

***Strategic Plan and Variance Report***  
***El Paso County Sheriff's Office***  
***Sheriff Joseph J. Roybal***  
***2023-2026***

Phone Number: 719-520-7100

Website: [www.epcsheriff.com](http://www.epcsheriff.com)

Facebook Page: <https://www.facebook.com/EPCSheriffsOffice>

Twitter: <https://twitter.com/epcsheriff>

## ABOUT THE 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 J. ROYBAL BIOGRAPHY

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. 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 A STRATEGIC PLAN?

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.

Pillar One: Community Trust – Increase community trust through improved communications and transparency.

1.1: Foster community partnerships and outreach

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

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

Pillar Two: Reduce Victims - Reduce the number of victims in the community

2.1: Make data driven decisions

2.1: Work collaboratively towards the model of Community Mental Health

2.3: Maximize the use of JBBS programs

Pillar Three: Quality Service – Improve the quality of service provided to the citizens with a qualified and engaged workforce dedicated to continuous improvement.

3.1: Recruit and retain high quality employees

3.2: Actively seek feedback and apply it toward continual improvements

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

Pillar Four: Legislation – Proactively support responsible legislation and work to combat legislation which is bad for public safety and contrary to a healthy and safe community.

4.1: Actively monitor proposed legislation and analyze for potential impacts

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

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

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

## CONTENTS

### Section 01: Sheriff / Undersheriff

- Community Affairs and Research

- Fiscal and Compliance Services
- Internal Affairs

#### Section 02: Administrative Management Bureau

- Administrative Services Division
- Administrative Support Division

#### Section 03: Detention Bureau

- Detention Operations Division
- Detention Security Division

#### Section 04: Law Enforcement Bureau

- Patrol Division
- Law Enforcement Operations Division
- Investigations Division

## SHERIFF / UNDERSHERIFF

### COMMUNITY TRUST

### 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.

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.

## 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.

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.

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

### 1.3

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

- 2023
  - Throughout the year, our Office participated in monthly shareholder Public Health & Safety meetings and presented funding requests for Jail Based Behavioral Health Services (JBBS) and D.A.R.E. initiatives.
- 2024

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

## 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.

## 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.

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. The form remains active and a viable optimism for community members.

## REDUCE VICTIMS

### 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.

## 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
  - The Fiscal & Compliance Section supports the continuity and effectiveness of behavioral health services by maintaining regular communication with the Jail-Based Behavioral Services (JBBS) Program Manager. This collaboration ensures that personnel and operational expenditures align with contract guidelines. In 2024, JBBS funding supported approximately 17 staff members, with \$1,579,070.12 in personnel costs and \$440,929.88 in operating expenses across 59 purchase requests. The contract allocated 72% of funding toward staffing and 28% toward operational needs, supporting the program's role in reducing recidivism and improving outcomes for justice-involved individuals.

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.

## QUALITY SERVICE

### 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.

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 in 2025.

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.

### 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.

### 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
  - 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.

## 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
  - The Grant Coordinator actively monitors the U.S. Department of Justice (DOJ) website for updates to federal financial guidelines to ensure the Office remains in full compliance with federal funding requirements. To further support continuous improvement and professional development, the Grant Coordinator also participates in DOJ Financial Management and Federal Asset Forfeiture training sessions, as well as web-based grant management seminars as they become available.
  - The Fiscal & Compliance Section actively participates in available training opportunities related to grant compliance and leadership development to strengthen expertise and support continuous improvement.

