



AGENDA

Law Enforcement Transparency and Advisory Commission (LETAC)

Wednesday, September 4, 2024, 5:00 to 6:30 p.m.

City Hall, Pikes Peak Conference Room (2nd Floor)

107 N. Nevada Ave, Colorado Springs, 80903

Computer Access: [Click here to join the meeting via Microsoft Teams](#)

Members of the public may attend in person or virtually.

1. Call to Order
2. Approval of August 5, 2024, Meeting Minutes
3. Citizen Comment
 - To sign up to speak, email letac@coloradosprings.gov before the start of the meeting. Individual comments must be limited to 3 minutes. The Commission will limit all comments to 15 minutes.
4. Welcome the New LETAC Commissioner
5. Discussion on City Council Meeting dated August 13, 2024 - *This agenda item was requested by commission members and is intended to continue dialogue around the mission, vision, and goals of LETAC. – 30 minutes*
 - Item 5C regarding LETAC – [View here](#)
 - [Gazette Article](#)
6. Discussion on Chief Vasquez's Communication to LETAC – 30 to 45 minutes
 - 06-20-2024 Official Communication regarding the Amorion Germany Incident, Increased Violence in Homeless Populations, Street Racing, and CSPD Response Times (See attached)
7. Voting Items
 - Approval of Commissioner Noblitt's Subcommittee Findings Letter on Officer Concerns of Accessing Mental Health Services – 5 minutes



- First Approval of LETAC Rules and Procedures Document – 10 minutes discussion or tabled to October meeting

8. Adjournment

Law Enforcement Transparency and Advisory Commission (LETAC)

Colorado Springs, Colorado

Official Communication to the Colorado Springs City Council regarding the Amorion Germany Incident, Increased Violence in Homeless Populations, Street Racing, and CSPD Response Times

Proposed: June 20, 2024

Voted on: June 20, 2024

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The Amorion Germany Incident

Background

In the case of the 21-year-old Black male, Amorion Germany, who was shot twice in the back by CSPD police officers while running away in the Gold Hill Division on June 9, 2024, several critical factors from the Transparency Matters LLC report should be considered. LETAC acknowledges that each case and circumstance is different, providing complexity in applying the law and CSPD policy to highly intense situations. The best interests of all parties involved are assumed. Beyond this incident, LETAC seeks to be a conduit of community and law enforcement concern and will continue to press the community, public officials, and CSPD to fully actualize Recommendation 8 of the Transparency Matters Use of Force Report for a universally safer Colorado Springs. (Incident report: KRDO13's Tyler Cunningham).

Applying Transparency Matters LLC Report

The Transparency Matters LLC report acknowledges that Black individuals encountered by CSPD, specifically within the Gold Hill Division, are slightly more likely to have physical force used against them compared to White individuals. This is compounded with young male arrestees. LETAC acknowledges that the probability of the use of force additionally increases with resisting officers and possession of a firearm. Use of force disparity ratios do not use the Census data benchmark. There is a disproportionate use of force against Black individuals (1.3 times more than White arrestees), males (1.8 times), and a slight increase for young individuals (TM, Section 3, iii-ix) in CSPD encounters. This raises concerns about racial bias or disparate treatment by the police. LETAC does not believe CSPD to be the sole proprietor of disparities and that such community disparities are more complex leading to a need for greater public and City official involvement to address causes of disparities among residents.

The report highlights that statistical analyses alone cannot determine if racial and ethnic disparities in police use of force are solely due to individual racial bias by police officers. However, it also notes that these disparities warrant closer examination and action to address underlying causes, whether they stem from systemic factors, community dynamics, or individual officer biases. LETAC also understands that officer inexperience or limited training may also be a contributing factor for the use of force. LETAC expects detailed reporting regarding these considerations in CSPD's annual Use of Force Report.

Action Item 8.1 of the report emphasizes the need for CSPD administrators to engage first-line supervisors, officers, and community groups to understand why racial/ethnic disparities exist and to identify potential solutions. This approach underscores the importance of community input and transparency in

addressing such incidents. Moreover, the shooting underscores the need for continued monitoring and accountability within the CSPD, as recommended in Action Items 8.2 and 8.3 of the report. These actions call for internal oversight mechanisms to monitor racial/ethnic disparities in police-citizen encounters and to produce public reports on use of force incidents. Such measures are crucial in promoting transparency, evaluating the effectiveness of interventions, and rebuilding community trust.

