

Castle Rock

EXHIBIT 1

POLICE DEPARTMENT

DRAFT

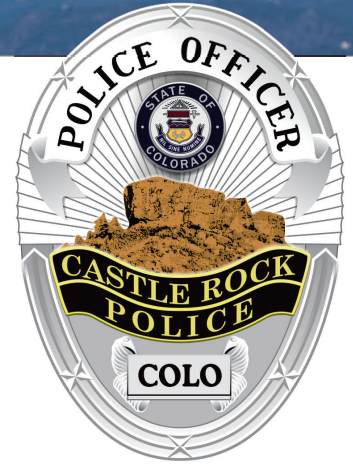


STRATEGIC PLAN

2019 - 2023

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MISSION

The Castle Rock Police Department is dedicated to excellence through community safety, innovation, and public trust. Our goal is to provide for the safety and welfare of both the citizens and visitors of the Town of Castle Rock utilizing effective community-policing philosophies, including crime prevention, traffic enforcement, criminal investigation, crime analysis and community involvement.

VISION

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

Message from the Chief

I am pleased to introduce our department's Five-Year Strategic Plan. As a state-accredited agency, we maintain a clear vision for providing a safe and secure community.

This community and employee driven strategic plan establishes a vision for the future and outlines six well-defined priorities, goals, strategies and performance measurements to carry out our mission effectively and efficiently. These performance measurements are reported each year in the Police Department's Annual Report.

Castle Rock Police Department employees are honored to serve and protect our community. We place a high value on the safety of our residents, business owners and visitors. We are committed to implementing this strategic five-year plan, which will act as a road map for ensuring the safe community we all live in today.

Our department's approach to serving the Castle Rock community is unique as we are *serving people one-by-one so together we can create environments that are safe and secure and where people can thrive*. You will read more about our One-by-One Policing throughout this plan.

During the last five years, the Town of Castle Rock experienced many exciting changes within our community. As we continue to grow, the next five years will be equally exciting. Our focus is to maintain professionalism, increase levels of service, use our resources effectively, be fiscally responsible, encourage teamwork, and preserve a people-centric manner of leading.

The Strategic Plan stresses the importance of communitywide cooperation to accomplish each priority successfully. It also demonstrates how deeply committed the Castle Rock Police Department is to its residents, employees, and continuing to provide a high level of service to the community.

I encourage you to review the plan as it is our roadmap to success. We look forward to the future and are excited to continue our partnership with the Castle Rock community in creating environments that are safe and secure and where people can thrive.



