

# 2021 Annual Report

COLORADO STATE PATROL



**COLORADO**  
Department of Public Safety

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# A LETTER FROM THE CHIEF



On behalf of the Colorado State Patrol, thank you for your interest in our organization, its members and our life-saving mission. Community is at the center of all that we do. Therefore, as the citizens and visitors of Colorado experience outbreaks of coronavirus, economic disruptions and significant environmental disasters, the members of the Patrol are committed to being ever-present through the uncertainty of what might come next.

The numbers found in the following pages of the 2021 Annual Report tell a story of disappointment, agility and accomplishment. Despite efforts, Colorado experienced a 15-year setback in crash fatalities around the state last year. As our communities' populations grew and people returned to their routines of work and play, the need for education and enforcement became increasingly evident to ensure a quality of life that included safety on our roadways. Yet, law enforcement agencies across the nation are experiencing the same strain on their workforce that most industries are facing, so the Patrol is working strategically to do more with less. We have leaned into what our agency's crash investigation data is telling us, so we can focus our enforcement on the most predictable behaviors that cause serious crashes in Colorado.

The Colorado State Patrol is advancing our use of data to pinpoint where and when crashes are most prevalent. In late 2021, the Colorado State Patrol initiated surge operations in predictable, high crash areas and these efforts yielded the best possible result - no fatalities in those areas. Troopers continue to couple what we learn from our data with their knowledge of local traffic patterns and problem areas. This complete approach allows our members to build a more impactful enforcement plan and remain visible.

In addition to traffic safety enforcement, the Colorado State Patrol also responds to a multitude of public safety hazards. The Patrol's Smuggling, Trafficking, and Interdiction Section (STIS) had a record year of seizures in 2021 by removing nearly two tons of illegal drugs in addition to weapons and fraudulent documents from being brought into Colorado. With each seizure, the Patrol is saving an unknown number of lives from significant harm, violence or death.

The members of the Colorado State Patrol are committed to working smarter with every resource at our disposal. It is my privilege to serve as the Chief of the Colorado State Patrol and to work with the men and women dedicated to serving our diverse communities.

As I end this letter, I cannot emphasize enough the critical role that you, our supporters, play in making improvements to the overall quality of living in Colorado. As we continually improve what we can gain from our data, implement intermittent surge operations and steadily grow back our number of troopers, we need your partnership. Through your daily driving behavior - join us in making Colorado a safe place to drive again.

A handwritten signature in black ink, appearing to read 'M. Packard'.

Colonel Matthew C. Packard  
Chief, Colorado State Patrol



# MISSION

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

# VISION

Through unwavering professionalism and loyal adherence to our Core Values, the Colorado State Patrol will be a leader in public safety. We will advance our profession as we safeguard life and property throughout Colorado.

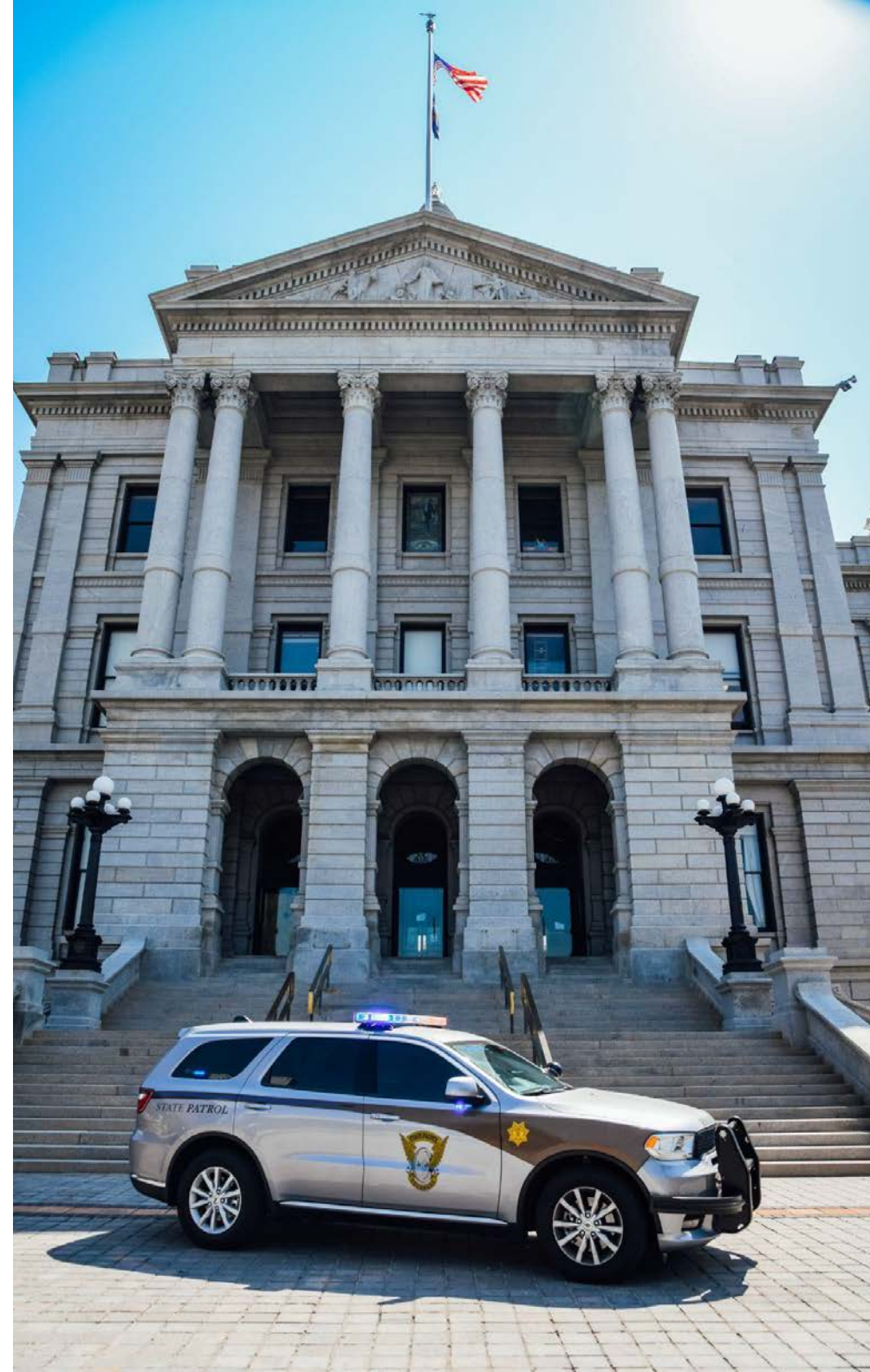
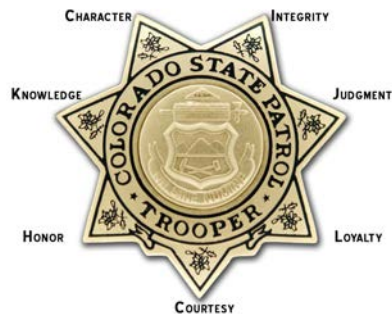
# VALUES

Deep within the strength of the Colorado State Patrol (CSP) are three *Core Values*: a small set of guiding principles, which are essential and reflect the seven tenets attached to the CSP badge.

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

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

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



# CSP AT A GLANCE

- **35** Administrative Assistants
- **111** Communication Center Employees
- **37** Patrol Security Employees
- **95** Port of Entry Employees
- **78** Professional Staff Employees
- **775** Troopers
- **5** Aircraft
- **776** Motor Vehicles
- **8** K-9s
- **2** Bomb Detection Dogs
- **23,000+** Lane miles of state highways patrolled



# ORGANIZATIONAL CHART



# STRATEGIC GOALS



Since our origin in 1935, the Colorado State Patrol has focused on preserving human life and protecting property within our communities. We continue to strive towards achieving our mission through the development and implementation of multifaceted strategies that are adaptive, innovative and integrated into our belief in the Core Values of Honor, Duty, and Respect. The CSP Strategic Plan is designed to provide all agency members and key stakeholders from external entities with a shared vision and roadmap for our future.

## PROTECT LIFE

Each public safety entity operating within our state shares a mission predicated upon making Colorado a safe place to live, work and play. Attainment of these noble objectives can only be met through the integration of ideas, resources and information. The Colorado State Patrol has the unique advantage and responsibility of being able to impact communities across the state. Working together, we have the opportunity to offer a complete public safety package, thereby increasing the quality of life of all Coloradans and those who visit our great state.

## Represent the Communities We Serve

The Colorado State Patrol is an organization with lasting statewide presence empowered with the ability to have a direct impact on the quality of life in communities large and small. Trust and confidence from the community in its law enforcement servants can most effectively be seeded through the development of relationships. While the bulk of CSP traditional operations will remain on the roadways, our ability to truly improve roadway safety and therefore community safety, starts with building relationships within the community in conjunction with partner agencies.

