



Colorado State Patrol

A Division of the Colorado Department of Public Safety



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CSP Overview

Message from the Chief



On August 10, 1935 the Colorado General Assembly approved Senate Bill 6, creating the Colorado State Highway Courtesy Patrol. As our organization has evolved and more duties have been added throughout our 75 year history, our primary goal and current long-term target continues to be the reduction and elimination of most traffic injuries and fatalities on CSP covered roads by calendar year 2025. Since 2001, Colorado is experiencing the lowest traffic fatality rates in our state's history. Through the ongoing use of high visibility enforcement efforts, we will continue to create a safer and more secure environment for the motoring public

The following document is intended to provide a brief review of our mission and organizational structure, and our accomplishments and challenges. It covers the vast array of our essential operations: from the safe passage of motorists on our highways, emergency communications, hazardous material routing, illegal immigration enforcement, to homeland security. Within this document you will find information on our everyday activities from the field and from special operations of this storied agency.

This document has been produced by our Staff Services Branch, primarily through our Operational Development Section and Professional Standards Section who are tasked with developing our policy, research, and maintaining and enforcing the Patrol's Core Values of Honor, Duty and Respect.

I am extremely proud of the members of the Colorado State Patrol for their hard work towards reducing injury and fatal crashes throughout our 75 year existence and look forward to our future success.

Sincerely,

Colonel James M. Wolfinbarger
Chief, Colorado State Patrol

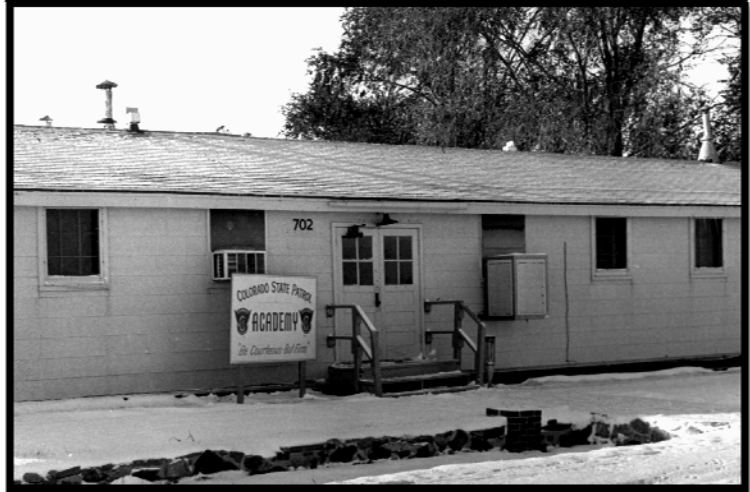
Colorado State Patrol



HISTORY OF THE DEPARTMENT

The Colorado State Patrol was established in 1935 as a division of the Colorado Department of Highways. The agency was originally known as the Colorado State Highway Courtesy Patrol. It was one of only four law enforcement agencies that existed during that time in the state of Colorado.

On September 23, 1935, 44 men selected from a pool of 7,500 applicants began six-weeks of intensive training at Camp George West located in Golden. Following graduation, each patrolman was assigned to a post in Colorado. Two way communication radios were not installed in the patrol cars until 1949, so patrolmen were notified of service calls in rather unique ways.

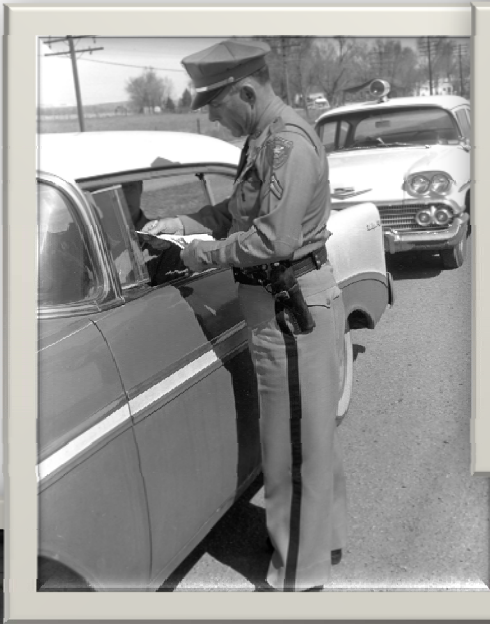


For example, communications dispatchers would often phone local filling stations, along a patrolman's usual patrol route, and provide them with details of a pending call for service. Attendants from the filling station would then post a red flag alongside the highway, which would alert a patrolman of a service call as they drove past.

By 1945, the ranks of the Courtesy Patrol had grown to 100 Patrolmen, 10 Sergeants, 6 Captains, 1 Assistant Chief and the Chief.

COURTEOUS
BUT FIRM





In 1947 the agency's name was formally changed to the Colorado State Patrol. The Colorado State Patrol derives its authority from legislative mandate referred to as the Patrol Act (34-33.5-201, *et seq.*, C.R.S.). The legislation was enacted by the Colorado General Assembly in April, 1935, despite strong opposition by the public at that time. The idea of creating a state-wide law enforcement agency with broad authority did not sit well with the public, particularly members of organized labor groups. Similarly, other state officers complained that their authority and jurisdiction would be endangered.

To sooth public apprehensions, the legislature carefully outlined the powers of the patrolmen in the Patrol Act. The original Act specified that "their primary duty to promote safety, protect human life, and preserve the highways of this state by the courteous and strict enforcement of the laws and regulations of this state relating to highways and the traffic on such highways". Courtesy thus became the underlying theme of the Patrol Act.

COLORADO STATE PATROL



IDENTIFICATION CARD
 STATE OF COLORADO
 STATE HIGHWAY COURTESY PATROL

Headquarters
 1508 Lincoln Street Denver, Colorado

SHERMAN NEILSON
 (Name)

PATROLMAN 82
 (Grade) (Badge No.)

ALAMOSA, COLO.
 (Address)

I verify that the above named officer identified by the above numbered badge has all the powers of a peace officer for the purpose of enforcing the Highway Patrol Act and other laws regulating the operation of motor vehicles or use of the highways for the year:

(1935) _____
 (1936) _____
 (1937) _____
 (1938) _____
 (1939) _____

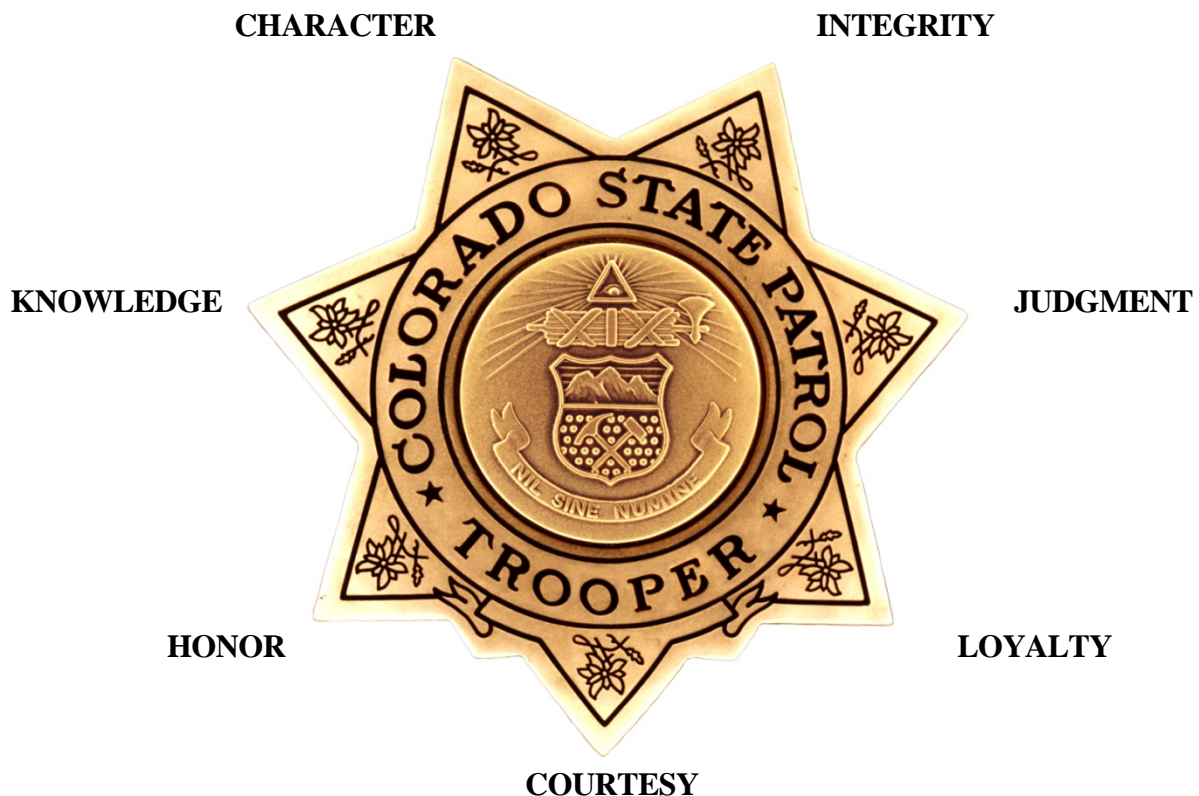
Sherman Neilson
 (Officer's Signature)

IN CASE OF EMERGENCY
 CALL: TArea 3561 (D)

IMPORTANT: This card will be void by the Supervisor January 1st of each year.



