

El Paso County Sheriff's Office

VARIANCE REPORT 2013







TABLE OF CONTENTS

Office of the Sheriff	5
Detention Bureau	11
Detention Operations Division	12
Detention Security Division	15
Law Enforcement Bureau	23
Emergency Services Division	24
Investigations Division	27
Patrol Division	30
Support Services Bureau	37
Administrative Services Division	38
Support Operations Division	43





Office of the Sheriff Variance Report 2013



Goal # 1: Reduce crime and the fear of crime (Reduce crime and increase citizens' safety and perception of safety.)

Objective # 1: Re-Implement the Speakers Bureau. (2013)

Variance: Objective met: The Speakers Bureau topics have been updated and expanded. Tracking is being done on topics and attendance.

Objective # 2: Complete Informational Brochure. (2013)

Variance: Objective not met: Due to the demands of the Communications Team the Informational Brochure will be completed in 2014.

Objective # 3: Senior Liaison Program. (2013)

Variance: Objective partially met: We have not added any new programs, but are waiting on final approval of a Senior Informational Packet. We continue to recruit volunteers and currently have three who are actively participating in the program. Feedback from senior citizens who have had interaction with our liaisons has been positive. We have implemented new processes for tracking report referrals and the completion of follow up.

Objective # 4: Use live-streaming technologies to broadcast videos regarding current or active events. (2013, 2014, & 2015)

Variance: Objective met: We are able to live-stream press conferences and ceremonies. In 2014, we anticipate live-streaming will be done from the Sheriff's Office new external website.

Goal # 2: Maintain (Employee) safety and security in our Jail (and in our community).

Objective # 1: Identify, propose, and support legislation as it pertains to detentions. (2013, 2014, & 2015)

Variance: Objective not met: 2013 was a historical year regarding legislation which centered on the Second Amendment. EPSO was actively involved in Second Amendment related issues.

Objective # 2: Increase use of public service announcements from the public information office to seek proactive/positive exposure for the Sheriff's Office. (2013, 2014, & 2015)

Variance: Objective met: Public service announcements have been delivered via press release, social media and a regularly scheduled news radio shows. The topics vary and are often determined by time of year or recent crime patterns.

Objective # 3: Communicate safety information and seek new ways to share information with employees. (2013, 2014, & 2015)



Variance: Objective partially met: The Sheriff's Office Daily is used to communicate safety tips, but we have not expanded these tips to be included in Roll Call Training. Our external website will be operational in 2014 and expect to expand the dissemination of safety information.

Goal # 3: Build quality partnerships.

Objective # 1: Partner with other law enforcement agencies to open communications regarding new technologies and social media uses. (2013, 2014, & 2015)

Variance: Objective partially met: The PIO's have many partnerships with PIO's from other law enforcement agencies, many of which have been strengthened by working together on regional disasters. The use of social media within these disasters has been a common topic of discussion during and following the event and processes for use and "common messaging" has been streamlined. Additionally, discussions have begun with Jefferson County Sheriff's Office concerning their Virtual Operation Support Team (VOST) which monitors news media and social media during a large scale event and how VOST may benefit EPSO.

Objective # 2: Seek opportunities to interact and work with government entities to enhance public information, information technology, and the use of social media. (2013, 2014, & 2015)

Variance: Objective met: EPSO is a member of the Crisis Communications Network (CCN) which consists of PIO's from the local and regional area from a variety of disciplines (law enforcement, schools, medical etc). CCN meets monthly which allows members to discuss current issues and/or trends. There are plans to expand our networking and join the Emergency Services Public Information Officers of Colorado (ESPIOC) in 2014. Additionally, PIO's have attended various single or multi-day classes which allow for networking and enhancements within the communications realm. Furthermore, EPSO partnered with El Paso County, the City of Colorado Springs and Pikes Peak United Way 2-1-1 and established training which was provided to volunteers who could assist in a Joint Information Center (JIC) Call Center in a future disaster.

Goal # 4: Make efficiency and effectiveness a priority.

Objective # 1: Implement process flows to enable tracking of internal/external programs and projects. (2013, 2014, & 2015)

Variance: Objective partially met: A shared document was created with a live-editing feature which had all current projects listed being worked on by any Communications Team members. The form allowed any member to view the current status of any listed project. However, the form has not been as useful as originally hoped. Additionally, a process was implemented concerning use of an AV support needs as it relates to the Community Room. The process has been successful in providing forewarning to members of Research and Development when a member of the Office needs AV support in the



Community Room. Lastly, a comprehensive tracking form was created to capture all AV related issues in the Community Room or 5th Floor Conference Room so the vendor could be notified of the extensive problems that persisted.

Objective # 2: Conduct research regarding technologies, devices, and other systems to improve efficiency and communication to the community. (2013, 2014, & 2015)

Variance: Objective partially met and is ongoing.

Objective # 3: Research program solution for the Concealed Handgun Permit (CHP) Office. (2013, 2014, & 2015)

Variance: Objective not met: With the changes in legislation as it relates to Second Amendment rights, CHP had a record year with almost 10,000 new permits resulting in a complete overhaul in the CHP process. We will explore new systems and databases in 2014.

Objective # 4: Seek on-going training on any and all topics pertaining to Office of the Sheriff. (2013, 2014, & 2015)

Variance: Objective met and is ongoing: Training for photography, Public Information, Joint Information Center and large scale disasters have been conducted.

Objective # 5: Conduct research for various programs in the Sheriff's Office to support their growth. (2013, 2014, & 2015)

Variance: Objective met and is ongoing: Research has been conducted on numerous projects in 2013 to include hand dryers, barriers for headquarters, biometrics, fitness standards, mass shootings and gun laws.

Objective # 6: Research new social media for possible implementation. (2013, 2014, & 2015)

Variance: Objective met and is ongoing: We are constantly monitoring social media and any changes, trends or new forms that may be helpful to the Sheriff's Office.

Goal # 5: Maintain critical infrastructure, capital assets and systems.

Objective # 1: Complete and improve internal and external websites. (2013, 2014, & 2015)

Variance: Objective partially met: We signed a contract with Ox Bow in August of 2013, to design a new external website. Due to the demands on the Communications Team with various projects, we anticipate going live with the external website in 2014. Once the external is live, we will begin the process of updating/improving the internal website.

Objective # 2: Create process for annual upgrades to hardware and other technologies to maintain existing systems. (2013, 2014, & 2015)



Variance: Objective not met: This will be addressed in 2014.

Objective # 3: Upgrades to studio to allow for additional use and address larger space in the new building. (2013)

Variance: Objective met: Additional equipment has been purchased and upgraded for the studio.

Objective # 4: Software upgrades for equipment annually to keep up with changes in technology. (2013, 2014, & 2015)

Variance: Objective not met. This will be addressed in 2014.

Objective # 5: Deploy robust applications to further the use of tablet-type devices. (2013, 2014, & 2015)

Variance: Objective partially met: Some new applications have been implemented for use depending on the need/position of the individual (i.e. TeamViewer). This process needs to continue and involve more team-wide implementation.





Detention Bureau Variance Report 2013



Detention Operations Division

Goal # 1: Reduce crime and the fear of crime (Reduce crime and increase citizens' safety and perception of safety.)

Objective # 1: Install and bring to functionality the Automated License Plate Reader (ALPR) at the Criminal Justice Center Campus. (2013)

Variance: Objective met: The ALPR system is fully operational and resulted in several warrants being served and stolen cars being found. Detention SOP's have been updated and personnel trained on proper response to ALPRs hits.

Objective # 2: Staff the front desk reception area twenty-four (24) hours per day, seven days a week. (2014)

Variance: Objective partially met: Hours of operation at the front desk have been increased to enhance coverage. Staffing is still not available between 0020-0520 hours. Priority has been given to staffing control rooms in order to facilitate wants / warrants checks for video visitation.

Goal # 2: Maintain (Employee) safety and security in our Jail (and in our community).

Objective # 1: Supply ballistic vests to identified personnel assigned to Intake & Release for increased safety. (2013)

Variance: Objective not met: This goal was cost prohibitive. Individuals were not fitted for vests. The Intake and Release Section does, however, maintain a stock supply of ballistic vests available for check out.

Objective # 2: Reconfigure the workflow and physical layout of the City ID area to maximize safety and security. (2013)

Variance: Objective met: The furniture and equipment in City ID was relocated to facilitate safety and a new camera was installed. The current panic button is near the entry door and there was discussion of moving it closer to the fingerprint area. After closer scrutiny of this idea, it was determined to be too costly and mechanically difficult to move the existing panic button.

Objective # 3: Reduce by 10%, the number of worker's compensation claims in the Detention Bureau associated with use of force incidents. (2015)

Variance: Objective not met.



Goal # 3: Build quality partnerships.

Objective # 1: Maintain and build upon our working relationship with the Colorado Springs Police Department by coordinating and assisting with their paperwork reduction initiative. (2013)

Variance: Objective not met: CJC fulfilled its obligations by getting command approval to place the CSPD Bizhub like copier in an area of the Sallyport. The wiring from CJC to the Sallyport was completed. CSPD decided not to continue with their plan at this point and the equipment to make the system operational was not purchased or installed.

Objective # 2: Partner with representatives from Pikes Peak United Way. (2015)

Variance: Objective partially met:

- The inmate survival manual was disseminated by the United Way to insure 211 assistance information was continually updated throughout the year.
- The United Way was contacted to initiate conversation on this goal, however no new programs designed to reduce recidivism rates were developed. Several other programs were instituted without the assistance of the United Way to include the Veterans' Ward and increased collaboration with the Veterans' Court.

Goal # 4: Make efficiency and effectiveness a priority.

Objective # 1: Make the pre-admit process as functional and efficient as possible using all available resources. (2014)

Variance: Objective met: Operations are constantly under review to address efficiency. Volunteers, Interns along with Light and Modified Duty personnel are utilized in order to facilitate effective operations in Pre Admit.

Objective # 2: Increase effectiveness and efficiency in the booking and housing process. (2015)

Variance: Objective in progress: Surveys have been conducted which have identified slow points in the process. I/R personnel are working with the Medical Section in order to ensure sufficient coverage during key times.

Objective # 3: Increase effectiveness and efficiency in the commit and release update process. (2014)

Variance: Objective not met: No additional Administrative Technicians were hired. Discussions were held regarding access to jail systems; however, during 2013 systems were changed and are anticipated to change again. This facet of sharing with the Courts can be explored again when the automated jail management system is stabilized.

Objective # 4: Hire an additional Property Custodian to staff the property room 24/7. (2014)



Variance: Objective in progress: The Midnight Shift Lieutenant is compiling data to support the additional assignment. A proposal will be made when the documentation has been finalized.

