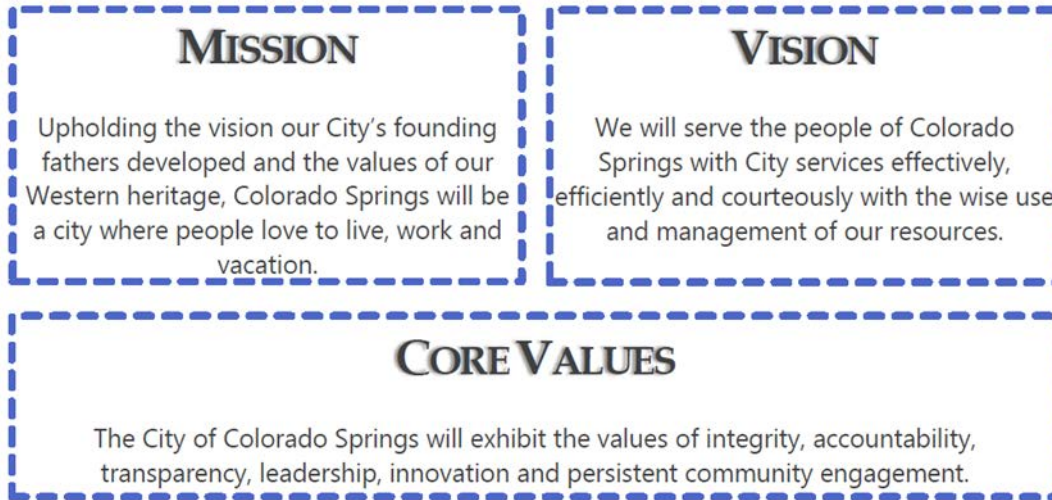


# Colorado Springs Police Department Strategic Plan, 2020-2022

## City of Colorado Springs Vision and Mission



## PLATFORM GOALS



# **Police Department Mission and Values**

## ***Mission Statement***

Our mission is to promote the quality of life in Colorado Springs by providing police services with integrity and a spirit of excellence, in partnership with our Community

## ***Department Values***

We believe that we (the Police) derive our powers from the people we serve.

We will never tolerate the abuse of our police powers.

We recognize that our personal conduct, both on and off duty, is inseparable from the professional reputation of the Police Department.

We are committed to protecting the constitutional rights of all individuals.

We view the people of our community as our customers who deserve our concern, care, and attention.

We believe our basic missions are to prevent crime and to deliver vigorous law enforcement service when crime occurs.

We are committed to efficient resource management and superior service delivery.

We believe in open communications and partnerships with the community.

We believe we can achieve our highest potential by actively involving our employees in problem-solving and improving Police services.

We support an organizational climate of mutual trust, and respect for one another.

We encourage the pursuit of higher education by our employees.

We are committed to contributing to the advancement of the Police profession.

## ***Chief's Principles***

In all we do, Colorado Springs Police Department members should display RESPONSIVENESS, EXCELLENCE, HUMILITY, and HONOR.

# **Goals and Strategies, 2020-2022**

**GOAL 1: Improve traffic safety**

**GOAL 2: Prevent and reduce crime**

**GOAL 3: Address crimes and ordinance violations related to homelessness**

**GOAL 4: Improve police response to calls for service**

**GOAL 5: Serve and engage the community**

**GOAL 6: Excel in police services**

Major Capital Projects:

- Firing range
- Police Operations Center generators
- Front impound lot fencing
- North impound lot fencing (5 acres)

## **CSPD Initiatives in the City's Strategic Plan**

*Performance measures connected to the City Strategic Plan are indicated in blue in the "tasks" column.*

- 1.10 Address public safety issues that impact our image and attractiveness to new business and residents.**
- 3.17 Continually build on a solid foundation of public trust and engage the community in public safety efforts.**
- 4.17 Improve public safety response.**

