

2021-2025

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2021-2025 STRATEGIC PLAN

PARKER POLICE DEPARTMENT

CHIEF JAMES TSURAPAS

EXECUTIVE SUMMARY

The Parker Police Department is dedicated to attaining the highest level of professionalism and accountability in its service to Parker's citizens. We recognize that our strength stems from our partnership with all areas of the community. We envision an organization structured to meet the ever-changing needs of our citizens and our profession.

The Parker Police Department commits to working continually to earn the confidence of citizens and visitors to Parker. The department fulfills this commitment by providing the best and most professional services possible. We strive to build a culture of trust and open and honest dialogue with the community we serve and among the people we employ. The organization commits to creating and sustaining a positive working environment where all employees have an equal opportunity to fulfill their potential within the profession.

The strategic objectives outlined in this plan will be expanded into specific operational and functional goals. These goals are intended to guide the staff of the Parker Police Department. We trust that this strategic plan will provide a solid structure for the Parker Police Department in today's climate while offering a clear window into the future of policing in the Town of Parker. To be fully practical and realistic; however, this strategic plan must be flexible and adaptable to respond to challenges presented in law enforcement in the future. The strategic plan allows us to chart our course for success. Also, it allows for change and continuous improvement as we progress to meet our current and future goals.

STRATEGIC INITIATIVES

During the first half of 2020, Command Staff met with all staff members in small workgroups to discuss the results of an organizational-wide employee satisfaction survey. Throughout these listening sessions, Command Staff recorded the desires and challenges facing employees of the Police Department.

Following the official appointment of Chief Tsurapas, Command Staff compiled the meetings with staff, considered the aspects of legitimacy in 21st century policing, law enforcement accountability, and developed eleven core initiatives. These initiatives provide the foundation for this strategic plan and all of the division and section goals.

- 1. Employee Development*
- 2. Research & Development of L.E. Technology*
- 3. Enhance Citizen Engagement*
- 4. Continue Internal & External Relationship Building*
- 5. Recruiting & Retention*
- 6. Training with 21st Century Concepts*
- 7. Enhance and Develop Policy and Oversight*
- 8. Mental Health Response*
- 9. Improve Complaint Management*
- 10. Organizational Staffing & Development/Staffing Study*
- 11. Staff Safety/Wellness*

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INITIATIVE I – EMPLOYEE DEVELOPMENT

FOCUS AREA: Organizational Excellence

DESCRIPTION OF INITIATIVE:

The Department recognizes employees are the most important organizational asset. Without a talented and dedicated group of staff members an organization cannot operate properly and efficiently. The department is committed to providing the finest training available to all employees so they can succeed in their roles. The Department is equally committed to providing career development opportunities to staff members wishing to take on expanded duties and leadership positions. Succession planning is paramount in preparing staff to lead the Department in to the future.

INITIATIVE I – EMPLOYEE DEVELOPMENT

ADMINISTRATIVE DIVISION

CRIMESCENE / EVIDENCE SECTION

GOAL

Develop staff to move through tiered job levels that identify certifications and experience. Provide staff with additional training and expertise in Crime Scene Impression and DNA Collection and Processing.

PURPOSE OF GOAL

To encourage retention and develop employees from within as subject matter experts in Crime Scene and Lab duties.

ANTICIPATED YEAR INITIATED: 2021

PUBLIC RELATIONS SECTION

GOAL

Provide on-going training to Public Information Officers to keep up to date on current trends, topics, and communication methods.

PURPOSE OF GOAL

The purpose of this goal is to ensure staff that provides timely safety messaging and updates to the community are contemporaneously trained, professional, and uses the most effective means of communication. Professional training will increase job satisfaction and help to retain staff assigned to this critical public safety function.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE I – EMPLOYEE DEVELOPMENT

OPERATIONS DIVISION

COMMUNICATIONS SECTION

GOAL

Elevate the knowledge base of communications Staff through increased training surrounding the various systems they utilize daily.