Objective # 5: Select an additional deputy for full-time assignment to the Detention Investigations Team. (2015)

Variance: Objective partially met:

- Approval for an additional Detention Investigator has received tentative approval and is on hold until the 1A Staffing commitment is met.
- Compelling documentation is being collected and includes all the information listed in the Actions/Strategies. Additional supporting information is being collected as a result of the federal requirement imposed by the Prison Rape Elimination Act (PREA), which went into effect in August, 2013.
- One additional Detention Investigator has been trained and certified as a CVSA Operator; Deputy M. Nuncio received this training in 2013.

Objective # 6: Hire an additional Mailroom Clerk to handle the increased load with the implementation of the Kiosk system. (2014)

Variance: Objective not met: Approval for additional hire to staff the mailroom was denied. The mailroom has continuously been staffed with Modified or Light Duty personnel throughout 2013, due to the large number of injured Detention personnel. The assistance was invaluable, but cannot be depended upon to continue and another request to hire an additional mailroom clerk will be submitted in the near future.

Goal # 5: Maintain critical infrastructure, capital assets and systems.

Objective # 1: Obtain an extended service contract for SECURPASS prior to the expiration of the manufacturer warranty. (2013)

Variance: Objective met: The SecurPass was protected by a service contract in 2013. In 2014 a new vendor, Concealed Contraband Detection, has been procured to continue this coverage which will include quarterly maintenance visits and emergency call-outs.

Objective # 2: Replace mechanical operation for the sallyport doors. (2013)

Variance: Objective met: The Sallyport doors received replacement hinges and the door openers were rebuilt (one in 2013 and the other in 2014).



Detention Security Division

Goal # 1: Reduce crime and the fear of crime (Reduce crime and increase citizens' safety and perception of safety.)

Objective # 1: Sustain and expand the Reintegration and Recovery (R&R) Program to additional wards for reducing recidivism. (2013)

Variance: Objective partially met:

- In an effort to meet this objective, the R&R program reduced eligibility requirements down to sixty days remaining at EPCJ. However, this attempt to enroll additional and/or maintain the R&R client population was ineffective. The EPCJ sentenced inmate population has decrease significantly. The working inmate population has been at crisis levels, since the beginning of 2013.
- The R&R staff created videos for the MATV project. R&R videos are broadcasted throughout the CJC complex three times per day via channel 10, covering various topics from drugs, alcohol and addictive behaviors; anger management; healthy lifestyles; methamphetamine awareness; relapse prevention; interventions and sobriety in community. In addition, trained T4C deputies have taught the T4C curricula to voluntary participants in 3G1 and 3G2. The R&R staff added "Seeking Safety" curricula for short-term (less than 60 days) clients with substance use and trauma concerns.

Objective # 2: Create public awareness of the Investigations Unit to increase confidence in the internal security operations. (2013 & 2014)

Variance: Objective met: Although detailed statistics are maintained relating to the Detention Investigations Team workload and they are available upon request, they have not been posted for public consumption. The contact information for the DIT has been posted on Detention Bureau website. The front desk, main Sheriff's Office operator (520-7100) and the dispatch center were provided the contact numbers of the Detention Investigation Team members. During 2013 and now into 2014 the Detention Investigation Team has seen a marked increase in calls received directly from the public. In addition, education internally, through roll call training and the completion of criminal filing self guided videos has increased the confidence of the internal security operations towards the professionalism and effectiveness of the DIT.

Objective # 3: Enhance the effectiveness of the Health and Welfare Inspections/Shakedowns/Housing Inspections to reduce contraband within the ward. (2013)

Variance: Objective met:

- K-9 Teams were used a minimal amount during 2013. They were used in tactical shakedowns/shakedowns or routine searches 5 times during the year.



- During 2013, Magnetometer scanning on mattresses have been used in limited events, primarily when controlled items have been reported as missing from the kitchen or other areas of the facility. Research is being conducted into the purchase of hand held metal detector wands that will be assigned to the mod positions.
- Roll call training has been frequently conducted, not only on Shakedown but thorough housing inspections as well. Not only on how to accomplish the task but also on maintaining the appropriate logs associated with the Shakedown or inspection. During 2013 Floor Security has seen a large number of new deputies assigned to Floor Security for the DTO Process. During the DTO process, several opportunities have been taken to involve the new deputies in mass shakedowns of several wards during the same shift.

Objective # 4: Increase inmate awareness for reporting criminal activity by use of MATV. (2013, 2014)

Variance: Objective met: There has been a video made on the usage of the Crime Tip Hotline and there is a daily MATV system video played at 1230pm everyday, for the inmates on the use of the Kiosk system. There are touch links on the Kiosk system for inmates to be able to report Crime Tips or other information directly to the Detentions Investigations Team.

Objective # 5: Increase inmate/staff safety through the installation and recording of new cameras. (2013)

Variance: Objective met: New high end analog cameras with wide angle lenses were installed in every ward at CJC, and in all of the recreation yards.

Objective # 6: Upgrade the perimeter fence system to more securely house inmates in the event of an evacuation. (2013, 2014)

Variance: Objective not met: Funding was not available for this Objective.

Objective # 7: Install and make operational the professional visitor alarm system. (2013)

Variance: Objective met: In 2013 the electrical circuits were installed and we then learned the equipment had to be sent back to the manufacturer to be re-certified. This equipment is in shipment back to us and Training is scheduled on it's use on April 14, and April 15, 2014.

Objective # 8: Increase lighting in the original wards in the Criminal Justice Center (CJC). (2013)

Variance: Objective partially met: A (Alpha) Mod was completed and it has proven this is a very worthwhile project that not only saves energy but also increases security. El Paso County has not funded the rest of the wards for this objective as originally planned.



Goal # 2: Maintain (Employee) safety and security in our Jail (and in our community).

Objective # 1: Minimize the frequency of suicide attempts/opportunities within the CJC. (2013, 2014, & 2015)

Variance: Objective met: During 2013 there were 0 suicides and 11 attempts reported. Civilian and Sworn Staff participated in regular roll call training on the subject of suicide prevention and the warning signs to be aware of. Inmates are regularly seen by Inmate Classification and Mental Health to evaluate their potential risks to themselves or other. During the booking process inmates are also evaluated for their risk for self harm potential prior to being housed in the facility. After inmates are identified as a risk to themselves they are frequently seen and re-evaluated by Mental Health. SMIRC meetings are also held once per week, those attending are from Medical, Mental Health, Floor Security, Inmate Classification and Operations. The purpose of this meeting is to discuss the progress or lack thereof of problematic inmates in the facility.

Objective # 2: Minimize the risk of verbal and physical confrontations to civilian staff. (2013)

Variance: Objective partially met: Civilian personnel attend annual in-service training; dealing with difficult people and customer service related subjects are a usual part of this annual training. Civilian Staff are provided the same opportunities during Roll Call training to hear training covering the areas of officer safety, verbal judo and tactical communications. During the past year our Security Techs have received extensive training and communication on the subject of customer service. Arrangements will be made during 2014 for Security Techs to participate in Verbal Judo Communications training that will be instructed by members of the Floor Security staff.

Objective # 3: Increase deputies knowledge of law enforcement procedures. (2013, 2014)

Variance: Objective met: During the DTO Process, deputies are provided training and feedback on law enforcement procedures. This is done by verbal scenario based training and by the utilization of several incidents that have been recorded on disc for them to review and prepare written reports toward the end of increased familiarization with the criminal filing process. Deputies attend 3 days of In-Service Training where they are exposed to several other RBT techniques, arrest control and firearms training. Deputies are also exposed to roll call training on a daily basis. A roll call training presentation has also been prepared on the criminal filing process which all supervisors have access to, along with supporting documentation that is provided to deputies assigned to Floor Security.

Objective # 4: Conduct weekly spot inspections and monthly facility inspections to help reduce work related injuries. (2013, 2014, & 2015)

Variance: Objective met: In 2013, the number of safety violations discovered during monthly and weekly inspections decreased from the previous year. Miscellaneous injuries increased from the more common slips, falls, and contact with structure doors. The



increase is attributed to personnel being rushed and/or not paying attention to the probability of mishap. Mishaps are preventable but the attitude and behavior of an individual plays a critical role in reducing mishaps.

2013 mishaps included 16:

- Seven slips or falls (one ice related)
 - Emphasis on using handrails and being careful when walking on wet floors when wet signs are posted.
- Seven struck, caught, or crushed on structure door.
 - Emphasis on being more careful when opening and closing doors or walking by open doors was placed.
- One cut to finger while attempting to fix hair clippers.
 - Individual was advised to turn-in defective equipment.
- One lower back strain while picking up spray bottle.
 - Individual was advised to be more careful and use proper lifting techniques and encouraged to check with physician for back exercises.

Goal # 3: Build quality partnerships.

Objective # 1: Build healthy relationships between children and their incarcerated parent(s). (2013)

Variance: Objective not met: The R&R program continues to foster and build relationships between inmates and their children. This is accomplished through continuing education with the T4C program and the inmate TV system. In addition to the educational opportunities utilized by the R&R program, continues to offer the annual Holiday contact visits between inmates and their families. The strategies of working with the Court's Best Practices Committee/DHS did not come to fruition. The Read a Book program was attempted; however we did not get the participation level expected from the inmates, so the effort was discontinued. This goal will be re-considered for 2014/2014.

Objective # 2: Participate in information sharing with regional Law Enforcement agencies. (2013)

Variance: Objective met: Information sharing occurred during 2013 between several agencies, to include EPSO, CSPD, DOC, Parole, DA Investigators, Fremont SO, Pueblo PD and Pueblo SO. Joint meetings were held between several of the agencies. Gang information captured by EPSO Gangnet was shared.

Objective # 3: Assist Immigration Customs Enforcement (I.C.E.) with incarceration of illegal immigrants. (2013)

Variance: Objective met: Language Services volunteers were utilized during the processing of large incoming groups of ICE/IGSA inmates. Translators were contacted as needed in order to address concerns brought forward by ICE/IGSA inmates. In addition



to the traditional use of Spanish speaking volunteers, additional assistance was obtained in order to translate for Chinese and Albanian speaking inmates.

Objective # 4: Provide quality care for inmates with medical and mental health concerns. (2013, 2014, & 2015)

Variance: Objective met: The Special Management Inmate Review Committee (SMIRC) has increased the membership that now includes the Medical Health Services Administrator and the Director of Nursing. In addition, the committee has expanded the mental health membership component by including all on duty mental health counselors. The committee still includes the day shift Floor Security Lieutenant representative but has expanded with at least one Commander sitting at each meeting. Lt. Jeff Canitz, Court Services Lieutenant, has a seat on the HEALS Drug Court committee and Commander Northam sits on the Mental Health Court Committee. Additionally, in November of 2012, Commander Northam was assigned to be the Office representative on the Governor's Legislative Task Force for the Treatment of Persons with Mental Illness in the Criminal Justice System which meets every month to discuss issues pertaining to this subject.

