

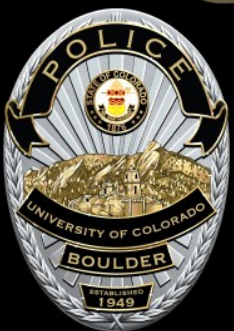
# University of Colorado Boulder

# Police



## Strategic Plan

2019-2023





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# Message from the Chief

In recognition of our commitment to keep the University of Colorado Boulder community safe, informed and engaged, I am honored to present to you the 2019 University of Colorado Boulder Police Department's (CUPD) Strategic Plan.

Our strategic plan is a proactive effort designed to provide guidance and structure for CUPD to continually improve its service delivery to the students, faculty, staff and visitors to the University of Colorado Boulder. As a demonstration of the importance of this document in translating our department's vision, mission and values into achievable goals and objectives, we have invested a considerable amount of collaboration and effort in developing a plan that assists us to effectively allocate our resources on the most important issues facing our campus community. The following strategic goals will provide us direction over the next five years:

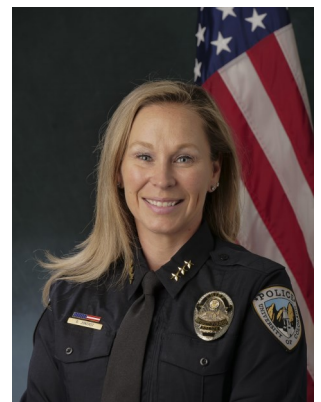
- Recruitment, employee training and retention-Recruit, develop and retain a caring, competent and quality workforce.
- Innovation, technology and best practices-Enhance organizational excellence through state-of-the-art technology that meets the needs of modern and progressive policing.
- Employee and community engagement and partnership-Enhance communication and collaboration with all segments of the University community through procedural justice and legitimacy.
- Maintain the capabilities of effective emergency management-Incorporate the five mission areas (Prevention, Protection, Mitigation, Response and Recovery) into the University's preparedness and response plans.
- Future growth-To effectively provide service to such an increased population, the department will need to grow in response to that demand.

This plan does not encompass all the needs to be accomplished within CUPD, but it serves to focus us on the areas of highest priority. Our strategic plan is intended to be a dynamic and flexible document that will evolve as the needs of our campus community evolve. Collaboration and partnership within the department and greater campus community is the basis in the development of our strategic goals and will continue as we move forward toward their implementation. This requires that CUPD leverage strong relationships that we have already formed within the campus community and continue to establish new ones.

Together, as a campus community, we can ensure that as we move forward, we will continue to provide the high level of service to our community. On behalf of the entire University of Colorado Boulder Police Department, I would like to extend my appreciation and gratitude to the campus community for its continued collaboration and support.

Sincerely,

Doreen Jokerst  
Chief of Police



# Vision, Mission, and Values

## Vision

The University of Colorado Boulder Police Department (CUPD) is committed to being a leader among university police departments.

## Mission

“The members of the University of Colorado Boulder Police Department (CUPD) are dedicated to provide the highest quality services in order to enhance community safety, protect life and property, and reduce crime and the fear of crime. We pledge to develop a partnership with the greater campus community and to improve the overall safety and quality of life for all CU affiliates through fair and impartial, transparent and consistent policing.”

## Core Values

**Collaboration:** We value working together to create and maintain a culture of mutual trust and optimism for the future, with a goal of shared success and accomplishment.

**Competence:** We are skilled professionals, exhibiting a quiet confidence in the performance of our duties; demonstrating adaptability to all situations and accompanied by a desire for continuous improvement.

**Humility:** We serve the University in a respectful, compassionate, and non-judgmental manner; remembering that we are members of the community we serve.

**Integrity:** We operate in a professional, ethical, and honest manner towards our work, peers, and the University community.

**Passionate:** We demonstrate a personal enthusiasm that drives focus, a desire to excel, and a commitment to support and protect one another.



