

Strategic Plan

El Paso County Sheriff's Office

- Sheriff Joseph J. Roybal -

2023 - 2026

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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 . . .

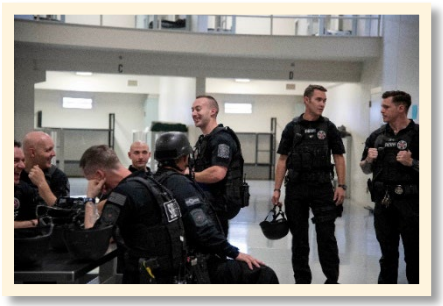
Our law enforcement strategic plan sets the pillars which encapsulate the agency's core values, identifies strategic objectives, and establishes the strategies and initiatives necessary to fulfill its mission. It enables agency leaders to align resources, personnel, and technology to address community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

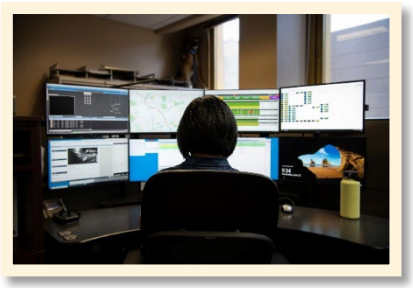
A well-developed strategic plan in law enforcement fosters collaboration and coordination among different units and agencies, promotes data-driven decision-making, and supports proactive crime prevention and community engagement efforts.

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



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



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



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



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 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.

2024

- Members of our Office participated in community events such as the Pikes Peak Region Peace Officers' Memorial, National Night Out, Shop with a Cop, Latino Community Luncheons, and the Race Against Suicide 5K. Many of these efforts were coordinated and attended by members of the Community Affairs and Research (CAR) Section.

2025

- EPSO regularly met with local non-profit and faith-based organizations to ensure various concerns and perspectives were addressed. These groups included the NAACP, Latino Community Luncheon, Hispanic Chamber, Drive Safe Colorado, Mt. Carmel Veterans Center, and more.



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- In 2024, CAR continued to increase the Office's presence in the community. The CAR section documented, monitored, and frequently played an active role in the coordination and execution of more than 300 events, ensuring seamless communication and collaboration across divisions.

2025

- Throughout the year, Community Affairs and Research worked to keep community events well-supported and organized by coordinating personnel, equipment, and logistics across the Office. The team played a key role in events such as National Night Out, the Special Olympics Polar Plunge, and Christmas with Kids in partnership with Catholic Charities, helping ensure a strong and consistent presence in the community.



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- CAR continued all previous statistics from 2023 and was involved in the creation of many presentations to stakeholders including the community. These presentations incorporated visual elements allowing for better interpretation and understanding of the statistical data.

2025

- During 2025, Community Affairs made adjustments to how formal data collection and analysis are conducted within CAR. With the changes, the section has remained engaged by closely monitoring social media, news coverage, and emerging trends to stay aware of developing issues. This approach allows CAR to maintain situational awareness and continue supporting a proactive response to community concerns.



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- Throughout 2024, CAR posted numerous social media posts with a greater emphasis on the excellent work of our employees and focus on legislation.

2025

- Social media usage expanded by over 20% in 2025 and was used as a platform to grow community awareness, provide educational resources, and inform the citizens of the Pikes Peak region regarding events, legislation, and criminal incidents.



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- Expanding on the groundwork laid in 2023, CAR continued to educate the community on a wide range of topics, with an increased focus on legislation, traffic concerns, and laws directly impacting residents.

2025

- The Sheriff's Office utilized social media to draw awareness to traffic enforcement and education surges, wildland fire safety resources, and prevention, and public safety campaigns throughout 2025. Events such as Blackout Wednesday, Click it or Ticket, Registration Enforcement, drug busts and seizures, trending crimes against senior citizens, and vulnerable populations were featured on social media consistently throughout the year.



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- Our Office regularly attends the Region 16 Opioid Abatement Council Meetings.

2025

- Sheriff Roybal actively engages in the EPC Public Health Opioid meetings and creates awareness of trends throughout the community and inside the El Paso County Jail.



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.

2024

- Fiscal & Compliance meets with County Procurement twice a month for project status updates.
- Fiscal & Compliance provides monthly variance reports, meets with County Finance quarterly, and works throughout the year on Office critical needs.
- Fiscal & Compliance works with the County on BOCC Agenda items to recognize all grants, donations, and major purchases.

2025

- To maintain transparency, Fiscal & Compliance adopted a revised approach to the COG presentation in 2025. Budget information was presented by the Sheriff through a PowerPoint presentation during a County Commissioners' meeting.



FISCAL AND COMPLIANCE SERVICES

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.

2024

- Fiscal & Compliance continues to work closely with the Jail Based Behavioral Services (JBBS) on funding issues related to behavioral health and fentanyl abuse. Our focus is providing behavioral health care to incarcerated citizens where needed while acquiring available funding. This includes funding from the Colorado Behavioral Health Administration, Department of Health Services as well as the Region 16 Opioid Settlement Disbursement funds that will be used to expand the existing Medical Assisted Treatment (MAT) and JBBS treatment program at the jail.

2025

- Fiscal & Compliance advances its collaborative efforts with Jail-Based Behavioral Services (JBBS) grants to address behavioral health and fentanyl response priorities through strategic funding initiatives. Emphasis is placed on program sustainability, service expansion, and improved outcomes for incarcerated individuals. Continued investment from the Colorado Behavioral Health Administration, Department of Health Services, and Region 16 Opioid Settlement funds support the ongoing growth and refinement of Medication-Assisted Treatment (MAT) and JBBS programming.



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.

2024

- Each form is available and easily found on the public facing website. In 2025 the forms will be adopted to be ADA compliant and inclusive of Spanish language translation.

2025

- The Sheriff's Office complaint form was updated on August 4, 2025, to include revised language, improved usability, and sequential tab-enabled fields.



INTERNAL AFFAIRS

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)

2024

- In 2024, IA received no formal compliments by use of the form through the external site.

2025

- To date, four compliments have been forwarded on to the community affairs team.



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.

2024

- The Research Analyst assigned to CAR continued working with members of the Patrol Division, collecting statistics utilized in presentation to the community.

2025

- CAR's role in formal crime data analysis has shifted since the Research Analyst position is unfilled. The section remains engaged by tracking social media, news, and emerging concerns, helping maintain awareness and support informed resource decisions.



FISCAL AND COMPLIANCE

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.

2024

- Fiscal and Compliance is in constant communications with JBBS to ensure all supplies, equipment, and services are being acquired as directed by the grants.

2025

- Fiscal & Compliance maintains ongoing communication with the JBBS Program Manager to ensure that all supplies, equipment, and services are acquired in accordance with applicable funding guidelines.



FISCAL AND COMPLIANCE

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 Grant Coordinator completes all financial reporting to include personnel for this grant.

2024

- 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 Grant Coordinator completes all financial reporting to include personnel and operating costs for this grant.

2025

- The Grant Coordinator maintains regular coordination with the JBBS Program Manager to ensure all funding deadlines are met in a timely manner and completes all financial reporting requirements, including personnel and associated costs.



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.

2024

- Throughout 2024, the external website was redesigned to align with the requirements of Colorado House Bill (HB) 21-1110.
- Several sections of the website were redesigned to improve navigation and ensure information is more accessible and easier to find.

2025

- The website was redesigned to make open positions easier to find and navigate, improving the overall user experience for potential applicants. At the same time, a stronger emphasis was placed on social media to highlight recruiting efforts and reach a broader audience.



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- A script for a recruiting video was started, and filming should begin 2025.

2025

- As a result of Sheriff Roybal's leadership and the strong reputation of the Office, we have not experienced difficulty attracting qualified candidates. As a result, developing a recruiting video has not been a primary focus, with efforts instead centered on sustaining the high level of interest already being seen.



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- Several recruiting documents were developed for social media, designed to deliver essential information in concise, easily digestible formats to accommodate audiences with limited time.

2025

- Recruiting materials have moved toward a stronger digital focus, with an emphasis on social media and online content to better reach today's applicants.



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.

2024

- The search functionality on the new website, scheduled to launch in 2025, has been redesigned to improve usability and overall user experience.

2025

- The website redesign has been completed, resulting in a more user-friendly and searchable experience for the community. Improved navigation and ADA-compliant accessibility features make it easier for users to find information and provide feedback. Ongoing efforts are in place to maintain and refine the site to ensure it continues to meet community needs.



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- Hosted quarterly regional PIO meetings.
- Conducted training for partnering agencies to address media relations, social media, and community engagements.

2025

- CAR members participated in quarterly meetings with local law enforcement partner agencies, emergency management services, and non-profit organizations.



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.

2024

- Our Grant Coordinator completes required bi-annual DOJ Grants Financial Management training, Federal Asset Forfeiture training and Grant web-based seminars as they become available.
- Our Contract Analyst has ACA and NCCHC Training for continued understanding of accreditation requirements.

