

PUEBLO POLICE



DEPARTMENT



STRATEGIC PLAN 2011 - 2015



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EXECUTIVE SUMMARY

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

To that end, we have several powerful guiding documents and resources which set the framework in which we operate. These documents and resources include the Pueblo City Charter, the City Council's Mission Statement and Core Values, and the Police Department's Mission Statement, Value Statement, and Guiding Principles, and a Citizens' Satisfaction Survey conducted in 2010.

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

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

The success or failure of this plan is contingent upon the degree of commitment invested by the City Administration, the officers and employees, and the community at large. Therefore, it is vital that all our community's stakeholders have a shared vision of our mission and our strategy.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Luis Velez", with a stylized flourish at the end.

Luis Velez
Chief of Police

INTRODUCTION

CITY CHARTER

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

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

CITY COUNCIL

The Pueblo City Council held a planning retreat February 22-23, 2006 to discuss goals and objectives for the City of Pueblo. From this meeting, a Mission Statement and a list of Core Values were adopted by the City Council in order to create an esteemed public service character for the City of Pueblo. The Council established the following:

Mission Statement

Pride in our community, its history, work ethic, and diverse culture
United in our goals and mission for a strong and vibrant community
Entrepreneurial spirit that fosters educational excellence and enhanced opportunities
Beautification, cleanliness, and amenities for a Proud City
Leadership with the utmost integrity, character, ethical standards, and honesty
Outstanding service toward an enhanced quality of life for our citizens

Core Values

- Visionary
- Ethical
- Accountability
- Transparency
- Professionalism
- Responsive and Respectful
- Service Oriented with a "Can Do Attitude"



MISSION, VALUES, AND GUIDING PRINCIPLES

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

Department Mission Statement:

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

Department Values:

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

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

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

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

Community Service through Coactive Partnership and Open Communication.

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

The Advancement of the Police Profession

We are dedicated to continuous advancement of the police profession.

Department Guiding Principles:

We will be accountable to the community for our actions.

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

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

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

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

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

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

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

We value honesty, loyalty and integrity.

We are committed to innovation.

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

We encourage the pursuit of higher education.

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

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

We will never tolerate the abuse of our police powers.

THE COMMUNITY WE SERVE

Population

Pueblo is the major provider of employment, housing, and services for all of Pueblo County, therefore population considerations for the provision of services must take into account the immediate surrounding area, which includes Pueblo West and its citizens who predominantly work, shop, and recreate in the City of Pueblo. The 2010 U.S. Census Bureau reports an estimated population of 106,595 for the City and 159,063 for Pueblo County in 2010.

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

Age

According to the 2010 U.S. Census Bureau Report, 24% of the population is under 18 years of age, and 15.7% of the population is over 65 years of age. With the aging of the baby boomers generation, the percentage of senior citizens is increasing and this will have an impact on demands for services provided by the Police Department. Likewise, the trends of modern society regarding teen pregnancy, high school dropout rates, drug use, and gang activity demand a higher level of services than in the past, directed at protecting and serving the needs of our youth.

Race

Also according to the 2010 U.S. Census Bureau Report, the City of Pueblo is comprised of 45.2% White Non-Hispanic residents, 49.8% Hispanic or Latino, 2.5% Black, 2.2% American Indian and less than 1% for other races.

Poverty

According to the U.S. Census Report for 2010, 21.2% of all households in Pueblo County are living below the poverty line, compared to 12.2% for the rest of Colorado. Of the family types living in poverty, 67% are single female households as compared to married-couple households at 20% and single male households at 13%.

POLICE DEPARTMENT OVERVIEW

The Pueblo Police Department is comprised of highly professional and dedicated members who strive to protect and serve our community, handling 336,554 phone calls in 2011, including 80,042 emergency 911 calls. The Department operates under a 26.6 million dollar budget and is structured along the lines of three bureaus, each commanded by a deputy chief of police who reports directly to the Chief of Police. The Chief reports directly to the City Manager who serves at the direction of the Pueblo City Council. The three police bureau duties and responsibilities are delineated according to three major service objectives: Operations, Investigations, and Support Services. Authorized staffing for the Department consists of 207 sworn officers and 61 civilian employees, plus approximately 12 temporary/part-time employees. The Police Department operates out of the new Pueblo Municipal Justice Center and two neighborhood police satellites.

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

The Police Department is committed to providing the highest level of service to the community in an efficient and effective manner. We are dedicated to working cooperatively with the community to achieve our goals of protecting and serving each person equitably and fairly. We are living in times of rapid change, with expanding technological capabilities, intertwined with threats and challenges posed by economic, cultural, ideological, and environmental changes.

