# Table of Contents

**Executive Summary** 3

**Purpose of the Business Plan** 4
  Organizational Overview 4

**Vision, Mission and Core Value Statements** 5

**Industry** 8
  Challenges and Opportunities 8
  Core Business/Operational Responsibilities 9
  Customers 10
  Community Values 10
  Use of Technology 11
  Partnerships 13

**Organizational Structure** 14
  Divisions 14
  Organizational Chart 19
  Staffing 20
  Employee Training and Development 22
  Strengths, Weaknesses, Opportunities and Threats (SWOT) 23
  Business Planning Process and Framework-SWOT Analysis 24
  Strategic Goals and Management Priorities 25

**Department Goals for 2016 - 2020** 26
  Parker Police Department Goals and Action Steps for 2016-2020 27
  Summary of Identified Gaps 28

**Overall Summary** 30
Executive Summary

The Parker Police Department is dedicated to attaining the highest level of professionalism and accountability in its service to the citizens of Parker. 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 the 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 in which all employees have equal opportunity to fulfill their potential within the profession.

The strategic objectives outlined in this business plan will be expanded into specific operational and functional goals. These goals are intended to guide individual divisions within the Parker Police Department. They will define program accountability to be undertaken for achieving organizational results. We trust that this business plan will provide solid guidance for the Parker Police Department today while offering a clear window into the world of policing within the Town of Parker. In order to be fully effective and realistic, however, this business plan must be flexible and adaptable to respond to the challenges presented today, tomorrow and beyond. The business plan allows us to chart our course for the future. It also allows for change, challenge and continuous improvement as we progress to meet our goals.

This business plan will provide the following information:

• Provide the department’s mission and the Town’s mission, vision and values
• Describe how the department is organized to carry out responsibilities
• Identify the department’s strategic goals and objectives through Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis
The purpose of the business plan is to set the framework, strategic direction, high-level priorities and goals to be achieved by our organization. It is pro-active and results-based utilizing a SWOT analysis. It establishes the framework for more detailed planning at various levels of the department. This plan directly responds to a number of external and internal challenges, trends, influences, pressures and issues. The intention of this plan is to provide guidance for the Parker Police Department in order to achieve the following:

- Define the department’s policing priorities for the Town of Parker
- Inform the citizens of Parker about the top issues the department will address in the coming years and the policing services and standards they can expect
- Support performance measurement and established performance expectations
- Provide a foundation for partner and stakeholder discussions to better coordinate services that increase community safety today and into the future
- Establish benchmarks and set future targets to ensure success
- Provide a start point to direct the business plan and budget cycles within the department

The formulation and annual updating of written goals and objectives for the police department and for each major component within the agency will be conducted on an annual basis. These established goals and objectives are available to all department members via the intranet.

The Parker Police Department provides exemplary year-round, 24-hour service to citizens of the Town of Parker and adheres to the highest standards of ethical behavior. The department's primary objective is to provide a safe community environment in Parker with the highest level of service possible. The organization is committed to safeguarding the community that makes Parker a great place to live, work, and play.

The Department is organized into four divisions: Investigations, Patrol, Professional Standards and Support Services. Each division is led by a Commander who is responsible for all personnel, equipment, and services assigned to their command. The divisions are further divided into teams led by police sergeants or civilian supervisors whose personnel are responsible for the services which the department provides. Overseeing department operations are the Deputy Chief and Chief of Police. The department is authorized 124 positions – 76 commissioned officers and 48 civilians.
Vision, Mission and Core Value Statements

Vision

Town of Parker – To be the pre-eminent destination community of the Denver Metro area for innovative services with a hometown feel. We will be an area leader in economic and community development, and strive to be at the forefront for services, civic engagement and quality of life.

Mission

Town of Parker – To enrich the lives of residents by providing exceptional services, engaging community resources and furthering an authentic hometown feel. We promote transparent governing, support sustainable development and foster a strong, local economy.

Police Department – The mission of the Police Department is to provide community service that is specifically designed to maximize public safety, customer satisfaction and the quality of life for citizens who live, work and visit Parker. Members of the department will accomplish their mission through problem-solving partnerships with community members and groups.

Providing high-quality police services to the community through community policing, problem-solving strategies and adaptability to an ever-changing environment.
Town of Parker Core Values

Commitment

Parker is committed to maintaining a friendly, hometown atmosphere. We place a premium on teamwork and participation while encouraging creativity and individual initiative. We believe that through collaboration leadership can occur at all levels. We take our commitments seriously and strive to reach positive solutions.

Teamwork

- Communicate openly, honestly and frequently with all members of our team
- Demonstrate fairness, compassion and consistency in our interactions with others
- Recognize the value of all members of our organization
- Form partnerships with the community
- Listen to and respect the ideas and concerns of others
- Enable team members to strike a healthy work and life balance

Quality Service

- Treat each customer with professional courtesy, warmth and friendliness
- Create a hometown feeling in our facilities and our community
- Focus on problem solving by listening emphatically while responding promptly and fairly
- Serve our customers efficiently and knowledgeably
- Strive to meet or exceed the expectations of our customers
- Treat all coworkers as customers

Integrity

- Embrace a culture of honor and trustworthiness
- Exhibit conduct that inspires public confidence
- Manage the Town’s business honestly and directly
- Honor commitments and promises
- Be reliable, dependable and accountable for our actions

Innovation

- Create a proactive, empowering environment
- Embrace the challenge of change
- Encourage and develop creative ideas in all areas of the Town
- Transform innovative ideas into reality
The Town of Parker Strategic Goals
Revised January 2016

Support an Active Community
Parker will promote the public health and safety of our community by protecting our residents' welfare through prevention services and a safe transportation network. Parker fosters a feeling of personal safety and security through a visible, responsive public safety presence and a proactive focus on prevention, intervention and safety education.

Foster Community Creativity and Engagement
Parker will demonstrate our commitment to the health of our community, both indoors and out by providing access to outstanding parks, trails and recreation amenities and activities. We promote a healthy lifestyle and work to meet the needs of a diverse, multigenerational community.

Enhance Economic Vitality
Parker will stimulate community creativity and engagement through high-quality cultural and educational programs and amenities. These will include family-friendly community events, accessible cultural venues, state-of-the-art facilities and innovative lifelong learning opportunities, all of which are vital to a creative community.

