

Colorado State Patrol
Colorado Department of Public Safety

SUMMARY
2005/06 CSP Strategic Plan

January 1, 2005 to December 31, 2006



Mission Statement and Core Values

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.

Courteous But Firm & First in Traffic Safety

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 tenants attached to the CSP badge.

1. **Honor**
Refers to Character, Integrity, Honor, and Judgment
2. **Respect**
Refers to Courtesy, Honor, Judgment, and Loyalty
3. **Dedication to Duty**
Refers to Loyalty, Knowledge, Character, and Honor

Stretch Target

The Patrol intends to be recognized as first in traffic safety through a dramatic reduction in the number of persons killed on Colorado’s roadways. This agency is committed to lead and to sustain a cooperative effort that will **eliminate most traffic fatalities in Colorado by calendar year (CY) 2025** in order to make Colorado’s roadways the safest in the world.

The Patrol intends to achieve this status through a dramatic reduction in the number of fatal and injury crashes on Colorado’s highways. Recently, the Federal Highway Administration (FHWA) of the U.S. Department of Transportation (USDOT) decided to reduce the number of motor vehicle fatalities on our nation’s roads to not more than one death per 100 million vehicle miles traveled (VMT) by CY 2008. The Colorado State Patrol will meet – if not exceed – this federal traffic safety target by focusing its limited resources on Colorado’s “most dangerous” stretches of highway and by increasing trooper visibility statewide. This agency accepts responsibility for making Colorado’s roadways the safest in the world.

Strategic Assumptions

In developing this strategic plan, the Colorado State Patrol adopted several key strategic assumptions and operational principles, which form the foundation of all efforts to increase public safety:

- Most traffic fatalities are preventable through the use of high trooper visibility; strict enforcement of laws and regulations; public awareness and educational campaigns; and the appropriate use of occupant restraint systems.
- 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.
- 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.
- Partnerships with other law enforcement agencies in an effort to impact driver behavior will improve traffic safety and better meet the service expectations of the motoring public.
- Competitive compensation packages, recognition, professional working conditions, advancement opportunities, and relevant training promote the retention of employees.
- Increasing demands and inadequate resources require the continuing development of technological solutions to support processes that are critical to public safety.

Strategic Goals

The 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 selective 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 crash 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 will achieve the following strategic goals:

- I. **Improve Traffic Safety**
- II. **Interdict Criminal Activity**
- III. **Enhance Homeland Security**
- IV. **Provide Communications**
- V. **Retain, Develop, and Recruit Quality Employees**
- VI. **Efficiently Acquire and Deploy Resources**

The Patrol enforces 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. This law enforcement agency is organized into six field districts and 19 troop offices in order to fulfill its statutory charge. There are also five CSP Regional Communication Centers that provide dispatching services for troopers and other federal, state, and local agencies.

Strategic Measures and Targets

I. IMPROVE TRAFFIC SAFETY

- A. Reduce by at least *two-percent* the number of fatal and injury crashes investigated by CSP officers in CY 2005.
- B. Reduce by at least *four-percent* the number of fatal and injury crashes investigated by CSP officers in “safety zones” (a.k.a. targeted roads) in CY 2005.
- C. Reduce by at least *four-percent* the number of DUI/DUID caused fatal and injury crashes investigated by CSP officers in CY 2005.
- D. *Eliminate all traffic fatalities* in crashes investigated by CSP officers during the 2005 Colorado Target Zero campaign (four consecutive days).
- E. Reduce by at least *five-percent* the number of motor vehicle crashes investigated by CSP officers involving commercial vehicles in CY 2005.
- F. Reduce by at least *four-percent* the number of highway incidents covered by CSP officers involving hazardous materials in CY 2005.

II. INTERDICT CRIMINAL ACTIVITY

- G. Increase by at least *five-percent* the number of criminal interdiction training operations in CY 2005.
- H. Increase by at least *five-percent* the number of automobile theft recoveries by CSP officers in CY 2005.

III. ENHANCE HOMELAND SECURITY

- I. Improve the quality and capabilities of the security provided to the Governor, the First Family, and the occupants of and visitors to the State Capitol Complex.
- J. (The objective for homeland security is pending.)

