

PUEBLO POLICE



DEPARTMENT



2016-2020 STRATEGIC PLAN



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EXECUTIVE SUMMARY

A strategic plan is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. Strategic planning is the formal consideration of an organization's future course. All strategic planning should address three key concerns: what we do, how we do it, and how we can excel at it.

To that end, we have several powerful guiding documents and resources which set the framework in which we operate. These documents and resources include the Pueblo City Charter, the City Council's Mission Statement and Core Values, and the Police Department's Mission Statement, Value Statement, and Guiding Principles, as well as a Citizens' Satisfaction Survey conducted every other year since 2010. The most recent survey was completed in September, 2016.

It is our intent to use this plan to identify community and police department needs for the future. If no long-term goals are set, there will be minimal progress in improving our operations and the delivery of services. This plan serves as our roadmap to clarify what we intend to do.

We are ever aware of the competing needs of the community and the limited resources we have available for all municipal services from which to draw. We realize a strategic plan must be a fluid document considering our rapidly changing world, so it must be viewed as a guide that may be subject to minor or major revisions in response to what is happening in our community and in the world. Although this plan identifies some major resource needs anticipated over the next five years, it is not intended to be a budget document, nor is it all-inclusive or detailed. However, this plan will serve as a reference during the annual budget planning process.

The success or failure of this plan is contingent upon the degree of commitment invested by the City Administration, our employees, and the community at large. Therefore, it is vital that all our community's stakeholders have a shared vision of our mission and our strategy. I want to thank the citizens who took part in shaping this strategic plan. We have incorporated your collective wisdom and we hope to become an even better community partner in the future.

Respectfully submitted,

Dr. Luis Velez
Chief of Police

INTRODUCTION

CITY CHARTER

Under the provisions of the charter adopted in April 1954, Pueblo has a Council-Manager government with seven members of Council, and the Council elects its President annually. The City Manager, hired by the Council, oversees the administration of the City. The term of office for Council members is four years; however, the terms are staggered. Under the provisions of Article XX, Section 6 of the Colorado Constitution, Pueblo has been established as a home-rule city. This grants broad powers of self-government at the local level. It mandates, among other things, the creation of several City Departments to include the Police Department. The Charter for the City of Pueblo, as adopted April 6, 1954, sets forth the functions of the Police Department. This forms the basis for the existence of the Police Department and it outlines the services to be provided. Section 10-2 of the City Charter entitled "Functions of Department", states:

The Department of Police will be responsible for the preservation of public peace, prevention of crime, apprehension of criminals, protection of the rights of persons and property and the enforcement of the laws of the State, and the ordinances of the City as provided by this Charter and all rules and regulations made in accordance therewith, and such other functions as the City Manager and Council may prescribe for public safety. All members of the Department shall have all powers with respect to the service of criminal process and the enforcement of criminal laws as are vested in police officers by the general statutes.

CITY COUNCIL

The Pueblo City Council held several meetings during 2012 to discuss goals and objectives for the City of Pueblo. From these meetings, a Mission Statement and a list of Core Values were adopted by the City Council to create an esteemed public service character for the City of Pueblo. The Council established the following:



Mission Statement

We, the City of Pueblo, representing a community of diverse culture, character, and history:

- commit to upholding the City Charter, all City Ordinances, and the highest standards of conduct;
- commit to promoting and enhancing the well being and quality of life for Pueblo's residents, visitors, and businesses by providing excellent services in an efficient, respectful, and courteous manner;

- commit to responsible stewardship of community resources and values and to support all segments of the community;
- commit to a model of professionalism that ensures respectful and complete consideration of all decisions and decrees; and
- commit to strategic growth, all facets of economic development, and sustainability.

Vision Statement

By uniting our energies and working cooperatively with the citizens of Pueblo, we will develop Pueblo, Colorado into one significant, influential, and prosperous community with opportunities for all.

We Value . . .

- the resourcefulness of each individual
- entrepreneurship
- departmental accountability and professionalism
- integrity and transparency
- responsive and respectful service to all
- diversity

Adopted by the Pueblo City Council

May 2012

MISSION, VALUES, AND GUIDING PRINCIPLES OF THE PUEBLO POLICE DEPARTMENT

In 1993, the members of the Pueblo Police Department developed a Mission Statement, list of Department Values, and list of Guiding Principles considered to be of utmost importance in the commission of our duties. The list of guiding principles is still applicable today. They are as follows:

Department Mission Statement:

The Mission of the Pueblo Police Department is to enhance the quality of life in the City of Pueblo by working cooperatively with our community and within the framework of the United States Constitution, to solve crime problems and to enforce the laws, preserve the peace, reduce fear, and provide for a safe environment.

Department Values:

Constitutional Rights: We are committed to protecting the constitutional rights of all people.

High Moral/Ethical Standards: We recognize that our behavior both on and off duty must be ethical and present a professional public image.

Improved Quality of Life in the Community: We are dedicated to improving the quality of life in our community through community service and a commitment toward innovation and problem solving.

Improved Quality of Life in the Work Place: We are committed to improving the quality of life in our department through continuous improvement, interaction with and concern for each other.

Community Service through Coactive Partnership and Open Communication.

We believe in working with the members of our community in addressing problems that affect our community.

We are dedicated to the continuous advancement of the police profession.

Department Guiding Principles:

We will be accountable to the community for our actions.

We will work in partnership with the community and the various elements thereof to solve community problems and address neighborhood concerns.