The Colorado State Patrol Badge



Within the center of the triangle lies the eye of God, from which rays radiate on two sides. Below the eye is a scroll, the Roman Fasces, where there is a bundle of elm rods and a battle axe bound together by thongs and bearing on a band the word, "Union and Constitution." The Roman Fasces is the insignia of a republican form of government. The bundle of elm rods bound together symbolizes strength. The axe symbolizes authority and leadership.

Below the scroll is the heraldic shield. Inside are three snow-capped mountains with clouds above them. The lower half of the shield has two miner's tools, a pick and sledge hammer, symbolic of Colorado's early mining history. Below the shield in a semicircle is the Colorado motto, "Nil Sine Numine", Latin words meaning "nothing without divine providence."



Patch of the Colorado State Patrol

The uniform shoulder patch worn by the members of the Colorado State Patrol represents the beauty of our state and the proud tradition of our organization. Redesigned and introduced in April of 1999, this patch replaced the former design which was adorned with the state seal. The overall shape of the patch bears resemblance to a shield which holds true to the ideal of protection.

The new design features the Colorado State Patrol “flying wheel” logo, a symbol from our 1935 origin, superimposed upon a wide mountain range. The blue milieu of the patch signifies loyalty, trustworthiness and dependability, values which the public entrusts in their law enforcement. The striking mountains represent the strength and bond of our members, the foundation of our organization. The white snow capped peaks of the mountain range signify the purity of our intentions and the integrity in our enforcement. The gold lettering and frame which envelopes the patch stands for the richness of our history and value to the citizens to which we provide safety. Uniformed Members displaying the patch wear it with pride and represent the values which it embodies.

CSP Mission Statement

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



HONOR
DUTY
RESPECT

CSP Vision Statement

Through our unwavering professionalism and loyal adherence to the core values, the Colorado State Patrol will be a nationally recognized leader in public safety. As an agency bound by our tenets of Character, Integrity, Judgment, Loyalty, Courtesy, Honor, and Knowledge, we will advance our profession as we safeguard life and protect property throughout Colorado.

Our vision will be achieved through our guiding principles of...

COMMITMENT TO MEMBERS:

The Colorado State Patrol recognizes its members as our greatest asset. We are committed to investing in our personnel by providing education, personal enrichment and professional development that enables them to utilize their individual strengths to achieve our collective mission of offering the highest quality of service to the public.

ALIGNMENT OF PARTNERSHIPS:

The Colorado State Patrol continues to develop and strengthen internal and external partnerships to improve public safety services. We are dedicated to promoting, sustaining, and expanding these professional relationships to address complex public safety challenges.

LEVERAGING TECHNOLOGY:

The Colorado State Patrol utilizes predictive and adaptive, knowledge-based tactics to enhance our mission effectiveness. We are focused on leveraging practical technologies that enable our agency to develop intelligence-led strategies to enhance public safety.

Uniformed Rank Structure

COMMISSIONED OFFICERS



COLONEL

Chief of the Patrol



LIEUTENANT COLONEL

Region Commander



MAJOR

District/Branch Commander



CAPTAIN

Troop/Section Commander

Uniformed Rank Structure

NON-COMMISSIONED OFFICERS



SERGEANT – MAJOR (1)



MASTER – SERGEANT (10)



SERGEANT



CORPORAL/TECHNICIAN



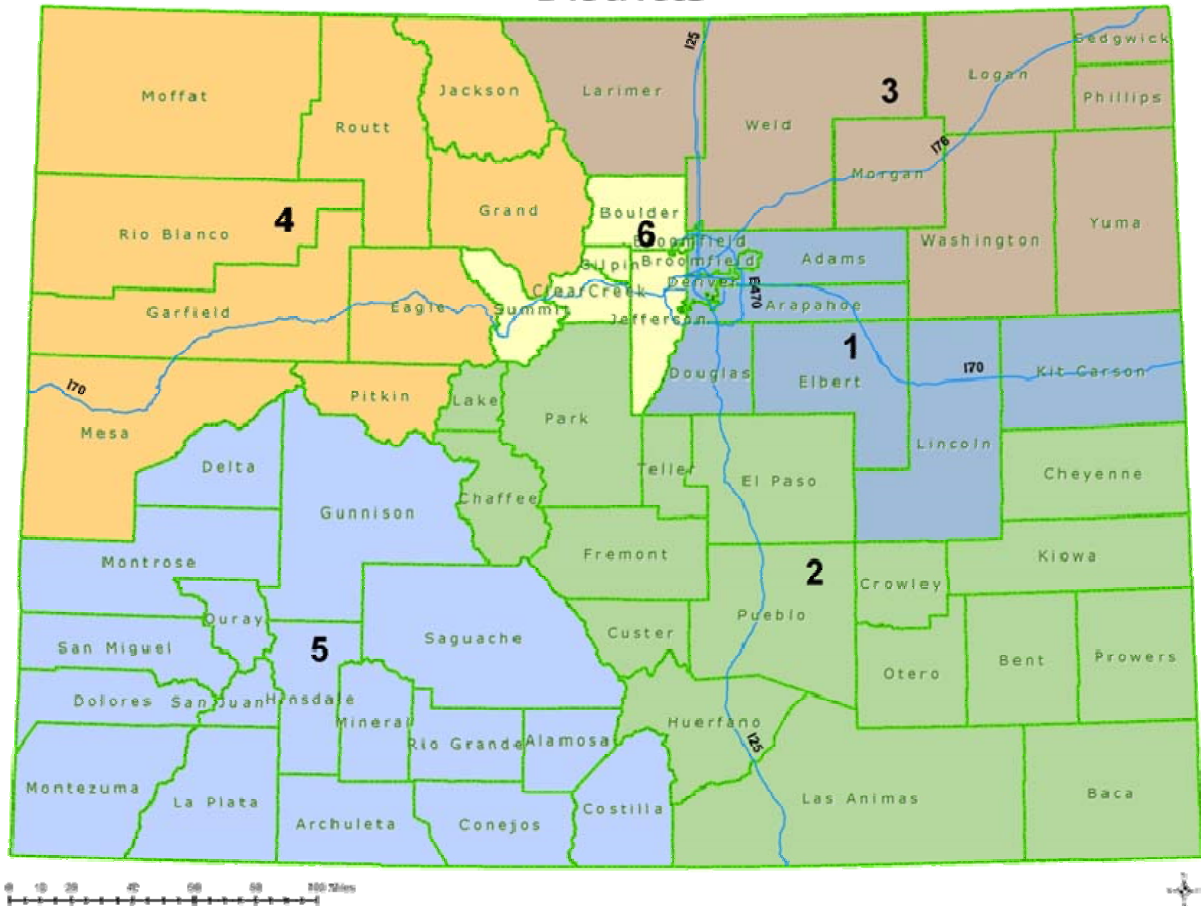
MASTER TROOPER

NO INSIGNIA

TROOPER



Colorado State Patrol Districts



DISTRICT HEADQUARTERS

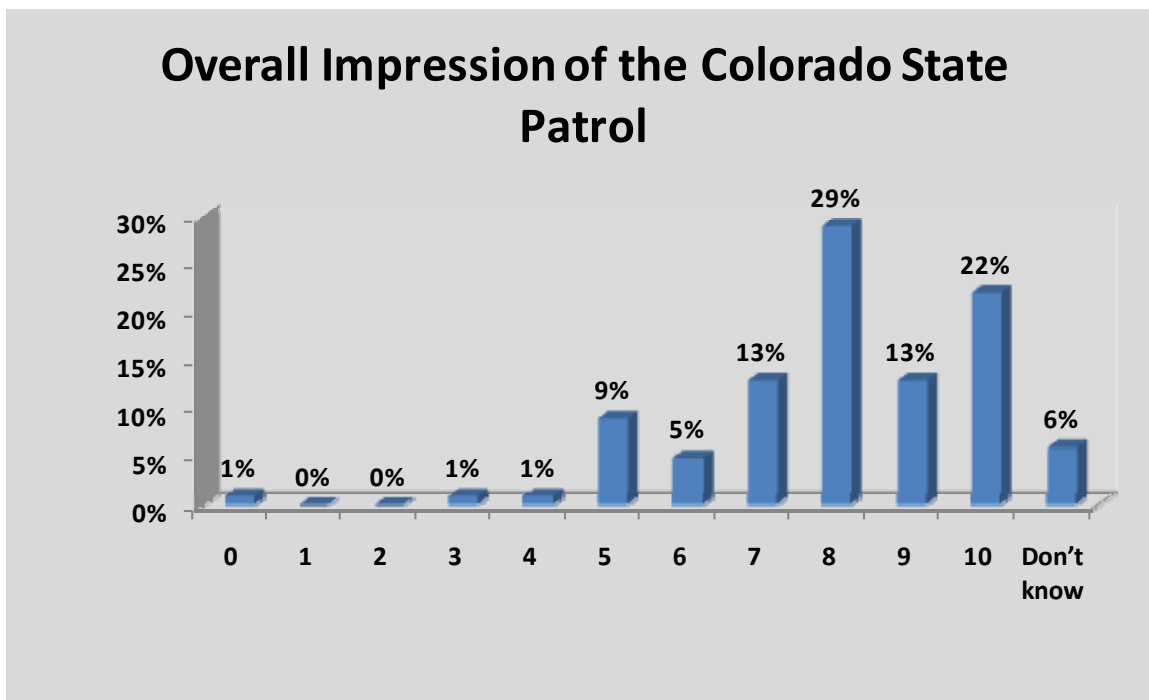
- | | |
|-------------------|------------------------------|
| DISTRICT 1 | Castle Rock, Colorado |
| DISTRICT 2 | Pueblo, Colorado |
| DISTRICT 3 | Evans, Colorado |
| DISTRICT 4 | Fruita, Colorado |
| DISTRICT 5 | Durango, Colorado |
| DISTRICT 6 | Golden, Colorado |

