

# FIVE YEAR STRATEGIC PLAN 1993 - 1997

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Author(s) Colorado Springs Police Department,  
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Corporate Source (if appropriate) \_\_\_\_\_

Sponsor/Funding Agency (if appropriate) \_\_\_\_\_

Grant Number (if appropriate) \_\_\_\_\_

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# EXECUTIVE SUMMARY

## FIVE YEAR STRATEGIC PLAN

### COLORADO SPRINGS POLICE DEPARTMENT

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A Five Year Strategic Plan has been developed, at the direction of Police Chief Lorne C. Kramer, that will establish a comprehensive guide for all aspects of Police operations over the next five years.

For years, private corporations have been organizing their actions around entrepreneurial strategies, setting long term goals and plans to achieve market objectives. However, the public sector, particularly policing, has focused primarily on immediate problems and short term solutions to solve those problems.

In our strategic planning effort we have tried to distance ourselves from traditional planning habits by extending our planning horizon beyond just the present day problems. We have assessed our organizational capabilities, and have identified critical issues, threats, and opportunities by assessing the present and expected future environment in which we function.

While financial returns are the benchmark of private sector planning, we in City government should measure our success by the public value we produce. As such, we have tried to comprehensively shape the plan around the needs and aspirations of the Colorado Springs community.

A wide spectrum of community groups, government policy-makers, and employees was consulted to help identify our Department's strengths and weaknesses, and to determine expectations for Police services and organizational development.

Organizational and environmental assessments were conducted, to determine how best to direct our scarce resources so that we are poised to deal with the various social, demographic, and economic trends in our community.

The purpose of this plan is to provide our stakeholders with a vision of, and action plans for, what we want to accomplish with our community and employees over the next few years.

The plan is dynamic; that is, each year the Five Year Plan will be updated for five more years, so that it is continually being adjusted to match the changing environment. The plan is linked with the annual budget process. The first year of the Five Year Plan is 1993, the current fiscal year.

The resulting Five Year Strategic Plan identifies our mission, values, critical issues, strategic goals, and annual objectives and tasks that we want to accomplish over the next five years in each of the following major areas:

- Operations and Service Delivery
- Human Resources
- Organization and Management
- Technology and Facilities

This plan will help to focus employee and organizational attention toward those objectives that will help to accomplish the strategic goals we have envisioned. It will also provide the public with a clear view of our direction.

A number of main themes appear in the plan:

#### **PUBLIC CONFIDENCE**

This community generally has a high regard for the Police Department and its employees, who are seen as professional, dedicated, and caring. The plan seeks to preserve this community "good will" through a variety of means: recruitment and selection of a diverse range of qualified employees; maximizing the potential of our employees through effective training, progressive personnel practices, and career development; and open communications with our communities.

#### **COMMUNITY POLICING**

Community-based policing, that is, the Department's emphasis on working with other community organizations to solve common problems, is favored by the public. By working with the diverse communities in the City we can customize our services to meet their various public safety needs. This year, the concept will be extended to Problem-Oriented Policing in all Division Commands. Crime Prevention through Environmental Design training will be provided to our Neighborhood Policing Teams.

#### **SCARCE RESOURCES AND INCREASING POLICE SERVICE DEMANDS**

State and local tax limitation amendments will restrict our resources, yet anticipated City growth will result in increased Police service demands. We have a strong obligation to assure that we are making the most effective use of public funds. A Police Response Study, developing staffing and capital needs forecasts, inter-agency collaborative projects, patrol geographic/scheduling models, and external funding will help assure optimum service and fiscal responsibility.

## **JUVENILE CRIME**

Juveniles comprise a significant proportion of serious crime arrests. Youth who are engaging in violent crimes and gang activities are more common. The impact of juvenile crime will be magnified in the near future based on demographic projections--from 1991 to 1998, the juvenile population (ages 10-17) is expected to grow by 70% while total population will increase by only 17%.

While we will focus enforcement tactics (Drug Free School Zones, Firearms Interdiction Program and Gang-Net) on those youths who are committing serious crimes in our community, we will also extend our community-based prevention initiatives for youth. (Police Athletic League, Teen Nights, D.A.R.E., Missing and Exploited Children Program, and Graffiti Eradication Program)

## **INFORMATION SYSTEMS**

Tactical and management information is the life-blood of the Police Department. Access to relevant, accurate, and timely information is critical to our operations. Our plan contains a phased systems development program that will help assure state-of-the-art information systems to meet user needs.

## **TECHNOLOGY, FACILITIES, AND EQUIPMENT**

Development planning is included for a joint City training facility, driving track, Police firing range, and a Police aerial program. The Police Operations Center phase of the facilities program will be implemented this year. We will monitor Police technology and equipment advances to assure state-of-the-art safety (e.g., protective equipment for Officers, nonlethal alternatives to deadly force) and productivity (e.g., Mobile Digital Terminals).

It is our intention to institutionalize this five year strategic planning process, so that it will remain up-to-date, reflecting changing Police service needs and expectations in our community.



# FIVE YEAR STRATEGIC PLAN

## COLORADO SPRINGS POLICE DEPARTMENT

### INTRODUCTION

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At the direction of Police Chief Lorne C. Kramer, the Colorado Springs Police Department has developed a Five Year Strategic Plan. The purpose of this plan is to provide our stakeholders with a vision of, and action plans for, what we want to accomplish for our community and employees over the next few years.

For years, private corporations have been organizing their actions around entrepreneurial strategies, setting long term goals and plans to achieve market objectives. However, the public sector, particularly policing, has focused primarily on immediate problems and short term solutions to solve those problems.

In our strategic planning effort we have tried to distance ourselves from traditional planning habits by extending our planning horizon beyond just the present day problems. We have assessed our organizational capabilities, and have identified critical issues, threats, and opportunities by assessing the present and expected future environment in which we function.

While financial returns are the benchmark of private sector planning, we in City government should measure our success by the public value we produce. As such, we have tried to comprehensively shape the plan around the needs and aspirations of the Colorado Springs community.

This is our first five year strategic plan; however, it is not this Department's first foray into long-range planning. One highly visible previous planning effort has resulted in our new substations and soon-to-be-completed Police Operations Center. This Five Year Strategic Plan is a natural expansion of previous long-range planning efforts such as the facilities program.

This plan was not developed in a vacuum. We have gone to considerable lengths to comprehensively shape the plan around the needs and aspirations of the Colorado Springs community. A wide spectrum of citizen and community interest groups, government policy-makers, military officials, and employees were interviewed to help identify our strengths and weaknesses, and to determine expectations for police services over the next years.

Organizational and environmental assessments were conducted, to determine where we need to direct our resources so we are poised to deal with not only present, but also near future police service needs brought about by the various social, demographic, and economic trends in our community.

While our mission statement and values are the foundation of the five year plan, we have also taken into account a number of other planning agendas. These include the City's goals, the City's Capital Improvements Plan, the City Employees' Survey, and the 1991 Community Values Opinion Survey from Citizens' Goals.

The management staff, and employees, of the Police Department provided valuable input through a variety of modes, including conferences, surveys, interviews, and other solicited input.

The resulting Five Year Strategic Plan identifies our mission, values, critical issues, strategic goals, and annual objectives and tasks which are intended to serve as an organizational road-map for the next five years.

The plan is not static. Each year the Five Year Strategic Plan will be updated, so that we take into account emerging trends, resource fluctuations, and current stakeholders interests.

The annual updating of the plan will be linked with our budget process. As we are proposing the following year's budgetary objectives and resources, we will be simultaneously updating the following year of the dynamic five year plan. Once the budget request has been approved by Council in the fall, the five year plan will be updated to reflect anticipated resources and programs for the following year.

# **CSPD STRATEGIC PLANNING PROCESS**

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Since this was the first time we had engaged in a formal strategic planning process, a considerable amount of research was conducted into the topic. Research included looking at both the concept of strategic planning as described in management literature, and identifying those organizations which had engaged in the strategic planning process. A number of working strategic plans from other agencies were reviewed.

The strategic planning process that the Police Department finally settled on included the following components:

## **STRATEGIC PLANNING GROUP**

A core group of management representatives from all bureaus was formed, under the functional supervision of the Planning Manager. This group provided the focus and drive throughout the development of the plan. The Strategic Planning Group also conducted external and internal interviews of key stakeholders. The members of the group are identified in Appendix A.

## **STAFF AND DEPARTMENTAL ORIENTATION**

In order to familiarize our employees with this new process, a number of presentations, newsletter articles, and informative memoranda were provided to departmental staff and employees.

## **MISSION STATEMENT REVIEW**

Since the essence of our strategic plan would be contained in our mission statement, staff was given an opportunity to review and critique the Department's current mission statement. While there were some proposals for modification, it was felt by most that the current mission statement basically described our *raison d'etre*.

## **INTERNAL AND EXTERNAL ASSESSMENTS**

A key ingredient in developing a strategic plan is identifying and consulting with the organization's "stakeholders" to determine their views of organizational strengths and weaknesses, their sense for important issues the Department should address, and expectations for the Department in the future.

Two levels of input were solicited from our stakeholders:

1. Internal Assessments

Surveys were sent to 275 officers, sergeants, lieutenants, and civilians to get their input. Of those surveys, 14% were returned and analyzed (survey form is found in Appendix B).

In addition, interviews were conducted of formal and informal groups (e.g., PPA, PSA, minority groups, female officers, Employee Resource Team) (interview form is in Appendix C). Interviews were also conducted with CSPD Command Staff.

2. External Assessments

A total of 21 structured interviews were conducted of key community stakeholders, including most of City Council, City department heads, military installation commanders, criminal justice agencies, civic and business groups, and minority groups (external interview form is at Appendix D).

City employees were given the opportunity to provide input via an announcement in "City Line" (see Appendix E).

A solicitation for citizen input was made in "Citizens' Update", a newsletter which goes to all utilities customers (see Appendix F).

#### ENVIRONMENTAL FORECASTS

It is important for us to have a sense of our operating environment in the future as we determine our objectives for the next five years. We examined demographic, sociological, technological, and economic projections that would impact police services over the next few years. Since projecting the future is an inexact art at best, we have presented this information in both quantitative and descriptive form, and have attempted to draw reasonable conclusions from the data.

#### KEY ISSUES

Key issues are those primary problems, challenges, and opportunities identified through the above steps in this process. The key issues form the basis for the plan's strategic goals and objectives.

#### **FIVE YEAR STRATEGIC GOALS AND OBJECTIVES**

This is the essence of the five year plan. Strategic goals and specific annual objectives were identified for each of the four topical areas of the plan (Operations and Service Delivery; Human Resources; Organization and Management; and Technology/Facilities).

#### **FIVE YEAR STRATEGIC PLAN IMPLEMENTATION**

The five year plan is phased from 1993-1997. The first year of the plan coincides with the newly approved budget year, 1993. Next year, the five year plan will be revised to extend out an additional year, from 1994-1998, and will be incorporated into the 1994 budget process.

#### **INSTITUTIONALIZING THE FIVE YEAR STRATEGIC PLAN**

A formal organizational process, linking the budget process, staff conferences, and annual goal and objectives, will be incorporated into departmental General Orders and SOP's.

A timetable for accomplishing the above components was established and depicted on a Gantt chart (Appendix G).

# ENVIRONMENTAL FORECASTS

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While most of the effort was concentrated on local trends and forecasts, we also collected information on national trends since these often are reflected in local communities. This section is broken into two parts: National Trends, and Local Trends, Issues, and Forecasts.

## NATIONAL TRENDS

### LAW ENFORCEMENT

Juvenile violence is increasing. Nationwide, there have been dramatic increases in arrest rates for persons aged 10 to 17, for both white and black youths, and for all violent crimes. These crimes include a proliferation in weapons usage by juveniles. Because of the significant increase in the juvenile population projected by the year 2000, this trend is expected to continue.

Law enforcement can expect an increase in special interest group protests, with a corresponding increase in civil disobedience and violence. FBI futurist D. William Tafoya predicts that hate groups will proliferate as social unrest grows in coming decades. The unsolved problems of unemployment, poverty, homelessness, and illiteracy will contribute to social turmoil, with a rising frequency of race-related crimes, riots, and beatings. The framework for social justice, he suggests, has become "loose, dry straw" waiting for a spark to ignite it. Communications and trust between minority communities is a critical issue in our five year plan, and is addressed in our strategic goals and objectives.

Because of the change in political administrations, it is too early to predict the effect on federal assistance to cities. However, federal drug funding is expected to continue, with a discernible shift in public policy to commit more dollars toward prevention, education, and treatment. The Colorado Springs Police Department is ahead of this curve with a variety of prevention programs, particularly for adolescents, and will vigorously seek alternative funding for this area.

### WORKFORCE

The median age of Americans will increase from 30 years of age in 1980 to 37 years of age by the year 2000. Organizations will increasingly offer older workers and retirees flexible work schedules and retirement options.

A majority of persons entering the workforce during the 1990's will be women, minorities, and immigrants. The Police Department is targeting qualified minority police candidates in our five year plan.

Because of the declining performance of public schools (SAT scores have declined steadily over 20 years), corporations are increasingly involved in training their employees. This training runs the gamut from remedial training to more advanced in-service and supervisory training. Organizations are projected to become much more involved in all types of training in the coming decade.

The 1990's will be the decade of women in leadership. The management watchwords of the 1990's are coach, inspire, empower, flexibility, shared power, autonomous teams and entrepreneurial units. Police officers of the future will be active problem-solving participants, particularly when given the necessary discretion, encouragement, and opportunities by their supervisors.

#### MANAGEMENT

The information-based organization of today and the future needs far fewer levels of management than the traditional command-and-control model. Slow-moving bureaucracies will be replaced by small work units, temporary or ad-hoc teams. Hierarchy will be flattened or eliminated to speed decision-making. The bureaucratic organization of knowledge will be replaced by free-flow information systems. Problem Oriented Policing, for example, will require immediate access to a range of information concerning an area and its particular problems.

Customized services and products, created and delivered by efficient work groups at low cost, will be the commodities of value in the future. The Police Department, through its decentralized division commands, is discovering the value of customizing police services to neighborhoods with different needs.

The corporation of tomorrow will be "unbundled". That is, it will farm out work components that are not required to be a permanent part of the organization. While the Colorado Springs Police Department currently contracts out some work (e.g., temporary clerical, private security at Impound Lot, etc.), there are likely other areas where private services may complement our operations.

Creative company leave policies will help employers keep seasoned and trained employees, who would otherwise have to be replaced.

Politics is no longer based on the existence of homogeneous masses, but recognizes the concept of a "mosaic democracy". Increased social diversity results in heightened political demands. Just as business products must meet the varied needs of segments and micro-markets, so are politicians bombarded by diverse demands from their constituencies. This clearly translates into a law enforcement challenge. Our community based policing strategies should serve our community's diverse needs well into the future.

For a more detailed description of national megatrends, please see Appendix H.

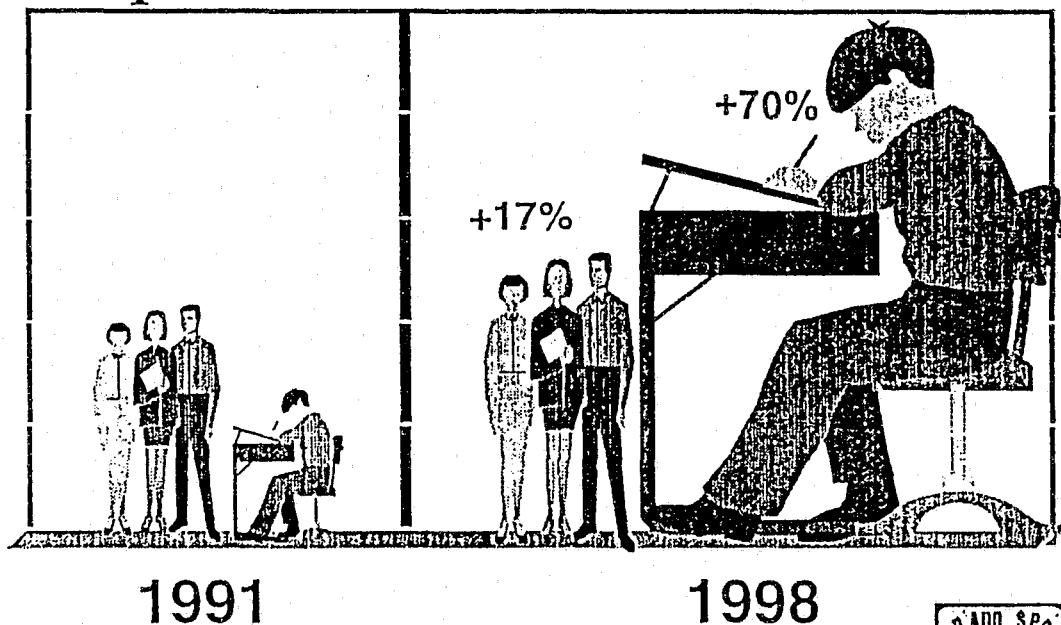
# LOCAL TRENDS, ISSUES, AND FORECASTS

## DEMOGRAPHICS

The population is projected to grow at an annual average rate of about 2.4% over the next several years. Colorado Springs will approach 300,000 population in 1993, with a projected population of 298,320. By the year 1997, it is estimated that the City will have a population of 325,869. Please see Chart 1 for population projections.

The juvenile population, age range 10-17 years old, is expected to increase by 70% from 1991 to 1998, while total population will increase by 17%:

## Population Growth 1991-1998

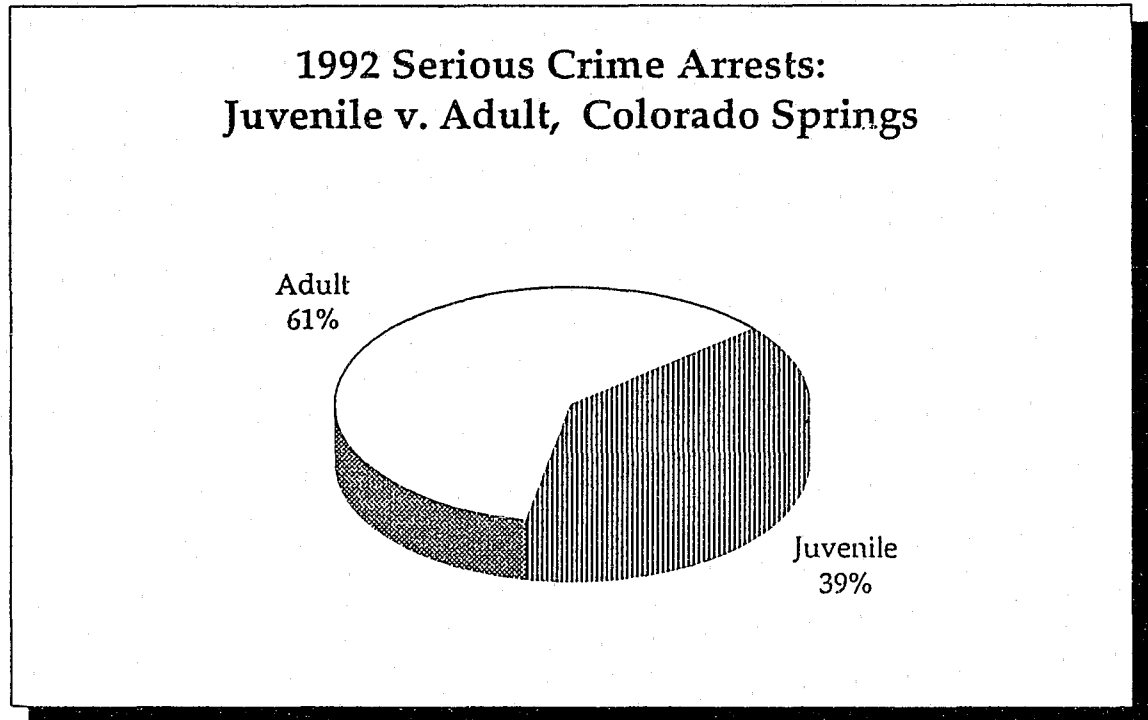


COLORADO SPRINGS POLICE DEPARTMENT





This huge growth in the juvenile population has significant public safety, juvenile justice, school, and social service ramifications. Juveniles, in 1992, accounted for a significant proportion of all serious crime arrests in Colorado Springs (please see Chart 2):



Reflecting a national trend, the proportion and number of juvenile arrests for violent crimes increased in 1991. The proportion of juvenile arrests for violent crimes (murder, rape, robbery, and aggravated assault) increased from 15% to 25% of total violent crime arrests. The total number of juveniles arrested for violent crimes increased by 17% over the same time period. While 1992 has shown some abatement in these figures, it is an area of concern.

The number of female-headed households increased by 48% from 1980 to 1990. This trend has been associated with at-risk factors for delinquency and drug use, with the absence of positive male role models and less supervision over youth.

While a juvenile population bulge is moving toward the end of this decade, the median age in Colorado Springs continues to increase as follows: 1970 (23.5 years); 1980 (26.8 years); 1990 (30.2 years). This population aging, which reflects a national trend, is expected to continue.

The racial composition of the Colorado Springs area has remained fairly constant over the past decade, and is not expected to change significantly.

#### ECONOMY

The economy affects police services in two ways. The first is the dependence of the Police Department on tax revenues for its operating and capital budget; the second is the effect of the local economy on the quality of life in terms of employment, education, social services, all of which impact police services.

A modest recovery is underway in Colorado Springs based on increases in home sales and sales tax collections. A number of corporations have moved their headquarters here; however, others are downscaling.

Due to the dependence of this area on the military and defense industries (about 50-60% of our economic base is represented by military installations and defense contractors), there is concern about the federal government's intention to downscale the military, and consequently the defense industry.

While the services sector (e.g., associations, insurance, telemarketing, etc.) is the fastest growing sector in Colorado Springs, it doesn't approach the military in economic support.

Local and state tax/spending limitation amendments are expected to have significant and long-term effects on our ability to draw on general revenues to support growing demands for police service operating and capital needs. Not only will the police be competing with other city service agencies for resources, the total resource pie will be shrinking as a result of the tax limitation amendments.

Overall, the Colorado Springs economy is expected to grow at a 1-2% rate for the next two years, and then increase to 2-3%. The cost of living in Colorado Springs is low relative to other areas of the country.