Promote a Safe and Healthy Community
Parker will be an area leader for economic growth by supporting the development of thriving businesses and industry. We will play a critical role in shaping quality of life, creating a sense of place, and providing fiscal stability for the community.

Innovate with Collaborative Governance
Parker will support transparency, accountability, and fiscal sustainability by using innovative techniques to optimize performance. We engage in regional relationships and governing partnerships, including our education, fire, water providers and governmental agencies. Parker employs a high quality, dedicated workforce to support these goals.

Develop a Visionary Community Through Balanced Growth
Parker will demonstrate our commitment to balanced growth, community development and infrastructure using a visionary plan for a sustainable future. We support a healthy, future-focused community with exceptional services and a hometown feel. Parker supports well-planned development and excellent infrastructure.

Throughout the Parker Police Department's Strategic Plan, we identify when areas meet the strategic goals of the Town. The six badges above will be used to denote when an area falls under one of the Town of Parker's identified goals.
The Parker Police Department is a full-service organization. It embraces the philosophy of community policing as collaboration between the police and the community identifying and solving community problems. The community policing model utilized by our organization is based on a department-wide philosophy of service with an emphasis on procedural justice and police legitimacy. Service to the community is paramount to our mission of providing a safe community. A safe community is achieved through strategies and tactics that are proactive and based upon partnerships between the police, Town departments and the community.

**Challenges and Opportunities**

The Police Department faces a number of unique challenges and opportunities in fulfilling its mission and achieving its strategic goals in the next three to five years.

**Crime and Police Response**

- Crimes against persons and property fluctuate each year; however, the police department must be aware of crime patterns and be prepared to respond. New and emerging crime trends utilizing computers and technology have become more prevalent in the areas of fraud, identity theft, forgery and theft. In nearly every instance, the investigation and criminal filing of charges requires significant time and resources.

**Growth and Transportation Issues**

- Growth in population and business has resulted in more traffic and increasingly crowded roadways. Traffic-related complaints will continue to be one of the major concerns for the department. This is even more prevalent with the addition of two major roadways linking the Town of Parker with I-25. Traffic education and enforcement will remain a critical police function.

**Emerging Crime Trends**

- With the continued development and sophistication of technology, crimes involving the use of the internet and other technologies have complicated and reshaped the face of criminal activity. While heroin, cocaine and other illegal drugs are problematic, methamphetamine use and production is accompanied by its own unique problems. Its users frequently commit financial crimes, violent crimes and exhibit unpredictable behavior.
Core Business/Operational Responsibilities

This section outlines the Police Department’s ongoing core business, programs and services and the internal systems that support those activities. All operational activities have a business focus with an emphasis on high-quality customer service.

The Police Department’s ongoing core business involves:

Protection of Everyone who Resides in or Visits the Town of Parker

- Emergency and non-emergency service requests
- Enforcement of criminal laws (federal, state and local)
- Providing thorough follow-up investigations to criminal events
- Apprehension and prosecution of individuals who have committed criminal acts
- Providing a professional, well-trained and ethical law enforcement organization

Safety of All

- Preparation for routine and special events and catastrophic incidents
- Traffic safety and enforcement
- Preservation of the quality of life
- Well-being of children, victims, at-risk individuals and animals in need

Legal Responsibilities of a Law Enforcement Organization

- Ethical and unbiased application of the law
- Responsiveness to concerns or complaints
- Development, communication and enforcement of policies and procedures
- Selection and training of employees

Mediation of Conflict or Distress

- Keeping the peace between individuals in disagreement
- Intervention after critical incidents
- Abatement of public disorder
- Referrals to other service providers

Public Information

- Engaging in partnerships with the public and other agencies
- Dissemination of public information
- Providing education about police-related issues
- Transparency in communication with our employees and our community
Customers

The Police Department serves a variety of diverse customer groups in the day-to-day operations. Many times police officers are the first point of contact a citizen has to a Town employee. It is critical that we understand the needs and expectations of our community.

- **Members of the Public**: Provide quality police and safety services to those who visit, work or live in the Town of Parker
- **Government Agencies**: Collaborate with other Town, County, State and Federal agencies
- **Partnering Agencies**: Provide mutual aid and partnering agreements as a framework for long-term success
- **Town of Parker Departments**: Provide resources and support as needed to achieve common goals

Community Values

The Parker Police Department utilizes community policing to promote organizational strategies with an emphasis on procedural justice and police legitimacy. This supports the systematic use of partnerships and problem-solving techniques. It proactively addresses the immediate conditions that give rise to public safety issues such as crime, social disorder and fear of crime. The department’s Organizational Philosophies are encompassed through the law enforcement code of ethics. It is also our mission statement. The department and community can work together to ultimately improve the quality of life by utilizing these community-policing strategies and techniques.
Use of Technology

The Parker Police Department continually strives to research, obtain and utilize the latest technology available to efficiently serve the community. Technology is a valuable tool in the department’s daily business and operations, just like any other company or organization. Technology however, presents many challenges to law enforcement when it is used, by others, for nefarious purposes. The ability to keep up with technological changes, both good and bad, creates a constant challenge for the department.

The department is fortunate to have some of the latest equipment available to detect, document, and deter crime. Some of these items are as follows:

- **In car and body worn camera systems** – These systems have been deployed to accurately document enforcement activities and contacts our officers are called to. Studies have shown that implementation of these camera systems reduce the number of complaints lodged against police personnel and have also documented a reduction in use of force encounters. Individuals tend to act more responsible when they know they are on camera.

- **Automatic License Plate Recognition Units (ALPR)** – The department currently has two vehicle based ALPR units in the field. ALPR units allow officers to scan hundreds of plates per hour and compare them to automated lists of stolen and wanted vehicles. These units have allowed our officers to detect and locate many stolen vehicles and wanted fugitives that may have not otherwise been found.

- **E-Citation system** – The police department utilizes the latest technology in electronic citation systems. These systems allow officers to issue citations quickly and efficiently, returning them to service rapidly. In addition to saving officer time, the use of interfaces with the department’s records unit and municipal court save additional staff time by reducing manual entry of data.

