

Northglenn Police Department

Operational Assessment for the Northglenn Police Department
Executive Summary
Version 2.2



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Version	Delivered Date	Update Reason
2.0	07-08-2020	Final Report Delivered to City of Northglenn
2.1	07-22-2020	Additional information clarifying investigator training and qualifications was received and the report was updated accordingly.

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Note: This executive summary contains selected tables and one figure from the Full Report. BerryDunn has retained the numbering from the Full Report for consistency.

Executive Summary

This document provides an executive summary of the operational assessment that BerryDunn conducted for the Northglenn Police Department. By its design, this document is brief. Significant details, supporting information, and other data are contained within the Full Report. These include numerous tables, figures, and analyses, along with other documents, appendices, and a detailed narrative that outlines and supports the findings and recommendations. Those with questions regarding any portion of this executive summary should review the corresponding section or sections in the Full Report.

Project Overview

In December 2019, the City of Northglenn (City), Colorado, began working with BerryDunn to conduct an operational assessment of the Northglenn Police Department (NPD). The BerryDunn team conducted two on-site visits and initiated a series of interviews with staff, government officials, and select community members identified by NPD. Community members also had the opportunity to provide in-person and online feedback to BerryDunn, and staff from the NPD completed an in-house workforce survey. Furthermore, BerryDunn used numerous other data-gathering instruments. Finally, BerryDunn conducted significant analysis of current data and new data generated as a part of this assessment, and produced a series of findings and recommendations.

In addition to conducting this assessment and completing this report, BerryDunn will also engage with key staff from the NPD in a strategic planning process to prioritize and develop action steps for the recommendations developed. Once that process is complete and the strategic plan has been completed, BerryDunn will append it to the Full Report in Appendix E.

Studies of this nature are predisposed toward the identification of areas requiring improvement, and accordingly, they have a propensity to present what needs work, without fully acknowledging and highlighting positive aspects of an organization. The Full Report follows a similar progression. Because of the numerous recommendations contained within this study, those consuming the Full Report (and this executive summary) might mistakenly conclude that the police department is in a poor condition. BerryDunn wishes to state the opposite quite clearly. Although the Full Report contains several areas for improvement, and the NPD has faced some challenges in recent years including staffing adjustments that occurred during this project, BerryDunn made many positive observations of the police department.

Notwithstanding the findings and recommendations outlined here, and in the Full Report, the NPD is a generally efficient agency with a commitment to community policing and staff provided BerryDunn with several examples of collaborative problem-solving efforts. Staff at all levels present a high level of commitment and pride in their work. The NPD has strong support within the community, which is clearly the result of intentional outreach efforts. Chief of Police Jim May

is well known throughout Northglenn, and BerryDunn observed this on several occasions during interactions with the community.

The NPD provided BerryDunn unfettered access to staff and all data at its disposal, without reservation or hesitation. It was evident to the BerryDunn team that the command staff at the NPD want what is best for the agency and the community, and they are willing to take the necessary steps to help ensure positive and appropriate change takes place.

This assessment examined more than 20 primary areas of department operation, as well as several sub-areas and specialized positions. BerryDunn's analysis determined that several areas within the police department require adjustment to assist the NPD in meeting service demands, improving operational efficiency, and sustaining positive relationships and trust between the police department and the community. This study provides 45 recommendations, separated into three rank-prioritized categories, following five major themes:

- Policing strategies, organization, culture, and leadership
- Communication
- Staffing, recruiting, retention, and related workload issues
- Technology
- Investigations

The Full Report outlines the process and methodology BerryDunn used to conduct the assessment of the police culture and practices of the NPD. The analysis provided by BerryDunn is balanced, and it fairly represents the conditions, expectations, and desired outcomes studied, and those that prompted and drove this assessment. Where external data was used for comparison purposes, references have been provided.

BerryDunn stands behind the core finding statements and purposes of the recommendations provided; however, those recommendations may be implemented by the NPD in several ways. Although BerryDunn has provided guidance and prompts within many of the recommendations, the NPD should select an implementation approach that works best for its culture and environment. BerryDunn also wishes to express its appreciation for the opportunity to collaborate with the City of Northglenn and the NPD on this important project.¹

¹ Portions of the Full Report and the data within it have been reproduced from publicly available documents.

