

BerryDunn Findings and Recommendations

Northglenn Police Department July 22, 2020

Key	 Critical	5	Critical / Priority Recommendations	These recommendations are very important and/or critical and the agency should prioritize these for action.
	 High	13	High / Primary Recommendations	These recommendations are less critical, but they are important and should be prioritized for implementation.
	 Medium	27	Medium / Non-Urgent Recommendations	These recommendations are important and less urgent, but they represent areas of improvement for the agency.

Item	BD Priority	Chapter / Item	Finding	Recommendation	Complete - C In-Progress - IP
1	 Critical	2-3	The NPD has had several operational challenges in recent years, which have included the departure of key command-level personnel. The current command staff, which includes two long-term NPD commanders and two commanders who were recently hired externally, have not coalesced, and as a result, the command staff has faced communication, collaboration, and unity of purpose issues.	BerryDunn urges the NPD administration to take steps to develop a unified approach to organizational leadership among the command staff. Note: The NPD has been working on this process during this project. See Appendix D in the Full Report	IP
2	 Critical	2-4	The NPD is in the process of implementing a traffic unit. There is currently no plan in place to describe the functions, strategies, or priorities of this unit, or how the NPD will direct and monitor unit activities and success.	The NPD should prepare a comprehensive traffic safety strategic plan that outlines the issues the department expects this unit to address, the stratification of traffic duties and responsibilities, the overall department-wide response, and identification of performance measures for the traffic unit, including how success will be defined and measured. Note: The NPD has been working on this process during this project. See Appendix D in the Full Report	IP
3	 Critical	2-5	The NPD recently launched a local version of the Start by Believing (SBB) campaign. The department initiated this campaign, in part, due to the perceived need to shift the internal culture within the NPD to one in which victim reports are fully legitimized.	The NPD administration needs to clearly reinforce support for the SBB campaign and a general victim-centered and trauma-informed response by all employees. Note: The NPD has been working on this process during this project. See Appendix D in the Full Report	IP
4	 Critical	4-1	It is not the current practice of the NPD to fully document all family/intimate partner disturbance calls when there is no allegation of criminal activity or assault.	The NPD should require a written report for all possible DV incidents. (DV stands for domestic violence). Note: The NPD has been working on this process during this project. See Appendix D in the Full Report.	IP
5	 Critical	9-1	The NPD currently does not have a clear policy on when or if PIT maneuvers or vehicle pinning are allowed by staff. (PIT stands for pursuit intervention tactics).	It is critical that the NPD draft, communicate, and implement a clear guiding policy on these issues as soon as possible. Note: The NPD completed this process during this project. See Appendix D in the Full Report	C
6	 High	2-1	The department lacks a meaningful department strategic plan supported by strategic communications, training, and community engagement plans.	Utilize a formal and professional strategic planning process to develop a clear and articulable mission, vision, values, and goals and objectives, along with supporting and guiding policing strategies. Develop and implement a department strategic plan that supports department strategies, mission, vision, and values and lays out a course for communicating, supporting, evaluating, and revising that plan. Note: The NPD had initiated a strategic planning process prior to this project, but this was put on hold until this report could be completed. BerryDunn recognizes the NPD has made efforts in this area, and expects those to continue and expand as appropriate, based on the recommendations in this report.	IP

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7	 High	3-1	The current organizational structure of the NPD is not optimized to support department goals.	The NPD should reorganize the operational structure of the department, consistent with the proposed recommended structure developed collaboratively with NPD administration.	
8	 High	4-2	The NPD DV response policy lacks best practices elements and it does not include a lethality assessment provision.	In addition to ensuring full reporting on all DV cases, the NPD also needs to update their domestic violence policy and the associated procedures.	
9	 High	4-5	The patrol work schedule for the NPD is not effectively or efficiently meeting staffing and personnel distribution needs for the department.	The NPD should make revisions to the patrol work schedule to maximize efficiency and distribution of personnel.	
10	 High	5-1	The NPD has a strong community oriented policing (COP) philosophy that has been successful in many ways. However, the NPD does not provide ongoing COP training, lacks a clear explanation of department expectations for COP efforts for officers, and does not track those efforts substantially.	The NPD should build processes, opportunities, and expectations for all members of the NPD to actively support community policing by expecting all team members to engage in active, deliberate, and meaningful relationship-building and problem-solving with the community.	
11	 High	5-4	The NPD has a strong COP foundation, but would benefit from operational reforms developed through a community co-production policing (CCPP) process.	The NPD should formally adopt a CCPP model, and work collaboratively with City leaders and the community to reform police operations and community involvement through this model.	
12	 High	8-1	NPD investigators routinely conduct interviews of juvenile victims.	Change policy to require child advocacy center to perform forensic interviews of all juvenile victims using a multi-disciplinary team approach.	
13	 High	8-2	The Investigations Division does not have formal policies that outline case assignment, monitoring, and expected closure rates. The records management system (RMS) has not been optimally configured to capture, monitor, and assess investigator workloads.	The NPD should develop a set of policies that outline investigator expectations, including case reporting practices and expected case durations. The policy should include monitoring and accountability measures.	
14	 High	9-3	The National Consensus Use of Force policy, and the 8 Can't Wait policies, which are consistent with best practices trends within the industry, include policy elements that are either not addressed, or are minimally addressed in the NPD's use of force policy.	The NPD should review BerryDunn's analysis of the National Consensus Use of Force policy and the 8 Can't Wait policies, in reference to the NPD use of force policies, and consider adding or amending policies, based on that review.	
15	 High	9-4	During conversations and interviews, NPD officers indicated a lack of clarity on various department policies, including those tied to critical operational issues. The NPD does not require annual training on all policies, and there is not a designed process for collaborative policy development.	Sound, up-to-date, and well-understood policy represents the foundation of consistent, defensible policing. NPD should develop plans to ensure all employees have a thorough understanding of policy. Further, the NPD should establish a formal policy development group, comprised of appropriate stakeholders.	
16	 High	10-2	The NPD does not utilize data or intelligence in deliberate or meaningful ways to improve effectiveness or efficiency, and it is not a data-driven organization.	The NPD should formally adopt a data-driven philosophy that is supported by intelligence led policing (ILP). That philosophy should incorporate best practices in data use by police agencies, and should include an operating performance measurement and accountability management system.	
17	 High	11-4	The training supervisor has many duties, and may be overburdened by ancillary tasks and functions.	BerryDunn recommends that the NPD review the details of the job description and core job expectations of training supervisor position and inventory all additional tasks that have accumulated to either that position or the individual currently filling it. If appropriate, the NPD should reassign non-core job duties and ancillary tasks to other positions and individuals.	