2009 CSP PUBLIC OPINION SURVEY

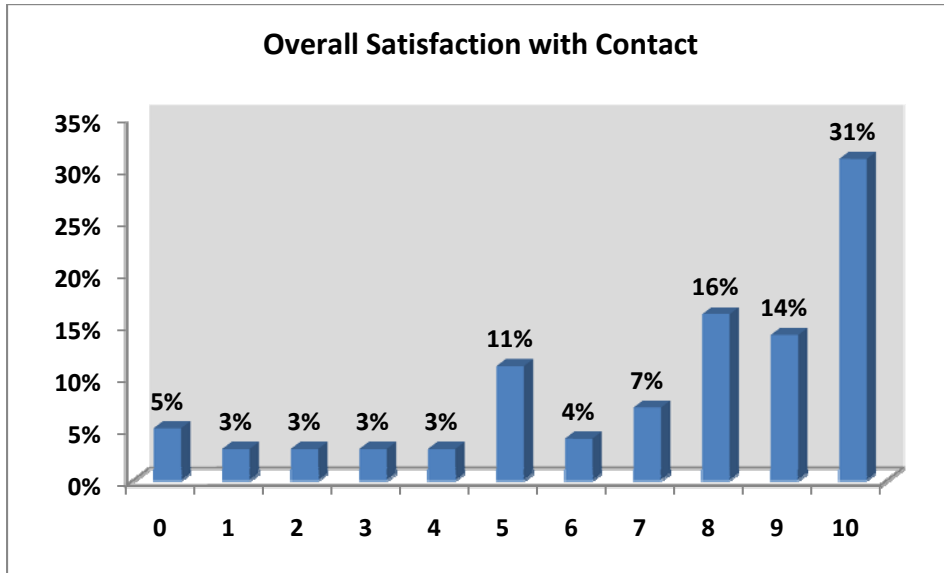
In January of 2009, the Colorado State Patrol (CSP) requested the Center for the Study of Crime and Justice (CSCJ), Department of Sociology at Colorado State University (CSU) to administer a public opinion survey to a random sample of residential households in Colorado, analyze the survey data, and prepare a final research report. The purpose of the survey was to collect data on a wide variety of issues including: overall impression of the CSP, opinions about the mission and duties of the CSP, and knowledge and opinions about funding and organizational capacity. The final version of the survey was administered from March 7, 2009 to May 7, 2009, resulting in a total of 846 surveys completed.²⁶ This produces a margin of error of ± 3.37 percentage points with a 95 percent confidence level. The surveys collected information from randomly selected residential households in Colorado. All survey respondents reported that they were 18 years of age or older and were not employees of the CSP.

Key Findings

- The overall impression for the CSP on a scale ranging from 0 to 10 is a highly positive 7.9. Forty-seven percent of all survey respondents reported an interaction with the CSP. Thirty-nine percent of those with CSP contact reported that it had occurred in the past two years. The majority (68%) of the interactions were initiated by the CSP. The top three reasons for contact were 20% for a speeding citation, 13% for a citation on some other traffic violation, and 10% had been involved in a crash.



- Across a variety of dimensions, 80% or more of the respondents were positive about the quality of service they received from the CSP. While most respondents provided a positive assessment of CSP services, some 14% “Disagreed” or “Strongly Disagreed” that the member of the Patrol listened to their side of the story, was helpful or answered the respondent’s questions. Those who had involuntary contacts and those who were issued citations were less satisfied with the agency.

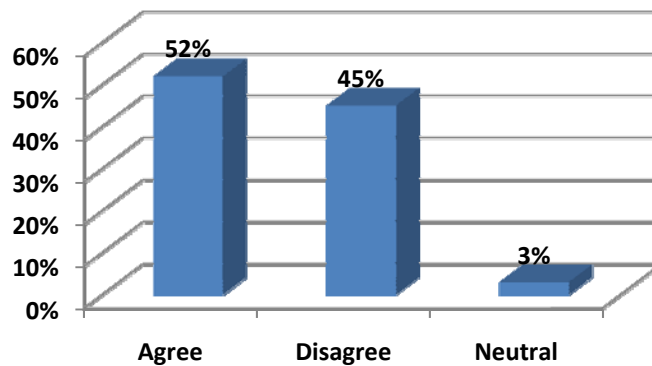


- Survey respondents were provided with a list of services associated with the CSP and asked to rate the services in terms of importance. The detection of drunk or drug-impaired drivers had the highest average score (9.2), while providing homeland security had the lowest average score (7.6)

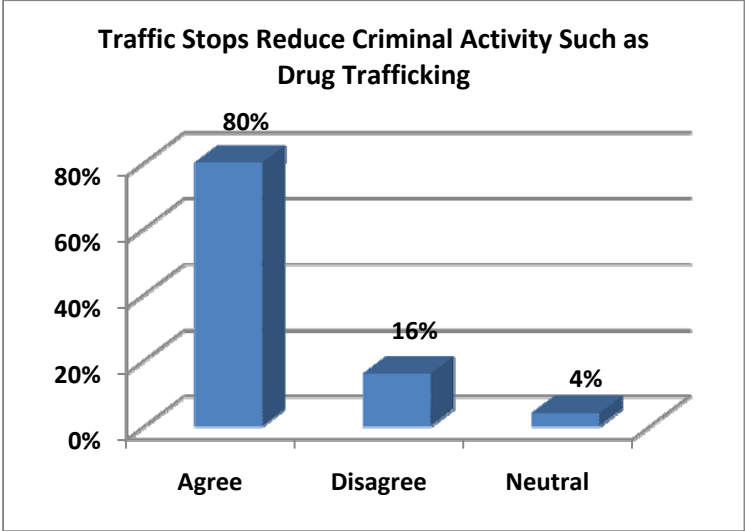
Importance of CSP Services	
Providing Traffic Safety	8.9
Detecting Drunk or Drug Impaired Drivers	9.2
Enforcing Regulations that Relate to Commercial Vehicles	7.8
Responding to Hazardous Material Incidents	8.6
Educating the Public About Traffic Safety	7.7
Providing Homeland Security	7.6
Taking Enforcement Action Against Human Smuggling & Trafficking	8.5
Intercepting Criminal Activity	8.9

- Among a list of alternatives for troopers responding to minor traffic violations, having a CSP member contact involved parties to take an accident report by telephone garnered the majority (72%) of support.
- When asked about a variety of policies to encourage safe driving, respondents expressed a slight preference for active interventions (e.g. being stopped by a trooper) compared to passive interventions (e.g. the use of electronic tracking devices; increasing the cost of their auto insurance). The sanctions with the highest level of support for changing behaviors were those in which a trooper stops and issues a warning (either verbal or written).
- Fifty-two percent of respondents “Strongly Agreed” or “Agreed” that law enforcement should stop and ticket adult drivers solely for not wearing a seat belt while 45% “Disagreed” or “Strongly Disagreed” and 3% were “Neutral.”

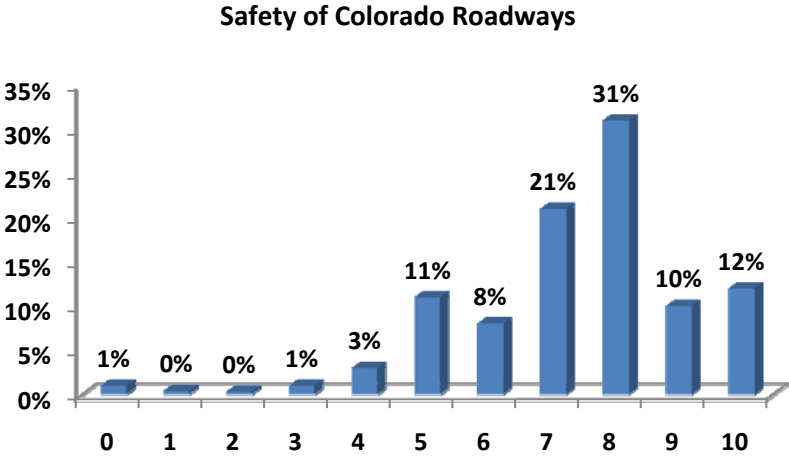
CSP Should Stop & Ticket Drivers for Not Wearing a Seat Belt



- Eighty percent of respondents “Strongly Agreed” or “Agreed” that traffic stops reduce criminal activities such as drug trafficking while 16% “Disagreed” or “Strongly Disagreed” and 4% were “Neutral.”