We recognize our responsibility for service and assistance to those members of our community who are unable to help themselves; the poor, the elderly, the developmentally disabled, and other disadvantaged members of the community.

We believe we are a part of and not apart from the community we serve.

We value our citizens' right to feel safe while walking the streets of our community, any time day or night.

We believe the members of our community should be treated in the same manner in which we would expect to be treated.

We will be professional and compassionate in our interaction with the public.

We are committed to continuous self-improvement on the individual and organizational level.

We value honesty, loyalty, and integrity.

We are committed to innovation.

We will be sensitive to the diverse cultures that make up our community.

We encourage the pursuit of higher education.

We will not abuse our discretionary judgment while carrying out our duties and responsibilities.

We believe the Constitution applies equally to all people, regardless of sex, race, color, or creed.

We will never tolerate the abuse of our police powers.

THE COMMUNITY WE SERVE

Population

Pueblo is the major provider of employment, housing, and services for all of Pueblo County, therefore population considerations for the provision of services must take into account the immediate surrounding area, which includes Pueblo West and its citizens who predominantly work, shop, and recreate in the City of Pueblo. The 2015 U.S. Census Bureau reports an estimated population of 109,412 for the City and 163,591 for Pueblo County in 2015.

<http://www.colorado-demographics.com/pueblo-demographics>

The City's transient population varies depending on seasonal and annual events. The Colorado State Fair and other major events such as the Chile & Frijoles Festival; National Street Rods; Boats, Bands, and Barbeque; Sunbelt Soccer Tournament; and high school, college, and university programs and enrollment statistics contribute to these fluctuating needs for police services.

Age

According to the 2015 U.S. Census Bureau Report, the median age is 37.7 years; 23.3% of the population is under 18 years of age, and 16.2% of the population is over 65 years of age. With the aging of the baby boomers' generation, the percentage of senior citizens is increasing and this will have an impact on demands for services provided by the Police Department. Likewise, the trends of modern society regarding teen pregnancy, high school dropout rates, drug use, and gang activity demand a higher level of services than in the past, directed at protecting and serving the needs of our youth within the community.

<https://datausa.io/profile/geo/pueblo-co/#demographics>

Race

According to the 2015 U.S. Census Bureau Report, the City of Pueblo is comprised of 50.7% Hispanic or Latino, 44% White Non-Hispanic residents, 2.1% Black, 0.8% Asian, 0.5% Native American, and less than 1% for other races.

<https://datausa.io/profile/geo/pueblo-co/#demographics>

Poverty

According to the U.S. Census Report for 2015, the median income of all households in the City of Pueblo is \$34,889 as compared to the rest of Colorado at \$59,448. 32.1% of residents are living below the poverty line, compared to 17.3% for the rest of Colorado. Of the family types living in poverty, 42.1% are single female households as compared to married couple households at 37.8% and single male households at 20.1%.

<http://www.city-data.com/poverty/poverty-Pueblo-Colorado.html>

POLICE DEPARTMENT OVERVIEW

The Pueblo Police Department is comprised of highly professional and dedicated members who strive to protect and serve our community, handling 402,248 phone calls in 2015, including 110,908 emergency 911 calls. The Department operates under a \$27.7 million dollar budget and is structured now along the lines of two bureaus, each commanded by a Deputy Chief of Police who reports directly to the Chief of Police. The Chief reports directly to the City Manager who serves at the direction of the Pueblo City Council. The two police bureau duties and responsibilities are delineated according to three major service objectives: Operations, Investigations, and Support Services. Authorized staffing for the Department consists of 207 sworn officers and 66 civilian employees, plus approximately 30 temporary/part-time employees. The Police Department operates out of the Pueblo Municipal Justice Center at 200 South Main Street and one neighborhood police satellite which is located at 731 East Fourth Street.

Except for management and temporary employees, two unions, the International Brotherhood of Police Officers (IBPO) Local 537 and the Pueblo Association of Government Employees (PAGE), represent the employees. Both unions have collective bargaining agreements with the City of Pueblo.

The Police Department is committed to providing the highest level of service to the community in an efficient and effective manner. We are dedicated to working cooperatively with the community to achieve our goals of protecting and serving each person equitably and fairly. We are living in times of rapid change, with expanding technological capabilities, intertwined with threats and challenges posed by economic, cultural, ideological, and environmental changes. As an example, the legalization of recreational marijuana in January, 2014, seems to have impacted the homeless population which has grown steadily and significantly during the past several years; the demands for police services based on mental health and drug related issues have also created added pressure for the department.

Over 60.3% of the sworn members of the Police Department hold at least an Associates Degree, and yet, on-going training and education remain vital to our success. The commitment to continually develop, train, and equip our people is paramount to accomplishing our general mission of enhancing the quality of life in the City of Pueblo. During 2015 the department provided 19,612 hours of training for all personnel. In 2016 we have incorporated a new web-based training platform that will enhance our current training capabilities into the future.

