

# EL PASO COUNTY SHERIFF'S OFFICE

## STRATEGIC PLAN 2019-2022





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Dear Citizens and Employees,

I became Sheriff of El Paso County in January of 2015. I am incredibly proud of the hard work and determination of each and every member of the El Paso County Sheriff's Office over the last four years who have accomplished so much change in so little time. The commitment of this Office to provide the citizens of El Paso County with effective and efficient public safety services through character, competence, and transparency is second to none.

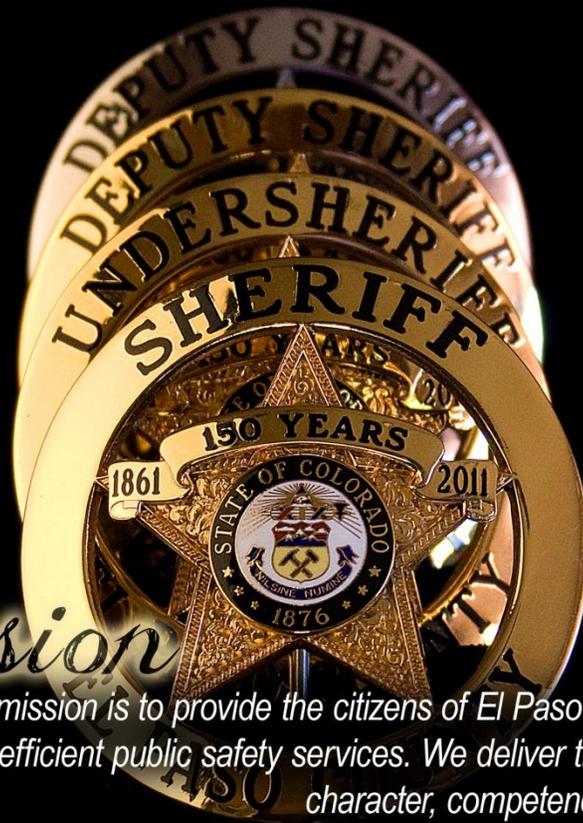
My priorities for the Office will continue into the next four years. Our focus will remain on Mental Health initiatives both in the jail and in the community, illegal black and grey market Marijuana Enforcement throughout the county, addressing Homeless issues, and completing much needed Jail Upgrades.

Guided by our Mission, Vision, and Values, incorporating nationally accepted best practices; this strategic plan identifies specific goals, objectives and strategies for each Bureau of the El Paso County Sheriff's Office. This plan serves as a vital document to everyone in the organization to support and guide their everyday decisions, planning, and budgeting.

I am confident this strategic plan has addressed the areas in which we strive for improvement. It also builds on the past successes of this Office. Again, I would like to express my sincere gratitude to the members of this Office for always striving to ensure El Paso County remains the safest and most enjoyable place to live and visit in the State of Colorado.

Sincerely,

Bill Elder



## *Mission*

*Our mission is to provide the citizens of El Paso County effective and efficient public safety services. We deliver them consistently with character, competence, and transparency.*

## *Vision*

*Our vision is to ensure El Paso County remains the safest and most enjoyable place to live and visit in the State of Colorado. We are committed to holding the highest standard for public safety to achieve a county free of crime and public disorder.*

## *Values*

***Honesty** Our personal and professional behavior will be a model for all to follow. Our actions will match our words. We will have the courage to stand up for our beliefs and do what is right.*

***Loyalty** We are loyal to our Oath to protect the Constitutional Rights of those we serve by empowering our employees to make decisions that support the letter and spirit of the law.*

***Unity** We have a united commitment to serve our diverse community with fairness, dignity and equality. We commit to excellence in all we do.*



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# **OFFICE OF THE SHERIFF**

## **GOALS, OBJECTIVES, AND STRATEGIES**



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## LEADERSHIP AND CULTURAL CLIMATE

### **GOAL # 1: CONTINUE THE FORMAL ORGANIZATIONAL STRATEGY.**

**OBJECTIVE:** Develop a thoughtful, focused, and prioritized organizational strategic plan which variances are reported on a yearly basis.

**OBJECTIVE:** Upon approval by Sheriff Elder, the organizational strategic plan should be shared with the entire organization. Disseminate updated, newly created policies, and/or SOP's to the entire organization.

### **GOAL # 2: CONTINUE DISCUSSIONS ON THE VISION, MISSION, SET OF CORE VALUES AND PHILOSOPHY OF POLICING.**

**OBJECTIVE:** Continue discussions regarding the Vision, Mission and Core Values annually with members of the Office. These discussions should be lead by Sheriff Elder sharing his vision for the organization, followed by in-depth discussions. Discussions should encourage others to provide suggestions for improvement and implementation.

**OBJECTIVE:** An extension to these same discussions is the topic of community policing. Discuss what this truly means and continue to define the EPSO philosophy of community policing.

### **GOAL # 3: DEVELOP SUPERVISORY TRAINING, EMPOWERMENT, AND LEADERSHIP.**

**OBJECTIVE:** Continue creation and implementation of leadership skills and adherence to expectations.

**OBJECTIVE:** Ensure values and behaviors of leadership are modeled and emulated, starting with Command Staff and disseminating to all levels within EPSO, with an emphasis on consistent adherence to the core values of the Office.

**OBJECTIVE:** Identify leadership training, built upon identified core values. All supervisors must be aware of the importance of being held to the core values; modeling the behavior others must exhibit; fairness; openness; communication; coaching and mentoring skills; and holding employees accountable in a fair and just manner.

**OBJECTIVE:** Evaluate the mandatory basic supervisory training program for all 1st line supervisors (sworn and civilian).

**OBJECTIVE:** Evaluate all mid-level leadership training opportunities for all levels above the first level of supervision.

**OBJECTIVE:** Ensure leadership training is completed annually for all supervisors, both sworn and civilian.

### **GOAL # 4: CONTINUE EVALUATIONS OF THE ORGANIZATION CHART AND ORGANIZATIONAL ALIGNMENT.**

**OBJECTIVE:** Continue to evaluate the organizational structure and make adjustments as necessary.



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## COMMUNICATION

### **GOAL # 1: REESTABLISH THE “SHERIFF’S ADVISORY GROUP.”**

**OBJECTIVE:** Select a group of employees which represent all major areas of the Office to meet with the Undersheriff and key staff members to discuss leadership practices, policy, and other issues of interest in the organization.

**OBJECTIVE:** Schedule the Advisory Group to meet on a regular basis, at a minimum meeting quarterly.

**OBJECTIVE:** Reinforce communication throughout the Office via the Advisory Group, which can assist in forwarding information discussed in the meetings to their colleagues.

## STRATEGIC PLANNING AND OPERATIONS

### **GOAL # 1: CONTINUE STRATEGIC IDENTIFICATION OF FUTURE NEEDS AND A THOROUGH REVIEW OF REGIONALIZATION OPPORTUNITIES.**

**OBJECTIVE:** Identify and evaluate the benefits to be derived through opportunities for regionalization of services providing enhanced service delivery and control of costs.

### **GOAL #2: IDENTIFY, PROPOSE, AND SUPPORT LEGISLATION AS IT PERTAINS TO LAW ENFORCEMENT, THE SHERIFF’S OFFICE, AND EL PASO COUNTY.**

**OBJECTIVE:** Identify future legislative needs to address law enforcement challenges affecting the Sheriff’s Office and surrounding law enforcement and public safety agencies in the region.

**OBJECTIVE:** Propose legislation to State Representatives and Senators to sponsor during the legislative session. This also requires providing subject matter experts to testify on behalf of said legislation.

**OBJECTIVE:** Work collaboratively with County Sheriff’s of Colorado (CSOC) and other related entities to support or oppose legislation with impacts on law enforcement and public safety.

### **GOAL #3: ENGAGE WITH AND COMMUNICATE ON A REGULAR BASIS WITH OTHER LOCAL ELECTED OFFICIALS.**

**OBJECTIVE:** Work directly with local legislators, county elected officials, and the Board of County Commissioners to establish a constant flow of information concerning the challenges of the Sheriff’s Office.

**OBJECTIVE:** Collaborate with other community officials on strategic goals to lend to the overall success of El Paso County.



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## TRUST

### **GOAL # 1: REBUILD TRUST (ON-GOING)**

**OBJECTIVE:** Leadership must demonstrate trust in employees. An organizational commitment, beginning with the Sheriff and continuing throughout the organization, is necessary to provide the foundation for developing new levels of trust.



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# **DIVISION OF PROFESSIONAL RESPONSIBILITY**



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## LEADERSHIP AND CULTURAL CLIMATE

### **GOAL #1: SUPERVISORY TRAINING FOR NEWLY PROMOTED CIVILIAN PERSONNEL**

**OBJECTIVE:** Create and implement an office wide, mandatory supervisory training program for all civilian first-line supervisors which would be completed upon promotion.

### **GOAL #2: CONSISTENT LEADERSHIP TRAINING AT THE DIVISION LEVEL**

**OBJECTIVE:** Provide and facilitate monthly leadership training during divisional meetings between the commander and mid-level managers.

## COMMUNICATION

### **GOAL #1: MAINTAIN CONSISTENT INFORMATION EXCHANGE WITHIN THE DIVISION**

**OBJECTIVE:** Hold weekly meetings between the commander and mid-level managers to facilitate the movement of information up and down the chain of command, with specific emphasis on the Sheriff's priorities and division activities.