2025

- The Grant Coordinator completed Federal Asset Forfeiture training and participated in grant-related web-based seminars as they became available.
- The Fiscal and Compliance Supervisor maintained all required Continuing Professional Education (CPE) credits to uphold their CPA license and contributed to the Section’s ongoing commitment to advancing operational, financial, and grant-related expertise.



FISCAL AND COMPLIANCE

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

- Collaborated with County Finance on evaluation and testing of the County accounting system by providing feedback, sharing operational processes, and identifying improvements.
- Participated in County Procurement initiatives, including serving on evaluation boards and providing input on the new Credit Card provider and other vendor services.
- Attended joint training sessions with County Finance on policy and procedure issues.
- Worked collaboratively with County Human Resources on personnel movement and position control processes.
- Provided feedback and testing support for the Aged Payable (AP) Paperless Process prior to implementation.
- The Contract Analyst received training from the medical vendor to ensure consistency and accuracy in reporting related to penalty assessment areas.

2024

- Continued collaboration with County Finance on accounting system updates by providing feedback, identifying operational needs, and supporting improved financial processes.
- Partnered with County on the Accounts Payable Paperless Process by providing feedback and participating in testing prior to implementation in early 2024.
- Remained active with County Finance and County Procurement on evaluation boards and vendor initiatives, including onboarding of the new Credit Card provider, to support improved services and operational efficiency.
- Attended joint training sessions with County Finance regarding policy and procedure issues.



FISCAL AND COMPLIANCE

2025

- Fiscal & Compliance Section actively participated in County Finance's efforts to update the accounting system. This work included providing detailed feedback on updates and assisting with the revision of the chart of accounts to ensure full compliance with the new system's requirements.
- Fiscal & Compliance collaborated with County Procurement to successfully complete the onboarding of the new credit card provider. This effort included addressing office-specific issues that differed from those in other County departments, ensuring an improved service environment for all users.



FISCAL AND COMPLIANCE

3.3 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.

2024

- 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 and Expenditure Summaries on a monthly basis for close to real time budget status.
- Fiscal & Compliance also provides overtime information at the end of each month, so leadership can monitor staffing issues.

2025

- Fiscal & Compliance met with all commanders before year-end to review their upcoming annual budgets and discuss any anticipated special needs.
- Fiscal & Compliance developed new budget reporting tools for Commanders, enhancing the accuracy and timeliness of financial information such as monthly budget reports, expenditure summaries, and salary reports.
- Fiscal & Compliance attended Vehicle Committee meetings with the Fleet Supervisor to monitor and forecast fleet needs continuously.



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.

2024

- IA conducted on-boarding training for all new hires until September, when there was a change in process through Human Resources.
- IA conducted frequent training with new recruits as part of their initial weeks of training and again post graduation to reaffirm processes related to discipline and discuss recent/relevant issues impacting new and seasoned deputies.
- IA participated in Instructor Lead Training (ILT) training as part of the leadership development of new supervisors. IA hosted 90 minutes of instruction for each of the two ILT courses in 2024.

2025

- The IA team participates at the start of each new POST Academy to establish clear behavioral expectations and explain our processes, and conducts follow-up training sessions to provide deeper discussion and contextual examples.
- The IA team provides a two-hour block in the initial leadership training to thoroughly cover case management, complaint procedures, and use-of-force entry requirements.
- This instruction comprised three academy class sessions of eight hours each and one ILT course totaling two hours.
- It is common for the Sheriff's Office leadership to consult with Internal Affairs staff on case processing or procedural questions, reflecting our commitment to an open-door approach and serving as a reliable source of information.



INTERNAL AFFAIRS

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.

2024

- IA produced the UOF, Bias-Based Policing, Pursuits, and Early Identification System (EIS) reports for staff review. In addition to the reports, IA conducted a summarized in-person briefing on the topics of UOF, Bias-Based Policing and Pursuits to Command Staff.
- Quarterly IA case reports were submitted via the Community Affairs team.
- Weekly IA case updates were submitted to the involved chains of command.

2025

- The Internal Affairs team meets with executive staff every other Tuesday to review cases in depth and provide summaries for all matters affecting the workforce, regardless of scale.
- The Internal Affairs team regularly meets with Bureau Chiefs and Commanders to review cases within their areas of responsibility and discuss observed trends affecting the workforce.



INTERNAL AFFAIRS

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 at 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 a nearby sister agency for an investigation.
- IA assisted Custer County Sheriff's Office with an investigation.

2024

- IA personnel continue to attend courses with our regional and statewide partners to develop a network of resources to and from the Office. Most significantly the relationship between us and CSPD has become more frequent and casual contact between the two teams.

2025

- The Internal Affairs Lieutenant routinely engages regional partners for case referrals and statistical comparisons, with monthly contact common, and IA Investigators regularly collaborate with CSPD IA staff to obtain additional information or context as needed.

LEGISLATION



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 updates to Command Staff regarding the status, concerns, and actions with pending or implemented legislation.

2024

- Attended stakeholders' meetings for the implementation of Proposition 130, and several public safety focused bills including House Bill 24-1074, and House Bill 24-1128 Enforcement of Federal Immigration Law.

2025

- The Legislative Manager provided weekly updates to members of the Office, regarding in-session legislative status and changes to the Colorado Statutes. An annual recap is provided to Command Staff at the end of the session. Sheriff Roybal and the Legislative Manager attended stakeholders' meetings throughout the year, and regularly throughout the session.

LEGISLATION



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- Provided weekly updates to Command Staff and sent drafts to subject matter experts for feedback.
- Organized information and testimony for stakeholder meetings and committee hearings.

2025

- Engaged with Command Staff to provide subject matter expert testimony and amendments throughout the session.
- Ensured feedback from Command Staff was provided to Sheriff Roybal, as he participated in CSOC meetings and legislative roundtables with elected officials throughout Colorado.

LEGISLATION



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- Engaged and educated the community on upcoming legislation.
- Invited community members to testify alongside our Office.

2025

- Provided information, committee schedule details, and contact information regarding upcoming proposed legislation.
- Promoted status updates to the community, pertaining to public safety-focused legislation.

LEGISLATION



COMMUNITY AFFAIRS AND RESEARCH

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 opposed, support or amend crucial public safety legislation.

2024

- Held annual meetings with El Paso County delegation ahead of the legislative assembly.
- Worked hand in hand with legislators to draft legislation focused on public safety needs.

2025

- Provided suggested amendments, policies, and statistics to elected officials and staff throughout the session.
- Communicated with elected officials about the negative impacts of unfunded mandates towards the missions of public safety efforts.

LEGISLATION



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- Drafted testimony and prepared staff for questions.
- Collaborated with bill sponsors on possible changes to proposed legislation.

2025

- Members provided testimony over a dozen times during the legislative session, remotely and in-person during committee hearings.
- Published testimony on social media and the EPSO website, to ensure transparency across community.

LEGISLATION



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- Worked with Senate and House leadership to ensure public safety focus.
- Gave tours, sent policy or information to Bill Sponsors for use when drafting or presenting legislation.

2025

- Worked with Congressman Crank to secure Congressional Directed Funding for the purchase of a new Armored Tactical Vehicle (BEARCat).
- Provided testimony in support of public safety legislation and in opposition to anti-law enforcement legislation during the legislative session.

LEGISLATION



COMMUNITY AFFAIRS AND RESEARCH

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-along.

2024

- Arranged patrol ride-along, jail tours, and meeting with Sheriff Roybal to discuss potential legislation.
- Hosted joint townhalls with legislators across the Pikes Peak region.

2025

- Hosted three in-depth tours of the El Paso County Jail throughout the year, focusing on safety procedures, medical trends, and unfunded mandates.
- Held pre-session roundtable with members of the El Paso County delegation to ensure continuity of communication and information regarding public safety mission in the Pikes Peak region.

LEGISLATION



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- Daily calls with delegation and leadership to ensure clear vision of public safety initiatives and concerns.
- Provided statistics and information to elected officials.

2025

- Attended town hall meetings and provided updates to elected officials throughout the local, state, and federal levels of government.
- Hosted annual legislative roundtable, jail tours, and patrol ride-alongs, and provided detailed crime trends to legislators upon request.

LEGISLATION



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- Provided Legislative updates and summarized briefing to Command Staff.
- Created an electronic list of new statutes and information for Command Staff.

2025

- Accommodated three in-session updates for EPSO Command Staff after the legislative session ended, which included a printed and digital copy of all statute updates.
- Provided a final legislative update to the Sheriff and Undersheriff, along with task assignments for policy updates throughout the Office.

LEGISLATION



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- Conducted a legislative presentation at the end of session to update Command Staff on new laws.
- Reviewed policy revisions with Internal Affairs who implemented changes accordingly.

2025

- Provided final legislative update to EPSO sworn, professional staff, and volunteers, to ensure continuity of information and recommended policy changes post legislative session.
- Provided amendments and legislative text to subject matter experts throughout the Office during committee hearings and shareholders' engagements.