## Become the Best Place to Work in Colorado

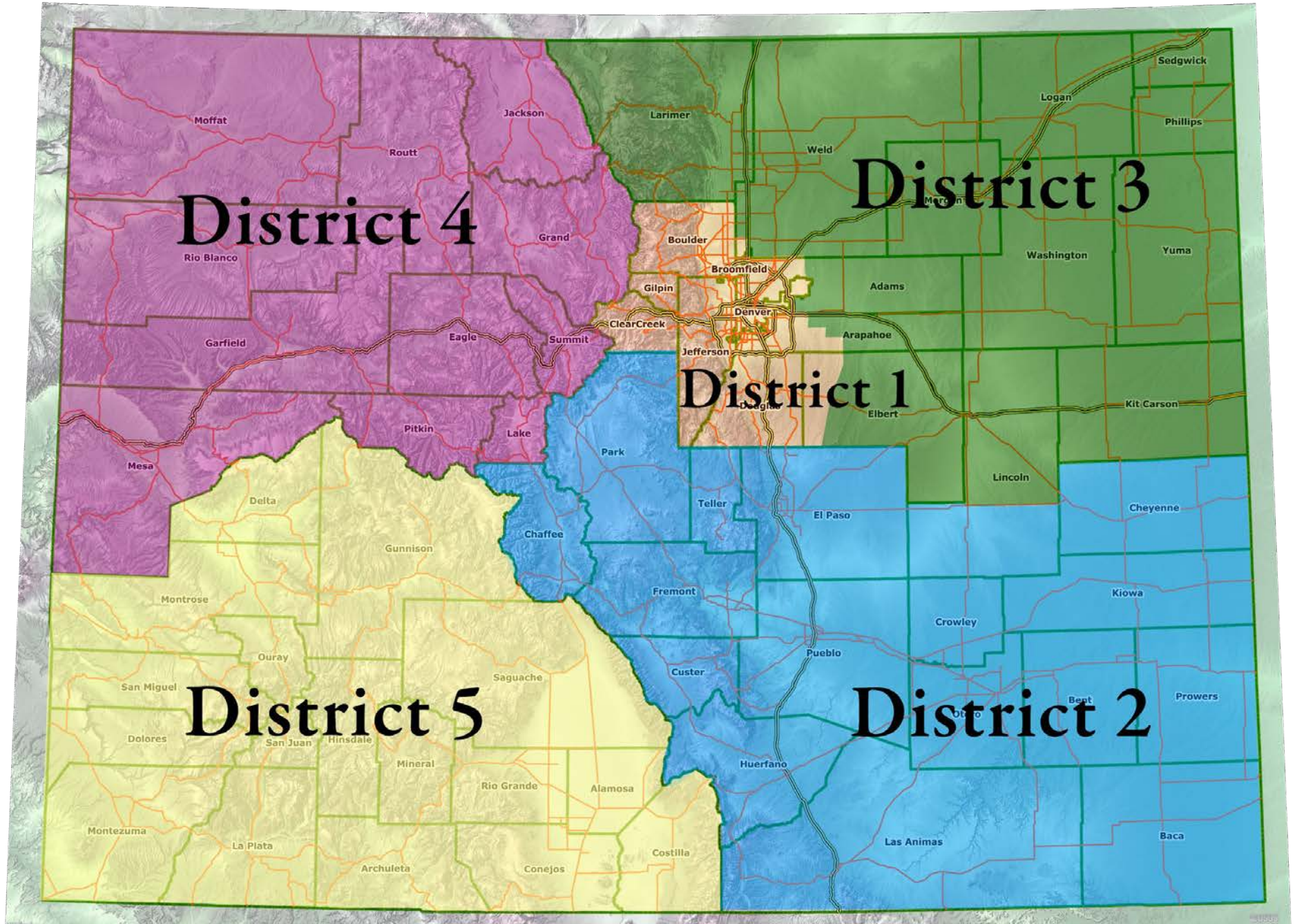
Building upon recent incremental success, continue recruiting and hiring practices that strive to provide a more diverse pool of eligible applicants. The Colorado State Patrol will implement practices and supporting policies that facilitate the placement of members in positions where they have a desire to live and settle in a community. This methodology will not only embed organizational initiatives within the community, but also provide a network of support for our members they may not otherwise be able to receive from agency resources. It is also important to facilitate and encourage the continual growth and development of all CSP members so as to ensure each member is personally and professionally engaged.

## Be Agile

The Colorado State Patrol must be willing to enter into a constant state of evaluation in order to stay current with the ever-changing law enforcement environment. This includes the review of recognized best practices, the implementation of innovative process improvement strategies, maximizing available resources and increasing operational effectiveness.



# DISTRICT MAP

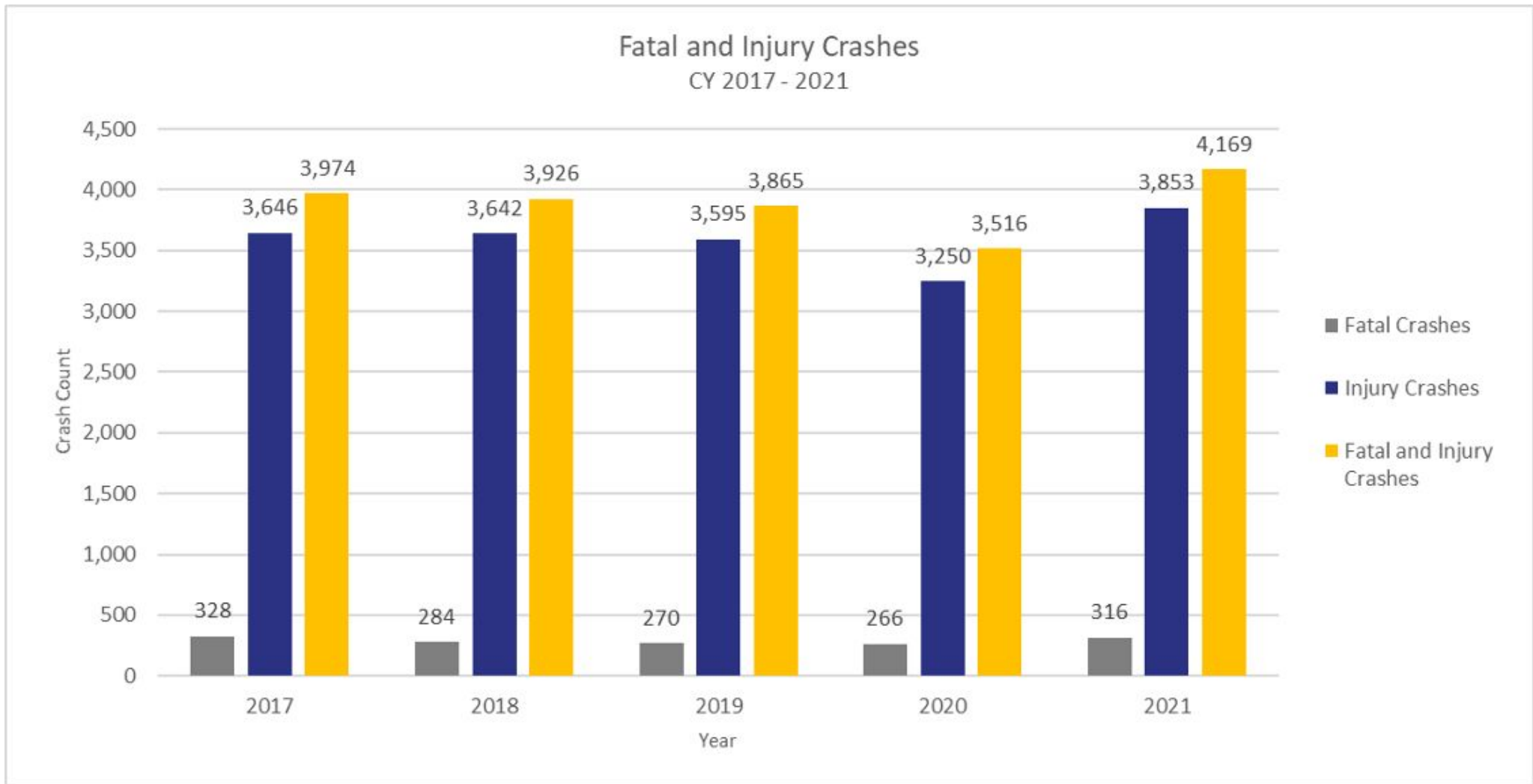




# CRASH INFORMATION

# FATAL AND INJURY CRASHES

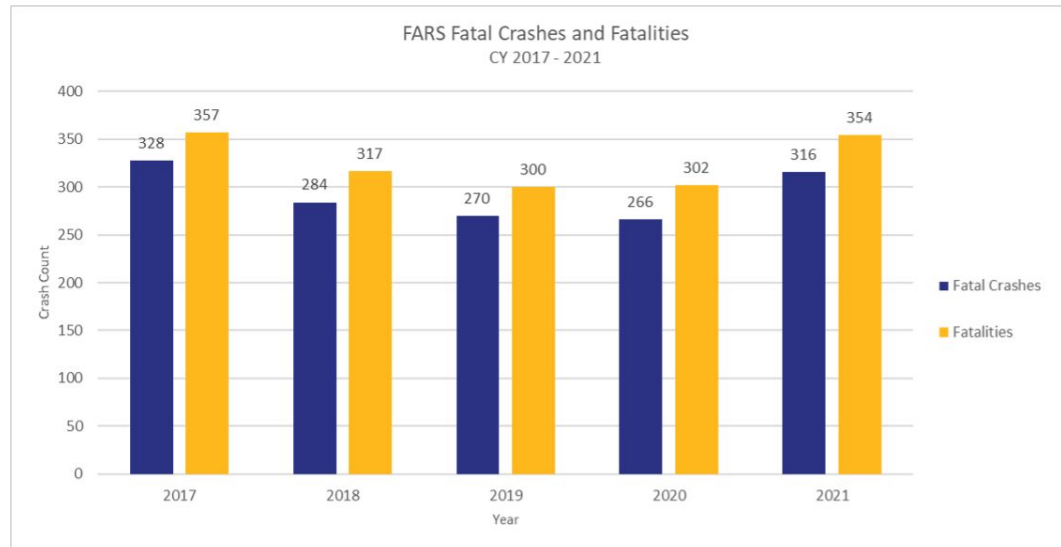
Figure 1 CY 2017-2021 Fatal and Injury Crashes<sup>1</sup> Investigated by CSP troopers.



<sup>1</sup>Fatal crash numbers are retrieved from the FARS database. Injury crash numbers are retrieved from the CSP Reporting Data Warehouse.

**The loss of 354 lives in 2021 was the result of 316 fatal crashes. The number of fatal crashes covered by CSP troopers during CY 2021 represented an increase of 18.7% from CY 2020.**

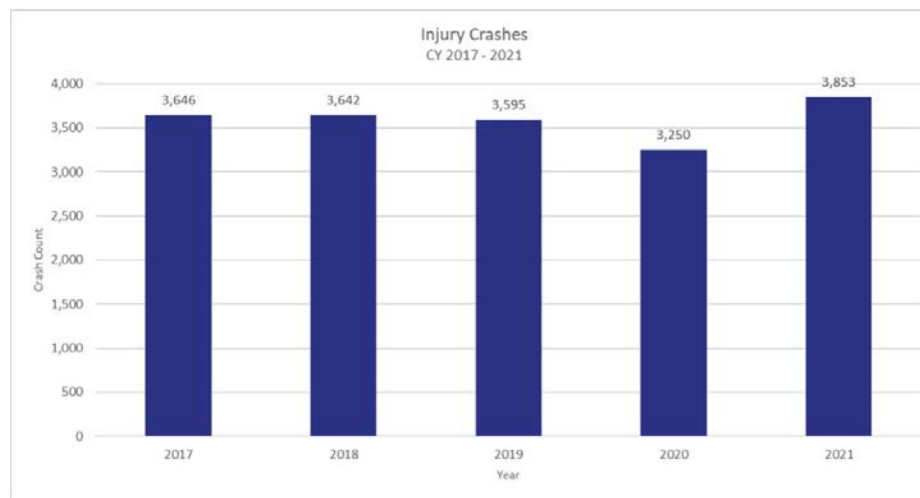
Figure 2 CY 2017-2021 FARS Countable Fatal Crashes and Fatalities<sup>2</sup> Investigated by CSP troopers.



