

EL PASO COUNTY SHERIFF'S OFFICE

# STRATEGIC PLAN 2015-2018





# El Paso County Sheriff's Office



## TABLE OF CONTENTS

Dear Citizens and Employees,

In February of 2015, KRW Associates LLC (KRW) was retained by El Paso County to conduct an Organizational Assessment of the Sheriff's Office. This multi-faceted assessment was undertaken to identify how the individual department members assess the agency and organizational environment. There was also a need to have a non-biased review of practices and policies in place at the El Paso County Sheriff's Office following numerous complaints and ongoing litigation.

The purpose for using KRW was to provide a trusted source for the development of recommendations that will help us establish measurable outcomes for future change and planning. The goal was to conduct an in-depth assessment of the organizational climate and environment in order to offer recommendations to enhance morale, organizational proficiency and leadership. The project team conducted a comprehensive review of current operational practices, policies and procedures.

After a thorough review of the KRW Recommendations, we found it necessary to make those an integral part of the 2015-2018 Strategic Plan for the El Paso County Sheriff's Office. The key issues you will find addressed include Communication, Trust, Leadership and Strategic Planning & Operations. Each Bureau and Division of the Office has also developed a plan specific to their areas which has been integrated with the KRW Recommendations.

I am confident this Strategic Plan has addressed the areas in which we strive for improvement. It also builds on the past successes of this Office. Each employee of this Office has shown a level of dedication and commitment to our community that is unmatched anywhere in this nation.

Sincerely,

Bill Elder

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**Sheriff's Letter** 2

**Office of the Sheriff** 5

Leadership and Cultural Climate 6  
Communication 7  
Strategic Planning and Operations 8  
Trust 10

**Administrative Services Bureau** 13

Strategic Planning and Operations 14

**Detentions Bureau** 19

Capital Improvement Initiatives 20  
*Detentions Operations*: Strategic Planning and Operations 20  
*Detentions Security*: Strategic Planning and Operations 22  
Leadership and Cultural Climate 25

**Law Enforcement Bureau** 27

*Patrol Division*: Mission, Vision, and Operating Philosophy 28  
*Patrol Division*: Capital Improvement Initiatives 29  
*Patrol Division*: 3 Year Goals 30  
*Patrol Division*: Long Range Planning Projections 31  
*Patrol Division*: Strategic Planning and Operations 31  
Trust 32  
Leadership and Cultural Climate 33  
*Investigations Division*: Mission, Vision, and Operating Philosophy 34  
*Investigations Division*: Capital Improvement Initiatives 35  
*Investigations Division*: 3 Year Goals 37  
*Investigations Division*: Strategic Planning and Operations 38

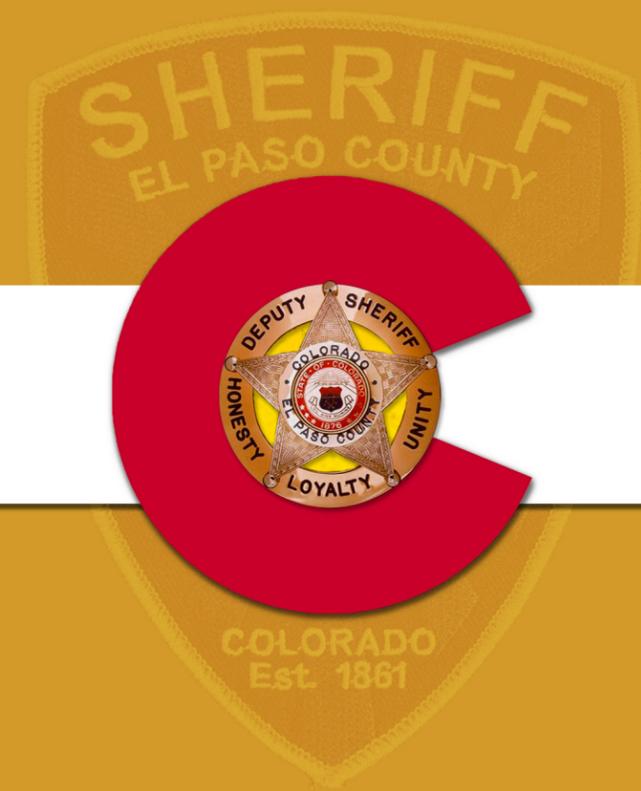
**Support Services Bureau** 41

*Support Operations Division*: Strategic Planning and Operations 42  
*Support Operations Division*: Leadership and Cultural Climate 44  
*Special Operations Division*: Strategic Planning and Operations 45  
*Special Operations Division*: Leadership and Cultural Climate 48  
*Emergency Services Division*: Strategic Planning and Operations 49  
*Emergency Services Division*: Leadership and Cultural Climate 50

**El Paso County Sheriff's Office Mission, Vision, and Values** 52



# OFFICE OF THE SHERIFF



OBJECTIVES  
GOALS  
STRATEGIES



## LEADERSHIP AND CULTURAL CLIMATE



### GOAL # 1: DEVELOP A FORMAL ORGANIZATIONAL STRATEGY.

**OBJECTIVE:** Dissemination of the KRW report to all members of the El Paso County Sheriff's Office with a cover memo from Sheriff Elder outlining the process for moving forward in a thoughtful manner.

Actions/Strategies:

- This will be accomplished via video of Sheriff Elder on the Intranet.

**OBJECTIVE:** Develop a thoughtful, focused, and prioritized strategic plan of change which addresses all issues raised by the employees.

**OBJECTIVE:** Develop a "bottom up" process of gaining feedback and suggestions from all employees.

**OBJECTIVE:** Once feedback is received from employees, complete a series of facilitated workshops with the Command Staff to discuss and develop the organizational strategic plan.

**OBJECTIVE:** Each component of the strategic plan should include a time frame and identify individuals assigned to complete that component.

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

### GOAL # 2: ESTABLISH A VISION, MISSION, SET OF CORE VALUES AND PHILOSOPHY OF POLICING.

**OBJECTIVE:** Complete discussions regarding the Vision, Mission and Core Values with a representative cross section of employees. These discussions should be lead by Sheriff Elder, with him initially sharing his vision for the organization, followed by in-depth discussions on taking his vision statement and developing an organization-wide vision statement. Discussions should openly encourage others to improve the wording for more inclusive acceptance of the key ideas in the vision statement.

Actions/Strategies:

- When talking with these same individuals, discuss ideas for a mission statement. The mission statement explains to external individuals what the organization does and how it carries out its tasks. It is more detailed than the vision statement.
- When talking with these same individuals, discuss ideas for core values / belief statements, which represent the values that guide behaviors of employees in their internal interactions with each other and are the foundation of all interactions with all customers of EPSO services.

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

**OBJECTIVE:** Once these 4 have been finalized, implement the vision, mission and community policing philosophy through the core values - organization wide. This is essentially a baseline behavioral anchor guide for all employees in their daily professional activities.

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

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

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

**OBJECTIVE:** Empowerment must be defined, understood and supported throughout the organization.

**OBJECTIVE:** Create a consistent set of leadership skills and expectations.

Actions/Strategies:

- Character 1st (STRATA Leadership program) can be basis for core character traits.
- John Maxwell's 5 Levels of Leadership

**OBJECTIVE:** Define and direct the values and behaviors of leadership, starting with Command Staff and disseminating to all levels within EPSO with an emphasis on consistent adherence to the core values established.

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

**OBJECTIVE:** Once the leadership training is developed, it should be required annually of all supervisors, both sworn and civilian.

**OBJECTIVE:** Although, not a specific recommendation, KRW included a Recommended Reading List of which selecting an appropriate leadership text that matches the vision and expectations can be helpful to reinforce alignment.

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

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

**OBJECTIVE:** Information should be gathered from a variety of sources and notice of changes should be distributed promptly across the organization.



## COMMUNICATION



### GOAL # 1: DEVELOP, ENHANCE, AND/OR FORMALIZE COMMUNICATIONS.

**OBJECTIVE:** Complete organizational meetings to set the core values and establish a new direction and mission, "clearing the air" in a safe environment. Encourage employees to voice complaints they believe have gone unheeded.

**OBJECTIVE:** Commanders and Lieutenants should meet on a regular basis with their Sergeants and civilian supervisors, as well as with employees by consistently attending shift briefings and participating in ride-alongs with deputies.

**OBJECTIVE:** Continue Sheriff Elder's practice of personal interaction throughout the organization, re-establishing a level of trust and support from the line level employees.

**OBJECTIVE:** Sheriff and Undersheriff should attend shift briefings and participate in discussions at all levels of the organization. The Sheriff and Command Staff must confront the perceptions of past favoritism and unfair punitive sanctions in a fair and direct manner, leading first by example and participating in candid discussions, thereby demonstrating a commitment to lead in a new, productive, fair and impartial direction.

**OBJECTIVE:** Perceptions of past favoritism and unfair punitive sanctions must be addressed. An organizational commitment to evaluate the truth of allegations, make necessary corrections and, finally, to confront the task of changing the perceptions in the treatment of employees.

**OBJECTIVE:** Office policy and standards of behavior must be clearly defined and consequences for violations must be commensurate with the seriousness of the violation and be fairly and consistently applied.

## **GOAL # 2: ESTABLISH A "SHERIFF'S ADVISORY COUNCIL."**

**OBJECTIVE:** Create a group which represents all major areas of the Office to meet with the Sheriff and Command Staff and discuss leadership practices, policy, and other issues of interest in the organization.

**OBJECTIVE:** Schedule the Advisory Council group to meet on a regular basis with the Sheriff and Command Staff, at a minimum meeting quarterly.

**OBJECTIVE:** Reinforce communication throughout the Office via the ongoing connection between the Sheriff, Command Staff and the Advisory Council group, all of which can assist in forwarding information discussed in such meetings to their colleagues.



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

**OBJECTIVE:** Identify and evaluate the benefits to be derived through opportunities for regionalization of services. Opportunities for enhanced service delivery and control of costs include Homicide investigations, Evidence, Communications, Air Support, SWAT – Tactical Unit. Also included are open discussions with CSPD to develop a mutual agreement to investigate the other's Officer Involved Shootings.