### 3.2

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

- 2023
  - County Finance is currently evaluating the County Accounting system. They have reached out to EPSO to provide feedback and participate in sharing what our duties are and what is needed for an improved process. This has entailed the sharing of processes and the testing of modules throughout the year.
  - County Procurement is in the process of going out for bid for a Credit Card provider. One of our members is on the Evaluation Board. Input was given regarding required services, and desired amenities for improved services.
- 2024
  - The Fiscal and Compliance section actively contributed to the upgrading of the County's Enterprise Resource Planning (ERP) system by providing detailed feedback and outlining functional requirements. This collaboration ensures the new system is better aligned with operational needs and enhances service delivery to internal and external stakeholders.
  - In partnership with County Procurement, the Fiscal and Compliance section assumed the role of Procurement Liaisons for the Sheriff's Office. This initiative streamlines the purchasing process for routine, lower-dollar

procurements, resulting in faster turnaround times and improved support for departmental operations.

- The Sheriff's Fleet Services collaborated with County Fleet Services to implement an upgraded fuel management system. This improvement enhances operational efficiency and ensures more reliable and accessible fueling services for the Sheriff's Office fleet.

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

- To support proactive planning and informed decision-making, the Fiscal & Compliance Section met with all Division Commanders prior to year-end to review the upcoming fiscal year budgets and address any anticipated operational needs or special requests.
- The Fiscal & Compliance Section enhances financial awareness and operational efficiency by providing Division Commanders with monthly Budget Overviews and Expenditure Summaries, offering near real-time insight into budget status and spending trends.
- To assist leadership in monitoring staffing levels and managing resources effectively, the Fiscal & Compliance Section distributes detailed overtime reports at the close of each month, supporting data-driven personnel decisions and continuous operational improvement.

## 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.

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.



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

- 2023
  - Conducted meet and greets is Colorado Springs Police Department (CSPD) IA, especially during those times when personnel changes have occurred.
  - IA Lieutenant met and spoke regularly with CSPD Investigations Lieutenant.
  - IA Lieutenant met and spoke regularly with CSPD IA Lieutenant.
  - IA Lieutenant assisted the a nearby sister agency for an investigation.
  - IA assisted Custer County Sheriff's Office with an investigation.
- 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.

## 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 updated 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.

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.

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.

## 4.2

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

- 2023
  - Opened and maintained direct channels of communication with legislators during hearings, meetings, and votes, allowing for a clear and concise flow of information.
  - Delivered timely and insightful information to legislators, offering reasons to either oppose, support or amend crucial public safety legislation.
- 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.

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

- 2023
  - Schedule and prepare sworn and professional staff to testify at the capitol or during key stakeholder meetings.
- 2024
  - Drafted testimony and prepared staff for questions.
  - Collaborated with bill sponsors on possible changes to proposed legislation.

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.

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.

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.

#### 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.

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.

#### 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 townhalls and legislative updates from elected officials in the Pikes Peak region.

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.

## 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.

### 4.4

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

- 2023
  - Fiscal & Compliance has attended joint training with County Finance on Policy and Procedure issues.

- Fiscal & Compliance has worked with County Human Resources (HR) to work more collaboratively regarding personnel movement and position control.
- Fiscal & Compliance worked with County on the Aged Payable (AP) Paperless Process giving feedback and testing the procedure before it went live.
- To ensure continued and improved services, Fiscal & Compliance has been on evaluation boards with County Finance and County Procurement for new vendors.
- The Contract Analyst received training on reporting from our medical vendor to ensure consistency and accuracy in reporting on areas in which penalties can be assessed.
- 2024
  - Fiscal and Compliance has attended joint training with County Finance on Policy and Procedure issues.
  - Fiscal and Compliance worked with County on the Accounts Payable Paperless Process giving feedback and testing the procure before it went live in early 2024.

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. We were able to minimize financial impacts on one such example, SB24-072 Voting for Confined Eligible Electors, by working closely with our County Clerk and Records Office, utilizing their equipment and volunteers. This resulted in minimal costs for the Office while abiding by statutory requirements.

## 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.

#### 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.

## ADMINISTRATIVE MANAGEMENT BUREAU

### COMMUNITY TRUST

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.

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.
  - 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.

## 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.

## 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%.

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. 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 citizens during the scope of their duties.

### 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.

## REDUCE VICTIMS

Administrative Services 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.

