



Colorado State Patrol
Annual Report
2012

April 26, 2013



For more than 77 years, the Colorado State Patrol has worked to improve traffic and public safety across Colorado. We continue to successfully meet the needs of the communities we serve by providing efficient and effective law enforcement services to all persons, preserving human life and protecting property.

In faithful adherence to our Guiding Principles of Commitment to Members, Alignment of Partnerships, and Leveraging Technology, we have met and exceeded the expectations of our internal and external partners. The Colorado State Patrol achieved a 5.7% reduction in fatal and injury crashes based on a four year average. We also accomplished a statewide reduction of alcohol and drug caused injury and fatal crashes by 12.6%, far exceeding the 3.0% reduction called for in our 2012 Strategic Plan. In addition to these accomplishments, the overall CSP Seatbelt compliance rate was 86.5%, a .05% increase over our strategic goal of 86.0% for calendar year 2012.

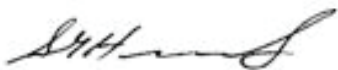
Some of our other 2012 highlights include: our Leadership in Police Organizations (LPO) training was completed by more than 200 CSP employees, radio interoperability increased with the addition of 60 tower sites and the CSP Public Affairs shared information with more people using social media networks. Throughout 2012, the Executive Security Unit handled countless dignitary visits across Colorado, a dramatic increase due to the Presidential Election. The 2012 CSP Youth Academy recorded its highest number of participants, ever. We also welcomed the valuable people from the Port of Entry back into our organization, allowing increased focus on safety and protection of the highways infrastructure. Working to increase technological solutions, refining our recruitment process, and progressing one year closer to CALEA accreditation are but some of the many success the Colorado State Patrol experienced in 2012.

As we look toward the challenges we face in 2013 and beyond, we must focus on supporting each other, remain disciplined toward the service we provide to improve public safety and never waiver on our Core Values of Honor, Duty and Respect.

I thank the members of the Colorado State Patrol for their unwavering dedication to the people of Colorado.

Stay safe and healthy!

Respectfully,



Colonel Scott Hernandez
Chief, Colorado State Patrol

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2012 Strategic Direction Review

Introduction

Since 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.

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.” (CRS 24-33.5-201) The Colorado State Patrol has evolved over the last 77 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 held strong to our traditions while taking on new and challenging law enforcement missions.

Since our inception as the “Courtesy Patrol,” charged with enforcing vehicle laws and providing protection to the governor, our organization has transformed and diversified into a multitude of public safety specialties. Over time, the Colorado State Patrol has become a nationally recognized leader in law enforcement for traffic safety initiatives that dramatically reduced the loss of life and property as a result of fatal and injury crashes. In addition to our expertise in traffic safety, we are also leading the state’s efforts in public safety through homeland security, immigration enforcement, hazardous material regulations and commercial motor vehicle safety. The CSP continues to be a proven leader in providing exemplary public safety services in all endeavors.

Through our commitment to our guiding principles and core values of honor, duty and respect, the Colorado State Patrol will continue to advance into the 21st century as a leader in law enforcement. The central focus of ensuring the safety of others has never wavered and we remain committed as we focus on the future.

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 2012-2016 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 2012 Colorado State Patrol Annual Report reflects the progress made toward the 2012-2016 Strategic Plan and highlights many of the Patrol’s greatest successes in 2012.

2012 Colorado State Patrol Strategic Goal Review

The Colorado State Patrol Strategic goal review is designed to inform members and stakeholders of the progress made on the 2012-2016 Strategic Plan during the 2012 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. The 2012 objective for each strategic goal is:

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 Colorado State 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 effectiveness. The Colorado State Patrol is committed to ensuring our members and allied partners have a reliable avenue 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 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 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 area of public safety.

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 can ensure responsive support through both routine and challenging circumstances.

Develop and Refine Internal Processes

During the development of the Strategic Plan for the 2012-2016 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 safety.

STRATEGIC GOAL:
Professional Development of All CSP Members

Strategy: Leadership in Police Organizations (LPO)

Goal Champion: Major Scott Copley

The Colorado State Patrol will utilize the International Association of Chiefs of Police (IACP) Leadership in Police Organizations (LPO) model to educate members and systematically develop leaders at all levels of the organization.

Performance Measures:

Performance Measure	% Complete	Comment
Train all uniformed and civilian first line supervisors by June 2013.	75%	This goal will be achieved within the given timeline.
Implement training for all non-supervisory members of the Colorado State Patrol by December 2017.	30%	This goal will be achieved within the given timeline. Due to partnerships with the Colorado Association of Chiefs of Police, this goal completion date may be accelerated.
Continually assess the need for additional core instructors.	90%	This is an ongoing measure.
Review the curriculum on an annual basis for updates and revisions.	100%	The annual requirement was completed in February 2012.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

Best Practice/ Update in Goal Accomplishment:

Through partnership with the Colorado Association of Chiefs of Police, LPO will now be offered as a multiagency class across the state. This will allow more CSP members to complete LPO training expediting the performance measure of all members trained by December 2017. During 2012, the LPO course received approval from the Colorado Peace Officer Standards and Training (POST) board for statewide class funding for uniform members.

STRATEGIC GOAL:**Professional Development of All CSP Members****Strategy:** Colorado State Patrol Mentoring Program**Goal Champion: Captain Rob Marone**

Mentoring resources and processes will be developed and made available to all members. Through mentoring, members will be provided a supportive environment to develop and enhance skills while gaining knowledge to further their professional development.

Performance Measures:

Performance Measure	% Complete	Comment
Update the current CSP Mentoring Policy by June 2012.	100%	The policy update focuses on defining mentoring, streamlining mentoring plan development and the approval process, and created a common storage space for mentoring plans to be accessed by members.
Educate all members of the available mentoring resources by July 2012.	100%	The new mentoring policy and form was included in the CALEA quarterly updates made available to all members through webinars and podcasts.
Conduct a review of the mentoring process by December 2012.	100%	The assessment of the program determined the need to focus on building a resource center to assist with the development of mentoring plans. The Professional Development Committee will determine next steps in 2013.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

Best Practice/ Update in Goal Accomplishment:

The CSP Mentoring policy update created a more efficient and effective process for mentorship plan development. The new policy states the business unit manager can now provide final approval for mentoring plans, this is change allows greater interaction amongst troop or section members. The mentoring form was also modified to include a feedback and best practices section which will provide the mentor space within the form to note challenges and successes. Also, during 2012, a Mentoring site was added on to the Colorado State Patrol Network (CSPN) to allow members to share ideas and view other completed mentoring plans.

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

The agency will evaluate the promotional process and provide programmatic revisions supported by the Department of Personnel and Administration (DPA) rules and regulations, statutes and Department standards and best practices to enhance the process and promote the most qualified leaders.

Performance Measures:

Performance Measure	% Complete	Comment
Provide recommendations and implement changes to uniform (field) sergeant and communication supervisor Position Description Questionnaires (PDQ) by July 2012.	85%	Recommendations and changes were made by the Promotional Process work group however, implementation of the new PDQ's are still pending. This will be completed in 2013.
Provide recommendations and implement future promotional process criteria for specified positions by October 2012.	50%	The implementation of the future promotional process is under development. This will be completed in 2013.
Provide recommendations and implement changes to uniform (non-field) sergeant and communication manager PDQs by December 2012.	50%	The Specialty Sergeant and Communication Manager PDQ's are still under development and will be completed in 2013.
Review and evaluate the application of the Professional Development Profile (PDP) in the promotional process by December 2013.	50%	This goal will be achieved within the given timeline.

STRATEGIC GOAL:

Professional Development of All CSP Members

Strategy: Colorado State Patrol Promotional Process

Performance Measures: (continued)

Performance Measure	% Complete	Comment
Provide recommendations and implement changes to all captain PDQs by December 2013.	50%	This will be completed in 2013.
Review current promotional practices in use by other law enforcement agencies and the United States military by December 2013.	50%	This goal will be achieved within the given timeline.
Review processes on an annual basis for updates and revisions.	100%	This is an ongoing measure.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.



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 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 December 2012.	80%	A geographical map has been developed and interruption areas are being added on an ongoing basis. This process will be complete in 2013.
Regional Communications Managers and troop commanders will continuously develop and deploy tactics to map their respective areas and compile data into the Colorado State Patrol Network (CSPN) platform.	100%	A tool has been created in CSPN to report inadequate radio reception areas directly from the field. This information is forwarded to State OIT for mapping and 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.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

Best Practice/ Update in Goal Accomplishment:
 In partnership with local and state agencies, the CSP was able to add a new DTR site in northwestern Colorado. This site has mitigated many DTR problem areas allowing more effective communication with first responding agencies throughout the region.

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 strive to 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 annually an approved and funded radio replacement solution for all infrastructure and radio assets.	50%	In partnership with state agencies and internal business units, this is an ongoing process to ensure infrastructure and assets are protected and operational.
Completion of the VHF statewide radio replacement by December 2012.	90%	There are 8 sites awaiting replacement. This will be completed in 2013 as weather allows.
Collaborate continuously with non-DTR agencies to preserve interoperability on a common VHF channel (National Law Enforcement Emergency Channel and CSP channel 3).	100%	Regular meetings with State OIT, the Division of Wildlife, the Colorado Department of Transportation and the All-Hazards 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.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

Best Practice/ Update in Goal Accomplishment:

During 2012, the CSP met the operational deadline to narrowband all VHF operations which is in compliance with FCC regulations. The CSP has an additional 8 towers to install to complete this transition, based on tower location and weather conditions, the FCC has granted CSP an extension through 2013 to complete installation.

STRATEGIC GOAL: Provide Professional Public Safety Communications Services

Colorado State Patrol Communications Branch 2012 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 outside 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 6.9 percent (see Figure 1) between CY 2011 and CY 2012.

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	CY 2012
TOTAL INCIDENT COUNT	941,617	954,008	956,611	889,264	880,491	819,712
<i>Annual Change</i>	5.90%	1.30%	0.30%	-7.00%	-1.00%	-6.90%
<i>Authorized FTE Communication Officers and Supervisors</i> ¹	124.1 FTE	124.1 FTE	124.1 FTE	124.1 FTE	124.1 FTE	136.1 FTE
<i>Annual Average Per 1.0 FTE</i>	7,588 Incidents	7,687 Incidents	7,708 Incidents	7,276 Incidents	7,095 incidents	6,023 Incidents

Beginning in the fall of CY 2004, the CSP allocated Communications Branch resources to the school safety hotline, Safe2Tell, through which potentially threatening incidents can be reported. In 2012, there were 3,225 hotline calls handled by the CSP Communications Branch.