Over 60.5% of the sworn members of the Police Department hold at least an Associates Degree, and yet, on-going training and education remain vital to our success. The commitment to continually develop, train, and equip our people is paramount to accomplishing our general mission of enhancing the quality of life in the City of Pueblo.

GOALS AND OBJECTIVES

This strategic plan is formatted into major goal areas and further divided into specific objectives and performance strategies, which will be the focus of our efforts. Performance measures are utilized to evaluate the effectiveness of the Department's efforts. The Department's goals are to:

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

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

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

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

Objective One – Maintain high standards for hiring new employees.

The City implemented a four-year degree requirement as a hiring standard for new officers effective in 2004, then reduced the requirement to an Associate's Degree, or 60 semester hours, in 2011. Currently 8.7% of our sworn officers possess a Master's Degree or higher, 51.3 % of sworn officers possess a Bachelor's Degree or higher, and 60.5% possess an Associate's degree or higher. Additionally, all sworn officers and dispatchers must pass a rigorous background investigation, psychological, and polygraph examination.

Performance Strategies:

1. Continue to require an Associate's Degree or 60 semester hours from an accredited college or university for entry-level sworn police officer positions.

2. Require all full-time employees to pass a background investigation, polygraph, and psychological exam prior to appointment to City employment in the Police Department.

Objective Two – Provide new employees with orientation training on the mission, values, guiding principles, and policies of the organization.

Performance Strategies:

1. All new employees will be given an orientation session covering Section 10-2 of the City Charter defining the functions of the Police Department, a copy of the City Council's Mission Statement and Core Values, and the Police Department's Mission Statement, Values, and Guiding Principles, at least once a year.
2. All new employees will be given an orientation covering the Law Enforcement Code of Ethics, at least once a year.
3. All new employees will be given a familiarization session on the Department's policies and procedures manual, at least once a year.

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

Performance Strategies:

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

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

Performance Strategies:

1. All sworn officers will receive a minimum of 40 hours of in-service training each year on subjects to include the mandatory Colorado Intergovernmental Risk Sharing Agency topics.
2. All sworn officers will qualify with their firearms at least twice per year, demonstrating proficiency with their weapons.
3. All civilian employees will receive in-service and other training sufficient to acquire and maintain the knowledge, skills, abilities, and certifications necessary to proficiently perform their duties.

Objective Five – The Police Department will maintain training certifications for personnel on topics critical to the mission of the Department.

Performance Strategies:

1. All emergency services dispatchers will be trained on Emergency Medical Dispatch (EMD) protocols within two years on the job and will maintain such certification.
2. All Patrol and Traffic Division officers will be certified on the intoxilyzer and will maintain such certification annually.
3. The Traffic Division will maintain at least three officers who are Drug Recognition Experts (DRE's).
4. All DARE Officers will maintain DARE certification status.
5. All designated Crisis Negotiators will maintain certification status.
6. All designated Explosives Experts will maintain certification status.

Objective Six – The Police Department will take advantage of opportunities for outside training.

Performance Strategies:

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

Objective Seven – Employees will be provided feedback and recognition for their performance.

Performance Strategies:

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

Objective Eight – The health and welfare of all employees will be given high priority.

Performance Strategies:

1. The Administration and the Unions will participate in a Safety Committee that will meet whenever a safety issue is brought to the attention of the Investigations Bureau Chief.
2. All employees will be made aware of and encouraged to take advantage of the City's Employee Assistance Program (EAP).
3. The Department will maintain a clean work environment in the Pueblo Municipal Justice Center by providing an adequate janitorial staff
4. The Department will maintain a clean and well-equipped workout facility and locker rooms in the Pueblo Municipal Justice Center.
5. The Department will continue to have a Chaplain Corp for the benefit of employees and their families.

Objective Nine – Leadership training and career development opportunities will be provided by the Department.

Performance Strategies:

1. All supervisors will attend the 80-hour supervisory training course offered by the Colorado Association of Chiefs of Police within one year of promotion.
2. All Captains will be given the opportunity to attend a command/administration course, such as the FBI National Police Academy or the Northwestern School of Police Staff and Command within three years of promotion.
3. All personnel will be eligible to seek higher education, utilizing the City's tuition reimburse program.
4. The department will continue to provide a student intern program to acquaint interested high school and college students with various aspects of the law enforcement profession, and to enhance their interest in, and preparation for a law enforcement career.

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

Objective One – The Department will promote partnerships and participate in community activities and endeavors.

