

First in Traffic Safety

COLORADO STATE PATROL

Colorado Department of Public Safety



2008 - 2009 STRATEGIC PLAN

JANUARY 1, 2008 TO DECEMBER 31, 2009

JANUARY 1, 2008



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2008 - 2009 CSP STRATEGIC PLAN

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Document Confidentiality and Distribution

It is the purpose of the strategic plan to provide members of the Colorado State Patrol with a roadmap for achieving the CSP's mission during the next planning cycle. ***This is a confidential, internal, working document, subject to change or revision.*** A minimum of two copies of this plan have been distributed through the chain-of-command to all CSP business unit managers. These documents should be made available to all CSP members.

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Message from the Chief

INTRODUCTION 2008 - 2009 CSP STRATEGIC PLAN



January 1, 2008

Dear Members of the Colorado State Patrol:

We are pleased to submit the *2008 - 2009 Strategic Plan* for the Colorado State Patrol (CSP), which replaces the document dated January 1, 2007. This plan starts on January 1, 2008, and ends on December 31, 2009. It represents a twenty-four month continuation of the approach that has moved us closer to our stretch target: eliminating most traffic fatalities in Colorado by calendar year (CY) 2025.

Since implementing the Balanced Scorecard approach to strategic planning six years ago, the Patrol has focused its limited resources on improving traffic safety. A comparative review of the traffic fatality rate clearly demonstrates that your unwavering efforts have made a positive difference in the quality of life in Colorado by lowering the traffic fatality rate on CSP roads by 40.6 percent between CY 2001 and CY 2006. *This is the second largest five-year reduction in the United States (second only to the District of Columbia) and helped to move Colorado's overall ranking from thirty-second (32nd) to eleventh (11th).*

TRAFFIC FATALITY RATE BY STATE BY CALENDAR YEAR (CY)									
NUMBER OF PERSONS KILLED IN MOTOR VEHICLE FATALITIES PER 100 MILLION VEHICLE MILES TRAVELED (VMT)									
Information for CY 2006 is preliminary information and subject to further revision									
State	CY 2001	Rank 2001	CY 2002	CY 2003	CY 2004	CY 2005	CY 2006	Rank 2006	5 Year Change
Massachusetts	0.900	1	0.862	0.860	0.869	0.822	0.815	1	-9.5%
Minnesota	1.065	5	1.204	1.185	1.002	0.991	0.869	2	-18.4%
Connecticut	1.031	4	1.041	0.948	0.921	0.885	0.967	3	-6.2%
New Hampshire	1.153	7	1.010	0.964	1.294	1.252	0.971	4	-15.8%
Rhode Island	1.014	3	1.032	1.243	0.980	1.070	0.977	5	-3.6%
DC	1.813	36	1.325	1.614	1.149	1.279	0.986	6	-45.6%
New York	1.196	8	1.150	1.106	1.083	1.049	1.058	7	-11.6%
New Jersey	1.084	6	1.102	1.050	1.004	1.062	1.065	8	-1.8%
Michigan	1.342	18	1.275	1.273	1.122	1.157	1.093	9	-18.5%
Utah	1.241	10	1.335	1.286	1.199	1.141	1.120	10	-9.8%
Colorado	1.725	32	1.706	1.480	1.453	1.264	1.121	11	-35.0%
Washington	1.209	9	1.201	1.091	1.011	1.171	1.123	12	-7.1%
Ohio	1.293	15	1.315	1.169	1.152	1.200	1.131	13	-12.5%
Vermont	0.957	2	0.806	0.830	1.248	0.883	1.139	14	19.1%
Illinois	1.372	20	1.347	1.365	1.242	1.267	1.161	15	-15.4%
Maryland	1.267	11	1.231	1.188	1.163	1.101	1.174	16	-7.4%
Virginia	1.268	12	1.180	1.227	1.173	1.181	1.192	17	-6.0%
Colorado State Patrol	2.029	45	1.778	1.664	1.537	1.300	1.205	18	-40.6%

TRAFFIC FATALITY RATE BY STATE BY CALENDAR YEAR (CY)									
NUMBER OF PERSONS KILLED IN MOTOR VEHICLE FATALITIES PER 100 MILLION VEHICLE MILES TRAVELED (VMT)									
Information for CY 2006 is preliminary information and subject to further revision									
State	CY 2001	Rank 2001	CY 2002	CY 2003	CY 2004	CY 2005	CY 2006	Rank 2006	5 Year Change
Wisconsin	1.332	17	1.367	1.422	1.311	1.373	1.214	19	-8.9%
Indiana	1.269	13	1.092	1.149	1.302	1.307	1.250	20	-1.5%
California	1.273	14	1.274	1.305	1.253	1.304	1.257	21	-1.3%
Maine	1.330	16	1.467	1.388	1.298	1.134	1.292	22	-2.9%
Oregon	1.419	21	1.261	1.459	1.281	1.408	1.338	23	-5.7%
Iowa	1.486	23	1.313	1.424	1.237	1.453	1.405	24	-5.4%
Pennsylvania	1.487	24	1.545	1.483	1.379	1.509	1.408	25	-5.3%
Nebraska	1.359	19	1.640	1.541	1.325	1.437	1.411	26	3.8%
Texas	1.728	33	1.730	1.710	1.551	1.560	1.470	27	-14.9%
North Dakota	1.451	22	1.322	1.406	1.317	1.630	1.479	28	1.9%
Georgia	1.526	25	1.407	1.467	1.451	1.545	1.488	29	-2.5%
Alaska	1.885	40	1.818	1.983	2.024	1.463	1.511	30	-19.9%
Delaware	1.579	27	1.397	1.570	1.441	1.427	1.584	31	0.3%
North Carolina	1.671	30	1.697	1.656	1.624	1.634	1.597	32	-4.4%
Missouri	1.623	29	1.772	1.807	1.638	1.857	1.598	33	-1.6%
Hawaii	1.610	28	1.339	1.428	1.460	1.421	1.623	34	0.8%
Oklahoma	1.567	26	1.616	1.467	1.667	1.754	1.637	35	4.5%
Kansas	1.755	35	1.783	1.636	1.580	1.512	1.641	36	-6.5%
Florida	1.935	42	1.758	1.708	1.651	1.830	1.687	37	-12.8%
Idaho	1.840	38	1.863	2.050	1.765	1.857	1.738	38	-5.5%
Tennessee	1.850	39	1.725	1.725	1.816	1.801	1.820	39	-1.6%
Kentucky	1.827	37	1.953	1.985	2.037	2.112	1.938	40	6.1%
New Mexico	1.997	43	1.970	1.922	2.176	2.085	2.008	41	0.5%
South Carolina	2.275	50	2.227	2.014	2.111	2.190	2.035	42	-10.5%
Alabama	1.746	34	1.805	1.712	1.955	1.944	2.040	43	16.9%
West Virginia	1.907	41	2.194	1.962	2.024	1.884	2.051	44	7.6%
Wyoming	2.157	48	1.954	1.791	1.771	1.786	2.082	45	-3.4%
Nevada	1.715	31	2.121	1.907	2.041	2.144	2.140	46	24.8%
Arkansas	2.076	47	2.128	2.089	2.224	2.123	2.149	47	3.5%
Louisiana	2.312	52	2.095	2.129	2.027	2.135	2.151	48	-7.0%
Arizona	2.066	46	2.205	2.074	2.006	2.055	2.167	49	4.9%
South Dakota	2.002	44	2.118	2.381	2.243	2.178	2.217	50	10.8%
Mississippi	2.179	49	2.429	2.327	2.282	2.365	2.260	51	3.7%
Montana	2.297	51	2.588	2.409	2.043	2.265	2.329	52	1.4%
UNITED STATES	1.517		1.506	1.483	1.439	1.480	1.419		-6.5%

Our 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.
- On average, your 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 would translate into a total **economic impact to society of over \$800 million** – approximately eight times the Patrol’s annual operating budget.

In order to lower the rate to not more than one death per 100 million vehicle miles traveled (VMT) by the end of CY 2008, which is the national target, the Patrol will need to further reduce the number of traffic fatalities it investigates by approximately seven percent in 2008. Already, five states (Massachusetts, Minnesota, Connecticut, New Hampshire, Rhode Island) and the District of Columbia are below this marker.

Clearly, your hard work and commitment have made a difference and have provided us with the opportunity to succeed at greater challenges. While the majority of the measures remain the same for CY 2008 and CY 2009, you will notice that we are now tasked with reducing the number of fatal and injury crashes on targeted roads by an additional 2 percent, raising the bar to a total reduction of 6 percent each year. This is a challenge that we are capable of meeting by maintaining the levels of excellence that have moved us closer to reaching our stretch target.

Your hard work is appreciated as we strive to improve the quality of services that we deliver to and on behalf of the public.

Sincerely,

A handwritten signature in cursive script that reads "Mark V. Trostel". The ink is dark and the signature is fluid and legible.

Colonel Mark V. Trostel
Chief, Colorado State Patrol

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Mission Overview

CHAPTER ONE

2008 - 2009 CSP STRATEGIC PLAN

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.

Vision Statement

The Colorado State Patrol (CSP) is a progressive law enforcement agency and *first in traffic safety* by using advanced technologies and training to provide exemplary service to the residents of Colorado. This state government division is committed to providing a secure future for the public by creating and fostering:

- Partnerships with citizens and communities to enhance public safety;
- Partnerships with federal, state, county, tribal and municipal agencies to enhance law enforcement services in Colorado; and
- Partnerships with its members to create a supportive environment in order to realize their full potential in their careers, families and communities.



Philosophy

Community Traffic-Initiated Patrol Strategies (CTIPS) is a philosophy and an organizational commitment designed to enhance the division's ability to meet the needs of those it serves through the development of partnerships and positive relationships between citizens, communities and the Colorado State Patrol. It is optimized when the Colorado State Patrol and the community it serves work together to identify and solve problems in order to provide a safe and secure environment on Colorado's highways. CTIPS' core components are community partnerships, problem solving and customer service.

Core Values

The strength and foundation of the Colorado State Patrol is represented in the seven tenets of the CSP badge which reflect the division's three core values:

1. Honor
2. Respect
3. Dedication to Duty



Strategic Goals

This law enforcement agency will achieve the following strategic goals:

- **Improve Traffic Safety**
- **Retain, Develop and Recruit Quality Employees**
- **Interdict Criminal Activity**
- **Provide Communications**
- **Enhance Homeland Security**
- **Efficiently Acquire and Deploy Resources**



Core Competencies 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.)*. The Patrol has the following responsibilities, all of which are tailored toward a total traffic safety management program:

- Enforce all the laws of the State of Colorado.
- Direct, control and regulate motor vehicle traffic on public roadways.
- Inspect vehicles for safety-related equipment violations.
- Provide community education and administer safety programs to the public.
- Perform criminal interdiction on Colorado highways, focusing on the transport of illegal drugs.
- Assist in state homeland security efforts.
- Regulate road closures for special events, inclement weather, or when necessary, to prevent further injury or damage following an emergency.
- Promulgate and enforce rules and regulations for commercial motor vehicles.
- Operate a statewide law enforcement telecommunications system.
- Provide emergency assistance in the event of major disasters, civil protests or when requested by local law enforcement.

This division is organized into 6 field districts and 19 troop offices. There are five CSP Regional Communication Centers that provide dispatching services for troopers and for other federal, state and local agencies.

In FY 2007-08, the Patrol has been authorized 479.0 FTE¹ field troopers in order to enforce motor vehicle laws and all other laws on approximately 8,400 miles of state and federal highways and on more than 57,000 miles of county roads.

