
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.