PURPOSE OF GOAL

This increased system knowledge level allows individual staff members to better problem solve minor system errors and equipment malfunctions without having to reach out to other departments and vendors for assistance. This effort not only advances each staff member's qualifications but serves the community in keeping dispatch systems operational and mission ready.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE II – RESEARCH AND DEVELOPMENT OF LAW ENFORCEMENT TECHNOLOGY

FOCUS AREA: Infrastructure and Technology Assets

DESCRIPTION OF INITIATIVE:

Twenty-First Century policing concepts require law enforcement agencies to keep up with rapidly changing technology trends. The Parker Police Department is committed to researching, obtaining, and utilizing the latest technology to efficiently serve the community. Technology is a valuable tool in the Department's daily operations. It is a critical tool in meeting today's ever-changing environment. Technology, however, presents many challenges to law enforcement when used by others for nefarious purposes. The ability to keep up with technological changes, both positive and negative, creates a constant challenge. The Department is fortunate to have some of the latest equipment available to detect, document, and deter crime. Continued effort into evaluating new and emerging technology is one of the Department's most important goals.

INITIATIVE II – RESEARCH AND DEVELOPMENT OF LAW ENFORCEMENT TECHNOLOGY

OPERATIONS & INVESTIGATIONS DIVISIONS

PATROL / CRIME ANALYSIS SECTIONS

GOAL

Leverage technology and data to combat crime through analysis and predictive approaches to patrol deployment.

PURPOSE OF GOAL

The Department has made large investments in new software systems, fully integrating our Computer Aided Dispatch system, mobile data computers, and report writing software. These systems provide a seamless transfer of information from call origination all the way through reporting, filing of criminal charges, and standardized, national crime reporting. These systems further integrate into our statistical databases and crime analysis systems. The information provided allows the Department to evaluate, in real-time, crime information, trends, and hot spots, which in turn allows for better staffing and deployment plans based on evaluated data. The Department will continue to leverage these important systems to assist in operational planning and predictive approaches to patrol deployment.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE II – RESEARCH AND DEVELOPMENT OF LAW ENFORCEMENT TECHNOLOGY

OPERATIONS & INVESTIGATIONS DIVISIONS

PATROL / CRIME ANALYSIS SECTIONS

GOAL

Implement the Vigilant/Learn database and acquire two new Automated License Plate Readers (ALPR).

PURPOSE OF GOAL

For years, ALPR systems have been used by law enforcement agencies to help solve crimes and assist in locating missing persons if they are possibly in a vehicle. Much like the Town of Parker, agencies have typically relied on in-house storage mechanisms to house this information until deletion under records retention guidelines.

Although some data can be obtained in-house storage, the information available is limited to what is obtained by that agency. When trying to track down vehicle information on suspects of missing person cases, we have to check with different agencies to see if they had captured the vehicle while in their area. This system allows a searchable database for all the agencies on the network to get this information quickly.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE II – RESEARCH AND DEVELOPMENT OF LAW ENFORCEMENT TECHNOLOGY

OPERATIONS DIVISION

COMMUNICATIONS SECTION

GOAL

Update technology in the communications center.

PURPOSE OF GOAL

The modern communications center is full of various technology and communications systems. Technology changes and updates are continuing to develop and evolve very rapidly. Keeping up with technology is critical to providing 911 and emergency dispatch services to the community. Several systems in the dispatch center will need to be evaluated in the coming years, including the possible replacement of the 911 phone system and other next generation 911 technologies. Building on the recently completed conversion to the Emergency Services Internet Protocol Network (ESinet) will also be a priority in the coming years. ESinet opens many doors to new communication methods involving 911 calls beyond current capabilities. These things include enhanced text to 911, the ability to receive video, and other evolving communication methods.

ANTICIPATED YEAR INITIATED: 2021

PATROL SECTION

GOAL

Evaluation and Implementation of In-Car Technology

PURPOSE OF GOAL

The Department is continuously evaluating new technology that could be made available to police officers in the field. As with any business, new technology available to law enforcement is continually changing how work is completed and how officers combat crime. It is essential to keep up with technological changes. The Department is increasing its focus in keeping up with updates and new releases of in-car reporting and call management software. The Department is also committed to enhancing in-car communications equipment, video systems, prisoner monitoring systems, identification applications, and advanced report writing software.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE II – RESEARCH AND DEVELOPMENT OF LAW ENFORCEMENT TECHNOLOGY

ADMINISTRATIVE & OPERATIONS DIVISIONS

CRIME SCENE / PATROL SECTIONS

GOAL

Research and obtain a state-of-the-art Crime Scene Documentation System.

