

STRATEGIC PLAN AND VARIANCE REPORT

EL PASO COUNTY SHERIFF'S OFFICE

- SHERIFF JOSEPH J. ROYBAL -

2023 - 2026



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ABOUT



EL PASO COUNTY SHERIFF'S OFFICE

The El Paso County Sheriff's Office was created in 1861, when El Paso County was formed as one of the 17 counties in the new Colorado Territory. Sheriff R. Scott Kelley was appointed Sheriff; the first of 29 men to hold that title over the next 150+ years and laid the foundation for an Office which sets the national standard in providing the best possible service to the citizens. El Paso County is 2,130 square miles and has a population which exceeds 740K. Our 541 sworn and 313 professional staff employees are our greatest asset and ensure our mission is carried out each and every day.

SHERIFF JOSEPH ROYBAL



Sheriff Joseph Roybal began his career with the El Paso County Sheriff's Office in October 1995. His early assignments within the Detention Bureau included serving as a Deputy in the Security Division, member of the Special Response Team, and Court and Transport Deputy at the El Paso County Courthouse.

In April of 2010, he was promoted to the rank of Sergeant, and had the privilege to serve in various capacities within the Office. As a Sergeant, he served as supervisor in the Security Division, Internal Affairs Investigator, Public Information Officer, Legislative Liaison, and oversaw the Concealed Handgun Program.

Sheriff Roybal was promoted to lieutenant in March of 2014, and returned to familiar assignments in Internal Affairs, the Court and Transport Section, and as the Special Response Team Leader. As lieutenant, he was given the opportunity to expand his experience and served the community as a member of Metro Vice, Narcotics, and Intelligence (VNI). While serving in VNI, he was responsible for a Street Impact Team, a Drug Enforcement Agency (DEA) Team, and Marijuana Regulatory efforts.

Sheriff Roybal takes pride in his service to the Pikes Peak region. He has served on various community boards and committees within the area. These include: El Cinco De Mayo Inc, Community Corrections Board, Healthy Engaged and Living Sober (H.E.A.L.S.) Court member, and School District 49 Woodmen Hills Elementary School Safety Committee. The Sheriff has volunteered as a youth football coach for decades and mentored young people identified as needing assistance and intervention.

Additionally, Sheriff Roybal is a proud graduate of the 278th session of the FBI National Academy.

Sheriff Roybal has been married to his wife, Melissa, for over 23 years. They have five children and five grandchildren. He was born and raised in Colorado Springs and is a Palmer High School graduate. El Paso County is home to Sheriff Roybal, and he considers it the honor of his lifetime to serve as the 29th Sheriff of El Paso County.

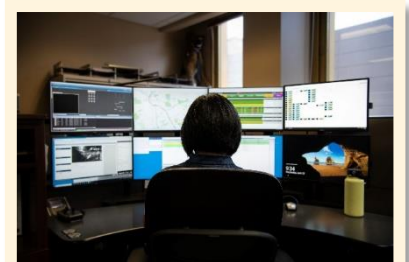
WHAT IS IT?

A STRATEGIC PLAN IS . . .

Our law enforcement strategic plan sets the pillars which encapsulate the agency's core values, identifies strategic objectives, and establishes the strategies and initiatives necessary to fulfill its mission. It enables agency leaders to align resources, personnel, and technology to address community needs and enhance public safety.

A well-developed strategic plan in law enforcement fosters collaboration and coordination among different units and agencies, promotes data-driven decision-making, and supports proactive crime prevention and community engagement efforts.

Moreover, it serves as a means of accountability and transparency, enabling agencies to track progress, evaluate performance, and communicate their objectives and achievements to the public they serve.



STRATEGIC PILLARS

We are thrilled to share with you our four simple, yet powerful, strategic pillars which drive our agency's strategic plan. These pillars are the guiding principles that shape our vision, strategy, and daily operations. We believe it is important to communicate these pillars to you, as they demonstrate our commitment to providing exceptional services and creating a positive impact.

These four strategic pillars serve as the compass that guides our actions and decisions. We believe by aligning ourselves with these principles, we can better serve you and achieve shared success. Our commitment to these pillars is unwavering, and we are dedicated to continuously improving and adapting to meet evolving needs of the community.



Community Trust

Increase community trust through improved communications and transparency



1.1

Foster community partnerships and outreach

1.2

Proactive internal and external communication, and highlights of the positive results of community coalitions

1.3

Build and strengthen community coalitions across government, academia, business and non-profits to develop strategies to lessen the occurrence and impact of community degrading social issues to include behavioral health, fentanyl abuse, traffic fatalities, violent crime, suicide, and homelessness

REDUCE VICTIMS

Reduce Victims

Reduce the number of crime victims in the community

2.1 *Make data driven decisions*

2.2 *Work collaboratively towards the model of Community Mental Health*

2.3 *Maximize the use of JBBS programs*



Quality Service

Improve the quality of service provided to the citizens with a qualified and engaged workforce dedicated to continuous improvement

3.1 *Recruit and retain high quality employees*

3.2 *Actively seek feedback and apply it toward continual improvements*

3.3 *Coordinate with partner agencies to provide efficient and effective services to the community*



LEGISLATION

Legislation

Proactively support responsible legislation and work to combat legislation which is bad for public safety and contrary to a healthy and safe community

4.1

Actively monitor proposed legislation and analyze for potential impacts

4.2

Take a proactive role in speaking out for responsible legislation that enhances safety and against legislation that is contrary to a safe community

4.3

Take a proactive role in the introduction and authoring of responsible community safety focused legislation

4.4

Gather and provide data regarding the impacts of public safety related legislation and proposed legislation



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HONESTY

LOYALTY

UNITY

SHERIFF / UNDERSHERIFF



Community Trust

Increase community trust through improved communications and transparency



COMMUNITY AFFAIRS AND RESEARCH

1.1 Meet with local groups representative of community demographics.

2023

- Members of our Office participated in community events including the Juneteenth Prayer Breakfast with NAACP, Gleneagle Women's Club, Latino Community Luncheons, and Special Olympics 2023 Hall of Fame Luncheon. Many of these efforts were coordinated and attended by members of the Community Affairs and Research (CAR) Section.

Arrange, track and coordinate resources for community events to ensure we continue to stay actively engaged with the community.

2023

- For events, both internally and externally, the CAR Section tracked, coordinated with divisions and units, executed, and often participated in over 200 events.

1.2 Collect and analyze statistics to allow for predictive and proactive approach to addressing issues within the community.

2023

- The CAR Section documented the deployment and success rates of Narcan usage within the El Paso County Jail and our patrol units.
- Compiled multiple patrol and traffic statistics which were utilized in Crimestoppers and Townhall meetings and by the Crime Prevention Coordinator for Neighborhood Watch events.

Community Trust

Increase community trust through improved communications and transparency



Continue to use social media to highlight the work our Office does in an effort to keep the community informed.

2023

- Facebook Insight statistics indicated our Facebook reach increased from 1.4 million to 1.7 million, a 21% increase from 2022.
- Numerous social media posts were published with varying content such as fire warnings, legislative updates, community engagement events, missing persons, speed enforcement, and more.

Create digital media, and post on social media highlighting areas of concerns as well as providing information to raise the community's awareness on events such as fire prevention, leading causes of traffic fatalities, fentanyl abuse, as well as highlighting available resources.

2023

- Multiple informative social media posts and press releases were published informing our community of fire dangers, traffic enforcement, legislation and their effects, scams and frauds, safety tips, drug take-back events, and many more.

1.3 To continue our active role in participating in the El Paso County Public Health Opioid meetings.

2023

- Throughout the year, our Office participated in monthly shareholder Public Health & Safety meetings and presented funding requests for Jail Based Behavioral health Services (JBBS) and D.A.R.E. initiatives.