<sup>2</sup>Fatal crash and fatalities numbers are retrieved from the FARS database.

**The CSP covered 3,853 injury crashes in CY 2021, which was an increase of 18.5% from CY 2020.**

Figure 3 CY 2017-2021 Injury Crashes<sup>3</sup> Investigated by CSP troopers.

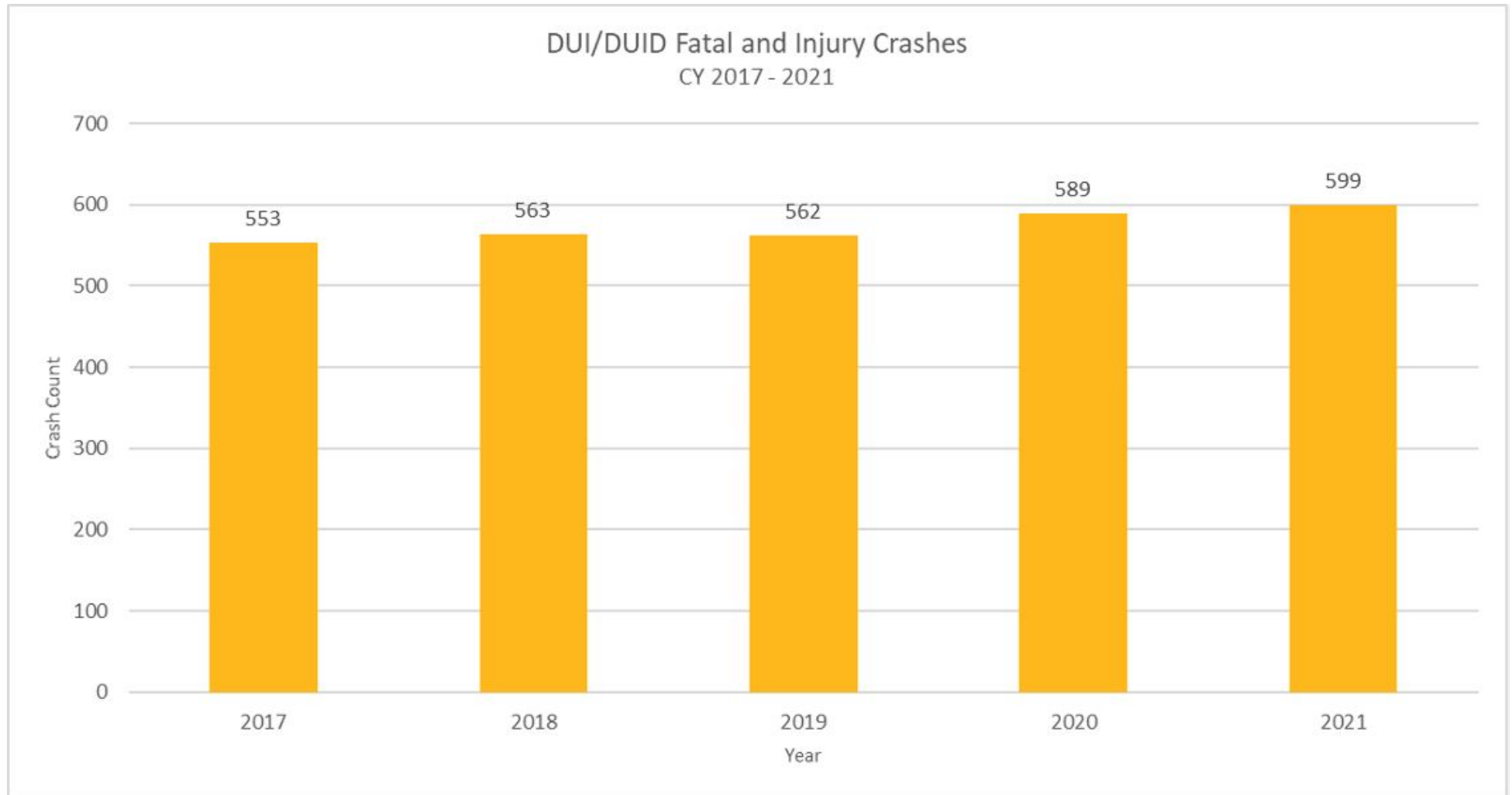


<sup>3</sup>Injury crash numbers are retrieved from the CSP Reporting Data Warehouse.

# DUI/DUID CAUSED FATAL AND INJURY CRASHES

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). Between 2017 and 2021, DUI/DUID caused crashes increased by 1.6%. In CY 2021, DUI/DUID caused crashes resulted in 599 injuries or fatalities.

Figure 4 CY 2017-2021 DUI/DUID Fatal and Injury Crashes<sup>4</sup> Investigated by CSP troopers.



<sup>4</sup>DUI/DUID crash numbers are retrieved from the CSP Reporting Data Warehouse where the accident causal factor is DOO or DO1.

# TRAFFIC SAFETY DATA

Multiple factors affect the safety of Colorado roadways including: Population, number of licensed drivers, number of registered vehicles and traffic volume (vehicles miles traveled).

Traffic Safety Statistics CY 2017- 2021<sup>5</sup>

Traffic Safety Statistics CY 2015-2019 <sup>5</sup>						
Indicator		2016	2017	2018	2019	2020
<b>Vehicle Miles Traveled (AVMT)</b>	United States (Millions)	3,188,379	3,225,258	3,255,347	3,276,482	2,917,383
	Colorado (Millions)	52,152	53,382	53,954	54,634	48,642
	CSP Highways (Millions) <sup>6</sup>	31,743	32,478	32,933	33,390	29,697
<b>Registered Vehicles</b>	United States (Thousands)	268,799	272,481	273,602	276,491	275,924
	Colorado (Thousands)	5,116	5,260	5,356	5,412	5,350
<b>Licensed Drivers</b>	United States (Millions)	221.9	225.3	227.6	228.7	Pending
	Colorado (Thousands)	4,067	4,156	4,245	4,235	4,184
<b>Population<sup>7</sup></b>	United States (Thousands)	323,072	325,122	326,838	328,330	331,449
	Colorado (Thousands)	5,544	5,617	5,697	5,758	5,773

<sup>5</sup> State Highway System Only; Data sourced from CDOT OTIS Transportation Planning Roadway Reports DVMT data retrieved on 02/10/2021 at <https://dtdapps.coloradodot.info/otis/Statistics>

<sup>6</sup> Data sourced from Colorado DOR.

<sup>7</sup> Data sourced from US Census Bureau on 02/10/2022 at <https://data.census.gov/cedsci/?q=population%20totals>

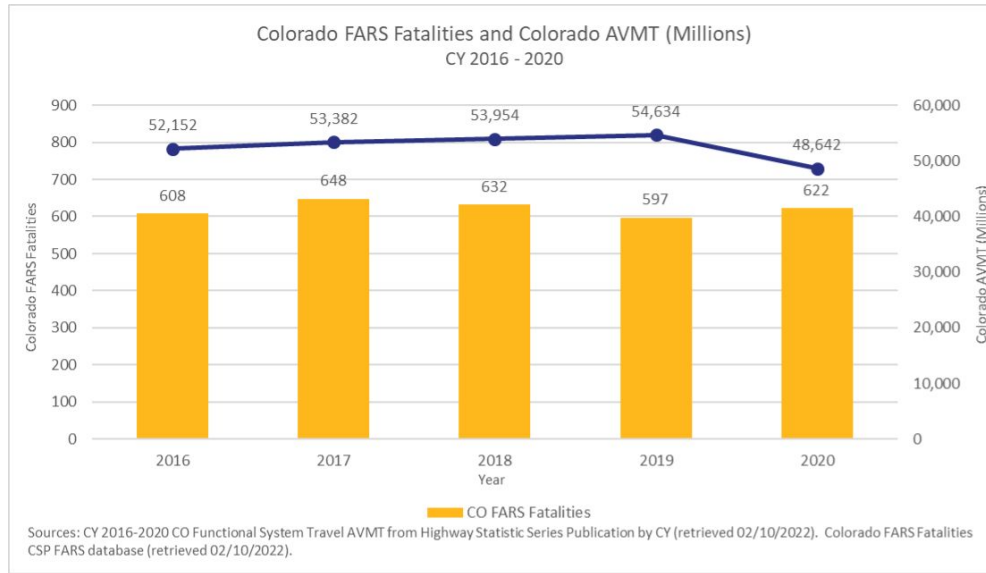
In CY 2021, troopers responded to a total of 4,170 fatal and injury crashes. The top causal factor was inattentive to driving, closely followed by exceeding safe/legal speed, lane violations and driving under the influence of alcohol or drugs.