LEGISLATION



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- Attended town halls and legislative updates from elected officials in the Pikes Peak region.

2025

- Hosted stakeholder meetings with El Paso County delegation members and ensured statistics and policies were available to review regarding future legislation and policy changes.
- Drafted Op-eds to promote support of legislation focused on holding criminals accountable and ensuring justice for victims.

LEGISLATION



COMMUNITY AFFAIRS AND RESEARCH

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.

2024

- Gathered information for weekly and annual legislative updates.

2025

- The Research Analyst position is unfilled.

LEGISLATION



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.

2024

- Fiscal and Compliance receives regular updates from Community Affairs and Research Unit postings throughout the Legislative term and through regularly scheduled meetings with Command Staff and other stakeholders during our project meetings. Any potential financial impacts to the Office are appropriately tracked with the respective budget and through specific project updates.

2025

- Fiscal and Compliance received legislative updates from the Community Affairs and Research Section throughout the legislative term, as well as through regular meetings with Command Staff and other stakeholders during project discussions. Any potential financial impacts to the Office are systematically tracked within the applicable budget and incorporated into project-specific updates.

LEGISLATION



FISCAL AND COMPLIANCE

4.4 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.

2024

- Fiscal and Compliance coordinates with the Legislative Liaison when fiscal impacts are identified during the legislative process.

2025

- Fiscal and Compliance met with the Concealed Handgun Permit Unit to evaluate the financial impact of SB25-003, which requires the Sheriff's Office to issue firearms safety course eligibility cards. A comprehensive cost analysis will be necessary to assess the full impact of this legislation, including increased service demands, capital expenditures required for compliance with this unfunded mandate, and potential cost recovery through the establishment of appropriate fee structures.

LEGISLATION



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.

2024

- IA worked with the Legislative Liaison to identify stakeholders in new potential legislation impacting prone handcuffing and identified areas of policy which would be impacted. The IA team was engaged in early strategy discussions.

2025

- Worked with the Legislative Manager to adopt changes in the law into EPSO policy.

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.

2024

- Although there were not a high number of legislative matters which impacted agency policy, the IA team maintains open lines of communication with the Legislative Liaison.

2025

- Worked with the Legislative Manager to discuss how changes in the law will affect EPSO policy.



HONESTY LOYALTY UNITY

ADMINISTRATIVE MANAGEMENT BUREAU



ADMINISTRATIVE SERVICES DIVISION

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.

2024

- Colorado is home to 27 Basic POST Academies. Of these, 15 operate independently and are not affiliated with other law enforcement agencies.
- The recruiting team concentrated on local recruitment efforts and building relationships with Pikes Peak State College and Pueblo Community College.

2025

- In 2025, Colorado had 26 Basic POST academies, including 11 internal to law enforcement agencies, 13 operated by colleges, one privately run, and one community-based. Because many academies are managed internally or operate with existing recruitment channels, the Administrative Services Section Recruiting Team focused on local and regional partnerships where engagement is more accessible and impactful.
- To strengthen relationships, the Sheriff's Office hosted three regional POST academies with participation from eight partner agencies. These efforts enhanced interagency collaboration and fostered community trust across multiple jurisdictions.
- By concentrating on nearby academies, such as Pikes Peak State College and Pueblo Community College, and supporting regional partners, the Sheriff's Office strengthened relationships, enhanced collaboration, and maximized recruiting effectiveness within the surrounding area.



ADMINISTRATIVE SERVICES DIVISION

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 speakers at Pikes Peak State College and Fort Carson. These events not only benefit recruiting but build partnerships and trust within the community.

2024

- The Recruiting Sergeant collaborates with the Recruiting Team engaging both sworn and professional staff throughout the Office. Employees with diverse roles, ethnicities, and backgrounds are key in attracting a wide range of candidates to the Sheriff's Office.
- The Recruiting Sergeant attended various recruiting and community events, at Fort Carson, Mt. Carmel, UCCS, Pueblo Community College, Colorado Technical University, the Law Enforcement Career Fair at Denver Outlets, the USAA Community & Veteran Job Fair, and high school career days. Additionally, the Recruiting Sergeant, attended the Fall Fest at Smith Farm, the Bronc Day Festival in Green Mountain Falls, National Night Out, and the Latino Luncheon. As a guest speaker, the Training Sergeant engaged with Criminal Justice students at Pikes Peak State College and offered and provided tours of the El Paso County Jail and hosted meet-and-greets with potential applicants. These events and interactions help foster partnerships and build trust within the community.



ADMINISTRATIVE SERVICES DIVISION

2025

- In 2025, the Administrative Services Section Recruiting Team attended a wide range of recruiting and community events to connect with diverse populations. These included colleges and high schools such as UCCS, Pikes Peak State College, Pueblo Community College, Colorado Technical University, Palmer Ridge High School, Calhan High School, and Summit Charter Academy. The team also participated in military, veteran, and military spouse recruiting events hosted by Fort Carson, Peterson Space Force Base, Pikes Peak Workforce Center, and Mt. Carmel Veteran Services. Community engagement included appearances at a Vibes Game, CSPD's Balltoberfest at Scheels, Breaking Barriers Gym & Fitness Community Day, the Bronc Day Festival in Green Mountain Falls, operating the Red Ryder Shooting Gallery at Magnum South, and the ACA National Conference in Denver.
- The Recruiting Sergeant conducted jail tours and meet-and-greets, incorporating members from multiple office sections to provide diverse perspectives. These combined efforts ensured the Recruiting Team not only increased visibility in the community but also strengthened relationships with diverse populations.



ADMINISTRATIVE SERVICES DIVISION

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.

2024

- The recruiting QR code has been redesigned to direct users to a more intuitive and informative page. Additionally, a new tablecloth featuring the updated recruiting QR code was purchased for use at community events, improving both visibility and outreach
- Community Affairs and Research promoted recruiting events and job openings on social media.

2025

- In 2025, the Administrative Services Section maintained the EPSO Recruiting webpage as required. Community Affairs and Research promoted job openings through social media and ensured all postings were current on the Sheriff's Office website. The Recruiting Sergeant continuously communicated with Community Affairs and Research regarding upcoming job postings, enabling timely updates and consistent outreach to the community through the website and social media channels.



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.

2024

- The Communications Center Section provides statistics on 911 lines, administrative lines, and outgoing calls placed. In addition, the 911 call answer time falls within the National Emergency Number Association (NENA) call answer standard. Call for service statistics and team statistics are provided upon request.
- The Records and Documents Section has crossed trained an additional three Records Technicians to assist with the CORA/CCJRA releases, effectively decreasing the release timeframe of Body Worn Cameras (BWC) footage by 60% and the release of CCJRA requests by approximately 40%.

2025

- The Communications Center maintains statistics on 911 call answer times, inbound/outbound telephone call volume, and the number of calls for service (police/fire/medical). These statistics are provided upon request.
- The Records Unit maintains statistics on incoming CORA/CCJRA requests, completed requests, and currently open requests. These statistics are available upon request.



ADMINISTRATIVE SUPPORT DIVISION

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.

2024

- The Records and Documents Section provides statistics of crimes against At-Risk Adults upon request of the Community Affairs & Research Section Supervisor. This information is disseminated to the Elder Abuse Council through EPSO volunteers.
- The Technology Services Section provides demographic data to the State of Colorado every month which outlines deputy contacts with El Paso County citizens during the scope of their duties.

2025

- The Technology Services Section launched a new monthly report for the Patrol Division focused on deputy demographic statistics. This report enhances leadership visibility by consolidating and analyzing demographic data, providing a more comprehensive view of workforce trends to support informed decision-making.
- The Records Unit provides monthly statistics on Elder Abuse to the Community Affairs and Research Section.



ADMINISTRATIVE SUPPORT DIVISION

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.

2024

- In partnership with the El Paso-Teller County 911 Authority and the Pikes Peak Board of Cooperative Educational Services (BOCES), EPSO has committed to providing repurposed dispatch consoles to the new BOCES technology school being built in Peyton.

2025

- In partnership with the El Paso-Teller County 911 Authority, repurposed dispatch consoles were provided to the Pikes Peak Board of Cooperative Educational Services (BOCES) career and technical education (CTE) training program upon completion of the Communications Center remodel.
- During 2025, Communications Center personnel presented information on careers in 911 at several schools in El Paso County.
- The Records Unit hosted multiple interns through local colleges, providing an inside look at the multiple ways the unit supports not only the members of the Office but also the members of our community by ensuring the level of quality for all reports taken, processing of tickets, sealing of records, and release of records.
- The Evidence Unit hosted students from UCCS, providing a tour of the Evidence facility while explaining the process of managing the Chain of Custody, ensuring proper packaging and storage, and challenges faced by physical evidence storage.



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.

