

# Colorado State Patrol Strategic Plan

January 1, 2007 to December 31, 2007



## Mission Statement

**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.**

## Values

Deep within the strength of the Colorado State Patrol are three core values, which reflect the seven tenets attached to the CSP badge.

- Honor
- Respect
- Dedication to Duty

## 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 approach includes three basic components:



1. Targeting specific **stretches of road** ("safety zones").
2. Targeting specific **driving behaviors** that contribute to serious crashes - specifically impaired driving, aggressive driving, distracted driving and the appropriate use of occupant restraint systems.
3. Targeting a **designated time period** ("Colorado Target Zero") in order to stop all traffic fatalities for several consecutive days.



## Stretch Target

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



The Patrol intends to achieve this status through a dramatic reduction in the number of fatalities and injuries on Colorado's highways. There are three major CSP strategic objectives related to improving traffic safety:

- In CY 2007, reduce the number of fatal and injury crashes investigated by CSP officers by at least 4.0 percent on targeted roads ("safety zones") and by at least 2.0 percent on non-targeted roads;
- By CY 2008, lower the traffic fatality rate to no more than 1.000 ("one person") killed per 100 million vehicle miles traveled (VMT) on roads covered by CSP officers, which is the national goal set by the U.S. Department of Transportation; and
- By CY 2025, eliminate most traffic fatalities in Colorado.

## Traffic 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 ages 35-84.

Each fatality represents a crime scene on one of Colorado's roads. In CY 2006, 531 persons were killed by motor vehicles in Colorado; 345 of these fatalities were in crashes investigated by CSP officers. *This is almost the equivalent of a gravesite at each mile marker on Interstate 70 from Grand Junction to Burlington and on Interstate 25 from Fort Collins to Pueblo.*

*Nine out of ten Coloradans believe that seeing troopers on the road decreases dangerous driving behaviors, and more than one-third admit to driving more safely when they see multiple officers on the road. Furthermore, Colorado's drivers see other drivers as the main threat to their safety. When asked to identify the greatest hazard on Colorado's roads in CY 2006, survey respondents were more than nine times more likely to cite driving behaviors than driving environments. Aggressive drivers were cited most often as the greatest hazard (first among 32 percent of survey respondents), followed closely by drunk drivers (28 percent) and distracted drivers (22 percent).*



The following table provides a summary of the top five causal factors for all fatal and injury crashes that were investigated by the Patrol in CY 2006:

	Cause of Crash	Crashes	Percent of Total
1	Inattentive to Driving	2,042	23.4%
2	Exceeding Safe/Legal Speed	1,406	19.2%
3	DUI Caused	1,031	12.1%
4	Lane Violation	828	6.9%
5	Following Too Closely	518	9.1%
	All Others	2,449	29.3%
<b>FATAL &amp; INJURY CRASHES</b>		<b>8,274</b>	<b>100.0%</b>