Furthering these efforts are underscored with Action Item 8.4 which calls for CSPD to work with LETAC and other community groups to create actionable plans to reduce racial/ethnic disparity in Colorado Springs that extends beyond just CSPD. We ask the City Council and City Administration to be the driving mechanism for systemic changes in Colorado Springs. Each case involving the use of force by police officers is unique and must be evaluated on its own merits, the incident involving Mr. Germany should prompt a thorough investigation into whether the use of lethal force was justified and whether racial bias played a role. CSPD must maintain the dignity, respect, and humanity of all arrestees, whether criminal or not, including proper treatment of family members with professionalism and respect. LETAC and the community expect nothing short of its police department. The respect of law enforcement by all members of the community is also integral to LETAC's mission. These recommendations from the Transparency Matters LLC report provide a framework for ensuring accountability, transparency, and fairness in policing practices, which are essential for fostering trust between law enforcement procedures and the communities they serve.

LETAC Requests from CSPD on the Amorion Germany Incident

Given the date of occurrence and community sensitivity of the Amorion Germany incident, LETAC requests that CSPD immediately release all body camera footage with limited redactions. LETAC also requests a detailed rationale for any redactions to the incident body camera footage. This will provide increased trust in the investigation process and the potential for further progress outside of a specific incident.

Additional requests and questions are as follows:

- Will CSPD release an initial basic report regarding this case?
- Will CSPD release a timeline when to expect updates of the investigation throughout the investigation
- Will CSPD share its communication plan regarding this investigation
- Will CSPD create a general document detailing the process of officer-involved shootings at each stage of an investigation

Community Sentiment for Response Time and Street Racing

Background

It has become clear to LETAC through participation in town halls, community conversations, community correspondence, and news media reporting that CSPD response times for calls that do not warrant a higher priority (i.e. level 1 or level 2) and street racing is a growing concern to the residents of Colorado Springs. LETAC will continue to evaluate community concerns and feels there is a gap between the expectations of members of the community and the ability/resources or expectations of CSPD.

LETAC requests that CSPD provide the following data regarding response times:

- Volume of priority level 1 and 2 calls, by division, from 2022-2024.
- Volume of priority level 3-5 calls, by division, from 2022-2024.
- Volume of 911 calls from 2022-2024.
- Community education on priority calls (what is currently being done)
- What are the response times for the various call priorities? Do CSPD's response times fall within the acceptable ranges for each priority?
- Can CSPD define what is an acceptable response time for each priority call?
- Are the definitions of priority levels available to the public? If so, what are those definitions, and are there plans to make these highly visible on CSPD's website?

LETAC requests the following regarding street racing/speeding:

- Volume of calls to CSPD non-emergency and emergency numbers for speeding/street racing 2022-2024
- Volume of speeding citations from 2022-2024
- Does CSPD use non-enforceable intersection cameras to evaluate speeding and street racing hot spots and what are CSPD-specific plans to address these community concerns?

Increased Violence in Homeless Populations

Background

Sgt. Chaney, of CSPD's Homeless Outreach Team (HOT), has noted an increase in violent crimes against persons within specific homeless encampments compared to previous years' related data, specifically referencing correlations between substance use disorders and mental health, increased violence in specific homeless encampments has continued higher levels of firearms (KOAA Maggi Bryan Interview). This puts the safety of CSPD personnel at risk and increases victims of violent crimes.

Request to CSPD (and CSFD)

LETAC requests data from CSPD and CSFD on this matter to be presented to the City Council underscoring any gaps in community programs, judicial programs, or financial resources to best address the underlying causes for increased violent crimes against persons in homeless encampments.