**Colorado Association of
Chiefs of Police**

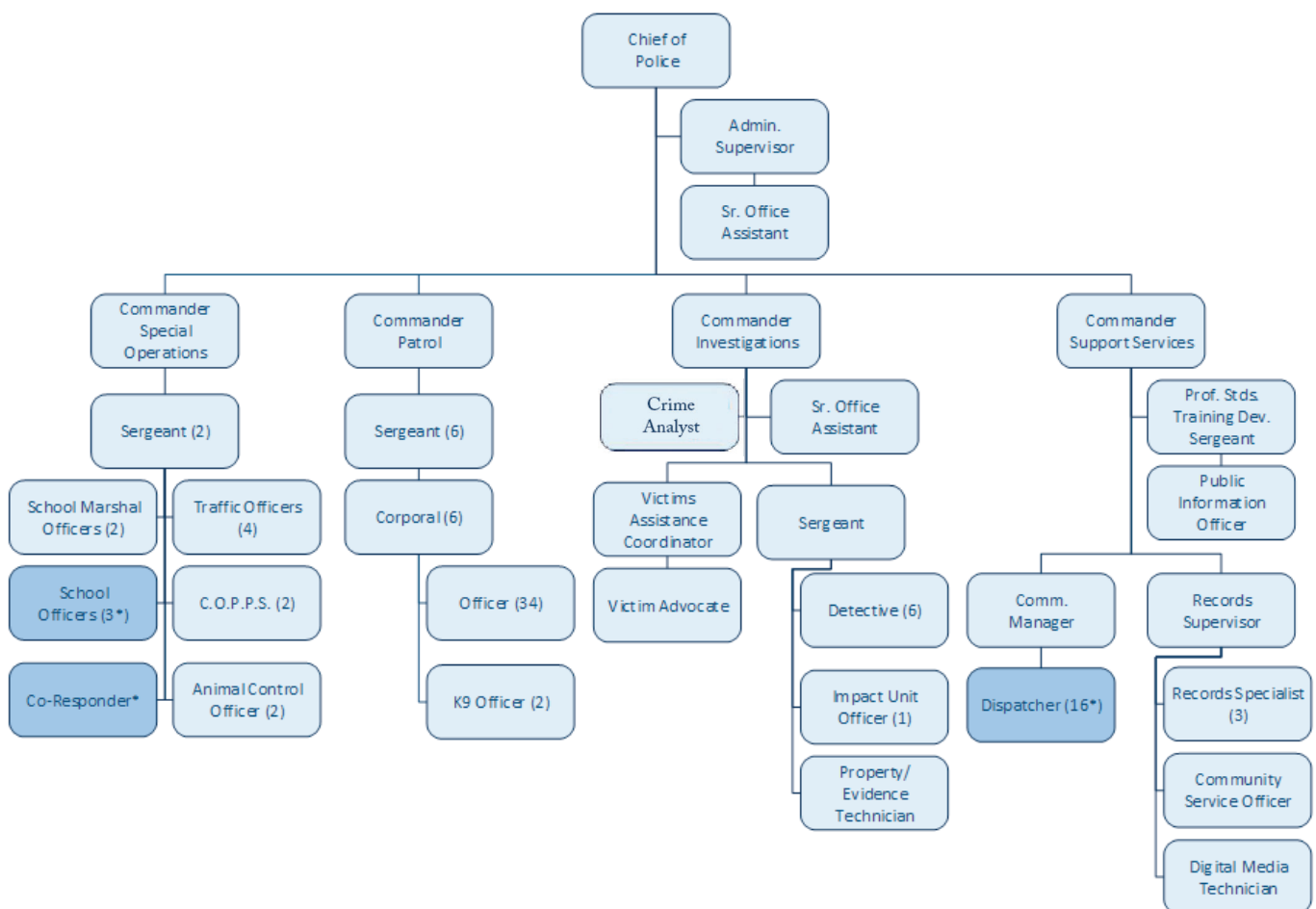
Organizational Overview

The Castle Rock Police Department proudly serves the Town of Castle Rock. By the end of 2018, the population was estimated at 69,338 residents, with expectations of surpassing 70,000 residents in 2019. The Town of Castle Rock covers 34 square miles, with approximately 655 lane miles. The Department remains a progressive and innovative law enforcement agency with a focus on providing excellence, dedication, and service to the community.

In 2019, the police department was comprised of 109 employees:

- 77 full-time sworn
- 32 civilians
- 29 civilian volunteers

The organizational structure is divided into four divisions: Investigations, Special Operations, Patrol, and Support Services.



**The positions in dark blue represent new personnel requested for 2019 and include one Co-Responder position, one School Resource Officer and two Dispatcher positions.*