PURPOSE OF GOAL

To improve efficiency for crime scene investigators and accident investigators to process crime and accident scenes. Parker is a growing town, and with more drivers and citizens, more accidents and crime scenes that need processing are likely. We are attempting to do more with less. We need to leverage technology to complete crime and accident scene processing with less personnel and faster time.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE II – RESEARCH AND DEVELOPMENT OF LAW ENFORCEMENT TECHNOLOGY

OPERATIONS / INVESTIGATIONS / ADMINISTRATIVE DIVISIONS

PATROL / DETECTIVES / CRIME SCENE SECTIONS

GOAL

Acquire and implement Unmanned Aircraft System Technology.

PURPOSE OF GOAL

Unmanned Aircraft System (UAS) technology has changed how law enforcement handles a variety of emergencies and events in a very positive way. UASs provide an excellent platform for situational awareness during large-scale events, emergencies, search and rescue, and natural disasters. UASs are also very useful in documenting crime and accident scenes and aid in criminal case completion and prosecution. The Police Department has recently utilized the UAS resources of other departments for various tactical situations. The UAS has shown itself to be of significant benefit and has contributed significantly to positive outcomes. The Police Department believes the introduction of UAS technology will benefit the community's overall safety and security. The UAS's use and deployment will be carefully governed by department policy, applicable local laws, and Federal Air Regulations.

The acquisition and implementation of Unmanned Aircraft System (UAS) technology will assist the department in many different ways. UASs have proven to be a valuable asset in providing situational awareness during large-scale events, crime scenes, natural disasters, search & rescue operations, and vehicle accidents.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE II – RESEARCH AND DEVELOPMENT OF LAW ENFORCEMENT TECHNOLOGY

DEPARTMENT-WIDE

ALL SECTIONS

GOAL

Research and procure an updated configurable Quartermaster Software for tracking budget reports, funding, and lifespan for all equipment.

PURPOSE OF GOAL

Our current system is outdated and not adequately supported. Our accreditation and state-level equipment reporting requirements necessitate a robust method to track the equipment issued to over 70 police officers and 50+ support staff at the PD. This software will track everything from essential uniform items to vehicles and capital equipment.

ANTICIPATED YEAR INITIATED: 2021

ALL SECTIONS

GOAL

Upgrade existing Police Station audiovisual system.

PURPOSE OF GOAL

The police station will be 11 years old in 2021, which, due to its age, will require significant upgrades to the existing audiovisual system (AV system). AV technology has changed a lot over the past 11 years. Many components of the current system are no longer available or supported. It is becoming challenging to replace failing parts due to changes in ports and AV distribution methods. This project would include the replacement of AV headend equipment, Crestron controls, floor box upgrades, and HDMI port upgrades throughout the facility. The police department AV system is connected to six different conference rooms and the dispatch center, requiring updates at each location.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE III – ENHANCE CITIZEN ENGAGEMENT

FOCUS AREA: Positive Police/Community Relationships

DESCRIPTION OF INITIATIVE:

The Parker Police Department is committed to enhancing citizen engagement by using community policing and problem-oriented policing concepts. The Department believes that partnerships with the community are critical in developing a holistic approach to dealing with crime, safety, and quality of life issues. The Department also believes citizen engagement is paramount to legitimized policy and process development. These partnerships give community members a strong voice in developing the Department's policing strategies, ultimately establishing a trusting relationship. The investment in community partnerships creates a culture of transparency and accountability in which builds public trust.

INITIATIVE III – ENHANCE CITIZEN ENGAGEMENT

OPERATIONS DIVISION

COMMUNICATIONS SECTION

GOAL

Increase opportunities to meet with community groups and schools to further educate community members on the use of the 911 system and new technologies.

PURPOSE OF GOAL

Citizen engagement has always been a priority in the communication center, focusing on public education. The communications section will increase its opportunities to meet with community groups and schools to educate residents on the 911 system, new technologies, and methods in contacting emergency communication centers. The COVID - 19 Pandemic has hampered the ability to meet with community groups directly. Still, communications staff are looking to develop additional ways to educate via other remote and electronic means. These new methods will be maintained and further developed to continue even after the Pandemic has passed to expand our educational reach.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE III – ENHANCE CITIZEN ENGAGEMENT

ADMINISTRATION DIVISION

PUBLIC RELATIONS SECTION

GOAL

Enhance citizen engagement through social media and other communication methods.