Community Trust

Increase community trust through improved communications and transparency



FISCAL AND COMPLIANCE SERVICES

1.2 The Fiscal and Compliance Section will maintain open and transparent communications with County Finance, County Procurement, and all vendors. We build trust by transparently publishing data on our budget and infrastructure with such presentations as tot as to the Citizen's Outreach Group (COG), Annual Report and via BOCC appearances.

2023

- Fiscal & Compliance worked with the CAR Section and has completed their portion of the Annual Report and COG Presentation.
- Fiscal & Compliance meets with County Procurement twice a month for the status on projects.
- Fiscal & Compliance meets with County Finance quarterly, provides monthly variance reports and works with the Office through the year on critical needs.
- Fiscal & Compliance works with the County on BOCC Agenda items to recognize all grants, donations, and major purchases.

1.3 To continue our active role in participating in the Public Health Opioid meetings.

2023

- Fiscal & Compliance works closely with the JBBS grants on funding issues related to behavioral health and fentanyl abuse. This includes working in concert with the Contract Analyst and Inmate Medical Provider. Our focus is providing behavioral health care to incarcerated citizens where needed while acquiring available funding.

Community Trust

Increase community trust through improved communications and transparency



INTERNAL AFFAIRS

1.2 Ensure the employee complaint and compliment forms are up to date and easily accessible to members of the community.

2023

- The current complaint form is available in both English and Spanish through the Office web page at Internal Affairs Unit | El Paso County Sheriff (epcsheriffsoffice.com)
- The IA telephone number and email address are easily accessible through the Office web page at Internal Affairs Unit | El Paso County Sheriff (epcsheriffsoffice.com)
- Instructions on filing a complaint are on the website, along with information on filing both state and federal civil rights complaints.

Collaborate with Community Affairs and Research Section to post employee compliments received from community members on the external website.

2023

- The email and instructions to compliment an employee are at Internal Affairs Unit | El Paso County Sheriff (epcsheriffsoffice.com)

COMMUNITY AFFAIRS AND RESEARCH

2.1 Collect and analyze statistics to allow for predictive and proactive approaches to addressing crime-related issues within the community. This will allow for a more productive allocation of Office resources.

2023

- The CAR Section's Research Analyst is working with members of our Patrol Division to collect statistics and members of our Transport Unit for extraditions, to provide valuable data to the Sheriff and Command Staff as needed.

Reduce Victims

Reduce the number of crime victims in the community



FISCAL AND COMPLIANCE

Reduce Victims

Reduce the number of crime victims in the community

2.3 Jail Based Behavioral Services Section (JBBS) addresses behavioral health needs in the jail. The Fiscal & Compliance section will ensure all supplies, equipment and services are processed in a timely manner to correspond with the grant cycle. The section will also provide feedback on ways to improve spending and increase the health and safety of the inmates involved in the JBBS program.

2023

- Fiscal & Compliance is in constant communications with JBBS on ensuring all supplies, equipment, and services are being acquired.

Grant Coordinator will continue to be in communication with the JBBS Program Manager on the financial status of the grant. The Contract Analyst will continue to assist with procurement of items and services needed to facilitate the grant's mission.

2023

- The Contract Analyst ensures all procurement guidelines are followed while being respectful of the timelines of the grant.
- The Grant Coordinator works closely with the Program Manager to ensure deadlines are met for the grants.
- The Grand Coordinator completes all financial reporting to include personnel for this grant.



Quality Service

Improve the quality of service provided to the citizens with a qualified and engaged workforce dedicated to continuous improvement

COMMUNITY AFFAIRS AND RESEARCH

3.1 Redesign the current web page to better highlight recruiting initiatives.

2023

- Several revisions were implemented to the current website to improve functionality within the confines of the current design.
- The process of designing a new website was started and with realistic target completion in 2024. Part of the design process incorporates more provisions to accommodate the members of our community who have disabilities.

Develop a recruiting video to highlight our Office and what it has to offer potential candidates.

2023

- Recruited talent to assist with photography and the creation of videos.
- Through the year a multitude of video clips and photos were collected in preparation for a recruiting video. In the interim videos were created, highlighting areas such as our citizens' academy which led to some of the participants joining our Office. Additionally, videos were created showing our community involvement to encourage applicants to select our Office.

Update recruiting materials with more of a focus on today's market.

2023

- Digital assets and documents were created for recruiting with an emphasis on visual appeal, quick concise information, and usage of QR Codes.



Quality Service

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3.2 Research adding better search functions to the external website allowing for the community to find answers to the questions they may have. This will allow for the community to provide feedback more efficiently.

2023

- Several forms on the website were revised and, in some instances, replaced with a different process for communication.
- A design for the new external website was drafted which incorporates more functionality.

3.3 Continue to maintain developed partnerships with agencies through periodic meetings with respective Public Information Officers (PIOs) and members of those agencies.

2023

- Strong partnerships were forged with our surrounding agencies through continued communications, introductions, collaborations, and meetings. This will benefit our community through better interagency communication when an event occurs which would impact multiple areas.



Quality Service

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FISCAL AND COMPLIANCE

3.1 The Fiscal and Compliance Section will actively seek training to improve operational, financial and grant education for staff.

2023

- Fiscal & Compliance completed Federal Grant Reporting Training.
- Contract Analyst completed ACA and NCCHC Training for continued understanding of accreditation requirements. The Contract Analyst confirms with the contractors that they understand the services they are to provide and that they are reporting on these services in a timely manner.
- Fiscal & Compliance Manager and Budget & Finance Supervisor completed FBI LEEDA training to improve overall leadership in the section.

3.2 The Fiscal and Compliance Section will work with other County departments and Sheriff's Office sections in a collaborative manner in order to continually improve our services.

2023

- County Finance is currently evaluating the County Accounting system. They have reached out to EPSO to provide feedback and participate in sharing what our duties are and what is needed for an improved process. This has entailed the sharing of processes and the testing of modules throughout the year.
- County Procurement is in the process of going out for bid for a Credit Card provider. One of our members is on the Evaluation Board. Input was given regarding required services, and desired amenities for improved services.



Quality Service

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Fiscal and Compliance will provide division commanders with an annual review of recurring historical purchases and fleet breakdowns to assist with budgeting and planning for priority purchases and annual expenditures.

2023

- Fiscal & Compliance met with all commanders prior to the end of the year to review their next year's budget and address any special needs.
- Fiscal & Compliance provides commanders with a Budget Overview monthly to offer them a status on their budgets. Updated Expenditure Summaries are also accessible to leadership on a monthly basis.
- Fiscal & Compliance also provides overtime information after each payroll, so leadership can monitor staffing issues.



Quality Service

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INTERNAL AFFAIRS

3.1 Provide initial and ongoing training on Internal Affairs (IA) and the discipline process to the employees of the Office.

2023

- Conducted approximately 30 New Hire Orientation sessions in 2023.
- Conducted approximately 20 IA related trainings with recruit academies, new supervisor training or supervisor in-service.

Provide relevant summarized statistical data to the executive staff on an annual basis which shows those events which led to employee terminations and the associated behaviors or misconduct.

2023

- Provided quarterly statistics on all sustained internal investigations.

3.3 Maintain quality working relationships with regional partner agencies and their respective internal investigative bodies to ensure appropriate information sharing.

2023

- Conducted meet and greets is Colorado Springs Police Department (CSPD) IA, especially during those times when personnel changes have occurred.
- IA Lieutenant met and spoke regularly with CSPD Investigations Lieutenant.
- IA Lieutenant met and spoke regularly with CSPD IA Lieutenant.
- IA Lieutenant assisted the a nearby sister agency for an investigation.
- IA assisted Custer County Sheriff's Office with an investigation.