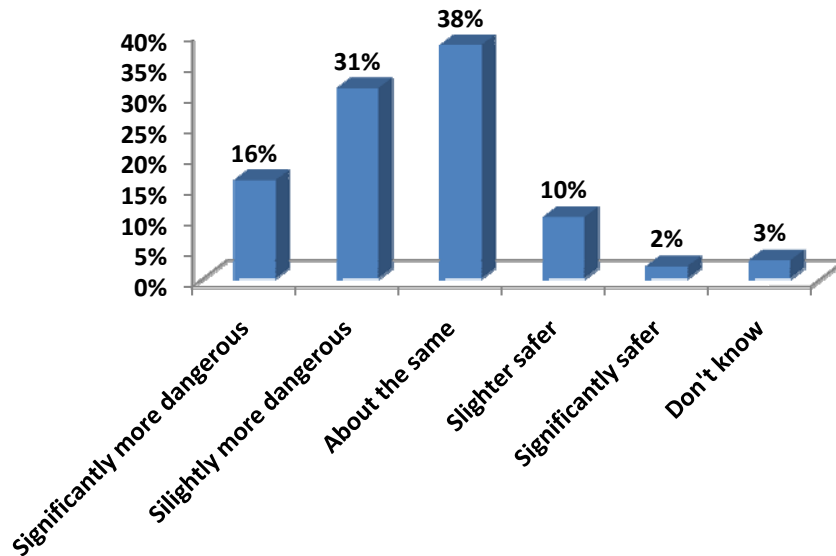


- Safety while traveling on Colorado’s roadways received a rating of 7.4 on a scale ranging from 0 to 10. This positive perception was seen across all demographic groups surveyed.



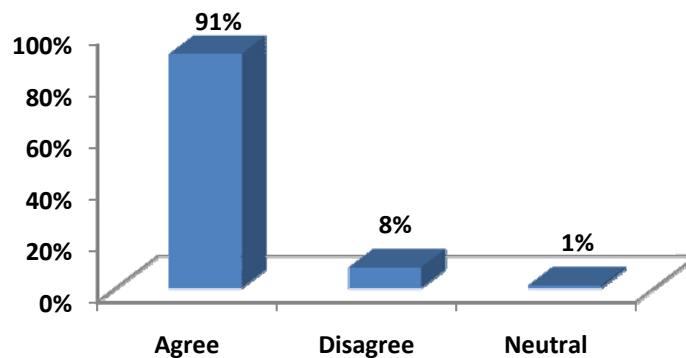
- Forty-seven percent of respondents believe that the roads in Colorado are becoming more dangerous (either slightly or significantly) while 12% reported they were safer (either slightly or significantly).

Safety Trends on Colorado Roadways



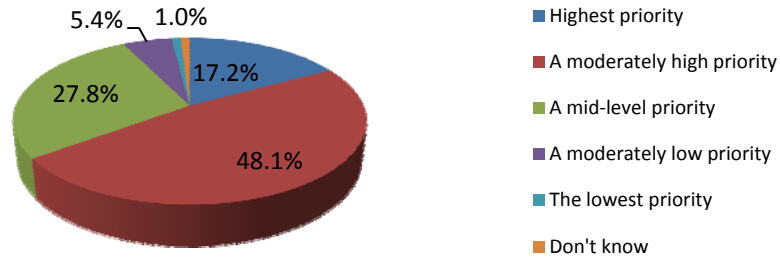
- Strong majorities of respondents believe that traffic accidents are preventable (90%); that enforcement actions decrease the chance of accidents (85%); that educational programs decrease the chance of accidents (82%); and that seeing troopers on the road decreases dangerous driving (91%).

Troopers on the Road Decrease Dangerous Driving



- The vast majority of respondents agreed that the prevention of crash fatalities should be a priority of state government, while less than 12% of the respondents felt that it should not be a priority.

Priority of Preventing Accident Fatalities



- Survey respondents were asked whether they supported certain law enforcement policies, i.e. DUI checkpoints, the use of unmarked cars in traffic enforcement; or the use of intensified patrols in specific areas. The majority of all respondents supported these proposed law enforcement policies. The policy with the most support (94%) was the use of saturation or intensified patrols in specific areas.

Awareness of CSP Programs List in order	
CSP Program	% Aware
Alive at 25	49%
Alive at 25 Parent	15%
Attitudinal Dynamics of Driving	6%
Take it to the Track	19%
Child Passenger Safety Team	46%
Colorado Information Analysis Center	9%
Colorado Target Zero	15%

- Thirty-three percent of respondents reported that they “Frequently” or “Occasionally” saw a member of the Patrol at a safety event, educational event, or any community event while 29% of respondents indicated that they “Rarely” or “Never” saw a member of the Patrol at such events. However, 37% of survey respondents did not attend these events themselves. The majority of respondents were not aware of specific CSP safety programs. The most recognized program was *Alive at 25* with 49% of respondents recognizing it.

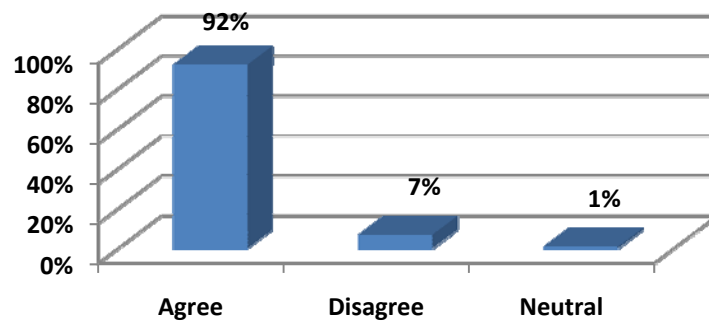
Support for Law Enforcement Policies			
Policy	Yes	No	Don't Know
DUI checkpoints	88%	12%	<1%
Use of unmarked cars in traffic enforcement	76%	23%	1%
Use of intensified patrols in specific areas	94%	5%	<1%

- When asked about their perception of uniform member staffing, 70% of respondents felt that the organization had too few troopers, 23% of respondents indicated that the current number of troopers was about right and 1% reported that the CSP had too many troopers. (Currently, each CSP road trooper serves an average of 11,529 residents and is responsible for patrolling an average of 210 miles of state highways and county roads.)



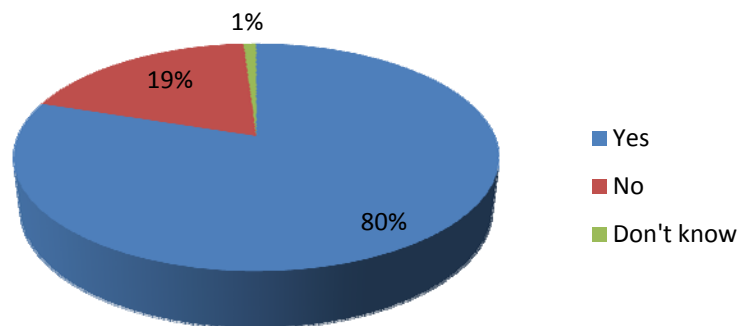
- Ninety-two percent of respondents “Strongly Agreed” or “Agreed” that the number of troopers on the road should increase to correspond with growth in the Colorado population with 7% “Disagreeing” or “Strongly Disagreeing” and 1% responding neutrally.

Number of Troopers on the Road Should Correspond with Population Increases



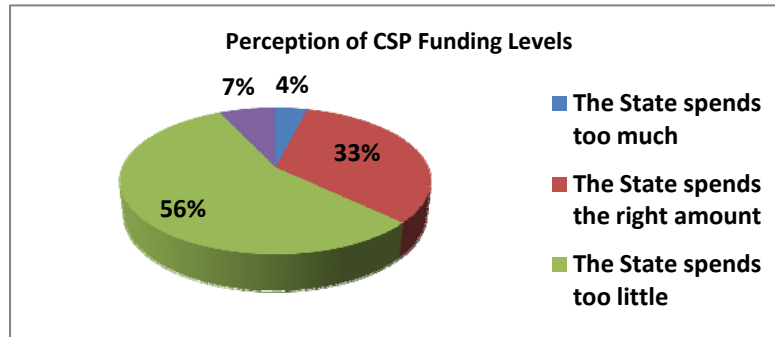
- Eighty percent of respondents “Agreed” that increased visibility of troopers on the road would cause them to drive more safety while 19% “Disagreed” and 1% reported that they did not know or had no opinion.

Increased Visibility of Troopers on the Road Influences Individuals to Drive More Safely

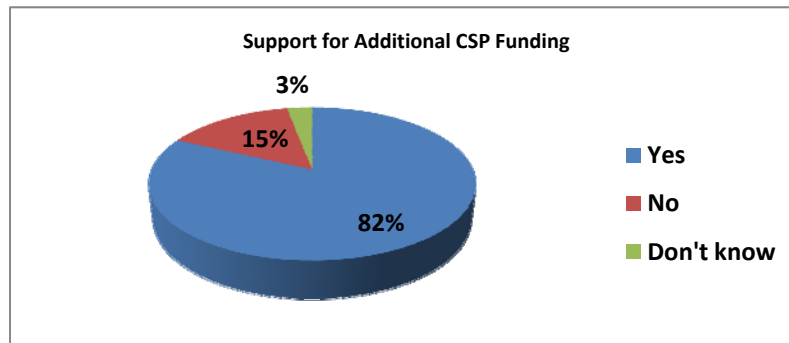


- There is a great deal of uncertainty among the respondents about where and how the CSP receives its funding. With the exception of state sales tax and state gasoline tax, respondents were evenly split between those who thought the CSP received funding from proposed sources and those who were not sure. (Proposed funding sources included traffic tickets, federal grants, state income taxes, state sales tax, state gasoline tax, and fees from motor vehicle registration).