PURPOSE OF GOAL

Two-way engagement between law enforcement and the community is essential to public safety messaging, trust, and crime prevention. Continual assessments of communication methods and technology ensure that the right people get public safety messaging as efficiently as possible.

ANTICIPATED YEAR INITIATED: 2021

PUBLIC RELATIONS SECTION

GOAL

Implementation of website updates and redesigns to provide helpful tools to the community and enhance community engagement.

PURPOSE OF GOAL

The Department has maintained a strong online presence through its website for many years. However, websites require constant modification and updates to remain relevant and useful. The Department is committed to continuing efforts to maintain a quality website, providing tools, information, resources and statistical data to assist members of the community with their needs and requests.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE III – ENHANCE CITIZEN ENGAGEMENT

ADMINISTRATION DIVISION

COMMUNITY OUTREACH SECTION

GOAL

Conduct biennial survey with citizens.

PURPOSE OF GOAL

Conduct a biennial survey with citizens to determine what social media platforms they utilize to ensure that we are communicating with our community in a way that they can receive pertinent information from the police department.

ANTICIPATED YEAR INITIATED: 2021, 2023, 2025

COMMUNITY OUTREACH SECTION

GOAL

Continue to develop relationships and community reviews through a partnership with the C.O.P.P.S. Group (Citizens Offering Parker Police Support).

PURPOSE OF GOAL

Continue to evaluate the role of this group in providing review and input into the development of policies, department direction, and law enforcement accountability & integrity.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE IV – CONTINUE INTERNAL & EXTERNAL RELATIONSHIP BUILDING

FOCUS AREA: Customer Service & Community Expectations

DESCRIPTION OF INITIATIVE:

Continue positive relationships through effective communication between internal and external customers, keeping promises, remaining consistent, and addressing conflicts as they arise.

INITIATIVE IV – CONTINUE INTERNAL & EXTERNAL RELATIONSHIP BUILDING

ADMINISTRATION DIVISION

OFFICE OF PROFESSIONAL STANDARDS SECTION

GOAL

To develop employee feedback and problem resolution communication system.

PURPOSE OF GOAL

To give staff a streamlined mechanism for communicating suggestions, issues, and proposals through a system that leverages technology and efficient communication. It is essential to develop this system to ensure that feedback and resolutions are communicated to the staff.

ANTICIPATED YEAR INITIATED: 2021

PUBLIC RELATIONS SECTION

GOAL

Develop public safety and crisis communication manuals.

PURPOSE OF GOAL

Develop manuals to be utilized during specific incidents as a basis for communication information, both internally and externally. These manuals will ensure consistency, efficiency, and effectiveness in our community messaging.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE V – RECRUITING & RETENTION

FOCUS AREA: Organizational Excellence

DESCRIPTION OF INITIATIVE:

The Department will continue to identify and hire highly qualified individuals who reflect the Department's core values and the community to fulfill our mission. The Department will maintain open and positive relationships with employees and a healthy work environment where employees can thrive in their job, take pride in their work, and be supported.

INITIATIVE V – RECRUITING & RETENTION

DEPARTMENT-WIDE

ALL SECTIONS

GOAL

To maintain competitive pay and benefits to attract and retain quality law enforcement professionals.

PURPOSE OF GOAL

Attractive short-term and long-term employment benefits will improve our chances of getting high-quality applicants for professional law enforcement careers. These benefits will also help the agency to retain highly trained and valuable staff.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE VI – TRAINING WITH 21ST CENTURY CONCEPTS

FOCUS AREA: Organizational Excellence /
Customer Service & Community Expectations

DESCRIPTION OF INITIATIVE:

The Department will continue utilizing the PTO program along with incorporating adult learning theories and problem-based learning. We will continue to train and educate our staff most cost-effectively and safely for all personnel while implementing best practices, evolving tactics, and leadership.

INITIATIVE VI – TRAINING WITH 21ST CENTURY CONCEPTS

DEPARTMENT-WIDE

ALL SECTIONS

GOAL

Develop an in-house Anti-Bias training program to supplement already successful ethics and community policing training programs.