#### LOCAL COMMUNITY VALUES

Citizens' Goals has conducted community forums and surveys to identify a sense of community concerns and values. Some of those are summarized here:

- ☆ The most serious problem in the community is the economy, followed by drug use and crime.
- ☆ The three most serious problems facing the Colorado Springs region in the next 20 years are the economy, the environment, and drug use and crime.

- ☆ Police and fire protection is rated as good by an overwhelming majority of the community. Traffic flow is rated as good by over half of the survey respondents.
- ☆ Trust level in the Colorado Springs Police Department, as measured by the community survey, is high. Over 80% of respondents identified some degree of trust in the Police Department.

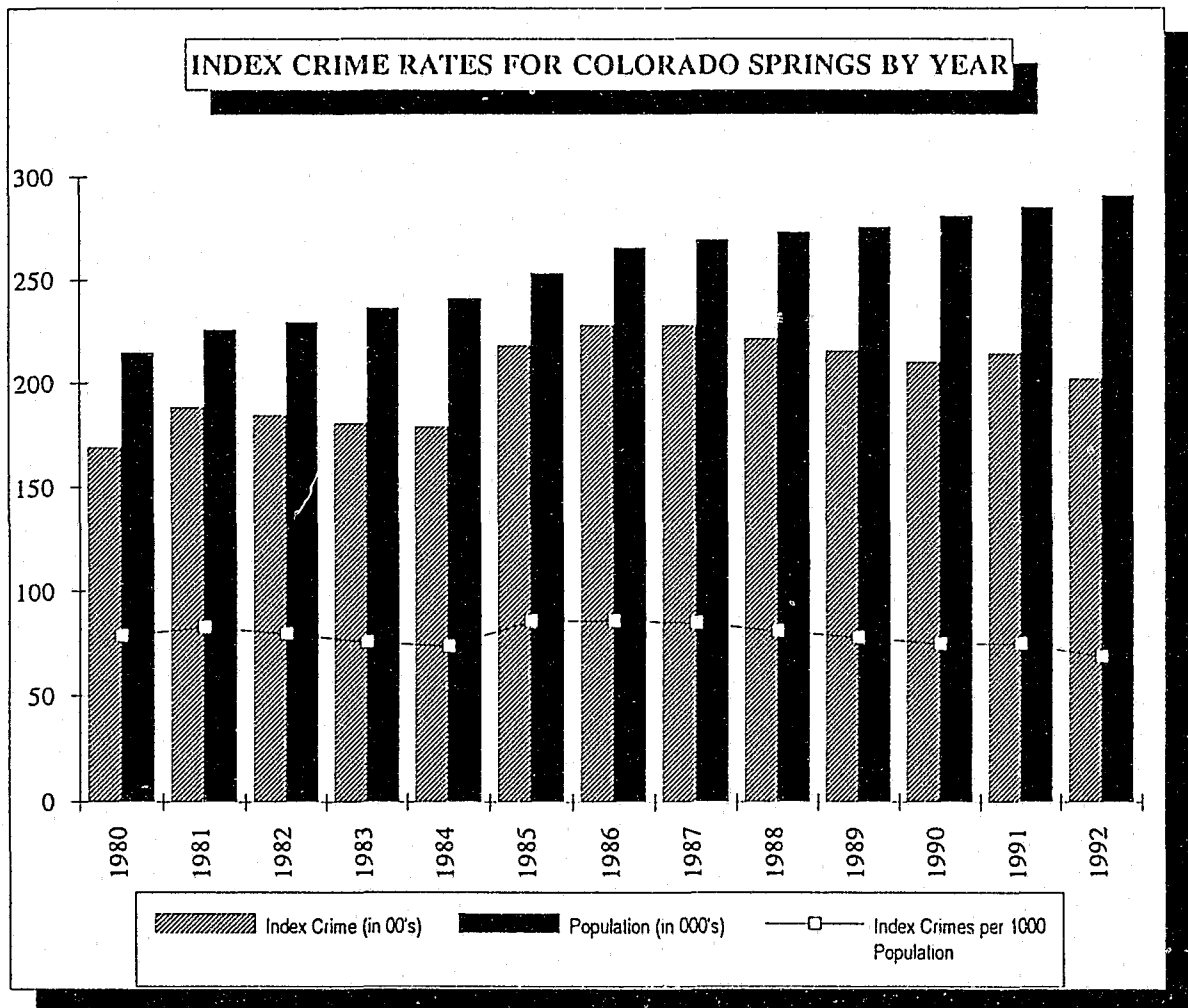
A number of local issues and visions were identified through the Citizens' Goals forums:

- ☆ Develop and maintain an economic base, and revitalize downtown.
- ☆ Enhance grassroots participation and improved communication among government and community groups.
- ☆ Work toward a safer and secure drug-free city.
- ☆ Eliminate violence in the community.
- ☆ Better utilize the police.
- ☆ Our schools need a safe, disciplined learning environment.
- ☆ Increase respect for diversity.
- ☆ Enhance neighborhood integrity through individual participation in neighborhood and community activities, creating a sense of ownership in neighborhoods, and empowering citizens.

### CRIME AND POLICE SERVICES

Colorado Springs typically has lower crime rates than other cities its size. In 1991, Colorado Springs ranked 11th out of 13 U.S. cities of comparable size. Please see Chart 3 for details. FBI 1992 crime reports are not yet available.

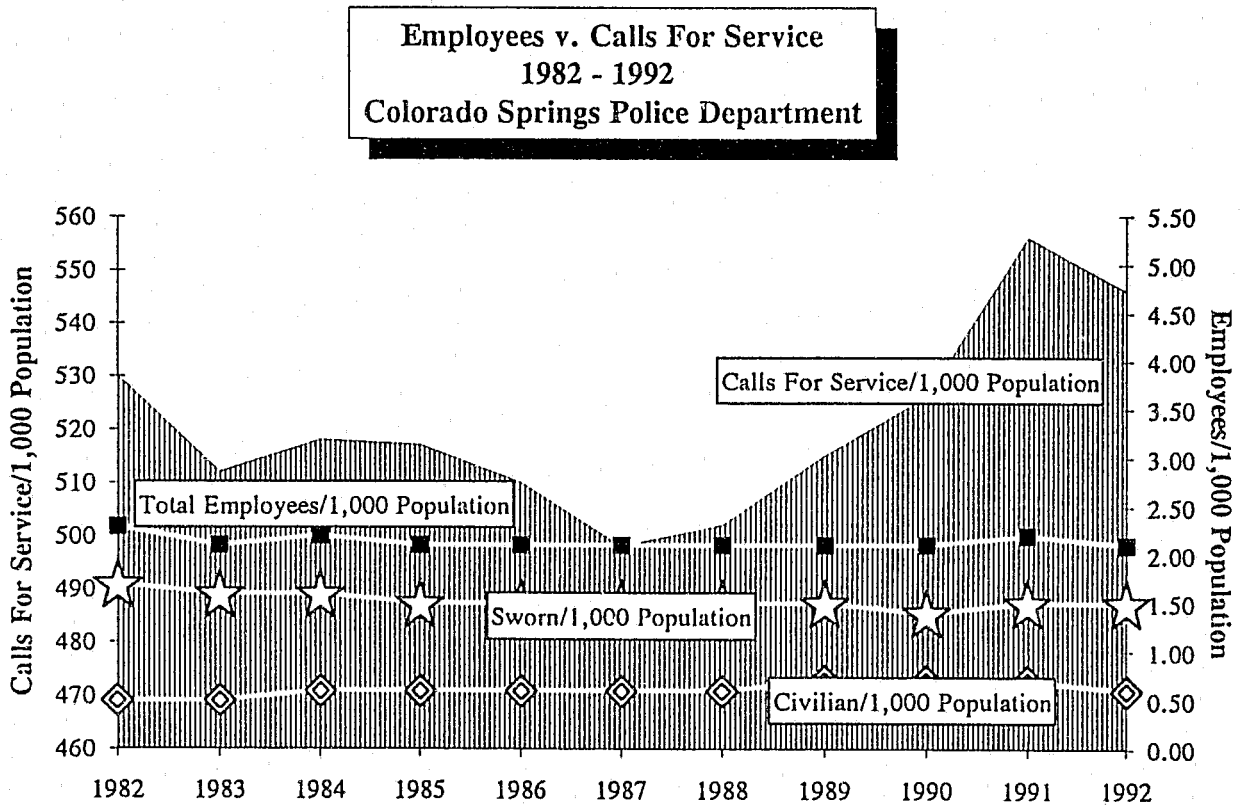
Over the past ten years, index crimes (serious crimes) peaked in 1986-1987, and have leveled since then. The index crime rate (number of crimes per population), when viewed over the past ten years, has remained fairly level. The crime rate in 1992 is the lowest crime rate since prior to 1980. The interconnecting line on the following graph illustrates the stability of crime rates in Colorado Springs over time (please see Chart 4 for detail):



While making crime projections into the future is a precarious exercise, it is estimated, using past trends, that serious crime will grow moderately about 2.5% per year for the next five years (see Chart 5).

Calls for police services, which have a direct impact on our resources, have increased steadily over the past ten years. Even more significantly, when viewed as the rate of CFS per population, the number of CFS per population has generally been increasing since 1987. Please see Chart 6 for detail.

In the context of resource availability, over time the CFS rate increases are surpassing constant staffing rates. For example, while CFS per 1,000 population have generally increased since 1987, staffing rates, both sworn and total, have remained constant (please see Chart 6 for detail) as depicted in the following graph:



Given past CFS trends, we can expect to see an average CFS increase of about 2.1% per year over the next five years. Please see Chart 7 for details.

During the past ten years, the Colorado Springs Police Department has employed fewer officers per inhabitants than the national average for cities in our population range. The police officer staffing ratio to population in Colorado Springs from 1985 through 1992 has been 1.5 or less (officers per 1,000 inhabitants), while the national average has been 2.8 officers per 1,000 inhabitants. The same low staffing ratios apply to total personnel (sworn and civilian) also. Please see Charts 6 and 8 for detail.

Given our relative low staffing history, and the tax limitation restrictions on revenue and spending, we will not likely see increases in our staffing ratios over the next few years in the absence of substantial justification for an increase.

The trend toward increasing rates of CFS per population suggests that increases in our long-standing 1.5 ratio of police officers to population may be necessary in the near future, along with commensurate increases in civilian support personnel.

Drugs and alcohol continue to fuel the demand for police services in Colorado Springs. In 1992, 10 out of the 17 homicides were determined to have been drug or alcohol involved. While local data is not collected on the numbers of drug/alcohol involved crimes in general, national data show a strong relationship between violent crimes and drug/alcohol.

Among U.S. cities participating in the Drug Use Forecasting System, 30% to 78% of arrestees test positive for illegal drugs.

In 1992, the Colorado Springs Metro VNI Division made 436 felony drug arrests, and seized drugs valued at \$3,056,817. A total of 2,649 DUI arrests were made the same year.

The Police Department is taking a long term prevention approach to this community's drug problem through emphasis on school-based D.A.R.E. and Drug-Free School Zone programs.

One of our 1993 strategic objectives is to develop a community-based "Drug Index" that will establish a benchmark of the nature and extent of drug use in the community. Such an index, using data already available from a variety of agencies, would help us to measure changing patterns of drug use. It would also provide indicators that would help to pattern public policy and resource allocation to those most important areas.

This same balanced strategy of aggressive enforcement coupled with long-term prevention applies to our approach to the gang problem. A Gang-Net program assures a comprehensive police community response to gangs, while the Department is working with community institutions to develop long-term community-involved intervention and prevention strategies.

# SUMMARY OF INTERNAL AND EXTERNAL ASSESSMENTS

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The purpose of the surveys and interviews was to ask our "stakeholders", both employees and community, for their views of the strengths and weaknesses of the Police Department, critical issues, trends, and recommendations for the Police Department to accomplish. The responses were summarized in the following categories:

POLICE DEPARTMENT STRENGTHS  
POLICE DEPARTMENT WEAKNESSES  
CRITICAL ISSUES  
RECOMMENDATIONS TO ACCOMPLISH

Each of these categories are further grouped by the four main strategic plan areas, Operations/Service Delivery; Human Resources; Organization/Management; and Technology/Facilities.

Between the two groups of respondents (employees and community), there were more common responses than unique responses. Where the response theme was unique from one group, a notation is made by the item (i.e., EMPLOYEES RESPONSE or COMMUNITY RESPONSE). Where there is no notation, the theme shared by both groups of respondents.

The following pages are summaries of these responses.

For more detailed internal/external responses, please see Appendix I (Internal Stakeholders Results) and Appendix J (External Stakeholders Results).



## POLICE DEPARTMENT STRENGTHS

### OPERATIONS/SERVICE DELIVERY

1. The Department has an excellent reputation in this community, and is strongly supported and respected.
2. The Department actively takes a neighborhood approach to policing, and successfully endeavors to be responsive to local problems.
3. We offer a wide range of police services, with a strong prevention emphasis on youth education programs.
4. The response given to gangs and drugs is rated high.
5. Decentralization of the Police Department is very favorably viewed.
6. There is a noticeable absence of police brutality incidents  
(COMMUNITY RESPONSE).
7. The Police Department has excellent relations with schools  
(COMMUNITY RESPONSE).
8. We are very customer oriented and responsive to citizen complaints  
(EMPLOYEE RESPONSE).
9. The police have good community visibility  
(COMMUNITY RESPONSE)



## HUMAN RESOURCES

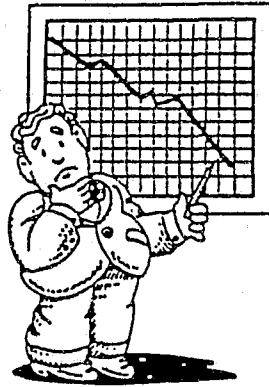
1. The officers, and other employees, are very professional, dedicated, and innovative.
2. The officers demonstrate high integrity and morale.
3. The officers are very friendly, courteous, and display an empathetic attitude (COMMUNITY RESPONSE).
4. Citizens are treated with dignity and respect (EMPLOYEES RESPONSE).
5. The community views the CSPD officers as well selected and well trained (COMMUNITY RESPONSE).
6. We make good use of volunteers (EMPLOYEES RESPONSE).
7. We have good roll-call training and recognition of outstanding officers (EMPLOYEES RESPONSE).

## ORGANIZATION/MANAGEMENT

1. The Police Department has a good reputation for its inter-agency cooperation, willingness to analyze and plan, lack of corruption, good programs, and resource management (COMMUNITY RESPONSE).
2. Top management provides clear messages to emphasize customer service and to take complaints seriously (EMPLOYEES RESPONSE).
3. There is excellent leadership and management in the Police Department.
4. This agency is progressive and seeks to stay on the leading edge of policing (EMPLOYEES RESPONSE).
5. We use our resources to the fullest, get grants, and perform well considering our budget limitations.
6. Support services are good (EMPLOYEES RESPONSE).

## TECHNOLOGY/FACILITIES

1. Has been successful in obtaining capital facilities (COMMUNITY RESPONSE).
2. The division commands and mobile command posts are important (COMMUNITY RESPONSE).
3. The Department provides good equipment and facilities (EMPLOYEE RESPONSE).



# POLICE DEPARTMENT WEAKNESSES

## OPERATIONS/SERVICE DELIVERY

1. The Police Department should have better relations with the minority communities.
2. Youth relations with the Police Department are not good. There is increasing youth alienation and hostility against the police (COMMUNITY RESPONSE).
3. We need more patrol visibility in problem areas.
4. Witnesses are sometimes afraid to report suspected crimes, particularly involving gangs (COMMUNITY RESPONSE).
5. Case reports--when making inquiry, must wait to talk to person assigned; case report quality has deteriorated (COMMUNITY RESPONSE).
6. Routine crimes suffer in follow-up (EMPLOYEES RESPONSE).
7. Unusual occurrence response needs strengthening (EMPLOYEES RESPONSE).
8. Need improvement of school-police coordination of roles and responsibilities on common issues (COMMUNITY RESPONSE).

## HUMAN RESOURCES

1. The Police Department needs more manpower, both sworn and civilian.
2. Officers tend to "label", based on appearance; they resist giving names and badge numbers; and sometimes CFS are handled discourteously (COMMUNITY RESPONSE).

3. Training--there is inadequate cultural awareness training; need better training when officers are promoted or transferred (EMPLOYEES RESPONSE); need better supervisory training (EMPLOYEES RESPONSE); too much reliance on brief 10-15 minute training blocks (EMPLOYEES RESPONSE); and need more civilian training (EMPLOYEES RESPONSE).
4. There is a need for a career development program for all employees, including career paths (lateral) and rotation.
5. The promotional process is not respected; promotional potential evaluations are poor; the whole process needs to be carefully revisited.
6. The entry-level testing criteria are poor and the process takes too long (EMPLOYEES RESPONSE).
7. Policies and practices emphasize discipline over employee development and praise; the discipline process is too long and accusatory (EMPLOYEES RESPONSE).
8. Performance appraisal accountability is lacking; there are no consequences for problem employees (EMPLOYEES RESPONSE).
9. Salary and benefits need to keep up (EMPLOYEES RESPONSE).
10. The Department needs more minorities in upper ranks.

#### ORGANIZATION/MANAGEMENT

1. Communications need improvement across and throughout the organization (EMPLOYEES RESPONSE).
2. There is a poor perception of community diversity by the Police Department, and minorities within the Police Department don't always receive fair treatment (COMMUNITY RESPONSE).
3. The Department needs to do a better job marketing its numerous positive services and contributions to the community (COMMUNITY RESPONSE).
4. Upper ranks are not visible to line employees and are too negative (EMPLOYEES RESPONSE).

5. There is a poor mutual understanding of the different Departmental roles and functions among members (EMPLOYEES RESPONSE).
6. The paper flow is too slow; need more timely dissemination of information (EMPLOYEES RESPONSE).
7. Patrol-Dispatch relations could be better (EMPLOYEES RESPONSE).
8. We need better team-building in the Department (EMPLOYEES RESPONSE).
9. There is no civilian review board for IA investigations (COMMUNITY RESPONSE).
10. There are communications gaps in the organization (COMMUNITY RESPONSE).
11. The Police management team was seen by one department head as arrogant, and not cooperating with other City Departments (COMMUNITY RESPONSE).
12. Policies are implemented with only lip service to committees (EMPLOYEES RESPONSE).

#### TECHNOLOGY/FACILITIES

1. Facilities are dispersed (COMMUNITY RESPONSE).
2. Sometimes don't get the vehicles serviced (EMPLOYEES RESPONSE).



## CRITICAL ISSUES

### OPERATIONS/SERVICE DELIVERY

1. Gangs, increasing juvenile crime, drugs, and increasing crimes of violence are our serious problems.
2. Youth and racial issues are important for the Police Department to address.
3. This community seems to be in transition to a large urban area with associated problems. It's important for the Police Department to try to maintain the low crime rate character of this community.
4. It will be challenging for the Department to keep up with the community's growth, given the budget restrictions. There will be more CFS, more ambiguity in service demands, and more urban problems.
5. There is a trend of family unit breakdown, with community institutions left to handle youth. The education systems are failing.
6. Single interest groups are pressing their demands more, often with civil disobedience.
7. Gun control and interdiction are important (EMPLOYEES RESPONSE).
8. The influx of fundamental religious organizations to the community may have an impact.
9. The Police Department has a role in helping to preserve the integrity of the neighborhoods (COMMUNITY RESPONSE).
10. We must develop good relations with the diverse groups in this community.
11. There will be more emphasis on victims rights.
12. Community networking is the future (COMMUNITY RESPONSE).

13. The projected increase in the juvenile population is a major issue.
14. High tech crime will become more frequent.
15. Balancing Community Policing with 911 CFS is an issue (EMPLOYEES RESPONSE).

## **HUMAN RESOURCES**

1. Keeping staffing, sworn and support, consistent with population growth is critical.
2. The lack of credibility in the promotional testing is an issue.
3. Minority and female representation among both new hires and promotees is important.
4. There are some concerns about sworn vs. civilian issues, attitudes, and beliefs (EMPLOYEES RESPONSE).
5. Career development concerns make this topic critical (EMPLOYEES RESPONSE).
6. Lack of salary/benefits increases may result in loss of qualified employees (EMPLOYEES RESPONSE).
7. Hiring practices and criteria are mentioned as concerns (EMPLOYEES RESPONSE).
8. Overall training throughout the Department, and cultural diversity training, are important.

## **ORGANIZATION/MANAGEMENT**

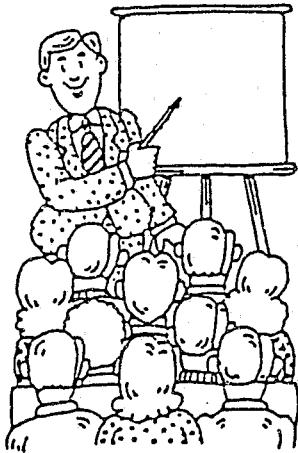
1. Anticipate more demands for civilian review (COMMUNITY RESPONSE).
2. The effects of tax limitation on our ability to maintain adequate resources is a long-term issue. Funding for important programs (DARE), staff, and capital needs is critical.
3. We must be vigilant to avoid duplication of services, to be efficient, and to demonstrate accountability with our resources (COMMUNITY RESPONSE).
4. There is a sense among some that police management is more formal and distant, with emphasis on policy and procedures. This is mentioned as an impediment to developing better internal staff-employee relations (EMPLOYEES RESPONSE).

5. Redefining the role of the police in today's changing society is an issue (EMPLOYEES RESPONSE).
6. There is a concern about area commands not having the "big picture" (EMPLOYEES RESPONSE).

#### TECHNOLOGY/FACILITIES

1. The current computer system is not adequately serving the needs of its various users. What will happen when information/data needs become even greater? (EMPLOYEES RESPONSE).
2. We can't afford to continue purchasing expensive high tech computers and equipment, when the technology is changing so quickly. Also, need computers with open architecture that are flexible in program applications. Must consider leasing (EMPLOYEES RESPONSE).
3. It's imperative that we keep up with the developments in police equipment and information technology (EMPLOYEES RESPONSE).
4. High tech crime accessories are becoming more common (COMMUNITY RESPONSE).





