CASTLE ROCK POLICE DEPARTMENT

2019-2023 Five-Year Strategic Plan

MAY 7, 2019

DEVELOPING PEOPLE

Organizational Structure

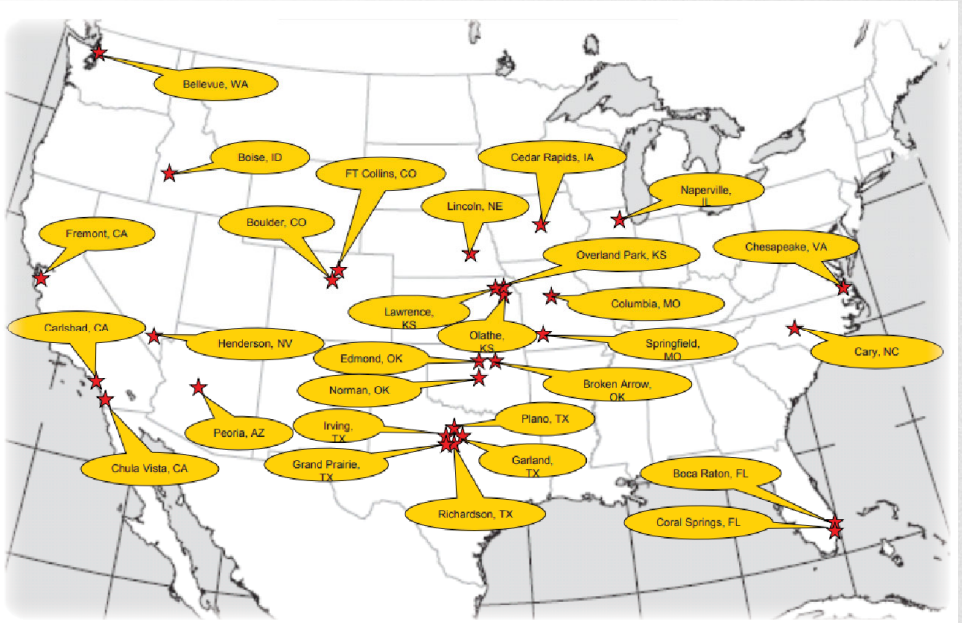
Detail

PATROL	INVESTIGATIONS	SUPPORT SERVICES	SPECIAL OPERATIONS
COMMANDER VARELA	COMMANDER GORMAN	COMMANDER BROWN	COMMANDER LYONS
Patrol Bike Unit K-9 unit Explorer Post #401 Honor Guard DC Regional SWAT	Detective Unit Property and Evidence Crime Analysis Victim Assistance/Chaplains Task Forces Forfeitures	Records Dispatch Professional Standards Training/FTO Technology Fleet Policy/Accreditation	Community Partnership Unit Community Programs Community Response Team Community Svc. Volunteers Animal Control Traffic Safety Unit School Resource/Marshals Special Event Planning Recruitment/Hiring

Benchmark Cities Survey 2017

Performance Measures

- **Originally designed in 1997** by core group of Police Chiefs.
- Used as a measurement tool for providing the best service possible.
- **29 agencies** participated in 2017.
- **Collects data** in four categories:
  - ✓ General Information
  - ✓ Offenses
  - ✓ Clearance Rates
  - ✓ Traffic Safety



Benchmark Cities Survey - 29 participating agencies

Strategic Planning
PROCESS

OVERVIEW

- Began process in August 2018
- Serves as a five-year “roadmap”
- Steers the Department
- Promotes effective resource allocation
- Based on six Strategic Priorities
- Benchmarking and performance measures

Strategic Planning
PROCESS

WORK SESSIONS

Strategic plan work session

Command Staff met on Aug. 24, 2018.

Public Safety Commission

The commissioners provided their input and unanimously voted to recommend the Department's Strategic Plan on Nov. 1, 2018.

Town Council Work Session Feb. 19, 2019.