2024

- During the 2024 reporting period, the Technology Services Section issued new radio hardware to the JBBS team to increase communication while in the field. Additionally, new computer hardware was provided to the JBBS team to keep up with their growth.

2025

- In 2025, Technology Services installed personalized visitation booths in the El Paso County Jail, funded by the JBBS Unit, providing a secure space for incarcerated individuals to conduct mental health and legal visits.



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.

2024

- EPSO Strategic Recruiting Plan SOP-AM-02 was created and published in 2023.
- An Ancillary recruiting team was established in 2023.
- In October 2024, the Sheriff's Office was fully hired for deputies for the first time since January 2015.
- In 2025, the recruiting team will expand by adding new members to strengthen recruitment efforts.

2025

- The EPSO Strategic Recruiting Plan remained in effect throughout the year and did not require updates. The Sheriff's Office maintained full staffing for deputy positions during 2025 and successfully filled professional staff positions as they became available.



ADMINISTRATIVE SERVICES DIVISION

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.

2024

- In December 2024, a recruiting and hiring survey was conducted. Comments from employees were valuable, and minor adjustments were made to enhance recruiting and hiring practices.

2025

- In January 2026, a recruiting survey was distributed to all new deputies and Communications Center employees hired in 2025. Overall, feedback from respondents was positive, with a few constructive suggestions provided. Efforts will be made to increase employee participation in the survey next year.



ADMINISTRATIVE SERVICES DIVISION

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.

2024

- The Training Advisory Committee (TAC), which falls under the Administrative Services Division, Training Section, completed its 2nd year in existence by providing strategic-level advice and direction for the training needs of the Office. During 2024, the TAC accomplished the following significant contributions:
    - The TAC met quarterly as designed during 2024.
    - The TAC decided upon and implemented the 2025 In-Service schedules and topic lists to include Bureau Specific Training.

2025

- The Training Advisory Committee was reinstated in 2023 and meetings are held quarterly. Policy exists which guides membership from across the Office which helps enhance the committee's ability to perform their mission. The Training Section lieutenant is responsible for scheduling the quarterly meetings.



ADMINISTRATIVE SERVICES DIVISION

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

2024

- The Sheriff's Office implemented an internal Human Resources Unit, bringing all onboarding/offboarding procedures in-house, significantly improving the candidate experience. The Unit consists of two internal Human Resources Specialists with plans to add a third in early 2025. The Sheriff's Office Human Resources Specialists are fully committed to supporting both candidates and employees.
- 157 employees were onboarded and132 employees were offboarded.



ADMINISTRATIVE SERVICES DIVISION

2025

- The Sheriff's Office Human Resources Unit consists of three Human Resources Specialists who are fully committed to supporting both candidates and employees throughout their onboarding and offboarding experiences.
- Onboarding:
  - Total employees processed: 154
  - Professional staff new hires: 59
  - Professional staff transfers from other EPSO positions: 24
  - Recruit new hires: 71
- Offboarding:
  - Total employees offboarded: 104
  - Professional staff: 45
  - Sworn staff: 59



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.

2024

- The Communications Center Section personnel have participated in community outreach and recruiting events.
- The Communications Center Section coordinated numerous job interest “sit ins” to showcase the job position.
- The Records and Documents Section supported recruiting efforts by participating in the Intern Program managed by the Volunteer Coordinator. This provides interns an opportunity to sit with members of the Records and Documents Section to learn the multiple functions of the Section.

2025

- Throughout 2025, the Communications Center facilitated numerous “sit ins,” providing a behind-the-scenes look for potential job candidates.



ADMINISTRATIVE SUPPORT DIVISION

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.

2024

- The Evidence Unit has joined the Colorado Association of Property and Evidence Technicians (CAPET), to ensure compliance with national and statewide best practices for Evidence Management.
- The Communications Center Section met the rigorous standards to continue good standing with the International Academy of Emergency Dispatch Accredited Center of Excellence (IAED) during this reporting period.
- The Communications Center Section reviewed nearly 100 hours of phone calls each month of this reporting period for QAI.
- The Communications Center Section developed and implemented “Pod Training” for new employees; an innovative method of training which focuses on group learning, quality assurance, and employee retention.



ADMINISTRATIVE SUPPORT DIVISION

2025

- The Communications Center achieved reaccreditation as a Medical Accredited Center of Excellence (ACE) through the International Academy of Emergency Dispatch.
- In 2025, Communications Center supervisors reviewed approximately 100 hours of telephone calls per month for QAI and performance improvement.
- The Evidence Unit maintained membership with IAPE (International Association for Property and Evidence) and CAPET (Colorado Association of Property and Evidence Technicians) allowing access to training and regular updates for local and national best practices with the management of physical evidence.



ADMINISTRATIVE SUPPORT DIVISION

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).

2024

- The Communications Center Section continues to develop community partnerships to better serve people in crisis through partnership with the El Paso-Teller County 911 Authority and their programs, such as:
  - During this reporting period, five Communications Center personnel attended the 40-hour Crisis Intervention Training (CIT), and one person attended the 16-hour Applied Suicide Intervention Skills Training (ASIST). Additional classes will continue to be schedule throughout the next reporting period.
- The Communications Center Section partnered with the El Paso-Teller County 911 Authority to incorporate the ReachWell product into Everbridge. ReachWell allows for inclusive language services in emergency notifications.



ADMINISTRATIVE SUPPORT DIVISION

2025

- Three Communications Center employees completed the 40-hour Crisis Intervention Training (CIT) and eight employees attended the 16-hour Applied Suicide Intervention Skills Training (ASIST).
- All Communications Center personnel received updated information on the Victim's Assistance Program and victim rights.

LEGISLATION



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.

2024

- During a brief organizational realignment, the Administrative Services Division assumed oversight of the Concealed Handgun Program. Following the passage of new legislation requiring Sheriff's Offices to implement firearms instructor verification procedures, the CHP Unit swiftly assessed the impact and established a compliant process to meet the new legal requirements

2025

- The Community Affairs and Research Section consistently distribute email updates on legislation and proposed bills that may impact any area of the Sheriff's Office. Leadership from the Administrative Services Division reviews the updates and reacts as needed to any changes which require implementation into Office processes.

LEGISLATION



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.

2024

- The Communications Center Section participates in the Colorado 911 Legislative Task Force and updates the Community Affairs and Research Section on Legislation that may impact the 911 Industry and the Community.
- The Technology Services Section continues to review and make updates due to digital ADA legislation. As legislative changes occur, the section will further make updates to meet the required technological standards.
- The Records and Documents Section provides input to the Community Affairs and Research Section on pending legislation specific to CORA/CCJRA release requirements.

2025

- The Communications Center provides feedback to the Community Affairs and Research Section on proposed legislative items that may impact 9-1-1 processes and services provided to the community.
- The Records Unit provided feedback to the Community Affairs and Research Section on proposed legislation that could affect the release of records under CORA.

LEGISLATION



ADMINISTRATIVE SUPPORT DIVISION

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.

2024

- Data reference pending legislation on “Abuse of 911” was provided to the Community Affairs and Research Section.
- The Communications Center Section participates in the Colorado Training Standards Committee of the Colorado 911 Advisory Task Force, to develop minimum training standards ahead of potential legislation.

2025

- The Communications Center participates in the Colorado 911 Training Standards Committee to help develop minimum training standards for 911 Dispatchers and Calltakers.
- The Communications Center provides information, data, and feedback to the Colorado 911 Advisory Task Force reference the implementation and provision of basic emergency technology services.



HONESTY LOYALTY UNITY

DETENTION BUREAU



DETENTION OPERATIONS DIVISION

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

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.

2024

- JBBS continued collaboration with the Intake and Release Section to offer care planning services for individuals being released from incarceration. JBBS along with the Intake and Release Section also collaborated with the Colorado Springs Fire Department and currently have two staff members assisting with care planning for homeless individuals. Although mainly focusing on Municipal cases, they are an available resource for all.
- 3417 incarcerated citizens, who each received an initial individualized release plan.
- 3598 incarcerated citizens with completing applications for sober living and low-income housing.

2025

- JBBS release planners provided 3036 incarcerated citizens with release planning.
- JBBS release planners submitted 3431 sober living applications for incarcerated citizens transitioning to the community who want support and structure to aid in sobriety.
- JBBS release planners connected 832 incarcerated citizens to community-based peer support professionals.



DETENTION OPERATIONS DIVISION

1.2 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.

2024

- In 2024 JBBS provided discharge plans to 3,417 incarcerated citizens. Discharge plans connect incarcerated citizens to community-based services to address social, medical and mental health needs.
- 2138 applications for sober living were submitted on behalf of incarcerated citizens wanting to connect with supportive recovery housing.
- 902 referrals were made connecting incarcerated citizens with peer support specialists.
- 2232 applications to connect individuals to Medicaid services were submitted to DHS, per requirements of senate bill 22-196.



