

2016-2018

CSU Police Department - Strategic Plan



Colorado State University Police Department

Strategic Plan: 2016-2018

Part I

Introduction:

The Colorado State University Police Department (CSUPD) is a full service police agency providing a wide variety of services for the community, including:

- 24-hour uniformed patrols by sworn police staff and augmented by non-sworn student campus services officers. Vehicle, bicycle and foot patrols performed to deter and prevent criminal activity and increase responsiveness and readiness in the event of an emergency or routine calls for service.
- Investigations, staffed by a unit of fulltime law enforcement investigators and a fulltime crime lab / crime scene technician. Investigate complex and major crimes and assist CSU officials with sensitive or confidential matters.
- On campus Communications Center that dispatches emergency and non-emergency calls 24-hours a day.
- Traffic Education Enforcement Program / Bicycle Education Enforcement.
- Support & Events Unit which includes event and contract staffing, education & outreach, and safety training initiatives.
- Police Records
- Police Administration

Situational Analysis:

The Colorado State University Police Department is a small law enforcement agency that serves approximately 32,000 students and an additional 7,000 faculty/staff members in the Fort Collins community. The department has struggled with hiring and retention over the past 2 years, translating to fewer employees and several vacancies. As a result, existing staff is finding new strategies to maintain qualitative and quantitative services while providing excellent customer service. To this end, each of the departmental units has stressed collaboration and has worked intentionally to ensure the department as a whole is able to get the job done.

The department continues to build and strengthen community and public safety partnerships to assist in accomplishing the mission. These include patrol, traffic enforcement, criminal investigations, community policing, diversity and education endeavors with both on-campus and off-campus stakeholders. With constantly-evolving threats to national security and increased threats to campus safety, the CSU Police Department has focused on a heightened

state of readiness and responsiveness to large-scale incidents. This includes seeking out and providing specialized training, obtaining specialized equipment, and partnering with regional task force and intelligence groups.

The CSU Police Department is a very young agency. Many of the police staff has less than five years in their current assignment. This is true of most supervisors as well. Hence, a focus on recruiting, retention and professional development are key factors moving forward.

“S.W.O.T.” Analysis Summary:

Strengths: Strong, knowledgeable and committed employee base, myriad of police services, strong community support, recent salary increases, increased collateral opportunities, active collaboration with campus and the community.

Weaknesses: Less experienced first and second line supervisors, still non-competitive salaries, hiring and retention difficulties.

Opportunities: Expand and develop community-based programs, recruit and develop new employees, train and retain existing staff, augment positive public perception.

Threats: Budget constraints have resulted in fewer resources to do an ever-expanding job. Consistent employee turnover due to competitive salaries and opportunities at neighboring agencies.

Mission Statement:

Our mission is to promote a safe and secure community while providing proactive police services through education, outreach and response.

Vision Statement:

The vision of the CSU Police Department is to be regarded by our community and our peers as a professional, proactive and premier law enforcement agency in Larimer County and the State of Colorado

Core Values:

Integrity

Professionalism

Teamwork

Accountability

Part II

Strategic Issue #1: Recruit, Develop and Retain a Highly Trained, Motivated Employee Base that Consistently Delivers Exceptional Police Services.

Core Strategy: Seek out and provide learning opportunities for all employees that are engaging, developmental and geared toward best practices or “cutting edge” skills and abilities, specific to their work assignment / unit and relevant to the mission of the organization.

Goals:

1. Continue to facilitate a training program that encourages employees to participate in regularly scheduled trainings based upon their position, assignment and level of experience.
2. Develop and retain a quality, well-trained employee base.
3. Develop and implement strategies to recruit and retain quality employees.
4. Work to increase and maintain staffing levels which strengthen the officer / citizen ratio pursuant to industry and regional best practices.

Action Statements/Objectives: (including but not limited to)

- a) All employees will participate in skill and knowledge-based trainings in order to maintain high level proficiency in a variety of job-relevant areas. Annual training of sworn personnel will target a minimum of 40 hours (to include mandatory recertification and professional development).
- b) All sworn employees will exceed annual in-service and perishable-skills training requirements pursuant to Colorado P.O.S.T. standards.
- c) Coordinate with both internal & external agencies to host and offer training programs.
- d) Design and schedule specific and special trainings during overlap days or traditionally low-peak times (summer, Christmas break).
- c) Evaluate rotational work assignments, make recommendations for change.
- d) Identify professional growth opportunities (“specialization”) geared specifically toward newer employees.