¹ Total 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 Steve Garcia

The Public Affairs Section, Media Center and all business unit managers, will collaboratively 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 that address public safety concerns.

Performance Measures:

Performance Measure	% Complete	Comment
Leverage internal partnerships among the Public Affairs Section, the Media Center and all business units to maximize visibility of the Colorado State Patrol to public and private sector entities.	100%	The Public Affairs Section and the Media Center consistently work with all CSP business units to promote the good work of the members of the Patrol. This process is ongoing and is a primary focus of both units to ensure that we are maximizing our member's positive exposure to all public and private sectors.
Establish formalized marketing and educational campaigns through the collaboration of 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.	100%	The Public Affairs Section and the Media center focused on educational and marketing campaign information that was based upon data composed by the frequency of crashes and other traffic data. Campaigns were developed and implemented in partnership with federal, state and local agencies.
Increase intelligence-based troop and specialty section education and outreach events by 20%, by December 2012.	100%	Internal and external messaging to focus on data driven strategies to enhance public safety were a priority to ensure consistent strategies among all business groups.
Produce at least one annual DVD in the series chronicling the history of the Colorado State Patrol through the Media Center resources.	75%	The DVD series is an ongoing process that is awaiting further direction from CSP Command Staff on the strategies used to produce and document our history.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

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 efforts to develop strategies that leverage shared resources to address public safety challenges.

Performance Measures:

Performance Measure	% Complete	Comment
Increase information sharing between the Colorado State Patrol, allied agencies, the public and private sectors.	100%	The focus for increased communications at all levels has been accomplished through the use of social media. The CSP Facebook page has accounted for more than 5,000 “likes” and several million shared photos and stories on the internet since the beginning of 2012. The CSP Twitter account has grown by over 1,500 followers in 2012. Information shared via social media is primarily traffic/road conditions and closures as well as media campaign efforts such as DUI/DUID initiatives.
Improve efforts to partner with external agencies in the development of intelligence-led strategies to address public safety challenges.	100%	The Public Affairs Section utilized data to drive a campaign to educate the public on the “Move Over Law” for traffic movement on the highways, and the “Three Foot Law” regarding sharing of the road with bicyclists.
Collaborate on an ongoing basis with external agencies on the deployment of shared resources to achieve operational goals.	100%	During 2012, in partnership with the Denver Broncos and the Colorado Department of Transportation (CDOT), the CSP staffed Designated Driver sign-up booths during Broncos games throughout the season. Fans pledged to never drink and drive and to make certain that they got home safely with their families. Building on this partnership, the Denver Broncos, CDOT and CSP attended high school football games to raise awareness of the dangers of texting and driving. Education materials were handed out during games, as well as 3,000 miniature footballs.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

Strategy: Partnerships with Local, State and Federal Allied Agencies

Best Practice in Goal Accomplishment:

The use of social media has greatly increased CSP's online visibility. Both Facebook and Twitter allow the CSP to educate the public on road hazards and closures, but it also gives CSP an avenue to highlight other successes such as agency volunteerism, agency and member awards and social events.



STRATEGIC GOAL:

Establish and Maintain Internal and External Partnerships

Strategy: Community Policing Strategies

Goal Champion: Captain Paul Matzke

The Patrol is committed to refining the current community policing initiative centered on fostering positive and collaborative relationships with communities, private industry and allied public safety agencies.

Performance Measures:

Performance Measure	% Complete	Comment
Complete and distribute a new community policing video by March 2012.	100%	The Community Policing Committee chose to create a Podcast instead of a video. This Podcast was scripted and recorded in 2012. The Podcast provided members with an update on Community Policing initiatives and training opportunities.
Make the formalized community policing program available through in-service training by July 2012 and complete training by July 2013.	50%	The Community Policing Committee identified an on-line course through the Virginia Community Policing Institute. This training received Executive Command Staff approval and will be provided to CSP members in 2013.
Plan and execute the CSP Youth Academy program annually.	100%	The annual CSP Youth Academy was held June 10-16, 2012. This year's academy had the largest number of participants in its twelve year history. Sixty young people were selected from around the state to attend (58 participants attended the class). The class consisted of 30 females and 28 male participants.
Reinforce community policing philosophies semi-annually through formalized educational programs.	100%	Distribution of the Community Policing Podcast was released statewide in January 2013.
Review processes on an annual basis for updates and revisions.	100%	Community Policing Committee meetings were held monthly.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

Best Practice/ Update in Goal Accomplishment:
The decision to create a Podcast instead of a Community Policing video had a substantial cost savings. This will allow the Community Policing Committee to update CSP members on a bi-annual basis regarding new initiatives and training opportunities.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Intelligence-Led Policing Strategies

Goal Champion: Captain Matt Secor

The Colorado State Patrol will employ intelligence-led strategies to meet its strategic goals. These initiatives will be focused on developing and utilizing data-driven systems and metrics to target public safety challenges.

Performance Measures:

Performance Measure	% Complete	Comment
Maintain the Risk Analysis Committee and continue to determine strategic direction throughout CY 2012.	100%	The Risk Analysis Committee met throughout 2012 to determine future initiatives.
Begin the analysis of data supplied by the Criminal Investigation Branch (CIB) by January 2012.	0%	Data was not available for analysis due to insufficient historical data. This objective has been redesigned for 2013.
Develop risk analysis templates based on a combination of available CIB and traffic data for analysis by June 2012.	0%	The committee was unable to obtain the anticipated data needed to complete the analysis.
Conduct risk analysis on available CIB and traffic data by August 2012.	0%	Risk analysis was not possible without the desired data.
Research and assist in evaluating SharePoint 2010 (CSPN) and develop processes for implementing the predictive model provided by Colorado State University (CSU) throughout 2012.	0%	CSU was granted a 12 month no cost extension for their study. The environmental issues associated with outlying areas turned out to be much more complex than originally thought.
Annually evaluate and modify intelligence-led traffic safety strategies.	100%	This is an ongoing measure.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

Best Practice in Goal Accomplishment:

In 2013, the Risk Analysis Committee will continue to seek solutions to ensure the application of intelligence-led policing strategies are effective and efficient throughout the Colorado State Patrol. This will be accomplished through the evaluation of current information technology systems and the development of data-driven enforcement solutions.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Traffic Safety

Goal Champion: Major Kris Meredith

The Colorado State Patrol will employ intelligence-led strategies to meet its traffic safety goals. Initiatives will be focused on developing and deploying data-driven strategies to enhance traffic mitigation and combat traffic safety challenges.

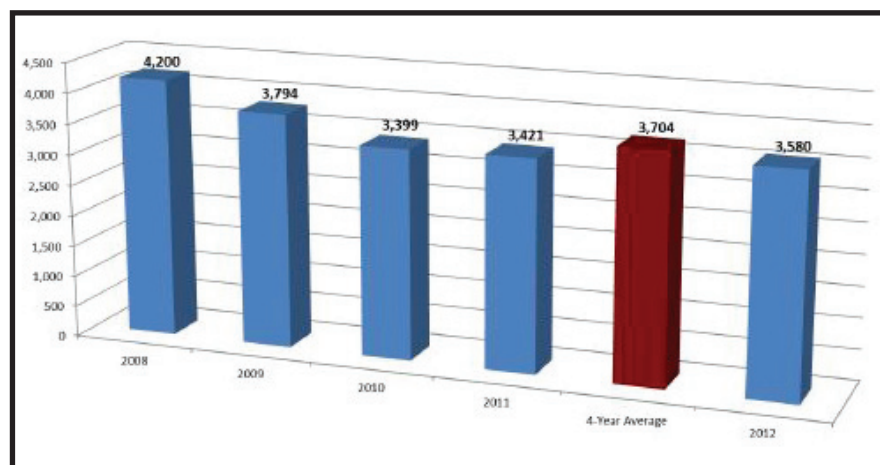
Performance Measures: Fatal and Injury Crash Reduction

Performance Measure	% Complete	Comment
Reduce by 5% the number of fatal and injury crashes investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011.	68%	The number of fatal and injury crashes was reduced by 3.4% in CY 2012.

Fatal Crashes

In 2012, 277 individuals were killed in crashes investigated by CSP troopers, a 1.8 percent increase over the 272 fatalities in CY 2011.

Figure 2. CY 2008 - CY 2012 Total Number Fatal and Injury Crashes Investigated by CSP Troopers

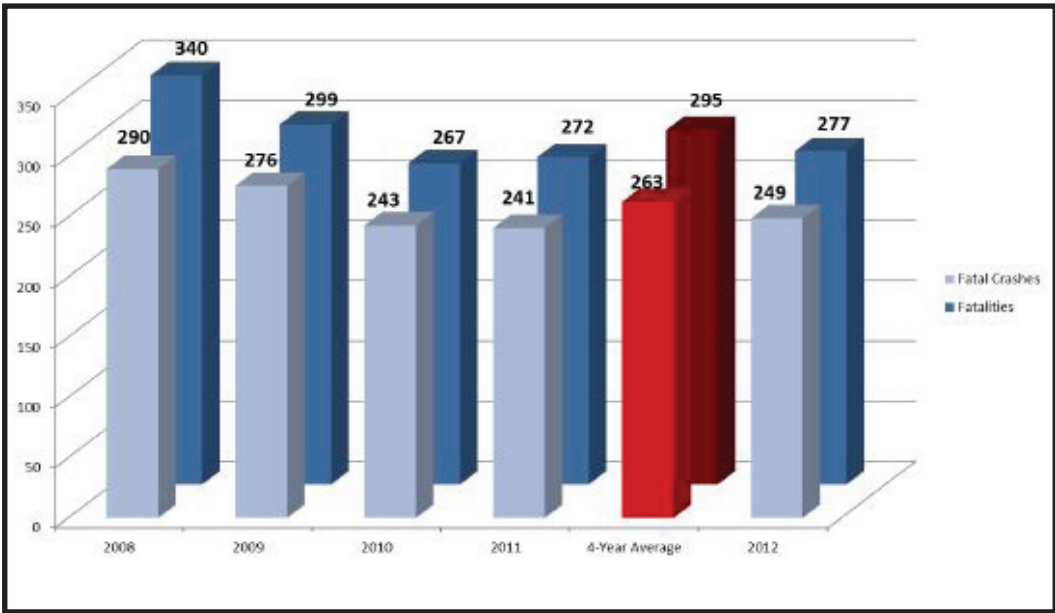


STRATEGIC GOAL:
Maximize Intelligence-Led Strategies to Protect Life and Property

Traffic Safety CY 2012 Data

The loss of 277 lives in 2012 was the result of 249 fatal crashes. The number of fatal crashes covered by CSP troopers during this period was up 3.3 percent from CY 2011, during which there were 241 fatal crashes.