# RECOMMENDATIONS FOR THE POLICE DEPARTMENT TO ACCOMPLISH

## OPERATIONS/SERVICE DELIVERY

1. Continue to emphasize community policing and problem-oriented tactics.
2. Have a higher visibility in target areas; use high visibility police vehicles (Mobile Command Post).
3. Extend relationships and networks with the community, particularly the minority community (COMMUNITY RESPONSE).
4. Build coalitions and networks with the community and other government agencies to accomplish common goals (COMMUNITY RESPONSE). Involve the community more in problem-oriented policing (EMPLOYEE RESPONSE).
5. Focus on juvenile crime/drug/gang prevention initiatives; encourage police involvement with youth.
6. We should address firearms safety issues in the community through public education (EMPLOYEE RESPONSE).
7. Place officers in community centers and other neighborhood locations for contact with the public (COMMUNITY RESPONSE).
8. The Police Department should work more effectively with schools toward common goals. Identifying the roles and responsibilities of schools and police on common problems would be a helpful training topic for the schools (COMMUNITY RESPONSE).
9. Working more closely with the military authorities in areas of common interest is suggested (COMMUNITY RESPONSE).

10. The Police Department should encourage reporting of crime and suspicious activities (COMMUNITY RESPONSE).
11. We should look at high profile ways to engage the community and provide services; e.g., Mounted Patrol (EMPLOYEE RESPONSE).
12. We need to avoid civilian review boards (EMPLOYEE RESPONSE).

## HUMAN RESOURCES

1. The Police Department needs to increase its personnel to deal with increased service demands.
2. Our selection and promotional processes need to be examined to assure that they are producing the best possible candidates.
3. We need to implement horizontal career paths for employees.
4. The Department needs to intensify its recruiting for qualified applicants, including minorities and women. Out-of-state recruitment may help.
5. The disciplinary process needs to be more fair, and speeded up (EMPLOYEES RESPONSE).
6. Language and cultural awareness training should be provided to officers. At the same time, we should create expectations of cultural awareness and tolerance in the community.
7. We should assess the long-term implications and alternatives for extended workers compensation cases (EMPLOYEES RESPONSE).
8. Regarding training, there should be more diversity in courses, improve "hands-on" inservice training, and have better supervisory training (EMPLOYEES RESPONSE).
9. The Department needs a better annual performance appraisal system (EMPLOYEES RESPONSE).
10. We must assure that officers are being deployed effectively and efficiently (COMMUNITY RESPONSE).

## ORGANIZATION/MANAGEMENT

1. The Police Department must improve internal communications (EMPLOYEES RESPONSE).
2. We need to work at creating an environment of more trust, team-work, common missions, and mutual respect (EMPLOYEES RESPONSE).
3. It's important that this community avoid a sensational incident like the Rodney King affair. We should try to identify and deal with officers inclined to be discourteous and violent (COMMUNITY RESPONSE).
4. The Police Department needs to develop strategies to increase its manpower, given the tight budget (COMMUNITY RESPONSE).
5. This Department really needs to do a better job in marketing itself to the community. There are a lot of positive services, programs, accomplishments and other contributions that we make to the community. Take advantage of all opportunities to present "our story" (COMMUNITY RESPONSE).
6. We have developed a tremendous asset in community "good will", and it's important that we value and nurture it (COMMUNITY RESPONSE).
7. We should become "team" players with the rest of City government (COMMUNITY RESPONSE).
8. The entire call management and dispatch systems need to be improved (EMPLOYEE RESPONSE).
9. Consolidation of duplicative services with other City departments and area law enforcement should be explored.
10. The Police Department should work to revise the Juvenile Code, given the issues of juvenile crime and gangs (EMPLOYEES RESPONSE).
11. NPU should be expanded to all three divisions; expand K-9 and EOD (EMPLOYEES RESPONSE).
12. We should establish a permanent funding base for D.A.R.E. (EMPLOYEES RESPONSE).
13. Need to devise a model to deal with growth-related issues, including manpower, equipment, division command needs (EMPLOYEES RESPONSE).

14. To obtain more efficiency, we can identify waste throughout the organization, flatten the organizational hierarchy in some areas, and develop "high performance" teams (EMPLOYEES RESPONSE).
15. Non-lethal methods and instruments should be researched and obtained when feasible (EMPLOYEES RESPONSE).
16. Health and fitness programs for our officers are needed (EMPLOYEES RESPONSE).
17. A night court system, recognizing days off, would work better. Also, consider video-taping depositions (EMPLOYEES RESPONSE).
18. We should have more "early-warning" systems to nip organizational and community problems in the bud (COMMUNITY RESPONSE).

#### TECHNOLOGY/FACILITIES

1. Establish high visibility and effective means for policing--aerial patrol, NPU's, Bicycles, etc.
2. Regarding computerized information systems, we should develop an integrated, effective, and user responsive system (EMPLOYEES RESPONSE).
3. Research and acquire technology that will increase police efficiency (COMMUNITY RESPONSE).
4. Start projecting division command needs (EMPLOYEES RESPONSE).
5. The Police lab needs to be properly equipped and staffed (EMPLOYEES RESPONSE).
6. Explore the feasibility of take-home police cars; e.g., Ft. Collins plan (EMPLOYEES RESPONSE).
7. Link MDT's with AVL system for greater accountability (EMPLOYEES RESPONSE).

# MISSION STATEMENT

## COLORADO SPRINGS POLICE DEPARTMENT

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Our mission statement below is intended to embody the essence of our role as a Police Department. The mission statement places an emphasis on our crime control, traffic regulatory, and service delivery roles, in which we work within a community framework to accomplish our police mission.

It is our belief that through our mission we can contribute to the quality of life in our community, ensuring that our citizens are free of the fear of crime.

*\*Our mission is to work with the citizens of Colorado Springs for a safe and secure community by controlling and preventing crime, regulating traffic, and delivering responsive police services throughout the community.*

\* The Police Department will be reviewing this mission statement at our Spring 1993 Staff Conference to ensure it accurately reflects our mission for the future.

# VALUES

## COLORADO SPRINGS POLICE DEPARTMENT

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The values of the Colorado Springs Police Department are the foundation for the Five Year Strategic Plan.

Values are those principles that guide an organization and its employees. These values also serve as a basis for citizen understanding of their Police Department.

The values of the Colorado Springs Police Department are uniquely ours. They were developed over a recent two year period through a series of planned, progressive steps involving our employees and community expectations. The product of this effort is the policing philosophy of the Colorado Springs Police Department.

As expressed in our organizational values on the following page, we, the members of the Colorado Springs Police Department, value:

- Our Power Derived From the People
- Proper Use of Our Power
- Exemplary Personal Conduct
- Constitutional Rights
- Concern, Care, and Attention For Our Citizens
- Crime Prevention
- Resource Management
- Open Communications and Community Partnership
- Problem Solving and Improvement
- Mutual Trust and Respect
- Higher Education
- The Advancement of the Police Profession

# THE VALUES OF THE COLORADO SPRINGS POLICE DEPARTMENT

We believe that 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 services when crime occurs.

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

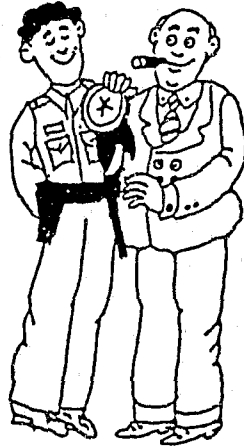
We believe in open communications and partnerships with the community.

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.



## OPERATIONS SERVICE DELIVERY

### CRITICAL ISSUES

1. **Police Staffing:** The issue of police staffing is a function of several inter-related components--
  - A. **Calls For Service Management:** CFS drive our manpower projection model, based on current response protocols. For example, 1/3 of Priority 1 CFS are burglary/robbery alarm calls which require an immediate two car response. Yet, only a small (2%) of the calls are actual crimes-the remainder are false alarms. By better managing this type of CFS, police manpower could be more productively deployed.
  - B. **Manpower Scheduling:** For existing police manpower to be most effectively utilized, they must be properly scheduled and deployed to coincide with temporal and geographic workload needs.
  - C. **Specialized Functions/Duties:** While the manpower model attempts to determine optimum patrol manpower needs, it is degenerated by the creation of specialized units and assignments not planned during the model's projection. While some specialized functions and assignments may directly impact CFS (e.g., NPU), others may not.
  - D. **Insufficient Civilian Support Personnel:** Police operations require substantial support to be effective. Examples of support functions include communications, evidence, crime analysis, information services, clerical, etc. When these critical support functions are not staffed, sworn officers are used, further depleting officer staffing in the field.
  - E. **Budgeted Manpower:** Based on current comparisons, CSPD budgeted manpower rates/population served fall below national averages.



2. Problem-Oriented Policing: Several related issues are involved here--
  - A. Organizational Development: POP was implemented in the Sand Creek Division, and is being used in the other division commands. We need to further develop it as an organizational service delivery practice through training, supervisory direction, management encouragement, and City and community involvement.
  - B. Information collection, analysis, application, and evaluation: The current Police mainframe computer applications are just not responsive to the critical data needed for problem-oriented policing. An inter-divisional field data network system is necessary for POP to succeed City-wide. Additionally, other sources of POP information must be cultivated, and we must effectively use and evaluate our POP tactics.
  - C. CFS vs. Problem-Oriented Policing: The Department's primary obligation is to respond to CFS, yet effective problem-oriented policing can reduce those CFS. Need to find balance.
3. Juvenile Crime: Serious juvenile crime is increasing, and the growth of gangs is contributing to this problem. Area demographics project a significant increase (70%) in the juvenile population from 1991 to 1998.
4. Minority Community Relations: The Police Department needs to establish better relations with minority communities in the City. While minority community issues extend beyond the Police Department, we are the most visible "establishment" representatives in their communities.

1993-1997

## STRATEGIC GOALS

### (OPERATIONS/SERVICE DELIVERY)

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- I. To insure effective Police staffing through a comprehensive strategy of CFS management, manpower scheduling, civilian support staffing, and documented budgetary requests for manpower when required.
- II. To organizationally embrace community-based problem-oriented policing as the underpinning of our departmental and City service delivery system.
- III. To direct a comprehensive community-based strategy, employing both prevention and enforcement initiatives, against juvenile crime.
- IV. To recognize the value and strengths of community diversity, and to build community group networks based on mutual understanding and trust to accomplish common goals.
- V. To employ a balanced drug supply interdiction and drug demand reduction strategy in eliminating illicit drugs from our community. Our drug demand reduction strategy will emphasize drug education for adolescents, and legal accountability for adults.
- VI. To pursue a community-based gang enforcement and prevention program. Enforcement tactics will be employed against those groups committing serious crimes in our community, and prevention will be emphasized for at-risk adolescents through community-based initiatives for developing positive life-styles.

# 1993 OBJECTIVES

## (OPERATIONS/SERVICE DELIVERY)

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### OBJECTIVE 1

To conduct a study of calls-for-service to identify alternative, less expensive methods to manage CFS.

#### TASK PLAN

1. A task committee, consisting of representatives from the Communications Section, Patrol, Manpower Group, and the Computer Services Section will be formed during the first quarter of 1993.
2. The CFS Committee will identify specific outcomes of this project to accomplish the objective above.
3. This project will analyze CFS to identify current service demands, response protocols, and manpower expended.
4. Differential response strategies will be identified and assessed for implementation.
5. Training needs, organizational issues, and community impacts (expectations, user-pay, etc.) will be identified with recommendations.

#### RESOURCES REQUIRED

Computer programming for data collection/analysis research reports

#### BUREAU/MANAGER RESPONSIBLE

To be determined by committee

### OBJECTIVE 2

To develop a Firearms Interdiction Program to focus patrol officers' efforts on curbing the illegal use, possession and/or display of firearms.

#### TASK PLAN

1. Funding of \$38,080 will be awarded by the VALE Board to link Crime Stoppers into this program, and to purchase necessary equipment.
2. Police Department policies and procedures will be revised as necessary to facilitate aggressive and effective firearms violation enforcement.

3. Training materials will be developed to assist officers in firearms interdiction and prosecution.
4. Crime prevention information, to encourage safe handling and storage of firearms, will be designed and distributed.

BUREAU/MANAGER RESPONSIBLE  
Patrol / Patrol Staff

### OBJECTIVE 3

To extend the pilot problem-oriented policing project from Sand Creek to the other three Patrol Divisions.

#### TASK PLAN

1. Training programs will be designed and presented for all Patrol officers and sergeants to enhance the problem-oriented skills and to share information from the pilot program.
2. Adequate information processing systems will be acquired to allow all Divisions to conduct multiple CFS analysis, and to develop effective solutions to impact them.
3. SOP's will be developed that encourage officer use of problem-identification and analysis in their daily policing routines to come up with effective innovative solutions.
4. An environment of communication and cooperation with the public will be maintained to facilitate problem-solving efforts.

RESOURCES REQUIRED  
Computer applications

BUREAU/MANAGER RESPONSIBLE  
Patrol / Division Commanders

### OBJECTIVE 4

To develop specific Police out-reach initiatives involving the minority communities in this City.

#### TASK PLAN

1. The Police Athletic League participation will be extended to other City departments (e.g., Fire, Parks, etc.).

2. PAL liaisons will be developed with local colleges, offering internships and class projects to obtain participation of students as coaches and role models.
3. A plan will be developed for community-based construction of a wilderness obstacle course or outdoor ropes course for PAL.
4. A "Survival Spanish" in-service training curriculum for Police Officers will be developed.
5. Employee involvement will be encouraged in community action projects to enhance sensitivity to community diversity.
6. Community minority involvement will be encouraged with the Divisions' Citizen Advisory Groups.
7. Cultural awareness training will be included in both the basic recruit curriculum as well as in-service.

**BUREAU/MANAGER RESPONSIBLE**

Office of Chief/Professional Standards Captain,  
Operations Support/Training Commander, Patrol/Division Commanders

**OBJECTIVE 5**

**To field a Neighborhood Policing Unit in each of the three Division Commands.**

**TASK PLAN**

Funding is in the 1993 budget for 5 NPU officers and equipment. The Tactical Enforcement Unit will continue acting as a NPU, in conjunction with its regular tactical duties.

**BUREAU/MANAGER RESPONSIBLE**

Patrol / Patrol Staff

**OBJECTIVE 6**

**To complete implementation of the Neighborhood Traffic Unit function.**

**TASK PLAN**

The community policing concept will be applied to traffic enforcement. The Citizens' Response System, a computerized traffic complaint database will be used to target neighborhoods with documented traffic enforcement problems. The Police Department will collaborate with the Traffic Engineer, and other City agencies, the Student Traffic Committee, and the news media in responding to and resolving neighborhood traffic problems.

BUREAU/MANAGER RESPONSIBLE  
Patrol / Traffic Commander

### **OBJECTIVE 7**

To continue the expansion of crime prevention services to the community.

#### **TASK PLAN**

Crime and traffic prevention services will be extended through increased number of active Neighborhood Watch groups, Neighborhood Traffic Unit activities, a firearms publicity campaign, follow-up security surveys of repeated crime targets, and others. Crime Prevention through Environmental Design training will be provided to division level officers, who will productively address environmental design issues that reduce crime.

BUREAU/MANAGER RESPONSIBLE  
Patrol / Patrol Staff

### **OBJECTIVE 8**

To research and make recommendations for an extension of a crime/drug/gang prevention and social responsibility program in middle, junior high, and high schools.

#### **TASK PLAN**

1. The R&D Unit, in collaboration with the D.A.R.E. Officers, will research such programs and make recommendations.
2. Funding needs and sources will be identified.

BUREAU/MANAGER RESPONSIBLE  
Operations Support / Planning Manager  
Patrol / Central Division Commander

### **OBJECTIVE 9**

To research, develop, and implement a drug forecasting model in Colorado Springs which will provide data on the extent and nature of drug use in this City. This data will provide a benchmark assessment for evaluating drug use, enforcement strategies, prevention programming, and treatment needs.

#### **TASK PLAN**

A community-based coalition (e.g., City-County Task Force on Alcoholism and Drug Abuse) will be enlisted to work with the Police Department on this project.

BUREAU/MANAGER RESPONSIBLE  
Investigations / Metro VNI Commander  
Operations Support / Planning Manager

### **OBJECTIVE 10**

**To implement police components of the Victims' Rights legislation and the Accreditation Victim/Witness Assistance standards.**

#### **TASK PLAN**

1. The Victims Rights' requirements will be effective January 1, 1993, and the Accreditation standards will be effective July 27, 1993.
2. YVS will be the primary function for assuring implementation of these victim-witness requirements.
3. An Executive Oversight Committee and an Operations Committee will provide coordination as this objective is accomplished.

BUREAU/MANAGER RESPONSIBLE  
Investigations / Major Crimes Commander  
Office of the Chief / Professional Standards Captain  
Operations Support / Staff Resources Manager

### **OBJECTIVE 11**

**To implement a Missing and Exploited Children Comprehensive Action Program (M/CAP).**

#### **TASK PLAN**

A number of development activities will be conducted, including a self-assessment, on-site assessment by the Office of Juvenile Justice, local training for participants, and development of a draft M/CAP plan to area agency CEO's.

BUREAU/MANAGER RESPONSIBLE  
Investigations / General Investigations

### **OBJECTIVE 12**

**To implement a Mounted Patrol Program.**

#### **TASK PLAN**

There will be two full-time core mounted officers, with approximately four other auxiliary mounted officers to call up as needed. Mounts, equipment, facilities, and operating supplies will be developed for six units, drawing upon community resources for acquisition.

BUREAU/MANAGER RESPONSIBLE  
Patrol / Central Division Commander

### **OBJECTIVE 13**

**To develop information and strategies for initiatives to expand statutory oversight of juvenile offenders.**

#### **TASK PLAN**

The Department will work with the Colorado District Attorneys' Council, the Colorado Association of Chiefs of Police, and the City's Intergovernmental Affairs Office toward this objective.

BUREAU/MANAGER RESPONSIBLE  
Investigations / Deputy Chief

### **OBJECTIVE 14**

**To hold Part I Crime incidence to the same level experienced the previous year.**

#### **TASK PLAN**

Special emphasis will be placed on the crimes of burglary, robbery, and auto theft, which are more suppressible through patrol tactics. Anti-crime techniques will include the following:

1. Directed patrol and crime prevention activities
2. Effective preliminary and follow-up investigations
3. Emphasis on arrest and incarceration of multiple offenders
4. The Investigations Bureau will maintain the number of fugitives arrested on CSPD felony warrants at 1992 levels.
5. The Investigations Bureau will investigate, apprehend, and prosecute 25% of the TRACC designated career criminals.

BUREAU/MANAGER RESPONSIBLE  
Patrol / All Division Commanders  
Investigations / General Investigations



## **OBJECTIVE 15**

**Increase burglary, robbery, theft, and auto theft clearances by 1% over 1992.**

### **TASK PLAN**

1. Patrol preliminary investigations will be enhanced through training and improved report review and accountability.
2. Productivity of Patrol investigators will be improved from a modified case and activity tracking system.
3. Variable scheduling for Patrol investigators will facilitate a closer liaison with Patrol officer activities.
4. A 100% case assignment process will utilize detectives, Patrol officers, victim contact, crime prevention, and crime analysis.
5. The Investigations Bureau will increase the number of prosecutions of auto theft suspects by 2% over 1992.
6. The Investigations Bureau will increase the number of stolen items recovered and related arrests by 2% over 1992.

**BUREAU/MANAGER RESPONSIBLE**  
Patrol / All Division Commanders  
Investigations / General Investigations

## **OBJECTIVE 16**

**To reduce the rate of motor vehicle accidents per 1,000 population compared to 1992.**

### **TASK PLAN**

In conjunction with this objective, we expect to not exceed the number of injury accidents, and resulting fatalities, reported in 1992. The following tasks will be completed:

1. Frequent accident locations will be targeted for selective enforcement activities.
2. Citizen compliance will be emphasized through intensive enforcement and public education programs.
3. In cooperation with City Traffic Engineering, hazardous locations will be identified and improved.

4. Emphasis will be placed on the identification of causative factors contributing to serious injuries.

BUREAU/MANAGER RESPONSIBLE  
Patrol / Traffic Commander

### **OBJECTIVE 17**

To decrease the number of alcohol/drug involved traffic accidents by 5% compared to 1992.

#### **TASK PLAN**

1. Special DUI enforcement will target locations with high incidence of alcohol-related accidents.
2. The recognition program for drug-involved drivers will be expanded to supplement regular DUI enforcement.
3. Patrol and Traffic training in the use of preliminary breath test devices will be increased.

BUREAU/MANAGER RESPONSIBLE  
Patrol / All Division Commanders

### **OBJECTIVE 18**

To increase the number of drug arrests and seizures made by Patrol officers over the previous year.

#### **TASK PLAN**

1. An in-service training program will be designed to enhance Officers' drug recognition and interdiction skills.
2. Patrol and Traffic Officers will conduct drug courier indicator vehicle stops.
3. Officers will conduct drug courier indicator contacts at the Municipal Airport, to include surveillance of targeted enplanement and deplanement, baggage pick-up, and rental areas.
4. Persistent drug-trafficking locations in the community will be identified, analyzed, and impacted through intensive uniform patrol tactics.
5. The Drug-Free School Zone program will be continued in all junior high and high schools in the City.

BUREAU/MANAGER RESPONSIBLE  
Patrol / All Division Commanders

### **OBJECTIVE 19**

To enhance monitoring of emerging street gangs, and to insure law enforcement and public awareness of the problem.

#### TASK PLAN

1. The Gang-Net program will be continued in 1993.
2. Metro VNI will continue local gang member identification in conjunction with Patrol and other police agencies.
3. Gang awareness presentations will be made in the community by Gang-Net and Metro VNI officers.
4. A Graffiti Eradication Program will be implemented in collaboration with other community agencies.

BUREAU/MANAGER RESPONSIBLE  
Patrol / Gold Hill Commander  
Investigations / Metro VNI Commander

### **OBJECTIVE 20**

To develop a Drug-Free Workplace Program in collaboration with the Chamber of Commerce.

#### TASK PLAN

The Police Department and the Chamber of Commerce will develop a community coalition-based drug/alcohol prevention and education program for the Colorado Springs business community.

