



2024 - 2028

FIRESTONE POLICE DEPARTMENT

STRATEGIC PLAN

INTRODUCTION FROM CHIEF ANGELO



I am excited to introduce our new 2024-2028 Strategic Plan. This plan builds on our previous efforts and emphasizes key themes such as community engagement, employee development, recruitment and retention, employee wellness, technological advancement, and crime prevention – initiatives we aim to keep at the forefront of our mission and vision.

Our new initiatives focus on enhancing communication, improving operational efficiency, and fostering organizational growth and accreditation.

This strategic plan was developed collaboratively, with many members of our department dedicating their time and expertise to shape our goals and objectives.

I encourage you to explore our new plan, which will serve as our roadmap for the coming years.

Our accomplishments would not have been possible without the unwavering support of our Mayor, Board, Town Manager, and YOU—our community.

I am deeply grateful for the trust you have placed in us. I take great pride in our accomplishments and look forward to the future of the Firestone Police Department and serving the needs of our community.

Thank you for your continued support.

A handwritten signature in black ink that reads "David Angelo". The signature is written in a cursive, flowing style.

David Angelo

Chief of Police

1. COMMUNITY ENGAGEMENT & SATISFACTION



STRATEGIC FOCUS STATEMENT

Foster strong community relationships and enhance public trust through proactive engagement focusing on enhancing the quality of life for our residents.

OBJECTIVES

- ❑ **Neighborhood Outreach Programs:** Develop and organize new community outreach events reinforcing community interaction, engagement, and visibility.
- ❑ **Community Feedback:** Implement biennial town-wide surveys to obtain community feedback on the Firestone Police Department's professionalism, customer service, trust, and overall satisfaction of the police department with the goal of addressing areas of concern.
- ❑ **Youth Engagement:** Develop and organize police-led programs to reduce the social distance and enhance trust between our youth and our police department. (police-led sports activities, educational workshops, and school resource officer initiatives).

2. CRIME PREVENTION & COMMUNITY SAFETY



STRATEGIC FOCUS STATEMENT

Implement proactive measures to reduce crime and ensure community safety through collaborative partnerships and evidence-based strategies.

OBJECTIVES

- Crime Prevention Programs:** Develop and promote programs focused on crime prevention utilizing the principle of Crime Prevention Through Environmental Design (CPTED) and other educational campaigns.
- Traffic Safety Initiatives:** Increase traffic patrols, launch safety campaigns, and strengthen the enforcement of traffic laws to reduce accidents and improve road safety.
- Emergency Preparedness:** Conduct regular training and simulations for various emergency scenarios to ensure readiness and effective response.
- Grants:** Actively pursue grants to support innovative projects, necessary upgrades, and personnel to effectively address crime and community safety.

3. COMMUNICATIONS



STRATEGIC FOCUS STATEMENT

Deliver relevant, transparent, and responsive communications to enhance public trust, support police operations, and ensure community safety.

OBJECTIVES

- Community Partnership:** Post crime bulletins to solicit suspect identification and post notifications regarding crime trends to increase awareness to assist in reducing criminal and traffic related issues.
- Department Statistics:** Provide quarterly crime statistics to keep the community informed of crime in our town.
- Improve Police Department Social Media Content:** Showcase different department job functions by featuring video clips from patrol, investigations, property and evidence, SWAT, the traffic accident team, and records.
- Safety Videos:** Create and release video safety messages featuring department members to educate the public on how to avoid becoming victims of various crimes.

4. RECRUITING & RETENTION



STRATEGIC FOCUS STATEMENT

Attract and retain a diverse, talented, and dedicated individuals to serve as law enforcement professionals for the Firestone Police Department.

OBJECTIVES

- Recruiting Video:** Create an engaging and impactful recruiting video that reflects our department's values and commitment to excellence and appeals to the new generation of recruits.
- Web Page:** Create an engaging and informative recruitment web page that serves as a comprehensive online platform to attract high quality candidates to the department.
- Incentive Pay:** Collaborate with Human Resources to develop a strategic incentive pay program that recognizes and rewards exceptional performance and specialized skills, aiming to boost morale, improve retention rates, and enhance overall department effectiveness.
- Salary Survey:** Work with Human Resources department and the Town Manager to continue to maintain a competitive compensation plan.
- Police Recruit Program:** Continue to advance our Police Officer Recruit Program to identify and attract qualified candidates for enrollment in a POST-certified police academy.
- Wellness Programs:** Implement physical and mental health programs, including counseling services and stress management resources.

5. EMPLOYEE HEALTH & WELLNESS



STRATEGIC FOCUS STATEMENT

Cultivate a culture of resilience and well-being among our officers and civilian staff by prioritizing and supporting their physical, mental and emotional health with the goal of enhancing job satisfaction and strengthening our department's ability to serve and protect the community effectively.