## **GOAL # 2: ESTABLISH A CLEAR AND UNAMBIGUOUS SEXUAL HARASSMENT POLICY AND INCLUDE TRAINING FOR ALL EMPLOYEES AND SUPERVISORS.**

**OBJECTIVE:** Clearly identify a reporting process, including the identification of a primary point of contact for such complaints.

**OBJECTIVE:** Include sexual harassment training in every supervisory, leadership and in-service training.

## **GOAL # 3: REVIEW CURRENT DISCIPLINARY POLICIES AND PRACTICES; DEVELOP A WRITTEN PHILOSOPHY OF DISCIPLINE AND GUIDELINES FOR THE DETERMINATION OF APPROPRIATE DISCIPLINE.**

**OBJECTIVE:** Review current disciplinary practices, create a more detailed written disciplinary philosophy and establish guidelines for the determination of whether an allegation of misconduct should be sustained and, if so, what the appropriate disciplinary sanction should be. This should be a cross-section of the entire Office and other stakeholders. This project should accomplish the following goals, along with any others as determined by EPSO:

- *A review of the General Rules of Conduct to provide more specific notice of unacceptable conduct and reduce reliance on Rule 1, Obedience to Orders and Rule 15, Conduct Unbecoming.*
- *A review of the complaint intake process to ensure unobstructed access in the ability to lodge a complaint.*
- *Create guidelines for the empowerment of first-line supervisors to exercise their discretion to correct or*

*counsel subordinate deputies without initiating formal corrective / disciplinary action. This should also include training in the proper use of this discretion, an appropriate method for recording / tracking any counseling sessions, and recognition that use of this discretion will be a component of performance evaluations of the supervisors.*

- *Create better criteria for the designation of complaints which may be investigated at the supervisor level. Assure supervisors are sufficiently trained to conduct the investigations and the investigations are tracked and reviewed. Also make clear the quality of the investigations and resulting recommendations will be a component of performance evaluations of the supervisors.*
- *Review of current criteria for the use of polygraph / Computer Voice Stress Analysis (CVSA) and creation of additional guidelines to better define cases where their judicious use is most appropriate.*
- *Creation of a written philosophy of discipline to better guide disciplinary decision-making.*
- *Consider the creation of an even more detailed set of guidelines to better facilitate the analysis of whether an alleged violation should be sustained and what factors should be considered in determining the appropriate discipline - all to help ensure more consistent analysis and review of the facts of an investigation and more consistent analysis of the circumstances which should guide the determination of appropriate disciplinary sanctions.*
- *Consider the creation of a discipline matrix - designed to result in more consistent discipline, while still allowing the exercise of discretion (when appropriate) and also serves to give notice of the likely consequences of varying degrees / levels of misconduct.*

**OBJECTIVE:** The results of all of the above items should be posted on the EPSO website as notice to all members of the agency and the public.

**OBJECTIVE:** Ensure all employees receive training in any new guidelines, policies and procedures which result from any of the above mentioned review process, with more in-depth training provided to all supervisors and Command Staff.

## **GOAL # 4: CONSIDER AND DISCUSS OTHER ISSUES OF IMPORTANCE – POSSIBLE AMENDMENTS TO EPSO POLICY #501- USE OF FORCE AND POLICY #504- CRITICAL INCIDENT REVIEW BOARD.**

**OBJECTIVE:** EPSO is studying its core use of force policy and contemplating the use of a model policy and modifying it to meet the specific needs of the Office. It is recommended this process be continued and expedited.

## **GOAL # 5: COMMIT TO, CREATE, AND MAINTAIN A COMPREHENSIVE EARLY INTERVENTION SYSTEM.**

**OBJECTIVE:** Explore services that will give EPSO the ability to collect and analyze the necessary data - a broad-based Early Intervention System (EIS) management tool that can identify and intervene with officers in need of assistance, and identify issues in/with policies, training, supervision, risk management and other areas of importance to to the entire agency.

**OBJECTIVE:** The Sheriff and Command staff must be committed to success and effectively communicate the benefits of a more comprehensive EIS to the entire Office.

**OBJECTIVE:** Develop the appropriate thresholds to help identify deputies in need of intervention.

**OBJECTIVE:** Design appropriate intervention strategies.

**OBJECTIVE:** Implement effective post-intervention monitoring programs.

**OBJECTIVE:** Ensure all first-line supervisors receive proper training, which includes a comprehensive understanding of the EIS, as well as factors to motivate and evaluate them accordingly.

**GOAL #6: SIGNIFICANTLY ENHANCE THE DATA COLLECTION, STORAGE AND ANALYTICAL CAPABILITIES OF THE PROFESSIONAL STANDARDS UNIT AND POSITION IT TO REPORT DIRECTLY TO THE SHERIFF OR UNDERSHERIFF. THE UNIT SHOULD ALSO RECEIVE SUFFICIENT PERMANENT ADMINISTRATIVE ASSISTANCE.**

**OBJECTIVE:** The case management system currently used by Professional Standards is inadequate and incapable of supporting the demands of the Office. The ability to store and manage the data or create necessary analytical reports is severely limited. Exploring options to upgrade this system is recommended.

**OBJECTIVE:** The nature of the duties performed by a department's internal affairs function and the confidentiality of records it is charged with maintaining necessitate it report directly to the agency head or a designee close to the agency head. The organizational chart should be realigned accordingly.

**OBJECTIVE:** The importance, complexity and confidentiality of internal investigations justify the assignment of administrative support personnel to the Professional Standards Unit. The Unit should receive sufficient permanent administrative assistance and the practice of temporarily reassigning Records personnel to provide assistance should be discontinued.

**GOAL #7: IDENTIFY, PROPOSE, AND SUPPORT LEGISLATION AS IT PERTAINS TO LAW ENFORCEMENT, THE SHERIFF'S OFFICE, AND EL PASO COUNTY.**

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

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

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



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

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

Actions/Strategies:

- Use Sheriff's Advisory Council to develop process.

**OBJECTIVE:** Schedule the Advisory Council group to meet on a regular basis with the Sheriff and Command Staff, at a minimum meeting quarterly.

**OBJECTIVE:** Reinforce communication throughout the Office via the ongoing connection between the Sheriff, Command Staff and the Advisory Council group, all of which can assist in forwarding information discussed in such meetings to their colleagues.





# ADMINISTRATIVE SERVICES BUREAU



OBJECTIVES  
GOALS  
STRATEGIES



## STRATEGIC PLANNING AND OPERATIONS



### GOAL # 1: REVIEW PAY EQUITY AND TIME COMPENSATION

**OBJECTIVE:** Determine protocol for adequate compensation of organizational tenure and organizational salary consistency (of related positions elsewhere in EPSO) for non-sworn employees, especially when an employee transfers positions.

**OBJECTIVE:** Review compensation for on-call status, ensuring compliance with legal requirements.

### GOAL # 2: CONTINUE EVALUATION OF THE ORGANIZATIONAL CHART AND ORGANIZATIONAL ALIGNMENT. (ON-GOING)

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

**OBJECTIVE:** Information should be gathered from a variety of sources and notice of changes should be distributed promptly across the organization.

### GOAL # 3: MONITOR THE PERFORMANCE APPRAISAL PROCESS.

**OBJECTIVE:** Maintain on-going evaluation of the newly implemented performance appraisal process to determine if it is meeting the expectations on which it was designed.

Actions/Strategies:

- Look into Peer Reviews, along with Side to Side and Top Down Reviews as well.

**OBJECTIVE:** Include training on the performance appraisal process in the supervisory and employee training program to ensure there is a common understanding and common goals.

**OBJECTIVE:** The evaluation process should be utilized Office-wide, with all employees being held to the same high standards of hard work and productivity, including an annual evaluation of sick time usage.

### GOAL # 4: ADOPT A SINGLE POINT OF DATA CAPTURE.

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

Actions/Strategies:

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

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

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

### GOAL # 5: CONDUCT BUSINESS PROCESS ANALYSIS / RE-ENGINEERING.

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

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

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

### GOAL # 6: CONSIDER AND DISCUSS OTHER ISSUES OF IMPORTANCE – OPERATING AS A “LEARNING ORGANIZATION”

**OBJECTIVE:** The Sheriff's Office must have sufficient systems and practices in place to collect and analyze data, supervise and hold employees accountable at every level, and conduct constant review in order to make needed changes with the goal of preventing the damaging incident or lawsuit - a philosophy of “learning” from itself and improving the way it conducts business.

**OBJECTIVE:** Develop an on-going process for receiving notification of, studying, and determining the applicability of various resources to EPSO policies and procedures. For this recommendation, “various resources” pertains to best practices, publications of professional organizations and other law enforcement agencies, consent decrees, published settlement agreements and related litigation across other law enforcement agencies nationwide.

### GOAL # 7: UPDATE PROCESS FOR CALCULATING CURRENT INCARCERATION COSTS.

**OBJECTIVE:** Review and update the current and actual cost of incarceration, updating to avoid controversy or inaccurate fee collection.

Actions/Strategies:

- Assistance from Inmate Classification (inmate housing billing) and Detentions Projects

**OBJECTIVE:** Revisit and update (as needed) the sharing of resources element of the incarceration fees to ensure past practice is consistent with current environment.

**OBJECTIVE:** Evaluate all applicable housing MOUs / contracts and adjust for newly identified rate, communicating such changes with applicable agencies.

### GOAL # 8: EXPLORE OPPORTUNITIES FOR INTERAGENCY AND PUBLIC/PRIVATE PARTNERSHIPS.

**OBJECTIVE:** Consider exploring certain efficiencies and economies associated with inter-agency or public/private partnerships related to the purchase, inventory and distribution of pharmacy items.

Actions/Strategies:

- Pharmacy related topic handled with DHS partnership (Medicaid screening and enrollment within Intake/Release).

**OBJECTIVE:** Review and monitor the public/private partnerships established and fostered through the Gateways program, as these are critical to the programs success and are key to the reputation of EPSO (in relation to the program).

### GOAL # 9: INSTITUTE A COMPETITIVE BID PROCESS FOR THE FOOD SERVICE CONTRACT.

**OBJECTIVE:** The food services contract should be considered for competitive bid to ensure the application of effectiveness, efficiency and economies.