GOALS AND OBJECTIVES

This strategic plan is formatted into major goal areas and further divided into specific objectives and performance strategies, which will be the focus of our efforts. Performance measures are utilized to evaluate the effectiveness of the Department's efforts. Every opportunity was taken to incorporate the perspective of community members in the development of these measures. During 2016 the Department conducted an Internal Survey of our employees; an External Survey of community members; and we conducted a meeting with community members representing a cross section of the City's demographic population as well as selected professional and business groups that generally interact with members of the Police Department (i.e. Medical, Education, The Department's 7 major goals are to:

- 1. Provide a high quality, well-prepared workforce to carry out the mission of the Department in an effective and efficient manner.**
- 2. Establish and maintain a positive relationship with the people we serve to enhance the quality of life for everyone in the community.**
- 3. Protect Lives and Property**
- 4. Identify and Apprehend Criminals**
- 5. Maintain Order in the Community**
- 6. Professional Delivery of Services**
- 7. Maximize Resource Acquisition and Utilize Resources Effectively and Efficiently**

This Strategic Plan contains the goals and objectives necessary to maintain the high level of service expected by our community and members of the Police Department.

GOAL ONE

Provide a high quality, well-prepared workforce to carry out the mission of the Department in an effective and efficient manner.

A police department can only be as effective as the character, dedication, skills, and abilities possessed by its members. Therefore, it is imperative that only the best candidates are selected for hire, retention, assignment, and development, and that they are provided the tools, training, and support necessary to carry out their duties.

Objective One – Maintain high standards for recruiting new employees. [Services Bureau]

The City implemented a four-year degree requirement as a hiring standard for new officers effective in 2004, then reduced the requirement to an Associate Degree, or 60 semester hours, in 2011, in order to expand the available pool of candidates. Currently 6% of our sworn officers possess a Master's Degree or higher, 46.2% of sworn officers possess a Bachelor's Degree or higher, and 53.2% possess an Associate's degree or higher. Additionally, all sworn officers and dispatchers must pass a rigorous background investigation, psychological, and polygraph examination.

Performance Strategies:

1. Continue to require an Associate's Degree or 60 semester hours from an accredited college or university for entry-level sworn police officer positions.
2. Require all full-time employees to pass a background investigation, polygraph exam, and psychological evaluation prior to appointment to City employment in the Police Department.
3. Engage in year round recruitment strategies at seminars, colleges, and military establishments to get high-quality, well-prepared applicants (C).
4. Adopt a new policy that would waive the educational requirement for recent Honorably discharged veterans who had served a minimum of three years of active duty (C).
5. Continue to propose changes to the Civil Service process that will streamline the timeliness of hiring new employees.
6. The department will continue to provide a student intern program to acquaint interested high school and college students with various aspects of the law enforcement profession, and to enhance their interest in, and preparation for a law enforcement career.
7. During subsequent hiring cycles the Department will look for additional opportunities to reach out to minority applicants and women to ensure we have the most qualified and diverse pool of applicants possible.
8. The Pueblo Police Department must be able to promote itself in a professional manner. Such marketing tools as stand up banners and table banners will be used during recruiting events, along with new recruiting brochures designed to include current Police Officers of different genders and ethnicity.

Objective Two – Provide new employees with orientation training on the mission, values, guiding principles, and policies of the organization, in an effort to provide a realistic career view and mentorship. (P)
[Operations and Services Bureau]

Performance Strategies:

1. All new employees will be given an orientation session covering Section 10-2 of the City Charter defining the functions of the Police Department, a copy of the City Council's Mission Statement and Core Values, and the Police Department's Mission Statement, Values, and Guiding Principles, at least once a year.
2. All new employees will be given an orientation covering the Law Enforcement Code of Ethics, at least once a year.
3. All new employees will be given a familiarization session on the Department's policies and procedures manual, at least once a year.
4. All employees will receive Cultural Diversity training as part of the Department's efforts to sensitize our personnel to unique aspects of various cultures.
5. All new sworn employees will participate in ride-alongs with a veteran officer, at least twice before their graduation from the Police Academy. (P)

Objective Three – Provide all new police officers with basic police officer training in the Pueblo Police Department Basic Training Academy and Patrol Training Officer (PTO) Program.
[Operations and Services Bureau]

Performance Strategies:

1. The Police Department will maintain certification by the Colorado Board on Peace Officer Standards and Training (POST) to operate a basic peace officer training academy.
2. The Police Department will maintain a slate of instructors qualified and certified by Colorado POST to teach all the required courses of a basic academy.
3. The Police Department will maintain a slate of Patrol Training Officers adequate to run the PTO program and will provide refresher training prior to the start of every PTO Program.

**Objective Four - Provide all employees with in-service training on topics relevant to the performance of their duties.
[Services Bureau]**

Performance Strategies:

1. All sworn officers will receive a minimum of 40 hours of in-service training each year on subjects to include the mandatory Colorado Intergovernmental Risk Sharing Agency topics, and Colorado POST requirements.
2. All sworn officers will qualify with their firearms at least twice per year, demonstrating proficiency with their weapons.
3. All civilian employees will receive in-service and other training sufficient to acquire and maintain the knowledge, skills, abilities, and certifications necessary to effectively perform their duties.
4. All employees will take advantage of the Lexipol “Daily Training Bulletins” to maintain their knowledge, skills, and abilities specifically linked to the Pueblo Police Department Policy Manual.

Objective Five – Provide all supervisors with ongoing leadership and professional development training. [Operations and Services Bureau] (P).

Performance Strategies:

1. All supervisors will attend the 80-hour supervisory training course offered by the Colorado Association of Chiefs of Police within one year of promotion.
2. All Captains will be given the opportunity to attend a command/administration course, such as the FBI National Academy or the Northwestern School of Police Staff and Command as soon as possible given existing slots and/or budgetary resources.
3. Complete annual performance evaluations on all employees, including supervisors.

