



**HUERFANO COUNTY SHERIFF'S OFFICE
MANAGEMENT STUDY**

DECEMBER 3, 2024

Paul Schultz
Municipal Police Consultants, LLC

HUERFANO COUNTY SHERIFF'S OFFICE MANAGEMENT STUDY
TABLE OF CONTENTS

December 3, 2024

Opening Remarks
Consultant Background and Qualifications
Huerfano County Demographics
Organizational Structure
Mission, Vision, Value Statements
Strategic Plan
Sheriff's Current Facility and Evidence
Crime Rate and Calls for Service
Recruitment and Hiring of Police Personnel
Retention of Police Personnel
Staffing and Wellness
Patrol Schedule
Patrol Operations and Court Security
Vehicles
Field Training Officer Program
Bike Patrol
Crime Analysis
Department Policies
Uniforms
Special Weapons and Tactics and Crisis Negotiation
Detective Operations
Drug Enforcement
Budget
Grants and Funding Sources
Emergency Operations Center
Community Outreach and Community Policing
Training and Firearms Range
Personnel Early Warning System
Liability Reduction (De-escalation and Co-Responder Programs)
Internal Affairs
New Trends in Discipline
Volunteers in Policing and College Interns
Light Duty Officers
New Technology
Citizen Surveys
Huerfano County Personnel Survey (Tenure, Education, Morale, Equipment, What's Going Well, - What Needs Improvement, Workload, Training)
Huerfano County Personnel Ethical Climate Survey
Employee Career Track

Police Reform

School Resource Officer

Planning for the Future

Priority Recommendations – Conclusion – Final Thoughts – Certification

Sources of Information for this Management Report

Attachments

Outreach Programs

President's Task Force on 21st Century Policing

Traits for Successful Law Enforcement Leadership

21st Century Leadership Mistakes in Small Law Enforcement Agencies

Transforming Underperforming Police Agencies into High Performance Organizations

Early Warning Power Point Attached Separately

OPENING REMARKS

I was retained by Huerfano County (the County Manager, Carl Young) to perform a Management Study of the Huerfano County Sheriff's Office consisting of a review and evaluation of all operations of the Huerfano County Sheriff's Office (with the exception of the jail) and make recommendations for best practices. On November 19th and November 20th, 2024, I was on-site conducting my evaluation of the Sheriff's Office.

Prior to my on-site visit I requested considerable information from Krissie Aldretti, the Sheriff's Office Human Resources Liaison.

Interviews were conducted with:

County Administrator Carl Young
All Huerfano County Commissioners
Huerfano County Sheriff Bruce Newman
Huerfano County Undersheriff Milan Rapo
Five Huerfano County Deputy Sheriff's via four management surveys each
Twenty Citizens

My report contains 44 sections, 45 pages, 244 recommendations and several pages of attachments based on best practices.

CONSULTANT BACKGROUND AND QUALIFICATIONS

Chief Paul Schultz (retired) has 52 years of law enforcement experience with 25 years as Chief of Police in four police departments (La Vista, NE, Lafayette, CO, Canon City, CO and Fort Morgan, CO) and Director of Colorado Peace Officer Standards and Training (POST) where he had regulatory oversight of Colorado's 31 police academies and 15,000 peace officer certifications. During this time at POST, he was the state hearing officer for serious police misconduct. For the past four years he has been the principal consultant with Municipal Police Consultants. He has assisted over 50 law enforcement agencies in several states. For the past 27 years he has been the lead instructor for the Southern Police Institute where he teaches Managing Small Law Enforcement Agencies, Ethics, Leadership and in 2021 and 2022 he was the coordinator of the 10 week-long Command Officers Development Course in Fort Lauderdale and Fort Myers, Florida. For the past four years he has taught Leadership at the Iowa Law Enforcement Training Academy. Over 3000 command officers from every state have graduated from his training courses. For 30 years he was adjunct faculty teaching criminal justice courses at the graduate and undergraduate level at the University of Colorado, Metropolitan State University and Regis University. He is a certified expert witness in the 10th Federal Court Circuit where he was an expert witness in over 25 Federal Lawsuits involving Colorado law enforcement agencies. He has a Master's Degree in Administration of Justice from the University of Colorado, is a graduate of the Police

Executive Research Forum Senior Management Institute for Police, FBI LEEDS, FBI LEEDA, the FBI Command College and is an FBI LEEDA Trilogy recipient. He co-authored the IACP "Police Chiefs Desk Reference" and is the author of the BJA publication on "How to Assess and Improve Operations of Small Law Enforcement Agencies" and 19 other professional publications. He has served as President of both the Colorado Association of Chiefs of Police (CACP) and the Police Chiefs Association of Nebraska. He was also Chairman of the CACP Professional Standards Committee where he served as the State of Colorado Accreditation Manager for five years. He is a certified subject matter expert by IACP/DOJ in Policing Immigrant Communities (2024), Crime Reduction Strategies (2022), in Use of Force, Recruitment and Retention (2021), and by the IACP/COPS Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) in Leadership (2020). In 2023 Chief Schultz was the Lead Presenter at the Inaugural Professionalizing Law Enforcement Community Engagement Training in Atlanta, Georgia and in 2024 supplied material for the second annual conference. He has made presentations at 21 of the annual International Association of Chiefs of Police conferences. He has completed police facility studies at 11 Colorado law enforcement agencies. He has taught the military police at 9 US Marine Corps bases and assisted teaching the US Army 10th Mountain Division Special Forces preparing to go to Afghanistan. He has been appointed by Colorado Governor's to five state committees. Chief Schultz has completed over 20 management studies similar to this one. He is considered a national expert in Managing Small Law Enforcement Agencies.

HUERFANO COUNTY DEMOGRAPHICS

Population – 6,820 (2023 estimate is 7,055)

Median Age – 55.4

County Seat of Huerfano County - Walsenburg

Total Area – 1,591 square miles

Roads – 513 miles of local roads and 160 miles of arterial roads

Median Household Income - \$49,631

Number of Housing Units – 4,738

Poverty Line – 20.6% of Persons below the poverty line

Elevation of Walsenburg – 6,171 feet

Website – <https://huerfano.us>

Location – South-central Colorado, east of the Sangre de Cristo Mountains and south of the Wet Mountain Valley

Demographics

White – 64%

Hispanic – 30%

African American – 1%

Native American – 5%

Asian – < 1.0%

Organizational Structure

The Huerfano County Sheriff's Office consists of:

- (1) Sheriff
- (1) Undersheriff
- (2) Captains
- (1) Lieutenant
- (1) Sergeant
- (1) Corporal
- (6) Patrol Deputies (Currently two deputies are on medical leave)
- (4) Civilian Employees serving in the following administrative assignments:

Krissie - Human Resources Liaison, Training Registrations, Ordering Supplies

Sabina - Sex Offender Registrations, Deputy Subpoena Coordination

Cathy - Body Worn Camera Program, E-Discovery, District Attorney Liaison, Records Management System Coordinator, UCR/NIBRS Coordinator

Melanie - Concealed Carry Weapon Registration, Purchase Orders, Jail Commissary

The Sheriff's Office has one reserve deputy and no volunteers.

Recommendations

*Transfer the Sheriff's Office Human Resources duties to the County Human Resources Manager.

*Reassign the Sheriff's Office Human Resources Liaison to become an Evidence and Property Technician. Currently the Sheriff's Office has thousands of items of evidence and property that needs to be audited and purged. This is a major problem in that evidence has

not been audited and purged in over seven years. The building is overflowing with property in almost every area.

*Contract with Propertyroom.com. For no fee they will remove items that can be removed legally from evidence and sell them on e-bay with half the proceeds coming back to the Sheriff's Office. Contract with Gun Busters of Kansas who for no fee will destroy firearms that can be legally destroyed that are being held in evidence. This company sells the parts from the firearms.

*Currently the Lieutenant serves as a part time School Resource Officer. The Sheriff's Office administration and the County administration should strongly recommend that the Sheriff's Office and the School District enter into an agreement to fund a fulltime deputy sheriff to serve as a nine month School Resource Office with 50% of salary and benefits paid by the school district and 50% paid by the Sheriff's Office. In the summer months when school is out the SRO would be assigned to patrol duties.

*If the school resource officer is funded the Lieutenant should be reassigned to patrol full time as a watch commander.

*Two divisions should be created with each one being commanded by a Captain. One would be Operations (Patrol, Investigations, Special Enforcement) and the other Support Services (Administration, Budget, Records, Evidence, Internal Affairs).

*The Undersheriff would oversee and assist each division as needed.

*The Sheriff's Office is in need of a Detective position. The department should apply for a grant to fund this position. There are many investigations that need to be undertaken by a fulltime investigator. The JAG grant could fund this position for four years.

*The Sheriff's Office should create a volunteer program. Unpaid community members with certain skills could volunteer and assist with administrative duties such as answering phones, records, research and development, conducting tours, assisting with community events, crime prevention tasks, traffic control, taking minor desk and phone in reports, search and rescue, etc.

*The Sheriff's Office should attempt to recruit and appoint additional Reserve Deputies. Reserve Deputies can greatly augment the patrol division.

*An on-line crime reporting system should be developed. This would reduce the time that patrol deputies are taking reports.

Mission, Vision and Value Statements

The Sheriff's Office has very detailed Mission, Vision and Value Statements on their website. However, I did not see them being posted in the Sheriff's Office.

Recommendations

*Shorten the Mission, Vision, Value Statements to one or two sentences or use acronyms that can be easily remembered by all department personnel.

*Post the Mission, Vision, and Value Statements in several conspicuous locations in the Sheriff's Building including both the inner and outer lobby areas.

Strategic Plan

Currently there is no strategic plan for the Sheriff's Office

Recommendations

*Create a five year plan that will show the accomplishments and challenges that the Sheriff's Office faces and how they plan to address them. This public document should be thorough and allow input from every department member as well as citizen input.

*Revisit the strategic plan once a year and make adjustments as necessary.