## 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
  - 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.

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.

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.

## QUALITY SERVICE

### 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

- 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, and 132 employees were offboarded.

## 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 personnel have participated in community outreach and recruiting events.
  - The Communications Center 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.

### 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 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 reviewed nearly 100 hours of phone calls each month of this reporting period for QAI.
- The Communications Center developed and implemented “Pod Training” for new employees; an innovative method of training which focuses on group learning, quality assurance, and employee retention.

### 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 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 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.

## LEGISLATION

### Administrative Services Division

#### 1.1

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.

### 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. v2023

- 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 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.

#### 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 participates in the Colorado Training Standards Committee of the Colorado 911 Advisory Task Force, to develop minimum training standards ahead of potential legislation.

# DETENTION BUREAU

## COMMUNITY TRUST

### 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.

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 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.

## REDUCE VICTIMS

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.

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.

## 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.

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

## 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 calls for service, 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.

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 T4C (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.

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.

## QUALITY SERVICE

### 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 focusing on service to our community but as well as to our co-workers. JBBS created a formalized training program which includes hands on training and shadowing opportunities.

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.

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.

### 3.1

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
  - Due to a realignment of strategic priorities at the county level, the CJCC has been discontinued indefinitely. Therefore, this objective is unable to be met.

## Detention Security Division

### 3.2

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

- 2023
  - The current DTO manual was updated and presented to the Detention Bureau leadership for approval. These updates were approved. Sworn members attended several NAFTO sponsored training courses and applied applicable information/processes to the DTO manual and the overall DTO Program.
  - A 30-day training program for newly promoted Sergeants assigned to the Security Division was developed.
- 2024

- Consistent with guidance from the nationally accredited National Association of Field Training Officers (NAFTO), a new DTO training curriculum was established, and two DTO classes were conducted. There were 40 deputies, five sergeants, and one lieutenant who successfully completed the classes.
- 103 new deputies were trained by the DTO deputies.

### 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

- 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.

## 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
  - Members of the division engaged with the legislative liaison to discuss unfunded mandates, specifically regarding HB22-1326 - Fentanyl Accountability and Prevention.

#### 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.

### Detention Security Division

#### 4.1

- 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 Records 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.

#### 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.

## LAW ENFORCEMENT BUREAU

### COMMUNITY TRUST

#### Investigations Division

##### 1.1

#### Foster community partnerships and outreach

- 2024
  - Provided gang awareness training to local schools including Atlas Prep School, School District 12 Administration, Widefield High School, and agency partners including the Zebulon Pike Detention Academy and the Colorado Department of Corrections Intel Academy.
  - The El Paso County Sheriff's Office (EPSO) Victim's Assistance Program (VAP) attended quarterly meetings with the consulates of Mexico, Guatemala, El Salvador, and other countries regarding gender violence and violent crime in the immigrant community.
  - The El Paso County Sheriff's Office (EPSO) Victim's Assistance Program (VAP) provided awareness of victim rights and services to the community through joint presentations at the Neighborhood Watch / Crime Prevention meetings.
  - The El Paso County Sheriff's Office (EPSO) Victim's Assistance Program (VAP) began working with Partner Agencies and TESSA on creating a Domestic Violence Fatality Review Team. This team will become fully operational in 2025.



- The Metro Division received approval for a Family Advocate through the Colorado Opioid Abatement Council.
- This position has been funded, and the Metro Division is in the process of hiring and training the Family Advocate.
- Members of the Investigations Division participated in several National Night Out events, where they educated community members about crime trends in their areas.

## 1.2

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

- 2024
  - Initiated the El Paso County Sheriff's Office (EPSO) Seniors Against Financial Exploitation (S.A.F.E.) program to provide learning and awareness to elderly citizens in the community by holding over four events at Silver Key, Neighborhood Watch meetings, Rotary Club meetings, and the Board of County Commissioners meetings.
  - Members of the Investigations Division Financial Crimes Unit (FCU) gave several news media special interviews on financial crime awareness.
  - The El Paso County Sheriff's Office (EPSO) Victim Assistance Program (VAP) has incorporated Americans with Disabilities Act (ADA) accessibility within the information and brochures we provide to victims.