LEGISLATION

Legislation

Proactively support responsible legislation and work to combat legislation which is bad for public safety and contrary to a healthy and safe community

COMMUNITY AFFAIRS AND RESEARCH

4.1 Actively monitor proposed legislation and participate in key stakeholder meetings.

2023

- Attended stakeholder meetings to discuss current policies and possible amendments.
- Provided daily updated to Command Staff regarding the status, concerns, and actions with pending or implemented legislation.

Interact with Command Staff to keep them apprised of potential issues as well as solicit their feedback.

2023

- Worked with Command Staff to organize expert testimony or input during hearings and stakeholder meetings.
- Provided in-depth weekly legislative update to staff, both professional and sworn.

Use social media and press to bring awareness to legislation.

2023

- Informed members of the public of upcoming legislation or testimony that members of our Office provided.
- Engaged local media and provided content and on-camera interviews.



LEGISLATION

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4.2 Provide feedback to key legislators on proposed legislation, demonstrate the harm or good of legislation by providing examples from real life situations our office has faced.

2023

- Opened and maintained direct channels of communication with legislators during hearings, meetings, and votes, allowing for a clear and concise flow of information.
- Delivered timely and insightful information to legislators, offering reasons to either oppose, support or amend crucial public safety legislation.

Schedule and prepare sworn and professional staff to testify at the capitol or during key stakeholder meetings.

2023

- Provided subject matter experts to deliver real-life examples and expert testimony either in support of or in opposition to various legislation.
- Actively participated in shareholders meetings and bill signings.

Advocate with legislators to sponsor legislation that addresses public safety needs in our community and the El Paso County Jail.

2023

- Collaborated with legislators to ensure HB 23-1286 (Jinx's bill) passed, ensuring additional protection for all law enforcement K9s.
- Utilized reporting systems to demonstrate the need or identify issues related to jail-focused legislation.



LEGISLATION

Legislation

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Host local delegation every two years for an interactive meeting with our office. Highlight a variety of areas of our Office.

2023

- Engaged the bipartisan, bicameral El Paso County delegation for a pre-legislative meeting to discuss collaborative opportunities and concerns regarding public safety in El Paso County.
- Hosted legislators and elected officials for tours of the El Paso County Jail, and patrol ride-alongs.

Create strong relationships with House and Senate leadership at the local and federal levels to provide for transparent, productive conversations and collaboration between the El Paso County Sheriff's Office and government.

2023

- Attended town halls, trainings, and met with local legislators to discuss areas of concern or interest.
- Coordinated feedback and engaged in productive, public safety-driven conversations with elected officials across the state of Colorado.

4.3 Provide summary legislative brief to Command Staff after session has ended.

2023

- Summarized bill text and provided insight into policy adjustments and changes.
- Engaged Command Staff in internal communications regarding legislative updates. This allowed them to stay apprised of legislative changes and forecast potential needs.



LEGISLATION

Legislation

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Work with key members of the Office to alert staff to possible policy changes.

2023

- Provided information regarding changes to statutes or policy to appropriate members of staff for dissemination.

4.4 Remain engaged in legislative process during off season, planning for future legislative changes.

2023

- Scheduled and hosted off-season meetings with legislators, community members and EPSO staff.
- Proposed revisions to statutes and the creation of new legislation to align with the EPSO Strategic Plan.

Engage the research analyst to solicit data from the different sources within the Office such as the crime analysts.

2023

- Gathered and utilized targeted statistics and demographics to illustrate a need or an area in public safety warranting deeper exploration.



LEGISLATION

Legislation

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FISCAL AND COMPLIANCE

4.1 Fiscal and Compliance will stay apprised of proposed legislation that may have potential impacts on the budget and will assess the legislation for needed preparations and possible impacts.

2023

- Fiscal & Compliance stays apprised of the potential impact of proposed legislation with regular updates from CAR posting throughout the Legislative term and through regularly scheduled meetings with Command Staff and other stakeholders during our project meetings.
- Fiscal & Compliance has worked with stakeholders while composing our critical needs list, especially regarding SB 20-217 and HB21-1211. SB 20-217 deals with the increase in Body Worn Camera (BWC) records and releases. This has affected staffing and equipment needs. In fact, EPSO went out to bid for a new BWC Contract. A new vendor went through the County procurement process and was chosen. Also, HB21-1211 lengthens the time out for incarcerated citizens. This bill has a great effect on staffing needed to ensure compliance.

4.4 The Fiscal and Compliance Section will work with other County departments and Sheriff's Office sections in a collaborative manner in order to continually improve our services.

2023

- Fiscal & Compliance has attended joint training with County Finance on Policy and Procedure issues.
- Fiscal & Compliance has worked with County Human Resources (HR) to work more collaboratively regarding personnel movement and position control.
- Fiscal & Compliance worked with County on the Aged Payable (AP) Paperless Process giving feedback and testing the procedure before it went live.
- To ensure continued and improved services, Fiscal & Compliance has been on evaluation boards with County Finance and County Procurement for new vendors.
- The Contract Analyst received training on reporting from our medical vendor to ensure consistency and accuracy in reporting on areas in which penalties can be assessed.



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Fiscal and Compliance will provide financial data as requested to showcase the impacts of proposed legislation through research of current and historical data.

2023

- Fiscal & Compliance worked with other Sheriff's Office units and County Budget on the Fee Assessment Project. Current and historical information was provided to do a cost analysis on services provided by the Office and the cost recovery associated with the fees.



LEGISLATION

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INTERNAL AFFAIRS

4.1 Provide feedback on potential legislation and how it may impact agency policy and procedure.

2023

- IA Lieutenant worked closely with EPSO Legislative Liaison to monitor proposed legislation.

4.4 Provide feedback on new legislation and how it impacts agency policy and procedure.

2023

- IA Lieutenant collaborated with county partners to address necessary policy updates driven by legislative changes in the area of employment law.



HONESTY

LOYALTY

UNITY

ADMINISTRATIVE MANAGEMENT BUREAU



ADMINISTRATIVE SERVICES DIVISION

Community Trust

Increase community trust through improved communications and transparency



1.1 The Administrative Services Section Recruiting Team will foster relationships with at least seven out of the 33 current POST Academies in the State of Colorado.

2023

- The Recruiting Sergeant toured the state of Colorado over a two-week period in the Spring of 2023, visiting over 200 students attending 10 Colorado community colleges/university POST Academies.
- The Recruiting Sergeant produced a brief printable slideshow highlighting sworn employment opportunities at EPSO and provided this content to each of these 10 POST Academies to anchor our presence with their faculty and students.

The Administrative Services Section Recruiting Team will develop internal and external strategies to access underrepresented minority groups as identified by our annual Equal Employee Opportunity (EEO) report in the Pikes Peak region and beyond through the EPSO Strategic Recruiting Plan and will provide updates on a yearly basis.

2023

- A female Recruiting Sergeant was brought on board in August 2023. One female sworn member of the Office joined the Ancillary Recruiting team in October 2023. The representation of females within the recruiting team has been helpful in reaching the underrepresented minority group of females in general.
- The Recruiting Sergeant has attended and conducted diverse events to include Latino Community Luncheons powered by the Colorado Springs Hispanic Chamber, Fort Carson's Career Skills Program monthly briefs, job fairs, career days, meet and greets, tours of the El Paso County Jail, an Open House at the Training Facility, and has been a guest speaker at Pikes Peak State College and Fort Carson. These events not only benefit recruiting but build partnerships and trust within the community.

Community Trust

Increase community trust through improved communications and transparency



1.2 The Administrative Services Section will redesign the EPSO Recruiting webpage by the end of year 2023 and update/modify its content on a yearly basis thereafter. Through this medium, the Administrative Services Section will provide consistent updates on open positions, recruiting events, and/or community events.

2023

- The CAR Section reported many compliments and kudos from the public, which have been posted on social media. This will continue to be prioritized and disseminated.

