2020 DPD Strategic Action Plan

Strategy #1: Community Engagement.

Goal: The Durango Police Department is committed to be an integral part of our community, knowing that we are dependent on the community for every facet of our charged duties. We are resolute to strengthen bonds within the community and promote partnerships with all citizen demographics, businesses and other organizations. We will be transparent in action and nature to promote trust throughout the community, knowing that legitimate power of police authority must be earned by the citizens we serve.

Action Step 1.1: The Durango Police Department will broaden its efforts to connect with the community.

Description: Community engagement and collaboration is a critical component of our Vision Statement. We will utilize a combination of traditional and cutting edge engagement tactics to provide the broadest opportunity for all members of the community to engage and connect with the Department. The Department’s leadership team will set the example for all department members by seeking out and acting upon engagement opportunities with groups that match the demographics or our community. Examples of these engagements efforts include the continued use of social media to communicate with community members online, participating in problem solving committees such as the Homeless Coalition, and holding ongoing dialogues with special interest groups.

Responsible unit(s), members: Command Staff, Department Supervisors

Reporting Command: Commander Dunlop

Timeline: Summer of 2021

Funding: Employee Salaries, Office Supplies, Other Supplies, Software Maintenance

Tasks:

- Establish a community advisory panel to advise the Chief about community needs and perceptions.
- Engage with the business community on a regular basis.
• Establish working relationship with special interest groups such as Black Lives Matter, the La Plata Liberty Coalition, Neighbors In Need Alliance, Community Compassion Outreach and Southwest Colorado Continuum of Care.

Action Steps:

• Chief Brammer established Chief’s Advisory Panel in November 2020. This panel consists of community members from Fort Lewis College, School District 9R, Durango Silverton Narrow Gage Railroad, Women’s Resource Center, LGBTQ+, Local Businesses, Immigrants and Homeless.
• Command Staff meets monthly with the Business Improvement District.
• Command Staff met with leadership members from Black Lives Matter, the Liberty Coalition and Keep La Plata County Open.

Measure:

• Establishing relationships with Black Lives Matter, the Liberty Coalition and Keep La Plata County Open helped us to plan for protests and events which enhanced our public safety mission and kept these events peaceful for the most part.

**Action Step 1.2**: The Durango Police Department will continue to partner with all community members to address quality of life issues.

Description: We will ensure that our business communities have an environment that promotes economic vitality and prosperity. We will collaborate with non-profits and community service organizations to provide public safety resources to our underserved community members. When possible, we will construct bridges to help overcome barriers for stability and individual prosperity.

Responsible unit(s), members: Command Staff, All department supervisors, Community Programs Unit

Reporting Command: Commander Dunlop

Timeline: Ongoing

Funding: Operating budget

Tasks:
• Command staff and department supervisor will expand our existing culture of service efforts to all community members by encouraging every employee to identify potential blind spots in our provision of services to every community member or group.

Action Steps:

• Train officers to engage in quality of life discussions with reporting parties and then encourage officers to attempt to address and improve the core issues that are causing a quality of life concern.

Measure:

• As quality life issues are identified and addressed, calls for service for these types of issues will be reduced.

Action Step 1.3: The Durango Police Department will continue to pursue transparency and accountability in the community.

Description: The Durango Police Department is committed to ensuring high professional standards throughout the organization that align with our overall mission of being a premier agency. We will accomplish this by hiring and retaining only the highest quality personnel. We will hold ourselves accountable to the highest standards with a professional and unbiased internal affairs unit. We will train and educate at every level of the organization to ensure we know and understand our jobs. Every officer in the department will care for and provide the best service possible in the confines of clearly established case law, constitutional law and law enforcement reform.

Responsible unit(s), members: Sgt. Hallock, Sgt. Shaline, Commander Warfield

Reporting Command: Commander Warfield

Timeline: 2021

Funding: POST Funds (Sworn), Department Training line item, Recruiting costs, software upgrades(Blue Team, IA Pro)

Tasks:
• Establish a tracking system to provide early intervention to identify when an officer is exhibiting a pattern of misconduct or training deficiencies
• Create business cards with information on how to make a comment or complaint about an officer contact
• Assure easy access to our complaint forms in English and Spanish
• Assure that all officers are trained in new mandates through Senate and House bills, that pertain to use of force, POST mandates, and officer intervention and documentation of officer initiated contacts