CY 2017- CY2021 Fatal and Injury Crashes (Investigated by CSP Troopers) ACF

CY 2016 - CY 2020 Fatal and Injury Crashes (Investigated by CSP Troopers) ACF										
ACF	CY 2017		CY 2018		CY 2019		CY 2020		CY 2021	
	Crashes	% of total	Crashes	% of total	Crashes	% of total	Crashes	% of total	Crashes	% of total
Inattentive to Driving	784	19.69%	697	17.72%	663	17.11%	562	16.01%	660	15.83%
Exceeding Safe/Legal Speed	649	16.30%	632	16.07%	676	17.44%	596	16.98%	620	14.87%
DUI/DUID Caused	553	13.89%	563	14.31%	562	14.50%	584	16.63%	599	14.36%
Lane Violations	478	12.00%	514	13.07%	450	11.61%	452	12.87%	608	14.58%
Failure to Yield Right of Way	301	7.56%	281	7.14%	298	7.69%	214	6.10%	362	8.68%
All ACFs not above	1,217	30.56%	1,246	31.68%	1,227	31.66%	1,03	31.42%	1,321	31.68%
<b>Total Fatal and Injury Crashes</b>	<b>3,982</b>		<b>3,933</b>		<b>3,876</b>		<b>3,511</b>		<b>4,170</b>	

# CO ANNUAL VEHICLE MILES OF TRAVEL (AVMT) AND FATALITIES

The Colorado State Patrol evaluates the safety of Colorado roads by monitoring the fatality rate in the state of Colorado. As indicated in the most recent available data (CY 2020), the State of Colorado saw a 10.9% decrease in vehicle miles traveled with a 4% increase in Colorado FARS Fatalities, making the Colorado fatality rate (1.28) less than the national fatality rate (1.37).



Colorado and United States Fatality Rate Per 100 Million AVMT					
	2016	2017	2018	2019	2020
CO Fatality Rate <sup>8</sup>	1.17	1.21	1.17	1.09	1.28
US Fatality Rate <sup>9</sup>	1.18	1.16	1.13	1.11	1.37 <sup>10</sup>

<sup>8</sup>Source: CY 2011-2019 CO Functional System Travel AVMT from Highway Statistic Series Publication by CY (accessed from FHWA Website <https://www.fhwa.dot.gov/policyinformation/statistics.cfm> on 02/10/2021). Colorado FARS Fatalities CSP FARS database (retrieved 02/10/2021).

<sup>9</sup>Source: CY 2011-2019 US Fatality Rate per 100 million annual VMT from Highway Statistic Series Publication by CY (accessed from FHWA Website <https://www.fhwa.dot.gov/policyinformation/statistics.cfm> on 02/10/2021).

<sup>10</sup>Estimate - source <https://crashstats.nhtsa.dot.gov/Api/Public/ViewPublication/813199>.



# CSP ACHIEVEMENTS & LOOKING AHEAD



# PROFESSIONAL STANDARDS SECTION

The Colorado State Patrol Professional Standards Section (PSS) oversees agency accreditation, internal affairs, and administrative analysis. The purview of PSS is to maintain public trust, to preserve organizational integrity and ensure that all citizens and members of the Colorado State Patrol are treated with fairness and respect.

## SUCCESSSES of 2021

### Become the Best Place to Work in Colorado

PSS focused efforts to enhance the quality of the workplace through revising processes and policy, improved consistency and the development of resources to benefit members and the public. PSS managed the agency's data reporting systems for high liability areas to include vehicle pursuits, use of force, show of force and early intervention systems. This data contributes to required data reporting and improved trend analysis.

The CSP Internal Affairs (IA) Unit managed a 10% decrease in total misconduct investigations in 2021 from 2020, however noted an 8% increase of Level 1 investigations. PSS managed 224 conduct cases with a total of 337 allegations. CSP IA investigated 60 Level 1 complaints and conducted five administrative analysis reports for critical incidents. In addition, PSS conducted evidence audits. Investigators provided investigative training for members and mentorship to field investigators. They also developed a field investigator guide and other investigative resources.

2021 Summary	
Level 1 Investigations	65
Level 2 Investigations	159
Inquiries	28
Administrative Analysis	5
Use of Force Entries	221
Vehicle Pursuit Entries	303
Show of Force Entries	330
Early Intervention Alerts	71
Eluding Without Pursuit	655

### Represent the Communities We Serve

Every year the CSP complies with 561 total standards for our three accredited programs, which consists of approximately 1,770 proofs each year. In April, the agency, led by the Accreditation Unit, successfully passed its third year remote-based inspection from CALEA for the law enforcement, communications, and training academy certifications.

In late November and early December, the agency had their CALEA On-Site (virtual due to COVID) inspections for re-accreditation purposes. The assessors from CALEA spent several days interviewing members, partners, lawmakers and citizens. In total, there were 44 interviews, 51 interviewees including 13 community members, 13 focus areas, one welcome session, one communication sit-along, one academy classroom observation, one public hearing, three public call in-sessions and three exit interviews. During the exit interviews, the assessors gave high compliments to CSP and all of our accreditation programs. CSP is anticipating being reaccredited in all three programs in March of 2022. This will keep the agency accredited as a TRI-ARC agency, of which, CSP is one of only four other state agencies in the United States with such a prestigious award.

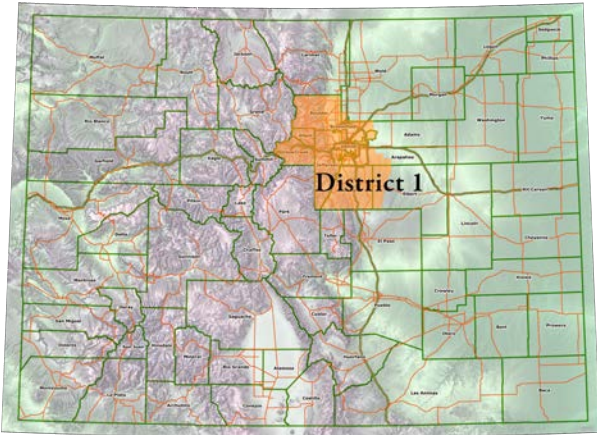
Allegation	Closed	Exonerated	Not Sustained	Sustained	Unfounded	Pending	Total
Discourteous/Rude/Unprofessional/Inappropriate Behavior or Comments	4	19	19	45	38	10	135
Failure/Neglected/Incompetent to Perform Duties	4	7	4	22	14	7	58
Abuse of Authority	3	4	8	10	5	2	32
Biased Policing	0	2	0	0	14	0	16
Civil Rights Violation False Arrest	0	0	0	0	2	0	2
Civil Rights Violation False Search	0	0	0	0	4	0	4
Civil Rights Violation Other	0	2	0	0	0	1	3
Discrimination	0	0	0	0	3	2	5
Excessive Use of Force	0	2	0	0	1	0	3
Harassment	0	4	3	2	9	5	23
Improper Use of Weapon	0	0	0	1	0	0	1
Lying/Dishonesty	2	1	3	6	6	1	19
Member Arrested/Charged	1	0	0	3	0	2	6
Off-Duty Misconduct	1	0	2	12	0	4	19
Sexual Harassment	0	0	2	0	1	0	3
Sexual Misconduct	0	0	0	0	3	0	3
Theft	0	0	2	2	1	0	5
Workplace Violence	0	0	0	0	0	0	0
<b>TOTALS</b>	<b>15</b>	<b>41</b>	<b>43</b>	<b>105</b>	<b>101</b>	<b>34</b>	<b>337</b>

Note: 23 incidents do not have allegations assigned

### Looking Ahead

The PSS team will prioritize and incorporate member support and well-being into systems and practices to ensure the workplace is a productive and professional environment. PSS continues to collaborate with internal and external stakeholders to evolve its processes and responsibilities to meet not only current demands of modern policing, but to anticipate and demonstrate agility to future expectations. The PSS team will do so through timely and thorough investigative facets, trend analysis and best practice reviews.

# DISTRICT 1



District 1 is responsible for law enforcement and traffic crash investigation in the densely populated Denver Metro region. This District encompasses the following counties of Boulder, Broomfield, Gilpin, Clear Creek, Jefferson, Denver, Douglas, Arapahoe and Elbert.

## SUCCESSES of 2021

### Protect Life

Throughout 2021, the Executive Security Unit (ESU) has implemented several programs that have strengthened its ability to protect life. These programs gather and investigate intelligence related to threats against our State, and has given the unit a wide range of tools and skillsets to ensure that ESU is able to provide the best level of protection and service to those we are charged to protect.

### Represent the Communities We Serve

On March 22, 2021, a lone shooter entered a King Soopers in Boulder and opened fire. Ten innocent people were killed, including Boulder Police Officer Eric Talley. CSP members responded to the King Soopers scene to assist with the evacuation of employees and customers.

On December 30, 2021, an unprecedented fire erupted in southern Boulder County, the Marshall Fire. Hurricane-force winds fanned the flames in Louisville and Superior. In less than 24 hours, more than 1,000 homes were destroyed. CSP members were there when the first report of a structure fire was called out. Troopers worked side-by-side with law enforcement partners and firefighters going door-to-door evacuating residents and pets. For months after the fire, CSP played critical roles working with Louisville PD and the citizens of Louisville, ensuring their community and lives were safe and secure.

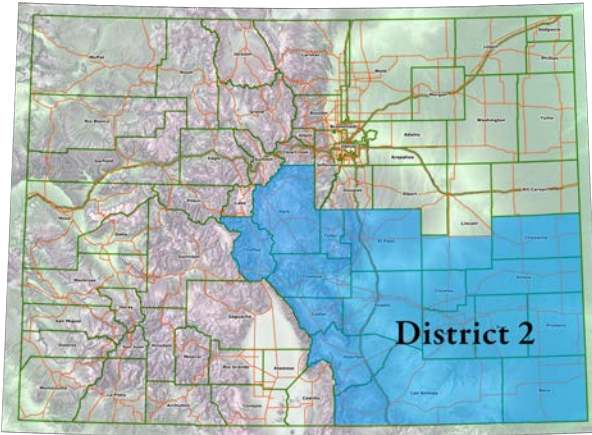
In Jefferson County, as the Morrison Police Department shut down in the middle of 2021, Troop 1A stepped up to assist the community by handling all traffic related calls for the remainder of the year. Troop 1C took steps to improve impaired driving enforcement. They partnered with Larkspur and Castle Rock Fire Departments and FALCK emergency medical services to more efficiently obtain blood draws on impaired drivers. Additionally, Troop 1C partnered with Colorado Department of Public Health & Environment (CDPHE) and the evidence section of have an intoxilyzer and DUI processing room added to the troop office.



## Looking Ahead

In 2022 District 1 will use data and intelligence provided by the Vehicle Crime Analysis Unit to more precisely deploy resources to reduce fatal and injury crashes. The Executive Security Unit will use intelligence provided by the Critical Response Team and our partners to protect State assets, people and processes.