Law Enforcement Transparency and Advisory Commission (LETAC)

Colorado Springs, Colorado

Recommendation to Colorado Springs City Council regarding CSPD Division-Level Hands-On Training for Perishable Arrest Control

Approved: August 5, 2024

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EXECUTIVE SUMMARY

“We don't rise to the level of our expectations; we fall to the level of our training.” – Archilochus

As of 2021, before the new model for training academies was implemented, the Colorado Springs Police Department (CSPD) exceeded the arrest control training requirements established by the Colorado Peace Officer Standards and Training (POST). Incumbent CSPD patrol officers and patrol sergeants have expressed a need for additional training in perishable skills, specifically hands-on arrest control tactics. Martial arts training (MAT), de-escalation training (DT), self-defense training, and other related hands-on training are crucial for ensuring the safety of law enforcement officers and citizens during arrest encounters that require physical force. While POST mandates 66 hours of arrest control training, CSPD provides 107.5 hours during its recruit academy, surpassing the requirement. POST also requires 24 hours of in-service training annually for incumbent peace officers, 12 of which must cover perishable skills (CSPD Use of Force Presentation, III, 2021). At least one hour of the 12 required hours must be used for driving, arrest control, and firearms to maintain POST standards. Based on officer input and research by the Law Enforcement Transparency and Advisory Commission (LETAC) Use of Force Committee, there is sufficient reason to recommend: CSPD should provide at least one hour of duty time every two weeks for incumbent officers to train on perishable hands-on arrest control tactics, including MAT-specific training and other related CSPD training and policy-approved defensive hands-on tactics at the division level, including permitted off-site facilities, using approved experts and train-the-trainer formats.

Recommendation:

At a minimum, provide one hour of duty time every two weeks for incumbent officers to train on perishable hands-on arrest control tactics, including martial arts training (MAT), de-escalation training (DT), self-defense-specific training, and other related CSPD training and policy-approved defensive hands-on tactics. This training should occur at the division level and include permitted off-site facilities, utilizing approved experts and train-the-trainer formats, implemented department-wide.

Goals and Justification:

The goal of this recommendation is to address the concerns and needs of patrol officers and relevant command staff. LETAC believes this will provide Colorado Springs residents with the best-trained patrol peace officers, potentially mitigating controllable negative outcomes in use-of-force incidents or resident contacts. CSPD patrol sentiment reflects a desire for consistent hands-on training. All patrol officers favor increased allowable training hours for MAT, DT, or related training and prioritize this over other uses of duty time, including gear maintenance. Research indicates that consistent MAT, DT, or related training results in statistically significant decreases in use-of-force incidents, increased officer confidence, and reduced harm to officers and arrestees during encounters where force is used (Gonzalez, 2023; Holmberg & McGinty, 2020; Freeman & White, 2018). LETAC did not conduct an exhaustive literature review on these training programs but believes CSPD is well-positioned to determine its own qualified hands-on training program and partner agencies as needed. Regular training on perishable skills will also help foster a work environment of mastery, which has been shown to aid in employee retention.

The existing literature supports that comprehensive training programs—whether focused on practical skills, de-escalation techniques, or defensive tactics—effectively enhance law enforcement officers' confidence and improve their use-of-force outcomes. Improved skills and attitudes resulting from such training can lead to more effective and less aggressive handling of confrontational situations. Regular training also fosters a mastery-oriented work environment. When employees perceive their work environment as supportive of their personal growth and skill development, they are more likely to remain with the organization (Lima et al., 2020). A positive mastery climate significantly influences employees' intention to stay.

FULL REPORT: Recommendation / CSPD Division-Level Hands-On Training for Perishable Arrest Control

Recommendations:

At a minimum, provide one hour of duty time every two weeks for incumbent officers to train on perishable hands-on arrest control tactics, including martial arts training (MAT), de-escalation training (DT), self-defense-specific training, and other related CSPD training and policy-approved defensive hands-on tactics. This training should occur at the division level and include permitted off-site facilities, utilizing approved experts and train-the-trainer formats, implemented department-wide.

Goals and Justification:

The Peace Officer Standards and Training Department (POST) requires 66 hours of arrest control training. CSPD provides 107.5 hours of arrest control training during its recruit academy, exceeding this requirement as of 2021. POST mandates 24 hours per year of in-service training for incumbent peace officers, with 12 of these hours dedicated to perishable skills (CSPD Use of Force Presentation, III, 2021). Arrest control includes subjects such as physical control of subjects, proper searches, handcuffs, OC/TASER, custodial care, sudden custody death syndrome, weapon retention and retrieval, escort control, ground fighting, and scenario training. Officer sentiment strongly supports additional hands-on use of force training for patrol units at the division level and at approved off-site facilities. Officers are updated annually, per CSPD policy, on Use of Force policy and legislative changes (CSPD Use of Force Presentation I, 2021). CSPD has well-established policies on firearms and other non-lethal use of force tools (CSPD Use of Force Presentation II, 2021). Despite this, officers feel there is still a need for more regular training in the application of these available tools. The Transparency Matters LLC Use of Force Study (2022) reports that 74% of officers want additional use of force-related training. Only 20-30% of officers feel CSPD provides adequate hands-on training, pre- and post-pandemic, with 90% seeking more shoot/don't shoot interactive training and 80% specifying the need for additional non-lethal weapons and defensive tactics training. Additionally, LETAC has received feedback directly from 12 patrol officers regarding this recommendation. LETAC serves as a conduit for concerns from both residents and CSPD officers, per its charter. The following are the goals and further justification of this recommendation:

1. The goal of the recommendation is to address the concerns and needs of patrol officers and relevant command staff. LETAC believes this will provide Colorado Springs residents with the best-trained patrol peace officers, potentially mitigating controllable negative outcomes in use-of-force incidents or resident contacts.

In addition to the officer survey conducted by Transparency Matters, LETAC has gathered additional feedback directly from patrol officers and sergeants. CSPD patrol sentiment indicates a desire for consistent hands-on training. All patrol officers favor increased allowable training hours for MAT, DT, or related training. LETAC has spoken with several officers, with five willing to provide statements for this recommendation. All statements have been kept anonymous at the request of certain officers, although some were willing to be quoted by name. The statements from three patrol supervisors and two patrol officers are as follows:

- “If they [CSPD] will give me 0.5 hours of pay per period to maintain my gear, I’d rather give that up to be given 1.0 hours to train hands-on each period.” - Patrol Sergeant A
- “[I] overwhelmingly support this. This has been discussed in line-ups and all officers want more hands-on training.” - Patrol Sergeant B
- “Anything we would do is more than what we do now. [I] definitely support.” - Patrol Sergeant C

- “Absolutely [supporting this recommendation]. Regular DT training was recommended by the Use of Force Committee and was never followed up on.” - Patrol Officer A
 - “Regardless of whether we [CSPD Officers] use BJJ, FBI PPT, Judo, or whatever, it’s worthless if we only train on it once a year; it must be trained regularly.” - Patrol Officer B
2. Research shows that consistent MAT, DT, or related training results in statistically significant decreases in use-of-force incidents, increased officer confidence, and reduced harm to officers and arrestees during contacts where force is used (Gonzalez, 2023; Holmberg & McGinty, 2020; Freeman & White, 2018). While LETAC did not conduct an exhaustive literature review on MAT, DT, or related hands-on training programs, it believes CSPD is well-positioned to develop its own qualified hands-on training program and partner agencies as needed. Regular training on perishable skills will also foster a work environment of mastery, which has been shown to aid in employee retention.

The literature supports that comprehensive training programs—whether focused on practical skills, de-escalation techniques, or defensive tactics—effectively enhance law enforcement officers' confidence and improve their use-of-force outcomes. As there existed no conflicting literature on the outcomes of increasing regular hands-on training-related tactics among officers and officer performance and use of force outcomes, LETAC has selected two peer-reviewed journals and an academic dissertation that highlights academic findings. Gonzalez (2023) investigates the efficacy of hands-on training programs on the outcome of officer confidence finding that effective programs have a strong association with confidence in ability. This reduces inappropriate uses of force and increases the safety of officers and residents through well-structured training programs using defensive tactics (Freedman & White, 2018). Coupling regular hands-on training and defensive tactic programs with frequent PERF-approved de-escalation training reduces the frequency for the need of any use of force encounters (Holmberg & McGinty, 2020). All three studies show there is a positive association with officer confidence in hands-on training, defensive tactics, and de-escalation. The outcomes of each study strongly suggest measured, controlled, and reduced uses of force due to the increase in officer confidence, skill, and habitual training, improving officer performance of resident-officer contact outcomes. While the skills and abilities of CPSD officers are often above the standard of other agencies, comprehensive training programs, whether focused on practical skills, de-escalation techniques, or defensive tactics, can effectively enhance law enforcement officers' confidence and improve their use of force outcomes. Improvements in officers' skills and attitudes from such training can lead to more effective and less aggressive handling of confrontational situations. Regular training also cultivates a mastery-oriented work environment. When employees perceive their work environment as supportive of their personal growth and skill development, they are more likely to remain with the organization (Lima et al., 2020). A positive mastery climate significantly influences employees' intention to stay.