Action Steps:
• A DEI Panel was formed consisting of mixed genders, Native Americans and an African American, to look at our hiring and recruiting practices and make recommendations on how to make our workforce more diverse and assure that our hiring practices are unbiased, transparent and equitable.
• Review of Senate Bill 20-217 to identify all areas requiring immediate compliance by the department to meet all mandates.
• Better utilize Blue Team and IA Pro to track complaints, misconduct and Internal Investigations, as well as the early intervention system.
• Make our complaint form more accessible and printed in English and Spanish
• Track all citizen contacts to comply with SB20-217 mandate to have them submitted beginning in 2023

Measure:
• As of December 2020, we have 14 total citizen complaints. Of those, 1 was sustained, 6 were not sustained, 4 were exonerated, and 3 were unfounded. In 2019 we had 19 citizen complaints and 2 sustained, so as things stand now, it is likely we will be under the 2019 numbers. These were reviewed by a Citizen Review Committee.
• As of December 2020, we have received a total of _____ comments from our comment cards. Of these, there were _____ complaints, the rest were all positive comments about the officers.
• We have hired one female officer in the past two months and have received applications from several men of color since implementing our DEI panel, one of which is in the background process.
• We have posted an online Complaint Form in English and Spanish on our website as well as making them available in our lobby area.
• We updated our contact cards to include how to file a complaint.
• All officers are trained in Senate Bill 20-217.
• Since our Lexipol policy is online and available to the public, citizens are able to see the standards that the officers and department must meet.

Strategy #2: Crime prevention and control and transportation safety.

Goal: Crime Prevention and Control.

Action Step 2.1.1: The Durango Police Department will continue to place emphasis on the arrest and prosecution of repeat and habitual offenders.

Description: Through proactive enforcement and working closely with the courts and District Attorney’s office, we will identify offenders who continue to commit crimes in our community. Utilizing new technology such as surveillance equipment, social media, and fugitive task forces, the DPD will locate and monitor sex offenders, drug dealers and other repeat offenders and use preemptive measures to prevent criminal acts. Working with non-profits that collect data and work with victims of domestic violence and sexual assault will aid in building a bridge between law enforcement and those that are more vulnerable. Being isolated from major cities, communication and partnering with other agencies is more important than ever.

Responsible unit(s), members: Sergeant Taylor, Sergeant Conroy, Sergeant Dixon, Tessa Reinhart, Patrol and Detectives.

Reporting Command: Commander Shupe

Timeline: On-going

Funding: Black and Gray Market Marijuana Grant, Internet Crimes Against Children Grant, Confidential Funds and Other Supplies Account.
Tasks:

- Develop better relationship and communication with the 6th Judicial District Attorney’s Office.
- Develop a plan to pursue sexual predators who utilize the internet to victimize children in the community.
- Create a team of officers who can focus on black and gray market marijuana cases and train them in current marijuana laws.
- Purchase new technology to help track stolen items and suspects when needed.
- Leverage Social Media to apprehend fugitives in our area.

Action Steps:

- In 2020 Command Staff established better communication with the 6th Judicial District Attorney’s Office. We established a monthly meeting where ADA’s and Detectives could meet to discuss high profile cases. This meeting was temporarily discontinued due to COVID19. We have continued to communicate via phone and will resume in person meetings when we can do so safely.
- In 2020 the Detectives initiated several on-line predator operation stings using different Social Media platforms.
- In 2020 the Detectives investigated several Internet Crimes Against Children cases. These cases involve the collection and distribution of child pornography and sexual exploitation of children. We partnered with State and Federal Law Enforcement Partners on these cases.
- In 2020 we applied for and received a grant to focus on enforcement efforts for black and gray market marijuana operations.
- In 2020 we created a small team of Officers from Patrol and Detectives to handle black and gray market marijuana cases. The team met and were trained on Colorado marijuana laws. The team deployed once to several questionable sites growing marijuana.
- In 2020 we purchased a new GPS tracking device that is small enough to conceal on a bicycle. We used the device twice this year before low staffing levels in Detectives diverted our focus elsewhere.
• The Community Programs Sergeant posts a weekly fugitives list on our Department Facebook.

Measure:

• Communication and cooperation between the Detectives and the District Attorney’s Office improved and more work is still being done. As a result of better working relationships, the Detectives are now reviewing all Felony level arrests coming from Patrol before they are submitted to the District Attorneys Office. The Detectives are making sure follow-ups are being completed and the final work product has improved.
• Detectives arrested four local individuals and two out of area individuals during the Sexual Predator Stings. All four local individuals were prosecuted and adjudicated. They all will be required to register as Sex Offenders.
• Detectives served three search warrants and arrested three individuals for ICAC cases. All three possessed and distributed large amounts of child pornography. One case was prosecuted locally and two of the cases are being prosecuted Federally.

