



Town Council Study Session

Castle Rock Police Department
March 30, 2021

**Department
Overview**

Budget

Statistics

**Strategic
Planning**

Challenges

**Anticipated
Resources**

Questions



EXCELLENCE • DEDICATION • SERVICE

Serve people individually

Shift from the idea of serving a group of people to focusing on serving individuals, one person at a time.



Create safe and secure environments

Build a Circle of Safety that creates a place both physically and psychologically safe for all team members.

Help people thrive

When individuals thrive, the organizations and communities they belong to are better positioned to thrive.

Staff

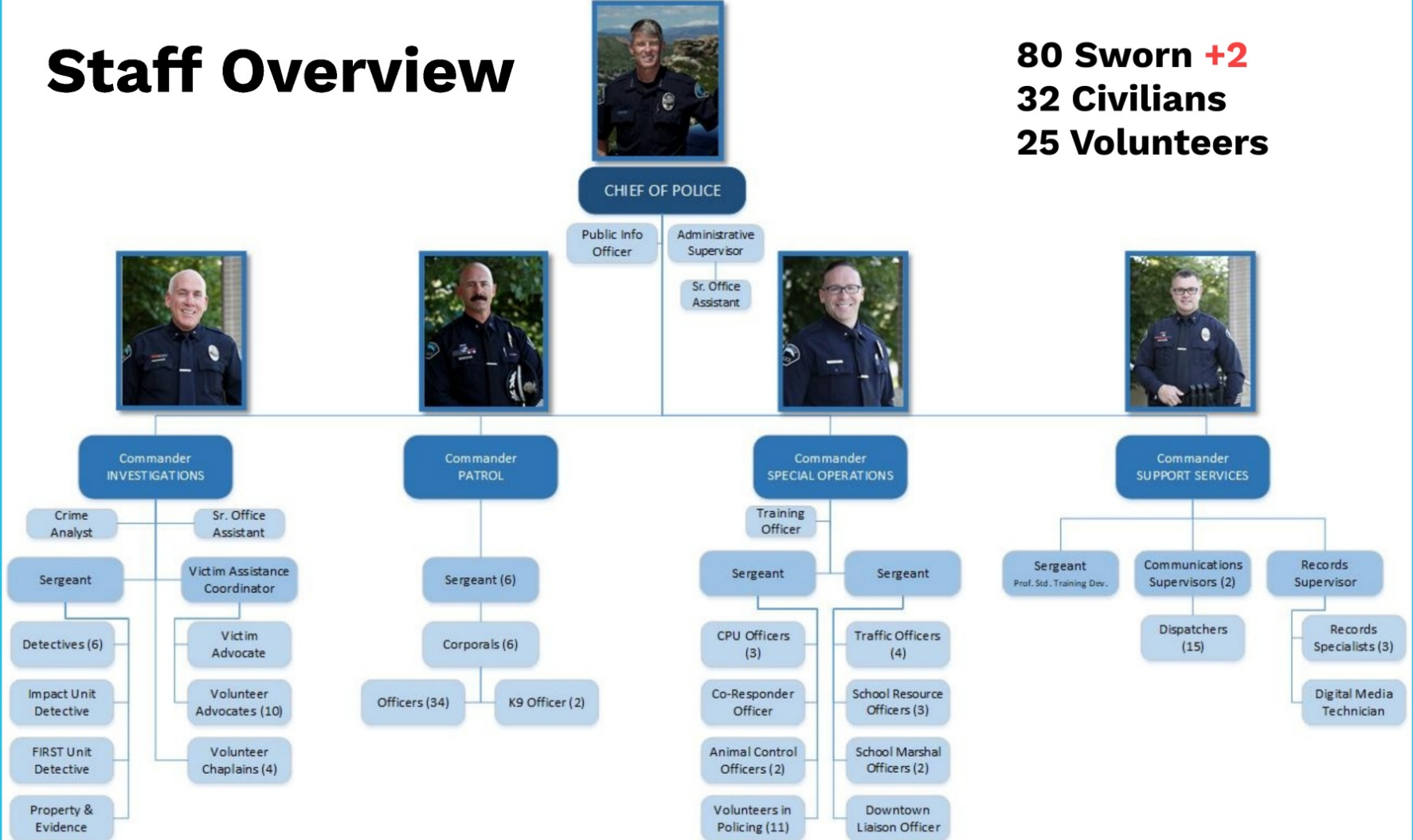
Divisions

Districts

Tech

Staff Overview

80 Sworn +2
32 Civilians
25 Volunteers



Organizational Structure

PATROL	INVESTIGATIONS	SUPPORT SERVICES	SPECIAL OPERATIONS
COMMANDER VARELA	COMMANDER GORMAN	COMMANDER BROWN	COMMANDER LYONS