Introduction and Summary

The Full Report has been organized into several chapters, each of which correspond to a section of organizational and/or operational function and analysis. Although each chapter is distinct, there is some repetition of information, due to the overlapping nature of police operations and the value in refreshing certain data for the reader. The information in this executive summary is identical to the Full Report and it follows the same format. However, for brevity and ease of reading, this document contains only the summary for each chapter.

The Full Report has been written for three different but important audiences: government officials, police officials and staff, and community members. Accordingly, BerryDunn has worked to provide sufficient details so that anyone reading this report can readily understand each aspect. The Full Report contains numerous acronyms. BerryDunn will introduce each acronym in the body of the Full Report. A full list of acronyms used is also available in Appendix B of the Full Report.

In conducting this assessment, BerryDunn utilized several varied strategies, including collection of historical data (e.g., computer records, dispatch, and crime data), creation of new data through surveys and worksheets, and on-site interviews and observations by the BerryDunn team of staff and consultants. Following the collection of this information, BerryDunn engaged a thorough and comprehensive analysis of the data which resulted in various recommendations for the NPD. These recommendations, and the Full Report, were subjected to significant review by subject matter experts, the study team, and BerryDunn staff, with an emphasis on working to ensure a quality product that provided recommendations that conform to industry standards and best practices. Once the BerryDunn review was completed, the draft report was reviewed by the client to help ensure accuracy and relevance, and that all aspects of the project scope were addressed.

Upon finalizing the findings and recommendations, BerryDunn will engage key staff from the NPD in a strategic planning process. The purpose of this process is to further prioritize the recommendations from the assessment and to establish short-term, mid-term, and long-term schedules for the agency to follow in addressing the recommendations. The strategic planning process also includes developing action steps for the agency relative to the major findings and recommendations.

Within the Full report, BerryDunn has provided various tables and figures as visual aids and as a means to validate and substantiate the observations of the team, as well as the associated recommendations. Supplemental information, data, and tables are also included within the appendices at the end of the report. The formal recommendations from the assessment can be found in this executive summary report in two sections.

- First, a summary of the principal findings and recommendations is provided below. This is intended to provide consumers with a quick reference list of the formal recommendations made in this assessment.

- Second, each of the full recommendations is included within Appendix A of this report.

BerryDunn has separated formal recommendations into three prioritized categories in rank order. The seriousness of the conditions or problems that individual recommendations are designed to correct, their relationship to the major priorities of the community and the department, the probability of successful implementation, and the estimated cost of implementation are the principal criteria used to prioritize recommendations. Table 1 provides a description of the priority levels used for the recommendations.

Table 1: Priority Descriptions

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

Due to their pressing nature, BerryDunn provided all of the Critical/Priority recommendations to the NPD midway through this assessment. This information was presented early in the process to allow the NPD to take prompt action in these areas, instead of waiting for the development of the full report and findings.

BerryDunn has provided a summary of the full recommendations and findings in the Principal Findings and Recommendations section of this report. The format of this information is provided in Table 2.

Table 2: Short Recommendation Format

Chapter: The Policing Environment		
No.	Finding	Recommendation
1-1	Brief Finding Statement	Succinct Recommendation Statement

This format provides readers with a quick review of the findings and recommendations. The format for the full recommendations is included in Table 3. Each finding and recommendation

includes a description of the details supporting the recommendation, as well as details regarding areas for agency consideration. Again, BerryDunn has provided each of the full recommendations in the body of the Full Report and in Appendix A of this executive summary.

Table 3: Full Recommendation Format

[Chapter and Title]		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter Section:</i>		
1-1	Finding Area: (Finding Statement). Supporting information regarding the finding.	 Critical
	Recommendation: (Succinct Recommendation Statement). Additional details concerning the recommendation, including items for consideration.	

Changing Conditions

The NPD is a dynamic and ever-changing organization. BerryDunn recognizes that numerous changes have taken place since the start of this assessment in early 2020. Several conditions examined in this report have changed in the time that has elapsed between report preparation and delivery. This includes some areas in which BerryDunn had made formal recommendations. Understandably, it has been necessary to freeze conditions in order to prepare the report. The most current information on the conditions of the organization resides with the command staff of the police department, including information on actions that constitute consideration and implementation of the recommendations included in this report.