# DISTRICT 2



District 2 is responsible for law enforcement and traffic crash investigation in the densely populated Pikes Peak region and rural areas along with the southeastern portion of Colorado. This District encompasses the following counties of Baca, Bent, Chaffee, Cheyenne, Crowley, Custer, El Paso, Fremont, Huerfano, Kiowa, Las Animas, Otero, Park, Pueblo, Prowers and Teller.

## SUCCESSES of 2021

### Protect Life

As we closed out 2021, District 2 witnessed an increase in motor vehicle traffic as the public started a return to the “new normal” after two years of pandemic restrictions throughout our nation. This increase in traffic impacted our crash picture throughout the District, with an overall increase in crashes in Southeast Colorado, which rose by 12.1% overall from 2020.

Although crashes increased, our fatal crash picture and lives lost decreased by 8.9% in 2021 due to the dedication and work of members who patrolled with a daily purpose with the ultimate goal of saving lives one stop at a time. In addition, our proactive impaired driving enforcement efforts increased by 1% by apprehending 933 impaired drivers on our roadways before they crashed, which again saved countless lives.

The District also witnessed a significant transition in personnel and specifically in the overall leadership positions working for our members to

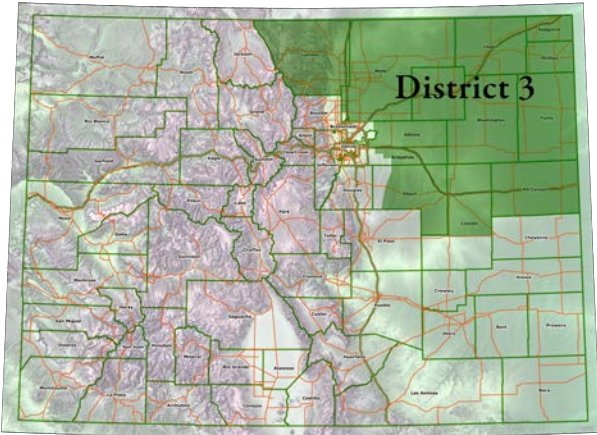
keep us forward thinking and sustainable. This is evident by going from one of the most senior to the most junior leaderships teams within the organization with a new Major, Captains, Sergeants and Corporals. With this shift, the opportunity for new vision and strategies to positively influence our organization’s goals and objectives is exciting as we forge ahead into 2022!

## Looking Ahead

After closing the book on 2021, District 2’s vision and direction for 2022 remains simple. Come to work each day to save lives by reducing the crash picture, arresting impaired drivers, being vested and engaged with teammates, citizens and communities where we live and serve. And, most importantly, go home safe each day to our loved ones.



# DISTRICT 3



District 3 is responsible for law enforcement and traffic crash investigation in the northeast quadrant of the state, encompassing a diverse topography, which includes the Rocky Mountains, urban northern Colorado and the grassy eastern plains. This District encompasses the following counties of Larimer, Logan, Morgan, Phillips, Sedgwick, Washington, Kit Carson, Lincoln, Adams, Elbert, Arapahoe, Weld and Yuma.

## SUCCESSES of 2021

### Protect Life

Through strong partnerships, safety education and engagement in local events, District 3 members continue to support the communities we serve. Our successes are driven by our commitment to the CSP mission of saving lives on our roadways.

District 3 Fatal Crashes	CY 2019	CY 2020	CY 2021	3-Year Average
	80	65	80	75

District 3 is dedicated to saving lives, and successes in CY 2021 focused on strategic enforcement operations throughout the District to drive down the traffic fatality rate. Enforcement on prevalent crash causal factors, impaired driving actions and occupant restraint violations endured as top priorities. Partnerships all across our area proved favorable to our mission and to preserving the confidence our community has in the State Patrol.

CY 2021 was not without its challenges. While traffic safety was at the forefront of our mission, Troopers had to be agile and develop innovative ways to address traffic fatalities. In addition to traffic, Troopers had to skillfully respond to critical incidents, impactful weather events, including severe windstorms, unforgiving snow/ice, flash flood evacuations and other emergent situations. Proudly, District 3 members committed to the mission and returned day-to-day to serve our communities and make our Colorado safe.

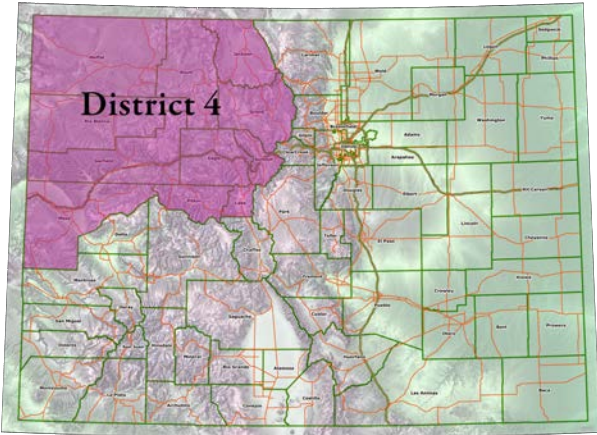
### Represent the Communities We Serve

Members of District 3 proudly stood alongside their community members supporting local events such as the Great Colorado Airshow, Elizabeth Stampede, Walk Like MADD and county fairs across the state. Giving back to the community is a significant portion of the District 3 initiative toward our strategic goals, seen through involvement with programs like Weld Elves, Santa Cops, and Morgan County Gold Star Toy drive. Putting smiles on little faces and smiles on Trooper faces. Genuine immersion in the community we serve, and keeping Colorado safe through our everyday actions, makes the CSP the best place to work.

### Looking Ahead

In CY 2022, District 3 will continue to refine enforcement strategies to ensure safety on our Colorado roadways, focusing on traffic fatality rates and the driving behaviors that endanger the motoring public. Future success in our operational mission will continue through strong partnerships, community collaborations, effective enforcement operations and remaining agile to future challenges.

# DISTRICT 4



District 4 is responsible for law enforcement and traffic crash investigation along the I-70 corridor as well as the central and northwest mountains regions. This District encompasses the following counties of Eagle, Garfield, Grand, Jackson, Lake, Mesa, Moffat, Pitkin, Rio Blanco, Routt and Summit.

## SUCCESSSES of 2021

District 4 encountered many challenges throughout 2021, which required its members to adapt and implement new plans to overcome the complexities of Mother Nature. Fires, floods and drought sound like uncommon Biblical plagues, however, these manifestations were all too familiar for members in District 4.

### Protect Life

Due to lower than average snowpack coming into 2021, and reduced moisture in the spring, the drought in northwest Colorado was in full effect as fire season swiftly approached. Wildfires in the innumerable forested areas of District 4 seem to be a customary mark of summer in the last several years. So, it is no surprise that in 2021, District 4 members were notified of no less than 18 wildfires during the season. Troopers assisted in evacuations and road closures, no doubt saving lives from the copious infernos ready to engulf anything in their path.

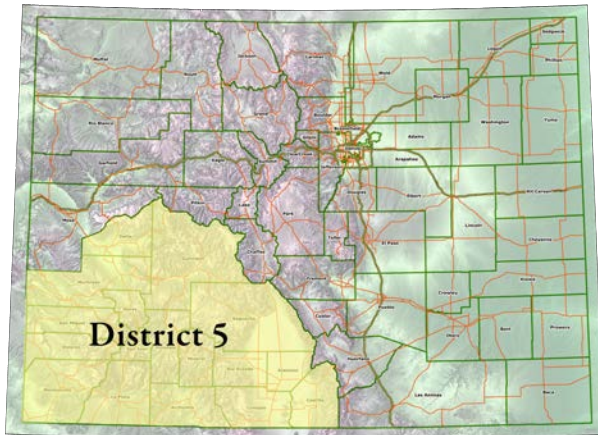
As the antithesis to drought and fires, autumn rains quickly morphed the 32,631-acre Grizzly Creek burn scar into a torrent of raging water and debris. Glenwood Canyon chose not to be overshadowed by the numerous other flooding roads and washed-out highways throughout the district, and instead closed for more than two weeks due to unnavigable chasms created by the deluge of rubble pummeled onto its asphalt decks. Troopers were entrusted with rerouting the frenetic I-70 traffic onto constricted alternate northern and southern routes, as repairs culminated in a temporary opening of the canyon. Most notable was the commitment from our members to save lives through high-visibility traffic enforcement on the congested alternate routes. Over 550 additional hours were committed to the closure, resulting in zero fatalities on our alternate routes while repairs were completed.



## Looking Ahead

No doubt, 2022 will exhibit similar weather-related challenges, combined with amplified traffic flow and anxious travelers. District 4 members are steadfast in delivering superior customer service while saving lives on Colorado's rural and interstate highways. Working more with less has been the plight of our members throughout the last several years, but has created an irrepressible and fervent commitment to the motorists we serve. By remaining agile, District 4 will continue to reduce motor vehicle deaths through strict enforcement in our targeted zones and be poised to respond to whatever calamity Mother Nature produces next.

# DISTRICT 5



District 5 is responsible for law enforcement and traffic crash investigation in the southwest quadrant of the state. This region includes diverse communities with beautiful landscapes ranging from mountain towns to canyons, deserts, and mesas. This district encompasses the following counties of Alamosa, Archuleta, Conejos, Costilla, Delta, Dolores, Gunnison, Hinsdale, La Plata, Mineral, Montezuma, Montrose, Ouray, Rio Grande, Saguache, San Juan and San Miguel.

## SUCCESSES of 2021

### Protect Life

In 2021, all troops in District 5 chose the goal to reduce serious bodily injury and fatal crashes. Although serious bodily injury crashes decreased 11% across the district, the district as a whole witnessed an unfortunate increase in fatal crashes. The fatal crash increase was not due to a failure of effort, all members contributed to the strategies set for the year.

During the summer of 2021, fatal crashes in D5 unexpectedly rose, in particular on CO 160 from South Fork to Cortez. The district tackled the traffic fatality increase as a team. From mid-July to mid-August, an Accident Prevention Team (APT) was assembled from members of Troop 5B - Alamosa. The APT traveled to Cortez and worked CO 160 in the hot zones that were associated with the fatal crashes in La Plata, Montezuma, Archuleta and Mineral Counties. The team worked Thursday through Saturday, which matched

up with the crash pattern. Troops 5A - Durango and 5C - Montrose increased manpower through grant funded overtime and focused on other state highways in the district. The result of the operation was not one fatal or serious bodily injury crash on CO 160 from July 15, 2021 - September 10, 2021. The APT was an example of the district working as a team to support the goal of reducing serious bodily injury and fatal crashes on District 5 roadways.



