective until updates are made in 2012. Through the use of the PDP and CSPN, it will become easier for supervisors to lead others in career development thru the application of advanced technology.
Conduct the first review of the Mentoring Program by July 2012.	25%	A group consisting of civilian and uniform supervisors formed a test group allowing the implementation of the PDP. Results from this test group have influenced further education of CSP members on the PDP process.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.

Best Practice/ Update in Goal Accomplishment:

The Professional Development Profile (PDP) is designed to help individuals outline their desired career path. Through this partnership, the Professional Development Committee will focus on resource development in 2012.



STRATEGIC GOAL:**Professional Development of All CSP Members****Strategy:** Colorado State Patrol Promotional Process**Goal Champion: Captain Kevin Eldridge**

The Colorado State Patrol is a recognized leader in public safety and distinguishes its members as elite within the law enforcement profession. The Patrol will examine its promotional process with a goal of alignment with industry best practices to ensure strength in leadership at all levels of the organization.

Performance Measures:

Performance Measure	% Complete	Comment
Complete a review of current practices for specified positions in the agency by March 2011.	100%	The Field Sergeant, Communications Supervisor and Communications Manager Position Description Questionnaire's (PDQ) were reviewed and analyzed for updates.
Survey members of applicable job classes for feedback to refine current practices by May 2011.	100%	CSP completed an employee survey to gather information related to current promotional processes.
Provide recommendations and implement future promotional process criteria for specified positions by October 2011.	50%	Comparisons of military organizations, best business practices and other agencies practices were completed. Recommendations have not been made because of the new employee survey, organizational structure changes and workload. This will be completed by December 2012.
Review processes on an annual basis for updates and revisions.	100%	The Promotional Process workgroup discovered a military based point style system for promotions which is less subjective and more in-line with the needs of the agency and the members. In 2012, the group will continue revising a process using a member's attributes, leadership skills, knowledge and training to select future supervisors.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.

Best Practice/ Update in Goal Accomplishment:

The LPO core, mentoring and promotional process committees held a meeting to discuss goals, objectives, areas of interest, root causes and solutions. It was found all three groups are significantly intertwined and the successful outcome of any one of the groups relies on the success of each individual group. Each of the committees combined resources and now acts as one group working to achieve the overall goal.

STRATEGIC GOAL:

Provide Professional Public Safety Communications Services

Strategy: Effective Mitigation of Digital Trunked Radio (DTR) Coverage Gaps

Goal Champion: Director Don Naccarato

The Colorado State Patrol will collaborate with the Governor’s Office of Information Technology (OIT) and allied agencies to identify Digital Trunked Radio (DTR) coverage outages and interruptions, and to develop intelligence-led strategies focused on the alleviation of these challenges.

Performance Measures:

Performance Measure	% Complete	Comment
Complete a comprehensive geographical identification map of DTR outage and interruption areas by June 2011.	25%	A geographical map was created but, due to OIT personnel vacancies and the new Computer-Aided Dispatch system implementation, completion of this measure was delayed. This performance measure will be completed in 2012.
Regional communications managers and troop commanders will develop and deploy tactics to map their respective areas and compile data into the Colorado State Patrol Network (CSPN) platform by December 2011.	100%	A tool has been created in CSPN to report inadequate radio reception areas directly from the field. This information is forwarded to the State OIT for resolution. Managers continually monitor status and collaborate with troop commanders regarding documented problem areas.
Coordinate continuously with State OIT and allied partners to collect relevant intelligence data focused on the development of practical solutions.	100%	Meetings with the State OIT, All-Hazard Regions and the CSP Communications Branch are held regularly.
Review processes on an annual basis for updates and revisions.	100%	Processes are updated monthly.

Best Practice/ Update in Goal Accomplishment:

In 2011, the CSP Communications Branch completed by-law changes in accordance with the Consolidated Communications Network of Colorado (CCNC) which resulted in a representative from CSP to serve on the CCNC Board of Directors. This new participation in CCNC enhances CSP’s ability to develop practical solutions with the digital trunked radio network.

STRATEGIC GOAL:

Provide Professional Public Safety Communications Services

Strategy: Achieve Interoperability Communication Standards in Accordance with Federal Communications Commission (FCC) Regulations.

Goal Champion: Director Don Naccarato

The Colorado State Patrol will preserve radio interoperability with all allied agencies. Communications will be maintained through compliance with FCC regulations pertaining to narrowbanding radio hardware and communications infrastructure that is reliant on the VHF broadcast system.

Performance Measures:

Performance Measure	% Complete	Comment
Implement approved and funded radio replacement solution beginning in January 2011.	50%	Legislative Decision Item requests have been presented to the Joint Budget Committee (JBC).
Facilitate the radio installation process by serving as a scheduling agent between State OIT, radio system stakeholders and approved radio hardware service facilities by December 2012.	100%	The radio shop is currently installing hybrid Digital Trunked Radios (DTR) in new vehicles as well as 80 new narrow- band capable radios in the areas with the most need. This is a continuing process.
Complete transition to the approved statewide radio replacement option by December 2012.	25%	Currently waiting on funding requests to be approved for statewide replacement.
Collaborate continuously with non-DTR agencies to preserve interoperability on a common VHF channel (National Law Enforcement Emergency Channel).	100%	Regular meetings with State OIT, the Division of Wildlife, the Colorado Department of Transportation and the All Hazard Regions are held in partnership with the CSP Communications Branch.
Review processes on an annual basis for updates and revisions.	100%	Processes are updated monthly.

Best Practice/ Update in Goal Accomplishment:

The CSP received approval of the legislative supplemental request, which allows for the radio infrastructure equipment to be ordered and installed.

STRATEGIC GOAL:

Provide Professional Public Safety Communications Services

Colorado State Patrol Communications Branch 2011 Workload Summary

The Colorado State Patrol is responsible for providing communications support for uniformed members at the Capitol Complex, all field and specialty units, and for 64 partner agencies. The total number of incidents handled by the five CSP Regional Communication Centers (excluding the activity of the Executive Security Communications Center) decreased by 1.0 percent (see Figure 1) between CY 2010 and CY 2011.

Figure 1. Colorado State Patrol Communications Branch Workload Indicators

CSP COMMUNICATIONS BRANCH WORKLOAD INDICATORS					
TYPE	All User Agencies				
	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011
TOTAL INCIDENT COUNT ¹	941,617	954,008	956,611	889,264	880,491
<i>Annual Change</i>	5.9%	1.3%	0.3%	(7.0%)	(1.0%)
<i>Authorized FTE Communication Officers and Supervisors</i>	124.1 FTE	124.1 FTE	124.1 FTE	124.1 FTE	124.1 FTE
<i>Annual Average Per 1.0 FTE</i>	7,588 Incidents	7,687 Incidents	7,708 Incidents	7,276 Incidents	7,095 incidents

Beginning in the fall of CY 2004, the CSP allocated Communications Branch resources to the Safe2Tell hotline, where potentially threatening incidents can be reported. In 2011, there were 1,184 hotline calls handled by CSP Communications Branch.

¹Total incident count includes calls received and/or dispatched by the communication center that required some type of action by the communication officer. This includes calls for service received from the public, officer initiated calls, phone messages, public information requests, avalanche control notifications, lost or found property, controlled burns, road closures, etc.

STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

Strategy: Organizational Marketing and Community Outreach Initiatives

Goal Champion: Major James Colley

All business units, the Media Center and the Public Affairs Section will jointly develop educational, marketing and awareness programs designed to inform our members, the public and key stakeholders on the roles, functions and traditions of the Colorado State Patrol. These programs will be based on data-driven solutions addressing public safety concerns.

Performance Measures:

Performance Measure	% Complete	Comment
Leverage interagency partnerships among the Public Affairs Section, the Media Center and all business units to maximize ongoing exposure of the Colorado State Patrol to public and private sector entities.	90%	Through the use of social media, the CSP web site and strong partnerships with public and private sector entities allows for short and long term exposure public. Emphasis has been placed on building partnerships wiinternally, business unit in order to develop additional avenues for positive messaging, such as troop web pages and social media networks.
Establish formalized marketing and educational campaigns through the collaboration of all business unit managers, the Media Center and the Public Affairs Section to create data-driven solutions for high priority public safety concerns by January 2012.	70%	Initial collaboration has been established with business unit managers, the Public Affairs Section and Media Center to develop marketing/educational campaigns.
Increase intelligence-based troop and specialty section education and outreach events by 20%, no later than December 2012.	10%	Outreach programs are being conducted statewide. Presentations are being provided based upon a request from the general public without a data driven component.
Produce at least one annual DVD in the series chronicling the history of the Colorado State Patrol through the Media Center resources.	80%	The history DVD detailing the CSP is near completion and should be available in 2012.

Best Practice/ Update in Goal Accomplishment:

A key success in strategy attainment has been the willingness of business unit managers to bring their creative ideas to the Media Center or Public Affairs Section. The interagency collaboration is the driving force behind finished outreach products that can be given to local media outlets to further the CSP mission.

STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

Strategy: Partnerships with Local, State and Federal Allied Agencies

Goal Champion: Captain Jeff Goodwin

All business units will proactively identify, establish and maintain professional relationships with external partners. Through these partnerships, we will increase information sharing to develop strategies that leverage shared resources to address public safety challenges.

Performance Measures:

Performance Measure	% Complete	Comment
Increase continual information sharing between the State Patrol, allied agencies and the public and private sectors.	100%	All business units are proactive in information sharing. Through collaboration with federal, state, local and private agencies, the CSP is capable of sharing information related to critical incidents, resources and best practices.
Improve annual efforts to partner with external agencies in the development of intelligence-led strategies to address public safety challenges.	90%	Information sharing and collaboration on large scale events help the agency to strengthen partnerships with other agencies focusing on both traffic safety initiatives and public safety challenges.
Collaborate on an ongoing basis with external agencies on the deployment of shared resources to achieve operational goals.	100%	The CSP worked diligently with multiple external agencies throughout 2011 to ensure roadways were kept safe, visiting dignitaries had adequate protection, and public safety concerns were mitigated as efficiently as possible.

Best Practice in Goal Accomplishment:

CSP is sharing information and collaborating with internal and external partners at the local, county, state and federal. This was evident by the successful planning and securing for the U.S. Pro Cycling Challenge and the Colorado Re-members 9/11 memorial event.



STRATEGIC GOAL:**Establish and Maintain Internal and External Partnerships****Strategy:** Community Policing Strategies**Goal Champion: Captain Paul Matzke**

The CSP is committed to refining the current community policing initiative and developing a robust program centered on fostering positive and collaborative relationships with citizens, communities, private industry and allied public safety agencies. The strength of these professional relationships will enable the agency to build a program focused on problem-solving strategies addressing complex public safety challenges.

Performance Measures:

Performance Measure	% Complete	Comment
Provide additional community policing program training to existing committee members by July 2011.	100%	All current committee members have participated in basic training, and recently completed an updated online four hour course provided by the U. S. Department of Justice.
Implement a Colorado State Patrol Network (CSPN) tracking system for community policing initiatives by July 2011.	75%	The tracking system is complete with the exception of a few minor revisions. The community policing committee is currently working with the CSP Business Intelligence Unit (BIU) to complete the tracking system within CSPN.
Present information to all CSP members on the revised community policing initiative by August 2011.	25%	Committee members have identified an online course that will be submitted to CSP Command Staff for approval. This course if approved, along with the tracking system will allow for a more comprehensive training available to CSP members.
Complete and distribute a new community policing video by February 2012.	25%	The video is currently in the planning stages. Contact with the Media Center has been made to assist in the design and production.
Make the formalized community policing program available through in-service training by July 2012 and complete training by July 2013.	25%	The newly identified online training may be used for annual member in-service training.

STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

Strategy: Community Policing Strategies (continued)

Performance Measure	% Complete	Comment
Plan and execute the CSP Youth Academy program annually.	100%	The 2011, CSP Youth Academy was successful and attended by 40 students from across the state.
Reinforce community policing philosophies semi-annually through formalized educational programs.	15%	Discussions of the development of educational programs are in progress with partners.
Review processes on an annual basis for updates and revisions.	100%	A review for 2011, was completed.

Best Practice/ Update in Goal Accomplishment:

After researching the Internet for on-line training, we have identified a four hour course titled “New Perspectives on Community Policing – The New Era of Community Policing.” This training is sponsored by the U.S. Department of Justice, Office of Community Policing Services, the Virginia Center for Policing Innovation, and the Western Community Policing Institute. This training was the most up-to-date and representative of CSP’s initiatives. The course is followed up with a multiple choice exam and a certificate of participation can be obtained after successfully completing the course and exam.



STRATEGIC GOAL:
Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Traffic Safety

Goal Champion: All Business Unit Managers

Since 2001, the Colorado State Patrol has achieved remarkable success in reducing the fatal and injury crash rates through high visibility, strict enforcement and maximum deployment of available resources. The 2011 - 2015 traffic safety strategy was designed to allow business unit managers the flexibility to formulate tactics built upon the vision of the agency while improving public safety. This plan emphasizes organizational outcome measures while empowering business unit managers to develop customized, intelligence-led strategies to achieve desired results based on the challenges in their individual areas. These performance measures and strategies will align at the organizational level to ensure the overall success of traffic safety strategies.

Performance Measures: Intelligence-Led Policing Strategies

Performance Measure	% Complete	Comment
Establish the Intelligence-Led Traffic Safety Committee and conduct the first meeting by January 2011.	100%	The Intelligence-Led Traffic Safety Committee was established and conducted its first meeting in January 2011.
Educate all commissioned officers and civilian equivalents on developing intelligence-led approaches to traffic safety by February 2011.	100%	Initial education was provided to Command Staff during the March Strategic Review and Forecast (SRF).
Risk assessment research will be completed by August 2011 (Committee).	100%	The Committee was able to complete research in August and the results were provided to Command Staff in October 2011.
Educate the agency on the development of risk profiles by September 2011 (Committee).	100%	Risk profiles were provided to Command Staff in October 2011 during the SRF.
Develop State / District / Troop risk profile(s) by November 2011 (Committee).	100%	Profiles illustrating historical traffic data were provided to District Commanders at the October 2011 SRF meeting. These profiles established a baseline for commanders to deploy resources based on data analysis.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Traffic Safety

Performance Measures: Intelligence-Led Policing Strategies (continued)

Performance Measure	% Complete	Comment
Beginning in 2012, individual troop commanders will develop intelligence-led strategies for traffic safety and congestion mitigation. These strategies will use risk analysis profiles developed through the Intelligence-Led Traffic Safety Committee and additional studies commissioned by the Patrol.	0%	This will be completed through the 2012 Tactical Operations Plan (TOP) development.
Annually evaluate and modify intelligence-led traffic safety strategies.	0%	Although this was the first year this strategy was implemented, 2011 data will serve as the baseline for future measures .

Best Practice/ Update in Goal Accomplishment:

The Intelligence-Led Traffic Safety Committee successfully coordinated the analysis and evaluation of 15,000 crash reports to determine each individual troop risk assessment. These risk profiles are currently being used for the 2012 Tactical Operations Plan (TOP) development. Members of the committee have received positive feedback regarding the risk profiles and will continue to develop products in 2012.



STRATEGIC GOAL: Maximize Intelligence-led Strategies to Protect Life and Property

Traffic Safety CY 2011 Data

The Colorado State Patrol evaluates the safety of Colorado roads by monitoring the fatality rate² in the State of Colorado. As indicated by the most recent data available (CY 2010), while the State of Colorado realized a 14.0 percent reduction in its fatality rate over a three-year period, there has been a 21.3 percent decrease in the overall fatality rate on roadways covered by CSP troopers.

Figure 2. Traffic Fatality Rate Comparison

Traffic Fatalities per 10 Million Vehicle Miles Traveled (VMT)					
Period	United States ³	Colorado ⁴	CSP Roads ⁵	CSP Roads compared to:	
				U.S.	Colorado
CY 2007	1.36	1.14	1.22	(10.3%)	7.0%
CY 2008	1.26	1.15	1.22	(3.2%)	6.1%
CY 2009	1.15	1.00	0.96*	(16.5%)	(4.0%)
CY 2010	-	1.00	0.96	-	(0.4%)

*In the 2000 CSP Strategic Plan, the CSP made the goal of less than one fatality per 10 million miles traveled. The CSP realized this goal in 2009.

2 The CSP monitors the fatality rate, defined as the number of fatalities per 10 million vehicle miles traveled, the total number of Agency-covered fatal crashes, defined as the number of crashes that result in a minimum of one death; and the total number of fatalities.

3 The United States fatality rate is calculated by the Federal Highway Administration (FHWA), comparing the total number of traffic fatalities reported to the National Highway Traffic Administration (NHTSA) to estimated vehicle miles traveled (VMT) for each state. At this time, data for CY 2010 and CY 2011 are not available. In August 2011, starting with 2009 data, the Federal Highway Administration implemented an enhanced methodology for estimating registered vehicles and vehicle miles traveled by vehicle type. Revisions were made to 2008 and 2007 data using this enhanced methodology. As a result of the Federal Highway Administration's changes, involvement rates may differ, and in some cases significantly, from previously published rates.

4 Colorado's fatality rate is calculated by NHTSA's Fatality Analysis Reporting System (FARS) using FHWA vehicle miles traveled data and state fatalities reported to NHTSA FARS. These rates were impacted by changes to the methodology used by FHWA to estimate the state's VMT from 2007 through 2009 as indicated in note 3, above.

5 The Colorado State Patrol's fatality rate is calculated by the Colorado State Patrol, comparing the total number of CSP-covered Colorado traffic fatalities reported to NHTSA to estimate the Agency fatality rates per calendar year. Vehicle miles traveled information is obtained from the Colorado Department of Transportation, and was not impacted by FHWA's changes in estimation methodology. At this time, data for CY 2011 is unavailable.

STRATEGIC GOAL:**Maximize Intelligence-Led Strategies to Protect Life and Property****Traffic Safety CY 2011 Data**

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 (vehicles miles traveled).

Figure 3. CY 2006 through CY 2011 Traffic Safety Statistics

Traffic Safety Statistics, 2006 - 2011							
Indicator		2006	2007	2008	2009	2010	2011
Vehicle Miles Traveled (VMT)	United States (Millions)	3,014,116	3,031,124 ³	2,976,528 ³	2,979,394 ³	2,999,970 ³	Not Available
	Colorado (Millions)	48,641	48,713 ³	47,860 ³	46,276 ³	44,766 ³	Not Available
	CSP Roads (Millions)	28,640	29,213	27,811	27,369	27,898	Not Available
Registered Vehicles	United States (Thousands)	251,423	257,472 ³	259,360 ³	258,958 ³	Not Available	Not Available
	Colorado (Thousands)	4,814	4,970	5,020	5,024	5,074	5,124 ^{**}
Licensed Drivers	United States (Millions)	202.8	205.7	208.3	209.6	Not Available	Not Available
	Colorado (Thousands)	3,424	3,503	3,662	3,744	3,779	3,803
Population	United States (Thousands)	299,398	301,580 [*]	304,375 [*]	307,007 [*]	308,745	313,232
	Colorado (Thousands)	4,755	4,862 [*]	4,987 [*]	5,075 [*]	5,029	5,110 ^{***}

* Source changed from Department of Local Affairs estimates based on 2000 census to US Census Bureau estimates based on 2010 census figures.

**Through November 2011.

***Based on extrapolating actual 2010 Census data with the Colorado population growth forecast from the Metro Denver Economic Development Corporation, January 26, 2011.

³ The United States fatality rate is calculated by the Federal Highway Administration (FHWA), comparing the total number of traffic fatalities reported to the National Highway Traffic Administration (NHTSA) to estimated vehicle miles traveled (VMT) for each state. At this time, data for CY 2010 and CY 2011 are not available. In August 2011, starting with 2009 data, the Federal Highway Administration implemented an enhanced methodology for estimating registered vehicles and vehicle miles traveled by vehicle type. Revisions were made to 2008 and 2007 data using this enhanced methodology. As a result of the Federal Highway Administration's changes, involvement rates may differ, and in some cases significantly, from previously published rates.

STRATEGIC GOAL:**Maximize Intelligence-Led Strategies to Protect Life and Property****Traffic Safety CY 2011 Data**High Trooper Visibility

Since 2001, the CSP has utilized a high trooper visibility strategy to promote positive driving behavior and public awareness. Partnering with federal, state, and local agencies in high visibility enforcement programs including Click It or Ticket, The Heat is On, and sobriety checkpoints, these are all examples of our increased awareness strategy.

Saturation Patrols

The implementation of saturation patrols and the targeting of specific dangerous driving behaviors has been instrumental in improving traffic safety, interdicting criminal activity, and enhancing homeland security. Increased patrolling efforts are targeted at the areas prone to the highest incidents of fatal and injury crashes.

Aggressive Driver Reporting Program

The Colorado State Patrol's *CSP aggressive driver reporting program, where motorists may report aggressive driving behaviors to CSP communications centers by cellular phone free of charge, received a total of 61,896 reports in CY 2011, a 4.7 percent decrease over CY 2010, during which 64,913 calls were received.

Targeting Specific Driving Behaviors

Targeting specific dangerous driving behaviors improved safety in Colorado in CY 2011, as indicated by the 14.0 percent reduction in the number of fatal and injury CSP-covered crashes. In CY 2011, troopers responded to a total of 3,429 fatal and injury crashes on Colorado highways. The majority of these crashes (71.9 percent) were a result of: inattentive driving, exceeding safe/legal speed, driving under the influence of alcohol or drugs, lane violations, or the failure to yield the right of way.