### **GOAL #2: KEEP COMMAND AND EXECUTIVE STAFF INFORMED ON ACCREDITATION MATTERS**

**OBJECTIVE:** Ensure command and executive staffs receive periodic updates during staff meetings on the status of CALEA, NCCHC, and ACA accreditation matters, specifically areas where compliance concerns exist.

### **GOAL #3: DEVELOP AND MAINTAIN A JAIL-SPECIFIC PUBLIC AWARENESS PROGRAM**

**OBJECTIVE:** Keep the community informed of the Detention Operations and the critical public safety roll of the Detention staff.

### **GOAL #4: MAINTAIN COLLABORATION AND AN INFORMATION DISSEMINATION PLAN WITH LOCAL LAW ENFORCEMENT**

**OBJECTIVE:** Partner with other law enforcement agencies to foster open communication regarding social media and the dissemination of information on shared cases.

### **GOAL #5: DEVELOP A PROGRAM WHERE THE LOCAL MEDIA HIGHLIGHTS VARIOUS AREAS OF OUR OFFICE.**

**OBJECTIVE:** Schedule time with the media on a regular basis to attend topics of interest, highlight programs, successes and processes of the Detention, Law Enforcement and Administrative Bureaus.



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## **STRATEGIC PLANNING AND OPERATIONS**

### **GOAL #1: GAIN ACCREDITATION THROUGH THE COMMISSION ON ACCREDITATION FOR LAW ENFORCEMENT AGENCIES (CALEA)**

**OBJECTIVE:** Accomplish all necessary steps to become accredited by the Commission on Accreditation for Law Enforcement Agencies.

### **GOAL #2: EARN REACCREDITATION THROUGH THE NATIONAL COMMISSION ON CORRECTIONAL HEALTH CARE (NCCHC)**

**OBJECTIVE:** Accomplish all necessary steps to gain reaccreditation through the NCCHC in the fall of 2020.

### **GOAL #3: EARN REACCREDITATION THROUGH THE AMERICAN CORRECTIONAL ASSOCIATION (ACA)**

**OBJECTIVE:** Accomplish all necessary steps to gain reaccreditation through the ACA in the fall of 2021.

### **GOAL #4: TRANSITION OFFICE POLICY TO A NEW SYSTEM**

**OBJECTIVE:** Conduct a comprehensive review and transition of Office policy from our current system to ACADIS once available.

### **GOAL #5: ADD ON-SITE SUPERVISORY STAFF TO THE EVIDENCE UNIT**

**OBJECTIVE:** Recruit, hire and train a civilian first-line supervisor who will be on site and oversee the personnel and operations of the Evidence Unit.

### **GOAL #6: DEVELOP A PLAN TO MAINTAIN EVIDENCE SPACE REQUIREMENTS**

**OBJECTIVE:** Establish a system to achieve parity in both the intake and disposition of evidence for the purpose of maintaining evidence space requirements.

### **GOAL #7: INSURE RELEVANCE FOR OUR CITIZENS' ACADEMY**

**OBJECTIVE:** Continually evaluate the Citizens' Academy curriculum to insure it stays in line with the Sheriff's priorities.



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# **ADMINISTRATIVE SERVICES BUREAU GOALS, OBJECTIVES, AND STRATEGIES**



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## EMERGENCY SERVICES DIVISION

### STRATEGIC PLANNING AND OPERATIONS

#### **GOAL #1: ESTABLISH EFFECTIVE REGIONALIZATION AND COLLABORATION EFFORTS IN EL PASO COUNTY**

**OBJECTIVE:** Establish an All-Hazard Type III or IV Incident Management “short” Team (IMT).

Actions/Strategies:

- Identify qualified personnel and organize IMT team structure to provide incident management support to working fire incidents within the County.
- Develop clearly defined processes and standard operating procedures (SOP) for the deployment of the IMT.
- Institutionalize the use of the Incident Command System model for planning and command of all major events within the oversight of the Sheriff’s Office (EPSO).

**OBJECTIVE:** Improve command and control, situational awareness, and information sharing capacity.

Actions/Strategies:

- The VHF radio cache must be reprogrammed to allow inter crew communications and interoperability with area cooperators using VHF. A non licensed channel was installed on the portable and base VHF radios several years ago, which is not FCC complaint. There is an urgent and critical need for “Cross Point” and the MOCOM staff to reprogram the ESD Wildland Fire Management cache. This includes frequency modifications between KNG, DPH and APX platforms.
- Personnel / Resource accountability – Adopt the “Salamander” software and associated appliances / printers for use on MOCOM, IMT, evacuation, reentry and planned events. This would allow the EPSO to have the same capability as the City of Colorado Springs, El Paso County Health and El Paso County OEM for personnel tracking in the field, resource tracking, strategic planning and tactical planning,
- Expand the cadre of Mobile Command Post (MOCOM) operators trained to provide Incident Command a variety of situational awareness platforms.
- Integrate lessons learned and industry best practices into MOCOM deployment policy and operations manuals to improve service efficiency.
- Increase the ability to share and display critical incident or event information throughout the organization considering all forms of data delivery methods and equipment.
- Create a database of floor plans and video surveillance system accessibility for designated at risk locations throughout the County.
- Establish an advisory committee to explore the feasibility of, and assist in policy development for the implementation of multi-discipline remote situational awareness platforms.



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**OBJECTIVE:** Maintain strong collaboration with County citizens and regional partnering agencies.

Actions/Strategies:

- Strengthen relationship with Federal assets from the United States Forest Service (USFS) to improve wildland fire suppression and mitigation efforts.
- Coordinate with Search and Rescue (SAR) team and the Colorado National Guard (CONG) to validate current wide area search operational plans and coordination processes.
- Improve operational integration of the State Multi-Mission Aircraft (MMA) as well as Federal and Colorado National Guard (CONG) military aircraft.
- Integrate into County wide wildland fire mitigation efforts, education programs, and evacuation drills while assisting communities with coordination of wildfire protection plans.

**GOAL #2: MAINTAIN AND INCREASE FISCAL RESPONSIBILITY FOR THE OFFICE**

**OBJECTIVE:** Add an additional FTE, full time firefighter so each of the 2 shifts has 3 personnel assigned. Leverage additional seasonal hires to provide enhanced night and weekend response in the County for year-round wildland fire duty, all hazard, and planned event support. Replace aged and high mileage fire apparatus and develop a replacement plan and replacement cycle.

Actions/Strategies:

- Hire an additional FTE Fire Technician (Firefighter). Staffing is currently three personnel on one shift and two personnel on the other. One additional Fire Technician (firefighter) Grade 9 / step 3 \$44,390.00 should be hired.
- Hire part time / seasonal firefighters to supplement full time staff and to provide sustainable staffing levels for year around response capability.
- A Vehicle / Apparatus replacement program over a 6 year period and a continuing replacement cycle would cost approximately \$685,000.00 over the 6 year period. (9 hundred and fifteen thousand dollars or about \$152,000.00 annually until we are caught up and then repeat the replacement cycle every 10 years after. (These figures do not include inflation) For details reference page 7 of the 2019 Budget Proposal document submitted in late 2018.

**OBJECTIVE:** Re-establish and boost the responsibilities of the career and volunteer fire fighting force, to include a more active participation in response, mitigation, and public education for the Sheriff's Office Wildland Fire Management.

Actions/Strategies:

- Establish an Emergency Medical Services (EMS) Director position within the Emergency Services Division to lead medical response training and SOP development. Reduces outside hiring of resources as a major money saving venture compared for paying for these services. Increase the scope of the Division annual training program to include enhanced medical first aid (CPR, AED, O<sup>2</sup>, etc) and hazardous materials awareness.
- Initiate a program to provide year round 24 hour wildland fire suppression coverage with full time, volunteer employees and staff.
- Develop an annual budget and plan for a sustainable vehicle, small tool, and personal protective equipment (PPE) replacement and enhancement program.



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## LEADERSHIP AND CULTURAL CLIMATE

### **GOAL #1: MAINTAIN EFFECTIVE LEADERSHIP DEVELOPMENT**

**OBJECTIVE:** Increase training and education budget to ensure paid and volunteer staff can maintain and sustain required certifications and qualifications.

### **GOAL #2: MAINTAIN CURRENT COOPERATIVE RELATIONSHIPS**

**OBJECTIVE:** Maintain current cooperative mitigation relationships with Colorado Springs Fire Department, El Paso County Parks and Colorado Springs Utilities. This includes building fire breaks, hazard fuels removal, Rx burn planning and implementation.

**OBJECTIVE:** Maintain current cooperative relationship with the El Paso County Regional OEM.

**OBJECTIVE:** Maintain membership and support of the Pikes Peak Regional Incident Management team.

## FISCAL AND COMPLIANCE SERVICES SECTION

### STRATEGIC PLANNING AND OPERATIONS

### **GOAL # 1: IMPLEMENT KRONOS TIME-KEEPING SYSTEM & REALIGN HR & PAYROLL DUTIES**

**OBJECTIVE:** To transition the On-Duty time –keeping to Kronos and transfer HR & Payroll duties from EPSO Finance back to the County.

### **GOAL # 2: IMPLEMENT A QUARTERMASTER PROGRAM**

**OBJECTIVE:** To transition from a uniform allowance for sworn personnel to implementing a Quartermaster program to include the Quartermaster position without increasing the budget.