<ul style="list-style-type: none"> ● Patrol Unit ● Awards Board ● Crisis Intervention Team ● DC Regional SWAT ● Explorer Post #401 ● Field Training program ● Honor Guard ● K-9 unit ● Lethality Assessment ● Organized Retail Crime 	<ul style="list-style-type: none"> ● Detective Unit ● Chaplains ● Crime Analysis ● Drug Take Backs ● Forfeitures ● Property and Evidence ● Task Forces ● Victim Assistance 	<ul style="list-style-type: none"> ● Dispatch Unit ● Records Unit ● Professional Standards Training & Development ● Digital Media ● Fleet ● Policy/Accreditation ● Technology 	<ul style="list-style-type: none"> ● Animal Control ● Bike Unit ● Community Partnership Unit ● Community Programs ● Community Response Team ● Recruitment/Hiring ● School Resource/Marshals ● Special Event Planning ● Traffic Safety Unit ● Training ● Volunteers in Policing: <i>Community Safety</i> <i>Administrative</i>

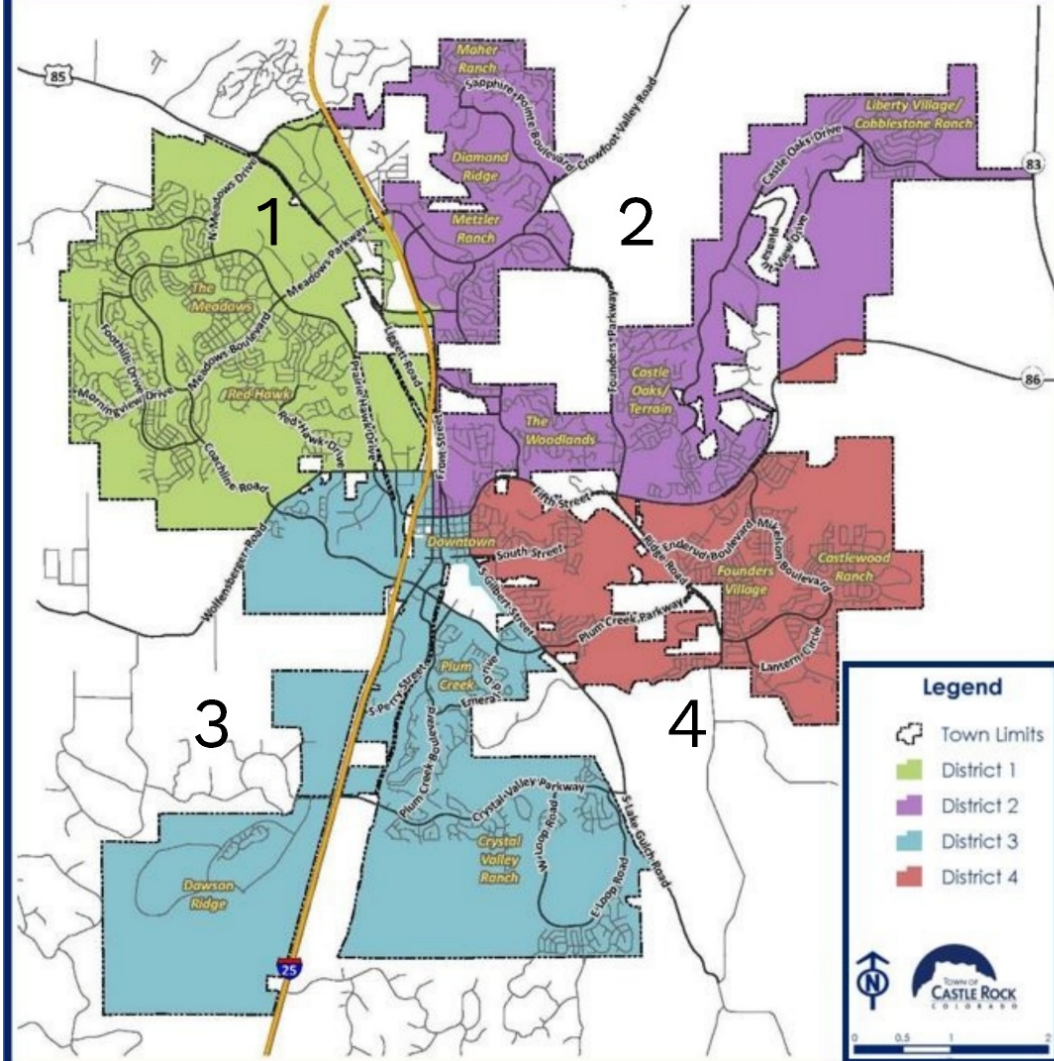
Patrol Districts

Town of Castle Rock

- **34 square miles**
- **75,857 population**
(Dec. 2020)