**Objective Six – The Police Department will maintain training certifications for personnel on topics critical to the mission of the Department.
[Operations and Services Bureau]**

Performance Strategies:

1. All emergency services dispatchers will be trained on Emergency Medical Dispatch (EMD) protocols within two years on the job.

2. All Patrol and Traffic Division officers will be certified on the intoxilyzer and will maintain such certification annually.
3. The Traffic Division will maintain at least two officers who are Drug Recognition Experts (DRE's).
4. All designated Crisis Negotiators will maintain certification status.
5. All designated Explosives Experts will maintain certification status.
6. SWAT team members shall maintain levels established by the NTOA.

**Objective Seven – The Police Department will take advantage of opportunities for outside training.
[Services Bureau]**

Performance Strategies:

1. The Training Section will notify all personnel of classes offered through the Colorado Mountain Training Foundation.
2. Officers and employees are authorized to initiate requests to attend outside training courses and conferences that are pertinent to their assignments or career development interests and approval will be given as deemed appropriate by the chain of command.
3. The Tactical Commander will initiate requests for SWAT Team members to attend outside training courses and conferences that would enhance SWAT team capabilities and acquaint SWAT supervisors with changing trends, legal issues, and techniques impacting the efficient and effective provision of tactical services.
4. The Training Section will incorporate the usage of an approved on-line training curriculum, that includes POST certified courses, for all department personnel.

**Objective Eight – Employees will be provided feedback and recognition for their performance.
[Operations and Services Bureau]**

Performance Strategies:

1. All personnel will be provided with a written performance evaluation on an annual basis.
2. All personnel are authorized to submit requests for formal letters of commendation from the Chief of Police.
3. All employees will be encouraged to submit fellow employees for recognition in the City's Employee of the Month program.
4. All employees will be eligible for recognition in the Department's Annual Awards Program and will be encouraged to submit fellow employees and citizen's names for recognition. Candidates will be reviewed and selected by the Department Awards Committee.

**Objective Nine – The health, safety, and welfare of all employees will be given high priority.
[Operations and Services Bureau]**

Performance Strategies:

1. The Administration and the Unions will participate in a Safety Committee that will meet whenever a safety issue is brought to the attention of the Services Bureau Chief.

2. All employees will be made aware of and encouraged to take advantage of the City's Employee Assistance Program (EAP).
3. The Department will maintain a clean work environment in the Pueblo Municipal Justice Center by providing an adequate janitorial staff.
4. The Department will maintain a clean and well-equipped workout facility and locker rooms in the Pueblo Municipal Justice Center.
5. The Department will continue to have a Chaplain Corps for the benefit of employees and their families.
6. All Department employees will be required to wear their seat belts whenever they are driving a City vehicle.
7. All sworn Department personnel will be required to wear an approved Ballistic Vest when engaged in any field activities.

Objective Ten – The Department will complete a staffing study to effectively place officers in accurate assignments [Operations Bureau] (P)

Performance Strategies:

1. The Department will perform a staffing study at least once per year to ensure the effective and efficient use of manpower. Preferably, this can be accomplished just prior to the next year's shift sign up (P).
2. These analyses should be completed quarterly so that seasonal fluctuations are taken into consideration.
3. The staffing study will utilize one of five common methods: crime trends, a per-capita approach, minimum-staffing levels, authorized/budgeted levels, and workload based models to make staffing decisions.
4. The staffing study will utilize one of five common methods: crime trends, a per-capita approach, minimum-staffing levels, authorized/budgeted levels, and workload based models to make staffing decisions.

GOAL TWO

Establish and maintain a positive relationship with the people we serve to enhance the quality of life for everyone in the community.

**Objective One – The Department will promote and expand programs to enhance community/Department collaboration.
[Operations and Services Bureau]**

Performance Strategies:

1. The Crime Prevention Unit will identify and maintain a listing of neighborhood associations and homeowners' groups in a Department database to ensure a constant flow of communications between the Department and the Community (C).
2. The Crime Prevention Unit will continue to be an active partner in the Senior Safety Triad.
3. The Chief or his designee will attend the monthly Eastside Neighborhood Association meetings and the monthly Human Relations Commission meetings, the Pueblo Continuum of Care meetings, etc. (C).

4. Each Command Staff member will belong to a civic organization or serve on a community board or committee (C).
5. The Honor Guard will represent the Department in the State Fair, Fiesta, Veterans, and Parade of Lights Parades.
6. A Department representative will participate in career fairs at CSU-Pueblo, Pueblo Community College, and Pueblo City Schools, and others as needed (C).
7. The Department will continue with current community programs including, but not limited to, Heroes & Helpers, the Explorer Program, VAPP, PPAL, Citizens Academy, Chaplain Corps, Toy Bowl, Town Hall Meetings, community surveys, and homeless outreach.
8. The Department will involve the community in surveys to determine their perspective on programs, strategies, and police policies. (C)
9. The department will strive to sponsor an open house or community based crime prevention/community safety event once a year (C).

Objective Two – The Department will utilize the Internet and the media to promote communications with the public.