Objective # 5: Increase awareness of benefits provided to inmates who served in the military by the Veterans Administration. (2013)

Variance: Objective met: During 2013 G-1 was converted from a general housing unit to a Veterans/Active Duty Ward housing 72 inmates that meet criteria of past or present service to our country by being a member of our Military Service. This ward allows inmates to network and share information they have discovered about programs and services. It also allows inmates to share a sense of belonging to something bigger than they do alone. Programs offered in the Veterans' Ward include T4C curriculum, direct access to a VA representative for the Veterans Court and a VA representative that can assist the inmate in obtaining documents and records. Both these representatives are able to schedule and assist the inmate in planning for aftercare activities once they are discharged from custody.

Objective # 6: Increase the existing Gateways Program by obtaining one or more additional community partnerships. (2013)

Variance: Objective partially met:

- The R&R program receives direct referrals from the residing Magistrate of Veterans' Trauma Court. However, neither the local military nor the CHC mental health sections have resources or permission from the US Military to meet the needs of inmates with PTSD and/or TBI concerns.
- Gateways Program did obtain new business partnerships: Bestway Recycling (two shifts with 32 GTR participants working fulltime 40+ hrs/week. For a short period of time in 2013 GTR inmates also worked for Western Forge. This was phased out because the program could not fully staff Western Forge and maintain the numbers required for the Bestway Recycling shifts.



Goal # 4: Make efficiency and effectiveness a priority.

Objective # 1: Stabilize employee schedules by minimizing pager usage. (2013, 2014, & 2015)

Variance: Objective met: Supervisors are making the necessary scheduling adjustments ahead of time to reduce the amount of times deputies are called in while on pager although some scheduling is still spur of the moment due to last minute illnesses or injuries. The steady increase in staffing for Floor Security has also assisted in the reduction of deputies being called in. As of March 2014, because of the additional 1A hires, the use of the pager had been mostly eliminated.

Objective # 2: Effectively manage Comp and Holiday time to prevent excessive balances and/or carry over. (2013, 2014, & 2015)

Variance: Objective met: During 2013, CJC personnel were paid out on available comp. time and accumulation of hours were monitored closely to ensure excessive balances were not accrued. When possible, supervisors were swapping holiday and vacation time with comp. time to keep the totals for accumulation as low as possible. Holiday balances were managed very well with a year end report indication that Floor Security, with over 200 hundred employees, had a holiday carry over of only 18 hours. In all cases, those hours were able to be mitigated during the previous PAR to have a 0 balance of holiday time carried over from 2013.

Objective # 3: Increase deputies knowledge of criminal filing procedures. (2013)

Variance: Objective met: The Detention Investigation Team has established several roll call videos to assist Detention Bureau deputies in the familiarization with criminal case filing procedures. In addition, the Detention Investigation Team has recorded and saved several videos based on the most commonly encountered criminal charges. These videos walk less experienced deputies block by block through the forms needed to complete the criminal filing process. Since this process was set in place the number of rejected filings has been reduced.

Objective # 4: Reduce hospitalization of inmates with health problems by expanding the capability of treatment at the Criminal Justice Center (CJC). (2013, 2014)

Variance: Objective not met: Due to a change in the doctor, Director of Nursing and the HSA this objective had to be set aside temporarily. This objective will be resubmitted in 2014.

Objective # 5: Obtain authorization to increase and promote five additional Sergeants for Floor Security. (2015)

Variance: Objective not met: We did not receive authorization for additional Sergeants due to the pressing goal of adding 1A deputies to the areas previously requested under this initiative. Once all the 1A FTE's are in place we will readdress this request.



Goal # 5: Maintain critical infrastructure, capital assets and systems.

Objective # 1: Upgrade Video Visitation Facility equipment. (2013, 2014)

Variance: **Objective met: A new Video Visitation System was put out to RFP and a vendor was selected. The Office is in negotiations with the new vendor as of March 2014.**

Objective # 2: Purchase new kitchen equipment. (2013)

Variance: **Objective met: A new Stero Dishwasher built with correctional standards was procured. A new 130 gallon steam kettle was procured. 6 new ovens were procured. The non-functional walk in oven was demolished. These items were a part of the 1A initiative funding request.**

Objective # 3: Purchase new laundry equipment. (2013, 2014)

Variance: **Objective met: Two new 80 lb washers built with correctional standards were procured. Two new 180 lb dryers were procured. The Laundry supervisor and several current trustees received training in the proper operation of this equipment. This equipment was purchased as a part of the 1A initiative funding request.**

Objective # 4: Implement design changes to wards for a safer environment for high suicide risk inmates. (2013, 2014)

Variance: **Objective not met: A dedicated funding stream for this objective has not yet been identified to complete these upgrades in the B and D wards.**

Objective # 5: Research and/or construct a maximum security facility adjacent to CJC infrastructure. (2013, 2014)

Variance: **Objective not met: Funding for the expansion of CJC has not been dedicated.**

Objective # 6: Conduct impact study to current parking configuration to accommodate a maximum security facility being built on the south side of the Criminal Justice Center. (2013, 2014)

Variance: **Objective not met: Funding for the expansion has not been dedicated, therefore, this objective has not been completed.**

Objective # 7: Identify staffing needs for the Maximum Security Unit. (2013, 2014)

Variance: **Objective not met: Funding for the expansion has not been dedicated, therefore, this objective has not been completed.**



Objective # 8: Complete modifications to the showers to prevent deterioration. (2013, 2014)

Variance: Objective met: A recommended solution to the shower pans has been placed out to bid as of March 2014(2014).

Objective # 9: Complete modifications to closet doors. (2013, 2014)

Variance: Objective not met: This project is still waiting on a funding stream as of March 2014.

Objective # 10: Construct a secure perimeter fence around the employee parking lot at CJC. (2014)

Variance: Objective not met: The cost of this objective was deemed too expensive. We are looking at alternatives for manufacturing this perimeter fence at some point before the end of 2014.



Law Enforcement Bureau Variance Report 2013



Emergency Services Division

Goal # 1: Reduce crime and the fear of crime (Reduce crime and increase citizens' safety and perception of safety.)

Objective # 1: Assist local fire departments with proper scene preservation on suspicious fire scenes. (2013)

Variance: Objective partially met. Objective on-going. Started in the beginning of 2013. Start point of training included education on structure fire response as agencies were contacted during and after a fire response. Education was provided during any contact that was made with local departments. Because the Black Forest Fire Incident the amount of Fire departments to be contacted was reduced because of the investigation. The following fire departments were offered assistance and scene protection training;

- Cimarron Hills FD at their normal training nights
- Green Mountain Falls FD during their normal training nights
- Pikes Peak Fire Chiefs Association, Informational meetings held each month, topics varied from types of calls to aiding in overall operations.
- Tri-Lakes small fire investigations, concerning series of fires in their district
- fire sets

This year we will be transitioning toward wildland type fires and scene preservation. Phase one completed in 2013.

Objective # 2: Provide disaster preparedness awareness to our youngest citizens. (2014)

Variance: Objective partially met. Objective on-going. Started in the beginning of 2013. Start point of training included education on structure fire response as agencies were contacted during and after a fire response. Education was provided during any contact that was made with local departments. Because the Black Forest Fire Incident the amount of Fire departments to be contacted was reduced because of the investigation. The following fire departments were offered assistance and scene protection training;

- Cimarron Hills FD at their normal training nights
- Green Mountain Falls FD during their normal training nights
- Pikes Peak Fire Chiefs Association, Informational meetings held each month, topics varied from types of calls to aiding in overall operations.
- Tri-Lakes small fire investigations, concerning series of fires in their district
- fire sets

This year we will be transitioning toward wildland type fires and scene preservation. Phase one completed in 2013.



Objective # 3: Increase information sharing regarding crimes of arson through an automated system. (2015)

Variance: Objective not met, in process.

Goal # 2: Maintain (Employee) safety and security in our Jail (and in our community).

Objective # 1: Provide training to detention personnel on the use of the new Self-Contained Breathing Apparatus (SCBA). (2013)

Variance: Objective met: Information was provide to the Facilities Inspector so he could develop training for jail personnel. All SCBAs which had the low pressure 30 min bottles were replaced with high pressure and 60 minute bottles, at the Courthouse and CJC. All masks were updated to the 3000 series. The Hazmat team provided SCBA training to all three Recruit academies in 2013.

SCBA fill station training/trailer was accomplished with Haz Mat team members.

(Will be continued in 2014 to include the cascade system at CJC where additional deputies will be familiarized with this system including review of the PASS devices)

Objective # 2: Validate the Special Needs Registry. (2014)

Variance: Objective met: In 2013 the registry was maintained by United Way until early 2014.

Objective # 3: Increase Community Awareness through printed information at local events. (2015)

Variance: Objective not met.

Goal # 3: Build quality partnerships.

Objective # 1: Work with the Colorado Springs Office of Emergency Management to establish cross support. (2014)

Variance: Objective partially met: This is an ongoing objective as the new EOC has not been built yet. To date, the County and City EOC's have worked well together by establishing EOC liaisons to work in the facilities. Discussion has taken place in regards to utilizing the same Logistics Chiefs and Resource Unit Chiefs during large incidents. County and City EOC's recently attended IEMC Exercise to practice how they would work together during a large incident and were very successful in decision making and communication processes.

Objective # 2: Work with Fort Carson to establish area awareness in regards to weather related activities for visiting units. (2014)



Variance: Objective met: The Sheriff's Citizen Patrol (SCP) completes this process on an as needed basis through the Business Premise Information Project. Several times a year, Communications provides stacks of Business Premise Packets to members of the Citizen Patrol. Citizen Patrol Members deliver these information packets to the individual businesses throughout El Paso County. They work with owners and/or managers to update the business premise information and return the updates packets to Communications to be updated in CAD. This process allows Dispatch to ensure they always have the most current contact and alarm information available in case they need to contact an owner or manager during non-business hours. While on scene Citizen Patrol Members provide crime prevention and safety tips to ensure the security of the business as well as the safety of their customers and employees. Business owners and/or managers who wish to participate in a more detailed analysis of their business or facility are provided appropriate information and encouraged to contact the Crime Prevention Coordinator to schedule an appointment for a full assessment. Citizen Patrol members also provide information on our Business Watch Program.

Objective # 3: Coordinate with County Parks to continue mitigation work in the interface areas. (2015)

Variance: Objective not met.

Goal # 4: Make efficiency and effectiveness a priority.

Objective # 1: Reduce the amount of paper documents maintained within the office. (2013)

Variance: Objective partially met: Documents were starting to be added to the star drive when we were advised on the limitation of and cleared most documents. We will begin transferring items to a storage format once new hard drives are put on line as well as after the move to the new building.

Objective # 2: Establish a central filing system for the office. (2014)

Variance: Objective partially met: Some documents were saved in lap top computers but several documents could not be retrieved when the share drive crashed. We are maintaining at least one paper copy as a back up to electronic versions.

Objective # 3: Establish a comprehensive equipment maintenance and replacement program. (2015)

Variance: Objective partially met: Started in 2014 with investigations into web EOC, and identifying the need for new laptop computers, which will be facilitated in the budget for the new emergency services division location. The funding request is being made to the South Central regional grants.