**GOAL 1: Improve traffic safety**

Strategies	Strategy Leaders	Tasks for 2019-2020
<p>1.1 Use data-driven strategies to enforce traffic laws in an effort to change dangerous driving behaviors.</p>	<p>Commander Edmondson</p>	<ul style="list-style-type: none"> <li>• Utilize STIC analysts to provide statistical data for top traffic crash intersections for each patrol division and the city as a whole</li> <li>• Develop strategies based on the analytics to deploy both patrol and motor assets to enforce traffic law through traffic citations and high visibility at the top five crash locations</li> <li>• Recommend traffic safety citation goal for patrol officers</li> </ul> <p>[City Strategic Plan 1.10.1]</p>
<p>1.2 Collaborate with the City Attorney’s Office to evaluate ordinances that address illegal street racing.</p>	<p>Commander Edmondson</p>	<ul style="list-style-type: none"> <li>• Meet with prosecutors from the City Attorney’s Office.               <ul style="list-style-type: none"> <li>-Discuss current ordinances related to street racing                   <ul style="list-style-type: none"> <li>▪ Ascertain minimum and preferred standards for prosecution</li> </ul> </li> </ul> </li> <li>• Determine any needed modifications to ordinances based on national trends in street racing enforcement</li> </ul> <p>[City Strategic Plan 1.10.4]</p>
<p>1.3 Implement a community-wide traffic safety steering committee.</p>	<p>Commander Edmondson</p>	<ul style="list-style-type: none"> <li>• Identify traffic safety stakeholders within the city and invite to participate in committee</li> <li>• Hold quarterly traffic safety meetings with the primary goal of developing traffic safety strategies using the nationally recognized NHTSA model of Enforcement, Education, Engineering, and Encouragement</li> <li>• Take strategies from this group</li> </ul>

		<p>back to the operational committee for review and implementation</p> <p><a href="#">[City Strategic Plan 3.17.2]</a></p>
1.4 Implement the use of Crash Prevention through Environmental Design assessments at targeted crash locations.	Commander Strossner	<ul style="list-style-type: none"> <li>• Develop a form/tool to conduct assessments with assistance from Traffic Engineering</li> <li>• Once approved, post form on CSPD web page for dual use with MCT and Patrol</li> <li>• Draft and publish bulletin to explain the form</li> </ul>
1.5 Implement recommendations of the Traffic Strategy Group.	Commander Edmondson	<ul style="list-style-type: none"> <li>• Divisional traffic safety analytics will be implemented monthly after the Crime/Traffic Stats meeting.</li> <li>• Recommended strategies identified from the Community-wide Traffic Safety Steering Committee will be implemented quarterly department wide</li> </ul> <p><a href="#">[City Strategic Plan 1.10.1]</a></p>
1.6 Implement highway signs as an educational tool in traffic safety.	Commander Edmondson	<ul style="list-style-type: none"> <li>• Following the NHTSA Four E model, the use of highway signs (TOC boards and Portable Messaging boards), social media, and local media, will be used to “Educate” the public in regard to traffic safety</li> </ul> <p><a href="#">[City Strategic Plan 3.17.3]</a></p>
1.7 Expand the use of red light enforcement cameras by seeking opportunities to use them in crash-prone locations on state highways.	Commander Strossner	<ul style="list-style-type: none"> <li>• Initiate and continue discussions with CDOT to obtain permission for camera installation on state highways</li> <li>• If CDOT rejects cameras on highways, evaluate additional top crash locations throughout the city</li> </ul>

		<p>or identify intersections that will result in halo effect to intersections on state highways</p> <p>[City Strategic Plan 4.17.5]</p>
1.8 Improve patrol capacity to detect alcohol and drug impairment by increasing the number of officers trained in advanced roadside evaluations (ARIDE).	Commander Jensen	<ul style="list-style-type: none"> <li>• Increase the number of ARIDE certified officers (currently 45 officers) through enrollment in the 40 hour ARIDE Training Course offered through POST</li> </ul>

**GOAL 2: Prevent and reduce crime.**

[City Strategic Plan 4.17.1]

