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# Denver City Council Safety Committee

2.7.2024

# Highlights

- Using data to better inform our operations to reduce response times
- Strategic planning emphasized department-wide to inform how we are meeting targeted outcomes
- Improved transparency internally and externally through a series of communication platforms and feedback loops
- Prevalent benefits of diversity efforts and targeted recruiting

# AUDIT FINDING 1

*The Denver Police Department lacks comprehensive, strategic policies and documented guidance to ensure effective operations.*

# Response

## Strategic Planning

- Department-wide strategic plan
  - Align objectives with measurable target outcomes
- Community policing strategic plan
  - Expand and professionalize community engagement
  - Measurable target outcomes and community perceptions
- Bureau-specific strategic plans

## Staffing Analysis

- Methodology based on Northwestern University School of Police Staff and Command:
  - Balance patrol capacity by workload across place and time
  - Goal staffing target for each district allowing time for proactive policing

## Recruitment

- Rebranded marketing campaign
  - Tailor to community
  - Broadened online presence
- Transparent communication
  - Individualized candidate support
  - Streamlining processes with Civil Service

# AUDIT FINDING 2

*The Denver Police Department does not have effective strategies to understand and address low retention.*

# Response

## Assessment

- Metrics and Feedback
  - Exit interviews
  - Connect with Chief
  - Committees and collectives
  - Mayor's Office survey
  - Reintegration assessment
  - PPA

## Strategy Development

- Strengthened feedback and information sharing loop
  - Internal communication
  - Policy Q&As
- Leadership development
  - Policing Institute
  - Command College
  - Succession planning
- Professional Development Unit
  - Mentoring Program
  - Wellness scoring
  - Training-based discipline

## Diversity & Inclusion

- Committees and collectives
  - Morale Committee
  - Women's Collective
- Education opportunities
  - CBA stipend
- Equity, Diversity, Inclusion Bureau
- Women's Police Academy
- Culture
  - Bystandership
  - Before the Badge, Beyond the Blue

# AUDIT FINDING 3

*The Denver Police Department should improve officers' access to in-house physical therapy and mental health services.*

# Response

## Wellness

- Reorganization
  - PDU absorbed Wellness and Resiliency Unit
- Expansion of programming
  - Physical therapy
  - In-house mental health
  - Substance abuse therapy
  - Trauma therapy

## Information

- Reorganization
  - PDU streamlining Wellness and resiliency information dissemination
- Department of Safety
  - Enhancing internal website

## Evaluation

- Data collection
  - Department of Safety dashboard
  - PDU collecting utilization data



# AUDIT FINDING 4

*The Denver Police Department has inconsistent processes to monitor officers' time worked.*

# Response

## Policy

- New Secondary Employment policy
  - Elimination of cash payment option
  - Greater supervisory oversight

## Assessment

- Wellness dashboard
- Secondary Employment Coordinator

## Oversight

- Streamlined procedures
  - Informed by data and policy

# Questions?

*To ensure long-term success, the department will continue our focus on evidence-based strategies to address public safety, improving the resources and training we provide our officers, and work to build current and cultivate new community partnerships.*