### GOAL # 10: INSTITUTE A COMPETITIVE BID PROCESS FOR THE COMMISSARY SERVICES CONTRACT.

**OBJECTIVE:** The commissary services contract should be considered for competitive bid to ensure the application of effectiveness, efficiency and economies.

**OBJECTIVE:** Establish a well-considered policy that specifically defines the EPSO Commissary Fund guidance for collection of revenue, specific and detailed guidance for Commissary Fund expenditures and specific guidance related to the annual "roll over" of fund balances at the end of each fiscal year.

**OBJECTIVE:** Identify authorization of Commissary Fund expenditures, with such responsibility being assigned to an individual(s) not directly involved in the detentions function.

**GOAL # 11: INSTITUTE A COMPETITIVE BID PROCESS FOR THE INMATE TELEPHONE SERVICES CONTRACT.**

**OBJECTIVE:** The inmate telephone services contract should be considered for competitive bid to ensure the application of effectiveness, efficiency and economies.

**OBJECTIVE:** Implement a protocol for consistent and meaningful auditing process of revenues generated from the inmate telephone services contract.

**GOAL # 12: REVIEW THE DETENTIONS MEDICAL SERVICES CONTRACT FOR OPPORTUNITIES FOR COST SAVINGS.**

**OBJECTIVE:** Initiate discussions with the current service provider related to enhancing the existing month-to-month contract to a more permanent status through the remainder of 2015.

**OBJECTIVE:** Explore discounts that may be considered as the result of expanding the contract from a month-to-month status, with more stability through 2015.

**OBJECTIVE:** Explore the economies that may be associated with pharmacy procurement and inventory through inter-agency or public/private partnerships.

**OBJECTIVE:** Ensure that all contract medical staff are provided relevant security protocol training, as defined in the contract, and ensure the protocols are consistently followed.

**OBJECTIVE:** Ensure that all possible discounts and economies are considered in future contract discussions, without diluting the level of medical services provided or increasing the liabilities to the community served.

**GOAL # 13: REPLACE / UPGRADE THE JAIL MANAGEMENT SYSTEM.**

**OBJECTIVE:** Prioritize the proposed RFP related to replacement / upgrade of the Jail Management System (JMS) RFP to replace or upgrade the current system within the context of an organization-wide IT strategic plan.

**GOAL # 14: ENHANCE IMAGE STORAGE CAPACITY.**

**OBJECTIVE:** Consider upgrades to the current image storage capacity and the ability to access images in a timely manner.

Actions/Strategies:

*This is related to JMS project. This should also consider whether or not to put inmate photos on website.*

**GOAL # 15: ASSESS THE SPENDING SOURCES AND PROCESSES FOR DETOX.**

**OBJECTIVE:** Use of Commissary Fund resources in support of the critical Detox mission should be closely evaluated to ensure the expenditure meets the spending criteria established in the needed Commissary Fund expenditure policy / guidance.

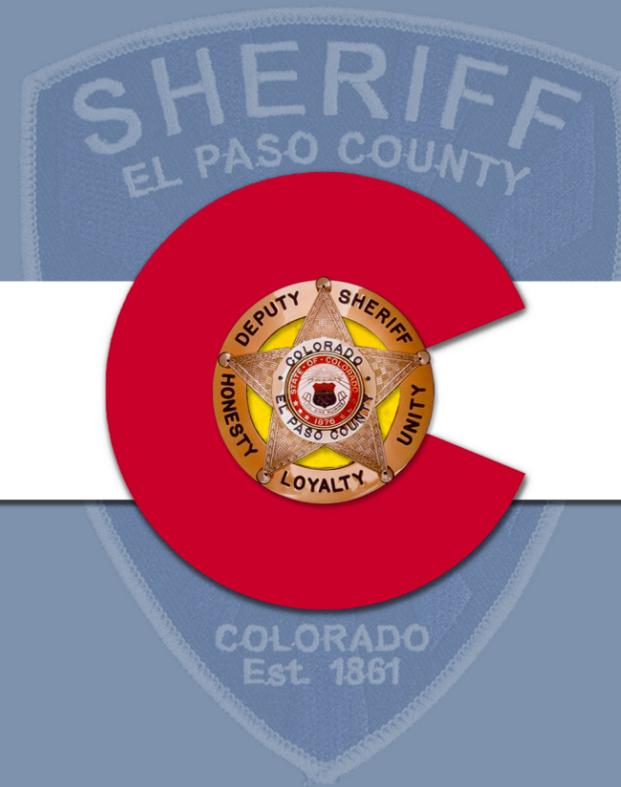
**GOAL # 16: INSTITUTE A COMPETITIVE BID PROCESS FOR THE MEDICAL SERVICES CONTRACT.**

**OBJECTIVE:** The medical services contract should be considered for competitive bid to ensure the application of effectiveness, efficiency and economies. Current contract ends in 2017.





# DETENTIONS BUREAU



OBJECTIVES  
GOALS  
STRATEGIES



## DETENTIONS BUREAU CAPITAL IMPROVEMENT INITIATIVES



- Remodel or expand the Property Room in Intake/Release
- Construction of a maximum security housing tower
- Re-model of remaining Echo tower wards for female housing
- Expansion of Medical Section for additional medical housing beds
- Expansion of Medical Section for addition of psychiatric beds
- Re-model of CJC employee ingress/egress and parking to improve employee safety
- Expansion of female special management housing areas
- Re-model to create a female mental health ward
- Construct a ceilings in the Hotel MPR/Classrooms so that sound will not travel out of the room, to facilitate counseling/therapy

### DETENTIONS BUREAU ISSUES AND CHALLENGES

- Increasing female population
- Increasing mental health population
- Increasing complexity and frequency of inmates with medical issues
- Legal issues pertaining to inmate housing including, use of segregation, housing of transgendered inmates, etc.
- Increasing aggressive/assaultive inmate population



## DETENTIONS OPERATIONS DIVISION STRATEGIC PLANNING AND OPERATIONS



### GOAL # 1: MONITOR AND EVALUATE THE USE OF FORCE.

**OBJECTIVE:** Create and implement a process by which all use of force incidents within Detention Bureau are closely monitored and evaluated to ensure full compliance with the law, training and policy & procedure.

Actions/Strategies:

- *This may be in effect right now; however, should be documented and adjusted as needed - the numbers for the report should be qualified as to the jump in overall totals.*

### GOAL # 2: DEVELOP A PUBLIC AWARENESS PROGRAM.

**OBJECTIVE:** The community should be well informed of detentions operations and the critical public safety role of the detentions staff.

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

**OBJECTIVE:** Evaluate the inmate property storage process and system, with consideration to additional space and economies.

### GOAL # 4: EXPAND THE INMATE CLASSIFICATION / THREAT IDENTIFICATION SYSTEM.

**OBJECTIVE:** Determine national best practices for classification of inmates.

Actions/Strategies:

- *Evaluate Current Classification procedures against identified best practices.*

**OBJECTIVE:** Conduct survey of jails (varying sizes) to determine their clothing strategy.

Actions/Strategies:

- *Evaluate existing clothing strategy versus surveyed strategies.*

### GOAL # 5: EVALUATE THE DEFINITION AND ACCOUNTING FOR INMATES WITH MENTAL HEALTH ISSUES.

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

Actions/Strategies:

- *Implement steps to initiate the identified practice at the Criminal Justice Center by the use of the Daily Average Population and the percentage of suicide attempts.*
- *Determine a responsible functional area to maintain this data.*

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

**OBJECTIVE:** Evaluate mental health screening procedures.

**OBJECTIVE:** Evaluate the use/feasibility of specially trained, "Mental Health" deputies.

### GOAL # 6: DEVELOP A PLAN OF ACTION AND RESPONSE TO A PERPETRATOR PURPOSELY INTRODUCING AND ATTEMPTING TO USE DANGEROUS WEAPONS IN THE DETENTION FACILITY.

**OBJECTIVE:** Utilize staff members with the expertise, experience, institutional knowledge as well as familiarization with policy and SOP to develop a plan of action by the end of 2016. (Section Lieutenants)

**OBJECTIVE:** Implement the plan of action by periodically performing training scenarios that are reality based throughout the entire year. Ongoing. (Section Sergeants)

**OBJECTIVE:** Analyze and critique training sessions in order to ensure the original plan or concept is effective or needs adjustments. Ongoing. (Section Lieutenants)

### GOAL # 7: EVALUATE THE PRE-TRIAL RELEASE PROGRAM.

**OBJECTIVE:** Evaluate and consider required modification / revision to the pre-trial release program.

### GOAL # 8: INCREASE THE COURT AND TRANSPORT HANDICAP VEHICLE FLEET BY DECEMBER 31, 2016.

**OBJECTIVE:** Research vehicles, which would best suit the Court and Transport Section needs by March, 2017. (Transport Sergeant in conjunction with Fleet Manager)

**OBJECTIVE:** Purchase vehicle and install ADA approved lift by December 31, 2016. (Transport Sergeant)

### GOAL # 9: REPLACE THE COURT AND TRANSPORT HIGH-MILEAGE VEHICLES BY DECEMBER 31, 2017.

**OBJECTIVE:** Research vehicles, which would best suit the Court and Transport Section needs by August, 2017. (Transport Sergeant in conjunction with Fleet Manager)

**OBJECTIVE:** Purchase vehicles and install required security equipment by December 31, 2017.

**OBJECTIVE:** Coordinate with the Support Operations Commander for funding.

**GOAL # 10: REPLACE AND/OR UPDATE THE COURT SERVICES RADIO SYSTEM BY DECEMBER 31, 2016.**

**OBJECTIVE:** Coordinate with Radio Systems Manager to identify necessary upgrades to current system or purchase of replacement system by June 2016.

**OBJECTIVE:** Coordinate with Radio Systems Manager to schedule upgrade or replacement of current Court Services radio system by December 31, 2016.

**GOAL # 11: ADOPT AND REVISE POLICIES, PROCEDURES AND PRACTICES THAT MITIGATE THE RISK OF SEXUAL ABUSE AND HARASSMENT IN OUR FACILITY, AND TO KEEP US COMPLIANT WITH NATIONALLY RECOGNIZED GUIDELINES.**

**OBJECTIVE:** Coordinate a Pre-audit to evaluate our Prison Rape Elimination Act (PREA) to ensure we are maintaining best practices.