COMMISSIONED OFFICERS



COLONEL
Chief of the Patrol



LIEUTENANT COLONEL
Region Commander



MAJOR
District/Branch Commander



CAPTAIN
Troop/Section Commander

NON-COMMISSIONED OFFICERS

SERGEANT MAJOR

MASTER SERGEANT



SERGEANT



CORPORAL/TECHNICIAN



MASTER TROOPER



TROOPER

¹ This figure does not include troopers assigned to the Capitol, the Governor's mansion, hazardous materials or motor carrier safety units, or other specialized duties required by statute. "Field trooper" includes sergeants, corporals and troopers who are supported entirely by off-the-top HUTF dollars and assigned primarily to road patrolling duties. It does not include any uniformed employee who has a captain's rank or higher or is supported by another funding source, such as federal grants or cash funds.

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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 nation.



The Patrol intends to achieve this status through a dramatic reduction in the number of fatalities and injuries on Colorado's highways. In 1998 the U.S. Department of Transportation 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 the end of CY 2008.² 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 road and by increasing trooper visibility statewide.

There are three major CSP strategic objectives related to improving traffic safety:

- **In CY 2008 and CY 2009, reduce the number of fatal and injury crashes investigated by CSP officers by at least 6.0 percent on targeted roads (safety zones) and by at least 2.0 percent on non-targeted roads;**
- **By the end of 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; and**
- **By CY 2025, eliminate most traffic fatalities in Colorado.**

² Federal Highway Administration 1998 Strategic Plan. The plan calls for a 20% reduction in "highway-related fatalities in 10 years."

Two statistical summaries illustrate the scope of this public health and safety issue:

Deaths in Motor Vehicle Crashes

Each traffic fatality represents a crime scene on one of Colorado's roadways. In CY 2006, 535 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.*

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 35-84.³

2006 Community Opinion about Traffic Safety⁴

Insight into public perceptions about the safety of Colorado roadways is obtained through community opinion surveys, the results of which provide the Colorado State Patrol with valuable tools for developing methods designed to meet the needs of motorists.

- *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.*
- 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, almost nine out of ten respondents cited driving behaviors as the greatest hazard. 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).
- In 2006, Colorado drivers' perceptions of traffic safety included 38 percent who indicated roads were becoming more dangerous; 33 percent who believed they were about the same; and 24 percent who thought roads were becoming safer.



³ "Injury in Colorado" (Colorado Department of Public Health and Environment, August 1, 2005).

⁴ "Public Opinion Survey of the Colorado State Patrol" (Corona Research, October 2006).

Strategic Assumptions and Operational Principles

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 on Colorado's roads.

These are shown below:

- 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 impeding criminal activity, apprehending fugitives, and interrupting the flow of illegal contraband.

- Partnering with other law enforcement and state 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.

Critical 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:

- Recruiting, developing, equipping, training and retaining a high-caliber uniform and civilian workforce that is dedicated to upholding the division's high standards.
- Overcoming statewide funding, classification and compensation issues related to rewarding high-performing CSP members within a restrictive statewide personnel system while simultaneously holding teams and individuals accountable for meeting agency goals.
- 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.
- Merging new technologies into the Patrol's work processes in order to increase efficiencies in a cost-effective manner and improve the quality of public safety services provided to Colorado's residents and visitors.
- Integrating homeland security and criminal interdiction capabilities into its patrolling activities so that the public is afforded protection from foreign and domestic threats.
- Changing the public's mindset so that traffic injuries and deaths are no longer considered acceptable.

The Patrol's charge is to be *courteous but firm* in handling diverse communities – all too often in emergency settings under a watchful public eye. Internal and external communication skills and protocol need to be continually developed and refined – particularly in a service-orientated business where people make the difference between mediocrity and excellence.



Balanced Scorecard Strategic Review

CHAPTER TWO

2008 - 2009 CSP STRATEGIC PLAN

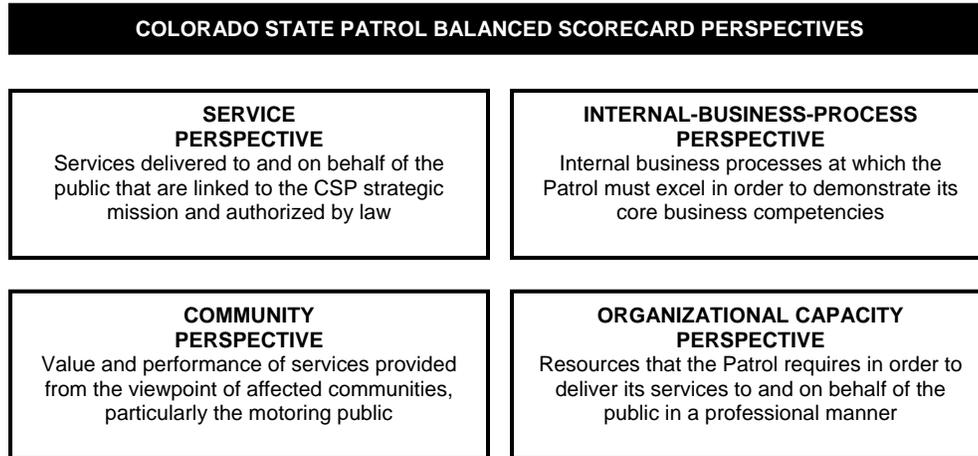
CSP Balanced Scorecard Perspectives

The Balanced Scorecard method of planning and executing a focused strategy is the means by which the Colorado State Patrol will proceed toward successfully fulfilling 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 to its activities. A balance is achieved by focusing on these cause-and-effect relationships in four inter-related perspectives.

The four perspectives through which the Balanced Scorecard is developed include: the *service perspective*, the *community perspective*, the *internal-business-process perspective*, and the *organizational capacity perspective*.

- 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 travelers on Colorado's roads.
- The community perspective monitors attitudes about the Patrol's partnerships with the motoring public and other governmental agencies.
- The internal-business-process perspective provides information about the performance of critical processes related to the Patrol's delivery of essential services.
- The organizational capacity perspective represents the complete environment in which CSP employees operate including the knowledge, skills and abilities involved in their daily work.

The following graphic describes how these four perspectives interact:



By evaluating the performance of organization through the use of the Balanced Scorecard the Colorado State Patrol will identify and solve organizational problems and seize new opportunities. To the extent that weaknesses exist in any of these areas, the capacity of this law enforcement agency to fulfill its mission is diminished.

COURTEOUS BUT FIRM

FIRST IN TRAFFIC SAFETY

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.

Community Perspective

Services To and On Behalf Of Colorado Taxpayers and Residents
Motor Vehicle Operators and Travelers in Colorado
Corporate Stakeholders

Law Enforcement Agencies

Transportation Agencies

Colorado's Motoring Environment

Vehicle Miles Traveled

State Population

Registered Motor Vehicles

Licensed Drivers

Highway Road Conditions (Including Adverse Weather)

Service Perspective

TRAFFIC SAFETY

CRIMINAL INTERDICTION

HOMELAND SECURITY

COMMUNICATIONS

Agency Core Competencies

Enforcement

Education

Emergency Response

Engineering

PHILOSOPHY
Community Traffic-Initiated Patrol Strategies (CTIPS)

Internal Perspective

TROOPER PREVENTATIVE ACTIVITIES

- High-Visibility Saturation Patrols
- Traffic Citations & Warnings
- Safety & Educational Programs
- Criminal & Security Investigations
- Vehicle & Facility Inspections
- Compliance Reviews

TROOPER REACTIVE ACTIVITIES

- Crash Investigations
- Crash Reporting & Case Preparation
- Assisting Motorists
- Directing Traffic Flow
- Assisting Other Government Agencies
- Incident Response & Management

ADMINISTRATIVE ACTIVITIES

COMMUNICATION ACTIVITIES

FIELD SUPPORT ACTIVITIES

Organizational Capacity Perspective

Retain, Develop and Recruit Quality Employees

Efficiently Acquire and Deploy Resources

Financial Accountability

Increase Productivity

Optimize Service Value

Professional Standards

Training & Certification

Awards and Discipline

Colorado's Motoring Environment

There are a number of indicators that affect the safety of Colorado's roadways which in turn impact the ability of the Colorado State Patrol to deliver its services to and on behalf of the public: the traffic volume (vehicle miles traveled), the State's population, the number of licensed drivers and the number of registered vehicles.

Motoring Environment Indicators, Calendar Years (CY) 1997-2006											
INDICATOR		1997	1998	1999	2000	2001	2002	2003	2004	2005	2006*
Vehicle Miles Traveled (VMT)	United States (Millions)	2,561,695	2,631,522	2,691,335	2,749,803	2,781,462	2,855,756	2,890,893	2,962,510	2,989,807	2,995,259*
	Colorado (Millions)	37,740	38,520	40,550	41,560	42,955	43,545	43,379	45,848	47,536	47,735*
	CSP Roads (Millions)	22,674	24,368	25,061	25,102	25,775	26,099	26,135	27,509	28,522	28,641*
Registered Vehicles	United States (Thousands)	203,568	208,076	212,685	217,028	221,230	225,685	230,788	237,961	247,421	-
	Colorado (Thousands)	3,961	4,053	4,130	4,225	4,006	3,933	4,498	4,610	4,732	4,849*
Licensed Drivers	United States (Thousands)	182,709	184,980	187,170	190,625	191,276	194,602	196,166	198,128	200,549	-
	Colorado (Thousands)	2,996	3,014	3,040	3,107	3,160	3,162	3,313	3,330	3,342	3,424*
Population	United States (Thousands)	267,784	270,248	272,691	282,125	285,318	287,974	290,788	293,657	296,507	299,398*
	Colorado (Thousands)	4,018	4,117	4,226	4,327	4,427	4,496	4,548	4,601	4,665	4,794*

*Preliminary estimates subject to further revision.

As this table indicates, in Colorado all four leading indicators that contribute to increasing traffic volume have increased significantly in the last decade: population has increased 19.3 percent, licensed drivers 14.3 percent, registered vehicles 22.2 percent and vehicle miles traveled 26.5 percent.

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, which are primarily driven by traffic volume and population. For instance, in actual numbers there are 17.0 fewer FTE CSP field troopers in FY 2007-08 than were authorized in FY 1980-81, a total decrease of 3.4 percent.¹ During this same period, the people directly served by these officers increased by nearly 1.9 million, or by a total of 62.6 percent.² In other words, 1.0 FTE field trooper served 6,009 Colorado residents in FY 1980-81 and will serve 10,119 in FY 2007-08 – representing a 68.4 percent increase. In CY 2000, the national average for state law enforcement agencies was 1.0 FTE sworn officer for every 6,848 residents.³

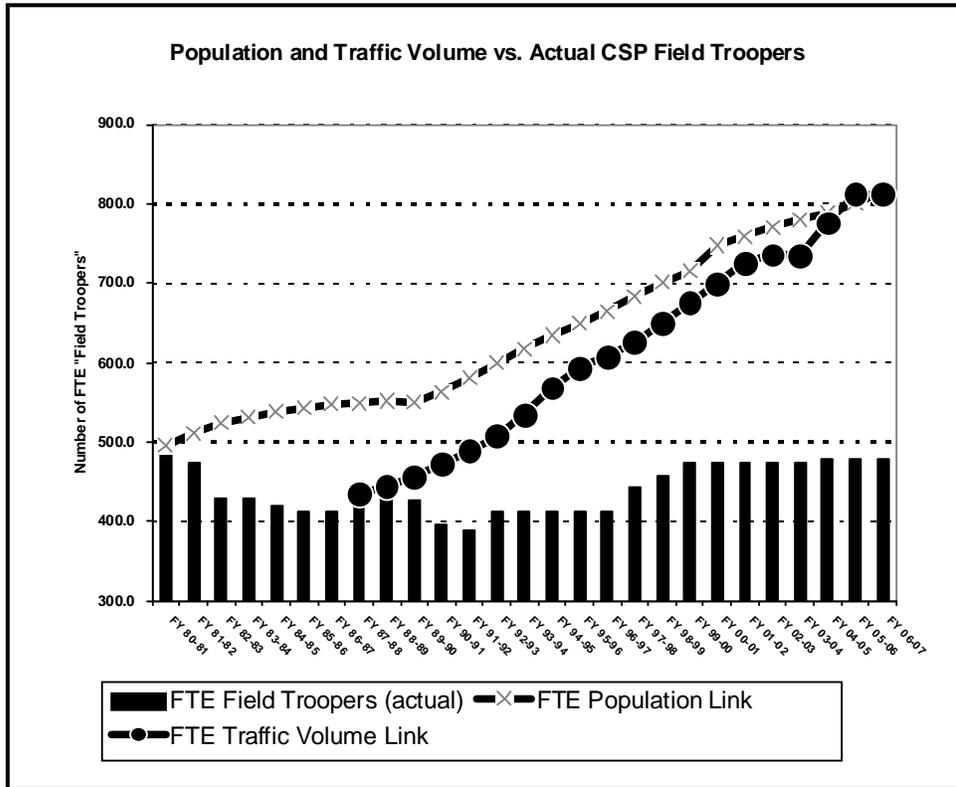
To represent graphically, this difference in field trooper FTE growth versus the growth in population and traffic volume (measured as VMT), the chart below shows the CSP Field Trooper FTE for FY 1980-81 through FY 2006-07 along with what would have occurred

¹ Field trooper is defined as all uniform members below the rank of Captain and primarily assigned to highway patrolling duties that are entirely supported by off-the-top HUTF dollars. The number of field trooper FTE authorized in FY 1980-81 was 496.0; in FY 2006-07, there are 479.0 FTE field troopers.