Goal # 5: Maintain critical infrastructure, capital assets and systems.



Objective # 1: Access non-traditional emergency communication capabilities within the Emergency Operations Center. (2013)

Variance: Objective not met.

Objective # 2: Extend the Voice Over Internet Protocol (VOIP) within the Emergency Operations Center to the Mobile Command Post. (2014)

Variance: Objective not met: Due to the pending move to the new building, some of these activities may not be able to be addressed until the newer laptops and software are in place to test these capabilities.

Objective # 3: Complete the Share-Point Project for Emergency Management. (2015)

Variance: Objective met: There is a quick start guide for new personnel to follow during an activation however, this software may change once equipment is updated.

Investigations Division

Goal # 1: Reduce crime and the fear of crime (Reduce crime and increase citizens' safety and perception of safety.)

Objective # 1: Improve awareness and understanding to the community on issues such as cyber bullying and sexting. (2013)

Variance: Objective partially met: A tri-fold brochure detailing what sexting is, how to deal with it, and its potential consequences was created. This brochure was distributed to patrol personnel, detectives, SROs and DARE deputies. It was also provided to our local school districts, many of which reposted the brochure, or a link to it, on their websites. Media releases were made on this subject and the brochure. Detective Pfoff has provided numerous presentations to local schools. While a brochure has not yet been produced on cyber bullying, media releases have been made on the subject and on cyber bullying cases that the Sheriff's Office has handled. Bullying, to include cyber bullying, is also one of the topics provided in the Speaker's Bureau.

Objective # 2: Conduct warrant sweeps in the county and more specifically the west side. (2014)

Variance: Objective not met: With some of the major unexpected cases in 2013, to include the Black Forest fire and the Clements homicide, this project has been postponed. With the passage of 1A, we are now increasing our staffing levels which will allow us more opportunities in 2014 to implement proactive operations and we anticipate meeting this objective in 2014.

Objective # 3: Provide detectives to the speaker's bureau to present on topics related to crime trends and prevention. (2015)



Variance: Objective met: Detectives are available to provide presentations in the following areas, which are listed on the Speaker's Bureau webpage: Bullying, Crime Scene Technology, Elder Abuse, Forensics and Evidence, Identity Theft, Major Crimes, Metro VNI, Sex Crimes, and Victim's Assistance.

Goal # 2: Maintain (Employee) safety and security in our Jail (and in our community).

Objective # 1: Conduct meetings with detention investigators to discuss crime trends and known criminal elements in the detentions facility. (2013)

Variance: Objective partially met: Detectives and supervisors of the Investigations Division have attended multiple meetings with area law enforcement agencies as well as Detention personnel to discuss gang related activity and trends in the community and detention facilities. As a result of Executive Director Tom Clements murder, these meetings have occurred more frequently as a result of potential gang involvement.

Objective # 2: Partner with the Detentions Bureau to create an identification catalog of incoming inmates into the Criminal Justice Center. (2014, 2015)

Variance: Objective not met.

Goal # 3: Build quality partnerships.

Objective # 1: Partner with local automobile dealerships to assist in educating consumers on motor vehicle theft prevention. (2013)

Variance: Objective not met: This objective was delayed until 2014, as part of a statewide project that should fit into the current year grant cycle to develop a public education campaign, including auto dealerships, through CATPA. During 2013, a media presentation was conducted as part of a public education campaign, but not directly through auto dealerships.

Objective # 2: Develop partnerships with local businesses that have expertise related to investigations and forensic technologies. (2013)

Variance: Objective met: Detectives from the Financial Crimes Unit meet monthly with various law enforcement agencies and the District Attorney's Office to discuss crime trends within the county associated with financial crimes. The unit also meets with local financial institutions such as ENT Federal Credit Union, American National Bank, Wells Fargo, and Farmers Bank to share information on various criminal elements operating in the County. On occasion the unit also provides training to these businesses.

Objective # 3: Establish and facilitate meetings with merchants in each patrol district to address crime issues in their respective areas. (2014)



Variance: Objective not met.

Objective # 4: Establish a working relationship with BBB and Chamber of Commerce to assist in identifying businesses that have been known to be involved in possible criminal activity. (2015)

Variance: Objective not met: No activity in 2013. Financial crimes detectives will begin to establish a relationship with the BBB and the Chamber of Commerce in 2014 to identify businesses involved in criminal activity.

Goal # 4: Make efficiency and effectiveness a priority.

Objective # 1: Obtain improved devices with associated software and hardware to optimize detective's workload and work hours. (2013)

Variance: Objective met: With the acquisition of iPhone, Apple TV, and Apple iPad equipment for on-call personnel, we are able to live stream video and photographs from crime scenes to the Investigations Division. We were also able to accomplish end user upgrades through the vendor for Offender Watch to improve our Sex Offender Registration program.

Objective # 2: Standardize equipment and crime scene tools for each detective assigned to the division. (2014)

Variance: Objective partially met: Equipment has not yet been completely standardized and has been patch worked together at this time until full standardization can be completed. New cameras, technology, and digital recorders were tested. We are also currently looking at new DNA collection kits. We have developed a list of standard equipment on an inventory sheet. Not every detective has all of the equipment at this time, but deficiencies are being addressed.

Objective # 3: Train investigations personnel on basic computer forensics. (2014)

Variance: Objective partially met: Detective Pfoff has assisted other detective in reviewing digital evidence. On occasion he has provided a basic overview of the various types of media and digital file formats to detectives. A formal training program for computer forensics will be added to the Detective Training Program.

Objective # 4: Develop a cross training program for patrol deputies to enhance their careers into the Investigations Division. (2015)

Variance: Objective partially met: An abbreviated FTO program was developed for implementation. Some patrol deputies have been afforded the opportunity to shadow Investigations personnel at times. As staffing levels in both Investigations and Patrol increase with 1A, more opportunities to fully implement this program will be available.

Goal # 5: Maintain critical infrastructure, capital assets and systems.



Objective # 1: Procure a van to allow victim advocates to transfer victims. (2013)

Variance: Objective met: A 2011 Dodge Caravan with soft markings was obtained and provided to the Victim's Assistance Unit to provide for these needs.

Objective # 2: Procure the necessary audio, video and smart board equipment needed for the fourth interview room in the new headquarters. (2013)

Variance: Objective met: This equipment was purchased and installed.

Objective # 3: Implement forensic upgrades for Cellebrite and Macintosh technology. (2014)

Variance: Objective met: The Investigations Division upgraded to the newest version of Cellebrite Touch. This upgrade allows investigators to recover all the raw data from cell phones and conduct keyword searches as well as retrieve deleted pictures and text messages. The Division also obtained Apple TV for the conference room. This allows Investigations personnel to communicate with their peers in the field. Training involving these new technologies is on-going in the Division.

Objective # 4: Increase criminal case information data storage capability. (2015)

Variance: Objective met: The Division was able to purchase an eight (8) Terabyte RAID Network Attached Storage server. This additional storage allows the Division to store multiple years of digital evidence and allows easy access for detectives.

Objective # 5: Add ventilation system to the narcotics storage room at the evidence storage facility located at 2749 E. Las Vegas St. (2015)

Variance: Objective met: This objective was met early, in 2013, with the installation of a proper ventilation system that vents marijuana odors and mold spores to the exterior of the building, providing for the safety of Evidence personnel.

Patrol Division

Goal # 1: Reduce crime and the fear of crime (Reduce crime and increase citizens' safety and perception of safety.)

Objective # 1: Increase public awareness of crime prevention and crime related issues. (2013, 2014, & 2015)

Variance: Objective met: Numerous community events and meetings were held throughout the year to include; 12- Multi-agency Crime Prevention meetings, 10- Newly established Neighborhood Watch meetings/groups, 12- Neighborhood Watch Block Captain training/s meetings, Community events such as National Safety Weekend (2 days), Emergency



Preparedness Night at Sky Sox and the County Fair (2 days), 4- Crime Prevention Trainings (2- Crime Prevention Through Environmental Design and 2- Crime Free Multi-Housing), 12- Home and Personal Safety Crime Prevention Presentations, 4- Crime Prevention Through Environmental Design home surveys, 4- Community Drive Smart meetings (Neighborhood Watch and Speed Trailers), 13- Neighborhood Watch meetings with Crime Prevention Presentations (home and personal safety), 5- Emergency Preparedness for the Sky Sox night meetings and 4- Refuse to be a Victim classes. In addition, Neighborhood Watch Newsletters were sent out each quarter sharing safety tips, providing area crime information related to crime and advertisement on upcoming events. Neighborhood Watch and Crime Prevention power-point presentations were updated to support current crime patterns such as home and vehicle safety. Crime Prevention and Neighborhood Watch meetings had recruitment opportunities this year for volunteers in such capacities as, Sheriff's Citizen Academy and Sheriff's Citizen Patrol.

Objective # 2: Create Crime Resistant Neighborhoods. (2013, 2014, & 2015)

Variance: Objective met: In 2013 there were ten (10) "new" Neighborhood Watch Groups established. Members from the Crime Reduction Unit (CRU) attended four (4) Neighborhood Watch meetings. During the Neighborhood Watch meetings, current crime statistic, trending crime patterns as well as crime bulletins on evolving patterns and cases seeking assistance. Information was given to the public regarding the "Crime Reports Application" an app that will help educate the public on the crime statistics and crime patterns in their area. This app can be found on the Sheriff's Office website. Twelve (12) monthly Block Captain Trainings continued throughout the county in 2013, and expectations of Neighborhood Watch are discussed. Four (4) Refuse to be a Victim seminars were conducted and Neighborhood Watch Block Captains were encouraged to attend the Refuse to be a Victim classes and to pass the educational information on to their Neighborhood Watch groups.

Objective # 3: Improve our relationship with members of the community to encourage cooperation with law enforcement. (2013, 2014, & 2015)

Variance: Objective met: The Crime Prevention Coordinator provided a monthly list of Neighborhood Watch Meetings to the Patrol Division and encouraged deputies to attend the meetings in their district. At each Neighborhood Watch meeting in 2013, we educated the public about the Crime Reports Application. In 2013 The Sheriff's Office's Twitter and Facebook pages continue to be a new form of communication to effectively communicate via technology with the community. This is a great way to educate on new events and hot topic involving the Sheriff's Office. The Crime Prevention Coordinator assisted the Research and Development department in giving over 20 different Crime prevention tips that were to be tweeted out to the public for safety awareness. In 2013 The Sheriff's Office had two (2) graduating classes for the Sheriff's Citizen Academy. This is a way to encourage members of the community to volunteer their time and better understand the policies and procedures of the Sheriff's Office, in hopes of bettering their cooperation with law enforcement.



Goal # 2: Maintain (Employee) safety and security in our Jail (and in our community).