Benchmark Cities Data

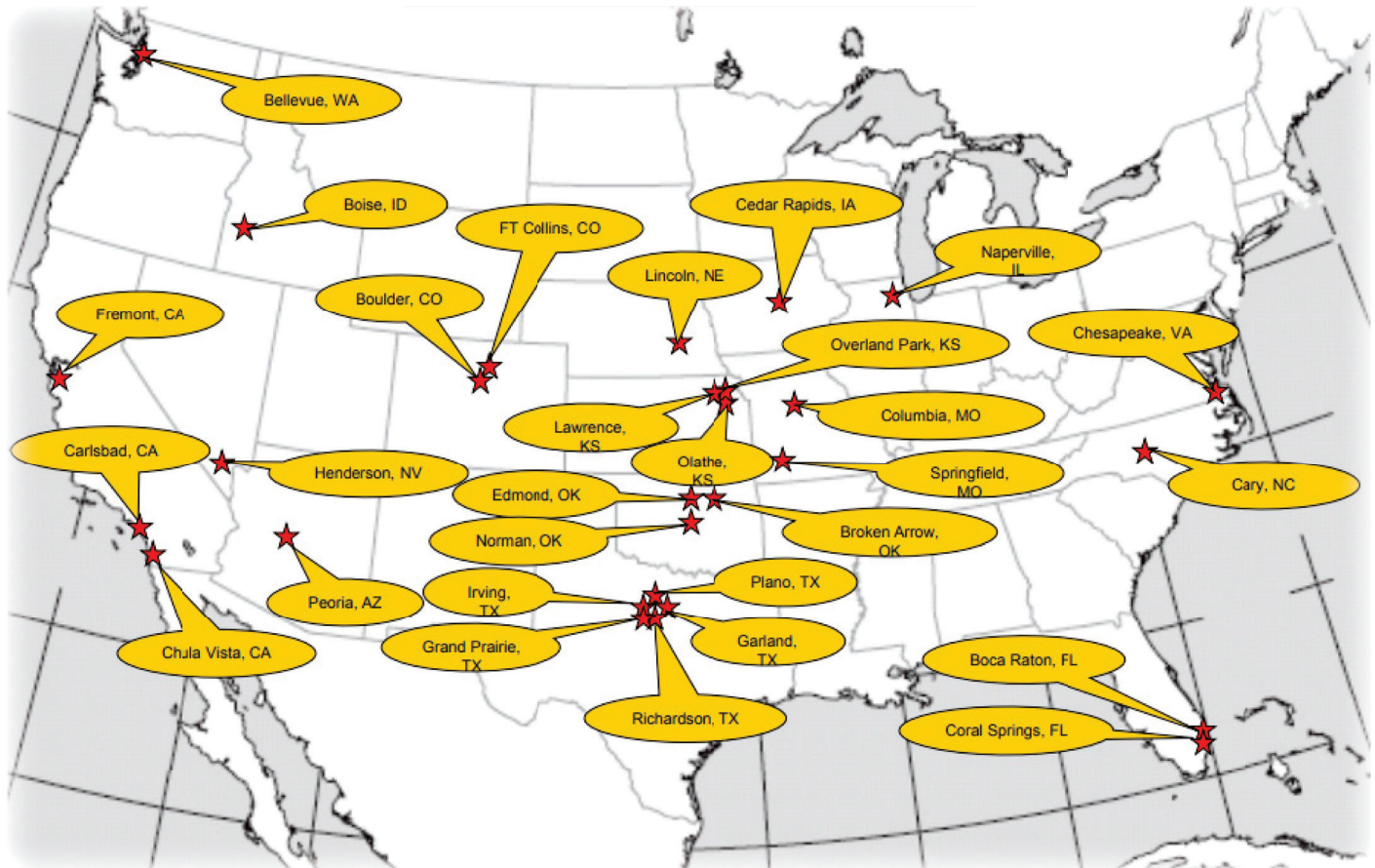
Throughout this document, there are references to the Benchmark Cities data. The Benchmark City Survey was originally designed in 1997 by a core group of Police Chiefs from around the country. These chiefs sought to establish a measurement tool to help ensure their departments were providing the best service possible within their respective communities.

Each year the Benchmark City Survey is sent to participating agencies to collect data in five different sections or categories with 29 agencies participating in 2018.

Those sections include:

- Demographics
- General Information
- Offenses
- Clearance Rates
- Traffic Safety

Once the data is collected from the participating agencies, the data is then processed and analyzed by the Overland Park Kansas Police Department. The final outcome is a comprehensive Benchmark City Survey Report that is produced and distributed to the participating agencies.