Min. patrol officer staffing

- **Days** (6 am-4 pm): **6 / 7**
- **Swings** (2 pm-12 am): **6 / 7**
- **Graves** (9 pm-7 am): **5 / 6**



Technology Equipment & Best Practices

Best Practices

Adaptive Cycling program
Bike Unit
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 Marshal Officers
School Resource Officers
School Therapy Dog

Technology / Equipment

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

Public Safety Training Center



Strategic Plan (2019-2023)

Priority 1: Crime

Priority 2: Traffic Safety

Priority 3: Employees

Priority 4: Future Growth

Priority 5: Community Policing & Partnerships

Priority 6: Technology, Equipment & Practices



Department Budget ~ \$16.5 million

- Primarily funded by sales tax
- Property tax contributes ~ 3% (of Town's General Fund)
 - \$430,000 home pays ~ \$37 annually
- Impact fees (new construction) ~ \$600/permit
 - Capital Fund costs for growth-related items, e.g., vehicles, facility
 - Varies by project - per square foot

Future Challenges

Growth affects levels of service and response times

- More people = more calls for service and potential increase in response times
- More road miles/traffic volume = more crashes
- Changing crime trends
 - 74 percent auto theft increase
 - 36 percent car break-in increase
 - 26 percent theft increase

Societal
Expectations

Headquarters

Fluid Societal Expectations

- Mental health
- Legislative changes
- Community levels of service assumptions

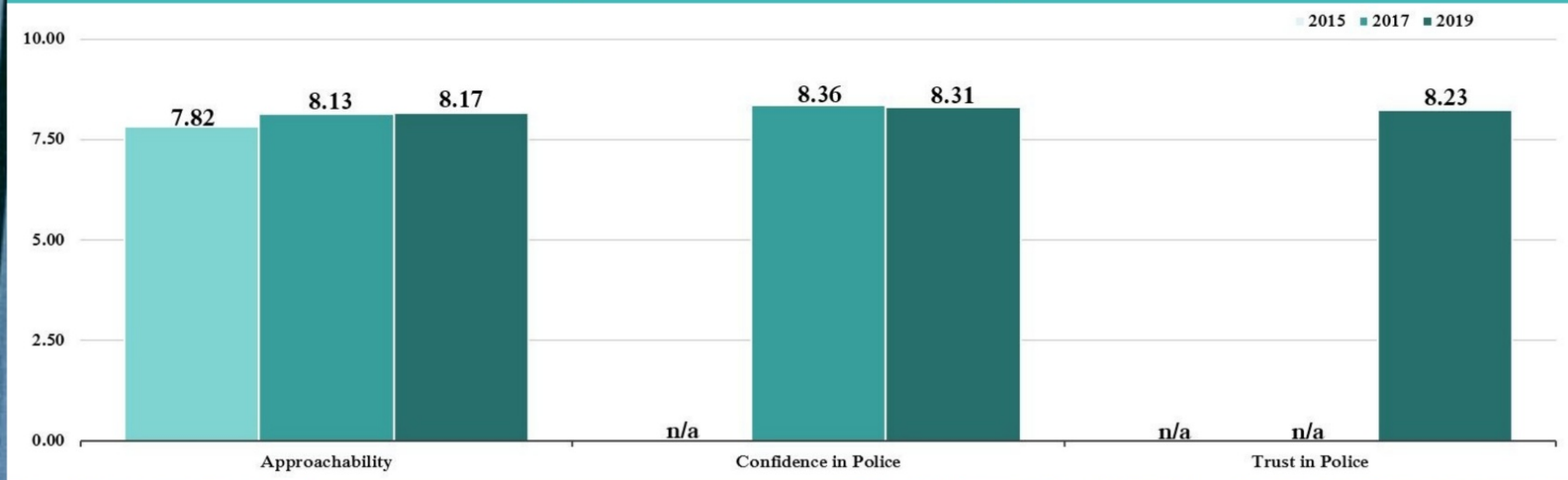
Police Department Headquarters

- Current building constructed in 1999.
 - Population: ~ 20,000
 - Officers: 31
 - 1.5 officers per 1,000 population
- Sometime in this decade or the next will require a modern facility to serve our growing community.
- Funding sources need to be identified.
- Current revenue from Impact Fees not sufficient.