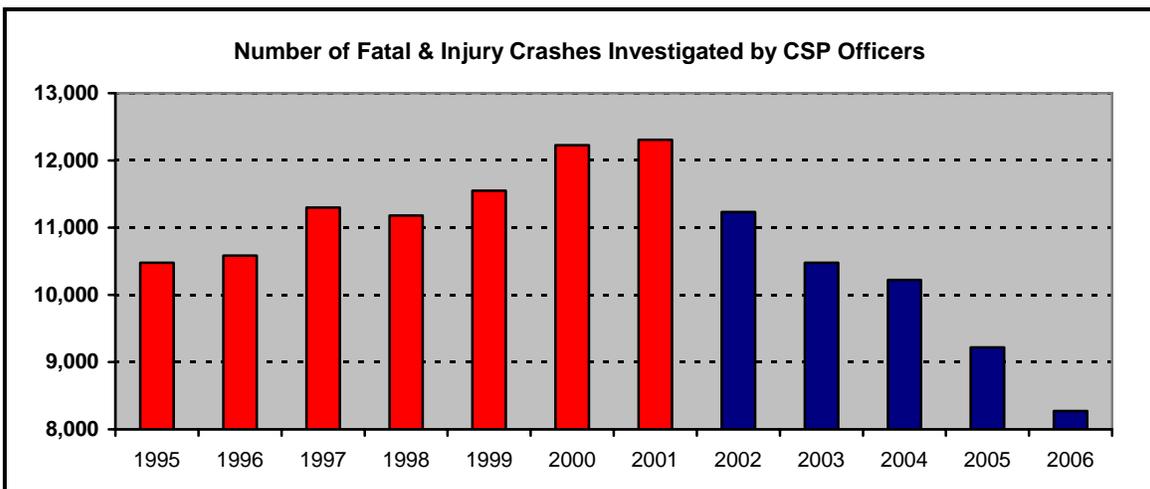
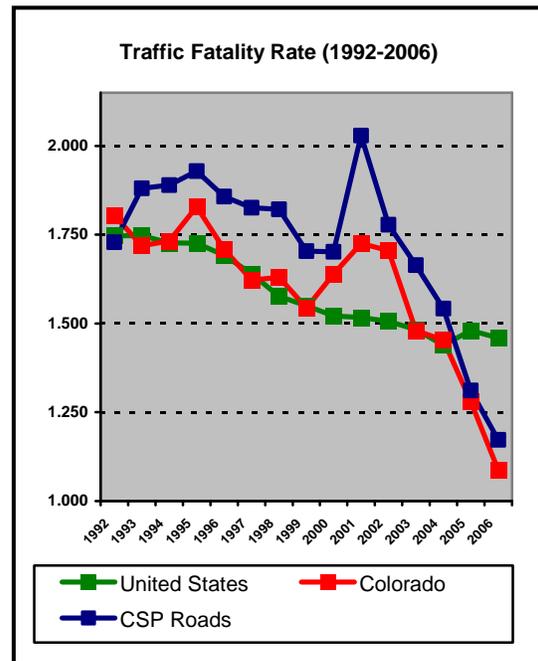
## Results to Date

Since implementing the Balanced Scorecard approach to strategic planning on July 1, 2002, the Patrol has made a difference in the quality of life in Colorado by lowering the traffic fatality rate on CSP roads by 35.4 percent between CY 2001 and CY 2005.

*This is the largest four-year reduction in the United States and helped to move Colorado's overall ranking from thirty-second (32nd) to eighteenth (18th).*

This accomplishment is impressive by any standard:

- If the fatality rate in CY 2001 (2.029 deaths per 100 million VMT) had remained constant, an **additional 749 persons would have been killed** in crashes investigated by CSP officers during the past five years (through 2006).
- On average, these collective efforts **prevented one motor vehicle death every two and one-half days** for the past 60 consecutive months.
- Without any monetary value attached for pain and suffering, these additional deaths translate into a total **economic impact to society of over \$800 million** - approximately eight times the Patrol's annual operating budget.



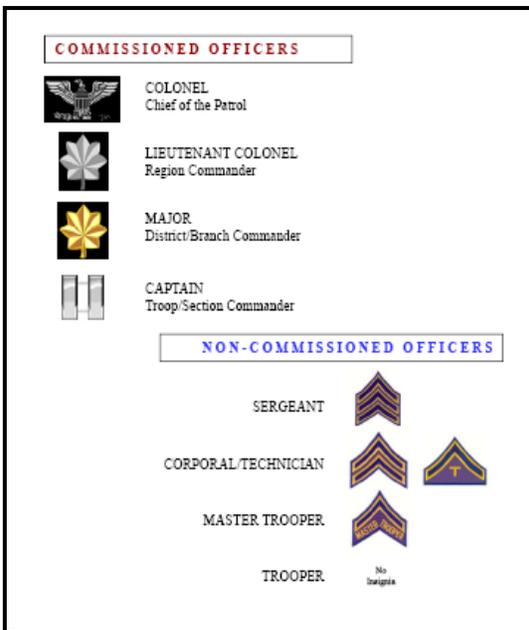
## Structure and Capacity

### Patrol Act and Structure

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. The powers and duties of the Patrol are broadly defined in the Patrol Act, which can be found in the *Colorado Revised Statutes (24-33.5-201 et seq.)*.