Current Sheriff's Facility and Evidence

The current Sheriff's Headquarters building consists of the following rooms, listed in a counterclockwise direction:

Outer Lobby

Inner Lobby

Sheriff's Office

Dispatch

Captains Office

Undersheriff's Office

Human Resources Office

Copy Room

Report Writing Room with four report writing stations (Squad Room)

Evidence Room

Generator

Dispatch Supervisor office

Back-up Radio System

Two Garage Bays used for storage (both completely full – mostly with evidence)

Employee Breakroom

Secretary Office

Secretary Office

Captain Office

Lieutenant Office

Secretary Office

There are two connex storage units. One is on-site and one is off-site

The current main headquarters facility is overflowing with property in the garages. This needs to be addressed as soon possible.

The evidence room is full.

There is no central armory. Weapons are stored in the Sheriff's Office and in the Undersheriff's Office.

Recommendations

*As mentioned earlier begin a purging process regarding evidence and property. This would open space in the two department garages.

*Assess the feasibility of remodeling one of the garages for additional office space.

*Create additional storage space for department equipment that is haphazardly being stored in the department report writing area.

*Create a secure department armory and transfer all department weapons into the armory.

*Develop a community information center with community safety and crime prevention brochures in the outer lobby. Currently there are few informational brochures in that area.

*Remove items being stored adjacent to the outer lobby area. Currently there are several tires and a 2 ½ gallon gasoline storage container that is half full of gasoline. The gasoline storage is a serious safety issue that needs to be addressed as soon as possible.

*Develop an office space for a department investigator and/or when the Colorado Bureau of Investigation responds to assist with a major investigation.

Crime Rate and Calls for Service

The following crime data from 8/1/2022 through 9/10/24 was supplied by the Sheriff's Office:

Part One Crimes

3 homicides

4 robberies

7 sex offenses

44 assault offenses

134 burglary offenses (reported after occurrence)

17 in progress burglary calls (this is ancillary data – not part one crime data)

173 theft offenses

50 stolen vehicles

0 arson offenses

No data regarding calls for service was provided.

Recommendations

*Better crime data broken down by month needs to be developed resulting in an annual report.

*A month by month comparison of all calls for service needs to be developed resulting in an annual report.

*A dashboard with this data on the department's website would be a valuable addition that would keep the public informed about crime in the community.

Recruitment and Hiring of Sheriff's Department Personnel

Recruitment of law enforcement personnel has been difficult nationwide. To be successful recruiting personnel law enforcement agencies have to cast a wide advertising net, be persistent and innovative.

Recommendations

*The department should create a recruiting brochure and mail both electronic and hard copies to every college in Colorado that has a criminal justice program and also to every college police academy in Colorado. This brochure will be posted on hiring boards at the college. The recruitment brochure should highlight the positive aspects of working in the Huerfano County Sheriff's Office to include personal relationships, not being just a number

in a large agency, working in a supportive community, the outdoor lifestyle in Huerfano County, department training opportunities, the ability to work your cases to conclusion, the take home car plan that allows deputies to live from Pueblo to Trinidad and commute to work in a department supplied vehicle, overtime opportunities, complete uniforms and equipment supplied at no cost to the employee, lateral entry opportunities for experienced officers, and an abbreviated field training program for experienced officers.

*The recruiting brochure should be added to the department and the city website.

*The department should explore if a no cost recruiting video can be developed. The Canon City Police Department did this at no cost using a local high school visual arts program. The recruiting video is still on YouTube.

*The department should advertise for deputies on the International Association of Chiefs of Police website. There is no charge for this.

*The department should advertise for deputies on the Colorado Peace Officer Standards and Training Website. There is no charge for this.

*The department should continuously recruit and have an eligibility list of potential new hires at all times. This will reduce the time to replace a deputy when an opening occurs.

*The department should visit and make recruiting presentations to both the Trinidad State College Law Enforcement Training Academy in Alamosa 73 miles away and to criminal justice students at the main campus at Trinidad State College 35 miles away.

*Attempts should be made to determine what students live in Walsenburg and in Huerfano County that are attending the Trinidad State College Law Enforcement Academy in Alamosa and are attending criminal justice classes at Trinidad State College and send them a letter and recruiting brochure to invite them to explore career and volunteer opportunities at the Huerfano County Sheriff's Office.

*An attempt should be made to determine if the local newspaper would as a public service place a no cost ad in their newspaper advertising for Deputy's when an opening occurs or are anticipated.

*The department should create a recruitment team of motivated volunteer deputies. The Sheriff and the Undersheriff should also be part of the recruitment team as time allows. The recruitment should visit area colleges and area law enforcement academies to recruit new Deputies.

Hiring of Sworn Deputy Sheriff's

Currently the hiring process for Deputy Sheriff's consists of the following:

Completion of an Interview with the Sheriff, Undersheriff, Captain Human Resources and two members of the public

Background Investigation

Psychological Examination by a licensed Psychologist

Physical Examination by a licensed medical doctor

Recommendations

*Have applicants take a valid written test. An often used vendor is Stanard and Associates who have developed The National Police Officer Selection Test.

*The addition of a polygraph examination.

*Deputy Sheriff finalists should at their expense take the Test of Adult Basic Education (TABE Test). This test evaluates English Language proficiency, reading and comprehension skills, basic math, and writing skills. This will provide valuable insight into the applicant's educational level. Often there can be surprises when this is not tested resulting in finding that a new hire has difficulty with basic skills. This low cost test can be administered at a local college or via computer off-line.

*In lieu of adding a Physical Abilities Test an enhanced medical examination could be required. An enhanced medical physical exam will reduce medical liabilities to the pension plan.

*A mandatory ride-along for the applicant. The Deputy that the applicant rides with will provide valuable input regarding the applicant's interest, ability to fit in the organization and ability to perform the duties of Deputy Sheriff.

*A home visit and interview of immediate family members should be included in the Background Investigation. This will determine if there are any family issues that might impact the applicant's ability to serve as a Deputy Sheriff.

*Before hire the applicant should be drug tested.

Retention of Sheriff's Personnel

Retention of law enforcement personnel has been a challenge in all law enforcement agencies nationwide. In Colorado before the George Floyd incident on May 25, 2020, annual attrition was 10% in most agencies. Post the George Floyd incident and after the Police Accountability legislation became effective on September 1, 2020, annual attrition rates in Colorado law enforcement agencies dramatically increased in some agencies to 25% and 30%. Various strategies have been added to retain law enforcement officers. It is estimated by the Southern Police Institute that the cost to replace a law enforcement officer who has resigned is in excess of \$100,000.

Recommendations

- *Some agencies are offering both a hiring bonus and a retention bonus for sworn officers.
- *Increase the take home program to allow personal use in Huerfano County while off-duty with certain restrictions. This concept was pioneered by the Yakima, Washington Police Department and was adopted by the Canon City, Colorado Police Department. This is an attractive benefit for most officers. It increases law enforcement visibility throughout Huerfano County. This will also increase officer safety by having the ability to have more officers respond to dangerous calls.
- *Reduce the cost of health insurance. This will improve compensation for Officers.
- *Develop an annual Mental Health Check-In for all employees. A Mental Health Professional would visit the department annually and meet with each employee for an hour to help them deal with stress, family issues, and make them more resilient. This will assist in reducing attrition.
- *Develop an Employee Advisory Committee (EAC). The EAC representatives would meet with the Sheriff quarterly to discuss and resolve any employee concerns.
- *Subsidize a gym membership for Deputies.
- *Host an annual Family Night at the Sheriff's Office where employee's family members could tour the department, meet the staff and hear words of encouragement and support from the Sheriff.
- *Develop an Awards Program. Employees want to be recognized for excellent work by their peers.
- *Have an annual Awards Banquet where department awards are distributed. Invite family members, elected officials, and the media.

*Develop a career track for employees. Based on time in grade, merit and accomplishments employees can move up to higher levels within the same rank such as Master Deputy, Sergeant First Class and a higher level of Lieutenant and Captain. All with a commensurate pay raise. A national model using this concept is the Lawrence, Kansas Police Department.

*Institute shift differential pay. Extra pay for working patrol shifts after a certain time.

*Institute additional pay when serving as a Field Training Officer.

*Develop a college reimbursement program.

*Institute additional pay for having a college degree.

*Improve the department training plan which allows employees to further develop their skills.

Staffing Attrition and Wellness

Since 2021 17 Patrol Deputies have separated from the Sheriff's Office. The reasons that the employees cited for leaving were the following:

2-Personal Reasons

9-New Law Enforcement Position

2-Career Change

1-No reason

3-Effective Immediately

Recommendations

*These numbers reflect a high level of attrition. A higher number of Deputies are leaving for other law enforcement positions than any other reason. Salary and benefits need to be improved to reduce attrition. A salary survey of comparable counties should occur.

*A wellness program needs to be developed with the goal of reducing stress and focusing on long term career development. This program should include proper nutrition, smoking cessation, how to stay heart healthy as well as how to arrange personal finances and stress management.

*Ethics training is needed to reduce ethical and policy violations.

Patrol Schedule (days 6am to 6pm – nights 6pm to 6am,)

The Sheriff works day shift on a 5/2 schedule – Monday through Friday (8am to 4PM) – he responds to calls for service as needed.

The Undersheriff works dayshift on a 4/3 schedule – Monday through Thursday (8am to 6pm) – he responds to calls for service as needed.

Captain Lesser works day shift on a 4/3 schedule – Sunday through Wednesday (8am to 6pm) and then alternating Monday through Thursday and responds to calls as needed.

Captain Laporte works a 4/3 schedule – Monday through Wednesday with rotating between days and nights and responds to calls as needed.

Lieutenant Pacheco works day shift on 4/3 schedule – Monday through Thursday and then alternating Tuesday through Friday. She works as the school resource officer on a part time basis.

Sergeant Hajar works night shift on a 4/3 schedule Sunday through Wednesday.

Corporal Martin works night shift on a 4/3 schedule Wednesday through Saturday.

Remaining Deputies work a combination of 4/3 schedule and rotate to a 3 day 12 hour workday.