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18	 High	12-1	The NPD does not have a recruiting plan that supports a specific and focused effort at recruiting and building diversity within the police department.	The NPD should develop a recruiting plan that outlines the goals and objectives of the NPD in building and maintaining a diverse and quality workforce.	
19	 Medium	2-2	Internal communication is an operational challenge and it has contributed to, and/or magnified many other operational problems for the department.	Develop a communications strategic plan which supports the department strategic plan, and the department mission, vision, values, and internal goals and objectives. Include planning that addresses internal and external communications while focusing on supporting inclusion and collaboration of all employees.	
20	 Medium	2-6	The NPD does not have a formal staff development system that includes coaching, mentoring, or succession planning.	The NPD should develop a set of procedures surrounding personnel development that includes coaching, mentoring, staff development, and succession planning. Note: The NPD completed this process during this project. See Appendix D in the Full Report.	IP
21	 Medium	2-7	The current performance evaluation system is generic and is considered marginally useful at all levels of the NPD organization.	The NPD should engage a collaborative process to evaluate the current performance appraisal system in use, to develop a system that will more closely conform to the needs and desires of the leadership and staff within the department.	
22	 Medium	2-8	The culture and climate survey includes substantive feedback from staff that highlights several areas of concern.	The NPD should review the quantitative and qualitative survey responses and consider any appropriate actions.	
23	 Medium	3-2	Although the NPD has routinely appointed acting sergeants, and recently acting commanders, there is no formal selection process or established standard for this process.	NPD should formalize the policy and process for filling acting positions for all ranks, and ensure that policy is consistent with city human resources policy and the Fair Labor Standards Act (FLSA).	
24	 Medium	3-3	The NPD assigns personnel to the North Metro Drug Task Force (NMDTF), but has no prescribed written guidelines, expectations, or reporting requirements for NPD personnel assigned to this unit.	The NPD should work with the NMDTF to develop a set of performance guidelines, expectations, and reporting processes, to help ensure that NPD personnel are meeting expectations, and that their work with the NMDTF is supporting the overall public safety mission of the NPD.	
25	 Medium	3-4	Converting the animal control unit to a community service officer (CSO) unit would reduce the workload volume for patrol, and shift a certain portion of the workload to non-sworn personnel, resulting in reduced costs for the City.	The NPD should convert and reclassify the duties and job title for the animal control unit to a CSO unit, and add staffing to support patrol operations.	
26	 Medium	3-5	The report writing and review process for incident and arrest reports requires adjustments to improve quality control and ensure author responsibility for the overall quality and contents.	The NPD needs to revise the report writing process to place report quality on the author of the report. The process needs to be modified so that supervisors provide quality assurance, and education and guidance to officers, such that the quality of their reports improves and less errors and need for revisions occur.	
27	 Medium	3-6	Adjusting the schedule of the records department to be staffed 24-hours per day, would save substantial money that the NPD currently pays to Adams County Communications Center (ADCOM) for overnight National Crime Information Center (NCIC) and Colorado Crime Information Center (CCIC) computer monitoring.	The NPD should explore the feasibility of changing the hours of the records unit to cover 24-hours per day.	

