Durango Police Department
Strategic Plan

2018 – 2023

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Strategic planning is an organization’s process for determining its future direction and allocating resources to pursue that course of direction. In order to determine where it is going, an organization first needs to know where it is at, and how it intends to arrive in a new place. In 2017, the Durango Police Department embarked on a new approach by identifying the need to create a strategic plan. This plan was built upon input from various stakeholders in the community, as well as those within the department.

It is the practice of the Durango Police Department to maintain a strategic planning process to articulate the direction of the organization and identify the resources and actions necessary to get there. The plan will be reviewed quarterly and updated as needed. The information contained within will be readily available to provide guidance to each member of the agency, as well as to the public.

The department’s Mission Statement, Core Values and Vision are all integral parts of the strategic plan. The department must remain flexible in its response to new scenarios and unexpected challenges. In order to be truly useful, the strategic plan must remain adaptable to change. The plan must recognize that fiscal realities may dictate what resources and goals are attainable and unattainable. Choices will have to be made to determine priorities that align with the goals of City Council and police best practices.

The Durango Police Department exists to provide exceptional customer service to the citizens of Durango by building community partnerships. The department operates with that purpose in mind, as is reflected in the Vision, Mission and Core Values that all department members follow.
Mission Statement

We will serve our community by improving the safety and quality of life through reducing crime and the perception of crime.

Vision Statement

The Durango Police Department will uphold the charter of the City of Durango, the laws of Colorado and the Constitution of the United States. We will serve our diverse community with respect, dignity, integrity and with the utmost moral and ethical character.

We strive to be the premier Police Department by embracing the highest standards and best practices. We will develop, retain and invest in the success of our team members. We are committed to reducing crime through innovation and leading edge technologies.

Through community engagement, we will collaborate with our citizens and local partners to address issues and improve quality of life, making Durango the best place to live, work and play.
Program Description

The mission of the Durango Police Department is to serve the community by improving the safety and quality of life through reducing crime and the perception of crime. In order to accomplish this mission, the Police Department is functionally managed by two bureaus which mutually support and enhance the capabilities of the other. The Administration Support Bureau works to maintain the operational efficiency and effectiveness of the Police Department, and is responsible for providing the following comprehensive specialized services in support of Operations: the Administration Unit is responsible for recruitment, hiring, training, uniforms and equipment; the Records unit is responsible for maintaining and releasing criminal justice records; and the Property unit is responsible for the receipt, retention and release of property and evidence. The Operations Bureau, in partnership with the community, works to ensure public safety and order by providing direct operational services consisting of uniformed police officers, utilizing vehicle, motorcycle, bicycles and foot patrol. The Community Outreach Unit facilitates outreach with community members through police services technicians, school resource officers, officers who provide traffic control, education and enforcement, community engagement team members, reserve officers and the volunteer and chaplain program. In the Detective Unit, specialized services include detectives, digital forensics, and crime analysis who together are responsible for crime prevention, investigating and reporting criminal events, and working with citizens to reduce crime. The two bureaus together are symbiotic in the Police Department’s efforts to work with citizens to reduce crime, mitigate the fear of crime, and enhance the quality of life in the City.
CORE VALUES

TEAMWORK
We believe success comes from working together with colleagues, citizens and customers. Effective teamwork requires open communication and accountability.

DEPENDABILITY
We demonstrate our dependability to one another and to our community by being reliable and following through on our commitments.

SERVICE
We take pride in the excellent services we provide, showing enthusiasm and dedication in all we do to make the City a better place, while maintaining our high standards.

PROFESSIONALISM
We conduct ourselves in a manner that is professional and ethical, with the highest degree of honesty, integrity and fairness.

RESPECT
We promote a respectful, safe and positive work environment, inspiring employees to meet their maximum potential, and trusting in their decision-making. We embrace diversity by valuing different skills and perspectives.

INNOVATION
We accept challenges as opportunities for creativity and collaboration on new ideas and methods, which generates solutions, enhanced value and excellence in all services.

WELL-BEING
We aspire to be happy and improve our quality of life by promoting work-life balance, health and wellness, while being satisfied with and showing appreciation for a job well done.
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 Steps**

The Durango Police Department will broaden its efforts to connect with the community. We will increase awareness and focus on educating the community using all media platforms, including social media. Officers will seek out opportunities to engage with our diverse community and build positive relationships. Internally, we will promote a community service culture within the department through positive reinforcement of community service actions, leadership guidance and ensuring that officers are committed to procedural justice principles. We will expand our youth education and engagement. We know that connecting with our youth is the only way forward. We must educate and inspire the next generation of young adults to do the right thing. We must protect our youth from the ever-growing dangers of social media and ensure that they have the skills necessary to protect themselves. We will educate parents, teachers and society on good citizenry and the importance of building a strong community, while also helping youth connect with others to see value in all human life. Officers must be mindful of their position as role models and demonstrate great citizenship. Officers will seek out opportunities to volunteer with our youth and promote positive relationships.