Benchmark Cities Survey - 29 participating agencies

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

By serving people one by one, together, we can create safe and secure environments where people can thrive. One-by-one policing is Castle Rock Police Department's newly adopted vision and is a unique way of leading and serving people that is central to our mission of providing a safe and secure community. It is why we do what we do.

One-by-one policing starts within our organization. We focus on creating a safe and secure environment for our *employees* so they are better equipped to serve the community. In order for the department to provide the best possible service to our *community*, we as leaders must serve our employees individually to create an environment where team members feel safe, secure and can thrive. Trust is then earned and exists between the leadership team and the rest of the organization.

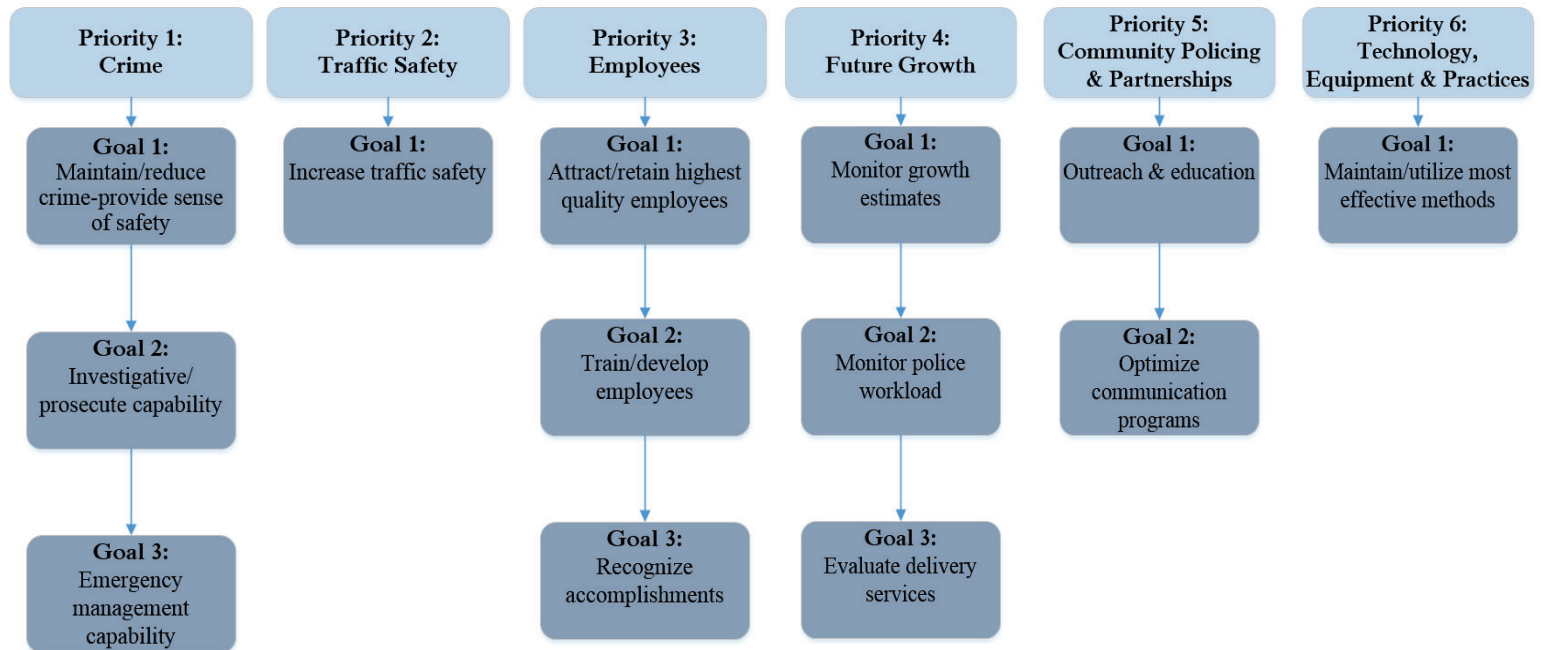
Although the department is responsible for serving the community as a whole, we approach this responsibility by focusing on *individuals*, thus serving people *one-by-one*. Castle Rock Police officers understand each individual and their situation is unique. It is imperative *to serve people one-by-one so we can create environments that are safe and secure and where people can thrive*.