IV. PROVIDE COMMUNICATIONS

- K. Reduce by at least *five-percent* the time it takes the CSP Communications Branch to dispatch calls to any user agency statewide for fatal and injury crashes and for reports of road hazards.

V. RETAIN, DEVELOP, AND RECRUIT QUALITY EMPLOYEES

- L. Reduce the number of certified employees who separate in good standing from the Colorado State Patrol in CY 2005 (excluding retirements).
- M. Increase the number of training opportunities for all CSP members CY 2005.
- N. Increase by at least *ten-percent* the number of CSP members who rate employee morale as either “very good” or “good” in the *2005 CSP Employee Survey*.

VI. EFFICIENTLY ACQUIRE AND DEPLOY RESOURCES

- O. Increase by up to *six-percent* the “off-the-top” HUTF appropriation made to the Colorado State Patrol in FY 2005-06 over the prior fiscal year.
- P. Improve the availability and accessibility of law enforcement services to the public by maintaining equipment, vehicles, and facilities that support CSP field operations and personnel.

Strategic Direction

Fundamentally, CSP officer visibility on Colorado’s roadways deters motorists from engaging in dangerous or criminal behavior. The main premise for this strategy is that a strong law enforcement presence raises awareness in vehicle operators in order to gain voluntary compliance temporarily while a person is within striking distance of a peace officer. In a public opinion survey, ninety-percent of Coloradoans believe that seeing troopers on the road decreases dangerous driving behaviors. However, it is also vital that officers make appropriate motorist contacts during patrolling hours – including the *strict enforcement* of state law – if this strategy is to be effective. This strategic direction will focus three areas:

1. TARGETED HIGHWAY SAFETY ZONES

The Patrol will continue to concentrate its limited enforcement resources on the “most dangerous” stretches of state and federal highway through the judicious use of saturation patrol operations. In November 2004, each Troop Commander was given the option of selecting a new targeted road segment based on an analysis of current trends regarding the causes of fatal and injury crashes. These new “safety zones” are effective from January 1, 2005, to December 31, 2005. Targeted areas could be located on any stretch of road where CSP officers cover crashes – not only on state and federal highways – in order to have the greatest impact on traffic safety in Colorado.

A “saturation patrol” in these safety zones will continue to be defined as a minimum of two officers patrolling a targeted road segment during regular duty, but not responding to other calls for service, for a minimum of one actual hour. (In FY 2003-04, the Patrol conducted a total of 1,209 saturation patrols on targeted roads, which consumed a total of 8,200 officer hours for an average of 6.8 hours per team operation.)

CY 2005 SAFETY ZONES	
Description of 14 Road Segments by Field District	
District #1	a. I-25 through Douglas County
	b. I-25 from Denver to Thornton
District #2	c. I-25 north of Pueblo
	d. I-25 south of Colorado Springs
District #3	e. I-25 in southern Weld County
	f. I-25 in southern Larimer County
District #4	g. I-70 Business Loop near Clifton
	h. Colorado 82 from Glenwood to Carbondale
District #5	i. Colorado 160 (Three Spots near Durango)
	m. Colorado 285 & 160 (Four Spots outside Alamosa)
	n. Colorado 65 & 50 (Two Spots near Montrose)
District #6	j. I-70 in western Jefferson County
	k. I-70 both sides of Eisenhower Tunnel
	k. Colorado 119 Boulder/Longmont Diagonal

2. TARGETED DRIVING BEHAVIORS

Targeted driving behaviors include: impaired driving, distracted driving, aggressive driving, and occupant restraint use. Every quarter, the Patrol will also initiate a public awareness campaign on the dangers of one these behaviors.

3. COLORADO TARGET ZERO

Furthermore, the Patrol will build upon its “Colorado Target Zero” campaign, which is designed to stop all traffic fatalities for four consecutive days in May 2005. Like last year, all CSP officers (including those assigned to the Academy and headquarters) will participate in this high-visibility enforcement effort regardless of rank. This effort will also include an expanded community outreach component.