² Colorado population in CY 1981 was 2,980,340 per the U.S. Census Bureau. In CY 2007, it is projected to be 4,847,100 according to the OSPB "Colorado Economic Perspective" Report (June, 2007). This represents a cumulative growth of 62.6 percent.

³ Information is from the most recently published comparative statistics from the U.S. Department of Justice (April 2004). In CY 2000, the U.S. population was 279,638,310 and there were 40,837.0 FTE sworn officers assigned to respond to calls for service.

if the number of CSP field troopers had increased each year with either population or highway traffic volume growth.



Under either the population model or the highway traffic volume model, the Colorado State Patrol is approximately 42 percent *understaffed* given its current funding for 479.0 FTE field troopers in FY 2007-08.

The Colorado State Patrol continues to struggle with ways to meet its minimum manpower needs in order to provide consistent and professional service to and on behalf of Colorado’s motoring public. Clearly, the increase in population and traffic volume combined with the insufficient resources – both human and operational – are adversely affecting the ability of this law enforcement agency to protect the public. Public opinion supports increasing the number of troopers (71% believe Colorado has too few troopers), and a clear majority of CSP employees (60%) identify “insufficient resources” as the greatest challenge facing this agency.

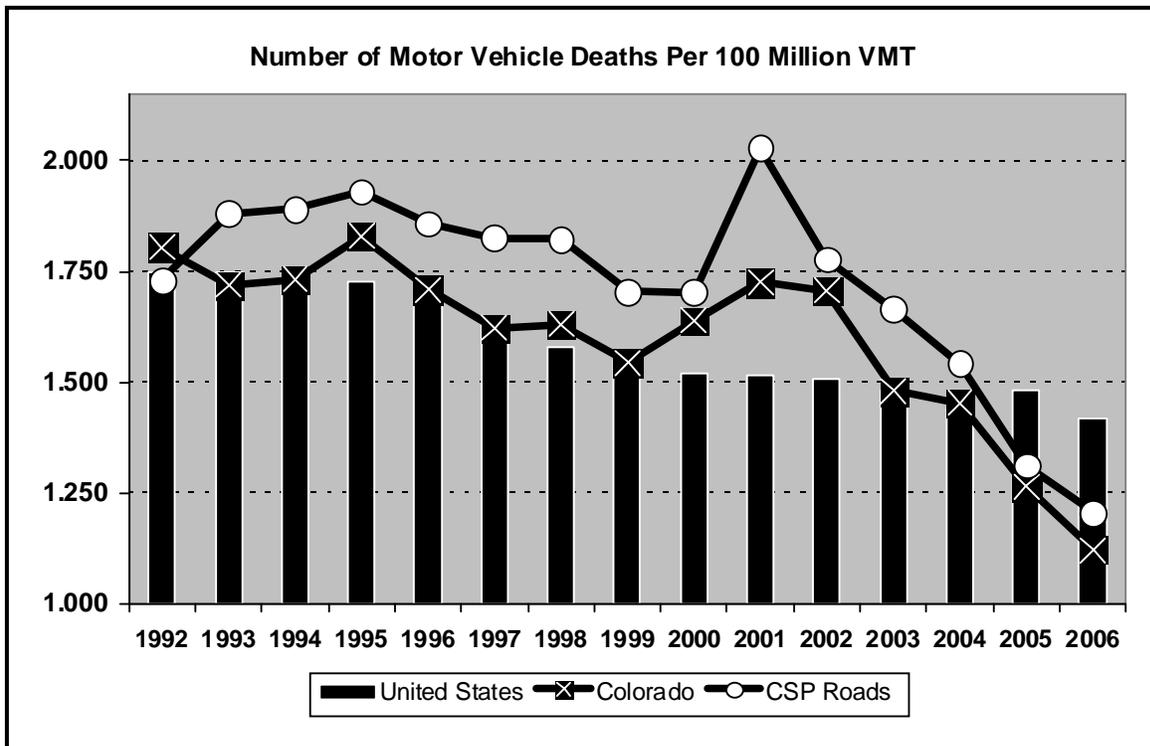
There are three major approaches to solve this fundamental problem:

1. Improve the CSP financing structure (funding mechanism);
2. Alter the CSP statutory mandate (reduce mandated public safety services)
3. Develop a combination of new funding mechanisms and service changes.

I. The Service Perspective

National Traffic Safety Statistics

- Motor vehicle traffic-related injuries are the leading cause of injury death for Coloradoans ages 1-34 and the second leading cause for Coloradoans ages 35-84. 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.
- Nationally, an average roadway fatality cost \$977,208 based on an analysis of national data for CY 2000.⁴ Each critically injured survivor cost \$1.1 million. Adjusted for inflation, those costs in 2006 are \$1.1 million and \$1.3 million, respectively.
- Furthermore, the traffic fatality rate – which is expressed as the number of persons killed per 100 million vehicle miles traveled – had deteriorated significantly in Colorado during the past decade *until* the second half of CY 2002 when the Patrol changed its officer deployment strategy to maximize officer visibility on targeted roadway segments.



CY 2006 rates are based on preliminary data.

⁴ "The Economic Impact of Motor Vehicle Crashes 2000" (May 2002, U.S. Department of Transportation, National Highway Traffic Safety Administration).

The following table provides a comparative statistical summary of the number of persons killed per 100 million vehicle miles traveled nationally, in Colorado and on roads covered by the Colorado State Patrol:

TRAFFIC FATALITIES PER 100 MILLION VEHICLE MILES TRAVELED (VMT)					
Period	United States	Colorado	CSP Roads	CSP Roads Compared To:	
				U.S.	Colorado
CY 1992	1.747	1.805	1.729	(1.0%)	(4.2%)
CY 1993	1.748	1.719	1.881	7.6%	9.4%
CY 1994	1.727	1.732	1.890	9.4%	9.1%
CY 1995	1.726	1.829	1.929	11.8%	5.5%
CY 1996	1.692	1.709	1.858	9.8%	8.7%
CY 1997	1.640	1.622	1.826	11.3%	12.6%
CY 1998	1.577	1.630	1.822	15.5%	11.8%
CY 1999	1.550	1.544	1.704	9.9%	10.4%
CY 2000	1.521	1.639	1.709	12.4%	4.3%
CY 2001	1.517	1.725	2.029	33.8%	17.6%
CY 2002	1.506	1.706	1.778	18.1%	4.2%
CY 2003	1.483	1.480	1.664	12.2%	12.4%
CY 2004	1.439	1.453	1.537	6.8%	5.8%
CY 2005	1.480	1.264	1.300	(11.4%)	3.7%
CY 2006*	1.419	1.121	1.205	(15.1%)	7.5%
10-Year Change	(13.4%)	(30.93%)	(34.0%)		
5-Year Change	(6.5%)	(35.0%)	(40.6%)		
1-Year Change	(4.1%)	(11.3%)	(7.3%)		

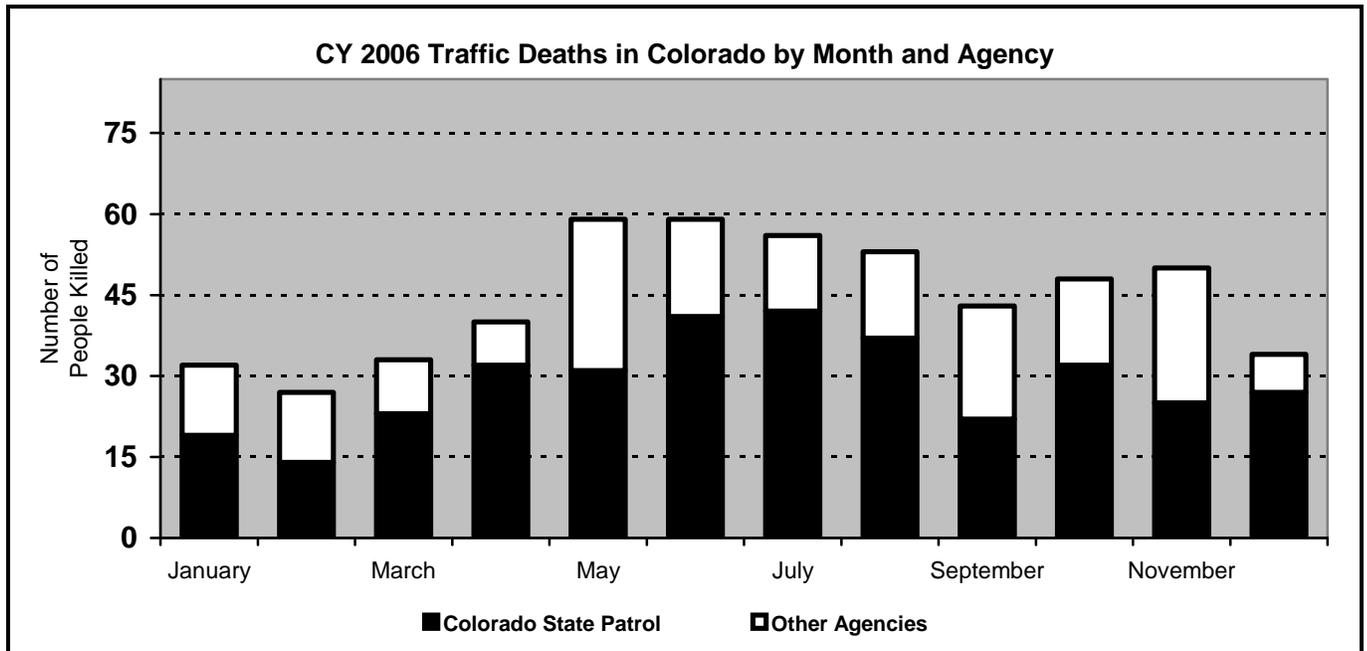
*Preliminary estimates subject to further revision.