### **GOAL # 3: COMPLETE THE TRANSFER OF GRANT DUTIES TO THE GRANT COORDINATOR**

**OBJECTIVE:** To transition all grant responsibilities and duties from the Fiscal and Compliance Manager to the Grant Coordinator and Budget & Finance Supervisor.

### **GOAL # 4: FLEET REPLACEMENT**

**OBJECTIVE:** To enact a maintainable fleet replacement schedule within existing budget.



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Actions/Strategies:

- Prioritize vehicle replacement.
- Evaluate take home vehicle policies to increase accessibility to vehicles and optimize use.
- Use grant funds to make some of the vehicle purchases.

## **GOAL # 5: IMPROVE ACCOUNT MANAGEMENT STRUCTURE FOR FINANCIAL SERVICE SPECIALISTS**

**OBJECTIVE:** To restructure assignments within the Budget & Finance Unit that will allow the Specialist to be more involved with and take more ownership of their assigned budgets.

Actions/Strategies:

- Transfer grant budgets to Grant Coordinator.
- Assign budgets based on Bureau to provide consistency.
- Transfer HR and Payroll responsibilities back to the County.

## COMMUNICATION

### **GOAL # 1: CONTINUE BUDGET INFORMATION SHARING WITH COMMAND STAFF**

**OBJECTIVE:** Provide more in depth information about the budget to new commanders and command staff on a regular basis to help support them in their mission.

### **GOAL # 2: PROVIDE BUDGET TRAINING AND INFORMATION OFFICE-WIDE**

**OBJECTIVE:** Provide the Office a better understanding of the budget and our individual responsibility to it.

## COUNTY SECURITY SECTION

### LEADERSHIP AND CULTURAL CLIMATE

### **GOAL # 1: CONTINUE THE INTEGRATION OF COUNTY SECURITY PERSONNEL INTO THE SHERIFF'S OFFICE.**

**OBJECTIVE:** Train Security Section personnel in CIT.

Actions/Strategies:

- Establish CIT trained supervisors, security officers and access control officers who are able to use those skills to better deal with county employees and the community in the County buildings and parks.

### **GOAL # 2: INCREASE FIREARMS TRAINING FOR SECURITY OFFICERS**

**OBJECTIVE:** Increase the number of hours security officers spend practicing firearms proficiency.



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## STRATEGIC PLANNING AND OPERATIONS

### **GOAL # 1: ELIMINATE THE USE OF THE ASI SECURITY OFFICERS**

**OBJECTIVE:** Phase out the ASI contract security officers and replace them with non-certified deputies.

### **GOAL # 2: PROVIDE BETTER EVENING SECURITY AT COUNTY BUILDINGS**

**OBJECTIVE:** Establish a night patrol unit that will work the weekday and weekend hours not currently covered by shifts. This should reduce the number of call-outs for after hours incidents.

### **GOAL # 3: ESTABLISH A HYBRID COUNTY SECURITY SECTION**

**OBJECTIVE:** Create a section consisting of Access Control Officers, Armed Security Officers, and Non-Certified Deputies.

Actions/Strategies:

- Transition vacated armed security officer positions to non-certified deputy positions.
- Establish a unit consisting of 18 non-certified deputies, 18 armed security officers and 9 access control officers.

### **GOAL # 4: ESTABLISH A HOSPITAL SECURITY UNIT FOR CJC INMATES**

**OBJECTIVE:** Establish a twenty-four hour/7day a week schedule for security of CJC inmates while they are at the hospital.

### **GOAL # 5: INCREASE TACTICAL CAPABILITIES OF COUNTY SECURITY**

**OBJECTIVE:** Provide patrol rifles to county security so they are readily available during a critical incident.

### **GOAL # 6: OFFER CRITICAL INCIDENT TRAINING TO COUNTY EMPLOYEES**

**OBJECTIVE:** Establish a standardized Critical Incident Training for county employees working in the County buildings.



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## PERSONNEL AND TRAINING SECTION

### STRATEGIC PLANNING AND OPERATIONS

#### **GOAL # 1: MAKE IMPROVEMENTS TO TRAINING INSTRUCTOR CADRE AND OFFICE-WIDE TRAINING COMMUNICATIONS**

**OBJECTIVE:** Increase instructor cadre for those who teach Arrest Control, Firearms, and Driving.  
Actions/Strategies:

- Identify existing deficiencies and remove those instructors who no longer teach.
- Establish a new list of instructors and provide appropriate training

**OBJECTIVE:** Develop a system of instructor support to ensure adequate student to instructor ratio.

**OBJECTIVE:** Streamline communication to ensure all members of the Office are aware of training and qualification requirements to eliminate a “bottleneck” of needs at the end of the year.

#### **GOAL # 2: BETTER PROJECT AND ADDRESS THE PERSONNEL NEEDS OF THE OFFICE**

**OBJECTIVE:** Maintain an applicant pool from which to draw from as positions become available.

Actions/Strategies:

- Monitor position vacancies and develop plans to address the needs.
- Utilize creative recruiting methods to attract a broad group of applicants.
- Select academy dates the year prior to establish better timelines



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# **DETENTIONS BUREAU GOALS, OBJECTIVES, AND STRATEGIES**



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## DETENTIONS OPERATIONS DIVISION

### STRATEGIC PLANNING AND OPERATIONS

#### **GOAL # 1: REPLACE HIGH-MILEAGE COURT AND TRANSPORT VEHICLES BY DECEMBER 31<sup>ST</sup> ANNUALLY.**

**OBJECTIVE:** Determine which vehicles are most in need of replacement based on high mileage and/or condition. (Transport Sergeant in conjunction with Fleet Manager)

**OBJECTIVE:** Research and identify vehicles that would best suit the Court Services Section needs by July 1<sup>st</sup> annually. (Transport Sergeant in conjunction with Fleet Manager)

**OBJECTIVE:** Purchase replacement vehicle(s) and install required equipment by December 31<sup>st</sup> annually. (Fleet Manager in conjunction with Budget and Finance Office)

#### **GOAL # 2: PURCHASE OF A HANDICAP TRANSPORT VAN BY DECEMBER 2019.**

**OBJECTIVE:** Research and identify the most suitable handicap transport van for the needs of the Court Services Section. (Transport Sergeant in conjunction with Fleet Manager)

**OBJECTIVE:** Purchase handicap transport van and install required equipment by July 1<sup>st</sup>.

#### **GOAL # 3: UPDATE THE INMATE PROPERTY STORAGE PROCESS AND SYSTEM.**

**OBJECTIVE :** Evaluate the inmate property storage capabilities in the Intake and Release area to improve storage capacity and upgrade or replace the existing chain driven track system (current system is no longer serviceable).

#### **GOAL # 4: DEVELOP A DISSEMINATION PROTOCOL FOR INTELLIGENCE REALIZED IN THE DETENTION BUREAU.**

**OBJECTIVE:** Reduce number of incidents of introduction of contraband through intelligence gathering and collaboration with other law enforcement agencies.

**OBJECTIVE:** Complete and implement an updated process of intelligence gathering, compilation, and information sharing internally and with outside agencies.

Actions/Strategies:

- Change policies regarding intelligence reports to include a clearly defined process for the Detentions Crime Analyst to coordinate and share reported information.

#### **GOAL # 5: REPLACE OR UPDATE THE INTAKE AND RELEASE KEY BOX SYSTEM.**

**OBJECTIVE:** Seek to replace or expand the current key box system in the Intake and Release Section. The current size and configuration cannot support the keys needed for appropriate safety and security.



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**GOAL # 6: REPLACE THE CAMERA IN PRE-ADMIT INTERVIEW ROOM.**

**OBJECTIVE:** Evaluate placement and replace (as appropriate) the cameras in the Pre-Admit interview rooms for improved safety and security in this high contraband potential location.

**GOAL # 7: EXPAND TREATMENT OPPORTUNITIES AND POST-RELEASE OUTREACH TO GENERAL POPULATION INMATES.**

**OBJECTIVE:** Reduce recidivism through psycho-education and case management

Actions/Strategies:

- Add two-full time R&R clinicians to teach and provide case management services.
- Develop large psycho education groups to be taught in four (4) general population wards.
- Provide individualized case management to releasing CJC inmates.

**GOAL # 8: POTENTIAL EXPANSION OF THE ALPINE (FORMERLY BESTWAY) DISPOSAL BUSINESS PARTNERSHIP.**

**OBJECTIVE:** Increase from fourteen (14) participant, ten and a half (10.5) hour shift to: (28) participants: two (2) groups of (14) participants working ten and a half (10.5) hour shifts.

Actions/Strategies:

- Expand work opportunities to parolees participating in the R&R program.
- Hire one additional full-time employee to assist with inmate transportation and supervision.

**GOAL # 9: IDENTIFY ADDITIONAL SPACE OR NEW LOCATION FOR MAIL ROOM AND RELATED OPERATIONS.**

**OBJECTIVE:** Locate a larger work space within the jail which is conducive for staff to complete efficient and safe mail operations.

**GOAL # 10: INCREASE STAFFING FOR MAIL ROOM OPERATIONS BY 1 FULL TIME EMPLOYEE.**

**OBJECTIVE:** Pursue funding for an additional full-time employee (FTE) for the mail room operations to address increased inmate population.

**GOAL # 11: INCREASE THE HEARING BOARD FUNCTION BY ONE FULL TIME EMPLOYEE.**

**OBJECTIVE:** Pursue funding for an additional full-time employee (FTE) for an additional Hearing Board Officer to address increased inmate population and the associated increase to administrative hearings.