Figure 4. CY 2009 - CY 2011 Primary Causal Factors for Fatal and Injury Crashes Investigated by CSP Troopers

CY 2009 - CY 2011 Fatal and Injury Crashes (investigated by CSP Troopers)							
Primary Causal Factors							
CY 2011 Rank	Cause of Crash	CY 2009		CY 2010		CY 2011	
		Number of Crashes	Percent of Total	Number of Crashes	Percent of Total	Number of Crashes	Percent of Total
1	Inattentive to Driving	739	19.6%	673	19.8%	668	19.5%
2	Exceeding Safe/Legal Speed	841	22.3%	749	22.0%	683	19.9%
3	DUI/DUID Caused	571	15.2%	496	14.6%	546	15.9%
4	Lane Violation	409	10.9%	398	11.7%	373	10.9%
5	Failed to Yield Right of Way	233	6.2%	233	6.9%	196	5.7%
	All others	972	25.8%	850	25.0%	963	28.1%
Total Fatal and Injury Crashes		3,765	100.0%	3,399	100.0%	3,429	100.0%

STRATEGIC GOAL: Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Traffic Safety

Performance Measures: Fatal and Injury Crash Reduction

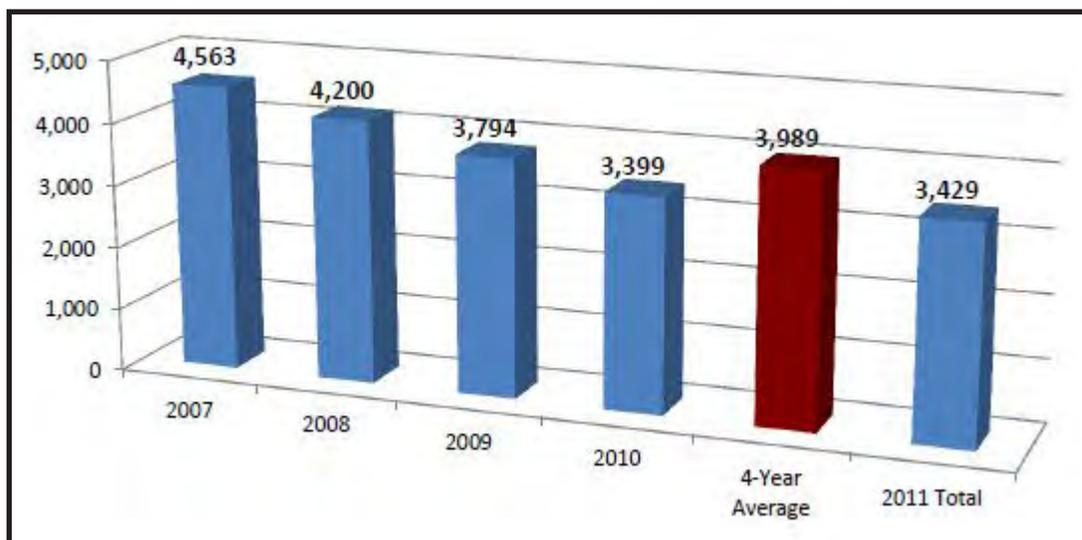
Performance Measure	% Complete	Comment
Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide in CY 2011. This number will be based on a 4-year average of data from CY 2007 through CY 2010.	100%	The number of fatal and injury crashes were reduced by 14% in CY 2011.
Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide in CY 2012-2015. This number will be based on a 4-year average of data from CY 2008 through CY 2011.	0%	This measure will be collected beginning in 2012, efforts are ongoing thru 2015.

The Patrol achieved its 2011 Strategic Plan goal of reducing fatal and injury crashes by at least five percent (as measured by comparing the agency’s one-year performance against a rolling 4-year results average). Statewide, the CSP achieved a 14.0 percent reduction in the total number of fatal and injury crashes.

Fatal Crashes

According to the National Safety Council, it is estimated the average economic cost of each roadway fatality, as of CY 2006, is \$1.21 million. In CY 2011, 272 individuals were killed in crashes investigated by CSP troopers, a 1.9 percent increase over the 267 fatalities in CY 2010.

Figure 5. CY 2007 - CY 2011 Total Number Fatal Crashes and Fatalities Investigated by CSP Troopers

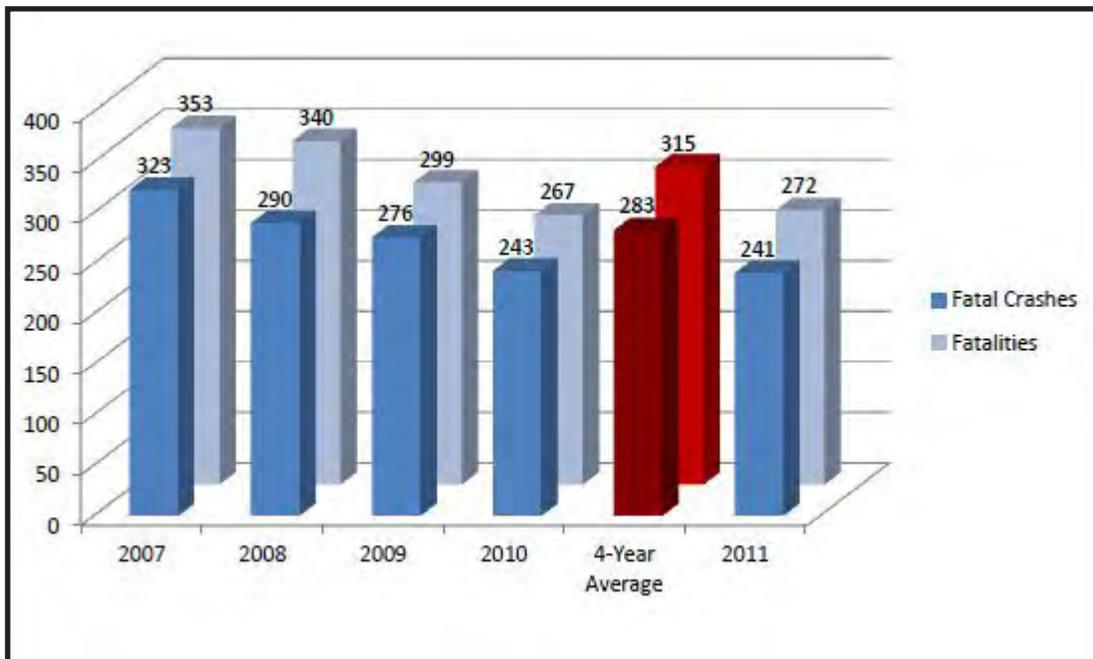


STRATEGIC GOAL:
 Maximize Intelligence-Led Strategies to Protect Life and Property

Traffic Safety CY 2011 Data

The loss of 272 lives in 2011, was the result of 241 fatal crashes. The number of fatal crashes covered by CSP troopers during this period was down 0.8 percent from CY 2010, during which there were 243 fatal crashes.

Figure 6. Fatal Crashes and Fatalities Investigated by CSP Troopers



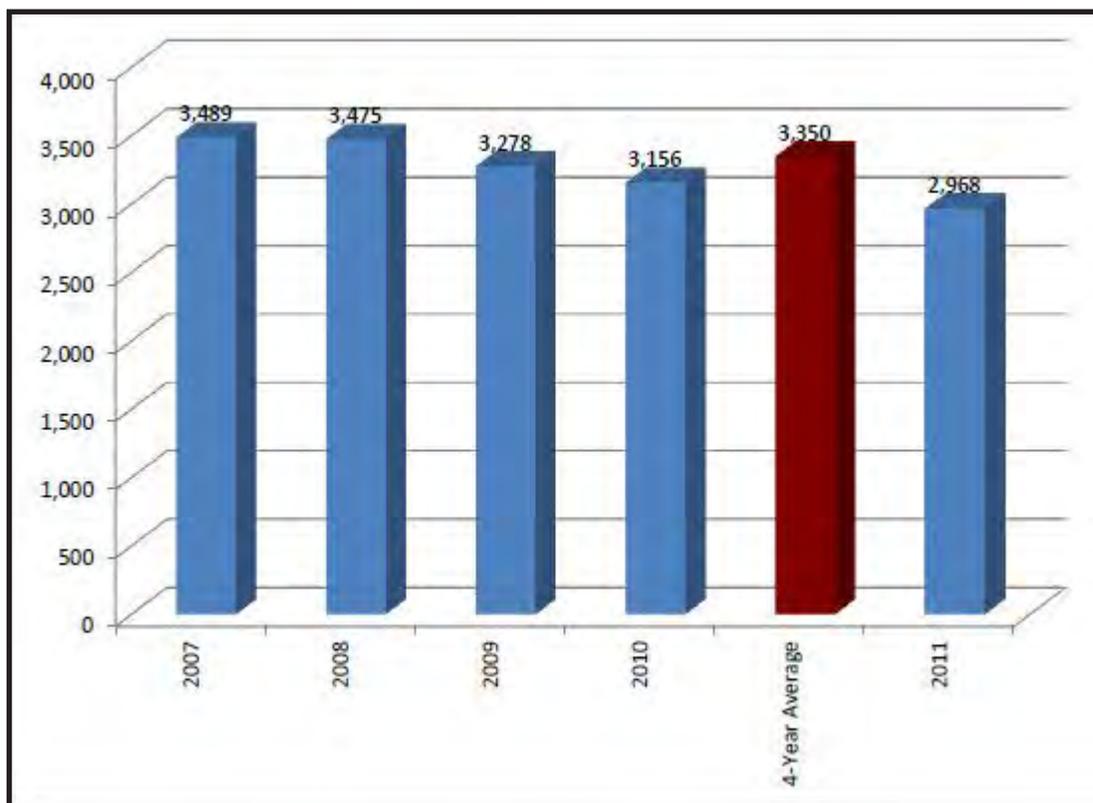
STRATEGIC GOAL: Maximize Intelligence-Led Strategies to Protect Life and Property

Traffic Safety CY 2011 Data

Injury Crashes

CSP proactive enforcement also resulted in a 6.0 percent reduction in the number of injury crashes on roadways covered by the CSP. The CSP covered 2,968 injury crashes in CY 2011, and 3,156 in CY 2010.

Figure 7. Injury Crashes Investigated by CSP Troopers



STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Traffic Safety

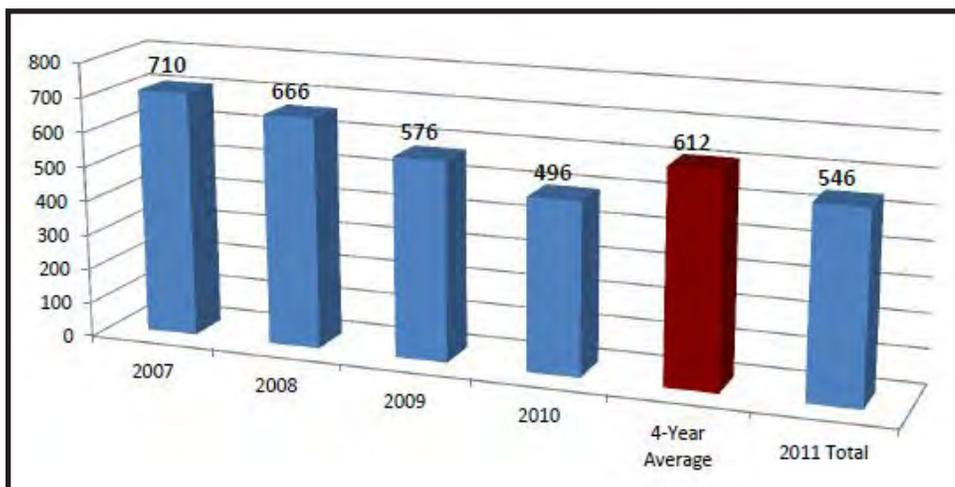
Performance Measures: DUI / DUID-Caused Crash Reduction

Performance Measure	% Complete	Comment
Reduce by 3% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide in CY 2011. This number will be based upon the 4-year average from CY 2007 through 2010.	100%	Overall, alcohol and drug related crashes were reduced by 10.8% in CY 2011.
Reduce by 5% the number of DUI/DUID caused fatal and injury crashes investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011.	0%	This measure will be collected beginning in 2012, efforts are ongoing thru 2015.

A critical measure of the organization’s impact on dangerous driving behavior is the number of alcohol and drug related crashes (DUI/DUID caused crashes). DUI/DUID caused crashes are more than twice as likely to result in injuries or fatalities. In CY 2011, 41.1 percent of DUI/DUID caused crashes resulted in injuries or fatalities, compared to 12.3 percent of non-DUI/DUID caused crashes.

The Patrol’s goal with respect to DUI/D crash reduction was also met: the agency accomplished a statewide reduction of alcohol and drug caused injury and fatal crashes of 10.8 percent, exceeding the 3.0 percent reduction called for in the 2011 Strategic Plan.