In addition, the NPD has provided BerryDunn with a brief outline of its actions during this assessment, including those that relate to early recommendations provided. This information is detailed in the Full Report in Appendix D. Notable changes outlined in Appendix D that relate directly to recommendations include:

- Updated mission, vision, and values
- Developing a unified approach to leadership
- Traffic unit strategic plan
- Start by Believing (SBB) Campaign
- Mentoring program
- Domestic violence (DV) reporting
- Pursuit policy
- Internal Affairs (IA) and other policy revisions
- Revising case management for the Investigations Division

This is a brief summary of the actions the NPD has taken during this study. BerryDunn found the NPD very responsive to recommendations and suggestions throughout this project.

Principal Findings and Recommendations

Critical/Priority Findings and Recommendations

Chapter 2: Organizational Culture and Leadership		
No.	Finding	Recommendation
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.	<p>BerryDunn urges the NPD administration to take steps to develop a unified approach to organizational leadership among the command staff.</p> <p>Note: The NPD has been working on this process during this project. See Appendix D in the Full Report.</p>
No.	Finding	Recommendation
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.	<p>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.</p> <p>Note: The NPD has been working on this process during this project. See Appendix D in the Full Report.</p>
No.	Finding	Recommendation
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.	<p>The NPD administration needs to clearly reinforce support for the SBB campaign and a general victim-centered and trauma-informed response by all employees.</p> <p>Note: The NPD has been working on this process during this project. See Appendix D in the Full Report.</p>

Chapter 4: Patrol Services		
No.	Finding	Recommendation
4-1	It is not the current practice of the NDP to fully document all family/intimate partner disturbance calls when there is no allegation of criminal activity or assault.	<p>The NPD should require a written report for all possible DV incidents. (DV stands for domestic violence).</p> <p>Note: The NPD has been working on this process during this project. See Appendix D in the Full Report.</p>

Chapter 9: Operational Policies		
No.	Finding	Recommendation
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).	<p>It is critical that the NPD draft, communicate, and implement a clear guiding policy on these issues as soon as possible.</p> <p>Note: The NPD completed this process during this project. See Appendix D in the Full Report.</p>

High/Primary Findings and Recommendations

Chapter 2: Organizational Culture and Leadership		
No.	Finding	Recommendation
2-1	The department lacks a meaningful department strategic plan supported by strategic communications, training, and community engagement plans.	<p>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.</p> <p>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.</p>

Chapter 3: Operations and Staffing		
No.	Finding	Recommendation
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.

Chapter 4: Patrol Services		
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.

Chapter 5: Community Engagement		
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.

Chapter 8: Investigations Services		
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.

Chapter 9: Operational Policies		
No.	Finding	Recommendation
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 NPDs 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.
No.	Finding	Recommendation
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.

Chapter 10: Data, Technology, and Equipment

No.	Finding	Recommendation
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.

Chapter 11: Training and Education

No.	Finding	Recommendation
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.

Chapter 12: Recruitment, Retention, and Promotion

No.	Finding	Recommendation
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.

Medium/Non-Urgent Findings and Recommendations

Chapter 2: Organizational Leadership and Culture		
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.

Chapter 3: Operations and Staffing		
No.	Finding	Recommendation
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).
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.

No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.

Chapter 4: Patrol Services		
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.

Chapter 5: Community Engagement		
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.

Chapter 6: Juveniles and Youth Engagement		
No.	Finding	Recommendation
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.

Chapter 8: Investigations Services		
No.	Finding	Recommendation
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.

Chapter 9: Operational Policies

No.	Finding	Recommendation
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.

Chapter 10: Data, Technology, and Equipment

No.	Finding	Recommendation
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.

Chapter 11: Training and Education		
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.
No.	Finding	Recommendation
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.

Chapter 12: Recruitment, Retention, and Hiring		
No.	Finding	Recommendation
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.

Chapter 13: Internal Affairs

No.	Finding	Recommendation
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.