Questions

Community Survey (2015-2019)



CS2

Response
Times

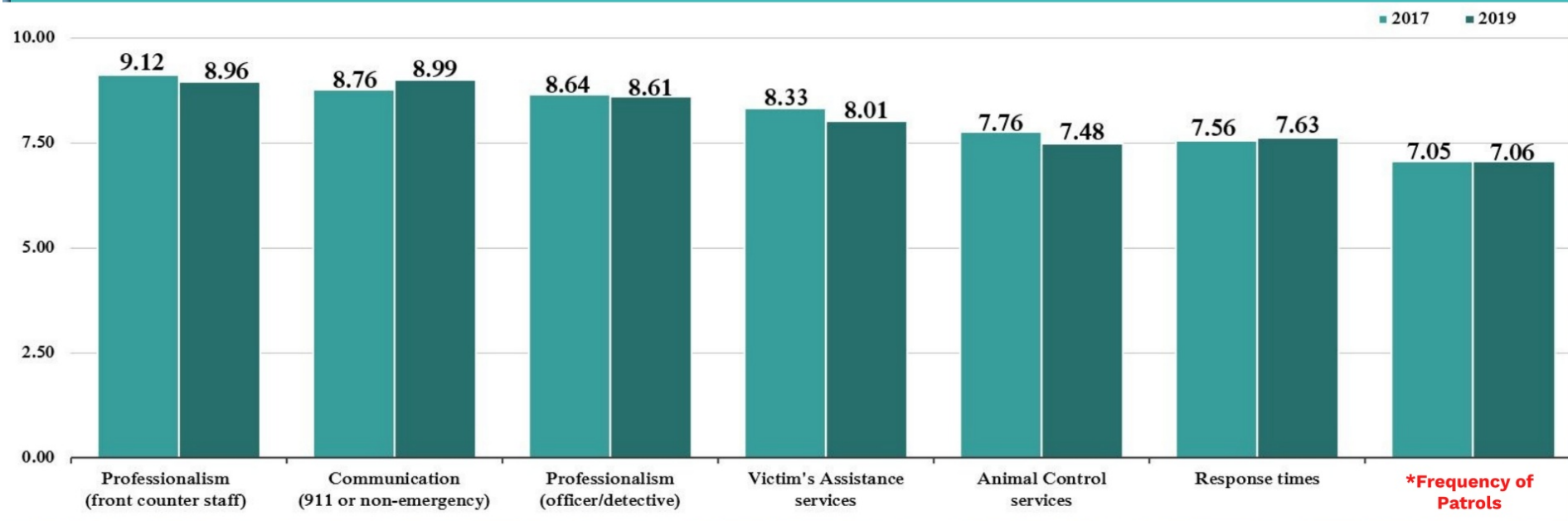
CFS

Ofc 1K

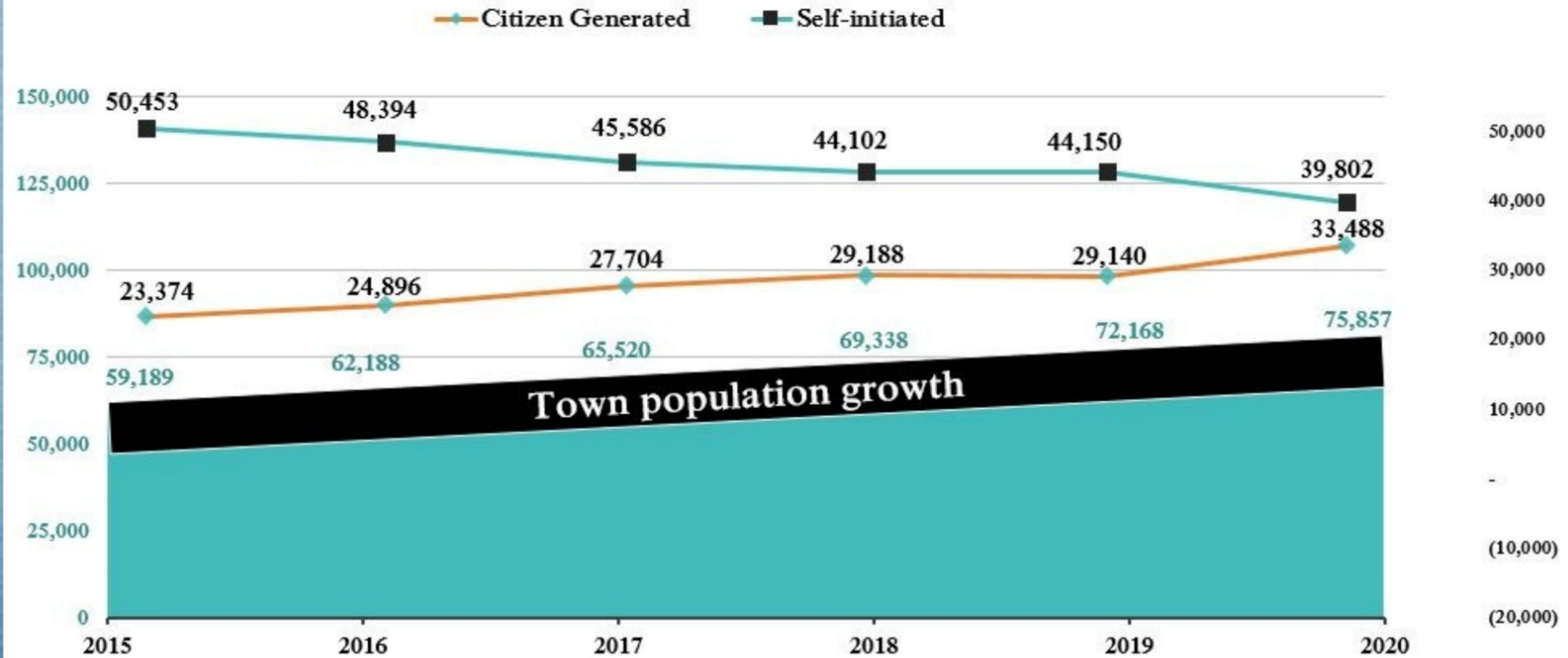
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Pop
Growth