Community Trust

Increase community trust through improved communications and transparency



ADMINISTRATIVE SUPPORT DIVISION

1.2 The Administrative Support Division will provide key functional indicators to include, but not be limited to 911 call volume and answer times, CORA/CCJRA releases statistics, and concealed handgun permit holder statistics.

2023

- During this reporting period, statistical data was provided to the CAR Section for dissemination and use in annual reporting, public presentations, and community education.

The Administrative Support Division will engage technology to provide demographic statistics of law enforcement contacts within the jurisdiction to the Community Affairs and Research Unit for public consumption.

2023

- Throughout the reporting period, Technology Services managed user access to the Citizen Contact application, provided the CAR Section access to the data, and submitted the mandated monthly data files to the State of Colorado.

1.3 The Administrative Support Division will develop partnerships with community institutions with a focus on career exploration, development classes, and job mining opportunities for local student youth.

2023

- In partnership with the 911 Authority, and the Pikes Peak Board of Cooperative Educational Services (BOCES), EPSO has helped BOCES to develop a career exploration program focused on dispatcher career readiness. This test program has launched and is being further developed.

ADMINISTRATIVE SUPPORT DIVISION

2.3 The Administrative Support Division will support JBBS programs by identifying and implementing technology solutions which enhance overall program effectiveness.

2023

- In the reporting period, Technology Services has continued to provide support to JBBS with tablets, new workstations and monitors. In addition, the JBBS team was one of the primary benefactors of the Wi-Fi connectivity enhancement project at the Jail.

Reduce Victims

Reduce the number of crime victims in the community



Quality Service

Improve the quality of service provided to the citizens with a qualified and engaged workforce dedicated to continuous improvement

ADMINISTRATIVE SERVICES DIVISION

3.1 The Administrative Services Division will develop an updated EPSO Strategic Recruiting Plan by June 2023 and Office-wide ancillary recruiting team that will be established and trained by the end of 2023.

2023

- The Ancillary Recruiting Team was established with one sworn employee becoming an official member. We will periodically open the Ancillary Recruiting Team to continue to grow the team in the future. The Human Resources Liaison, Dispatch, Volunteer Coordinator, Armed Security, Training, and the Backgrounds Unit have all attended a recruiting event.
- EPSO Strategic Recruiting Plan SOP AM-02 was created and published.

The Administrative Services Section Recruiting Team will conduct an annual survey in the 4th quarter of each calendar year with sworn and Communications Center employees hired during that calendar year on the effectiveness of hiring practices and recruiting efforts.

2023

- March 2023 a recruiting and hiring survey was completed.
- Comments added by respondents were helpful and changes will be implemented to improve recruiting and hiring practices.



Quality Service

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The Administrative Services Division Training Section will implement the Training Advisory Committee (TAC) by the end of 2023, to actualize and seek continuous improvement on our current and future training development practices.

2023

- The Training Advisory Committee (TAC) was convened in August of 2023.
- The TAC continues with quarterly meetings.
- The TAC decided upon and implemented the 2024 In-Service schedule to include Bureau Specific training.

3.2 The Administrative Services Division will engage with the County's Talent Acquisition Team to enhance the candidate experience when on/off-boarding from the Sheriff's Office and will also provide yearly statistics on off-boarding feedback.

2023

- Onboarding
 - Of the 163 EPSO employees onboarded since 5/5/2023:
 - 89 have completed 100% of their onboarding checklists/tasks
 - Three have completed 0% (position start dates in October 2023)
 - Two have completed 40%-60% (both are just starting)
 - 69 have completed 74%-94% (varying position start dates)
- Offboarding
 - Of the 47 EPSO employees offboarded since 5/5/2023
 - 44 have successfully completed all offboarding checklists/tasks
 - One has completed 60% (currently offboarding)
 - Two have completed 0% (currently offboarding)
 - 14 were Deputy Sheriffs
 - Eight Certified
 - Six Non-certified



Quality Service

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ADMINISTRATIVE SUPPORT DIVISION

3.1 The Administrative Support Division will provide personnel to speak about and assist in the recruiting efforts for professional support staff at recruiting events.

2023

- Communications Center personnel have participated in community recruiting events and school job fairs.
- The Communications Center has coordinated numerous job interest “sit ins” to showcase the job position.

3.2 The Administrative Support Division will maintain ongoing Quality Assurance and Improvement (QAI) through compliance with existing agency accreditations and industry best practices.

2023

- The Communications Center met the rigorous standards to stay in good standing with the International Academy of Emergency Dispatch Accredited Center of Excellence during this reporting period.
- To decrease the time from when a phone call is answered to a resource being dispatched in accordance with NFPA Standards, the Communications Center adjusted when Fire Dispatchers are alerted to a pending call.
- The Communications Center reviewed nearly 100 hours of phone calls each month of this reporting period for QAI.



Quality Service

Improve the quality of service provided to the citizens with a qualified and engaged workforce dedicated to continuous improvement

3.3 The Administrative Support Division will engage in training opportunities and community partnerships to enhance employee effectiveness when communicating with persons in crisis or while providing services to the community.

2023

- The Communications Center continues to develop community partnerships to better serve people in crisis through partnership with the 911 Authority and their programs, such as:
 - During this reporting period, three Communications Center personnel attended the 40-hour Crisis Intervention Training (CIT) and nine personnel attended the 16-hour Applied Suicide Intervention Skills Training (ASIST). Additional classes are scheduled through the next reporting period as well.
 - The Communications Center continued to partner with the 911 Authority to incorporate the ReachWell product into Everbridge. ReachWell will allow for inclusive language services in emergency situations.
- The division was referred by a partner NGO, to law enforcement training opportunities on interactions with persons who have Intellectual/Developmental Disability (IDD).



LEGISLATION

Legislation

Proactively support responsible legislation and work to combat legislation which is bad for public safety and contrary to a healthy and safe community

ADMINISTRATIVE SERVICES DIVISION

4.1 The Administrative Services Division will monitor proposed legislation through the CAR Section to actively identify how such legislation may impact internal processes and service to the community.

2023

- The Accreditation Unit continues to work alongside the CAR Section, monitoring legislation regarding the recommended state jail standards found in HB22-1063 (Concerning creation of a jail standards commission to standardize the operation of Colorado jails, and, in connection therewith, making an appropriation.) and their applicability in HB24-1054 (Concerning Implementation of Jail Standards in Colorado). The Accreditation Unit provided the CAR Section with information that analyzed where the state standards may compliment or conflict with the currently held and maintained accreditations by the El Paso County Sheriff's Office, ACA and NCCHC accreditation efforts.



LEGISLATION

Legislation

Proactively support responsible legislation and work to combat legislation which is bad for public safety and contrary to a healthy and safe community

ADMINISTRATIVE SUPPORT DIVISION

4.1 The Administrative Support Division will monitor proposed legislation through the Community Affairs and Research Section in an effort to actively identify how such legislation may impact internal processes and service to the community.

2023

- The Communications Center participates in the Colorado 911 Legislative Task Force and updates the CAR Section on Legislation that may impact the 911 Industry and the Community.

4.4 The Administrative Support Division will provide data from the Communications Center as needed which shows the impacts of proposed legislation on public safety in the region.

2023

- Division personnel have tracked and supported legislation at the capitol, including HB 24-1016, Defined Personnel for Emergency Telephone Services.





HONESTY

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BUREAU**



DETENTION OPERATIONS DIVISION

Community Trust

Increase community trust through improved communications and transparency



1.1 Utilize JBBS Staff in Intake and Release for improved release care planning and assistance.

Collect and analyze statistics to allow for predictive and proactive approaches to addressing crime-related issues within the community. This will allow for a more productive allocation of Office resources.

2023

- In 2023, JBBS collaborated with Intake and Release to offer care planning services for individuals being released from incarceration.
- While in Intake and Release, March-August: JBBS release planners assisted or attempted to assist 627 clients. Unfortunately, due to the inability to station a case manager, there were no stats captured for the months of September-December.
- 4,402 incarcerated citizens received an initial individualized release plan.
- 2,680 housing applications were submitted.