- **Interoperable Radio Communication Systems** – The department utilizes the latest technology in IP - digital radio communications. The department’s radio system provides interoperable, statewide, voice communication for its officers and dispatch personnel. Radio communication continues to be one of the most critical tools available and the department is committed to staying at the forefront of available technology.
Use of Technology (continued)

- **E-Discovery System** – The department has implemented a file and evidence transfer system with the District Attorney’s Office. This system allows for electronic transfer of all reports, documents, photographs, video/audio recordings and any other information retained in the department’s criminal case files. This system creates a more timely and efficient way of transferring critical information between law enforcement agencies and the District Attorney and will ultimately be implemented statewide. The Parker Police Department was one of the first departments in the state to move to an E-Discovery system.

- **Live Scan Fingerprinting** – These systems capture fingerprints digitally in the format utilized by the FBI, DOJ, and CBI. Live Scan equipment allows the department to capture and transmit fingerprint information immediately to CBI and the FBI for immediate comparison against criminal databases greatly reducing time lost waiting for replies and additional information.

- **Cop Logic On Line Reporting** – The department has partnered with Cop Logic to give residents an option to report minor crime on line for simplicity and convenience. On line reporting is available for cases involving minor theft, vandalism, lost property, etc.

- **Lumen Inter-jurisdictional information sharing software** – The department partners with numerous other police agencies and Lumen to provide a portal that allows case data and criminal information sharing on a multi-state basis. This system provides quick and accessible information to officers in the field to aid them in their investigations.

- **Records Management System (RMS) and Field Based Reporting (FBR) System** – The Department has launched a new Records Management System (RMS) and Field Based Reporting (FBR) System. This project began back in 2015 and officially launched in January, 2019. RMS/FBR is the most critical component for creating, storing, collecting and distributing all criminal justice records. This new system will bring efficiencies to the Department through staff time savings, accuracy and the ability to integrate other systems into a centralized database. The new RMS also provides an improved platform to automate the distribution of criminal justice information through the aforementioned E-Discovery system.

- **9-1-1 Phone System** – The Department's current 9-1-1 phone system is compatible with future "next generation" technologies that allow for the transfer of photos, video and text over 9-1-1. This project was funded through the Douglas County Emergency Telephone Authority.

The Parker Police Department is committed to studying and deploying the best technology available to promote the prevention, detection, and solvability of crime and to continue a high standard in providing quality service to the community.
The police department has established collaborative partnerships with other law enforcement agencies and community stakeholders. This includes other government agencies, non-profit and community groups, businesses, the media and individuals. Existing partnerships bring appropriate resources and a level of commitment to community-policing activities. The interaction between other law enforcement agencies and community partners includes communication, coordination and collaboration.

These meaningful partnerships are the foundation for success. Partnerships are what enable law enforcement agencies to make continuous improvements. By sharing with other agencies and regionalizing a number of resources, our department can direct resources and capabilities to projects the community deems most important. The police department participates in several joint partnerships to enhance the services provided to the community in a cost-effective and efficient manner. These include:

- Critical Incident Response Team – Highly-trained investigators who respond to officer-involved shootings to provide a complete investigation of the incident.
- Douglas County E-911 Authority - Oversees the distribution of funds necessary for E911 phone services.
- Colorado Information Analysis Center (CIAC) - The CIAC is designed to link all stakeholders in Colorado, from local and federal law enforcement officers, to bankers and school teachers. It emphasizes detection, prevention, and information-driven response to protect the citizens and critical infrastructure of Colorado.
- Douglas County SWAT team - Consisting of members assigned from law enforcement agencies throughout Douglas County.
- Internet Crimes Against Children (ICAC) - Assigned detectives in the Investigations Division actively participate in this taskforce. This task force assists state and local law enforcement agencies enhance their investigative response to offenders who use the internet, online communication systems or other computer technology to sexually exploit children.
- North Central All-Hazards Emergency Management Region - NCR is a multi-jurisdictional effort to improve regional emergency and disaster preparedness and response. Through effective planning, training and exercises, Parker participates in the North Central Region along with local jurisdictions in 10 metro-area counties.
- Impact Unit - The primary mission of the Impact Unit is to target and apprehend those individuals who are committing criminal offenses within the whole of Douglas County. The participating agencies will identify those individuals who are involved in criminal acts with repeat or “pattern” MO’s in all of Douglas County or connecting jurisdictions where there is a direct link to Douglas County.
- Colorado Bureau of Investigation (CBI) - State crime lab for the forensic processing of criminal evidence

The police department currently has Intergovernmental Agreements (IGA) signed with the Lone Tree Police Department to provide services for their department in the following areas:

- Communications Center
- Crime Scene Processing
- Property and Evidence Management
- Emergency Preparedness
ORGANIZATIONAL STRUCTURE

The Parker Police Department distributes its personnel to provide several key services:

- Patrol Officers
- Communications/dispatch services
- Crime Analysis
- Crime Prevention
- Crime Scene unit
- Criminal investigations
- Emergency management
- K-9 Unit
- Motorcycle Unit
- Mounted Patrol Unit
- Community Services
  - Animal Services
  - Code Enforcement
- Office of Professional Standards
- Bicycle Patrol Unit
- Police records services
- Property and evidence control
- Public information
- School Resource Officers
- Traffic enforcement and safety
- Training, education and professional development
- Victim services
Support Services

Communications Section - The Communications Section handles all emergency (911) calls and non-emergency calls for both the Parker Police Department, along with the Lone Tree Police Department. Each employee is trained to be both a call taker and a dispatcher. The call-taker position handles the telephone calls, both emergent and non-emergent from the public, other law enforcement agencies, from our officers and many others. The dispatcher position is the person who handles the radio and the call assignment and dispatching of the calls to the officer. This position is often a high pressure one during emergencies. Each dispatcher is responsible for all routine radio work in the Town of Parker and the City of Lone Tree, including call dispatching and ordering of certain auxiliary services such as tow trucks, animal services and other needed services. In addition to the initial dispatching of calls, dispatchers are responsible for routinely receiving and logging arrivals at calls and logging clearances from calls. Short-term and long-term goals and objectives have been identified so intentions and priorities can be turned into measurable performance. It is important members of the division understand the goals so everyone can work together to assist in achieving them. Specific to this area include the following:

- Identify training topics to include providing additional emergency management functions and programs to the division.
- Maintain CALEA accreditation for the Communications Division.
- Maintain the Standard Operating Procedure (SOP) Manual and Communications Training Officer (CTO) Training Manual to ensure proper procedures are outlined and current.
- Effective communication- Working in a 24/7 environment can create challenges with communication. This goal requires the assistance of all members of the division.