[Services Bureau]

Performance Strategies:

1. The Department will maintain a webpage on the Internet that allows the public to see crime report information, to view the Department's policies, to review the annual report, to view sex offender information, and to submit compliments and complaints to administration.
2. The Department will post press release information and significant events on our Facebook page.
3. The Department, and our Crime Stoppers Liaison Officer, will use the Internet and the media to solicit tips on unsolved crimes.
4. The Department will evaluate requests for facilitation of the recording of commercial motion picture and/or television productions, and provide assistance as deemed necessary and appropriate for those productions that economically benefit or reflect favorably upon the community.
5. The Department will maintain and expand our presence in social media (Facebook, Twitter, MySpace, etc) (C).
6. The Department will initiate a new civilian position to incorporate the creation and use of videos to assist in internal and external communications.

Objective Three – The Department will provide programs to foster understanding and better relationships with the community.

[Services Bureau]

Performance Strategies:

1. A Citizens Police Academy and a Spanish Speaking Citizen's Academy will be offered to educate the community about the Department and to build relationships between the Police and the community. Additionally, a Family Academy will be established and offered to educate Police Department employee's families in the intricacies of employment with a police agency.
2. The Department will provide a Police Explorer Program for youth 14 to 21 years of age, and an Intern program for students interested in law enforcement or related careers.

3. The Department will develop a partnership with the Pueblo Police Athletic League to positively impact the lives of youngsters in our community (C).
4. The Department will develop a Civilian Stakeholders Group composed of community leaders who will be a representative sample of the community. This group will meet regularly and will provide advice to the Chief of Police on a variety of policing and community related topics.

Objective Four – Public education and interaction will be given high priority to enhance public knowledge therefore creating a connection between the community and the Department [Operations and Services Bureau] (P)

Performance Strategies:

1. Continue to provide the community with the opportunity to participate in surveys regarding the Department, its practices, and its employees, so that the community will have a voice into the direction of the Department (C).
2. Develop ways to build trust between the community and the Department, to provide enhanced service and public understanding (C).

GOAL THREE

The Department will provide services to protect lives and property.

This is a primary function of any police department and is of utmost importance in meeting the basic needs of everyone we serve.

Objective One – Provide an efficient and effective 911 Emergency Dispatch Center for all police, fire, and medical emergencies.
[Services Bureau]

Performance Strategies:

1. The Department will maintain adequate staffing levels for the receipt of calls for service to ensure that ninety-five percent (95%) of all 911 calls are answered within twenty seconds.
2. The Department will maintain adequate staffing levels for the dispatching of calls for service to ensure an acceptable response time to all legitimate and emergent 911 calls.

“**Priority One**” calls that pose an immediate threat to life will have a response time within five minutes 90% of the time.

“**Priority Two**” calls will have a response time within fifteen minutes 90% of the time.

“**Priority Three**” calls will have a response time within twenty minutes 90% of the time.

“Priority Four” calls will have a response time within forty minutes 90% of the time.

“Priority Five” calls will have a response time within fifty minutes 90% of the time.

“Priority Six” calls will have a response time within one hour 90% of the time or the citizen will be contacted to potentially set up an appointment with an Officer, Clerk or Volunteer.

3. Calls for service will be prioritized for differential dispatching that is based upon the urgency of the situation and an annual review will be conducted to determine whether response times to calls are acceptable.
4. Provide dispatching services to the Pueblo Fire Department that meets their expectations and review such services on a quarterly basis, in keeping with accreditation standards.
5. The Department will work towards building and maintaining staffing levels for the receipt of calls for service to ensure that ninety-five (95%) of all 911 calls are answered within twenty seconds.
6. The Department will work towards building and maintaining adequate staffing levels for the dispatching of calls for service to ensure an acceptable response time to all legitimate and emergent 911 calls.
7. When possible, the Department will hire temporary/part-time employees as call takers and dispatchers in sufficient numbers to maintain staff strength to provide dispatch services.
8. The Department will work with the Human Resources Director and the Civil Service Director to ensure that a certified list exists for the prompt filling of vacancies for emergency services dispatchers and dispatch supervisors. Civil Services rules will dictate the protocol for the creation of the lists.

Objective Two – The Patrol Division and Traffic Divisions will be adequately staffed to reasonably meet the demands of the public for response to incidents that pose an immediate threat to life or property, and to ensure officer safety.
[Operations Bureau]

Performance Strategies:

1. Staffing levels will be reviewed by the Patrol Division commanders on, at least, an annual basis to assess whether the deployment of personnel is balanced, given the available resources to meet the projected demands for service by hour of day and day of week.
2. Minimal staffing in the Patrol Division will be maintained by shifting staffing resources or by paying overtime as determined by the Patrol Division commanders on a per shift basis taking into account the various factors that warrant consideration in this decision-making, such as day of week, season of the year, special events, etc.
3. The Traffic Section will be staffed adequately to engage in selective enforcement (speed, DUI, seatbelt safety, etc.) and traffic safety campaigns.
4. The Chief of Police will project sworn staffing levels in light of anticipated vacancies and will fill vacancies as permitted by the City Manager to minimize staffing shortfalls.

5. Should staffing levels fall below the projections needed for the safety of officers and to be responsive to the community, the Chief will ensure that the City Manager and City Council are aware of those needs for additional manpower, and request permission to over-hire employees.
6. The Department will promote proactive policing once staffing levels are enough to handle calls for service in a timely manner (C).
7. Should there be adequate personnel assigned to Patrol, the Narcotics Section should be increased by at least two Detectives to deal with the increase in drug trafficking through our community.
8. Should there be adequate personnel assigned to Patrol, the Gang Unit should be increased by at least three personnel; one Sergeant, and two Detectives.