Chapter 1: The Policing Environment - Summary

The City of Northglenn is a community with a land mass of roughly 7.45 square miles, situated in the north central section of the Denver metropolitan area in Colorado. The population in Northglenn is roughly 40,000, which creates a population density of 5,370 people per square mile. Although Northglenn is land-locked, and it will not grow geographically, population numbers have continued to increase, as higher density housing has been added to the community.

The police department is authorized for 73 full-time sworn positions, with 20.5 non-sworn staff. Budgets for both the City and the NPD have grown in recent years, with the police department budget increasing sharply in 2019, as the result of staffing increases approved in a long-range staffing plan adopted by the City Council.

The police department is operationally separated into 4 main divisions; Administrative, Investigations, Patrol, and Support. Although it is functional, BerryDunn has noted some characteristics of the spans of control and organizational structure of the NPD which are not optimal, and which should be considered for adjustment. BerryDunn outlines these further in Chapter 3 of the Full Report.

Crime and service levels have been consistent over the past three years. However, Northglenn ranks higher than several of its comparable neighbors in crime volume and crime rate, and the NPD should monitor, evaluate, and strategize methods to address and reduce crime in the community. Agencies that engage and data-driven and intelligence-led policing (ILP) strategies have had great success, and as BerryDunn will outline in Chapter 10 of the Full Report, the NPD would benefit from these processes.

Chapter 2: Organizational Leadership and Culture - Summary

The leaders within the NPD have demonstrated a commitment to ensuring that the department is operating in an efficient and effective manner, in furtherance of the public safety mission for the organization in serving the Northglenn community. Although the NPD has current mission, vision, and values statements, and they appear appropriate, there is an effort underway to adjust them. The NPD also has a set of high-level operational goals, and although the NPD has engaged significant effort toward the completion of the goals and the associated action steps; much of this effort has not been visible to staff, and this has resulted in a perception of inaction on the part of organizational leaders.

Staff turnover has been a challenge for the NPD, including turnover in the command ranks. This has created experience gaps, and challenges in developing a collaborative team that is working together toward a unified purpose. This aspect of operational leadership is vital to moving the organization forward, and to serving the public safety mission of the organization and the community. The NPD would benefit from a strategic planning process to establish a clear path for organizational leaders, and BerryDunn will facilitate that process, following this study.

One organizational goal for the NPD involves the establishment of a traffic unit. BerryDunn heard from government leaders, police staff, and community members, that this is a priority for the city. BerryDunn recognizes the value and need for this unit, but also encourages the NPD to be diligent and intentional about the goals, metrics, and measurements of effectiveness for the traffic unit. To help ensure the efforts of the unit are clear and focused, BerryDunn recommends developing a strategic plan, or unit charter, that outlines expectations.

In discussions with staff, and in reviewing other data, BerryDunn learned that the NPD recently started a SBB campaign, which can aid departments in developing and maintaining a victim-centered approach to policing and investigating crimes. Although this is a good first step, the NPD needs to refocus their efforts in this area to help ensure that everyone within the department understands his/her role in serving crime victims.

The NPD is a professional organization that prides itself in being ethical and in holding itself and staff members accountable to the community and to each other. However, consistent and equitable accountability have been raised as growth areas for the organization. From a discipline standpoint, the NPD utilizes a wide range of options available, resorting to formal punitive discipline only as a progressive requirement or when serious infractions occur. However, staff have been critical of both the PQR and IA processes, and continuing efforts to adjust these processes would be beneficial to the NPD.

The NPD leadership does not engage a singular operational style, but instead uses a variety of styles that are situationally based, taking into account the individual and task at hand. Staff feel empowered to do their work but have indicated a desire for more inclusivity in operational discussions and decisions that will affect them. The NPD is exercising an approach to law enforcement that is highly consistent with industry best practices and the components of 21st Century Policing.² Labor relations within the organization are positive and suggest a collaborative environment.

One of the primary themes of the assessment pertains to communication. Although the NPD has used a variety of methods and has made improvements in this area, lack of information flow has been identified as a significant operational need. The chief's advisory council is an example of a good mechanism to improve communication, but it is only one piece of a larger puzzle. The NPD needs to develop a strategic approach to department communication that is long-lasting and consistent.