**Action Step 2.1.2:** The Durango Police Department will continue to focus on the Central Business District and other high crime areas through increased police presence and information sharing.

Description: Through community policing efforts and increased officer presence in the central business district, parks and trails, the department will maintain trust and partnerships with local businesses and community members. Routine walking and bike patrol will provide education to the business community to help create awareness of how and when to report a crime. Sharing information both to and from the public are key to identifying crimes and offenders. Social media provides a method of immediately gaining information and sharing that information with the public to maintain transparency.

Using data obtained from statistics gathered over time, we can better focus on the areas of need, including high crime areas, and obtain accurate reporting numbers to better predict the impact of crime in our community. Communication between detectives, patrol and other agencies will keep all officers informed of emerging crime trends and patterns.
Responsible unit(s), members: Patrol Sergeants, Sergeant Dixon, Tessa Reinhart
Reporting Command: Commander Shupe/Dunlop
Timeline: On-going
Funding: N/A
Tasks:

- Continue utilizing walking patrol and bike patrol in the Central Business District and in parks and trails.
- Create team to handle Public Health Order Violations.
- Continue attending Business Improvement District meetings monthly.
- Utilize Crime Analyst to assist Patrol to focus on high crime areas and repeat offenders.
- Continue attending Regional Detectives meeting monthly.

Action Steps:

- Walking Patrol and Bike Patrol were utilized through the summer months. School Resource Officers were used in these positions when staffing levels permitted. Supervisors and Command Staff assisted with Walking Patrols due to low staffing levels.
- School Resource Officers were utilized to share information with all businesses on Public Health Orders due to COVID19. SRO’s also handled Public Health Order complaints during the first few months of businesses re-opening. Police Service Technicians took over managing PHO violations and this work is on-going.
- Business Improvement District monthly meetings attended by Chief and Command Staff.
- Crime Analyst puts out a weekly report to all Police personnel on trending crimes from the last 7 days. This report is very detailed and includes information helpful to Patrol Officers for directed patrol activities.
- Crime Analyst is utilized for gathering intelligence and placing Threat Bulletins out to our Department and other area law enforcement agencies when we are dealing with violent and volatile offenders who are still at large.
• Detectives attend quarterly meetings with other Detectives from regional law enforcement agencies. During these meetings information is shared on trending crimes as well as individuals and groups who have been responsible for criminal activity. These meetings were put on hold due to COVID19. Detectives are still communicating with other agencies via phone conferencing when needed. We will resume these meetings as soon as we are able.

Measure:

• Walking Patrol and Bike Patrol measures were difficult to assess this year due to COVID19 and business shut-downs.
• The SRO’s and PST’s built positive relationships with businesses and community members when dealing with PHO violations and complaints.
• The Crime Analyst has been an invaluable tool for Patrol and Detectives. The information provided has led to increased awareness, officer safety and some reduction in crime.

Action Step 2.1.3: The Durango Police Department will develop and share intelligence and tracking information of known dangerous offenders.

Description: By increasing proactive enforcement, we can appropriately deploy resources, as needed, to help us disrupt criminal enterprises engaged in crime, and reduce crimes committed by repeat and serious offenders and suspects. By identifying where drugs are coming from, we can preempt distribution of dangerous drugs into our community. We recognize that some criminal acts, when carried out by those suffering behavioral issues, require different responses from law enforcement. We continue to work towards making sure all DPD officers are trained in crisis intervention and will work with local agencies when responding to these calls.

Responsible unit(s), members: Detectives, Tessa Reinhart, Patrol Supervisors

Reporting Command: Commander Shupe

Timeline: On-going

Funding: Contract Services/Black and Gray Market Marijuana Grant

Tasks:
• Utilize different crime reduction strategies and programs developed with leading edge research and proven data.
• Develop public and private partnerships to help reduce crime in certain areas.
• In 2020 the department applied for and received a grant to enforce marijuana laws.
• Leverage the capabilities of the Crime Analyst to assist Patrol and Detectives with dangerous offenders and repeat offenders.