12 hour shifts are popular with Officers because it reduces the number of days they work in a year. However, several studies with the leading one done by the Police Executive Research Forum (PERF) showed that there is a fatigue factor when working a 12 hour shift. Especially if you work beyond 12 hours due to court, staffing shortages or major events. Liability can be attached to Officers being fatigued.

Recommendations

*A manpower study needs to be undertaken to determine if the current schedule is the most efficient. The Sheriff's Office has done a commendable job trying to provide coverage with a small staff.

*A power shift should be evaluated that would assign a Deputy to work other than 6am to 6pm or 6pm to 6am. The power shift would work the busiest 12 hours of the day and works on the busiest days of the week. Usually this would be 2 pm to 2 am Wednesday through Saturday.

*The Undersheriff should be assigned to a dayshift 5/2 schedule from 10:30am to 6:30pm. This would allow him to meet day shift and night shift officers.

*If adequate patrol coverage occurred a 10 hour day, 4/3 schedule with a common training day on Wednesday would be ideal. This would require slightly staggered shifts to ensure continual coverage, and two power shift officers for seven day a week coverage.

*The Captains and Lieutenant schedule should be evaluated to determine if it would be more effective for the organization to have them work a traditional 5/2 schedule.

Patrol Operations and Court Security

It has been reported that patrol deputies are busy (900 to 1200 calls for service monthly) and at times lack adequate backup resulting in dangerous situations being handled by one deputy. The workload needs to be reduced through a variety of approaches. The Sheriff has advised me that approximately 70% of calls for service are in the City of Walsenburg which the Sheriff's Office provides law enforcement services. Minimum staffing is two patrol Deputies on duty at any time.

Recommendations

*An online reporting system should be developed that would crime victims to write their own crime report and not require a deputy to respond. Many law enforcement agencies in Colorado have this program and it is easily replicated.

*A Differential Police Response program should be developed. A Differential Police Response Program holds less serious calls until staffing is available to respond. An example would be a cold bicycle theft might be handled during the next shift if it is reported during an exceptionally busy time.

*If the department can develop a corps of reserve officers they could be dispatched to handle minor report calls.

*A kiosk can be positioned in the internal lobby of the Sheriff's Office for self-reporting of minor crimes thereby reducing the need for a Deputy to respond. This can be grant funded.

*The department should develop a college intern position that after training could be assigned as a desk officer inside the lobby of the Sheriff's Office and handle walk-in reports. Trinidad State College would probably be receptive to coordinating this program with the Sheriff's Office.

*Due to the size of Huerfano County a Resident Deputy program should be evaluated.

Court Security

The Sheriff's Department has a functioning court security program. I personally witnessed this assignment. There are no recommendations regarding this function.

Vehicles

The Sheriff's Office fleet consists of 65 motor vehicles (includes specialized use vehicles), and in addition 9 Trailers, 1 Forklift, 4 ATV's, 1 Bob Cat Dozer, 1 MRAP.

The age of patrol vehicles (not specialized use vehicles).

Model Year:

1997 – 1
2006 – 1
2007 – 5
2008 – 4
2009 – 8
2010 – 4
2011 – 4
2012 – 1
2013 – 9
2014 – 2
2015 – 2
2016 – 3
2019 - 1

Recommendations

*The motor vehicle fleet needs to be thoroughly reviewed to include mileage, condition and a determination if the vehicle is actually needed.

*Vehicles that are not needed should be auctioned off and if possible the proceeds applied to the Sheriff's Department Budget.

*The fleet is older and I suspect many vehicles have high mileage. A vehicle replacement plan needs to be developed with the goal of purchasing one to two new patrol vehicles per year. A grant can fund these costs.

Field Training Officer Program

The department has a 12 week Field Training Program for new Deputies. The length of the program can be adjusted depending on the progress of the trainee. Some trainees are accelerated through the program due to superior performance and some deputies require additional weeks of training.

Recommendations

- *All Field Training Officers should attend an FTO school before they train new Deputies.
- *Documentation in the form of daily observation reports should be completed by the Field training Officers and then reviewed by the FTO Training Program Supervisor.
- *The department should develop an abbreviated Field Training Program for lateral hire deputies with prior law enforcement experience.

Bike Patrol

The Sheriff's Office currently does not have a bike patrol program. However, a very nice electric bike was recently found as abandoned property. Several attempts were made to locate the owner and all were unsuccessful.

Recommendations

- *The above described electric bike should be turned over to the Sheriff's Office after complying with local ordinances regarding found property.
- *The electric bike should have graphics placed on the bike identifying it as a Sheriff's electric bike.
- *The electric bike should be used for patrol in downtown Walsenburg.
- *A study should be undertaken to determine if it would be feasible to have a two bicycle patrol program with bike racks on two patrol cars.

Crime Analysis

The Sheriff's Office currently does not have a crime analysis program. There are several computerized crime analysis programs that are commercially available. Examples include Lexis Nexus, Accurint, Beagle Analytics and COPLINK. There are many benefits to having a crime analysis program. They include:

Better Intelligence for Patrol Officers To Address Crime Issues

Better Coordination With Other Law Enforcement Agencies

Increased Transparency

Community Informed Policing

Targeted Community Outreach

Collaboration with Local Organizations

Real Time Updates For Residents

Recommendations

*The Sheriff's Office should investigate obtaining a computerized crime analysis program that would address their needs.

*A computerized crime analysis program can be funded by various grants.

*At a minimum a pin map in the department should be developed and maintained by support staff. The pin map will show the locations of crimes occurring in the county. This could be a project assigned to an intern, volunteer or reserve officer.

*Information about crimes should be on the Sheriff's website in an attempt to alert the public.

Department Policies

The Sheriff's Office has their own department policy manual. However according to the Sheriff, it hasn't been updated in ten years. This is a serious liability issue and needs to be addressed as soon as possible.

Recommendations

*Due to lack of staffing to update the current policy manual the department should contract with LEXIPOL. LEXIPOL will supply an on-line policy manual that is specifically footnoted to Colorado state laws and court decisions. Over 100 law enforcement agencies in Colorado use LEXIPOL.

*After the LEXIPOL policy manual is adopted by the department training on the new policies for all department personnel should occur as soon as practical. This can be accomplished through roll call training.

*The insurance company for the Sheriff's Office should be contacted to determine if there is a reduction in insurance premiums and/or assistance in paying for LEXIPOL. CIRSA had a program like this at one time.

*If LEXIPOL is not adopted the current policy manual should be reviewed by the department's command staff with the goal of updating one policy a month starting with high liability policies. This review can be accelerated by reviewing a similar agencies policy manual who is either CALEA Accredited or Accredited by the Colorado Association of Chiefs of Police.

Uniforms

The department uniform looks professional and all sworn personnel appeared to look similar when in uniform. I have no recommendations to change the current uniform.

Recommendations

*The department should assess the need for and the ability to pay for cold weather uniforms for Deputies. Items such as winter parkas, watch caps, gloves and winter boots could be needed due to severe weather.

Special Weapons and Tactics (SWAT) and Crisis Negotiation

The department does not have their own SWAT Team. When needed they use the SWAT Team from the Pueblo County Sheriff's Office. The department has one Captain assigned as a Crisis Negotiator.

Recommendations

*When staffing allows train at least one Deputy on each patrol shift in basic containment techniques. This will allow on-duty personnel to contain a situation until a SWAT Team can arrive on scene.

*When staffing allows train three Deputies as Crisis Negotiators. Crisis Negotiators can resolve over 90% of barricaded gunman and hostage situations without the need for a SWAT Team. Crisis Negotiators should be low ranking personnel who by design cannot make major decision during an incident which will slow down the situation. More time often results in a better outcome.

*The Captain who is the department negotiator can remain as the Commander of the program but should not be the main negotiator.

*All Crisis Negotiation equipment (Throw Phone, Command Boards) can be grant funded.

*Crisis Negotiators can be trained by attending the 40 hour FBI Crisis Negotiator training course at no cost.

*Crisis Negotiators should train once a quarter and have a practical field training exercise once a year.

Detective Operations

The Department does not have a Detective. Deputies' conduct follow-up investigations on their own cases. There have been many serious crimes and pattern crimes in Huerfano County that require extensive investigation. As an example, a local liquor store has been burglarized five times in six months. Surveillance cameras have recorded the face of the burglar and this video has been provided to the responding Deputy. According to the victim he has never heard back from anyone in the Sheriff's Department to provide any updates on the investigation. This case would have been easily solved if the department had a Detective who could devote adequate time to investigate it.

Recommendations

*The Department desperately needs a Detective. Serious crimes have occurred that need a more thorough investigation than what a patrol Deputy can provide due to staffing and volume of calls for service.

*When staffing allows the Department should assign a Deputy to be a Detective at their earliest opportunity.

*When the new Detective is assigned he/she should receive the following training:

*The Boulder Police Department hosts a one week basic investigator school – POST will pay for this class and per diem.

*The Colorado Bureau of Investigation periodically hosts a one week basic crime scene training class – POST will pay for this class and per diem.

*Arrangement should be made for a one week on the job investigator training with the Pueblo County Sheriff's Office.

Drug Enforcement

Drug enforcement investigations are conducted by the Colorado Bureau of Investigation. However, Patrol Deputies have made narcotics arrests while conducting traffic stops and during the course of their duties.

Recommendations

*The Department should continue collaborating with the Colorado Bureau of Investigation regarding drug enforcement.

*The Department should advertise that if citizens have information about illegal drugs they should report it to Crime Stoppers.

*The Department should use Crime Stoppers to receive information about illegal drugs in Huerfano County and then share that information with the Colorado Bureau of Investigation and area agencies that have active drug investigation units, i.e. the Pueblo County Sheriff's Office, the Pueblo Police Department and the Vice Narcotics and Intelligence (VNI) Unit of the Colorado Springs Police Department.

*Information received about drug dealers in Huerfano County should be shared in a confidential manner with patrol deputies. When traffic violations occur with these known and suspected drug dealers the patrol deputy and the K-9 Deputy can check the vehicle. Many narcotics cases have been made in this manner in other jurisdictions.