Another primary area of focus is the need for mentoring, coaching, and staff development. This is a critical need for the NPD due to its organizational structure, lack of experience, and significant turnover in top organizational positions. BerryDunn is aware that efforts for this are underway and recommends continued pursuit of these.

² https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf

Although the NPD has an appraisal system, it is generic and falls short of providing the details and structure required to ensure goal development, progress, and monitoring. It also does not sufficiently provide for staff development, whether within role, or from a succession planning standpoint. Accordingly, BerryDunn recommends a deep examination of this process in collaboration with HR, and appropriate revisions.

Through the organizational climate and culture survey, and the Examination, staff identified a number of areas they feel require some attention. This information should be used as a prompt for action by organizational leaders to better understand why staff feel this way and to guide internal discussion and decision-making to mitigate any staff concerns.

Chapter 3: Operations and Staffing - Summary

Although the organizational structure for the NPD is logically structured and provides an appropriate chain of command, making adjustments to the organizational structure would support larger operational goals and improve service delivery for the NPD. BerryDunn is recommending changes at the command level and the addition of mid-level supervisors to the operational structure.

The NPD has several divisions and units that support overall police operations. Each of these distinct units are valuable, important, and helpful in furtherance of the public safety mission of the NPD. However, BerryDunn recommends substantial changes to the animal control unit, including an expansion of duties and additional personnel. These adjustments will reduce the work burden for patrol and provide additional resources to manage work volume that does not require a sworn officer, resulting in a financial savings to the City.

The records unit within the NPD provides many services that are critical to department operations but are often not readily observable. This unit provides the key support function for all of the paperwork and data that flows through the NPD. Although the unit has sufficient staff, BerryDunn is recommending the NPD create a second supervisor position within the unit and consider moving the unit to a 24-hour operation. There are numerous benefits the NPD can realize from this move, including saving a substantial annual payment to ADCOM to perform critical computer-monitoring services overnight.

Another records-related issue BerryDunn discovered involves the coding and disposition of incidents and case files within the NPD. There are clear standards on how these codes should be applied to police records, but it is evident to BerryDunn these standards are not being consistently applied across the NPD. To correct this, the NPD needs to train personnel responsible for entering these codes and provide ongoing monitoring to ensure appropriate use.

As with most police agencies, the NPD has many supplemental or ancillary duties and responsibilities that the department has assigned to various personnel. BerryDunn is aware that the NPD has not distributed these duties equally, or in a balanced manner, which has resulted in some personnel becoming overburdened. BerryDunn recommends the NPD engage a process to evaluate these assignments and redistribute these duties across the organization.

In conversations with professional stakeholders, BerryDunn learned that the NPD has strong external relationships, and that the NPD has worked with their partners to maintain them. However, additional discussion surrounding crime victims, youth, and traffic safety, would be helpful in meeting community needs.

Chapter 4: Patrol Services - Summary

The NPD Patrol Division has 54 personnel allocated to it, including 1 commander, 6 sergeants, 39 patrol officers, and 8 specialty officers. The NPD has established four patrol districts within the city. The geographic size of these districts is similar; however, the distribution of CFS volume between the patrol districts is unbalanced. Additionally, the allocation of personnel is equalized when staffing levels are at the minimum. The NPD should make adjustments to the patrol zones to balance CFS volumes and to aid in a more stable and consistent distribution of personnel.

NPD reporting processes and operational policies concerning DV response are not aligned with best practices. The NPD needs to ensure that all possible instances of DV are memorialized in a formal report, and NPD policies and procedures should be revised collaboratively with appropriate stakeholders, to include a lethality assessment, and other appropriate protocols.

Understanding staffing needs in patrol relies on analyzing the obligated workload for patrol. For the NPD, these data are challenging, due to supplanting of resources that artificially lower workload calculations for patrol resources. Although calculations were done using the data provided, the NPD could improve the quality of the CAD data by adding a code to track supplanting efforts by non-patrol personnel.

Like all police agencies, the NPD has a sophisticated work schedule for patrol. However, the structure of the schedule and the associated deployment of personnel, is not fully serving the agency. The NPD should examine the work schedule against the data from this study, and consider making appropriate revisions.

The NPD has a TRU/desk officer and an online reporting system, but these systems could be better promoted and utilized, which would help mitigate a portion of the obligated workload for patrol officers. This would help free them up for other activities, including proactive enforcement efforts, and COP.