In order for the Patrol to reach the national target by the end of CY 2008, the number of persons killed on CSP-covered roads will need to decrease by an annual average of approximately 6.45 percent for CY 2007 and CY 2008 with traffic volume increasing by 2.7 percent each year (the average annual rate of increase between CY 2001 and CY 2005 on state/federal highways). This projection is shown in the following table:

ACTUAL AND PROJECTED FATALITY RATE – COLORADO STATE PATROL								
Reductions Necessary to Meet U.S. Department of Transportation Target (One Death Per 100 Million VMT by CY 2008)								
Calculation	CY 2001 Actual	CY 2002 Actual	CY 2003 Actual	CY 2004 Actual	CY 2005 Actual	CY 2006 Prelim.	CY 2007 Estimate	CY 2008 Estimate
CSP Investigated Traffic Deaths	522	464	435	423	374	345	322	302
<i>Annual Change</i>		(11.1%)	(6.3%)	(2.8%)	(11.6%)	(7.8%)	(6.7%)	(6.2%)
VMT on CSP Roads (Millions of Miles)	25,775	26,099	26,135	27,509	28,522	28,641	29,414	30,208
<i>Annual Change</i>		1.3%	0.1%	4.9%	5.2%	0.4%	2.7%	2.7%
CSP Fatality Rate (Deaths/100 Million VMT)	2.029	1.778	1.664	1.537	1.300	1.205	1.094	1.000
<i>Annual Change</i>		(12.4%)	(6.4%)	(7.6%)	(15.4%)	(7.3%)	(9.2%)	(8.6%)

CY 2006 Traffic Deaths in Colorado

The following graph provides a summary of the number of persons killed in traffic crashes throughout Colorado by month in CY 2006.⁵ May and June were the deadliest months on Colorado's roads with 59 lives lost in traffic crashes each month. February had the fewest number of deaths.



⁵ Information was extracted from FARS, August 2007.

CSP High-Visibility Enforcement Operations (Saturation Patrols)

Under the balanced scorecard system, the Patrol has improved traffic safety in Colorado significantly during the first four full calendar years of high-visibility enforcement operations. From January 1, 2003, to December 31, 2006, this agency has reduced the number of fatal and injury crashes on non-targeted roads by 7.1 percent. Reductions on targeted road segments (where saturation patrols were regularly conducted) were even greater, falling by 12.3 percent. This means that over the last four calendar years, high-visibility enforcement operations have reduced the number of serious crashes on targeted CSP roads at a rate of almost *two times faster* than on non-targeted CSP roads.

CSP BALANCED SCORECARD SYSTEM "BOTTOM LINE" RESULTS						
January 1, 2003 – December 31, 2006						
(By Calendar Year)						
CY 2003 ANNUAL RESULTS (01/01/03 – 12/31/03)						
Fatal & Injury Crashes 964 Saturation Patrols 5,775 Officer Hours 6.0 Officer Hours Per Patrol	13 Targeted Roads			Non-Targeted Roads		
	CY 2002	CY 2003	Change	CY 2002	CY 2003	Change
	923	862	(6.6%)	10,343	9,617	(7.0%)
CY 2004 ANNUAL RESULTS (01/01/04 – 12/31/04)						
Fatal & Injury Crashes 1,296 Saturation Patrols 7,238 Officer Hours 5.6 Officer Hours Per Patrol	12 Targeted Roads			Non-Targeted Roads		
	CY 2003*	CY 2004	Change	CY 2003	CY 2004	Change
	857	882	2.9%	9,621	9,282	(3.5%)
CY 2005 ANNUAL RESULTS (01/01/05 – 12/31/05)						
Fatal & Injury Crashes 2,745 Saturation Patrols 16,841 Officer Hours 6.1 Officer Hours Per Patrol	14 Targeted Roads			Non-Targeted Roads		
	CY 2004*	CY 2005	Change	CY 2004	CY 2005	Change
	1,282	949	(26.0%)	8,941	8,271	(7.5%)
CY 2006 ANNUAL RESULTS (01/01/06 – 12/31/06)						
Fatal & Injury Crashes 2,687 Saturation Patrols 15,489 Officer Hours 5.8 Officer Hours Per Patrol	14 Targeted Roads			Non-Targeted Roads		
	CY 2005*	CY 2006	Change	CY 2005	CY 2006	Change
	979	849	(13.3%)	8,243	7,327	(11.1%)
FOUR YEAR RESULTS (01/01/03 – 12/31/06)						
TOTAL (48 Months) 7,692 Saturation Patrols 45,343 Officer Hours 5.9 Officer Hours Per Patrol	4,041	3,542	(12.3%)	37,148	34,497	(7.1%)

* For comparison purposes in each calendar year, the previous calendar year number of fatal and injury crashes are recalculated based on the set of targeted roads in the next calendar year.

During this four-year period, there were a total of 7,692 saturation patrols conducted on "targeted roads," which consumed a total of 45,343 officer hours.

Communications Services

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 – located in Denver, Pueblo, Alamosa, Montrose and Craig – serve as the primary points of contact for citizens requiring public safety services statewide. The following table shows the total number of incidents by year for the last five calendar years.⁶

CSP COMMUNICATIONS BRANCH WORKLOAD INDICATORS						
TYPE	All User Agencies					
	CY 2001	CY 2002	CY 2003	CY 2004	CY 2005	CY 2006
TOTAL INCIDENT COUNT ⁷	596,571	687,678	751,426	844,142	859,721	889,220
<i>Annual Change</i>		15.3%	9.3%	12.3%	1.8%	3.4%
<i>Authorized FTE Communication Officers and Supervisors</i>	124.1 FTE	122.1 FTE	122.1 FTE	122.1 FTE	124.1 FTE	124.1 FTE
<i>Annual Average Per 1.0 FTE</i>	4,807 Incidents	5,632 Incidents	6,154 Incidents	6,914 Incidents	6,928 Incidents	7,165 Incidents

The total number of incidents handled by the CSP Regional Communication Centers since CY 2001 has increased by 49.1 percent, including a 3.4 percent increase in CY 2006 over CY 2005. During that same period, the authorized staffing level for Communication Officers and Supervisors was reduced by 2.0 FTE in CY 2002, before being restored during CY 2005 to the level of CY 2001. This combination of significant increases in incidents handled combined with no increase in personnel has resulted in a 50 percent increase in corresponding workload per 1.0 FTE.

In CY 2006, the Patrol had a statewide average response time of 20.8 minutes for traffic crashes (no change from CY 2005). 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 in CY 2006 found that 57.8 percent of respondents expected a trooper to respond to a traffic accident involving injuries or fatalities in less than ten minutes.

Dispatch time is defined as the time that it takes a Communications Officer to assign the incident to an available trooper after a call has been received in the communications center. In CY 2006, the Patrol had an average dispatch time of 2.58 minutes per call. This is a 5.5 percent reduction over the CY 2005 average dispatch time of 2.73 minutes corresponding to a 1.0 percent increase in total incident count.

⁶ This information was extracted from CAD in January 2007.

⁷ 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.

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II. The Community Perspective

Shifts in Colorado Public Opinion (2001, 2003 and 2006)

Significant increases over time were noted in the following survey findings:

- The proportion of people who believe that an acceptable response time to a fatal or injury crash should be 10 minutes or less (13 percent to 57 percent).
- The proportion of people who reported that a contact with CSP troopers was of very poor quality (3 percent to 8 percent).
- The proportion of people who report seeing more troopers on the road (30 percent to 39 percent).
- Awareness of CSP saturation patrols (27 percent to 38 percent).
- The proportion of people who “somewhat oppose” saturation patrols (2 percent to 5 percent).
- The proportion of people who think that Colorado roadways are becoming “somewhat safer” (11 percent to 19 percent).
- The proportion of people who “frequently” see other drivers using cell phones while driving (80 percent to 91 percent).
- The proportion of people who strongly disagree that traffic stops reduce criminal activity such as drug trafficking (3 percent to 17 percent), along with a decrease in people who held no opinion on the issue (14 percent to 2 percent).
- The proportion of people who believe that the prevention of traffic fatalities and injuries should be the State’s highest priority (22 percent to 30 percent), accompanied by significant decreases in the proportion who believe it should be a mid-level priority (22 percent to 15 percent) and a moderately low priority (4 percent to 2 percent).
- The proportion of people who believe there should not be a cap on budget increases for the Patrol (10 percent to 19 percent).
- The proportion of people who would strongly support transferring a small percentage of road construction funds to the Patrol to put more troopers on the road (44 percent to 53 percent).

- The proportion of people who would strongly support a requirement that all new road construction include funding for more CSP troopers (37 percent to 53 percent), and a corresponding decrease in those who do not hold an opinion on the issue (16 percent to 7 percent).
- The proportion of people who would strongly support a requirement that the number of troopers increase at the same rate as traffic volume on state and interstate highways (25 percent to 39 percent), and a corresponding decrease in those who do not hold an opinion on the issue (22 percent to 13 percent).

Significant decreases over time were noted in the following survey findings:

- The proportion of contacts with the Patrol that came as a result of motorist assists (15 percent to 7 percent).
- The proportion of people who had no opinion about whether saturation patrols would reduce fatal and injury crashes (10 percent to 4 percent).
- The proportion of people who think that Colorado roadways are becoming “somewhat more dangerous” (34 percent to 23 percent).
- The proportion of people who frequently see other drivers not using seat belts or safety seats (25 percent to 15 percent).
- The proportion of people opposed to the Patrol offering driver safety courses for high school and college students (14 percent to 8 percent).

Designated Driving Behaviors

The division's current educational approach is designed to target the dangers of four specific driving behaviors:

- impaired driving,
- distracted driving,
- aggressive driving, and
- driving without wearing a seat belt.

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:

Primary Causal Factors for All Fatal and Injury Crashes Investigated by CSP Officers in CY 2006			
Rank	Cause of Crash	Number of Crashes	Percent of Total
1	Inattentive to Driving	2,027	24.7%
2	Exceeding Safe / Legal Speed	1,394	17.0%
3	DUI Caused	1,019	12.5%
4	Lane Violation	816	10.0%
5	Following Too Closely	510	6.2%
	All Others	2,449	29.6%
TOTAL FATAL & INJURY CRASHES		8,215	100.0%

Alcohol- and Drug-Related Crashes. In CY 2006, the Patrol wrote 6,836 preventative citations for driving under the influence of alcohol or drugs (DUI). The total number of DUI/DUID caused crashes decreased by 2.8 percent from 2,011 in CY 2005 to 1,955 in CY 2006. Crashes involving alcohol and drugs are usually more severe than other types of crashes because they involve higher speeds, and often include occupants who are not wearing seat belts. In CY 2006, 52.1 percent of DUI/DUID-caused crashes resulted in injuries or fatalities. When DUI/DUID was not the cause of a crash, only 36.7 percent resulted in injuries or fatalities.

Occupant Restraint. The National Occupant Protection Use Survey (NOPUS) found that safety belt use in the U.S. reached 81 percent in June 2006, a slight decrease from the 82 percent observed in 2005. Use continues to vary across the United States, with higher rates in areas that can enforce their belt laws more stringently. For 2006, states with primary safety belt laws had seat belt use at 85 percent, while seat belt use in all other states was 74 percent.

Under Colorado's secondary seat belt law, in CY 2006 CSP officers wrote a total of 45,120 citations for passengers not wearing seatbelts. That same year, Colorado experienced a total of 535 fatalities. Of the 535 fatalities, 386 of these individuals died in vehicles that had seat belts available. Two hundred twenty-one persons of the 386 fatalities, or 57.3 percent, were ejected from their vehicles and died from head or other injuries or from having a vehicle roll over on them. All of these deaths may have been

avoided if those individuals had been wearing seat belts. The following table provides a summary of seat belt usage in Colorado:⁸

COLORADO – Seat Belt Usage Survey (By Age)				
Period	Statewide	Adult	5-15	0-4
CY 2005	79.2%	79.2%	69.5%	87.0%
CY 2004	79.3%	79.3%	69.3%	86.2%

Designated Time Overview (Colorado Target Zero)

For the fourth straight year, the Patrol conducted its Colorado Target Zero campaign, which is designed to stop all traffic fatalities for four consecutive days (May 25-29, 2007). As in the past three years, all CSP officers (including those assigned to the Academy and Headquarters) participated in this high-visibility enforcement effort regardless of rank.