BUREAU/MANAGER RESPONSIBLE  
Operations Support / Planning Manager  
Investigations / Deputy Chief

# **1994 OBJECTIVES**

## **(OPERATIONS/SERVICE DELIVERY)**

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### **OBJECTIVE 1**

**To implement a crime/drug/gang prevention and social responsibility program in middle, junior high, and high schools.**

#### **TASK PLAN**

1. This will be based on the recommendations made the previous year in the study of this proposal.
2. Advance planning and implementation will be done in conjunction with the school districts to insure their buyin and participation.
3. Necessary funding will be acquired from grant sources.

#### **BUREAU/MANAGER RESPONSIBLE**

Patrol / Patrol Staff

Operations Support / Planning Manager

### **OBJECTIVE 2**

**To extend Problem-Oriented Policing training and participation to all functions and members of the Department.**

#### **BUREAU/MANAGER RESPONSIBLE**

Patrol, Investigations, Operations Support, Professional Standards



## HUMAN RESOURCES

### CRITICAL ISSUES

1. **Training Outside Agencies:** Currently the CSPD Regional Police Training Academy trains local agency police recruits. While we receive a nominal fee from the State (about \$300/recruit), it does not cover our cost (\$1,933/recruit). The State reimbursement will cease in 1995.

In addition, the City incurs liability when we conduct police training for other jurisdictions.

We must decide whether or not to continue training other law enforcement officers at our Regional Police Training Academy, what we should charge, and how to earmark the fees.

2. **State Testing of Recruits:** Beginning 1995, the P.O.S.T. Board will administer its own certification test to our police recruits. We will have to comply with the new State certification testing standards.
3. **State Evaluation of Training Academy:** In 1993, the State P.O.S.T Board will formally evaluate and certify Police Training Academies. Preparation for this evaluation will require 1,000-2,000 man-hours in developing lesson plans and test items to correspond with the State-required criteria.
4. **Certified Officer Hiring Requirement:** P.O.S.T. will require that police agencies hire only certified officers beginning 1995. This means that we will have to either 1) hire applicants with certification and conduct modified CSPD Academy; or 2) continue Basic Training Academy and create a civilian classification for the recruits.
5. **Paying Police Recruits for Basic Training:** With 1995 State requirement for officer hires to be certified, state educational institutions may increase their certification programs. This may increase qualified applicant pool, and obviate the Police Department's providing salaried basic training for police hires.

6. **Police Officer Selection Process:** The recruitment, testing, selection, and training cycles for this process result in delays of up to 18 months between testing and trained officer availability. It takes as long as 8 months just for an applicant to know he/she has been selected. These delays result in attrition of qualified applicants.
7. **Police Officer Selection Criteria:** The role of law enforcement is becoming more complex, requiring officers to be "problem-solvers" as well as enforcers. In addition, there is an increasing body of laws, rules and regulations which require police officers have the skills to learn, understand, and apply those guidelines in a wide range of situations. Current selection criteria may not optimize the selection of officers with these skills.
8. **Cultural Diversity Issues:** As we reach out to involve our communities in policing, it is important to have good communications with all citizens. Our community policing efforts will be strengthened by having a better awareness and understanding of various groups' cultures/languages within our community. We must also establish an internal climate where diversity is respected. Increasing representation on the Police Department of qualified minority members will increase policing credibility and help bridge communications with all groups in our community.
9. **Physical Ability Standards:** The Department has no job-related standards for physical ability requirements for police officers.
10. **Promotional Testing:** There is a lack of employee, and management confidence in the current promotional testing process, particularly the "promotional potential appraisal".
11. **Minority Hiring and Promotion:** There is intense competition for qualified minority police applicants, and the entire labor pool is expected to shrink over the years as this country's population ages. More minority representation is needed in supervisory and management levels.
12. **Performance Evaluation:** The performance evaluation process is less than meaningful. There appears to be more emphasis on the mechanics of the process than on the essence of the performance evaluation itself. Employees deserve, and supervisors are responsible for, providing accurate, timely, and meaningful feedback on employee performance. What we as an organization value is not accurately reflected in the evaluation instrument (e.g., problem-oriented policing skills, etc.).
13. **Supervisory/Management Training:** While a 96 hour P.O.S.T supervisory class has been conducted every other year, it is intended for new, or soon-to-be-promoted, supervisors. Most of the first-line supervisors, and managers, don't receive updated training. First line supervision is the critical link to our service delivery employees, and it is imperative that supervisors have up-to-date training to assure effective oversight and accountability.

## 1993-1997 STRATEGIC GOALS (HUMAN RESOURCES)

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- I. To maximize the potential and well-being of our employees through effective training, progressive personnel practices, career development, and open communications.
- II. To ensure that all employees receive contemporary training that addresses the knowledge, skills, and abilities required to maximize their potential and productivity to the organization and to the community. Training will extend beyond mechanical skills development to include problem-oriented and community-based policing techniques that will make an impact on the quality of life in the community.
- III. To recognize and value the range of cultural and racial diversity in both our organization and our community, in order to increase our understanding of, and responsiveness to, all employees and citizens.
- IV. To view personnel and training issues from a broad human resources framework, which emphasize linkages and opportunities among the issues.

# 1993 OBJECTIVES

## (HUMAN RESOURCES)

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### OBJECTIVE 1

To initiate a study of long-term police selection and basic training issues, which include:

1. minority recruitment and selection
2. 1995 certification requirement for police hires
3. lateral entry
4. educational requirement for new hires
5. paying recruits for basic police training
6. training outside agency police officers
7. scheduling of officer selection process, recruit training, and FTO program

#### TASK PLAN

Due to the linkages among most of the above issues, the Training Section Commander and the PD Staff Resources Manager will conduct a joint study to make recommendations. Committees, research needs, and additional resources required will be drawn upon as needed by the study directors.

#### RESOURCES REQUIRED

Surveys and research

#### BUREAU/MANAGER RESPONSIBLE

Operations Support / Training Commander; Staff Resources

### OBJECTIVE 2

To prepare the Police Training Academy for P.O.S.T. evaluation and certification in 1993.

#### TASK PLAN

1. Develop required documents, procedures, site enhancements, equipment, and historical records.
2. Host on-site P.O.S.T evaluation team.



**RESOURCES REQUIRED**  
Minimum 2,000 man-hours  
Equipment upgrades

**BUREAU/MANAGER RESPONSIBLE**  
Operations Support / Training Commander

### **OBJECTIVE 3**

To implement a scheduled semi-annual in-service training day for the Patrol Divisions, so that officers will receive a minimum of 16 hours of in-service training a year.

#### **TASK PLAN**

1. The Training Section will facilitate the Division-level in-service training by providing training needs assessments, help to train patrol trainers, assist with training where required, help develop lesson plans, etc.
2. The Patrol Divisions will be responsible for scheduling officers for training, provide Patrol instructors where appropriate, provide training documentation to the Training Section, etc.
3. Conduct an assessment of our entire in-service training program, to include content, required topics, scheduling, delivery modes, and resources required.

**BUREAU/MANAGER RESPONSIBLE**  
Operations Support / Training Commander  
Patrol / Division Commands

### **OBJECTIVE 4**

To develop a mandatory in-service physical fitness testing program for sworn personnel.

#### **TASK PLAN**

The program will be designed for officers to achieve a level of physical fitness that assures they can perform the essential functions of their job. The program will be developed for a phased implementation beginning in 1994.

**RESOURCES REQUIRED**  
Research; Testing equipment

**BUREAU/MANAGER RESPONSIBLE**  
Operations Support / Training Commander; Staff Resources

### **OBJECTIVE 5**

**To develop and conduct a minimum eight hour annual supervisory training session for all first-line supervisors.**

#### **TASK PLAN**

The development of this course will include an examination of the current supervisory training process and needs. Problem-solving techniques, supervisory roles, and practical hands-on approaches will be emphasized.

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Training Commander

### **OBJECTIVE 6**

**To conduct a Police Officer "technical career path" feasibility study.**

#### **TASK PLAN**

This will involve the City's Human Resources Department working in conjunction with the Police Department to examine compensation issues and technical job requirements.

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Staff Resources Manager

### **OBJECTIVE 7**

**To initiate a study of minimum educational standards for promotion.**

#### **TASK PLAN**

This is the third phase of the Career Development Plan, as recommended by the Career Development Committee. The Committee recommended an Associate's Degree (or equivalent hours) for Sergeant, and a four year Bachelor's Degree for Lieutenant and Captain.

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Staff Resources Manager

## **OBJECTIVE 8**

To develop an "Officer Candidate" scholarship program, targeting potential minority Police applicants.

### **TASK PLAN**

The intent is give potential minority police candidates exposure to the Department at an earlier age, provide opportunities for pre-application employment, and grant educational scholarships to those who fulfill the program's requirements. Participants would agree to apply for and fulfill terms of police employment.

1. This program will developed in collaboration with appropriate community groups to assure acceptance and success.
2. Grant-funding opportunities will be researched to pay the costs of this program.

**BUREAU/MANAGER RESPONSIBLE**  
Operations Support / Staff Resources Manager

## **OBJECTIVE 9**

To market police recruitment in areas with qualified minority candidates.

### **TASK PLAN**

1. Areas would include local and state military installations and educational institutions, and out-of-state educational institutions with high minority student populations.
2. Regarding out-of-state recruitment, we would propose to research home-site testing of applicants, to include written and oral boards. This would require an mobile assessment team, consisting of a City HRD representative, and three PD oral board members. A proposal will be developed for PD, HRD, and Civil Service approval.

**RESOURCES REQUIRED**  
Travel expenses; advertising

**BUREAU/MANAGER RESPONSIBLE**  
Operations Support / Staff Resources Manager

## **OBJECTIVE 10**

**To conduct an objective study of the Department's performance evaluation system, process, and instruments.**

### **TASK PLAN**

1. A management team will be charged to conduct this study.
2. Recommendations will be presented to affected employee groups for input.
3. Final recommendations will be made to the Chief for 1994 implementation consideration.

### **BUREAU/MANAGER RESPONSIBLE**

**Operations Support / Staff Resources Manager**

## **1994 OBJECTIVES (HUMAN RESOURCES)**

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### **OBJECTIVE 1**

To implement a more efficient hiring process duration, which will be more compatible for applicants, and will be more conducive to training scheduling, FTO programming, and manpower planning.

#### **TASK PLAN**

Police applicant recruitment for 1994 will have been completed in 1993. A recruiting, testing, and training schedule, developed in 1993, will be implemented.

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Training Commander; Staff Resources

### **OBJECTIVE 2**

To begin the phased implementation of the mandatory Physical Fitness program developed in 1993.

#### **RESOURCES REQUIRED**

Testing equipment; incentives

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Training Commander

### **OBJECTIVE 3**

To complete the study of long-term police selection and basic training issues, and to make recommendations.

#### **BUREAU/MANAGER RESPONSIBLE:**

Operations Support / Training Commander; Staff Resources

#### **OBJECTIVE 4**

To implement revised, enhanced testing protocols for police applicant entry tests, and also for Sergeants' and Captains' promotional tests.

##### **TASK PLAN**

1. New testing protocols will include recommendations, as approved by the Civil Service Commission, from the City's consultant.
2. The Sergeants' and Captains' promotional criteria will be expanded to include minimum educational requirements (The Career Development Committee recommend an Associate's Degree or equivalent hours for Sergeant; Bachelor's Degree for Captain)

**BUREAU/MANAGER RESPONSIBLE**  
Operations Support / Staff Resources Manager

#### **OBJECTIVE 5**

To implement the "Officer Candidate" minority scholarship program.

##### **TASK PLAN**

1. Community-based program marketing
2. Select applicants
3. Placements in Police Department employment
4. Career counseling made available
5. Scholarships awarded
6. Follow-up for commitment objective

**RESOURCES REQUIRED**  
Funds will be required for employment and scholarships

**BUREAU/MANAGER RESPONSIBLE**  
Operations Support / Training; Staff Resources

**OBJECTIVE 6**

To expand and reorganize the Training Section to continue implementing the five year training plan.

**TASK PLAN**

In order to provide comprehensive in-service training and career development services, the Training Section must increase staff.

**BUREAU/MANAGER RESPONSIBLE**

Operations Support / Training Commander

**OBJECTIVE 7**

To implement recommendations from the 1993 performance evaluation system study.

**BUREAU/MANAGER RESPONSIBLE**

Operations Support / Staff Resources Manager

## **1995 OBJECTIVES (HUMAN RESOURCES)**

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### **OBJECTIVE 1**

**To implement revised, enhanced testing protocols for Police Lieutenants' promotional tests.**

#### **TASK PLAN**

1. New testing protocols will include recommendations, as approved by the Civil Service Commission, from the City's consultant.
2. The Lieutenants' promotional criteria will be expanded to include minimum educational requirements (The Career Development Committee recommends a Bachelor's Degree for Lieutenant).

**BUREAU/MANAGER RESPONSIBLE**  
Operations Support / Staff Resources Manager





# ORGANIZATION MANAGEMENT

## CRITICAL ISSUES

1. **Organizational Communications:** This is usually an issue in most large organizations, and the CSPD is no exception. Communications are identified as problematic among functions, between staff support and line functions, and vertically between top management and employees.
2. **Discipline:** Discipline is viewed by many employees as inconsistent and prolonged.
3. **Directives Volume:** There is a tremendous amount of directives (General Orders, SOP's, Bulletins, etc.) for employees, particularly officers, to have to keep up with. While there are no complaints on the organization of the directives system, there is a concern about the volume.
4. **Tax Limitation:** This will drastically impact our ability to obtain police resources over the next years.
5. **Police Department Public Relations:** While the Department enjoys an excellent reputation in this community, we do not fully take advantage of numerous "marketing" opportunities to present the positive side of this agency and its personnel.
6. **Accreditation:** The Police Department was accredited in 1991. While accreditation is good for five years, we must maintain compliance with the accreditation standards, plus come into compliance with new standards, each year during the next five years.

Two critical issues here:

- A. The Inspections Sergeant, as the Accreditation Manager, has been unable to adequately maintain his accreditation responsibilities with inspections workload.
- B. Without the Accreditation Manager actively coordinating the numerous ongoing and scheduled accreditation requirements, the Police Department is not presently fulfilling its accreditation obligations.

7. **Staffing and Capital Needs Forecasting:** While the Department uses computer modeling for Police staffing needs, we are currently limited in our ability to include the variables of scheduling, flexible assignments such as community/problem oriented policing, and capital equipment needs in our projections.
8. **Organizational Assimilation of Problem-Oriented Policing:** Currently problem-oriented policing is practiced in the division area commands, while for this to be truly successful the entire organization, City government, and the community must actively participate.
9. **Reduced Community Services:** Federal, state, and local funding limitations are reducing the number and quality of community services available to those in need. The reduction of services to the homeless, the addicted, single parents, at-risk adolescents, and others will only increase the needs for police services. The Police Department must create opportunities for networking with available community resources (e.g., community centers, schools, fire stations, etc.) to assure availability of critical services to those in need.

## 1993-1997 STRATEGIC GOALS (ORGANIZATION/MANAGEMENT)

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- I. To develop resource projection methodologies that will assess staffing and capital equipment needs five years in advance.
- II. To contribute toward a positive and open organizational environment in which all members are valued as individuals with important contributions to make to our mission.
- III. To develop a flexible organization, which can quickly adapt and respond to changing conditions, demands, and resources.
- IV. To continually assess our service delivery, operations, organizational structure, technology, and equipment to assure that we are effectively making the best possible use of public funds. This includes aggressively seeking external funding, seeking work method improvements, and consolidating services and operations where efficiencies can be gained.
- V. To move toward an organizational service delivery philosophy of Problem-Solving Policing, engaging all units and members, so as to truly contribute to the quality of life in our community.
- VI. To recognize, and take advantage of, the power of collaboration with other agencies and groups in the community as we deal with mutual problems and issues.

# 1993 OBJECTIVES

## (ORGANIZATION/MANAGEMENT)

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### OBJECTIVE 1

To implement a joint Police/Fire Emergency Communications Center.

#### TASK PLAN

Acting under a joint command structure, police and fire dispatch operations will operate within the same dispatch center at the new Police Operations Center. Once E911 is implemented in 1993, those E911 call-taking functions will be consolidated among police and fire dispatch.

#### BUREAU/MANAGER RESPONSIBLE

Operations Support / Communications Commander

### OBJECTIVE 2

To fulfill all police accreditation requirements, and to initiate application for 1996 reaccreditation.

#### TASK PLAN

1. The accreditation plan will be monitored for compliance with 100% of applicable mandatory standards, and with 80% of nonmandatory standards.
2. Other police accreditation standards required for compliance in 1993 will be assessed, and methods will be devised for achieving compliance.
3. An application for reaccreditation, along with the first of three payments of \$5,721, will be prepared and submitted to CALEA by June 30, 1993.
4. The annual accreditation report will be prepared and submitted to CALEA by August 31, 1993.
5. The Agency Profile Questionnaire will be submitted to CALEA by December 31, 1993.

#### BUREAU/MANAGER RESPONSIBLE

Office of the Chief / Professional Standards Captain

### **OBJECTIVE 3**

To conduct a major field exercise to test our unusual occurrence response capability.

#### **TASK PLAN**

The Training Section, in conjunction with all involved units, will conduct this field simulation, and will conduct an after-action assessment of the exercise.

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Training Commander

### **OBJECTIVE 4**

To project the five year staffing and capital equipment needs of the Police Department.

#### **TASK PLAN**

This will include using labor-savings methodologies currently available, and identifying for acquisition state-of-the-art information modeling technology that will make this process more efficient and accurate.

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Fiscal Services Manager; Planning Mgr.

### **OBJECTIVE 5**

To examine our patrol manpower allocation methodologies (temporal and geographic) to assure that patrol staffing is being most productively utilized.

#### **TASK PLAN**

1. A working group, consisting of Operations Support staff (Fiscal Services, Planning, Computer Services) and Patrol managers, will be formed to conduct this project.
2. Current allocation and scheduling protocols will be reviewed.
3. State-of-the-art patrol manpower allocation programs will be examined for applicability.
4. Allocation program costs, if substantial, will be addressed through grant funding requests.
5. Updated patrol manpower allocation protocols will be established by the working group.

BUREAU/MANAGER RESPONSIBLE  
Operations Support / Fiscal Services Manager  
Patrol / Division Commanders

#### **OBJECTIVE 6**

To analyze the preliminary investigative process for quality control concerning case and accident reporting.

##### **TASK PLAN**

The Patrol Bureau will conduct a review of the preliminary investigative process to identify areas for improvement in content, process, supervisory review, and training.

BUREAU/MANAGER RESPONSIBLE  
Patrol / Patrol Staff

#### **OBJECTIVE 7**

To plan for organizing our juvenile services, enforcement, and investigations functions around a common mission of preventing and reducing juvenile crime.

##### **TASK PLAN**

The current proposal for this reorganization will be reviewed in 1993 for inclusion in the 1994 budget request to be implemented in 1994.

BUREAU/MANAGER RESPONSIBLE  
Investigations / Major Crimes Commander

#### **OBJECTIVE 8**

To implement revised internal review procedures, which will ensure accountability, integrity, and fairness.

##### **TASK PLAN**

1. A revised General Order on internal review procedures, roles, and terminology will be implemented in 1993. Staff accountability will be assured through use of tracking-forms of cases being investigated at division commands. While management discretion will be maintained, discipline consistency will be enhanced through the use of "IA Track" data which will have a database of previous infractions and penalties.
2. Once the General Orders are finalized, IA SOP's will be completely rewritten, and an IA Procedures booklet will be made available to the division commands for training and reference.

BUREAU/MANAGER RESPONSIBLE  
Office of the Chief / Professional Standards Captain

### **OBJECTIVE 9**

To develop and implement a Police family support program, "Families of the Badge".

#### **TASK PLAN**

This family volunteer network will include peer counseling, critical incident debriefing for spouses, various police family theme meetings, retired officer activities, and spousal academy training.

BUREAU/MANAGER RESPONSIBLE  
Operations Support / Police Psychologist; Staff Resources

### **OBJECTIVE 10**

To market the positive contributions made to the community by the Police Department and its employees.

#### **TASK PLAN**

Each bureau will pursue opportunities for publicizing positive Police service contributions to the public by our employees. The Office of Professional Standards will pursue specific opportunities, such as a Police Department newsletter, mail-outs with utility bills, news media strategies, videos for service clubs, and developing our citizen volunteers (civilian, cadets, reserves, SVAT), to be CSPD "good will" ambassadors in the community.

BUREAU/MANAGER RESPONSIBLE  
All Bureaus / All Deputy Chiefs; Professional Standards Captain

### **OBJECTIVE 11**

To identify and pursue opportunities for enhanced communications between management and line employees.

#### **TASK PLAN**

This objective will include employee/management discussion sessions, participation by staff in field activities, line-up visits by staff duty officers, performance recognition, intramural programs, and other approaches to be identified by the bureaus. The Patrol Bureau will design and implement an action plan which enhances informal communications between Bureau Commanders and employees.

BUREAU/MANAGER RESPONSIBLE  
All Bureaus / All Managers

## **OBJECTIVE 12**

**To establish a more systematic funding base for the D.A.R.E. program.**

### **TASK PLAN**

The D.A.R.E. program is funded by variety of different sources, which complicates fiscal tracking and annual funding. In 1993, we will examine more systematic and permanent methods to fund D.A.R.E.

### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Fiscal Services Manager

## **OBJECTIVE 13**

**To expand community-based anti-gang initiatives beyond the Police Department.**

### **TASK PLAN**

The Police Department has brought together a Gang Executive Task Force, consisting of criminal justice and school representatives, for the purpose of developing system-wide approaches to deal with the gang problem. Using this interagency group, we will:

1. Coordinate agency self-assessments for the purposes of identifying agency capacities and inter-agency strategies.
2. Sponsor a community-wide forum in 1993 for the purpose of expanding anti-gang initiatives and community involvement.

### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Planning Manager  
Patrol / Deputy Chief

## **OBJECTIVE 14**

**To reduce complaints against Patrol Officers by 5% from 1992 levels.**

### **TASK PLAN**

Special emphasis will be placed on the reduction of excessive force, treatment of offenders, and discourtesy complaints. Major activities will include:

1. Supervisory direction, training, role modeling, effective communications, and use of the disciplinary process will be employed.
2. Officers with patterns of complaints and violations will be identified, and required corrective actions taken.