**OBJECTIVE:** Schedule a PREA Audit before the end of 2016.

**GOAL #12: CREATE PUBLIC AWARENESS OF THE DETENTION INVESTIGATIONS TEAM (DIT) AND THEIR ROLE IN PROVIDING A SAFE FACILITY TO INCREASE CONFIDENCE IN THE INTERNAL SECURITY OPERATION.**

**OBJECTIVE:** Establish public awareness of the DIT through internet and other media.

**OBJECTIVE:** Post a general overview of quarterly statistics.

**OBJECTIVE:** Establish communications between the public and the DIT for the purpose of reporting illegal activity which is originating from within the facility and intelligence gathering.

**OBJECTIVE:** Ensure DIT's participation in Gangnet to address and investigate problem groups of inmates and curtail criminal or disruptive behavior.



DETENTIONS SECURITY DIVISION

**STRATEGIC PLANNING AND OPERATIONS****GOAL # 1: INITIATE KITCHEN FACILITY UPGRADES.**

**OBJECTIVE:** Initiate and complete upgrades, repair and equipment repair/replacement in the Kitchen area.

Actions/Strategies:

- This entire recommendation relates to current Kitchen project only.

**OBJECTIVE:** Initiate and complete upgrades to the Kitchen area flooring.

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

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

Actions/Strategies:

- Create a staff analysis and comparison to other facilities across the State. Consider options and controls not used now - change up routines so they can't plan something?

**GOAL #3: REDUCE RECIDIVISM IN EL PASO COUNTY**

**OBJECTIVE:** Provide Thinking for Change (T4C) Curriculum to inmates in general population wards in an effort to reduce recidivism in El Paso County.

Actions/Strategies:

- Provide training to interested deputies who wish to teach the T4C Curriculum.
- Identify general population wards where classes will be offered.
- Utilize trained staff to provide T4C training to interested inmates.
- Develop Master Antennae TV (MATV) System to support the expanded T4C availability by allowing simulcast of classes being taught and educational videos.

**GOAL #4: IMPROVE SAFETY WITHIN THE CRIMINAL JUSTICE CENTER (CJC)**

**OBJECTIVE:** Increase lighting in all wards in the older portion of the Criminal Justice Center (CJC) as was done in Ward 1A2 and 1A3. (Ward 1A1 was not upgraded)

Actions/Strategies:

- Convert existing high energy lighting fixture to a low energy fixtures with more lighting that meet American Correctional Association (ACA) requirements and increase staff/inmate safety.
- If the El Paso County Public Services Department is unable to fund this objective, work with Command Staff to procure the funding for this project.

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

Actions/Strategies:

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

**OBJECTIVE:** Install high security food traps in select doors throughout the facility to allow staff to feed, correspond, communicate with and sometimes restrain violent and/or disruptive inmates without having to open the cell door which often results in assaults and use of force events which could otherwise be avoided.

Actions/Strategies:

- Identify the Wards/Cells throughout the facility which are most in need of lockable food trap.
- Determine costs associated with replacing cell doors or converting existing cells doors to accommodate food traps.
- Secure funding source to proceed with this project.

**GOAL #5: MISCELLANEOUS / FACILITIES UPKEEP**

**OBJECTIVE:** Complete modifications to the showers to prevent deterioration.

Actions/Strategies:

- Research solutions to prevent deterioration of showers while staying within guidelines of American Correctional Association (ACA).
- Obtain quotes from vendors to remedy problems and determine viability.

**OBJECTIVE:** Complete modifications to closet doors.

Actions/Strategies:

- Research solution to prevent closet doors in the wards from rusting and becoming inoperable due to moisture issues.
- Obtain quotes from vendors to remedy problem.

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

Actions/Strategies:

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

**OBJECTIVE:** Increase inmate awareness for reporting criminal activity by use of the available "Crime Tip Hotline" & "Kiosk System" to report criminal activity.

Actions/Strategies:

- Create an instructional video regarding the availability and use of the Crime Tip Hotline to report criminal activity or potentially unsafe situations.
- Create an instructional video regarding the availability and use of the Inmate Kiosk System to report criminal activity or potentially unsafe situations.
- Create a touch link on the Inmate Kiosk System to allow reporting of gang activity.
- Develop MATV System to allow broadcast of above videos to all wards within the detention facility on scheduled intervals.

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

Actions/Strategies:

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

**OBJECTIVE:** Upgrade or Replace Master Antennae TV (MATV) System to allow for full utilization of the system by all connected TV's throughout the Criminal Justice Center (CJC)

Actions/Strategies:

- Contract to have system evaluated to determine the salvage ability of existing system.
- Determine how system will be used in the future to provide entertainment (TV) while allowing the administrators the flexibility to select or prohibit specific shows or channels.
- Determine how system will be used in the future to provide instructional programming to the inmate

population in all wards utilizing all televisions on subjects such as Kiosk Training, Grievance Procedures, Facility Rules and disciplinary Proceedings.

- Determine how system will be used in the future to further our efforts to provide education/self help programs to the inmate population in all wards using all or selected televisions to show classes such as GED, T4C, Stress Relief, Anger Control and other self help programs.
- Determine how system will be used in the future to provide programs to the inmate population in all wards using all or selected televisions to show religious services, alcoholics anonymous, bible study, yoga or other self help programs.
- Determine how the system will be used in the future to inform inmates of various court programs which they may be considered for such as Military Veterans Court, Drug Court and Mental Health Court.
- Determine overall costs to accomplish the above and consider the availability of Inmate Commissary Funds to further the completion of this project as the entire project is in direct support of the recreation and education of the inmate population.

**OBJECTIVE:** Renovate the wards in the Echo Tower to remove urinals and replace them with toilets to allow for full use of the available bed space for housing female inmates while meeting our inmate to toilet ratio as established by ACA.

Actions/Strategies:

- Approve plans for a remodel project.
- Determine cost per toilet or cost per ward to complete this project.



## GOAL #1: DEVELOP PATROL TRAINING/CAREER DEVELOPMENT CURRICULUM

**OBJECTIVE:** Provide deputies who wish to transfer to Patrol, or further their career in Law Enforcement, with a means to prepare for the opportunity while working in Detentions.

Actions/Strategies:

- Utilize existing resources to develop a formal training program in support of the current FTO Program.
- Standardize report writing requirements in Detentions to prepare deputies for an eventual transition to Patrol
- Identify and build a standardized conduit for member's assigned to Detentions to submit reports to Records and the RMS System without having to rely on the Detention Investigation Team.
- Instruct deputies in the process of Case Filing and encourage deputies to complete their own investigation, follow-up and criminal filing as necessary to properly satisfy the requirements of Records, LERMS, Sheriff's Office, District Attorney's Office and the Courts.
- Train Detention Supervisors to properly review reports from the perspective of courtroom testimony and successful prosecution to include reviewing reports submitted to LERMS.

**OBJECTIVE:** Develop and implement leadership training for employees to provide a standardized leadership approach to problem solving.

Actions/Strategies:

- Identify desirable core leadership traits expected of employees exercising permanent or intermittent authority (line level to command staff).
- Create a structured Leadership Education and Development (LEAD) system that focuses on leadership philosophies and strategies commensurate with the employee's level of responsibility.
- Use external training curricula (CMTF, CSOC, IACP, FBI, etc.) for senior and executive leadership training as prerequisites for promotion.
- Establish an organic leadership curriculum for line level employees (required within the first month of employment) and first line supervisors (required before competing for promotion).
- Certify a cadre of instructors responsible for training the organic leadership course students.
- Continually reinforce leadership performance at all levels.



# LAW ENFORCEMENT BUREAU



OBJECTIVES  
GOALS  
STRATEGIES

## PATROL DIVISION MISSION

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

## PATROL DIVISION VISION

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

## PATROL DIVISION OPERATING PHILOSOPHY

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



PATROL DIVISION

## CAPITAL IMPROVEMENT INITIATIVES



### BODY WORN VIDEO (2016)

- The Patrol Division plans to purchase and deploy Body Worn Video (BWV) on all Patrol Deputies by the first quarter of 2017, after the Testing and Evaluation of several BWV systems has been completed and a vendor has been selected. This will be a costly program inclusive of initial start-up costs for hardware, software and a data storage system. There will also be a need of funding for ongoing maintenance costs and data storage expenses.

### ADDITIONAL AUTOMATED LICENSE PLATE READER SYSTEM (ALPRS) FOR PATROL VEHICLE (2017)

- The Patrol Division currently has one ALPRS designated for Patrol use. Two others are in use in the Sheriff's Office; one at the Criminal Justice Center and another installed in a Traffic Unit vehicle. The effectiveness of these systems has been proven. More of them would be of great benefit in stemming the ongoing and rising level of automobile thefts in the County. The ALPRS systems we currently have were provided through grant funding from the Colorado Auto Theft Prevention Authority. If another system will not be provided through the 2016 CATPA grant. The Office should consider purchasing a system we own and maintain.

### TRANSCRIPTION SERVICE (2016)

- With the planned 2016 initiation of a new Records Management System and the included Mobile Field Reporting (MFR), Patrol deputies will have to do a great deal more data entry on each case report they take in the field. Timeliness of report completion will be negatively impacted if deputies continue to write out or type these reports once these systems go online. To answer this challenge the Office is considering contracting with a Telephone Report Transcription Service. Research is in process to determine what vendor and system would be best suited for the unique needs of a law enforcement agency.

### FALCON SUBSTATION (2016 AND BEYOND)

- With the increasing population of the Falcon area, along with the proliferation of shopping centers and new businesses to that area, there is a need for greater law enforcement presence. The Office will be researching potential locations and options for a Falcon Substation and hope to have one fully operational before the end of 2018.