Objective Three – The Department will provide crime prevention education and information to the community to help citizens become more proactive in preventing crime against themselves and their neighbors.

[Services Bureau]

Performance Strategies:

1. The Crime Stoppers Unit (Crime Stoppers©) will disseminate crime prevention information through the media (TV, radio, internet, flyers, brochures, etc.) and will provide educational presentations to individuals and groups on at least a weekly basis.
2. The Crime Stoppers Unit will present information to the public through the Crime Stoppers website and the Department website to solicit tips on offenders as well as to educate the public about major crimes happening in the community.
3. The Criminal Information Services (CIS) Section will provide presentations to the community on gang, graffiti, and drug activities in the community to educate parents, youth, and concerned citizens about these problems. At least one presentation per quarter will be conducted (C).
4. The Department will continue to educate the community on the use of P2C, and other reporting alternatives, to reduce the wait times for an officer.

GOAL FOUR

Identify and Apprehend Criminals

The apprehension of criminals is a form of crime prevention and is necessary to bring violators to justice for their illegal acts.

Objective One – The Department will maintain adequate staffing of sworn officers with investigative expertise to effectively identify and apprehend criminals.

[Operations and Services Bureau]

Performance Strategies:

1. The Patrol Division will have adequate staffing to make on-scene arrests of offenders and to conduct immediate follow-up investigations that don't require the involvement of specialist detectives.

2. The Department will maintain and staff detectives with specialized expertise to investigate crimes against persons (homicide, rape, robbery, assaults, violent sexual predators), crimes against property (burglary, larceny, ID theft, auto theft, arson,), special victims (crimes against children, domestic violence, crimes against the elderly and at-risk adults), crime scene investigations (criminal identification services, evidence processing, laboratory services), vice/narcotics (drugs, liquor, prostitution, gambling, etc.) and active criminals (gang enforcement, serial felons, crimes against society).
3. Officers and detectives will be provided with specialized training as provided by the Central Mountain Training Foundation (State funded), by Federally funded entities, and as budgetary resources permit for other training courses.
4. The Department will maintain a SWAT Team and will offer team members specialized tactical training on at least a bi-monthly basis regarding techniques and tactics to apprehend high-risk suspects and conduct related operations.
5. The Department will maintain a Crisis Negotiation Team as a component of the tactical operations group, and will offer team members specialized training in disciplines relative to their mission.
6. The Department will review a minimum of five cold cases (murder, forcible sexual assault, or related major cases) per year to determine if additional investigative resources could be successfully applied to achieve a solution.
7. The Department will maintain adequate staffing to provide undercover operations to interdict narcotics trafficking in the City of Pueblo.
8. The Department will maintain oversight of the Gang activity in the City of Pueblo and provide the resources to interdict the spread and growth of gangs in the City.
9. The Department will maintain an Intelligence component that can provide information on individuals and groups who are engaged in criminal activity.

Objective Two – The Department will use technology to communicate, identify, locate, and apprehend criminals.

[Operations and Services Bureau]

Performance Strategies:

1. The Department will continue to utilize Body Worn Cameras (C) to record police-citizen interactions; to record evidence that can be used in Court; and to maintain transparency (C) between the police and the community.
2. Designated Department personnel, sworn and civilian, will be trained and authorized to query the CCIC/NCIC system.
3. The Department has access to the LinX System and will participate in information sharing with other agencies to identify and locate offenders for apprehension.
4. The Department will utilize the services of the Rocky Mountain Information Network (RMIN) and the Colorado Information Analysis Center (CIAC) to share information pertaining to wanted criminals and criminal activities.
5. The Department will continue to release two wanted criminal photos each week to impact the network of serial criminals in our community.
6. The Department will strive to deploy license plate readers on Patrol Division cruisers daily.
7. The Department will selectively utilize surveillance cameras at targeted locations to identify criminal activities and suspects.
8. The Department will maintain at least one night vision device and at least one thermal imaging device that will be available 24/7.

9. The Department will use photo traffic enforcement cameras for red light violators.
10. The Department will maintain mobile data computers in the Operations Bureau (Patrol and Traffic Division) cruisers, and other designated vehicles, for entry and retrieval of information, and for communication purposes.
11. The Department will target the crime of Burglary and set a goal of reducing those crimes by 10%.
12. The Department will target the crime of Robbery and set a goal of reducing those crimes by 10%.

**Objective Three – The Department will partner with other law enforcement agencies for criminal investigation purposes and for the apprehension of criminals.
[Services Bureau]**

Performance Strategies:

1. The Department will assign at least two officers to the FBI's Safe Streets Program.
2. The Department will assign a designated number of Narcotics detectives to the U.S. Drug Enforcement Administration's Task Force to address drug trafficking.
3. The Department will assign a designated number of detectives to participate in the U.S. Alcohol, Tobacco, and Firearms Task Force to address gun violence.
4. The Department will maintain a combined Explosives Unit with the Pueblo County Sheriff's Department.
5. The Department will work collaboratively with the District Attorney, The Pueblo County Sheriff, and the Colorado Bureau of Investigation to achieve successful clearances of cases.
6. The Department will work cooperatively with the Parole and Probation Departments and with other State and Federal agencies as situations arise which warrant joint or combined operations.
7. The Department will participate in the countywide Critical Incident Investigative Team to oversee the investigations of officer-involved shootings and other crisis incidents involving law enforcement personnel.
8. The Department will partner with Health Solutions, Parkview Medical Center, and St. Mary Corwin Hospital to combat mental health issues in the community (C).