OPEN HOUSE SESSIONS

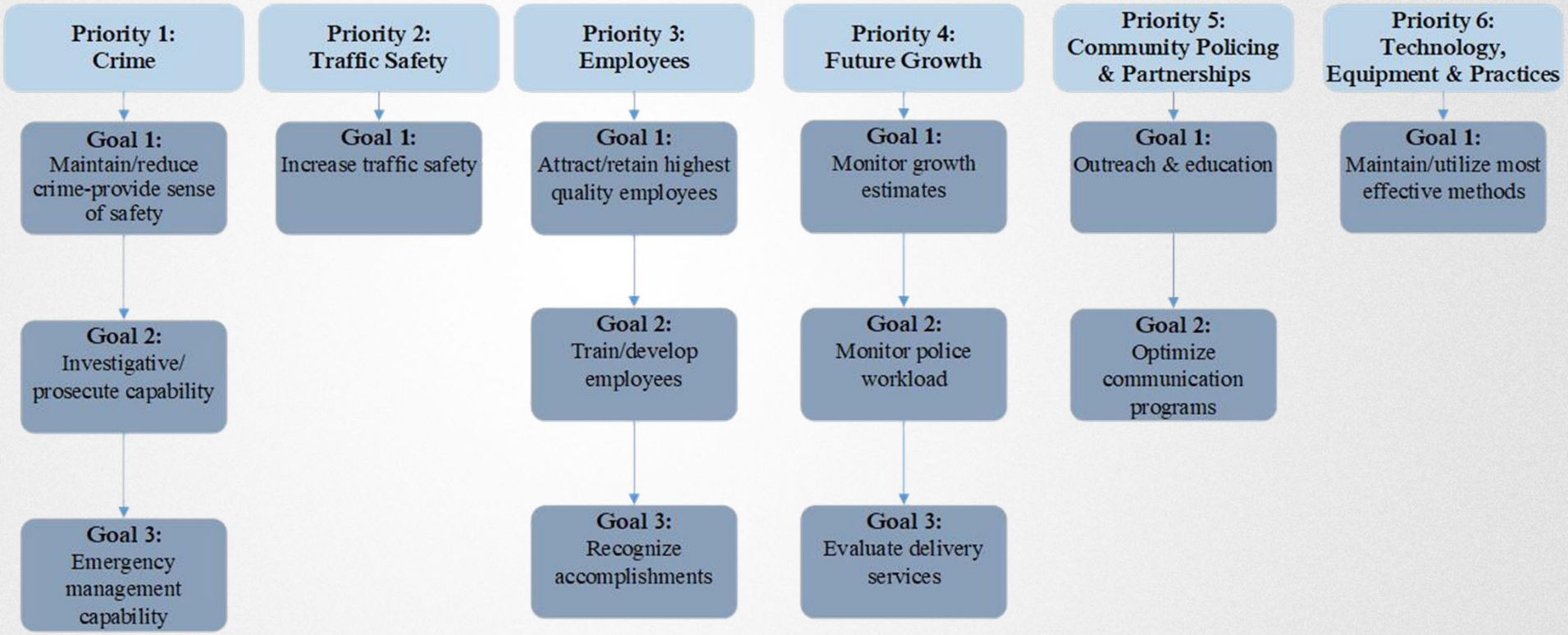
Police employees meeting:

Employee feedback received on Nov. 21, 2018.

Community meetings:

Citizen feedback received on Dec. 11, 2018 and Jan. 30, 2019.

Goals & Objectives



Priority 1

CRIME

STRATEGIC PRIORITY 1

Goal 1: Maintain or reduce the crime rate and provide a sense of safety and security

Strategy 1.1.1: Maintain an active Crime Analyst function.

Strategy 1.1.2: Use intelligence-driven policing strategies, including real-time crime analysis and technology, to deploy resources to the areas most needed.

Strategy 1.1.3: Crime prevention through public education and community engagement.

Strategy 1.1.4: Maintain or increase staffing levels to meet the levels of service.

Priority 1

CRIME

STRATEGIC PRIORITY 1

Goal 1: Maintain or reduce the crime rate and provide a sense of safety and security

Success will be measured by:

Maintain or increase community survey results in police services as measured by the Town of Castle Rock's community survey.

Persons crime rate (per 1,000 citizens)
At or below the Benchmark Cities' average.

Priority 1 response time
At or below the Benchmark Cities' average.