### **BUREAU/MANAGER RESPONSIBLE**

Patrol / Division Commanders



# 1994 OBJECTIVES

## (ORGANIZATION/MANAGEMENT)

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### OBJECTIVE 1

To complete police accreditation requirements during the year.

#### TASK PLAN

1. The accreditation plan will be monitored for compliance with 100% of applicable mandatory standards, and with 80% of nonmandatory standards, during the year.
2. The second installment reaccreditation payment of \$5,721 will be sent to CALEA by June 30, 1994.
3. The annual accreditation report will be prepared and submitted to CALEA by August 31, 1994.
4. Send a two person staff team to the annual CALEA conference. Cost will run \$2,000.

BUREAU/MANAGER RESPONSIBLE  
Office of Chief / Professional Standards Captain

### OBJECTIVE 2

To implement the recommendations from the case/accident report study completed the previous year.

BUREAU/MANAGER RESPONSIBLE  
Patrol / Patrol Staff

### OBJECTIVE 3

To acquire state-of-the-art technology to project the five year staffing and capital equipment needs of the Police Department.

RESOURCES REQUIRED  
Forecasting technology and software, \$100,000

BUREAU/MANAGER RESPONSIBLE  
Operations Support / Fiscal Services Manager, Planning Mgr.

#### **OBJECTIVE 4**

To implement a reorganization of our juvenile services, enforcement, and investigations functions around the common mission of preventing and reducing juvenile crime.

##### **TASK PLAN**

Assuming 1994 budgetary approval, this program will be implemented in 1994 in the Investigations Bureau. This will include the establishment of a separate sex crimes function.

##### **BUREAU/MANAGER RESPONSIBLE**

Investigations / Major Crimes Commander

#### **OBJECTIVE 5**

To establish a centralized management function for crime prevention services.

##### **TASK PLAN**

While the crime prevention officers will continue to be decentralized, they will operate from a central crime prevention management function.

##### **BUREAU/MANAGER RESPONSIBLE**

Patrol / Deputy Chief

# 1995 OBJECTIVES

## (ORGANIZATION/MANAGEMENT)

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### OBJECTIVE 1

To fulfill the requirements for accreditation during the year.

#### TASK PLAN

1. The accreditation plan will be monitored for compliance with 100% of applicable mandatory standards, and with 80% of nonmandatory standards, during the year.
2. The third and final installment reaccreditation payment of \$5,721 will be sent to CALEA by June 30, 1994.
3. The annual accreditation report will be prepared and submitted to CALEA by August 31, 1995.
4. Send a two person staff team to the annual CALEA conference. Cost will run \$2,000.
5. A mock on-site assessment will be conducted in preparation for the 1996 reaccreditation on-site assessment
6. The reaccreditation self-assessment process will be completed by December 31, 1995.

#### BUREAU/MANAGER RESPONSIBLE

Office of the Chief / Professional Standards Captain

# 1996 OBJECTIVES

## (ORGANIZATION/MANAGEMENT)

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### OBJECTIVE 1

To successfully achieve reaccreditation this year.

#### TASK PLAN

1. The Public Information Plan for reaccreditation will be implemented.
2. The CALEA reaccreditation team will be scheduled to conduct its on-site assessment, and we will host this visit.
3. The Chief of Police and our accreditation staff will attend the CALEA conference for our reaccreditation hearing. Cost will run about \$1,000 for each person attending (Accreditation Manager).

#### BUREAU/MANAGER RESPONSIBLE

Office of Chief / Professional Standards Captain

## **1997 OBJECTIVES**

### **(ORGANIZATION/MANAGEMENT)**

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#### **OBJECTIVE 1**

**To continue the reaccreditation plan for next five years.**

**BUREAU/MANAGER RESPONSIBLE**  
**Office of Chief / Professional Standards Captain**

# TECHNOLOGY FACILITIES



## CRITICAL ISSUES

1. **Training Academy Interim Site:** The Training Section, and its Training Academy, will have to vacate the Robinson Street facility in 1993. This is because the Gold Hill Division is vacating that facility to move to the new POC. In addition, the old Robinson Street facility suffers from constant maintenance problems.

The Training Section and Academy will have to move to an interim site, pending the feasibility study of a joint City training facility.

2. **Driving Track:** The Police Department needs a driving track to conduct entry-level driving skills training, inservice drivers' training, and remedial drivers' training. Currently, we use a local shopping center parking lot, a Pueblo race track, and the Highway Patrol track in Golden, none of which locations fully meet our needs. Due to police driving performance and liability risks, this is a critical issue.
3. **Police Firing Range:** The Police Department will have to vacate the present Police Firing Range in the near future. The current site is located in a flood plain, washes out in heavy rains, and its size restricts the number of officers that can fire simultaneously.
4. **CJIS Problems on PRIME:** Current system (CJIS on Prime computer) is experiencing problems with reliability and performance. The current CJIS hardware configuration cannot be expanded and does not have the flexibility to meet changing users' needs. Some users (e.g., Crime Analysis) are developing databases on PC's, and have resorted to hard copy data analysis, since the present CJIS system is not amenable to their needs.
5. **Prime Computer Lease-Purchase:** The current lease-purchase agreement for the mainframe Prime computers locks us into a dated technology which costs more and performs less than current and developing computer technology.

While we will have paid for the Prime mainframe computers by 1995, they will be virtually obsolete and cost-ineffective by that time. Even now, in 1992, we owe more money on the lease-purchase than the Prime computers are worth. We need to transition from mainframe lease-purchase to mainframe lease, which will allow us to optimize costs and current technology.

6. **Computer Application Decisions:** A number of critical information systems decisions are pending the successful development of new hardware support for CJIS in 1993. Some of these pending systems are the MDT program, automated case entry, and computerized photo imaging.
7. **Repetitive Motion Syndrome Injuries:** Employees working at computer keyboards are susceptible to a variety of injuries related to repetitive motion syndrome. Not only is this a basic safety and welfare issue for our employees, it also is a significant factor in reducing productivity due to sick time, Workers' Compensation claims, and disabilities.
8. **Forensic Lab Services:** While a state-of-the-art Police forensic laboratory is included in the new Police Operations Center, budgetary constraints are restricting the staffing and equipment required to make it a "full-service" facility.
9. **Lack of Police Aerial Platforms:** The Police Department is responsible for police services over an area of 182 square miles. Police aerial patrol is 15 times more effective than police vehicle patrol in terms of the area covered.
10. **Additional Division Commands:** As the City grows, CFS workload will dictate bringing new division commands on line. We need to monitor and anticipate where these needs will be.

## 1993-1997 STRATEGIC GOALS (TECHNOLOGY/FACILITIES)

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- I. To actively pursue opportunities for linking Police Department training facility needs with community and City-wide needs, and to share resources to meet common goals.
- II. To pursue an information systems development plan which provides accurate, timely, and adequate data for our end users, both internal and community. This will be accomplished by access to state-of-the-art technology, user education, shifting information resources and power from a centralized computer group to our users, and redefining the support role of the centralized computer services. Phase I of this strategy includes provision of PC's linked to mainframe information to our end users. Phase II will link the PC's to one another, creating a user based network of computerized information to meet individual needs.
- III. To view our automated information systems in the context of other regional information systems for identifying opportunities for more effective, and lower cost, systems that will satisfy users' needs.
- IV. To assure that our employees have state-of-the-art facilities, equipment, and technology required for them to perform their work in a safe, effective, and productive environment.
- V. In addition to advanced use of force training and acquisition of state-of-the-art equipment for our Officers, we will constantly seek out nonlethal force alternatives for Officers to apprehend dangerous violators.



## **1993 OBJECTIVES**

### **(TECHNOLOGY/FACILITIES)**

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#### **OBJECTIVE 1**

To complete oversight of the construction of the Police Operations Center, develop and implement all support systems, and conduct an orderly transition of police employee occupants to the new facility.

##### **TASK PLAN**

1. Building completion is scheduled for March, 1993.
2. Building SOP's, security access protocols, and evacuation plans will be designed prior to move-in.
3. A building and systems break-in period is scheduled to assure an orderly transition of police operations to the building. Furniture and police communications equipment will be installed during this time.
4. A phased move-in of police operations components is scheduled for mid-April, 1993.

##### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Management Services Director

#### **OBJECTIVE 2**

To conduct a study, in conjunction with the Fire Department, Human Resources, Facilities Management, and other community resources, to determine the feasibility of a joint training facility, to include classrooms, staff offices, fitness training, video studio, computer lab, and a driving track.

##### **TASK PLAN**

1. Task force members will be selected.
2. Study organizational issues, fiscal impacts, and available facilities.
3. Report and recommendations will be prepared in time for project inclusion in the 1994 budget request.

##### **RESOURCES REQUIRED**

Consultant fees may be required, \$15,000

##### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Training Commander; Fiscal Services

### **OBJECTIVE 3**

**To move the Training Section, and Police Academy, to the old Headquarters Building on Kiowa, until the joint training facility becomes a reality.**

#### **TASK PLAN**

1. The old Headquarters Building will be minimally remodeled to accommodate the Training Section's needs during this interim period.
2. The Training Section, and Police Academy, will move into the remodeled Headquarters Building.

#### **RESOURCES REQUIRED**

Headquarters Building remodeling costs are contained in the 1993 CIP budget (\$50,000)  
Training Section moving costs in 1993 operating budget (\$1,000)

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Training Commander; Fiscal Services Mgr.

### **OBJECTIVE 4**

**To acquire, and develop, a Police Firing Range.**

#### **TASK PLAN**

1. Locate and acquire site drawing upon community resources (e.g., PPCC).
2. Develop construction plans.
3. Develop operating and maintenance plans, including intergovernmental agreements if joint use.
4. Construct range.
5. Develop and implement a reclamation plan for the existing range.

#### **RESOURCES REQUIRED**

Acquisition and development costs, \$840,000

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Fiscal Services Manager; Training

## **OBJECTIVE 5**

**To implement a "Total Station" accident scene surveying station.**

### **TASK PLAN**

A state-of-the-art laser measuring system will be purchased with \$12,750 in VALE funds, and will be utilized by our accident investigators to more accurately, efficiently, and safely take critical accident scene measurements. It is expected that use of this device will contribute to reducing both secondary accidents and congestion at accident locations.

### **BUREAU/MANAGER RESPONSIBLE**

Patrol / Traffic Commander

## **OBJECTIVE 6**

**To conduct a comprehensive needs assessment of our tactical and management information systems.**

### **TASK PLAN**

An Information Systems Needs Assessment Committee will be formed to accomplish this. Current information systems will be assessed, and information system users will be contacted to obtain their input for developing our systems in the future.

### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Computer Services Manager

## **OBJECTIVE 7**

**To implement an enhanced CJIS system, so that CJIS can provide the information services required by our users. The successful enhancement of CJIS will provide a needed redundancy and also create the foundation for other automated information support systems to be developed for the Police Department.**

### **TASK PLAN**

1. Two interfaced CPU's and a disk system will be purchased to run all CJIS functions.
2. The former CJIS Prime computer will become a backup system for CAD, providing critically needed redundancy for CAD. The former CJIS computer will also provide necessary switching capability for the MDT's when they are phased in beginning 1993. This dual role of the former CJIS computer will assure its continuing effectiveness to our automated information systems.

3. This project is scheduled for implementation at the time of the opening of new Police Operations Center, March, 1993.

**RESOURCES REQUIRED**

\$350,000 has been approved in 1993 for this project

**BUREAU/MANAGER RESPONSIBLE**

Operations Support / Computer Services Manager

**OBJECTIVE 8**

To develop, implement, and evaluate a phased Mobile Digital Terminal (MDT) program.

**TASK PLAN**

1. MDT hardware and software specifications will be identified and procured, and installed in one-third (50 units) of our police fleet.
2. An MDT phase-in plan will be created, which will determine the placement of the 50 units to be installed.
3. A training plan will be prepared, on MDT operations and applications, and training will be conducted for first phase users.
4. An MDT evaluation plan will be prepared and implemented.

**RESOURCES REQUIRED**

\$365,000 has been budgeted in 1993 for this first phase of the MDT program.

**BUREAU/MANAGER RESPONSIBLE**

Operations Support / Computer Services Manager

**OBJECTIVE 9**

To research and evaluate electronic case report systems for the Police Department.

**TASK PLAN**

1. An Electronic Case Report Committee, representing departmental report users, will be formed to conduct preliminary research and assessment of state-of-the-art automated electronic case report systems.
2. Recommendations will be made for a electronic case report system for the Police Department, including price and bid specifications for inclusion in the 1994 budget request.

**RESOURCES REQUIRED**

Long distance telephone calls

NCJRS, BJA, and other research reports

Two site visits for two Committee members, \$1,200

**BUREAU/MANAGER RESPONSIBLE**

Operations Support / Computer Services Manager; Records Commander

**OBJECTIVE 10**

**To research and evaluate computerized photo imaging systems for implementation feasibility in the Police Department. These systems will be capable of storing and analyzing computer images of mug shots, fingerprints, case and accident reports, and summonses.**

**TASK PLAN**

1. This project will be separate from, but coordinated with, the research and evaluation efforts of the Electronic Case Report Committee, above.

**RESOURCES REQUIRED**

Long distance phone calls

Research reports

**BUREAU/MANAGER RESPONSIBLE**

Operations Support / Computer Services Manager; Records Commander

**OBJECTIVE 11**

**To go on-line with the soon-to-be implemented enhanced State AFIS (Automated Fingerprint Identification System).**

**TASK PLAN**

System entry and query protocols will be established and implemented.

**RESOURCES REQUIRED**

Part-time ID Tech entry and comparisons, .75 time

**BUREAU/MANAGER RESPONSIBLE**

Investigations / Forensics Manager

## **OBJECTIVE 12**

To begin development of an integrated Personal Computer system, where our approximately 90 "dumb" terminals are gradually replaced with PC's. A networked PC system will provide current terminal capabilities, plus allow for user designated stand-alone applications, office automation, inter-office applications, and program consistency.

### **TASK PLAN**

1. As terminal replacement schedules are due, they will be replaced by networked PC's.
2. As departmental units purchase PC's, terminals assigned to those units will be exchanged out, with terminal functions transferred to the new networked PC's.

### **RESOURCES REQUIRED**

Estimated PC replacements for 30 terminals, \$60,000

### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Computer Services Manager

## **OBJECTIVE 13**

To begin development of a Computer Aided Dispatch (CAD) replacement plan. The current CAD system must run on the Prime operating system, but rising maintenance costs, system unreliability, and deteriorating performance will require a new CAD system when our current Prime lease-purchase is paid off (1994).

### **TASK PLAN**

Initiate development of a leasing procurement strategy for a new CAD system, and Prime computer, that will be assure current technology, will be acceptable to City Administration, and will satisfy user performance demands.

### **RESOURCES REQUIRED**

In-house budgeted resources

### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Computer Services Manager

## **OBJECTIVE 14**

**To establish a police forensics laboratory in the new Police Operations Center.**

### **TASK PLAN**

1. A chemist and secretary, in the 1993 approved budget, will help to meet the increased professional and clerical workload expected with this regional facility.
2. Because this facility is new, we will evaluate its effectiveness during the year to determine if there are additional staffing and technology needs.

### **RESOURCES REQUIRED**

Current staff assigned to CSPD Forensics Unit

Two EPSO lab personnel will be assigned full-time. The 1993 approved budget has one chemist (\$38,133), and one secretary (\$25,460)

### **BUREAU/MANAGER RESPONSIBLE**

Investigations / Forensics Manager

## **OBJECTIVE 15**

**To keep up with changing technology and equipment which will contribute to employee well-being, effectiveness, and productivity.**

### **TASK PLAN**

1. The Police Department will maintain liaison with Risk Management to monitor, and implement where appropriate, developments in work-site prevention of repetitive motion syndrome.
2. Trends and developments in state-of-the-art Police equipment and technology will be monitored for application in the CSPD. Application examples include Police equipment suitable for the entire use of force continuum, and computerizing directives for access over MDT's and other terminals.

### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Staff Resources, Fiscal Services,  
Planning, and Computer Services Managers  
Investigations / Forensics Manager

## **OBJECTIVE 16**

To provide for the inoculation of all officers, and some support staff, against Hepatitis B.

### **TASK PLAN**

Officers and other at-risk support personnel will be presented with necessary information to make their decision to receive the inoculations.

### **RESOURCES REQUIRED**

\$71,000 is in the 1993 Budget for this item.

### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Staff Resources Manager; Fiscal Services Manager

## **OBJECTIVE 17**

To begin a phased replacement program for old ballistic vests with state-of-the-art safer and more comfortable vests.

### **TASK PLAN**

Replace 40 vests annually.

### **RESOURCES REQUIRED**

\$12,000 is in the 1993 Budget for this phase.

### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Fiscal Services Manager

## **OBJECTIVE 18**

To develop a definitive proposal for a police aerial program and identify funding for 1995 implementation.

### **TASK PLAN**

1. While previous research has been conducted on this topic, this project will result in a definitive proposal for a police aerial program, and we will seek to identify funding for implementation in 1995.
2. The proposal will also identify a phased program development and annual costs, beginning with a "pilot" program in 1995.

### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Planning Manager



## **1994 OBJECTIVES (TECHNOLOGY/FACILITIES)**

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### **OBJECTIVE 1**

To finalize the specifications of a joint training facility, and to make a budget request for acquisition and development in the 1995 budget.

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Training Commander; Fiscal Services Manager

### **OBJECTIVE 2**

To implement the second phase of acquisition and installation of MDT's in our Police fleet.

#### **TASK PLAN**

1. An additional 50 MDT's will be installed in designated police fleet vehicles.
2. Training will be conducted for second phase MDT users.
3. The MDT evaluation will be expanded to include second phase installed MDT's.

#### **RESOURCES REQUIRED**

\$300,000

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Computer Services Manager

### **OBJECTIVE 3**

Assuming approval of an electronic case report system in the 1994 budget, the system will be procured and installed.

#### **TASK PLAN**

1. Procurement process will be initiated.
2. Once a vendor is selected, the Electronic Case Report Committee will act in an oversight role during system design and implementation to assure user involvement and vendor accountability.

**RESOURCES REQUIRED**  
Electronic case report system, \$75,000

**BUREAU/MANAGER RESPONSIBLE**  
Operations Support / Computer Services Manager; Records Commander

**OBJECTIVE 4**

To continue researching and evaluating developing computerized photo imaging technology for Police Department applications.

**RESOURCES REQUIRED**  
Long distance calls and research reports, \$100

**BUREAU/MANAGER RESPONSIBLE**  
Operations Support / Computer Services Manager

**OBJECTIVE 5**

To continue replacement program of terminals with networked PC's.

**RESOURCES REQUIRED**  
Estimated PC replacements for 30 terminals, \$60,000

**BUREAU/MANAGER RESPONSIBLE**  
Operations Support / Computer Services Manager

**OBJECTIVE 6**

To continue developing a CAD replacement plan.

**TASK PLAN**  
Continue development of a leasing procurement strategy for a new CAD system and Prime computer.

**BUREAU/MANAGER RESPONSIBLE**  
Operations Support / Computer Services Manager

**OBJECTIVE 7**

To complete development of a definitive proposal for a Police aerial program and identify funding for 1995 implementation.

**TASK PLAN**

The proposal will also identify a phased program development and annual costs, beginning with a "pilot" program in 1995.

**BUREAU/MANAGER RESPONSIBLE**

Operations Support / Planning Manager

**OBJECTIVE 8**

To develop a geographic workload assessment methodology to identify future division command locations.

**BUREAU/MANAGER RESPONSIBLE**

Operations Support / Management Services Director

## **1995 OBJECTIVES (TECHNOLOGY/FACILITIES)**

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### **OBJECTIVE 1**

**To acquire and implement the joint training facility.**

#### **RESOURCES REQUIRED**

Acquisition and development  
Moving costs

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Training Commander; Fiscal Services Manager

### **OBJECTIVE 2**

**To implement the third, and last, phase of acquisition and installation of MDT's in our Police fleet.**

#### **TASK PLAN**

1. An additional 50 MDT's will be installed in designated police fleet vehicles.
2. Training will be conducted for third phase MDT users.
3. The MDT evaluation will be expanded to include third phase installed MDT's.

#### **RESOURCES REQUIRED**

\$300,000

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Computer Services Manager

### **OBJECTIVE 3**

**To continue researching and evaluating developing computerized photo imaging technology for Police Department applications.**

#### **RESOURCES REQUIRED**

Long distance calls and research reports, \$100

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Computer Services Manager; Records Commander

**OBJECTIVE 4**

To continue replacement program of terminals with networked PC's.

**RESOURCES REQUIRED**

Estimated PC replacements for 30 terminals, \$60,000

**BUREAU/MANAGER RESPONSIBLE**

Operations Support / Computer Services Manager

**OBJECTIVE 5**

To identify new CAD computer specifications for inclusion of a lease procurement in the 1996 budget request.

**RESOURCES REQUIRED**

Two site visits for two persons, \$1,200

**Bureau/Manager Responsible**

Operations Support / Computer Services Manager

## **1996 OBJECTIVES**

### **(TECHNOLOGY/FACILITIES)**

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#### **OBJECTIVE 1**

To procure a new CAD computer system.

#### **RESOURCES REQUIRED**

Leasing cost of new CAD

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Computer Services Manager; Fiscal Services Manager

#### **OBJECTIVE 2**

To develop specifications for a computerized photo imaging system for the Police Department.

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Computer Services Manager

## **1997 OBJECTIVES (TECHNOLOGY/FACILITIES)**

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### **OBJECTIVE 1**

**To procure a computerized photo imaging system for the Police Department.**

#### **RESOURCES REQUIRED**

Cost of computerized photo imaging system

#### **BUREAU/MANAGER RESPONSIBLE**

Operations Support / Computer Services Manager

COLORADO SPRINGS POLICE DEPARTMENT

\* \* \* \*

I N T E R - O F F I C E M E M O R A N D U M

DATE: March 27, 1992  
TO: Strategic Planning Group  
FROM: <sup>P</sup>Thomas F. Paine  
Planning Section Manager  
SUBJECT: Introduction

At Chief Kramer's direction, you have been designated as a member of the Strategic Planning Group. This specially selected committee will be responsible for managing the development of the Police Department's five year strategic plan.