- Fifty six percent of the respondents believed the current funding level for the CSP was inadequate, while 33% felt that the current level of funding was adequate. (The annual cost to operate the CSP is about \$21 per state resident).



- A strong majority of respondents (82%) were willing to support additional funding for the CSP to maintain existing services, but 15% were against additional funding. When those who were supportive were presented with a series of proposals (i.e., a half of a cent increase in sales tax; a half of a cent increase in the gasoline tax; additional funding from the state’s general budget; or an increase in motor vehicle registration fees), a majority supported all of these proposals with the exception of increased motor vehicle fees.



- Finally, when asked about the level of education that should be required for troopers, 57% of respondents felt that they should have an associate’s degree or some college, 26% felt that they should possess a college degree, and 17% felt that a high school education was appropriate. It should be noted that the majority of respondents in all education categories supported an associate’s degree or some college as the minimum requirement for becoming a state trooper.

2011-2015 CSP Strategic Goals



Strategic Goals

As the 2011 – 2015 Strategic Plan is a long-term, living document, its purpose is to provide adaptable guidance and organizational direction. It is broad enough to encompass temporary or emergent situations and conditions, but specific enough to set priorities and focus, as well as expectations and outcomes.

The Strategic Plan focuses on the following strategic goals:

- **Professional Development of All CSP Members**
- **Provide Professional Public Safety Communication Services**
- **Establish and Maintain Internal and External Partnerships**
- **Maximize Intelligence-led Strategies to Protect Life and Property**
- **Protect Critical Infrastructure and State Assets**
- **Efficiently Manage Resources and Capital Assets**
- **Develop and Refine Internal Processes**

Our collective success is essential to the safety and security of the people we serve. The Colorado State Patrol is a professional law enforcement agency that has risen to the challenges of an evolving mission. Through the execution of the 2011 – 2015 Strategic Plan, the Colorado State Patrol will maintain our mission-focused strategies, while working toward the achievement of our vision.

Through a multi-faceted strategic approach to providing services, the Colorado State Patrol (CSP) is committed to improving public safety and the quality of life for residents of and visitors to the State of Colorado. As defined by the *Colorado Revised Statutes (24-33.5-201 et seq.)*, the primary duty of the CSP is to “promote safety, protect human life and preserve the highways of this state by the courteous and strict enforcement of the laws and regulations of this state relating to highways and the traffic on such highways.” This is accomplished through:

- The enforcement of all state laws as they relate to promoting safety and protecting human life;
- The enforcement of all state laws with respect to grounds or buildings owned by the state;
- The enforcement or aiding in the enforcement of all state laws pertaining to motor vehicles and all other vehicles, including their equipment, weight, cargoes and licenses, vehicle operators, and other operations;
- The direction, control and regulation of motor vehicle traffic on public roadways, including regulation of road closures during special events, inclement weather, or when necessary in order to prevent further injury or damage following an emergency;
- The promulgation and enforcement of rules and regulations for commercial motor vehicles;
- The inspection of vehicles for safety-related violations;
- The interdiction of criminal activity on Colorado highways, with a focus on the transportation of illegal drugs;
- Providing protection and transportation for the governor and the first family;
- Inquiring into the threat of terrorism and assessing the degree of preparedness to respond to the threat;
- Addressing the issue of human smuggling and human trafficking on the highways of the state;
- The provision of emergency assistance in the event of major disasters, civil protests, or when requested by local law enforcement;
- The operation of the state law enforcement training and education academy;
- The operation of the statewide law enforcement telecommunications system; and
- The development, presentation, and administration of community education and safety programs.

In response to the above mandates and in order to promote safety and protect human life, the CSP has established long-term strategic targets in the areas of traffic and public safety.

Based on the organizational mandates as defined in the *Colorado Revised Statutes* (24-33.5-201 *et seq.*), the service expectations of the public, the resource appropriations, and the organization's commitment to saving lives, the CSP has defined seven goals upon which it will focus during 2011-2015 cycle. The organization's administrative goals are specific to organizational resources and are essential for the successful achievement of all other goals; the service goals are specific to traffic and public safety programs and initiatives.

2011-2015 CSP GOALS

- **Professional Development of All CSP Members**
- **Provide Professional Public Safety Communication Services**
- **Establish and Maintain Internal and External Partnerships**
- **Maximize Intelligence-Led Strategies to Protect Life and Property**
- **Protect Critical Infrastructure and State Assets**
- **Efficiently Manage Resources and Capital Assets**
- **Develop and Refine Internal Processes**



➤ **Professional Development of All CSP Members**

Developing a culture of continuous learning in the organization provides our members with the comprehensive resources needed to achieve success. The Patrol continues to enrich the personal and professional lives of its members by providing the programmatic means by which members can advance at all stages within their careers. The implementation of a nationally recognized Leadership in Police Organizations (LPO) program, based on the tenets of dispersed leadership, will educate our workforce and provide leadership training for all members of our organization. The LPO program is an International Association of Chiefs of Police (IACP) leadership model focused on the systematic development of leaders at all levels of an organization. The LPO model is designed to be adaptable to an agency's mission and philosophy, allowing the organization to develop a workforce based upon the agency's values. By providing members with a supportive environment of training and education, the Patrol will be able to promote leadership throughout the ranks, and strengthen the foundation by which the agency progresses. The Patrol's mentoring program will sustain the rich traditions of the agency while guiding members throughout their careers. The Colorado State Patrol is a recognized leader in public safety and distinguishes its members as elite within the law enforcement profession. The Patrol will examine its promotional process with a goal of alignment with industry best practices to ensure strength in leadership at all levels of the organization.

➤ **Provide Professional Public Safety Communication Services**

The ability to effectively communicate across geographical areas is critical to officer safety and mission capabilities. The Colorado State Patrol is committed to ensuring that our members and allied partners have a reliable system through which to communicate while providing service to the public. In collaboration with the Governor's Office of Information Technology (OIT) and allied partners, the agency is spearheading upgrades to the statewide communications system. These upgrades are in response to Federal Communications Commission (FCC) regulations requiring public safety compliance to narrowbanding mandates. This is due to increased radio traffic volume and is intended to promote more efficient use of the VHF and UHF bandwidths. To proactively meet upcoming FCC changes, the Colorado State Patrol is leveraging trends in communications technology to develop and enhance statewide infrastructure. This will entail the collection of intelligence data on existing service outage areas, analysis and development of strategies to eliminate gaps and the systemic implementation of upgrades. By leading this statewide system improvement, all CSP business unit managers will benefit from more dependable services while our agency as a whole will provide greater professional public safety communications services.

COMMUNICATION
SERVICES



➤ **Establish and Maintain Internal and External Partnerships**

The Colorado State Patrol recognizes that a strong commitment to fostering and maintaining partnerships with our members, external agencies and the constituents of our communities is critical to our organizational success. We have a shared belief in the value of effective partnerships and engaging in community policing initiatives. Effective partnerships offer an abundance of benefits, to including agency recognition, information sharing, joint investigations, specialized training, and application of mutual resources. By leveraging internal and external professional relationships, we enhance our collective ability to capitalize on shared resources and achieve mission-focused public safety goals. During the 2011 - 2015 strategic planning cycle, the Colorado State Patrol will forge new alliances, and strengthen existing professional relationships, by institutionalizing proactive marketing programs, maximizing allied agency partnerships and revitalizing our community policing strategies. The agency will initiate a formalized, coordinated and well-executed marketing program designed to educate our members, the public and key stakeholders on the mission and purpose of the Colorado State Patrol. We will engage in continual information sharing between the State Patrol and outside agencies to enhance our ability to utilize intelligence-led strategies that provide maximum deployment of shared assets. The influence of our ongoing partnerships will allow the Patrol to build a new community policing program focused on comprehensive and collaborative solutions to multifaceted public safety challenges.



➤ **Maximize Intelligence-led Strategies to Protect Life and Property**

The definitive purpose of the Colorado State Patrol (CSP) is to protect life and property. In the complex and dynamic operational environment of the law enforcement profession, the CSP is an established industry leader that remains focused in the areas of traffic safety, homeland security and criminal interdiction. With advances to our traditional "high visibility / strict enforcement" approaches, the CSP will also incorporate development strategies that are based on historical trending data and industry intelligence information. This combination will enable the expansion of processes and strategies, allowing our organization to make predictive and adaptive changes to the variable conditions of the law enforcement mission. Built upon a strong foundation of intelligence-formulated strategies and congruent with industry best practices, our efforts in traffic safety, homeland security and criminal interdiction will serve to protect life and property.