Figure 3. Fatal Crashes and Fatalities Investigated by CSP Troopers



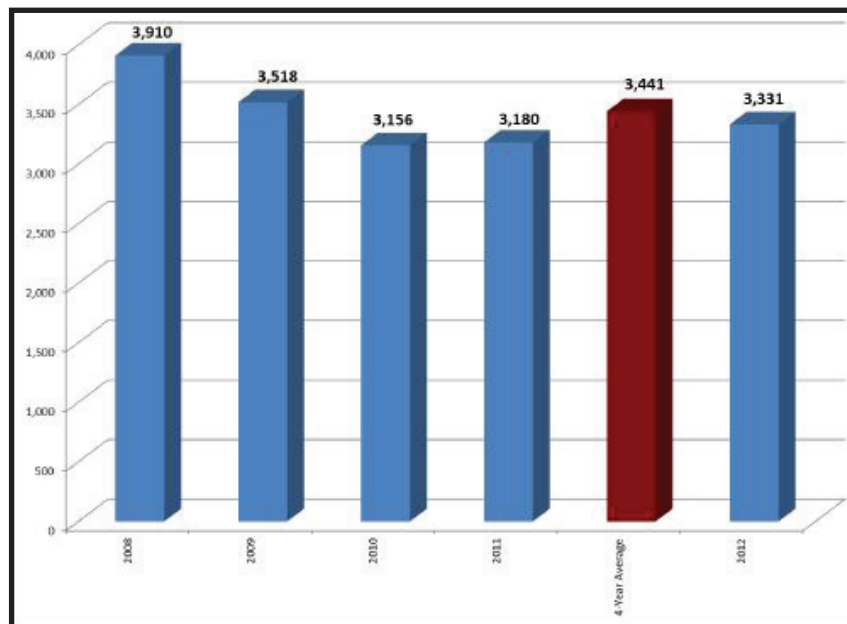
STRATEGIC GOAL: Maximize Intelligence-Led Strategies to Protect Life and Property

Traffic Safety CY 2012 Data

Injury Crashes

The CSP covered 3,331 injury crashes in CY 2012, this is a 3.2 percent decrease when compared to the 4-year average.

Figure 4. Injury Crashes Investigated by CSP Troopers



**HONOR
DUTY
RESPECT**

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

Traffic Safety CY 2012 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 2011), while the State of Colorado saw a 16.5 percent reduction in its fatality rate over a three-year period, there has been a 24.6 percent decrease in the overall fatality rate on roadways covered by CSP troopers.

Figure 5. Traffic Fatality Rate Comparison

Traffic Fatalities per 10 Million Vehicle Miles Traveled (VMT)					
Period	United States ³	Colorado ³	CSP Roads ⁴	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	1.11	1.00	0.96	(13.5%)	(0.4%)
CY 2011	1.10	0.96	0.92	(16.4%)	(4.2%)

* 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 and every year thereafter.

2012 NHTSA data was not available at the time of this publication.

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 and 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.

⁴ 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.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Traffic Safety CY 2012 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 6. CY 2006 through CY 2012 Traffic Safety Statistics

		Traffic Safety Statistics, 2006 - 2012						
Indicator		2006	2007	2008	2009	2010	2011	2012
Vehicle Miles Traveled (VMT)	United States ⁵ (Millions)	3,014,000	3,031,000	2,977,000	2,957,000	2,967,000	2,967,000	2,931,000
	Colorado (Millions)	48,713	48,713	47,860	46,230	46,940	46,606	44,585
	CSP Roads (Millions)	28,640	29,213	27,811	27,369	27,898	Not Available	Not Available
Registered Vehicles	United States (Thousands)	257,515	258,958	259,360	257,472	252,936	Not Available	Not Available
	Colorado (Thousands)	4,814	4,970	5,020	5,024	5,074	5,230	Not Available
Licensed Drivers	United States (Millions)	202.8	205.7	208.3	209.6	210.1	Not Available	Not Available
	Colorado (Thousands)	3,424	3,503	3,662	3,744	3,779	3,803	3,808
Population	United States (Thousands)	299,398	301,580*	304,375*	307,007*	308,745	313,232	314,919
	Colorado (Thousands)	4,755	4,862*	4,987*	5,075*	5,029	5,116	5,188

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

⁵ 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. 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

In accordance with the National Highway Traffic Safety Administration (NHTSA), CSP has implemented the use of a high trooper visibility strategy to promote positive driving behavior and public awareness. In partnership with federal, state and local agencies in high visibility enforcement is made possible. Programs like *Click it or Ticket* and *The Heat is On* allow multiple agencies the opportunity to promote the same message and work toward a common traffic safety goal.

Saturation Patrols

The implementation of saturation patrols and the targeting of specific dangerous driving behaviors have been instrumental in improving traffic safety, interdicting criminal activity and enhancing homeland security. Saturation patrols provide increased visibility in targeted safety zones that have been determined to have the highest incidents of fatal and injury crashes.

Aggressive Driver Reporting Program

* CSP is the Colorado State Patrol's aggressive driver reporting program. Motorists can dial *CSP by cellular phone free of charge to report aggressive driving behaviors directly to the CSP communication centers. The CSP received a total of 59,153 aggressive driver reports in CY 2012, a 4.4 percent decrease from CY 2011, during which 61,896 calls were received.

Targeting Specific Driving Behaviors

In CY 2012, troopers responded to a total of 3,580 fatal and injury crashes on Colorado highways. The majority of these crashes (71.9 percent) were a result of: inattentive driving, the driver exceeding a safe or legal speed, driving under the influence of alcohol or drugs, lane violations or the failure to yield the right of way.

Figure 7. CY 2009 - CY 2012 Primary Causal Factors for Fatal and Injury Crashes Investigated by CSP Troopers

Primary Causal Factors									
CY 2012 Rank	Cause of Crash	CY 2009		CY 2010		CY 2011		CY 2012	
		Number of Crashes	Percent of Total	Number of Crashes	Percent of Total	Number of Crashes	Percent of Total	Number of Crashes	Percent of Total
1	Inattentive to Driving	744	19.6%	673	19.8%	683	20.0%	755	21.1%
2	Exceeding Safe/Legal Speed	852	22.5%	749	22.0%	667	19.5%	634	17.7%
3	DUI/DUID Caused	576	15.2%	496	14.6%	546	16.0%	506	14.1%
4	Lane Violation	411	10.8%	398	11.7%	372	10.9%	420	11.7%
5	Failed to Yield Right of Way	233	6.1%	233	6.9%	196	5.7%	227	6.3%
	All others	978	25.8%	850	25.0%	957	28.0%	1,038	29.0%
	Total Fatal and Injury Crashes	3,794	100.0%	3,399	100.0%	3,421	100.0%	3,580	100.0%

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Traffic Safety

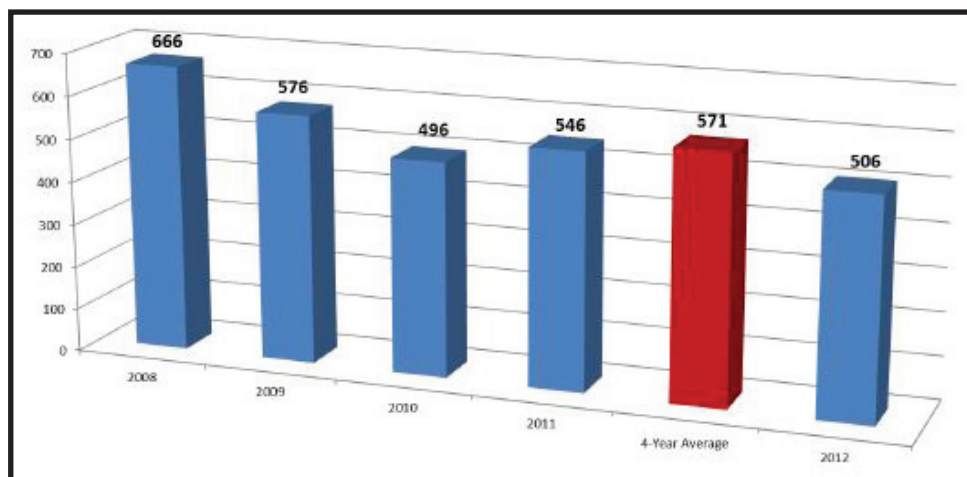
Performance Measures: DUI / DUID-Caused Crash Reduction

Performance Measure	% Complete	Comment
Reduce by 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.	100%	Overall, alcohol and drug related crashes were reduced by 11.4% in CY 2012.

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). In CY 2012, 33.5 percent of DUI/DUID caused crashes resulted in injuries or fatalities, compared to 14.8 percent of non-DUI/DUID caused crashes.

The Patrol’s goal with respect to DUI/DUID crash reduction was also met; the agency accomplished a statewide reduction of alcohol and drug caused injury and fatal crashes by 11.4 percent, exceeding the 5.0 percent reduction called for in the 2012 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 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011.	0%	The CSP experienced an increase of 9.1% commercial motor vehicle crashes in 2012.
Reduce by 4% the number of hazardous material incidents investigated by troopers statewide in CY 2012 to 2015. This number will be based upon the 4-year average from CY 2008 through 2011.	87.5%	The CSP reduced the number of hazardous material incidents by 3.5% in 2012.

Figure 9. Colorado State Patrol Commercial Motor Vehicle Activity Summary

Commercial Motor Vehicle Crash Summary							
Measure *	CY 2008	CY 2009	CY 2010	CY 2011	4-Year Average	CY 2012	Annual Change
All Crashes (Federally Countable Commercial Vehicle Involved)	2,228	1,770	1,686	1,982	1,917	2,090	9.1%

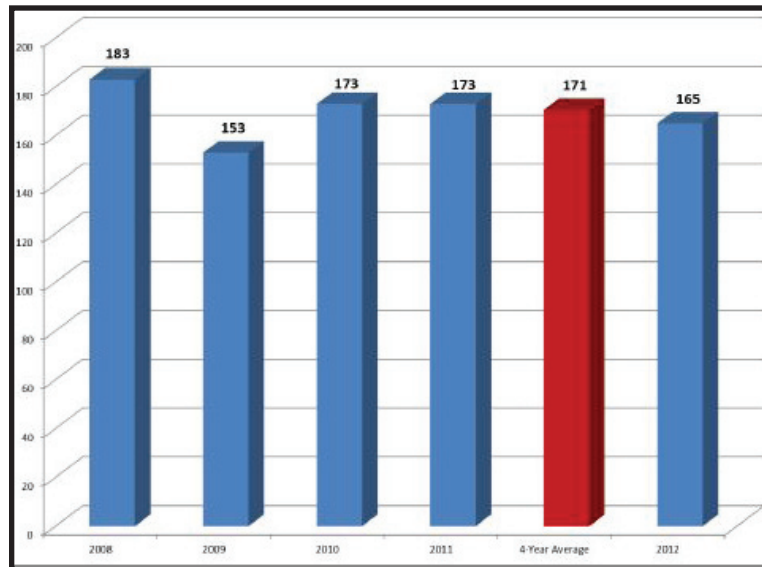
Commercial Motor Vehicle Activity Summary							
Measure	CY 2007	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	Annual Change
Compliance Reviews	178	187	193	215	202	210	4.0%
Safety Inspections	27,911	26,056	27,260	26,674	29,887	27,493	(8.0)

* The Patrol has previously reported commercial vehicle crash data obtained from SafetyNet, a database reporting commercial vehicle involved fatal, injury, and significant property damage crashes to the Federal Motor Carrier Safety Administration (FMCSA). This database has different reporting standards for commercial vehicle involved crashes than the Patrol's crash data, where any crash involving a commercial vehicle is counted as a commercial vehicle crash. The total number of commercial vehicle crashes reported in this document is significantly higher than in past years because it includes all property damage crashes, the majority of which are not reportable to FMCSA through SafetyNet.