Figure 8. DUI/DUID Caused Fatal and Injury Crashes Investigated by CSP Troopers



STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Traffic Safety

Performance Measures: Commercial Vehicles & Hazardous Material Incidents

Performance Measure	% Complete	Comment
Reduce by 5% the number of commercial vehicle crashes investigated by troopers statewide in CY 2011. This number will be based on a 4-year average of data from CY 2007 through 2010.	100%	The CSP far exceeded its goal by reducing the number of commercial motor vehicle crashes by 14.1%.
Reduce by 4% the number of hazardous material incidents investigated by troopers statewide in CY 2011. This number will be based on a 4-year average of data from CY 2007 through 2011.	0%	The CSP experienced an increase of 2.4% hazardous material incidents. This is likely due to a change in reporting criteria.
Reduce by 5% the number of commercial vehicle crashes investigated by troopers statewide in CY 2012 to 2015. This number will be based on a 4-year average of data from CY 2008 through 2011.	0%	This measure will be collected beginning in 2012, efforts are ongoing thru 2015.
Reduce by 4% the number of hazardous material incidents investigated by troopers statewide in CY 2012 to 2015. This number will be based on a 4-year average of data from CY 2008 through 2011.	0%	This measure will be collected beginning in 2012, efforts are ongoing thru 2015.

During CY 2011, CSP troopers performed 29,887 commercial vehicle safety inspections, as well as 2,209 hazardous materials safety inspections. Additionally, troopers performed 202 compliance reviews on commercial vehicle companies and initiated 225 hazardous material route/permit enforcement actions.



STRATEGIC GOAL:
 Maximize Intelligence-Led Strategies to Protect Life and Property

Traffic Safety CY 2011 Data

Figure 9. Colorado State Patrol Commercial Motor Activity Summary; Hazardous Material Incidents Summary

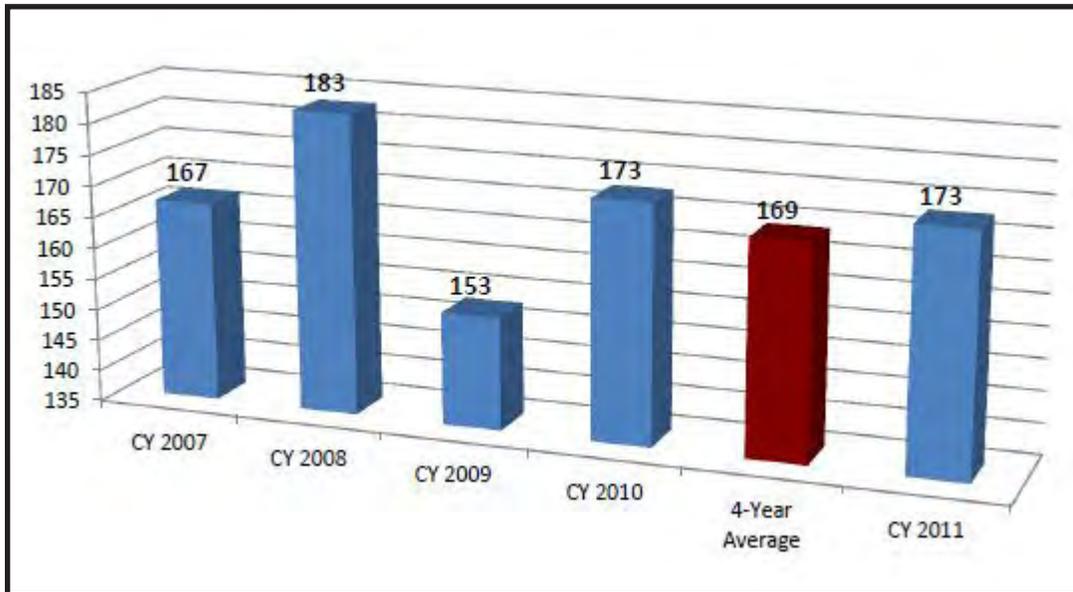
Commercial Motor Vehicle Crash Summary							
Measure	CY 2007	CY 2008	CY 2009	CY 2010	4-Year Average	CY 2011	Annual Change
All Crashes (Commercial Vehicle)	1,375	977	788	993	1,033	887	(14.1%)

Commercial Motor Vehicle Crash Summary						
Measure	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011	Annual Change
Compliance Reviews	178	187	193	215	202	(6.1%)
Safety Inspections	27,911	26,056	27,260	26,674	29,887	12.1%

STRATEGIC GOAL: Maximize Intelligence-Led Strategies to Protect Life and Property

Traffic Safety CY 2011 Data

Figure 10. CY 2007- CY 2011 Colorado State Patrol Hazardous Material Incidents Summary



There was no change in the total number of hazardous materials incidents covered by the Colorado State Patrol between 2010 and 2011. Based on the four year average, the Patrol experienced an increase of four hazardous materials incidents, or a 2.4 percent increase.

Hazardous Material Incidents Summary							
Measure	CY 2007	CY 2008	CY 2009	CY 2010	4-Year Average	CY 2011	Annual Change
HazMat Incidents ⁶	167	183	153	173	169	173	2.4%

⁶Hazardous materials spills for CY 2011 included all reportable incidents, consisting of 110 tank releases and 39 hazardous material product spills. 126 incidents were connected to a crash, and 48 were not crash related. The Hazardous Materials section also responded to 11 abandoned containers or methamphetamine laboratories.

STRATEGIC GOAL:**Maximize Intelligence-Led Strategies to Protect Life and Property****Strategy:** Traffic Safety**Performance Measures: Increase Occupant Restraint System Use**

Performance Measure	% Complete	Comment
Increase statewide seatbelt usage to 85% in CY 2011. This metric will be measured through individual troop commander seatbelt surveys.	100%	The CSP goal was reached with a compliance rate of 86.3%.
Increase statewide seatbelt usage to 89% in CY 2012 to 2015. This metric will be measured through individual troop commander seatbelt surveys and represents a 1% increase per year from 2012 through 2015.	0%	This measure will be collected beginning in 2012, efforts are ongoing thru 2015.

Currently, the State of Colorado has a secondary seatbelt law⁷ under which CSP troopers issue citations for drivers or passengers not wearing a seatbelt in CY 2011.

Of Colorado's 435 crash fatalities⁸, 304 died in vehicles where seatbelts were available. Of these, 178 or 58.6% of these individuals were not wearing their seatbelt at the time of their crash. Of the 178 occupants not wearing a seatbelt, 97 or 54.5% were ejected from their vehicle, and subsequently died from head injuries or were crushed by the vehicle as it rolled.

The 2011 Strategic Goal utilized individual troop seatbelt surveys to determine the agency's seatbelt compliance rate. In 2011, the overall CSP seatbelt compliance rate was 86.3%⁹, 1.3% over the strategic goal of 85.0 percent.

⁷ Under the secondary seat belt law, motorists can only be cited for not wearing a seat belt if they were contacted for a primary traffic offense.

⁸ Data extracted from Colorado State Patrol Fatality Analysis Reporting System (CSPFARS) on 1/11/2012. CY 2011 fatality data is preliminary and subject to further revision.

⁹ The Patrol's seat belt compliance rate was determined by averaging the results of the seat belt surveys conducted during 2011 for each troop, as stated in the Patrol's strategic plan.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Traffic Safety

Performance Measures: Maximize Enforcement Strategies

Performance Measure	% Complete	Comment
Develop an intelligence-driven, 4-day period each year where all troop commanders provide enforcement and / or education with maximum deployment of resources to positively impact traffic safety annually between CY 2012 and 2016.	0%	This measure will be collected beginning in 2012, efforts are ongoing thru 2016.



STRATEGIC GOAL:**Maximize Intelligence-Led Strategies to Protect Life and Property****Strategy:** Homeland Security**Goal Champion: Major Steve Garcia**

The Colorado State Patrol is a critical component in the homeland security mission for Colorado and is directed to engage in homeland security based on House Bill 02-1315 and the Governor's Homeland Security Strategy. Proactively working to safeguard lives, protect property and defend critical infrastructure from the threats of terrorism, criminal behavior and natural disasters, the CSP shares information both internally and externally with partners throughout the public and private sectors. Comprehensive strategies are developed for the prevention, deterrence and response to terrorism through the collection of information, detailed analysis, vulnerability assessments and interdepartmental collaboration.

Performance Measures:

Performance Measure	% Complete	Comment
Provide education and training to all CSP members to increase information sharing within the agency to enhance homeland security operations by March 2011.	85%	In-Service training is currently in-progress. CSP Troopers assigned to the Colorado Information Analysis Center (CIAC) taught the first line supervisor / trooper in-service training course during the 2010-2011, and 2011-2012, fiscal years. Training topics included: overview of terrorism in Colorado, identification of critical infrastructure and key resources, submission of the new CSP field contact card, and the menu of services provided by the CIAC and its partners.
Augment by 10% the existing core of Terrorism Liaison Officers (TLO) by December 2011.	100%	The CIAC conducted five TLO courses during 2011. In each course there were multiple CSP members, including supervisor's, troopers, and communication officers. At the end of 2011, there were 72 CSP TLOs which is a 75% increase from 2010.
Increase by 15% the amount of CSP information that meets the threshold for data entry into the National Suspicious Activity Reporting (SAR) initiative by December 2011.	100%	Information sent to the CIAC from Colorado State Patrol members that reached the threshold for National Suspicious Activity Reporting guidelines increased by 150% from the 2010 statistics.
Expand by 20% the CIAC distribution of CSP-specific intelligence products to improve overall awareness of terrorism, criminal trends and illicit tactics by December 2011.	100%	The CIAC provides support to the Colorado State Patrol through the creation of intelligence products. In 2010, the CIAC did not collect statistics specifically on CSP reports. In 2011, the number of CSP products was 259.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Homeland Security (continued)

Performance Measure	% Complete	Comment
Increase by 20% the information reported to the CIAC by CSP members by December 2011.	100%	There were 597 Field Contact Report (FCR) cards submitted for 2011. The FCR is the primary form of information gathering within the State Patrol and is managed by CSP members of the CIAC. This activity began in 2010; these values are not available.
Assess operational metrics and threat climate annually to determine future performance measures.	100%	CSP is very supportive and active in the development of the assessment of the threat climate in Colorado.

Best Practice/ Update in Goal Accomplishment:

The Auto Theft Intelligence Coordination Center (ATICC) was developed in 2011. This Center focuses on the coordination of information in regards to auto theft and trends across the state and region. Since its inception, the ability to share auto theft suspect information and data has increased substantially. The ATICC has partnered with law enforcement agencies statewide to develop direct lines of information sharing that will continue to grow in 2012.



STRATEGIC GOAL:**Maximize Intelligence-Led Strategies to Protect Life and Property****Strategy:** Criminal Interdiction**Goal Champion: Major Steve Garcia**

The Colorado State Patrol takes a proactive approach to detecting, apprehending and prosecuting the criminal enterprises that use Colorado's highways and interstates in the facilitation of crime. By statute, the CSP is required to conduct operations in the interdiction of contraband, human trafficking / human smuggling, automobile theft, and other laws of this state. The Patrol has multiple specialty units, such as the Immigration Enforcement Unit and Investigative Services Section exclusively focused on the mission of criminal interdiction at a statewide level.