# Organizational Overview

CUPD is a full-service police agency providing community-based public safety services to a diverse community of more than 34,500 affiliates 24 hours a day, seven days a week, all year long. Every year the department responds to approximately 20,000 calls for service. Patrolling the campus by foot, bicycle, motorcycle, and vehicle, the CU Boulder police work diligently with the university community and surrounding agencies to ensure a prompt and coordinated law enforcement response.

## Budget and Finance

The budget and finance unit is responsible for overseeing all funding within the department and ensuring that it is spent in a way that is consistent with departmental needs and University policy. This is accomplished through a review process that begins with the individuals requesting items and cycles through purchasing and/or budget officers to ensure compliance.

## Clery Compliance and Crime Analyst

The Clery compliance and crime analyst leads and manages Clery Act compliance for the University of Colorado Boulder campus. The Clery Act is a federal protection law designed to educate and inform current and prospective students, faculty, and staff about campus security and safety related matters. This law requires institutions of higher education receiving Title IV federal student financial assistance to compile and disseminate certain crime and safety information.

While the Clery compliance and crime analyst position exists in the police department, compliance with the Clery Act is a campus obligation. To facilitate compliance with the Clery Act, the Clery compliance and crime analyst completes daily, ongoing, and long-term tasks. The Clery compliance officer and crime analyst is responsible for the creation and distribution of the Annual Fire Safety and Security Report. This federally mandated document includes campus safety policies and procedures and select crime statistics for the previous three years.

## Communication Center

The communications center at the University of Colorado Boulder Police Department provides a vital link between the University community and public safety services, including police, fire, ambulance, parking, security and more. We are dedicated to providing prompt, efficient and progressive emergency communications to the campus community.



Our communication center is a primary answering point for all University landline phones and a secondary answering point for any other type of phone. Our communication center is a part of the Boulder Regional Emergency Telephone Service Authority.

## **Events and Emergency Management**

CUPD Events and Emergency Management is a cross-functional team that provides event and emergency management services to the entire CU community. The Events and Emergency Management section conducts event planning for large or high-profile events, reviews all proposed campus events for security requirements, provide security for those that require it with sworn officers and community safety officials, provides door lock and unlock functions on a daily basis, conducts emergency planning, training and exercising for the entire campus, and plans for and conducts emergency communications in partnership with the Office of Strategic Relations and Communications.

## **Fleet**

The fleet technician is required to ensure timely maintenance, cleanliness, and repairs of all 43 vehicles. In addition to arranging for routine maintenance, the fleet technician handles any service requests. They provide periodic recommendations and updates regarding the fleet for the command staff to consider, completes the acquisition and outfitting of new vehicles on a yearly basis, and assesses areas of potential improvement for CUPD's fleet.

In addition to the fleet responsibilities, the fleet technician is also assigned quartermaster duties. This involves the maintenance of a well-stocked and organized officer equipment closet, issuance of equipment to new officers, the recovery of equipment from officers separating from the agency, and the acquisition and distribution of updated or replacement equipment.

## **Information Technology**

The information technologies section is responsible for maintaining the desktop computers, servers, telecommunications, car laptops, remote access and computer aided dispatch (CAD) for all sections at the police department. The IT section is staffed by two civilians.

## **Police Services**

The University of Colorado Boulder police services division (PSD) is comprised of patrol, investigations and community safety officials (CSO) for residential housing security units. The three units work collaboratively with various community and University entities to address violations of law and regulations as well as address noncriminal matters that impact affiliates. The outcome of criminal investigations are referred to the appropriate prosecutorial offices (county or city) for review and criminal filing and prosecution, as appropriate. Additionally, certain cases are also referred to University offices such as the Office of Student Conduct and the Office of Institutional Equity and Compliance for review or further action when appropriate.

## **Professional Standards Bureau**

The University of Colorado Police Department's professional standards bureau was established in 2014 to ensure that CUPD consistently provides the highest level of customer service to its constituents and stakeholders and maintains a department-wide commitment to its mission, vision and values.

The professional standards bureau currently focuses on three major objectives: completing thorough and detailed background checks on new hires; ensuring individual compliance with the CUPD policy manual, city and state law, and best practices within law enforcement. This is achieved by conducting thorough investigations and documentation of all complaints and commendations; and conducting a series of annual audits to ensure policy- and procedure-compliance by the department as a whole.



