

**ANNUAL REPORT OF THE  
COLORADO STATE PATROL  
FISCAL YEAR 2003-2004**



*EST. 1935*

## OUR MISSION

The mission of the Colorado State Patrol is to ensure a safe and secure environment in Colorado for all persons by providing professional law enforcement through responsive, courteous, caring, and dedicated service.



# CONTENTS

<b>Chief's Message.....</b>	<b>Page 5</b>
<b>An Overview of Mission Critical Services.....</b>	<b>Page 6</b>
<b>Public Opinion Survey Results.....</b>	<b>Page 14</b>
<b>Community Outreach Activities.....</b>	<b>Page 15</b>
<b>Strategic Goals &amp; Objectives.....</b>	<b>Page 19</b>
<b>Strategic Assumptions.....</b>	<b>Page 20</b>
<b>Future Strategic Challenges.....</b>	<b>Page 21</b>
<b>Strategic Management System.....</b>	<b>Page 22</b>
<b>Enforcement Strategy Overview.....</b>	<b>Page 23</b>
<b>Highway Safety Improvement Zones.....</b>	<b>Page 24</b>
<b>Colorado Target Zero.....</b>	<b>Page 28</b>
<b>Force Deployment Sample.....</b>	<b>Page 30</b>

## Note:

Most of the CY 2003 figures are preliminary and subject to revision. Information was extracted from the CSP Records Management System (RMS) as of August 6, 2004. Additionally, the Patrol has identified some duplicate crash information in RMS; therefore, CSP crash totals reported in this document may be revised in CY 2005 when all data integrity issues are resolved for prior years.





December 1, 2004

I am pleased to present our Fiscal Year 2003/2004 Annual Report. This report highlights our activity and performance during the most recent 12-month fiscal reporting cycle. It also provides a comprehensive overview of specific steps taken by the Patrol to improve traffic safety in Colorado. The theme of this year's Annual Report pays tribute to our rich history in anticipation of our 70th Anniversary next year, which continues to serve as a source of inspiration for members of the Patrol.

The Colorado State Patrol's long-term stretch target is to eliminate most traffic fatalities in Colorado by the year 2025. For the second consecutive year, our high-visibility enforcement efforts have paid off. During fiscal year (FY) 2003-04, the number of traffic deaths investigated by CSP officers decreased by 7.1 percent. This represents **32 fewer deaths from FY 2002-03 and 114 fewer deaths from FY 2001-02**. The number of fatal crashes investigated by the Patrol declined by 8.9 percent when compared to FY 2002-03. Likewise, our *highway safety improvement zones* realized a 4.7 percent decrease in fatal and injury crashes, resulting in 427 fewer fatal and injury crashes on targeted roadways saturated by Colorado State Patrol Troopers—an average reduction of more than eight per week.

The number of fatal and injury crashes caused by impaired drivers fell by 13.0 percent during fiscal year 2003-2004, highlighting the success of enforcement campaigns such as the *Heat is On*. Most notably, Colorado led the nation with a 13.7 percent reduction in traffic fatalities between calendar years 2002 and 2003, despite a slight increase in traffic volume of 0.2 percent.

Despite our dedication and continued progress to eliminate traffic fatalities in Colorado, much more needs to be done if we are to achieve our long-term stretch target. By expanding our personnel resources, developing more effective enforcement strategies, and encouraging greater outreach to members of the community and other stakeholders, this organization can continue to reduce traffic fatalities, making Colorado roadways safer for everyone. As always, we appreciate your continued support.

Towards a Safer Colorado,

A handwritten signature in cursive script that reads "Mark V. Trostel".

Colonel Mark V. Trostel

Chief, Colorado State Patrol

# AN OVERVIEW OF MISSION CRITICAL SERVICES

## INTRODUCTION

Since 1981, 14,159 people have been killed in motor vehicle crashes here in Colorado. The elimination of traffic fatalities on Colorado roadways continues to be our most important traffic safety objective. In order to reduce fatalities, it is often best to attack traffic safety problems from a variety of fronts. Such an approach often entails the judicious use of proactive enforcement, officer visibility, drivers licensing controls, awareness campaigns, highway engineering improvements, tailored safety programs and formal driver's education programs. Whatever the approach, action and commitment have become our watchwords.

Designing effective counter-measures to reverse adverse traffic safety trends requires joint-cooperation among several federal, state, and local agencies, along with other stakeholders such as the media, non-profits, legislators, and traffic safety advocates. In our bid to reduce traffic fatalities, such cooperation has become commonplace.

The table shown below chronicles motor vehicle fatalities in Colorado since 1981. Most recently, traffic fatalities in Colorado dropped by 13.7 percent between calendar years 2002 and 2003. Despite the double-digit decrease, we're still not content. We think we can do better. Our stretch goal is to eliminate most traffic fatalities in Colorado by 2025, making Colorado roadways some of the safest in the world.



TOTAL NUMBER OF MOTOR VEHICLE FATALITIES IN COLORADO					
Year	Number	Change	Year	Number	Change
1981	756 Fatalities	6.6%	1993	559 Fatalities	7.1%
1982	665 Fatalities	(12.0%)	1994	586 Fatalities	4.8%
1983	646 Fatalities	(2.9%)	1995	645 Fatalities	10.1%
1984	609 Fatalities	(5.7%)	1996	617 Fatalities	(4.3%)
1985	577 Fatalities	(5.3%)	1997	613 Fatalities	(0.7%)
1986	603 Fatalities	4.5%	1998	628 Fatalities	2.4%
1987	591 Fatalities	(2.0%)	1999	626 Fatalities	(.3%)
1988	497 Fatalities	(15.9%)	2000	681 Fatalities	8.8%
1989	526 Fatalities	5.5%	2001	741 Fatalities	8.8%
1990	544 Fatalities	3.4%	2002	743 Fatalities	0.2%
1991	543 Fatalities	(0.2%)	2003*	641 Fatalities	(13.7%)
1992	522 Fatalities	(3.9%)	*preliminary data only.		

## SERVICE BENCHMARKS

The following table provides an overview of various service benchmarks for fiscal year (FY) 03-04. A service benchmark is a performance metric that is used by the agency to assess trooper activity over a set period of time. Service levels will vary from year-to-year depending upon staffing levels and the amount of time devoted to proactive enforcement activities.

FISCAL YEAR 2003/04 SERVICE BENCHMARKS <sup>1</sup>	
Service Measures	Total
Vehicle Contacts	679,080
Drivers License Queries	523,180
Patrolling Miles	12,370,880
Miles Per Contact	18
Motorist Assists	124,393
Drunk Driving Arrests*	8,247
Crashes Investigated	34,512
Warning Tickets Issued	105,233
Misdemeanor Arrests	11,801
Felony Arrests	1,758
News Releases Issued	2,324
Safety Programs Conducted	1,862
Vehicle Safety Inspections	133,943
Stolen Vehicles Recovered	519
Pedestrian Contacts	4,087
Comm. Motor Vehicle Inspections	31,912

<sup>1</sup> Data extracted from the Patrol's Record Management System (RMS) on 09/16/04. \*Note: Figure includes arrests for driving under the influence of drugs.

## OCCUPANT RESTRAINT

In calendar year (CY) 2003, CSP officers wrote 28,878 citations for seatbelt violations. In CY 2003, out of a total of 641 fatalities, 413 people were determined to be unrestrained at the time of their crash. Of those, 47.1 percent, or 302 people, were ejected from their vehicles, suffering critical injuries. The following table provides a short summary of seatbelt usage in Colorado:

COLORADO - Seat Belt Usage Survey			
Period	Cars	SUVs	Trucks
CY 2004	80.7%	83.7%	68.3%
CY 2003	80.9%	81.9%	64.7%

The National Occupant Protection Use Survey (NOPUS) found that safety belt use reached 79.0 percent in CY 2003, an increase over the 75.0 percent observed in CY 2002. Approximately 17 percent of belt nonusers were converted to users, twice the rate seen in previous years. Use continues to vary in different parts of the United States, with higher rates in areas that can enforce their belt laws more stringently. States with primary safety belt laws reached 83.0 percent; those with secondary laws reached 75.0 percent in CY 2003.