Budget

Budget data for the Sheriff's Office was reviewed for the last four years (2021 – 2024). The review showed the following:

Total County Budget – General Fund Budget – Sheriff's Office – Sheriff's Office Actual

2021 – 17,091,579 – 6,378,059 – 2,324,649 – 2,339,078

2022 – 20,747,609 – 7,059,959 – 2,579,294 – 2,763,155

2023 – 20,888,360 – 6,955,126 – 2,141,072 – 2,879,916

2024 – 21,876,572 – 7,887,429 – 2,713,933 - -----

The budget is a traditional line item budget that shows data by individual items. The section that shows a dramatic increase is the 2023 salary line item that was over budget by 51%. In

discussions with the Sheriff and Undersheriff they stated that this was due to overtime expenditures that were a result of staffing dropping down to 9 road patrol deputies from an authorized number of 13.

The other item to note was in 2021, 2022 and 2023 the actual Sheriff's Office was always in excess of the authorized budget amount. The 2024 budget has not been finalized as of this report. This obviously needs to be corrected.

Recommendations

*My review found that the Undersheriff, Captains and Lieutenant are classified by the Sheriff's Office under the Fair Labor Standards Act (FLSA) as non-exempt employees. This means that they receive overtime pay when they work in excess of their assigned schedule. One Captain was reported to have made an annual salary of \$250,000 in a recent year when overtime was computed into his salary. In my experience this is unheard of for these ranks to be classified as non-exempt. They should be classified as exempt and not be eligible for overtime even if they work overtime. This will save thousands of dollars annually in the Sheriff's Office budget and fund additional Deputies.

*The excessive overtime is necessitated by not having an adequate number of Deputies on patrol. This becomes a crisis situation on a regular basis. Additional Deputies need to be added to the Department and funded by a combination of grants (Federal, State, Local, Private), a public safety tax, a partnership with the school district for a school resource officer and a county surcharge on court convictions that creates a criminal justice fund for the Sheriff's Office.

*Grants as listed in the next section below should be used to augment the budget.

*The budget should be reviewed quarterly by the Sheriff's Office Command Staff and adjustments made to ensure that they do not exceed their authorized budget.

Grants and Funding Sources

In 2023 the department received the following grants:

JBBS - \$179,500 – local match - \$17,950

SAR - \$12,600

Underfunded Court House - \$55,969

Court House Security Grant - \$40,785.51

In 2024 the department received the following grants:

Court House Security Grant \$73,979

JBBS - \$175,114

Huerfano County Law Enforcement Imp. - \$200,000 – local match \$237, 282

SAR -\$6,965

The above grants are impressive but more is clearly needed that directly improve staffing.

Recommendations

The Department should apply for the following grants:

*The Justice Assistance Grant (JAG) for personnel through the Colorado Department of Criminal Justice. The JAG would pay 100% of personnel costs for four years for a Deputy Sheriff. This position needs to be assigned to patrol.

*The Law Enforcement Community Services Grant through the Colorado Division of Local Government Funding. This grant provides funding for community outreach projects.

*The Colorado Law Enforcement Assistance Grant Program (LEAGP) through the Colorado Department of Public Safety. This grant can fund operations, investigations, training and education, equipment and supplies, joint community based programs, or support of community based programs.

*Colorado Proposition 130 will provide grant funding for hiring more Officers, provide training and bonus pay.

*Victim Assistance for Law Enforcement (VALE) Fund Grants provide funding for victim assistance

*Colorado Law Enforcement Assistance Fund (LEAF) provides funding for DUI enforcement.

*State's Mission for Assistance in Recruiting and Training (SMART) Grant Program is administered by the Colorado Division of Criminal Justice and is designed to fund additional Officers.

*Community Oriented Policing Services, US Department of Justice (COPS Office) provides funding for additional Officers (COPS Hiring Program – CHP, De-escalation training (SAFER) Outcomes and School Violence Prevention Programs. The COPS Office periodically revises

and adds new grant proposals. The department investigate a School Resource Officer grant.

*Wal-Mart has a law enforcement grant program for various products to include bicycles for youth. A Wal-Mart store does not need to be in your jurisdiction to apply.

*Target has a law enforcement grant program for various products to include bicycles for youth. A Target store does not need to be in your jurisdiction to apply.

*National Center for Missing and Exploited Children (NCMEC) based in Alexandria, Virginia has a training grant program for the Sheriff and the Department Communications Manager that funds 100% of a 3 day training (to include travel expenses and per diem) program entitled, "Prevent, Reduce, Prevent – Leadership Seminar on Missing and Exploited Children". They may have expanded the eligible attendees to include other leadership positions in the Department.

*New Mexico Tech funds a 100% (to include travel and per diem expenses) paid one week training program for law enforcement officers at their Counterterrorism First Responder Training Program in Socorro, New Mexico. This training class deals with explosive devices. It is an excellent training program.

*Defense Reutilization Marketing Office (DRMO), also known as the 1033 program provides free surplus military equipment.

*1122 Federal Procurement Program allows state and local agencies to purchase equipment at the same cost as the federal government. Many agencies purchase vehicles in this manner. 1122 will always be less than state bid on vehicle purchases.

*National Association for the Exchange of Industrial Resources (NAEIR) provides free materials to members after they purchase a catalog.

*Colorado POST Training Grants fund 100% of training and per diem costs for approved training classes for sworn Officers. This is an important grant in that a large portion of the Department's training can be funded.

*Colorado POST Backfill Grant will fund overtime to backfill for an Officer when an Officer attends POST funded training. This is designed for small law enforcement agencies.

*El Pomar Foundation has funded 10 grants in Huerfano County since 2021 in the areas of arts, civic, community initiatives, education, health and human services.

*Firehouse Subs has a First Responder Equipment Grant program. A Firehouse Sub restaurant does not to be in your jurisdiction to apply.

*National Child Safety Council is a 70 year old 501 c 3 organization that electronically solicits fund from the business community of your jurisdiction. They then provide your Department with resources for child safety programs. This is a very easy program to participate in. Twenty Eight law enforcement agencies in Colorado participate in this program. I personally have been Chief of three department that participated in this program over a period of 20 years and never had an issue while receiving thousands of dollars in free child safety literature and promotional items.

*County Surcharge Fees could be added to fines in County Court by the addition of a County Ordinance. These funds could create a County Criminal Justice Fund. These monies could fund equipment, training, community outreach programs, crime prevention programs and other criminal justice programs.

*A County Public Safety Tax could be explored that would increase the budget to allow more personnel to be hired by the Sheriff's Office. The City of Castle Rock just passed this public safety tax.

*The Colorado State Patrol has a program that provides fingerprint readers at no cost to the Department. These fingerprint readers check fingerprints of subjects in the field.

*The Sheriff could explore charging prisoners in the jail a daily fee for their incarceration. The Boulder County Sheriff's Office has this program

Emergency Operations Center

The Huerfano County Emergency Operations Center is housed in the Community Center.

Recommendations

*An annual tabletop training exercise with the Huerfano County Department of Emergency Management, the Huerfano County Sheriff's Office, Representatives from the City of Walsenburg, and the Colorado State Patrol would ensure that in the event of an emergency all public safety efforts are coordinated.

*A three day supply of non-perishable food, water and basic supplies for on duty Sheriff's personnel would be advisable.

*Generators at the Sheriff's Office Dispatch Center and at the Emergency Operations Center should be checked once a month to ensure they are operational.

Community Outreach and Community Policing

Community Outreach is critical for all law enforcement agencies. Building trust with the community is the cornerstone for community policing. When asked what community outreach programs the Department had in 2024 I was told none, due to staff shortages and workload. This is a serious shortcoming that needs to be corrected as soon as practical.

Recommendations

*The Department needs to plan community outreach programs in 2025.

*The Department command staff needs to coordinate their participation in community outreach. Each command officer (lieutenant and above) should be required to coordinate and attend at least one community outreach program in 2025.

*The Department should participate in National Night Out. This one evening event takes place on the first Tuesday in August. Over 15,000 law enforcement agencies participate nationwide. Information can be obtained from The National Association of Town Watch. The purpose of National Night Out is to Reduce Crime and Fear, Strengthen Neighborhood Spirit, Raise Awareness of Crime and Drug Prevention, Send a Message to Criminals that Neighborhoods are Organized and Fighting Crime. All command officers should attend National Night Out (attendance in NNO is in addition to each command officer coordinating and attending their own community outreach program).

Examples of community outreach programs that will not burden a busy department:

*Coffee with a Cop

*A Bike Rodeo

*Presentation to First Time Drivers on Traffic Safety at the High School

*Serving Coffee/Drinks for an hour at a Fast Food Restaurant

*Crime Prevention Presentation to a local service club (i.e. Rotary, Lions, Optimists, Kiwanis, Realtors)

*Writing an article in the local newspaper about Crime Prevention

*Appearing on a local radio station

*Staffing an information booth at a local fair

- *Hosting a meeting in an area where there have been pattern crimes (i.e. for local businesses after the series of burglaries at a liquor store)
- *Coordinating a meeting about human trafficking with local hotel operators
- *A meeting for women on safety (i.e. Rape Aggression Defense System -R.A.D Training)
- *Acting as servers serving water at a busy restaurant with tips going to Special Olympics
- *Foot patrol in a business area and contacting business owners
- *Coordinating a meeting with licensed liquor outlets

Training and Firearms Range

Information was provided to me that due to lack of staffing the Department in recent years was not in compliance with Peace Officer Standards and Training requirements for on-going training. The POST rule is that every officer must complete 12 hours in perishable skills training (Emergency Vehicle Operation Course Driving, Firearms and Arrest Control) and 12 hours of training that the Sheriff approves, for a total of 24 hours training per year. If any officer fails to complete this required training the entire agency is not eligible for POST Training grants. This is a major sanction for any agency.