Crime Scene/Evidence - The Evidence Section of the Parker Police Department is comprised of four full-time staff members and a supervisor. They ensure prompt and accurate entry of property and evidence and manage all evidence and property in order to preserve the integrity of the evidence for the officers and the court. This service is not only provided to the Town of Parker, but also the city of Lone Tree through an Intergovernmental Agreement. Seized property stored by the Evidence Section comes in many shapes and sizes. Items can be as small as a human hair or as large as an SUV. The inventory includes guns, clothing, blood, furniture, vehicles, drugs, money and jewelry. The Evidence Section staff ensures all 59,000 items housed in the Evidence Section are preserved from the time submitted, through the investigation and analysis, to the time returned to owner or disposal. Evidence Section personnel are on call 24 hours a day and respond to process crime scenes both in the Town of Parker as well as the City of Lone Tree. They also assist officers in the transport and packaging of evidence.

Records - The Records Section is responsible for distributing all police reports and maintaining all police reports by the Parker Police Department.
Investigations

The Investigations Division is comprised of eight detectives who start their law enforcement careers as uniformed patrol officers and are assigned to Investigations based upon their knowledge, experience and investigative ability. Detectives are responsible for:

- locating and interviewing victims and witnesses
- locating, identifying and preserving physical evidence
- recovering stolen property
- identifying, locating, interviewing and arresting criminal suspects
- presenting criminal cases to the District Attorney’s Office for prosecution

Victim Services - The Victim Services Program is an integral part of the Parker Police Department and assists victims of crime and surviving families in cases of death, domestic violence, sexual assault and other crimes. Emotional support is provided, as well as information regarding available long-term support services. This section provides 24-hour crisis response.

This division also has a specially-trained staff member who conducts crime analysis.

Patrol

The Police Department Patrol Division is the most visible element of the Parker Police Department. All patrol officers are responsible for answering calls, addressing domestic and civil disputes, and apprehending criminal offenders, as well as taking on a myriad of other duties. The Patrol Division is staffed 24/7 year-round. The department has one full-time officer assigned to the traffic unit. The Patrol Division also includes the K-9 Unit, the Mounted Patrol Unit and the Research and Development Section.

- The Research and Development Section is responsible for providing recommendations on technology and equipment needs which will improve present systems, cut costs in the long run and keep operations up to date. The research and development mission is to identify the questions and/or problems that arise within the department, as well as anticipate capital improvements that may be necessary. The researcher collects and compiles data of a law enforcement nature. After the data is collected, analyzed and examined, the findings are shared and the information is put together in a readable form which is the last step in this timely process. Grants acquisitions, management and daily accountability are part of the assigned duties.

Emergency Management - The Emergency Management function falls under the umbrella of the Police Department. In 2010, the Town of Parker completed their Emergency Operations Plan (EOP). This plan is FEMA/NIMS compliant and follows a functionality format with annexes which are department specific and appendices which are disaster specific. The Police Department also oversaw the completion of the Town’s Continuity of Operations Plan (COOP), ensuring minimal disruption will occur to Town operations in the event of an emergency.

Community Services - Community Services oversees the operations of Code Enforcement and Animal Services.
Office of Professional Standards

The Office of Professional Standards oversees the functions of Accreditation, Background Investigations, Internal Affairs, Public Relations, Community Outreach and Training. This division is vital to the basic operations of the Police Department.

• **Internal Affairs** - The Internal Affairs Section's mission is to provide honesty and accountability to the citizens we serve. The Internal Affairs Section ensures that each complaint, handled at either the division level or through an Internal Affairs investigation, receives the same treatment and quality of investigation. A statistical review is conducted to address whether additional training may be necessary. It is only through these actions that we will continue to maintain the public's trust. The members of the Police Department strive daily to provide you, a citizen of the Town of Parker, with professional and courteous service delivered in a prompt manner.

• **Accreditation** - The Parker Police Department was the first law enforcement agency in the nation to be awarded with the following four accreditations: Commission on Accreditation for Law Enforcement Agencies (CALEA) Law enforcement, CALEA Public Safety Communications, International Association for Property and Evidence (IAPE) and State accredited through the Colorado Association of Chief's of Police. The department began the process of National Accreditation through CALEA in September of 2009 and completed its first re-accreditation process in November of 2015. In 2015, we were awarded CALEA's Public Safety Communications Accreditation. The purpose of CALEA's accreditation programs is to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence. The law enforcement accreditation requires the Department is in compliance with CALEA's 380 mandatory policing standards, as well as 54 optional standards. We were awarded accreditation for our evidence management operations by the IAPE in 2014 and reaccredited in 2017. Re-accreditation through CALEA for Law Enforcement and Communications was assessed in the fall of 2018 and we are scheduled to receive reaccreditation in May of 2019.

• **Public Relations** - Public Relations staff is responsible for the communication with community stakeholders as well as the media. They also handle social media messaging, public safety information and internal communications.

• **Background Investigations** - A career with the Parker Police Department is a commitment of service to the citizens of Parker. The background investigation efforts require professional management and attention to ensure the agency hires quality staff for the community.

• **Community Outreach** - Community Outreach engages the community in educational programs and develops partnerships through events like Shop with a Cop, Coffee with a Cop, Scout Night and Citizen's Police Academy.
Police Policy and Procedure Manual/Standard Operating Procedures

Within the police department, several manuals and reference materials provide guidance and direction to operational standards. Police members are regularly trained and tested based on this information. Adherence to these guidelines is essential to reduce liability for the department and its members. Legal update training is also provided to members on a yearly basis to ensure they have knowledge of any change in Colorado laws. This is just an example of some of the manuals that are available to members of the organization:

- Communications Standard Operating Procedure and Training Manual
- Investigations Standard Operating Procedure Manual
- Patrol Standard Operating Procedure Manual
- Police Policy and Procedure Manual
- Police Training Officer Program Manual
- Records Standard Operating Procedure and Training Manual
- Town of Parker Personnel Manual
- Victim Services Standard Operating Procedure Manual
- Volunteer Training Manual
- Evidence Standard Operating Procedure Manual
- Town of Parker Operations Manual
- Police Explorers Standard Operating Procedure Manual
- Animal Services Standard Operating Manual
Staffing

In 2015 the department conducted a patrol staffing and deployment plan. Research was conducted to ensure the number of patrol officers were working the right times and shifts based upon call load. The Investigations Division assigns a priority rating based upon the gravity of offense, probability of solution and urgency of action prior to assigning cases to detectives. Both additions maximize the department’s resources to promote a more effective outcome. Below is a look at the summary of our Staffing Projections Report for 2020-2025. The full report is available on our website: www.parkerpolice.org.