Objective # 1: Increase the tactical team's capability to respond to critical events and ongoing situations requiring specialized training and/or equipment to resolve in a safe manner with minimal risk of injury to the suspect, citizens, or staff. (2013, 2014, & 2015)

Variance: Objective met: Through the JAG Grant, the SWAT Team procured an LRAD. This device allows for vocal communications across a large area and can be focused to a narrow area, making it ideal for riot control, barricade situations and for general warnings in case of natural disasters. The Team was also able to procure new gas masks through the JAG grant; the masks have improved upon the ability of the team to function in a chemical environment. The SWAT Team conducted over 280 hours of training, some of which was conducted with the Colorado Springs Police Department Tactical Enforcement Unit and other Rocky Mountain Area SWAT Teams covering operational procedures and tactics to increase their ability to work together. Training was held in and around several schools, which included school employees in order to familiarize them with tactics employed. Threat information was also disseminated to keep abreast of threat levels and potential targets.

Objective # 2: Increase community and staff safety by obtaining proper lighting for unmarked vehicles to include front, back and side marker lights. (2015)

Variance: Objective met: Additional emergency lighting was purchased installed in unmarked vehicles assigned to the Crime Reduction Unit. The lighting has created increased visibility of these vehicles thereby increasing deputy and citizen safety.

Objective # 3: Training requirements for deputies. (2013)

Variance: Objective partially met: The overall number of roll-call training opportunities for 2013 has steadily improved in number and applicability over 2012 and included several specific topics germane to the Law Enforcement Bureau and Patrol Division. We have also completed several policy reviews and Legislative Updates via the roll call training program. Other topics covered in roll call training include general patrol topics, TASER, traffic crashes, changes in C.R.S., pursuits, Stinger Spike System deployment, burglary investigations, business checks, computer use, fire and flood response and techniques for interviewing children. In addition, we started developing a video training program. Below 100 was the first video completed and shown in roll call. Two (2) other videos were produced by Swing Shift, however, changes were needed and thus were not shown before the fire and floods took up much of our time. In all, eleven formal roll call training sessions were run for seven days each with multiple informal sessions on S.O.P. or Policy review. We had planned to work with the Training Section to develop a formal annual roll call training schedule to complement the topics being instructed during In-Service Training. Due to the many significant events faced by the Patrol Division, this portion of the objective was not fully met.



Goal # 3: Build quality partnerships.

Objective # 1: Encourage direct citizen involvement in crime prevention and enforcement activities. (2013, 2014, & 2015)

Variance: Objective met: The Sheriff's Citizen Patrol (SCP) conducted two (2) new graduation classes which added eighteen (18) new members bringing the unit total to fifty-one (51) volunteers. SCP members attended numerous Neighborhood Watch meetings and participated in various community events to include: 4- Refuse to be a Victim classes, 4- Drive Smart meetings, the Pikes Peak Hill Climb, the Pikes Peak or Bust Rodeo, the El Paso County Fair, 5- Emergency Preparedness Night events, National Night Out and National Safety Week. The SCP also provided 644 hours of assistance during the Black Forrest Fire and Flooding issues. In 2013, The SCP Unit conducted one hundred-and-five (105) ALPRs (Automatic License Plate Reader) patrols which helped identify 33 vehicles involved in criminal activity.

Objective # 2: Familiarization of community services. (2013, 2014, & 2015)

Variance: Objective partially met: During the course of the FTO program, a check list in the Field Training Manual is followed to familiarize deputies with local services to include our local hospitals and some other local providers. Not all local services have been incorporated as yet for all new personnel. Additional training has been provided to personnel who frequently work with disadvantaged populations such as CRU, Mounted, and other deputies who frequently work with our homeless populations on the west side to provide them with the resources they need to get those who want our help off of the streets. Other providers who we involve include but are not limited to The Marion House, Springs Rescue Mission, Salvation Army Rescue and many others.

Objective # 3: Seek Grant Funding for programs intended to address identified problems within our community, especially those related to juvenile crime. (2013)

Variance: Objective partially met: The Special Operations Section submitted the "Juvenile Crime Reduction Initiative" grant request for funding under the Colorado Justice Assistance Grant (JAG). The purpose of the grant request was to fund a two person addition to the Crime Reduction Unit (CRU) to address juvenile crime in El Paso County in 2013 (Grant Project Duration was 10/01/12 through 09/30/13). The two person juvenile crime taskforce would respond and investigate crimes committed by juveniles throughout El Paso County while working closely with School Resource Officers and the District Attorney's Office through their established juvenile diversion program. While we did seek the grant funding to meet this objective, our grant request was ultimately denied and there was no other readily identifiable funding source to turn to.

Goal # 4: Make efficiency and effectiveness a priority.

Objective # 1: Transition the storage of documents in the Civil Office to an electronic media. (2013 & 2014)



Variance: Objective met: All Civil files are now on electronic storage. This includes all processing documents, financial files and Sheriff Sales. Time is saved by not boxing files for storage and retrieval of files for reference is quicker and more efficient.

Objective # 2: Explore and pursue electronic ticketing system. (2013, 2014, & 2015)

Variance: Objective not met: Research into this is still being done, as well as evaluating the progress of the Electronic Ticketing system being implemented by the Colorado Springs Police Department. The vendor (Brazos) has been unable to deliver a sustainable functioning product; there have been at least three separate times where the project has had to go back to a testing phase. There have also been a number of hardware issues involving the printers and significant issues involving improper data being captured, incorrect fine amounts, and tickets not containing the required information. The problem has become severe enough that the municipal court has lost confidence in electronic tickets. An additional issue is that the State will not allow the vendors to have access to the state court computers to allow a paperless transition. We were able to implement a process involving the issuance of parking tickets without having to cite the driver directly. IT is currently exploring options with other vendors.

Objective # 3: Establishment of a Virtual Private Network (VPN) for patrol first-line supervisors. (2013)

Variance: Objective met: Following the move to the Office of the Sheriff (OTS) the Virtual Private Network (VPN) connection was established using computers assigned to each of the three Patrol Shift Supervisor's Offices. Each Patrol Supervisor was provided access and instructions to connect to the Sheriff's Office Network via their VPN connection. The VPN access has made our first line supervisors much more efficient and seems to be working as intended. The convenience of the VPN has reduced or minimized the number of unnecessary trips to the Office to complete necessary tasks or responsibilities.

Goal # 5: Maintain critical infrastructure, capital assets and systems.

Objective # 1: Obtain Field Training Officer (FTO) Program Software. (2013)

Variance: Objective met: The LEAPS program for maintaining the Field Training Program was purchased and installed. Training classes were conducted and supervisors tested the system. There were several issues raised from the testing and those issues were addressed through the IT section and the product vendor. The program is ready to go and will be utilized with actual trainees beginning in 2014.

Objective # 2: Create a scheduling and statistical tracking system for the Sheriff's Citizen's Patrol Program. (2013)

Variance: Objective met: In 2013, the Sheriff's Citizen Patrol (SCP) Unit Coordinator developed an easier and more efficient tracking system (excel spread sheet) to capture annual statistical information, to include SCP incidents handled, case reports taken, citizen contact and crime prevention activities. A patrol time calendar utilizing a Google application was established giving accesses to all members allowing them to log on and



view new events, track who is working and when and allows SCP members to sign up for patrol time and community events.

Objective # 3: Maximize the opportunities made available via the upgraded RMS System. (2013)

Variance: Objective partially met: While the Record Management System (RMS) upgrade did not take place during 2013, we have already taken steps to ensure we maximize the opportunities and benefits to the Patrol Division as this new system comes on line. Both Lt. Mattson and Sara Caracostas have attended multiple planning and training meetings with members of our IT Office and representatives from the product vendor. We have offered several suggestions for improvement as well as identified workflow design objectives to ensure the report writing and statistical data collection process is both accurate and user friendly. Ms. Caracostas continues to work directly with Cal Hedgeman to trouble shoot concerns and offer work around suggestions as we get close to the “go live” date for upgrade of the RMS.





Support Services Bureau Variance Report 2013



Administrative Services Division

Goal # 1: Reduce crime and the fear of crime (Reduce crime and increase citizens' safety and perception of safety.)

Objective # 1: Annually review and amend the background process, to include the focus of the background/CVSA questioning. (2013, 2014, & 2015)

Variance: Objective met: The entire background investigation process was reviewed. This included the questions in both the Background Information and Computer Voice Stress Analysis Packets. All processes used to check applicants were reviewed to discern the value of the information gained versus the time required to obtain the information. It was determined that the following resources/processes would continue to be used:

- Experian Financial Program
- CCIC/NCIC
- City ID
- Court Computer
- DHS
- RMS Program
- OMS Program
- Home Visits
- Neighborhood Canvas
- Psychological Testing (Written Tests/Doctor Interview)
- Physical/Drug Screen

In reviewing the Background Information Packet one question was changed and clarified due to confusion with how it was asked in the background packet versus how it was written in the Colorado Revised Statutes.

The psychological written testing location was also changed. These examinations are administered by the Background Investigators. They were being administered on specific computers in the IT area. The concern was the tests could be compromised if others had access to them. The IT Office area is open from 07:00 to 17:00 with strict key controls in place. This reduced the flexibility in testing applicants who worked during the day and required early morning or late evening testing. The psychological testing program was updated by the vendor allowing access through the internet versus being loaded on local computers (QGlobal versus QLocal). Access can now be obtained on computers in the background office area allowing more flexibility with applicant testing.

The physical testing was also modified due to inconsistent testing protocols between the Regional Development Center (RDC) and Centura Center for Occupational Medicine (CCOM). Based on the exam location, some applicants were asked to pick up a specific amount of weight and some were not. Based on this, RDC is the only location that will be used for the physicals/physical agility testing. Additionally, the physical agility test has been modified to establish fair and consistent testing for both male and female applicants.



Objective # 2: Build a partnership with the Community Liaison to Seniors in coordinating volunteers to assist with welfare checks. (2013)

Variance: Objective met: Recruiting from within our volunteer staff, two volunteers to the Community Liaison to Seniors program were identified and placed into the program, thereby assisting the coordinator of this program with senior welfare checks.

Objective # 3: To partner with the Community Liaison to Seniors in coordinating volunteers to assist in the Adopt-a-Senior program. The objective of this program is for deputies and/or Sheriff Citizen Patrol members to participate in this program as an outreach to senior citizens in need of extra care and attention. Attention would be made to the well-being of the senior citizen and to provide them with resources, if needed. (2013)

Variance: Objective in process: This additional element to the Community Liaison to Seniors program is ongoing. Volunteers continue to be recruited towards this goal, and it is scheduled for implementation in 2014 following a 2nd quarter coordination meeting with the Patrol Division.

Goal # 2: Maintain (Employee) safety and security in our Jail (and in our community).

Objective # 1: None

Goal # 3: Build quality partnerships.