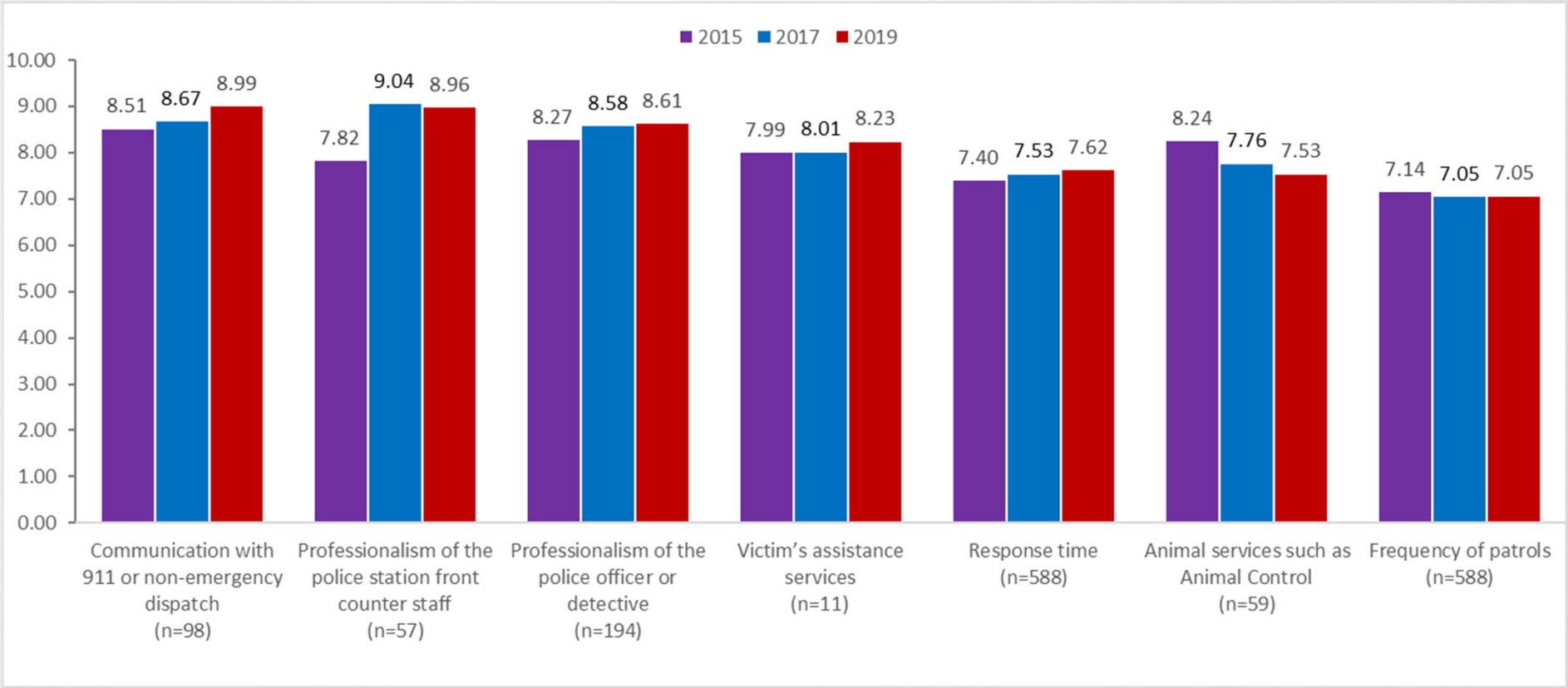
Property crime rate (per 1,000 citizens)
At or below the Benchmark Cities' average.

Priority 1

CRIME

STRATEGIC PRIORITY 1

Community Survey



Priority 1

CRIME

STRATEGIC PRIORITY 1

2017 Benchmark Cities Comparison

Benchmark Comparison	CRPD Statistics	Benchmark Target	Met Goal
PART ONE CRIMES (per 1,000 population)			
Violent Crimes	1.3	≤ 2.7	√
Property Crimes	19.5	≤ 25.7	√
CLEARANCE RATES (Percentage of cases cleared)			
Violent Clearance Rates	85%	≥ 58.4%	√
Property Clearance Rates	34%	≥ 20.3%	√
RESPONSE TIMES (emergency calls for service)			
Response Times (min:sec)	5:14	≤ 5:34	√

Priority 2

TRAFFIC SAFETY

STRATEGIC PRIORITY 2

Goal 1: Increase traffic safety on the roadways in the Town of Castle Rock

Strategy 2.1.1: Identify and monitor high crash locations Townwide - increase enforcement and education efforts within those areas.

Strategy 2.1.2: Apply Data-Driven Approaches to Crime and Traffic Safety (DDACTS).

Strategy 2.1.3: Monitor school zones for traffic law compliance.