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

Traffic Safety CY 2012 Data

Figure 10. CY 2008- CY 2012 Colorado State Patrol Hazardous Material Incidents Summary



There were eight fewer hazardous materials incidents covered by the Colorado State Patrol between CY 2011 and CY 2012. Based on the four year average, the Patrol experienced a decrease of six hazardous materials incidents, or a 3.5 percent decrease.



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 as measured by CSP 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.	100%	The CSP goal was reached with a compliance rate of 86.5 %.

Currently, the State of Colorado has a secondary seatbelt law⁶ under which CSP troopers issue citations for drivers or passengers not wearing a seatbelt.

Of Colorado’s 466 crash fatalities⁷, 298 died in vehicles where seatbelts were available. Of these, 161 or 54.0 percent of these individuals were not wearing their seatbelt at the time of their crash. Of the 161 occupants not wearing a seatbelt, 101 or 62.7 percent were ejected from their vehicle, and subsequently died from head injuries or were crushed by the vehicle as it rolled.

The 2012 Strategic Goal utilized individual troop seatbelt surveys to determine the agency’s seatbelt compliance rate. In 2012, the overall CSP seatbelt compliance rate was 86.5 percent⁸, 0.5 percent over the strategic goal of 86.0 percent for CY 2012. This represents a 1.0 percent increase over a five-year period to achieve the overall goal of 89 percent compliance.



⁶Under 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.
⁷Data extracted from Colorado State Patrol Fatality Analysis Reporting System (CSPFARS) on 1/31/2013. CY 2012 fatality data is preliminary and subject to further revision.
⁸The Patrol’s seat belt compliance rate was determined by averaging the results of the seat belt surveys conducted during 2012 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, focused 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.	85.7%	85.7 % of the CSP Troop Commanders completed an intelligence driven focus period to positively impact traffic safety.

Performance Measures: Traffic Mitigation

Performance Measure	% Complete	Comment
Develop traffic mitigation strategies to prevent economic loss and reduce environmental impact.	35%	Over the past year, the CSP has reengaged the importance of Traffic Incident Management at all levels of the organization. This was primarily accomplished through training and internal partnerships.
Develop predetermined traffic mitigation strategies for major events in collaboration with allied agencies.	15%	Members across the state have been working with external partners to establish traffic mitigation strategies. Incidents throughout 2012 allowed the CSP to determine best practices which has led to a standardized response to an incident.
Utilize social media and information sharing through advanced technologies to provide for the safe and efficient flow of traffic.	20%	Internal and external partnerships have assisted in the creation of social media sites that allow users to access information such as road conditions, hazards and closures.

Performance Measures: Team Collaboration

Performance Measure	% Complete	Comment
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Homeland Security

Goal Champion: Major Matt Packard

The Colorado State Patrol is committed to developing partnerships and establishing comprehensive action plans to defend our state against potential and actual acts of terrorism.

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 September 2012.	100%	All uniformed staff that attended CSP in-service were trained on the importance of information sharing. In addition, a presentation at a the Strategic Review and Forecast (SRF) meeting was provided to CSP Command Staff.
Augment by 5% the existing core of Terrorism Liaison Officers (TLO) by December 2012.	100%	TLO classes were held outside of the Denver area for the first time, increasing the total number of TLOs to approximately 750 members statewide.
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 2012.	100%	Training and increased emphasis was placed on the field contact report which proved to be very successful. Approximately 1,000 reports were submitted that led to over 100 developed criminal investigations.
Expand by 20% the CIAC distribution of CSP-specific intelligence products to improve overall awareness of terrorism, criminal trends and illicit tactics by December 2012.	100%	The implementation and followed growth of the Patrol's Intelligence Unit provided for a 100% growth in dissemination of products specifically geared toward CSP troopers.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Homeland Security (continued)

Performance Measure	% Complete	Comment
Expand participation of the Community Awareness Program (CAP) to CSP members by 10%.	100%	Over 1,000 citizens have been trained statewide in the Community Awareness Program. Currently, the CSP has provided 12 instructors.
Assess operational metrics and threat climate annually to determine future performance measures.	100%	This is an ongoing measure.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

Best Practice/ Update in Goal Accomplishment:

The partnership with the Counterterrorism Education Learning Lab (The CELL) has continued to prove exceptionally valuable. A multi-year project to develop and deploy a citizen aimed course intended to empower and promote vigilance came to fruition in 2012. In partnership with The CELL, members of the Colorado State Patrol successfully delivered the first Citizen's Awareness Program (CAP) early in 2012. To date over 1,000 citizens have been trained and the program has been adopted by law enforcement agencies around the state as one of their primary community engagement programs. The Aurora Police Department has led the charge offering regular trainings around their city. Due to its rapid success and apparent value, the program has been recognized by the Department of Homeland Security and the International Association of Chiefs of Police (IACP) as valuable, as evidenced by their intent to standardize the program for nationwide deployment. Additionally, the train the trainer course for the program has been recognized by the Colorado POST board.



STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Criminal Interdiction

Goal Champion: Major Matt Packard

To improve public safety, our agency is committed to interdicting criminal activity by capitalizing on the use of data-driven strategies and partnerships that enhance investigations, apprehensions and prosecutions.

Performance Measures:

Performance Measure	% Complete	Comment
Utilize intelligence-led policing strategies to decrease by 3% the number of automobile theft statewide by December 2012.	100%	Colorado Bureau of Investigation statistics show an 8% decrease in auto theft statewide. While this is an indicator of success, 2013 will provide an opportunity through the Auto Theft Intelligence Coordination Center (ATICC) to better analyze data for more accurate statistics.
Employ intelligence-led policing strategies to increase the number of CSP contacts related to commercial motor vehicles to detect and disrupt criminal activity by December 2012.	100%	There was an increased effort placed on commercial motor vehicle criminal interdiction in 2012. While more contacts were made across the state with this focus, there were still no reportable seizures made from commercial motor vehicles.
Provide statewide commercial motor vehicle enforcement agencies the opportunity to attend the Drug Interdiction Assistance Program (DIAP) training provided by the U.S. Department of Transportation to enhance criminal interdiction skills and strengthen partnerships between CSP and statewide enforcement agencies by December 2012.	100%	DIAP training was hosted by the CSP during the first half of 2012.
Expand by 20% the statewide submission of Field Interview Cards from all troopers by December 2012.	100%	Nearly 1,000 Field Interview Cards were submitted by members during 2012, a large increase from previous years. This is attributable to the new SharePoint form in CSPN.

STRATEGIC GOAL:

Maximize Intelligence-Led Strategies to Protect Life and Property

Strategy: Criminal Interdiction (continued)

Performance Measure	% Complete	Comment
Continuously share information regarding human trafficking between internal and external partners to enhance multi-jurisdictional investigations and criminal prosecutions.	100%	The Smuggling and Trafficking Interdiction Section continued to be a national leader in sharing intelligence and information specifically focused on combating the smuggling and trafficking of humans.
Assess operational metrics and criminal trends annually to determine future performance measures.	100%	This is an ongoing measure.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.

Best Practice/ Update in Goal Accomplishment:

The Auto Theft Intelligence Coordination Center (ATICC) was able to successfully develop a new process for reporting and recovering stolen vehicles. The process obtains information that investigators have identified as keys to identifying links and new methodologies being used in stealing cars. This information will ultimately lead to a decrease in auto thefts.

The Investigative Services Section led an effort in 2012 to centralize organized auto theft task forces around the state. The end result has been the Beat Auto Theft Through Law Enforcement (BATTLE) task force. BATTLE has representatives from Larimer to El Paso Counties along the I-25 corridor as well as in the southwest part of the state. The value of the larger group of resources was quickly realized and ultimately led to the Colorado Springs Police Department joining the task force. This partnership provides added manpower and resources to assist in combatting auto theft across multiple jurisdictions.

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

Criminal Interdiction CY 2012 Data

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

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 2012, the CSP's direct impact on the safety of Colorado's communities is evidenced by the recovery of 227⁹ automobiles.

Figure 11. Colorado State Patrol Non-Crash Criminal Felony Filing Activity

Non-Crash Criminal Felony Filing Activity Summary						
Measure ¹⁰	CY 2008	CY 2009	CY 2010	CY 2011	CY 2012	Percent Change
Felony Arrests	1,420	1,116	1,228	1,111	950	-14.5%
Contraband Felony Arrests	126	81	124	61	74	21.3%
Street Value of Drugs Seized	\$511,125	\$4,787,612	\$5,784,098	\$4,511,372	\$18,021,410*	299.5%
Weapons Seized	9	3	10	12	4	-66.7%
Stolen Vehicles Recovered	316	523	507	287	227	-20.9%

* The large increase in the street value of drugs seized is due to the CSP K9 team seizing more drugs and CSPs involvement with a newly formed Drug Enforcement Agency (DEA) task force.