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28	 Medium	3-7	Data indicates the NPD is using clearance and closure categories incorrectly.	The NPD should ensure a clear understanding of the protocols for all case clearance and closure classifications, train appropriate personnel on their use, and take steps to apply these uniformly throughout the department.	
29	 Medium	3-8	Specialized and ancillary functions necessary to service delivery have aggregated amongst a few individuals and need to be reviewed for redistribution.	The NPD should inventory, review, and redistribute specialized/ancillary functions in a deliberate, collaborative, and transparent manner.	
30	 Medium	4-3	The call for service (CFS) volumes within the patrol districts are unbalanced, contributing to operational and CFS response issues.	The NPD should examine the patrol districts and revise their structure and the associated personnel allocations.	
31	 Medium	4-4	Numerous units with the NPD that are not assigned primary patrol and CFS responsibilities assume primary CFS duties on a case-by-case basis. This process is referred to as supplanting.	The NPD should establish a supplanting computer aided dispatch (CAD) code that clearly identifies that the CFS response was managed by a non-patrol unit on behalf of the Patrol Division.	
32	 Medium	4-6	Improvements and enhancements to the telephone response unit (TRU)/desk officer and online reporting system will improve operational efficiency for the NPD.	The NPD should take steps to maximize the use of alternative reporting methods, particularly the use of the TRU/desk officer and online reporting systems.	
33	 Medium	4-7	NPD personnel report that a few high-volume apartment complexes account for a great deal of patrol's workload.	Utilize a multi-unit city housing ordinance to address chronic problems at apartment complexes.	
34	 Medium	4-8	NPD does not require patrol officers to contact reporting parties on CFS to inform them of the outcome.	NPD should implement procedures which require patrol to contact all reporting parties who do not explicitly request not to be contacted.	
35	 Medium	5-2	Current use of social media appears intermittent and lacks organization that clearly supports department mission, vision, and values.	The NPD should develop a social media/communications plan and policy, which support the department strategic plan.	
36	 Medium	5-3	Problems associated with homelessness are a significant community concern and department employees report they utilize significant department resources.	Pursue a coordinated, multi-disciplinary, co-produced, and inter-city plan to assess homeless population and devise community-appropriate responses.	
37	 Medium	6-1	The NPD school resource officers (SROs) have used restorative justice practices successfully with youth offenders. Recent legislation in Colorado will affect how police agencies manage youth offenders for various cases. The Link is a community partner and resource the NPD can use to build better youth engagement policies.	The NPD should explore and build on the SROs' experiences with restorative justice practices for youth offenders, and partner with The Link, to develop policies that support alternatives to arrest for juveniles, and other less restrictive methods for managing youth crimes.	
38	 Medium	8-3	The Investigations Division is understaffed and requires additional personnel to fulfill its mission. The rotational structure for investigative personnel does not seem to be meeting operational goals.	The NPD should add three full-time investigators to the general investigations staff. The NPD should also evaluate and consider revisions to the policy requiring rotations for investigations positions.	
39	 Medium	9-2	There are several areas within the NPD policies or procedures that are either lacking, missing, or that should be considered for revision.	The NPD should review BerryDunn's findings and recommendations concerning department policies, and consider adding or amending policies, based on that review.	

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40	 Medium	10-1	NPD has a significant amount of progressive and exciting technological tools and resources and has made an attempt to be a technology-driven agency. However, implementation and support are often lacking and this has led to technology failures, or technology not being leveraged to its maximum potential.	NPD should create an internal technology committee (including records staff) and task this group with inventorying and assessing utilization of technology to improve operational effectiveness and efficiency.	
41	 Medium	11-1	NPD has experienced high levels of employee turnover recently and this has resulted in a very inexperienced patrol cadre in need of high levels of field training. The field training function has become overburdened and undertrained.	The NPD should reorganize and reestablish the field training function and build detailed, formal policies, procedures, and guidelines with robust accountability mechanisms for the entire field training process.	
42	 Medium	11-2	The NPD does not currently have a formal process for training newly promoted personnel.	The NPD should develop a field supervisor training (FST) program for all new supervisors.	
43	 Medium	11-3	The NPD training policy does not establish a strategy for department-wide training and it does not include specific provisions for staff development. There is no formal policy for submission or approval of training requests.	The NPD should establish a training policy and plan that establishes a department-wide training strategy, and one that clarifies the process for submission and approval of training requests. The approval process should align with staff roles, and the overarching training plan for the NPD.	
44	 Medium	12-2	Hiring levels at the NPD do not account for attrition rates. Hiring for officers at the NPD occurs when there are vacancies. Because of the lag-time associated with hiring and providing initial training for officer personnel, the NPD is constantly operating at less-than-optimal levels.	In collaboration with city leaders, the NPD should establish a minimum operational level and a new authorized hiring level that helps ensure continuity of staffing.	
45	 Medium	13-1	The internal affairs, discipline, and conduct documentation processes (including performance evaluations) have been perceived department-wide to be slow, unpredictable, inequitable, and lacking in transparency and clarity.	The NPD should continue its efforts in improving the internal affairs (IA) process, revising its personnel quality report (PQR) process, and developing a mentoring program.	IP