Work with community partners to create a process to foster in-person connection with the releasing incarcerated population.

This may include mental health treatment providers, special advocate groups (i.e.-Veteran Services), medical providers, and others depending on needs of the incarcerated population.

2023

- In 2023 JBBS provided discharge plans to 4,402 incarcerated citizens. Discharge plans include referrals to community-based programs to assist with mental health services, medication, substance use services, medication assisted treatment, health care, Medicaid benefits, food and clothing, transportation, housing, identification, social security card, birth certificate, employment, education, veteran resources and disability resources.
- JBBS staff have developed relationships with community partners to support incarcerated citizens needing housing support as a crucial step towards relapse prevention. In 2023, case managers submitted 2,680 sober living applications for incarcerated citizens releasing from the jail.
- JBBS case managers made 983 referral to community-based peer support professionals.

DETENTION SECURITY DIVISION

Community Trust

Increase community trust through improved communications and transparency



1.1 Detention Security Division personnel will participate in community events and coordinate with school officials to educate students on the role of law enforcement in their community. This includes participation in events such as Career Day, Recruiting Events, Shop with a Cop, Cops and Bobbers.

2023

- Members of the Security Division participated in Tip-a-Cop, Shop-with-a-Cop, Dream Night at the Zoo and the Fall Community Carnival at Wildflower Elementary School. Leaders within the Security Division continued to be active members of the Problem-Solving Courts Committee and remain diligent in finding ways to use our available resources to support the different agendas of the special courts.
- Members of the Security Division donated food, clothing, toys, services and other resources to Care and Share, Springs Rescue Mission, Toys for Tots, Special Olympics, and Vitalant.
- Members of the Security Division participated in the Leadership Pikes Peak leadership program and the EPSO Citizen's Academy. These entities, along with conducting over 30 tours of the El Paso County Jail, exposing the community to the normal operations of the jail.

Reduce Victims

Reduce the number of crime victims in the community

DETENTION OPERATIONS DIVISION

2.2 Coordinate with local psychiatric providers to deliver professional, appropriate, mental health care within the El Paso County Jail.

2023

- In 2023, JBBS collaborated with the contracted medical provider who is also tasked with psychiatric care.

Collaborate with local psychiatric providers to ensure a shared technology platform for faster, accurate, access to incarcerated population mental health records.

2023

- JBBS worked with community agencies: Diversus Health, Gateway to Success, Forensic Support Navigators and Achieve Whole Recovery to ensure continuation of psychiatric medication post release.
- JBBS works diligently to form professional partnerships with community providers. Because of the relationship formed with community recovery-based programs, JBBS discharge planners are able to provide incarcerated citizens with referrals to many community programs.



Reduce Victims

Reduce the number of crime victims in the community

2.3 Petition State of Colorado for additional funding each fiscal year to expand growth of all programs.

2023

- This has just begun and will likely gain traction in 2024.

Re-introduce Veterans Ward and Reintegration and Recovery model to work in conjunction with existing JBBS Programs and incorporate local partnerships. (Veterans Trauma Court, Mt. Carmel, and other local Veteran's Service Groups)

2023

- In October of 2023, the Veterans Ward reopened at the El Paso County Jail. The program came to fruition with collaboration with El Paso County Courts - Veterans Trauma Court, the VA, Mt. Carmel Veterans Center, the El Paso County Veterans Service Office, and Homefront Military Network.



DETENTION SECURITY DIVISION

2.3 Detention Security personnel will support JBBS staff and programs as they continue to ensure quiet, safe and clean housing units.

2023

- Our Facility Inspector remains vigilant during inspections of the jail complex. Members of the Security Division collaborated with JBBS staff to decrease the number of suicide attempts in the jail initiated from the upper tier of the ward. We installed several Lexan barriers in various wards throughout the jail. Our partnership with JBBS also assisted in the purchase of a new body scanner and drug detection devices. This decreased the amount of contraband entering the jail. JBBS coordinated with the Security Division to replace cell vents and cell windows to eliminate previous ligature anchor points.
- The Programs Manager worked tirelessly to find effective ways and activities to keep our incarcerated citizens active and engaged. The following programs were started in 2023 to assist with this effort: Female Alcoholics Anonymous, Protestant Female Bible Study, Male Alcoholics Anonymous, Simple Scripture, Muslim Peace Program (first Islamic volunteer with EPSO), Puzzle Program, Ward Mural Competitions and Incentive Cart.
- The Programs Manager updated curriculum focused on teaching deputies how to properly manage programs in the ward. During the Basic Law Enforcement Academy, deputies were taught the Code of Conduct and other information from the Inmate Handbook. Five classes were taught to the different Recruit Academies.

Reduce Victims

Reduce the number of crime victims in the community



Deputies will receive the required training to enable them to teach the associated curriculum and manage wards appropriately.

2023

- Five deputies from the Security Division completed the Crisis Intervention Training Course. This enabled better communication with inmates experiencing a mental health crisis and directly support JBBS, Mental Health, Medical and TRUST within the jail.
- Six deputies participated in a selection process to become instructors in the “Thinking for a Change” (T4C) program. They received specialized training in problem-solving, conflict resolution and other topics which will hopefully decrease the recidivism rate among our inmate population. Fourteen inmates have graduated, 12 are currently enrolled, and seven on the waiting list for this program.

The Veterans Ward and Reintegration and Recovery Ward will be revived in the Jail to address recidivism and provide structure once incarcerated citizens return to the community.

2023

- The Veterans ward reopened in Ward 3G1 in October 2023.



Quality Service

Improve the quality of service provided to the citizens with a qualified and engaged workforce dedicated to continuous improvement

DETENTION OPERATIONS DIVISION

3.1 Evaluate, refine, and improve current internal training programs for Detention Operations Division positions to ensure a better prepared work force, who work with confidence and updated guidance.

2023

- The training program has been revamped for the Detention Operations Division. The training for professional staff, deputies, and sergeants, is tailored more toward skills and knowledge which is crucial for their roles. This approach is more efficient and significantly enhances the overall effectiveness of each position.

Provide additional training opportunities within the Detention Operations Division to improve employee satisfaction.

2023

- After seeking feedback at the Courthouse, the number one training request was for Active-Killer response. Training took place over a weekend and majority of the employees involved were appreciative. This training will continue into 2024.
- Multiple employees have sought out job specific trainings outside of the Office which enhance their existing skills. Much of these trainings have been approved by the chain of command.



Quality Service

Improve the quality of service provided to the citizens with a qualified and engaged workforce dedicated to continuous improvement

Encourage employees to pursue ancillary duties to allow for improved employee satisfaction, broaden engagement, experience, and enhance promotional opportunities.

2023

- Employees have been encouraged to sign up for ancillary duties. In review of the current list of employees and their responsibilities, it is apparent majority of them have taken the initiative to sign up and have at least one ancillary unit duty.

3.3 Coordinate with Pre-Trial Services and the Criminal Justice Coordinating Council (CJCC) to bring Behavioral Health Steering Committee meetings to Sheriff's Office facilities to leverage community partnerships associated to behavioral health issues.

2023

- Due to circumstances beyond our control, the Behavioral Health Steering Committee was not stood back up as anticipated, however with the change of commander this will be researched, and progress updates will be communicated to the chain of command.



Quality Service

Improve the quality of service provided to the citizens with a qualified and engaged workforce dedicated to continuous improvement

DETENTION SECURITY DIVISION

3.2 Detention Security Division leadership will continue to enhance and refine the Detention Training Officer (DTO) Program to ensure the program is administered properly, trainers are properly selected and trained, and deputies in the program receive training in accordance with program requirements.