“For the fourth year, we used the Memorial Day weekend as our reminder to Colorado motorists to do their part in making Colorado’s highways safer as we continue our long-range enforcement and education goals. By having all of our uniformed officers on the highways the past four days, our objective was to emphasize the need for motorists to drive responsibly and make smart driving choices by observing the posted speed limits, wearing their seat belts, not driving aggressively or while distracted, and not driving if they have been drinking. There were seven traffic fatalities reported during the holiday weekend,” said Colonel Trostel. During this four-day period, CSP officers contacted a total of 30,045 vehicles (compared to 27,675 in 2006) and issued 16,138 citations (compared to 15,454 in 2006) as part of its program to reduce most traffic fatalities in Colorado.

Highlights of this effort included:

- Citations issued by the Patrol for non-use of the proper restraint system for ages 0-6 were 171, ages 6-15 were 146 and for ages 16+ were 3,033. One of the major contributors to fatal and serious injury crashes are drivers and passengers who do not buckle up. Five of the seven fatalities over the Memorial Holiday Weekend were unrestrained.
- The Patrol investigated 35 DUI/DUID crashes, three of which involved fatalities. An additional 263 non-crash DUI/DUID arrests were made.

⁸ Information on the Colorado rate was provided by CDOT on October 24, 2005. Information on the U.S. rate was provided by NHTSA in its preliminary crash assessment report that was released in November 2006.

- Citations issued by the CSP officers for speeding, another major cause of most crashes, totaled 6,651. Citations for other major causes of crashes included: 639 for aggressive driving, 405 for following too closely, 458 for lane violations, 233 for careless driving, 329 for traffic control violations, 129 for improper passing and 24 for driving on the wrong side of the road.
- CSP citations for lack of proof of insurance totaled 856. Another 547 individuals were arrested for outstanding felony or misdemeanor warrants. Additionally, the Patrol recovered 12 stolen vehicles and issued 825 citations to drivers who were under restraint or suspension.

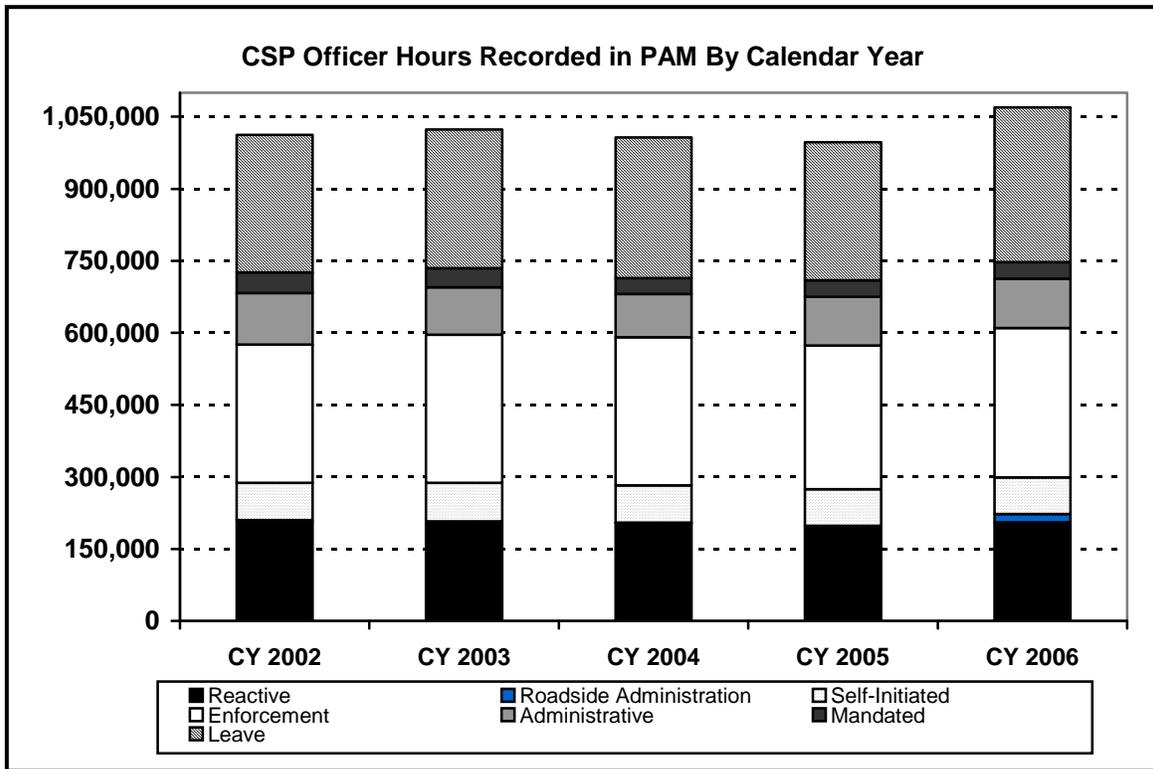
III. The Internal-Business-Process Perspective

Officer Time Distribution

Under the Police Allocation Model (PAM), trooper activity data are categorized as follows:

- Self-initiated – The time troopers spend on activities they initiate themselves, such as issuing citations, assisting motorists and processing persons arrested for DUI.
- Enforcement – The time troopers spend patrolling the highways to provide visibility or availability for calls for service, including general and targeted patrolling activities.
- Administrative – The time troopers spend on activities such as supervision, automobile maintenance, and court appearances.
- Roadside Administration – The time troopers spend on administrative duties while remaining visible to the motoring public.
- Reactive – The time troopers spend on calls for service and other “demand” activities that originate from outside sources including, accident investigation and assisting other departments.
- Mandated – The time troopers spend on activities associated with academy training and other mandated activities that do not fall into the other categories.

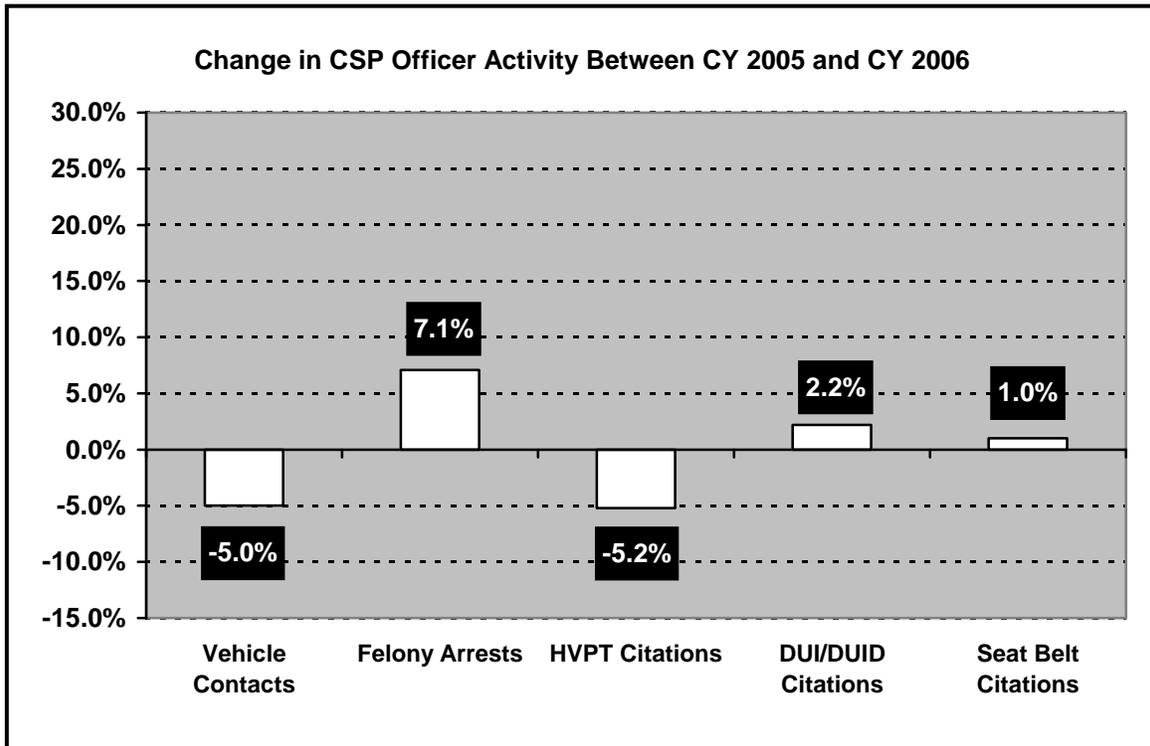
The following tables indicate the allocation of CSP officer hours as recorded in PAM for CY 2002 through CY 2006.



Benchmark Period	CY 2002	CY 2003	CY 2004	CY 2005	CY 2006
Officer Hours on Saturation Patrols	-	5,775	7,238	16,841	15,489
Traffic Enforcement Hours	287,524	308,086	308,205	299,045	311,398
Self-Initiated Hours	77,933	80,201	77,709	76,103	76,358
Subtotal "Proactive" Hours	365,457	388,287	385,914	391,989	403,245
<i>Percentage of Saturation Patrol to "Proactive" Hours</i>	-	1.5%	1.9%	4.3%	3.8%
<i>Percentage of "Proactive" to Total Hours</i>	36.1%	37.9%	38.3%	38.6%	37.2%
Reactive Hours	209,891	207,533	204,226	196,054	205,303
Roadside Administration (New Category)	-	-	510	2,054	17,178
Leave Hours	285,934	289,203	292,491	288,210	322,024
Mandated Hours	43,244	39,633	33,267	34,376	34,534
Administrative Hours	107,686	98,959	90,508	101,692	102,691
Total Officer Hours	1,012,212	1,023,615	1,006,916	1,014,375	1,084,975

Officer Activity Indicators – Statewide All Roads

Statewide, CSP officer activity was mixed between CY 2005 and CY 2006. Felony arrests, DUI/DUID and seat belt citations were all higher, while vehicle contacts and hazardous penalty citations were lower. These annual changes are illustrated in the following graph:



	Measure	Period		Annual Change
		CY 2005	CY 2006	
ENFORCEMENT ACTIVITY	Felony Arrests	1,722	1,845	7.1%
	Total Citations	243,575	230,931	(5.2%)
	HVPT Citations	175,409	166,833	(4.9%)
	Non-Crash DUI/DUID Arrests	6,692	6,836	2.2%
	Seat Belt Citations	44,670	45,120	1.0%
CONTACT ACTIVITY	Motorist Assists	106,246	99,075	(6.7%)
	Vehicle Contacts	660,178	627,105	(5.0%)
	Safety/Education Programs	1,290	1,572	21.9%

IV. The Organizational Capacity Perspective

CSP Employee Survey (Shifts 2002 to 2005)

Significant changes over time were noted in the following survey findings:

- Nearly three-quarters (73.7 percent) of employees believe their supervisor, or someone at work, seems to care about them as a person. This represents a 20% increase and is great news, indicating that supervisors and managers are making favorable progress on this front.
- Forty percent more employees, in a comparison between the 2002 and 2005 surveys, believe that the Patrol is the best law enforcement agency compared to other law enforcement agencies in Colorado.
- Significantly more (40.9 percent) employees plan to complete a career with the Patrol. This represents 80.9 percent of the total number of survey respondents.
- Trust and confidence in the Command Staff is growing, with more than half of employees now showing encouraging responses. This is a 52.7 percent increase in the number of employees from 2002 to 2005.
- More than three-quarters (77.5 percent) of employees believe that the Patrol is effective in carrying out its mission.
- Nearly 80% of Patrol employees believe the organization is “totally” or “somewhat” heading in the right direction.
- Most employees (82.5 percent) believe that the training they receive is beneficial to them and the Patrol.
- Compensation packages and insufficient resources continue to be a point of contention for employees and a strong challenge for the Patrol given on-going budget constraints. Nearly one-half of all employees believe the Patrol is not effective at developing competitive compensation packages. Employees were nearly three times as dissatisfied with the health, life and dental package as they were with their salary. (There is favorable acceptance with the retirement package.)