This agency is organized into six field districts and 19 troop offices in order to provide these essential services to the public statewide. There are also five CSP Regional Communication Centers that provide dispatching services for troopers and for other federal, state and local agencies.

In FY 2006-07, the Patrol was appropriated a total annual operating budget of \$104.9 million and 952.0 FTE. Of this total, there are 479.0 FTE "field troopers" assigned primarily to patrol approximately 8,400 miles of state and federal highways and more than 57,000 miles of county roads. This budget is supported primarily by an "off-the-top" allocation from Highway Users Tax Fund (\$82.7 million).



### Colorado's Motoring Environment

Several motoring environment indicators influence the ability of the Colorado State Patrol to deliver its services to and on behalf of the public. During the past decade:

- Population has increased by 19.6 percent;
- Licensed drivers by 17.5 percent;
- Registered vehicles by 23.2 percent; and
- Traffic volume by 31.3 percent.

### CSP Resources



While previous investments in technological innovations and overtime payments have maximized the efficiency of the existing CSP workforce, they cannot on their own overcome the cumulative affects of increasing service demands. For instance, 1.0 FTE "field trooper" served 6,009 Colorado residents in FY 1980-81 and will serve 9,880 in FY 2006-07 - **representing a 64.4 percent increase.**

Public opinion supports increasing the number of troopers (71 percent believe Colorado has too few troopers), and a clear majority of CSP employees (60 percent) also identify "insufficient resources" as the greatest challenge facing this agency.

## CY 2007 Strategic Goals



### I. Improve Traffic Safety

- A. Reduce by at least **two-percent** the number of fatal and injury crashes investigated by CSP officers in CY 2007.
- 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 2007.
- C. Reduce by at least **four-percent** the number of DUI/DUID caused fatal and injury crashes investigated by CSP officers in CY 2007.
- D. **Eliminate all traffic fatalities** in crashes investigated by CSP officers during the 2007 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 2007.
- F. Reduce by at least **four-percent** the number of highway incidents covered by CSP officers involving hazardous materials in CY 2007.

### II. Interdict Criminal Activity

- G. Increase by at least **five-percent** the number of criminal felony filings (non-crash related) in CY 2007.
- H. Increase by at least **five-percent** the number of automobile theft recoveries by CSP officers in CY 2007.

### III. Enhance Homeland Security

- I. Improve the quality and capabilities of the security provided to the Governor, to the First Family, and to the occupants of and visitors to the State Capitol Complex.
- J. To prevent and deter terrorist attacks in Colorado by implementing specific goals set forth in the *Colorado Homeland Security Strategy (2006)*, including four key preparedness focus areas of prevention,

protection, response and recovery. OPS is designated as the lead state agency in three of this plan's twelve objectives: planning; information sharing and critical infrastructure protection.

### 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 in CY 2007.

### 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 2007 (excluding retirements).
- M. Increase the number of training opportunities for all CSP members CY 2007.
- N. Increase by at least **ten-percent** the number of CSP members who rate employee morale as either "very good" or "good" in the *2007 CSP Member Survey* as compared to the *2005 CSP Member Survey*.

### VI. Efficiently Acquire and Deploy Resources

- O. Increase by at least **six-percent** the "off-the-top" HUTF appropriation made to the Colorado State Patrol in FY 2007-08 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.

For more information about the Colorado State Patrol, please visit the website at: [csp.state.co.us](http://csp.state.co.us)