## Property and Evidence

The Property and Evidence Section Technician is responsible for receiving, properly storing and maintaining the chain of custody of all property and evidence received by the University of Colorado Boulder Police Department. In addition, the section is responsible for the lawful and permissible disposition of items held according to statutory obligations and internal policies. These functions are digitally integrated with the agency's records management system, which enables all documentation to be easily entered, maintained and accessed.

The section supports the police services section with the documentation, processing and collection of evidence identified during a criminal investigation. This may include the collection of DNA samples, latent fingerprints and crime scene photography. Each of these may be necessary to ensure justice for victims of criminal activity.

## Public Information Officer

Structurally, the public information officer (PIO) is an employee of the University of Colorado's Office of Strategic Relations and Communications (OSRC) and is assigned to, and embedded with, the police department. The PIO reports directly to CU Boulder senior director of communication with a dotted line to the CUPD chief of police.

The PIO conducts media interviews, writes CU Boulder Today newsletter articles, posts information to social media platforms and maintains and updates the CUPD website. Currently, CUPD utilizes Facebook, Twitter, and Instagram to communicate with the campus community. The PIO and members of the SRC team, in collaboration with CUPD Emergency Management, are also responsible for messaging during emergencies and also send out notifications as required by the Jeanne Clery Act.

## Records

The University of Colorado Boulder police department records section fulfills all of the support functions found in other fully commissioned police departments around the state of Colorado. These include compiling, storing, and the dissemination of the agency's law enforcement records, submitting statistical data to the Colorado Bureau of Investigations for inclusion in the state's annual "Crime in Colorado" report, and maintenance and validation of all entries into the Colorado information computer system and the national information computer system (CCIC/NCIC).

## Training

The training unit is dedicated to providing quality training at the University of Colorado Boulder Police Department. The training unit is responsible for enhancing the professionalism of all police employees through developing both character and competence.

Police officers are initially trained through an academy setting. After academy attendance, all trainings required by Colorado peace officer standards and training (POST) and CUPD policy are maintained and facilitated by the CUPD training unit. This post-academy training is accomplished through three primary venues: in-service training, online training portals, and structured briefing trainings.





# University Community

The University of Colorado (CU) Boulder is the flagship campus of the CU system which includes four separate campuses around the state of Colorado. CU Boulder is one of only 34 public research institutions in the Association for American Universities (AAU). The University offers dozens of exciting programs in a range of academic fields, serving as one of the world's most dynamic research and innovation hubs, to working closely through hundreds of public outreach efforts with communities across Colorado and the world.

In the fall of 2018, CU Boulder enrolled a record 34,510 students, 44.3 percent of which were female. The largest number of U.S. students came to Boulder from Colorado, California, Illinois and Texas. The largest number of international students are from China, India, and Saudi Arabia. By race, CU Boulder is 65.9 percent white, 11.4 percent Hispanic/Latino, 7.9 percent Asian American, and 2.5 percent African American. Other races or those who chose not to identify make up the remaining 12.3 percent.

For a full enrollment profile, go to [Colorado.edu/census](https://colorado.edu/census).





# Strengths, Weaknesses, Opportunities and Threats

CUPD completed a strengths, weaknesses, opportunities, and threats (SWOT) analysis which is a strategic planning method used to evaluate internal and external opportunities and can also facilitate the development of an action plan for a new initiative.

Strengths and weaknesses reflect the internal context within CUPD.

Opportunities and threats refer to the external context, including factors outside of CUPD's control which affect their work.

## Strengths:

- Committed, dedicated and professional staff, both sworn and civilian.
- Collaboration with local law enforcement, emergency management and fire agencies.
- Training program for sworn staff that is current and robust.