Strategy 2.1.4: Promote pedestrian safety Townwide.

Strategy 2.1.5: Continued participation with state-funded traffic safety grant programs (impaired driving, seat belt compliance).

Strategy 2.1.6: Monitor, evaluate and respond to traffic complaint areas.

Strategy 2.1.7: Partner with Public Works and Colorado Department of Transportation (CDOT) to address Townwide traffic issues.

Priority 2

TRAFFIC SAFETY

STRATEGIC PRIORITY 2

Goal 1: Increase traffic safety on the roadways in the Town of Castle Rock

Success will be measured by:

Fatality traffic crashes (per 1,000 citizens)
At or below Benchmark Cities' average comparison.

Injury traffic crashes (per 1,000 citizens)
At or below Benchmark Cities' average comparison.

Non-injury traffic crashes (per 1,000 citizens)
At or below Benchmark Cities' average comparison.

Traffic crash rate
Maintain or reduce the traffic

Priority 2

TRAFFIC SAFETY

STRATEGIC PRIORITY 2

2017 Benchmark Cities Comparison

Benchmark Comparison	CRPD Statistics	Benchmark Target	Met Goal
TRAFFIC CRASHES			
Crashes (Injury)	0.7	≤ 5.1	√
Crashes (Non-Injury)*	13.6	≤ 17.3	√
Alcohol-Related Fatalities	0.0	≤ 0.01	√

**Reported non-injury crash accident data does not include private property crashes*

Priority 3

EMPLOYEES

STRATEGIC PRIORITY 3

Goal 1: Attract and retain the highest quality employees

Strategy 3.1.1: Utilize a recruitment team reflecting the qualities and characteristics we desire of department employees.

Strategy 3.1.2: Work with Human Resources to maintain market competitiveness with regard to compensation and benefits.

Strategy 3.1.3: Maintain or increase staffing levels to meet levels of service.

Strategy 3.1.4: Increase candidate pool by providing Colorado Peace Officer Standards and Training (POST) certification opportunities through partnership with the Highlands Ranch Law Enforcement Training Academy.

Strategy 3.1.5: Maintain a healthy organizational culture and positive workplace environment.

Strategy 3.1.6: Implement comprehensive wellness programming.

Priority 3

EMPLOYEES

STRATEGIC PRIORITY 3

Goal 1: Attract and retain the highest quality employees

Success will be measured by:

Annual employee feedback
Solicit annual employee feedback.

Staffing levels
Maintain staffing levels at no less than 100 percent of authorized strength.

Peer Support/eFit
Maintain employee programs that focus on emotional, physical, mental, and financial wellness.

ONE-BY-ONE POLICING

To serve people one-by-one so together we can create environments that are safe and secure and where people can thrive

- Starts within our organization
- Focus on creating safe and secure environments – better equipped to serve the community.
- Leaders must serve employees individually
- Trust is earned
- Focus on individuals
- Helping people with problems or concerns not specifically related to crime but to quality of life

POLICE OFFICER
STATE OF COLORADO
CASTLE ROCK
POLICE
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QUESTIONS

CASTLE ROCK
POLICE

SERVING PEOPLE
One-By-One
CASTLE ROCK
POLICE
Policing
CREATING ENVIRONMENTS WHERE PEOPLE FEEL SAFE, SECURE, AND CAN THRIVE

Priority 4

PREPARE FOR FUTURE GROWTH

STRATEGIC PRIORITY 4

Goal 2: Monitor police department workload

Strategy 4.2.1: Analyze number of calls for service per sworn officer.

Strategy 4.2.2: Analyze response times for all calls for service.

Strategy 4.2.3: Analyze all calls handled by the communication center.

Priority 4

PREPARE FOR FUTURE GROWTH

STRATEGIC PRIORITY 4

Goal 2: Monitor police department workload

Success will be measured by:

Calls for service (per 1,000 citizens)
Benchmark Cities' average comparison.

Calls for service per officer
Benchmark Cities' average comparison.