➤ **Protect Critical Infrastructure and State Assets**

As mandated in the Patrol Act, the Colorado State Patrol engages in coordinated dignitary protection duties by providing security and transportation for the Governor, First Family and visiting dignitaries. The agency is entrusted with the security of key leaders as they travel throughout the state and is committed to employing protective strategies based on coordinated threat intelligence and appropriate countermeasures.

The Colorado State Patrol Executive Security Unit (ESU) safeguards life and property at the Capitol Complex in downtown Denver. ESU is responsible for the development and implementation of emergency action plans that are designed to empower building occupants to take appropriate actions in coordination with responding agencies, in the event of a critical incident. The Colorado State Patrol is directed to protect critical infrastructure and key assets as components of House Bill 02-1315 and the Governor's Homeland Security Strategy. According to the National Infrastructure Protection

Plan, critical infrastructure is defined as, "systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety or any combination of these matters." Critical infrastructure and key resource assets may include, but are not limited to, agricultural, transportation, energy, commercial, educational, public health and governmental facilities. The agency will use practical education and training programs to ensure members are integrated into the information sharing environment and are aware of high value targets in their areas of operation.



➤ **Efficiently Manage Resources and Capital Assets**

Efficiently acquiring, deploying and managing the tools and resources utilized in our law enforcement mission are crucial to the operational success of the Colorado State Patrol. By providing predictive management of materials and capital assets, we will ensure agile and responsive support through both routine and challenging circumstances. Awareness of acquisition and product life cycles, coupled with fiscal and environmental stewardship, will enable the CSP to provide consistent and reliable products and services. The Patrol is committed to providing quality vehicles, equipment and facilities to keep our members safe and productive in their service to the citizens of Colorado.

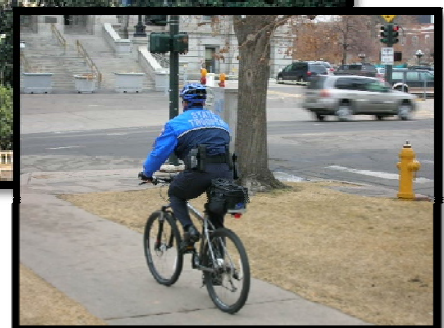
➤ Develop and Refine Internal Processes

In the development of the Strategic Plan for the 2011-2015 cycle, the Colorado State Patrol examined internal working processes. The agency's strategies will include the integration of practical technology and process improvements to eliminate duplication and maximize available resources, while providing enhanced public service levels. The Colorado State Patrol will further enhance the strengths of its current workforce with qualified and diverse applicants. By partnering with the Public Affairs Unit and the Media Center, the CSP Selections Unit will develop methods using targeted marketing campaigns and applicable intelligence-based data to attract the most qualified candidates from a pool of diverse applicants. Retention of qualified members remains a priority to our agency. The Patrol will continually educate and train its workforce, providing an environment in which members can develop personally and professionally. The Colorado State Patrol is researching the potential benefits of incorporating the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards for agency operations. The program has become the primary method for an agency to voluntarily demonstrate their commitment to accountability in law enforcement. The CALEA process will improve public safety services by systematically conducting an internal review and assessment of the agency's policies and procedures, and making adjustments wherever necessary to meet a set of international law enforcement standards. This process will also help set in motion a comprehensive set of standardized policies, timely reviews, and help provide overall direction to all levels of the organization. The achievement of the CALEA certification is recognized as the professional benchmark for today's law enforcement agency.



EXECUTIVE SECURITY UNIT

In addition to the critical functions that the organization performs in the areas of homeland security, criminal investigations, and immigration enforcement, the CSP is active in ensuring public safety at the State Capitol and Capitol Complex. The Executive Security Unit (ESU) is charged with providing personal protection to the Governor and first family, state legislators while conducting business at the State Capitol, visiting dignitaries, and all other visitors to the State Capitol complex. ESU also coordinates facilities protection, which includes monitoring integrated intrusion and fire systems, building access controls, closed-circuit security cameras, and emergency communication systems. All security is coordinated through ESU's central communication center, which is staffed 24-hours a day. ESU staff includes uniformed officers, civilian security staff, and communication officers. Because ESU has unique responsibilities, beyond those of regular field personnel, ESU has received specialized training in dignitary protection, bomb detection, critical incident management and media relations from agencies such as the FBI, the U.S. State Department and the U.S. Secret Service



STAFF SERVICES BRANCH

The Staff Services branch of the Colorado State Patrol, overseen by a Major, contains a variety of business units managing a variety of functional needs for the Patrol. The Staff services Branch contains the Operational Development Section, Colorado state Patrol Academy, Media Center, Victim's Assistance Unit and Public Affairs Unit. The different units work with the field to enhance operations that support the Patrol's mission of saving lives.

OPERATIONAL DEVELOPMENT SECTION

The Operational Development Section is responsible for researching and drafting policy and procedural guidelines, program development, conducting legal research, fielding information requests from the public, implementing new programs within the Patrol, and providing direct administrative support to the Chief and command staff personnel. The legislative liaison works closely to keep the Patrol on top of changes in laws. This unit also develops support materials for members to increase operational efficiency, and works closely with business units to identify and resolve efficiency problems. These critical functions ensure the on-going success of the CSP by maintain consistency in operations and innovation in processes. Data that is necessary for assessing organizational success is available from members of this section and is used in maintaining organizational accountability. In addition, the section provides project management resources that ensure the success of implemented operations. Organizational strategic planning and alignment of programs and projects with the overall direction of the CSP are also developed here.

OPERATIONAL DEVELOPMENT



COLORADO STATE PATROL TRAINING ACADEMY

The Colorado State Patrol maintains a proud tradition of providing training and continuing education to its uniformed and civilian members. The training academy is located at Camp George West in Golden, Colorado. Through cooperative arrangements, training has been provided to hundreds of students from local police and sheriffs' departments, along with members from other state agencies. In recent years the training academy has either expanded or improved its training facilities, to include the purchase of a new interactive firearms simulator, a redesigned and upgraded exercise facility, refurbished dorm rooms, and an integrated computer network system. The Academy grounds include facilities for training in Accident Investigation, Arrest Control, Driving, DUI Training, Firearms, Fitness, and Legal Training.

Uniformed Basic Training and Continuing Education

The CSP Academy provides instruction for initial training, recertification and other specialized training for Patrol personnel. Training is provided in various fields by the CSP Academy staff, outside experts and other specialists. Since 1995, approximately 1040 cadet troopers have graduated from the training academy. Moreover, over 13,667 members of the *Colorado Department of Public Safety* have attended training at the training academy at one time or another. In the past several years the CSP Academy has coordinated efforts to provide systems in place for distance learning programs for Patrol members. Newly developed is the Colorado State Patrol Defensive Tactics & Arrest Control Program which is in current implementation phase.

Field Training Officer Program (FTO)

The purpose of the FTO program is to provide an extension of Academy learning following a uniform member's graduation. Field Training Officers provide additional learning and training experiences to new recruits once they have graduated from the academy. The program ensures that once a recruit leaves the training academy, they will continue to receive ongoing training and support. The FTO is also responsible for coordinating troop remedial and refresher training.

Accident Investigation Training

The Colorado State Patrol is the only highway patrol agency in the country that requires its officers to become Level II Technical Accident Investigators as a condition of employment. The Academy trains cadets in Level I accident investigation, then offers the required Level II training on a regular basis. Level III Accident Reconstruction and Level IV Computer Aided Accident Reconstruction are also offered. This training is conducted in partnership with the *Rocky Mountain Institute of Traffic Safety* (RMITS) of Colorado State University. There are four skill levels of technical accident investigation, each building upon foundations of earlier courses of instruction. Additionally, the Academy offers advanced training in accident investigation at

railroad crossings, commercial motor vehicle-involved accidents, motorcycle accidents, and automobile versus pedestrian accidents.

First Aid and CPR Training

Every uniformed officer is expected to maintain knowledge and ability regarding current emergency medical services procedures. Troopers who are either Red Cross or American Heart certified instructors train and re-certify all uniformed personnel in Basic Life Support and CPR techniques.

Arrest Control

All uniformed members are trained in arrest control tactics upon successful completion of cadet training through the CSP Academy. Until 2009, uniformed members were trained in the Pressure Point Control Tactics (PPCT) curriculum, established in 1980. Recently, the Colorado State Patrol developed an in-house arrest control tactics program named Defensive Tactics and Arrest Control (DTAC). Statewide transition for all uniform members into the new arrest control system began in January of 2010.

Emergency Vehicle Operations

The Training Academy has a pursuit-driving track located on South Table Mountain. The track is 1.47 miles in length and is paved. This facility is in high demand as there are few other driver-training venues within the State and none of this caliber. Cadets receive 48-hours of intense training, concentrating on their ability to respond safely to emergency service calls. Patrol driving instructors have attended some of the most dynamic driver training offered to law enforcement in this country, and it is no wonder they are sought out to provide expert training to driving instructors from other law enforcement agencies in Colorado.