Strategies	Strategy Leaders	Tasks
2.1 Implement an intelligence-led policing model department-wide.	Commander Whittington	<ul style="list-style-type: none"> <li>• Organize ILP training for command staff personnel</li> <li>• Coordinate with command staff to develop a sustainable ILP model for CSPD</li> </ul> <p>[City Strategic Plan 4.17.4]</p>
2.2 Improve investigative strategies in crimes of domestic violence.	Commander Edmondson	<ul style="list-style-type: none"> <li>• Continue to implement DV Response Grant focusing on victim contacts post arrest for resources, photographs of injuries, and violation of protection order investigation/arrest</li> <li>• Use strategies and procedures developed from grant deployments to improve patrol level response</li> <li>• Continue relationship with DAO for improved investigations with a focus on successful prosecutions</li> <li>• Review, consolidate, and update all domestic violence related</li> </ul>

		directives
2.3 Use the Adult Sexual Assault Response Team to implement system improvements in adult sexual assault response.	Commander Mandel	<ul style="list-style-type: none"> <li>• Update forms to include med requests and evidence collection</li> <li>• Re-evaluate written directives to include recent training in trauma-informed strategies</li> <li>• Work with Children’s Hospital to establish a reliable FNE program</li> <li>• Continue to provide training to officers in the area of trauma-informed investigative practices</li> <li>• Continue to review past sexual assault cases every month to implement best investigative practices, provide enhanced victim services, and successfully prosecute cases</li> <li>• Implement the recommendations/improvements made by the ASART for the investigation of adult sexual assaults</li> </ul>
2.4 Implement Brass TRAX system to become a NIBIN site, and collaborate with the National Correlation and Training Center for correlation review within 48 hours.	Commander Mandel	<ul style="list-style-type: none"> <li>• Evaluate need for additional forensic personnel, and resource as able</li> <li>• Train the new PSN grant-funded firearms examiner on the NIBIN and Brass TRAX systems and procedures</li> <li>• Evaluate future funding sources for PSN grant-funded position</li> </ul>
2.5 Use best practice strategies in illegal narcotics investigations.	Commander Whittington	<ul style="list-style-type: none"> <li>• Develop local partnerships to conduct parcel interdiction operations</li> <li>• Develop and implement criteria to determine assignment of community-based narcotics complaints</li> </ul>

<p>2.6 Educate and encourage citizens to take basic crime prevention measures to reduce their vulnerability to property crime.</p>	<p>Commander Rosenoff</p>	<ul style="list-style-type: none"> <li>• Expand CSPD neighborhood watch programs citywide by adding additional neighborhood watch groups</li> <li>• Continue to educate neighborhood watch members, and the public as a whole, through our crime prevention education classes division and citywide (CPTED for businesses and residential)</li> <li>• Utilize social media, Facebook live videos, Next Door, Twitter, and traditional media to educate the public on current crime prevention topics and concerns</li> </ul>
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**GOAL 3: Address crimes and ordinance violations related to homelessness.**

Strategies	Strategy Leaders	Tasks
<p>3.1 Implement training and appropriate number of police resources to address these issues.</p>	<p>Commander Jensen</p>	<ul style="list-style-type: none"> <li>• Increase the number of Homeless Outreach Team (HOT) officers from four to six</li> </ul> <p><a href="#">[City Strategic Plan 1.10.2]</a></p>
<p>3.2 Refer persons experiencing homelessness to service providers.</p>	<p>Commander Jensen</p>	<ul style="list-style-type: none"> <li>• Collaborate with Homeward Pikes Peak to have counselors conduct weekly ride-alongs with HOT and DART officers in order to provide direct services</li> <li>• Evaluate and update the list of referral agencies and contact information provided on the CSPD intranet site</li> <li>• Increase the number of referrals of persons experiencing homelessness to service providers</li> </ul> <p><a href="#">[City Strategic Plan 1.10.3]</a></p>