## NATIONAL COMPARISON IN THE TRAFFIC FATALITY RATE

The Federal Highway Administration's strategic target is a national traffic fatality rate of not more than one death per 100 million vehicle miles traveled (*i.e.* 1.000 per 100 million VMT) by CY 2008. Based on existing traffic volume projections, the Colorado State Patrol would need to have no more than 282 fatalities on the roads it covers in CY 2008 in order to reach this target. This represents a reduction of 46.0 percent from the 522 persons killed in CY 2001. To achieve that number, an annual reduction of 7.8 percent would be required starting in CY 2002.

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

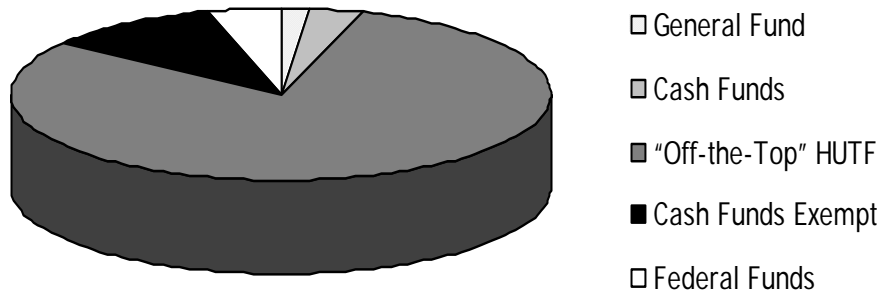
<b>MAJOR TRAFFIC SAFETY INDICATORS</b>				
<b>Measure</b>	<b>CY 2001</b>	<b>CY 2002</b>	<b>CY 2003*</b>	<b>Annual Change</b>
<b>United States</b>				
Number of Persons Killed	42,196	43,005	42,643	<b>(0.8%)</b>
Vehicle Miles Traveled (100 Million Miles)	27,814.6	28,557.6	28,797.2	<b>0.8%</b>
Persons Killed Per 100 Million VMT	1.517	1.506	1.481	<b>(1.7%)</b>
<b>Colorado (All Agencies)</b>				
Number of Persons Killed	741	743	641	<b>(13.7%)</b>
Vehicle Miles Traveled (100 Million Miles)	420.8	430.1	426.4	<b>(0.9%)</b>
Persons Killed Per 100 Million VMT	1.761	1.728	1.503	<b>(13.0%)</b>
<b>Colorado State Patrol (CSP)</b>				
Number of Persons Killed	522	464	435	<b>(6.3%)</b>
Vehicle Miles Traveled (100 Million Miles)	257.8	261.0	261.4	<b>0.2%</b>
Persons Killed Per 100 Million VMT	2.025	1.778	1.664	<b>(6.4%)</b>
<p>*Note: Information for CY 2003 is preliminary data, which is subject to revision, some of which was updated by NHTSA on August 11, 2004. There currently is no reliable way to extract "vehicle miles traveled" (VMT) information for only those roads covered by CSP officers. Consequently, this calculation assumes that the total state/federal highway VMT figure collected by the Colorado Department of Transportation is a reasonable approximation of traffic volume on CSP roads, which do not include all state/federal highways but do include about 57,000 miles of county roads.</p>				



## PATROL OPERATING BUDGET

The Colorado State Patrol employs approximately 937 members, 681 of which are uniformed members (all ranks and duties).<sup>1</sup> These figures fluctuate throughout the year depending upon employee turnover and operational needs. Of this figure, 515 are classified as “field troopers”, which are defined as CSP Officers below the rank of Captain who are primarily assigned to patrolling duties and supported entirely by “off-the-top” monies from the Highway Users Tax Fund (HUTF). <sup>1</sup>Note: Figure does not include Federally funded positions.

Most of the Patrol’s operating budget – \$74.5 million (or 69.2 percent) in FY 2003-04 – was supported by “off-the-top” appropriations made from the Highway Users Tax Fund (HUTF). In 1953, the General Assembly created this fund, whose revenue includes any excise tax on motor fuel, motor vehicle registrations fees, ton-mile taxes, and carrier transport fees. The term “off-the-top” appropriation refers to funds that are removed from the available HUTF revenue pool before allocation to cities, counties, and the Colorado Department of Transportation (CDOT).



## STATE HOMELAND SECURITY

In response to the September 11<sup>th</sup> terrorist attacks, there is heightened awareness nationally about the importance of appropriate intelligence collection by law enforcement agencies at all levels of government. There are numerous incidents where terrorist, foreign and domestic, have utilized this country’s transportation system in order to plan or carry out criminal activities. A key component of this counter-terrorism effort – particularly with respect to travel on roadways – is to raise awareness and have traffic enforcement officers in the United States intercept terrorists before they strike.

Consequently, in FY 2002-03 CSP officers began receiving additional training in order to recognize potential terrorist subjects in order to prevent future terrorists attacks. Inter-governmental plans to protect critical assets, government infrastructure (such as the State Capitol), and the public were also developed. Lastly, the Patrol created a Homeland Security office in June 2004 to advance this program and expand our counter-terrorism efforts.

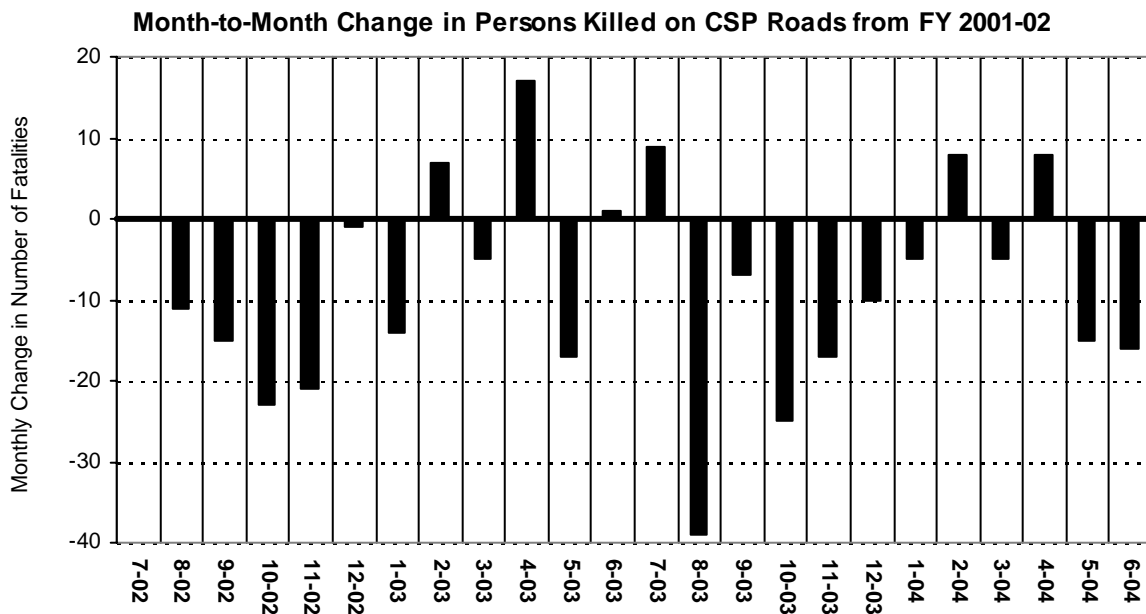
## FISCAL YEAR COMPARISON

In FY 2002-03, the Colorado State Patrol started to reverse the trend of escalating motor vehicle fatalities on the roadways it covers by changing its officer deployment strategy. This positive trend continued in FY 2003-04, as shown in the following table:

PERSONS KILLED IN TRAFFIC CRASHES								
Investigating Agency	FY 2000-01		FY 2001-02 Base Year		FY 2002-03 Year One - Balanced Scorecard		FY 2003-04 Year Two - Balanced Scorecard	
	DEATHS	ANNUAL CHANGE	DEATHS	ANNUAL CHANGE	DEATHS	ANNUAL CHANGE	DEATHS	ANNUAL CHANGE
Colorado State Patrol	449	3.7%	535	19.2%	453	(15.3%)	421	(7.1%)
Other Agencies	216	(10.4%)	259	19.9%	244	(5.8%)	206	(15.6%)
<b>COLORADO</b>	<b>665</b>	<b>(1.3%)</b>	<b>794</b>	<b>19.4%</b>	<b>697</b>	<b>(12.2%)</b>	<b>627</b>	<b>(10.0%)</b>

Source: Fatal Accident Reporting System (FARS), August 9, 2004. CY 2003 data is preliminary and subject to revision.