### PATROL DIVISION ISSUES AND CHALLENGES

- Increase of incidents involving mentally ill, or perceived mentally ill subjects
- Increased threat of state supported, "home grown" and "lone wolf" terrorist threats; philosophy, tactics and techniques, tools, etc
- Increase in Heroin possession, use and instances of overdoses in our community
- Need for higher visibility and ease of public access in the Falcon area
- Inexperienced first line supervisors
- Increased scrutiny of Use of Force and Deadly Force incidents
- Need for ongoing and extensive training on Law Enforcement related issues beyond the 40 hours of Annual In-service training





## PATROL DIVISION 3 YEAR GOALS



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

- This additional training will include, but not be limited to: Arrest Control, Building and K-9 searches, Crime Scene photography and processing, Standardized Field Sobriety Training recertification, ARIDE training, Report Writing, Trauma First Aid and Human Trafficking.

### ENSURE EACH PATROL DIVISION UNIT IS EQUIPPED WITH A TRAUMA KIT AND EACH MEMBER OF THE PATROL DIVISION HAS BEEN TRAINED ON THE PROPER USE OF THE EQUIPMENT.

- Ensure all trauma kits are placed in the same location in each Patrol Division vehicle
- This training will be in addition of CPR recertification

### CRISIS INTERVENTION TRAINING (CIT) AND AN EPSO REPRESENTATIVE ON METRO CRISIS RESPONSE TEAM

- EPSO Training Unit will present a shortened CIT training during the 2016 Law Enforcement Bureau In-Service. An additional training course titled Mental Health First Aid (MHFA) is available through an Office of Behavioral Health grant to the National Association for the Mentally Ill (NAMI). The Patrol Commander will seek to bring the MHFA training to EPSO in 2016. Both of these training topics will aid EPSO deputies in successfully dealing with the mentally ill or people in emotional crisis.

### IMPLEMENTATION OF NALOXONE (NARCAN) PROGRAM FOR ALL PATROL PERSONNEL.

- There has been resurgence in the use and abuse of Heroin throughout the United States. Prescription opiate abuse has also been on the increase according to public health data. As a response, many law enforcement agencies nationwide have purchased and deployed Naloxone/NARCAN to be used by line level personnel who may respond to a report of an overdose or suspected opiate overdose. The Patrol Division will purchase Naloxone/NARCAN for all Patrol personnel and provide detailed training in its use in 2016.

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

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

### PROVIDE BODY WORN VIDEO SYSTEMS TO ALL PATROL PERSONNEL.

- The Patrol Division will purchase and deploy Body Worn Cameras (BWC) on all Patrol Deputies. Having the BWV will assist the Office in defending employees against frivolous complaints of excessive uses of force. BWV systems can also be beneficial as an evidentiary tool in certain instances.

### PATROL DIVISION WILL EXPLORE SPECIALIZED ENFORCEMENT OPERATIONS

- Deputies will be tasked with conducting focused enforcement activities
- Enforcement activities will be intelligence based and community oriented
- Activities may be uniform or plainclothes assignment



## PATROL DIVISION LONG RANGE PLANNING PROJECTIONS: 2016 & BEYOND



- Purchase of new patrol vehicles that can handle the increased demand of power needed for MDC's, E-ticket printers, driver's license and fingerprint scanners.
- Increase of personnel by at least 10% by 2020
  - El Paso County population has grown by nearly 5% from 2010 to 2015 according to the US Census Bureau. This level of growth can be expected to continue.*
- Quartermaster program for distribution, management and accountability for all office related uniforms, equipment and supplies
- Introduce on line training methodology for additional training. Allow deputies to complete training via electronic means.



## PATROL DIVISION STRATEGIC PLANNING AND OPERATIONS



### GOAL # 1: CONDUCT A COMPREHENSIVE REVIEW OF "TAKE HOME" CARS.

**OBJECTIVE:** Conduct a detailed assessment of take home cars, evaluating the "Benefit vs Operational Value/Necessity". There should be clear justification for the operational necessity, mission, purpose or demonstration of taxpayer benefit.

### GOAL # 2: CONSIDER OFF-SITE LOCATIONS TO MINIMIZE TRAVEL TIME AND COSTS TO HEADQUARTERS.

**OBJECTIVE:** Look for opportunities with CSPD to utilize space at either Stetson Hills or Falcon substation to book evidence, complete reports, and/or conduct follow-up investigations without having to drive downtown.

**OBJECTIVE:** Look for opportunities to de-centralize and add additional EPSO substations.

**OBJECTIVE:** Look into potential for car wash facilities.

### GOAL # 3: CONDUCT A COMPREHENSIVE REDISTRICTING AUDIT OF PATROL.

**OBJECTIVE:** Evaluate and audit the patrol districts, ensuring boundaries are still the most appropriate for providing services in a safe, effective and fiscally responsible manner.

### GOAL #4: INCREASED TRAINING REGARDING STATE SUPPORTED, "HOME GROWN" AND "LONE WOLF" TERRORIST THREATS; PHILOSOPHY, TACTICS AND TECHNIQUES, TOOLS.

**OBJECTIVE:** Training Unit and Patrol Training Lieutenant will seek training for deputies on local law enforcement response to terror related threats, tactics and techniques to better prepare first responders in the event an incident of this type occurs. Some of this may be in the form of Reality Based Training scenarios. Debriefs of critical incidents involving active shooters, terrorist attacks, etc. will occur on an ongoing basis after incidents occur. There will be and emphasis on lessons learned from local law enforcement responses to such events. (2016-2018)

**GOAL #6: ENSURE EACH PATROL DIVISION UNIT IS EQUIPPED WITH A TRAUMA KIT AND EACH MEMBER OF THE PATROL DIVISION HAS BEEN TRAINED ON THE PROPER USE OF THE EQUIPMENT .**

**OBJECTIVE:** Kits to be ordered and received before end of 1st quarter 2016.

**OBJECTIVE:** Kits to be located in same location in all Patrol Division vehicles by end of 1st quarter 2016.

**OBJECTIVE:** Training on use of kits to be conducted prior to the end of 2nd quarter 2016. Ensure all trauma kits are placed in the same location in each Patrol Division vehicle. This training will be in addition of CPR recertification.

**GOAL # 7: CRISIS INTERVENTION TRAINING (CIT) AND AN EPSO REPRESENTATIVE ON METRO CRISIS RESPONSE TEAM.**

**OBJECTIVE:** CIT and Mental Illness related training will be provided to the Patrol Division deputies during 2016 LEB In-service and in at least one additional training course sponsored by National Alliance on Mental Illness before the end of 2016.

**GOAL # 8: IMPLEMENTATION OF NALOXONE (NARCAN) PROGRAM FOR ALL PATROL PERSONNEL.**

**OBJECTIVE:** A purchase request to obtain a supply of NARCAN for each Patrol unit will be completed and a training program created providing information about the proper use and legal issues surrounding the use of NARCAN. The purchase and training will occur by April 1, 2016.

**GOAL # 9: PATROL DIVISION WILL EXPLORE SPECIALIZED ENFORCEMENT OPERATIONS.**

**OBJECTIVE:** Will begin end of 2nd quarter or beginning 3rd quarter 2016. Deployment will be contingent upon the types of criminal activity occurring, intelligence provided by the Crime Analyst and availability of manpower.



**TRUST**



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

**OBJECTIVE:** Establish a fair, open process for selection to all open assignments, including the establishment of specific criteria for consideration.

**OBJECTIVE:** Consider evaluation based criteria, consider removing the requirement to return to base assignment.



**LEADERSHIP AND CULTURAL CLIMATE**



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

**OBJECTIVE:** The Patrol Training Lieutenant will be responsible for planning and scheduling various law enforcement related training classes to coincide with the training days built into the newly established Patrol schedule. The Patrol Training Lieutenant will maintain the attendance rosters and provide copies to the Training Unit for each deputy's training file. At the end of 2016 each Patrol deputy will have at least 40 hours of training in addition to the 40 hours of in-service training required by P.O.S.T.

**OBJECTIVE:** Training topics will include but not be limited to: Arrest Control, Building and K-9 searches, Crime Scene photography and processing, Standardized Field Sobriety Training recertification, ARIDE training, Report Writing, Trauma First Aid and Human Trafficking, CIT, Mental Health First Aid, Use of NARCAN and legal issues.

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

**OBJECTIVE:** A committee has begun the planning for this training. This training should be completed by September 2016 and continue at least one time each year in successive years for as long as is feasible.

## INVESTIGATIONS DIVISION MISSION

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

## INVESTIGATIONS DIVISION VISION

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

## INVESTIGATIONS DIVISION OPERATING PHILOSOPHY

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



## INVESTIGATIONS DIVISION CAPITAL IMPROVEMENT INITIATIVES



### REDESIGN AND UPGRADE THE FOUR OUTDATED INTERVIEW ROOMS AT THE OTS (2016)

- The Investigations Division plans to carry out this objective and have it completed by the end of the second quarter. It involves working closely with Facilities Management and providing them with conceptual documentation as required and outlining the Division's needs. After approving the final design and monitoring the work progress. This progress will be built around the purchase, installation, and testing of up-to-date audio/video equipment. (The existing equipment is presenting compatibility issues and has suffered repeated failures.) Part of the plan is to include a "soft interview" room, which would be welcoming to victims, especially children. The finished project will offer new computers, cameras, microphones, recorders, and wall-mounted monitors. With the recently added responsibility of the investigation Fourth Judicial District officer-involved shootings, this objective is critical.

### UPGRADE THE DETECTIVES' PRESENT DESKTOP COMPUTERS (2016)

- We expect to be completed with this objective during the second half of the year. It involves the selection of the best suited "2 in 1" laptop computers, which will effectively function as docking devices to replace the existing desktops computers. It will allow each detective the ability to work in the field as needed, as opposed to their offices.

### CONTINUED DEVELOPMENT OF THE DIGITAL FORENSIC LAB (2016)

- This ongoing project was begun in 2015. We expect this project to keep up-to-date with the evolving technologies and challenges presented in many of our criminal cases. We are constantly investigating matters that involve the public's use of computers, cellular telephones, and similar devices, all of which have been used to store digital evidence. The need to successfully access these devices has become critical in criminal prosecutions and we are now expected to provide this service. Key to this will be the addition of an updated and properly licensed Cellebrite system, which will enhance our technical detective's ability to examine portable communication devices. Advancing consumer technologies will demand that we keep up the changing culture.