Performance Strategies:

1. The Crime Prevention Unit will increase the number of Neighborhood Watch groups by one per quarter.

2. The Crime Prevention Unit will continue to be an active partner in the Senior Safety Triad.
3. The Chief or his designee will attend the monthly Eastside Neighborhood Association meetings and the monthly Human Relations Commission meetings.
4. Each Command Staff member will belong to a civic organization or serve on a community board or committee, such as they are currently involved with Rotary, Kiwanis, Optimist Club, Safe and Healthy Schools, Pueblo Alliance for Healthy Teens, Goodwill, El Pueblo, Spanish Peaks TAC, Junior Achievement, El Pomar, Leadership Pueblo, Youth Gang Steering Committee, Senate Bill 94 Juvenile Services Planning Committee, Pueblo Zoo, DriveSmart, the Pueblo Historical Society, the Bessemer Historical Society, the Pueblo Animal Welfare League, The Impossible Players Community Theater, Boy and Girl Scout programs, and the Mental Health Association of Pueblo.
5. The Honor Guard will represent the Department in the State Fair, Fiesta, Veterans, and Parade of Lights Parades.
6. A Department representative will participate in career fairs at CSU-Pueblo, Pueblo Community College, and Pueblo City Schools.
7. The Department will maintain and staff two police satellites; one on the West Side, and one on the East Side. The Department will strive to establish a third police satellite station in Bessemer, in compliance with voter mandates.

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

Performance Strategies:

1. The Department will maintain a webpage on the Internet that allows the public to see crime report information, to view the Department's policies, to review the annual report, to view sex offender information, and to submit compliments and complaints to the administration.
2. The media will continue to have the cell phone numbers for the command staff to facilitate easy access for inquiries.
3. The Department will continue to send out press releases on significant events to all the local news media via the Internet.
4. The Crime Stoppers Liaison will use the Internet and the media to solicit tips on unsolved crimes.
5. The Department will evaluate requests for facilitation of the recording of commercial motion picture and/or television productions, and provide assistance as deemed necessary and appropriate for those productions that economically benefit or reflect favorably upon the community.

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

Performance Strategy:

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

Goal Three – The Department will provide services to protect lives and property.

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

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

Performance Strategies:

1. The Department will maintain adequate staffing levels for the receipt of calls for service to ensure that ninety-five percent (95%) of all 911 calls are answered within twenty seconds.
2. The Department will maintain adequate staffing levels for the dispatching of calls for service to ensure an acceptable response time to all legitimate and emergent 911 calls. Priority calls that pose an immediate threat to life will have a response time within ten minutes 90% of the time.
3. Calls for service will be prioritized for differential dispatching that is based upon the urgency of the situation and an annual review will be conducted to determine whether response times to calls are acceptable.
4. Provide dispatching services to the Pueblo Fire Department that meets their expectations and review such services on a quarterly basis, in keeping with accreditation standards.
5. When possible, the Department will hire temporary/part-time employees as call takers and dispatchers in sufficient numbers to maintain staff strength to provide dispatch services.
6. The Department will work with the Human Resources Director and the Civil Service Director to ensure that a certified list exists for the prompt filling of vacancies for emergency services dispatchers and dispatch supervisors. Civil Services rules will dictate the protocol for the creation of the lists.

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

Performance Strategies:

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

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

Performance Strategies:

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

Goal Four – Identify and Apprehend Criminals

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

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

Performance Strategies:

1. The Patrol Division will have adequate staffing to make on-scene arrests of offenders and to conduct immediate follow-up investigations that don't require the involvement of specialist detectives.
2. The Department will maintain and staff detectives with specialized expertise to investigate crimes against persons (homicide, rape, robbery, assaults, violent sexual predators), crimes against property (burglary, larceny, ID theft, auto theft, arson,), special victims (crimes against children, domestic violence, crimes against the elderly and at-risk adults), crime scene investigations (criminal identification services, evidence processing, laboratory services), vice/narcotics (drugs, liquor, prostitution, gambling, etc.) and active criminals (gang enforcement, serial felons, crimes against society).
3. Officers and detectives will be provided with specialized training as provided by the Colorado Mountain Training Foundation (State funded), by Federally funded entities, and as budgetary resources permit for other training courses.
4. The Department will maintain a SWAT Team and will offer team members specialized tactical training on at least a bi-monthly basis regarding techniques and tactics to apprehend high-risk suspects and conduct related operations.
5. The Department will maintain a Crisis Negotiation Team as a component of the tactical operations group, and will offer team members specialized training in disciplines relative to their mission.
6. The Department will review a minimum of five cold cases (murder, forcible sexual assault, or related major cases) per year to determine if additional investigative resources could be successfully applied to achieve a solution.