Providing safety and security is important to our community, but we are inspired to take our service to the community a step further. Many times this involves helping people with problems or concerns that are not specifically related to crime yet are areas of concern related to quality of life.



Priorities & Goals

2019-2023 Strategic Priorities and Goals





Priority 1: Crime

Within Castle Rock's neighborhoods, crime rates and patterns tend to vary over time. By analyzing statistical data, the Police Department can effectively concentrate its resources in specific areas experiencing higher crime rates and even target known repeat offenders.

Local business owners, community leaders, and residents play a vital role in reducing crime and its impact on our Town. Increased communication between the Police Department and community members will allow all divisions to concentrate resources in areas where increased police presence will truly make a difference in improving the overall quality of life in Castle Rock.

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

We will utilize the following strategies:

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.

Success will be measured by:

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.

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

Priority 1: Crime (continued)

Goal 2: Maintain an investigative capability to identify, apprehend, and assist with the prosecution of criminal offenders

We will utilize the following strategies:

Strategy 1.2.1: Maintain participation in the Colorado Organized Retail Crime Alliance (COORCA).

Strategy 1.2.2: Maintain participation in regional investigative task force(s).

Strategy 1.2.3: Maintain an effective property and evidence function.

Strategy 1.2.4: Maintain or increase staffing levels to meet the levels of service.

Success will be measured by:

Persons crime clearance rate meets or exceeds the Benchmark Cities' average clearance rate.

Property crime clearance rate meets or exceeds Benchmark Cities' average clearance rate.

Recovered stolen property
Percent of recovered stolen property meets or exceeds Benchmark Cities' average recovery percentage.

Effective evidence collection
Maintain an effective evidence collection capability by providing a trained crime scene investigator on every patrol team.

Property and evidence storage
Conduct an accurate property and evidence storage audit annually.

Goal 3: Maintain the capability of effective emergency management as well as the response to, and recovery from, a critical incident

We will utilize the following strategies:

Strategy 1.3.1: Partner with Castle Rock Fire and Rescue and the Douglas County Office of Emergency Management in maintaining readiness as part of the National Incident Management System (NIMS).

Strategy 1.3.2: Maintain active participation with the Douglas County Regional SWAT Team.

Strategy 1.3.3: Provide relevant emergency response training to police personnel annually.

Strategy 1.3.4: Ensure adequate recovery resources are available to respond to a critical incident.

Success will be measured by:

Emergency management

Participate in local or countywide emergency management training exercises.

CRFD Executive staff

Meet regularly with the Castle Rock Fire and Rescue Executive Staff.

Regional SWAT

Continue to provide personnel and resources to Douglas County.

Critical incident training

Design, develop, or deliver critical incident training annually.

Victims Assistance

Provide Victims Assistance on all critical incidents when requested.

Priority 2: Traffic Safety

Traffic safety is one of the Department's foremost concerns for our growing community. Our key objective is to ensure safe environments on our roadways. We strive to provide protection for the public as they travel. This strategic priority will serve to identify both current and future strategies. This will include enforcement and education principles, which allow the public to better understand the complexities of traffic safety in a growing municipality.

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

We will utilize the following strategies:

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.

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 crash rate within high-traffic crash locations.



Priority 3: Employees

The Department is committed to providing high-quality service to the community while maintaining its reputation as one of the most highly regarded law enforcement agencies in the Front Range region. A strong organizational culture is essential to attracting the best talent and retaining valued employees. A highly trained and well-equipped workforce ensures the highest level of service. The professional development for our employees is paramount to the department's continued success.