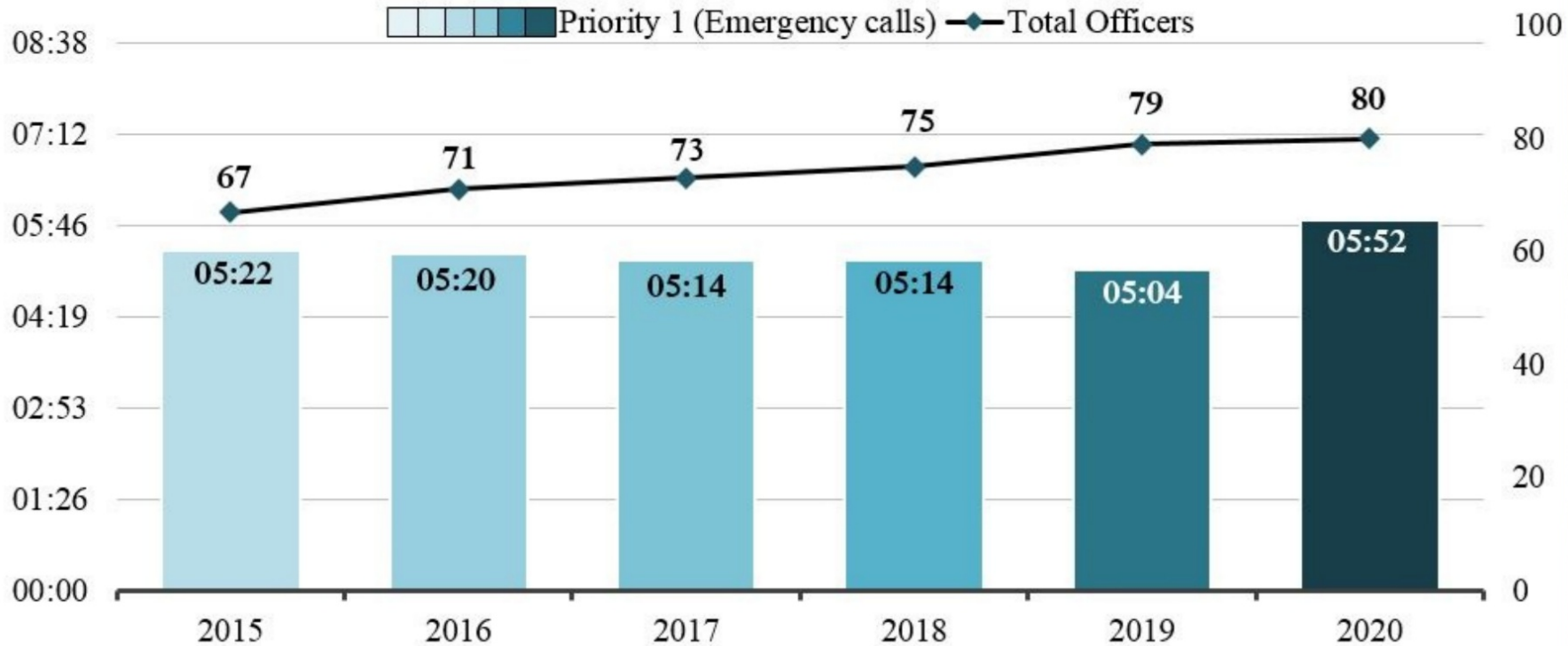
Community Survey (2017-2019)



