Leadville Police Department

2023 SMART Goals

Goal #1

- **Provide Effective Animal Control Services**

Specific

- We would like to hire a Community Service Officer II (CSO II) whose primary role will be to focus on animal control activities within the City of Leadville and in Lake County as-needed. We will be budgeting for the training of this staff member, as it is unlikely the candidate will have the necessary certifications for this position "off the street." Once this person has been fully trained, their duties will prioritize the tracking and capture of loose dogs, especially animals exhibiting aggressive behavior. Issuing citations to the owners of these animals and case follow-up and prosecution will be of equal importance. The person chosen for this position will also be responsible for establishing and maintaining a database pertaining to animal control calls for service.

Measurable

- The first step in measuring this goal will be the establishment of an animal control calls for service database. Once this database is established, tracking the number of calls received and the disposition of those calls will provide empirical evidence of the effectiveness of the service. Additionally, tracking the success rate of cases that go to court will provide another measure of program effectiveness.

Achievable

- This is an achievable goal.

Realistic

- This goal is well within the realm of possibility, given our available resources. This position will back-fill a vacancy created by the retirement of another CSO.

Timely

- We would like to begin the hiring process for this staff member in September, 2022, with the goal of having this person fully trained during the first, or second quarter of 2023, depending on the availability of animal control certification courses.

Action Plan

During the month of September 2022, we will work with Caitlin Kuczko to develop a comprehensive job description for this position, including animal control certification

requirements. Once the job description is completed, we will advertise the position in the local newspaper, city website and Colorado Workforce Center. Once a suitable candidate is hired, their initial training will focus on CSO duties and functions, with an emphasis on conflict resolution, report writing and interpersonal communication skills. After the initial training has been completed, the focus will shift to animal control duties and professional certifications.

Potential Obstacles and Solutions

Potential obstacles include the following: Finding a high-quality candidate with the necessary wherewithal to deal with uncooperative, often hostile members of the public. The high cost of housing in Leadville / Lake County could also be problematic for a candidate who does not currently reside in this area. Solutions to these problems could be mitigated and/or prevented by publishing a frank and honest description of the duties and expectations for the position, along with advertising the availability of city employee workforce housing.

Goal #2

- **Implement a Crime Data Tracking / Analysis and Mapping Program**

Specific

- The purpose of this goal is to accumulate and analyze the location and characteristics of criminal activity in Leadville. This analysis will provide information that informs the allocation of police resources and the services of our community partners (e.g. Advocates of Lake County, Lake County Wrap-Around). To the extent possible, this information will be shared with the public in a Crime Mapping format within the City website.

Measurable

- Establishment of this database will be the first measure of success. Once the database is established, having a clearer, more defined picture of criminal activity within Leadville will provide police department decision makers with information that will be utilized to better address criminal activity. Sharing this information with other public safety stakeholders will improve the overall response to public safety issues. The ultimate goal of this program will be to measurably reduce crime and/or disorder within our community.

Achievable

- This is an achievable goal.

Realistic

- This goal is well within the realm of possibility, given our available resources.

<u>T</u>imely

- Start date: October 2022; identify an appropriate software platform/vendor, establish program costs, identify and begin the process of training a staff member to oversee and maintain the database.
- Finish date: Have the program up and running during the first quarter of 2023. Once the program is established, it will be ongoing into the foreseeable future.

Action Plan

The first step in implementing this program will be identifying the best product for what we are trying to achieve, as well as possible grant funding sources. The second (and likely most difficult) step will be identifying a suitable staff member with the necessary skills and desire to administer the program. Providing this person with appropriate training for the duties associated with this program will be the third step.