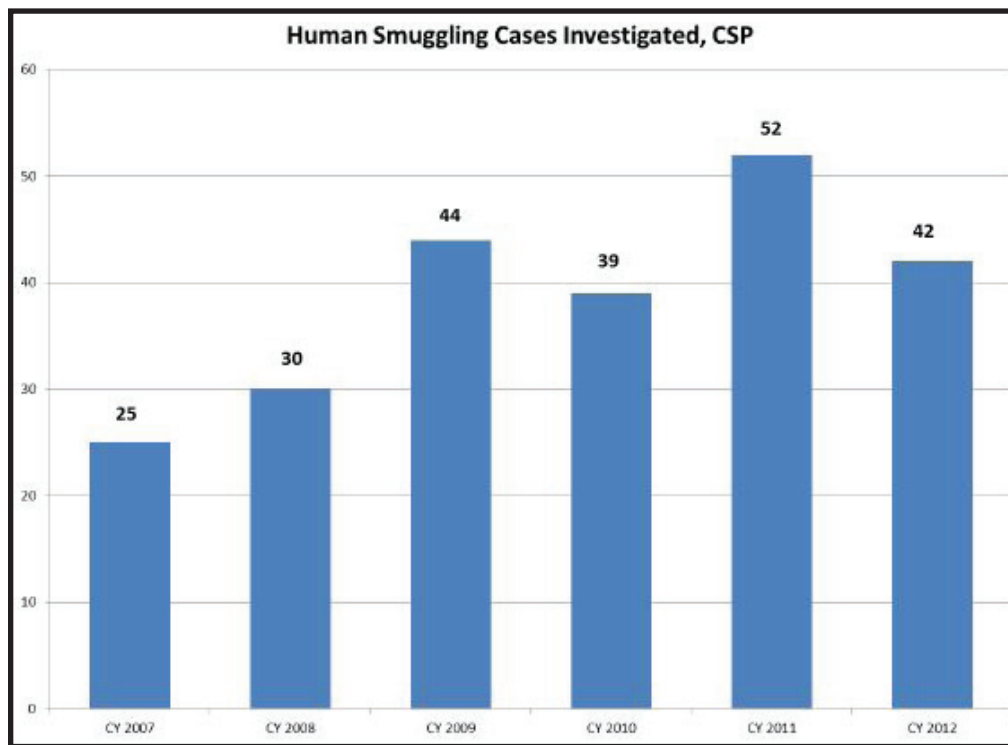
⁹ Nationally, there has been a decrease in auto thefts, Colorado is following suit. The combination of education and engineering has led to a decrease in auto theft. Through partnership with the Colorado Auto Theft Prevention Authority, public education and anti-theft laws (such as Colorado's law against leaving unattended vehicles running), and the addition of theft deterrent technology to keys and other devices has actively reduced overall auto thefts in Colorado.

¹⁰ 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 2012 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 that the Chief of the CSP create a unit to address the issues of human smuggling and trafficking on the state's highways.¹¹ Since the implementation of the Smuggling and Trafficking Interdiction Section (STIS) in the fall of CY 2007 and through CY 2012, there have been no fatal or serious bodily injury crashes covered by troopers involving human smuggling. STIS investigated 42 human smuggling cases during CY 2012.¹²

Figure 12. Colorado State Patrol Immigration Enforcement Activity



¹¹ Colorado Revised Statute 24-33.5-211.

¹² 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

The Colorado State Patrol will provide trained personnel to protect and transport Colorado's Governor, First Family and other dignitaries. We will monitor and proactively mitigate threats made against the Governor and First Family while coordinating intelligence information and protective strategies with allied agencies.

Performance Measures:

Performance Measure	% Complete	Comment
On an ongoing basis, provide information on current trends, tactics and threats to members who are currently trained in dignitary protection and other members whose responsibilities are impacted.	100%	Information was disseminated to CSP members who are dignitary protection trained; this was completed during briefings for two major events throughout 2012 and at the advanced, scenario-based training offered in the latter half of 2012.
Host one dignitary protection and threat assessment briefing annually for legislative leadership.	100%	The Executive Security Unit (ESU) held two dignitary protection and threat assessment briefings for legislative leadership during 2012.
Increase the number of dignitary protection certified troopers and/or Colorado Bureau of Investigation (CBI) agents by 3% throughout the state by hosting a dignitary protection course annually or as needed.	100%	CSP increased the number of dignitary protection certified members by 20%. A class was held in February 2012.
Develop and facilitate an advanced, scenario-based dignitary protection course for members of the CSP annually.	100%	The first advanced dignitary protection class was held in December 2012.
Coordinate on an ongoing basis the threat intelligence and protective strategies with affected entities and Governor's senior staff.	100%	ESU communicates on a monthly basis with the Governor's senior staff and other affected entities.
Review operational processes annually for updates and revisions.	100%	This is an ongoing measure.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

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

Goal Champion: Captain John Hahn

Best Practice/ Update in Goal Accomplishment:

The Executive Security Unit (ESU) has defined a new process for investigating and vetting threats made against the Governor and other government officials. This process more clearly defines the methods for investigating threats, ensures the ability to track the progress of each case from receipt through disposition, provides guidance and specific trigger points for engaging other resources, ensures the investigation is in compliance with industry best practices and establishes a case notification protocol to ensure proper notification of both chain-of-command and the individual whom is subject to the threat.



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) will partner with local jurisdictions, and utilize intelligence-led strategies to ensure the safety of all persons at the State Capitol Complex.

Performance Measures:

Performance Measure	% Complete	Comment
Analyze crime data offered by local law enforcement as well as that generated by ESU to continuously evaluate enforcement and outreach strategies within the Capitol Complex.	100%	In partnership with the Denver Police Department, crime analysis was conducted throughout the year on crime trends in the Capitol Hill area.
Communicate with occupants of the Capitol Complex regarding crime trends and prevention strategies based on ESU and local law enforcement data as intelligence trends dictate.	100%	ESU provided approximately 15 presentations to various organizations within the Capitol Complex regarding crime prevention strategies and workplace security.
Publish and distribute an emergency response quick reference guide for the Capitol Complex by February 2012.	100%	ESU completed the Emergency Response Guide and distributed the booklet to several key individuals within the Capitol Complex.
Coordinate with the CIAC and the Department of Personnel Administration on permitted and non-permitted events to develop staffing models and operational plans to enhance Capitol Complex security and public safety on a continuous basis.	100%	ESU coordinated continuously with the CIAC and DPA regarding the 139 events and demonstrations ESU staffed throughout the year.
Review operational processes annually for updates and revisions.	100%	This is an ongoing measure.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

Best Practice/ Update in Goal Accomplishment:

Because of internal and external partnerships, ESU was able to successfully accomplish many performance measures throughout 2012. Partnerships with the Denver Police Department and the Colorado Information Analysis Center (CIAC) proved essential to ESU operations.

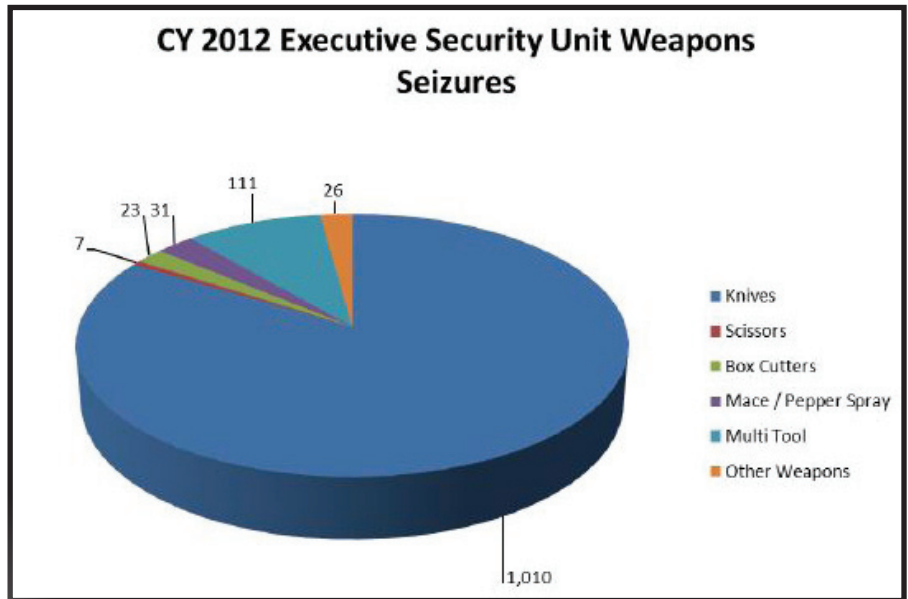
STRATEGIC GOAL:
Protect Critical Infrastructure and State Assets

Capitol Complex Security CY 2012 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 targeted goal. 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 2012, 1,208 weapons were confiscated within the Capitol Complex, a 13.1 percent increase over the 1,068 weapons confiscated in CY 2011.

Figure 13. Types of Weapons Confiscated at the Colorado State Capitol Building, CY 2012

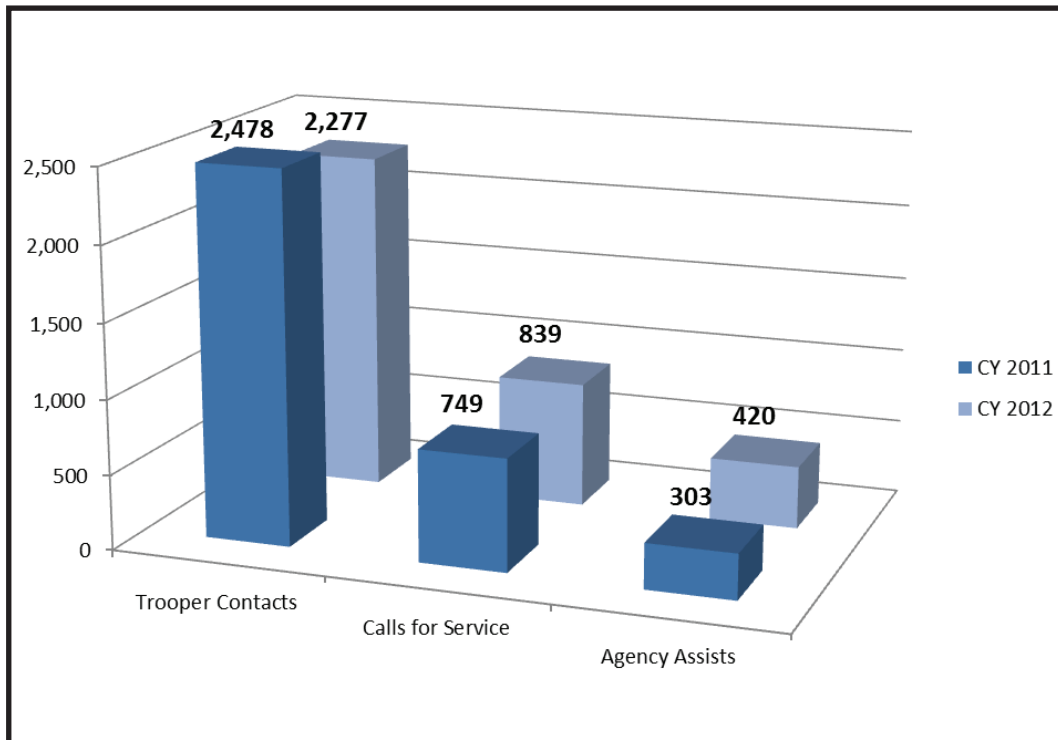


STRATEGIC GOAL: Protect Critical Infrastructure and State Assets

Capitol Complex Security CY 2012 Data

In CY 2012, there were 3,536 logged law enforcement contacts, where in CY 2011 there were slightly fewer logged contacts, with 3,530. In addition, Denver’s new Ralph L. Carr Judicial Center required additional staffing beginning in December 2012 in order to prepare security plans and train personnel.