We will have our first meeting Monday, April 6, 8:30 AM, at the RRV Building conference room.

Attached is a proposal for a Police Department strategic planning design. Please review the proposal prior to our meeting. While Chief Kramer has approved this design in concept, he still wants input on it. This will be a primary discussion item at our meeting.

Please call me at 6070 if you have any questions. Thanks.

Attachment

c: D/C Ricks, Investigations  
Capt. Ownbey, Patrol  
Capt. Millwright, Professional Standards  
Mr. Bentrrott, Operations Support  
Lt. Kraus, Technical Adviser  
Mr. Borland, Budget Adviser



INTERNAL ASSESSMENT SURVEY  
STRATEGIC PLANNING

The Colorado Springs Police Department is developing a five-year strategic plan to help guide us in accomplishing our mission in the near future. A strategic plan is a "roadmap" which identifies the goals, objectives, and programs that are important for our organization and community over the next few years.

An important part of this planning process is looking critically at ourselves and our organization to identify our strengths, weaknesses, and opportunities. The purpose of this is to help us to build on our strengths, shore up our weaknesses, and take advantage of our opportunities.

We are interested in your views about any area that will be included in the plan, which will include:

- |                    |                |
|--------------------|----------------|
| ☒ SERVICE DELIVERY | ☒ PERSONNEL    |
| ☒ OPERATIONS       | ☒ ORGANIZATION |
| ☒ TECHNOLOGY       | ☒ MANAGEMENT   |
| ☒ FACILITIES       | ☒ RESOURCES    |

Your response to the following items is important to help identify issues to be addressed in the development of the five-year plan. There is also an opportunity for you to describe any other issues that you believe are important for our plan.

It is not necessary for you to put your name on the completed survey.

INTERNAL ASSESSMENT SURVEY  
STRATEGIC PLANNING PROJECT

A. What three things do we as a Police Department do best?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

B. What are three areas that we need to improve on?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

C. What three critical issues will our Police Department face over the next few years?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

D. What are three important things for the Police Department to accomplish during the next few years?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Please return your completed survey form to the below person by July 5. Feel free to use the back side for more comments.

THANKS FOR YOUR INPUT. THIS INFORMATION WILL BE CATEGORIZED AND REVIEWED FOR INCLUSION IN THE FIVE-YEAR STRATEGIC PLAN BY THE STRATEGIC PLANNING COMMITTEE. FOR FURTHER INFORMATION ON THIS PROCESS, OR TO PROVIDE ADDITIONAL INPUT, PLEASE CONTACT:

Thomas F. Paine  
Planning Manager  
Operations Support Bureau  
Railroad Building V  
Mail Code 1565  
Telephone 578-6070

INTERNAL ASSESSMENT INTERVIEW  
(SPECIAL INTEREST GROUP, STAFF)  
STRATEGIC PLANNING PROJECT

The Colorado Springs Police Department is developing a five-year strategic plan to help guide us in accomplishing our mission in the near future. A strategic plan is a "roadmap" which identifies the goals, objectives, and programs that are important for our organization and community over the next few years.

An important part of this planning process is looking critically at ourselves and our organization to identify our strengths, weaknesses, and opportunities. The purpose of this is to help us to build on our strengths, shore up our weaknesses, and take advantage of our opportunities.

I am interested in your views about any area that will be included in the plan, which will include:

- |                    |                |
|--------------------|----------------|
| ☒ SERVICE DELIVERY | ☒ PERSONNEL    |
| ☒ OPERATIONS       | ☒ ORGANIZATION |
| ☒ TECHNOLOGY       | ☒ MANAGEMENT   |
| ☒ FACILITIES       | ☒ RESOURCES    |

Your response to the following items is important to help identify issues to be addressed in the development of the five-year plan. This is also an opportunity for you to describe any other issues that you believe are important for our plan.

1. From your unique perspective, what do you see as this organization's strengths? Weaknesses?
2. What critical issues is the Police Department faced with now?
3. What critical issues do you think the Department will have to deal with over the next few years?
4. What would you like to see this Department accomplish over the next few years?

THANKS FOR YOUR INPUT. THIS INFORMATION WILL BE CATEGORIZED AND REVIEWED FOR INCLUSION IN THE FIVE-YEAR STRATEGIC PLAN BY THE STRATEGIC PLANNING COMMITTEE.

EXTERNAL ASSESSMENT SURVEY  
(EXTERNAL STAKEHOLDERS)  
STRATEGIC PLANNING PROJECT

The Colorado Springs Police Department is developing a five-year strategic plan to help guide us in accomplishing our mission in the near future. A strategic plan is a "roadmap" which identifies the goals, objectives, and programs that are important for our organization and community over the next few years.

An important part of this planning process is looking critically at ourselves and our organization to identify our strengths, weaknesses, and opportunities. The purpose of this is to help us to build on our strengths, shore up our weaknesses, and take advantage of our opportunities.

It is also important for us to have a sense of the community environment as we are develop strategies and programs for the future.

I am interested in your views about any area that will be included in the plan, which will include:

SERVICE DELIVERY  
OPERATIONS  
TECHNOLOGY  
FACILITIES

PERSONNEL  
ORGANIZATION  
MANAGEMENT  
RESOURCES

Your response to the following items is important to help identify issues to be addressed in the development of the five-year plan. This is also an opportunity for you to describe any other issues that you believe are important for our plan.

1. From your unique perspective, what do you see as the Police Department's strengths? Weaknesses?
2. What critical issues do you see facing the Police Department?
3. What environmental factors (e.g., sociological, political, technological, economic, etc.) do you see impacting police services over the next few years?
4. What critical issues do you think the Police Department will have to deal with over the next few years?
5. What would you like to see this Department accomplish over the next few years?

THANKS FOR YOUR INPUT. THIS INFORMATION WILL BE CATEGORIZED AND REVIEWED FOR INCLUSION IN THE FIVE-YEAR STRATEGIC PLAN BY THE STRATEGIC PLANNING COMMITTEE.

# See the heart's "inside story" at Children's Museum

by Rita Burns, Public Relations Director, Memorial Hospital

Parents looking for enjoyable ways to teach their kids about health should check out Memorial Hospital's exhibit, "Your Amazing Heart, the Inside Story" at the Children's Museum in The Citadel.

The exhibit, a giant replica of the human heart, stands 10' high and is 10'

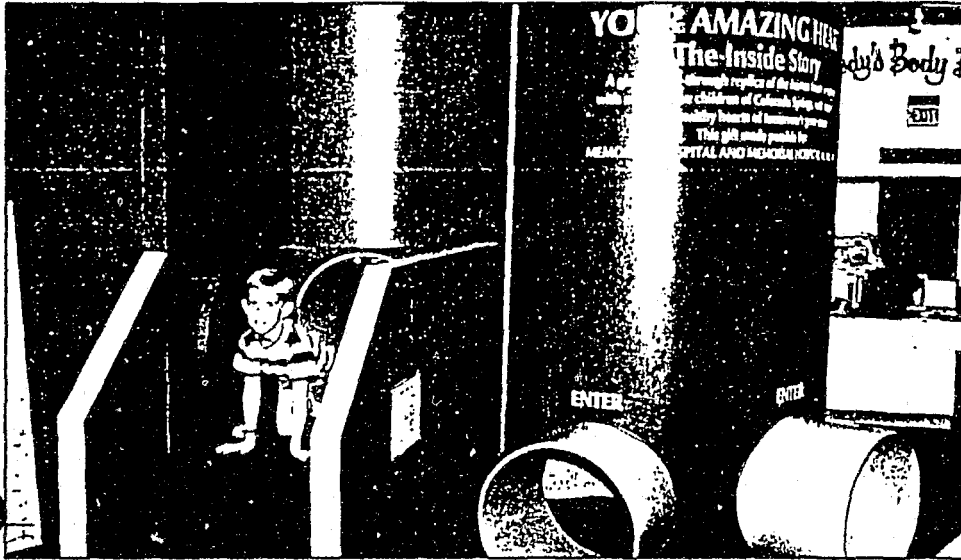
in diameter. Children can walk through the different spaces that represent chambers of the heart, following the same path that blood flows. While discovering each of the nooks and crannies of the structure, children also have the opportunity to learn more about how different areas of the heart function.

Life-size heart models and drawings

add to the opportunities for learning, as do illustrations showing what happens to a healthy heart when smoking or too much cholesterol causes heart disease.

"Teaching children in the community about health and safety is an important mission for Memorial Hospital," said Ed Arangio, administrator of marketing and business development. "Creating an exhibit that will help kids learn how to keep their hearts healthy seemed a natural extension of Memorial's cardiology program."

The Children's Museum, located on the second level of The Citadel (near Mervyn's) is open Tuesday through Thursday, 10 a.m. - 5 p.m.; Friday and Saturday, 10 a.m. - 7 p.m.; Sundays, noon - 6 p.m. There are no plans to remove the display.



*Healthy hearts, the way to go: This heart display, made possible by Memorial Hospital, enables kids to see how their own heart functions. By following the flashing red and blue lights, which act as the color of blood, visitors can follow how blood supplies oxygen to the heart. Heartbeat sounds can be heard throughout the structure as well. Photo courtesy of Jane Davis, Memorial Hospital*

## Customers "advise" Gas Department

The Gas Department has a built-in research bank to make improvements and provide better customer service.

Each month the department mails about 200 cards to randomly selected customers who receive in-house safety services. The questionnaire asks for feedback on the performance of department employees.

Similarly, the department's maintenance personnel distribute about 150 "How Did We Do?" cards each month to homeowners and businesses along the streets where gas mains and service lines were replaced.

This customer contact during the year provides an ideal opportunity for the Gas Department to improve its service. During a typical year, as a result of customer calls, Gas Department

personnel investigate 8,500 suspected natural gas and carbon monoxide leaks along with 25,000 gas appliance light-ups and safety checks. Additionally, they correct any unsafe conditions by shutting off the gas as necessary and requiring that the condition be repaired.

Gas personnel also replace about 175 blocks of old mains and 1,500 gas service lines to gas meters annually. This ensures that a safe, reliable gas distribution system is maintained in accordance with gas industry standards.

According to Gas Department Director Lynn Wilkinson, these kinds of contacts with customers "are helping the Gas Department be the best that it can be!"

## Police Dept. seeks ideas

by Tom Paine, Planning Manager, Police Department

The Colorado Springs Police Department is identifying this community's needs over the next five years. These goals, objectives and resources will serve as the Police Department's "road map" for the future.

To insure the plan is responsive to the needs of the community, a number of representatives from government, schools, business interests, neighborhood and civic groups, minority groups and military installations have been interviewed. Local and national social, economic, and demographic trends affecting the policing environment over the next few years have been carefully examined.

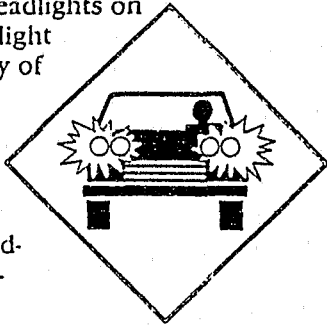
The five year strategic plan will address police service delivery, personnel, organization, technology, and facilities. The objective is to make Colorado Springs free of the public safety problems seen in many urban areas of the country today. The plan will be finalized early next year and will be updated each year. The Police Department welcomes input from interested persons who may call 578-6909 with their ideas.

## Electric Department To Test Daytime Running Lights Program

Most people don't drive their cars with the headlights on during daylight

hours, but the City of Colorado Springs Electric Transmission and Distribution Department will switch on the headlights in 200 vehicles as part of a Daytime Running Lights (DRL) Program.

The program is being implemented as a one-year pilot aimed at reducing multi-vehicle accidents during daylight hours by reminding people to drive safely. It involves installing a device in each vehicle which automatically turns the headlights on at half power whenever the vehicle is started. On cloudy days or at night, when full power is needed, the vehicles' headlights will override the devices. The half voltage is enough to light the lamps for daytime visibility, but is not enough to cause significant loss of lamp life or irritate on-coming motorists.



**WE KEEP THE LIGHTS ON FOR YOU**

## Communications Link Opened Between City And Citizens

Participatory government is alive and well in Colorado Springs. The city's electronic bulletin board, known as CityLink, has recently been inaugurated to give citizens another means of communicating with city councilmembers and city staff, providing the public the opportunity to give input, ask questions, and to receive feedback.

CityLink is available to all citizens of Colorado Springs and functions like public access electronic bulletin boards everywhere using computers and modems. In the "read" mode, participants may read any message on the bulletin board from citizens, councilmembers, or the city staff. In order to actually leave messages on the system in the "write" mode, citizens must first register by responding to prompts asking for basic information such as address and telephone number, and certifying that they have read the rules governing use of the system.

Citizens with access to a computer and modem can reach CityLink by calling through their modem to 578-7049. There is no cost to use the system. Citizens who do not have their own computers may use the computers available at the city's Senior Center at 1514 North Hancock Ave. Volunteers are available to assist beginners.

Further information about the technical operation of CityLink can be obtained by calling 444-7364.

### Holiday Safety Tips

- When cleaning leaves from roofs or gutters use extreme caution when working by electrical lines attached to the building.
- Take care when decorating with lights for the holiday season.
- Have a proper-fitting cooking lid to snuff out a fire if one erupts.
- Never throw water on a grease fire. Make sure your home fire extinguisher has a B rating on its label.
- Don't drink and drive this holiday season. It could mean your life or that of someone you love.

## Police Department Seeks Citizen Ideas

The Colorado Springs Police Department is identifying this community's needs over the next five years. These goals, objectives and resources will serve as the Police Department's "road map" for the future.

To insure the plan is responsive to the needs of the community, a number of representatives from government, schools, business interests, neighborhood and civic groups, minority groups, and military installations have been interviewed. Local and national social, economic, and demographic trends affecting the policing environment over the next few years have been carefully examined.

The five year strategic plan will address police service delivery, personnel, organization, technology, and facilities. The objective is to make Colorado Springs free of the public safety problems seen in many urban areas of the country today.

The plan will be finalized early next year and will be updated each year. The Police Department welcomes input from interested persons who may call 578-6909 with their ideas.

## Diseased tree removal saves other trees

So that some trees may continue to live in Colorado Springs, many diseased Siberian Elm trees must be cut by March 1.

City code says it's a hazard to have dangerous dead trees on private property. While each case is different, trees can be a hazard to a person's life, adjacent property or other trees.

City foresters are now in various neighborhoods where notifications of required tree-removal are being handed out. Owners must remove diseased trees within a certain period of time.

Elms provide breeding areas under the bark for the elm bark beetle. During May and June, and also August, the beetle breeds and then takes flight to another tree's bark and starts the cycle all over again.

It's not the beetle that does the damage to trees, said City Forester Ron Cousar. The damage comes from the fungus the beetle carries with it. The fungus clogs up the vascular vessels that transports water and nutrients. When these can't get to the crown of the tree, spring green leaves turn yellow and the tree then becomes diseased.

ACTIVITY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
FORM STRATEGIC PLANNING GROUP (CHIEF OF POLICE)			△									
TRAIN STAFF (PLANNING MANAGER)			△	△								
DEVELOP MISSION STATEMENT (STAFF)				△								
CONDUCT INTERNAL/EXTERNAL ASSESSMENTS (STRATEGIC PLANNING GROUP)			△	△	△							
DEFINE KEY ISSUES (STRATEGIC PLANNING GROUP)			△	△	△							
IDENTIFY FIVE YEAR STRATEGIC GOALS AND OBJECTIVES (STRATEGIC PLANNING GROUP)						△	△					
IMPLEMENT AND EVALUATE FIVE YEAR STRATEGIC PLAN (STAFF; STRATEGIC PLANNING GROUP)												△
INSTITUTIONALIZE THE STRATEGIC PLANNING PROCESS (PLANNING MANAGER)												△

APPENDIX G

## MEGATRENDS

The following general socio-economic trends are compiled from a variety of sources, including the publication by John Naisbitt which bears this title. They were selected based on their relevance to police organizations.

### WORKFORCE TRENDS

- ❖ Ninety percent of the people entering the workforce during the 1990s will be women, minorities, and immigrants. However, a substantial majority of the sworn officers in most law enforcement agencies are white males. Something will have to give in the coming decade! (Witham, Police Chief)
- ❖ America is a maturing society. In 1980, the median age of Americans was 30 years. It increased to 32.3 years in 1988, and will reach 36.5 by the year 2000. Organizations will increasingly offer older workers and retirees flexible work schedules and retirement options. (Witham, Police Chief)
- ❖ Organizations will compete with each other for qualified workers. The 1990s will be a very tight labor market. For example, the college age and entry-level workers population (ages 18-24) will decline from 27 million in 1988 to 24 million in 1995. (Witham, Police Chief)
- ❖ Elder care may rival child care as a serious threat to worker productivity and tenure. More workers will prefer part-time work and job-sharing arrangements. (Witham, Police Chief)
- ❖ The corporation of tomorrow will be "unbundled". That is, it will farm out work components that are not required to be a permanent part of the organization. (Drucker, Managing for the Future)
- ❖ The corporation of the future will move work to where people are, rather than people to where the work is (Drucker, Managing for the Future)

### TRAINING TRENDS

- ❖ Related to the declining performance of public schools, (SAT scores have declined steadily over 20 years), corporations are increasingly involved in training their employees. This training runs the gamut from remedial training to advanced "in-service" and supervisory-type development. Organizations are projected to become much more involved in all types of training in the coming decade. (Witham, Police Chief)



## POLICE SERVICE DEMAND TRENDS

☒ Law enforcement has dealt with a variety of right-to-life, environmental, animal rights groups, and other special interest groups, and can anticipate an increase in protests and violence. (Witham, Police Chief)

☒ Dr. William Tafoya (FBI Futurist) believes that hate groups will proliferate as social unrest grows in coming decades. These groups will attempt to infiltrate U.S. police agencies to facilitate acts of domestic terrorism.

Citing unemployment, poverty, homelessness, and illiteracy as breeding grounds of social unrest, Tafoya has catalogued the rising frequency of race-related crimes, riots, and beatings, and he warns that the framework for social justice has become "loose, dry straw" waiting for a spark to ignite it. (Toffler, Powershift)

☒ The declining importance of national borders (e.g., collapse of some East European regimes and the Soviet Union) will have important implications for all law enforcement agencies. With multi-national corporations and globe-spanning technologies, can anyone seriously doubt a significant rise in international crime? (Witham, Police Chief)

☒ The current federal allocation of anti-drug monies to cities is not expected to increase. In fact, there is a discernible shift in public policy to commit more dollars to prevention, education, and treatment. (Tully, Police Chief)

☒ The American Bar Association, through an internal committee, has recently called for a change in funding priorities from the current 70% emphasis in funding law enforcement to shift more funds to the current 30% funding allocation for prevention, education, and treatment. (ABA Criminal Justice Section's Ad Hoc Committee on the Drug Crisis)

☒ Because of the increasing pressures on law enforcement, police stress will continue to be a consequence of employment. (Tully, Police Chief)

☒ Juvenile violence is increasing. Nationwide, there have been dramatic increases in arrest rates for persons aged 10 to 17, for both white and black youths, and for all violent crimes. These crimes include a proliferation in weapons usage by juveniles. (FBI Director William Sessions, Crime Control Digest, September 7, 1992)

☒ This national surge in juvenile violent crime arrests has a broad base, since it is projected that the juvenile population nationally will increase significantly by the year 2000 (Sessions).

## MANAGEMENT TRENDS

- ❖ Women and the information society--which celebrates brain over brawn--are a partnership made in heaven. The 1990s is the decade of women in leadership. (Naisbitt, Megatrends 2000)
- ❖ Day care will become a common employee benefit. (Naisbitt, Megatrends 2000)

Creative company leave policies will help employers keep seasoned and trained employees, who would otherwise have to be replaced from a dwindling labor supply.

Colgate-Palmolive offers 12 weeks of unpaid leave to both men and women for birth, adoption, illness, or eldercare. Merck and Company has had a maternity leave policy for 30 years. New mothers are entitled to 6 week leaves with pay and up to 18 months of unpaid leaves with benefits. The company says it's cost effective, since they save the cost of training a new employee. This policy also recruits top quality employees. (Naisbitt, Megatrends 2000)

- ❖ The management watchwords of the 1990s: coach, inspire, empower, flexibility, shared power, autonomous teams and entrepreneurial units. (Witham, Police Chief)
- ❖ Labor shortages will actually increase productivity, by forcing corporations to deploy existing labor in more creative, efficient ways. Part-time employment and job-sharing will become more prevalent. (Naisbitt, Megatrends 2000)
- ❖ Workers used to be interested primarily in higher pay, opportunities for advancement, and fair treatment. Today's workers embrace a job that interests them, encourages the development of their abilities and potential, offers them opportunities to be creative, and allows them a voice in the decision-making process.

Police leaders cannot buck this tide. The traditional paramilitary orientation of law enforcement has not been responsive to the enormous discretion and judgement exercised by police officers on a daily basis. We need to encourage officers to act responsibly by treating them like adults. (Witham, Police Chief)

- ❖ The information-based organization of today and the future needs far fewer levels of management than the traditional command-and-control model. (Drucker, Managing for the Future)
- ❖ Alvin Toffler, in Powershift, talks of the new organization's "Executive Thought Police". This is the Chief Information Officer, or CIO (e.g., manager of informa-

tion/computer services).

CIFs are an emerging and potentially very powerful, yet unrecognized breed in major corporations. They are responsible for spending the huge budgets allocated for computers, data processing, and information services. They also allocate information, the source of power for others and themselves. As the CIF and his staff redirect flows of information, they shape power relations.

#### TOMORROW'S WEALTH SYSTEM (Toffler, Powershift)

The wealth system of the future:

1. is increasingly dependent on the exchange of ideas, information, data, and knowledge;
2. instead of metal or paper money, electronic information becomes the true medium of exchange;
3. goes beyond mass production to flexible, customized production. It is able to turn out short runs of highly varied, even customized products at low cost; and
4. slow-moving bureaucracies are replaced by small work units, temporary or ad-hoc teams. Hierarchy is flattened or eliminated to speed decision-making. The bureaucratic organization of knowledge is replaced by free-flow information systems.