Objective # 1: Continue to foster positive relationships with El Paso County Employment Services and Benefit Administration (EBMS). (2013, 2014, & 2015)

Variance: Objective met: EPSO Human Resources assists County EBMS by scanning and emailing copies of Payroll Change Requests (PCR) to EBMS to expedite processing and limit unnecessary paperwork delays in processing. Employee on site meetings with Great West (457 Plan) representatives are scheduled monthly to assist EPSO employees with financial planning and general plan information.

Objective # 2: Continue supporting the local military community. (2013, 2014, & 2015)

Variance: Objective met: In 2013, the Records Section performed over 2000 background checks of all types. Approximately 60-65 percent of these background checks are performed for military recruiters, Department of Defense employees and the Office of Personnel Management. Our response time for these background checks is less than 24 hours, with the majority of the background check requests being processed in less than 24 hours.



Objective # 3: Continue to review the process of issuing and tracking County parking tickets at the new Citizen's Service Building by conducting annual reviews of procedures. (2013, 2014, & 2015)

Variance: Objective in progress: Pending a redesign of the citation form and determination of new fees on some parking violations, no citations have been issued at the Citizen's Service Center. According to the El Paso County Public Services Department Security Administrator, some officers have renewed their commissions and some new officers have recently been commissioned and trained. This project is still ongoing, with additional follow up to occur mid 2014.

Objective # 4: Increase collaboration with other agencies to improve relationship and share information regarding emerging trends in policy violations and employee conduct. (2013, 2014, & 2015)

Variance: Objective met: The Internal Affairs Section has initiated a series of meetings with other agencies within the region. These meetings have proven to be very productive and give insight to employee conduct which is similar between agencies. These meeting have included the Colorado Springs Police Department and the United States Air Force Office of Special Investigations. The Section also assisted the Teller County Sheriff's Office with an internal investigation and an audit of their Office Evidence Facility at the request of Sheriff Ensminger.

Goal # 4: Make efficiency and effectiveness a priority.

Objective # 1: Conduct ongoing education of background investigators. Every other year the assigned background investigator(s) will attend an investigative subject matter course/seminar, to include legal and liability subject matter. (2013, 2014, & 2015)

Variance: Objective partially met: 2013 was a record year for the Background Unit in terms of operational tempo. Ballot Initiative 1A allowed an unprecedented number of new hires to be processed, requiring all of the investigator's efforts to meet established hiring goals. In spite of this, all Computerized Stress Voice Analysis (CVSA) certified deputies attended CVSA recertification in 2013. Additionally, training in the updated Records Management System (RMS) was received by all assigned background Investigators. There are plans to expand investigator training in 2014, dependent upon outside training opportunities and available funding.

Objective # 2: Reinforce the need for complete and accurate background packet submissions by employment candidates. (2013, 2014, & 2015)

Variance: Objective met: The Sheriff's Office Website and El Paso County websites were reviewed. Both sites contained detailed instruction on the application process. Recently, a section was added to the Office Intranet describing the Background Investigator's function and each area that is investigated for both sworn and non-sworn new hires. The Human Resources Section briefs each applicant at the time they pick up their background and CVSA packets. They cover the required documents each applicant is required to provide along with detailed information on how to fill out each packet. In 2013, the majority of the



applicants submitted thorough packets. A few were awaiting official transcripts, high school diplomas or birth certificates. Each packet is reviewed at the time of submission by a Human Resources Specialist and any omissions are corrected at that time.

Objective # 3: Increase first line supervisors' knowledge of office-specific programs/processes (On-Duty, etc.) by conducting formal/informal training throughout the year, as directed, requested, or needed. (2013, 2014, & 2015)

Variance: Objective met: The Personnel Unit reviewed and amended the current curriculum with updated information. Additionally they developed a quick reference guide for new supervisors and Lead deputies to help them with daily On Duty entries. They conducted periodic training sessions on the use of the On Duty program, as needed, and answered time reporting and tracking questions received by supervisors through emails, phone calls and walk-ins. Comp Time reports were provided to the Comptroller, as requested (reports pulled monthly), and accurate overtime expenditures for major events (Black Forest Fire and Wald Canyon flooding) were provided to the Comptroller for determination of overtime pay authorizations. The Personnel Unit also attended Sergeants' meetings at the request of the Patrol Division Commander regarding questions and concerns with time sheet entries. This was followed by periodic discussions with new supervisors to confirm their understanding of the On Duty program.

Objective # 4: Utilize the new BIZHUB system to its fullest. (2013, 2014, & 2015)

Variance: Objective met: Since the installation of the BIZHUB system in 2012, the Records unit, Human Resources unit, Background Investigators, and Volunteer Coordinator have utilized all of the functions the BIZHUB provides. They routinely fax background checks and case reports, and on a daily basis scan and e-mail case reports, traffic citations, general administrative documents or any other documentation requested to other Office personnel, the DA's office, or other law enforcement/government agencies. In addition, the Records Section scans all paperwork for entry and storage into the Hummingbird system daily. The background Unit uses the BIZHUB for faxing release forms, scanning original documents and a myriad of other functions.

Objective # 5: As a means to provide an efficient and productive process for the office of the Volunteer Program, a handbook will be created outlining the duties and responsibilities of the Volunteer Program Coordinator. (2014)

Variance: Objective met: The Volunteer Coordinator developed a comprehensive handbook encompassing background information, volunteer opportunities, Volunteer Coordinator responsibilities, meeting schedules, training opportunities, budget/funding process, application process, and overall management of the Volunteer Program, to name just a few of the items listed in the index. The handbook also covers the Sheriff's Citizen Patrol, the Citizens' Academy, and the Intern program. Also included are the maintenance requirements for the data base as well as past and current statistics.



Objective # 6: Decrease response time to citizens and increase overall effectiveness of first line supervisors by presenting training on how to conduct and assemble a Level III investigation utilizing the AIM system. (2013, 2014, & 2015)

Variance: Objective partially met: The Internal Affairs Unit responds to citizen complaints either in person or via telephone immediately upon a request by a citizen. The Unit provides training for newly promoted supervisors that cover the necessary steps to conduct a level III investigation. The training also demonstrates the AIM system and provides step-by-step instruction with corresponding visual aids. The Unit has not had the opportunity to provide additional and on-going training during staff retreats, but intends to provide training when retreats are scheduled.

Goal # 5: Maintain critical infrastructure, capital assets and systems.

Objective # 1: Upgrade aging video recording system located in the Internal Affairs interview room with more up to date digital technology. (2013)

Variance: Objective Met. In 2013 the Internal Affairs Unit purchased and installed a digital recording system to include a high definition camera, microphone, and digital recorder.

Objective # 2: Ensure the newly updated Records Management System (RMS) is properly implemented. (2013, 2014, & 2015)

Variance: Objective partially met: The IT department has been in frequent contact with the EIS group over the last year, developing tables, going over potential issues and setting up training. EIS personnel arrived in Colorado Springs in April 2014 to tailor the RMS2 system to meet the Office's needs. Supervisory training and user training will begin on 2nd quarter of 2014.

Objective # 3: Construct Medium Security Tower with additional 384 beds to include Civilian and Sworn staffing to support it in addition to the retention of a Wildland Fire Manager, Arson Investigator, and Hazardous Material Technician for the Emergency Services Division.

Variance: Objective not met: Funding for the project is not currently available and is pending an approved ballot initiative or alternative funding source.

Objective # 4: Construct Garage Unit to store and protect all ESD and Special Operations equipment and vehicle resources.

Variance: Objective not met: Funding for the project is not currently available and is pending an approved ballot initiative or alternative funding source.



Objective # 5: Construct Maximum Security Tower at the Criminal Justice Center (480)beds to include applicable Civilian and Sworn staffing to support with Video Visitation Enhancement, and Parking Structure.

Variance: Objective Not Met. Funding for the project is not currently available and is pending an approved ballot initiative or alternative funding source.

Objective # 6: Construct two sub-stations for the Patrol Division located in eastern El Paso County.

Variance: Objective not met: Funding for the project is not currently available and is pending an approved ballot initiative or alternative funding source.

Support Operations Division

Goal # 1: Reduce crime and the fear of crime (Reduce crime and increase citizens' safety and perception of safety.)

Objective # 1: To provide a minimum of twenty 911 education events annually to the public in collaboration with the 911 Authority Public Information Officer (PIO), where possible, to promote community awareness. (2013, 2014, & 2015)

Variance: Objective partially met: The Communications Section provided 16 9-1-1 education at community events. this met the goal for two of the four actions. Our team has been working toward the neighborhood watch and senior citizens goal and has met with the appropriate liaisons.

Objective # 2: To provide the public with quarterly 911 and Safety Tips via social media. (2013, 2014, & 2015)

Variance: Objective not met: The objective was not met due to staffing shortages and increased workload.

Objective # 3: To ensure rapid activation of the Geocast system. (2013, 2014, & 2015)

Variance: Objective met: Personnel are required to complete monthly scenarios and the supervisor assigned to this task stores those. On July 1, 2013, our new Emergency Notification System vendor Everbridge was placed into service replacing GeoCast.

Objective # 4: To improve the recruiting efforts through use of social media, web-based search engines and specific career or job fairs. (2013, 2014, & 2015)

Variance: Objective partially met: Reserve Deputy Recruitment has been accomplished through the use of EPSO website, word of mouth and personal referrals. Sgt. O'Driscoll, Chairman of the POST curriculum committee has been actively addressing the efforts to revise and update the POST Reserve Academy curriculum. The curriculum was revised in 2013 to reflect a more comprehensive curriculum.



Reserve Academy 2013-01 will graduate April 16, 2014 with 10 new Reserve Deputies. Training Section will meet with Communications Team to develop an informational recruitment site which will be part of our new web page. Training Section suggests a quarterly recruitment informational meeting along with a tour of Criminal Justice Center. This could be held at the new training facility located directly across from CJC.

Objective # 5: Take advantage of periodic opportunities to invite media stories about training. (2013, 2014, & 2015)

Variance: Objective not met due to the training section running three Basic Academies, a Reserve Academy, a 4-week training for lateral hires, and 24 in-service training sessions. Training Staff was reduced by one member who has not been replaced, and this objective was not met. We will attempt to meet this objective by the end of 2014.

Objective # 6: Work with the Patrol Division to implement body worn cameras for use by Patrol, Civil, and Special Operations deputies. (2014)

Variance: Objective not met: Will be further researched during 2014.

Objective # 7: Upgrade the existing RMS system to the new version being offered by the vendor. (2013)

Variance: Objective not met: Lack of funding and other priorities have pushed this objective to 2014. The office is currently working with EIS to update RMS in 2014.

Goal # 2: Maintain (Employee) safety and security in our Jail (and in our community).

Objective # 1: To educate and provide tools to dispatchers to effectively process high risk calls, and to provide resources to handle the after affects of those calls. To ensure proper training to meet the needs of the community. (2013, 2014, & 2015)

Variance: Objective met: Supervisors conduct daily 6-minute briefings for team members, one-on-one and in a team setting. Those briefings include high risk, low frequency medical calls such as choking, child birth, and shootings. Compassion fatigue and the Affects of Stress were provided for mental health references.