GOAL FIVE

Maintain Order in the Community

Non-crime calls help police effectiveness in dealing with crime in several ways. Police intervention can diffuse potentially violent situations and prevent them from escalating into criminal violence. Non-crime calls give officers broader exposure to the community that results in the officers having more information that may help them solve crimes, and the latent coercive power of the police can help steer potential lawbreakers into law-abiding behavior. Effective responses to non-crime calls can help the police build greater credibility with the public, which will help the Department address issues raised in the Citizen Satisfaction Survey's conducted by the City in 2014 and 2016.

Objective One – Officers will be trained to deal with individuals in crisis and with groups that assemble with the likelihood of committing disorder or civil disobedience.
[Operations Bureau]

Performance Strategies:

1. The Department will strive to fill every available seat in the on-going 40-hour Crisis Intervention Training courses with personnel who have not been certified in the course.
2. The Department will provide mobile field force (riot control) training to all officers during in-service classes bi-annually (every other year).
3. The Department will provide refresher training on First Amendment rights to all officers annually.

Objective Two – The Department will engage in order maintenance duties as part of the on-going police service provided to the community for incidents and events that threaten to disrupt peace and order.
[Operations Bureau]

Performance Strategies:

1. The Department will provide order maintenance service at the annual Columbus Day event, contentious political events, and other similar protested events in adequate numbers to ensure the protection and safety of all who engage in the exercise of their First Amendment Rights.
2. The Department will utilize the services of the Human Relations Commission when appropriate to help maintain order in the community.
3. The Department will provide traffic direction and crowd control as needed for all authorized parades on City streets.
4. The Department will assign officers to attend regular meetings within the community, to include a Police Department Peer support group (C).

Objective Three – The Department will enforce and abate conditions in the City that are covered by the Municipal Code of Ordinances.
[Services Bureau]

Performance Strategies:

1. The Department will staff a Code Enforcement Unit to enforce code violations pertaining to weeds, abandoned vehicles, trash, and other nuisance violations, and will engage in abatement actions for violations not addressed by the responsible parties.
2. The Department will staff a Parking Enforcement Unit to actively patrol the community to enforce parking violations.
3. The Department will enlist and support a Citizens' Volunteer (C) Handicap Parking Enforcement Unit.
4. The Department will continue to enlist and support the VAPP (Volunteers Assisting Pueblo Police) Unit, recruiting more volunteers (C) to assist with low-priority tasks thereby freeing up some of the officers to handle high-priority calls for service (C)
5. The Department will work with the Pueblo City Schools Administration in the assignment of School Resource Officers to the District's middle schools and high schools. SRO's that are assigned will have the responsibility to help the school staff maintain order in the schools and adjacent surrounding areas. SRO's as well

as Patrol Officers will participate in additional activities that occur after school hours (C).

6. The Department (SRO's) will work collaboratively with D-60 staff to develop a uniform color code for schools, to label and document all school floor plans to enhance safety in the event an active threat.
7. The Department will work with D-60 Administration to provide access to all department personnel to all D-60 buildings so that in the event of an incident, both school officials and officers will be able to respond quickly and effectively.
8. The Department has implemented active threat training to all police department staff and to D-60 personnel. The SRO's will continue that training on an ongoing basis. In 2017, and periodically thereafter, we will conduct practical active threat training in conjunction with D-60 personnel.

GOAL SIX

Professional Delivery of Services

The delivery of services to the community for non-crime and disorder purposes serves to enhance the relationships between the police and the citizenry and builds a sense of goodwill.

Objective One – **The Department will engage in activities that build good relationships with the community.**

[Operations and Services Bureau]

Performance Strategies:

1. The Department will continue to embed the philosophy of Community Oriented Policing as the foundational methodology for the delivery of police services.
2. The Department will increase the use of differential dispatching to improve response times.
3. The Department will engage in activities to support the Special Olympics Program, such as the Torch Run and Tip-A-Cop events.
4. The Department will provide tours of the Pueblo Municipal Justice Center to interested citizens and groups as is feasible.
5. The Department will allow public use of the Community Room in the Pueblo Municipal Justice Center for legitimate use as approved by the Chief of Police.
6. The Department will engage in public relations activities as resources allow, to foster good relations with the community (C).
7. The Department will establish a Social Media Specialist position within the Community Services Division that will facilitate the creation and distribution of videos as part of our social media strategy (C).
8. There will be an emphasis placed on keeping victims of crime updated as to their case. The Department will utilize VAPP personnel to assist our Investigations Division to make telephone contact with the victims of crime to update information in the case, or to make them aware of any changes in their case (C).

9. The Department will propose a strategy to allow citizens to complete minor accident reports online, thereby preventing citizens from waiting for long periods for an officer to respond to their location.

GOAL SEVEN

Maximize Resource Acquisition and Utilize Resources Effectively and Efficiently

Acquiring adequate resources is a challenging task considering limited financial revenues. Pursuing opportunities for grants and other means of resource acquisition are imperative. Likewise, the wise and effective use of resources is required to properly equip officers and employees for their own safety and wellbeing, and maximizes the ability of the Department to provide the best possible service to the community.