#### POLITICAL TRENDS

- ⌘ Politics no longer presumes the existence of homogeneous masses, but recognizes the concept of a "mosaic democracy". Increased social diversity results in heightened political demands. Just as business products must meet the varied needs of segments and micro-markets, so are politicians bombarded by diverse demands from their constituencies.

Today a successful politician must piece together a coalition composed not of a few major blocks, but of hundreds of groupings, each with its own agenda, each changing constantly. (Toffler, Powershift)

#### RELIGIOUS REVIVAL

- ⌘ There is a trend away from organized religion to spirituality and fringe religions (e.g., Islam, Buddhists, fundamentalism, New Age, etc.).

The year 2000, the millennium or 1,000 year anniversary, is a magnetic milestone that many groups will gravitate toward. (Naisbitt, Megatrends 2000)

## THE RISE OF INDIVIDUALISM

❏ Contrary to Orwellian predictions, the individual is being empowered, not oppressed, by technology. There are fewer dictators on the planet today because they can no longer control information. Telephones, computers, and fax machines brought the brutality of Tianamen Square to the attention of the world.

Knowledge is power, and information technology is distributing that power to individuals everywhere. (Naisbitt, Megatrends 2000)

**SUMMARIZED RESULTS  
OF  
INTERNAL STAKEHOLDERS' SURVEYS AND INTERVIEWS**

Respondents:

The summarized results were compiled from structured surveys and interviews of a wide range of Police Department employees:

- ❖ Surveys went to random samples of police officers, sergeants, and civilians; all lieutenants and all civilian program managers (except Strategic Plan Committee); and all members of the Officers Advisory Group, Employee Resource Team, and the three Division Command Problem Solving Groups.

275 surveys were sent out to these employees, with a total return of 39 responses, representing a 14% return rate.

- ❖ Seven interviews were conducted of persons representing, or members of, other formal (e.g., PPA, PSA) and informal (Black, Hispanic, and Female Officers) groups.

- ❖ Ten interviews were conducted of top staff (Captains and above), including the three Deputy Chiefs and the Police Chief.

The survey and interview instruments are attached at the end of this document.

## POLICE DEPARTMENT STRENGTHS

### OPERATIONS/SERVICE DELIVERY

Good community reputation and support  
Community partnerships  
Community focus on policing  
We try to identify and solve community problems  
Provide good services and good customer service  
Take complaints seriously  
Wide range of services  
Responsive to citizen complaints  
Leadership role in community  
NPU focus on improving community relationships  
Good decentralized access through division commands  
Customer oriented  
Handle crises well  
Work well with youth  
School-based drug/safety education programs  
Accident investigation and enforcement  
Quality services with limited manpower  
Referring non-police problems to proper agency  
Investigative work on high profile cases  
Narcotics interdiction capabilities  
Cover large area

### HUMAN RESOURCES

High calibre of entry people  
Integrity  
High energy and innovation level although overburdened  
Good judgement  
Committed  
Relate to citizens in positive ways  
Public service orientation  
"Citizens first" attitude  
Treat citizens with dignity and respect  
Good training, especially roll-call  
Good recognition of outstanding officers  
Good communications with one another  
Use of police psychologist  
Use of volunteers  
Employee benefits

### ORGANIZATION/MANAGEMENT

Capable leadership in middle through upper levels  
Capable lower and mid-managers  
Top management sends message to take complaints seriously  
Top management emphasizes customer service--flows to officers  
Fair to employees

"Open-door" policy for employees  
Try to keep employees informed  
Recognize outstanding officers and citizens  
Seek out problems and try to solve  
Values  
We work well together internally  
Good encouragement of social/athletic events  
Is progressive and tries to stay so with research, etc.  
Grantsmanship success  
Good well-rounded PD  
Use our resources to the fullest  
Operate on shoe-string budget  
Great support services  
Accreditation  
Minimize internal conflict  
Civilian management strengths  
Good crisis management at all levels  
Seek out ways to work with other agencies  
Seem to be concerned about officers' concerns  
Good relations with DA and adjoining agencies

#### TECHNOLOGY/FACILITIES

Good vehicle maintenance  
Provide good equipment and facilities

## POLICE DEPARTMENT WEAKNESSES

### OPERATIONS/SERVICE DELIVERY

Need more cohesive approach to juvenile/gang crime  
Gang education  
More patrol visibility in problem areas  
Need to increase clearance rates  
Crime prevention could do more with more support  
FTO role of Gang-Net officers prevents summer gang focus  
Better distribution of intell info to patrol  
"Routine" crime follow-up (e.g., burglary fingerprinting)  
Stimulating citizen involvement  
Referring citizens to non-police services  
PD image with minorities  
Victim assistance  
Integrating police services with community services  
Major unusual occurrence response needs strengthening  
Trying to be all things for City's problems

### HUMAN RESOURCES

Manpower, both sworn and civilian  
Need more clerical support  
Need more lab personnel  
Too few sergeants--street level supervision is suffering  
Communications at all levels  
Seem to have a class system in our rank structure  
Inconsistent discipline  
Discipline is based on personality  
Procedures and practices emphasize discipline over praise  
Officers feel "beneath" upper ranks; feel opinions  
Recruit training too concentrated--break into segments  
Inexperienced officers training new recruits  
Need better training when promoted/transferred  
Supervisory training  
Too much reliance on brief 10-15 minute training blocks  
Civilian training  
We don't "develop" our employees enough  
More concern for sick and injured employees  
Need to improve career development  
Career paths  
Incentives/pay for lateral development and experience  
Developing internal motivation  
PD dragging feet on mandatory rotation  
Staff evaluations for promotion  
Promotional process results in "politically correct" decisions  
Improve integrity of promotional process  
Over-emphasis on oral boards and quotas in hiring  
Entry-level testing criteria and process  
Police applicant background investigations  
Sworn hiring process too slow



Performance appraisal accountability  
No consequences for problem employees  
Punish sick leave abusers, not users  
Salary and benefits  
Sworn over civilian attitude

#### ORGANIZATION/MANAGEMENT

Communications across and throughout the organization  
More open lines of communications  
Inter-divisional communications  
Timelier dissemination of information  
Poor understanding of other units' roles  
Accept satisficing solutions sometimes  
Crisis management is the norm  
Only see lieutenants/captains at line-ups when there's problem  
Captains, deputy chiefs, and chief not visible to line officer  
Staff too negative  
Slow paper flow  
Too many regulations (GO, SOP, Bulletin, etc.)  
Too many special projects and TDY assignments  
Response times to IA complaints--speed up discipline system  
Award consistency  
Lack of team-building across organization  
Policies implemented with only lip service to committees  
Patrol-Dispatch relations could be better  
Working relationships with outside agencies  
Coordination between ORU and investigations

#### TECHNOLOGY/FACILITIES

Saber radios are terrible--don't transmit, etc.  
Sometimes don't get vehicles serviced

## CRITICAL ISSUES

### OPERATIONS/SERVICE DELIVERY

Increase in juvenile crime  
Continuing gang problems  
Youth issues  
Increasing juvenile population will impact all services  
More crimes of violence  
Growing community--increased CFS, crime/social problems  
Larger area to patrol  
Increased runaways; PD response  
Increasing urban decay  
Parents abdicating supervision over children  
Educational systems failing  
Will face more, not less, ambiguity of service needs  
Balancing community policing with 911 demands  
Developing dual COP and CFS systems  
Increasing minority population  
Developing relations with minority communities  
Racial tensions  
Victims rights  
Hate groups  
Gun control/interdiction  
Jail overcrowding  
Influx of religious organizations to community  
Increasing industry here will require service increases

### HUMAN RESOURCES

Manpower  
Lack of clerical/support staff  
Insufficient manpower for COP  
Rotation  
Developing fair promotional process  
Hiring practices and criteria  
Entry level standards are too lax  
1995 sworn hires must be certified  
Inadequate training opportunities for large number of rookies  
More job-related training for officers  
Sworn/civilian career development  
Computer training for officers  
Lack of pay incentives will affect recruitment/retention of  
best persons  
Health care coverage must be maintained  
Affirmative action and reverse discrimination  
Officer stress  
Sworn vrs civilian issues/attitudes/benefits  
Homosexuals in sworn ranks  
Women in upper levels

## ORGANIZATION/MANAGEMENT

Limited resources  
D.A.R.E. funding  
Funding driving track and firearms range  
Patrol manpower  
Severe strains on support capabilities  
Loss of humane management; emphasis on policy, procedure  
Loss of good employees due to insensitive managers  
Unequal treatment among police members  
Work scheduling  
Redefining police roles  
Area command issues (e.g., goal conflict, tunnel vision)  
Tax limitation impact  
Continuing competition with rest of City for funds  
Political leaders not likely to sympathize with our dilemma  
of increased service demands in face of budget constraints  
Personnel unrest due to budget constraints

## TECHNOLOGY/FACILITIES

Current capability of CJIS  
Explosion in rate of technology developments  
Can't afford to keep purchasing expensive, and changing, high  
tech equipment--look at leasing  
Records accountability--case reports are lost so often, that  
area commands keep duplicate sets  
Need better computer platforms--more open architecture with  
capacity for non-proprietary programs

## RECOMMENDATIONS FOR THE POLICE DEPARTMENT TO ACCOMPLISH

### OPERATIONS/SERVICE DELIVERY

Continue to involve public  
Leave high visibility police vehicles in neighborhoods  
Continue to improve community-oriented policing  
Higher PD visibility in target neighborhoods  
Build on and expand problem-oriented capabilities  
Expand Crime Prevention activities  
Keep our primary mission in focus--law enforcement  
Become lead agency in all areas of community service  
Expand D.A.R.E.  
Re-evaluate mounted police concept  
Reduce number of petty calls and paperwork  
More service to victims  
Avoid civilian review boards  
Focus on community issues relating to juveniles and gangs  
Put out strong anti-gang messages and policies  
Address teen crime and prevention  
Encourage cops-kids interactions  
Better ways to deal with domestic problems  
Expand drug enforcement/education efforts  
Kids need alternatives for having fun at night  
Address firearms issues in community (e.g., child access, etc)  
Conduct better preliminary investigations  
Encourage more citizen involvement with PD  
Cement relationships with Citizen Advisory Groups  
Education community  
Deal with social issues related to more poor families  
Encourage diversity across community  
Develop plan/response for white collar and computer crime  
Will have to deal more with fundamental religious groups

### HUMAN RESOURCES

Add manpower--sworn and support  
Pay and benefits increases  
Implement a career development program across the organization  
Assess horizontal career ladders with pay/incentives  
Performance bonuses  
Better retirement program to keep career officers  
While we recruit well-education officers, no place to go  
Be more people oriented toward employees  
Officer need to feel they are not "investigated" for every complaint  
Speed up discipline process  
Improve working relations with employees  
Incentives for officers who are educated  
Forge relationships with local colleges to prepare for 1995 requirement that sworn hires be certified  
Increase entry standards for officers

Increase educational criteria for officer selection  
Enhance qualified minority recruitment--off site entrance  
exams at colleges with minority populations  
Enhance local recruitment for qualified minorities  
Break up recruit training into segments over year  
Better training in computers--NCIC/CCIC/CJIS  
Lateral entry for police officers  
Raise fitness standards for officers  
Assess long-term implications of workers comp (e.g., backfill  
positions where vacated 12-18 months)  
Communications training at all levels  
Increase quality and quantity of training  
More diversity in training  
Train first, then assign people  
Increase selection of courses offered each year  
Improve "hands-on" in-service training  
Fully implement MPO or Corporal rank  
Revise promotional system  
More emphasis on patrol experience for promotion  
Better evaluation of candidates for promotion  
Demand promotable persons display leadership qualities  
Better annual evaluation system  
Eliminate nepotism in PD

#### ORGANIZATION/MANAGEMENT

Improve internal communications  
Involve persons effected by decisions, programs  
Avoid top-down power oriented decision-making  
Create environment of trust and respect  
Create unity of purpose, team-building, common goals  
Emphasize "my PD", not just my "Division"  
Streamline discipline system  
Need to strengthen support capabilities  
More creativity in locating and using resources  
Sponsor inter-departmental training seminars  
Communications/relationships with area police agencies  
Improve flow of internal info  
Deal with impact of tax limitation  
Continue focus on long-term resource needs  
Need greater direction in City's economic development plans  
When 1/2 cent CIP goes, must be more creative with budget  
Need to do better job "marketing ourselves"  
With LA situation, it's critical that we have good PR  
Improve entire call management and dispatch system  
Put sworn personnel back into Communications  
Involve other CJS components in our strategic plans  
Need better relations with military  
Work to eliminate rehearings on sentencing  
Seek consolidation of City/County police services  
Increase pressure on other CJS agencies to focus on juveniles  
Work to change Juvenile Code to address increased juvenile  
violence and gangs

Allocate manpower to patrol divisions based on CFS workload;  
Implement 4/10 work week--extra day off for stress relief  
Night court system which recognizes days off  
Make special units (e.g., Narcotics) available to Patrol  
Increase investigations manpower for better follow-up  
Staff specialty units to avoid diverting work to patrol  
Gang Net is specialty at Sand Creek--extend to other Divs  
Develop drug forecasting model to track enforcement,  
prevention, and treatment needs/success  
Stabilize current programs before beginning new ones  
Need health/fitness system for all officers  
Expand NPU across the Department and area commands  
Expand K-9 and EOD  
Five day work-week for patrol  
Need more creative scheduling  
Develop solid funding base for D.A.R.E.  
Payroll system needs more accountability  
Monitor/advocate non-lethal mechanisms to avoid deaths  
Support stiff gun use penalty legislation  
Devise model to deal with growth-related issues  
Assess long-term growth impact on further decentralization  
Stick with our values and philosophies  
Create council of retired officers as advisory group  
Conduct organizational study--identify waste  
Flatten organizational hierarchy in areas  
Develop "high performance teams" throughout PD

#### TECHNOLOGY/FACILITIES

Establish helicopter program  
Need to determine how to handle increase of info requirements  
and implementation of other info systems (e.g., MDT's)  
Automate case report and other information  
Link info systems to peoples' needs  
Need increased capability for computer systems (e.g., CJIS)  
Need better research & development to track leading technology  
Exploit technology to enhance police-community interaction  
Look at leasing, instead of purchasing, high technology  
Complete, equip, and staff POC  
Need driving track and firearms range  
Add substation to eastern city boundary; west side division  
Need gang info on CJIS for officer access  
Get vehicle computers with report-writing capability  
Standardize computer programs and procedures  
Need more computers and computer training  
Integrate computer systems  
Provide full-service lab facility  
Crime scene processing equipment for lab  
Properly equip police lab  
Investigations equipment  
Update armory and weapons  
Implement E-911  
Link MDT's with AVL system for greater resource accountability

Update equipment for officers  
Video officer depositions for court  
Permanently assigned police cars (Ft. Collins plan)

SUMMARIZED RESULTS  
OF  
EXTERNAL STAKEHOLDERS' INTERVIEWS

Respondents:

City Council Members  
(except David White)

Deputy City Manager  
Jim Munger

Area School Superintendents  
(#2, #11, #12, #20)

Fire Chief Lou Roman

City-County Task Force on  
Alcoholism and Drugs  
(Jean Bodman)

Community Services  
Director Carla Hartsell

City's Economic Development  
Director (Gary Cuddeback)

District Attorney  
John Suthers

Pikes Peak Area Council of  
Governments Director  
(Maurice Rahimi)

Chief District Court  
Judge Matt Railey

Area military installation  
commanders

EPSO Sheriff  
Bernard Barry

Black Chamber of Commerce  
President Jim Stewart

Hispanic Chamber of  
Commerce President  
Chris Trujillo

Urban League President  
Jerome Paige

Chicano Unity Council  
Co-Chairperson  
Thomasita Ortega

Human Relations Specialists  
P.C. White and Roland Valdez

Sand Creek Citizens'  
Advisory Council

Summarized Results Categories:

The results of these interviews are summarized, and are grouped by the following categories:

- I. POLICE DEPARTMENT STRENGTHS
- II. POLICE DEPARTMENT WEAKNESSES
- III. CURRENT CRITICAL ISSUES
- IV. FUTURE CRITICAL ISSUES
- V. ENVIRONMENTAL FACTORS
- VI. RECOMMENDATIONS FOR THE POLICE DEPARTMENT TO ACCOMPLISH

Each of these categories is broken down into the following Police Department areas: Operations/Service Delivery; Human Resources; Organization/Management; and Technology/Facilities.

The interview instrument is attached to the end of this paper.



## POLICE DEPARTMENT STRENGTHS

### OPERATIONS/SERVICE DELIVERY

Strong community support and respect  
Positive relationships with community  
Good neighborhood approach to community problems  
Displays interest in community input  
Proactive  
Capability to respond and react  
High visibility (e.g., NPU and Mobile Command Post, DARE)  
Few complaints on services  
Good response to gangs  
Not perceived as favoring any one group  
Good special programs  
Strong prevention emphasis and community education programs  
Excellent relations with schools  
Police concerns are minimal among area businessmen  
Good gang response and drug interdiction  
Low comparative crime rate  
Lack of police brutality incidents  
Teen Curfew  
Cooperation with military institutions  
Decentralization

### HUMAN RESOURCES

Professionalism at all levels  
Esprit de Corps  
High integrity and morale  
Employees are intelligent  
Demonstrate empathy  
Fair, competent, dedicated, and committed employees  
Demonstrate courtesy and good attitude  
Friendly, helpful attitude of officers  
Field officers know what they're doing; good police work  
Not overbearing  
Demonstrate teamwork  
Motivated  
Community perception of well trained officers  
Good officer selection

### ORGANIZATION/MANAGEMENT

Department has good reputation  
Adequate and manageable police force  
Excellent leadership  
Strong management team  
Chief sets positive tone for organization  
Willingness to analyze and plan  
History of inter-agency communication/cooperation

Lack of corruption  
Good programs  
Decentralization  
Resource management

TECHNOLOGY/FACILITIES

Capital facilities progress  
Consolidation of facilities into POC  
Division Commands  
Mobile Command Posts

## POLICE DEPARTMENT WEAKNESSES

### OPERATIONS/SERVICE DELIVERY

Deterioration of communications with minority community  
Coordination of school-police roles and responsibilities  
Youth feel disenfranchised (Loitering Ordinance)  
Increasing youth alienation/hostility  
Curfew penalizes innocent children  
Hispanic community perception that police are the "bad guys"  
Not in touch with activity in neighborhoods  
Poor response to low-level drug-related crimes, resulting in  
loss of confidence by neighborhoods in police  
Witnesses afraid to report sometimes (e.g., gang crimes)  
Case report inquiries--have to wait for person assigned  
PD written crime report has deteriorated  
Sometimes police response is "overkill"  
Slow response to CFS  
"Motorists assistance" sometimes passed by  
Lack of feedback to CFS complainants  
Don't advise of alternative programs in community  
"No-knock" raid policy  
Division Command customer service orientation

### HUMAN RESOURCES

CFS sometimes handled discourteously  
Officers smoking in police cars: poor role model and devalue  
City property  
Officers resist giving name and badge numbers  
Officers tend to "label" based on appearance  
Lack of public relations training  
Inadequate cultural awareness training  
Inadequate minorities/women in upper ranks  
Insufficient officers  
Insufficient clerical (support) staffing  
Poor promotional process  
Lack of sworn lateral career opportunities with compensation

### ORGANIZATION/MANAGEMENT

Poor perception of community diversity  
Poor relations with minority community  
Minorities in community feel powerless; not represented  
Lack of civilian review board for IA investigations  
Dept. doesn't give Hispanics fair chance for promotion  
Minorities not treated fairly in PD  
Inadequate long-range planning  
Communication gaps in organization  
Poor self-marketing re: positive info on activities/programs  
Lack of sufficient financial resources

Investigators must seek promotion for career growth--no  
lateral career incentives  
Police management team has arrogant attitude (e.g., "if we  
don't do it, it won't get done"; "must be done our way")  
PD not cooperative with other City Departments

TECHNOLOGY/FACILITIES

Facilities dispersed

## CURRENT CRITICAL ISSUES

### OPERATIONS/SERVICE DELIVERY

Gangs  
Drugs  
Keeping a handle on juvenile crime  
Big city crime trend  
Mentality of violence  
Mob mentalities (e.g., Nevada Ave fatal beating, LA, etc.)  
Domestic Violence  
Military impact on police services (e.g., Child abuse)  
Youth issues  
Racial issues  
Positive visibility of PD in community  
Maintaining neighborhood integrity  
Will need to assist City in creating sense of community out of  
diverse cultural groups  
Effective deployment of officers  
Avoiding a "Rodney King" type incident  
Police will be mandated to provide more victim assistance  
Decreasing jail capacity and increased EPSO service area

### HUMAN RESOURCES

Staffing not keeping up with population  
Promotional testing process not valid/credible  
Clerical (support) staffing  
Need for more officers with increased minorities  
Need for increased training throughout PD  
Need for cultural diversity training for officers

### ORGANIZATION/MANAGEMENT

Budget  
Movement for citizen oversight of PD  
Increased difficulty in getting "our share" of federal grants  
D.A.R.E. and PAL funding  
Dependence on Fleet Services for vehicle maintenance/gas  
PD can't hold Fleet Services accountable for bills  
PD response to community issues and feelings  
To reduce PD demand on General Fund; accept only "fair share"

### TECHNOLOGY/FACILITIES

Capital improvement decisions by Council  
POC viewed as an "empire"  
Need for full service crime lab

## FUTURE CRITICAL ISSUES

### OPERATIONS/SERVICE DELIVERY

City-wide growth  
Developing metro crime characteristics of City  
Preventing big city crime problems  
Drug trade and use  
Gangs  
Domestic violence  
Increase in rate and seriousness of juvenile crime  
Increasing mentality of violence  
Allocation and deployment of police  
Assigning too many officers to special projects  
Responding to single interest group pressures  
Preserving neighborhood integrity  
Maintaining community contact  
Being more sensitive to social needs, social illnesses  
Police becoming more involved in solving social problems  
Abortion issue will continue  
Balancing services to young and old  
Transient military population impact