Last fiscal year, the number of motor vehicle fatalities *on roads covered by CSP officers decreased by 7.1 percent; this is on top of a 15.3 percent reduction in the previous fiscal year.* The following graph illustrates the month-to-month percentage change in the number of persons killed on CSP roads from the same period in the fiscal year prior to implementing the “balanced scorecard” management system.



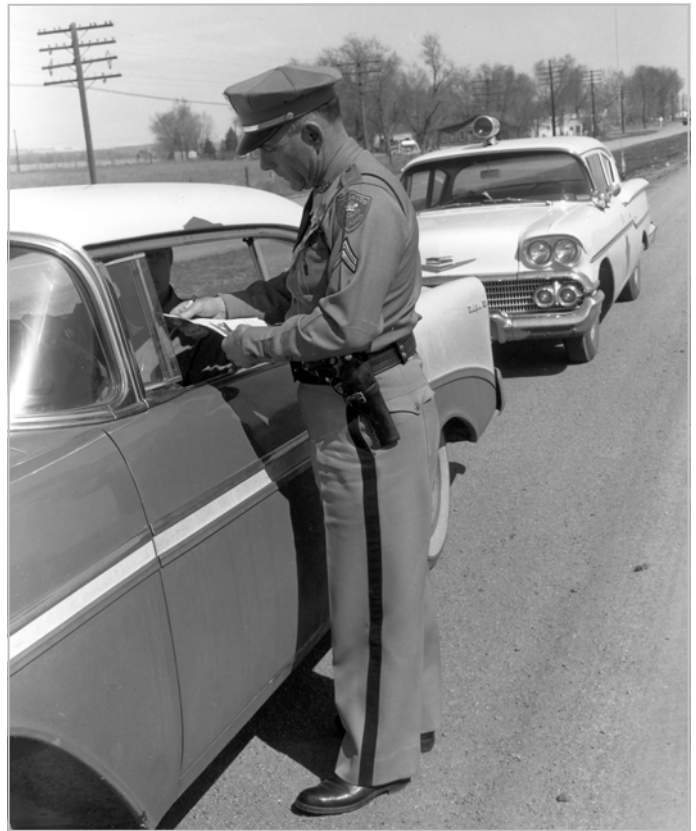
## ***MOTOR VEHICLE INJURY DEATHS IN COLORADO***

On June 6, 2002, the Colorado Department of Public Health and Environment released a comprehensive report entitled *Injury in Colorado*. Based on an analysis of data through CY 1999, this report found that motor vehicle traffic-related incidents are among the leading causes of injury death and hospitalization in Colorado.

Motor vehicle traffic-related deaths account for more than a quarter (27%) of all injury deaths and nearly half (45%) of all unintentional injury deaths in Colorado. Motor vehicle traffic-related injuries are the leading cause of injury death for Coloradans ages 1-34 and the second leading cause for Coloradans aged 35-84. Other significant findings from the report include:

1. Death and hospitalization rates due to motor vehicle crashes are highest for young drivers ages 15-24.
2. Half of all deaths in motor vehicle crashes are the result of traumatic brain injury.
3. Seatbelts are 45% to 60% effective in preventing fatal injuries.
4. Airbags, combined with lap/shoulder belts, offer the most effective safety protection for adults.

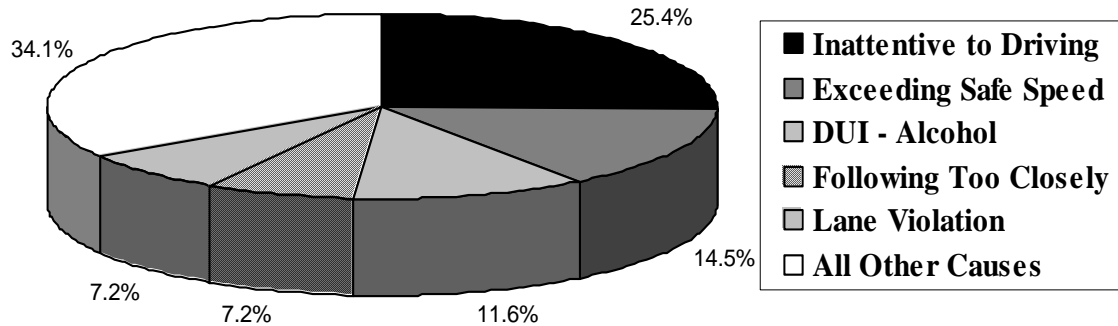
*Last year, the Colorado State  
Patrol investigated nearly six out  
of ten traffic fatalities in Colorado.*



## **ALCOHOL & DRUG-RELATED CRASHES**

In CY 2003, the Patrol wrote 5,861 preventative citations for driving under the influence of alcohol or drugs (DUI). The number of DUI/DUID caused crashes decreased from 2,580 in CY 2002 to 2,276 in CY 2003, an annual decrease of 11.8 percent. In 2003, 56.7 percent of DUI/DUID caused crashes resulted in injuries or fatalities. When alcohol or drugs were not a factor in a crash, only 29.6 percent resulted in injuries or fatalities. This reinforces the fact that alcohol and drug impaired driving accidents are more deadly and must be prevented.

## LEADING CAUSES OF MOTOR VEHICLE CRASHES INVESTIGATED BY THE PATROL (FY03-04)



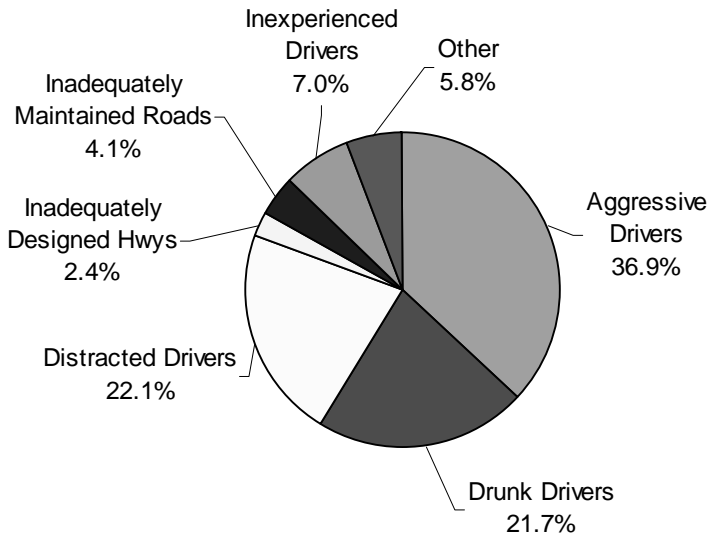
### STATE PATROL COMMUNICATIONS

The Colorado State Patrol provides a professional communications system for all CSP officers and to other governmental agencies in order to accurately disseminate information, thereby enhancing officer safety and public protection. Its five regional centers, which are located in Denver, Pueblo, Alamosa, Montrose, and Craig, serve as primary points of contact for citizens requiring public safety services statewide. The total number of incidents handled by the CSP Regional Communications Centers increased by 10.5 percent between FY 2002-03 and FY 2003-04, without a corresponding increase in personnel.\* This increase was on top of an 11.1 percent workload jump during the prior fiscal year. The Patrol's regional communication centers also fielded over 650,584 calls for service during FY 03-04, a 9.8% increase over last fiscal year.