Figure 14. Capitol Complex Activity, CY 2011- CY 2012



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

The Colorado State Patrol will utilize intelligence-led strategies to develop awareness, monitoring and response protocols in the protection of physical and virtual assets that are vital to the health, safety and security of Colorado.

Performance Measures:

Performance Measure	% Complete	Comment
Develop a deployment strategy for the implementation of the Continuity of Operations Plan (COOP) for all district, troop and business units with the CSP by September 2012.	70%	The project completion date for this specific measure was pushed back to a completion date in 2013. A preliminary plan has been discussed but is still yet to be finalized.
Enhance critical infrastructure awareness within CSP-specific areas of responsibility by providing education and training to all members by December 2012.	100%	Representatives from the Homeland Security Section provided a briefing at a 2012 Strategic Review and Forecast (SRF) to discuss critical infrastructure in local troop areas. Additionally, critical infrastructure and key resource (CIKR) identification was discussed during CSP in-service training.
Ensure each district and troop critical infrastructure is entered into the Automated Critical Asset Management System (ACAMS) by December 2012.	100%	Lists of identified critical infrastructure contained within ACAMS were disseminated to Troop Commanders.
Implement completed Colorado State Patrol (CSP) COOP by July 2013.	10%	The Patrol will be moving forward with documenting troop level plans in a format that will be compatible with the system ultimately chosen by the Division of Homeland Security and Emergency Management.
Assess operational metrics and threat climate annually to determine future performance measures.	100%	This is an ongoing measure.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

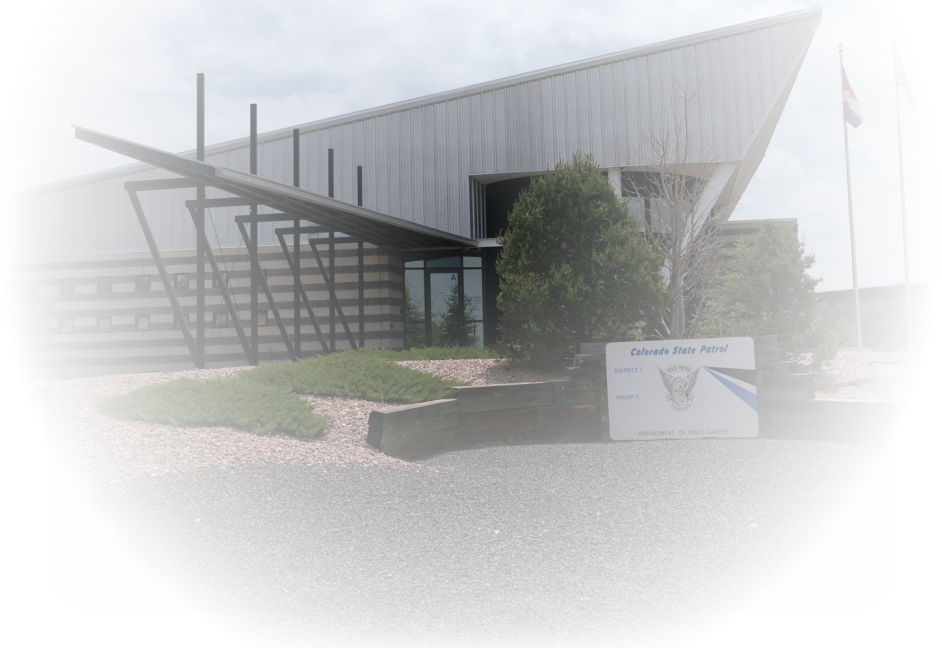
STRATEGIC GOAL:

Protect Critical Infrastructure and State Assets

Strategy: Critical Infrastructure and Key Resource Protection (continued)

Best Practice/ Update in Goal Accomplishment:

As many of the measures in this goal were transferred to the Office of Prevention and Security in CY 2012, tasks were not dedicated resources for completion. While the goal itself is still valid, 2013 will see more agency specific measures aimed at protecting our state's critical infrastructure.



STRATEGIC GOAL:

Efficiently Manage Resources and Capital Assets

Strategy: Acquire Mission Essential Materials and Capital Assets

Goal Champion: Director Bob Dirnberger

The agency will engage in proactive strategies to identify and manage equipment, vehicle and capital construction needs within the agency. Projects will be 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
Continuously facilitate law enforcement agency equipment installation in CSP vehicles by serving as a scheduling agent between OIT, radio system users, vendors/contractors and State Fleet Management.	100%	The Support Services Branch served as a scheduling agent between internal and external partners to ensure equipment installation was completed throughout 2012.
Identify and establish a vehicle equipment plan for new police platform vehicles and equipment replacement strategies by April 2015.	100%	New police platform vehicles are being tested and evaluated based on the agency's needs.
Evaluate the Vehicle Allocation Plan (VAP) annually and make recommendations related to vehicle allocations for the following fiscal year.	100%	The FY 2013 vehicle replacement/additional vehicle request has been completed.

Best Practice/ Update in Goal Accomplishment:

During 2012, multiple vehicles were assigned to the Training Academy to conduct driver driving training before issuing vehicles to the field for use.

STRATEGIC GOAL:

Efficiently Manage Resources and Capital Assets

Strategy: Acquire Mission Essential Materials and Capital Assets

Performance Measures: Officer Safety

Performance Measure	% Complete	Comment
Evaluate and update officer safety equipment priority lists and budget allocation annually and make recommendations related to the equipment procurement for the next fiscal year.	100%	The first phase of TASER deployment to all uniform members was completed in 2012 and all body armor annual replacement is complete through June 30, 2013.

Best Practice/ Update in Goal Accomplishment:
All officer safety equipment priority lists are complete as well as recommendations for budget allocation to ensure equipment replacement.

Performance Measures: Capital Construction Projects

Performance Measure	% Complete	Comment
Review and update the CSP Building inventory annually and complete Capital Construction / Controlled Maintenance/Capital Renewal budget request for Office of the State Architecture/Capital Development Committee for the upcoming year.	100%	The FY14 Capital Construction and Controlled Maintenance Request have been completed and sent to the Office of the State Architecture and the Capital Development Committee.
Annually review and update the CSP facility capital replacement and capital renewal project priority list. Reevaluate facility replacement strategies annually and make necessary adjustments.	100%	No Capital Construction requests for were completed for FY2014.

Best Practice/ Update in Goal Accomplishment:
During the 2013-2017 CSP Strategic Plan, a CSP facility master plan will be completed.

STRATEGIC GOAL:
Efficiently Manage Resources and Capital Assets

Strategy: Acquire Mission Essential Materials and Capital Assets

Performance Measures: Team Collaboration

Performance Measure	% Complete	Comment
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.



STRATEGIC GOAL:

Develop and Refine Internal Processes

Strategy: Technology Development

Goal Champion: Major Kevin Eldridge

The Colorado State Patrol will manage current technology and develop 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 SharePoint 2010 and combine the historical data within the SharePoint environment by July 2012.	95%	The majority of historical data has been combined into the new environment, only a few forms remain for integration into SharePoint 2010.
Complete the PremierOne Mobile Data Computer provisioning and training of affected members by July 2012.	90%	PremierOne Mobile is currently in the testing phase. Once testing is complete, training will be provided to affected members.
Complete and implement the Colorado State Patrol Microsoft Office SharePoint Service by July 2012.	100%	Microsoft Premiere has been implemented.
Combine Fusion Core with the CIAC external facing website for public access by July 2012.	99%	This process is nearly complete, only minor items remain before the project can be finished.
Refine 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.
Review processes on an annual basis for updates and revisions.	100%	This is an ongoing measure.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

STRATEGIC GOAL:**Develop and Refine Internal Processes****Strategy:** Recruit and Retain Qualified Members**Goal Champion: Major Steve Garcia**

The Colorado State Patrol Public Affairs Section will enhance recruiting efforts by analyzing recruitment and retention metrics and developing data-driven strategies to enhance these processes. Targeted media campaigns will then 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 2012.	100%	CSP recruiters have completed the project and have made adjustments to further enhance the ability to retain members through CSP processes.
Enable all business units within the agency to track and share recruiting initiatives through CSPN by July 2012.	100%	Agency wide efforts have been implemented to ensure that each member has a role in recruiting and ensuring the agency has the ability to contact exceptional candidates that each business unit may come into contact with.
On an ongoing basis, actively recruit qualified individuals from underrepresented demographic groups in order to reflect the communities we serve.	100%	Ongoing efforts are made by members to ensure that all demographics are contacted and encouraged to consider a career with the Patrol. This is accomplished through daily interactions, career fairs and recruiting efforts by all members.
Develop a Colorado State Patrol Network (CSPN) tracking system to archive trending data from member separations by December 2012.	80%	Information obtained by members who separate employment is retained for review. Recruiters are in the process of creating a site on CSPN where this information could be filed.

STRATEGIC GOAL:
Develop and Refine Internal Processes

Strategy: Recruit and Retain Qualified Members (continued)

Performance Measure	% Complete	Comment
Review the process annually for updates and revisions.	100%	This is an ongoing measure.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.



STRATEGIC GOAL:

Develop and Refine Internal Processes

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

Goal Champion: Major Kevin Eldridge

The Colorado State Patrol will achieve Advanced Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) by 2015.