FY 2004-05 Mission Resources

The following table provides an overview of the total annual operating appropriation for this law enforcement agency:

COLORADO STATE PATROL FY 2004-05 OPERATING APPROPRIATION	
General Fund	\$1,242,352
Cash Funds	\$2,848,109
HUTF	\$73,071,846
Cash Funds Exempt	\$25,454,311
Federal Funds	\$3,861,150
TOTAL	\$107,610,973
	937.0 FTE
Sworn Officers	681.4 FTE
Communications Branch	136.1 FTE
Other Civilians	119.5 FTE

Most of the Patrol's operating budget is supported by "off-the-top" appropriations made from the Highway Users Tax Fund (HUTF), 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 revenues before allocation to cities, counties, and the Colorado Department of Transportation (CDOT).

There are about 681.4 FTE uniform members (all ranks and duties) out of the total 937.0 FTE authorized for FY 2004-05, which fluctuates throughout the year depending on employee turnover and operational needs. Of this figure, 515.0 FTE are classified as "field troopers", which is defined as a CSP officer below the rank of Captain who is primarily assign to patrolling duties and supported entirely by "off-the-top" HUTF dollars.

Balanced Scorecard Management System

The Balanced Scorecard method of planning and executing a focused strategy is the means by which the Patrol will proceed toward successfully executing its mission. In brief, this management theory is a means of expressing an organization's strategy in a clear progression of cause-and-effect relationships from its mission statement and strategic goals all the way down to the task level. A balance is achieved by describing these cause-and-effect relationships from the actions of its employees to the "bottom line" result in four different perspectives.

- First, the *service perspective* reflects the fact that the Colorado State Patrol is not here to generate profits but instead to provide a safe and secure motoring environment for Colorado's highway users.
- Second, the *community perspective* (rather than "customer perspective") monitors attitudes about the Patrol's partnerships with the motoring public and other governmental agencies.
- Third, the *internal-business-process perspective* provides information about the performance of critical processes (such as DUI processing) related to the Patrol's delivery of essential services.
- Finally, *organizational capacity* represents the complete environment in which CSP employees operate and not just the knowledge, skills, and abilities involved in their daily work.

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

Balanced Scorecard Results

A review of what the Patrol has accomplished since implementing this new Balanced Scorecard approach to strategic planning on July 1, 2002, is most impressive. Without any additional manpower, the Patrol has made significant strides in all of its strategic goals – most notably by improving traffic safety through the use of high-visibility enforcement efforts. Key indicators are shown in the following table and additional information may be found in the *FY 2003-04 CSP Annual Report*.

Balanced Scorecard Perspective	Outcome or Performance Indicator COLORADO STATE PATROL	FY 2001-02 Before Balanced Scorecard	FY 2003-04 Year Two of Balanced Scorecard	Two-Year Change
MOTORING ENVIRONMENT	Colorado Population (Thousands)*	4,429	4,551	2.8%
	Vehicle Miles Traveled (Millions)*	25,775	26,135	1.4%
	Licensed Drivers (Thousands)*	3,160	3,313	4.8%
SERVICE	Fatalities Per 100 Million VMT (CSP Investigated Crashes)*	2.025	1.664	(17.8%)
	Persons Killed (CSP Investigated Crashes)	535	421	(21.3%)
	Fatal and Injury Crashes	11,907	10,444	(12.3%)
	Felony Arrests	1,418	1,757	23.9%
	Criminal Felony Filings*	183	184	0.5%
	Auto Theft Recoveries*	533	527	(1.1%)
INTERNAL	Total Citations	148,129	185,487	25.2%
	HVPT Citations	119,342	127,253	6.6%
	Seat Belt Citations	30,515	31,518	3.3%
	Non-Crash DUI/DUID Arrests	6,282	6,036	(3.9%)
	Motorist Assists	108,333	124,347	14.8%
	"Proactive" Officer Hours	370,111	391,885	5.9%
	Calls for Service Dispatched by Regional Communications Centers	519,807	650,584	25.2%
ORGANIZATIONAL CAPACITY	"Off-the-Top" HUTF Appropriation (Millions)	\$67.3	\$69.4	3.1%
	Total FTE Allocation	938.0 FTE	937.0 FTE	(0.1%)
	Field Trooper FTE Allocation	509.0 FTE	509.0 FTE	0.0%

*Information based on a calendar year (CY 2001 is equal to FY 2001-02).