In CY 2003, the Patrol had a statewide average response time of 20.6 minutes for traffic crashes. (This statewide average response time starts when a call for service from the public is received by a CSP dispatcher and ends when a CSP officer arrives at a scene.) In an effort to determine an appropriate response time, the Colorado State Patrol polled Colorado residents about their opinions regarding an acceptable level of service. *This statewide survey found that 52.6 percent of respondents expected a trooper to respond to a traffic accident involving injuries or fatalities in less than ten minutes.*

(\*Note: Total Incident Count is every call received and/or dispatched by the communication center, which required some type of action be taken by the communication officer. This is inclusive of calls for service received from the public, officer initiated calls, phone messages, public information requests, avalanche control notifications, lost/found property, controlled burns, road closures, et cetera. <sup>1</sup> This information was extracted from the Patrol's Computer Aided Dispatch System (CAD) on July 30, 2004. <sup>2</sup> Information was extracted from CAD on July 5, 2005. It includes on calls for service that are charged to user agencies.)

## Primary Motoring Risk



## PRIMARY MOTORING RISKS

In a recent public opinion survey, respondents were asked what the single greatest hazard was on Colorado roadways. A majority of respondents (about thirty seven percent) stated that aggressive drivers were the single greatest hazard on Colorado's roads, followed by distracted drivers (over twenty two percent) and drunk drivers (nearly twenty two percent).

Source: "Public Opinions of Colorado State Patrol Issues and Functions (October 2003, Corona Research, Inc.). This is a statewide public opinion survey with a margin of error of +/- 4.5 percent.

## CRIMINAL INTERDICTION

The Colorado State Patrol believes that significant amounts of contraband (drugs, weapons, or large amounts of illicit currency) are being transported through Colorado based upon criminal interdiction traffic contacts made in surrounding states. Between CY 2002 and CY 2003, criminal felony filings were up by 24.3 percent (from 148 in CY 2002 to 184 in CY 2003). The estimated street value of illegal drug seizures also increased from \$2.0 million in CY 2002 to \$2.5 million in CY 2003.\*

The Colorado State Patrol has recently expanded its auto theft focus through greater involvement with the Colorado Auto Theft Prevention Authority (CATPA). CATPA is comprised of investigators from several law enforcement organizations within Colorado and works closely with other stakeholders such as the National Insurance Crime Bureau.

(\*Note: Criminal interdiction statistics are valid as of May 19, 2004, and they are subject to further revision. This information is reported for a calendar (rather than a fiscal) year to coincide with federal reporting periods.)



# PUBLIC OPINION SURVEY RESULTS

**The Colorado State Patrol is well-regarded by most Colorado residents.** Residents are 21 times more likely to have a positive impression of the CSP than a negative impression, and nearly 15 times more likely to view it as above average versus below average compared to local law enforcement agencies in Colorado.

**Most public contact with the CSP is positive.** Even though almost half of the contacts between the public and the CSP are citations or warnings, less than 10 percent of those contacts are rated poorly by the public. Almost 88 percent of the public rated their contact as courteous and professional, and another 4 percent didn't remember or had no opinion.

**A majority of residents see a link between CSP presence and traffic safety.** A total of 79 percent of respondents believe that seeing multiple troopers on a stretch of road results in safer behavior by the vehicles around them. Interestingly, 35 percent also said that they themselves drive more safely when they see multiple troopers. (Note that this is not "driving differently," but "driving more safely.")

**Other drivers are Coloradans' greatest concern when driving.** Coloradans tend to view other drivers' behaviors as the main threat to their safety when on the road, as compared to poor road design or maintenance. The largest perceived threats are aggressive drivers, drunk drivers, and distracted drivers.

**The public has high standards for service.** Over half of survey respondents believe that response times for traffic accidents should be less than ten minutes. In CY 2003, the Patrol had a statewide average response time of 20.6 minutes for traffic crashes.

**Residents support a greater presence for the Colorado State Patrol.** Respondents overwhelmingly support saturation patrols by the CSP.



# COMMUNITY OUTREACH ACTIVITIES

## **ALIVE-AT-25 PROGRAM (AA25)**

Since 1996 when Colorado State Patrol Troopers began teaching the AA25 program, only one teen out of the 40,000 teens that have taken the class has died in car crash. Using current Colorado data for teen motor vehicle fatalities, the CSP estimates that more than 60 lives have been saved as a result of the AA25 program.

The AA25 course is offered to drivers in the 15-24 year old age group, consists of approximately four hours of classroom instruction, and is designed to be an early intervention program to prevent traffic violations, collisions, and fatalities. The focus of the program is on getting attendees to adopt safer driving practices, take responsibility for their behavior in various driving situations, and to be aware of typical driving hazards. The AA25 program has increased the number of statewide instructors by over 50 percent.

In October, Alive at 25 received the National Safety Council's "Most Improved Teen Driving Program in the United States" award. For more information on this program, call 866-605-3900 or visit them on the web at <http://www.alive-at-25.org/>.

*In CY 2003, 641 persons were killed by motor vehicles in Colorado; 435 of these fatalities were in crashes investigated by the Colorado State Patrol. In other words, one person was killed approximately every fourteen hours. This is almost the equivalent of placing a gravesite at each mile marker on Interstate 70 from Grand Junction to Burlington AND on Interstate 25 from Ft. Collins to Trinidad.*

## **CRASH MEMORIAL EXHIBIT**

This teen driver education program provides two traveling vehicle crash displays to Colorado high schools and traffic safety events as part of a cooperative effort of the Rocky Mountain Insurance Information Association (RMIIA), the Colorado State Patrol and Klode Towing.

Crash Memorial exhibits are in constant demand and include a DUI crash vehicle which resulted in the death of the teen driver, and another crash which involved eight teenagers, three of whom were killed and seven of whom were not wearing seat belts.



## SEAT BELT SURVIVOR AWARD

This past summer four high school teens were honored by the Colorado State Patrol for making a smart driving choice and wearing their seat belts. More than 77 percent of teens killed on Colorado highways were not wearing seatbelts. The four teens, Griffin McElwain, David Weinraub and Adam Gomez of Chatfield High School and Adam Price of Arvada West High School, were all wearing their seat belts when they were struck by a car after the driver had ran a red light. The Seat Belt Survivor Award is an ongoing program of the Patrol.



## TAKE IT TO THE TRACK

This past summer more than 4,300 Colorado teen drivers raced safely at Bandimere Speedway, instead of on Colorado streets, during the Colorado State Patrol's "Take It To The Track" program that began in April, 2004.

Illegal street racing has become more prevalent in Colorado. The *Take It To The Track* program, which hosted 22 Wednesday night racing events, was created to provide a controlled drag racing program for teens as an alternative to illegal street racing. The CSP partnered with *Bandimere Speedway*, the *Alive-At-25* teen defensive driving program, *Grease Monkey International* and *Ralph Schomp Automotive* to offer the program. The *Take It To The Track* program marked the first time that a state law enforcement agency has created and sponsored such a program.