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

Performance Strategies:

1. Designated Department personnel, sworn and civilian, will be trained and authorized to query the CCIC/NCIC system.
2. The Department has acquired the CopLink System and will participate in information sharing with other agencies to identify and locate offenders for apprehension.
3. The Department will utilize the services of the Rocky Mountain Information Network (RMIN) and the Colorado Information Analysis Center (CIAC) to share information pertaining to wanted criminals and criminal activities.

4. The Department will use the Department's website (P2C) to inform the community of individuals wanted for the commission of a crime.
5. The Department will strive to deploy license plate readers on Patrol Division cruisers daily.
6. The Department will selectively utilize surveillance cameras at targeted locations to identify criminal activities and suspects.
7. The Department will maintain at least one night vision device and at least one thermal imaging device that will be available 24/7.
8. The Department will use photo traffic enforcement cameras for red light violators.
9. The Department will maintain mobile data computers in the Operations Bureau (Patrol and Traffic Division) cruisers, and other designated vehicles, for entry and retrieval of information, and for communication purposes.
10. The Department will target the crime of Burglary and set a goal of reducing those crimes by 20%.
11. The Department will target the crime of Robbery and set a goal of reducing those crimes by 20%.

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

Performance Strategies:

1. The Department **may** assign one officer to the FBI's Joint Terrorism Task Force.
2. The Department will assign a designated number of Narcotics detectives to the U.S. Drug Enforcement Administration's Task Force.
3. The Department will assign a designated number of detectives to participate in the U.S. Alcohol, Tobacco, and Firearms Safe Streets Task Force to address gun violence.
4. The Department will maintain a combined Explosives Unit with the Pueblo County Sheriff's Department.
5. The Department will partner with the District Attorney, The Pueblo County Sheriff, and the Colorado Bureau of Investigation to staff a DNA Analyst in the CBI lab to work solely on Pueblo City and County cases.
6. The Department will work cooperatively with the Parole and Probation Departments and with other State and Federal agencies as situations arise which warrant joint or combined operations.
7. The Department will participate in the countywide Critical Incident Investigative Team to oversee the investigations of officer-involved shootings and other crisis incidents involving law enforcement personnel.

Goal Five – Maintain Order in the Community

Non-crime calls help police effectiveness in dealing with crime in several ways. Police intervention can diffuse potentially violent situations and prevent them from escalating into criminal violence. Non-crime calls give officers broader exposure to the community that results in the officers having more information that may help them solve crimes, and the latent coercive power of the police can help steer potential lawbreakers into law-abiding behavior. Effective responses to non-crime calls can help the police build greater credibility with the public, which will help the Department address issues raised in the Citizen Satisfaction Survey conducted by the City in 2010.

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

Performance Strategies:

1. The Department will fill every available seat in the on-going 40-hour Crisis Intervention Training courses with personnel who have not been certified in the course until 100% of the sworn officers are certified.
2. The Department will provide mobile field force (riot control) training to all officers during in-service classes bi-annually.
3. The Department will provide refresher training on First Amendment rights to all officers annually.

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

Performance Strategies:

1. The Patrol Division will continue to respond to calls to “stand-by to prevent a disturbance” as a regular call for service.
2. The Department will provide order maintenance service at the annual Columbus Day event, contentious political events, and other similar protested events in adequate numbers to ensure the protection and safety of all who engage in the exercise of their First Amendment Rights.
3. The Department will utilize the services of the Human Relations Commission when appropriate to help maintain order in the community.
4. The Department will provide traffic direction and crowd control as needed for all authorized parades on City streets.

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

Performance Strategies:

1. The Department will staff a Code Enforcement Unit to enforce code violations pertaining to weeds, abandoned vehicles, trash, and other

- nuisance violations, and will engage in abatement actions for violations not addressed by the responsible parties.
2. The Department will staff a Parking Enforcement Unit to actively patrol the community to enforce parking violations.
 3. The Department will enlist and support a Citizens' Volunteer Handicap Parking Enforcement Unit.
 4. Patrol Division Officers will respond to calls regarding abandoned vehicles not addressed by the Code Enforcement and Parking Enforcement Units and will be responsible to initiate enforcement activities regarding such violations occurring in their assigned beats.
 5. The Department will work with the Pueblo City Schools Administration in the assignment of School Resource Officers to the District's middle schools and high schools. SRO's that are assigned will have the responsibility to help the school staff maintain order in the schools and adjacent surrounding areas.