### HUMAN RESOURCES

Police staffing  
Clerical (support) staffing  
Quality of police/civilian applicant pool  
Selection of best police applicants  
Staff development (training)  
Hiring and promotion of qualified minorities  
Higher turnover rate of educated officers to private sector  
Increased litigation by employees over personnel issues

### ORGANIZATION/MANAGEMENT

Anticipate more demands for civilian review  
Loitering Ordinance--evaluation and effectiveness  
Public confidence in police  
Preserving community "good will"  
D.A.R.E. funding  
Tax limitation  
Funding police services and technology  
Maintain credibility with taxpayers for manpower requests  
Continuing/enhancing strategic planning process  
Lack of understanding by other City departments regarding PD  
future budget plans--concern that PD will usurp their funds  
Avoiding duplication of services  
Sharing resources for common functions (e.g., PD and FD)  
Negative influences of political system in policing

TECHNOLOGY/FACILITIES

Keeping pace with technological developments  
Real time information management

## ENVIRONMENTAL FACTORS

### OPERATIONS/SERVICE DELIVERY

Resumption of population growth in City  
City crime problems will increase as we grow  
City growth may emphasize disparity between middle and lower income classes  
Stagnant economy coupled with increase in service demands, especially from minority and special interest groups  
Customers defining own needs  
Single interest group demands  
Increased civil disobedience by special interest groups  
Community relationships (networking) is the future  
Community becoming more diverse  
Increase in community "special events"  
Racial issues  
More conflicts among community values  
More emphasis on "rights"; less on "responsibilities"  
More working parents with less child supervision  
Increasing role of institutions in developing youth  
More family stress due to economic pressures  
Growth of juvenile population  
Gangs will continue to be a social phenomenon  
School funding can impact need for police services  
Debate between funding enforcement vrs. education (prevention)  
Increase in social problems from Teller Co. gaming  
Housing shortages  
Student population growth trends in local school districts  
Growth of military/low socio-economic families moving into inexpensive housing in School District 2--increasing gangs  
NAFTA may have economic and crime impact (City strategically positioned between Canada and Mexico)  
Continued disproportionate sentencing of Blacks  
Job layoffs in defense industry  
Job market trend more telemarketing and engineering  
City job market/economy tied to crime rates  
High tech crime  
Fundamental religious groups will attempt to influence  
Incorporation of areas surrounding the City

### HUMAN RESOURCES

Minority group pressure for staffing quotas  
Competition with private industry for qualified applicants  
Population aging trend may require hiring older applicants

### ORGANIZATION/MANAGEMENT

Tax limitation impacts  
City economy impact on crime and General Fund revenues



TECHNOLOGY/FACILITIES

Information processing developments

Information management technology increasing at faster rate;  
leasing changing technology more effective than purchasing

Police response technology developments

"Clean air" fuel system requirement for police vehicles

High tech crime accessories

## RECOMMENDATIONS FOR THE POLICE DEPARTMENT TO ACCOMPLISH

### OPERATIONS/SERVICE DELIVERY

Assure that basic police services continue  
Assure efficient deployment of officers  
Provide for a safer downtown area; increased mall security  
Increased DUI enforcement  
More foot/bicycle patrols  
Drivers education programs  
Emphasize community policing  
Develop relationships/networks with community  
Place officers at City's community centers for security and neighborhood interaction  
Build coalitions to accomplish common goals  
Insure fair, honest, open communications with all members of the community  
Involve community more in problem-solving and strategies  
Identify and use opportunities for getting closer to community (e.g., have officers attend Golf Acres senior meals program)  
Form small Citizens' Advisory Teams in high risk neighborhoods  
Schedule officers at predetermined locations in communities to be available for citizen contact  
Help citizens to feel they have a voice in their government  
"Personalize" police services--avoid bureaucratic response  
Contribute toward empowering youth/minority communities  
Understand and build upon community diversity  
Provide more visible role models to minority communities  
Smarter approaches to single interest groups  
Identify and target emerging problems to prevent build-up  
Encourage reporting of crime/suspicious activities  
Emphasize prevention programming  
Improve drug education  
Focus on kids at younger age to prevent entering CJS  
Expand youth programs  
Improve traffic control, especially around schools  
Work more effectively with schools toward common goals (middle, junior high, and high schools)  
Crime prevention and training for school staff  
Reduce rate of sexual assaults  
Work with MP's at military trouble spots in the City  
High police visibility at potential trouble spots

### HUMAN RESOURCES

Increase personnel to deal with increased service demands  
Develop selection process to assure best candidates  
More minority/women high-ranking personnel  
Intensify recruiting; prioritize out-of-state recruitment  
Language and multi-cultural awareness training  
Open the PD promotional process to the public  
Increase professionalism

### ORGANIZATION/MANAGEMENT

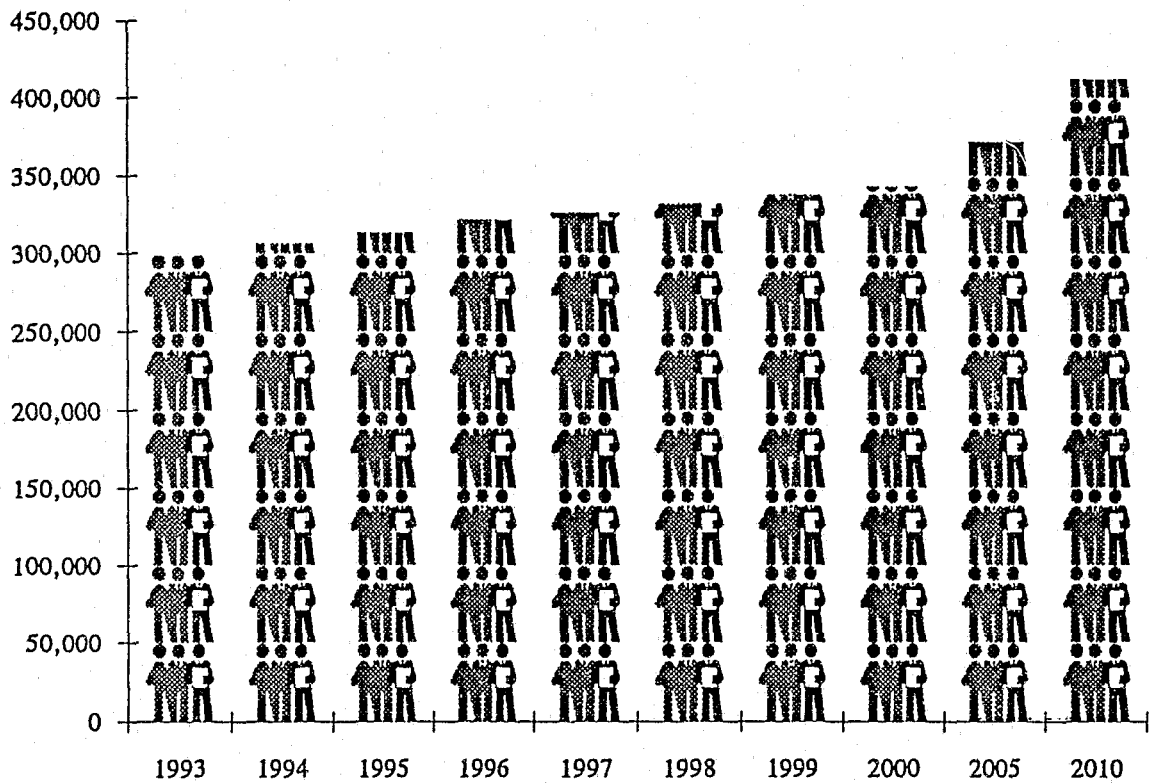
Insure that police officers don't over-react  
Need a better written crime report  
Continue assessing need for Loitering Ordinance  
Develop new/innovative approaches to crime/social problems  
Need strategic approaches to controversial issues  
More system-wide coordination/planning involving CJS, City,  
County, schools, etc. to accomplish common goals  
More joint ventures with other agencies to eliminate duplication and enhance resource sharing (e.g., training, admin services, data processing, vehicle maintenance, etc.)  
Improve cooperation/relationships with Fire Department  
Identify police and crime problems in larger cities, and develop strategies to avoid or deal with them  
Identify and deal with discourteous/violent officers  
"Early Warning" system to identify issues/problems  
Come up with citizen oversight model which involves citizens yet reserves management prerogative to Chief  
Get cultural leaders to accept responsibility for diversity awareness education for their groups, just as we do for ours  
Evaluate our anti-drug programs  
Avoid sensational police violence incidents  
Develop strategies for increasing manpower  
Examine alternative ways to deliver police/clerical services  
Better "market" the PD  
Our customers need to know more about their PD  
Emphasize predetermined themes in media contacts  
Door-to-door contact for community feed-back  
PD flyer/newsletter to community  
Must nurture public confidence in police  
Demonstrate we are efficiently providing services  
Maintain community goodwill  
Re-evaluate organizational structure after POC move  
Maintain/enhance our leadership role in policing  
More focus on grant opportunities  
Give City Council feed-back on social "drivers" of police problems (should be part of budget process)  
Become "team players" with rest of City government

### TECHNOLOGY/FACILITIES

Aerial program  
Implement E-911  
Insure that POC is open to community (e.g., tours, etc.)  
Communicate with residents/businesses around POC--let them know what impact of POC is, etc.  
More mobile NPU's  
Research current/developing state-of-the-art technology for service delivery improvements

# Population Projections City of Colorado Springs 1993 - 2010

Year	Population
1993	298,320
1994	305,852
1995	313,038
1996	321,367
1997	325,869
1998	331,944
1999	337,580
2000	342,890
2005	371,158
2010	411,060



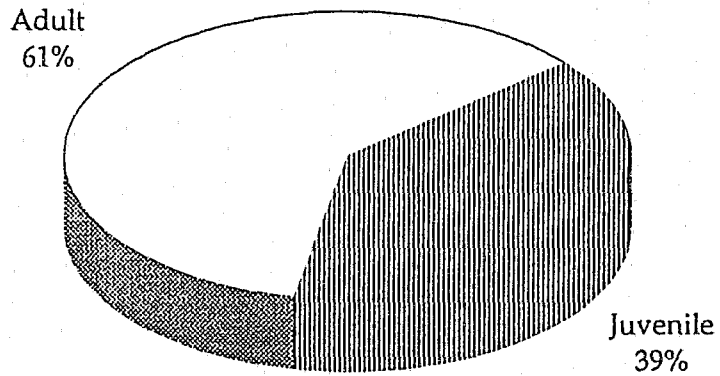
Source:  
Methodology:

"Colorado Springs MSA Forecasts of Population" PPACG.  
City of Colorado Springs population projections were taken  
from the Colorado Springs MSA projections at a 69.4% factor.

**1992 Serious Crime Arrests  
Juvenile v. Adult  
Colorado Springs**

	Juvenile	% of Total	Adult	% of Total	TOTAL
Murder	0	0%	17	100%	17
Rape	9	22%	32	78%	41
Robbery	39	27%	105	73%	144
Aggravated Assault	92	21%	345	79%	437
Burglary	243	54%	211	46%	454
Larceny	1,533	40%	2,312	60%	3,845
Motor Vehicle Theft	97	55%	79	45%	176
<b>TOTAL</b>	<b>2,013</b>	<b>39%</b>	<b>3,101</b>	<b>61%</b>	<b>5,114</b>

**1992 Serious Crime Arrests:  
Juvenile v. Adult, Colorado Springs**



**1991 Crime Comparisons  
American Cities  
Population 250,000 - 350,000  
Total Part I Crimes**

City	Population	Part I Total Number Reported	Part I Total Rate per 100,000
Tampa	287,354	47,578	16557.3
Newark	276,510	40,940	14806.0
Birmingham	269,313	33,895	12585.7
Corpus Christi	262,947	27,459	10442.8
Wichita	306,339	30,113	9830.0
Arlington	267,306	25,341	9480.1
Norfolk	265,392	24,529	9243.0
St. Paul	275,776	21,765	7892.3
Santa Ana	299,860	22,952	7654.2
Mesa	294,754	22,388	7595.5
<b>Colorado Springs</b>	<b>288,188</b>	<b>21,444</b>	<b>7441.0</b>
Anaheim	271,955	19,451	7152.3
Louisville	271,245	17,428	6425.2

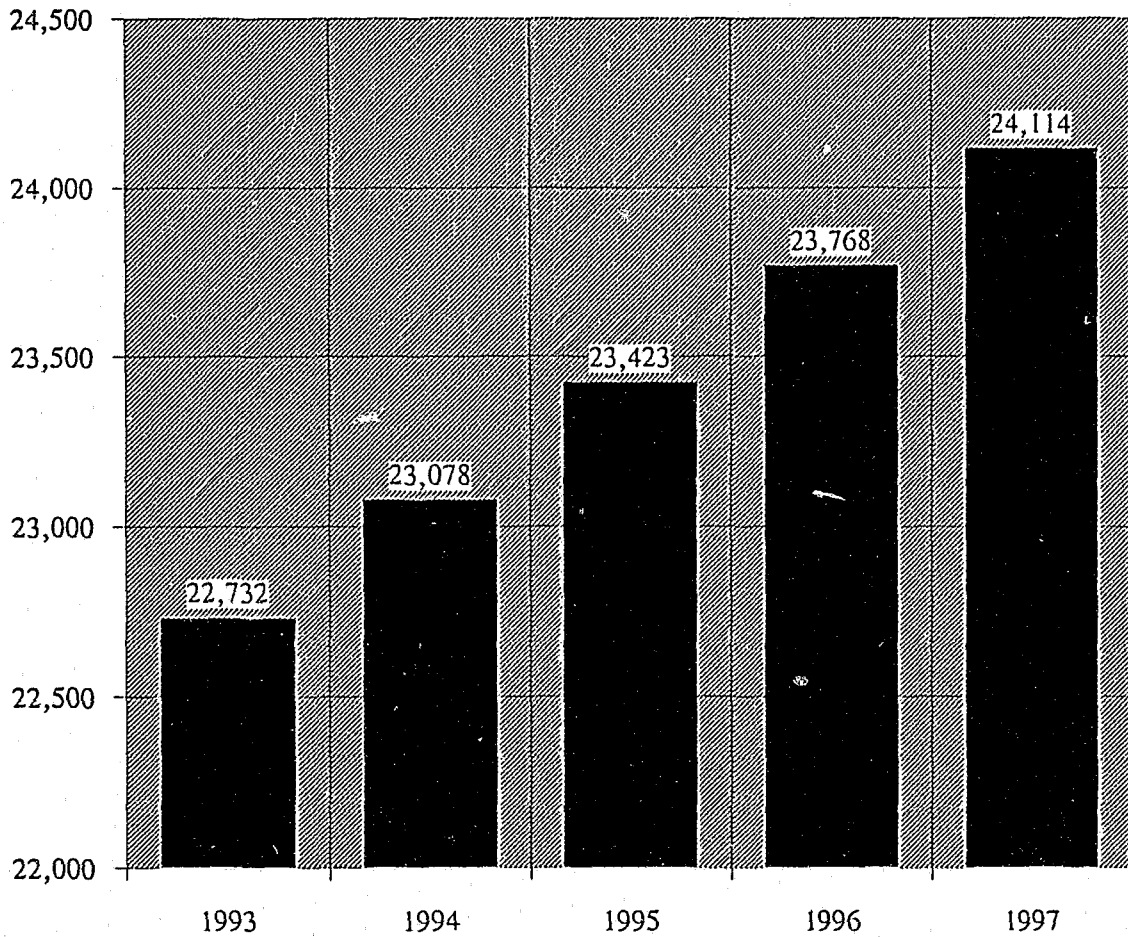
## Index Crime Rates 1980 - 1992 Colorado Springs

Year	Index Crimes	Population	Crime Rate (#Index Crimes/1,000 Pop.)
1992	20,194	290,977	69
1991	21,444	285,350	75
1990	21,017	281,140	75
1989	21,553	275,500	78
1988	22,174	273,000	81
1987	22,826	269,500	85
1986	22,833	265,700	86
1985	21,835	253,300	86
1984	17,918	241,270	74
1983	18,096	236,760	76
1982	18,453	229,770	80
1981	18,837	226,230	83
1980	16,910	214,821	79

**Notes:**

1. Index Crimes are murder, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft.
2. Negligent manslaughter is not included in the FBI's Crime Index.
3. Index Crimes data from 1980 - 1992 CSPD Annual Statistical Reports.
4. Population data from City's Planning, Development and Finance Office.

**Index Crimes Projections  
City of Colorado Springs  
1993 - 1997**



**Methodology:** The 1993 - 1997 projected Index Crimes are based on a trend line regression analysis of the Index Crimes from 1980-1991.

**Note:** Index Crimes are Part I Crimes excluding Negligent Manslaughter.



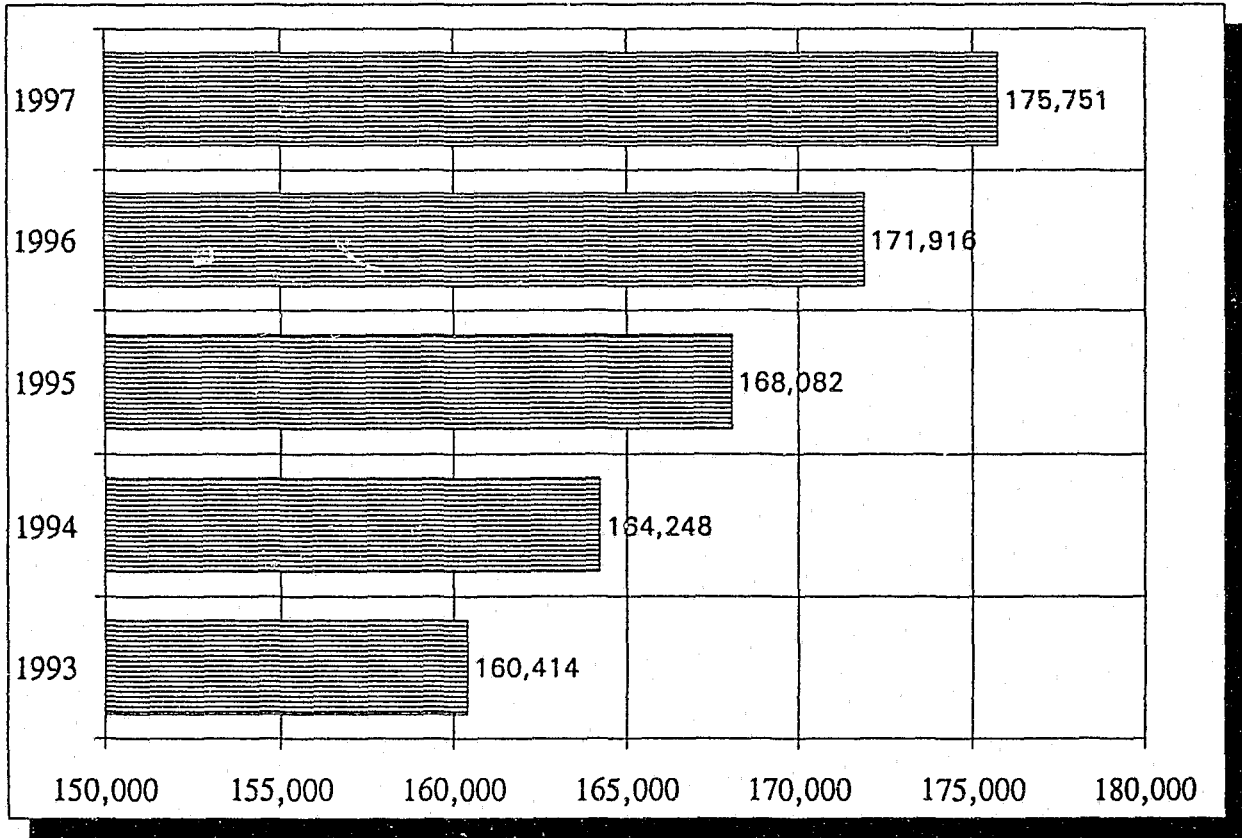
**Police Employees and Calls For Service (CFS)  
(Rate Per 1,000 Population)**

	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992
<b>Population</b>	229,770	236,760	241,270	253,300	265,700	269,500	273,000	275,500	281,140	283,162	290,977
<b>CFS</b>	121,854	121,257	125,046	130,866	135,446	134,114	136,919	141,789	147,902	157,375	158,934
<b>CFS/1,000 pop.</b>	530	512	518	517	510	498	502	515	526	556	546
<b>Sworn</b>	398	387	378	378	392	391	398	404	404	420	443
<b>Sworn/1,000 pop.</b>	1.7	1.6	1.6	1.5	1.5	1.5	1.5	1.5	1.4	1.5	1.5
<b>Civilian</b>	121	121	145	156	172	175	171	188	189	193	181
<b>Civilian/1,000 pop.</b>	0.5	0.5	0.6	0.6	0.6	0.6	0.6	0.7	0.7	0.7	0.6
<b>Total Employees</b>	519	508	523	534	564	566	569	592	593	613	624
<b>Employees/1,000 pop.</b>	2.3	2.1	2.2	2.1	2.1	2.1	2.1	2.1	2.1	2.2	2.1

1982-1991 Population data from City of Colorado Springs "Budget History --General Fund, by Planning, Dev. & Finance Department, February, 1991.  
1992 population estimate from Planning, Development and Finance Department.

# Calls for Service Projections Colorado Springs Police Department 1993 - 1997

Year	Projected CFS
1993	160,414
1994	164,248
1995	168,082
1996	171,916
1997	175,751



**METHODOLOGY:**

The 1993-1997 projected CFS are based on a trend line regression analysis of the calls for service from 1982-1992.

<b>Staffing Ratios</b> <b>CSPD v. National Average</b>
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	1992 CSPD	1991 CSPD	1991 National Average (Cities > 250,000 Population)
Sworn Personnel/1,000 Population	1.5	1.5	2.8
Total Personnel/1,000 Population	2.1	2.2	3.6
Percent Civilian Staff	29%	31.5%	23.1%

Data Utilized:	1992	1991
City of Colorado Springs Population	290,977	283,162
CSPD Sworn Personnel	443	420
CSPD Civilian Personnel	181	193
CSPD Total Staff	624	613

Notes:

1. Population data from City office of Planning, Development and Finance
2. National average staffing data from FBI's Crime in the United States, 1991.