Objective # 2: To ensure user understanding of the radio system. (2013)

Variance: Objective met: The team developed PowerPoint presentations for the South Central Regional All Hazards coordinator and the Pikes Peak Regional Communications Network (PPRCN) Manager. The PowerPoints were provided in the form of a CD. The CD's were copied and provided to all 800 MHz users within the PPRCN area. The PPRCN provides access to these PowerPoints on their website. The testing of interoperability is completed on a bi-weekly basis. The testing is pre-scheduled and is conducted by the fire dispatcher. The fire dispatch position is a rotational position and would include many, but not all, dispatchers. The real time interoperability is done when circumstances dictate on



situations involving multiple agencies. This would also involve employees on a random basis due to their assignment.

Objective # 3: To provide a safety module for responders. (2013)

Variance: Objective partially met: There were several BOLO's entered into the system. In conducting research on utilizing the system, we found that the system does not provide for updates or cancellation. It would found to be an ineffective tool requiring the E9-1-1 Authority employees to assist on removal of entries.

Objective # 4: To expand the effectiveness of computer aided dispatch for safety and preservation of life by providing responders with accurate and current address information. (2014)

Variance: Objective Met: The database has been drawn into an excel spreadsheet. When a deputy goes out to an address that has a caution note, they are advised to validate the information. All Fire Department response plans are current. The emergency response numbers within the 911 software are translated to provide the appropriate fire and law enforcement responders. One or more supervisors attends fire and EMS meetings.

Objective # 5: Reduce the number of work and training related injuries due to fitness deficiencies. (2013, 2014, & 2015)

Variance: Objective met: The Training Section has consistently put out fitness and wellness-related information, and every sworn member who attended in-service training in 2013 was put through a "stress test" to offer a basis of their overall fitness level. There has not been a marked reduction in the number of injuries, but the Training Section notes that fitness is still a personal choice and lifestyle. Those who choose to maintain their fitness generally suffer fewer injuries. The Training Section has seen the overall level of fitness of beginning recruits decline over the years (newly-hired recruits are less physically fit than they were several years ago). In addition to the Training Tips submitted by Sergeant O'Driscoll, Deputy Mynatt implemented a "Dynamic Stretching" only for recruits prior to engaging in P.O.S.T. mandated physical training sessions. This lessened recruit injuries during fitness training substantially in 2013.

Objective # 6: Develop intranet training resource library. (2013, 2014, & 2015)

Variance: Objective not met: Training will need to work with IT regarding available electronic storage space. Currently, Training does not have the liberty to populate media storage areas as needed, and this will not change without additional servers or storage space being acquired by IT.

Objective # 7: Improve skills instructor training safety awareness. (2013, 2014, & 2015)

Variance: Objective partially met : While there has been no decrease in training safety awareness, there also has been no measurable increase. The past 15 months have simply been the busiest hiring/training years the Office has experienced in many years. As a result, no new focus or emphasis was allowable. As in the past, the Training Section always insures there is a designated Safety Officer during any Reality Based Training. In 2013



and 2014, the Arrest Control Instructor Manual was updated with improved safety protocols and student warm-up procedures. The Training Section is constantly relaying inquires to find acceptable candidates to meet the high standards set forth in the Office's three skills areas. In 2013, three (3) instructors enrolled in the "Train the Trainer" class with the assistance of the Training Section. Additionally, in 2013 Instructor Developments were conducted to insure proficiency in the techniques presented and to enhance safety protocols. Due to workload in 2013, no Skills Instructor Courses were hosted by this agency.

Objective # 8: Increase Sheriff's Citizen Patrol Training. (2013)

Variance: Objective met: The 38 members of the SCP will be afforded the opportunity to attend Civilian In Service training in 2013 or attend 4 hour blocks of training which will be held after normal business hours. This provides a variety of training topics.

Objective # 9: Conduct annual range safety audit. (2013, 2014, & 2015)

Variance: Objective met: We presented a Range Safety Plan and Checklist for the Pikes Peak Public Safety Training Facility to the Triade Board June 2012. The safety plan was accepted.

Objective # 10: Work with CJC staff to improve the existing camera surveillance system. (2014)

Variance: Objective met: New cameras were added to the system and some existing cameras were replaced in 2013.

Objective # 11: Reduce the number of MIP5000 Console failures in the Central Control Room by 25%, meaning the Security Technicians will have increased availability of knowing when an emergency button is activated by a Detentions Deputy in the performance of his duties. (2013)

Variance: Objective met: Through step by step troubleshooting during 2013 it was determined that the 800 MHz Conventional repeater at CJC was experiencing completely random intermittent frequency interference from an outside source consistent with the power levels of our mobiles that occurred while the mobile radio was in the general area of CJC and dissipated as the mobile move both north and south away from the area. We have not experienced another incident of frequency interference since swapping frequencies for the METRO repeater and the CJC repeater. These outages were occurring often weekly or more than one in a week with two to three weeks without occurrence prior to the frequency change.

Objective # 12: Reduce the number of wind related unrecognizable radio transmissions by field deputies. (2013)

Variance: Objective met: Through study and cost comparisons TAIT radios were determined to be the best fit for our office. We purchase 8 mobiles and 10 Portables, 2 Phase 2 compatible portables, and tested the equipment by deploying the radios in Patrol.



The dispatchers found the radio to be superior in performance in wind and noisy environment. The office is in the process of changing radios to the tested radios.

Goal # 3: Build quality partnerships.

Objective # 1: Introduce at risk populations to the 911 program and Sheriff's Office resources. (2013, 2014, & 2015)

Variance: Objective partially met: Entry of special needs population was entered into the CAD system through our caution notes. During the Black Forest Fire, the community, in mass, contacted the E9-1-1 Authority Board to register their cell phones. This was at the media's prompting through our PIO's. The El Paso-Teller E9-1-1 Authority provides educational material for disasters on their website.

Objective # 2: Help volunteers understand the Communications Section and how it interacts with the public and other agencies (cadets, CP units, reserves). (2013, 2014, & 2015)

Variance: Objective partially met: The mobile and portable radio project was completed. This provided all users of the system with the tools needed to understand the operation of radios. The console training, which would be for dispatchers, has not been completed for the region, however, all our personnel are trained on radio consoles. Radio training is provided to all Sheriff's Office academies.

Objective # 3: To build upon the relationships with the military, fire and law enforcement agencies internally and externally within our region and the All Hazards South Central Region. (2013, 2014, & 2015)

Variance: Objective met: All Fire Chief monthly meetings are attended by one or more supervisors. We are members of the Communications Committee for the All Hazards South Central Region and provide information to all counties within this group. Our radio scenarios are conducted on a regular basis with our military partners. Personnel within the section provide MDC training to new users. We also provide MDC tips to further their understanding.

Objective # 4: Develop In-Service training partnership with local agencies. (2013, 2014, & 2015)

Variance: Objective partially met: In the past couple of years, we have welcomed members of the Green Mountain Falls marshal's Office and UCCS Police department into some of our In-Service Training; we have also shared our Defensive Tactics/Arrest Control site with the Colorado State patrol. We have not sent any of our members to other agencies to attend their training, as mentioned in this objective.

Objective # 5: Increase the number of outside agencies represented in our Basic Academy as numbers allow. (2013, 2014, & 2015)

Variance: Objective met: In 2013 five deputies from Teller County Sheriff's Office completed the basic recruit academy. Currently, two from Teller County sheriff's Office



and one from Manitou Springs Police Department are attend Basic Recruit Academy 2014-01.

Objective # 6: Increase the level of participation with the Central Mountain Training Foundation (CMTF). (2013, 2014, & 2015)

Variance: Objective not met: Retired Commander Shannon was a board member but with his retirement CMTF replaced him with a member from a different agency. Due to the increase in Basic Recruit Academies, (three in 2013) we were unable to host CMTF training courses. We have promoted CMTF training courses by listing them on our web site.

Objective # 7: Continue high level of participation with the Colorado P.O.S.T. board. (2013, 2014, & 2015)

Variance: Objective met: The Office has two chairpersons, Deputy Kafel is the Firearms Committee Chairperson and Sgt. O'Driscoll is the Curriculum Committee Chairperson. Deputy Kafel has participated in POST Inspections to four other academies in 2013.

Objective # 8: Become a "banner agency" for the implementation and use of the new NDE-x system. (2013, 2014)

Variance: Objective not met.

Objective # 9: Increase scope of the existing IT intern program. (2013, 2014, & 2015)

Variance: Objective partially met: IT has maintained relationships with local schools maintaining the existing IT intern program. Other priorities with the Office have prevented the expansion of this project during the 2013 calendar year.

Objective # 10: Assist at least two agencies in the southern Colorado region in their efforts to implement NDE-x. (2013, 2014)

Variance: Objective partially met: Woodland Park PD has successfully implemented an interface and is sending data to NDE-x. We have not been successful in identifying other agencies willing to start this process.

Objective # 11: Build strong relationships with State, All Hazard Regions, County and local radio users and agencies. (2013, 2014, & 2015)

Variance: Objective met: For 2013 the Radio Systems Manager, as an SIEC Member assisted in the drafting of the Interoperability Report submitted to DPS Director Jim Davis on the actions need to make the CSP interoperable with those agencies leaving the DTRS (Digital Trunked Radio System) statewide system the PPRCN is a portion of. Additionally he was asked by the Communications Working Group members for the South Central All Hazards Region to remain as Chair of the group and provided the group with a modified draft pocket Radio Interoperability Guide. As Chair of the CCSA (Consolidated Communications System Authority) the Radio Systems Manager worked to prepare and



provide that Authorities 2013 Annual Report which was presented to the Joint Budget Committee of the Colorado Legislature in November of 2014. There have been two legislative bills that are moving through legislature in 2014 based on financial and responsibilities of the authority. One bill is to provide \$74 million for financial support of the States equipment portion of the DTRS the second bill would move the Authority under DPS, Homeland Security, and Senior All Hazards Advisory. The Radio Systems Manager served as a Director of the CCNC representing Law Enforcement agencies in Southeast Colorado for 2013/2014 and has been voted to serve as an At Large member of the Executive Board of the CCNC. As a PPRCN Technical Committee member, PPRCN Users Council Vice Chair, and PPRCN Board second proxy for the Sheriff the Radio Systems Manager has provided a great deal of time and assistance to all three groups in developing a plan, looking for financial solutions and supporting the process of informing elected officials of the need and drafting resolutions and providing direct input to the plans in use.

Goal # 4: Make efficiency and effectiveness a priority.

Objective # 1: Evaluate and improve customer service for Communications. (2013, 2014, & 2015)

Variance: Objective met: Supervisors review at minimum two calls for each employee during the month. They recognize their personnel through log entries in Performance Impact and by posting jobs well done on the bulletin board.