DETENTION OPERATIONS DIVISION

2025

- The EPC Jail partnered with Colorado Springs Fire Department and municipal courts to stage a navigator in intake and release for assisting incarcerated citizens who are being released homeless with community referrals.
- JBBS continues to partner with many community mental health, health care, housing, and veteran services across the county to create a streamlined transition of care from jail to community.



DETENTION SECURITY DIVISION

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.

2024

- Various organizations and school groups routinely visit and tour the jail. In 2024, Security Division personnel conducted tours for the following groups:
    - Palmer High School; Cheyenne Mountain High School; Pikes Peak State College (Criminal Justice Class); Calhan High School; University of Colorado at Colorado Springs (Geography and Women's Ethnic Studies Class) and Lewis Palmer High School
- The following community events were attended by numerous Detention Security Division staff members:
    - Tip-a-Cop; Shop with a Cop; Boo at the Zoo; El Paso County Fair; Polar Plunge; DHS Adopt a Family; EPSO Blood Drive sponsored by Vitalant; Toys for Tots Gift Drive; Latino luncheon; El Cino Scholarship Gala and Pasta in the Park.



DETENTION SECURITY DIVISION

2025

- 23 tours of the jail were conducted with 429 guests participating. Groups ranged from high school and college students to members affiliated with social and governmental entities. Those participating represented members of the following: Department of Human Services/ Leadership Pikes Peak/ CSPD Victim Advocates/ EPSO Citizen's Academy/ NAACP/ Sheriff's Posse Academy/ EPC Justice Services/ DA's Office Interns/ Colorado Jail Association/ Public Defender's Office/ Palmer High School/ Cheyenne Mountain High School/ Lewis Palmer High School/ University of Denver College of Law/ Falcon High School/ UCCS Criminal Justice class/ UCCS Forensic Social Work class.
- Various sworn and professional staff members assigned to the jail participated in EPSO sanctioned community events to include: Shop with a Cop (sponsored by CS Candlelighters)/ Christmas for Kids in support of and sponsored by Catholic Charities/ Polar Plunge in support of Special Olympics/ Toys for Tots gift drive/ National Night Out events/ Tip a Cop sponsored by Chili's and Texas Roadhouse restaurants in support of Special Olympics/ EPSO sponsored bi-monthly blood drives.



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.

2024

- In 2024, the JBBS focused on increasing collaboration with Medication Assisted Treatment (MAT) providers for continuation of medication post release as well as collaboration with substance abuse peer coaches to enter the jail.
- JBBS maintained the professional relationships and partnerships identified in 2023.

2025

- In 2025, JBBS, VitalCore, and the EPSO legal advisor partnered in a coordinated effort to expand access to appropriate mental health care through a petition with the 4th judicial district courts to provide the jails' first-ever involuntary medication process. This coordination allowed precedents to be set in providing necessary involuntary care to the most vulnerable mentally ill incarcerated population while they wait for state competency interventions. This successful partnership demonstrated EPSO's commitment to ensuring the health and well-being of our incarcerated population.



DETENTION OPERATIONS DIVISION

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.

2024

- After discussion pertaining to increase of medical refusals at our Intake and Release window, with the Colorado Springs Police Department, the JBBS and the medical vendor increased the use of the Colorado Regional Health Information Organization CORHIO to ensure communication was shared from all ERs to our medical vendor. It also provided a medication consistency platform to access client medical records from outside providers who have opted to use of the data platform.

2025

- The jails medical vendor began using the PDMP (Prescription Drug Monitoring System) to verify active MAT prescriptions. Additionally, VitalCore and the Detentions Behavior Health Manager gained access to the Colorado Regional Health Information Organization (CORHIO), a real-time medical information-sharing database currently used by community hospitals. Access to these medical databases allows for increased data sharing and access to health care records.



DETENTION OPERATIONS DIVISION

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.

2024

- Received funding through the Regional Opioid Abatement Council for MAT medication and increased staffing to support the MAT program growth.

2025

- JBBS received funding through the Region 16 Opioid Abatement Council to expand the use of MAT and recovery support for incarcerated citizens. This expansion increased community partnerships with MAT providers in the community to provide direct referrals and walk-in clinic hours to incarcerated citizens transitioning from jail to community-based care.



DETENTION OPERATIONS DIVISION

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.

2024

- Veterans Trauma Court and Mt. Carmel continue to meet with veterans in the jail to establish benefits post release.
- JBBS provides a Relapse Prevention group for the Veteran Population
- Coordination with Peer Recovery Support organizations to establish treatment opportunities at the jail and post release for the Veteran population

2025

- Detention Support and Detention Security continue to work with veteran programs in the county to provide services toward the Reintegration and Recovery model of the Veteran's Ward.



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.

2024

- Therapeutic Response Unit and Stabilization Team (TRUST) received 325, an increase of 55%. Many of the calls in 2024 were proactive, introducing TRUST early in crisis situations resulting in better success in the de-escalation of events. Overall, 87% of the calls TRUST responded to were successfully de-escalated by their efforts.



DETENTION SECURITY DIVISION

2025

- The Therapeutic Response Unit and Stabilization Team (TRUST) continues to be a significantly contributing factor in the peaceful resolution of potentially violent situations in the jail. In 2025, security personnel requested activation of the team 322 times. TRUST was instrumental in the successful de-escalation of 248 of these events. 77% of the time, when TRUST engaged in a situation it was not necessary to use force to meet a successful resolve.



DETENTION SECURITY DIVISION

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.

2024

- Deputies identified to work the Veteran’s ward were trained on how to teach TFC (Time For a Change) incarcerated veterans and on the difference in management philosophies between the general population and the veterans assigned to this ward in our jail.

2025

- Through proactive recruitment and aggressive pursuit of training, the jail realized having the highest number of Crisis Intervention Training (CIT) certified deputies ever working there. During 2025, 20 deputies assigned to the jail were CIT certified. Their specific training and skills allowed for additional opportunities and levels of intervention to reduce the likelihood of inmates becoming victims of their own behaviors and decisions.
- While there were not any courses offered in 2025 to increase the number of deputies in the jail certified to teach T4C (Thinking for Change), plans are underway to offer that training in 2026 and increase the baseline of deputies qualified to provide that training.



DETENTION SECURITY DIVISION

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.

2024

- The Veterans Ward was open and operational throughout 2024 (Ward 3G1). 91 incarcerated veterans enrolled in the T4C course. 44 successfully completed the program and graduated.
- While the Reintegration and Recovery program has yet to be reintroduced, communication is currently ongoing between security personnel and JBBS regarding identification of the most likely areas for reintroduction. The Trustee wards appear to be the most logical. Additionally, JBBS is actively engaged with providing counseling services, discharge planning and providing basic supplies upon release, to incarcerated citizens on a personal basis versus in a group setting.



DETENTION SECURITY DIVISION

2025

- Sound, productive management of the Veteran's ward is sought through efforts to staff it with deputies whom themselves are veterans of military service. Deputies assigned to the ward are also trained in providing instruction in T4C courses.
- JBBS Case management continues to partner with the VA to collect verifiable information to confirm an incarcerated citizens self-reported veteran status. They coordinate with veteran specific programs to connect incarcerated veterans with community resources, which include housing, VA benefits, medical, substance use disorder services, and mental health programs. Veteran-specific partners that have contracted to come into the jail weekly to provide services include Mt. Carmel Veterans Center, Veterans Administration, and Veterans Trauma Court.
- JBBS case management formed a partnership with Valor Point residential rehabilitation treatment program to provide referrals for incarcerated veterans experiencing homelessness.
- In 2025, JBBS substance use disorder program provided 46 relapse prevention groups to the Veteran's ward.
- To learn about and network with veteran-specific community programs, JBBS attends a monthly Homefront Military Network community partnership meeting
- The concept of an R&R (Recovery and Reintegration) ward has been abandoned for a more widespread application of the benefits of the program as coordinated through JBBS personnel. Their licensing is key to the implementation and maintenance of this program, and discharge planning and identification and acquisition of services post release is fostered through their efforts jail wide.



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.

2024

- Multiple training opportunities during briefings as well as lunch seminars and meetings took place covering the importance of customer service mainly focusing on service to our community but also to our co-workers. JBBS created a formalized training program which includes hands on training and shadowing opportunities.

2025

- The lieutenants and commander meet with staff weekly, seeking feedback on improvements. Many of the purchases throughout the year were a result of seeking this type of feedback. This has boosted morale throughout the division, resulting in higher quality work and production. Personnel have been approved to attend training outside of the EPSO to help better prepare the workforce.



DETENTION OPERATIONS DIVISION

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.

2024

- The Division Commander made it a point to meet with different units and focus groups within the division to ensure communication was open to all staff concerns and suggestions. This created more of an opportunity to share ideas and create new processes increasing employee satisfaction. The division sought internal and external training opportunities for all staff.
- 2024 trainings included CIT, Webinars, classes offered by employees throughout the Office, and offsite learning opportunities with community partners.