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## **GOAL # 12: EVALUATE THE DEFINITION AND ACCOUNTING FOR INMATES WITH MENTAL HEALTH ISSUES.**

**OBJECTIVE:** Determine national best practice to account for inmates with mental health issues.

Actions/Strategies:

- Develop an identification marker in the jail management system to properly account for inmates who suffer from mental illness.
- Determine a responsible functional area to maintain this data.

**OBJECTIVE:** Keep current on national trends and issues dealing with mental health and the incarcerated population.

**OBJECTIVE:** Evaluate mental health screening procedures, starting in Intake and Release.

## **DETENTIONS SECURITY DIVISION**

### **STRATEGIC PLANNING AND OPERATIONS**

## **GOAL # 1: IMPROVE SAFETY WITHIN THE CRIMINAL JUSTICE CENTER (CJC)**

**OBJECTIVE :** The installation of higher security locking mechanisms on the doors throughout the facility to ensure inmates cannot let themselves out of the assigned cells by defeating the lock from the inside of the cell.

Actions/Strategies:

- Identify the Ward/Cells throughout the facility which are most in need of a higher security locking mechanism.
- Determine what must be done to circumvent the process which is currently allowing inmates to open their cell door from the inside after being locked down.
- Determine costs associated with converting the locks as described above.
- Secure funding source to proceed with this project.

**OBJECTIVE:** Install upgraded surveillance camera system and centralized door control system throughout the facility to consolidate access control and reduce blind spots

Actions/Strategies:

- Identify current deficiencies and select vendor to mitigate them.
- Secure funding source to proceed with this project.
- Coordinate with vendor to itemize each mitigation measure and prioritize costs.

**OBJECTIVE:** Upgrade the contraband detection posture at the jail.

Actions/Strategies:

- Consider upgrades or additions to the Secure-Pass machine in the pre-admit area.



- Develop a Jail specific contraband detection K-9 program specifically designed for constant contraband surveillance and detection day to day, week to week.

## **GOAL #2: UPGRADE THE UNESCORTED VISITORS AND SECURITY POLICY.**

**OBJECTIVE:** The focus should be on the potential liability associated with the safety expectations of the unescorted visitor, inmate encounters, the potential for the introduction of contraband, and staff accountability for a safe and secure facility.

### Actions/Strategies:

- Create a staff analysis and comparison to other facilities across the State. Consider options and controls not used now – implement more stringent administrative rules to limit unsupervised inmates and visitors within the facility.

**OBJECTIVE:** The reduction of employee borne contraband items (tobacco, cell phones, etc) into the facility. We currently rely mostly on our employment background vetting process and faith in our employees that they won't intentionally circumvent our security measures.

### Actions/Strategies:

- Use the above staff analysis and comparison to develop hard security screening for employees, limiting access points and restricting the access to the secure portion of the jail by outside agencies (Fire, Ambulance, etc).
- Develop a structural plan to build a security screening checkpoint requiring all personnel entering the facility to undergo the same security scrutiny without exception.
- Implement a more secure article screening strategy (food deliveries, hand held packages and cases, loading dock screening measures) to limit the ability to surreptitiously introduce contraband into the jail.
- Consider staffing for additional County Security personnel to manage the screening of visitors and employees into the jail.

## **GOAL #3: DEVELOP A PUBLIC EDUCATION/AWARENESS POSTURE FOR THE JAIL**

**OBJECTIVE:** The increased public awareness of the El Paso County Jail, the employees who serve there, and the citizens incarcerated there.

### Actions/Strategies:

- Increase jail tours throughout the community by implementing them into community groups.
- Develop a public information campaign to highlight some of the tragedies and triumphs within the jail to the local media outlets.
- Establish an advisory group comprised of citizens who are immersed in jail operations and have the opportunity to make recommendations both to jail staff and the rest of the public within their individual social circles



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## **GOAL #4: MISCELLANEOUS / FACILITIES UPKEEP**

**OBJECTIVE:** Enhancement of the cleanliness of the facility by completing regular housing inspections, shakedowns and special cleaning details to address problem areas identified by the weekly health safety & welfare Inspections.

Actions/Strategies:

- Conduct monthly reviews of facility inspections to identify problem areas and determine the need to assign special details.
- Utilize inmate work crews supervised by sworn and/or civilian members to complete minor maintenance, cleaning or painting which needs to be accomplished.
- Coordinate larger maintenance or refurbishing projects with Facility Maintenance.
- Conduct roll call trainings to reinforce the importance of maintaining a safe, clean and quiet facility.

**OBJECTIVE:** Completion of the CJC Admin Remodel Project to include security upgrades to the CJC Lobby Front Desk.

Actions/Strategies:

- Approve plans for a secure and reinforced Front Desk design which includes a secure entrance to the Conference Room off the admin hallway.
- Temporarily relocate all locker rooms and toilet facilities to an area outside the affected area to allow the CJC Remodel Project to occur.
- Temporarily Relocate IT Staff to an area outside the affected area to allow the CJC Remodel Project to occur.
- Temporarily Relocate ACA Staff to an area outside the affected area to allow the CJC Remodel Project to occur.
- Temporarily Relocate Project Manager and Program's Technician to an area outside the affected area to allow the CJC Remodel Project to occur.
- Temporarily Relocate the Mailroom and Mailroom Technician to an area outside the affected area to allow the CJC Remodel Project to occur.
- Manage the impact the CJC Remodel Project has on our Front Desk and Lobby area to minimize the negative impact the project will have on our ability to provide services to the community via the Front Desk Security Tech.
- Identify alternate area for weekly Parole Hearings and DOC Video Conferencing

## **LEADERSHIP AND CULTURAL CLIMATE**

### **GOAL #1: UPDATE THE JAIL TRAINING OFFICER PROGRAM**

**OBJECTIVE :** Evaluation, updating, and standardization of the Detention Training Officer, Detention Specialist Training Officer, Security Technician Training Officer, and DTO Supervisor Programs to continue follow-on detention training for newly assigned detention staff.



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### Actions/Strategies

- Designate a new cadre of training supervisors managed by a single lieutenant responsible for the program upgrade.
- Coordinate with the Patrol Division and mirror the structure of their Field Training Officer program, tailoring each curriculum to the specific duties and expectations of those trainees.
- Develop formalized training officer selection and training processes with qualification standards
- Identify and build a standardized conduit for member's assigned to Detentions to submit reports to Records and the RMS System without having to rely on the Detention Investigation Team.
- Instruct deputies in the process of Case Filing and encourage deputies to complete their own investigations, follow-up and criminal filing as necessary to properly satisfy the requirements of Records, LERMS, Sheriff's Office, District Attorney's Office and the Courts.
- Train Detention Supervisors to properly review reports from the perspective of courtroom testimony and successful prosecution to include reviewing reports submitted to LERMS.

## **GOAL #2: DEVELOP REPORT WRITING/CAREER DEVELOPMENT TRAINING CURRICULUM**

**OBJECTIVE:** Implementation of a centralized Report Authority to lead a cadre of report writing experts to train new staff members and exert quality control on standardized, non bureau specific report writing. This goal is to eliminate the learning curve between detention report writing and law enforcement report writing.

### Actions/Strategies:

- Identify a centralized Detention Report Authority Sergeant, parallel to and co-witnessed with the Patrol Division Report Authority.
- Identify and designate line level report writing experts (former LEB employees, detention investigations team members, etc.) as a field cadre of report writing coaches and quality assurance monitors throughout the Security Division line level staff.
- Standardize report writing by training detention supervisors on proper report authorship and supervision. Trickle down the report writing training to the training officers to enforce the same report writing standards to new deputies.
- Ensure the Report Authority is responsible for maintaining and enforcing high quality, non bureau specific reports, whether administrative, criminal, or event-driven specialized reports such as use of force and criminal.

**OBJECTIVE:** Development of a leadership society within the jail with an emphasis on leadership problem solving and leadership responsibility at the line level throughout the organization.

### Actions/Strategies:

- Adopt an "every employee a leader" perspective that requires employees at all levels to acknowledge their intrinsic leadership responsibilities.
- Identify a committee of employees of all ranks and disciplines to develop an implementation strategy focusing on each individual employee's leadership responsibilities.
- Produce literature and training to supplement employee leadership knowledge and execution.



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- Seek the buy in of Command Personnel to embrace and reinforce the idea that every employee has a leadership responsibility within the organization.
  - Train first line supervisors to coach mentor and develop employees into leaders.
  - Encourage decision making with and without the safety net of supervisory over watch and/or approval.



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# **LAW ENFORCEMENT BUREAU GOALS, OBJECTIVES, AND STRATEGIES**



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## PATROL DIVISION MISSION

The Mission of the Patrol Division is to enforce Colorado state law, El Paso County resolutions, protect life and property, and maintain peace and order within El Paso County with the highest level of professionalism.

## PATROL DIVISION VISION

The El Paso County Sheriff's Office Patrol Division's vision is to continue to provide law enforcement services with an emphasis on the highest level of professionalism and advanced technology in the field to deal with crime and criminal elements and traffic concerns. Our deputies will be educated, extensively trained and possess the social skills and ethical understanding necessary for the greatest benefit of our community. Our members will conduct policing with an understanding of diversity issues and empathy for citizens with mental illnesses or other challenges that may make them more susceptible to negative engagement with the criminal justice system. The community policing philosophy will be so engrained in the work ethic of our employees as to be common practice at all times.