## Looking Ahead

District 5 will continue to look towards data-driven strategies to assist with the goal of reducing fatal crashes on District 5 roadways. In addition to enforcement strategies, the district is working on a public awareness campaign to help out of state motorists understand how to better navigate the challenges associated with the mountain passes and highways throughout the district. The plan is to also reach neighboring states with direct messaging associated with the fatal crash causal factors in an effort to make summer traveling through the southwest portion of the state as safe as possible for all.

# STAFF SERVICES BRANCH

The Staff Services Branch (SSB) is comprised of Strategic Analysis and Business Research (SaBR) and Central Records (CRU). The year 2021 was once again a year of struggles with the effects of the pandemic persisting.

## SUCCESSES of 2021

### Protect Life

Work continued in the area of Body Worn Cameras (BWC). As an agency, we selected AXON as the primary supplier of both BWC and In-car camera systems. We look forward to the implementation process in order to provide another tool to make our Troopers and constituents safer.

Vehicular Crimes Analysis Unit (VCAU) of the SaBR section continues to review, refine, and redesign data for the purposes of making Colorado safer. The data sets used to provide guidance to field operations for targeted enforcement uses inputs for several disciplines within the agency.

### Be Agile

Work with the Office of Information Technology (OIT) still continues to provide a safe and stable platform in order to share appropriate information with our safety partners. In addition, CRU has taken over the task of pulling audio files from the Communications Branch. This allows for both a quicker response to inquiry and Communication supervisors to focus on efficiencies within their span of control.

The efforts of all the units within SSB have a touch on making us more agile and are focused on this area. Some examples include, the Project Management Office group ensuring laptops are replaced in a consistent and timely manner, Policy and Research ensuring the agency policies are current and reflect the expectations of the communities we serve.



## Looking Ahead

Moving forward in 2022 SSB will be working to increase the efficiency and effectiveness of the State Patrol. Several projects are in progress to improve data accuracy and availability along with partnerships with other key safety-focused groups. Additionally, members of SSB are actively involved in several national-level groups and committees is to stay ahead of the curve and positively promote the Colorado State Patrol.





# COMMUNICATIONS BRANCH

The Communications Branch provides services to the public, the State Patrol, and 54 other partner agencies (four Federal, 15 State, and 42 Local). Located in six communications centers throughout the state, Communications Officers provide 24/7/365 professional emergency support.

## SUCCESSES of 2021

### Protect Life

The Communications Branch accomplished the following:

- Dispatched 1,121,083 calls for service
- Answered 69,328 Road Rage/Report Every Drunk Driver (REDDI) calls.
- Answered 33,431 911 calls and 3,670 Emergency Medical Dispatch calls
- Assisted in contacting 3,273 impaired or road raging drivers

The dedicated professional efforts of the branch led to 3,860 lives saved.

### Become the Best Place to Work

The branch is one of only a handful of Communications Agencies nationwide that is both CALEA and APCO-P33 certified and accredited.

The branch met and exceeded our initial 4DX WIG of hiring 30 new trainees, and nearly met our revised WIG of 40. For the year, we hired 39 and were a net +.5 in personnel for the year. Although this did not reach our WIG of net +10 overall, it did represent a significant milestone, and reversed a trend of double-digit net negative in personnel the branch experienced in 2019 and 2020.

The branch is one of only a handful of Communications Agencies nationwide that is both CALEA and APCO-P33 certified and accredited. In 2021 it was re-certified and accredited in both. In 2021 the branch exceeded our 4DX WIG of trainee graduation success rate of 77% by achieving a 79% training success rate. Due to the COVID pandemic, online learning/distance training continued. This did help mitigate staffing shortages by not mandating travel to/from Denver for in-person training.

### Protect Life and Represent the Communities We Serve

During 2021, the remaining two of the three CSP's Public Safety Answering Point centers received an equipment upgrade to the Emergency Services IP Network (ESI-Net). This technological upgrade enables Next Generation 911 (NG911) services in the future, which could include digital imagery sharing; audio and video digital interface with in-vehicle emergency services; and video 911 calls from smartphones. Work continued to upgrade the existing CAD system from Motorola Premier One CAD version 3.3 to version 4.4. going live in late 2021.

Also, in 2021 several other projects occurred, including 1) GPS location service added to all portable radios. This significantly improved situation awareness for dispatchers when officers are dismounted from their patrol vehicle. 2) Equipment installation that will transform the Denver and Pueblo centers into 911-capable Public Safety Answering Points. 3) The project to equip all Troopers with a cellphone was initiated. 4) Equipment installed at the new alternate comm center/COOP center (located at Camp George West) for Denver and sometime in 2022 that capability will go live. 5) Additional radios (VHF and DTR vehicle and DTR portable) purchased to improve equipment life-cycle health.



### Looking Ahead

During calendar year 2022, we look forward to issuing wireless handheld devices to all Troopers, which will give them access to mobile CAD, mobile NICHE, and use this device for evidentiary photos. We also look forward to completing our upgrade to CAD version 4.6.

## SUCCESSES of 2021

In 2021, CSP Wellness advanced our goal of becoming the best place to work.

### Become the Best Place to Work

In 2021, CSP Wellness advanced our goal of Becoming the Best Place to Work by securing a \$120,000 Peace Officer Mental Health Grant through the Department of Local Affairs. With this funding, we were able to establish four new programs for Troopers:

- 1) Reimbursement of out of pocket expenses for personal mental health counseling sessions;
- 2) Addiction counseling with a dedicated therapist for individual and group treatment;
- 3) A full-treatment protocol of Neurofeedback Therapy for up to 20 Troopers, and;
- 4) Hyperbaric Therapy (pressurized oxygen saturation) for two Troopers.

In addition, the Wellness Team participated in mental wellness efforts across CDPS, including the creation of a mental health response framework for all supervisors and wellness training sessions for Professional Staff In-Service. The team also provided a range of classes, focused team training sessions, and targeted presentations on stress, sleep, burnout, and the connections between mental and physical health for all branches of CSP.

CSP Wellness also grew the team by adding four new Chaplains as well as a new Peer Support Coordinator role, both of which greatly improved the responsiveness of our Chaplains and Peer Support Team in supporting our members and partner agencies across Colorado.



### Looking Ahead

Looking ahead, CSP Wellness anticipates expanding the Peace Officer Mental Health Grant programs, and further extending our suite of wellness tools for all members, to include an app for targeted financial wellness and other app-based ways to connect wellness activities across the state. With COVID hopefully moving into the rearview mirror, we look forward to reconnecting more in person and growing as the team moves into its next phase of development.

# TRAINING SERVICES BRANCH

## SUCCESSES of 2021

The primary function of the Training Services Branch is to provide professional training and development for members from basic training of cadet troopers to advanced training of incumbent members. The Colorado State Patrol Training Academy is designated by Colorado P.O.S.T. (Peace Officer Standards and Training) as an approved Basic Training Academy. The Colorado State Patrol Basic Training Academy is also a CALEA-accredited Public Safety Training Academy. The Commission on Accreditation for Law Enforcement Agencies (CALEA) is a credentialing authority through the joint efforts of law enforcement's major executive associations.

### Protect Life

The Training Services Branch, specifically the Continuing Education Section, is responsible for the distribution, coordination, and tracking of mandated training by Colorado P.O.S.T., CSP Policy, and Colorado law. Each year, every certified officer must complete 24 hours of training, of which a minimum of 12 hours must be in the area of perishable skills (arrest control, driving, and firearms), with at least one hour in each perishable skill category. The Training Services Branch developed and administered training in compliance with this mandate, ensuring all certified officers of the Colorado State Patrol maintained their certification.

With the goal of providing the most professional and relevant training to our members, the Continuing Education Section is committed to providing our members with the tools and skillset to continue saving lives on a daily basis. The Continuing Education Section revamped their intranet site to include an up-to-date Academic Catalog. The catalog contains a list of the mandatory annual training broken down by quarter, the mandatory in-service training, elective courses that are available to troopers, and a master course list for troopers to see all approved training.

### Represent the Communities We Serve

The Training Services Branch is responsible for recruiting and hiring cadet troopers. In 2021, the Selections Unit processed 450 candidates through the hiring process. Our goal was to hire a total of 100 diverse cadets for Cadet

Class 2021-2 and Cadet Class 2021-3. We exceeded our goal by offering final job offers to 106 of those candidates with diverse backgrounds including work and life experiences ranging from prior law enforcement, military, accounting, auto mechanics, sales associates, customer service specialists, lawyers and Emergency Medical Technicians (EMTs). In addition, our cadets represented the communities we serve including the San Luis Valley, Grand Junction, Cortez, Ft. Collins, La Junta, and almost every place in between. Our cadets are also from all around the world, including Romania, Brazil, and the Dominican Republic.



## Looking Ahead

The Training Services Branch will run another cadet class starting in September 2022 with a goal of 50 cadets from diverse background equal to those hired in 2021.

We will continue to improve our processes through Continuing Education to ensure we are funding approved and relevant training for our members with an additional goal of providing troopers with transcripts of their training from their basic training all the way through their career as a member of the Colorado State Patrol.

# OPERATIONAL SERVICES BRANCH

## SUCCESSSES of 2021

The Operational Services Branch provides numerous statewide services to include:

- Motor Carrier Safety - Commercial vehicle enforcement, inspection, training and compliance audits.
- Hazardous Materials - Hazmat spill response, carrier compliance, training and routing.
- Aircraft - Fixed-wing aircraft for aerial traffic enforcement, tactical overwatch, prisoner relays and air pool missions.
- Motors - Motorcycle operations for traffic enforcement, special events, escorts and training.
- Special Events - Logistics for planned and permitted large scale events that impact Colorado roadways.
- Motorcycle Operator Safety Training (MOST) - Promulgates rules, requirements, and contracts for motorcycle rider safety programs that that provide riders professional instruction and prepare them for motorcycle license endorsements.



## Protect Life

During 2021, the Operational Services Branch provided exceptional support to internal and external partners through virtual commercial vehicle inspection training, hazardous material mitigation efforts, special event support and aerial tactical support. The Operational Services Branch forged partnerships with Motorcycle Operator Safety Training (MOST) vendors across the state to improve motorcycle riding and increase training consistency to reduce motorcycle fatalities.