Performance Measures:

Performance Measure	% Complete	Comment
Engage in intelligence-led policing strategies to increase by 3% the number of non-crash related criminal felony filings by all troopers by December 2011.	90%	Nationwide violent crimes are down. The downward trend for felony arrests in Colorado is consistent with national levels. In 2011, Colorado had a 9.4% decrease in felony arrests from calendar year 2010.
Utilize intelligence-led policing strategies to increase by 3% the number of automobile theft recoveries by troopers by December 2011.	60 %	Auto theft continues to spiral downward nationwide. In 2010, 507 auto theft recoveries were made by the Colorado State Patrol; in 2011, the Colorado State Patrol recovered 287 vehicles.
Employ intelligence-led policing strategies to increase by 3% the number of commercial motor vehicle contacts that result in interdicting criminal activity by December 2011.	0%	In 2011, there were no reported commercial vehicle interdiction traffic contacts. The Colorado State Patrol continues to seek training opportunities to enhance our efforts with interdicting contraband being transported in commercial motor vehicles.
Increase by 2% the number of physical responses by the Immigration Enforcement Unit (IEU)troopers to suspected cases of human smuggling by December 2011.	100%	In 2011, IEU responded to 56 potential human smuggling incidents. This is a significant increase from 39 incidents in 2010.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Criminal Interdiction (continued)

Performance Measure	% Complete	Comment
Participate in continual information sharing on human trafficking between internal and external partners to enhance multi-jurisdictional investigations and criminal prosecutions.	100%	In 2011, IEU members attended every state human trafficking meeting and DHS Office for Civil Rights and Civil Liberties Community Engagement Round Table. IEU members worked closely with ICE and US Attorney personnel on a case involving a large scale smuggling organization. Information gained from Colorado-based human trafficking cases is continuously shared with our Federal partners.
Expand by 20% the statewide submission of Field Contact Report (FCR) cards from all troopers by December 2011.	100%	The FCR cards began in 2011; CSP entered 597 FCR cards.
Assess operational metrics and criminal trends annually to determine future performance measures.	100%	Criminal trends continue to be assessed to steer enforcement operations conducted by the Colorado State Patrol.

Best Practice/ Update in Goal Accomplishment:

A majority of CSP FCR cards are focused on personal-use drugs. This makes it difficult for the CSP Investigative Services Section (ISS) to filter through personal use versus felony level incidents. More serious criminal activity lacks a mechanism to accurately identify data. A trooper is assigned to individually review each FCR card and interpret the information for appropriate dissemination. Additional training will be provided to uniform members.

STRATEGIC GOAL: Maximize Intelligence-Led Strategies to Protect Life and Property

Criminal Interdiction CY 2011 Data

The investigation of criminal activity in Colorado in the areas of illegal drugs, gang activity, and auto theft are key components in enhancing public safety across the state.

Figure 11. CY 2011 Colorado State Patrol Criminal Interdiction Goal, Objectives, Measures

CY 2011 Goal	Objective/Measure	CSP Output			
Interdict Criminal Activity	Increase by at least three percent the number of criminal felony filings (non-crash related) in CY 2011.	Criminal (non-crash) felony filings	CY 2010	CY 2011	Annual Change
			1,226	1,111	(9.4%)
Interdict Criminal Activity	Increase by at least three percent the number of automobile theft recoveries by CSP officers in CY 2011.	Automobile theft recoveries	CY 2010	CY 2011	Annual Change
			507	287	(43.4%)

Through criminal interdiction during traffic stops, the Colorado State Patrol enhances community safety by impacting the transportation of contraband (drugs, weapons, large amounts of currency) across the state, and through the recovery of stolen vehicles. During CY 2011, the CSP's direct impact on the safety of Colorado's communities is evidenced by the recovery of 287¹⁰ automobiles (saving over \$1.9 million).

Figure 12. Colorado State Patrol Non-Crash Criminal Felony Filing Activity

Non-Crash Criminal Felony Filing Activity Summary					
Measure ¹¹	CY 2008	CY 2009	CY 2010	CY 2011	Annual Change
Felony Arrests	1,420	1,116	1,226	1,111	(9.4%)
Contraband Felony Arrests	126	81	124	61	(50.8%)
Street Value of Drugs Seized	\$511,125	\$4,787,612	\$5,784,098	\$4,511,372	(22.0%)
Weapons Seized	9	3	10	12	20.0%
Stolen Vehicles Recovered	316	523	507	287	(43.4%)

¹⁰ Nationally there has been a decrease in auto thefts. Colorado is following suit. Additionally, the combination of education and engineering has also led to a decrease in auto theft. Public education and anti-theft laws (such as Colorado's law against leaving unattended vehicles running), and the addition of theft deterrent technology to keys and other devices has actively reduced overall auto thefts nationwide.

¹¹ Non-crash felony filing activity (with the exception of felony arrests) must reach a certain threshold to be reportable to the Patrol's Investigative Services Section. This data includes only cases where these criteria were met.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Criminal Interdiction CY 2011 Data

Immigration Enforcement

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 the Chief of the CSP create a unit to address the issues of human smuggling and trafficking on the state’s highways.¹² Since the implementation of the Immigration Enforcement Unit (IEU) in the fall of CY 2007 and through CY 2011, there have been no fatal or serious bodily injury crashes covered by troopers involving human smuggling. The Immigration Enforcement Unit investigated 52 human smuggling cases during 2011.¹³

Figure 13. Colorado State Patrol Immigration Enforcement Activity



¹² Colorado Revised Statute 24-33.5-211.

¹³ Human smuggling is defined as:

“... to provide or agree to provide transportation to a person in exchange for money or any other thing of value for the purpose of entering, remaining in, or traveling through the United States or the State of Colorado.

Human trafficking is defined as: to sell, exchange, barter or lease a person and receive any money or other consideration or thing of value for the person as a result of such transaction.”

STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Strategy: Provide Protection and Transportation for the Governor, the First Family, and Dignitaries During Special Events.

Goal Champion: Captain John Hahn

As mandated in the Patrol Act, the Colorado State Patrol engages in coordinated dignitary protection duties by providing security and transportation for the Governor, First Family and visiting dignitaries. The agency is entrusted with the security of key leaders as they travel throughout the state and is committed to employing protective strategies based on coordinated threat intelligence and appropriate countermeasures.

Performance Measures:

Performance Measure	% Complete	Comment
Develop and publish awareness training regarding dignitary protection practices for all members of the CSP by June 2011.	100%	The Executive Security Unit (ESU) developed and posted an informational presentation on the Colorado State Patrol Network (CSPN) to serve as a refresher for members trained in dignitary protection.
Host one dignitary protection and threat assessment briefing annually for executive staff from all branches of government.	100%	ESU conducted a security briefing for new members of the legislature and staff at the beginning of the new session. On a continual basis, ESU is in contact with the Governor's senior staff relaying information related to potential threats.
Maintain a minimum of 65 dignitary protection certified troopers and/or Colorado Bureau of Investigation (CBI) agents throughout the state by hosting one dignitary protection course semi-annually.	100%	CSP and CBI currently have 94 individuals trained in dignitary protection.
Coordinate on an ongoing basis the threat intelligence and protective strategies with affected entities.	100%	ESU communicates on a continual basis with affected entities.

Best Practice/ Update in Goal Accomplishment:

ESU has established a sound working relationship with the Governor's staff and legislative leadership in conveying pertinent information related to security matters at the Capitol. In 2011, ESU planned the security detail for the Governor's inauguration in January, and the State of the State Address a month later. Both events were carried out with great success.

STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Strategy: Capitol Complex Security

Goal Champion: Captain John Hahn

The Colorado State Patrol Executive Security Unit (ESU) safeguards life and property at the Capitol Complex in downtown Denver. ESU is responsible for the development and implementation of emergency action plans that are designed to empower building occupants to take appropriate actions in coordinating with responding agencies, in the event of a critical incident.

Performance Measures:

Performance Measure	% Complete	Comment
Develop, publish and implement strategies on an annual basis to prevent and effectively respond to all types of criminal activity within the Capitol Complex.	50%	ESU collects and disseminates, on a regular basis, data related to weapons confiscated at the various security checkpoints and the number of visitors within the Capitol Complex.
Standardize emergency action plans for all buildings within the downtown Denver Capitol Complex by December 2011.	75%	ESU is developing an Emergency Response Guide (ERG) for distribution to building wardens and employees within the Capitol Complex. The guide is to be used in addition to local building Emergency Action Plans (EAP) and to serve as a quick reference during a variety of critical incidents.
Review operational processes annually for updates and revisions.	100%	ESU evaluates processes on a continual basis.

Best Practice/ Update in Goal Accomplishment:
Though not mentioned within the strategic plan, ESU conducted a security briefing for site managers and key stakeholders involved in the construction of the new Ralph Carr Judicial building for which CSP will have security responsibilities. The briefing was successful and has served to strengthen the partnership between the Judicial building tenants and the CSP.

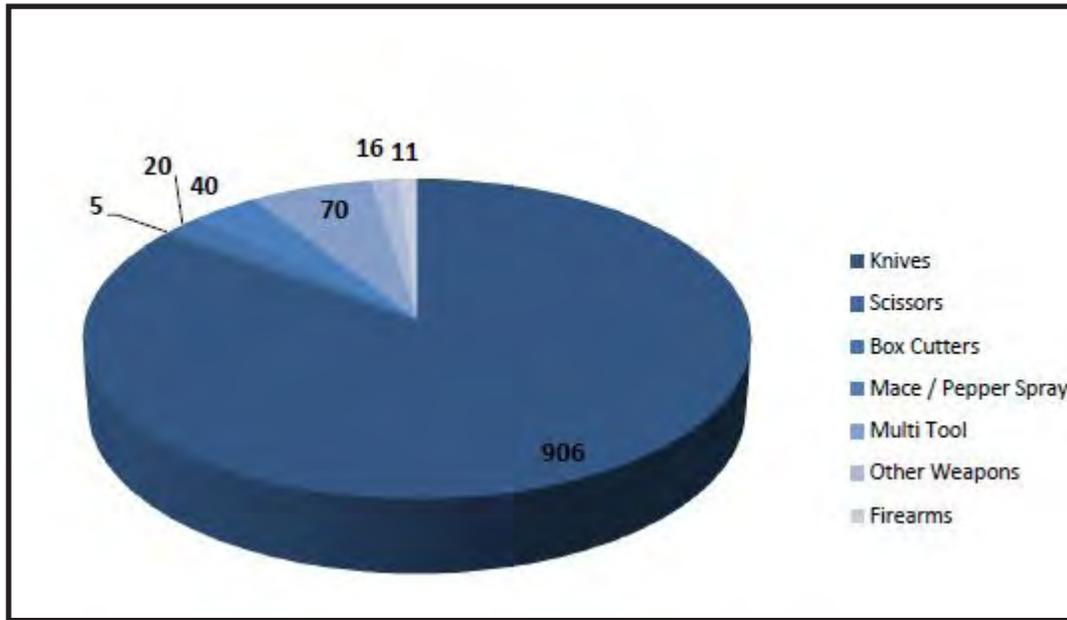
STRATEGIC GOAL:
 Protect Critical Infrastructure and State Assets

Capitol Complex Security CY 2011 Data

Executive Security Unit

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 increases, it is necessary to establish security measures that improve the safety of visitors and employees. In CY 2011, 1068 weapons were confiscated within the Capitol Complex, a 37% increase over the 779 weapons confiscated in CY 2010.