2025

- Detention Operations Division and Support Division provide updated training during team meetings and briefings. They have improved the training program and manuals for deputies and supervisors, enhancing job performance and accuracy. They regularly send staff to training conferences and retreats throughout the year to enhance knowledge and improve employee satisfaction.



DETENTION OPERATIONS DIVISION

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.

2024

- The Detention Operations Division currently has the most ancillary unit deputies for EPSO. All those interested are approved, and those who are not are encouraged to test or sign up.

2025

- The Detention Operations Division continues to hold the most ancillary unit deputies for EPSO. Skills and academic instructors from this division continue to be actively involved in training throughout the Office. They bring the training into their shift briefings and provide additional training to the workforce to ensure a prepared workforce.



DETENTION OPERATIONS DIVISION

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.

2024

- The CJCC was disbanded in 2024.

2025

- Pre-Trial Services and County Judicial Services meet with the lieutenants and the commander every quarter to ensure collaboration and partnerships throughout the year.



DETENTION SECURITY DIVISION

Provide additional training opportunities within the Detention Security 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.

2024

- Provided additional training opportunities within the Detention Security Division to improve employee satisfaction. Courses attended by Division personnel included:
  - Detention Training Officer
  - Law Enforcement Executive Development Association
  - Crisis Intervention Training
  - Special Response Team
  - Honor Guard
  - K9 Decoy
  - Arrest Control re-certification



DETENTION SECURITY DIVISION

2025

- POST Rule 28 requires all certified sworn members to receive and complete 24 hours of in-service training annually. 12 of these hours must be dedicated to perishable skills in the following disciplines: Arrest Control, Driving, and Firearms. Additional courses taught included Situational Awareness, Gang Awareness, Verbal Communication, Title VII Awareness, and Mentor Mindset.
- Via Acadis, completion of monthly Roll Call training is required. In 2025, 206 training modules had to be completed. While some of the subject matter was repeatedly presented (to include Suicide Prevention, PREA, Emergency Plans/ Procedures, Communicating with Inmates), deputies were required to participate and complete training on at least 15 topics pertaining specifically to the jail each month. Training topics presented in 2025 included: Detoxification, Biohazardous Materials Awareness, Access to Care (Inmate Procedures), Inmate Rights, Restraint Use on Pregnant Inmates, Cultural Diversity, Entry Control Procedures, Pre-Assault Indicators, Fire Alarm Monitoring, Crime Scene Management and Key Control. This emphasis on training should provide the benefit of instilling a sense of confidence by deputies in their ability to perform their duties safely and effectively while also addressing the various needs of the incarcerated population.



DETENTION SECURITY DIVISION

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).

2024

- Members of the Security Division continue to attend monthly meetings of the Colorado Jail Association as well as other local, state, and national conferences.
- To continue this participative and sharing strategy, an event schedule for 2025 will be disseminated to supervisors so they can plan attendance accordingly.

2025

- In accordance with HB25-1054, and to comply by July 1, 2026, several deputies, sergeants, and lieutenants routinely attended Colorado Jail Association (CJA), meetings held throughout the state. These meetings offer an opportunity to discuss current trends and the various plans and methods whereby other county jails will comply with legislative mandates in 2026.
- The El Paso County Jail was the host of the CJA for the regularly scheduled monthly meeting in September.

LEGISLATION



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.

2024

- Discussions of unfunded mandates specifically regarding HB22-1326 - Fentanyl Accountability and Prevention.

2025

- Personnel in the Detention Operations Division continue to review legislation related to jail intake processes and provide feedback to the legislative liaison.
- Personnel have taken proactive steps to serve as a voice in upcoming legislation. Several have met with the commander to advocate for the safety of both the inmate population and the community, offering insights based on their experience and emphasizing a safety-focused approach.

LEGISLATION



DETENTION OPERATIONS DIVISION

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.

2024

- HB22-1326 became effective July 1, 2024. JBBS coordinated with Command Staff and the medical vendor to implement all requirements of the bill.

2025

- JBBS continues to maintain records and documentation to assist with various legislation regarding mental health-related bills.

LEGISLATION



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.

2024

- Members of the Security Division provided testimony in Denver regarding legislation introduced impacting elections, specifically allowing incarcerated citizens the right and opportunity to vote while incarcerated.
- In alignment with this new legislation, Colorado Voter registration forms were provided to any eligible incarcerated individual who requested one. Approximately 130 completed forms were received by Programs and forwarded to the El Paso County Clerk and Recorders office.
- Additionally, in person voting was allowed for the first time in the history of the jail. On October 26 and 27, 2024, in coordination with the Clerk and Recorder, Judges, and Floor Security, registered incarcerated voters were given the opportunity to cast their vote. In all, 381 ballots were cast.

2025

- Subject Matter Experts (SMEs), stand ready to respond to needs as described. Throughout 2025, four to six sworn members were active in the role of SME. These deputies and sergeants have expert knowledge of jail operations and are called upon to provide testimony in civil and criminal proceedings. They are also expected to be available as needed to provide testimony at the capital and during depositions.



DETENTION SECURITY DIVISION

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.

2024

- To further this mission and provide a mechanism whereby interest and participation could be fostered, the development of a Detention Floor Security Subject Matter Expert Ancillary position began in 2024. This process concluded in November and the first announcement opening the position closed on December 1. The position is open to sworn personnel at the rank of Deputy II or above, inclusive of sergeants, currently assigned to the Detention Bureau. It requires them to have an expert knowledge of jail operations and be prepared to provide testimony at the capital, in civil and criminal proceedings as well as during depositions. Interviews for the position(s) will continue into 2025 with the expectation of new SMEs being selected early in January.

LEGISLATION



DETENTION SECURITY DIVISION

2025

- To be better prepared for the potential rigors of the 2026 legislative session, two more SMEs will be identified and trained in the first quarter of 2026. A lieutenant is tasked with responsibility for the recruitment, selection, and preparation of SMEs regarding the depth and scope of their potential involvement with testimonial and legislative needs.



HONESTY LOYALTY UNITY

LAW ENFORCEMENT BUREAU



INVESTIGATIONS DIVISION

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.

2024

- The Crime Prevention Coordinator attended over 30 Neighborhood Watch meetings. Members of Investigations, Patrol, Wildland Fire, Victim's Assistance and Community Affairs and Research also attended. Fentanyl and prolific offenders were discussed at many of the meetings.
- Members of the Metro Division taught about the dangers of Fentanyl to area school staff as part of a yearly training event.

2025

- Through the Crime Prevention coordinator position, information about prolific offenders was distributed through presentations to neighborhood watch groups. In mid-2025, the position was moved to the Patrol Division.
- Sheriff's Office members of the Metro Narcotics Section have presented at colleges, schools, and law enforcement training events regarding fentanyl risks throughout 2025.



INVESTIGATIONS DIVISION

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

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
  - UCHealth 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.



INVESTIGATIONS DIVISION

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

2024

- Investigations Division Supervisors attended monthly Safe Passage Operations meetings to collaborate and discuss needs and improvements in victim interviews with the Safe Passage leadership.
- The El Paso County Sheriff's Office (EPSO) Victim's Assistance Program (VAP) attended monthly meetings with various partner agencies such as the Adult Sexual Assault Response Team (ASART), the Human Trafficking Task Force of Southern Colorado, and the Pikes Peak Human Trafficking Community Coalitions. The purpose of these meetings is to create awareness of victims' rights, options, and available services when reporting a crime and educate about the criminal justice process from the victim's perspectives.
- Detectives from the Special Victims Unit (SVU) attended Adult Sexual Assault Response Team (ASART) meetings. In 2024, the Investigations Division hosted an ASART meeting, where they presented a case for collaboration and review.

2025

- We continue to have a working relationship with Safe Passage, which we started to solidify with a formal agreement in 2025. This will continue in the coming years as we will house a detective at their facility full-time.
- Members attend and support all monthly case reviews, host case reviews, and present cases at ASART. Special Victims Unit (SVU) members participated in developing new protocols in 2025.



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.

2024

- Changes to current fire restrictions and needed updates to the website are communicated to the Community Affairs and Research Section. A member of the Emergency Services Section attends weekly wildfire preparedness meetings with our regional partners.

2025

- The Emergency Services Section (ESS) coordinated with CAR to post fire restrictions on the EPSO external website, develop verbiage for media releases, and craft social media messaging regarding public restrictions. Because the website was under construction and the wildland fire program was being revised, the Wildland Fire Unit (WFU) focused its community trust efforts on in-person outreach. These activities included educational sessions, tours, "touch-a-truck" events, neighborhood presentations, and direct responses to community inquiries.



LAW ENFORCEMENT OPERATIONS DIVISION

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.

2024

Ongoing:

- The Traffic Enforcement Unit sergeant explores crash data, road construction data, and tips from the traffic line to direct the unit's efforts. High enforcement areas are communicated to Patrol Division for additional support when resources allow.
- Deputies working overtime funded by a traffic safety grant worked several campaigns throughout 2024, coordinated by the Traffic Enforcement Unit.