## Be Agile

In 2021, the Operational Services Branch leaned forward to be agile and support non-traditional needs for the organization and the communities we serve. This included providing logistical support for vaccine availability, Covid-19 rapid test supply, sending resources to natural disasters and supplementing field troops to save lives through traffic safety in targeted zones.

## Looking Ahead

In 2022, the Operational Services Branch will use the Motor Carrier Section to increase Colorado State Patrol presence on mountain corridors to enforce commercial vehicle safety. In conjunction with the Port of Entry, the Motor Carrier Section will target brake inspections and speed zones in steep sections of grade.

The Special Operations Section will utilize motor troopers and aircraft operations to supplement District hotspots to reduce fatalities. The Hazardous Materials Section will lead the state as the premier training host for agencies that provide hazardous material responses. The Colorado MOST program will continue to expand vendors and rider coaches to support safer motorcycle operators statewide.

# PORT OF ENTRY BRANCH

## SUCCESSES of 2021

### Protect Lives

The Port of Entry (POE) went back on the road to participate in joint port operations where the officers focus on conducting commercial vehicle safety inspections and enforcement of size and weight requirements for commercial motor vehicles. The POE analyzes crash data for strategic locations of joint operations. POE officers provided presentations and education for commercial motor carrier companies to help them improve their safety practices and compliance with dimension requirements.

### Be Agile

The first fixed virtual weigh station located at the Platteville Port of Entry site became operational. The technology allows the POE to collect data on commercial motor vehicles that can be used to determine the number of commercial vehicles that are operating out of compliance and to pre-sorting commercial motor vehicles for downstream mobile operations. This new technology provides agility in determining where to focus attention in an area of Colorado that does not have a fixed port but has a high level of commercial motor carrier traffic.

### Represent the Communities We Serve

Officers participated in community events such as National Night Out Events, county fairs, local concerts and food drives.

### Become the Best Place to Work

The Port of Entry continually works to recruit members from all walks of life. A class of twelve officers graduated from the POE Academy in 2021. Officers attend recruiting events to share their passion, commitment and experiences with those who are interested in coming to work with us. Officers at the Fort Collins Port of Entry received the MADD Award for seat belt enforcement.

### Looking Ahead

The Port of Entry will continue to find ways to creatively recruit a diverse group of officers in a challenging and competitive hiring environment. The POE plans to continue to grow its ranks by mirroring the diverse demographics represented by Colorado's residents.

Technology in the commercial motor vehicle world of enforcement and operations changes rapidly and it is imperative that we continue our research, development, and attainment of technology that helps commercial carriers to deliver commodities through our state and nation safely and efficiently. With the assistance of the Innovative Technology Deployment Program and the Grant Management Office, the POE will continue to identify grant-funded opportunities to grow and improve its technology.



# CRIMINAL INVESTIGATIONS BRANCH

## SUCCESSSES of 2021

The Criminal Investigations Branch is comprised of five sections:

- Investigative Services Section (ISS)
- Smuggling, Trafficking, and Interdiction Section (STIS)
- Evidence Section
- Vehicular Crimes Unit (VCU)
- Victim Services Unit (VSU)

### Protect Life and Best Place to Work

ISS recovered 484 stolen vehicles valued at \$6,194,761, made 215 felony arrests and recovered 62 weapons. ISS supported troops by assisting with 356 criminal investigations. ISS supported agencies statewide with analytical support from the Auto Theft Intelligence Coordination Center (ATICC) by producing 986 auto-theft-related products. STIS made 204 felony arrests and 26 misdemeanor summonses.

In 2021, the Evidence Section continued partnerships with other agencies and began new partnerships for the purposes of destroying evidence. The section cleared a backlog of old cases that had potential for disposition. The Evidence Technicians were able to complete District 1, 3, 4 and 5. This combined effort allowed the unit to destroy, return or donate 20,118 items of property or evidence compared to 13,613 in 2020.

In 2021, VCU implemented a small Unmanned Aircraft System (sUAS) program for crash scene mapping and reconstruction. VCU has flown 105.13 hours on 246 crash scenes which saved 260.25 hours of on-scene mapping. By implementing this program, VCU enhanced the safety of all on-scene personnel by ensuring a more efficient, yet highly detailed account of crashes.

SEIZURE TYPE:	2020 SEIZURES	VS. 2021 SEIZURES	% Change By Weight or Value
Cocaine - Pounds	138 LBS	359 LBS	160%
Currency	\$2,705,104.45	\$3,064,170.30	13%
Fentanyl - Pounds	30 LBS	151 LBS	403%
Fentanyl - Pills	28,562 PILLS	13,842 PILLS	-52%
Guns	61 GUNS	68 GUNS	11%
Heroin - Pounds	128 LBS	217 LBS	70%
Cannabis - Bulk   Concentrate   Plants	1,241 LBS	1,674 LBS	35%
Meth - Pounds	367 LBS	1,435 LBS	291%

### Represent the Communities We Serve and Best Place to Work

VSU provided crisis intervention, resources, and direct services to 2265 crime victims and met in person with 855 crime victims to assist in the application process to obtain financial, medical and mental health services through Crime Victim Compensation.

The VSU now has the capability to provide Victim Rights to crime victims via cell phones. The VSU began using the eVAC (electronic Victim Advocacy Card) in April of 2021. During this time, VSU advocates shared the eVAC card to 1,648 victims. The eVAC cards were viewed by 3,014 crime victims.

### Looking Ahead

ISS will continue to support our troops, and multi-jurisdictional operations statewide. ISS is refining and streamlining our case management system and is working towards a common operating database solution to account for all auto theft cases state-wide. The ATICC plans to refine reporting products and what matters most to the field operations.

VCU will continue to make investigations more thorough and efficient by receiving more in-depth training in death and felony investigations. The training will include evidence gathering, investigation philosophy, and interview/interrogation.

STIS will increase contraband seizures again and solidify itself as the premiere criminal interdiction section in the nation. In 2022, the Evidence Section is looking forward to the approval of a new evidence facility that will allow for long-term storage of evidence including vehicle holds. The team will work together to identify, research, and obtain approval for cases that are eligible for destruction.

The VSU set a new initiative for 2022. While statistics show an increase in victims being served in 2021, it was noted victims in rural areas were not receiving the same comprehensive services as are provided to victims in the metro areas. Advocates will meet face-to-face with crime victims in rural areas within 24 hours of the crime to ensure victims in rural areas are not overlooked.



## SUCCESSSES of 2021

The Colorado Automobile Theft Prevention Authority (CATPA) provides grant funding for enforcement, education, prevention and prosecution projects to assist in the reduction of statewide vehicle thefts. As studies have demonstrated, a majority of vehicle theft offenders are involved in other crimes, posing a direct threat to life and property, the CATPA programs have a central interest in the protection of life. CATPA programs are also intended to engage partnerships with state, county and local law enforcement agencies in addressing vehicle thefts occurring with patterns, trends and hot-spots.

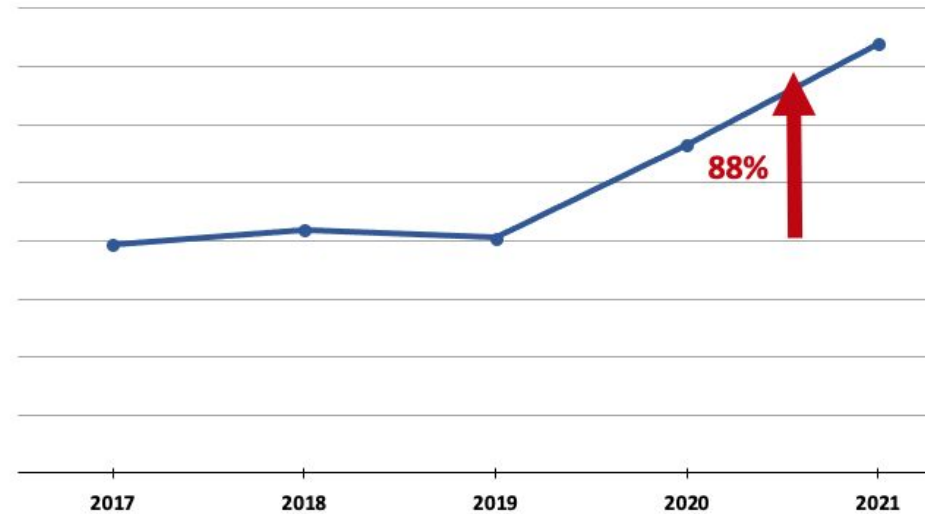
### Protect Life and Represent the Communities We Serve

Consistent with C.R.S. 10-5-112, CATPA successfully worked with Colorado insurance companies licensed to insure motor vehicles in collecting 100% of assessed fees accounting for \$5.5 million towards grant funding.

Consistent with C.R.S. 42-5-112, CATPA successfully administered \$5.7 million of grant awards to assist in statewide vehicle theft prevention, education, training, enforcement and prosecution. CATPA successfully funded grant projects, which accounted for a 32% increase in vehicle theft prevention activities as compared to 2019. These funded activities would likely not have been performed without specialized funding from CATPA.

- 1,634 analytical vehicle crimes law enforcement products
- 298 specialized vehicle crimes training sessions with 1,423 students
- 300 multiagency law enforcement coordination efforts
- 1,912 vehicle crimes case investigations
- 4,816 stolen vehicles identified with an average value of \$43 million dollars
- 32 Bait car operations
- 2,163 catalytic converter labels installed
- Seven community engagement events

Reported Colorado Motor Vehicle Theft



## Looking Ahead

In 2022, CATPA initiated a public outreach program and will begin outreach campaigns in July 2022. These campaigns will engage communities, grant projects and stakeholders to elevate awareness and prevention of vehicle theft, related crimes, and the theft of catalytic converters.

In addition, CATPA will facilitate and manage \$4.5 million in grant funding for auto theft prevention, including statewide enforcement strategies, prosecution of auto theft offenders and specialized vehicle crimes training. Finally, CATPA will ensure compliance with C.R.S. 10-4-617 to partner with insurance companies issuing motor vehicle policies ensure stability of the CATPA Cash Fund in supporting vehicle theft grants.