Action Steps:

• In June, Patrol Officers and Supervisors started Hot Spot Extra Patrols. These hot spot areas of crime were identified by each shift, the Crime Analyst and Command Staff. 8 to 10 areas were identified for each shift and each officer on a shift is responsible for spending 10 minutes in the identified Hot Spots on their shift. The objective is to reduce criminal activity in these areas and calls for service associated with these locations.
• The Department partnered with the Lumien Apartments to provide officers to patrol under a contract assignment. This has freed up patrol officers to respond to other calls and has greatly reduced the crime and calls for service in this complex.
• The Department started a black and gray market marijuana enforcement team to target illegal marijuana grows and black market marijuana sales inside the City Limits. The team has met and completed initial training with the Marijuana Enforcement Division of the Colorado Bureau of Investigations. The team deployed once to several questionable sites growing marijuana.
• Crime Analyst is utilized for gathering intelligence and placing Threat Bulletins out to our Department and other area law enforcement agencies when we are dealing with violent and volatile offenders who are still at large.
• Crime Analyst will be utilized for creating a list a repeat offenders that can be distributed to patrol officers and other area law enforcement agencies. Patrol Supervisors and Commanders will develop plans to address these
offenders and work with the District Attorney’s Office and Courts to mitigate the impact these offenders have on our citizens.

Measure:

- Hot Spot Extra Patrols have not been as effective as desired. Short staffing and high call volume have had a negative impact on this initiative. Commanders are revising this program, reducing the number of places for extra patrols and focusing on areas where we can have a direct impact on Part 1 Offenses.
- The public/private partnership with Lumien Apartments has reduced crime in that area and calls for service. This has allowed Patrol to respond less to this area and focus on other areas as needed.
- The Crime Analyst has assisted with several operations, developing helpful intelligence on offenders and keeping officers safe at the same time.

**Action Step 2.1.4**: The Durango Police Department will improve police services to the mentally ill and homeless populations in the Durango Community.

Description: The DPD will work closely with mental health agencies to assure effective response to those in a mental health crisis. All officers will have Crisis Intervention Training (CIT) and utilize the CIT Response Team when needed.

Responsible unit(s), members: Patrol, Community Programs, Command Staff

Reporting Command: Commander Dunlop

Timeline: Ongoing

Funding: Operating Budget, Training Budget, State and federal grants.

Tasks:

- Partner with local mental health providers to create a Co-Responder Team that will take primary responsibility in handling calls for service that relate to mental health, addiction, and/or homelessness issues.
- Maintain a strong presence on the local public safety cooperative that manages local Crisis Intervention Team training.

Action Steps:
The department will provide resources and personnel to ensure the success of the Co-Responder Team.

The department will strive to have every employee receive basic training in Crisis Intervention Team techniques.

**Measure:**

- Department leadership will maintain and/or grow relationships with regional service providers and allow them to take over primary responsibility of assisting those who experiencing crisis in their lives.

**Action Step 2.1.5:** The Durango Police Department will continue to train personnel and use all resources to strengthen our response to crime.

Description: Officers will be cross-trained in basic crime scene preservation and photography skills, as well as interview-interrogation techniques. Additional funding for upgraded investigative equipment and training will sought through grant opportunities.

Responsible unit(s), members: Sgt. Taylor, Department Instructors

Reporting Command: Commander Warfield

Timeline: Training by December 2021, Equipment by January 2022

Funding: Department training budget, POST Grant, Operational Budget

**Task:**

- Provide essential training for all members of the department
- Replace outdated equipment in Detectives
- Utilize grant funds when possible to purchase needed equipment

**Action Steps:**

- Locate local training opportunities when possible to train multiple officers/detectives in specific skills
- If local training opportunities are not available, utilize POST training funds for sworn officers to attend training out of the area
• Apply for grant funding from the POST in service grant, and other grants to sponsor and fund regional training that will benefit multiple officers and agencies in the area.
• Obtain funds to increase space in the PD to provide for a better lab area with updated equipment
• Surveillance cameras were placed on Main Street at 11th, 9th, and College intersections

Measure:
• POST offered a local Basic Criminal Investigation Class for new Detectives and Patrol officers that will help cross train officers
• Reid Interview and Interrogation training is offered at different locations in the state and if offered locally, we will send as many officers as our shift schedule allows, with the goal being to have all officers trained in basic crime scene and interview-interrogation skills
• The cameras on Main Street have already assisted in recording incidents that are being used in criminal investigations
• The POST Regional Grant assists the department in sending sworn personnel to training we could not otherwise afford due travel costs and is overseen by the Finance Department and the local POST Board consisting of members of law enforcement agencies in the region
• As of this year, we have been able to obtain some equipment to assist detectives including laser mapping equipment, real time surveillance equipment, and GPS tracking device

Goal: Transportation Safety.

Action Steps 2.2.1: The Durango Police Department will continue expansion of traffic enforcement activities.