<p>3.3 Engage as a law enforcement partner in multidisciplinary efforts to address homelessness, supporting the goals of the city's Homelessness Initiative.</p>	<p>Commander Jensen</p>	<ul style="list-style-type: none"> <li>• HOT representatives will attend the monthly Comprehensive Homeless Assistance Providers (CHAP) meetings</li> <li>• Continue to collaborate with the Homeless Outreach Court Program to assist in meeting the objectives of this program</li> <li>• Add two additional officers on foot patrol in the downtown area on Mondays through Thursdays from 10AM to 3PM, resulting in two police officers on foot patrol every day of the week</li> </ul> <p>[City Strategic Plan 1.10.2]</p>
<p>3.4 Enforce camping ban ordinances and collaborate with the City's Neighborhood Services Quality of Life Team in cleanup of illegal camps.</p>	<p>Commander Jensen</p>	<ul style="list-style-type: none"> <li>• Train three additional officers and one additional sergeant in enforcing camping ban ordinances at each patrol division. HOT to provide continuing training to those assigned</li> <li>• Report monthly on the number of illegal campsites identified for cleanup and forwarded to the Neighborhood Services Quality of Life Team by CSPD HOT</li> </ul> <p>[City Strategic Plan 1.10.2]</p>

**GOAL 4: Improve police response to calls for service.**

[City Strategic Plan 4.17.2]

Strategies	Strategy Leaders	Tasks
<p>4.1 Implement proximity based dispatching.</p>	<p>Manager Henshaw Commander Makofske</p>	<ul style="list-style-type: none"> <li>• Implement new cell phones on the First Net network</li> <li>• Conduct phased roll out and implementation of Mobile Insight to all patrol officers</li> </ul>

		<ul style="list-style-type: none"> <li>• Test police APL tracking in Pulsiam Nex Gen mapping</li> <li>• Update policies on priorities to include in proximity based recommendations</li> </ul>
4.2 Expand role and improve training of community service officers.	Lieutenant Noblitt	<ul style="list-style-type: none"> <li>• Evaluate need to expand role to other department needs, e.g. minor crash investigations, shop logic reports, etc.</li> <li>• Evaluate need to add additional full-time and part-time positions when possible</li> <li>• Provide timely and relevant in-service training for all CSOs</li> </ul>
4.3 Improve false alarm program.	Commander Olszewski	<ul style="list-style-type: none"> <li>• Implement a new Alarms Ordinance</li> <li>• Implement Alarm Program Systems (CSPD's alarms system management program)</li> </ul>
4.4 Expand and enhance the operations of the community response team (CRT).	Commander Olszewski	<ul style="list-style-type: none"> <li>• Explore the implementation of a fourth team with our community partners</li> <li>• Investigate ways to reduce the habitual use of CRT services</li> </ul> <p><a href="#">[City Strategic Plan 3.17.4]</a></p>
4.5 Evaluate Communications Center operations and implement appropriate recommendations for improvement.	Manager Henshaw	<ul style="list-style-type: none"> <li>• Develop an RFP for a comprehensive look at the Communication Center's operations</li> <li>• Assemble a team to score vendor proposals</li> <li>• Work with selected vendor to complete evaluation</li> <li>• Prioritize vendor recommendations</li> <li>• Implement highest priority recommendations that are</li> </ul>

		feasible
4.6 Focus training and accountability efforts on active call management in Patrol.	Commander Jensen	<ul style="list-style-type: none"> <li>• Provide formal training for sworn patrol supervisory personnel regarding active call management</li> <li>• Identify and implement accountability measures to track progress</li> </ul>
4.7 Examine methods of reducing call for service process time for officers.	Commander Jensen	<ul style="list-style-type: none"> <li>• Implement Dragon for Law Enforcement software in 2020 to replace current dictation and date entry processes</li> <li>• Implement Adams Upload mobile evidence entry process in 2020</li> </ul>
4.8 Develop and implement staffing plans that support current and future operational needs, including a review of personnel needs in non-patrol functions.	Deputy Chief Smith Deputy Chief Vasquez Deputy Chief Rigdon	<ul style="list-style-type: none"> <li>• Actively participate with other city entities/consultants in the analysis and development of annexation fees structure and fiscal impact analysis as it relates to future CSPD staffing, equipment, and CIP needs.</li> </ul>
4.9 Examine the feasibility of a fifth police division in the downtown area.	Commander Jensen	<ul style="list-style-type: none"> <li>• Conduct research and present findings regarding placement of a new downtown patrol division</li> </ul> <p>[City Strategic Plan 1.10.5]</p>