PURPOSE OF GOAL

Developing in-house certified instructors in anti-bias policing strategies will enhance training effectiveness and reduce costs associated with outside training vendors. Anti-Bias training programs are vital to 21st-Century policing and critical to any professional law enforcement agency.

ANTICIPATED YEAR INITIATED: 2021

ALL SECTIONS

GOAL

Continue to train, certify, and provide continuing education for all first-responder staff in the field of Crisis Intervention.

PURPOSE OF GOAL

Crisis Intervention training is essential for 21st-Century policing. It ensures that first responders have the most up-to-date de-escalation training, understanding of mental health response, and proper outcomes for calls associated with persons in crisis.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE VI – TRAINING WITH 21ST CENTURY CONCEPTS

DEPARTMENT-WIDE

ALL SECTIONS

GOAL

Train and certify all Department staff in Law Enforcement Autism Sensitivity Training.

PURPOSE OF GOAL

The Department purchased licenses for all staff to take an in-depth and interactive online course in Law Enforcement Autism Sensitivity Training. In this course, instructors from the International Board of Credentialing and Continuing Education Standards (IBCCES) provide staff guidelines for interacting with individuals with ASD in community and emergency settings. This training reduces the possibility of misunderstanding or escalation when real situations arise.

The reported prevalence of Autism Spectrum Disorder (ASD) is nearly 1 in 54 school-age children, resulting in a very high likelihood that law enforcement will encounter someone with ASD at some point in their career. These individuals are commonly the victims of criminal activities, may wander from home, or be mistaken as someone acting strangely in the community. First responders must obtain training that allows them to respond in situations involving this population in ways that allow for the best outcome for all involved.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE VII – ENHANCE AND DEVELOP POLICY AND OVERSIGHT

FOCUS AREA: Organizational Excellence /
Customer Service & Community Expectations

DESCRIPTION OF INITIATIVE:

The Department's policy is a powerful strategy, which must reflect Parker's community values. Goals to achieve this initiative to enhance policy should incorporate strategies to reduce crime, improve relationships, and establish consistent and fair practices. Policy and procedure should provide clear guidance to the Department members to minimize liability, complaints, and errors. Policy and procedure enhancement input should be garnered from the Parker community members, the agency, Town leadership, and other local law enforcement partners.

INITIATIVE VII – ENHANCE AND DEVELOP POLICY AND OVERSIGHT

ADMINISTRATIVE DIVISION

OFFICE OF PROFESSIONAL STANDARDS SECTION

GOAL

Overhaul of the Disciplinary Matrix policy.

PURPOSE OF GOAL

To re-write the disciplinary matrix to match our policy manual better. The current version lacks proper guidance for violations of policy.

ANTICIPATED YEAR INITIATED: 2021

OFFICE OF PROFESSIONAL STANDARDS SECTION

GOAL

To revise policy and procedures to maintain a high level of best practices and professionalism.

PURPOSE OF GOAL

Identify policies that are lacking, or require additional clarification/definition, or due to legal changes or other need. This area would be in addition to the formal policy review and revision process with the Accreditation Manager.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE VII – ENHANCE AND DEVELOP POLICY AND OVERSIGHT

ADMINISTRATIVE DIVISION

OFFICE OF PROFESSIONAL STANDARDS SECTION

GOAL

Mechanisms for data collection.

PURPOSE OF GOAL

To develop mechanisms for streamlined data collection and compilation to accomplish annual and mandatory legislative reporting requirements.

ANTICIPATED YEAR INITIATED: 2021

ACCREDITATION SECTION

GOAL

Maintain Nationally Accredited Agency status by the Commission on Accreditation for Law Enforcement Agencies (CALEA) for Law Enforcement accreditation.

PURPOSE OF GOAL

The Department continues to maintain its accreditation status in the Advanced Law Enforcement Program and must comply with 484 standards. The next reaccreditation process occurs in 2022. Goals for accreditation will be to: Reduce Risk and Liability Exposure by Improved Policy, Create a Greater Accountability within the Department, Create a Template for Command Reports for Improved Reports and Analyses, Help Improve Employee Morale through Accreditation, Increase Staff (Minimum Part-Time) to Assist Manager with all Four Accreditations.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE VII – ENHANCE AND DEVELOP POLICY AND OVERSIGHT

ADMINISTRATIVE DIVISION

ACCREDITATION SECTION

GOAL

Implement a forward-facing document system in the Department’s document management system.