2025

- The Traffic Enforcement Unit (TEU) sergeant manages the state Impaired Driving Grant and Traffic Safety Grant and positions targeted enforcement efforts on high-volume nights and in locations identified through citizen tips and Colorado State Patrol crash data.
- Deputies with the TEU participated in regional Traffic Surge enforcement programs, deployed passive speed trailers, and targeted known high-risk areas with high-visibility enforcement.



LAW ENFORCEMENT OPERATIONS DIVISION

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.

2024

- The Support Services Section has been actively working with the CSPD HOT, the Colorado Springs Quality of Life team, El Paso County Code Enforcement, Pikes Peak Region Office of Emergency Management, and the business community to enforce homeless-related laws and provide resources to the homeless community.

2025

- EPSO continues to collaborate with partners from the City of Colorado Springs, to include CSPD's Homeless Outreach Team, CSFD's Crisis Navigators, Homeward Pikes Peak, and others, to ensure the welfare and safety of the homeless community while providing homeless citizens resources on steps for getting back to sheltered housing.
- EPSO works with the EPC Code Enforcement Office and its contractor for the removal of illegal homeless camps. Areas throughout the county known for high homeless camp activity are closely monitored to prevent large encampments from taking hold.
- In 2025, a total of 13 large cleanups of illegal homeless camps were conducted. Collaboration and partnerships assisted with activities such as posting notices, securing sites for cleanup, heavy equipment operation, and the use of roll-off dumpsters for site mitigation and cleanup.



PATROL DIVISION

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.

2024

- Seven neighborhood watch meetings were conducted, connecting with approximately 140 citizens through the Neighborhood Watch Coordinator. Due to the success of this outreach and engagement strategy, it will continue into 2025.

2025

- With continued success, there are almost 60 active Neighborhood Watch groups engaging nearly 1000 citizens through our Crime Prevention Coordinator. This strategy will continue into 2026.



PATROL DIVISION

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.

2024

- A decision was made to incorporate ”walk and talks” into the broader strategy of building a public/private camera network infrastructure. Coordination with the Crime Prevention Coordinator will be crucial for developing and implementing this schedule as part of the ongoing effort.

2025

- Coordination with the Intelligence Based Operations Center (IBOC) and the Crime Prevention Coordinator continues with the development of the public/private camera network.



PATROL DIVISION

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.

2024

- This initiative was successfully implemented in 2024 and is ongoing. Using data from 2023 and continuing into each quarter of 2024, the Patrol Division developed traffic enforcement mapping focused on high incident areas and supported traffic enforcement grant work. In 2024, a decrease in traffic-related fatalities was observed.

2025

- Efforts first initiated in 2023-2024, are still proving successful into 2025; the Patrol Division will continue to support enforcement efforts to enhance traffic safety. Directed traffic enforcement is deployed in high traffic accident areas by Patrol Officers when staffing allows.



PATROL 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.

2024

- This initiative began in 2023 with partnerships with the Manitou Springs and Fountain Police Departments. EPSO also supported Palmer Lake Police as they developed a similar program, which is now ready to launch pending a clinical resource.

2025

- The success of this program cannot be understated, and efforts to staff the Unit and expand regional partnerships continue. In 2025, we added a new clinician to the unit and will look to add another deputy in 2026.



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.
- 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.



INVESTIGATIONS DIVISION

2024

- EPSO Task Force Officer (TFO) with ATF conducted 10 firearm investigations in El Paso County; 8 referred for Federal Prosecution.
- CIU and Investigations Division joined 16 BATTLE operations targeting auto theft, resulting in multiple arrests and recoveries.
- CIU investigated 10 jail narcotics cases, including one smuggling case that cut Distribution of Narcotics cases by 40%.
- Victim Assistance Program (VAP) served 3,146 VRA crime victims in 2024 (vs. 3,199 in 2023), with increased in-person support: protection orders, compensation, safety plans, interviews.
- Crime Analyst tracked property crimes, shared spreadsheets with CIU/Detectives, produced 80 Crime Bulletins, and attended 25 Strategic Information Center meetings.
- Metro Division added a grant-funded Fentanyl Crime Analyst to track/solve cases.
- Metro Division partnered with DEA and AUSA on drug prosecutions.
- Metro Division received an Award of Excellence from AUSA's office (April 2024).

2025

- Following a data-driven approach, the Criminal Intelligence Unit arrested a prolific offender in 2025. Immediately after his arrest, a 56% reduction in CTA (Criminal Trespass – Auto) reports was recognized.
- Other trends recognized include a 57% reduction in CTAs, 20% reduction in Burglaries, and a 42% reduction in motor vehicle thefts.



LAW ENFORCEMENT OPERATIONS DIVISION

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.

2024

- The Tactical Support Unit and Specialized Patrol Unit assisted in supporting other divisions in 2024 due to the needs of the office. In 2025, these Units will work closely with the Criminal Intelligence Unit in Investigations towards the apprehension of prolific offenders.

2025

- In 2025, the Regional Explosives Unit investigated and arrested a serial bomber and conducted an investigation into and arrested a serial arsonist.
- The Special Weapons and Tactics Team continued to support not only other units within our office, but also other agencies, both locally and federally, on large-scale narcotics trafficking operations. This support led to the arrest of repeat child predators and drug traffickers in several multi-agency operations.



LAW ENFORCEMENT OPERATIONS DIVISION

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.

2024

- Policies and procedures are in place for the receipt of an ERPO in the county's unincorporated areas. In 2024, two orders were received that fell within the jurisdiction of the Colorado Springs Police Department and were referred to our point of contact with that organization.

2025

- In 2025, EPSO did not receive any TERPO/ERPO within our jurisdiction.



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.

2024

- This initiative is ongoing. The Crime Analyst continues to provide comprehensive crime trend analyses, informing directed patrol activities and personnel allocation. Identified "hot spot" areas are documented in an online resource that includes case information and locations for high-intensity directed patrols. The Crime Analyst maintains direct communication with patrol teams through collaborative online tools and in-person briefings to facilitate just-in-time intelligence sharing.

2025

- This initiative continues. The implementation of the IBOC in 2025 will further enhance these efforts.



PATROL DIVISION

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.

2024

- EPSO has recognized the success of the Behavioral Health Connect (BHCON) program through annual statistical data. To meet the growing community need for mental health services and support the Sheriff's priority of reducing victimization, the program is planned for expansion by one unit in 2025. This expansion will likely involve maintaining existing MOUs and developing new ones with relevant partners.

2025

- MOUs continue to be reviewed, improved, and implemented.



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.

2024

- The Investigations Division delivered 650 hours of skills instruction and 250 hours of classroom training to three Recruit Academies, a 200% increase from 2023, highlighting the priority placed on deputy training despite limited staffing.
- The EPSO Victim's Assistance Program (VAP) provided 100 hours of VRA and Victim Services instruction, reaching Recruit Academies, Patrol briefings, and partner trainings across the County.
- The Crime Analyst attended 65 Patrol briefings for training and information sharing.
- For the Detentions Bureau, the Investigations Division conducted 60 hours of training across 14 sessions for 343 Deputies on proper criminal filings, following four 8-hour supervisory sessions earlier in 2024. Training covered LERMS/MFR, filing procedures, PC Affidavits, and more. CIU members continue to consult on filings.

2025

- Investigations Division team members supported the training academy with thousands of instructional hours in 2025.



INVESTIGATIONS DIVISION

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.

2024

- The Criminal Intelligence Unit (CIU) carried out numerous investigations into prolific offenders in the region and has participated in numerous meetings with the District Attorney's Office Organized Crime Unit (OCU) regarding prolific offender cases. Additionally, the unit has met numerous times regarding the prosecution of a separate case under the Colorado Organized Crime Control Act (COCCA) involving four suspects and over 120 instances of criminal activity.

2025

- Division leadership attends all monthly meetings and coordinates with the unit to staff cases for filing and prosecution. This is an ongoing and active relationship.



INVESTIGATIONS DIVISION

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

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.

2024

- Members of the Criminal Intelligence Unit (CIU) and Financial Crimes Unit (FCU) worked with the Colorado Organized Retail Crime Association (CORCA), as well as the United States Postal Inspectors to identify, track, apprehend and submit for Federal Prosecution suspects committing retail theft in Colorado.

2025

- Historically, the problems addressed by CORCA did not impact the unincorporated parts of the county. The CIU does not actively participate in meetings but maintains communication with members when a case overlaps into the county's jurisdiction.



LAW ENFORCEMENT OPERATIONS 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

- 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.

2024

- Every unit of the Law Enforcement Operations Division provided instructors in support of the regional recruit academy.
- The Tactical Support Group hosted regional and internationally attended training for Explosive Breaching, Basic Sniper, and National Tactical Officer Association Basic Crisis Negotiations. The instructors for the crisis negotiation course said it was the best- prepared and supported class they ever taught.
- The Specialized Patrol Unit hosted two regional mounted unit schools, basic and advanced.