Annual Operating Budget

Currently, most of the Patrol's operating budget is supported by "off-the-top" appropriations made from the Highway Users Tax Fund (HUTF), which is capped at a statewide annual growth rate of six percent each year. The following table provides an overview of the total appropriation by fund type for this law enforcement agency in FY 2005-06, FY 2006-07 and FY 2007-08:

COLORADO STATE PATROL			
Fund Type	FY 2005-06 Appropriation	FY 2006-07 Appropriation	FY 2007-08 Appropriation
General Fund	\$1,646,697	\$3,108,515	\$3,216,904
"Off-the-Top" HUTF	\$77,072,887	\$82,496,985	\$87,743,593
Other Cash Sources & Federal Funds	\$33,458,295	\$18,888,464	\$19,971,067
TOTAL OPERATING BUDGET	\$112,177,879	\$104,493,964	\$110,931,564
	940.5 FTE	952.0 FTE	968.0 FTE
<i>Estimated Uniform Members (All Ranks and Duties)</i>			<i>709.4 FTE</i>
<i>Estimated Communications Branch Members (100% Civilians)</i>			<i>138.1 FTE</i>
<i>Estimated Other Civilian Members</i>			<i>120.5 FTE</i>

The overall FY 2007-08 CSP operating budget is \$110.9 million, an increase of 6.2 percent over FY 2006-07. The appropriated 968.0 FTE is an increase of 16.0 FTE which include the additional 12.0 FTE field troopers for the Patrol's Immigration Enforcement Unit (as appropriated in SB 06-225), plus another 4.0 field troopers approved and appropriated from limited gaming revenues. As of July 1, 2007, there will be an approximate 709.4 FTE uniform members (all ranks and duties) out of the total 968.0 FTE authorized for FY 2007-08. This number fluctuates throughout the year depending on employee turnover and operational needs. Of this figure, 479.0 FTE are classified as field troopers (those funded by HUTF "off-the-top" and assigned primarily to road patrolling duties).

"Off-the-Top" Highway Users Tax Fund (HUTF)

Most of the Patrol's operating budget – \$87.7 million (or 79.0 percent) in FY 2007-08 – is supported by "off-the-top" appropriations made from the Highway Users Tax Fund (HUTF). In 1935, an amendment to Article X of the State Constitution established that all highway funds, including "proceeds from excise tax on motor fuel, any license, registration fee, or other charge with respect to the operation of any motor vehicle upon any public highway in this state" be used exclusively for construction, maintenance and supervision of public highways in Colorado. In 1953, the General Assembly created the HUTF, whose revenue includes all highway funds. 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). Pursuant to Section 43-4-201(3), C.R.S., the only state agencies that may receive such "off-the-top" appropriations are the Colorado State Patrol and Ports-of-Entry, whose combined appropriation has been capped at a six-percent annual growth rate since FY 1995-96.

Between FY 1981-82 and FY 1994-95, there was a seven-percent annual growth rate limit, which was reduced by one-percent pursuant to S.B. 95-47. During the 2003 Legislative Session, other state operations in the Colorado Department of Revenue (such as license plates and the motor vehicle business group) were also temporarily allowed to access “off-the-top” HUTF dollars in order to offset General Fund revenue shortfalls that began in CY 2001. This legislation sunset on July 1, 2006, however the funds were not returned to the HUTF off-the-top base, **effectively reducing the actual dollars available to the Patrol.**

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Strategic Goals, Objectives and Targets

CHAPTER THREE

2008 - 2009 CSP STRATEGIC PLAN

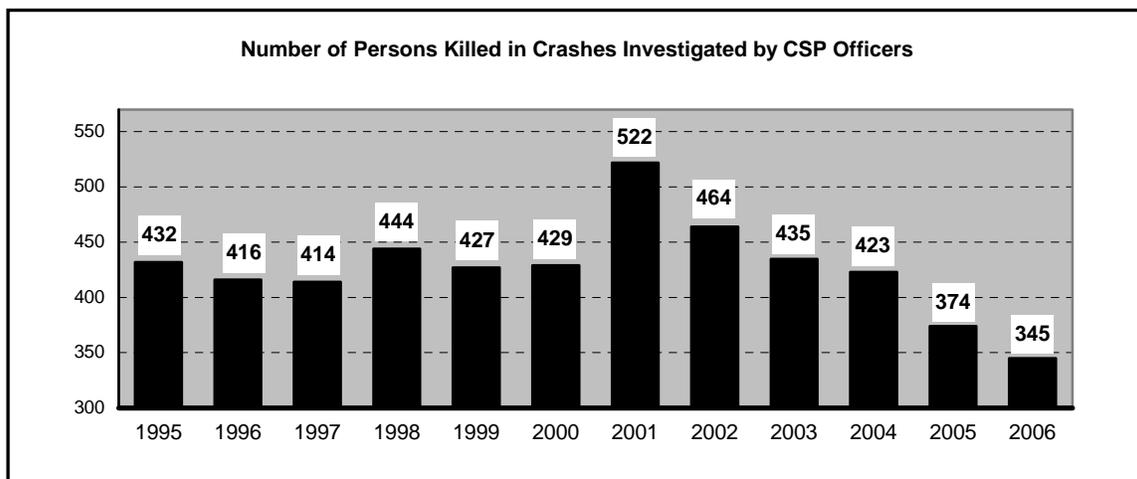
COOPERATIVE EFFORT: STATE PLANNING

Problem Identification: First in Traffic Safety

The elimination of most fatalities on Colorado's roads is a major traffic safety objective that requires consistent effort on a variety of fronts, such as selective enforcement, officer visibility, safety programs and driver's education.

Number of Persons Killed (CSP Investigated)

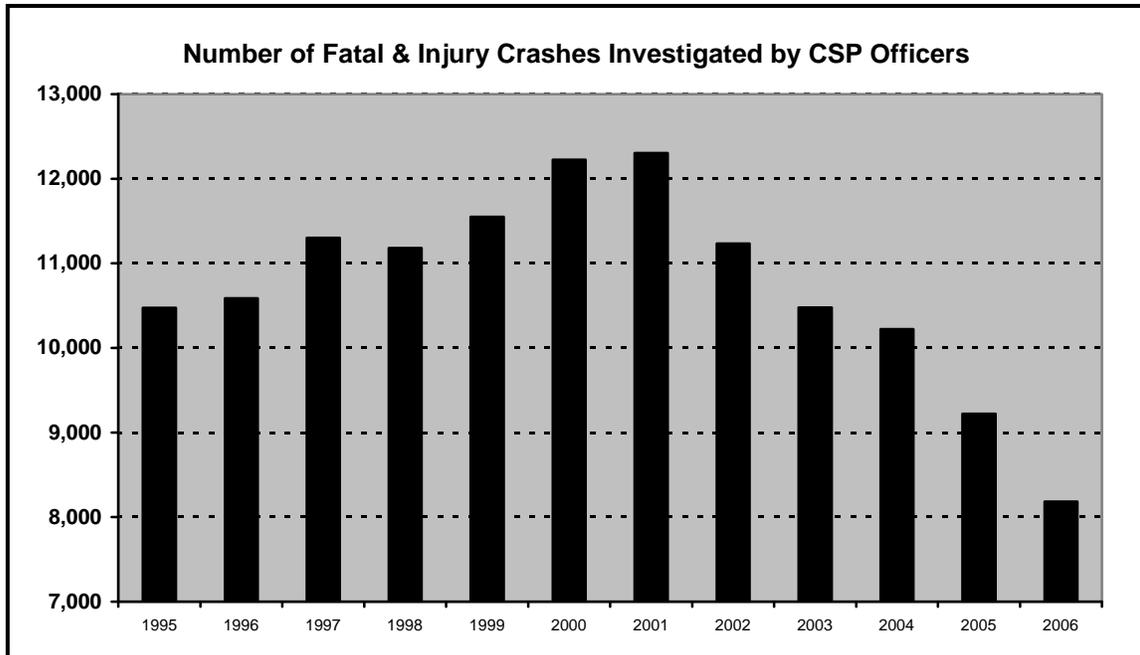
In 2006, the fifth year of working under a Balanced Scorecard strategic management system, ***the number of persons killed in crashes investigated by CSP officers decreased by 7.8 percent.*** This is on top of an 11.6 percent reduction in CY 2005 (year four), 2.8 percent reduction in CY 2004 (year three), a 6.3 percent reduction in CY 2003 (year two), and an 11.1 percent reduction in CY 2002 (year one).



This 7.8 percent decrease (29 fatalities) is equivalent to slightly more than ***one life saved every two weeks last year.*** Nonetheless, on average, ten persons were killed on Colorado's roadways each week in CY 2006. The lifetime economic cost to society for each motor vehicle related fatality is estimated to be \$1.1 million, which excludes any financial estimate for intangibles, such as pain and suffering and loss of life.

Number of Fatal and Injury Crashes (CSP Investigated)

The following graph provides a summary of the number of serious crashes (defined as those involving at least one fatality or injury) since CY 1995:



As this chart indicates, the Patrol also reduced the number of serious crashes its officers covered. The 11.2 percent decrease in the number of fatal and injury crashes in CY 2006 from CY 2005 means that the Patrol's high-visibility enforcement strategy has *avoided on average between two and three serious crashes per day during CY 2006*.

Inter-Agency Partnerships: Executive Branch

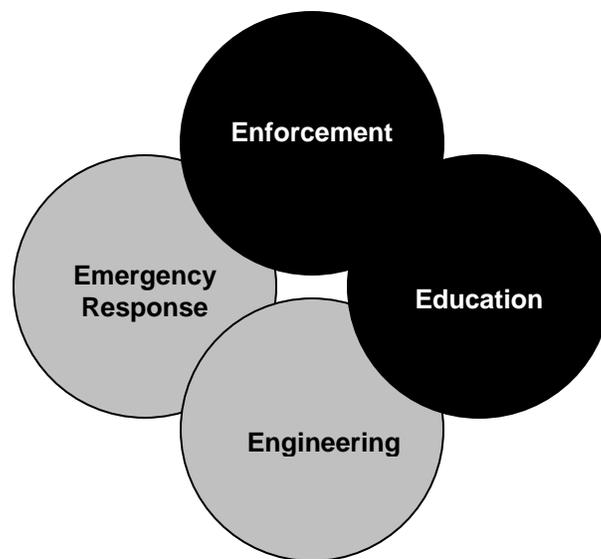
The State of Colorado should develop an integrated and coordinated plan that focuses exclusively on counter-measures to reverse the impact of these traffic safety statistics. Initially, the following four state departments would write this plan:¹

- Colorado Department of Public Health and Environment
- Colorado Department of Public Safety
- Colorado Department of Revenue
- Colorado Department of Transportation

¹ Other private and public sector entities would be invited to join this effort after consensus between the above-referenced departments has been achieved. Additionally, the Judicial Branch would be invited to attend this effort, but initially, this effort would focus on the Executive Branch of state government.

This plan would focus exclusively on developing specific strategies to jointly reduce the frequency and severity of motor vehicle crashes in Colorado. Moving forward, a potential outcome target of this effort would be to reduce the number of persons killed in motor vehicle crashes by at least 50 persons per calendar year (which is an average of saving one life per week).