Recommendations

- *Develop an annual training plan with input from all Department members.
- *Ensure that all Officers are in compliance with POST Training requirements. According to the Undersheriff the Department will be in compliance with POST minimum training requirements in 2024.
- *Use all available options to conduct training, such as roll call training, on-line training, in-service training, attendance at outside training courses.
- *Utilize outside instructors to teach classes at the Sheriff's Department for Huerfano County Sheriff's Department personnel as well as inviting area law enforcement officers to attend.
- *Have each Deputy maintain their own training file to ensure that all training is recorded.
- *Have supervisors review with their subordinate's high liability department policies and record these hours as training hours. A goal of one high liability policy review per month is realistic.

*Have a Command Officer select certain Body Worn Camera Footage to review with Department members highlighting correct approaches to handling the situation and approaches to handling the situation that need improvement.

*Extensive use of POST Training Grants. This will fund a considerable amount of training for all sworn members of the Department.

*Ensure that Firearms Training includes night shooting, shooting after moderate exercise (i.e. running up to the target), shooting in both daylight and low light with emergency lights and siren on, shooting behind concealment and cover, shooting from very close range at targets (i.e. 1 to 3 feet), shooting in certain scenarios (i.e. sitting at a booth at a restaurant, in a Domestic Violence scenario, in an Ambush, etc.).

*An annual judgment shooting scenario should occur (simunition training, red handle weapons, etc.) This is a major liability if this does not occur.

*A goal should be to have all Deputies attend Crisis Intervention Training (CIT). This is the standard today in law enforcement. The more CIT trained Deputies the more liability is reduced.

*All Deputies should complete an online training course in Emergency Spanish, (i.e. Spanish on Patrol).

*All supervisors should be graduates of the First Line Supervisors training program host by the County Sheriffs of Colorado.

*All Command Officers should be a graduate of a major Command Officer training program such the Northwestern School of Staff and Command, the Southern Police Institute Command Officers Development Course, The FBI National Academy or a similar program. This may take several years to accomplish but the Department will greatly benefit from having a well-trained command staff.

*Experienced Deputies and experienced Supervisors should attend Leaders in Police Organization (LPO) training hosted by the County Sheriffs of Colorado. This program will improve resiliency among staff.

*A wellness component should be added to the Department's training program focusing on a healthy lifestyle, stress management, financial competence. A Health Newsletter can be obtained at no cost.

*The Department should have training in Cultural Competence, Emotional Maturity or Cultural Diversity for all Department members.

*All members of the Department should have an annual ethics review.

*All members of the Department should have sexual harassment training at least once every two years.

*Dispatchers should have their own Field Training Program with documentation in place.

*All dispatchers should be trained in Emergency Medical Dispatch.

Firearms Range

An inspection of the Firearms Range revealed that it is an 8 lane range with adequate safety measures in place (i.e. a high berm, single road entrance and it is secluded). No modifications to the range are recommended at this time.

Personnel Early Warning System

A Personnel Early Warning System is designed to identify employees that need assistance due to professional and/or personal problems. It is designed to get employees the help they need to protect their career and improve job performance. Currently the Huerfano County Sheriff's Office does not have a formal Early Warning System in place. There are several commercially available Early Warning Systems such as IA Pro, Guardian, and PowerVitals. I have attached a simple to use manual system that monitors 18 categories and has no cost.

Recommendations

*The Sheriff's Office should implement a formal Early Warning System in 2025.

*A Command Officer should be assigned to monitor the Early Warning System every six months.

*Deputies identified as needing assistance should be provided assistance as soon as practical.

*The Early Warning System should not be punitive but rather helpful.

Liability Reduction (De-escalation and CO-Responder Programs)

Liability in all law enforcement agencies should be reduced to the lowest level. Reducing liability saves the Department money, reduces insurance costs, reduces bad media coverage, improves trust with the community and saves careers.

Recommendations

- *The Department should adopt a minimum of a two level level approach to de-escalation training. All Deputies should have:
- *Crisis Intervention Training (40 hours training course) – Failure to have Deputies trained in CIT has now become the basis for many lawsuits
- *Mental Health First Aid (8 hours training course)
- *Have three Deputies trained as Crisis Negotiator (40 hours training course)
- *The Department should develop a robust timely CO-Responder Program in coordination with a local mental health service provider.
- *Suicide prevention literature should be obtained and provided for each Deputy to have them provide this on calls regarding people contemplating death by suicide. This is important because as an example in Woodland Park this was not done and it resulted in a suicide, an investigation by the media and a threatened lawsuit.
- *An outside trainer should be retained to present training on law enforcement liability and how to prevent it. Many Officers are not aware of liability connected to law enforcement and how to prevent it.
- *A Command Officer should be assigned to periodically research cases where law enforcement agencies in Colorado have been successfully sued. This information should be synopsisized and e-mailed to each Deputy to make them aware of liability trends in Colorado.

Internal Affairs

Internal Affairs deals with the investigation of citizen complaints and complaints generated within the Department. It is critical that this function is performed correctly. Community trust can be eroded quickly if citizen complaints are not investigated properly. Liability can also be increased dramatically if this function is not performed correctly. When inquiring who performs internal affairs investigations the response I received was slightly ambiguous. I when I inquired if anyone in the Department has had specific training on how to conduct internal affairs investigations the response was no one in the Department has had this type of training.

Recommendations

*Two Command Officers should attend a training class on how to conduct internal affairs investigations.

*One Command Officer should be assigned as the primary internal affairs investigator and the second Command Officer assigned as a back-up.

*The Department Internal Affairs policy should be reviewed and updated. It has not been updated in over 10 years.

*A brochure should be developed on how to compliment or complain on a Department Member. These brochures should be on display in the outer lobby area.

*The brochure should also be on the Department's website.

*Internal Affairs investigations should be maintained in a secure area with limited access.

*An annual report on the number, type and resolution regarding complaints the Department has received in a calendar year should be developed and be on the Department website. I believe that the number is very low. I have very successfully used an approach that of the total number of citizen contacts (dispatch calls + citizens contacted on calls for service + arrests + traffic contacts + Deputy citizen contacts + walk in citizens at the Sheriff's Office) will total several thousand and out of that number we have only had a few citizen complaints (list the actual number).

New Trends in Discipline

Traditional discipline models in law enforcement agencies focus on negative discipline. When a department member violates policy there is a negative sanction in the form of a written reprimand, suspension without pay, demotion or termination. In small law enforcement agencies often a negative sentiment towards management lasts for many years. The subject employee is forced to work with a supervisor that he/she has grown to not care for forever. This often leads to resignation from the agency.

A new form of discipline is called Education Based Discipline (EBD). EBD was developed by the Los Angeles County Sheriff's Office. Education Based Discipline is designed to not punish but to educate. It is a simple process to administer.

Policy violations that normally would require up to a five day suspension without pay for the subject employee are eligible for Education Based Discipline if the employee wants to enter into EBD and the Sheriff agrees to it. The employee then writes a five page, college level paper that addresses what the subject employee did wrong, how the situation should

have been handled and what the employee will do when confronted with the same situation in the future.

The paper is written on duty and must be turned in within 30 calendar days. The Sheriff evaluates the paper and grades it with a P for Pass or and F for Failed. If the paper passes that is the extent of the discipline. The subject employee does not lose and pay and is generally agreeable with the process. I have used this process many times and have found that it is a positive learning experience for the subject employee and the same violation is not repeated and there are no lingering hard feelings by the employee.

Recommendations

*Develop an Education Based Discipline program based on the Los Angeles County sheriff's Office model.

*Add this policy to the Department's policy manual and in the future to the LEXIPOL policy manual.

*Train all employees on how Education Based Discipline works.

Volunteers in Policing and College Interns

The Huerfano County Sheriff's Office is clearly understaffed. Several recommendations in the management study have provided avenues to increase staffing. These include federal and state grants, partnerships with school district for a school resource officer and reorganizing the Department.

Another proven way to increase staffing is by developing a volunteer program. There are many civic minded talented senior citizens who have had successful careers who would like to be a volunteer. Volunteers can fill many roles in a law enforcement agency. They can serve as a greeter at the front desk, answer telephones, conduct tours, assist at crime prevention functions, assist at community events, call crime victims to ascertain additional information, be trained to conduct crime prevention presentations, perform security surveys, conduct basic crime analysis, even write minor reports. I would recommend no more Volunteers than five at a time and only one at the department at a time. Usually, each one has a certain day they would like to volunteer. However more then one can assist at community outreach events.

College interns are another way to supplement staffing. As I mentioned earlier Trinidad State College has a criminal justice program that could supply college interns for the Department. College Interns can also answer telephones, provide tours, assist at crime prevention functions, assist at community events, call crime victims to ascertain if they have additional information and even conduct basic crime analysis. Having a College

Interns program will help with future recruiting of Deputies. Many College Interns have become law enforcement officers after graduating college.

Recommendations

*Contact the International Association of Chiefs of Police (IACP) and request their Volunteers in Policing information. There is no cost to obtain this informational packet.

*Follow their guidelines and develop a Volunteer program.

*Contact Trinidad State College Criminal Justice Chair and attempt to develop a College Intern Program. I would recommend no more than two College Interns at a time.

Light Duty Officers

All law enforcement agencies will have Officers that become sick or injured to the extent that they cannot work assigned to patrol duties. However, they are able to work on a light duty status inside the law enforcement facility. This can be a valuable addition to assisting with the agencies' administrative functions.

Recommendations

*Develop a policy regarding light duty assignments. The Deputy cannot do ridealongs while on light duty.

*When the opportunity occurs assign Deputies to light duty administrative assignments in the headquarters facility.

*Carefully track the completed work that the light duty officer completes.

New Technology

There have been advances in new law enforcement technology that the Huerfano County Sheriff's Office should evaluate. The Sheriff's Office does have two drones with enhanced surveillance capabilities: one has Forward Looking Infrared (FLIR) and the other has night vision capabilities. A bomb robot has been approved through the DRMO (Military Surplus) but has not been delivered yet. Mobile Data Terminals (MDT'S) were obtained in 2023 and are mounted in every patrol vehicle. The Department Records Management System (RMS) is Spillman. Training when the system was obtained was not comprehensive. Another training session which will be two weeks long has been scheduled. The radio system works well with only a few dead spots in the County. It is 20 years old and was obtained through a grant.