2023

- The current DTO manual was updated and presented to the Detention Bureau leadership for approval. These updates were approved. Sworn members attended several NAFTO sponsored training courses and applied applicable information/processes to the DTO manual and the overall DTO Program.
- A 30-day training program for newly promoted Sergeants assigned to the Security Division was developed.

Provide additional training opportunities within the Detention Operations Division to improve employee satisfaction.

2023

- Recruits scheduled to attend the Basic Law Enforcement Academy were assigned to Inmate classification for a day. Newly assigned Sergeants were assigned to Inmate Classification for several days. Both were exposed to the ADA program, processes and classification systems used by counselors working in the jail.



Quality Service

Improve the quality of service provided to the citizens with a qualified and engaged workforce dedicated to continuous improvement

3.3 Detention Security personnel will meet with representatives from the Colorado Jail Association and American Jail Association at least once a month to ensure the services we provide are effective, efficient, and consistent with industry best practices. These organizations share the same duties, responsibilities, and obligations and allow for collaboration with personnel from other Sheriff Offices throughout Colorado.

2023

- Members of the Security Division have attended the scheduled monthly meetings of the Colorado Jail Association (CJA). Programs/Mailroom team also attended a CJA MailSecur demonstration. Members of the Division frequently communicate via email collaborating and answering a variety of questions that may arise from members of the CJA and the American Jail Association (ACA).



LEGISLATION

Legislation

Proactively support responsible legislation and work to combat legislation which is bad for public safety and contrary to a healthy and safe community

DETENTION OPERATIONS DIVISION

4.1 Engage with the Legislative Liaison as needed and describe impacts to the Detention Operations Division, whether fiscal or operational, of proposed legislation.

2023

- HB 22-1326 – Fentanyl Accountability - JBBS conducted research and ensured we met all requirements of the new law.
- 16-4-102(2)(a)(I) - “Right to Bail” - Court and Transport conducted research and ensured we met all requirements of the new law.
- 16-22-106 – Sex Offender Release Notification - Intake and Release conducted research and ensure we met all requirements of the new law.

4.4 Members of the Jail-Based Behavioral Services Section (JBBS) will maintain records and documentation to assist with all levels of legislative impact on the incarcerated population regarding mental health-related bills.

2023

- This has been ongoing and one bill in particular, HB 22-1326 – Fentanyl Accountability – has been documented.



LEGISLATION

Legislation

Proactively support responsible legislation and work to combat legislation which is bad for public safety and contrary to a healthy and safe community

DETENTION SECURITY DIVISION

4.1 Engage with the Legislative Liaison as needed and describe impacts to the Detention Security Division, whether fiscal or operational, of proposed legislation.

2023

- In collaboration with the Legislative Liaison, members of the Security Division conducted a facility tour with the Board of County Commissioners. They were provided data, statistics and other supporting documents describing the major impacts of the MAT program and HB 21-1211. This included negative impacts to staffing and implications of potential safety and security issues.

4.4 Detention Security personnel will remain proficient in their primary duties and make themselves available to provide testimony to assist in the implementation of effective legislation or revocation of legislation which does not adequately serve our community. Supervisors will ensure the personnel selected for this role are emerging leaders within this profession and their written documentation, personnel file, training file, and performance evaluations validate their selection as subject matter experts.

2023

- Supervisors and other members of the Security Division attended POST mandated training and other advanced training that will ensure they remain proficient in their primary duties. Two detention sergeants attended the Rocky Mountain Leadership Jail Academy. Several supervisors attended various levels of the FBI Law Enforcement Executive Development Association (FBI-LEEDA) course.
- Members of Inmate Classification were instrumental in developing plans for the implementation of HB 21-1211. This included conversations with local judges and magistrates addressing their specific responsibilities concerning the bill. Inmate Classification and other Subject Matter Experts (SMEs) from the Security Division are prepared to provide testimony outlining the challenges faced in implementing the bill.





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INVESTIGATIONS DIVISION

Community Trust

Increase community trust through improved communications and transparency



1.3 Educate community members through community engagement and collaboration with the CAR Section about the dangers of fentanyl and crime trends involving prolific offenders.

2023

- Detectives from Metro Vice, Narcotics, and Intelligence Unit conducted fentanyl awareness training to community groups including High Schools, Community Center's Groups, Parole and Probation, Department of Corrections, and other local law enforcement agencies.

Continue and develop the partnerships with Safe Passage and the Adult Sexual Assault Response Team (ASART).

Community Trust

Increase community trust through improved communications and transparency



2023

- Detectives with the Special Victim's Unit (SVU) are part of the Multidisciplinary Team (MDT) approach which involves:
 - Safe Passage
 - El Paso County District Attorney's Office
 - UCHHealth Forensic Nurse Examiners
 - Kids Crossing
 - Multiple Law Enforcement Agencies in the area
 - Victim Advocates
 - Department of Human Services
- Monthly case autopsies are attended by the SVU.
- SVU Detectives rotate working on site at Safe Passage weekly which helps immediately address any issues that may arise and strengthens our partnership.
- Victims Advocate Program (VAP) continues to partner with Safe Passage, by attending meetings, case studies, and MDTs. VAP advocates and Safe Passage Family Advocates have completed cross-training that has enhanced the collaboration in providing services to minor victims of crime and their families.
- While the grant for ASART through CSPD has been discontinued, all agencies involved agreed on the importance of keeping ASART and the monthly case autopsies. Our SVU team is scheduled to host meetings and present cases.
- VAP has been representing EPSO and brought other partner agencies like Monument Police Department (PD) to participate in ASART.

Community Trust

Increase community trust through improved communications and transparency



LAW ENFORCEMENT OPERATIONS DIVISION

1.2 Collaborate with the CAR Section to populate the external website to provide up-to-date information on fire danger, restrictions, and fuel moisture levels as well as an explanation of the information and how it affects the public.

2023

- The Emergency Services Section is working with the CAR Section to provide information on the external EPSO Website for the public to view regional fire risk levels, current fire restrictions, and red flag day warnings.
- The Emergency Service Section is working with the CAR Section to provide social media and traditional media-based updates when there are changes to the fire restrictions, risk level, and the declaration of red flag days.

1.3 Utilizing data driven information to engage proactive traffic enforcement efforts to increase traffic safety.

2023

- The Traffic Unit utilizes Colorado State Patrol (CSP) Crash Data, Department of Transportation (DOT) road construction data, community concerns to target areas needing specific traffic enforcement areas. This includes proactive enforcement, passive enforcement such as speed trailers, and targeted grant funded enforcement programs such as Click It or Ticket, The Heat Is On DUI enforcement, and the High Visibility Enforcement (HVE) traffic program.
- The Traffic Unit participates in regional Traffic Surge enforcement programs designed to target problem areas in high-risk corridors such as I25, HWY 24, HWY 83 or HWY 115.

Community Trust

Increase community trust through improved communications and transparency



Collaborate with the CSPD Homeless Outreach Team (HOT) and community service providers to improve law enforcement response to homeless concerns and provide dedicated outreach to the homeless community.

2023

- The Office participates in the Continuum of Care Outreach Committee which is a partnership with local law enforcement, code enforcement, fire department, and private social welfare organizations to provide services, outreach, and law enforcement with the homeless populations in the Pikes Peak region.

PATROL DIVISION

Community Trust

Increase community trust through improved communications and transparency

1.1 Identify high crime areas and coordinate community meetings to address concerns and proactive strategies.

2023

- Planning is underway to assist with a community meeting in early 2024; the tentative location has been set for McAuliffe Elementary School in Cimarron Hills. Coordination will continue with Crime Stoppers and our CAR Section.

Implement a schedule for business contacts to conduct walk and talks during normal business hours as staffing allows to foster community partnerships and outreach.

2023

- Premise history with business contacts has been consolidated and broken down by district. A script will be created for deputies for future community meetings and to begin outreach as citizen contacts.