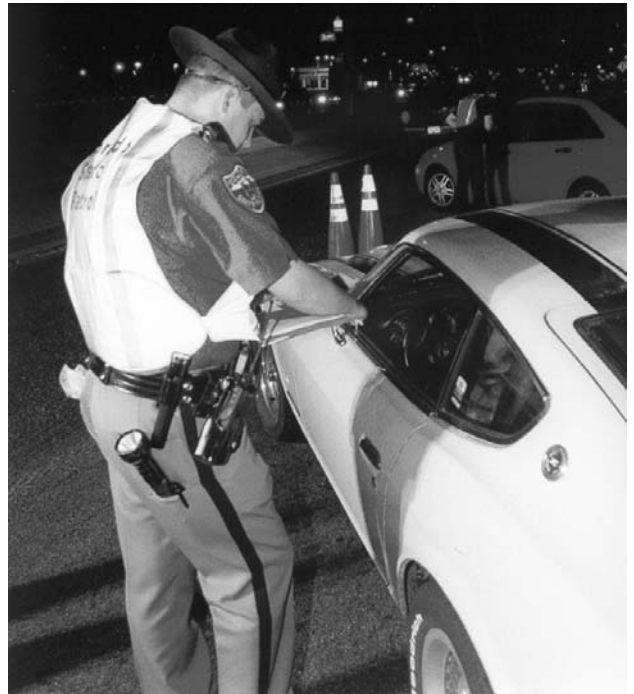




## **THE HEAT IS ON CAMPAIGN**

The CSP annually participates in the *Heat Is On* campaign with other law enforcement agencies across Colorado. The *Heat is On* targets impaired drivers across Colorado during major holidays, such as Christmas, New Years Day, St. Patrick's Day, Memorial Day, Fourth of July, Labor Day and Halloween.

Additionally, the Colorado State Patrol participates annually in *Checkpoint Colorado*, which is comprised of a series of sobriety checkpoints across Colorado. Since the *Heat Is On* campaign was created in 1996, more than 32,000 DUI arrests have been made.



## **CLICK IT OR TICKET CAMPAIGN**

The CSP annually enforces seat belt and child passenger safety seat use throughout the year. During the months of November and May, the *Click It or Ticket* buckle up enforcement drive resulted in more than 20,100 citations for a variety of restraint violations.

In 2002, Colorado's seat belt use rate was 73.2 percent. After the *Click It or Ticket* campaign last year, seatbelt use increased to 77.7 percent. The increase in seatbelt use also contributed to a corresponding decrease in traffic deaths for drivers and passengers in 2003. While the goal of the campaign is voluntary compliance, those who continue to violate seat belt laws risk getting a ticket. If drivers are stopped for another offense and they are not buckled up, they will get a ticket. The enforcement drive also targets drivers who fail to buckle-up their children.



## **CHILD PASSENGER SAFETY TEAM—COLORADO**

*“Saving Children’s Lives, One Safety Seat at a Time.”*

The mission of *“CPS Team Colorado”* is to provide an environment where every child in Colorado is properly secured in an approved child restraint system while riding in a motor vehicle. The program is administered by the Colorado State Patrol and funded by the U.S. Department of Transportation's National Highway Traffic Safety Administration (NHTSA) and the Colorado Department of Transportation (CDOT).

The CSP took over administration of the program almost two years ago. At the time, the program had approximately a dozen fitting stations and nearly 500 technicians. Today the program has grown to more than 100 fitting stations across the state and has more than 1,000 certified technicians and instructors. CPS Team Colorado members are available to assist parents and caregivers with most issues related to the safe transportation of their children.

This past year, the CPS Team Colorado Program was introduced into the Hispanic Head Start program conducted by Rocky Mountain SER (Service, Employment, Redevelopment), as well as Colorado’s other Head Start programs. Additionally, public service announcements were created with the assistance of Rocky Mt. SER and KUSA-TV/9NEWS and aired across Colorado. NFL All-Pro Center for the Denver Broncos and a father of two, Tom Nalen, was designated the spokesperson in the television commercials.

The CSP created the Team Colorado concept so that all advocates would be recognized for their important ongoing contributions to the safety of our children. To find a Fit Station in your area, please visit <http://carseatscolorado.com> or call 877-LUV-TOTS.

### **THE CSP YOUTH ACADEMY**

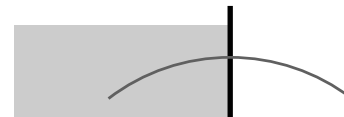
The CSP Youth Academy for high school juniors and seniors was created in 2000 to assist in the development of future leaders for the state of Colorado. The Youth Academy is conducted by CSP Troopers at the Colorado State Patrol’s Academy, which is located in Golden, Colorado. The focus of the CSP Youth Academy is on leadership development through team exercises and individual achievement. The CSP Youth Academy is made possible through partnerships with local community-minded businesses, organizations and the Patrol.

# STRATEGIC GOALS AND OBJECTIVES

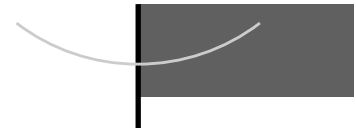
The Colorado State Patrol's fundamental statutory charge is to facilitate the safe and efficient movement of all motor vehicle traffic and to help motorists in need of assistance. This is accomplished through proactive enforcement actions on Colorado's roadways; through the use of high-visibility saturation patrols (e.g., accident prevention teams or DUI checkpoints); through professional traffic accident investigations; and through preventive educational and safety programs. The Patrol is also called upon to provide emergency resources in the event of major disasters, civil protests, a breakdown in local law enforcement, or any event in which local authorities request state-level law enforcement assistance.

This law enforcement agency established the following strategic goals for FY03-04, which are shown below in order of priority:

1. Improve Traffic Safety
2. Interdict Criminal Activity
3. Enhance Homeland Security
4. Provide Communications
5. Recruit, Develop, and Retain Quality Employees
6. Efficiently Acquire and Deploy Resources



*During an average day in FY 2003-04, officers investigated 92 traffic crashes; assisted 341 motorists; contacted 1,860 vehicles; issued 508 traffic citations; presented five safety or educational programs; and made five felony arrests.*



In fiscal year (FY) 2003-04, the Patrol was authorized 509 field officers in order to enforce motor vehicle laws and all other laws of the State on approximately 8,400 miles of state and federal highways and on more than 57,000 miles of county roads.



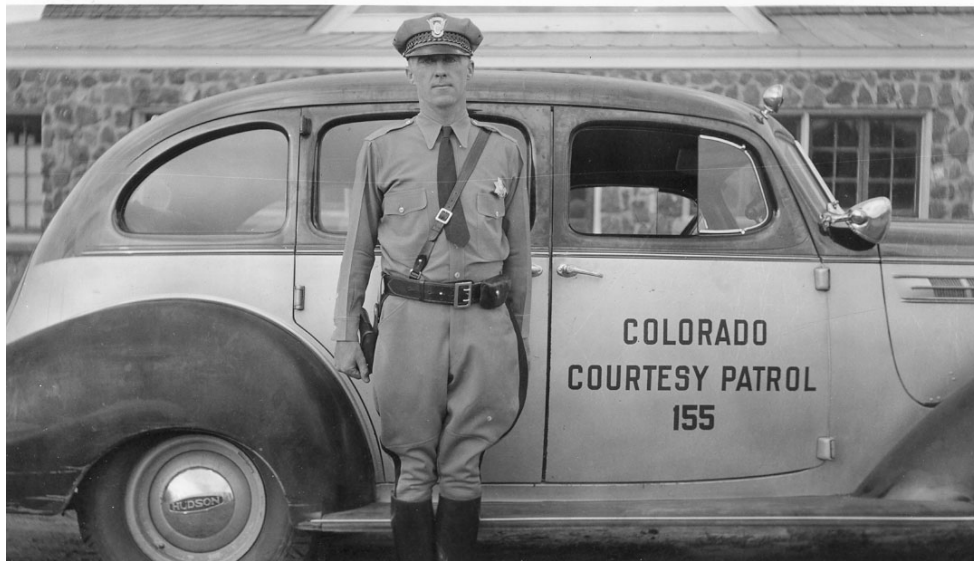
## STRATEGIC ASSUMPTIONS

In developing our strategic plan, the Colorado State Patrol adopted seven key strategic assumptions on July 1, 2002, which form the foundation of all efforts to increase public safety on Colorado's roadways. These are shown in priority order as follows:

- I. Most traffic fatalities are preventable through the use of high-visibility enforcement patrols, public awareness and educational campaigns, and the appropriate use of occupant restraint systems.
- II. Training with emphasis on mental preparation combined with proper equipment is the key to officer survival in emergency situations.
- III. Professional working conditions, relevant training, advancement opportunities, recognition, and competitive compensation packages promote the retention of quality employees.
- IV. Criminal interdiction on Colorado's roadways lowers crime rates in communities by interceding in criminal activity, apprehending fugitives, and interrupting the flow of illegal contraband.
- V. Faster incident response time to calls for service (1) provides emergency assistance to the motoring public and (2) increases traffic flow by clearing roads in order to prevent secondary vehicle crashes.
- VI. Community involvement, partnerships, communication, and information ex-change are critical in meeting the safety and service expectations of communities, agencies, and organizations.
- VII. Increasing demands require the continuing development of technological solutions to support processes critical to public safety.