The Sheriff's Office has an active K-9 program.

Recommendations

*As mentioned earlier the Department should obtain two Fingerprint Readers from that Colorado State Patrol. This free grant program would allow Deputies to identify subjects in the field by checking their fingerprints.

*The Department should contact Project N.O.L.A. (projectnola.org – 504-736-9187). This program is managed by the University of New Orleans which operates the National Real Time Crime Center. N.O.L.A will lease cameras at a reasonable cost (as little as \$300 per year per camera and \$1100 per year for a License Plate Reader Camera). They will also monitor these cameras at no charge.

*License Plate Reader Cameras (through Project N.O.L.A.) could be mounted on the main road in Walsenburg. This would greatly aid in criminal investigations

*The department should create an Evidence Recovery Unit (ERU). This would be an auxiliary assignment for two Deputies who would receive advanced training in crime scene investigation. Advanced crime scene equipment would be placed in this vehicle. This Deputy could respond to and process major crimes scenes. The Sirchie company (www.sirchie.com) sells crime scene processing kits already assembled).

*The Department should join the Rocky Mountain Information Network (RMIN). This federal information and intelligence sharing project loans out sophisticated investigative equipment at no charge.

*The Department should obtain a handheld Night Vision device that can be used by Deputies on patrol to search large areas at night. This will make the Department more efficient. DRMO is a good source for this equipment.

*The Department should obtain a handheld Thermal Imaging device that can be used by Deputies on patrol to search large areas using a heat signature. This will make the Department more efficient. DRMO is a good source for this equipment.

*An E-Citation system allows traffic citations to be written much faster in patrol cars. This can be grant funded.

*The Department's TASER program needs to be reviewed to ensure that the latest TASER model is being used.

*A crime prevention program that organizes citizen's who want to volunteer that they have Video Doorbells (Ring Cameras) will greatly improve criminal investigations.

*The Department Social Media presence needs to be expanded. This platform can improve transparency with the community and act a real time way to broadcast crime information to the community and community safety information.

*The Department should investigate if it is practical to contract with Emergent Enforcement (www.emergent enforcement.com – 318-455-3174). This company will issue civil traffic infractions based on tickets that are issued. The Department keeps the majority of the revenue generated and the company keeps a portion. This would be a way to increase the department's Criminal Justice Fund.

*The Department's Less Lethal Equipment needs to be evaluated to ensure that they are equipped with less lethal shotguns, a 40 mm less lethal launcher and OC spray.

*The Department should maintain their K-9 program.

Citizen Surveys

While on-site I interviewed twenty citizens from varying backgrounds. There was a common theme from each citizen when asked their opinions of the Sheriff's Office. All stated:

We respect the Sheriff's Office

We do not see them patrolling enough (this was stated by people who live in Walsenburg and in the unincorporated areas of Huerfano County)

There is not enough traffic enforcement

They need more uniformed Deputies

There is no community outreach

The School Resource Officer is greatly appreciated

Recommendations

*Increase staff thereby increasing presence in the community

*Make the School Resource Officer a fulltime position

*Improve traffic enforcement

*Improve community outreach

*Increase downtown Walsenburg patrol through foot patrol and e-bike patrol

Personnel Survey

Four survey instruments were administered to sworn staff. Listed below are the results of those surveys.

Tenure

1. – 5 months (22 months in another law enforcement agency)
2. - 48 months
3. – 16 months
4. – 7 months
5. – 62 months (186 months in another law enforcement agency)

Average 27.6 months (indicates a young staff)

Education (Completed College Credits)

1. – 120 credits (BS Degree)
2. – 0 credits
3. – 55 Credits (AAS Degree)
4. – 0 credits
5. – 120 credits (BS Degree)

Average number of college credits – 59

Training

All five are Colorado POST certified

Assessment of Morale (1 is the lowest and 10 is the highest)

1. – 1
2. – 6
3. – 4
4. – 8
5. – 3

Average – 5.5 (Morale can be improved)

What's Going Well in the Department

1. – Personal Relationships, schedule
2. – Starting to hire new Deputies
3. – At full staff, second k-9
4. – 0
5. – Dedication, Investigations, Peer Bonding

What Needs Improvement

1. – Time Off, Equipment, Pay
2. – Leadership
3. – Officers showing up on time, Command Staff leading by example
4. – Vehicles, Pay, Incentives
5. – Enforcing Policy, Accountability, Discipline

Assessment of Equipment (1 is the lowest – 10 is the highest)

1. – 1
2. – 4
3. – 2
4. – 3
5. – 2

Average 2.4 (Equipment needs improvement)

Assessment of Training (1 is the lowest – 10 is the highest)

1. – 1
2. – 6
3. – 3
4. – 6
5. – 3

Average 3.8 (Training needs improvement)

Assessment by Deputies of Number of Sworn Staff Leaving Within 6 Months

1. – 3
2. – 2
3. – 3

4. – 2

5. – 5

(Attrition will occur)

Assessment of Workload (not busy enough, about right, too busy)

1. – Too Busy

2. – Too Busy

3. – About Right

4. - About Right

5. – Too Busy

(The workload needs to be reviewed and adjustments made if possible)

Personnel Ethical Climate Survey

25 – 75 - Take immediate corrective action to improve ethical climate

76 – 100 - Take action to improve ethical climate

101-125 – Maintain a healthy ethical climate

1. – 73

2. – 100

3. – 60

4. – 84

5. - 84

Average – 87.2 (Training in ethics is needed)

Employee Career Track

An employee career track is one way to improve retention. The Sheriff's Office has done a commendable job by having several different ranks to include Corporal, Sergeant and Lieutenant. However, the bulk of the sworn employees are at the rank of Deputy. An expansion of that rank to include Master Deputy Sheriff would be a goal that Deputies could strive for and improve attrition.

As an example, Deputies that have a good service record, pass an oral board and have five years' service with the Sheriff's Office would be eligible to be promoted to Master Deputy Sheriff. This would include a five percent pay raise.

For Deputies that serve in the rank of Corporal, Sergeant, Lieutenant and Captain have a good service record, pass an oral board, after eight years in grade, would be eligible to be promoted to a higher grade in the same rank. This would include a five percent pay raise.

Lawrence, Kansas Police Department is the national leader with this concept. They will be happy to share the criteria to move up within the same rank. They have three grades within in the same rank. There is a 28% pay differential between the lowest grade and the highest grade within the same rank.

Recommendations

*Obtain the Lawrence, Kansas pay plan relative to having three grades within the same rank.

*Develop a plan unique to the Huerfano County Sheriff's Office that will create a Career Track, provide pay raises and reduce attrition.

Police Reform

Law Enforcement in the United States had radical changes after the George Floyd murder on May 25, 2020, and the adoption in Colorado of Senate Bill 20-217. Law Enforcement must be transparent, more community oriented and serve several roles when we deal with marginized members of society. This would include the homeless, drug addicted, and migrants.

Deputies must understand this shift and be prepared to appropriately respond to these challenges. Training and management reinforcement is the key to success.

Recommendations

*Provide training to all Deputies on the correct response to these challenging situations.

*Management needs to provide positive feedback when a Deputy correctly handles these situations in the form of Positive Verbal Feedback, Letters of Recognition, and Commendations.

Conduct table-top exercises to show staff what options and resources are available when handling these type of calls.

School Resource Officer

Currently the Department utilizes the Lieutenant as a part time School Resource Officer. There appears to be strong support from the citizens I interviewed for the need for a fulltime School Resource Officer.

School Resource Officers provide positive role models for students, provide safety and security on the campus and provide law enforcement services when needed.

As discussed earlier the idea of a 50/50 salary and benefit agreement with the school district should be explored. This would be mutually beneficial to both the Sheriff's Office and the School District.

Recommendations

*Approach the School District regarding a full time School Resource Officer in a cost sharing agreement.

*Reassign the Lieutenant to patrol. This rank is not needed as a School Resource Officer.

*Assign a Deputy to be the School Resource Officer if the School District agrees to cost sharing.

Planning for the Future

Planning in all law enforcement agencies is a critical task. An annual off site planning exercise should be undertaken by the Command Staff. Presentations should be made by the County Administrator and by the County Human Resources Manager and Sheriff regarding County budget issues and changes in any personnel policies.

Priorities for the next year, budget issues, staffing, equipment needs, personnel issues and grant information should be discussed. A note taker should be assigned to make a record of topics discussed and resolutions made.

Recommendations

*An annual off-site planning meeting with all Command Staff, to include presentations by the County Administrator and County Human Resources Manager should occur.

*Careful notes need to be taken and shared with all members of the department.

*The annual planning meeting report should be an addendum each year to the five year plan.

*Locations to consider for the annual planning meeting is the school district board room, a local corporation board room, the County Administration Building, even a church meeting room. A modest box lunch is always a good idea.

CONCLUSION

The Huerfano County Sheriff's Office has a contract to provide law enforcement services for the City of Walsenburg. When this contract became effective there was no increase in patrol staffing for the Sheriff's Office. This has created immense problems. As the Sheriff's Office patrol staff dwindled due to attrition the Department struggled to just respond to calls for service. The risk factor for Deputies exponentially increased. One report I received described a Deputy responding to a burglary in progress with his wife to assist him. She was not a Deputy and he provided her a firearm to protect herself. This is extremely dangerous and a liability for everyone.

The budget for the Department is not adequate in the sense that there are not enough sworn patrol Deputies. Currently minimum shift staffing is two Deputies on duty at one time. This is not nearly enough.

Criminal investigations are mostly done at the surface level by Patrol Deputies. One burglary victim described to me that his business has been burglarized five times in six months and that he has video evidence of the suspect but no one from the Sheriff's Office has ever contacted him after he provided the evidence video.

Training is on track in 2024 to comply with P.O.S.T. standards but in recent years the Department was out of compliance with P.O.S.T. making them ineligible for P.O.S.T. training and grant funds.

The Department policy manual has not been updated in over ten years. This is a major liability.

