

TO: All Personnel

FROM: Sheriff Bill Elder

DATE: November 20, 2018

SUBJECT: Blueprint for Our Next Four Years

On November 6th, the public gave the El Paso County Sheriff's Office a clear mandate for the continuance of the outstanding work each you do each and every day by the overwhelming approval of the continuation of the Public Safety Sales Tax. While we are exceedingly grateful to the public for their support, there is still much work to be done. There major initiatives this office must address over the next four years. These are issues that directly affect our Mission, which is to provide the citizens of El Paso County effective and efficient public safety services and to deliver these services with character, competence and transparency. I have identified the following as major strategic issues over the next four years:

- **Establishment of a Regional Communications Center** which will provide more effective and efficient handling of calls for service from the public and dispatching of police, fire and emergency medical services.
- **Establishment of a Regional Evidence Center** to more effectively and efficiently provide for intake, storage and disposition of evidence throughout the county.
- **Exploration of alternatives and options surrounding population issues at CJC.** It is imperative that we work with the courts, and mental health and human services partners to find and implement options which will address the burgeoning jail population and an increasing number of jail inmates who have a mental health diagnoses, while still diligently maintaining the safety of our public and the deputies and civilian personnel who provide jail services.
- We need to implement regular, meaningful **Citizen Satisfaction Surveys** and other public input opportunities which will guide our efforts to provide public safety services with competence, character and transparency.
- Likewise, in order to maintain the highest quality standards for police services we need to **seek accreditation for our law enforcement operations from the Commission on Accreditation of Law Enforcement Agencies (CALEA).**

Because of the critical nature of this work, Commander Jeff Kramer has been re-assigned to coordinate efforts focused on these major initiatives. Commander Kramer will report directly to me, and will work closely with other bureaus and divisions.

In addition, to our routine law enforcement and detentions work, the 2019 priorities will carry over those of 2018 which are:

1. Illegal marijuana grow enforcement
2. Homelessness issues
3. Mental Health issues
4. Addressing the Jail ADP and Jail Staff Safety

Other initiatives and projects include video visitation upgrade, Sprung structure use options, enhanced CJC front desk security, CJC camera and door lock upgrades, enhanced first line supervisor training and the quartermaster system.

As many of you are aware, with recent retirements and promotions, I have taken the opportunity to realign some components of our organization. I want to take a moment to highlight some of those changes:

- Two positions were eliminated, the Emergency Services Division Commander and the CIAC Lieutenant
- Emergency Services has become a Section and is now aligned under the Administrative Services Division (Commander Prehm)
- Special Operations has become a Section and is now aligned under the Patrol Division (Commander David)
- Garth Littrell has been assigned to the position of Support Operations Division Director and will oversee Information Technology, Communications and the newly created Records and Documents Section (Lt. Harrell) which contains the Records Unit, Civil Unit and the CHP/Extra Duty Unit.
- The Public Information Office is now a stand-alone Unit consisting of the Public Information Officer (Kirby) and the Assistant Public Information Officer (Sosa) who report to Administrator Borland.
- The Chief of Staff (Huffor) has taken on additional supervisory duties, overseeing Community Relations and Outreach, The Crime Prevention Coordinator, the Executive Assistant and the Media Services Unit. She will continue to report to me.

An updated organizational chart will be distributed soon to provide further details and clarification.

WDE/ap