Description: The department will maintain a Traffic Unit tasked with monitoring and addressing traffic safety concerns within the community. All patrol officers will be trained in accident investigation, DUI and drug detection, Traffic Incident Management and identifying distracted or aggressive drivers. Additional, all traffic and patrol officers are encouraged to actively engage in high visibility traffic enforcement. To maximize the effect of enforcement and increase safety on our
roadways, traffic data will be used to identify peak hours and locations of aggressive, intoxicated, drugged and distracted driving throughout the City.

Responsible unit(s), members: Sgt Dixon and the Traffic Unit, Patrol

Reporting Command: Commander Dunlop

Timeline: Ongoing

Funding: Department operating budget

Tasks:

• Develop and/or maintain relationships with local and in-house traffic safety partners such as the Colorado Department of Transportation, Colorado State Patrol and City of Durango traffic engineers to identify and address traffic safety issues within the community.

Action Steps:

• Conduct annual traffic safety training in-service including the latest best practices in addressing traffic safety concerns.
• Identify traffic related training needs for traffic and patrol officers and have designated officers obtain instructor certifications to hold low cost, in-house trainings.
• Continue seeking and obtaining traffic safety and enforcement grant funding opportunities from state and federal agencies and programs.

Measure:

• Regular periodic reports should be created and distributed by the Traffic Unit, identifying traffic trends and safety hot-spots that need to be the focus of targeted enforcement activity by all officers.

Action Step 2.2.2: The Durango Police Department will pursue an expanded Traffic Safety Information Campaign.

Description: The department will further engage in a multi-faceted public information campaign designed to discourage distracted, intoxicated, drugged and aggressive driving behaviors. By utilizing social media and other city entities to get the message out to the public, we can make a positive impact on the
number of aggressive and discourteous driving behaviors that contribute heavily to the causation of accidents. Partnerships with the community and businesses will assist in compliance with existing city and state statutes for liquor retailers.

Responsible unit(s), members: Sgt Dixon, Traffic Unit, Patrol, Command Staff

Reporting Command: Commander Dunlop

Timeline: Ongoing

Funding: Operating budget, Information Services, City PIO

Tasks:

- Develop and maintain professional relationships with internal and external media and PIO contacts so that news and media releases can be created and communicated in an effective manner.

Action steps:

- The department Community Programs supervisor will use their ongoing supervision of the Traffic Unit to identify trends that impact traffic safety and then coordinate with City PIOs to create and release engaging social media posts and media releases that help educate citizens on how they can help improve safety in the identified areas.

Measure:

- The Community Programs Supervisor and traffic unit will produce and distribute regular and relevant media releases that address current or seasonal areas of traffic safety concern.

**Action Step 2.2.3:** The Durango Police Department will increase safety for pedestrians and bicyclists.

Description: Select department members will participate in public education and safety programs like the bike rodeo program to educate people of every age group about bicycle and pedestrian safety.

School and bus zones, bike rodeos and pedestrian safety.

Responsible unit(s), members: Sgt Dixon and the Traffic Unit, Patrol, City Multi-Modal Coordinator
Reporting Command: Commander Dunlop

Timeline: Ongoing

Funding: Operating budget, state and federal grants

Tasks:

- The Community Programs supervisor, in conjunction with members of the Traffic Unit, will coordinate with the City’s Multi-Modal Coordinator to assess current areas of high usage by pedestrian and bicyclist and determine attainable areas of improvement for multi-modal safety.

Action steps:

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Measure:

- A reduced number of traffic violations in school zones and at bus stops as well as a reduction of crashes involving vehicle and pedestrians or bicycles.

Strategy #3: Enhancing Infrastructure.

Goal 1: Human Capitol Development.

Action Step 3.1.1: The Durango Police Department will support professional development of employees.

Description: The Durango Police Department will foster a positive an highly motivated culture by recruiting candidates who reflect Durango’s demographics and retain them by investing in their personal development by providing advanced training and education opportunities. High quality employees should be compensated appropriately, and we will achieve this by providing a competitive salary and benefits package.

Responsible unit(s), members: Command Staff

Reporting Command: Commander Warfield

Timeline: Continue until fully staffed

Funding: POST Training Funds, Operational Budget
Tasks:

• Recruit candidates as laterals with experience that live by our high ethical standards or as new cadets out of the academy
• Develop a training plan that outlines development steps for promotional and new assignment opportunities
• Utilize POST grant funds, as well as department training funds to send officers to training not available locally

Action Steps:

• Assure that members are aware of promotional opportunities
• Assure that each supervisor is reviewing each employee’s Personal Development Plan to determine training and professional development need

Measure:

• 2 Sergeants attended the online Northwestern College course with one completing the course and the other completing the course in December, 2020
• 1 Commander obtained a Bachelor’s Degree, and another is working on their degree
• 4 sponsored cadets at our local police academy
• Personal Development Plans followed for all personnel
• The Chief continues to work with Council and the City Manager to discuss salaries and other ways to retain and compensate our employees.