## PATROL DIVISION OPERATING PHILOSOPHY

We are committed to delivering the highest level of quality service to the citizens of El Paso County. We are a professional, dedicated and responsive team working in partnership with the community by being responsive to its changing needs.



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## PATROL DIVISION CAPITAL IMPROVEMENT INITIATIVES

### FALCON SUBSTATION (2019 AND BEYOND)

- With the increasing population of the Falcon area, along with the proliferation of shopping centers and new businesses to that area, there is a need for greater law enforcement presence. The Office will be researching potential locations and options for a Falcon Substation and hope to have one fully operational before the end of 2022.

### PURSUIT ALTERNATIVES AND TECHNOLOGY (2019)

- Due to the increasing number of pursuits within our jurisdiction we will explore different tactics and equipment to increase safety for deputies and the public. Members of our office have done research on technologies such as Starchase LLC. We will also explore training opportunities through the State Patrol for Tactical Vehicle Intervention TVI and other tactics to end High Risk Pursuits.

### LESS LETHAL FOR THE PATROL DIVISION (2019)

- The Patrol Division will begin the process of implementing a less lethal program within the division that can be deployed by on duty personnel. Some of the options for less lethal would include 40mm and pepper ball platforms. The idea behind the less lethal platforms would be to have them available to patrol personnel so that they can be deployed during rapidly evolving patrol calls for service. It is not always feasible to wait for the SWAT Team to deploy these less lethal options. The addition of Less Lethal options would increase safety for the public and members of the Patrol Division.

### BALLISTIC SHIELDS AND TRAINING FOR PATROL DIVISION (2019)

- We recently purchased rifle rated shields from Instant Armor INC. that will be deployed to the Patrol Division and the Rural Enforcement Unit. These are valuable pieces of equipment; however they will require some training to be deployed effectively to Patrol Personnel. We will create a roll call training to familiarize the division with the shields. Once the division is familiar with the shields operation and purpose they will be deployed with supervisors and experienced deputies within the Patrol Division. We will also incorporate the shields into the firearms portion of in-service training. Once everyone is trained we will conduct ongoing reality based training with the shields. There was also a request through the EPSO Foundation for the Riggs Shield, a small ballistic shield designed to mount on the inside of the driver's door of the patrol vehicles. We will also provide training for this piece of equipment.



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## PATROL VEHICLES (2019)

- The Patrol Division purchased approximately 50 of its current 65 vehicle fleet between 2013 and 2015. These vehicles all have high mileage and are becoming harder to maintain. We recently did a vehicle study where we came to the conclusion that we need to begin to purchase 13 vehicles a year for the foreseeable future in order to build and maintain the integrity of our fleet. Beginning in 2019 we will purchase a new vehicle platform, Dodge Charger, and begin to replace our current Chevy Impala's. In addition, we will investigate alternative SUV platforms to create a more versatile fleet to deal with the varying terrain and weather conditions faced on a daily basis. During this process we will need to outfit these new vehicles in a way that our deputies can function in today's policing environment. We will need to consider lighting packages, markings, ergonomic work stations and supporting equipment such as new pursuit technologies and push bumpers.



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## PATROL DIVISION ISSUES AND CHALLENGES

- Increase of incidents involving mentally ill, or perceived mentally ill subjects.
- Increased threat of state supported, “home grown” and “lone wolf” terrorist threats; philosophy, tactics and techniques, tools, etc.
- Increase in Opiate possession, use and instances of overdoses in our community, including Fentanyl, which poses an extreme exposure risk to the community and first responders alike.
- Disproportionate population growth in the Falcon area.
- Inexperienced first line supervisors.
- Re-vamping of FTO Program.
- Ensuring quality criminal incident documentation and investigation.
- Inexperienced patrol deputies.
- Increased scrutiny of Use of Force and Deadly Force incidents.
- Need for ongoing and extensive training on Law Enforcement related issues beyond the 40 hours of Annual In-service training.
- Staffing, for the past few years we have been short staffed and there needs to be a continual push to increase staffing levels division wide.
- Traffic Safety.
- Black Market Marijuana.
- Increasing homelessness and the surrounding issues.



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## PATROL DIVISION 3 YEAR GOALS

### **ADOPT AN INTELLIGENCE LED POLICING BUSINESS MODEL.**

- Establish an Intelligence Unit that utilizes crime data to provide intelligence analysis and updates to direct law enforcement activities office-wide.
- Create a communications protocol that allows effective intelligence gathering by all areas of the Office.
- Increase the availability of cold reporting resources (TRS) to the community other than a Call for Service (CFS) response to allow law enforcement activities to focus on Priority 1 Crimes and Officer Initiated Activity (OIA).
- Increase the versatility of Online Reporting (CopLogic) to give the community more convenient crime reporting options.
- Review and revise dispatch protocols to reduce unnecessary CFS response and utilize CopLogic and TRS.

### **THE PATROL DIVISION SHALL ATTEND AT A MINIMUM OF 40 HOURS TRAINING IN ADDITION TO REGULARLY SCHEDULED IN-SERVICE TRAINING.**

- This additional training will include, but not be limited to: Arrest Control, Building and K-9 searches, Crime Scene photography and processing, Standardized Field Sobriety Training recertification, ARIDE training, Report Writing, Trauma First Aid and Human Trafficking. Some of this training can be accomplished during roll call and during shift as staffing allows

### **CRISIS INTERVENTION TRAINING (CIT) AND CONTINUING TO BUILD THE BHCON PROGRAM**

- CIT trained personnel will continue to work with surrounding agencies to certify as many deputies as possible. Mental Health First Aid (MHFA) will be offered through the Office of Behavioral Health grant to the National Association for the Mentally Ill (NAMI). Both of these training topics will aid EPSO deputies in successfully dealing with the mentally ill or people in emotional crisis. We would also like to increase our BHCON teams so that we can have more coverage for the county.

### **LEADERSHIP AND MENTORSHIP TRAINING FOR FIRST LINE SUPERVISORS AND DEPUTIES.**

- The Patrol Division will spearhead a Leadership Course for first line supervisors and those desiring to become supervisors. This course will be based on the skills and ideas often taught in the Leadership for Police Organizations and POLEX police leadership courses but will be more specific to EPSO and developed with input from some of our current Sergeants, Lieutenants and Commanders who wish to participate in the creation and implementation of the course. We will also begin the process of implementing an FTO training program for the Field Training Officers in the division.



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## PATROL DIVISION LONG RANGE PLANNING PROJECTIONS:

### 2019 & BEYOND

- Purchase of new patrol vehicles that can handle the increased demand of power needed for MDC's, E-ticket printers, driver's license and fingerprint scanners.
  - Increase of personnel by at least 10% by 2022 El Paso County population has grown by nearly 5% from 2010 to 2015 according to the US Census Bureau. This level of growth can be expected to continue.
  - In recent years the Patrol Division has experienced significant staffing problems that would necessitate the assessment of the number of personnel assigned to the Division.
- Introduce on line training methodology for additional training. Allow deputies to complete training via electronic means.



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## PATROL DIVISION

### STRATEGIC PLANNING AND OPERATIONS

#### **GOAL # 1: DE-CENTRALIZE EPSO PATROL OPERATIONS TO INCREASE EFFICIENCY**

**OBJECTIVE:** Explore the benefits of decentralization of the El Paso County Sheriff's Office Command in order to better serve the community.

Actions/Strategies:

- Research cost effectiveness of locations.
- Identify staffing needs for substations or field offices.
- Identify infrastructure needs for each location.

#### **GOAL # 2: IMPROVE QUALITY OF REPORTS AND IMPROVE SUPERVISOR REVIEW OF REPORTS**

**OBJECTIVE:** Identify processes to help deputies consistently produce quality reports to include report writing templates, and stronger emphasis on report writing during FTO.

Actions/Strategies:

- Increase the use of dictation by developing training tools for FTO's to use to hold trainees to a higher level of dictation competency.
- Add a dictation standard to the FTO process.
- Improve supervisory review of reports by identify those who struggle, pattern problems in all reports, and by implementing remedial training to ensure reports have proper quality and content.
- Develop an Office-wide report writing manual.
- Implement a report writing SOP to handle remedial and corrective training.

#### **GOAL #3: IDENTIFY EQUIPMENT NEEDS FOR THE PATROL DIVISION**

**OBJECTIVE:** Identify needed less lethal equipment due to the increase in use of force incidents and the need to de-escalate.

Actions/Strategies

- Identify products to be used
- Research best practices
- Research funding sources

#### **GOAL #4: ENSURE THAT EPSO IS USING BEST PRACTICES REGARDING THE USE OF PURSUITS.**

**OBJECTIVE:** Update current policy to match industry best practices.

Actions/Strategies

- Create a pursuit steering committee to review and update policy.
- Work with surrounding agencies to ensure our policy is in line with theirs.



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**OBJECTIVE:** Identify equipment needed to be added to existing patrol vehicles or included in future vehicle purchases to enable patrol deputies to implement pursuit stoppage techniques in accordance with policy.

Actions/Strategies

- Amend the pursuit policy to include authorized equipment.
- Provide training for new equipment.

**Goal #5: EXPAND THE BHCON UNIT TO PROVIDE MORE SERVICES AND REDUCE STRAIN ON PATROL.**

**OBJECTIVE:** Ensure Calls for Service and statistics regarding the current use of BHCON are accurately tracked and documented.