Goal 1: Attract and retain the highest quality employees

We will utilize the following strategies:

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.

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.



Academy graduation - Officer A. LaPorte

Priority 3: Employees (continued)

Goal 2: Train and develop employees

We will utilize the following strategies:

Strategy 3.2.1: Partner with Castle Rock Fire and Rescue to maintain and develop the public safety training campus.

Strategy 3.2.2: Optimize hosting opportunities to bring outside training instructors to Castle Rock, and open registration to surrounding agencies.

Strategy 3.2.3: Continue to provide professional development training for all employees.

Strategy 3.2.4: Provide training for newly promoted supervisors.

Strategy 3.2.5: Encourage cross-divisional training opportunities.

Success will be measured by:

Training standards

Meet or exceed officer-training standards as established by Colorado POST and Colorado Revised Statutes (CRS).

Officer training

Officer training total average training hours at or above the Benchmark Cities' average.

Supervisory training

Provide annual training for supervisory personnel.



K9 training



Range training

Priority 3: Employees (continued)

Goal 3: Recognize employee accomplishments

We will utilize the following strategies:

Strategy 3.3.1: Conduct an annual awards ceremony.

Strategy 3.3.2: Maintain a formal awards board process.

Strategy 3.3.3: Encourage staff to participate in Townwide recognition system.

Strategy 3.3.4: Promote regular employee recognition.

Success will be measured by:

Awards Board

The Awards Board convenes, reviews, and formally recognizes career milestones and accomplishments in a timely manner.

Accomplishments

Publicly share employee accomplishments and successes.



2018 Annual Awards Ceremony
Chief Cauley with Officer Fruh (left) and Officer O'Donnell (right)

Priority 4: Prepare for Future Growth

In 2019, Castle Rock's population is expected to surpass 70,000 residents. With several new neighborhoods under construction and the addition of many new commercial properties, including The Promenade and Riverwalk projects, the Department must monitor growth trends and respond appropriately with staffing and resources.

To effectively provide service to such an increased population, the department will need to grow in response to that demand. Such an expansion necessitates hiring personnel and acquiring physical resources, as well as developing strategies and methods for providing quality services to the entire community.

Goal 1: Monitor Townwide population growth estimates

We will utilize the following strategies:

Strategy 4.1.1: Determine forecasted growth for both residential and commercial parcels from Development Services.

Strategy 4.1.2: Analyze growth and geography to determine future resource allocation (e.g. officer per 1,000 citizens' ratio).

Strategy 4.1.3: Evaluate police department workspace and vehicle parking needs to accommodate future growth.

Success will be measured by:

Monitor growth

Continue Department's partnership with Development Services in monitoring residential and commercial growth trends to provide effective staffing levels.

Prioritize needs

Conduct a workspace assessment and establish a list of prioritized needs.

Priority 4: Prepare for Future Growth (continued)

Goal 2: Monitor Police Department workload

We will utilize the following strategies:

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.