## Weaknesses:

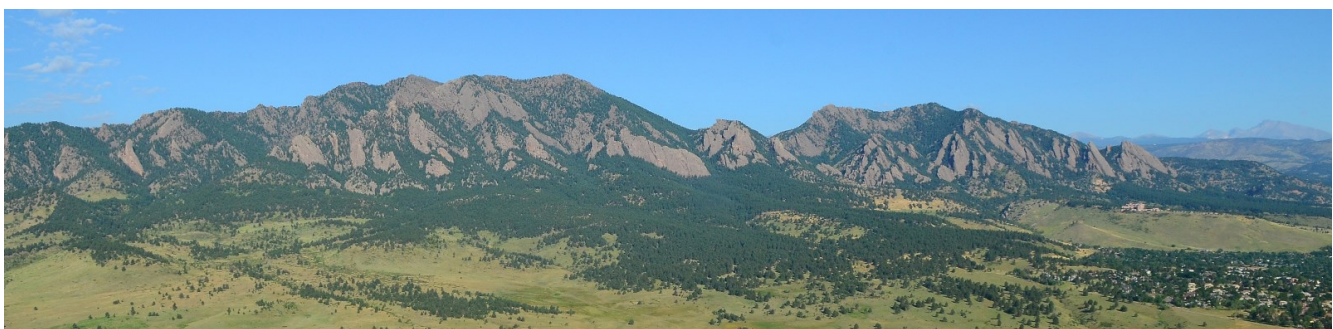
- Turnover rate of staff due to retirements, resignations and terminations.
- Radio system is outdated, making it hard to transmit and hear officers and/or dispatch.
- Police headquarters is old, outdated and lacks adequate space.
- Need for additional staff members for both sworn and civilian positions.

## Opportunities:

- Enhancing campus community partnerships.
- Enhancing innovative and technology strategies.
- Implementation of a new radio system.
- Expanded recruitment efforts to attract diverse candidates.

## Threats:

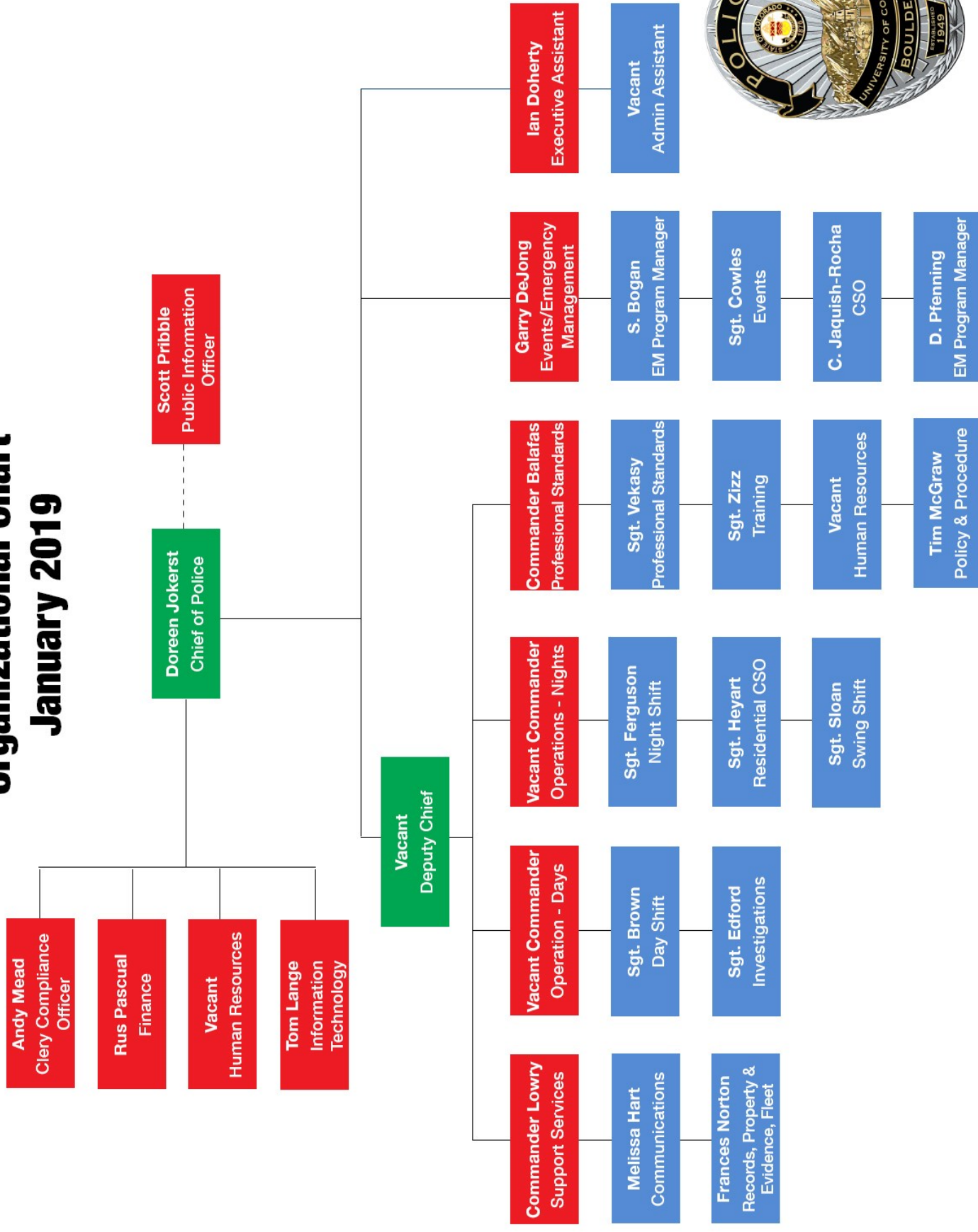
- Increasing demands on police services due to an increase in population, complexity of crime and staffing constraints.
- We are at capacity to deliver additional police services due to staffing levels.
- Turnover of newer officers leaving the department for other law enforcement agencies.