LAW ENFORCEMENT OPERATIONS DIVISION

2025

- Two Deputies with the Tactical Support Unit were each recognized for providing over 400 hours of training instruction for the EPSO Academies.
- All members of the Tactical Support Unit (TSU) provided training instruction for the three EPSO Academies and multiple in-services sessions in 2025. Various members of TSU also served as instructors for the RMTTA State Conference, providing instruction to members from across the state.
- EPSO SWAT hosted and instructed a Regional SWAT School in 2025.
- Numerous changes in law for the eviction process took effect in 2025. Training sessions were conducted by members of the Civil Office for internal and external stakeholders regarding the changes.
- Deputies from the Specialized Patrol Unit provided instructors for the Firearms Range, Driving, and In-progress calls for the basic academy, logging over 700 hours of instruction in 2025.



LAW ENFORCEMENT OPERATIONS DIVISION

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.

2024

- The Emergency Services Section filled a manager position late in 2024, who will build the Office's capabilities to respond with our regional partners.
- The Traffic Enforcement Unit has been active in traffic safety campaigns throughout 2024. During the grant period, EPSO deputies issued 3,743 citations and made 124 impaired driving arrests while working on these campaigns.



LAW ENFORCEMENT OPERATIONS DIVISION

2025

- The Mounted Unit hosted three regional schools, which included instruction on civil disturbance response, large area searches, and search and rescue operations. These regional schools were attended by personnel from across the state.
- The Mounted Unit assisted the Traffic Unit with regional traffic enforcement in targeted enforcement areas from horseback on two occasions in 2025.
- The SWAT Team assisted federal partners with security at the United States Air Force Academy graduation.
- The Mounted Unit, Unmanned Aerial Vehicle (UAV) Unit, and the Mobile Command Post deployed to support event safety and security at the Monument 4th of July Parade, which is one of the largest small-town parades in the United States.



PATROL 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

- 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.

2024

- This is an on-going initiative as the Patrol Division maintains a cadre of experienced instructors who support recruit academies, in-service training, and reality-based training scenarios. These instructors have dedicated hundreds of hours to academy support and skills training. Many cadre members also serve on ancillary teams, extending their expertise to outside agencies through regular training sessions. This knowledge sharing strengthens regional partnerships and enhances the capabilities of partner agencies.

2025

- This effort is ongoing with the Patrol Division maintaining numerous experienced instructors who support recruit academies, in-service training, and reality-based scenarios. They devoted hundreds of hours to academy support and skill development. This exchange of knowledge strengthens regional partnerships and enhances the effectiveness of partner organizations.



PATROL DIVISION

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.

2024

- EPSO supported Palmer Lake Police Department standing up their program. The Monument Police Department chose not to start a co-responder program.

2025

- Staffing challenges at the Palmer Lake Police Department have continued to delay a full start-up with them. We are assisting as needed.

LEGISLATION



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.

2024

- Members of the Financial Crimes Unit (FCU) continued a collaboration with the Cryptocurrency Coalition and attended additional training and meetings to become subject matter experts in Cryptocurrency and related legislation.

2025

- Detectives from the Financial Crimes Unit met with legislators late in 2025 to propose bills related to fraud and contractor theft. Two bills will be introduced in the 2026 legislative session as a result of their effort.

LEGISLATION



INVESTIGATIONS DIVISION

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.

2024

- Members of the Investigations Division testified at the state Legislature regarding bills supported by the Sheriff's Office.

2025

- All detectives are expected to be subject matter experts in their area of responsibility and are available to provide testimony. During the 2025 legislative session, no bills related to the Division were brought forward, and no testimony was requested.

LEGISLATION



INVESTIGATIONS DIVISION

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.

2024

- The Crime Analyst continued producing monthly and annual reports with time-comparison maps highlighting shifts in property and persons crimes. These reports also track two-year trends for Robbery, Motor Vehicle Theft, Burglary, and Criminal Trespass–Auto, while the year-end report provides five years of Part I crime data and clearance rates, offering a clear view of long-term patterns.

2025

- The Crime Analyst personnel were transferred to the Patrol Division in 2025.

LEGISLATION



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.

2024

- Members of the division have significant subject matter expertise on a wide range of topics and collaborate with the Community Affairs and Research Section when proposed legislation impacts the Office. A conduit for legislative suggestions is in place through the division's leadership team.

2025

- TEU members worked with Mothers Against Drunk Driving to prepare testimony opposing legislation that would have extended bar hours in Colorado.

LEGISLATION



LAW ENFORCEMENT OPERATIONS DIVISION

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.

2024

- Members of the Investigations Division testified at the state Legislature regarding bills supported by the Sheriff's Office.

2025

- Members of the Civil Office worked with our legislative liaison, providing testimony at the State Capitol in opposition to HB26-1106 - Eviction Protections for Tenants and assisted in getting the bill killed.

LEGISLATION



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.

2024

- This activity is ongoing. While no new legislation significantly impacting patrol operations related to behavioral health was proposed or passed in 2024, the co-responder units have begun exploring potential procedural enhancements using M0.5 Transportation Holds.

2025

- This initiative is continuing.

LEGISLATION



PATROL DIVISION

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.

2024

- This initiative is ongoing. A dedicated Subject Matter Expert team is convened as needed to actively participate in discussions regarding new legislation.

2025

- This initiative is ongoing. When needed, a dedicated Subject Matter Expert team participates in discussions regarding new legislation.



OFFICE OF THE SHERIFF

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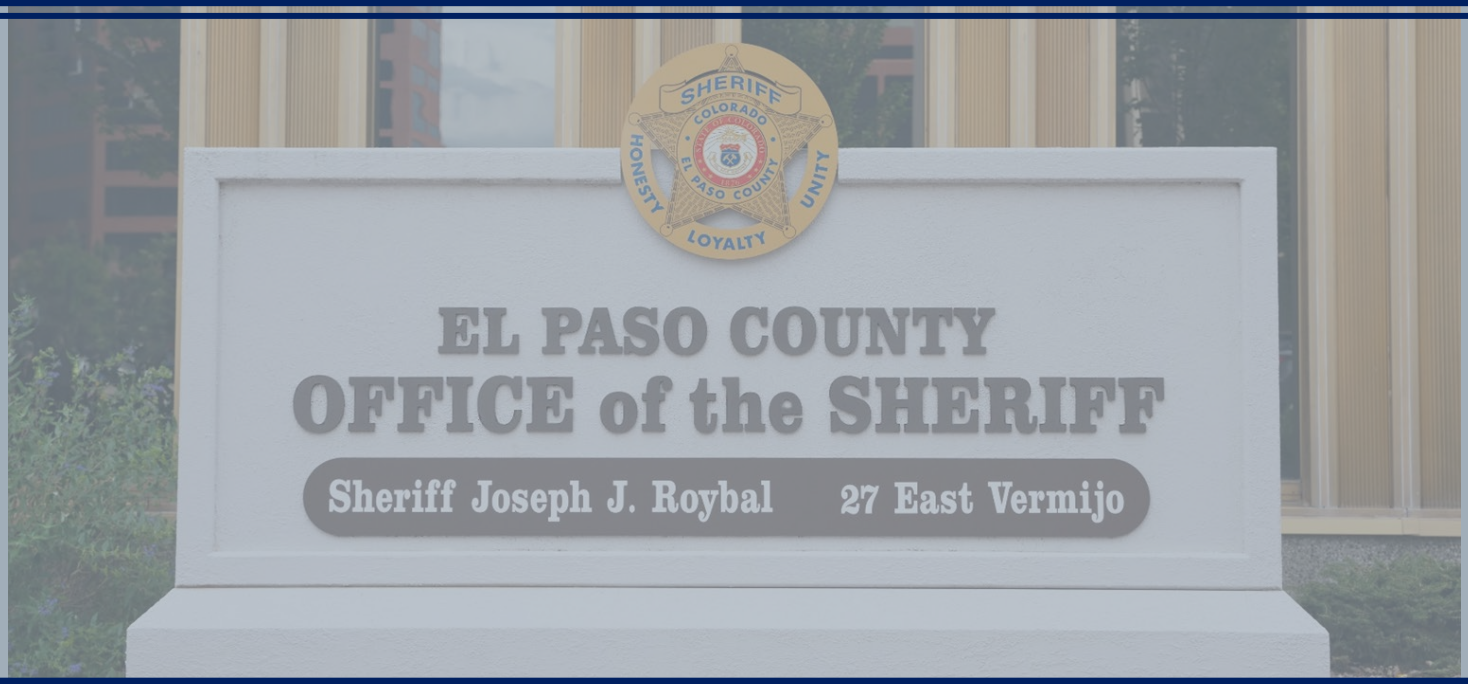
EL PASO COUNTY JAIL

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WILDLAND FIRE MANAGEMENT

3755 Mark Dabling Boulevard
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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.

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.

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



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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.