Figure 14. Types of Weapons Confiscated at the Colorado State Capitol Building, CY 2011

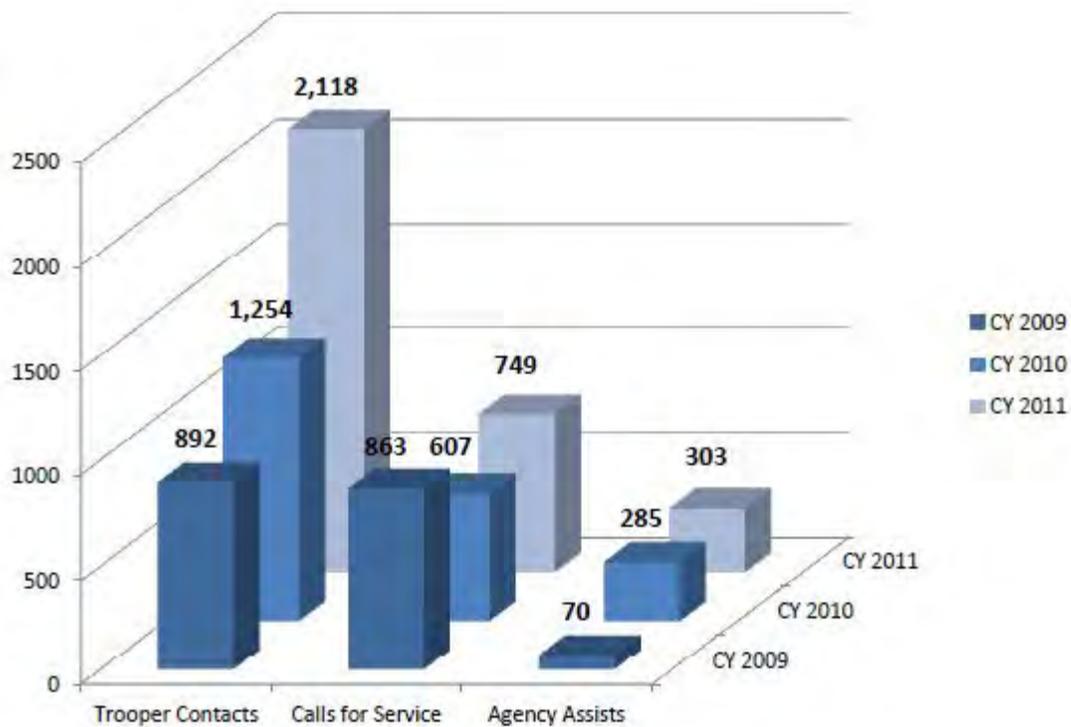


STRATEGIC GOAL:
Protect Critical Infrastructure and State Assets

Capitol Complex Security CY 2011 Data

Capitol Complex activity increased in CY 2011 from CY 2010 in the areas of: trooper contacts, calls for service and agency assists.

Figure 15. Capitol Complex Activity, CY 2009- CY 2011



STRATEGIC GOAL:**Protect Critical Infrastructure and State Assets****Strategy:** Critical Infrastructure and Key Resource Protection**Goal Champion: Major Steve Garcia**

The Colorado State Patrol is directed to protect critical infrastructure and key assets as components of House Bill 02-1315 and the Governor's Homeland Security Strategy. According to the National Infrastructure Protection Plan, critical infrastructure is defined as, "systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety or any combination of these matters." Critical infrastructure and key resource (CIKR) assets may include, but are not limited to, agricultural, transportation, energy, commercial, educational, public health and governmental facilities. The agency will use practical education and training programs to ensure members are integrated into the information sharing environment and are aware of high value targets in their areas of operation.

Performance Measures:

Performance Measure	% Complete	Comment
Enhance critical infrastructure awareness within CSP-specific areas of responsibility by providing education and training to all members by March 2011.	100%	CIKR awareness was provided to all troopers during in-service training. Each troop office was also provided an updated list of critical infrastructure in their area of responsibility.
Increase by 20% critical infrastructure surveillance reporting by CSP members to the Colorado Information Analysis Center (CIAC) by December 2011.	100%	There was a 20% increase during 2011 of critical infrastructure surveillance reported to the CIAC.
Expand by 10% participation by CSP business units in critical infrastructure preparedness exercises that impact agency services by December 2011.	100%	All specialty metro-area sergeants attended emergency operations training in 2011. This training provided an overview of the emergency operations center and allowed for a greater awareness of public safety partners.
Review, exercise and update the CDPS / CSP Continuity of Operations Plan (COOP) by December 2011.	0%	This activity plan was not revised in 2011. The reorganization of the homeland security operations in Colorado will allow for this metric to be assessed 2012.
Coordinate on an ongoing basis with associated work groups.	100%	The CIAC is engaged in a continuous and ongoing process with partners and work groups for the protection of critical infrastructure and state assets.
Assess operational metrics and threat climate annually to determine future performance measures.	100%	The CSP members assigned to the CIAC continuously work to support critical infrastructure protection.

STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Strategy: Critical Infrastructure and Key Resource Protection (continued)

Best Practice/ Update in Goal Accomplishment:

CSP members are utilized to train other law enforcement agencies in the assessment and protection of local critical infrastructure. Colorado's "best practices" of assessment and information sharing with public and private sector critical infrastructure owners and operators are highlighted frequently by the U.S. Department of Homeland Security and the Federal Bureau of Investigation.



STRATEGIC GOAL:

Efficiently Manage Resources and Capital Assets

Strategy: Acquire Mission Essential Materials and Capital Assets

Goal Champion: Director Bob Dirnberger

The agency engages in proactive strategies to identify and manage equipment, vehicle and capital construction project needs within the agency. Projects are identified and prioritized for the scheduled replacement or deployment of resources to ensure officer and civilian member safety and organizational efficiency.

Performance Measures: Vehicles and Equipment

Performance Measure	% Complete	Comment
Identify and establish equipment priority lists and replacement strategies by June 2011.	100%	FY 2012 equipment and vehicle lists have been completed.
Evaluate equipment priority lists each July and make recommendations related to equipment procurement and allocations by November for the following fiscal year.	100%	FY 2013 vehicle replacement and equipment legislative Decision Items requests are complete.
Evaluate the Vehicle Allocation Plan (VAP) each July and make recommendations related to vehicle allocations by November for the following fiscal year.	100%	FY 2012 vehicle replacement/additional vehicle request have been completed.

Best Practice/ Update in Goal Accomplishment:

During the 2012 calendar year, 178 vehicles will be replaced and 3 vehicles will be added to the fleet, and new vehicle radios will be installed. The installation of the Immigration Enforcement Unit (IEU) Tahoe equipment will be completed, the statewide TASER deployment will occur, and Personal Protective Equipment (PPE) and Ballistic Body Armor will be replaced.

STRATEGIC GOAL:

Efficiently Manage Resources and Capital Assets

Strategy: Acquire Mission Essential Materials and Capital Assets

Performance Measures: Capital Construction Projects

Performance Measure	% Complete	Comment
Establish the CSP Building Committee by March 2011.	0%	No Capital Construction requests were completed in 2011 based upon economic constraints.
Establish a facilities priority list and replacement strategy by June 2011.	0%	No Capital Construction requests were completed in 2011 based upon economic constraints.
Evaluate the capital construction plan each July and make recommendations related to allocations by November for the following fiscal year.	100%	No Capital Construction requests have been requested.

Best Practice/ Update in Goal Accomplishment:

With no requests, the evaluation of Capital Construction plans and priority lists have been placed on hold. Controlled Maintenance Requests are the only State Buildings Programs process that is currently being completed and prioritized.



STRATEGIC GOAL:**Develop and Refine Internal Processes****Strategy:** Technology Development**Goal Champion: Major Brenda Leffler**

The Colorado State Patrol manages current technology and develops strategies and processes that automate and modernize routine tasks completed by members at all levels of the organization. The integration of technologies is intended to use intelligence-led processes to analyze reliable data, identify trends and develop operational strategies and countermeasures.

Performance Measures:

Performance Measure	% Complete	Comment
Implement the electronic DR 2447 State of Colorado Crash Report and the associated reporting and data sharing by February 2011.	100%	The SharePoint DR2447 and Department of Revenue interface has been deployed.
Finalize reporting elements for all data currently collected via the Colorado State Patrol Network (CSPN) by August 2011.	50%	After the migration to SharePoint 2010, elements for all data collection will be finalized.
Create a standardized training syllabus for all members and provide training to all participants of in-service training by December 2011.	0%	Lack of manpower did not allow for the completion of this objective.
Complete the statewide upgrade of the Computer Aided Dispatch system statewide by December 2011.	80%	This statewide upgrade is in progress and is on schedule for completion in 2012.
Develop a CSP IT strategic plan in conjunction with the Governor's Office of Information Technology (OIT) by December 2011.	50%	The CSP Information Technology strategic plan was under development in 2011 and is scheduled for completion in March 2012.
Coordinate process implementation continuously with affected work groups, CDPS-CSP business units and the Governor's Office of Information Technology.	100%	This is an ongoing measure.

Best Practice/ Update in Goal Accomplishment:

Through experience and lessons learned, the CSP is minimizing and redesigning SharePoint to function as an effective enterprise system. The goal for SharePoint is to represent an efficient system that increases productivity of all members of the CSP.

STRATEGIC GOAL:

Develop and Refine Internal Processes

Strategy: Recruit and Retain Qualified Members

Goal Champion: Major James Colley

The Colorado State Patrol Selections Section will enhance recruiting efforts by analyzing recruitment and retention metrics and developing data-driven strategies to enhance these processes. Targeted media campaigns will be developed with the Media Center and the Public Affairs Section, to increase the recruitment of qualified applicants. These strategies will enable all business units within the agency to proactively recruit and retain qualified members.

Performance Measures:

Performance Measure	% Complete	Comment
Conduct a historical environmental scan to determine what data and analysis are necessary to track the retention success and failure rates by June 2011.	100%	The historical scan was complete in August 2011 and the data was presented during the Strategic Review and Forecast (SRF) meeting in October 2011.
Complete a gap analysis to determine additional data needs for enhancing the recruitment, selection and retention processes by June 2011.	100%	Analysis determined female recruitment efforts were low. Underrepresented demographic groups will continue to be a focus of a recruiting plan, however the female candidates should benefit from targeted strategies developed for 2012. CSP was similar in diversity when compared to other state agencies (NE, AR, KS, UT, and WY).
Utilize targeted strategies on an ongoing basis to actively recruit qualified individuals from underrepresented demographic groups in order to ensure a diverse work force.	100%	Targeted strategies include: web page updates, selective recruiting events, follow up with Youth Academy attendees, and the development of a tracking card which is utilized to capture data at events for follow up by recruiters.
Develop a Colorado State Patrol Network (CSPN) tracking system to archive trending data from member separations by December 2011.	0%	Development hinges upon working with Human Resources and Command Staff to capture data that is not accessible by the Recruitment Committee when a member separates employment.

STRATEGIC GOAL:

Develop and Refine Internal Processes

Strategy: Recruit and Retain Qualified Members (continued)

Performance Measure	% Complete	Comment
Enable all business units within the agency to track and share recruiting initiatives through CSPN by July 2012.	0%	Once this is developed in the Public Affairs Section, it can be offered to all business unit managers easily. This is an ongoing measure.
Review the process annually for updates and revisions.	100%	The review is an on-going process.
Coordinate continuously with associated work groups.	100%	Coordination with Human Resources and CSP work groups are on-going.

Best Practice/ Update in Goal Accomplishment:

The gap analysis was a crucial accomplishment in 2011, however CSP continues to struggle in our efforts to recruit more female candidates to the agency. We will exercise additional follow up methods and provide a tutorial on-line for all applicants in 2012 in order to pinpoint successes and flaws in our efforts. The Women’s Resource Network (WRN) will be utilized as an internal resource to refine our recruitment strategies.



STRATEGIC GOAL:

Develop and Refine Internal Processes

Strategy: Commission on Accreditation for Law Enforcement Agencies (CALEA) Credentialing

Goal Champion: Major Brenda Leffler

The agency will research and determine the viability of obtaining CALEA credentialing. The achievement of CALEA certification is recognized as the professional benchmark for today's law enforcement agency.