Community Trust

Increase community trust through improved communications and transparency



1.3 Utilizing data driven information to increase proactive traffic enforcement efforts to increase traffic safety.

2023

- The Traffic Unit sergeant participates in multiple shift briefings to disseminate information on high-risk traffic areas.
- Traffic enforcement productivity has increased significantly over last year. A January 2023 to January 2024 comparison demonstrated a 71% increase in stops and a 321% increase in traffic citations within the Division.

Collaborate with community partners and other agencies on the value of co-responder models and continue to highlight our efforts and achievements in this area.

2023

- The BHCON Unit has reestablished relationships with Manitou Springs and Fountain PDs. We continue to be a resource for Palmer Lake PD as they seek to establish their program.

INVESTIGATIONS DIVISION

2.1 Utilize a data driven approach to identify, reduce, and prevent crime in unincorporated El Paso County, the El Paso County Jail, and surrounding jurisdictions.

2023

- The Crime Analyst has started tracking several different property crimes to identify patterns in date/time/location/M.O. Spreadsheets have been distributed to Criminal Investigations Unit (CIU) and property detectives for the following case types:
 - Catalytic converter theft
 - Construction site theft
 - Crypto currency theft
 - Fuel theft
 - Gun theft
 - Motor Vehicle Theft
 - Mail / Package Theft
 - Rental Scams
 - Trailhead Criminal Trespass Auto
- Several media releases have been posted by the Financial Crimes Unit regarding the dangers of depositing cash into cryptocurrency ATM scams. This was done after compiling data showed this crime to on the rise in our community.
- Analyzing data related to mail theft patterns has allowed collaboration with the US Postal Inspector on prolific financial crime offenders.
- (cont. next page)

Reduce Victims

Reduce the number of crime victims in the community



Reduce Victims

Reduce the number
of crime victims
in the community



2.1 Utilize a data driven approach to identify, reduce, and prevent crime in unincorporated El Paso County, the El Paso County Jail, and surrounding jurisdictions.

2023

- The Victim Advocates have been tracking victimization trends to focus the program's efforts on reducing re-victimization by educating victims on short/long-term community resources and participation in their criminal justice process. The program identified the top victimizations and their respective main age groups in El Paso County, and we are working alongside partner agencies and community organizations to reduce the increase in re-victimization by utilizing technology and providing more accessible resources and information to our victims in real time.
- CIU utilizes the Intelligence Led Policing (ILP) model to identify and apprehend prolific offenders. Several cases worked have been multi-jurisdictional.
- CIU and Investigations has, and continues, to investigate the introduction of narcotics as well as other criminal acts in the jail.

LAW ENFORCEMENT OPERATIONS DIVISION

Reduce Victims

Reduce the number of crime victims in the community

2.1 Develop specialized law enforcement strategies centered on Intelligence-led Policing models to include the investigation, arrest, and prosecution of prolific offenders for criminal activity deemed to have significant social harm to the community.

2023

- The Specialized Patrol Unit continues to provide investigation and enforcement involving illegal marijuana grows in the county to include the manufacture and distribution of marijuana and marijuana concentrate.

2.2 Maintain a working group with the 4th Judicial District regarding Extreme Risk Protections Orders (ERPO).

2023

- The Civil Unit as well as Command Staff maintains a close working relationship with the 4th Judicial District to review, vet, and address ERPO issued within El Paso County to ensure they are legal and appropriately served.



Reduce Victims

Reduce the number of crime victims in the community

PATROL DIVISION

2.1 Utilizing Intelligence-Lead Policing (ILP) to identify high crime areas and focus directed patrols and other strategies to mitigate crime in those areas and reduce crime victims.

2023

- Call data volume including time of day and day of the week were incorporated into scheduling of patrol resources. Additionally, call data was utilized to focus district assignments when more than minimum staffing is available.
- All deputies have access to heat maps which depict increases and decreases in various crime types. The maps are easily accessed through the internal website and deputies are encouraged to utilize the information when calls for service levels are low.

2.2 Maintain current MOUs and develop new ones with local service providers and municipalities operating co-responder or BHCON units.

2023

- The Intergovernmental Agreement (IGA) with UCHealth is under review and will be rewritten and signed in 2024 to address several operational changes with UCHealth. Additionally, a HIPPA Business Associate Agreement will be incorporated with the updated IGA.



Quality Service

Improve the quality of service provided to the citizens with a qualified and engaged workforce dedicated to continuous improvement

INVESTIGATIONS DIVISION

3.1 Provide instructional cadre to assist the Training Section, Patrol Division, and outside partners to equip new employees with the highest level of training possible.

2023

- Several detectives and supervisors serve as classroom and skills instructors at the Basic Academy and In-Service training throughout the year. Basic Academy instruction totaled over 100 hours in 2023 and will be higher in 2024. Detectives are also attending patrol briefings to share information and conduct training.
- VAP provided countless hours of Victim Rights-Human Rights-Victim Services-Victims with Disabilities training during our internal P.O.S.T. Academies. VAP staff has also provided specialized training to our many internal office units like the Address Confidentiality Program for Conceal Carry Permit Units about its applicants, Domestic Violence and Sex Assault best practices to partner agencies, and additional training as requested to support other regional agencies.

3.3 Maintain and enhance the relationship with the 4th Judicial District Attorney's Office Organized Crime Unit.

2023

- Detectives from the Metro Vice, Narcotics, and Intelligence Unit are currently working with the attorneys from the Organized Crime Unit to investigate a complete and comprehensive case that probable cause allows for Distribution of Fentanyl resulting in death.
- The Financial Crimes team is working with the DA's Office Organized Crime Unit as it relates to Economic Crime.



Establish and maintain membership with the Colorado Organized Retail Crime Association (CORCA) and Home Builder's Association (HBA) to identify pattern crimes.

Quality Service

Improve the quality of service provided to the citizens with a qualified and engaged workforce dedicated to continuous improvement

2023

- Detectives from the Metro Vice, Narcotics, and Intelligence Unit are currently working with the Attorneys from the Organized Crime Unit to investigate a complete and comprehensive cases that probable cause allows for Distribution of Fentanyl resulting in death. The investigation starts with the initial case work and follow through all the way to sentencing. We have successful prosecutions with sentencing ranging from 18 to 30 years.
- The Financial Crimes team is working with the DA's Office Organized Crime Unit as it relates to Economic Crime.



LAW ENFORCEMENT OPERATIONS DIVISION

Quality Service

Improve the quality of service provided to the citizens with a qualified and engaged workforce dedicated to continuous improvement

3.1 Provide instructional cadre to assist the Training Section, Patrol Division, and outside partners to equip new employees with the highest level of training possible.

2023

- The Specialized Enforcement Unit provides a highly trained and experienced instructional cadre that instructs the Recruit Academy, annual in-service, and regional partners in subjects such as Reality Based Training, firearms proficiency, building searches, Rapid Emergency Deployment, and Tactical Vehicle Intervention.
- The Civil Unit provides instruction to office members, regional partners, and the 4th Judicial District in the requirements to properly serve court orders and operational concerns surrounding the civil process, current state laws, and prioritizing safety
- The Office hosted a nationally recognized hostage negotiation class that brought students from across the region and United States, which provided the Office with seven newly authorized deputies to be lead negotiators during critical incidents.
- The Office hosted a nationally recognized hostage rescue course for Office members and regional partners that provided participants with up-to-date techniques and philosophies in the rescue of hostages.
- The Office continues to host its Regional SWAT School for Office members and outside agency partners to gain basic understanding of tactical techniques and philosophies.



Quality Service

Improve the quality of service provided to the citizens with a qualified and engaged workforce dedicated to continuous improvement

3.3 Remain engaged with regional law enforcement partners in the planning and execution of large-scale events, targeted traffic enforcement campaigns, and other matters of community-wide impact to ensure best possible outcomes through collaboration and resource sharing.