# FUTURE STRATEGIC CHALLENGES



The following strategic issues must be addressed in order for this state law enforcement agency to execute its mission successfully during this planning cycle:

1. Recruiting, developing, equipping, training, and retaining a high-caliber uniform and civilian workforce that is dedicated to upholding this agency's high standards.
2. Merging new technologies into the Patrol's work processes in order to increase efficiencies in a cost-effective manner and to improve the quality of public safety services provided to Colorado's residents and visitors.
3. Integrating homeland security and criminal interdiction capabilities into its patrolling activities so that the public is afforded protection from foreign and domestic threats.
4. Convincing state officials that the Colorado State Patrol requires increased resources and fiscal flexibility in order to offset the cumulative impact of inadequate funding, which has historically not kept pace with workload increases – specifically, traffic volume, and population. Without a significant influx of additional resources over the next several fiscal years, the Patrol is projecting to be short 169.1 FTE field troopers (or 24.0 percent) by FY 2009-10.\*

(\*Note: In 1990, the Patrol began assigning field troopers following standards set forth in the Police Allocation Model (PAM) developed by the Traffic Institute at Northwestern University. This publication sets national standards for determining the number of police traffic services personnel needed by state law enforcement agencies, based upon availability requirements and calls for service. The National Highway Traffic Safety Administration (NHTSA) and the International Association of Chiefs of Police (IACP) endorse this model. In 1996, a report from the Colorado State Auditor's Office of the Colorado State Patrol supported the PAM as a legitimate means of determining reasonable, responsible allocation of highway patrol personnel.)

# STATE PATROL STRATEGIC MANAGEMENT SYSTEM

The “balanced scorecard” method of planning and executing a focused strategy is the process by which the Patrol has chosen to proceed toward our stretch target of eliminating most traffic fatalities in Colorado by 2025. In brief, this management system is a means of expressing an organization’s strategy in a clear progression of cause-and-effect relationships. A balance is achieved by describing these cause-and-effect relationships from four different perspectives, which are noted below. Measures are a critical key to the balanced scorecard system; they offer a safeguard against perpetuating ineffective strategies and processes that may compromise our mission. Under the balanced scorecard system, measures are classified as either ***outcome measures*** or ***performance measures***.

**Outcome measures** are long-term or lagging measures. The fatality rate on a particular segment of highway is an example of an outcome measure. It is a lagging measure because it will not be known until the year’s fatality data for the road segment has been collected along with the number of vehicle miles traveled.

**Performance measures** are short-term or leading indicators. They are measures of the tactics being executed (the tactics are actions chosen to support a particular strategy selected, for example, to reduce traffic fatalities). Examples of a performance measures might include the number of saturation patrols or sobriety checkpoints conducted or the number of non-crash DUI driver’s arrested.

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

## SERVICE PERSPECTIVE

Services delivered for and on behalf of the public that are linked to the CSP strategic mission and mandated by statutory law

## INTERNAL BUSINESS PROCESS PERSPECTIVE

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

## COMMUNITY PERSPECTIVE

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

## ORGANIZATIONAL CAPACITY PERSPECTIVE

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

# ENFORCEMENT STRATEGY OVERVIEW

Our current enforcement strategy has three core elements:

**Targeted Roads (Highway Safety Zones).** This element focuses on crash reduction activities on some of the “most dangerous” stretches of state and federal highway in Colorado by periodically deploying officers to these areas to conduct high-visibility saturation patrols and targeted enforcement.

**Key Driving Behaviors** directs enforcement at driving behaviors that cause a disproportionate number of injury and fatal crashes. The leading causes of crashes in Colorado are inattentive to driving, exceeding safe speed, DUI, following-to-closely, and various lane violations. Enforcement of occupant restraint laws is also a high priority during traffic stops.

**Targeted Enforcement Campaigns** concentrate on raising awareness of the importance of safe driving habits through weeklong campaigns known as “Colorado Target Zero”. During a Target Zero campaign, all CSP sworn officers, regardless of their rank or current assignment, are mobilized to Colorado roadways to eliminate traffic fatalities.



## HIGHWAY SAFETY IMPROVEMENT ZONES



A core assumption is that trooper visibility (as represented by marked Patrol cars moving through traffic) coupled with strict enforcement improves traffic safety by making motorists aware of the potential to be contacted and ticketed (as appropriate) by a trooper for driving infractions. This initiative will continue to include aggressive enforcement, as appropriate, with zero-tolerance for speeding, impaired driving, and other identified primary crash causal factors or violations.

Furthermore, the Colorado State Patrol formed new Accident Prevention Teams (APT) in each CSP Field District for a five-month pilot program. This initiative was modeled on the federal Accident Prevention Team concept, which was dedicated entirely to preventive enforcement and visibility on the top eight deadliest road segments.

For the 2003/04 planning cycle, each district commander selected the top two “most dangerous” segments of state or federal highways in their territory based on the historical number of fatal and injury crashes as well as the causes of such crashes. These 12 targeted highway segments are also called “highway safety improvement zones”.



**FY 2002-03 OVERVIEW: THE INCEPTION OF HIGHWAY SAFETY IMPROVEMENT ZONES**

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

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

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



## FY 2003-04 OVERVIEW

In FY 2003-04, there were a total of 1,209 saturation patrols conducted on these 12 targeted road segments, which consumed a total of 8,200 officer hours. The following table compares fatal and injury crash statistics. At the second year mark, targeted road segments continued to experience a comparatively faster reduction in the number of serious crashes investigated by CSP officers, as illustrated in the following statistics:

YEAR TWO: COMPARATIVE ANNUAL OUTCOME RESULTS									
Type	Colorado State Patrol			Targeted Roads			Non-Targeted Roads		
	FY 02-03	FY 03-04	Change	FY 02-03	FY 03-04	Change	FY 02-03	FY 03-04	Change
Fatal	380	346	(8.9%)	28	29	3.6%	352	317	(9.9%)
Injury	10,491	10,098	(3.7%)	886	842	(5.0%)	9,605	9,256	(3.6%)
Fatal & Injury	10,871	10,444	(3.9%)	914	871	(4.7%)	9,957	9,573	(3.9%)
All Crashes	34,254	33,500	(2.2%)	2,932	2,884	(1.6%)	31,322	30,616	(2.3%)

- ❑ The number of fatal and injury crashes decreased by 4.7 percent on targeted roads as compared to 3.9 percent on all other CSP-covered roads, which represents a *20.5 percent variance*.
- ❑ However, the total number crashes decreased faster on non-targeted roads (2.3% reduction) than on targeted roads (1.6% reduction) as the Patrol started to conduct periodic high-visibility operations on other problem road segments.

These statistics clearly demonstrate that this strategic initiative has thus far been successful at improving traffic safety – particularly on the “most dangerous” segments of state and federal highway. Two new elements, however, contributed to the residual effect on non-targeted roads: (1) some district accident prevention teams operated on non-targeted roads between July 1, 2003, and November 30, 2003; and (2) the Patrol started Colorado Target Zero on May 25-31, 2004, which required all CSP sworn officers to provide road coverage for one week in an effort to increase visibility and reduce crashes.