### ADDITION OF AN ALL-WHEEL DRIVE VAN (OR SIMILAR) VEHICLE TO BE DEPLOYED BY SUPERVISORS DURING THE INVESTIGATION OF COMPLEX CASES IN THE (2016)

- After observing such a vehicle serving the CSPD's Major Crimes Unit, the division believes that at least one similar van would greatly enhance our mobile capabilities. The EPSO detective supervisors have often seen the need for a vehicle that would be used as small command posts to be used at complex crime scenes. Typically, this vehicle will be deployed as a meeting / staging area for detectives. We will be afforded the advantage of a private meeting room with the deployment of such a vehicle. Further, it will be used to transport small objects commonly required at crime scenes. Such objects include visual barriers and perhaps portable video devices. We hope to bring one such vehicle into use by the third quarter of the year, and depending on the availability of funds, add up to two more during the coming years.

### ADDITION OF FOUR-WHEEL DRIVE VEHICLES TO THE EXISTING FLEET OF DETECTIVE-ASSIGNED CARS (2016)

- This goal may or may not be initiated in 2016, depending on available funds. We expect that it will continue into 2017 and beyond. Our detectives presently are assigned standard police unmarked passenger cars, which serve our needs well under most circumstances. As is the case with all County owned vehicles, the cars will eventually be sold or transferred to other divisions, as needed. While recognizing the fact that the passenger cars are adequate around the city, we have found our detectives are occasionally expected to access rugged areas in all seasons, regardless of the weather conditions. Only a few 4WDs would be helpful. The division acknowledges the limited County resources. The division plans to purchase one vehicle in early 2016, with the potential to provide all three sergeants with such a vehicle in 2017 and 2018.

### PURCHASE OF CRIME SCENE BARRIERS (2016)

- This should be accomplished during the second quarter. It simply involves the purchase of already selected portable crime scene barriers. They are professionally constructed and free standing. Presently the Division does not own such a device, but instead relies on whatever is available in the Metro Crime Van vehicles or anything available such as blankets being help by detectives (an unprofessional solution). They will be at our supervisors' disposal and will be used as needed at outdoor crime scenes to shield the public's view of certain evidentiary objects. Additionally, these devices can be used during the forensic examination of clandestine graves. They can be deployed almost immediately, without the need to wait for the arrival of the lab van. The barriers we have chosen we be factory marked with the EPSO logo.

### INITIATE AN UNMANNED AERIAL DRONE PROGRAM, CONJUNCTION WITH OTHER EPSO BUREAUS (2016)

- This objective is expected to begin during 2016 with the formulation and development of goals, expectations, and policies. We anticipate it to progress into 2017 and perhaps beyond, as further research and technologies are explored. The culmination will be the purchase, personnel training, and deployment of a drone vehicle.

### TACTICAL VEST CARRIERS (2016)

- This will be done in the first of 2016 and is considered critical. Although our detectives are rarely considered first responders, they frequently find themselves in high-risk situations, such as fugitive apprehensions and search warrant executions. All detectives possess ballistic vests; however, the easily identifiable, fast donning vest carriers are potential lifesavers.

### COLD WEATHER CRIME SCENE APPAREL (2016)

- This will be accomplished in the second quarter. Presently, detectives supply themselves with such equipment, not all of which is uniform or easily identifiable. Cold weather gear is much needed and essential to the performance of their outside duties during harsh weather conditions and can make a difference as to whether the mission is efficiently completed or not.

### INVESTIGATIONS DIVISION ISSUES AND CHALLENGES

#### EVIDENCE SECTION'S NEEDS IN PREPARATION FOR THE MOVE

- Completion of the 2007 and 2008 evidence dispositions.

#### BEGIN THE PROCESS OF ADDING ANOTHER VICTIM ADVOCATE AND CLERICAL STAFF (GRANT WRITER) TO THE DIVISION.

- This involves the preparation of statistical reports and justifications, as well as identifying funding sources.

#### CONTINUE TO ADDRESS STAFF TRAINING NEEDS, INCLUDING THE BASIC TRAINING FOR ALL PERSONNEL.

- Staff Training – Complete Basic Training Levels for All Personnel
- Continue to evaluate available homicide schools
- Leadership seminars for all supervisors and others as needed
- New RMS system training
- Develop training matrix
- Select back-up detective for the digital forensic lab
- Forensic training and certificates for the digital forensic detective and a back-up detective (to be determined)
- Joint training on mass-shooters and officer-involved-shooting cases
- Child forensic interview training



### INVESTIGATIONS DIVISION

### 3 YEAR GOALS



### INTERVIEW ROOM UPGRADE

- As detailed above, one of our most pressing issues is the upgrade of the interview rooms. Law Enforcement has experienced an increased demand and expectation to produce quality recordings of critical interviews. This is particularly true in homicide investigations (including officer-involved shootings) and sexual assault cases. This is expected to be resolved early in 2016.

### ADDITIONAL INVESTIGATORS

- Another pressing challenge is the need for additional investigators. Due to developing personnel needs throughout the Office, the Investigations Section finds itself understaffed compared to the number of assigned detectives we had a year ago. Staffing needs has impacted practically every division in the Office and ours is no exception. Through the year, one of our detectives competed for opening in the Emergency Services Division arson investigation unit. Another detective was accepted into Metro VNI during the summer. Neither position was backfilled in the Investigations Section. There is no argument that those two detectives are now serving in roles that are critical to the Office, but their departure is seriously felt in the section. Soon, another detective is set to retire and the filling of that position must be held in abeyance due to personnel constraints.

Most recently we have shifted most of the responsibilities of one Special Victims Unit detectives to the Sex Offender Registration Unit due to the increasing number of new registrants and the need to adequately track new offenders coming into CJC.

### EXPANSION OF THE VICTIM ADVOCATES UNIT

- Presently, there are three full time employees; a coordinator and two advocates who staff the Unit. Several volunteers support them. The coordinator is funded by the County and the advocates by grants. Ever-increasing demands have been placed on the unit and the paperwork demanded by the grants themselves can be overwhelming. Ideally, the addition of one clerical person and one additional advocate would be immensely beneficial. Such a move would allow the coordinator to more closely supervise her subordinates and allow her to focus her attention on the day-to-day issue presented to the unit. By the end of 2016, we plan to explore funding alternatives and formulate a plan to address this issue.

### CONTINUED TRAINING FOR ALL MEMBERS OF THE DIVISION, BASED ON NEEDS AND AVAILABILITY OF FUNDS.

- An ongoing project for all the supervisors and management to develop a list of the most pressing needs, with the management to determine the available resources.



INVESTIGATIONS DIVISION  
**STRATEGIC PLANNING AND OPERATIONS**



**GOAL #1: COMPLETE BASIC TRAINING LEVELS FOR ALL PERSONNEL**

**OBJECTIVE:** Continue to evaluate homicide schools and determine by whom they will be attended. Primarily this will fall to the Major Crimes Sergeant with guidance provided by the lieutenant. This is ongoing and will continue throughout 2016 and beyond. Much of it will be based on the availability of the training.

**OBJECTIVE:** Supervisor schools for sergeants. To be decided by the lieutenants, again based on the availability of resources and the identification of satisfactory seminars.

**OBJECTIVE:** New RMS system training. To be mandated through in-Office training, as offered by the Training Section.

**OBJECTIVE:** Select back-up detective for the digital forensic lab. To be determined by the end of the second quarter and based on interest expressed by the detectives.

**OBJECTIVE:** Forensic training and certificates for the computer detective and whoever his back-up might be, as the training becomes available.

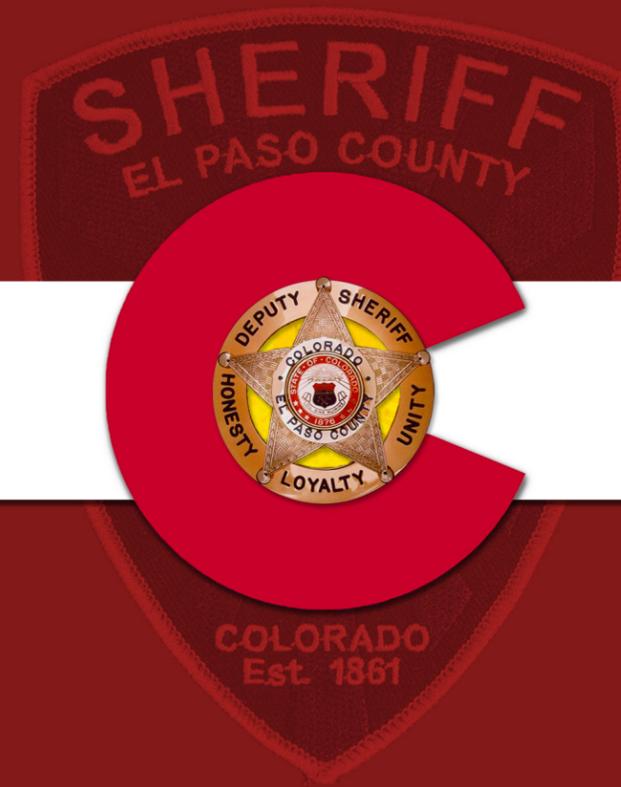
**OBJECTIVE:** Joint training on mass-shooters and officer-involved shootings. A mutual plan to be agreed upon by the Investigations Section lieutenant, who also acts as the Deadly Force Investigations Team Commander.

**OBJECTIVE:** Child forensic interview training, to be decided upon by the SVU Sergeant, as the classes become available.





# SUPPORT SERVICES BUREAU



OBJECTIVES  
GOALS  
STRATEGIES



SUPPORT OPERATIONS DIVISION  
**STRATEGIC PLANNING AND OPERATIONS**



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

**OBJECTIVE:** Create a quarterly working group of consisting of leaders from outside law enforcement agencies, including military leaders, to determine opportunities to share resources, facilities, and specially trained staff. (1st Quarter 2017)

Actions/Strategies:

- Attend monthly Military Collaboration meetings to identify participants.
- Complete survey of local agency leaders to determine priority of collaborative efforts.