2023

- The Emergency Service Section holds the lead position in the Pikes Peak Regional Incident Management Team which responds to Type-3 critical incidents as well as provides planning and management services for large scale exercises, large scale public events, and some large-scale private events requiring governmental assistance or oversight.
- The Support Service Section works with regional law enforcement agencies to coordinate large scale traffic enforcement efforts and high publicity traffic safety campaigns to include major holidays or events.



PATROL DIVISION

Quality Service

Improve the quality of service provided to the citizens with a qualified and engaged workforce dedicated to continuous improvement

3.1 Provide instructional cadre to assist the Training Section, Patrol Division, and outside partners to equip new employees with the highest level of training possible.

2023

- The Patrol Division has provided a significant number of training hours for both academy classes and in-service training. In 2023, patrol has provided over 450 hours of training in the skills portion of their curriculum. Additional hours will be provided for academic and reality-based training time.

3.3 Partner with Palmer Lake Police Department and Monument Police Department to help establish Mental Health Co-Responder programs.

2023

- We assist Monument PD's co-responder program as they assist EPSO with calls for service on occasion, but they have not specifically worked with the group through UCHealth as of yet.
- Palmer Lake PD's program has been in limbo based on some staffing changes. They are sending two people to the CIT class we are hosting. Those individuals will be the basis of their co-responder program as it gets off the ground.



LEGISLATION

Legislation

Proactively support responsible legislation and work to combat legislation which is bad for public safety and contrary to a healthy and safe community

INVESTIGATIONS DIVISION

4.1 Develop a subject matter expert team to review, critique, propose, and present new legislation.**2023**

- Detectives have provided guidance on some senate bills. A detective has been assisting with legislative changes for false reporting and a sergeant is working with the Legislative Liaison on a bill regarding Civil Forfeiture Reform. He is preparing to testify in support of the bill when the indefinite postponement of the bill is lifted.
- The Financial Crimes Unit joined the Cryptocurrency Coalition and has been attending training to become subject matter experts in Cryptocurrency and related legislation.
- The VAP Supervisor continues her collaboration with the office, LE agency partners, and other stakeholders to learn and provide Subject Matter Expert recommendations on Victims' Rights/Victim Services. The VAP Supervisor has been participating in Subject Matter Expert conversations alongside other stakeholders for victim services regarding the Colorado State Budget / Long Bill on the shortage and fix of VOCA Funds since 2023 along with other important bills.

4.2 Provide testimony by subject matter experts to support the Sheriff's legislative goals.**2023**

- The Investigations Lieutenant testified at a legislative hearing regarding custodial interrogation of juveniles along with other Law Enforcement Agency Chiefs and Sheriffs.



LEGISLATION

Legislation

Proactively support responsible legislation and work to combat legislation which is bad for public safety and contrary to a healthy and safe community

4.4 Through the crime analysts, provide crime-related data as needed to demonstrate the impact of legislation on the Sheriff's Office and public safety.

2023

- Along with the data tracked in Section 2.1, the Crime Analyst provides a monthly and yearly report including time comparison maps for both property and persons crimes showing the areas where crimes are increasing or decreasing. These reports also provide two-year crime trends broken down per month for Robbery, MVT, Burglary and Criminal Trespass Auto. The end of year report has five years of data regarding part 1 crimes and clearance rates that display overall crime statistics for the office.



LEGISLATION

Legislation

Proactively support responsible legislation and work to combat legislation which is bad for public safety and contrary to a healthy and safe community

LAW ENFORCEMENT OPERATIONS DIVISION

4.1 Develop a subject matter expert team to review, critique, propose, and present new legislation.

2023

- Team members from the Division actively participated in the development, proposal, and support of new legislation that allows the Office to better serve the community and reduce victims.
 - Changing criminal statute to allow better enforcement tools with persons refusing to comply with court ordered evictions and removals.
 - Increase in criminal penalties and officer protections for incidents involving the injury or death of Police Working Animals.
 - Opposing legislation that impedes the 2nd Amendment rights of the citizens of El Paso County.
 - Deputies provided review and insight on bills which broadened the investigatory authority of CBI regarding gun crimes.
 - Deputies provided review and insight on bill which would legalize some motorcycle use between lanes of traffic.

LEGISLATION

Legislation

Proactively support responsible legislation and work to combat legislation which is bad for public safety and contrary to a healthy and safe community

4.2 Provide testimony by subject matter experts to support the Sheriff's legislative goals.

2023

- Team members participated in the statewide workgroup formed to determine the scope and validity of HB23-1075 Wildfire Evacuation and Clearance Time Modeling including input on a final recommendation for the State of Colorado to not require designated evacuation modeling software by emergency management across the state.
- Team members assisted with the development of and appeared before the Colorado State Legislature in support of HB23-1286 Increase Penalty Cruelty Police and Service Animals. This bill was signed into law and increased the penalties for crimes against Law Enforcement Animals and was named Jinx Law after an EPSO K9 animal killed in the line of duty.

LEGISLATION

Legislation

Proactively support responsible legislation and work to combat legislation which is bad for public safety and contrary to a healthy and safe community

PATROL DIVISION

4.1 Monitor proposed legislation or changes to legislation related to behavioral health crisis response and involuntary mental health holds that may impact patrol response to individuals with mental illness.

2023

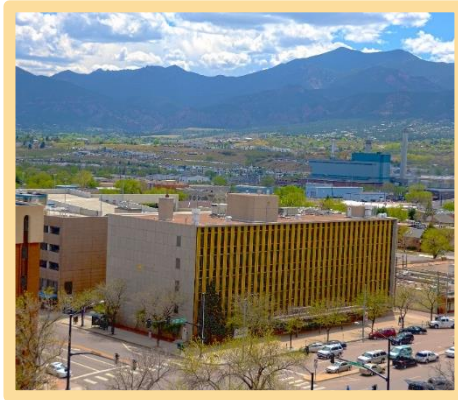
- Legislation during this session is monitored through both our coordination with the Legislative Liaison and individuals coordinating with the Fraternal Order of Police policy committee.

Develop a subject matter expert team to review, critique, propose, and present new legislation.

2023

- Individual members of the division have participated in discussions surrounding specific legislation. However, a specific team has not been developed and will have to be identified for a future legislative session.





OFFICE OF THE SHERIFF

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Colorado Springs, CO 80903
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EL PASO COUNTY JAIL

2739 East Las Vegas Street
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719-390-2000



WILDLAND FIRE MANAGEMENT

3755 Mark Dabling Boulevard
Colorado Springs, CO 80907
719-575-8424





EL PASO COUNTY OFFICE of the SHERIFF

Sheriff Joseph J. Roybal 27 East Vermijo



HONESTY

Our personal and professional behavior will be a model for all to follow. Our actions will match our words. We will have the courage to stand up for our beliefs and do what is right.



LOYALTY

We are loyal to our oath to protect the constitutional rights of those we serve by empowering our employees to make decisions that support the letter and spirit of the law.



UNITY

We have a united commitment to serve our diverse community with fairness, dignity, and equality. We commit to excellence in all we do.

Our vision is to ensure El Paso County remains the safest and most enjoyable place to live and visit in the state of Colorado. We are committed to holding the highest standard for public safety to achieve a county free of crime and public disorder.

THANK YOU

I would like to extend my deepest gratitude to the community for your unwavering support. Your encouragement, trust, and cooperation have been instrumental in our efforts to maintain law and order. Together, we have built a stronger, safer community, and I am incredibly thankful for your continued support.

- Joe



shrcommunity@elpasoco.com

Our mission is to provide the citizens of El Paso County effective and efficient public safety services. We deliver them consistently with character, competence, and transparency.



EL PASO COUNTY

SHERIFF