**Action Step 3.1.2: The Durango Police Department will recruit and retain high-quality employees who reflect the demographics we serve.**

**Description:** When hiring new employees is necessary, we will recruit the highest caliber candidates using strategic and cutting-edge recruiting methods that target and engage prospective employees who meet the department’s high standards, while also reflecting the demographics of our community. We will strive to offer the most competitive work environment and compensation package possible.
Reduced turnover and increased applicant interest will provide evidence that we are recruiting and retaining the right people for the job.

Responsible unit(s), members: Command Staff, Sgt. Hallock

Reporting Command: Commander Warfield

Timeline: Ongoing

Funding: Operational Budget

Tasks:

- Assure that our recruitment personnel are trained in recruiting methods
- Recruit from statewide academies, colleges, and our community to recruit stellar candidates
- Routinely evaluate other agencies to stay competitive in salaries, benefits and promotional opportunities

Action Steps:

- Put together a listing of police academies and colleges that the Recruiting Officer can attend to recruit new officers, or do a video recruitment during COVID restrictions.
- Improve our social media outreach and City Police website options to increase numbers of viewers and provide more information
- Encourage a diverse recruitment of officers through a transparent, and equitable process

Measure:

- We have attended several academies this year; Mancos, Delta, Red Rocks, Lakewood, Aurora, Aims Community College in Windsor and Grand Junction.
- We have recruited locally through through FLC, and posted more recruitment posters on social media, hiring several local candidates.
- As of October 1, 2020, we have received 86 applications, tested 26, and hired 11 of those who applied. Our standards are high but we have hired some very high quality officers.
- We sponsored 4 new officers to attend the police academy at PCC in Mancos in 2020
- Through input received from a newly formed DEI Panel, we have started the process to assure we are being equitable and inclusive to all potential candidates to encourage a diverse workforce.

**Action Step 3.1.3:** The Durango Police Department will foster a positive and highly motivated culture.

Description: Employee health, motivation and job satisfaction are crucial components of employee retention. We will regularly seek employee feedback and recognize employees who demonstrate core qualities such as respect, teamwork and well-being. Success will be measured by reduced attrition and increased engagement in moving the department in a positive direction.

Responsible unit(s), members:

Reporting Command: Commander Warfield

Timeline: Ongoing

Funding: Operations Budget, City Wellness Program

Tasks:

- To provide members of the department opportunities to improve their well being by offering opportunities for exercise, peer support, and personal development
- To strengthen the focus on the core values of the city; teamwork, service, respect, professionalism, dependability, innovation, and well-being

Action Steps:

- Provide 30 minutes daily while on the clock, for employees to use as a well being activity in order to provide good health habits and stress relief
- A workout area at the Carnigie Building is available for employees to use either during their 30 minute well being time or anytime as the facility is open 24/7
• Provide a peer support group for all department employees to utilize to voice concerns at work or home in a confidential setting

Measure:

• More members of the department are attending the annual police awards ceremony and picnics where the police families come together and visit on a casual basis.
• More members are utilizing 30 minutes daily while on the clock, to use for a well being activity such as exercise or meditation in order to provide good health habits and stress relief
• Members of the department are utilizing the Carnegie Building workout area, especially during this pandemic period, as it provides for a safer workout environment

Goal 2: Infrastructure development.

Action Step 3.2.1: The Durango Police Department will work towards facility improvement.

Description: Staff will collaborate with City facility managers to identify opportunities to improve the work environment of employees, while also improving the experience of the community members in which we interact with. This includes creating a new facilities master plan that addresses the current and future needs of the organization and community.

Responsible unit(s), members: Command Staff, City Facility Managers

Reporting Command: Warfield

Timeline: 2023

Funding: City budget, Grants, Tax Initiatives, Donations

Tasks:

• Continue to look for potential building sites for a new police department, keeping in mind the need of a growing department coupled with the needs of the community

Action Steps:
• Research grant options through state and Federal agencies
• Survey how other departments were able to obtain new facilities

Measure:

• Chief Brammer and the Director of City Operations attended a workshop in California to develop long range masterplans for a new police department building and grounds
• As potential opportunities arise, the Chief and Deputy Chief are researching options

**Action Step 3.2.2:** The Durango Police Department will assess and evolve equipment needs.

Description: Law enforcement service is constantly evolving and the equipment we use must evolve with the best practices, as well as the expectations of our community. The department will manage our equipment efficiently and effectively while constantly identifying and prioritizing the replacement of outdated equipment that aligns with this goal.