Performance Measures:

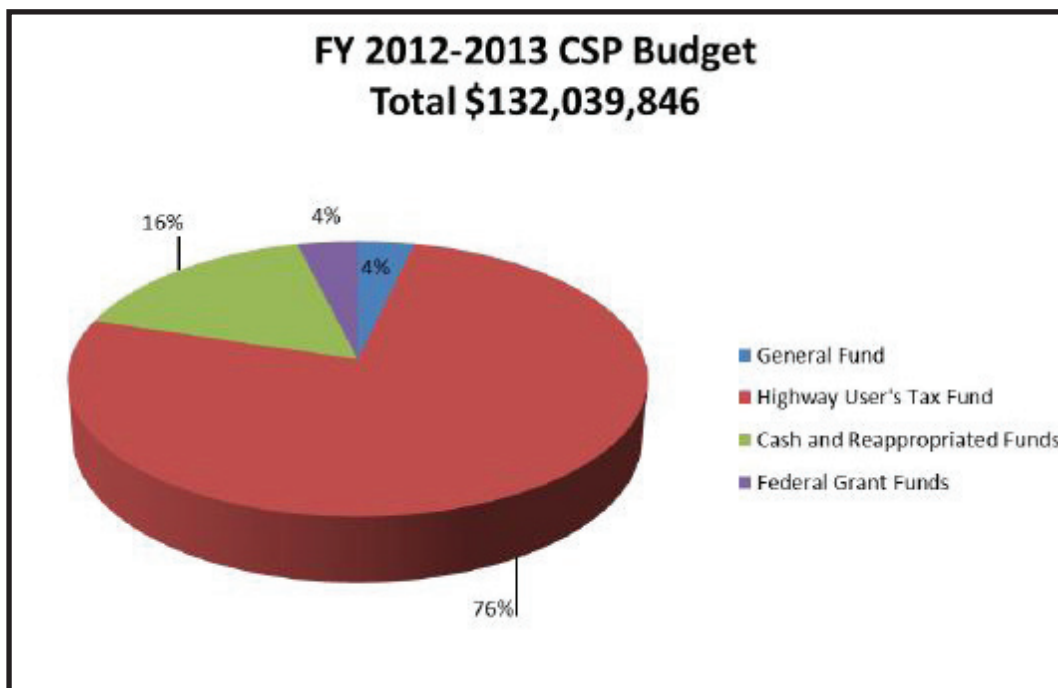
Performance Measure	% Complete	Comment
Publish and provide a quarterly progress report for each of the 50 CALEA projects to affected business unit managers, beginning in January 2012.	100%	Progress reports were updated and provided for each of the 50 CALEA projects on a quarterly basis.
Complete development and implementation of CALEA-compliant policies by June 2013.	68%	There were 42 new or amended Colorado State Patrol policies implemented in 2012.
Create and provide accreditation project updates (Podcast series with transcripts) to agency members quarterly.	100%	Accreditation updates were provided to agency members on a quarterly basis throughout 2012.
Complete agency-wide training and deployment of CALEA compliant policies by December 2013.	37%	This goal will be achieved within the given timeline.
Review and update the On Site Assessment Plan by June 2014.	0%	This goal will be achieved within the given timeline.
Achieve Advanced Accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) by 2015.	35%	This goal will be achieved within the given timeline.
Prepare for re-accreditation cycle the first quarter of 2015.	0%	This goal will be achieved within the given timeline.
Coordinate continuously with associated work groups.	100%	This is an ongoing measure.
Provide strategy progress to Executive Command Staff on a quarterly basis.	100%	All quarterly updates were completed.

Organizational Resources

The FY 2012-2013 operating budget of the Colorado State Patrol totals \$ 132,039,846 and is funded through Long Bill¹³ appropriations from the Highway Users Tax Fund (HUTF), the General Fund, Cash Funds, Reallocated Funds, and Federal Grant Funds.¹⁴ Approximately 76% 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.¹⁵

The functions and levels of service provided by the Colorado State Patrol have expanded annually over the past 75 years; the current fiscal year budget is 12.5% greater than the FY 11-12 appropriation. A significant contributor to this budgetary increase was the Patrol’s assumption of Ports of Entry budgets and personnel from the Colorado Department of Revenue, effective July 1, 2012 in accordance with Colorado HB12-1019.

Figure 15. FY 2011-2012 Colorado State Patrol Budget Appropriation



¹³ 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.

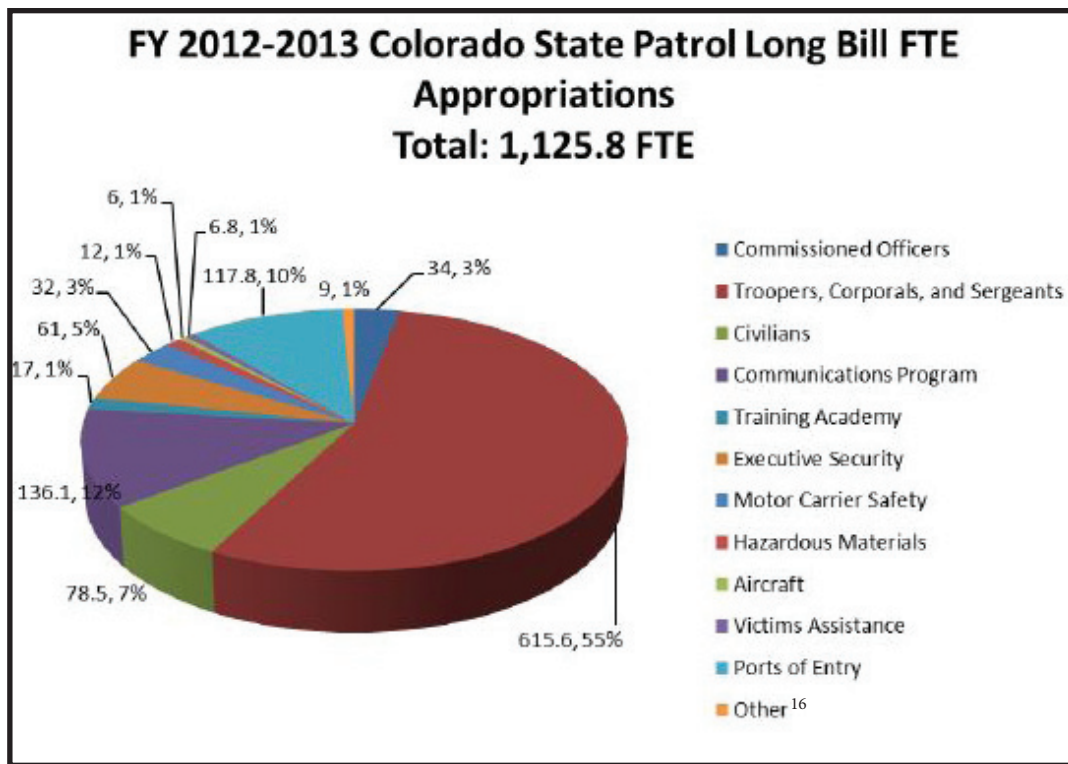
¹⁴ HUTF is defined above; the General Fund is made up of general revenue sources, such as income and other taxes, business fees, and permits; Cash Funds are revenues from fees for services provided to outside agencies; Re-appropriated Funds are funds that are transferred between state agencies; Federal Grant Funds are program specific and are subject to annual application for funding.

¹⁵ The CSP receives off the top appropriations from the HUTF, pursuant to Colorado Revised Statutes Section 43-4-201(3).

Long Bill FTE Appropriations

As of January 1, 2012, the State of Colorado Legislature has allocated a total of 997.0 full-time equivalents (FTE) to the Colorado State Patrol. Internal allocations within a Long Bill line item are at the discretion of the CSP commanders and are based on the current organizational structure and the public safety needs of the State of Colorado. Actual FTE vary depending upon hiring and member attrition. Effective July 1, 2012, the Colorado State Patrol acquired an additional 117.8 FTE when it took over operations of the Ports of Entry from the Colorado Department of Revenue.

Figure 16. FY 2012-2013 Colorado State Patrol Long Bill FTE Appropriations



¹⁶The "Other" category includes safety and law enforcement support personnel, Colorado Auto Theft Prevention Authority (CATPA) personnel and federal safety grant members.

Figure 17. FY 07-08 through FY 11-12 Colorado State Patrol Operating Appropriation

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
FY 2012-13	\$4,796,629	\$100,511,120	\$26,732,097	\$132,039,846	12.5%	1125.8

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. Grants are provided for the most part following the federal fiscal year (FFY) beginning October 1st and ending September 30th. FFY 2012 grant awards totaled \$8.48 million (including the addition of grants funding the Ports of Entry), and were provided to the organization through 26 grants.¹⁷

¹⁷These figures include 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. In 2012, the Academy welcomed sixty participants who are juniors and seniors in high school and are selected from across the state.



Take it to the Track

In 2012, more than 5,200 Colorado drivers raced safely at Bandimere Speedway, instead of on Colorado streets, as part of the “Take It To The Track” program. 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, more than 40,000 Colorado teens have participated, safely completing more than 200,000 quarter-mile runs down the track, with nearly 80,000 spectators viewing as the Colorado State Patrol promoted the message of “responsible speed”.



Alive at 25

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 8,837 teens and young adults completed the program in CY 2012. In all, 541 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 drivers with traffic offenses. Authored by the National Safety Council, the CSP is the training center for Colorado and is responsible for training new instructors and maintaining quality control of 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 risky driving behavior. Over 4,500 students have completed the class in Colorado; 448 in CY 2012. The CSP is responsible for training instructors and maintaining quality control of the program in Colorado.

Child Passenger Safety (CPS) Team Colorado

The Colorado State Patrol serves as the state coordinator for CPS Team Colorado. This grant-funded¹⁷ 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, private sector entities and coalitions around the state to administer 130 inspection stations and support approximately 1,000 certified technicians in CY 2012.



¹⁷ 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 and thus impact travel on Colorado's highways.

2012 U.S. Pro Cycling Challenge

For seven consecutive days, from August 20-26, 2012, the world's top athletes raced across more than 670 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 Durango, Telluride, Montrose and Boulder.

Nearly one million spectators viewed this race from the roadsides along the route, while 161 countries and territories broadcasted the race on television. The USA Pro Cycling Challenge is one of the largest cycling events in United States history.¹⁸

The Colorado State Patrol was tasked with providing security and logistical support for the race. The Patrol recognized the significant value that a large scale international event like this can bring to Colorado, but was also aware of the extensive planning required to make this event successful. Some of the Patrol's objectives during the race were 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 were 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 will maximize safe traffic conditions for participants, spectators and the motoring public.
- Ensure safety to the motoring public as they traverse roadways within our jurisdiction and mitigate possible conflict between motorists and the race. Provide traffic control as needed.
- Assist any local law enforcement, fire department or emergency medical service provider with the most direct access to their emergency call. Protection of life and property shall be a priority and expedited as safely as possible.



¹⁸<http://www.usaprocyclingchallenge.com/about>

Colorado Remembers 9/11 Memorial

Denver's annual 9/11 memorial event expanded this year to include recognition for those who fought the 2012 Colorado wildfires this summer, as well as victims of the July 20 Aurora theater shooting and the police who responded. The Colorado Remembers 9/11 event was hosted by the Counterterrorism Education Learning Lab (CELL), the State of Colorado, City of Denver, City of Aurora and The Denver Post. This 11th anniversary remembrance ceremony and concert was held in Civic Center Park to honor lives lost on September 11, 2001. Hundreds of people gathered to pay tribute and remember the tragic events that changed our nation forever.