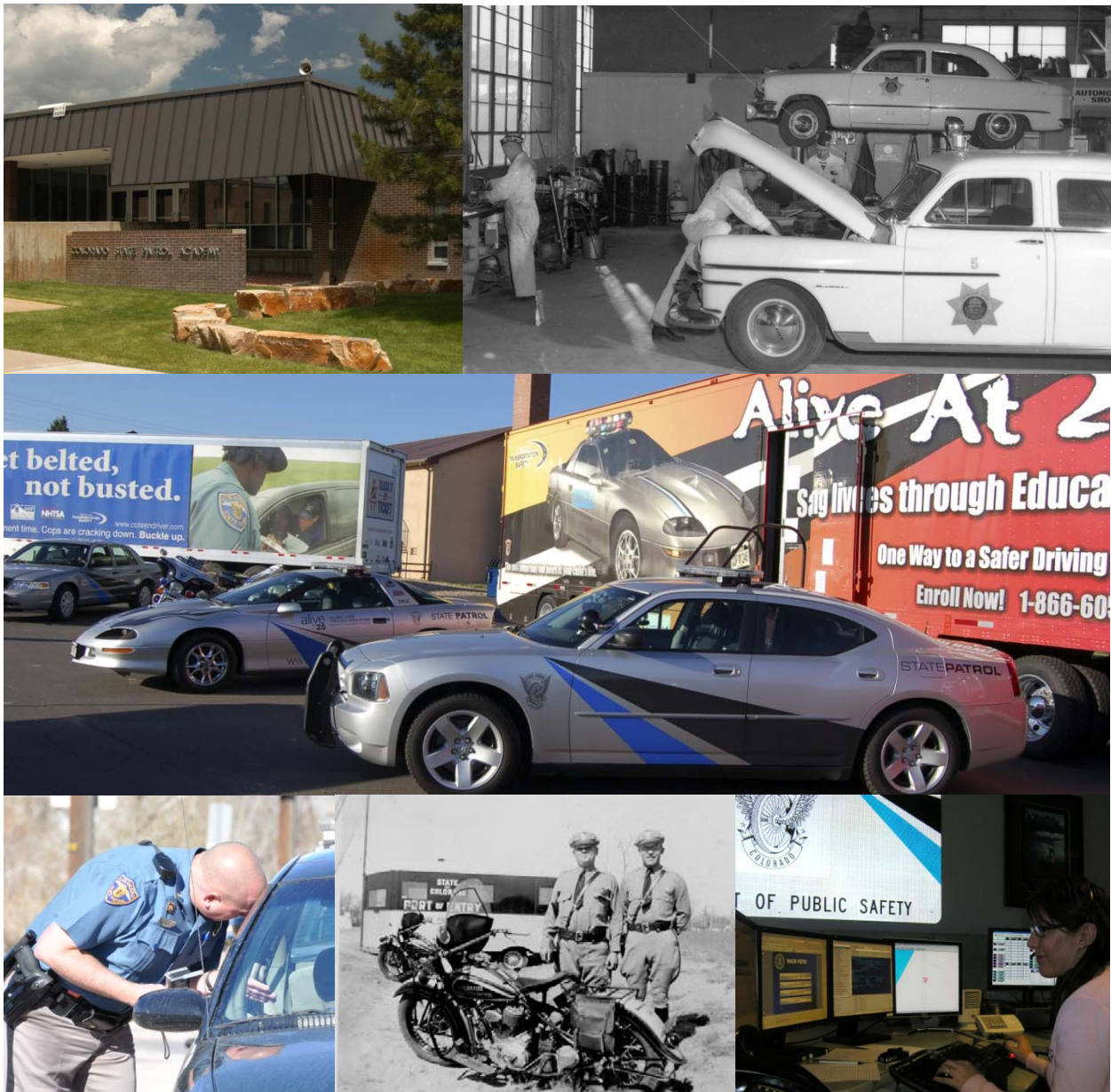
Firearms Training

Initial firearms training given to all cadets is conducted at the Academy firing range. During this initial training, the students receive over 80-hours of instruction on tactical handgun and shotgun use. Additionally, uniformed members receive updated firearms skills training offered each year during in-service training sessions. All uniform personnel must show proficiency with their service weapons, and any authorized non-issue weapons by satisfactory completion of a firearms qualification course. The State Patrol's indoor range is equipped with a range 3000 decision shooting simulator, which provides state-of-the-art training to our officers, particularly in shoot, don't shoot scenarios.



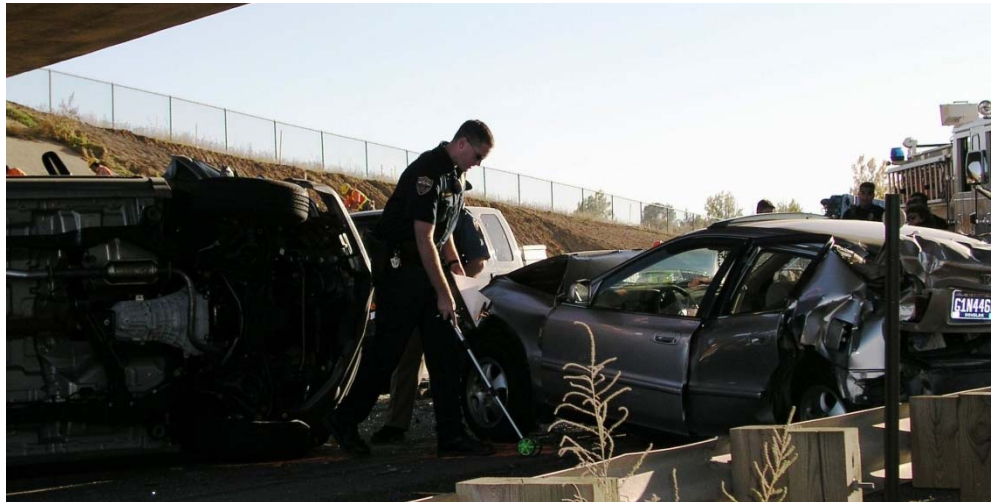
The Media Center

The Colorado state Patrol Media Center, currently housed within the Patrol's Academy grounds, is responsible for processing evidentiary film, documenting Patrol activities, public safety events and produces law enforcement training videos, as well as videos that document the activities of the CSP Academy cadets 22 week training curriculum. The media center has also been the production hub for development of recruitment campaigns and videos for recruitment. Videos have documented the Patrol's involvement with the World Ski Championships, recently held in Vail, Colorado, and the Patrol's annual youth academy. This unit also maintains the Colorado State Patrol website: www.csp.com



ACCIDENT RECONSTRUCTION TEAM

The primary responsibility of the Accident Reconstruction Team (ART) is technical accident investigation. Technical accident investigation is a wide-ranging process aimed at determining the cause of a fatal crash. Why is finding the cause so important? Because, finding the cause could prevent similar occurrences in the future. While driver error still appears to be the leading cause of most serious-injury and fatal crashes, other causes of accidents have also been identified through investigations. For example, ART team members routinely conduct full mechanical inspections on vehicles involved in a fatal crash. This is done to determine whether a mechanical failure or defect somehow contributed to the crash. Sometimes poor highway markings, malfunctioning traffic signals, or other highway engineering design flaws have been responsible for a fatal crash.



Before a member can be assigned to the ART team, they must demonstrate a high degree of proficiency in accident investigation and come well-recommended by a supervisor. They must also have attained certification as a Level IV accident investigator, the highest level possible. ART members then maintain their status through successful completion of the ACTAR testing process, the Accreditation Commission for Traffic Accident Reconstruction. Once assigned to the team, these officers utilize sophisticated technology to aid them in reconstructing a crash scene. Because witnesses to a crash are not always available, investigators must rely upon their technical ability, field experience, and investigative skills to answer the all important question, what happened? A careful interpretation of roadway evidence, such as skid marks or paint transfer markings, can go a long way toward determining a cause. Now add a vehicle damage (crush) analysis, information provided by witnesses, results from any mechanical inspections, and various calculations derived from measurements taken at the scene, an experienced investigator can make a reliable assessment as to the cause.

CSP VICTIMS ASSISTANCE UNIT

The Colorado State Patrol's Victims' Assistance Unit was established in 1990, and is comprised of six full-time victim advocates and one program director. The Colorado State Patrol is one of only three highway patrol organizations in the country employing advocates primarily for victims of traffic crashes. Advocates are on call 24-hours a day, seven days a week, and each is assigned to one State Patrol district. Our victim advocates have received extensive training in victim services, crisis intervention and critical incident stress management, among other areas.

What are victims' advocates? Perhaps more than anything else, they are champions of victim's rights. It is a well known fact that victims of traffic crashes—to include their families—are often overlooked in the criminal justice system. Not here in Colorado. Our advocates work tirelessly to make sure they are afforded prompt, professional assistance. It is also not uncommon for victims and family members to express frustration with the criminal justice system. This is often the result of being thrust into the system without much support or knowing what to expect. Our advocates not only console, they educate as well. By counseling victims and their families throughout all stages of the criminal justice process, and by keeping them informed of new developments in their case, victims often feel more at ease. They also tend to become much more involved in the whole process.