**LOCATIONS OF TARGETED HIGHWAY SAFETY ZONES DURING FY 2003-04**

The following table summarizes and codes (alphabetic designator) the 12 targeted roadways selected by the Colorado State Patrol for high-visibility enforcement efforts in the *2003/04 CSP Strategic Plan*:

<b>2003/04 CSP TARGETED HIGHWAY "SAFETY ZONES"</b>			
<b>July 1, 2003 through December 31, 2004</b>			
<b>Field District</b>	<b>Identifier</b>	<b>Description of Segment</b>	<b>Start</b>
<b>District 1</b>	Road A	Interstate 25, Douglas County, Road Codes S1025 and S3025, MP164-194. (31 Mile Segment)	July 1
	Road B	Interstate 76, Adams County, Road Codes S1076 and S2076, MP2-25. (23 Mile Segment)	July 1
<b>District 2</b>	Road C	U.S. 24, El Paso County, Road Code SE024, MP310-329 (ECL Colo. Springs to El Paso/Elbert County Line). (19 Mile Segment)	July 1
	Road D	Interstate 25, MP52-91, [Huerfano County, Road Code SN025, MP 52-69, and Pueblo County, Road Code SS025,	July 1
<b>District 3</b>	Road E	Interstate 25, Larimer / Weld Counties, MP243 (Colorado 66) to MP262 (Colorado 392). (19 Mile Segment)	July 1
	Road F	U.S. 85, Weld County, MP235 (Colorado 7) to MP250 (Colorado 66). (15 Mile Segment)	July 1
<b>District 4</b>	Road G	Interstate 70 Business, Mesa County, Road Codes H70B, MP 8-12, in Clifton area. (4 Mile Segment)	July 1
	Road H	Colorado 82, Garfield County, Road Code S5082, MP2 – 17. (15 Mile Segment)	July 1
<b>District 5</b>	Road I	U.S. 160, La Plata County, Road Code S3160, MP88-103. (15 Mile Segment)	July 1
	Road J	U.S. 550, La Plata County, Road Code S1550, MP1-16. (15 Mile Segment)	July 1
<b>District 6</b>	Road K	Interstate 70, Jefferson County, Road Code I70, MP 248-263. (15 Mile Segment)	July 1
	Road L	Interstate 70, Clear Creek County, Road Code ST070, MP241-247. (6 Mile Segment)	July 1

# COLORADO TARGET ZERO

In 2004, the Patrol initiated a plan to concentrate its existing field resources on high-visibility enforcement efforts throughout Colorado. Between May 25, 2004, and May 31, 2004, the Patrol conducted a mass mobilization. The Patrol required *all* of its sworn officers, regardless of rank or present assignment, to take part in *Colorado Target Zero*, a high-visibility campaign to reduce traffic fatalities.

“This Memorial holiday week, every uniformed officer of the CSP will be working on our highways to create additional awareness for the need to drive safe, as well as enforcement,” said Colonel Mark Trostel. “Our goal is to reduce fatal crashes by enforcing Colorado’s laws for seat belts, DUI/impaired driving and speeding laws, as well as targeting aggressive and distracted drivers.”

The following table provides summary statistics from this strategic initiative:

COLORADO TARGET ZERO (CSP ACTIVITY ONLY)					
May 25 – May 31, 2004	CY 2001	CY 2002	CY 2003	3 Year Average	CY 2004
Persons Killed	10	14	6	10	10
Fatal and Injury Crashes	218	221	179	206	174
All Crashes	634	607	552	598	567
DUI/DUID Fatal and Injury Crashes	39	37	22	33	22
Preventive DUI/DUID Citations	163	140	145	149	266

Although 10 persons were killed during this week (equal to the three-year average), the number of fatal *and* injury crashes decreased by 15.5 percent and all crashes dropped by 5.2 percent from the three-year average. Moreover, there were zero fatalities in any of the Patrol’s *Highway Safety Improvement Zones* during this period.





**Other highlights of Target Zero included:**

- ❑ One of the major contributors to fatal and injury crashes are drivers and passengers who do not buckle up. Citations issued by the Patrol for non-use of the proper restraint system for ages 0-6 were 222, ages 6-15 were 248 and for ages 16+ were 4,361 for a total of 4,831. Five of the 10 fatalities over the Memorial Holiday Week were unrestrained.
- ❑ The Patrol investigated 67 DUI crashes, two of which were fatal crashes. An additional 266 citations were issued for non-crash DUI arrests.
- ❑ The Patrol issued 888 citations to drivers whose licenses were suspended or revoked.
- ❑ Citations issued by the CSP officers for speeding, another major cause of most crashes, totaled 6,488. Citations for other major causes of crashes included: 1,281 for aggressive driving, 710 for following too closely, 619 for lane violations, 196 for careless driving, 434 for traffic controls violations, 180 for improper passing and 35 for driving on the wrong side of the road.
- ❑ CSP citations for motor vehicle insurance violations totaled 1,115.
- ❑ Another 138 citations were issued for drug related charges and there were 73 felony arrests. The Patrol also recovered 17 stolen vehicles.
- ❑ A total of 18,124 violations were cited by CSP officers as part of its program to reduce traffic fatalities in Colorado during Target Zero.

## FORCE DEPLOYMENT SAMPLE

Unlike most other government entities, the Patrol operates every hour of the day, every day of the year in order to meet its public safety responsibilities. Therefore, even though we are currently authorized 515 field troopers, the actual number on patrol at any given moment statewide is substantially lower. The following chart shows the number of all CSP officers who were available for duty during an “average” week in order to determine what a total of 515 field troopers equates to in terms of coverage and availability to respond to all types of incidents, emergencies, or contingencies:

<b>TOTAL NUMBER OF CSP OFFICERS ON DUTY (ALL TYPES)</b>							
Date	Midnight	4:00AM	8:00AM	Noon	4:00PM	8:00PM	<i>Average</i>
Monday (4/13/04)	60	28	190	217	209	101	<b>134.2</b>
Tuesday (4/14/04)	61	25	196	215	198	89	<b>130.7</b>
Wednesday (4/15/04)	52	23	212	236	215	98	<b>139.3</b>
Thursday (4/16/04)	34	28	196	219	208	107	<b>132.0</b>
Friday (4/17/04)	62	24	171	192	184	116	<b>124.8</b>
Saturday (4/18/04)	79	38	114	123	143	109	<b>101.0</b>
Sunday (4/19/04)	88	25	99	129	157	107	<b>100.8</b>
<b>Average</b>	<b>62.3</b>	<b>27.3</b>	<b>168.3</b>	<b>190.1</b>	<b>187.7</b>	<b>103.9</b>	<b>123.3</b>