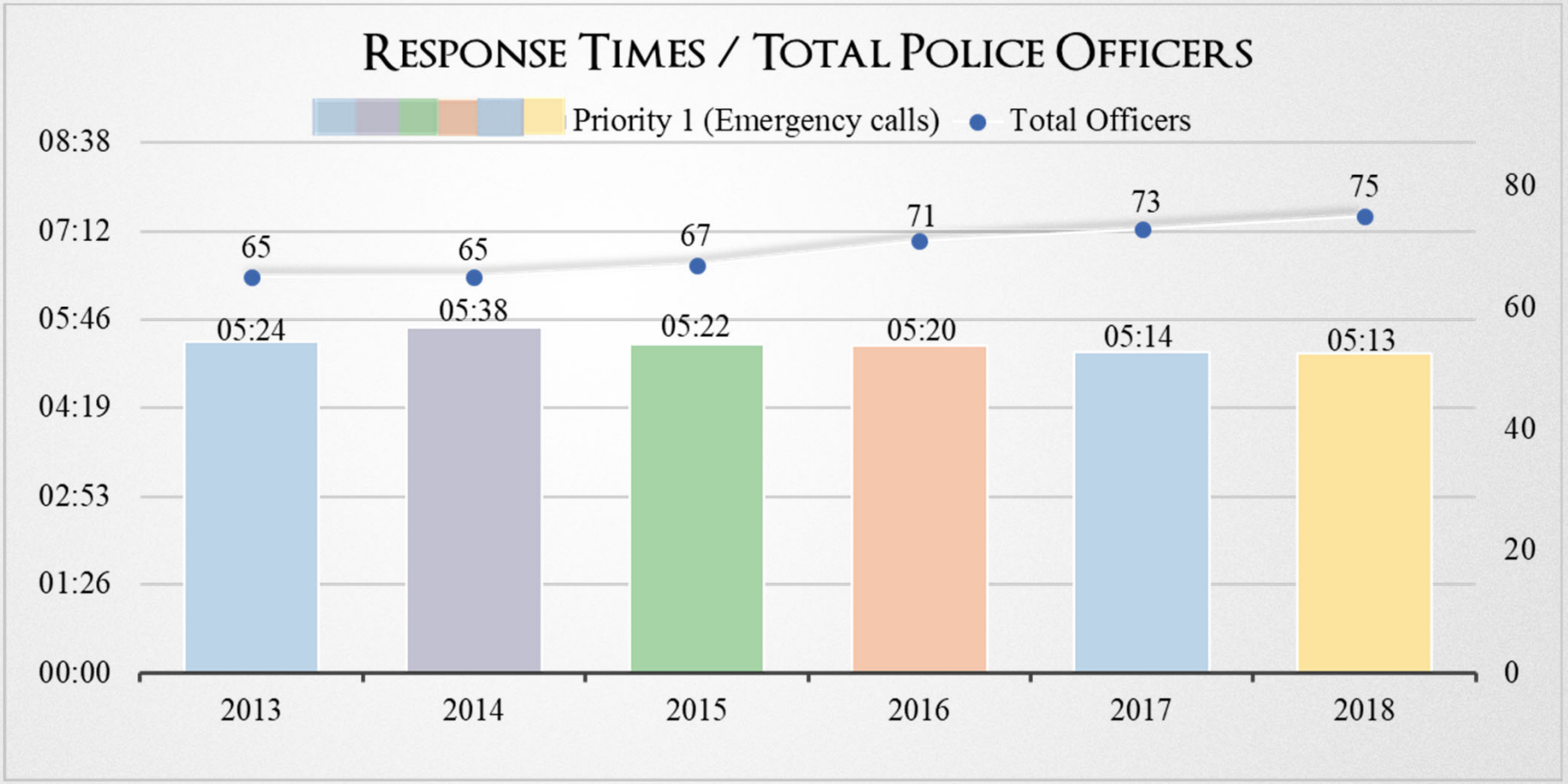
Call Receipt to Dispatch Time
Priority 1 Calls at or below Benchmark Cities' average response time comparison.

Call Dispatch to Arrival Time
Priority 1 Calls at or below Benchmark Cities' average response time comparison.