References and Supporting Material:

Gonzalez, E. (2023). "The Impact of Hands-On Training on Law Enforcement Officer Confidence and Use of Force Outcomes: An Evaluation of Training Programs." ProQuest Dissertations & Theses. <https://www.proquest.com/openview/2ed20a7585e5c1a8873e52082e455c5b/1?pq-origsite=gscholar&cbl=18750&diss=y>

Holmberg, L., & McGinty, M. (2020). "Training for De-Escalation: Examining the Effectiveness of a New Training Program for Law Enforcement." Policing: A Journal of Policy and Practice. <https://doi.org/10.1093/police/paae037>

Freeman, J., & White, M. D. (2018). "The Effect of Defensive Tactics Training on Police Officers' Confidence and Use of Force Outcomes." Policing: An International Journal of Police Strategies & Management, 41(2), 254-266. <https://doi.org/10.1080/15614263.2018.1500285>

Lima, A. G. C., Lima, D. M. C., & Others. (2020). What makes employees stay? Mastery climate, psychological need satisfaction, and on-the-job embeddedness. Journal of Applied Psychology, 105(8), 899-911. <https://doi.org/10.1037/apl0000478>

Transparency Matters LLC (2022). "Assessment of Colorado Springs Use of Force." Prepared for the City of Colorado Springs and the Chief of the Colorado Springs Police Department. P. 188-190.

Colorado Springs Police Department (2021). "Use of Force Presentation I". Presented to LETAC by Officer Harvell, Lt. Thompson, Lt. Hutchison, and Cmdr. Velasquez. April 19, 2021.

Colorado Springs Police Department (2021). "Use of Force Presentation II". Presented to LETAC by Officer Harvell, Lt. Thompson, Lt. Hutchison, Sgt. Snuggs, and Cmdr. Velasquez. May 17, 2021.

Colorado Springs Police Department (2021). "Use of Force Presentation III". Presented to LETAC by Officer Harvell and Lt. Hutchison. June 07, 2021.

Colorado Springs Police Department (2021). "Use of Force Presentation IV". Presented to LETAC by Cmdr. Mandel, Lt. Thompson, Lt. Chanza, Ms. Terrel-Orr (Research and Development Specialist), and Cmdr. Velasquez. June 21, 2021.

Law Enforcement Transparency and Advisory Commission's (LETAC) 2025 Colorado Springs Police Department Budget Considerations and Recommendations

Background: Per the Commission's stated objectives, the endeavor to provide input to the annual Colorado Springs Police Department (CSPD) budget development process is provided via this correspondence. To codify and articulate the Commission's input, three (3) working priorities were developed. These priorities were formulated using a methodology based on community feedback, periodic CSPD reporting, Commissioners' observations, and a review of CSPD's 2024 Budget, to include the Mayor's proposed 3.4% budget reduction for each City department. As for the CSPD, Chief Vasquez spoke on behalf of the Department's reduction, stating that he was "... comfortable with Department's planned spending reductions. He stated that he did not feel the cuts would have a negative impact to resident safety or the services the department provides." The Commission, without working knowledge of the Department's 2025 Budget Development and Planning Assumptions and Priorities, is left with the aforementioned methodology and analyses for developing its priorities, which are necessary to formulate useful and informed budget considerations and recommendations.

LETAC Recommended Budget Priorities: The following priorities are forwarded for consideration and will serve as the basis for the Commission's 2025 budget recommendations to the City Council and CSPD.

1. Fill current and projected sworn officers and operational systems experts' vacancies. In doing so, allocate funding for enhanced recruiting and retention incentives.
2. Improve and enhance Response Times to include ensuring the appropriate team of experts are dispatched in response to calls for service.
3. Acquire and operationalize state-of-the-art technology, along with qualified personnel to optimize systems and operational functionality.