In general, there are four major areas that contribute to improving traffic safety: (1) enforcement; (2) education; (3) engineering; and (4) emergency response. Developing effective counter-measures to improve traffic safety requires cooperation from numerous federal, state and local agencies. *Most, but not all, of the Colorado State Patrol's role in this effort falls under the enforcement and education categories.*

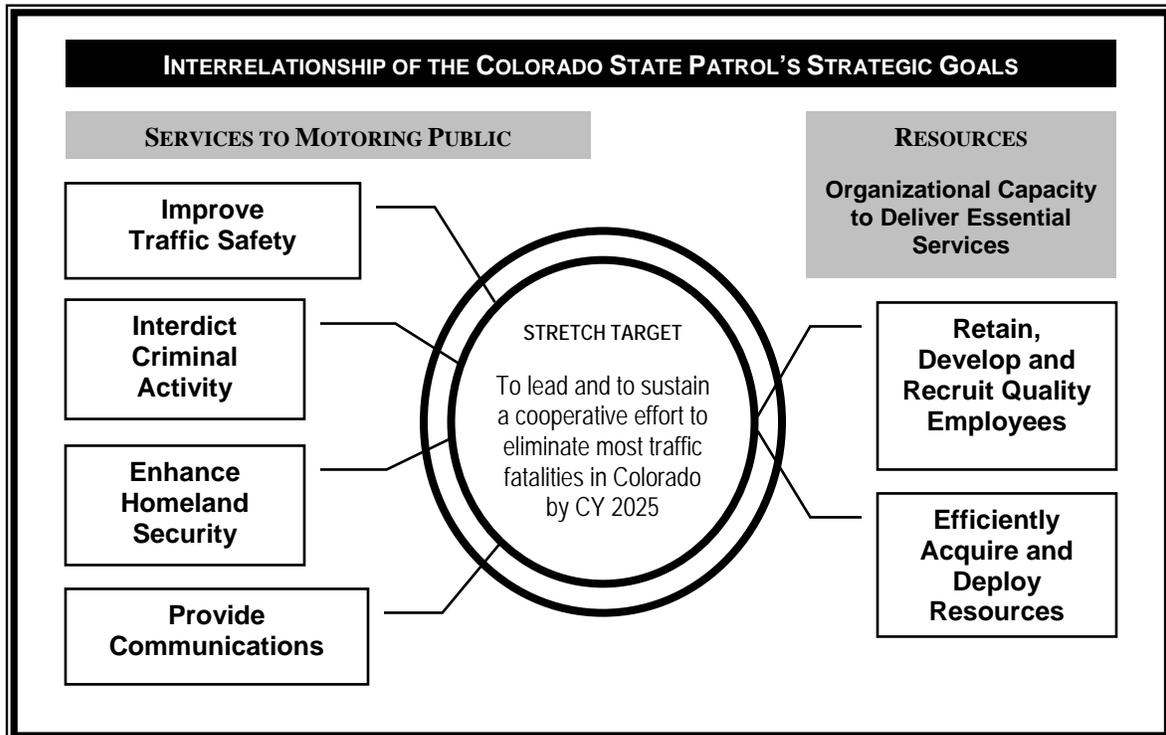


These four major areas that contribute to improving traffic safety would be used to develop specific action plans, to establish performance/outcome targets, and to explore convergent strategic approaches so that statewide implementation occurs in a coordinated, innovative, and cost-effective manner. Although new legislative, funding, or policy initiatives may be necessary in order to meet long-term traffic safety goals in Colorado, this plan would assume that the existing resource and legal environment remains status quo for initial planning purposes.

Currently, the Patrol is active in collaborative enforcement efforts including the DUI Task Force and the Traffic Safety Leadership Forum. The CSP hosted the national forum in the fall of 2007 and is instrumental in raising the awareness of other law enforcement agencies to the issue of traffic safety and enforcement as a means of reducing other criminal activity.

CSP STRATEGIC GOALS

The Colorado State Patrol has six primary strategic goals in order to realize its mission “to ensure a safe and secure environment in Colorado for all persons by providing professional law enforcement through responsive, courteous, caring and dedicated service.” Although these service goals are discussed and measured separately, they are all linked together and overlap each other in order to form a commanding public safety management plan, as illustrated on the following graphic:



Improve Traffic Safety

Field Operations: Officer Visibility and Strict Enforcement

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, 93 percent of Coloradans 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. Today, five out of every eight Colorado drivers “strongly support” saturation patrols and 85 percent support them to some degree.

On July 1, 2002, the Patrol started to reverse the trend of skyrocketing motor vehicle fatalities on the roads it covers by changing its *officer deployment strategy*. Currently, this approach has three basic components:

- Targeting specific stretches of road (safety zones);
- Targeting specific driving behaviors that contribute to serious crashes (such as impaired driving or aggressive driving); and
- Targeting a designated time period (Colorado Target Zero) in order to stop all traffic fatalities for several consecutive days.

Targeted Roads (Safety Zones)

The Patrol will continue to concentrate its limited enforcement resources on the “most dangerous” stretches of road through the judicious use of saturation patrol operations. At the start of each planning cycle, Troop Commanders are 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 (targeted roads) are effective for a calendar year. In order to have the greatest impact on traffic safety in Colorado, targeted segments are located on state and federal highways and/or any stretch of road where CSP officers cover crashes.

A saturation patrol in each safety zone will continue to be defined as a minimum of two officers patrolling a targeted road segment, but not responding to other calls for service, for a minimum of one hour.

Targeted Driving Behaviors

Targeted driving behaviors include: impaired driving, distracted driving, aggressive driving, and occupant restraint use. Every quarter, the Patrol will initiate a public awareness campaign on the dangers of one these behaviors. Historically, decisions regarding campaigns and enforcement have been made at the local level and were based on troop statistics.

Designated Time Period (Colorado Target Zero)

In CY 2009, the Patrol will conduct its Colorado Target Zero campaign, which is designed to stop all traffic fatalities for four consecutive days during a peak travel period. During this campaign all CSP officers (including those assigned to the Academy and

Headquarters) will participate in this high-visibility enforcement effort regardless of rank or functional assignment.

This campaign will be suspended during CY 2008 due to Denver's hosting of the Democratic National Convention.

Specialty Operations

Operational Services Branch (OSB) resources, as available, will be used to augment saturation patrols on designated safety zones. Aerial enforcement and motorcycle teams will be used subject to outside operational restrictions. Additionally, commercial vehicle traffic safety will continue to be addressed as needed, but targeted road segments will not be included in this overall safety initiative.

Retain, Develop and Recruit Quality Employees

The Colorado State Patrol will continue to retain, develop and recruit a high-caliber uniform and civilian workforce that is dedicated to upholding the division's high standards. During this planning cycle, efforts will be made to: improve communication between management and employees; further integrate leadership, ethics, and values training into all levels of the organization; and focus recruitment efforts to attract the best candidates and maintain a diverse organizational culture. In-service training of CSP officers will continue to be conducted at the CSP Training Academy. These initiatives are designed to provide an opportunity for training troopers in new methodologies in law enforcement (primarily those areas related to traffic safety) and to reinforce organizational policy. Further, training for all members (including civilian personnel) supports the third tenet of the Patrol's vision statement. The capital investment made by the CSP in the area of training reduces organizational liability and improves workforce knowledge, attitudes, and motivation, thereby promoting and protecting the public's confidence in the professional ability of the Colorado State Patrol. Colorado drivers revealed that 80 percent of those surveyed rated their contacts with troopers as "good" or "very good" irrespective of the nature of contact (i.e. citation, motorist assist or accident investigation). Moreover, a total of 91 percent of respondents stated that they were treated in a courteous and professional manner while only 9 percent stated the opposite.

Interdict Criminal Activity

The Colorado State Patrol suspects that significant amounts of contraband (drugs, weapons, large amounts of money) are being transported through Colorado based upon criminal interdiction stops made by surrounding states. The Investigative Services Section (ISS) provides training for all field troopers in the areas of criminal interdiction, investigation, and gangs involved in criminal activity in order to enhance knowledge and skills related to the observation of criminal activity during traffic stops. Additionally, these interdiction efforts (as appropriate) will be aligned with the designated safety zones.

Provide Communications

The Colorado State Patrol provides a professional communications system for all CSP officers and other government agencies in order to accurately disseminate information, thereby enhancing officer safety and public protection. Retaining quality communication officers is a problem because of shift work, holiday and weekend work schedules, stress, low pay, and lack of recognition. This problem adversely affects the Patrol as it causes a lack of consistency, increases training costs, depletes institutional memory (knowledge), lowers morale, and reduces financial resources. This situation is compounded by two factors: (1) only two percent of the population has the skill set to be a successful dispatcher, and (2) the process of training new employees is lengthy and takes an average of five months. In order to address these significant issues, the Patrol will continue to pursue ways to increase compensation for outstanding CSP communications officers while continuing to improve the work environment in its regional centers.

Enhance Homeland Security

In response to the September 11th terrorist attacks, there is a heightened national awareness of the importance of appropriate intelligence collection by law enforcement agencies at all levels of government. There are numerous incidents where terrorists, foreign and domestic, have utilized this country's transportation system in order to plan or carry out their criminal activities. A key component of this counter-terrorism effort – particularly with respect to travel on roads – is to have traffic enforcement officers in the United States recognize and record suspicious behavior while on patrol so that proactive measures may be taken by authorities. Consequently, CSP troopers will continue to require additional training in order to recognize such situations to help prevent future terrorist attacks. Efforts to protect critical assets, government symbols (such as the State Capitol), and elected officials will continue unabated. Additionally, the Patrol will continue to develop an integrated and cost-effective security structure for the State Capitol and surrounding facilities, including participation in the continuity of government initiatives and statewide disaster recovery plans.

Furthermore, on April 1, 2005, the CDPS Executive Director transferred members of the Colorado State Patrol into the Office of Preparedness, Security and Fire Safety (OPSFS) to assume control of the responsibilities outlined in H.B. 02-1315. A CSP Major was also designated as the OPS Director. The mission of the Office of Preparedness and Security (OPS) is to ensure a safe and secure environment in Colorado for all persons from intentional acts of terrorism, accidental harmful events, or natural disasters, through the implementation of innovative prevention methods, coordinated response procedures and effective recovery plans.

Efficiently Acquire and Deploy Resources

In the long-term, the Colorado State Patrol will continue to aggressively work with state policymakers in order to secure additional necessary resources in two major areas: manpower and fully equipped patrol vehicles (one per officer). In the near-term, this division will pursue ways to increase the productivity of technology, specifically developing and deploying the next generation of Mobile Data Computers (MDCs), the Records Management System (RMS), and Computer-Aided Dispatch (CAD). Other unconventional force multipliers will also be considered, including the use of dedicated volunteers and retired CSP officers for routine administrative and educational tasks, in order to redeploy more uniformed members to Colorado's roads.

CSP OBJECTIVES, MEASURES AND TARGETS

Improve Traffic Safety

- A. Reduce by at least **two percent** the number of fatal and injury crashes investigated by CSP officers in CY 2008 and in CY 2009.
- B. Reduce by at least **six percent** the number of fatal and injury crashes investigated by CSP officers in safety zones (targeted roads) in CY 2008 and in CY 2009.
- C. Reduce by at least **four percent** the number of DUI/DUID caused fatal and injury crashes investigated by CSP officers in CY 2008 and in CY 2009.
- D. **Eliminate all traffic fatalities** in crashes investigated by CSP officers during the Colorado Target Zero campaign (four consecutive days) in CY 2009.
- E. Reduce by at least **five percent** the number of motor vehicle crashes investigated by CSP officers involving commercial vehicles in CY 2008 and in CY 2009.
- F. Reduce by at least **four percent** the number of highway incidents covered by CSP officers involving hazardous materials in CY 2008 and in CY 2009.

Retain, Develop and Recruit Quality Employees

- G. Reduce the number of certified employees who separate in good standing from the Colorado State Patrol in CY 2008 and in CY 2009 (excluding retirements).
- H. Increase the number of training opportunities for all CSP members in CY 2008 and in CY 2009.
- I. 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*.