PURPOSE OF GOAL

To increase transparency and accuracy in providing Department policies and reports to the public through a system integrated directly with the document management system. Policies and reports available to the public through the Department's website will be updated in real-time whenever a policy change or new report is disseminated to agency members.

ANTICIPATED YEAR INITIATED: 2021

ACCREDITATION SECTION

GOAL

Policy and procedure reorganization.

PURPOSE OF GOAL

Reorganize policies better to provide staff guidance and accountability for necessary job requirements.

Reorganize standard operating procedures to better provide staff guidance through outlined procedures for daily job functions.

Reorganize training manuals to better provide staff guidance through on-boarding and continuing education on tasks associated with different jobs.

ANTICIPATED YEAR INITIATED: 2022

INITIATIVE VII – ENHANCE AND DEVELOP POLICY AND OVERSIGHT

ADMINISTRATIVE DIVISION

ACCREDITATION / EVIDENCE SECTIONS

GOAL

Maintain Nationally Accredited Agency status by the International Association for Property & Evidence (IAPE) for the Department's Property and Evidence.

PURPOSE OF GOAL

Perform Regular (Scheduled) Reviews and Audits, Revise the Standard Operating Procedures Manual, and revise standard operating procedure manuals.

ANTICIPATED YEAR INITIATED: 2021

CRIME SCENE SECTION

GOAL

International Organization for Standardization (ISO) Accreditation for Crime Scene and Lab Functions.

PURPOSE OF GOAL

To enhance the Department's crime scene and lab functions' professionalism and expertise by developing a quality assurance program for accountability and procedures in CSI/ Lab processing. Proficiency testing for all CSI/Lab staff will also be necessary.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE VII – ENHANCE AND DEVELOP POLICY AND OVERSIGHT

ADMINISTRATIVE / OPERATIONS DIVISIONS

ACCREDITATION / COMMUNICATIONS SECTIONS

GOAL

Maintain Nationally Accredited Agency status by the Commission on Accreditation for Law Enforcement Agencies (CALEA) for Public Safety Communications accreditation.

PURPOSE OF GOAL

The Department continues to maintain its accreditation status in the Public Safety Communications and must comply with 207 standards. The next reaccreditation process occurs in 2022. Goals include: Increase Community Advocacy Through Social Media, Improve Reports and analyses necessary to make Fact-based, Informed Management Decisions for Public Safety, Improve Preparedness to Address Natural Disasters or Man-made Critical Incidents More Efficiently, Train Members of Communications to Enter Accreditation Proofs into the Department's document management system.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE VIII – MENTAL HEALTH RESPONSE

FOCUS AREA: Positive Police/Community Relationships

DESCRIPTION OF INITIATIVE:

Members of our community live with mental illness and substance abuse. Often, services and resources for those individuals and families are a challenge. The Department will continue the CRT program, identify resources, develop and foster partnerships with those organizations providing mental health and substance abuse treatment.

INITIATIVE VIII – MENTAL HEALTH RESPONSE

OPERATIONS DIVISION

PATROL SECTION

GOAL

Expansion of the Community Response Team

PURPOSE OF GOAL

The Department is looking to move ahead in expanding the Community Response Team (CRT) to enhance its response to mental health crises and emergencies. The Department instituted the CRT program in 2019, which has proven to be an effective and successful tool for responding properly to mental health calls and requests. The CRT program pairs a police officer and a mental health professional who is available to respond to needs involving people suffering mental health challenges. The Department was an early adopter of the CRT model and believes this program is essential in dealing with mental health emergencies within the community. The CRT unit has received praise from the community and those needing CRT response.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE IX – IMPROVE COMPLAINT MANAGEMENT

FOCUS AREA: Customer Service & Community Expectations

DESCRIPTION OF INITIATIVE:

This initiative strives to improve and strengthen the legitimacy of the Department's complaint management procedures.

Consistent complaint management builds trust with the community and ensures staff that investigations and processes are fair and equitable. Goals to achieve this initiative should consider employee rights, community trust, professionalism, and the Department's accountability to public members.

INITIATIVE IX – IMPROVE COMPLAINT MANAGEMENT

ADMINISTRATIVE DIVISION

OFFICE OF PROFESSIONAL STANDARDS SECTION

GOAL

Establish file retention guidelines for administration and personnel investigations.