Responsible unit(s), members: Sgt. Hallock, Sgt. Stasi, Sgt. Taylor

Reporting Command: Commander Shupe/Dunlop

Timeline: On-going

Funding: Uniforms and Equipment/Capitol Equipment Replacement Fund/Confidential Funds/Black and Gray Market Marijuana Grant

Tasks:

• Create a uniform allowance system for officers to replace worn uniforms and equipment provided by the department.
• Continue to work with City of Durango General Services for replacement of Patrol vehicles. Focus on hybrid or electric vehicles for non-patrol related positions.
• Evaluate and identify needed equipment replacements and upgrades.
• Evaluate and identify needed equipment to promote officer and citizen safety to include latest less lethal options for patrol.

Action Steps:
• The Department went to a Uniform Allowance for each officer. The individual officer can now order equipment and uniforms that fit their needs while still maintaining uniformity for the Department.
• 5 patrol vehicles were replaced this year as part of the CERF program through General Services.
• We evaluated a hybrid vehicle from Ford that we feel will meet our needs at the SRO position and non-patrol related positions within the Department.
• The Department is purchasing a Chevrolet Colorado pick-up that will be utilized for illegal marijuana grows until the end of the grant cycle. The truck will then be utilized for PST’s and illegal marijuana grows.
• We obtained a Transit bus that was converted for use as a SWAT equipment and personnel carrier. The vehicle we had for this task became disabled and was not worth repairing.
• Detectives obtained a GPS tracking device to be utilized for sting operations. The device is small enough to be concealed on a bicycle and has a handheld locating beacon that will pinpoint the exact location of the GPS unit even if it is in an apartment complex.
• The Department has purchased new push-to-talks for SWAT that can be utilized with our new radio platform.
• The department purchased new noise/flash suppressors for all SWAT rifles.
• The Department purchased replacement handheld radios and spare batteries to replace aging units that are failing.
• The Department purchased new 37mm less lethal launchers which will replace less lethal shotguns for Patrol Officers. This is a superior platform and will provide a better level of safety for the officers and civilians.
• The Department purchased additional ballistic shields that officers can use when making entry into a dangerous situation or when faced with a suspect who is armed.

Measures:

• The Department continues to be innovative and advanced when outfitting officers with equipment needed to do a premier job.
• The Uniform Allowance has been very successful with the officers and has reduced the Department’s overall cost when replacing uniforms. We no longer have to purchase and store uniforms until they are needed and we have reduced the amount of time the supervisor in charge of this program spends on managing the equipment.

**Action Step 3.2.3**: The Durango Police Department will assess and adapt its staffing structure.

Description: As the community grows and changes, the department will also seek to grow and adapt its staffing structure to meet the needs of the community. We will clearly define and communicate our staffing plan and constantly assess how are staff is utilized to ensure it still aligns with community expectations.

Responsible unit(s), members: Chief and Deputy Chief, Patrol Sergeants, Commander Dunlop and Commander Shupe

Reporting Command: Commander Dunlop/Shupe

Timeline: On-going

Funding: N/A

Tasks:

• Add additional patrol and civilian personnel to address current and future staffing shortages.
• Assess current Patrol staffing and adjust for efficiency with current staffing levels.

Action Steps:

• A staffing study has been completed and presented to the City Manager outlining additional staffing positions needed at the department.
• Patrol scheduling was adjusted to 11.5 hour shifts to account for staffing shortages and staggered start times were implemented to address COVID19 concerns.
• One Patrol Sergeant position was re-assigned as a Patrol Relief Sergeant.
• We identified the need for a co-responder team where officers will partner with Axis Mental Health workers to respond to calls involving mental
illness, substance abuse and homelessness in the field. Funding for this program was secured and equipment is being ordered. Personnel are being identified by both agencies to start the program.

Measures:

**Goal 3: Technology Development.**

**Action Step 3.3.1:** The Durango Police Department will maintain awareness of technological capacities.

Description: We must be aware of our aging technology and develop plans to replace and upgrade tech that no longer meets the needs of the organization and community. We will identify and discontinue the use of outdated technology that is no longer effective in achieving the goals of the organization.