The Durango Police Department will continue to partner with all community members to address quality of life issues. 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 resources to our underserved community members. We will construct bridges to help overcome barriers for stability and individual prosperity, when possible.

The Durango Police Department will continue to pursue transparency and accountability in the community. 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.
Crime Prevention and Control

For decades, the goal of the Durango Police Department has been to reduce crime and the perception of crime. The department has recorded success in this effort in recent years, as reflected in part 1 crime rates. However, a growing population and changes in laws pose a continued challenge for the future.

Action Steps

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

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. 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 of 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.

The Durango Police Department will develop and share intelligence and tracking information of known dangerous offenders. 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.
The Durango Police Department will improve police services to the mentally ill and homeless populations in the Durango community.

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.

The Durango Police Department will continue to train personnel and use all resources to strengthen our response to crime. 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 be sought through grants.

In this digital world, new options are available for intelligence gathering and crime analysis. Sharing confidential information between officers and investigators is crucial and we need to have the ability to access the most current digital intelligence technologies.

Forming partnerships and networks with local city, county, state and federal law enforcement and task forces to collaborate on regional law enforcement needs and trends is crucial to crime prevention. Sharing resources, such as equipment, manpower and databases will help us to stay abreast of crime trends that may impact other agencies.

Transportation Safety

Improving traffic safety for motor vehicles, pedestrians, bicyclists and other modes of transportation is a high priority for the City of Durango. The department will continue to find ways to effectively address the issues of poor road and pathway infrastructure, traffic enforcement and increasing awareness about impaired and distracted driving.

Action Steps

The Durango Police Department will continue expansion of enforcement activities. The department encourages all patrol officers to actively engage in high visibility traffic enforcement. Traffic data will be used to determine peak hours and locations of aggressive driving as well as intoxicated, drugged and distracted driving throughout the City to maximize the effect of enforcement and increase safety on our roadways.

The Durango Police Department will pursue an expanded Traffic Safety Public Information Campaign. 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. Officers will be trained in accident investigation, DUI and drug detection, Traffic Incident Management, and identifying distracted or aggressive drivers. Partnerships with the community and businesses will assist in compliance with existing city and state statutes for liquor retailers.

The Durango Police Department will increase safety for pedestrians and bicyclists. Through education and safety programs addressing school and bus zones, bike rodeos and pedestrian safety we can reduce the incidents of vehicle vs. pedestrian or bike accidents, traffic violators in school zones and at bus stops.
Human Capital Development

The Durango Police Department will foster a positive and 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.

Action Steps

The Durango Police Department will support the professional development of employees. The community deserves a premier police force and our top priority is to retain engaged, high-quality employees for the duration of their career by identifying each employee’s personal development goals and providing them with growth opportunities that advances them towards that goal. Regular tracking of our employee’s goal achievements and having seamless transitions of critical roles and responsibilities will demonstrate success and ensure that we stay on track.

The Durango Police Department will recruit and retain high-quality employees who reflect the demographics of the community we serve. 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.

The Durango Police Department will foster a positive and highly motivating culture. 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.

Infrastructure Development

Efficient use of existing infrastructure, while seeking opportunities to grow and meet the needs of the community, will always be a priority for members of the Durango Police Department. The buildings we work in, the tools we use, and our staffing structure must be analyzed on a regular basis so that citizens of our community receive the maximum level of service possible.

Action Steps

The Durango Police Department will work towards facility improvement. 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.
The Durango Police Department will assess and evolve equipment needs. 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.

The Durango Police Department will assess and adapt its staffing structure. 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 our staff is utilized to ensure it still aligns with community expectations.

Technology Development

The importance of technology continues to grow in the lives of the citizens. In order to best serve the community, we must embrace and utilize technology in every aspect of our service. Collaboration and communication with internal and external technology experts will ensure that we are meeting the community’s needs.

Action Steps

The Durango Police Department will maintain awareness of technological capabilities. 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.

The Durango Police Department will respond to emerging technologies. 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.

The Durango Police Department’s support from Information Systems will grow. 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.