Performance Measures:

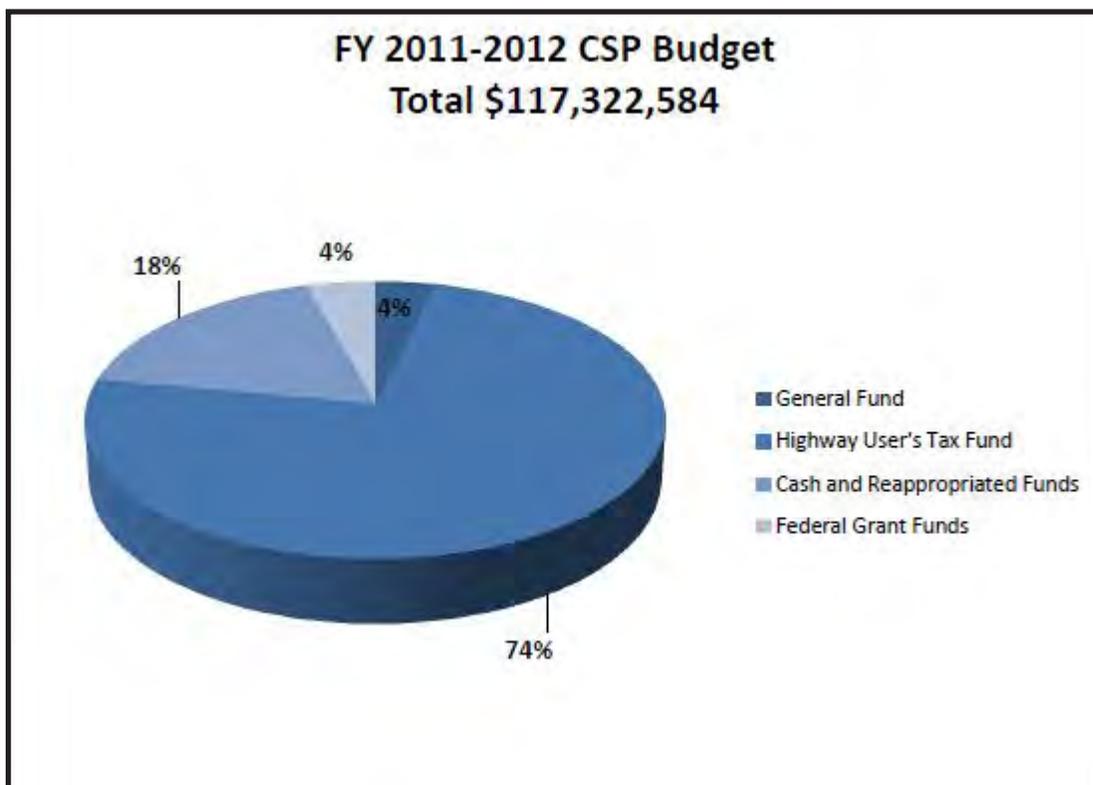
Performance Measure	% Complete	Comment
Determine feasibility of implementing CALEA within the organizational structure of the Colorado State Patrol by September 2011.	100%	Feasibility was completed July 1, 2011.
Evaluate staffing levels, funding mechanisms and training requirements by January 2012.	100%	Evaluation of CALEA credentialing was complete in December 2011.
Research and acquire required software by July 2012.	75%	The Accreditation Unit has identified policy tracking software needed to obtain CALEA certification.
Complete training for all accreditation staff by July 2012.	100%	Two members have received accreditation manager training.

Best Practice in Goal Accomplishment:
The CSP Accreditation Unit has determined CALEA accreditation is feasible by July 2015. The Accreditation Unit will work on updating policies and procedures, coordinate with internal partners and facilitate the accreditation process throughout the next 3 years.

Organizational Resources

The FY 2011-2012 operating budget of the Colorado State Patrol totals \$117,322,584 and is funded through Long Bill¹⁴ appropriations from the Highway Users Tax Fund (HUTF), the General Fund, Cash Funds, Reallocated Funds, and Federal Grant Funds.¹⁵ Approximately 74% of the CSP's budget is supported by "Off the Top" appropriation 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.¹⁶ The functions and levels of service provided by the Colorado State Patrol have expanded annually over the past 76 years; the current fiscal year budget is 1.0%¹⁷ greater than the FY 10-11 appropriation.

Figure 16. FY 2010-2011 Colorado State Patrol Budget Appropriation



¹⁴ The State of Colorado Long Bill, as determined by the Colorado Legislature, defines the annual budget and FTE appropriation to all departments and divisions in state government.

¹⁵ 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.

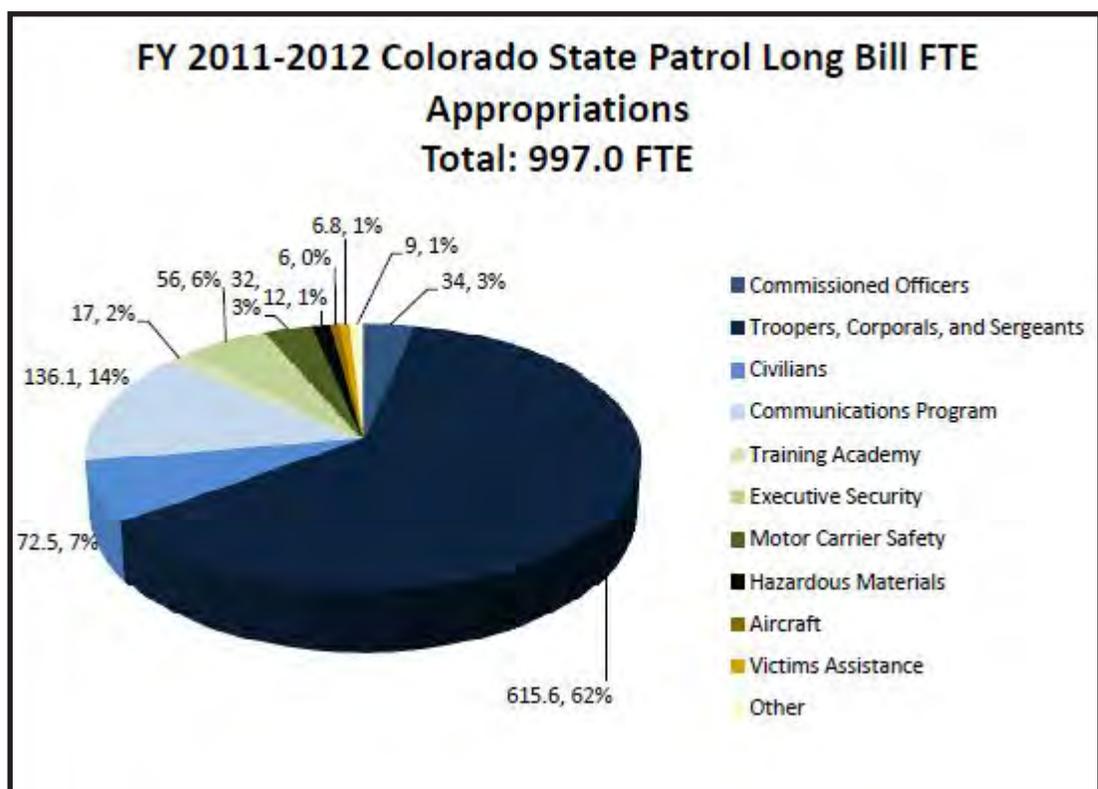
¹⁶ The CSP receives off the top appropriations from the HUTF, pursuant to Colorado Revised Statutes Section 43-4-201(3).

¹⁷ Adjusted for the reduction of State PERA contribution reduction and the Statewide IT staff consolidation, this percentage would have been 5.7% greater than FY 2009-11.

Long Bill FTE Appropriations

As of January 1, 2011, the State of Colorado Legislature has allocated a total of 997.0 full-time equivalents (FTE) to the Colorado State Patrol.¹⁸ This FTE appropriation is 2.0 FTE greater than the fiscal year 2010-2011 appropriation. Internal allocations within a Long Bill line item are at the discretion of CSP commanders and are based on the current organizational structure and the public safety needs of the State of Colorado. Actual FTE vary depending upon hiring and member attrition.

Figure 17. FY 2011-2012 Colorado State Patrol Long Bill FTE Appropriations



¹⁸The FY 2011-2012 Long Bill appropriated 997.0 FTE directly to the Colorado State Patrol. In addition, the CSP is responsible for 6.0 FTE appropriated to the Office of Preparedness and Security excluded from Figure 17.

Figure 18. FY 07-08 through FY 11-12 Colorado State Patrol Operating Appropriation

Colorado State Patrol Operating Appropriation						
Period	General Fund	HUTF	Other	Total Appropriation		
				Total Budget	Percent Change	FTE
FY 2007-08	\$ 3,431,980	\$ 77,192,003	\$ 19,153,380	\$ 99,777,363	6.3%	975.0
FY 2008-09	\$ 4,370,568	\$ 80,286,146	\$ 19,846,280	\$ 104,502,994	4.7%	995.0
FY 2009-10	\$ 4,518,267	\$ 83,365,310	\$ 24,638,913	\$ 112,522,490	7.7%	995.0
FY 2010-11	\$ 4,555,909	\$ 86,352,581	\$ 25,313,396	\$ 116,221,886	3.3%	995.0
FY 2011-12	\$ 4,399,339	\$ 86,892,397	\$ 26,030,848	\$ 117,322,584	1.0%	997.0

In addition to the resources allocated to the CSP in the Long Bill, programs and projects are implemented through 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. FY 2011-2012 grant awards totaled \$2.5 million and were provided to the organization through 18 grants.¹⁹

¹⁹These figures exclude pass-through grants such as the Motor Carrier Safety Section’s grants, and the Colorado Auto Theft Prevention Authority grants. Pass-through grants consist of funding granted by these sections to other agencies in accordance with funding of statewide programs, and do not include funding for Colorado State Patrol operations in these sections. Funding that formerly was provided to the Colorado Department of Public Health to fund WIPP shipments is included due to these funds now being awarded directly to the Colorado State Patrol Hazardous Materials section. Homeland Security grants are not included in this total because the reorganization of the Colorado Department of Public Safety Office of Homeland Security reclassified these funds as “off the top”, although their ultimate source remains federal grant fund dollars awarded by the Department of Homeland Security; the Patrol is no longer awarded a grant contract with the reorganization.

Special Programs

Colorado State Patrol Youth Academy

The goal of the CSP Youth Academy is to assist in the development of future leaders for the state of Colorado. Focus is on leadership development through team exercises and individual achievement. Cadets become familiar with the basic elements of the CSP Academy through a demanding daily training schedule.



The CSP Youth Academy, which is held annually, is mentally and physically demanding, and challenges all participants. The Academy is limited to 40 participants who are juniors or seniors in high school and are selected from applicants throughout the state.

Take it to the Track

The Colorado State Patrol created Take it to the Track in partnership with the nationally recognized Bandimere Speedway in Morrison, Colorado, and the Alive at 25 Defensive Driving Program. The program provides Colorado teen drivers an opportunity to start making good driving choices by letting them take their “need for speed” to a safe environment, while providing an opportunity for relationship building between law enforcement officers and teens. Established in 2004, the program is the first drag racing series for teens to have been developed by a state law enforcement agency. To date, 36,000 Colorado teens have participated, safely completing more than 180,000 quarter-mile runs down the track, with nearly 70,000 spectators viewing as the Colorado State Patrol promoted the message of “responsible speed.”



