

# Colorado Springs Police Department

## Strategic Plan, 2018-2020

**GOAL 1: IMPROVE PUBLIC SAFETY**

**GOAL 2: SERVE THE COMMUNITY**

**GOAL 3: EXCEL IN POLICE SERVICES**

**Capital improvement projects**

- New Sand Creek substation
- New Firing Range
- Evidence and impound facilities

**GOAL 1: IMPROVE PUBLIC SAFETY**

Strategies	Strategy Leaders
1.1 Implement proximity based dispatching.	Patrol Commanders, Communications
1.2 Proactively address prolific criminals and crime patterns.	Patrol Commanders, Investigations Division Commander, Specialized Enforcement Division Commander, Metro Vice, Narcotics, and Intelligence Division Commander
1.3 Engage in crime prevention efforts.	Patrol Commanders
1.4 Reduce turnaround time on forensic analyses and reduce backlog in the lab.	Investigations Division Commander
1.5 Improve response to gun crimes.	Investigations Division Commander  Metro Vice, Narcotics, and Intelligence Commander
1.6 Improve investigative strategies in crimes of domestic violence.	Commander Whittington, Commander Edmondson
1.7 Implement Adult Sexual Assault Response Team.	Investigations Division Commander
1.8 Assess and improve response to runaways.	Metro Vice, Narcotics, and Intelligence Division Commander  Patrol Commanders

1.9 Implement proactive and enforcement strategies to improve traffic safety.	Patrol Commanders, Specialized Enforcement Division Commander
1.10 Use best practice strategies in illegal narcotics investigations.	Metro Vice, Narcotics, and Intelligence Division Commander
1.11 Develop and implement staffing plans that support current and future operational needs.	Human Resources Administrator Financial Services Administrator

**GOAL 2: SERVE THE COMMUNITY**

<b>Strategies</b>	<b>Strategy Leaders</b>
2.1 Continually improve relationship with the public through community relations and community policing efforts.	All Command Staff
2.2 Be responsive to the needs of crime victims.	All Command Staff
2.3 Implement the strategic goals of the Community Advancing Public Safety volunteer program.	CAPS Administrator
2.4 Use digital platforms to improve communication with the community.	Professional Standards Commander
2.5 Implement recommendations from the Illumination Project.	Commander Vasquez
2.6 Build relationship with Police Foundation of Colorado Springs by providing department needs with appropriate frequency.	Management Services Commander
2.7 Provide excellent customer service.	All Command Staff
2.8 Partner with other agencies to improve the community response to persons with serious mental illness and/or substance abuse disorders.	Commander Whittington, Commander Edmondson
2.9 Continue to evaluate and incorporate best practices in police use of force in policy, procedure, and training.	Deputy Chief Smith

**GOAL 3: EXCEL IN POLICE SERVICES**

<b>Strategies</b>	<b>Strategy Leaders</b>
3.1 Provide formal training to encourage exemplary leadership.	Management Services Commander
3.2 Implement programming to improve employee emotional wellbeing and resilience.	Professional Standards Commander
3.5 Improve false alarm program.	Commander Olszewski
3.6 Expand role and improve training of Community Service Officers.	Commander Whittington
3.7 Continually improve operational efficiency and effectiveness.	All Command Staff
3.8 Complete a thorough assessment of policies and procedures, and implement an ongoing review and training process for policies and procedures.	Professional Standards Commander
3.9 Assess the Early Intervention Program and make recommendations for improvement.	Professional Standards Commander
3.10 Leverage technology to improve police services and customer service.	Management Services Commander
3.11 Provide training and testing focused on high risk and liability areas.	Commander Vasquez, Commander Strossner
3.12 Evaluate and increase capacity in the evidence and impound functions.	Professional Standards Commander
3.13 Evaluate the performance evaluation process for opportunities to reduce department's risk and liability.	Commander Jensen Human Resources Administrator

**Department performance measures**

Each employee has performance goals and core competencies on which the employee is evaluated in the performance evaluation process. In addition, the department has performance measures, listed below.

Violent crime rate lower than national average	Property crime rate lower than national average	Reduced answer and response time to emergency (priority 1 & 2) calls for service
Reduced answer and response time to non-emergency calls for service	Reduced rate of injury and fatal traffic accidents	Clearance rate higher than national average
Number of crime victims served by advocates, % served within 72 hours	Number of arrests for DUI/DUID & reduction in DUI/DUID involved crashes	Increased public trust, feelings of safety, and satisfaction as measured by surveys of citizens
Reduction in traffic accidents with serious injury or death in areas covered by photo red light cameras	Reduction in turnaround time and backlog related to forensic analyses	Increase in citizen engagement with digital platforms
Increase in employees' knowledge of wellness resources and willingness to use or refer others to those resources	Percentage of domestic violence and adult sexual assault calls for service that result in a case report and/or an arrest	Number of sustained citizen complaints by topic (e.g. courtesy)
Increased arrest warrant enforcement	Number of citizen generated calls for police service per 1,000 citizens	Number of officer initiated proactive activities
Increased minority representation among employees	Increased staffing to achieve goals	Reduced number or time spent on false alarm responses.
Reduction in gun-related crimes	Annual review of pursuits	Annual review of use of force
Annual review of criminal intelligence procedures	Annual review of bias based policing complaints and/or concerns	Annual evaluation of Early Intervention Program
Annual review of policy and training needs related to active threats	Annual administrative review of temporary detention areas and procedures	100% compliance with annual training requirements established by POST, state law, and CALEA LE1 standards.