Growth Potential

The growth potential for the Town of Parker, specific to the selected change factors in this report are as follows:

<table>
<thead>
<tr>
<th>Change Factors</th>
<th>5 Year %</th>
<th>10 Year %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calls For Service</td>
<td>28.2%</td>
<td>-</td>
</tr>
<tr>
<td>Traffic Trips/day</td>
<td>10.0%</td>
<td>21.0%</td>
</tr>
<tr>
<td>Population</td>
<td>14.1%</td>
<td>22.5%</td>
</tr>
<tr>
<td>Housing units</td>
<td>8.5%</td>
<td>17.7%</td>
</tr>
<tr>
<td>Employment</td>
<td>10.8%</td>
<td>21.3%</td>
</tr>
<tr>
<td>Avg. Parker Road Vehicles/Day</td>
<td>39.1%</td>
<td>46.5%</td>
</tr>
<tr>
<td>Avg. Mainstreet Vehicles/Day</td>
<td>21.0%</td>
<td>30.4%</td>
</tr>
<tr>
<td>Avg. Lincoln Vehicle/Day</td>
<td>9.0%</td>
<td>16.0%</td>
</tr>
<tr>
<td><strong>Average Growth</strong></td>
<td><strong>17.6%</strong></td>
<td><strong>25.0%</strong></td>
</tr>
</tbody>
</table>

The average growth amongst the selected change factors is 17.6% in 5 years, and 25% in 10 years.
Growth Potential (continued)

Utilizing the growth potential summarized on the previous page, the individual sections of the Parker Police Department are potentially affected in a manner outlined in the next chart:

<table>
<thead>
<tr>
<th>Staffing section</th>
<th>Current Staffing FTE's</th>
<th>17.6% 5 Year Growth</th>
<th>25.0% 10 Year Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistants</td>
<td>3</td>
<td>0.5</td>
<td>0.8</td>
</tr>
<tr>
<td>Animal Services</td>
<td>2</td>
<td>0.4</td>
<td>0.5</td>
</tr>
<tr>
<td>Backgrounds</td>
<td>1</td>
<td>0.2</td>
<td>0.3</td>
</tr>
<tr>
<td>Captains*</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Communications</td>
<td>17</td>
<td>3.0</td>
<td>4.3</td>
</tr>
<tr>
<td>Crime Analysis</td>
<td>1</td>
<td>0.2</td>
<td>0.3</td>
</tr>
<tr>
<td>Deputy Chief*</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Detective Sergeants</td>
<td>2</td>
<td>0.4</td>
<td>0.5</td>
</tr>
<tr>
<td>Detectives</td>
<td>7</td>
<td>1.2</td>
<td>1.8</td>
</tr>
<tr>
<td>Evidence Staff</td>
<td>3</td>
<td>0.5</td>
<td>0.8</td>
</tr>
<tr>
<td>Fleet</td>
<td>1</td>
<td>0.2</td>
<td>0.3</td>
</tr>
<tr>
<td>Lieutenants*</td>
<td>4</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Patrol Officers</td>
<td>34</td>
<td>6.0</td>
<td>8.5</td>
</tr>
<tr>
<td>Patrol Sergeants</td>
<td>7</td>
<td>1.2</td>
<td>1.8</td>
</tr>
<tr>
<td>Professional Standards</td>
<td>6.5</td>
<td>1.1</td>
<td>1.6</td>
</tr>
<tr>
<td>Records Staff</td>
<td>4</td>
<td>0.7</td>
<td>1.0</td>
</tr>
<tr>
<td>Report Technicians</td>
<td>2.5</td>
<td>0.4</td>
<td>0.6</td>
</tr>
<tr>
<td>School Officers</td>
<td>4</td>
<td>0.7</td>
<td>1.0</td>
</tr>
<tr>
<td>Task Force</td>
<td>2</td>
<td>0.4</td>
<td>0.5</td>
</tr>
<tr>
<td>Victim Services</td>
<td>1.5</td>
<td>0.3</td>
<td>0.4</td>
</tr>
</tbody>
</table>

*Projections possible with growth and a consideration of an organizational re-structure

* On July 2, 2016, the positions of Captain and Lieutenant were reclassified as Commanders.
Officers Per Thousand Chart - Cities/Towns in Denver-Metro Area