Priority 4

PREPARE FOR FUTURE GROWTH

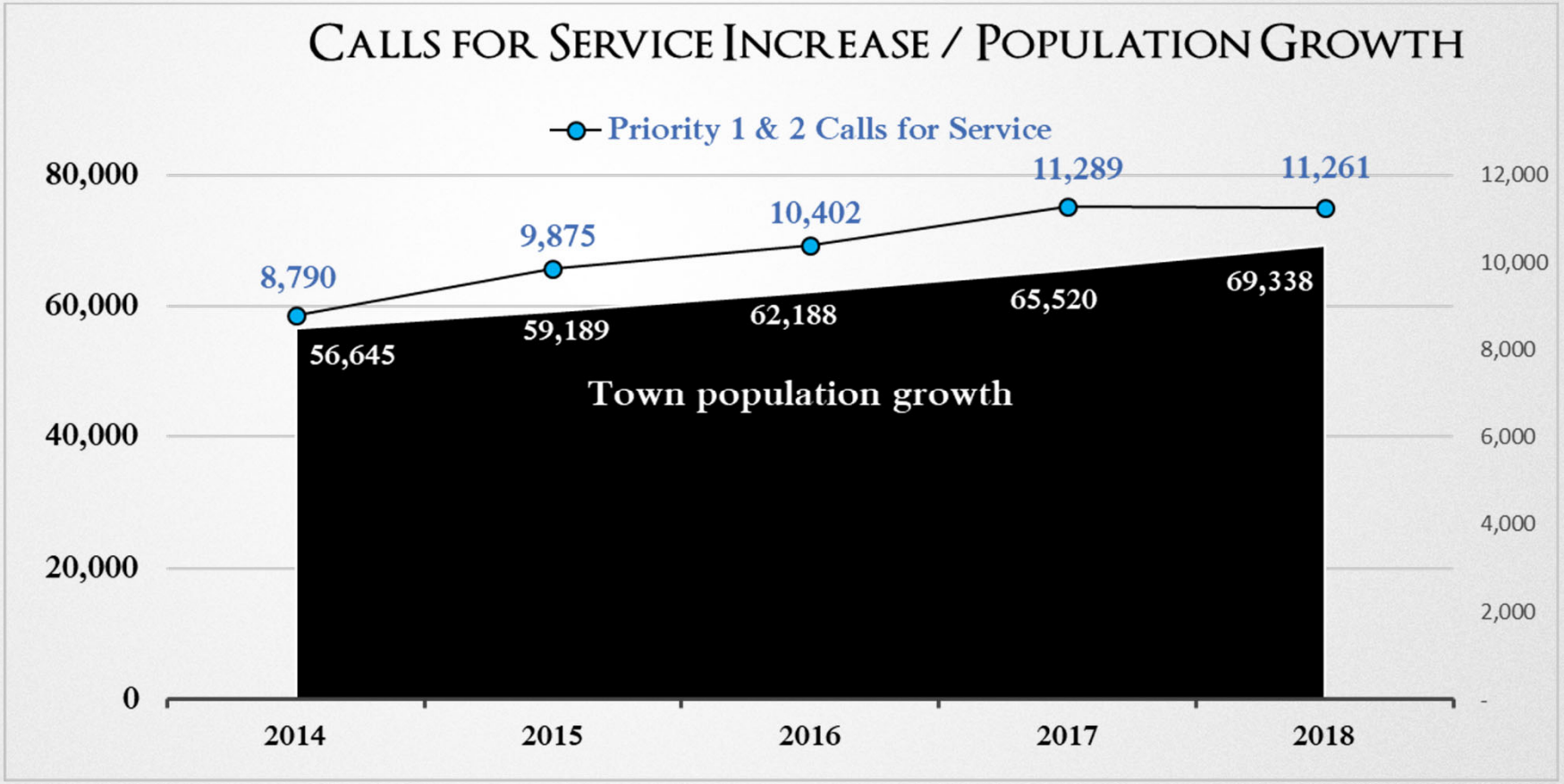
STRATEGIC PRIORITY 4



Priority 4

PREPARE FOR FUTURE GROWTH

STRATEGIC PRIORITY 4



Priority 5

Goal 1: Community engagement through outreach and education

COMMUNITY POLICING & PARTNERSHIPS

STRATEGIC PRIORITY 5

Strategy 5.1.1: Engage the community by offering educational courses (e.g. Citizens' Academy, Coffee with a Cop, National Night Out, and Your Town Academy).

Strategy 5.1.2: Provide crime prevention programs to residents and businesses.

Strategy 5.1.3: Maintain an active Bike Patrol program.

Strategy 5.1.4: Maintain an active volunteer program (e.g. Chaplains, Explorer Unit, Interns, Victims Assistance, Volunteers in Police Services-VIPS).

Strategy 5.1.5: Continue to collaborate with other Town departments to ensure the highest quality of service delivery.