Responsible unit(s), members: IS Department, Commander Shupe and Department Supervisors

Reporting Command: Commander Shupe

Timeline: On-going

Funding: Information Services CERF Fund/Seizure Funds/Other Supplies Account

Tasks:

- Identify and deploy technology that can assist officers in doing a better job while utilizing fewer resources.
- Replace outdated workstation computers.
- Replace outdated mobile data computers and technology inside patrol vehicles.

Action Steps:

- The Department is deployed three state of the art cameras on Main Avenue. The cameras have analytical capabilities and two of them have License Plate Recognition. The cameras can be monitored live during special events however they will always be capturing data that will be stored for 30 days allowing officers to view video in the event of criminal
activity. The cameras were placed at College and Main, 9th and Main and 11th and Main.

- The Department worked with Information Services to update all Detectives workstations to laptops with docking stations. This allows the Detectives to work remotely when needed and still have a complete workstation while in the office.
- The Department worked with Information Services and purchased laptops for all Commanders and the Deputy Chief.
- The Department tested and evaluated the Nuance Dragon Speak talk-to-text technology. After exhaustive testing, it was determined that the technology was not a good fit for the Department and it was not user friendly which created a reluctance to use it.
- All patrol vehicle computers were replaced this year. The computers were aging and failing. They were replaced with a laptop and remote keyboard and monitor. This technology has eliminated a battery drain on the patrol vehicles and has allowed us to stop unnecessary idling of cars.

Measures:

- The cameras on Main Avenue have been utilized to solve multiple crimes since their deployment in October. They were also utilized during a Special Event and were an invaluable asset to the Incident Command Team.
- The Detectives were able to utilize their laptops while working remotely due to COVID19 restrictions. They maintained productivity and closed out cases during this time due to the new technology.

**Action Step 3.3.2:** The Durango Police Department will respond to emerging technologies.

Description: We will stay abreast of current and future technology trends by developing relationships and partnerships with technology companies who develop products that improve our ability to offer services that correspond to current best practices. We will need to improve and expand our digital technology management as it becomes more prominent in law enforcement.

Responsible unit(s), members: Sgt Hallock, Cpl Newman, Arrest Control, Range and Driving Instructors, Command Staff
Reporting Command: Commander Jacob Dunlop

Timeline: Ongoing

Funding: Uniforms and equipment, Computers, Fleet, Information Services

Tasks:

- Maintain a culture where employees stay abreast of the latest public safety technological trends and best practices by reviewing public safety technology publications and websites.
- Develop relationships with similar size and larger agencies who have a history of adopting cutting edge early on and working through the hurdles faced by this approach.

Action steps:

- Maintain a list of public safety technology publications and websites and task appropriate personnel with reviewing their articles on a regular basis.
- Create a list of public safety agencies within the state who have a reputation of adopting cutting edge technology and develop contacts within those agencies to collaborate with.

Measure:

- Command staff will strive to create budgets that allow for innovative the incorporation of technology that is cutting edge or even yet-to-be-identified.

- Every department employee is encouraged to identify ways that new technology can help improve the quality, efficiency, and safety of services offered by the department.

**Action Step 3.3.3:** The Durango Police Department’s support from information systems will grow.

Description: Our information Systems Support must grow with our organization and we will collaborate with the City’s I.S. staff to develop support plans that ensure our I.S. needs are being met.

Responsible unit(s), members: Command Staff, I.S. staff
Reporting Command: Warfield

Timeline: Ongoing

Funding: Operational Budget, I.S. Budget

Tasks:

- The Department is nearing a goal of having a single server for our Spillman RMS program. There is much to do to be ready for the upgrade and I.S. plays a huge part in the project.
- With so much new technology available that is ever-changing, I.S. must assist our department in preparing for higher tech tracking devices, cameras, telecommuting and managing the massive amounts of information obtained from these sources.

Action Steps:

- Records and Property must provide necessary information in order to transfer over existing data from Spillman. I.S. will be directly involved in this project and all agencies must work together proactively
- Continue to work towards installing more cameras in high traffic areas that can be monitored remotely and utilized during high profile events
- Work with I.S. to better utilize monies available for upgrades in outdated computer equipment and software

Measure:

- I.S. staff, Records, Property and the Sheriff’s Dept. are working to prepare for the single server, and have identified tasks for each to work on.
- Investigators received new laptops which enable them to do work from home, in the field, or at the office.
- Computers have been ordered for Commanders and the Criminal Analyst, allowing for remote connections in the field, at training and at home.