- e) Focus on succession planning, offering training opportunities for those who desire to advance in rank, title or position.
- f) Participate in discussions and initiatives that focus on pay parity for police employees.
- g) Partner with area P.O.S.T. academies and training groups to staff career fairs, presentations and open house events geared towards recruiting new employees.
- h) Work with CSU Human Resources to streamline, improve and shorten the hiring process.
- i) Encourage the development of present and future leaders by providing professional training opportunities to all employees.

Timeline: Ongoing

Desired Outcomes:

- a) Staff will demonstrate a high level of professionalism and proficiency, measured quantitatively and qualitatively in job relevant areas.
- b) Staff will express increased morale and greater job satisfaction.
- c) Staff will demonstrate a broad-based understanding of job-related skills, knowledge and abilities, including expertise that is outside of their currently assigned role.
- d) Staff will be prepared to take on more responsibility, ideally at the rank or position above their current assignment.

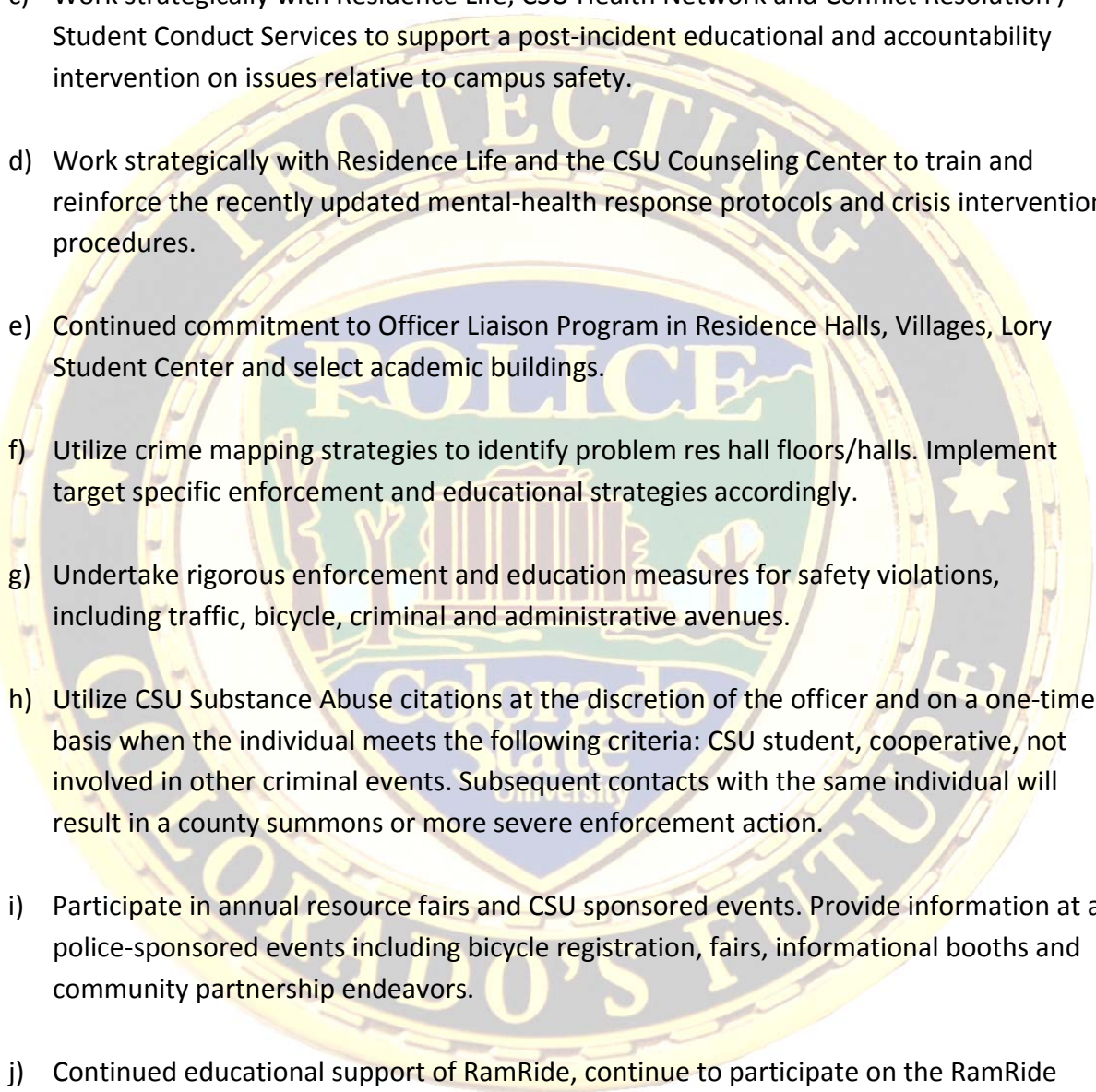
Strategic Issue #2: Collaborate with Campus Stakeholders to Positively Impact Campus Safety.