Priority Recommendations

*Find funding to expand the number of Deputies assigned to patrol. Patrol Staffing should be increased by a minimum of 50% even if Walsenburg starts their own police department. To fund this, consider a Public Safety Tax, change the FLSA status to exempt for command officers and use the salary savings to fund more Deputies, additional grants, reserve deputies, volunteers and interns.

*Improve the pay and benefits for Deputies. A salary survey should compare similar County Sheriffs' Offices in Colorado. A Wellness program should be developed.

*Reorganize the Department with the Captains becoming Division Commanders assigned to Operations and Support Services and becoming FLSA Exempt (saving considerable overtime funds), the Lieutenant becomes FLSA Exempt and is assigned to patrol, a new grant (with 50% of salary and benefits paid by the school district) funded School Resource Officer becomes a reality and is assigned to patrol when school is not in session.

- *Improve technology that saves patrol Deputies valuable time. Examples include telephone reporting, on-line reporting and differential patrol response.
- *Maintain the increased funding and staffing even if the contract with Walsenburg is cancelled and they create their own Police Department.
- *Take immediate and definitive steps to address the backlog of thousands of items of evidence.
- *When staffing permits create a Detective position to conduct felony criminal investigations.
- *Develop a training plan for 2025 that provides critical training and ensures that the Department is in compliance with P.O.S.T. requirements.
- *Implement a Community Outreach program that has at least once a month some type of Community Outreach program. The Community Outreach programs should not be a burden on the operations of the Department but are critical to the success of the Department.
- *Review the Department vehicle fleet. It seems to have grown to a point that many older vehicles are still being used. Develop a car replacement plan.
- *Adopt the LEXIPOL Policy Manual as soon as possible. The current manual is outdated.

FINAL THOUGHTS

The Huerfano County Sheriff's is operating in a cycle of trying to accomplish all required tasks without adequate staff. The lack of Deputies assigned to patrol is dangerously low.

The critical administrative functions (evidence, policy development, training) are not being addressed appropriately or in a timely manner. This has led to numerous deficient areas.

The liability in the Department is extremely high. This has to be corrected at once or someone runs the risk of getting seriously hurt or a major lawsuit may occur.

I was impressed with the intentions of the Sheriff and Undersheriff but they simply do not have enough tools (funding, staff, equipment) to run the Department efficiently and correctly.

Certification

I certify that this management study was completed solely by myself and is not connected in any way to any prior law enforcement agency or educational institution that previously employed me.

Respectfully Submitted,

Chief Paul D. Schultz (Retired) MCJ

Chief Paul D. Schultz (Retired) MCJ
Municipal Police Consultants LLC
Broomfield, Colorado
303-886-8380
pckschultz@aol.com

Attachments

December 3, 2024

SOURCES OF INFORMATION FOR THIS MANAGEMENT STUDY

How to Assess and Improve Operations of Small Law Enforcement Agencies, Justice Technology Information Center, Chief Paul D. Schultz, 2017

Final Report of The President's Task Force on 21st Century Policing, May 2015

Presidential Commission on Law Enforcement and Administration of Justice, Final Report December 15, 2020

An Evidence-Assessment of the Recommendations of the President's Task Force on 21st Century Policing, IACP and George Mason University, 2016

The President's Task Force on 21st Century Policing Implementation Guide, 2017

21st Century Policing Task Force Report: The First Five Years, National Police Foundation, November 2021

Fostering Innovation to Respond to Top Challenges in Law Enforcement, Hollywood, Goodson, Woods, Vermeer, Jackson, 2018

Center for Policing Equity, The National Initiative for Building Trust and Justice: Key Process and Outcome Evaluation Findings, La Vigne, Jannetta, Fontaine, Lawrence, Esthappen, 2019

2019 Law Enforcement Trends, Five Major Law Enforcement Trends That Will Shape 2019, Heintze, 2019

Expert Predictions on The Top Police Issues in 2019, PoliceOne.Com, 2018

Personnel Surveys of Five Huerfano County Deputy Sheriff's, 2024

Ethical Climate Surveys of Five Huerfano County Deputy Sheriff's, 2024

2024 Huerfano County Sheriff's Office Budget, 2021 - 2024

Analysis of Huerfano County Sheriff's Office Administrative, Patrol and Crime Data, 2023 - 2024

Managing Small Police Department Agencies in Challenging Times, Public Agency Training Council, 2013

Managing Small Law Enforcement Agencies (MSLEA), Southern Police Institute, 2024

Command Officers Development Course (CODC), Southern Police Institute, 2021 and 2022

FBI Command College, Denver, CO, 2018 and 2019

FBI LEEDA Executive Leadership Institute, 2018 and 2020

Colorado Association of Chiefs of Police Annual Training Conference, 2024

Illinois Law Enforcement Training and Standards Board Executive Institute, 2016

Colorado Peace Officer Standards and Training, 2024

Hiring for the 21st Century Law Enforcement Officer – Challenges, Opportunities and Strategies for Success, COPS Office and PERF, 2017

A Crisis Facing Law Enforcement Recruiting in the 21st Century, Police Chief Magazine, 2016

Law Enforcement Recruitment Tool Kit, COPPS and IACP, 2009

America's Growing Cop Shortage, National Public Radio, 12/12/18

Improving Police Recruitment and Retention, Rand Corporation, 2010

Twelve Recruitment Ideas Every Agency Should Consider, PoliceOne.Com, 2019

IACP, Recruitment and Survey Report, 2024

Interview with Huerfano County Administrator and County Commissioners, 2024

IACP Net, 2019 - 2024

Colorado Association of Chiefs of Police Accreditation Program, 2024

Commission on Accreditation for Law Enforcement Agencies (CALEA), 2024

Criminal Justice Policy and Planning, 5th Edition, Welsh, and Harris, 2016

Critical Issues in Policing Series, Advice from Police Chiefs and Community Leaders on Building Trust: "Ask for Help, Work Together, and Show Respect", PERF, March 2016

Critical Issues in Policing Series, Promoting Excellence in First Line Supervision: New Approaches to Selection, Training, and Leadership Development, PERF, October 2018

Critical Issues in Policing Series, Defining Moments for Police Chiefs, PERF, February 2015

Striving For Excellence: A Guidebook for Implementing Standardized Performance Measures For Law Enforcement Agencies, Bureau of Justice Assistance, 2008

International Association of Chiefs of Police, Police Chief Magazine, Leadership Training Series, 2018 – 2024

United States Marine Corps Police Department, “Managing Small Law Enforcement Agency” training program 2021 – 2022

State of Iowa Law Enforcement Leadership Training, Iowa State Law Enforcement Training Academy, 2021 – 2024

Police Executive Research Forum (PERF) Critical Issues Series, 2020 - 2024

ATTACHMENTS

MUNICIPAL POLICE CONSULTANTS LLC

Municipalpoliceconsultants.com 303-886-8380

Based in Colorado Providing Nationwide Services

Management Audits, Leadership Training, Personnel Investigations, Command Assessment Centers

Proven Community Outreach Programs Based on 50 Years of Law Enforcement Experience

Summer Youth Police Academy

Police Athletic League – Girls on the Run

Officers Serving at Coffee Orders at the Dive-up Window at Fast Food Restaurants

Serving on County Social Service Boards

Partnering with Minority Community Events

Nursing Home Visits – Meals on Wheels

Food gifts to Seniors During Holiday Season

Coupons for free admission to Recreation Centers for “Kids Caught Doing Good Things”

Officers Adopting an Elementary School

Partnering with Big Brother/Big Sister Programs, or Boys and Girls Club

Public Safety Day for Kids

Participating with National Child Safety Council
Canned Food Drives
Using JAG Grants and COPS Grants for Funding
Participating with National Night Out
Chess Club for Kids
Bike Giveaways for Deserving Youth
Coffee With a Cop
Guest Server at a Restaurant for Special Olympics
Amusement Park Visits
Red Ribbon Week
Chief for a Day
Restorative Justice Programs
Citizen Police Academies (separate academies for Adults, Teenagers, Spanish Speakers)
Backpack Giveaway Programs
Shop with a Cop
Safety Town for Kids
Women's Self Defense Programs
Fishing with the Police
DARE and GREAT Programs
Partnering with Religious Institutions for Safety Training and Security Surveys
Bike Rodeos
Developed by Chief Paul D. Schultz (retired) – Municipal Police Consultants LLC – 303-886-8380

PRESIDENT'S TASK FORCE ON 21ST CENTURY POLICING

Building Trust and Legitimacy
Policy and Oversight
Technology and Social Media
Community Policing and Crime Reduction
Training and Education
Officer Wellness and Safety
Critical Issues in Policing
Don't Be Afraid to Apologize
Create and Enforce a Duty to Intervene
Be Open to Hearing People's Negative Experiences with The Police
Understand the Roots of Misconduct
Reach Out to Local Business Owners Who Know Their Customers
Encourage Officers to Mentor Youths
Encourage Officers to Volunteer in The Community
Measure Officers' Performance in Building Relationships
Police Must Acknowledge That Mistrust Is Legitimate
Strive for Diversity in Police Community Panels
Works for Mutual Respect

Police Should Approach Community Members, Not Wait to Be Approached
Tear Down Stereotypes by Engaging in Youth
Take Action Immediately When You See That Something Is Wrong
Acknowledge Mistakes
Include Community Members in Recruiting and Hiring
Reach Out To Each Other During Non-Stressful Times
Recognize That Young Officers and Community Leaders Face Big Challenges

Focus Points:

Improving Officer Safety
Management and Leadership Are Both Critical for Success
Continued Improvement Liability Reduction
Employee Satisfaction
Improving Community Service
Developing and Maintaining an Ethical Environment
Succession Planning

TRAITS FOR SUCCESSFUL LAW ENFORCEMENT LEADERSHIP

Global Perspective

Creativity

Innovative and Adaptive

The Ability to Work with Diverse Groups Strong

Oral and Written Communication

Mastering Technology Trends

The Ability to Manage Change

Understand Research Methods

Incorporate Strategy, Culture, and Political Influences

A Realization that National Trends can Occur Anywhere

Facilitate Teamwork

Problem Solving

Develop Mutual Respect with Trust with Employees and Citizens with a Customer Orientation