Gov. John Hickenlooper, Denver Mayor Michael Hancock, Aurora Mayor Steve Hogan and Aurora Fire Chief Mike Garcia and Denver Broncos, John Elway spoke during the event.

In partnership with the Denver Police Department, the Colorado State Patrol coordinated security efforts to ensure the safety of both the public and visiting dignitaries during the event.



2012 Colorado Wildfires

During 2012, Colorado experienced over 5,000 wildfires burning approximately 331,000 acres across the state. The Colorado State Patrol assisted with multiple fires during the summer months that drew national attention. Two of the most significant fires were the High Park Fire and the Waldo Canyon fire.

The High Park fire began on June 9, 2012, and burned until July 1, 2013. This fire was the second largest fire in Colorado history. The High Park fire, located in Larimer County just northwest of Fort Collins burned over 87,250 acres and destroyed 259 homes. The CSP assisted in incident command, road closures, evacuations, roving patrols, traffic control, intelligence collection and dissemination, and provided assistance with public reintegration into the area.

The CSP was able to assist in the facilitation of law enforcement response through pre-established partnerships with local agencies which made the planning and operational development of incident procedures successful. The High Park fire cost over 31.5 million dollars in response and damages.

On June 23, 2012, the Waldo Canyon fire broke out in El Paso County near Colorado Springs. The fire destroyed 346 homes and forced over 32,000 residents to evacuate their residences' within 45 minutes. The fire burned 18,240 acres and has been deemed the most expensive fire in Colorado history due to the amount of property loss. Since this fire was so close to an urban area, reports of the fire quickly made national news. On June 26, 2012, the wind shifted dramatically and the fire quickly began to threaten Colorado Springs. Because of this dramatic change in wind, firefighters and resources were unable to control burn areas which led to the consumption of many homes.

During the Waldo Canyon fire, CSP not only assisted with road blocks, traffic control and evacuations but also served as the primary agency for visiting dignitaries. On June 29, 2012, President Obama arrived in Colorado Springs to survey fire damage and meet with federal, state and local officials. The CSP also established a task force to assist in the investigation of the fire, as many small fires had been recently intentionally set in and near Teller County. The Waldo Canyon fire burned for 17 days before it was fully contained.

The Colorado State Patrol recognizes that our core strength lies in the dedication and professional abilities of our members. As an agency, the CSP is committed to fostering and maintaining partnerships to enhance our collective ability to capitalize on shared resources and achieve mission-focused public safety goals.



Port of Entry Transfer

On July 1, 2012, after the passage of HB 12-1019, employees of the Department of Revenue Port of Entry became Colorado State Patrol members. After a 9-month preparation period involving multiple stakeholders the Colorado State Patrol added 126 POE members in an effort to stream-line, standardize and improve commercial motor vehicle enforcement in the State of Colorado. The Port of Entry is Colorado's lead agency for size and weight enforcement, clearing an average of 5 million trucks per year, ensuring the safety of Colorado roadways.

POE officers are proud of their long standing enforcement and education of commercial motor carriers. In the 1950s, POE Officers worked continuing shifts, living in trailers for days at a time, all for about \$1,400 per year. Now, POE officers staff permanent port buildings, apply an encompassing business system to operations and utilize mobile units and portable scales. POE officers also use technology advancements of highway speed weigh-in-motion scales and electronic clearance capabilities to better their customer service.

The POE employs hundreds of years of subject matter expertise regarding commercial motor vehicles, from safety, to size and weight, agriculture, livestock and branding, oil and gas industry equipment, CDLs and registration requirements. The Port of Entry consists of one Director, two Deputy Directors, one program assistant and 122 Port of Entry Officers, including nine District Supervisors, nine Senior Port Officers, and 10 Mobile Unit Supervisors. There are ten Ports, consisting of 17 buildings, 18 permanent scales, and 10 mobile units equipped with portable and hand held scales.

Since July 1st, POE officers have undergone a CSP week long orientation, and many have attended safety certification classes allowing POE Officers to resume Motor Carrier Safety Assistance Program safety inspections at the permanent ports and the mobile units. The Port of Entry has continued to clear an average of 400,000 trucks per month, ensuring public safety and protection of highway infrastructure.



Awards and Recognition

2012 Carnegie Award

Trooper Daniel Haley

Trooper Daniel Haley was awarded the international Carnegie Hero Award for his actions during the November 2010 water rescue of a 10-year-old boy in Greeley. The Carnegie Award is bestowed upon individuals who risk their lives to an extraordinary degree while saving the lives of others.

While off-duty, Trooper Haley witnessed the boy fall through the ice of a frozen pond; Trooper Haley crawled across the ice to rescue the boy, at one point breaking through the ice and falling into the pond before swimming with the boy to safety. Through Trooper Haley's efforts, both he and the boy sustained only minor injuries and hypothermia with no lasting effects.

Trooper Haley received the Carnegie Award from Linda Hills, the great-granddaughter of historic philanthropist Andrew Carnegie, during a ceremony held at the CSP Academy. "It is an honor for a member of the CSP to receive such a prestigious award based upon his individual bravery and heroic off-duty actions," said Colonel James Wolfinbarger. "Trooper Haley is an outstanding law enforcement professional and a valued member of his community"

In February 2011, Trooper Daniel Haley also received the CSP's Valor Award for his actions. Trooper Haley is the first CSP member to receive the prestigious Carnegie Hero Award.

2012 International Association of Chiefs of Police Award

In 2012, the Colorado State Patrol received the National Law Enforcement Challenge (NLEC) Award for agencies with 501-1,000 employees from the International Association of Chiefs of Police. The NLEC is a national traffic safety awards program that recognizes excellent law enforcement traffic safety programs.

The program provides law enforcement agencies with an opportunity share best practices, learn from one another and establish future goals in traffic safety enforcement and education. Chief Wolfinbarger, Lt. Colonel Leffler and Major Eldridge accepted the award on behalf of the Colorado State Patrol.

The Colorado State Patrol has received this award over the past four years.



2012 Citizens Appreciate State Troopers (C.A.S.T) Awards

Trooper Michael “Piney” Harris

On October 9, 2009, at approximately 3:15pm, Trooper Michael R. K. Harris stopped a pick-up truck for speeding on Colorado Highway 6 near milepost 262. The vehicle stopped abruptly and the driver, Jonathan C. Parnell, quickly exited and attempted to use his cell phone. Trooper Harris informed Parnell why he stopped him, asking for his driver's license, registration, and proof of insurance. Trooper Harris also notified the driver of the lack of cell phone service in this particular area. Parnell avoided eye contact with Trooper Harris as he got back into his vehicle from the driver's side, attempting to close the door behind him which Trooper Harris would not allow due to his behavior and dark tinted windows. Parnell quickly opened and closed his glove compartment and center console. While doing so Trooper Harris observed a half bottle of alcohol in the console. Immediately, Parnell stated he didn't have his license with him, yet Trooper Harris noticed a wallet next to his right leg, asking to see it. Parnell started the vehicle attempting to put it in gear. Trooper Harris reached into the vehicle, pinning the driver to the back of the seat despite Parnell's attempts to push him away. Parnell then began driving away while Trooper Harris delivered multiple strikes to Parnell's face, yet Parnell continued to drag Trooper Harris for a short distance before he was able to dislodge himself from the vehicle. As Parnell fled the scene, he collided with another vehicle.

Trooper Harris was treated at the scene for a possible knee injury. As months passed, Trooper Harris continued to develop worsening pain in his right shoulder and arm, eventually undergoing two surgeries. After nearly one year of intense physical therapy, Trooper Harris returned to full duty on November 16, 2011.

Parnell had two active nationwide extraditable warrants for his arrest. Parnell was eventually located and arrested on May 12, 2011, and charged with the incident. Parnell was convicted of felony menacing on July 29, 2011, and was sentenced to five years in prison.

Trooper Harris' dedication to duty and his willingness to sacrifice his safety and well-being in the performance of his duties on behalf of the people of the State of Colorado is commendable.

Honorary Colonel and Chairman of C.A.S.T., Stephen Straight and Chief Wolfenbarger presented Trooper Harris with his award.

Trooper Harris also received the Colorado State Patrol Purple Heart for his actions.



2012 Citizens Appreciate State Troopers (C.A.S.T) Awards

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

On August 10, 2011 at approximately 9:02 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. After a Trooper attempted to stop the suspects, a 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. The 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 heavily armed. 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. While in his position, he was also in danger of being shot or run over by the suspects, yet stayed in his location and successfully deployed the sticks. After hitting the sticks, the suspects vehicle crashed. Ultimately, the three suspects were captured after a brief shootout with law enforcement personnel.

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.

Honorary Colonel and Chairman of C.A.S.T., Stephen Straight and Chief Wolfenbarger presented the troopers with their award.



National Safety Council Instructor of the Year

Trooper Kevin Crider

On October 25, 2012, the National Safety Council honored Trooper Kevin Crider (Troop 3C/Fort Collins) as the “Defensive Driving Courses Instructor/Trainer of the Year” at the National Conference in Orlando, Florida. Trooper Crider was recognized with this prestigious award for his involvement, commitment, dedication and leadership to the Alive at 25 driving program for the past 15 years. Trooper Crider was nominated and chosen from among the National Safety Council’s 9000 instructors worldwide. Earlier in 2012, Trooper Crider was re-classified from Instructor Trainer to Master Instructor Trainer, and was accepted by the Texas Education Agency as an Instructor Trainer. The National Safety Council has only four approved Trainers in Texas.

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 2012:

- National Instructor Trainer of the Year – Alive at 25 – Trooper Kevin Crider
- Colorado Instructor of the Year – Attitudinal Dynamics of Driving – Retired Captain Bruce Sheetz

Mothers Against Drunk Driving Awards (MADD)

Founded by a mother whose daughter was killed by a drunk driver, Mothers Against Drunk Driving (MADD) is the nation’s largest nonprofit working to protect families from drunk driving and underage drinking. MADD also supports drunk and drugged driving victims and survivors at no charge. In September 2012, MADD Colorado presented awards to outstanding individuals and teams of Colorado law enforcement officers and agencies who are making a difference in the community.

The following Colorado State Patrol members were recognized by MADD Colorado in 2012:

- Outstanding Dedication to School Outreach – Trooper Lance Sanchez
- Outstanding Individual Dedication to DUI Enforcement (Colorado State Patrol) – Trooper Lucas Johnson
- Outstanding Team Dedication to DUI Enforcement (Large Agency) –Colorado State Patrol
- Outstanding Team Dedication to DUI Enforcement (Colorado State Patrol) – Troop 5B (Alamosa)
- Outstanding Drug Recognition Expert – Trooper Rodney Noga

An Honor to Serve.....



.....A Duty to Protect