Interdict Criminal Activity

- J. Increase by at least **five percent** the number of criminal felony filings (non-crash related) in CY 2008 and in CY 2009.

- K. Increase by at least *five percent* the number of automobile theft recoveries by CSP officers in CY 2008 and in CY 2009.

Provide Communications

- L. Reduce by at least *five percent* the time it takes the CSP Communications Branch to dispatch calls to an available trooper and/or any user agency statewide for fatal and injury crashes and for reports of road hazards in CY 2008 and in CY 2009.

Enhance Homeland Security

- M. 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.
- N. 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. Enhance the planning process for the state strategy to ensure it mirrors the *National Response Plan (NRP)* and incorporates the National Preparedness Goal and Guidance directives.
 - INFORMATION SHARING. Facilitate the prevention of terrorism by enhancing the abilities of state and local agencies to gather, analyze, and share information through partnerships with federal, state, local, and tribal entities. Expand efforts of the Colorado Information Analysis Center (CIAC) to integrate new and existing representation to strengthen the flow of real-time threat information to local and private sector partners. The CIAC will provide connectivity to federal entities to collect, analyze and disseminate intelligence and or information to key local and federal partners.
 - CRITICAL INFRASTRUCTURE PROTECTION. Identify and prioritize critical infrastructure, key assets, and high-population density venues pursuant to the principles of the *National Strategy for Homeland Security (NSHS)* and the *National Infrastructure Protection Plan (NIPP)*.

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 2008-09 and in FY 2009-10 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.

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Statistical Information

APPENDIX

2008 - 2009 CSP STRATEGIC PLAN

The following tables provide statistical information related to:

1. FTE allocation in fiscal year 2007-08 by function.
2. Calendar year comparison of traffic safety outcomes and exposure indicators; calendar years 2000 through 2007.
3. Fiscal year comparison of budget appropriations with traffic safety outcomes and exposure indicators; fiscal year 99-00 through fiscal year 06-07.
4. Calendar year 2007 Safety Zone information

The CY 2007 figures are preliminary and subject to revision. Information was extracted from the CSP Records Management System (RMS) in February 2008.

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COLORADO STATE PATROL FTE BY FUNCTION

ASSIGNMENT OF FTEs FY 2007-08	LONG BILL APPROPRIATION													TOTAL FTE by Assignment
	Colonel, LTC, Majors, Captains	Sergeants, Technicians, & Troopers	Civilians	Comm. Program	State Patrol Training Academy	Safety & Law Enforce.	Aircraft Program	ESU	Hazardous Materials Safety Program	Victims	Counter- Drug Program	Motor Carrier Safety	Federal Safety Grants	
Administration and Support	32.00		76.00											108.00
Field Operations		479.00												479.00
Gaming and E470		29.60	2.00											31.60
Communication Centers				136.10					2.00					138.10
Motor Carrier Safety Section		4.00										22.00		26.00
Hazardous Materials Section		22.00							10.00					32.00
Aircraft Unit							6.00							6.00
Motorcycle Unit		2.00											3.50	5.50
Immigration Unit	1.00	22.00	1.00											24.00
Office of Preparedness and Security		8.00	0.50										4.00	12.50
Investigative Services Section	1.00	18.00	2.00										3.00	24.00
Vehicle Identification Number Unit		1.00	1.00											2.00
Executive and Capitol Security								39.00						39.00
Operational Development Section		5.00												5.00
Internal Affairs Section		3.00												3.00
Public Affairs and Education Section		5.00											0.50	5.50
Training Center					17.00									17.00
Selections, Retentions, and Background Investigation		10.00												10.00
Victims Assistance										6.80				6.80
Support Services Branch		1.00												2.00
TOTAL FTE by Long Bill Line	34.00	609.60	82.50	136.10	17.00	1.00	6.00	39.00	12.00	6.80	0.00	22.00	11.00	977.00

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CSP CALENDAR YEAR COMPARISON OF ACTIVITY

Effective December 2007

Benchmark Period	CY 2000	CY 2001	CY 2002	CY 2003	CY 2004	CY 2005	CY 2006	CY 2007 ¹
OUTCOME MEASURES								
Persons Killed (Colorado)	681	741	743	642	667	606	534	553
Persons Killed (CSP Investigated)	429	523	464	435	423	374	345	353
Fatal Crashes	369	413	398	355	371	331	311	322
Injury Crashes	11,799	11,832	10,873	10,174	9,852	8,891	7,873	4,233
Property Damage Crashes	25,082	25,025	23,910	23,054	23,412	21,423	20,464	23,623
DUI-DUID Caused Fatal & Injury Crashes	1,454	1,493	1,412	1,290	1,215	1,115	1,019	709
PERFORMANCE MEASURES								
Officer Hours on Saturation Patrols	-	-	-	-	17,458	24,230	25,991	26,161
Total Citations (All Types)	152,139	146,323	157,580	173,565	202,723	243,621	230,935	224,524
HVPT Citations	120,536	116,454	127,758	119,900	141,491	175,541	166,835	165,193
Seat Belt Citations	29,968	29,289	31,105	28,867	35,880	44,678	45,121	40,730
Non-Crash DUI-DUID Arrests	6,876	6,208	5,875	5,954	6,360	6,748	6,836	5,952
Number of Felony Arrests	1,384	1,406	1,474	1,586	1,694	1,723	1,847	1,652
Number of Motorist Assists	113,328	108,261	109,358	125,665	120,085	106,451	99,075	99,373
Number of Vehicle Contacts	614,774	563,592	560,763	646,162	677,906	661,216	627,160	612,480
Number of Licenses Checked	483,925	439,157	437,152	502,007	538,913	539,318	513,080	502,261
Number of Safety/Educational Programs	3,544	3,334	3,289	2,120	1,533	1,291	1,572	642
Number of Miles Driven (All CSP Vehicles)	13,807,387	14,461,352	14,023,206	14,331,691	14,444,795	14,622,421	14,810,970	15,013,606

¹ CY 2007 statistics are preliminary and subject to change.

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CSP FISCAL YEAR BUDGET/ACTIVITY COMPARISON²

Effective August 2007

Benchmark Period	FY 1999-00	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07
OUTCOME MEASURES								
Persons Killed (Colorado)	676	664	794	695	667	617	557	550
Persons Killed (CSP Investigated)	433	449	536	452	436	398	348	350
Fatal Crashes	381	357	439	380	353	345	314	311
Injury Crashes	11,359	11,816	11,468	10,491	9,983	9,541	8,339	6,045
Property Damage Crashes	24,258	25,047	24,583	23,383	22,985	22,752	20,594	22,029
DUI-DUID Caused Fatal & Injury Crashes	1,358	1,419	1,484	1,391	1,219	1,172	1,095	852
PERFORMANCE MEASURES								
Officer Hours on Saturation Patrols	-	-	-	5,604	10,114	21,552	26,098	25,049
Total Citations (All Types)	152,980	145,441	148,129	172,211	185,562	232,888	239,934	220,827
HVPT Citations	120,963	114,972	119,342	128,269	127,317	165,904	173,734	161,806
Seat Belt Citations	27,803	27,793	30,515	33,648	31,523	41,932	45,985	40,762
Non-Crash DUI-DUID Arrests	6,996	6,311	6,282	5,781	6,046	6,615	6,986	6,486
Number of Felony Arrests	1,432	1,291	1,418	1,527	1,758	1,695	1,732	1,831
Number of Motorist Assists	106,857	109,619	108,333	119,823	124,319	112,249	100,613	101,993
Number of Vehicle Contacts	611,232	574,676	548,392	622,796	678,745	672,316	644,519	610,155
Number of Licenses Checked	486,119	446,457	426,077	486,754	522,945	547,442	525,915	495,050
Number of Safety/Educational Programs	3,388	3,478	3,270	2,656	1,858	1,441	1,148	1,260
Number of Miles Driven	13,556,099	13,936,911	14,248,652	14,125,368	14,498,213	14,713,866	14,597,372	12,813,934
BUDGET / APPROPRIATION								
Total Authorized FTE	911.7	925.7	926.2	931.7	931.0	937.0	940.5	952.0
Total Authorized Uniform FTE	667.9	675.4	675.4	675.4	675.4	681.4	681.4	692.4
Total Authorized Field Trooper FTE	473.0	473.0	473.0	473.0	473.0	479.0	479.0	479.0
Annual CSP Operating Budget (All Funds)	\$67,476,211	\$72,545,080	\$81,587,974	\$85,542,165	\$85,669,106	\$107,003,589	\$112,177,879	\$104,493,964
Annual CSP Operating Budget (HUTF)	\$57,684,628	\$60,755,775	\$67,366,667	\$69,207,746	\$69,378,264	\$73,071,846	\$77,072,887	\$82,496,985
State "Off-the-Top" HUTF Appropriation	\$67,185,102	\$71,216,206	\$75,489,180	\$79,955,627	\$84,752,744	\$89,837,909	\$95,228,184	\$91,445,591

² The State of Colorado fiscal year runs from July 1st through June 30th.

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CY 2007 COLORADO STATE PATROL HIGHWAY SAFETY ZONES

Effective January 1, 2008 to December 31, 2008³

CSP FIELD DISTRICT	SAFETY ZONE	DESCRIPTION OF ROAD	ROAD CODE	COUNTY
Field District #1 (Effective January 1, 2008)				
Limon Troop		<i>None selected.</i>		
Castle Rock Troop		<i>None selected.</i>		
Adams Troop	1D	Interstate 25 (MP 214 to MP 219)	I25	Adams
Field District #2 (Effective January 1, 2008)				
Canon City Troop		<i>None selected.</i>		
Colorado Springs Troop	2B	Interstate 25 (MP 122 to MP 138)	I25	El Paso
Lamar Troop		<i>None selected.</i>		
Pueblo Troop	2D	Colorado 50 (MP 303 to MP 313)*	H50	Pueblo
Field District #3 (Effective January 1, 2008)				
Greeley Troop	3A	Interstate 25 (MP 231 to MP 252)	I25	Weld
Sterling Troop		<i>None selected.</i>		
Fort Collins Troop	3C	Colorado 287 (MP 348 to MP 372)*	H287	Larimer
Field District #4 (Effective January 1, 2008)				
Fruita Troop	4A	Interstate 70 (MP 37 to MP 57)*	I70	Mesa
Craig Troop	4B	Colorado 13 (MP 17 to MP 41)*	H13	Rio Blanco
Glenwood Springs Troop	4C	Interstate 70 (MP 147 to MP 172)*	I70	Eagle
Field District #5 (Effective January 1, 2008)				
Durango Troop	5A	Colorado 160 (MP 89 to MP 109) Colorado 160 (MP 123 to MP 149)	H160 H160	La Plata Archuleta
Alamosa Troop	5B	Colorado 285 (MP 6 to MP 34) Colorado 285 (MP 63 to MP 119) Colorado 160 (MP 202 to MP 215) Colorado 160 (MP 258 to MP 278)	H285 H285 H160 H160	Conejos/Alamosa Saguache Rio Grande Costilla
Montrose Troop	5C	Colorado 550 (MP 104 to MP 126) Colorado 50 (MP 74 to MP 90)	H550 H50	Montrose Delta/Montrose
Field District #6 (Effective January 1, 2008)				
Golden Troop	6A	Interstate 70 (MP 248 to MP 263)	I70	Jefferson
Frisco Troop	6B	Interstate 70 (MP 214 to MP 221)*	I70	Clear Creek/Summit
Boulder Troop	6C	Colorado 119 (MP 45 to MP 54)*	H36	Boulder

* Denotes a change or new road from 2007.

³ To ensure the most effective deployment of resources, Colorado State Patrol Highway Safety Zones are subject to change on a bi-annual basis based on updated fatal and injury crash statistics.