# CU Boulder Police

## Organizational Chart

### January 2019





# Implementation and Assessment

This strategic plan is a flexible document that will guide the thinking and direction of the CUPD over the next five years. The department's mission and values serve as the basis for strategic goals set forth in this plan. Each of the objectives will be assigned a staff member and an anticipated timeframe for completion.

Limited resources demand that the department focus its energy and direction on these strategic goals and objectives for maximum efficacy in accomplishing our mission. This plan is not all inclusive of the needs to be accomplished within the department, but instead focuses on critical priorities. In order for the strategic plan to be successful, it requires full commitment, participation and input from all department members.

To ensure continuing progress and success in implementing the strategic plan, the plan will be evaluated on an annual basis by command staff and provided to the professional standards bureau. An updated report will be published and the status of goals will be presented by each assignment member.

## Goals and Objectives



### •Goal One: Recruitment, Employee Training and Retention

**Recruit, develop and retain a caring and quality workforce.**

**(University of Colorado Boulder strategic imperative 1: Shape tomorrow's leaders)**

The department is committed to providing the highest-quality services to the community while maintaining a reputation as one of the most highly regarded University law enforcement police departments in the state of Colorado. A strong organizational culture and equitable pay scale is essential to attracting the best talent and retaining valued employees. A highly trained and well-equipped workforce ensures the highest level of service. The professional development for our employees is paramount to ensure the department's continued success. Completion of this goal will align the department with the University's first Strategic Imperative, shaping tomorrow's leaders.

## **We will utilize the following strategies:**

Strategy 1.1—Develop and implement a robust recruitment plan.

Strategy 1.2—Utilize a recruitment team reflecting the qualities and characteristics we desire of department employees.

Strategy 1.3—Work with the University Human Resources Department and the state of Colorado Personnel and Administration for market competitiveness for CUPD staffing.

Strategy 1.4—Maintain or increase staffing levels to meet levels of service in all divisions of the police department.

Strategy 1.5—Maintain a healthy organizational culture and positive workplace environment.

Strategy 1.6—Optimize hosting opportunities to bring outside training instructors to CUPD and open registration to surrounding agencies.

Strategy 1.7—Provide training to newly promoted supervisors and ensure the same training has been provided to those already promoted.

Strategy 1.8—Encourage cross-divisional training opportunities.

Strategy 1.9—Promote regular employee recognition.