Actions/Strategies:

- Implement a process to track the incidents when BHCON is requested but not utilized due to only having 1 unit in the field.
- Identify additional funding sources to expand the program.
- Identify training standards for future BHCON deputies.

**GOAL #6: ESTABLISH A MERGER PROCEDURE TO INCORPORATE THE SRT TACTICAL TEAM WITH THE SWAT TACTICAL TEAM**

**OBJECTIVE:** Successfully merge the two current Sheriff's Office tactical teams into one team, which can respond to any emergency situation or call out in the county, to include both law enforcement and detentions call outs.

Actions/Strategies:

- Identify training needs.
- Establish an allotted team operator and sergeant number.
- Develop a "road map" for 2019 and beyond.
- Hold monthly meetings with command staff involved with the merger.
- Develop a training structure to satisfy requirements of both bureaus, Law Enforcement and Detentions.
- Identify needed equipment to equip all members of the future tactical team.

**GOAL #7: EXPAND THE SRO PROGRAM**

**OBJECTIVE:** Work towards getting into compliance with CASRO best practices regarding how many SRO's are needed per elementary, middle and high schools.

Actions/Strategies:

- Expand the 50/50 cost-sharing model to get more funding from school districts to have more SRO's in schools.
- Over time, increase the amount of financial contribution from school districts toward the cost sharing to increases the amount of SRO's in schools.
- Work with School districts to formalize contracts and MOU's.
- Increase the number of SRO Sergeants by one to optimize the span of control.



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## **GOAL #8: IMPROVE USE OF BODY WORN CAMERA**

**OBJECTIVE:** Develop a process to better utilize BWC footage for training, positive social media exposure etc through first line supervisors and the PIO and Media Services etc.

Actions/Strategies:

- Work with media services to expand policies
- Provide training for first line supervisors regarding social media.
- Reach out to deputies to get positive interactions with the public referred to media services.

**OBJECTIVE:** Develop a process to ensure supervisors are reviewing BWC footage in accordance with policy.

Actions/Strategies:

- Develop a process to track videos that supervisors are reviewing.
- Review policy to see if we are reviewing the appropriate number of videos.

## **GOAL #9: INCORPORATE SILENT DISPATCH TECHNIQUES**

**OBJECTIVE:** Reduce the amount radio transmissions on Channel 1 and 3

Actions/Strategies:

- Incorporate measureable silent dispatch efficiencies into the FTO Program.
- Create a roll call training presentation for use in briefings.
- Have supervisors monitor radio traffic.
- Reinstate dispatch/deputy “sit-ins” to improve efficient MDC usage.

## **GOAL #10: IMPROVE HOMELESS OUTREACH AND ENFORCEMENT**

**OBJECTIVE:** Improve the services our deputies are providing to the community reference Homeless Outreach.

Actions/Strategies:

- Through training, expand the capabilities of all deputies in the patrol division to be better equipped to respond to homeless issues.
- Identify particular deputies assigned to the Special Operations Section to become primary homeless outreach and enforcement deputies.
- Continue to collaborate with CSPD HOT to combine efforts when possible.
- Integrate more closely with property owners through community meetings or forums to reduce re-occurrence of homeless camps on private property.
- Collaborate with community stakeholders to find long term solutions to problem of homeless camping.

## **GOAL #11: LOOK FOR WAYS THE PATROL DIVISION CAN HELP REDUCE THE AVERAGE DAILY POPULATION (ADP) AT THE JAIL.**

**OBJECTIVE:** Streamline the felony summons process to reduce the average daily population (ADP) at the jail.



Actions/Strategies:

- Work with other stakeholders to make the felony summons easier to use with fewer restrictions.
- Ensure patrol deputies are given training on how and when to use the felony summons.

**GOAL #12: PROJECT STAFFING NEEDS FOR THE PATROL DIVISION FOR THE NEXT 4 YEARS**

**OBJECTIVE:** Ensure the Patrol Division is adequately staffed as the county population increases.

Actions/Strategies:

- Collect data from 2017 and 2018 regarding calls for service and staffing levels on patrol.
- Monitor response times and look at district mapping as needed to improve response times.
- Monitor population growth in unincorporated El Paso County and try to comply with best practices regarding patrol deputy ratios compared to population.
- Research trends nationally regarding staffing levels.
- Collect data from surrounding agencies to assist in determining staffing levels.
- Ensure Specialized Units remain adequately staffed to respond to traffic issues, pattern crimes, fugitive apprehension, marijuana enforcement, SRO Needs, etc.
- Reach out to professional agencies such as IACP and the National Sheriff's Association for best practices regarding staffing.

**GOAL #13: DEVELOP AND ESTABLISH A TRAFFIC UNIT**

**OBJECTIVE:** Identify the needs of the community and Office pertaining to traffic enforcement and traffic complaints in El Paso County.

Actions/Strategies

- Research the impact a traffic unit will have on the community.
- Identify areas in which a traffic unit will improve overall operations.
- Identify areas in which a traffic unit will serve the citizens of El Paso County.
- Coordinate with area agencies with enforcement.

**OBJECTIVE:** Identify equipment and vehicles needed for the unit.

Actions/Strategies:

- Identify old equipment which can be utilized for the future unit.
- Establish other equipment needs and costs.
- Identify vehicles which can be properly equipped and used for the unit.

**OBJECTIVE:** Reduce accidents and fatalities within unincorporated El Paso County.

Actions/Strategies

- Increase DUI enforcement.
- Traffic enforcement focusing on speed, impaired driving and distracted driving.
- Research crash and fatality data for 2017/2018.
- Increase overall traffic citations within the Patrol Division by 25%.



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## **GOAL #14: PROVIDE FASTER SERVICE TO THE COMMUNITY DURING EMERGENCIES.**

**OBJECTIVE:** Improve response times in the Patrol Division.

Actions/Strategies

- Gather data for priority 1, 2 and 3 response times for 2017 and 2018.
- Conduct analysis on where we can improve response times.
- Implement new strategies based on analysis.
- Evaluate effectiveness of new strategies.
- Reduce response times by 5%.

## TRUST

### **GOAL # 1: ASSESS SPECIAL ASSIGNMENTS – ESTABLISH A FAIR PROCESS FOR ALL THOSE AVAILABLE; ESTABLISH & ADHERE TO SPECIFIC PERIODS OF TIME FOR ASSIGNMENT TO THEM.**

**OBJECTIVE:** Standardize transfer and retention policies.

Actions/Strategies:

- Establish a fair, open process for selection to all open assignments, including the establishment of specific criteria for consideration.
- Consider evaluation based criteria; consider removing the requirement to return to base assignment.
- Update SOP's to ensure deputies know what to expect during the transfer process.

## LEADERSHIP AND CULTURAL CLIMATE

### **GOAL # 1: ADDITIONAL TRAINING BEYOND ANNUAL IN-SERVICE TRAINING TOPICS.**

**OBJECTIVE:** Ensure deputies receive proper on-going training.

Actions/Strategies:

- All supervisors in the Patrol Division will be responsible for planning and scheduling law enforcement related training classes to support the division.
- Training topics will include but not be limited to: Arrest Control, Building and K-9 searches, Crime Scene photography and processing, Standardized Field Sobriety Training recertification, ARIDE training, Report Writing, Trauma First Aid and Human Trafficking, CIT, Mental Health First Aid, Use of NARCAN and legal issues.
- As staffing levels increase, supervisors will take advantage of extra personnel to provide training.



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**GOAL # 2: LEADERSHIP AND MENTORSHIP TRAINING FOR FIRST LINE SUPERVISORS AND DEPUTIES.**

**OBJECTIVE:** Provide leadership training at all levels within the division.

Actions/Strategies:

- Develop ongoing training requirements for all leaders at all levels of leadership in the division.
- Evaluate option of requirement for Senior Deputies to become a FTO.
- Identify informal leaders to begin leadership training.



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## INVESTIGATIONS DIVISION

### INVESTIGATIONS DIVISION MISSION

To provide professional, comprehensive investigative support to other divisions and agencies as needed. This includes a commitment to the Metro Vice, Narcotics, and Intelligence Unit and the Metro Crime Lab. Additionally, the Investigations Division is tasked with providing investigative services to all the law enforcement agencies in the judicial district to varying degrees, particularly through the Deadly Force Investigation Team. The division also offers the best, most compassionate services available to the El Paso County citizens through trained and dedicated victim advocates. Finally, the division maintains an efficient evidence storage facility.

### VISION

To maintain our high standards of services and professionalism through on-going training and the use of up-to-date technologies. Of key importance is the constant attention to the improvement of our relationships with not only the public, but with other police and service agencies.

### OPERATING PHILOSOPHY

We believe in providing dedicated, professional and responsive service to the citizens of El Paso County. We also believe in constantly earning our excellent reputation as one of the premier investigative entities in the State.



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## INVESTIGATIONS DIVISION CAPITAL IMPROVEMENT INITIATIVES

### **COMPLETE THE INTERVIEW ROOM UPDATE PROJECT AT THE OTS (2019)**

- In 2016, the Investigations Division completed the largest portion of the update plans for the Interview Rooms at the OTS. These upgrades included cameras, microphones, computers, and wall-mounted monitors. The existing equipment has not been completely installed and does not allow for functional access to use the wall-mounted monitors as desired. The update would include laptop and mounting systems which allow interviewers to control necessary functions from inside the interview room and/or Apple TV to allow mirroring functions from already existing technology. These functions would include the ability to present and draw on photographs or visuals. This project involves working closely with Information Technology by providing them with conceptual documentation as required and outlining the Division's needs.