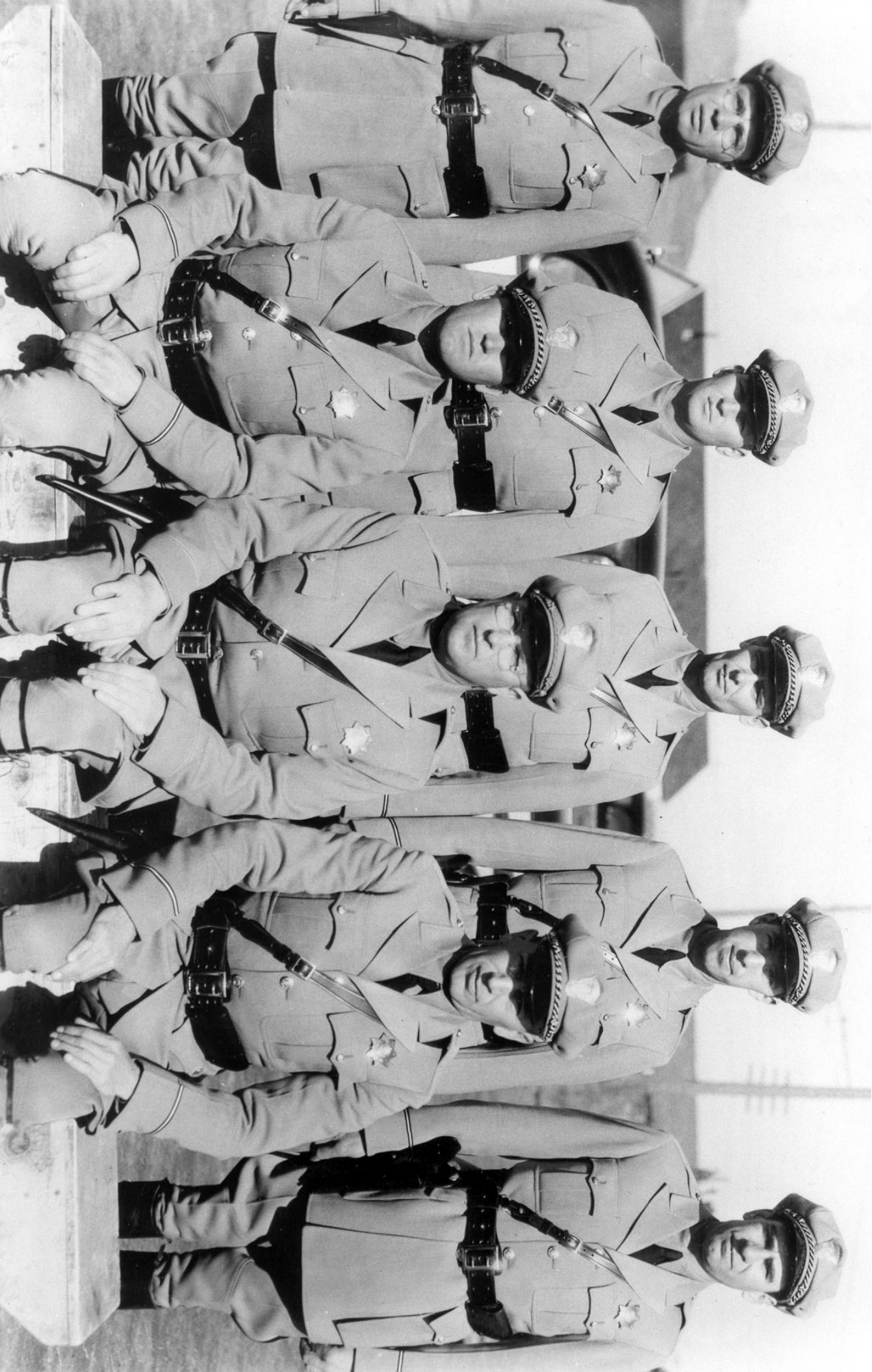
Therefore, on average, there are about 123 CSP officers on duty at any given time to protect and serve the public by enforcing motor vehicle laws and all other laws of the State on approximately 8,400 miles of state and federal highways and more than 57,000 miles of county roads. During this period, there was a low of 23 officers and a high of 236 officers. This scheduling is intentionally varied to coincide with peaks in calls for service as well as to deploy limited resources to improve traffic safety based on a local analysis of crash data and primary causal factors.



## COLORADO STATE PATROL OFFICE LOCATIONS AND PHONE NUMBERS BY CITY

CITY	TROOP	OFFICE TYPE	ADDRESS	PHONE
Alamosa	5B	Troop	1205 West Ave.	719-589-2503
Alamosa*	7C	Comm. Center	1205 West Ave.	719-589-5807
Broomfield	6C	Troop	7701 W. 120 <sup>th</sup> Ave.	303-469-1966
Burlington	1A	Post	179 Webster St.	719-346-5430
Canon City	2B	Post	136 Justice Center Road, Po Box 388	719-276-5551
Castle Rock	1C	District/Troop	4600 Castleton Court	303-688-3115
Central City	6D	Troop (Gaming)	142 Lawrence St., PO Box 486	303-582-5172
Colorado Springs	2B	Troop	1480 Quail Lake Loop	719-635-0385
Commerce City	1D	Troop	8200 N. Hwy 85	303-289-4760
Cortez (Mancos)	5A	Post	33009 Hwy. 160	970-564-9556
Craig	4B	Troop	800 W. First Street, Suite 400	970-826-1301
Craig*	7C	Comm. Center	800 W. 1 <sup>st</sup> Street, Suite 500	970-824-6501
Del Norte	5B	Post	600 Cherry Street	719-657-2314
Delta	4C	Post	555 Palmer Street	970-874-2003
Denver (Capitol)	9B	Executive Security	200 E. Colfax, #100	303-866-3660
Dowd	4C	Post	202 Centennial Street	970-384-3375
Durango	5A	District/Troop	20591 Hwy. 160 W	970-385-1675
Eagle	4C	Post	714 Castle Dr., PO Box 480	970-328-6344
Evans	3A	District/Troop	3939 Riverside Pkwy., #B	970-506-4999
Fairplay	6B	Post	60 Country Rd. 35	719-836-0585
Fruita	4A	District/Troop	554 Jurassic Court	970-858-2250
Fort Collins	3C	Troop	3832 S. Interstate 25	970-224-3027
Fort Lupton	3A	Post	12700 Weld Co. Rd. 14 ½	303-857-6638
Fort Morgan	3B	Post	13360 W. I-76 Frontage Road	970-867-6657
Glenwood Springs	4C	Troop	202 Centennial Street	970-945-6198
Golden	6A	District/Troop	1096 McIntyre Street	303-273-1616
Golden	11A	Academy	15055 S. Golden Rd.	303-273-1609
Golden	8D	Motor Carrier Safety	15200 S. Golden Rd.	303-273-1875
Gunnison	5C	Post	200 N. Iowa	970-641-7663
Hot Sulphur Springs	4B	Post	197 W. Diamond, Rm. 19	970-887-0503
Idaho Springs	6B	Post	3000 Colorado Blvd., Po Box 3069	303-567-4201
La Junta	2C	Post	30377 1 <sup>st</sup> Ave.	719-384-8981
Lakewood		CSP HQ	700 Kipling Street	303-239-4500
Lakewood*	7A	Comm. Center	700 Kipling Street	303-239-4501
Lakewood	8C	HAZMAT	700 Kipling Street	303-239-4546
Lakewood	10C	Public Affairs	700 Kipling Street	303-239-4532
Lamar	2C	Troop	111 W. Parmenter	719-336-7403
Limon	1A	Troop	131 C. Avenue	303-866-5376
Montrose	5C	Troop	2420 N. Townsend Ave.	970-249-9575
Montrose*	7D	Comm. Center	2420 N. Townsend Ave.	970-249-4392
Pagosa Springs	5A	Post	230A Port Ave.	970-731-0039
Pueblo	2A	District/Troop	902 Erie Ave.	719-546-5465
Pueblo*	7B	Comm. Center	1019 Erie Ave.	719-546-5761
Salida	2A	Post	7405 W. Hwy. 50 #2	719-539-4816
Silverthorne-Dillon	6B	Troop	160 U.S. Hwy. 6, Suite 208	970-668-3133
Steamboat Springs	4B	Post	2032 Lincoln Ave.	970-879-0059
Sterling	3B	Troop	118 Riverview Rd.	970-522-4696
Trinidad	2D	Troop	10201 Co Rd. 69.3	719-846-2227
Walsenburg	2D	Post	Lathrop State Park, 70 Co. Rd. 502	719-738-3546
Watkins	1A	Post	5200 Front Range Pkwy.	303-261-9300
Woodland Park	2B	Post (Gaming)	811 W. Lorraine St., #3	719-687-6783
Yuma	3B	Post	5053 Co. Rd. 37, Po Box 211	970-848-2819

\*Staffed 24 hours/7days



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**<http://csp.state.co.us/>**

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