Alive at 25

Managed by the Colorado State Patrol Family Foundation, the CSP began teaching Alive at 25 in 1996. This interactive 4.5 hour course teaches those in the 15-24 year old age group about the hazards and consequences of poor driving decisions. A total of 9,247 teens and young adults completed the program in CY 2011. In all, 601 classes were taught across Colorado by state troopers, sheriff's deputies and local officers. To date, over 105,600 students have successfully completed the course.

Alive at 25 is taught in all areas of the state and fulfills the driver-awareness course requirement under Colorado's graduated driver license law. It is also offered by a number of courts statewide as a sentencing option for young driving offenders. Authored by the National Safety Council, the Colorado State Patrol Family Foundation in partnership with the CSP, is the training center for Colorado and is responsible for training new instructors and maintaining quality control of the 73 existing instructors statewide.

Attitudinal Dynamics of Driving (ADOD)

ADOD is authored by the National Safety Council and is designed to help drivers understand the reasons for the decisions they make when they are behind the wheel so they can change unproductive driving behavior. Over 4,000 students have completed the class in Colorado; 491 in CY 2011. The CSP is responsible for training instructors and maintaining quality control of the program in Colorado.



Child Passenger Safety (CPS) Team Colorado

The CSP serves as the state coordinator for CPS Team Colorado. This grant-funded²⁰ program provides child occupant protection education and training throughout the state. Members of the Patrol partnered with other law enforcement officers, firefighters, health care professionals and private sector entities and coalitions around the state to administer 136 fitting stations in CY 2011.



²⁰ Grant funding awarded to the CSP from the Colorado Department of Transportation.

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 which impacts travel on Colorado's highways.

2011 U.S. Pro Cycling Challenge

For seven consecutive days, from August 22-28, 2011, 135 of the world's top athletes raced across 518 miles through Colorado's Rocky Mountains. This inaugural race featured some of the most known names in professional cycling, competing on a challenging course throughout Colorado including cities such as Aspen, Vail, Breckenridge and Steamboat Springs.

Nearly 1 million spectators viewed this race from the roadsides along the route while 161 countries and territories broadcasted the race on television, including NBC and Versus. The USA Pro Cycling Challenge was one of the largest cycling events in United States history.²¹

The Colorado State Patrol was tasked with providing security and logistical support for the race. The Patrol recognized the significant value a large scale international event like can bring to Colorado, but is also aware of the extensive planning required to make this event successful. Some of the Patrol's objectives during the race was to:

- As a partner in the unified incident command structure, assist local agencies to ensure the safe and efficient movement of the race through the State of Colorado.
- Ensure event operations are comprehensively planned and managed in order to ensure for a successful and safe race for all.
- Ensure the race was conducted in a manner that would maximize safe traffic conditions for participants, spectators and the motoring public.

The Colorado State Patrol contributed over 5,880 hours to securing the event.



²¹<http://www.usaprocyclingchallenge.com/about>

Colorado Remembers 9/11 Memorial

The Colorado State Patrol provided security for the Colorado Remembers 9/11 event which was hosted by the Counterterrorism Education Learning Lab (CELL), the State of Colorado, City of Denver, and The Denver Post. This 10th anniversary commemorative ceremony and concert was held in Civic Center Park to honor those lives lost on September 11, 2001. Nearly 35,000 people attended the event to pay tribute and remember the tragic events that changed our nation.

In partnership with the Denver Police Department, the CSP coordinated security efforts to ensure the safety of both the public and visiting dignitaries. CSP provided area and dignitary protection during the event.

The powerful ceremony was marked by a remembrance march comprised of over 600 military service men and women, law enforcement and first responders; a military fly over; taps and a firing salute.

Included in the presentation were pieces of World Trade Center Steel brought to Colorado by The Mizel Institute - these artifacts will remain in Colorado and will be on display at The CELL's redesigned exhibit, opening in 2012, and in Denver's Babi Yar Park.



Awards and Recognition

2011 Medal of Valor

Trooper Daniel Haley

On November 27, 2010, at approximately 4:00 p.m., Trooper Daniel Haley was off-duty with his family at the Greeley Family FunPlex, when he saw three boys standing on ice covering a nearby pond. Trooper Haley saw one of the boys, 10 year old Brenndan Daviet, fall through the ice about 20 yards from shore. Trooper Haley immediately ran out to the pond and began low crawling across the ice towards Brenndan. Trooper Haley was dressed in shorts, running shoes, a long sleeve t-shirt and down vest, adequate clothing for an unseasonably warm day, but not for exposure to freezing water. As he continued to crawl across the ice, his concern was for Brenndan and for the other two boys who had not fallen through. As the other boys heeded his commands to slowly back away towards shore, the ice beneath Trooper Haley broke through as well, submerging him in the freezing water. Trooper Haley managed to reach Brenndan as Brenndan's clothing began to drag him under water. Brenndan went under water at least five times. Trooper Haley grabbed Brenndan and began to pull him to shore, yet Brenndan began to panic and struggle, nearly pulling both of them underwater. Once they reached the ice shelf, Trooper Haley could not push Brenndan or himself on top of the ice and began breaking the ice with his elbows while moving closer to shore.



Ultimately, Trooper Haley was able to get Brenndan back on the ice and onto shore. By this point Brenndan had been in the water for nearly five minutes and was hypothermic. While Trooper Haley's wife, Kirstin, a nurse at the local hospital, began treating Brenndan for hypothermia, it took a few more minutes for Trooper Haley to pull himself onto the ice shelf. Trooper Haley spent nearly 10 minutes in the icy water.

Both Brenndan and Trooper Haley were taken to North Colorado Medical Center and treated for hypothermia, and both have recovered. It is evident that Trooper Haley's clear, calm, and decisive actions saved the life of Brenndan and possibly the other two boys on the ice. Trooper Haley later said he believed delaying action would result in tragedy, yet he also understood the consequences of his actions. Responding officers from the Greeley Police Department and EMS personnel credit Trooper Haley with saving Brenndan's life.

Trooper Mark Buneta, Trooper Brian Kohnlein, Trooper Clayton Mock, Trooper Rodney Noga and Trooper Gary Schaaf

Three siblings were wanted by the Federal Bureau of Investigation for the attempted murder of a Florida police officer and the robbery of a bank in Georgia. They had been on the run from law enforcement for several days and were armed.

On August 10, 2011, at approximately 9:00 a.m., the Colorado State Patrol received a tip that the three wanted Dougherty sibling fugitives from Florida may be in the area of Colorado City. Their vehicle was spotted at a gas station near Interstate 25 and Exit 74. Attempting to initiate a traffic stop at this location, the suspects vehicle failed to yield and a pursuit ensued. The pursuit headed south on Interstate 25 into Huerfano County, ending at mile marker 52 after stop sticks were deployed to disable the suspects vehicle.

Trooper Mark Buneta, Trooper Brian Kohnlein, Trooper Clayton Mock, Trooper Rodney Noga, and Trooper Gary Schaaf demonstrated an outstanding degree of professionalism during the pursuit. During the pursuit one of the siblings held an AK-47 out of the window of their vehicle firing multiple rounds at Trooper Buneta, Trooper Kohnlein, Trooper Mock and Trooper Schaaf.

Trooper Noga placed himself into position to deploy the stop sticks at mile marker 52 on Interstate 25. While in his position, Trooper Noga was also in danger of being shot or run over by the fleeing suspects, yet stayed in his location and successfully deployed the sticks. After hitting the stop sticks, the suspects vehicle went out of control and crashed. Ultimately, the three suspects were captured after a brief shootout with law enforcement personnel, with no injuries to the officers.

If not for the immediate and decisive actions taken by Trooper Buneta, Trooper Kohnlein, Trooper Mock, Trooper Noga and Trooper Schaaf during this pursuit, the potential loss of life and threat to law enforcement and the public were imminent. While exposed to the danger, each of these members acted with deliberate intent and exercised sound judgment to end the pursuit, bringing credit upon themselves and the Colorado State Patrol.

All three siblings have pled guilty and are awaiting sentencing.



2011 Citizens Appreciate State Troopers (C.A.S.T) Awards

Master Sergeant Scott Beauvais

On November 8, 2010, the Metro Gang Task Force (MGTF) issued a press release concerning the Tripple Stack (Tre Deuce Gangster Crips) investigation, culminating in the arrest of 24 of 27 local targets across the Denver metro area and in several other states. Master Sergeant Scott Beauvais, a supervising member of the MGTF, was one of the key members of the investigative unit that eradicated this criminal enterprise of numerous confirmed members of several street gangs. The group is believed to have been trafficking in powder and crack cocaine in amounts exceeding several million dollars per month. During the course of a three-year investigation, MGTF investigators seized approximately \$700,000 in U.S. currency, 53 kilograms of cocaine, and numerous vehicles and firearms. Financial investigators continue to explore additional evidence with the option of seizing buildings and businesses associated with this conspiracy.

Master Sergeant Beauvais developed operational plans for each indictment served, coordinating municipal, state, and federal law enforcement agencies to simultaneously serve each targeted individual. There were no significant injuries reported amongst the law enforcement officers involved or subjects arrested. The management and preparation of this massive investigation on a known criminal enterprise without incident is a testament to the leadership of Master Sergeant Beauvais.

Trooper Daniel Haley

Trooper Daniel Haley also received a C.A.S.T. award for his lifesaving actions mentioned in the Medal of Valor section.

Colorado State Patrol Distinguished Service Award

Trooper Cordell Maxwell

On August 14, 2010, Trooper Cordell Maxwell responded to a one-vehicle crash on the outskirts of the town of Capulin, where a pick-up truck traveling at an estimated speed of 90- 100 miles per hour slammed into a concrete fence, utility pole, another car and truck and then finally rolled. The broken utility pole brought down three power lines, leaving the entire town in darkness. In the close knit community, most residents were family members of the victims, and being so close to the crash, ran to the scene. Once family members arrived they would not leave, even with power lines directly above them.

Trooper Maxwell arrived soon after, trying to separate family members from the deceased. When a resident found out his brother had died at the scene, he started choking a responding deputy. The deputy later said he felt himself losing consciousness and thought he was going to die until Trooper Maxwell separated the two and restrained the family member. Trooper Maxwell then had to escort, remove, and physically carry other family members who had refused to leave. Fortunately, Trooper Maxwell had done so just before the other power lines fell onto the scene, which would have killed more bystanders and family members. Trooper Maxwell's ability to take charge of this tragic situation undoubtedly saved the lives of those who arrived.

Mothers Against Drunk Driving Awards (MADD)

The following Colorado State Patrol members were recognized by MADD Colorado in 2011:

- Outstanding Dedication to Seatbelt Safety – Trooper Chad Hayes
- Outstanding Dedication to Minor in Possession /Minor in Consumption Enforcement (Metro) - Sergeant Dean Garcia
- Outstanding Individual Dedication to DUI Enforcement (Mountain) – Trooper Brett Hilling
- Outstanding Individual Dedication to DUI Enforcement (Rural) – Trooper J. Vince Benavides
- Outstanding Team Dedication to DUI Enforcement (Rural) – Troop 5B (Alamosa)

Alive at 25 Program

In partnership with the Colorado State Patrol Family Foundation, the following Colorado State Patrol members were recognized by the Alive at 25 Program in 2011:

- Instructor of the Year – Alive at 25 – Corporal James Saunders
- Instructor of the Year – Attitudinal Dynamics of Driving – Trooper Maurice Harris
- Brian Ellsworth Award – Trooper Maurice Harris, presented by Rebecca and Joe Ellsworth
- Idaho Transportation Safety Department Award /Recognition – Trooper Joy Grissom



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