## **Success will be measured by:**

- Create and implement a recruitment plan that recruits for the strengths of the University and reflects the qualities and characteristics we desire in department employees.
- Conduct an annual employee satisfaction survey.
- Reduce the employee turnover percentage of both commissioned and civilian employees.
- Maintain staffing levels at no less than 75 percent of authorized strength.
- Maintain or increase overall satisfaction in police services measured by the University of Colorado Boulder survey or similar study.
- Create a Family Support Association to assist in providing support to department employees.
- Publicly share employee's accomplishment and successes.
- Ensure employees are trained for promotions to ensure the overall success of the employee and department.
- Ensuring decisions made in the department that affect employees across organizational divisions are equitable (school, physical fitness, etc.)





## **Goal Two: Innovation, Technology and Law Enforcement Best Practices**

**Enhance organizational excellence through state-of-the-art technology that meets the need of modern and progressive policing.**

The department manages change as it relates to planning, research, development and use of new or improves technology, equipment and techniques. Our goal is to implement technology to reduce crime, improve employee safety, promote department transparency, increase efficiency and anticipate crime trends.

### **We will utilize the following strategies:**

Strategy 2.1—Review emerging technology to improve departmental efficiency, effectiveness and employee safety.

Strategy 2.2—Continue to research, train and implement technology which allows voice, photos, videos, and text messages to flow seamlessly from the public to the 911 network.

Strategy 2.3—Maintain and develop policies and standard operating procedures consistent with best practices and national standards, that are reviewed and approved by the University legal department.

Strategy 2.4—Maintain best practices regarding response to mental health concerns.

### **Success will be measured by:**

- Maintain a department policy manual that meets or exceeds the Colorado Association of Chiefs of Police (CACP).
- Create and implement standard operating procedures in all major divisions that meet or exceed CACP standards and have been approved by the University Counsel.
- Ensure staff who interact with the community, both commissioned and civilian, receive Crisis Intervention Training (CIT).
- Formally pledge to the International Association of Chiefs of Police, for successful completion of the One Mind Campaign which seeks to ensure successful interactions between police officers and those persons affected by mental illness.



## •**Goal Three: Employee and Community Engagement and Partnership**

**Enhance communication and collaboration with all segments of the University community through procedural justice and legitimacy.**

**{University of Colorado Boulder strategic imperative 3: Positively impact humanity}**

The department's community policing philosophy is firmly rooted in building and strengthening partnerships with the greater campus community. The primary organizational goal is working cooperatively with students, faculty, staff and both public and private organizations. This helps identify and resolve issues that potentially affect the quality of life for the University as a whole and aligns with the University's third Strategic Imperative, positively impacting humanity.



Community-based police departments recognize law enforcement cannot effectively deal with such issues alone and must partner with stakeholders who share a mutual responsibility for resolving problems. Community policing emphasizes prevention and facilitates early identification of issues, embraces accurate and transparent communication practices, and engages in timely intervention to deal with concerns before they become unwieldy problems. Our officers embrace this philosophy and strive daily to not only meet but exceed community expectations.

### **We will utilize the following strategies:**

Strategy 3.1—Engage the campus community by offering educational courses (e.g. active harmer response, Coffee with a Cop, National Night Out, etc.).

Strategy 3.2—Maintain an active bike patrol program.

Strategy 3.3—Build and strengthen partnerships with student and University groups to ensure the highest quality of service delivery (e.g. OIEC, CAPS, Office of Victim Assistance, Student Affairs, etc...).

Strategy 3.4—Amplify online communication through multiple media platforms to ensure effective communication with the campus community and general public.

Strategy 3.5—Maintain open and transparent media relations through a robust and progressive media plan collaborating with both internal and external stakeholders.

### **Success will be measured by:**

- Host annual programs (i.e. Coffee with a Cop, National Night Out, active harmer training response, etc...)
- Monitoring and managing an online presence through social media platforms.
- Review analytics generated from webpage visits.
- Increase partnerships and collaboration with student and staff groups.
- Create and implement a robust strategic media plan that is reviewed annually to determine collaboration and success.