PURPOSE OF GOAL

To develop processes that ensure compliance with the Colorado Municipal League File Retention requirements related to administrative investigations. This process will enhance file management and create more consistency.

ANTICIPATED YEAR INITIATED: 2021

OFFICE OF PROFESSIONAL STANDARDS SECTION

GOAL

Establish a better structure regarding the investigation and review process for citizen and internal complaints.

PURPOSE OF GOAL

The purpose of this goal is to structure the timeline for investigation and review of complaints to provide the opportunity for accountability, resolution, and transparency more efficiently. Establishing a time limit for the review of complaint investigations will provide staff with a structured timeline for decisions.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE X – ORGANIZATIONAL STAFFING & DEVELOPMENT / STAFFING STUDY

FOCUS AREA: Organizational Excellence

DESCRIPTION OF INITIATIVE:

This initiative establishes the Department’s commitment to conduct a comprehensive study to ensure the most appropriate and fiscally responsible staffing deployment strategy.

INITIATIVE X – ORGANIZATIONAL STAFFING & DEVELOPMENT / STAFFING STUDY

INVESTIGATIONS DIVISION

CRIME ANALYSIS SECTION

GOAL

To complete a comprehensive study to identify staffing and deployment needs.

PURPOSE OF GOAL

To develop a proposal through a study of operations, projected growth, and desired service levels to the Parker community through a multi-dimensional analysis conducted by the Department's analyst. The desired outcome is to develop a blueprint for the next five years to guide recruitment and human resource deployment.

ANTICIPATED YEAR INITIATED: 2021

INITIATIVE XI – STAFF SAFETY / WELLNESS

FOCUS AREA: Organizational Excellence

DESCRIPTION OF INITIATIVE:

The growing stressors felt in law enforcement by employees, and their families require the Department to continually evaluate and re-evaluate its response to these stressors. Goals to achieve progress in this initiative should include anything related to employees' health and well-being, including safety.

Also included in this initiative is a focus on family members who, inevitably, also have to deal with the stressors through their spouse or loved one.

INITIATIVE XI – STAFF SAFETY / WELLNESS

ADMINISTRATIVE DIVISION

OFFICE OF PROFESSIONAL STANDARDS SECTION

GOAL

Revised Early Intervention program.

PURPOSE OF GOAL

To research, propose, and implement a new approach to Early Intervention at the Department. The desired outcome is to develop a system that appropriately identifies potential personal or developmental areas that can be addressed to improve employee job satisfaction and performance.

ANTICIPATED YEAR INITIATED: 2021

CAPITAL IMPROVEMENTS AND EQUIPMENT NEEDS

The following outlines the strategic Capital and Equipment needs, based on approved Town-Wide budget planning.

2021 POLICE DEPARTMENT CAPITAL SCORING SUMMARY

Fund	Project	2021 Requested Amount	Cumulative
101 PD	Scene Documentation/Reconstruction System	125,000	125,000
101 PD	Quartermaster Software	12,500	137,500
101 PD	Unmanned Aerial Vehicle (UAS)/Drone	55,000	192,500
101 PD	Police Facility A/V Upgrade	155,000	347,500
101 PD	Vigilant/Learn System	58,780	406,280
101 PD	Police Facility Carpet	100,000	506,280

10-YEAR CAPITAL IMPROVEMENT PLAN

PROJECT NAME	EXPENDITURES										TOTAL	
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030		
Police Facility A/V Upgrade	155k											155k
Facility Carpet	100k											100k
Scene Document/ Reconstruct System	125k											125k
Equipment Software	12.5k	4k	48.5k									
UAS (Drone)	55k											55k
Vigilant/ Learn System	59k											59k
LODD Software		6k										6k
Night Vision (Swat)		14k										14k
Voice Recognition Software		75k										75k
Panasonic HUD		60k										60k
Patrol Vehicle		70k										70k
Radios		16k										16k
Tru-Narc x2		50k										50k
Security Upgrades		75k										75k
Police Facility Expansion					9.4M							9.4M
Facility Roof Top Units					55k	55k	55k	55k				220k
Computer Room A/C						150k						150k
Generator Replace											140k	140k
Facility Roof											230k	230k