**OBJECTIVE:** Establish a collaborative working group of Training Section representatives from each local law enforcement agency to identify and discuss training issues and propose opportunities for joint training sessions, focusing on shared training venues and combined training staff. (1st Quarter 2017)

Actions/Strategies:

- Focus El Paso County agencies toward joint training opportunities and shared resources.
- Group would serve as a joint Training Advisory Council with outside agencies to address P.O.S.T mandated training requirements and ensure consistent training across the region.
- Complete an annual review of collaborative training and determine future joint training requirements.

**OBJECTIVE:** Work with local agencies to develop public/private partnerships dedicated to law enforcement training development and shared facilities. (4th Quarter 2016)

Actions/Strategies:

- Engage COTIPS to develop a Regional Law Enforcement Training Facility for use by all participating agencies.
- Contract with outside trainers to provide specialty training that requires specific skills or abilities not available from in house instructors.

**OBJECTIVE:** Create a regional curriculum for all skills related law enforcement training. (4th Quarter 2017)

Actions/Strategies:

- Develop and implement a combined Arrest Control curriculum with CSPD, Fountain PD, and other outside agencies in order to standardize training across the region.
- Develop a comprehensive, combined firearms training program for all agencies in the region.
- Develop a comprehensive, combined driver training program for all agencies in the region.
- Standardize lesson plan development with other regional agencies.
- Update any relevant Policies and/or SOPs that are affected by any changes to the regionalization efforts.

**OBJECTIVE:** Consolidate all regional law enforcement training at a centralized location and a shared Regional Training Facility. (4th Quarter 2017)

Actions/Strategies:

- Work with CSPD, FPD, and other agencies in the region to develop a combined Basic Recruit Academy curriculum to be taught at the Regional Training Facility.
- Standardize Basic Recruit Academy lesson plan development with other regional agencies.
- Establish a consolidated list of course instructors and skills trainers from each agency to serve as cadre for the Basic Recruit Academy on an as needed basis.
- Update any relevant Policies and/or SOPs that are affected by any changes to the regionalization efforts.

**OBJECTIVE:** Finalize consolidation of EPSO and Fountain PSAP's. (4th Quarter 2016)

Actions/Strategies:

- Coordinate with all necessary agencies to facilitate the consolidation of PSAP's.
- Establish and complete necessary task items to ensure an effective consolidation.

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

**OBJECTIVE:** Identify and implement technology driven solutions to share training course materials and content, while limiting usage of printed materials. (2nd Quarter 2017)

Actions/Strategies:

- Research other agencies to determine best practices for distribution of training materials.
- Identify centralized data storage capabilities that can be shared among students.
- Issue each student a laptop that contains all course information and reading materials.
- Update any relevant Policies and/or SOPs that are affected by any changes to training management.

**OBJECTIVE:** Evaluate vehicle usage requirements and develop a vehicle assignment and replacement process to maximize the Sheriff's Office fleet of vehicles. (3rd Quarter 2016)

Actions/Strategies:

- Determine best practices for vehicle usage and fleet operations utilized by outside agencies.
- Assign a Fleet Liaison from each Division within the Office to serve as the Division representative in determining vehicle needs.
- Update any relevant Policies and/or SOPs that are affected by any changes to vehicle management practices.

**OBJECTIVE:** Evaluate radio usage requirements and develop a radio procurement and replacement plan to remove unsupported radios from the Office inventory.

Actions/Strategies:

- Determine minimum numbers of radios by type and function required for each Division Office wide
- Update any relevant Policies and/or SOPs that are affected by any changes to radio operations or radio management practices.
- Evaluate options to replace unsupported radios.
- Identify funding and initiate procurement process in accordance with EPC requirements.

**OBJECTIVE:** Identify and implement technology improvements in support of mission critical tasks across the Division. (2nd Quarter 2017)

Actions/Strategies:

- Complete annual Division meetings with input from line level employees to identify key mission tasks that could be automated or improved with technology.
- Establish working groups within each section to identify available technology and emerging technology trends that would create efficiencies during employee performance of mission critical tasks.
- Attend annual law enforcement related trade shows and conferences with vendor participation to identify availability of new technology applications.
- Evaluate technology applications at other agencies across the US.
- Identify procurement and development costs associated with technology upgrades and establish an implementation timeline based on available or projected budget and resources.

**OBJECTIVE:** Develop and implement a centralized inventory control position which provides accountability for all equipment Office wide. (4th Quarter 2017)

Actions/Strategies:

- Research other agencies to determine best practices for inventory control and accountability.
- Based on research findings, create a new job description and employee authorization for an Inventory Control Technician.
- Centralize inventory accountability Office wide.
- Verify equipment serviceability on an annual basis.
- Update any relevant Policies and/or SOPs that are affected by any changes to equipment management practices.



## LEADERSHIP AND CULTURAL CLIMATE



### GOAL #1: CREATE AND IMPLEMENT EFFECTIVE LEADERSHIP DEVELOPMENT

**OBJECTIVE:** Identify and establish minimum training requirements and develop training programs for promotion/transfer to each position within the Office. (4th Quarter 2017)

Actions/Strategies:

- Determine the minimum training requirements for each position office wide.
- Identify frequency of training, and indicate periodic intervals for refresher training, if required.
- Identify specialty training required for each position, and determine the minimum number of employees in each position that require specialty training.
- Develop course content required to meet training objectives.
- Identify instructors for each class.
- Create a comprehensive lesson plan for each class within the program of instruction.
- Establish and post an annual training calendar that provides opportunities for employees to attend required training prior to or following transfer.
- Host training/seminars as needed to address requirements not available through in-house or regional training opportunities.

**OBJECTIVE:** Identify and establish minimum training requirements and develop training programs for each leadership or supervisory position within the Office. (4th Quarter 2016)

Actions/Strategies:

- Identify minimum leadership training requirements for each rank.
- Identify frequency of training, and indicate periodic intervals for refresher training, if required.
- Identify specialty training required for each rank.
- Develop course content required to meet training objectives.
- Identify instructors for each class.
- Create a comprehensive lesson plan for each class within the program of instruction.
- Establish and post an annual training calendar that provides opportunities for employees to attend required training prior to or following promotion.
- Host training/seminars as needed to address requirements not available through in-house or regional training opportunities.



## SPECIAL OPERATIONS DIVISION STRATEGIC PLANNING AND OPERATIONS



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

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

Actions/Strategies:

- Attend monthly Military Collaboration meetings.
- Establish and maintain periodic meetings with Command level counterparts from the Colorado Springs Police Department (CSPD) and Fountain Police Department (FPD).

**OBJECTIVE:** Regionalization with CSPD DART and CSPD Gang Unit. (2016-2017)

Actions/Strategies:

- Identify a timeline in which EPSO can recommit the two vacant allocations within the Crime Reduction Unit (CRU) to DART(1) and Gang Unit (1).
- Maintain open communication with CSPD on this topic and any established timelines for implementation.

**OBJECTIVE:** Explore options for the expansion of the Crime Reduction Unit through collaboration with additional outside agencies. (2016-2017)

Actions/Strategies:

- Identify agencies within El Paso County and the 4th Judicial District who currently benefit from the impact of CRU apprehensions and investigations (arrests which impact multiple jurisdictions due to the scope and geographical expanse of criminal activity by suspects and fugitives often sought by the CRU).
- Approach identified agencies to gauge their interest in participating in the CRU as part of a regional effort with assurances their respective jurisdictions would continue to benefit.

**OBJECTIVE:** Regionalization of the Crisis Negotiations Unit (CNU) with FPD.

Actions/Strategies:

- Using the current EPSO SWAT / FPD regionalization as a spring board, engage FPD leadership in discussions regarding their interest in providing personnel to the EPSO CNU.
- If approved, move forward with immediate implementation.

**OBJECTIVE:** Enhance relationships with Federal law enforcement partners in the region.

Actions/Strategies:

- Continue open lines of communication between the Crime Reduction Unit and Federal law enforcement partners in the region, specifically FBI Safe Streets, FBI-JTTF, DEA and ATF.
- Establish a periodic meeting schedule to share information on current cases involving high value fugitives to insure resources are shared as appropriate.
- Identify potential fugitive sweep events where key federal partners could play a collaborative role with CRU in the planning and execution of the operation.

**OBJECTIVE:** Establish a regional K-9 training location at the Emergency Services Division.

Actions/Strategies:

- Complete the fencing project of the designated K-9 training area on the north side of the Emergency Services Division on Mark Dabling.
- Establish any legal or waiver requirements to allow other agency K-9 Units to utilize the designated training ground.
- Communicate the shared use of the training area region wide and throughout the USPCA Region 14.
- Host USPCA PD1 trials at the training site in the near future.

**OBJECTIVE:** Explore options of a large regional tactical team.

Actions/Strategies:

- Have open discussions with CSPD to gauge their interest in participating in a large regional tactical team.
- If CSPD expresses interest, discuss team make-up and requirements with consideration given to NTOA Tactical Response and Operations Standard published September 2015.
- Identify cost share requirements and equipment reduction options within the current, separate team make-up.

**OBJECTIVE:** Through the Community Relations and Outreach Unit, identify ways to partner with the Colorado Springs Police Department (CSPD) in outreach efforts within the Latino community.

Actions/Strategies:

- Develop joint Public Service Announcements (PSA) which would be authored by both EPSO and CSPD and provided to the Latino community.
- Stay engaged with the Latino Business Association by regularly attending the Cinco De Mayo luncheons and similar events.

**OBJECTIVE:** Increase the visibility of policing efforts along with CSPD as it relates to the West Colorado Avenue corridor.

Actions/Strategies:

- Continue to attend regularly scheduled meetings with the West Side Merchants group to hear their concerns and how we can partner with them to address crime concerns in the area.
- With smaller deployment packages, conduct more joint team operations with CSPD's DART and HOT Units with use of the EPSO Mounted Unit in the West Colorado Avenue area.
- Partner with CSPD and the West Side Merchants to identify additional Business Watch programs and opportunities which help prevent crime.
- Partner with local churches to help with the development and delivery of an education component. The message serves to educate the public on non-profits who provide services to the homeless population as an avenue for citizen contributions rather than direct monies to panhandlers.

**OBJECTIVE:** Partner with the Eastern Plains Law Enforcement (EPL) to leverage resources to address crime or issues related to crime in the eastern Colorado area.