## **Goal Four: Maintain the capabilities of effective events and emergency management.**

Through focused training, proactive planning, and collaboration with stakeholders, the Department is committed to providing for safe and secure events at the University and facilitating effective response to incidents and emergencies. The keys to achieving this level of service includes developing and growing relationships with partners and stakeholders – both internal and external to the University – who provide support in planning, operations, and resource mobilization. To safely and effectively respond to emergencies with the goal of minimizing the impacts to the community, the Department must strive to build a program based in best practices, professionalism, and the highest standards of emergency management.

### **We will utilize the following strategies:**

Strategy 4.1- Maintain an active partnership with the State of Colorado Division of Homeland Security and Emergency Management, the Boulder Office of Emergency Management and other community and University management collaborators.

Strategy 4.2- Collaborate and strengthen relationships with the University staff regarding events sponsored on campus and location/venue specifications.

Strategy 4.3- Provide relevant emergency response training to police personnel annually.

Strategy 4.4- Research and work towards EMAP (Emergency Management Accreditation Program).

Strategy 4.5- Ensure Memorandums of Understanding/Intergovernmental Agreements for specific events are current, accurate and encompassing to the needs of the Department and University.

### **Success will be measured by:**

- Participation with local, county, statewide and federal partners.
- Design, develop or deliver critical incident training annually.
- Create and collaborate on a matrix system for specific location or classroom usage for high resource events on campus.
- Ensuring the University Counsel approves all current agreements that the Events and Emergency Division have with partnering agencies and stakeholders.



## **Goal Five: Future Growth**

### **(University of Colorado Boulder strategic imperative 2: Be the top university for innovation)**

The University of Colorado Boulder will continue to grow in faculty, staff, student and land mass. To effectively provide service to such an increased population, the Department will need to grow in response to that demand. Such an expansion necessitates hiring personnel and acquiring physical resources, as well as developing strategies and methods for providing quality services to the entire campus community.

#### **We will utilize the following strategies:**

Strategy 5.1—Determine forecasted growth for both the University and greater campus community to determine future and potential impacts to CUPD.

Strategy 5.2—Evaluate police department workspace and vehicle parking needs to accommodate future growth.

Strategy 5.3—Analyze the number of calls for service for sworn personnel and their response times associated with them.

Strategy 5.4—Analyze the frequency of all calls handled by the Communications Center.

Strategy 5.5—Develop estimates of projected work increases and determine if other staffing schedules or staffing models may be more effective.

#### **Success will be measured by:**

- Strengthen partnership with University staff tasked with monitoring University growth of students, faculty and staff.
- Conduct a workspace assessment and establish a list of prioritization needs.
- Analyze calls for service and their response related to in-service/out-of-service thresholds.





## Overall Summary

The University of Colorado Boulder Police Department is a learning organization and never rests on its laurels. It studies and analyzes what works and what doesn't, acknowledges and more importantly, learns from its mistakes and humbly celebrates successes. CUPD benchmarks best practices, never assuming we are already "the best." The department differentiates between mistakes of the head (improper training, lack of experience, etc..) and heart (mistakes that involve spirit and attitudes).

CUPD is also a humanizing organization. One that facilitates the sense of safety through the greater campus community. It gives equal access to all people for its services and particular sensitivity and outreach to the underrepresented and disenfranchised members of the community. Police officers are public servants to all community constituents, including the weakest and more vulnerable and the underrepresented.

CUPD is committed to working with other University of Colorado Boulder departments, businesses, students, faculty, staff and visitors in continuing to build a great community, as we endeavor to set the standard in University policing. CUPD has always selected, trained and hired some of the best employees in the workforce. We will continue to make this a priority as outlined in our goals. The quality of services we provide to the public is dependent on the quality of our employee body.

In conclusion, we are confident that the goals and strategies contained in this strategic plan will provide the basis for continued improvements to the delivery of police services to the students, faculty, staff and broader University community. We are committed to on-going review and adjustment of our plan to meet the needs of the greater university community and staff. Through our collective commitment and continued partnerships, we will continue to move ever closer to achieving our vision (what we have outlined). Recognizing that our strengths stems from our partnerships with all members of our community, we envision an organization structured to meet the ever-changing needs of our University community and our professions.