The Ability to Improve Systems

Be a facilitator, Coach, and Mentor

Be Well Educated and Well Trained in Management and Leadership

21st CENTURY LEADERSHIP MISTAKES IN SMALL LAW ENFORCEMENT AGENICES

Not Acting Professional

Engaging in Misconduct/Allowing Misconduct

Not Receiving Honest Feedback

Not Growing as a Professional — Not Engaging in Lifelong Learning

Not Willing to Admit Agency and Personal Mistakes

Not Placing your Family First

Being Gone from Work Too Often

Spending Too Much Time in your Office

Creating an Environment of Fear and Mistrust

Not Developing Systems to Receive Input from All Members of The Department

Not Spending Equal Time with Your Entire Staff

Not Having Multiple Means of Communications

Allowing Problem Employee to Taint Your Vision of The Department

Not Being Able to Properly Motivate Your Personnel

Not Learning About Your Personnel and Their Families

Not Recognizing Excellent Performance in A Fair and Appropriate Manner

Not Being Tolerant Of "Reasonable" Errors in The Workplace; Being Too IA Oriented

Failing to Develop Your Personnel and Failing to Engage in Succession Planning

Not Staying Involved with Your Department, Government, Community and Professional Associations

Not Being Innovative in Approaches to Community, Crime and Personnel Issues

Not Maintaining a Focus on Safety Issues

Not Developing a Vision for The Future and preparing For It

Not Supporting your Personnel When They Are Right

TRANSFORMING UNDERPERFORMING POLICE AGENCIES INTO HIGH PERFORMANCE ORGANIZATIONS

Similarities exist today in many underperforming police departments that are in need of being re-energized. These agencies are often well meaning with an excellent staff but may have had perhaps a leadership challenge in the form of a Chief of Police not being successful. Or a Chief of Police who retired while still on duty or series of issues that has cause morale to plummet, this section will address how to be a successful change agent - not only addressing how to revitalize a troubled small agency but also highlighting several programs that have to be Successful in transforming underperforming small agencies into high performance organizations.

Commonalities in Underperforming Agencies

- Poor Morale Throughout the Organization — an attitude of malaise is very evident at every level in the department — Often employees are just going through the motions without any enthusiasm.
- Lack of Esprit de Corps — A lack of pride in one's workmanship prevalent— doing below average work is acceptable.
- A lack of Accountability — Just doing the minimum or less than the minimum with no consequences — performance evaluations are often meaningless — mistakes are accepted without review.
- An ineffective training program — A well thought out training program does not exist — there is no cohesive training that coordinates recruit training and in-service training — there is a lack of advanced leadership training — Department executives are either not well trained or received leadership training a long time ago.
- Technology is at a basic level and often outdated.
- Crime Analysis is either very basis or does not exist.
- IA's overly harsh and secretive internal affairs policy
- Employees are fearful of the former Chief and are overly concerned with the Chiefs success.
- There is disconnect between the department and the political leaders in the community.
- Community policing is just a term — and is not truly embraced.
- There is very little that distinguishes the agency from its peers.
- A lack of professional accomplishments for individual agency members and the agency itself.
- A lack luster recruitment program with a reduced applicant pool.
- Often a poor relationship or no relationship with the media.

Assessing the Department

How do you know if your department is underperforming or if you are the new Chief how do you ascertain the current state of the Department?

There are several formal and informal methods to determine what state the agency is in. Employee meetings, internal surveys and small group meetings are the usual method. Meeting with formal and informal agency leaders for input is critical as well. Meeting with political and Community leaders will also provide a snapshot of how the agency is perceived. Recent newspaper articles can be insightful as well. Having discussions with the employee association and/or union representatives will also be revealing. Meetings with your law enforcement peers can be very helpful. A new Chief who does not establish and maintain positive peer relationships is clearly headed in the wrong direction.

One of the best ways to assess what is ready to happen or has happened in the organization falls into two categories - One is to have individual meetings with every department employee and take careful notes. Do you see common themes emerging? Do you see common frustrations and common suggestions for improvement? The other is observation, when you walk the halls of your department do you see happy, cheerful, engaged employees who are willing to talk with the Chief of Police? Or do you see employees whispering, acting fearful and distant? These are signs that should not be disregarded.

Making Positive Changes that Will Last and Transform the Agency

After your assessment is completed the making of a realistic improvement plan is critical. The entire supervisory staff as well as employees at every level in the organization should have input in the new direction the department is taking. After discussion there should be a written plan that is disseminated to every department employee. A clear expectation should be communicated to all employees that we are now going to be the best we can be or perhaps the best in the region or the state, now is the time to set a goal that everyone can strive for. Setting the tone that average is no longer the standard, and that "Excellence through Teamwork" is the new standard is very appropriate.

Positive leadership is essential at all times but is critical at the beginning of your administration and in the transformation of your agency into becoming a high performance organization. Being visible throughout the agency and the community, leading by example, being fair and reasonable and demonstrating a strong work ethic are all hallmarks of a positive leader. Advising all employees that there is now a clean personnel slate for everyone allows all employees a new starting point and will work towards transforming even the most recalcitrant department members into realizing that they have a new opportunity to succeed. The messages that all are welcome aboard the new journey but only their best work will be allowed is important. Advising employees that they will have a voice in the future of the organization will prevent the attitude of not being allowed to be involved from festering. A shared leadership approach with monthly employee representative and management

meetings allows for more input and the prevention of problems before they occur. These meetings are also a way to ensure positive morale within the department — employees should have a say how the agency is run.

Specific Changes to Develop a High Performance Organization

A realization in the Department that Community Policing will be the agency method of policing is essential. Also, that the of Community Policing will be re-evaluated with new models being explored is also important. Among these new Community Policing concepts should be the idea or reintroducing foot patrol and reconnecting with the community. Foot patrol has been well received virtually everywhere it has been instituted. Assigning graduates of the FTO program to a two week foot patrol assignment is but one way to increase foot patrol in your community.

Low cost Crime analysis using college interns and commercially available crime analysis software is one way to improve the capabilities of the department. Using college interns is free, effective, and immediately sets up a partnership opportunity between the department and the college. This can be very valuable later on as a recruiting strategy. The utilization of crime analysis to develop a directed patrol program will also assist in reducing the crime rate which is certainly one way to measure organizational effectiveness.

A focus on crime prevention is another way to reduce crime and improve how the organization is perceived in the community. This may mean acquiring a new position or reassigning a department member to this function, but the dividends will be seen for years.

A thorough assessment of technology needs to occur. If the acquisition of technology has not been a priority, then this effort needs to be immediately improved. Technology as a force multiplier is a well-known theory. If money for technology is difficult to obtain then grants, being a test and evaluation site and sharing of technology with other departments should be explored. Having the right technological tools will set your agency apart from others.

Training is often referred to as the road to success. A law enforcement agency in the 21st century must be well trained. A complete training program should be developed that professionally addresses recruit training, FTO training, in-service training, roll call training, supervisory training, and leadership training. There are many free and reduced cost law enforcement training programs available. What is often lacking is a concerted effort to take advantage of these trainings and a well thought out plan of what is needed. One goal that should be achievable is to have the entire supervisory staff receive the latest leadership training within a three year time frame. Another realistic goal is to make your department a regional training center. This will increase your agencies reputation for professionalism.

The ability to obtain grants is certainly a way to improve and maximize resources. Often times an underperforming agency will be weak in the area of grant acquisition and grant

management. A well-defined and active grant program can make a tremendous difference in a small law enforcement agency.

Recruitment of qualified personnel is absolutely critical to future success. Hiring the right people is certainly a key to success, where to recruit, what traits a successful recruit will have and how to retain him/her are all challenges for any law enforcement agency. However, significant thought should be given to fit and retention. Will this recruit fit into what the Chiefs vision is of the future of this law enforcement agency and will they stay. Continual turnover in personnel is a major problem for most small agencies. Hiring the person with the highest test scores who only stays with your department two years or less may not have been the best choice.

Practical improvements to your existing FTO program is another way to further develop your personnel and train them to lead your agency towards a successful transformation. Whatever FTO model you are currently using do you have the ability to provide training to new recruits in public speaking. effective problem solving. how to effectively deal with difficult people and ethics. The mastery of these everyday skills by all employees is critical to the success of your department.

The effective management of the media is an area that must be addressed. The Chiefs ability to work effectively with the media is critical. A mutually respectful and mutually beneficial relationship should be developed between the media and the department. This will allow each side to get their message out to the public.

Professional relationships need to be developed and maintained with political leaders. Their requests for information should be a priority for the Chief to accomplish. Keeping political leaders informed of both positive and negative events is equally important. No one likes surprises — least of which would include politicians. They must be kept informed in a timely manner. If these relationships are positive, they will often be your agencies best cheerleaders.

Build a lasting legacy for your agency. Develop your personnel, create a succession plan, and leave the agency in a much better state than when you took it over are all keys to building a lasting legacy and transforming an agency to becoming a high performance organization. All leaders have a defined time frame to build and transform their department into a state of the art agency and then they must turn it over to the next Chief. During this time are you planning for the future, are you acquiring the building blocks to success and are you maximizing the potential of your people. Hopefully you are setting your people up to succeed and not to fail and when they do fail, do you study the failure, so it won't occur again or are you quick to punish. An overly harsh and/or secretive internal affairs system only promotes distrust not accountability and inhibits long term positive change.

Hopefully you are working well with your peer agencies but at the same time attempting to distinguish yourself from your peers through innovative community programs and employee development. I am a believer in attempting to obtain recognition for your agency through

accreditation, department awards and community recognition. Celebrating and acknowledging success is a definitive way to enhance the public perception of your agency. Leading the way with innovation, research and publishing of your results only enhances the agencies standing both in the community and in our field.

Demanding only the best that employees can offer ensures that there will always be a high level of pride from all members of the department, and this sets the stage for future successes. Being a demanding boss is not a bad thing — it's a smart thing.