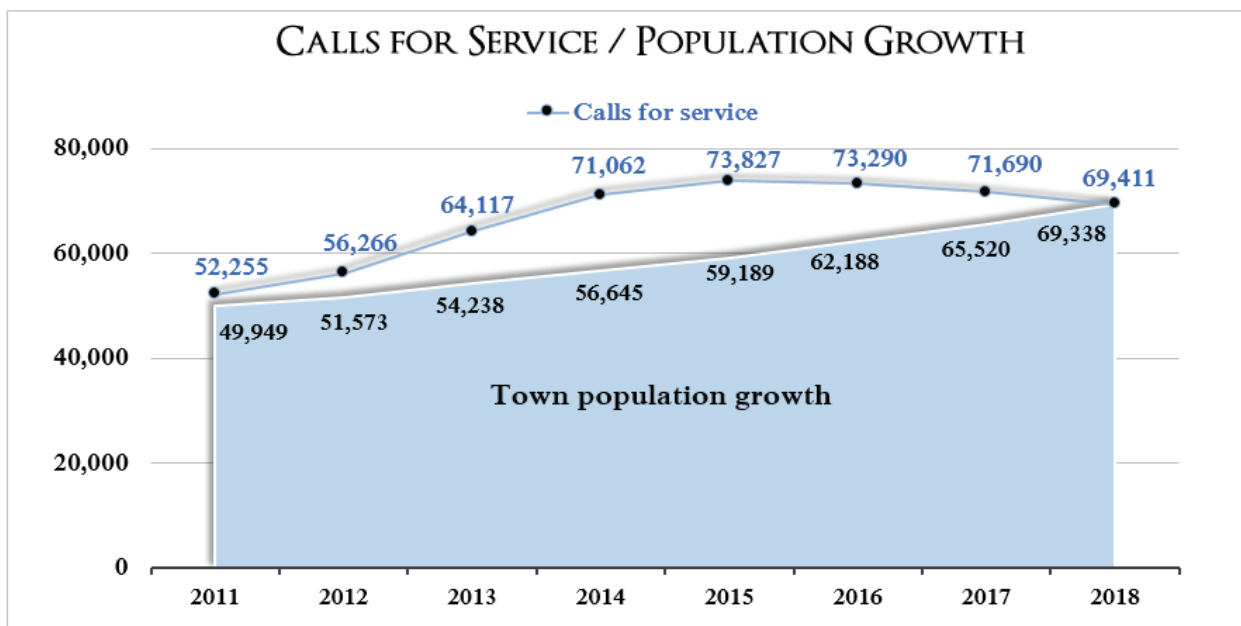
Strategy 4.2.3: Analyze all calls handled by the communication center.

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.



Priority 4: Prepare for Future Growth (continued)

Goal 3: Evaluate an efficient method of delivering service to newly developed areas

We will utilize the following strategies:

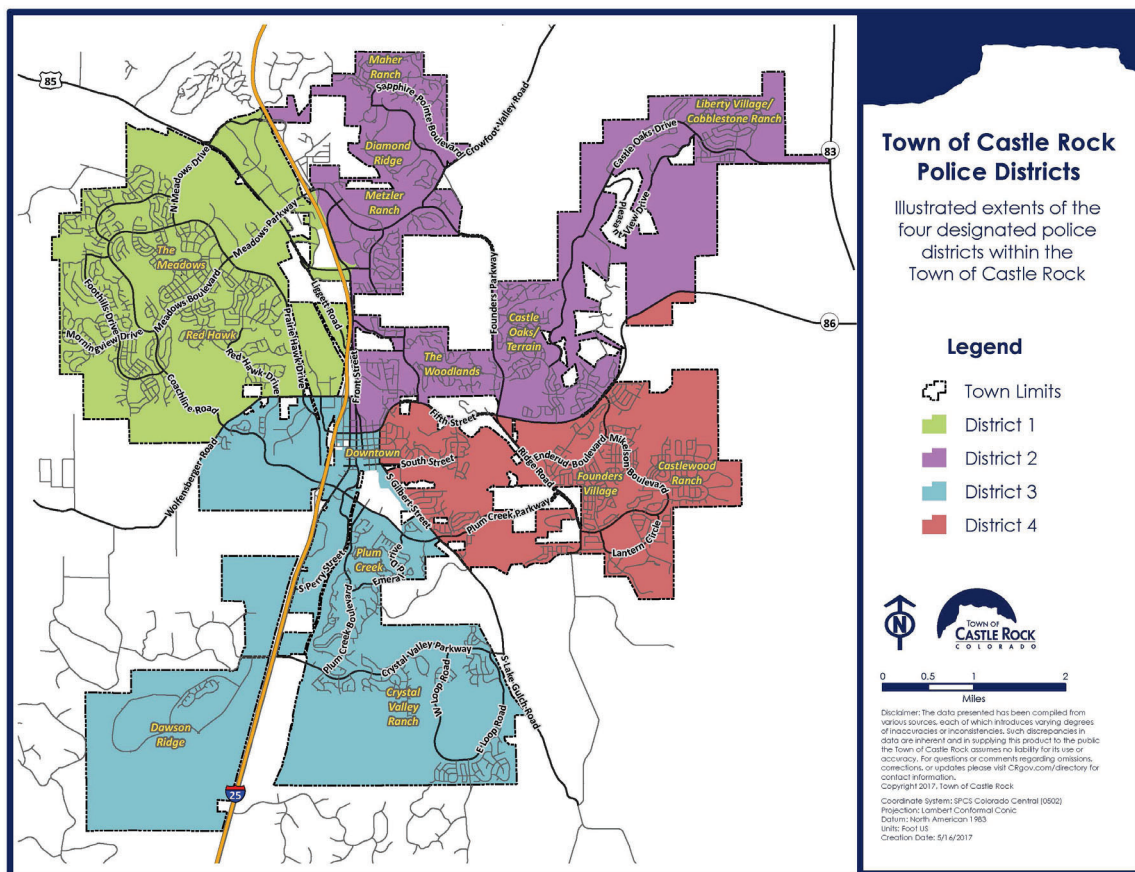
Strategy 4.3.1: Analyze calls for service, natural and man-made barriers, and property use to divide newly annexed areas into districts or redistrict existing areas for efficiency.