**GOAL 5: Serve and engage the community.**

Strategies	Strategy Leaders	Tasks
5.1 Continually improve the relationship with the public through community relations and community policing efforts.	Commander Velasquez	<ul style="list-style-type: none"> <li>• Expand the diversity of the groups that our department meets with on a regular basis</li> <li>• Establish a community relations cadre to meet community</li> </ul>

		requests for officer engagement
5.2 Be responsive to the needs of crime victims.	Commander Mandel	<ul style="list-style-type: none"> <li>• Continue to assure that detectives contact victims of sex assaults within three (3) business days of the case being assigned</li> <li>• VAU will meet crime victim needs in the community: <ul style="list-style-type: none"> <li>○ Track # of victims served by VAU</li> <li>○ Track # of victims contacted by VAU within 72 hours of the crime being reported to law enforcement</li> <li>○ Track # of call-outs for VAU</li> </ul> </li> </ul>
5.3 Implement the strategic goals of the Community Advancing Public Safety volunteer program.	Commander Makofske	<p>CAPS 2019-20 Strategic Plan is led by the volunteer Leadership Committee with 4 approved focus areas:</p> <p>1) External Awareness, 2) Innovative Opportunities, 3) Sustainability and Retention; 4) Diversity and Inclusion</p> <p>CAPS staff will:</p> <ul style="list-style-type: none"> <li>• drive Committee efforts to successfully implement strategies</li> <li>• provide CAPS data as requested</li> <li>• monitor progress to fulfill the plan goals</li> </ul>
5.4 Implement recommendations from the Illumination Project.	Commander Rosenoff	<ul style="list-style-type: none"> <li>• Continue listening sessions</li> <li>• Identify specific necessary areas of project growth</li> <li>• Increase the diversity of participating stakeholders</li> </ul> <p><a href="#">[City Strategic Plan 3.17.5]</a></p>
5.5 Examine the feasibility of implementing “Integrating Communications, Assessment, and Tactics” (ICAT) training in conjunction with training on fair and	Commander Jensen	<ul style="list-style-type: none"> <li>• Convene a committee to review PERF’s recommended ICAT program and training practices regarding fair and impartial policing</li> <li>• Develop and initiate</li> </ul>

impartial policing.		recommended training in conjunction with the Training Academy for all department sworn personnel on these topics in 2020
5.6 Use citizen input gathered from a variety of methods to improve police services.	Commander Velasquez	<ul style="list-style-type: none"> <li>• Use internal and external (media and citizen) surveys to determine the effectiveness of social media and desires for future methods of information exchange</li> <li>• Oversee the implementation of the new GoCOS (CRM) system for CSPD</li> <li>• Expand the use of the Elucid mobile survey tool to help shape CSPD strategies and resource allocation</li> </ul> <p>[City Strategic Plan 3.17.1]</p>

**GOAL 6:** Excel in police services.

Strategies	Strategy Leaders	Tasks
6.1 Provide formal training to encourage exemplary leadership.	Commander Makofske	<ul style="list-style-type: none"> <li>• Implement formal internal post-promotional leadership program for sworn supervisors</li> <li>• Gather information from other departments, IACP, and other professional organizations about any programs they have. Review, then develop and implement a program for the rank of sergeant</li> </ul>
6.2 Implement programming to improve employee emotional wellbeing and resilience.	Commander Olszewski	<ul style="list-style-type: none"> <li>• Redesign the peer support program</li> <li>• Increase and refine counseling services</li> <li>• Implement additional proactive programming</li> </ul>