Core Strategy: Coordinate with internal and external partners to identify and implement practices and approaches designed to comprehensively augment health and safety on and near the campus.

Goal: Reduce CSU community members' incidences of injury, self-harm and victimization.

Action Statements/Objectives: (including but not limited to)

- a) Collaborate with campus and community organizations to design and present introductory alcohol, marijuana and campus safety programming during all summer orientation sessions.

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- b) Coordinate with internal and external partners to design, promote and advertise messages which stress responsible alcohol consumption and marijuana use.
 - c) Work strategically with Residence Life, CSU Health Network and Conflict Resolution / Student Conduct Services to support a post-incident educational and accountability intervention on issues relative to campus safety.
 - d) Work strategically with Residence Life and the CSU Counseling Center to train and reinforce the recently updated mental-health response protocols and crisis intervention procedures.
 - e) Continued commitment to Officer Liaison Program in Residence Halls, Villages, Lory Student Center and select academic buildings.
 - f) Utilize crime mapping strategies to identify problem res hall floors/halls. Implement target specific enforcement and educational strategies accordingly.
 - g) Undertake rigorous enforcement and education measures for safety violations, including traffic, bicycle, criminal and administrative avenues.
 - h) Utilize CSU Substance Abuse citations at the discretion of the officer and on a one-time basis when the individual meets the following criteria: CSU student, cooperative, not involved in other criminal events. Subsequent contacts with the same individual will result in a county summons or more severe enforcement action.
 - i) Participate in annual resource fairs and CSU sponsored events. Provide information at all police-sponsored events including bicycle registration, fairs, informational booths and community partnership endeavors.
 - j) Continued educational support of RamRide, continue to participate on the RamRide Advisory committee.
 - k) Continue to staff and support the SafeWalk program. Utilize sworn staff to augment when response times are increased. Deploy and utilize the SafeWalk vehicle during inclement weather or when otherwise appropriate.

- l) Participate in the Larimer County Traffic Safety Task Force. Staff regularly scheduled saturation patrols and DUI check points designed to arrest intoxicated / impaired drivers and increase safety on community streets. Work with CDOT officials to obtain and utilize grant monies to support these endeavors. Continue to support training programs including DRE and ARIDE.
- m) Coordinate with FCPS and Off Campus Life to address issues negatively impacting neighborhoods due to alcohol related behaviors (e.g. Avery Park, D-1, Party Patrol). Collaborate with FCPS, CSU and City of Fort Collins to explore a partnership in the development of the new Campus West substation.
- n) Serve on campus and non-campus committees to proactively address & monitor safety threats to individuals and / or the campus as whole (e.g. Student/Employee Consult Team, etc)
- o) Serve on campus and non-campus committees & organizations to design and deploy safety messages, practices and protocols (e.g. Public Safety Team, etc).
- p) Continued commitment to supporting community-based programs including; Bike Rodeo, Fingerprints, RamWelcome, VIN Inspections, Cultural Centers, Walk of Lights, Safety Walk, etc.

Timeline: Ongoing

Desired Outcomes:

- a) Reduction in crime-related offenses including; sexual assaults, noise, disorderly conduct, assaults, urinating in public, criminal mischief, etc.
- b) Decrease in community complaints concerning CSU students.
- c) Decrease in number of house party complaints generated / documented in the City of Fort Collins.
- d) Decrease in alcohol transports and detox holds.
- e) Increase options and alternative resolutions for students experiencing mental health emergencies. Decrease instances of self-harm including suicide.

Strategic Issue #3: Prepare CSU to Respond to Threats that have the Potential to Impact Safety on a Universal Scale.

Core Strategy: In concert with internal and external partners, establish and execute dynamic and comprehensive emergency planning, including protocols and policies, for the CSU community.

Goal: Reduce, minimize or eliminate the comprehensive impact of a major event, emergency or disaster at Colorado State University.