Goal Six – Professional Delivery of Services

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

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

Performance Strategies:

1. The Department will incorporate the philosophy of Community Oriented Policing as the foundational methodology for the delivery of police services.
2. The Department will perform welfare checks and will deliver emergency messages as routine calls for service.
3. The Department will engage in activities to support the Special Olympics Program, such as the Torch Run and Tip-A-Cop events.
4. The Department will provide tours of the Pueblo Municipal Justice Center to interested citizens and groups.
5. The Department will allow public use of the Community Room in the Pueblo Municipal Justice Center for legitimate use as approved by the Chief of Police.
6. The Department will engage in public relations activities as resources allow, to foster good relations with the community.

Goal Seven - Maximize Resource Acquisition and Utilize Resources Effectively and Efficiently

Acquiring adequate resources is a challenging task in light of limited financial revenues. Pursuing opportunities for grants and other means of resource

acquisition are imperative. Likewise, the wise and effective use of resources is required to properly equip officers and employees for their own safety and wellbeing, and maximizes the ability of the Department to provide the best possible service to the community.

Objective One – The Department will search for grants and other opportunities for equipment, funds, and resources.

Performance Strategies:

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

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

Performance Strategies:

1. The Department will assign a designated number of detectives to participate fulltime with the U.S. Drug Enforcement Administration Task Force over the next five years and will receive the maximum overtime reimbursement allowed by the DEA while sharing proportionally in federally forfeited seized assets.
2. The Department will assign a designated number of detectives to participate part-time with the U.S. Bureau of Alcohol, Tobacco, and Firearms Safe Streets Task Force over the next five years and will receive the maximum overtime reimbursement allowed by the ATF while sharing proportionally in federally forfeited seized assets

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

Performance Strategies:

1. The Department will apply for a minimum of 15 new cruisers and 5 unmarked cars every year during the budget process to maintain an adequate fleet of vehicles.
2. The Department will apply annually for available Bulletproof Vest Program (BVP) funds. The Department provides all sworn officers with body armor and strives to replace all body armor at the recommended replacement interval (currently body armor is certified with a 5-year lifespan).
3. The Department will apply for new computers every year during the budget process to maintain an adequate rotation of computers based upon life-cycle projections provided by the Information Technology Department.
4. The Department will conduct an inventory of equipment as necessary to project on-going needs for replacement. The audit will include training equipment, office furniture, ammunition and weaponry, and police radios.
5. The Department will conduct a review annually of capital needs items to include special purpose vehicles and equipment (SWAT Truck, Bomb Truck, Command Post, etc.) as part of the annual budgeted process.

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

Performance Strategies:

1. Overtime costs will be monitored for each Division and Patrol Watch and will be factored into staffing deployments to minimize overtime expenses related to staffing shortages.
2. Sick leave use will be monitored and those employees exhibiting excessive use of sick leave will be counseled and/or required to provide a medical certificate for each instance of reporting off sick as outlined in the collective bargaining agreements.
3. The staffing costs for special events, such as parade permits, Honor Guard duties, Mounted Patrol, etc. will be factored into the decision-making by supervisors or commanders as to whether to engage in such events on a per case basis.

Objective Five – The Department will adopt policies and procedures designed to limit liability and to frugally manage resources.

Performance Strategies:

1. The Department will achieve re-accreditation every five years through the Colorado Association of Chiefs of Police.
2. The Department has adopted an enhanced alarm response policy for intrusion alarms, requiring two attempts to contact the client for verification before notifying the police, as a method of reducing responses to false alarms.
3. The Department will continue to maintain a restrictive vehicle pursuit policy that is compliant with the recommendations of the Colorado Intergovernmental Risk Sharing Agency (CIRSA).
4. The Department will explore the feasibility of establishing a City operated impound lot to minimize exposure for improper towing and storage fees for vehicles handled by private operators on behalf of the Department, and to better serve the public.
5. The Department will provide police reports to the District Attorney's Office electronically to eliminate the costs involved with the provision of hard copy documents.
6. The Department will utilize an automated vehicle location system to monitor the location and operation of marked vehicles in order to dispatch the nearest units to priority calls.
7. The Department will ensure a high level of organizational discipline by placing an emphasis on individual self-discipline, responsibility, and accountability.
8. The Department will oversee all Officer involved traffic accidents in order to achieve a 40% reduction in such accidents.
9. The Department will oversee Workers Compensation injuries for all employees in order to achieve a 20% reduction in sustained injuries.
10. The Department will ensure that all personnel are wearing seat belts whenever they are engaged in driving a city vehicle.