Priorities with Justification and Corresponding General Fund Account number(s):

1. Increase the number of sworn officers and operational systems experts to meet or exceed current and projected personnel vacancies.
Justification: As of June 24, 2024, CSPD employs 722 sworn officers and has 65 recruits in the Recruit Academy (total=787) of 819 authorized sworn positions. Due to attrition, the number of sworn officers and recruits changes frequently, so this is only true as of 24 June. As of this date, 96% of the budgeted sworn positions are filled. As noted, and appropriated in the 2024 Budget, the 2025 Budget must continue the funding for increased sworn officers and the required Specialized Experts necessary for the functional (operational) and support needs to expertly execute the CSPD mission. Sworn Officers

Law Enforcement Transparency and Advisory Commission's (LETAC) 2025 Colorado Springs Police Department Budget Considerations and Recommendations

and the requisite Technical Experts are fundamental to CSPD's ability to execute its core competencies and cultivate a safe and secure City. General Fund Account Numbers: Specifically, the 51000 series of General Fund Account numbers should receive priority funding commensurate with filling current and projected vacancies.

***Moreover, considering CSPD received a 3.4% 2024 budget reduction, which equated to a \$4.5 million reduction in 2024 spending for CSPD, it is reasonable to assume that although key and essential mission tasks were not adversely impacted, there were few opportunities to enhance and broaden capabilities through leveraging and incorporating new technologies. For example, Chief Vasquez, at the time, proposed allowing only "operationally necessary expenses" for the year (2024), such as important maintenance and repairs to facilities; only replacing uniforms in serious disrepair; cutting back on approved overtime hours in ways that don't affect public safety; and maintaining existing equipment but not expanding programs, as actions to meet the proposed budget reductions. Therefore, another year of budget reductions will create a tenuous situation in which the Department will be unable to keep pace with mission demands, while exploiting operational efficiencies, due to the lack of investment funds.

2. Improve and enhance 911 and non-emergency Response Times to include ensuring the appropriate responders are dispatched accordingly. Justification: In keeping with CSPD's Strategic Plan, Initiative 4.1, *Improve public safety response*, this Priority remains a work in progress, as indicated by the Strategic Plan update that was submitted with the 2024 Budget. Additionally, per the May 2024 Community Response Team (CRT) and Alternate Response Team (ART) Progress Update to the Commission, these teams have created a synergy that provides an enhanced response to mental and behavior calls, thus, reducing the out-of-service time for Police Officers. General Fund Account Numbers: Various Account Numbers throughout the Budget allocate funds that support and resource the Operations Support Bureau, specifically the Communications Center. Thus, the prioritized funding for personnel recruitment, training, retention, and relevant equipment for this vital function should continue until personnel authorized strength and performance standards are achieved. Further, recognizing that CSFD funds the Alternate Response Team concept, CSPD should intensify collaboration efforts towards fully funding at least one more Team during 2025.
3. Acquire and operationalize state-of-the-art technology, along with qualified personnel to maximize efficiency and service. Justification: Per the CSPD's Strategic Plan Update, 4.1 *Improve public safety*

Law Enforcement Transparency and Advisory Commission's (LETAC) 2025 Colorado Springs Police Department Budget Considerations and Recommendations

response, Performance Measures 4.17.3 Develop and implement a comprehensive strategic technology plan by 2022 and 4.17.4 Implement an intelligence-led policing model as a crime prevention and crime reduction tool by 2022. Correspondingly, the Strategic Plan Update as of 2024, reflects that these two Performance Measures are complete, however, even though completed, a priority emphasis will need to be continued and sustained to ensure full implementation and consistency of service, well into 2025 and beyond. Moreover, such technological advancements are required to maximize Operations and Communications networks, which will aid in optimizing Response Times and efficient effective command, control, communications, and intelligence (C3I) functions. General Fund Account Numbers: Budget Account Numbers that allocate and appropriate funding for the Operations Support Bureau, comprised of the Professional Standards Division, Communications Center, and Management Services Division requires priority funding commensurate with stated goals and objectives. Specific Account Numbers are numerous and are interwoven throughout the Budget.

Recommendations: The Law Enforcement Transparency and Advisory Commission submits three (3) recommendations.

1. Efforts to increase the number of sworn officers and Dispatchers should continue to receive priority funding, to include the funding across functional areas that will aid in the recruitment, training, and retention of operational personnel.
2. Budget for specific measurable operational enhancements that will improve Response Times within Calendar Year 2025.
3. Review current Information Technology systems and software upgrades to ensure all relevant data and information sharing systems are replaced and/or upgraded in concert with the latest technological advances. Accordingly, allocate corresponding funding to acquire the necessary personnel and training to support hardware and software evolution.

Brent Windebank
Chair
Colorado Springs Law Enforcement
Transparency and Advisory Commission