Strategy 5.1.6: Actively participate in the planning and implementation of special events.

Strategy 5.1.7: Continue to foster partnerships with the Downtown stakeholders (e.g. Castle Rock Economic Development, Chamber of Commerce, Downtown Development Authority, Downtown Merchants Association).

Priority 5

COMMUNITY POLICING & PARTNERSHIPS

STRATEGIC PRIORITY 5

Goal 1: Community engagement through outreach and education

Success will be measured by:

Host community programs

Citizens' Academy, Coffee with a Cop, National Night Out, and Your Town Academy.

Crime prevention programs

Maintain crime prevention programs (e.g. Crime Free Multi-Housing, Crime Prevention Through Environmental Design, Rock Watch, National Night Out, neighborhood watch programs).

Evaluate / track volunteer hours

- Explorers Unit
- Interns
- Victims Assistance Volunteers
- Volunteers in Police Service

Priority 5

COMMUNITY POLICING & PARTNERSHIPS

STRATEGIC PRIORITY 5

Participating Special Events

Over 2,400 police officer hours

Art Fest
Beer Fest
Boots and Brews
Bourbon and Brew Fest
Car Show Street Party
Castle Rock Summer Jam
Castle Rock Wine Fest
Cinco de Mayo Street Party
Classic Cruise-In Car Show
Downtown after 5
Elephant Rock
Festival Park "First Fridays" (Summer)
Heroes and Helpers
National Night Out
Parades (Douglas County, CVHS, DCHS)
Races (various)
Reese's Roundup
Ridgeline Rampage
Starlight Movie Night
Starlighting
Street Party and Concert Under the Lights
Summer Concert Series @ The MAC (4)
Task Force Thanksgiving Turkey Drive
Touch a Truck
Tree lighting @ Outlets
Tri the Rock
Tunes for Trails @ the MAC (3)
Turkey Trot
Western Heritage Steer Drive
Winter Wonderland

**Special Events above is not an all inclusive list*

Priority 6

TECHNOLOGY, EQUIPMENT & PRACTICES

STRATEGIC PRIORITY 6

Goal 1: Maintain and utilize the most effective technology, equipment and best practices

Strategy 6.1.1: Review emerging technology to improve departmental efficiency, effectiveness, and employee safety.

Strategy 6.1.2: Maintain a functional online police reporting system to include ePoliceReporting, online investigation software, and crime-mapping software.

Strategy 6.1.3: Continue to research, train, and implement Next Generation 911 (NG911) – allows voice, photos, videos, and text messages to flow seamlessly from the public to the 911 network.

Strategy 6.1.4: Maintain and develop policies consistent with best practices.

Strategy 6.1.5: Maintain best practices response to mental health concerns.

Priority 6

TECHNOLOGY, EQUIPMENT & PRACTICES

STRATEGIC PRIORITY 6

Goal 1: Maintain and utilize the most effective technology, equipment and best practices

Success will be measured by:

Asset management

Maintain an asset management system that provides for maintenance, replacement, and upgrade of technology and equipment.

Community Response Team (CRT)

Maintain CRT and continue Crisis Intervention Training (CIT) for staff.

Douglas County E911 Board

Continue partnership with the E911 Board.

ePoliceReporting

Maintain and promote the ePoliceReporting online system.

Lethality Assessment Program

Maintain the Lethality Assessment Program (LAP).

Policy manual

Maintain a department policy manual that meets or exceeds the Colorado Association of Chiefs of Police (CACP) and Lexipol standards.

PSTD Unit

Maintain/enhance the Professional Standards, Training & Development (PSTD) Unit to meet the growing needs of the department.

Priority 6

TECHNOLOGY, EQUIPMENT & PRACTICES

STRATEGIC PRIORITY 6

Technology/equipment

Ballistic armor
Body worn cameras
eCitations
ePoliceReporting
In car cameras
LanguageLine
Mobile fingerprinting
Patrol rifles
Tasers

Best Practices

Adaptive Cycling program
Chaplain program
Co-Responder Team
Critical Incident Training
De-escalation training
Drug Take Back events
Lethality Assessment Program
One-by-one policing
Organized Retail Crime
Peer Support
Regional partnerships
School Resource Officers
School Marshal Officers

Public Safety Training Center

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“I move to approve Resolution No. 2019-052 approving the Castle Rock Police Department 2019-2023 Five Year Strategic Plan.”