Actions/Strategies:

- Members of EPSO REO attend monthly EPL meetings.
- EPSO REO will coordinate and participate in team operations which cross county boundaries with other agencies that are part of EPL.

**OBJECTIVE:** Improve the knowledge base of equine owners in the area of equine care and maintenance through collaboration with the District Attorney's Office, the DUMB Friends League and the Humane Society.

Actions/Strategies:

- Members of EPSO REO and the Mounted Unit, along with other collaborating agencies, will hold invitational community meetings to discuss equine related issues.
- Along with collaborating agencies, help organize and facilitate an equine wellness education day for community members.

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

Actions/Strategies:

- Members of REO will maintain open lines of communication with the collaborating agencies concerning the proliferation of marijuana grows in eastern El Paso County in an effort to enforce county ordinance 15-351 and federal laws as appropriate.
- Members of REO will proactively contact owners of properties where marijuana grow operations are being conducted to check for compliance.

**OBJECTIVE:** Expand our existing Cadet training by involving other agencies.

Actions/Strategies:

- Provide joint monthly Cadet trainings with CSPD and Fountain Police Department (FPD).
- Through collaboration with CSPD, develop, maintain and continually offer an annual joint Cadet Academy.

**OBJECTIVE:** Through collaboration, centralize and standardize the training our School Resource Officers receive and/or conduct.

Actions/Strategies:

- Attend monthly meetings with SROs from CSPD for situational awareness and problem solving opportunities.
- Participate in bi-annual weeklong trainings with CSPD.
- Participate in round table discussions concerning current cases of EPSO or CSPD in an effort to standardize possible responses.

**OBJECTIVE:** Develop a regional Reserve Deputy Academy.

Actions/Strategies:

- Gauge interest from surrounding agencies on their need to send Reserve Deputies or Reserve Officers to an academy if one were offered.
- Discuss logistics with those interested and with our Training Section (consider simply running our own Reserve Academy as a regional opportunity for others to attend so an additional academy is not added to the training calendar).

## GOAL #2: MAINTAIN AND INCREASE FISCAL RESPONSIBILITY

**OBJECTIVE:** Identify and implement a technology driven solution for command and control of the SWAT Team during deployments which will increase efficiency and reduce "time on target" under some circumstances.

Actions/Strategies:

- Research possible products for test and evaluation.
- Implement a test and evaluation period for the chosen product.
- Provide the IT subcommittee with information on the chosen product before purchase and implementation is done.

**OBJECTIVE:** Identify and implement a rugged technology driven solution for SWAT team leaders developing operational plans and contingencies in the field. The solution needs to offer a high level of efficiency and functionality to reduce the time spent in planning and simultaneously increase safety.

Actions/Strategies:

- Research possible products which meet the criteria set forth in the objective.
- Put forth a purchase proposal to IT.
- Insure capability with current systems and audio/video from other deployed resources to reduce lag time for timely information to team leaders (robot feeds etc), thus increasing efficiency and reducing "time on target".
- If approved, implement the product after insuring proper familiarization and training has been received on those applications/programs target for use during operations.

**OBJECTIVE:** Reduce fuel costs and man power costs for members of REO and other deputies who work eastern El Paso County.

Actions/Strategies:

- Explore options for refueling sites in eastern El Paso County which are closer to the patrol areas of REO. Once identified, insure all logistics are covered to include any purchasing cards which may be necessary to use at the alternate fuel locations.

**OBJECTIVE:** Identify hoof care methods which may increase the longevity of our equine and therefore reduce costs of maintenance and equine replacement over time.

Actions/Strategies:

- Research and implement the barefoot program in an effort to reduce farrier costs (short term savings).

**OBJECTIVE:** Reduce hard costs and manpower expenditures by identifying joint academy efforts in several areas.

Actions/Strategies:

- Participate in a cost share (alternate years) with CSPD for both Teen and Cadet academies.
- Participate in a cost share with CSPD for the Chaplain Academy as needed.



## LEADERSHIP AND CULTURAL CLIMATE



### GOAL #1: CREATE AND IMPLEMENT EFFECTIVE LEADERSHIP DEVELOPMENT

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

Actions/Strategies:

- Require sergeants/lieutenants/commander to hold bi-annual, one-on-one meetings with their subordinates to help establish career goals as it relates to possible future assignments and promotion interest.
- Identify proper career path intermediate goals based on the higher level goals.
- Create probable timelines to accomplish the intermediate and primary goals.
- Identify any training needs which are directly related to the identified goals.
- Research, find and request attendance at the relevant trainings/schools needed to help accomplish the goals.

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

Actions/Strategies:

- Review job descriptions and day to day duties by position to identify any required or suggested training which would enhance job performance/knowledge.
- Identify relevant courses which meet the needs of task/job specific required or suggested trainings.
- Create a Division-wide multi-year plan to accomplish the training needs which have been identified. The multi-year plan should spread the fiscal impact across multiple years rather than incurring significant costs in any given single year.

**OBJECTIVE:** Create a formal process to govern promotions within the Reserve Deputy ranks.

Actions/Strategies:

- Discuss possible promotional processes for the Reserve Unit.
- Research other Reserve programs of agencies of similar sizes to see what they use for a promotional process.
- Compare possible options to EPSO's promotional process for full-time deputies.
- Provide a proposal to staff for the desired promotional process for implementation.



## EMERGENCY SERVICES DIVISION

## STRATEGIC PLANNING AND OPERATIONS



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

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

Actions/Strategies:

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

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

Actions/Strategies:

- Expand the cadre of Mobile Command Post (MOCOM) operators trained to provide Incident Command a variety of situational awareness platforms.
- Integrate lessons learned and industry best practices into MOCOM deployment policy and operations manuals to improve service efficiency.
- Increase the ability to share and display critical incident or event information throughout the organization considering all forms of data delivery methods and equipment.
- Create a database of floor plans and video surveillance system accessibility for designated at risk locations throughout the County.
- Establish an advisory committee to explore the feasibility of, and assist in policy development for the implementation of multi-discipline remote situational awareness platforms.

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

Actions/Strategies:

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

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

**OBJECTIVE:** Leverage additional seasonal hires to provide enhanced night and weekend response to working fires in the County during high risk wildland fire periods in order to reduce the need to two additional full time firefighters versus 5 paid staff full time.

Actions/Strategies:

- Seasonal firefighters cost less to maintain than full time employees and act as a way to provide staffing levels as we plan for the future in response capabilities

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

Actions/Strategies:

- Establish an Emergency Medical Services (EMS) Director position within the Emergency Services Division

to lead medical response training and SOP development. Reduces outside hiring of resources as a major money saving venture compared for paying for these services

- Increase the scope of the Division annual training program to include enhanced medical first aid (ie. CPR, AED, O2...) and hazardous materials awareness.
- Initiate a program to provide year round 24 hour wildland fire suppression coverage with full time, volunteer employees and staff.
- Develop an annual budget and plan for a sustainable vehicle, small tool, and personal protective equipment (PPE) replacement and enhancement program.



## LEADERSHIP AND CULTURAL CLIMATE



### GOAL #1: CREATE AND IMPLEMENT EFFECTIVE LEADERSHIP DEVELOPMENT

**OBJECTIVE:** Develop hazard specific Emergency Response Guides (ERG) for law enforcement response to emergent incidents. Allows for our deputies to make supervisory decisions, in emergent situations, without the authorization of upper management.

Actions/Strategies:

- Identify known hazards and specific responses for them by first responding deputies
- Develop books that are trained on and placed into every patrol car for daily use
- Response guidebooks are developed to have pages and or the entire booklet updated year and or as needed basis.

**OBJECTIVE:** Develop a Continuity of Operations Plan specific to the Sheriff's Office (EPSO) focused on sustainment of core functions. With interaction of other personnel of "rank" in the organization we establish a more worldly orientation of supervisory personnel to the entire office not just of their assigned duties.

Actions/Strategies:

- Plan is a 7 to 12 month project involving the interactions of all divisions in the Sheriff's Office as its ability to survive with its core function during a time of crisis of natural and or manmade proportions.
- Developed according to State Statutes and base line operations in major incidents affecting the Sheriff's Office.

**OBJECTIVE:** Conduct vulnerability assesments of all Sheriff's Office core facilities, as well as key designated public and private critical infrastructure. Allows for active participation of employees that would actually be dealing with these facilities, and to provide for a larger perspective of the hazards we have in the county we might encounter.

Actions/Strategies:

- Expand the multi-year training and exercise plan to include facility specific incident response drills.
- Enhance building security at ESD through guidelines established by the department of homeland security guidelines.



# MISSION

OUR MISSION IS TO PROVIDE THE CITIZENS OF EL PASO COUNTY EFFECTIVE AND EFFICIENT PUBLIC SAFETY SERVICES. WE DELIVER THEM CONSISTENTLY WITH CHARACTER, COMPETENCE, AND TRANSPARENCY.

# VISION

OUR VISION IS TO ENSURE EL PASO COUNTY REMAINS THE SAFEST AND MOST ENJOYABLE PLACE TO LIVE AND VISIT IN THE STATE OF COLORADO. WE ARE COMMITTED TO HOLDING THE HIGHEST STANDARD FOR PUBLIC SAFETY TO ACHIEVE A COUNTY FREE OF CRIME AND PUBLIC DISORDER.

# VALUES

## HONESTY

OUR PERSONAL AND PROFESSIONAL BEHAVIOR WILL BE A MODEL FOR ALL TO FOLLOW. OUR ACTIONS WILL MATCH OUR WORDS. WE WILL HAVE THE COURAGE TO STAND UP FOR OUR BELIEFS AND DO WHAT IS RIGHT.

## LOYALTY

WE ARE LOYAL TO OUR OATH TO PROTECT THE CONSTITUTIONAL RIGHTS OF THOSE WE SERVE BY EMPOWERING OUR EMPLOYEES TO MAKE DECISIONS THAT SUPPORT THE LETTER AND SPIRIT OF THE LAW.

## UNITY

WE HAVE A UNITED COMMITMENT TO SERVE OUR DIVERSE COMMUNITY WITH FAIRNESS, DIGNITY, AND EQUALITY. WE COMMIT TO EXCELLENCE IN ALL WE DO.