<table>
<thead>
<tr>
<th>City</th>
<th>Population</th>
<th>Total Law Enforcement Employees</th>
<th>Total Officers</th>
<th>Total Civilians</th>
<th>Officers per Thousand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenwood Village</td>
<td>16067</td>
<td>83</td>
<td>62</td>
<td>21</td>
<td>3.86</td>
</tr>
<tr>
<td>Lone Tree</td>
<td>13638</td>
<td>57</td>
<td>49</td>
<td>8</td>
<td>3.59</td>
</tr>
<tr>
<td>Cherry Hills Village</td>
<td>6585</td>
<td>27</td>
<td>27</td>
<td>5</td>
<td>3.29</td>
</tr>
<tr>
<td>Wheat Ridge</td>
<td>31567</td>
<td>109</td>
<td>75</td>
<td>28</td>
<td>2.38</td>
</tr>
<tr>
<td>Englewood</td>
<td>34709</td>
<td>65</td>
<td>45</td>
<td>21</td>
<td>2.15</td>
</tr>
<tr>
<td>Golden</td>
<td>20948</td>
<td>65</td>
<td>45</td>
<td>21</td>
<td>2.15</td>
</tr>
<tr>
<td>Denver</td>
<td>706616</td>
<td>1774</td>
<td>1479</td>
<td>295</td>
<td>2.09</td>
</tr>
<tr>
<td>Lakewood</td>
<td>155344</td>
<td>432</td>
<td>279</td>
<td>153</td>
<td>1.78</td>
</tr>
<tr>
<td>Aurora</td>
<td>363018</td>
<td>804</td>
<td>649</td>
<td>155</td>
<td>1.76</td>
</tr>
<tr>
<td>Brighton</td>
<td>39039</td>
<td>71</td>
<td>62</td>
<td>25</td>
<td>1.69</td>
</tr>
<tr>
<td>Westminster</td>
<td>115155</td>
<td>265</td>
<td>190</td>
<td>75</td>
<td>1.65</td>
</tr>
<tr>
<td>Northglen</td>
<td>39520</td>
<td>79</td>
<td>64</td>
<td>15</td>
<td>1.62</td>
</tr>
<tr>
<td>Louisville</td>
<td>21224</td>
<td>39</td>
<td>34</td>
<td>5</td>
<td>1.60</td>
</tr>
<tr>
<td>Thornton</td>
<td>139825</td>
<td>287</td>
<td>218</td>
<td>69</td>
<td>1.56</td>
</tr>
<tr>
<td>Boulder</td>
<td>109722</td>
<td>261</td>
<td>171</td>
<td>90</td>
<td>1.56</td>
</tr>
<tr>
<td>Commerce City</td>
<td>56469</td>
<td>118</td>
<td>88</td>
<td>30</td>
<td>1.56</td>
</tr>
<tr>
<td>Broomfield</td>
<td>68158</td>
<td>209</td>
<td>104</td>
<td>105</td>
<td>1.53</td>
</tr>
<tr>
<td>Littleton</td>
<td>47112</td>
<td>94</td>
<td>70</td>
<td>24</td>
<td>1.49</td>
</tr>
<tr>
<td>Arvada</td>
<td>119346</td>
<td>233</td>
<td>175</td>
<td>57</td>
<td>1.47</td>
</tr>
<tr>
<td>Lafayette</td>
<td>27360</td>
<td>45</td>
<td>39</td>
<td>6</td>
<td>1.42</td>
</tr>
<tr>
<td>Parker</td>
<td>52179</td>
<td>118</td>
<td>72</td>
<td>46</td>
<td>1.38</td>
</tr>
<tr>
<td>Castle Rock</td>
<td>59337</td>
<td>99</td>
<td>72</td>
<td>27</td>
<td>1.21</td>
</tr>
</tbody>
</table>

Statistics are from the FBI Crime in the United States Report, 2017

Employee Training and Development

The Police Department places high value on the training of our sworn officers and civilian employees to maintain a superior level of competency in serving the residents of the Town of Parker.

To sustain an officer’s skill level and prepare them for the unpredictable environment in which he/she works, a commissioned officer attends an average of 130 hours of in-service training annually. This training includes crisis intervention team, defensive tactics, driving, emergency medical treatment, firearms and technology updates. Additionally, officers and detectives have the opportunity to attend various other trainings to develop their skills for specialized disciplines and assignments.

Civilian employees receive initial on-the-job training specific to the particular position for which they were hired. These areas include emergency 911 communications, records management, evidence collection and management, customer service, administrative services, victim assistance and professional standards. Civilian employees receive an average of 42 hours of training per year to increase knowledge and expertise in communication skills, crisis intervention, technology updates and various other disciplines pertaining to their respective positions.
**Strengths, Weaknesses, Opportunities and Threats (SWOT)**

The Parker Police Department is extremely fortunate to operate within a community where public safety is strongly supported by our citizens. We continue to work very closely with the community to assure the safety of everyone who lives, works or visits the Town of Parker. As a result, we have built a strong collaboration between the police and the community through mutual respect and dedication to maintaining the quality of life in the Town. As an urban community, we must work closely with other agencies in surrounding communities. Throughout the years, the police department has formed many collaborative relationships with other law enforcement agencies which not only share information and resources, but also work to address problems from a broader perspective. Finally the strength of any service organization is dependent upon the quality of service it provides. The Parker Police Department has a history of innovation and professionalism which continues today. On countless occasions our department has been propelled to the forefront by other agencies asking how we do things. Our community, employees shared vision with other law enforcement professionals and commitment to ethical service delivery is our strength for the future.

To prepare for the continued successes of the police department, we must continually evaluate our weaknesses and institute appropriate countermeasures. One area of concern is ensuring we continue to attract new police officer applicants to fill future vacancies. Population growth will require new positions in the sworn and non-sworn staff. Plus for future planning, we must institute a succession plan that selects, trains and prepares employees to accept positions of increased responsibility. To effectively manage all the new resources for future needs, the police department must evaluate its current structure and make necessary modifications. Additionally, the face of crime continually changes. We will likely face criminal events involving increased levels of violence, use of computer and technology targeting the elderly or new demographic populations throughout the Town. The police department must identify and reduce these emerging crime and disorder trends through our prevention efforts in concert with a fully informed public. To create effective change in the department, it must begin from the top down and be clearly communicated throughout the organization. Organizational change can be difficult, even with proper understanding of the department culture. Therefore, it is paramount that everyone knows about the change understanding the department will continue with a philosophy of incessant improvement.

![SWOT Analysis Framework](image-url)
## Business Planning Process and Framework - SWOT Analysis

### Strengths
Attributes of the person or organization that are helpful to achieving the objective

- Well Trained, Professional, Dedicated Employees
- Equipment - State-of-the-Art
- Training Opportunities:
  - Specialized, Professional Development
- Department Management – Open Door Policy
- Quality of Work Product
- Website/Public Messaging
- Police Facility
- Learning Organization
- Technology and Communication Systems
- Forward Thinking Organization
- Response to Mental Health Issues

### Weaknesses
Attributes of the person or organization that are harmful to achieving the objective

- Small Town Mentality
- Volunteer Roles/Training and Experience
- Shift Minimums/Staffing Levels
- Difficulty in Recruiting Diverse Demographics
- Working Knowledge of Other Agency Positions (Cross Training)
- Sustainability of Technology (Technical Restraints)
- Staff Retention and Recruitment

### Opportunities
External conditions that are helpful to achieving the objective

- Model Organization as a Business
  - Accountability, Expectations, Services
- Training
- Collaboration With Other Agencies
- Town Council Support
- Business Plan/Process on-going/fluid development
- Engaged and Supportive Community
- Nexgen 911
- Transparency
- Surveys and Community Feedback
- Technology Advances
- Body Worn Cameras

### Threats
External conditions which could do damage to the objective

- Heroin Epidemic
- Political Influence
- Small Town Mentality
- Lack of Qualified Candidates
- Impact of Media and Public Relations
- Growth
- Economy – Low Sales Tax Growth
- Terrorists Attacks
- Liability Associated with Law Enforcement
Strategic Goals and Management Priorities

The Parker Police Department plays an integral role in the implementation of the Town of Parker strategic priorities. All police services provided, promote, support or contribute in one way or another to the Town of Parker organizational priorities.

