

STRATEGIC PLAN

EL PASO COUNTY SHERIFF'S OFFICE

- SHERIFF JOSEPH J. ROYBAL -

2023 - 2026



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ABOUT



EL PASO COUNTY SHERIFF'S OFFICE

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

SHERIFF JOSEPH ROYBAL



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

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

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

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

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

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

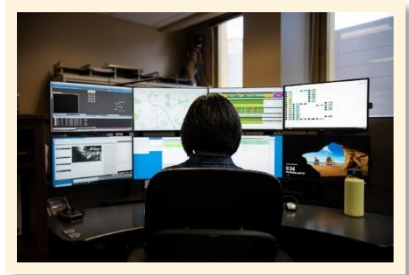
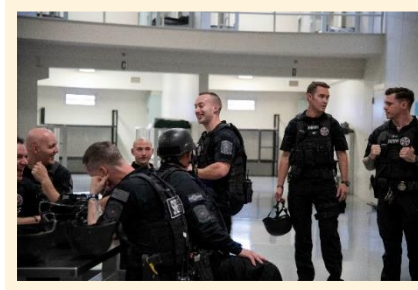
WHAT IS IT?

A STRATEGIC PLAN IS . . .

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

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

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



STRATEGIC PILLARS

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

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



Community Trust

Increase community trust through improved communications and transparency



1.1

Foster community partnerships and outreach

1.2

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

1.3

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

Reduce Victims

Reduce the number of crime victims in the community

2.1 *Make data driven decisions*

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

2.3 *Maximize the use of JBBS programs*



Quality Service

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

3.1 *Recruit and retain high quality employees*

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

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



LEGISLATION

Legislation

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

4.1

Actively monitor proposed legislation and analyze for potential impacts

4.2

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

4.3

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

4.4

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



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HONESTY

LOYALTY

UNITY

SHERIFF / UNDERSHERIFF



Community Trust

Increase community trust through improved communications and transparency



COMMUNITY AFFAIRS AND RESEARCH

- 1.1** Meet with local groups representative of community demographics.

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

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

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

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.

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

FISCAL AND COMPLIANCE

- 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 to the Citizen's Outreach Group (COG), Annual Report and via BOCC appearances.

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

Community Trust

Increase community trust through improved communications and transparency



INTERNAL AFFAIRS

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

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

Reduce Victims

Reduce the number of crime victims in the community

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.

FISCAL AND COMPLIANCE

2.3 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.

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.



Quality Service

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

COMMUNITY AFFAIRS AND RESEARCH

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

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

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

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.

3.3 Continue to maintain developed partnerships with agencies through periodic meetings with respective PIOs and members of those agencies.

FISCAL AND COMPLIANCE

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

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.

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.



Quality Service

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

INTERNAL AFFAIRS

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

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.

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



LEGISLATION

Legislation

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

COMMUNITY AFFAIRS AND RESEARCH

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

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

Use social media and press to bring awareness to legislation.

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.

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

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

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

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.

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

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



LEGISLATION

Legislation

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COMMUNITY AFFAIRS AND RESEARCH

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

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

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.

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.

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

INTERNAL AFFAIRS

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

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



HONESTY

LOYALTY

UNITY

ADMINISTRATIVE MANAGEMENT BUREAU



Community Trust

Increase community trust through improved communications and transparency

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.

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

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.

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.

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

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.



Reduce Victims

Reduce the number of crime victims in the community



ADMINISTRATIVE SUPPORT DIVISION

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

Quality Service

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

ADMINISTRATIVE SERVICES DIVISION

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

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.

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.

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.

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.

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

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.



LEGISLATION

Legislation

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

ADMINISTRATIVE SERVICES DIVISION

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

ADMINISTRATIVE SUPPORT DIVISION

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

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





HONESTY

LOYALTY

UNITY

**DETENTION
BUREAU**



Community Trust

Increase community trust through improved communications and transparency



DETENTION OPERATIONS DIVISION

1.1 Utilize JBBS Staff in Intake and Release for improved release care planning and assistance. Collect and analyze statistics to allow for predictive and proactive approaches to addressing crime-related issues within the community. This will allow for a more productive allocation of Office resources.

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.

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.

Reduce Victims

Reduce the number of crime victims in the community

DETENTION OPERATIONS DIVISION

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

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

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

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)

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.

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

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.



Quality Service

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

DETENTION OPERATIONS DIVISION

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

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

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

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

DETENTION SECURITY DIVISION

3.2 Detention Security Division leadership will continue to enhance and refine the Detention Training Officer 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.

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.



LEGISLATION

Legislation

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

DETENTION OPERATIONS DIVISION

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

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.

DETENTION SECURITY DIVISION

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

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.





HONESTY

LOYALTY

UNITY

**LAW ENFORCEMENT
BUREAU**





INVESTIGATIONS DIVISION

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

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

LAW ENFORCEMENT OPERATIONS DIVISION

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

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

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.

Community Trust

Increase community trust through improved communications and transparency

PATROL DIVISION

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

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

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

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.



Reduce Victims

Reduce the number of crime victims in the community

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.

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.

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

PATROL DIVISION

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

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



Quality Service

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

INVESTIGATIONS DIVISION

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

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

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

LAW ENFORCEMENT OPERATIONS DIVISION

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

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.

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.

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



LEGISLATION

Legislation

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

INVESTIGATIONS DIVISION

- 4.1** Develop a subject matter expert team to review, critique, propose, and present new legislation.
- 4.2** Provide testimony by subject matter experts to support the Sheriff's legislative goals.
- 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.

LAW ENFORCEMENT OPERATIONS DIVISION

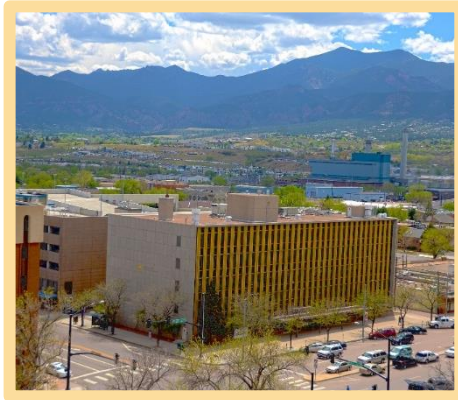
- 4.1** Develop a subject matter expert team to review, critique, propose, and present new legislation.
- 4.2** Provide testimony by subject matter experts to support the Sheriff's legislative goals.

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.

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





OFFICE OF THE SHERIFF

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EL PASO COUNTY JAIL

2739 East Las Vegas Street
Colorado Springs, CO 80906
719-390-2000



WILDLAND FIRE MANAGEMENT

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





EL PASO COUNTY OFFICE of the SHERIFF

Sheriff Joseph J. Roybal 27 East Vermijo

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



HONESTY

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



LOYALTY

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



UNITY

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

THANK YOU

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

- Joe



shrcommunity@elpasoco.com

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



EL PASO COUNTY

SHERIFF