### **PURCHASE INVESTIGATIVE AND SUPPORT EQUIPMENT CRITICAL NEEDS (2019)**

- Mobile Printer for On-call Supervisor
  - A mobile printer with DC power converter allows a warrant to be written, reviewed, signed, and sent to the field without the need for a person to hand deliver the warrant to the on-scene detectives. This also allows for printed inventory sheets or waivers to be printed on scene.
- Trauma Kits for Each Section Vehicle
  - Trauma kits specifically meant to be used as primary kits for use of EPSO personnel and/or community members. The distinction between these kits and the personal trauma kits provided in Shield 616 kits is that depletion of trauma kit supplies from the Shield 616 kits will negatively affect responding detectives from self-aid during a critical incident. Primary kits allow for the care of others and reserves Shield 616 trauma kits for the first responder.

### **UPGRADE INVESTIGATIVE SECTION TO MOBILE WORKSTATIONS (2019-2020)**

- This project involves working closely with the Information Technology section to identify and select the best-suited laptop computers and docking stations to replace the existing desktops computers. The identification of licensing needs to allow accessibility to shared work drives while in the field will also be a key priority. The initial upgrades will be rolled out to supervisors in 2019 to allow for test and evaluation of the equipment prior to a full roll-out scheduled for 2020. This affects IT budgets and will need to be properly planned.

### **EVIDENCE FACILITY EQUIPMENT NEEDS (2019-2020)**

- Scissor Table Lift for the Evidence Facility
  - For the main property room, ergonomics and work efficiency necessitates a lift system to allow for safety in daily lifting of items anywhere above the technicians head.
- Adjustable Shelving for the Evidence Facility
  - Shelving for specific property room items to allow for adjustment and space savings.



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- Commercial Grade Refrigerator
    - Commercial grade refrigerators to be purchased to replace aging and damaged equipment on a planned schedule.
  - Automated External Defibrillator for Evidence Facility
    - An AED is a lifesaving product which should be present in every government building as part of an emergency plan for personnel and customers.

### **ENHANCEMENT OF THE DIGITAL FORENSIC LAB (2020)**

- Short Term Cooling Unit Upgrades for the Digital Forensics Lab.
- Long Term Space Allocation and lab relocation. This project assess the costs, needs, and viability of expanding the digital forensic lab space to allow for dedicated workstations and increased hardware to meet the ever changing needs of the unit.
- This ongoing project was begun in 2015. We expect this project to keep up-to-date with the evolving technologies and challenges presented in many of our criminal cases. We are constantly investigating matters that involve the public's use of computers, cellular telephones, and similar devices, all of which have been used to store digital evidence. The need to successfully access these devices has become critical in criminal prosecutions and we are now expected to provide this service. Key to this will be the addition of an updated and properly licensed Cellebrite system, which will enhance our technical detective's ability to examine portable communication devices. Advancing consumer technologies will demand that we keep up the changing culture.



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## INVESTIGATIONS DIVISION ISSUES AND CHALLENGES

- Equipping and training of law enforcement personnel throughout the agency on the effective execution of an Intelligence Lead Policing model.
- Increasing complexity of criminal investigations which require a high level of digital forensics work and increasing knowledge of technology used to solve crimes.
- Community expectations of increased service levels while balancing Scope of Work expansions to include Deadly Force Investigations, Human Trafficking Investigations, Marijuana Enforcement, Adult Protective Services response, and complex Fraud Investigations.
- Effective use of space as the Investigations Division grows in personnel and technology.
- Evidence facility space management and processes.



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## STRATEGIC PLANNING AND OPERATIONS

### GOAL #1: ENHANCE REGIONAL AND FEDERAL PARTNERSHIPS

**OBJECTIVE:** Create federal partnership expansions.

Actions/Strategies:

- Co-Locate a US Secret Service (USSS) resource within the Investigations Section.
- Enhance the current task force operations through commitment of participation in the USSS FIRST.
- Develop local Task Force Officer (TFO) positions into deputized positions to allow members to operate with expanded jurisdiction.

**OBJECTIVE:** Enhance effectiveness of EPSO members through federal partnerships.

Actions/Strategies:

- Develop current task force members through federally funded training initiatives.
- Identify new task force members as needed and develop through federally funded training initiatives.
- Request and secure necessary equipment to enhance primary job functionality and federal task force effectiveness.

**OBJECTIVE:** Create regional partnership expansions.

Actions/Strategies:

- Identify potential fugitive sweep events where key local and federal partners could play a collaborative role with the Investigations Section in the planning and execution of the operation.
- Assess or develop a collaborative funding source for full-time Adult Protective Services detective to collaborate with the Department of Human Services.
- Assess or develop a collaborative funding source for full-time Human Trafficking detective to collaborate with the Metro VNI Human Trafficking team.
- Assess or develop a Multi-Disciplinary Co-Located Model with Safe Passage.

**OBJECTIVE:** Regularly meet with investigators from outside law enforcement agencies, including military investigators, to determine opportunities to share resources, facilities, and specially trained staff.

Actions/Strategies:

- Attend collaborative and procedural review meetings such as ASART, Multi-Disciplinary reviews, and case study reviews.
- Assess opportunities to conduct joint training with partner agencies and learn enhancements in best practices.



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## **GOAL #2: MAINTAIN FISCAL RESPONSIBILITY**

**OBJECTIVE:** Create positions for volunteers to assist in operations at a zero cost.

Actions/Strategies:

- Missing Persons and Runaway Volunteer to assist Case Agents.
- Digital conversion of homicide case books and files.

**OBJECTIVE:** Reduce compensable time through proactive management of resources.

Actions/Strategies:

- Ensuring supervisors are properly managing time banks and compensable time from call-outs.
- Assess call-out procedures and optimize efficiency to reduce resource allocation.

## **GOAL #3: PLANNING, EQUIPPING, AND TRAINING FOR EFFECTIVE OPERATIONS**

**OBJECTIVE:** Phased Development Plan of an Intelligence Lead Policing System.

Actions/Strategies:

- SWOT Analysis of current intelligence system.
- Assess and/or develop access strategies to provide additional analysis tools.
- Assess and/or develop an internal intelligence sharing system.
- Align the Digital Forensics Unit and Crime Analysis Unit under one mission of providing full service analytics support.
- Integration of a CJC Crime / Intelligence Analyst
- Establish a periodic meeting schedule to share information on prolific criminals, cases involving complex crimes, and sharing of information on pattern crime trends.

**OBJECTIVE:** Continually identify and mitigate any task-specific training needs.

Actions/Strategies:

- Create a basic Training Matrix.
- Create In-House training on job essential skills
- Identify any required or suggested training which would enhance job performance/knowledge.
- Development of specializations within each unit.
  - Force Science Certification / DFIT Team Development
  - Certified Death Investigator
  - Certified Financial Examiner
  - Child Forensic Interviewer / Trauma Informed Interviewer
  - Polygraph / CVSA Examiner
  - Tactical Combat Casualty Care Instructor
  - Firearms Tactics Instructor
  - Arrest Control Tactics Instructor



- Create a Division-wide multi-year plan to accomplish the training needs which have been identified. The multi-year plan should spread the fiscal impact across multiple years rather than incurring significant costs in any given single year.

**OBJECTIVE:** Develop Task Force effectiveness and equipment build-out.

Actions/Strategies:

- Continued development of task force members through standardized and updated training.
- Identification and purchase of necessary equipment.

**OBJECTIVE:** Preparation for CALEA Accreditation.

Actions/Strategies:

- Develop Evidence Facility Audits.
- Update Standard Operating Procedures to mirror current Lexipol Policy.
- Conduct a mock CALEA audit in preparation for a live audit.

**OBJECTIVE:** Provide drop locations to reduce deputy time traveling to the Evidence facility.

Actions/Strategies:

- Research and provide evidence drop box locations at substations.
- Research collaborative refrigerated evidence storage location at Memorial Hospital.

**OBJECTIVE:** Create career path training for members interested in Investigations.

Actions/Strategies:

- Provide an 8 hour introductory course on Investigations based job functions.
- Create a temporary duty (TDY) position to allow a two week training and immersion in the culture and operations of the criminal investigations section.

**OBJECTIVE:** Metro VNI will collaborate with the District Attorney's Office, REO and the Drug Enforcement Administration (DEA) to address marijuana grow compliance issues in eastern El Paso County.

Actions/Strategies:

- Open lines of communication with the above agencies
- Establish a collaborative partnership with the above agencies

## LEADERSHIP AND CULTURAL CLIMATE

### GOAL #1: SUPPORT CAREER AND LEADERSHIP DEVELOPMENT

**OBJECTIVE:** Ensure goal setting is occurring at all levels within the Division.

Actions/Strategies

- Sergeants/lieutenants/commander to hold annual, one-on-one meetings with their direct subordinates to help establish career goals as it relates to possible future assignments and promotion interest.



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- Identify proper career path intermediate goals based on the higher-level goals.
  - Create probable timelines to accomplish the intermediate and primary goals.
  - Identify any training needs which are directly related to the identified goals.
  - Research, find and request attendance at the relevant trainings/schools needed to help accomplish the goals.