In pursuit of its mission, the Police Department sets continuing goals to include long-term and operational objectives, which include a commitment to:

- Provide the public with reasonable and efficient access to public services
- Allocate personnel to obtain maximum utilization of its human resources to meet identified needs
- Maintain a proactive approach toward crime and disorder
- Maintain flexibility in its strategies toward crime and disorder so that the changing needs of the community may be met
- Identify criminal activity and act to resolve it
- Maintain a positive interaction with the public and a high degree of visibility within the community
- Educate the public to the community’s role and responsibility in the prevention, detection and resolution of crime and disorder
- Promote public confidence in the law enforcement function through transparency, procedural justice and police legitimacy
- Utilize effective police-community partnerships to resolve problems collaboratively
- Develop and maintain ethical and professional standards of conduct and operation

The Parker Police Department goals will set guidance and direction for the members of the organization. The outlined goals will follow the SMARTER criteria (Specific, Measurable, Attainable, Realistic, Time Bound, Extending Capabilities and Rewarding). This will ensure the progress of achieving the goals for the organization and its employees, while allowing provisions for review and revision as needed.

The 2016 – 2020 strategic goals will be reviewed on an annual basis to track progress, and if necessary, reassess the strategies.
DEPARTMENT GOALS FOR 2016-2020

1. **Enhance Employee Development, Retention and Career Development**
   As economic conditions challenge local government to do more with less, our staff is called upon to demonstrate greater innovation, efficiency and resourcefulness. By providing our team with the tools, education and incentives to develop their skill sets, our agency provides our employees with the opportunities to enhance their performance and therefore be successful in their jobs. In addition, Command Staff and Supervisors work with all employees on a yearly basis to look at his or her career goals, skills needed, knowledge and experience to create a plan that will allow employees to achieve their desired career success. Maintaining a well-trained and well-equipped workforce not only ensures the highest level of community service, it also attracts the highest-quality candidates for future employment as the Department expands. With such growth comes the opportunity for career advancement and promotion, and the responsibility to train the next generation of supervisory staff.

2. **Successful National Re-Accreditation (CALEA)**
   The police department became accredited through CALEA (Commission on Accreditation for Law Enforcement Agencies) in the Spring of 2013. The purpose of CALEA's accreditation program is to improve the delivery of public safety services, primarily by: maintaining a body of standards developed by public safety practitioners covering a wide range of up-to-date public safety initiatives, establishing and administering an accreditation process and recognizing professional excellence.

3. **Sustaining of Successful Emergency Preparedness with Lone Tree IGA**
   The Town of Parker takes an aggressive and proactive role when it comes to emergency preparedness for its citizens and employees. The Town maintains an Intergovernmental Agreement (IGA) with the City of Lone Tree for emergency preparedness. In 2015, an Emergency Management Coordinator was hired to equally divide time between the two agencies. This shared position strives to protect the community by coordinating and integrating all activities necessary to build, sustain and improve the capability to mitigate against, prepare for, respond to and recover from extraordinary incidents. Through additional preparedness training the program seeks to promote safer, less vulnerable communities with the capacity to cope with hazards and disasters.

4. **Enhance Citizen Engagement**
   The Parker Police Department will continue to enhance citizen engagement through volunteerism, procedural justice, public education and public perception along with transparency. We will focus on acting legally and ethically according to professional and community standards. We will interact with all community members in a professional manner, as this interaction is paramount in continuing to build trust in our community. We will strive to be a model for other law enforcement agencies in our approach to community policing in the 21st century.

5. **Research and Development of Emerging Law Enforcement Technology**
   The Parker Police Department is committed to researching, obtaining and utilizing the latest technology available to efficiently serve the community. Technology is a valuable tool in the department’s daily operations and is a critical tool in meeting today’s ever changing environment. Technology however, presents many challenges to law enforcement when it is 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.
<table>
<thead>
<tr>
<th>Core Value</th>
<th>Objective</th>
<th>Action Steps</th>
<th>Measurement</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Customer Service</td>
<td>Enhance Employee Hiring, Development, Retention and Career Pathing</td>
<td><strong>Action Steps:</strong> Providing a positive and supportive working environment; Ongoing employee training and development opportunities</td>
<td><strong>Measurement:</strong> One-on-one with staff members</td>
<td>2016 - 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Clear expectations and excellent communication; Clear communication implemented from the top down and reciprocated from the bottom up</td>
<td><strong>Measurement:</strong> Accreditation committee One-on-one with staff members</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Providing an environment to sustain organizational change; Creating a positive atmosphere for staff to provide suggestions on changes and an avenue to outline concerns</td>
<td><strong>Measurement:</strong> Staff feedback Attendance at training</td>
<td>2016 - 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide ongoing training to citizens regarding emergency preparedness; Identify opportunities for citizens to become more involved in emergency preparedness efforts</td>
<td><strong>Measurement:</strong> Provide training opportunities to staff; Organize training exercises</td>
<td>2016 - 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Offer additional volunteer training and development opportunities</td>
<td><strong>Measurement:</strong> Provide recognition for volunteers</td>
<td>2016 - 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enhance Citizen Engagement - Law Enforcement Communications (VAPF)</td>
<td><strong>Measurement:</strong> Public Education and Outreach</td>
<td>2016 - 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Development and Sustaining Successful Emergency Preparedness with Lone Tree IG</td>
<td><strong>Measurement:</strong> Public Education and Outreach</td>
<td>2016 - 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enhance Citizen Engagement - Volunteering</td>
<td><strong>Measurement:</strong> Public Education and Outreach</td>
<td>2016 - 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enhance Citizen Engagement - Procedure Justice</td>
<td><strong>Measurement:</strong> Public Education and Outreach</td>
<td>2016 - 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enhance Citizen Engagement - Transparency</td>
<td><strong>Measurement:</strong> Public Education and Outreach</td>
<td>2016 - 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Enhance Citizen Engagement - Emerging Technology</td>
<td><strong>Measurement:</strong> Public Education and Outreach</td>
<td>2016 - 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Research and Development of Emerging Citizen Engagement Technology</td>
<td><strong>Measurement:</strong> Public Education and Outreach</td>
<td>2016 - 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Initiate a Culture of Higher Collaboration</td>
<td><strong>Measurement:</strong> Public Education and Outreach</td>
<td>2016 - 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase Employee Engagement</td>
<td><strong>Measurement:</strong> Public Education and Outreach</td>
<td>2016 - 2020</td>
</tr>
</tbody>
</table>
SUMMARY OF IDENTIFIED GAPS

1. **Enhance Employee Development and Retention**
   The Parker Police Department will need to remain proactive in the recruiting and hiring of qualified employees and then ensure a positive learning environment is in place to develop and retain members of the organization. New employees will need training necessary to develop knowledge and skills required to be effective in their job. Over the next several years the police department may experience vacancies in supervisory, management and other highly skilled positions. To prepare for this possibility the police department must establish a succession plan and provide employees career development opportunities, allowing them to accept these roles in the future.