Objective One – The Department will search for grants and other opportunities for equipment, funds, and resources.
[Operations and Services Bureau]

Performance Strategies:

1. The Department will apply for Justice Assistance Grants when available.
2. The Department will participate in the Department of Defense surplus program to acquire resources as they become available.
3. The Department will actively monitor and apply for grant opportunities for traffic safety funding from the National Highway Traffic Safety Administration (NHTSA) and the Colorado Department of Transportation (CDOT).
4. The Department will annually seek to maintain a seat on the Board of Directors for the Colorado Mountain Training Foundation (CMTF) to help guide the use of the State funds derived from vehicle registrations earmarked for law enforcement training to ensure that training courses needed by the Department are offered.
5. The Department will host CMTF courses, and will encourage the attendance of officers to CMTF classes, whether hosted in-house or elsewhere.
6. The Department will seek permission from the City Manager to create a Grant Writer position solely for the Police Department.

Objective Two – The Department will maintain partnerships with Federal law enforcement agencies to improve our operations capability and simultaneously become eligible for overtime reimbursement and the sharing of federally forfeited seized assets.

[Services Bureau]

Performance Strategies:

1. The Department will assign a designated number of detectives to participate full-time with the U.S. Drug Enforcement Administration (DEA) Task Force and we will continue to share proportionally in any federally forfeited seized assets, and be eligible for overtime reimbursement.

2. The Department will assign a designated number of detectives to participate full-time with the U.S. Bureau of Alcohol, Tobacco, and Firearms (ATF) and we will continue to share proportionally in any federally forfeited seized assets, and be eligible for overtime reimbursement.
3. The Department will assign a designated number of detectives to participate part-time with the Federal Bureau of Investigation (FBI) Safe Streets program and we will continue to share proportionally in any federally forfeited seized assets, and be eligible for overtime reimbursement.
4. The Department will continue the collaboration with the U.S. Attorney's Office in Denver to prosecute serial criminals and gang involved individuals.

Objective Three – The Department will engage in an equipment replacement plan as a strategy to maintain safe and properly working equipment while minimizing the financial impact from occurring in a single fiscal year.

[Services Bureau]

Performance Strategies:

1. The Department will strive to create a vehicle replacement program through the annual budgetary process. The objective would be to replace a percentage of all department vehicles (marked or unmarked) every year to maintain an adequate fleet of vehicles.
2. The Department will apply annually for available Bulletproof Vest Program (BVP) funds. The Department provides all sworn officers with body armor and strives to replace all body armor at the recommended replacement interval (currently body armor is certified with a 5-year lifespan).
3. The Department will apply for new computers every year during the budget process to maintain an adequate rotation of computers based upon life-cycle projections provided by the Information Technology Department.
4. The Department will conduct an inventory of equipment as necessary to project ongoing needs for replacement. The audit will include training equipment, office furniture, ammunition and weaponry, and police radios.
5. The Department will conduct a review annually of capital needs items to include special purpose vehicles and equipment (SWAT Truck, Bomb Truck, Command Post, etc.) as part of the annual budgeted process.
6. The Department will attempt to replace any equipment that has expired or is beyond the shelf life of the item in a timely fashion.

Objective Four – The Department will deploy personnel according to an annual needs assessment and will review staffing monthly to assure a proper balance is maintained.

[Operations Bureau]

Performance Strategies:

1. Overtime costs will be monitored for each Division and Patrol Watch and will be factored into staffing deployments to minimize overtime expenses related to staffing shortages.
2. Sick leave use will be monitored and those employees exhibiting excessive use of sick leave will be counseled and/or required to provide a medical certificate for each instance of reporting off sick as outlined in the collective bargaining agreements.

3. The staffing costs for special events, such as parade permits, Honor Guard duties, etc. will be factored into the decision-making by supervisors or commanders as to whether to engage in such events on a per case basis.

**Objective Five – The Department will adopt policies and procedures designed to limit liability and to frugally manage resources.
[Operations and Services Bureau]**

Performance Strategies:

1. The Department will achieve accreditation through CALEA (Commission on Accreditation for Law Enforcement Agencies) in 2017, and apply for re-accreditation every three years thereafter.
2. The Department has adopted an enhanced alarm response policy for intrusion alarms, requiring two attempts to contact the client for verification before notifying the police, as a method of reducing responses to false alarms.
3. The Department will continue to maintain a restrictive vehicle pursuit policy that is compliant with the recommendations of the Colorado Intergovernmental Risk Sharing Agency (CIRSA).
4. The Department will explore the feasibility of establishing a City operated impound lot to minimize exposure for improper towing and storage fees for vehicles handled by private operators on behalf of the Department, and to better serve the public.
5. The Department will provide police reports to the District Attorney's Office electronically to eliminate the costs involved with the provision of hard copy documents.
6. The Department will utilize an automated vehicle location system to monitor the location and operation of marked vehicles to apply proximity dispatching (sending the closest units to priority calls).
7. The Department will ensure a high level of organizational discipline by placing an emphasis on individual self-discipline, responsibility, and accountability.
8. The Department will oversee all officer involved traffic accidents to achieve a 10% reduction in such accidents.
9. The Department will oversee Workers Compensation injuries for all employees to achieve a 10% reduction in sustained injuries.
10. The Department will ensure that all personnel are wearing seat belts whenever they are engaged in driving a city vehicle.
11. The Department will ensure that all sworn personnel are wearing a ballistic vest whenever they are assigned field duties.