OBJECTIVES

- Collaboration with Mental Health Professionals:** Prioritize department mental health through proactive annual mental health check-ins with a licensed psychologist to provide counseling, therapy, critical incident debriefing, and support services to all department personnel to ensure their emotional and psychological wellness.
- Officer Health Checks:** Continue to partner with CIRSA to conduct biennial advanced cardiac health screenings for sworn personnel to identify serious health concerns prior to the onset of symptoms.
- Ongoing Education and Refreshers:** Officer regular refresher courses and updates on mental health topics and techniques ensuring officers stay informed about new developments in mental health research and best practices.

6. TRAINING & LEADERSHIP DEVELOPMENT



STRATEGIC FOCUS STATEMENT

Invest in continuous professional development and training of all department personnel to cultivate exemplary leadership and fostering continuous professional development through comprehensive training programs.

OBJECTIVES

- Training Programs:** Maintain continuous training in areas such as advanced policing techniques, crisis intervention/de-escalation, cultural competency, peer intervention, and mandated POST training.
- Career Development:** Identify pathways for career advancement, including opportunities for specialization and leadership roles for all ranks within the department.
- First Line Supervisor:** Commitment to send all first line supervisors to the FBI-LEEDA Supervisor Leadership Institute program.
- Command Staff:** Commitment to send all command staff personnel to PERF's Senior Management Institute for Police (SMIP) leadership development training program.

7. ORGANIZATIONAL GROWTH & ACCREDITATION



STRATEGIC FOCUS STATEMENT

Identify, develop, and improve internal systems while providing professional service to the community as the department and community continue to grow to achieve operational excellence by seeking best practices, identifying new staffing positions, and obtain accreditations.

OBJECTIVES

- Records Unit Staffing:** Addition of two full-time Records positions to meet the workload demands to alleviate processing delays and ensure timely and accurate submission of all criminal justice records.
- Police Officer Staffing:** Addition of up to five new police officer positions to meet the future law enforcement needs of the community.
- Sergeant Staffing:** Addition of one new sergeant position to oversee specialized units.
- Traffic Enforcement Unit:** Research the feasibility of adding a traffic enforcement unit to address related traffic safety concerns and enhance roadway safety.
- ALERT Team:** Creation of the Active Law Enforcement Response Team (ALERT) to address crime and quality of life issues in real time by utilizing Flock license plate reader cameras and other department technologies and methods.
- Investigations Staffing:** Create an additional detective position to address the increased workload in investigations.

- **Community Services Staffing:** Evaluate the need and feasibility to add additional Community Service Officers to take non-emergent calls for service and reports.

- **Police Department Accreditation:** Ensure the police department is re-accredited through the Colorado Association of Chiefs of Police (CACCP), continuing our excellence through adherence to established standards, accountability, transparency, and continuous improvement.

- **Property Room Accreditation:** Research, apply, and obtain our accreditation through the International Association for Property & Evidence (IAPE), ensuring that the standards, documentation, procedures and actions adhere to the best practices in property and evidence management.

8. TECHNOLOGY ADVANCEMENT



STRATEGIC FOCUS STATEMENT

Research, identify and implement technology with the focus of increasing operational efficiency and enhancing our ability to serve with excellence, transparency, and professionalism.

OBJECTIVES

- ❑ **Body-Worn Cameras:** Upgrade to the new generation of body worn cameras to maintain and enhance transparency and accountability.
- ❑ **TASER:** Upgrade to the new generation of TASER, enhancing both officer and citizen safety.
- ❑ **Records Management System (RMS):** Research, identify, and implement an advanced Records Management System (RMS) that streamlines workflow processes, automating tasks, customizing workflows, generating analytics, and automating report writing through a single RMS platform.
- ❑ **E-Ticket Writers:** Equip officers with mobile e-ticket devices to increase efficiency and reduce errors.
- ❑ **Online Reporting:** Research the feasibility of implementing an online reporting platform through the police department website.

9. IMPROVE OPERATIONAL EFFICIENCY



STRATEGIC FOCUS STATEMENT

Optimize operational efficiency through data-driven decision-making and continuous process improvement by reducing redundancies, leveraging technology to maximize our effectiveness in crime prevention and community service delivery, ensuring effective and efficient service to our community.

OBJECTIVES

- Process Review and Optimization:** Conduct a comprehensive review of all operational processes to identify inefficiencies, redundancies, and implement improvements.
- Resource Management:** Improve data analytics to optimize the deployment of personnel and resources based on crime trends and community needs.
- Job Review and Consolidation:** Continuously review to optimize job roles and consolidate job duties where feasible.