Calls for Service / Population Growth

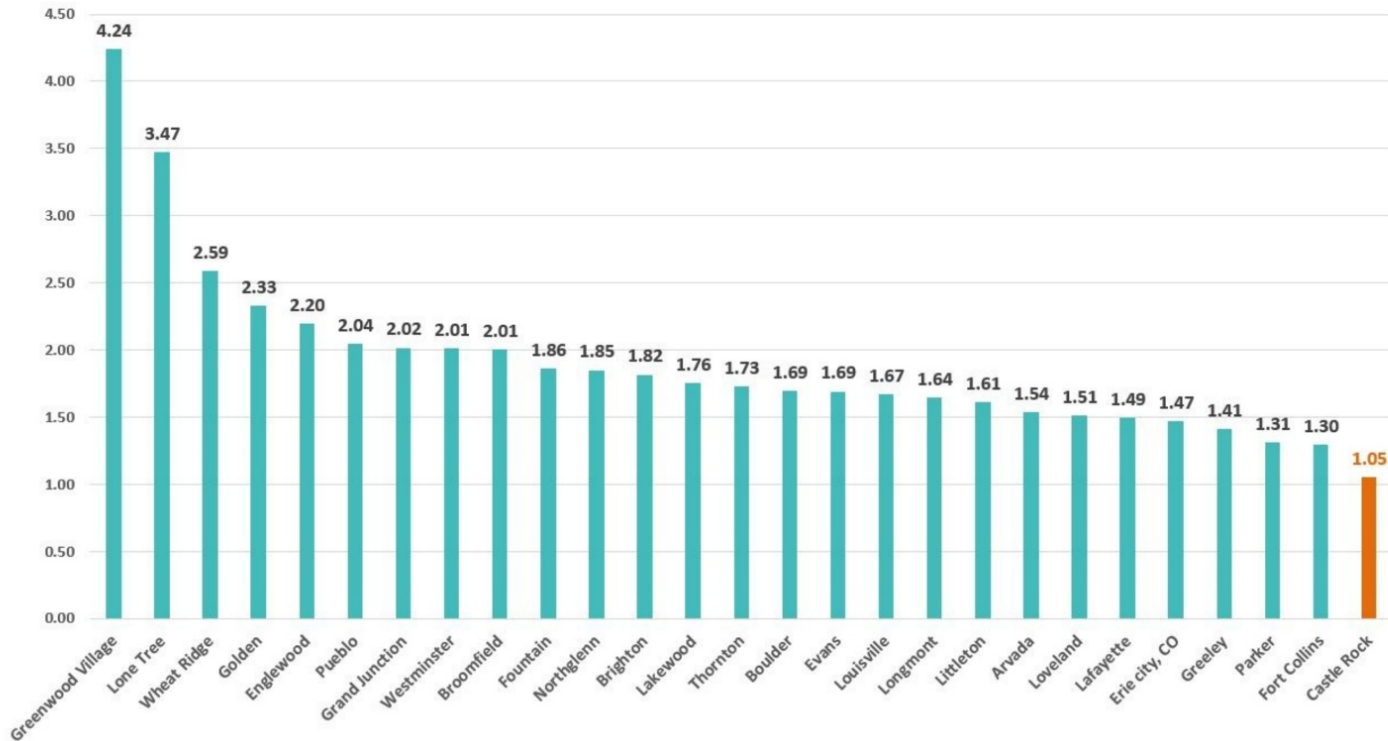


Response Times / Total Police Officers 2015 - 2020



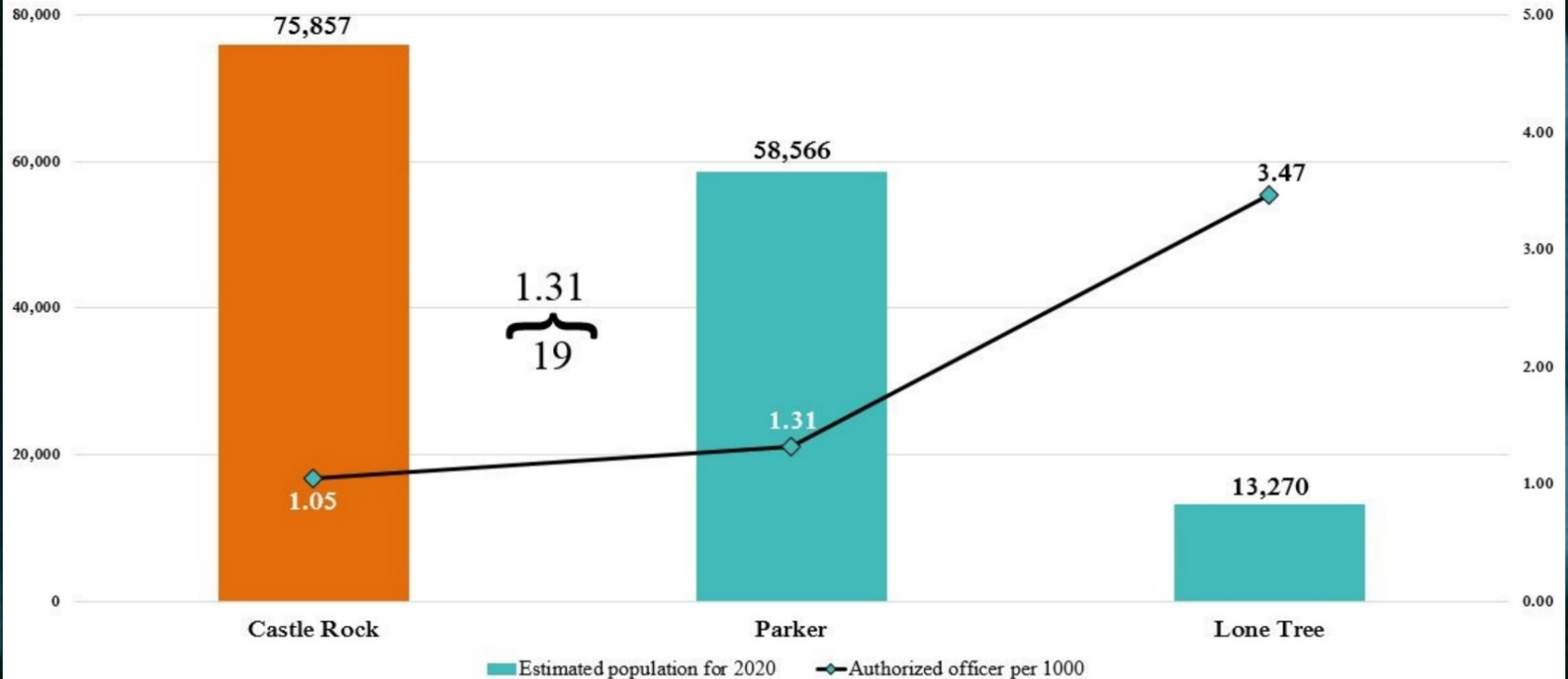
Officers Per 1,000 Population

Colorado agencies - **Officer ratio** per population



Officers Per 1,000 Population

Douglas County agencies - Officer ratio



Growth Projections

Population Growth Estimates / Currently Approved Sworn / Requested Sworn
(Officers per 1,000)



Resource Requests

2022

PRIORITY	REQUEST	STRATEGIC PRIORITY	GOAL	STRATEGY
5 sworn / 1 civilian / 3 vehicles				
1	Officers (2) <i>Patrol-CAT</i>	1: Crime	1.1: Maintain/reduce crime rate/sense of safety	1.1.2: Deploy using intelligence-driven strategies
2	Sergeant (1) <i>Patrol-CAT</i>	3: Employees	1.3: Emergency management	1.1.3: Education/community engagement
3	Officer (1) <i>Spec. Ops-CPU</i>	4: Future growth	3.1: Recruit/retain quality employees	1.1.4: Maintain/increase staffing levels
4	Officer (1) <i>Spec. Ops-Training</i>	5: Community Policing & Partnerships	4.1: Monitor population est.	1.3.4: Adequate recovery resources available for critical incidents
5	Dispatcher (1) <i>Support Svc</i>	1: Crime	5.1: Community engagement	3.1.3: Maintain/increase staffing levels
6	Vehicles (3)	3: Employees		4.1.2: Analyze growth for future resource allocation (officer per 1,000 ratio)
		4: Future Growth		5.1.1: Engage community
			1.1: Maintain/reduce crime rate/sense of safety	1.1.2: Deploy using intelligence-driven strategies