# STRATEGIC COMMUNICATIONS & OUTREACH

## SUCCESSES of 2021

In September 2020, the Office of Strategic Communications & Outreach (SCO) was formed, including Public Affairs, Creative Services, and Community Outreach. This teams supports and implements aligned and on-brand messaging for internal and external audiences.



### Protect Life and Representing the Communities We Serve

In 2021, there were 442 events held by CSP members reaching over 171,112 individuals across Colorado. For PILLAR requested classes, the top three safety topics were: Alcohol, Tobacco, and Drugs; Laws, Rights and Responsibilities; and Safety inside and outside the home.

The SCO directly conducted 89 events in 2021 with Child Passenger Safety (CPS) accounting for 38 of the events held. CPS events included public car seat checks, continuing education for car seat technicians, as well as new car seat technician certification.

Thousands of public and media inquiries were received in 2021, which resulted in more than 16,465 documented stories that mentioned CSP. The peak month of media activity occurred in May with a combination of proactive and reactive stories including: Street racing surging across US, trial and verdict for Trooper Cody Donahue, pandemic boosts CO digital IDs and Lyons gas spill site.

Throughout the year we worked with key partners to educate and protect life through high-profile enforcement activities. In 2021, the Colorado State Patrol partnered with CDOT for the following:

Campaign	Results
Click It or Ticket	2194 seat belt citations
Distracted Driving	178 distracted driving citations
Heat Is On	187 DUI citations

### Be Agile

During 2021, with the easing of restrictions related to the COVID-19 pandemic, events across Colorado increased by 20.8% with the help of POE officers, Troopers, Communications Officers and other members and units of the Colorado State Patrol. Members across the state contributed more than 1,500 hours engaging with the communities to deliver our safety messages.

We also grew our reach on social media by adding over 5,300 followers on Facebook and more than 8,600 followers on Twitter. After the first year of launching a CSP LinkedIn page with have 598 followers. After the first year of launching a CSP Instagram page we have 18,800 followers.

### Looking Ahead

SCO will continue to inform and educate the public on traffic and other life safety issues with transparency, including launching a partnership with the Boys and Girls Club across Colorado to establish positive relationships with diverse populations, data-driven traffic safety campaigns and a year-long campaign focused on the “Slow Down, Move Over” law. A recertification class will also take place to reinvigorate the Field PIO role available to our members. CSP will increase the number of technicians using the digital seat check platform (with goal of 100%) so that data is more easily attainable versus the paper version.







# BUDGET

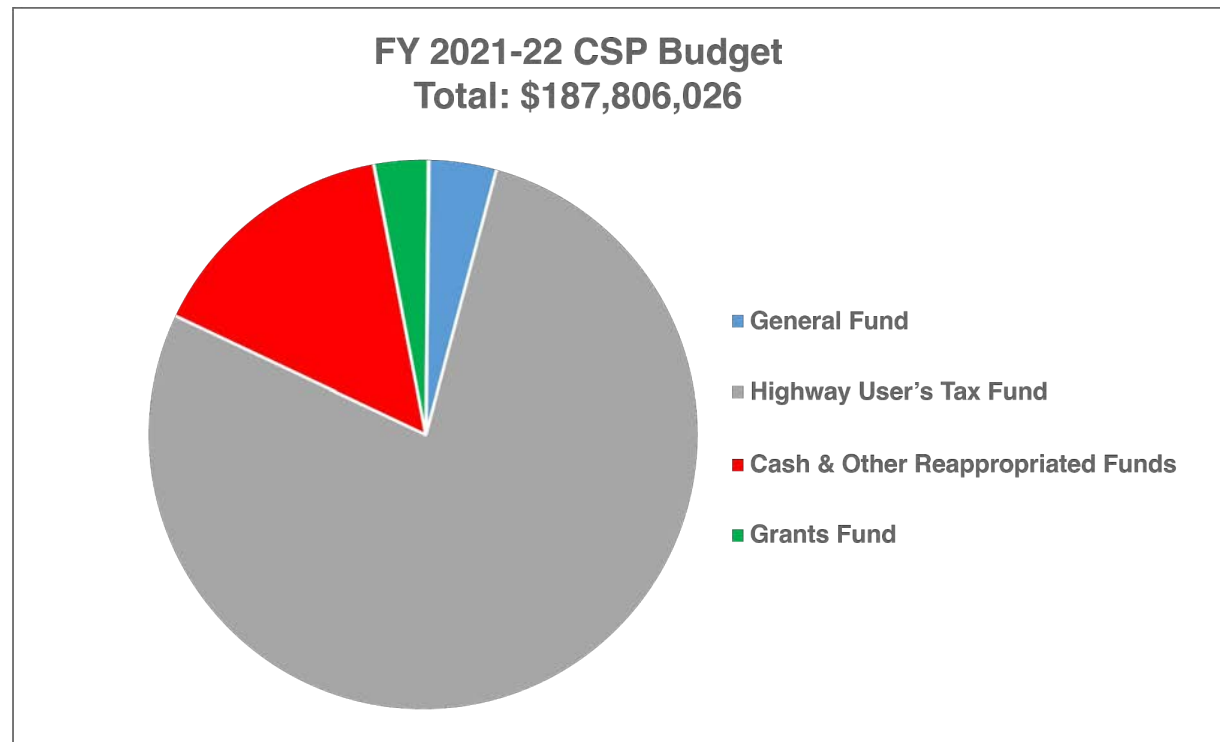
# BUDGET

## Organizational Resources

The FY 2021-22 operating budget of the Colorado State Patrol totals \$187,806,026 and is funded through Long Bill appropriations, Supplemental Bill budget requests, and special bills from the Highway Users Tax Fund (HUTF), the General Fund, Cash Funds, Reallocated Funds, and Federal Grant Funds. Approximately 78% 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.

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 5.4% greater than the FY 2020-21 appropriation.

**Figure 1. FY 2021-2022 Colorado State Patrol Budget Appropriation**



## LONG BILL FTE APPROPRIATIONS

Beginning January 1, 2022, the State of Colorado Legislature has allocated 1,183 full-time equivalents (FTE) to the Colorado State Patrol. This FTE appropriation is 16.7 FTE greater than the fiscal year 2020-21 appropriation due to the addition of six troopers and two civilian administrative assistants FTE in support of HB21-1250 Measures to Address Law Enforcement Accountability.

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.

Figure 2. FY 2021-2022 Colorado State Patrol Long Bill FTE Appropriations

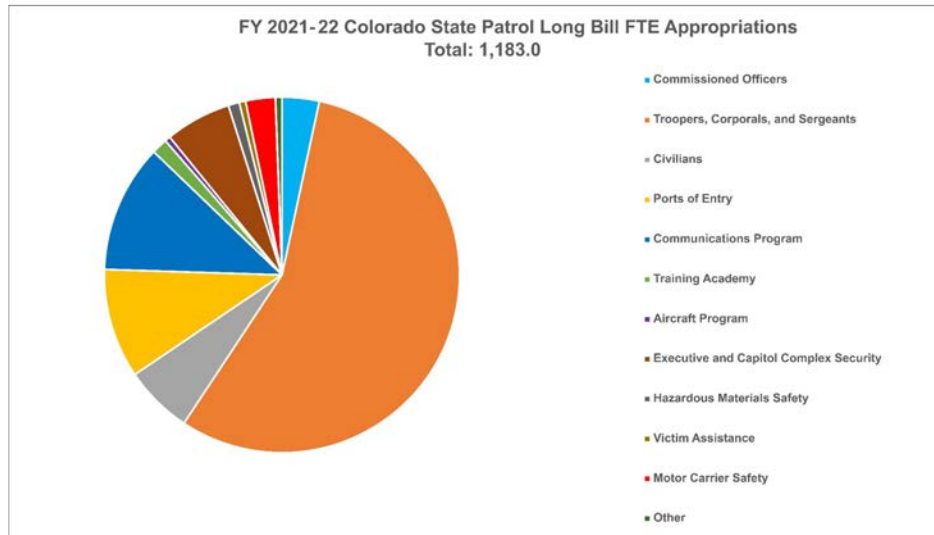


Figure 3. FY 17-18 through FY 21-22 Colorado State Patrol Operating Appropriation

Colorado State Patrol						
Operating Appropriation						
Period	General Fund	HUTF	Other	Total Appropriation		
				Total Budget	Percent Change	FTE
FY 2017-18	\$6,343,233	\$118,582,595	\$31,314,388	\$156,240,216	6.3%	1,120.3
FY 2018-19	\$6,596,287	\$125,575,505	\$31,723,240	\$163,895,532	4.9%	1,138.3
FY 2019-20	\$6,835,695	\$135,667,975	\$33,261,728	\$175,765,398	7.2%	1,163.3
FY 2020-21	\$6,984,596	\$137,548,099	\$33,781,630	\$178,314,325	1.5%	1,166.3
FY 2021-22	\$7,150,785	\$146,833,338	\$33,821,903	\$187,806,026	5.4%	1,183.0

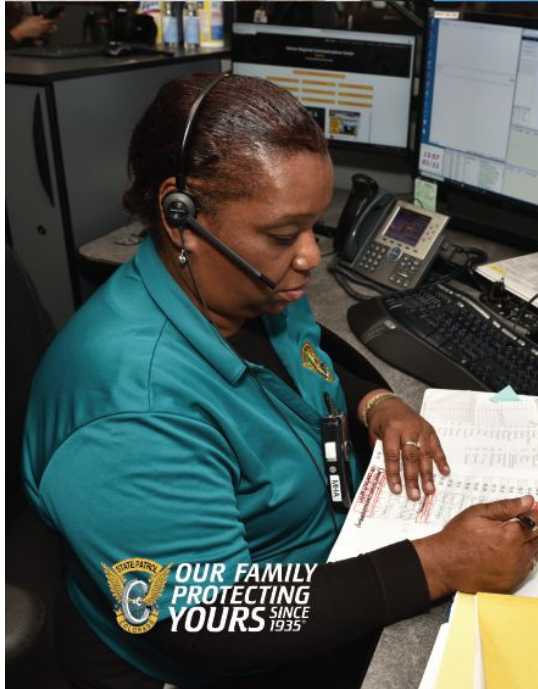


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