6.3 Continually improve operational efficiency and effectiveness, with particular focus in areas of high risk and liability.	Commander Velasquez	<ul style="list-style-type: none"> <li>• Implement an internal program auditing process</li> </ul>
6.4 Complete a thorough assessment of policies and procedures, and implement an ongoing review and training process for policies and procedures.	Commander Velasquez	<ul style="list-style-type: none"> <li>• Train appropriate people in the department to use PowerDMS for revisions and approvals</li> <li>• Review all general orders and standard operating procedures, with priority for directives that have risk and liability attached</li> <li>• Ensure the Training Academy has a current list of all training requirements found in CSPD directives</li> <li>• Assign an annual review date for all directives so they will stay current after revision</li> </ul>
6.5 Assess the Early Intervention Program and make recommendations for improvement.	Lieutenant Chanza	<ul style="list-style-type: none"> <li>• Continue the internal working group to modify EIP policy</li> <li>• Evaluate technology to assist in proper tracking of EIP triggers (i.e., EI Pro)</li> </ul>
6.6 Engage in focused efforts to improve data quality.	Deputy Chief Smith	<ul style="list-style-type: none"> <li>• Finalize policy regarding the functions of the Data Governance Committee</li> <li>• Prioritize Data Quality Analyst position in 2020 budget submittal.</li> <li>• Continue monthly meetings of Data Governance Committee with goal of identifying and addressing items that impact the quality and consistency of CSPD generated data.</li> <li>• Add two additional office specialist positions in Records Section in order to begin reducing the front end NIBRS related data entry done by officers when initiating case</li> </ul>

		reports.
6.7 Evaluate and increase capacity in the evidence and impound functions.	Manager Underwood	<ul style="list-style-type: none"> <li>• Collaborate with the City Auditor’s Office on a capacity audit and process review of the Evidence Unit</li> <li>• Recommend and implement short term storage solutions while researching long term storage solutions</li> <li>• Consolidate the oldest cases in the evidence warehouse in order to utilize space more efficiently</li> </ul>
6.8 Using expert resources, develop and implement an overall technology strategy and plan.	Commander Makofske	<ul style="list-style-type: none"> <li>• Release an RFP for a consultant to develop a 5 year technology plan</li> <li>• Work with Staff to implement recommendations based upon Staff’s priorities</li> </ul> <p>[City Strategic Plan 4.17.3]</p>
6.9 Evaluate long-term sustainability of Crime Lab, in terms of additional needed personnel, equipment, and space requirements, and seek appropriate resources to fund needed improvements.	Deputy Chief Smith Deputy Chief Rigdon Commander Mandel	<ul style="list-style-type: none"> <li>• Meet with crime lab manager to determine the Crime Lab’s needs, priorities, and suggestions for future staffing and funding</li> <li>• Research and evaluate the funding sources and staffing of similar size crime labs within the State (example: Denver PD Crime Lab funded by City Bonds)</li> <li>• Meet with all regional law enforcement partners to discuss the future and direction of the Crime Lab, and set priorities for lab processing of evidence</li> <li>• Meet with Grants Unit and discuss possible additional grant opportunities for the Crime Lab</li> <li>• Evaluate alternative locations for the Crime Lab</li> </ul>

<p>6.10 With partners, explore the feasibility of co-located services for child victims and victims of domestic violence.</p>	<p>Commander Mandel</p>	<ul style="list-style-type: none"> <li>• SVU Lt. to attend meetings of both TESSA and Safe Passage Co-Location Committees</li> <li>• Provide appropriate data to each committee to assist in the setting of limitations on locations for potential facilities</li> <li>• Determine the space needs of both the CAC and DV/ASA units for current and future options</li> <li>• Report to Staff what options are available and what the cost would be to the city</li> </ul>
<p>6.11 Evaluate operational models for the unmanned aerial vehicle program.</p>	<p>Lieutenant Buzzell</p>	<ul style="list-style-type: none"> <li>• Evaluate UAV program to assess operational effectiveness</li> <li>• Identify and make recommendations on current pilot staffing, coverage, and program sustainability</li> <li>• Research and recommend operational models to facilitate future growth of the program</li> </ul>
<p>6.12 Continually evaluate policy, procedure, and training as it relates to police use of force.</p>	<p>Deputy Chief Smith</p>	<ul style="list-style-type: none"> <li>• Continue bi-monthly meetings of the department's use of force committee as a method of best practice identification and implementation.</li> <li>• Conduct annual review of General Orders 705 and 710.</li> <li>• Conduct annual review of department-wide SOPs pertaining to less lethal force.</li> </ul>