			3.1: Recruit/retain quality employees	3.1.3: Maintain/increase staffing levels
			4.1: Monitor population est.	4.1.2: Analyze growth for future resource allocation
		6: Technology	6.1: Maintain/utilize effective technology	6.1.1: Monitor emerging technology to improve efficiency, effectiveness, safety

2023

2024

2025

2026

Resource Requests

2023

PRIORITY	REQUEST	STRATEGIC PRIORITY	GOAL	STRATEGY
5 sworn / 2 civilian / 5 vehicles				
1	Officer (3) <i>Patrol</i>	1: Crime 3: Employees	1.1: Maintain/reduce crime rate/sense of safety	1.1.2: Deploy using intelligence-driven strategies
2	Officer (1) <i>Spec. Ops-Traffic</i>	4: Future growth 5: Community Policing & Partnerships	1.3: Emergency management	1.1.3: Education/community engagement
3	Officer (1) <i>Invest-Detective</i>		3.1: Recruit/retain quality employees	1.1.4: Maintain/increase staffing levels 1.3.4: Adequate recovery resources available for critical incidents
4	Community Service Ofc (2) <i>Spec. Ops-Civil.</i>		4.1: Monitor population est. 5.1: Community engagement	3.1.3: Maintain/increase staffing levels 4.1.2: Analyze growth for future resource allocation (officer per 1,000 ratio) 5.1.1: Engage community
5	Equipment: • <i>Tyler Tech</i> • <i>Driving Simulator</i>	6: Technology	6.1: Maintain/utilize effective technology	6.1.1: Monitor emerging technology to improve efficiency, effectiveness, safety
6	Vehicles (5)			