Objective # 2: Develop an operational plan addressing continuing education on applications used by other sections (JMS, RMS) as a research tool for communications. (2013)

Variance: Objective met: Personnel are provided one-to-one training on each of the systems and those systems are used as an investigative or validation tool.

Objective # 3: Develop police dispatch response plans. (2013)

Variance: Objective partially met: Supervisors were tasked to build response plans for police. Those were completed and during testing, we found that the computer system was not capable of making the appropriate recommendations to our specifications.

Objective # 4: Provide educational opportunities. (2013, 2014, & 2015)

Variance: Objective partially met: Personnel were able to attend multiple conferences last year through the E9-1-1 Authority and Office funding.

Objective # 5: To build databases that will provide immediate access to communication systems. (2013)

Variance: Objective met: Those databases are available to personnel assigned to maintain those projects.

Objective # 6: To assist the comptroller in determining eligibility for State Criminal Alien Assistance Program (SCAAP) grant submissions. (2013, 2014, & 2015)



Variance: Objective met: Personnel used both the court and NCIC system to assist the Comptroller with the review for qualifying candidates.

Objective # 7: Continue to reduce the number of paper documents needed by the Training Section. (2013, 2014, & 2015)

Variance: Objective met: Since 2012 the Training Section has increased its efficiency by converting paper stored training to digital records that are filed electronically. POST will be going to a paperless system in the Spring 2014, the system provides streamline, comprehensive data management for all aspects of POST's duties.

Objective # 8: Decrease waste management costs and improve environmental defense through increased recycling efforts. (2013)

Variance: Objective met: Recycling continues at the Pikes Peak Public Safety Training Facility, and will be implemented at the Cheyenne Mountain Shooting Complex. In 2013 we recycled 1,515 pounds of aluminum, 3,383 pounds of yellow brass, and 24 pounds of copper with a total 4,921 pounds. We were able to contribute to the range fund an amount of \$7,505.48.

Objective # 9: Improve Basic Academy testing procedures. (2013, 2014, & 2015)

Variance: Objective met: A newer version of our familiar test-writing software package was purchased and implemented in 2013. It should serve our needs for several years.

Objective # 10: Conduct Civilian Range Day. (2013, 2014, & 2015)

Variance: Objective met: Training Section has conducted a civilian open range day for the last two years. Each year the participation has increased among our civilian employees. Additionally, we conducted training to Judges and Deputy District Attorneys to increase their knowledge on situations Law Enforcement Officers experience daily.

Objective # 11: Host P.O.S.T. approved Driver Instructor course. (2013, 2014)

Variance: Objective not met: Due to the increase in the number of Basic Recruit Academies, Lateral Recruit Academies and the difficulty of obtaining a driving venue a Driver Instructors course was not held. We will be participating in a CMTF Hosted course in 2014.

Objective # 12: Conduct annual skills instructor audit. (2013, 2014, & 2015)

Variance: Objective met: The Training Section annually compiles data regarding instructor participation. The information is shared with Division Commanders to encourage continuing participation and to identify needs for new instructors. We will host a Firearms and Defensive Tactics Instructors course in 2014.

Objective # 13: Purchase a remote access connection server. This will be used by all members of the Office to support remote operations. With the proliferation of mobile devices (iPads) and Virtual Private Network (VPN) connections from deputies on other



assignments (Vice & Narcotics Investigation (VNI), *Drug Enforcement Administration (DEA)*, etc) as well as VPN connections from sergeants on the road and command staff when traveling, the Office does not currently have a good solution to support these users. (2013)

Variance: Objective not met: Funding priorities have dictated that this objective was not met in 2013.

Objective # 14: Increase knowledge and technical abilities of the IT Section members. (2013, 2014, & 2015)

Variance: Objective not met: Funding and other priorities have precluded this objective from being met in 2013.

Objective # 15: Implement internal IT training for all members of the EPSO. (2013, 2014)

Variance: Objective partially met: The IT Section has an hour long block in sworn and civilian in-service for 2014.

Objective # 16: Purchase a network analyzer device. This will enable the IT department to troubleshoot and identify network problems without having to rely on a third party to do this for us. This will increase the level of support we can provide to all members of the EPSO. (2014)

Variance: Objective met: Purchased a Fluke network analyzer which gives us the ability to troubleshoot and identify network problems.

Objective # 17: The IT Manager and possibly one other member of the IT Section will attend the IACP conference every other year. (2013, 2014, & 2015)

Variance: Objective partially met: The IT Manager attended IACP in 2013.

Objective # 18: Replace the existing video visitation system with a new open architecture web based visitation system. (2013, 2014)

Variance: Objective partially met: A new system was selected in 2013 and is expected to be installed in 2014.

Objective # 19: Fleet personnel will be cross-trained in the disciplines of decal application and the wiring of new units to ensure that work is not held up when personnel are out of the office. (2013)

Variance: Objective met: All 3 of the Fleet mechanic's have been trained in the removal and the installation of the Graphic's and all can perform this duty proficiently. All 3 of the Fleet mechanics' Can now completely up-fit and wire all the police components on new Chevy Impala's, Tahoe's and Vans. The 2013 Vehicle's show an example of their training in up fitting of the new cars.



Objective # 20: There is a State of Colorado requirement that one of our personnel must be certified as an operator for A/B underground storage tanks. Fleet will pursue a second certified operator in the event that Fleet Manager Ortega is not available. (2013)

Variance: Objective met: Allan Lewis was selected to become “Underground Storage Certified” Mr. Lewis studied required material and successfully passed the examination.

Objective # 21: The Fleet section will migrate from a paper management system to a paperless system utilizing the RTA software system that was recently upgraded. (2013)

Variance: Objective met: All 3 of the Fleet Mechanic’s have been trained to enter work orders in RTA (Fleet Software) electronically, and have made the transition from the paper work orders. The Fleet Shop now has 4 Computers 2 were obtained from Dispatch. This has increased the Flow in processing work orders.

Goal # 5: Maintain critical infrastructure, capital assets and systems.

Objective # 1: To maintain open communications with the 911 Authority in the planning and execution of the planned move to the new Sheriff’s Office Headquarters. (2013)

Variance: Objective met: The coordination and execution of the plans for a successful move were met.

Objective # 2: To review the needs of the center and make recommendations. (2013)

Variance: Objective met: The vendor developed a task list and tested all equipment prior to move in. Supervisory personnel also worked in the new center on the equipment to ensure it was working properly.

Objective # 3: To establish priorities in the assessment and dispersal of equipment that is scheduled to be released to the Sheriff’s Office from the 9-1-1 Authority after the completion of the new center in the Sheriff’s Office Headquarters. (2013)

Variance: Objective met: The E9-1-1 Authority released all computers that were in the CJC Dispatch to our new center with additional computers available. The old console equipment has been marked for the Emergency Operations Center.

Objective # 4: Acquire and maintain viable training space and equipment. (2013)

Variance: Objective partially met: In 2013, the Training Section vacated their former self-contained location at 2741 E. Las Vegas. The bulk of operations was moved into the O.T.S. at 27 E. Vermijo; this resulted in the loss of a classroom and significant storage capabilities. Temporary operations were moved into the Sprung Structure at 2721 E. Las Vegas; this included Arrest Control and some physical fitness. The Sprung Structure proved to be unusable as a classroom due to the construction and configuration. Possibilities will



improve in 2014 with a move into the former Coroner's Office building. No "new" equipment has been obtained during this period.

Objective # 5: Expand Training Capabilities Through Venues and Partnerships. (2014)

Variance: Objective met: Objective partially met. In 2013, the Colorado Springs Police Department, through the Central Mountain Training Foundation (CMTF) acquired a new firearms simulator. As a neighboring agency and member of CMTF, we were given the opportunity to use the simulator on several days in each subsequent year.

Objective # 6: Identify, establish, cultivate and maintain good local business partnerships. (2013, 2014, & 2015)

Variance: Objective met: Securing and maintaining usable training venues is a continuing process. As we identify a new venue, we typically lose one. Maintaining partnerships should remain a priority, and the Training Section has done a good job of doing this.

Objective # 7: Replace R.B.T. equipment. (2013, 2014, & 2015)

Variance: Objective not met: The Training Section has not replaced any protective gear in the last year. We will inventory our existing equipment in 2014 in preparation of replacing defective equipment and obtaining new items with the increase of personnel.

Objective # 8: Evaluate training classroom furniture/equipment for potential replacement. (2015)

Variance: Objective met: New tables and chairs were purchased to fill both classrooms at the O.T.S., as well as the classroom in the former Coroner's Office building, which will become the Fitness and Training Center in 2014. A.V. equipment has been replaced as a result of the Training Section's move to the O.T.S.

Objective # 9: Evaluate high gear suits for replacement. (2013)

Variance: Objective not met: This objective was not met because upon further inspection a need was not identified for larger sizes. Currently there are only two Arrest Control Instructors that are too large for the suits we already have. The funds that were going to be utilized to purchase the suits were used to replace the RBT gear specified above.

Objective # 10: Increase training car numbers. (2013)

Variance: Objective met: Fleet Services dedicated additional cars to the Training Section in 2013. There are now six (6) driving training cars, thereby keeping us in compliance and allowing for more training for the recruits.

Objective # 11: Maintain and provide a comprehensive inventory and maintenance plan for all IT systems in use in the Office. (2014, 2015)

Variance: Objective not met.



Objective # 12: Create and adopt a formal MDC usage and replacement plan. (2013)

Variance: Objective partially met: Trending, life cycles and cost history have been identified. A plan has been created. Funding limitations and priorities have precluded the plan from being adopted.

Objective #13: Develop a three year plan to replace mobile and portable radios no longer supported by Motorola in the most cost effective, efficient manner to meet capability needs. (2013)

Variance: Objective partially met: Updated previous radio replacement plans to associate the changes incorporated by 1A funding and a desire to have Law Enforcement Bureau with encryption capability. Completion of updating databases and maintenance contract will be a ongoing requirement through the completion of radio replacement.

Objective # 14: Provide assistance to the Pikes Peak Regional Communications Network (PPRCN) as a member agency to develop a sustainability model for the radio system used for voice communications by area first responders and service agencies. (2013, 2014, & 2015)

Variance: Objective met: Direct input to the lifecycle audit performed and provided During 2013 by Televate, LLC. Assisted the PPRCN Board to understand some of the data and how it relates to El Paso County users and how potential funding solutions may be achieved. Provided assistance to the PPRCN Systems manager as he has prepared for presentations to users and assisted with elected officials briefings in November 2013.

Objective # 15: The current fuel dispensers at fleet were installed in 1988 and are now 24 years old. These units are obsolete and parts are no longer made for these units. The last failure required the vendor to fabricate a part to keep the units running. Replacement units are estimated at \$12,000.00 per unit. (2013)

Variance: Objective partially met: Updated quotes for the replacement of the current fuel dispensers were obtained as well as for the automation of tracking fuel. Dispensers are scheduled to be replaced in the first half of 2014.