## 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.

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.
- 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.
  - Investigations Division Supervisors attended monthly Safe Passage Operations meetings to collaborate and discuss needs and improvements in victim interviews with the Safe Passage leadership.
  - Investigations Division Supervisors attended monthly Safe Passage Operations meetings to collaborate and discuss needs and improvements in victim interviews with the Safe Passage leadership.

## Law Enforcement Operations Division

### 1.2

- 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
  - The Emergency Service Section is working with the CAR Section to provide social media and traditional media-based updates when there are changes to the fire restrictions, risk level, and the declaration of red flag days.

### 1.3

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

- 2023
  - The Traffic Unit utilizes Colorado State Patrol (CSP) Crash Data, Department of Transportation (DOT) road construction data, community concerns to

target areas needing specific traffic enforcement areas. This includes proactive enforcement, passive enforcement such as speed trailers, and targeted grant funded enforcement programs such as Click It or Ticket, The Heat Is On DUI enforcement, and the High Visibility Enforcement (HVE) traffic program.

- The Traffic Unit participates in regional Traffic Surge enforcement programs designed to target problem areas in high-risk corridors such as I25, HWY 24, HWY 83 or HWY 115.

- 2024

- 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.
- 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.

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 Regional Office of Emergency Management, and the business community to enforce homeless-related laws and provide resources to the homeless community.

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.

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.

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

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

- 2023
  - The BHCON Unit has reestablished relationships with Manitou Springs and Fountain PDs. We continue to be a resource for Palmer Lake PD as they seek to establish their program.
- 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.

## REDUCE VICTIMS

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.
- 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).

## 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.

### 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.

## 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.

### 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.

## QUALITY SERVICE

### 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.

### 3.2

Actively seek feedback and apply it toward continual improvement.

- 2024
  - Detectives built partnerships with outside agencies for complex investigations.
  - Major Crime Unit (MCU) staff attended a no-body homicide class, presenting a cold case and receiving guidance.
  - National Center for Missing & Exploited Children consulted on an EPSO cold case.
  - Both EPSO Crime Scene Investigators at the Metro Crime Lab achieved independent certification.
  - Detectives attended training in:
    - FBI-LEEDA Leadership
    - Glock pistol armorer
    - Correct Solutions jail phone system

- Internet Investigations & Intelligence (NW3C)
- Blockchain/cryptocurrency tracing (TRM certification)
- Peer Support
- Red Dot Sighting Instructor
- National Missing & Unidentified Persons Conference
- Responding to unexplained child deaths
- Metro Division and Coroner's Office expanded toxicology screening to include Xylazine and Nitazenes.

### 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.

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.

## Law Enforcement Operations

### 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.

### 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.

## 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.

### 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.

## 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.

## 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.

## 4.3

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

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

## 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.

## 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.

### 4.2

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

- 2023

- Provide testimony by subject matter experts to support the Sheriff's legislative goals.
- 2024
  - Members of the Investigations Division testified at the state Legislature regarding bills supported by the Sheriff's Office.

## 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.

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.

## INFORMATION

### OFFICE OF THE SHERIFF

27 East Vermijo Avenue

Colorado Springs, CO 80903

719-520-7100 / 719-390-5555 (after hours)

#### EL PASO COUNTY JAIL

2739 East Las Vegas Street

Colorado Springs, CO 80906

719-390-2000

#### WILDLAND FIRE MANAGEMENT

3755 Mark Dabbling Boulevard

Colorado Springs, CO 80907

719-575-8424

## OUR VISION

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.

## OUR VALUES

### 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

## OUR MISSION

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.

[shrcommunity@elpasoco.com](mailto:shrcommunity@elpasoco.com)