Strategy 4.3.2: Develop estimates of projected work increases and determine if other staffing schedules or staffing models may be more effective.

Success will be measured by:

Calls for service per District

Annual review of calls for service per district.





Priority 5: Community Policing & Partnerships

The Department's One-By-One Policing philosophy is firmly rooted in connecting with our community. The primary organizational goal is working cooperatively with residents, community groups, and public and private organizations. This helps identify and resolve issues that potentially affect the quality of life for the Town as a whole.

Community-based police departments recognize law enforcement cannot effectively deal with such issues alone and must partner with stakeholders who share a mutual responsibility for resolving problems. Community policing stresses prevention and facilitates early identification of issues, embraces accurate and transparent communication practices, and engages in timely intervention to deal with concerns before they become unwieldy problems. Our officers embrace this philosophy and strive daily to not only meet but exceed community expectations.

Goal 1: Community engagement through outreach and education

We will utilize the following strategies:

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).

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 (continued)

Goal 2: Optimize communication and marketing programs

We will utilize the following strategies:

Strategy 5.2.1: Create communication marketing campaigns and programs surrounding Police, community programs and events.

Strategy 5.2.2: Amplify online communication through multiple media platforms.

Strategy 5.2.3: Partnering with community groups.

Strategy 5.2.4: Maintain open and transparent media relations.



Success will be measured by:

Public Information Officer (PIO)

Maintain a 24-hour Public Information Officer.

Social media

Monitoring and managing online presence through social media platforms.

- Review analytics generated from webpage visits received from the Division of Innovation and Technology (DoIT).
- Monitor mobile app usage.

Community partnerships

Continue community partnerships, for example:

- Castle Rock Senior Center
- Chamber of Commerce
- Douglas County Schools
- Douglas County Sheriff's Office
- Downtown Development Authority
- Downtown Merchants Association

Marketing strategies

Maintain marketing strategies for community programs/events and the department.



Priority 6: Technology, Equipment & Practices

The Department manages change as it relates to planning, research, development and use of new or improved technology, equipment and techniques. Our goal is to implement technology to reduce crime, improve employee safety, promote department transparency, increase efficiency and anticipate crime trends.

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

We will utilize the following strategies:

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), which 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.

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 a Community Response Team 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.



Community Policing In Action





Castle Rock Police Department

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CRgov.com/Police

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