Action Statements/Objectives: (including but not limited to)

- a) Identify CSUPD's role in Emergency Response Planning (ERP) initiatives.
- b) In collaboration with others, update CSU's comprehensive Emergency Response Plan.
- c) Educate the campus community on ERP activities, needs, etc.
- d) Train CSUPD staff in specific ERP activities including Critical Incident Response, Incident Command System, Mass Casualty Response, Radiation / Nuclear Detection, etc.
- e) In coordination with partnering agencies, participate in table top exercises and dynamic training evolutions.
- f) Evaluate remote dispatch operational capabilities-off site. Implement "practice" exercises.
- g) Participate in comprehensive educational programs designed to maximize community preparedness and safety.
- h) Commence with site hardening measures, activities and research.
- i) Consult with internal and external partners to conduct environmental threat assessments.
- j) Continued participation in the Tactical Officer Liaison Program in conjunction with Larimer County Sheriff's Office. Per the recently updated MOU, sustain an increased commitment of 4 individuals, including 3 operators and a hostage negotiator.

- k) Review police, emergency responders and building proctor's access to individual building emergency response plans.
- l) Implement "Crime Prevention through Environmental Design" and "Rubicon" best practices.
- m) Conduct incident debriefings for more complex, serious or larger scale situations.
- n) Purchase equipment and/or develop resources to augment the safe deployment and response to disaster or emergency events.

Timeline: Ongoing

Desired Outcomes:

- a) In concert with internal & external partners, incrementally augment CSU's comprehensive readiness to all threats including: adversarial, chemical, biological, radiological, nuclear and explosive.
- b) Through education, enhance campus wide support for the implementation of site hardening measures.
- c) Modify the manner in which business is conducted on campus- putting safety before convenience.

Strategic Issue #4. Engage with the CSU Community to build and maintain public trust and support the educational mission of the institution.

Core Goal: Identify and participate in endeavors that illustrate and reaffirm "the value" of having a customer-focused campus police agency. Increase CSUPD transparency and align ourselves and the mission with CSU and community goals as appropriate.

Strategy: Conduct outreach and response in a manner that builds positive relationships with key customers and CSU stakeholders, and strengthens existing networks with academic and community leaders.

Action Statements/Objectives: (including but not limited to)

- a) Review quantitative performance metrics and expectations for each unit.

- b) In addition to measuring "what" and "how many", implement programs that evaluate *how* CSUPD conducts business in the community, and to what extent team members show excellent customer service and advocacy.
- c) Work to identify "who" CSUPD truly serves. Make consistent contact with students and community leaders, and seek to build relationships with diverse and traditionally under-represented groups. Implement "co-impact" training, information sessions and safety presentations to introduce our organization and the mission, and learn more about the community CSUPD serves.

Timeline: Ongoing

Desired Outcomes:

- a) Reinforce the customer service and advocacy mission of the organization. Align current and future employees with the needs of the CSU community.
- b) Increase the real and perceived value of CSUPD.
- c) Reinforce the institutional commitment for supporting and maintaining a well-trained and responsive campus police department.
- d) Further integrate CSUPD into the CSU community, and bring our customers and stakeholders closer to the organization.

Strategic Issue #5: Continue to research and utilize new and existing technology relevant to the mission.

Core Goal: Improve the effectiveness and efficiency of both internal and external CSUPD services through the use of technology.

Strategy: Identify key areas for improvement in the areas of technology, research where resources are best utilized.

Action Statements/Objectives: (including but not limited to)

- a) Maximize the effectiveness of existing mobile data, dispatch and radio systems. Conduct frequent analysis of current systems and make recommendation for improvement as necessary (mobile and vehicle radios, GPS, antenna arrays, MDTs, LoJack, etc.)
- b) Update the fleet as resources allow with the most appropriate vehicles and emergency equipment.

- c) Implement a body-worn camera program for all uniformed personnel, working with regional agencies to research current "best practices" for data storage, evidence and policy.
- d) Evaluate the feasibility of adapting the current Ocularis / ONSSI surveillance network to function on mobile platforms including MobileComm, iOS and Android.
- e) Utilize crime information data for both directed enforcement activities and staff deployment strategies.

Timeline: Ongoing

Desired Outcomes:

- a) Provide CSUPD patrol staff with direct mobile access to all campus-based electronic surveillance systems.
- b) Increase the integrity and reliability of CSUPD's mobile data and radio networks.
- c) Augment CSUPD's ability to immediately access time sensitive information.
- d) Enhance effectiveness, accountability and evidence gathering with department-wide implementation of a body-worn camera program.