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# **SUPPORT SERVICES BUREAU GOALS, OBJECTIVES, AND STRATEGIES**



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## SUPPORT OPERATIONS DIVISION

### STRATEGIC PLANNING AND OPERATIONS

#### GOAL #1: ESTABLISH EFFECTIVE REGIONALIZATION AND COLLABORATION

**OBJECTIVE:** Finalize the centralized CAD project. (4<sup>th</sup> Quarter 2019)

Actions/Strategies:

- Coordinate with the 911 Authority and other involved PSAPs to complete all action items for the centralized CAD platform.
- Minimize disruption to daily operations by establishing and providing necessary training for all affected personnel.
- Complete follow up after the “go live” date to evaluate changes and procedures to ensure the effectiveness of the new platform.
- Update any relevant policies and/or SOPs that are affected by changes to the CAD program.

#### GOAL #2: MAINTAIN AND INCREASE FISCAL RESPONSIBILITY

**OBJECTIVE:** Identify and implement technology driven solutions to share training course materials and content, while limiting usage of printed materials.

Actions/Strategies

- Research other agencies to determine best practices for distribution of training materials.
- Coordinate with the 911 Authority to implement a web-based solution for storing daily evaluations to minimize printed material and allow for digital signatures.
- Update any relevant Policies and/or SOPs that are affected by any changes to training management.

**OBJECTIVE:** Evaluate hiring and training procedures to maximize time and resources.

Actions/Strategies

- Research other agencies to determine best practices for hiring and training new employees.
- Based on research findings, update job descriptions and acquire additional employee authorizations for necessary staffing levels (as necessary).
- Update any relevant Policies and/or SOPs that are affected by any changes to equipment management practices.

#### GOAL # 3: CREATE MONTHLY REVIEW FOR OFFICE DIVISION NEEDS

**OBJECTIVE:** Establish monthly meetings to review needs and requirements of all Division Commanders within the Sheriff’s Office.

Actions/Strategies:

- Discussed with the Under-Sheriff and this initiative would most likely be best suited for the Executive Staff reviews

**OBJECTIVE:** Review discussed initiatives from monthly meetings to establish critical projects and prioritization of funds



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#### **GOAL # 4: ADOPT AN ESTABLISHED HARDWARE AND SOFTWARE REFRESH PROGRAM**

**OBJECTIVE:** Create a set schedule for hardware and software replacement for the entirety of the Sheriff's office.

Actions/Strategies:

- Stagger system upgrades for high priced hardware that cannot be purchased all at once.

**OBJECTIVE:** Solidify budget requirements for hardware and software refresh that includes a set value each year for replacements

#### **GOAL # 5: SOFTWARE LIFESPAN REVIEW**

**OBJECTIVE:** This will include annual review of Licensing to look for more cost-effective programs that provide higher efficiency for the office.

Actions/Strategies:

- Using the Kace inventory management system the IT department will continually review aging software across the Sheriff's Office.

**OBJECTIVE:** Of specific highlights for 2019/2020 is the need to upgrade the aging Windows 7 platform to Windows 10 / as well as Office 2007 to a more current and supported production suite

#### **GOAL # 6: CONDUCT BUSINESS PROCESS E-CITATIONS PILOT.**

**OBJECTIVE:** Conduct a thorough Business Process Identification and Analysis to determine new business process for citations.

**OBJECTIVE:** Develop a plan for Business Process Re-Engineering to implement the e-citations pilot.

**OBJECTIVE:** Include cross-organizational involvement and involvement at all levels of the pilot including: all levels to individual use, emphasizing coordinated and functional.

#### **GOAL # 7: CONDUCT BUSINESS PROCESS ANALYSIS / DESIGN FOR CJC CAMERA PROJECT.**

**OBJECTIVE:** Conduct a thorough Business Process Identification and Analysis to determine what is being done, why, how, what should no longer be done, and what should be done that isn't.

**OBJECTIVE:** Develop a plan and design for Business Process Re-Engineering to address the issues identified in the Analysis.

**OBJECTIVE:** Reinforce cross-organizational involvement and involvement at all levels of the operational levels to each issue, emphasizing coordinated and functional efforts (versus uncoordinated and compartmentalized).

#### **GOAL # 8: ADOPT A SINGLE POINT OF DATA CAPTURE.**

**OBJECTIVE:** Develop an IT working group with line representatives from across the organization to garner information regarding the work practices. This will assist in eliminating redundant IT personnel actions and enhance service delivery.



Actions/Strategies:

- This recommendation is specific to JMS / RMS / E-Citations; however, should also consider CAD and Evidence Impound as well.

**OBJECTIVE:** Identify schedule as to when the IT working group will meet, as well as who will facilitate such meetings.

**OBJECTIVE:** Forward information obtained in the working group meetings to the IT Leadership group.

**GOAL # 9: CONDUCT BUSINESS PROCESS ANALYSIS / RE-ENGINEERING.**

**OBJECTIVE:** Conduct a thorough Business Process Identification and Analysis to determine what is being done, why, how, what should no longer be done, and what should be done that isn't.

**OBJECTIVE:** Develop a plan for Business Process Re-Engineering to address the issues identified in the Analysis.

**OBJECTIVE:** Reinforce cross-organizational involvement and involvement at all levels of the operational levels to each issue, emphasizing coordinated and functional efforts (versus uncoordinated and compartmentalized).

**GOAL # 10: OFFICE PROJECT DISCUSSIONS WITH IT**

**OBJECTIVE:** Develop a process that includes IT representation for all projects across the organization. This will assist in eliminating projects rolling without proper IT support, security and licensing. IT will be included in Executive Staff meetings that will provide insight to how budgets and divisions decisions on workforce and personal moves affect the entirety of the office.

Actions/Strategies:

- For 2019/2020 this initiative includes a possible new JMS / A technology that interacts with the current MFR system is preferable.
- Verify that all products moving forward provide some form of cross communication amongst current applications

**OBJECTIVE:** Forward information obtained in the working group meetings to the IT Leadership group.

**GOAL # 11: ONGOING CJIS COMPLIANCY REVIEW**

**OBJECTIVE:** Continue annual reviews of the qualifications required for CJIS compliance.

Actions/Strategies:

- Keep the CJIS book up to date. Continue to provide In-service training on CJIS rollouts the importance of compliancy for the office

**GOAL # 12: HARDWARE AND SOFTWARE TRAINING**

**OBJECTIVE:** Provide hands on training for new hardware and software releases.

Actions/Strategies:

- The IT Department will be supplying training MDC's and Radios to the Post Certified training next year. This initiative will allow new recruits to have hands on experience with the equipment that they will be using in the field



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**OBJECTIVE:** Help educate the office on changes to the f specific highlights for 2019/2020 is the need to upgrade the aging Windows 7 platform to Windows 10 / as well as Office 2007 to a more current and supported production suite

### **GOAL #13: INCREASE STAFFING CONCEALED HANDGUN PERMITS/EXTRA DUTY**

**OBJECTIVE:** Increase the number of full-time technicians to five (5) total.

Actions/Strategies

- Dissolve part-time position and replace it with additional FTE

### **GOAL #14: INCREASE EFFICIENCY WITH PAYMENT PROCESS**

**OBJECTIVE:** Increase the efficiency and minimize errors in payment collects for various services

Actions/Strategies

- Obtain desktop compatible cash registers to secure cash and receipts from payments
- Obtain financial tracking software to interface with the desktops and run financial reports

### **GOAL #15: INCREASE EFFICIENCY RECORDS UNIT**

**OBJECTIVE:** Increase the efficiency and minimize errors in payment collections for various services.

Actions/Strategies

- Obtain desktop compatible cash registers to secure cash and receipts from payments
- Obtain financial tracking software to interface with the desktops, track payments and run financial reports
- Transition to the use of Electronic Citations

## LEADERSHIP AND CULTURAL CLIMATE

### **GOAL #1: CREATE AND IMPLEMENT EFFECTIVE LEADERSHIP DEVELOPMENT-- COMMUNICATIONS**

**OBJECTIVE:** Identify and establish minimum training requirements and further develop the training program for Communications Training Officers.

Actions/Strategies

- Determine the minimum training requirements CTOs.
- Identify frequency of training, and indicate periodic intervals for refresher training, if required.
- Further develop course content required to meet training objectives.
- Identify instructors.
- Coordinate with the 911 Authority to host training/seminars as needed to address requirements not available through in-house or regional training opportunities.



- Update any relevant Policies and/or SOPs that might be affected.

**OBJECTIVE:** Allow for all Dispatchers and Call Takers to attend training classes relevant to mental health and/or crisis negotiations.

Actions/Strategies

- Coordinate with the BHCON program to allow Dispatchers and Call Takers to attend Mental Health First Aid classes.
- Schedule Dispatchers and Call Takers for the CIT course when feasible.
- Provide continuing education materials on topics such as mental health awareness, crisis negotiations and suicide intervention training.

**GOAL #2: CREATE AND IMPLEMENT EFFECTIVE LEADERSHIP DEVELOPMENT--  
SUPPORT OPERATIONS.**

**OBJECTIVE:** Identify and establish minimum management and leadership training requirements to further development for managers and supervisors in Support Operations Division.

Actions/Strategies

- Determine the minimum training requirements.
- Identify frequency of training, and indicate periodic intervals for refresher training, if required.
- Further develop course content required to meet training objectives.
- Identify instructors.
- Develop a roadmap including training, conferences, education.
- Update any relevant Policies and/or SOPs that might be affected.