Resource Requests

2024

PRIORITY	REQUEST	STRATEGIC PRIORITY	GOAL	STRATEGY
6 sworn / 3 civilian / 5 vehicles				
1	Officer (3) <i>Patrol</i>	1: Crime	1.1: Maintain/reduce crime rate/sense of safety	1.1.2: Deploy using intelligence-driven strategies
2	SGT (1) Youth/ Admin <i>Spec Ops</i>	3: Employees	1.3: Emergency management	1.1.3: Education/community engagement
3	Officer (1) <i>Spec Ops-Traffic</i>	4: Future growth	3.1: Recruit/retain quality employees	1.1.4: Maintain/increase staffing levels
4	Officer (1) <i>Invest-Detective</i>	5: Community Policing & Partnerships	4.1: Monitor population est.	1.3.4: Adequate recovery resources available for critical incidents
5	Dig. Media Tech (1) <i>Support Srv.</i>		5.1: Community engagement	3.1.3: Maintain/increase staffing levels
6	Comm Service Ofc (2) <i>Spec Ops-Civil.</i>	1: Crime	1.1: Maintain/reduce crime rate/sense of safety	4.1.2: Analyze growth for future resource allocation (officer per 1,000 ratio)
7	Vehicles (5) & Equipment	3: Employees	3.1: Recruit/retain quality employees	5.1.1: Engage community
		4: Future Growth	4.1: Monitor population est.	
		6: Technology	6.1: Maintain/utilize effective technology	1.1.2: Deploy using intelligence-driven strategies
				3.1.3: Maintain/increase staffing levels
				4.1.2: Analyze growth for future resource allocation
				6.1.1: Monitor emerging technology to improve efficiency, effectiveness, safety

Resource Requests

2025

PRIORITY	REQUEST	STRATEGIC PRIORITY	GOAL	STRATEGY
5 sworn / 1 civilian/ 3 vehicles				
1	Officer (4) <i>Patrol</i>	1: Crime 3: Employees 4: Future growth	1.1: Maintain/reduce crime rate/sense of safety 1.3: Emergency management	1.1.2: Deploy using intelligence-driven strategies 1.1.3: Education/community engagement 1.1.4: Maintain/increase staffing levels 1.3.4: Adequate recovery resources available for critical incidents
2	Sergeant (1) <i>Investigations</i>	5: Community Policing & Partnerships	3.1: Recruit/retain quality employees 4.1: Monitor population est. 5.1: Community engagement	3.1.3: Maintain/increase staffing levels 4.1.2: Analyze growth for future resource allocation (officer per 1,000 ratio) 5.1.1: Engage community
3	Wellness (1) Coordinator <i>Patrol-Civilian</i>	3: Employees	3.1: Recruit/retain quality employees	3.1.5: Maintain healthy culture & positive workplace environment 3.1.6: Comprehensive wellness programming
4	Vehicles (3)	6: Technology	6.1: Maintain/utilize effective technology	6.1.1: Monitor emerging technology to improve efficiency, effectiveness, safety

Resource Requests

2026

PRIORITY	REQUEST	STRATEGIC PRIORITY	GOAL	STRATEGY
4 sworn / 2 civilian/ 3 vehicles				
1	Officer (3) <i>Patrol</i>	1: Crime 3: Employees 4: Future growth 5: Community Policing & Partnerships	1.1: Maintain/reduce crime rate/sense of safety 1.3: Emergency management 3.1: Recruit/retain quality employees 4.1: Monitor population est. 5.1: Community engagement	1.1.2: Deploy using intelligence-driven strategies 1.1.3: Education/community engagement 1.1.4: Maintain/increase staffing levels 1.3.4: Adequate recovery resources available for critical incidents 3.1.3: Maintain/increase staffing levels 4.1.2: Analyze growth for future resource allocation (officer per 1,000 ratio) 5.1.1: Engage community
2	Dispatchers (2) <i>Support Services</i>	1: Crime 3: Employees 4: Future Growth	1.1: Maintain/reduce crime rate/sense of safety 3.1: Recruit/retain quality employees 4.1: Monitor population est.	1.1.2: Deploy using intelligence-driven strategies 3.1.3: Maintain/increase staffing levels 4.1.2: Analyze growth for future resource allocation
4	Officer (1) <i>Invest-Detective</i>	As described in #1		
5	Vehicles (3)			

Questions