Our advocates provide a wide array of services to traffic victims and their families, to include:

- Assist in identifying victims and locating any next-of-kin
- Serve as liaison between hospital staff and family members
- Assist in arranging transportation or hotel accommodations
- Inform victims of their rights and any entitlements
- Make death notifications and assist with funeral arrangements
- Provide ongoing support and make counseling referrals
- Counsel victims, family members and occasionally officers



OPERATIONAL SERVICES BRANCH

The Operational Service Branch is commanded by a Major, and includes most of the Patrol's uniform specialty enforcement groups. The branch is comprised of the Aircraft Section, HAZMAT Section, Motor Carrier Safety Assistance Program, and the Motorcycle Section. Members that belong to these units receive special training and respond to events and incidents as an essential supplement to field operations. Each group is tasked with performing various activities in support of the Patrol's traffic and public safety mission.

Aircraft Section

The primary mission of the Colorado State Patrol Aircraft Section is aerial traffic enforcement. Each aircraft is commanded by an experienced uniformed officer from the Patrol, who is a certified commercial pilot. From the air, pilots can easily identify dangerous or unsafe driving behavior. By coordinating with officers on the ground, these drivers can be quickly stopped and cited. The aircraft section has greatly expanded the Patrol's traffic enforcement capabilities as aggressive or unsafe drivers are detected with far greater frequency than would be possible using traditional ground enforcement methods. Other responsibilities of the aircraft section include search and rescue operations, emergency transport of life-saving medical equipment or organs, prisoner transport, providing aerial surveillance or photography, and the transport of government officials, to include the Governor. The section also manages the aircraft pool for the state of Colorado. The aircraft pool is available twenty-four hours a day, seven days a week, and provides reliable and cost-effective air transportation to members of state government. The Patrol currently operates a fleet of five fixed-wing aircraft, four of which are based along the front-range at Centennial Airport. One aircraft is currently based in Grand Junction and provides aerial traffic enforcement for western Colorado.



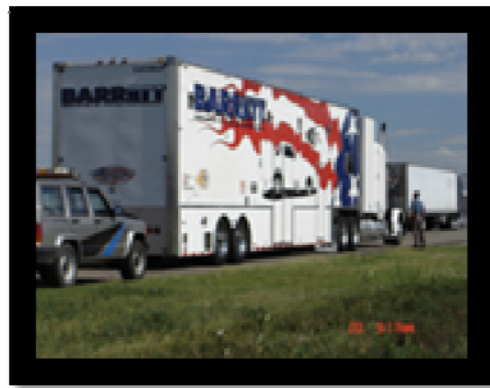
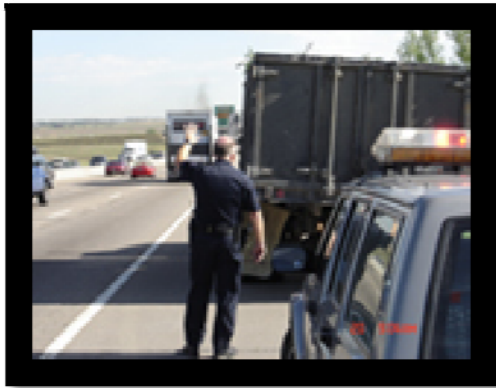
Motorcycle Section

The motorcycle section conducts specialized traffic enforcement statewide using the latest innovations in law enforcement motorcycle technology. There are currently 20 motor officers deployed throughout the state, and the section is funded primarily with the aid of Federal grants. Motor officers currently ride aboard Harley Davidson and Kawasaki motorcycles. Team members must complete a rigorous certification program, requiring more than 120 hours of instruction and skills training. Motorcycles have many prime advantages over marked patrol vehicles when conducting traffic enforcement. These include faster acceleration, better maneuverability and handling, and superb fuel economy. These factors enable motor officers to increase their productivity and hone in on aggressive or unsafe drivers more quickly. It also enables them to negotiate heavy traffic and respond to crashes with relative ease.



Motor officers also provide efficient traffic enforcement in areas where use of a marked patrol car would be impractical. Examples include narrow, two-lane highways, marked construction zones, and densely traveled roadways. Other principal duties and responsibilities of the motorcycle section include providing traffic enforcement during special events such as the *Four Corners Motorcycle Rally*, *Ride the Rockies*, and other competitive bicycle events. They also routinely provide escort services for visiting dignitaries and prominent political figures.

Motor Carrier Safety & Assistance Program (MCSAP)



This unit enforces State and Federal Motor Carrier Safety Regulations by performing mechanical safety inspections of commercial motor vehicles and by conducting on-site compliance reviews of selected transporters in Colorado. Through high-visibility enforcement, increased awareness and training, MCSAP aims to reduce the number of serious-injury and fatal crashes in Colorado involving commercial motor vehicles. This section is federally funded. MCSAP inspectors also provide technical assistance to road troopers following serious commercial motor vehicle crashes. Assistance often entails completion of a post-accident mechanical inspection, which can form the crux of a criminal prosecution. Assistance may also include a detailed review of key documents, such as driver log entries, fuel receipts, shipping manifests, and so forth. MCSAP inspectors are dispatched throughout the state and trained to conduct extensive mechanical safety inspections. The inspections are normally conducted on the roadside during the course of a traffic stop. Inspectors carefully examine mechanical components and systems of commercial vehicles, and have legal authority to prohibit operation of a commercial motor vehicle—particularly when gross mechanical defects are discovered during an inspection. Mechanical defects are often a contributing factor in serious commercial motor vehicle crashes. Crashes involving commercial motor vehicles are particularly dangerous due to their relative size and weight. A typical commercial motor vehicle, including cargo, can weigh up to 80,000 pounds. During a crash with a passenger car, the disparity in weight becomes very apparent. Commercial motor vehicles inflict extensive damage to passenger vehicles, which often leads to serious life-threatening injuries. The excessive weight of a commercial motor vehicle also extends the amount of distance needed for it to stop following a crash, which can and does often result in secondary collisions. For these reasons, MCSAP inspectors supplement mechanical safety inspections and compliance reviews with various driver education and awareness initiatives, all tailored to reducing the frequency of commercial motor vehicle crashes in Colorado.

Hazardous Materials Section

The Hazardous Materials Section enforces State and Federal Motor Carrier Safety Regulations, particularly those that pertain to the transport of hazardous materials. There are over 800,000 shipments of HAZMAT each day in the United States. These range from flammable materials and explosives to poisons, corrosives, and caustic cleaning agents. The unintentional release of these materials following a crash could result in serious injury or death, or cause irreparable harm to the environment. The section responds to over 250 hazardous material incidents annually, most of which stem from commercial motor vehicle crashes.



Troop 8-C

Currently there are 24 hazardous material specialists, deployed in 12, two-person teams, throughout the state. Several members have also been assigned to the nuclear material transportation program and hazardous materials routing. Hazardous material response and enforcement activities are dedicated to improving the safety and efficiency of hazardous material transport in Colorado. This is accomplished through a variety of activities, namely:

- Maintain the hazardous materials emergency information and incident management system.
- Perform compliance review inspections of hazardous material transporters to ensure compliance with State and Federal safety and reporting guidelines.
- Provide regional coordination of hazardous materials emergency response and incident management guidelines in Colorado in conjunction with other local and state agencies.
- Coordinate containment and clean-up efforts following hazardous material spills.

HAZMAT routing and rulemaking designate safe and efficient transportation routes in Colorado for the movement of hazardous materials. Through the adoption of permitting, routing, and safety transportation rules and regulations, and through the enforcement of applicable laws, rules, and regulations, the section aims to reduce the frequency of commercial motor vehicle crashes in Colorado. This requires close communication and cooperation among all levels of government and private industry, who are directly involved in the transportation of hazardous materials within and through Colorado.

SUPPORT SERVICES BRANCH

The Support Services Branch ensures that the uniformed members have the facilities, uniforms, equipment, and vehicles needed to successfully perform their duties. Cost effective and efficient business processes in each of the sections ensures timely provision of these components. Successful performance is dependent upon strong partnerships with members of each Troop/Section with outside vendors, and with representatives of the Governor's Office of Information Technology. This branch facilitates the safety of troopers across the state by providing equipment, uniforms, ballistic vests, and all other necessary tools for the



FINANCIAL SERVICES SECTIONS

The Financial Services Section of the Colorado state Patrol is responsible for overseeing the organizational budget, managing the Federal General Services Administration Program (GSA), and seeking and managing grant funding for special programs and projects. The organizational budget makes up part of the frame work in which the organization must operate and upon which decisions are made. Long Bill appropriations to the CSP are made through the annual legislative process that includes the strategic development of decision item requests based on the needs of the organization.



PUBLIC AFFAIRS SECTION

The Public Affairs Section of the Colorado state Patrol is the point of contact for the members of the media that ensures a consistent, accurate message is provided to the public statewide. In addition to contact with communities and the media, members of this section provide information to other CSP employees to ensure the communication of critical information. With the unit stationed at the CSP headquarters building in Lakewood Colorado, the Patrol has trained troopers as Public Information Officers across the state for efficient deployment of information, education and training. Special programs also run out of this unit to include programs such as:

- Child Passenger Safety (CPS)
- Take It to the track (TITTT)
- Alive at 25
- Attitudinal Dynamics of Driving (ADOD)
- Defensive driving Courses
- The Heat is On!



Through the programs noted above and professional excellence of each uniformed and civilian member of the Colorado State Patrol, the agency continues to achieve consistent success in meeting traffic and public safety needs of individuals in Colorado. For more information go to <http://csp.state.co.us>