2. **National Accreditation (CALEA)**
   As the department maintains national accreditation, we will hold ourselves to national standards which will continue to provide professional policing for community members. Continually improving policies and procedures is necessary to ensure the department is providing the most efficient and effective service to those who live, work and visit the Town of Parker.

3. **Emergency Management**
   The Police Department oversees the auspices of emergency management. Success requires partnerships be established with all surrounding jurisdictions, to include the State. The department is taking a proactive step in community education and preparedness so in the event a disaster strikes the Town, minimal disruption of essential services will be seen.

4. **Further Opportunities and Training for Volunteers**
   Volunteers are a very important resource for a police department. The ability to have trained people willing to work together for the betterment of the organization is a valuable resource. The department has police explorers who can be used during special events such as parades, festivals and traffic control. The department also supports the VIPS (Volunteers in Police Services) program which trains volunteers in the community who have successfully completed a background and the police department citizen academy, to assist the department in other law enforcement services. The department continues to advertise and recruit qualified individuals to assist in volunteer positions making the department more efficient and effective in achieving its mission. Community involvement and support are two vital elements in the operation of any law enforcement agency. A successful volunteer Program made up of citizen volunteers from within the community stands as a symbol of the Parker Police Department’s commitment to partnership and teamwork in combating crime.

5. **Actively Adapt Our Delivery of Core Business/Operational Responsibilities to Meet the Challenging Dynamics of Crime and Disorder**
   We have also spent considerable time defining our core business activities. These core business activities accurately depict what we are passionate about; ensuring safety, security and quality of life to those who live, work and visit the Town of Parker. Furthermore, this is what we strive to be the best at providing. In the 2035 Master Plan Survey for the Town of Parker (Updated in December of 2018), 96% of residents have an overall feeling of safety. This is a direct impact of the services our department provides and will continue to provide for years to come.
SUMMARY OF IDENTIFIED GAPS (continued)

6. Crisis Intervention Team Training for all Commissioned Members

Crisis Intervention Team (CIT) training is a model for community policing that brings together law enforcement, mental health providers, hospital emergency departments and individuals with mental illness and their families to improve responses to people in crisis. CIT programs enhance communication, identify mental health resources for assisting people in crisis and ensure that officers get the training and support that they need. The week-long certification course is offered through the National Alliance on Mental Illness. The Department currently has 100% of its first responders certified in the CIT program and has been recognized by the International Association of Chiefs of Police One Mind Campaign.

7. Utilize Effective Communication Tools to Provide Timely, Accurate and Accessible Information

The department currently has several tools available to assist with public notifications. The department utilizes various media outlets to include brochures, email notifications, the police department website and social media such as Facebook, Twitter and Nextdoor to assist the department in notifications to citizens. Facebook allows us to relay information more in-depth and allows us to showcase many of the positive things our officers do on a daily basis that go beyond the normal scope of a police officer's duties. Showing the many activities our officers do throughout the community lets Parker residents know that our officers care. Twitter acts as a news feed where the department can broadcast what is going on and more importantly what the public can do to assist. This enables us to get timely and accurate information to residents. Social media is also an important tool during an emergency to ensure accurate information is being sent out and prevent the spreading of inaccurate information. The department implemented Nextdoor in 2015. Nextdoor allows us to communicate with individuals in specific neighborhoods with targeted messages. Using these three social media tools allows us to differentiate our messages and use a layered approach to try and reach the maximum number of Parker residents. We have developed our own public service announcements and post our press conferences in their entirety for residents to see. We will continue to monitor new and emerging trends in social media communications, as well as the effectiveness of our current social media platforms, to determine if we need to begin using new platforms.

Lastly, the economic stability of the Town is dependent upon its ability to grow new and existing businesses. To maintain Parker as one of the safest towns in the United States, the police department must continually identify problem areas and dedicate the resources necessary to reduce/eliminate crime and disorder. To offset costs and to remain fiscally viable, the police department will pursue new grant monies and engage in combined service partnerships. Over the past several years, grant funds for law enforcement activities have focused on terrorism and homeland security. While extremely important, other law enforcement grant initiatives have experienced funding cuts.
OVERALL SUMMARY

The Parker Police Department is a Learning organization and never rests on its laurels. It studies and analyzes what works and what doesn’t, acknowledges, and more importantly, learns from its mistakes and humbly celebrates successes. The Parker Police Department benchmarks best practices, never assuming we are already “the best.” The department differentiates between mistakes of the head (improper training, lack of experience, etc.) and heart (mistakes that involve spirit and attitudes).

The Parker Police Department is also a Humanizing organization - one that facilitates the sense of safety throughout the community. It gives equal access to all people for its services and particular sensitivity and outreach to the underrepresented and disenfranchised members of the community. Police Officers are public servants to the weakest and more vulnerable and the underrepresented.

The Parker Police Department is Committed to working with other Town departments, businesses and citizens in continuing to build a great community, as we endeavor to set the standard in policing. The Parker Police Department has always selected, trained and hired some of the best employees in the workforce. We will continue to make this a priority as outlined in our goals. The quality of services we provide to the public is dependent on the quality of our employee body.

In conclusion, we are confident that the goals and strategies contained in this Business Plan will provide the basis for continued improvements to the delivery of police services to the Town of Parker community. We are committed to on-going review and adjustment of our Plan to meet the needs of the citizens and staff. Through our collective commitment and continued partnerships, we will continue to move ever closer to achieving our Vision (what we have outlined). Recognizing that our strength stems from our partnership with all members of our community, we envision an organization structured to meet the ever-changing needs of our citizens and our professions.