Based on conversations with staff and a review of data provided, it is evident to BerryDunn that there are some apartment complexes within Northglenn that require a disproportionate level of service. Many communities have been successful in leveraging multi-housing ordinances to reduce crime and improve the quality of life for those who reside in these complexes. BerryDunn recommends that the NPD explore the use of a multi-housing ordinance to address these conditions.

The NPD has emphasized COP as a fundamental philosophy of police operations, and this approach includes a focus on relationship building with the community. Currently, the NPD does

not require officers to contact those who report various issues to the police, to inform them of the outcome. Making contact with those who have an interest in understanding what occurred, can contribute to community trust, and relationship building.

Chapter 5: Community Engagement - Summary

The NPD has a strong COP philosophy that has been highly successful in many ways, including building strong relationships with the community. However, COP is not being engaged to its fullest within the NPD. There are reasons for this, which include a lack of training and accountability for staff to engage COP, as well as staffing challenges that make doing so more difficult. The NPD would benefit from adding attention to its COP efforts.

The NPD has a PIO as well as a presence on various social media platforms. However, the NPD does not have an external media strategy that aligns with department goals and objectives. BerryDunn has recommended that the NPD have a full-time person dedicated to PIO responsibilities, and this person should be integrally involved in the development of a communications plan that serves operational objectives and aligns with the department's strategic plan.

Based on information provided to BerryDunn, the NPD has been very active in community-based problem solving. BerryDunn applauds the NPD for these efforts but also recognizes the need for additional focus in some areas, most notably regarding the homeless population and multi-housing complexes within the City. BerryDunn encourages the NPD to continue to seek solutions to these issues.

Although the NPD enjoys strong positive relationships with the community, there is a pressing need for law enforcement agencies to reform and evolve numerous practices. CCPP is a model that the NPD can use to strengthen community involvement and influence over the policing practices used to maintain public safety within the City. BerryDunn recommends that the NPD formally adopt CCPP and form a committee to explore CCPP pathways that the City, community, and the NPD should pursue for implementation.

Chapter 6: Juveniles and Youth Engagement - Summary

The NPD has a strong set of policies that govern juvenile encounters and investigations. Further, the NPD has a successful SRO program that is following best practices in using restorative justice as a method for resolving minor criminal offenses. Despite this success, the NPD does not have a formal policy relating to the SROs, or for many of the best-practices recommendations that govern police contacts with youth. BerryDunn recommends the NPD partner with The Link, and any other appropriate community partners, to expand and develop youth practices and initiatives, and to adopt these in policy, and operationally.

Chapter 7: Dispatch/Communications - Summary

The NPD is dispatched through ADCOM, and consolidated communications center. Based on conversations with NPD and ADCOM staff, the arrangement is working well. BerryDunn analyzed data on the lag time between call taking and dispatching, and found that ADCOM is performing at appropriate standards.

As noted in Chapter 3 of the Full Report, the NPD pays ADCOM to monitor the NCIC/CCIC computer terminal when the NPD records staff are not working. This is a substantial sum, and the NPD should explore alternative staffing of records to eliminate this expense.

BerryDunn recommended in Chapter 4 that the NPD explore and expand upon various alternative reporting processes, including online and telephone reporting. Success in this regard will also require collaboration with ADCOM, since the communications center will play an important role in suggesting these alternatives to non-emergency callers.

Chapter 8: Investigations Services - Summary

The current sworn personnel allocations for the Investigations Division for the NPD include one commander, one sergeant, two drug task force officers, and nine general investigators. Based on the observations, data analysis, and interviews conducted by BerryDunn, it appears that the Investigations Division is performing well, despite being strained for resources.

One of the primary recommendations for the Investigations Division concerns developing a robust set of policies to guide unit efforts. The policy should outline investigator expectations on cases, frequency of effort and reporting on cases, monitoring of those efforts, supervision of the investigators and the unit, recommended case closure timelines, decision-making on closing or inactivating cases, and regular review and accountability of investigative effort. The policy should also take into account other recommendations within this report that affect investigators, including, for example, solvability factors and report routing and review practices.

Based on a review of the data available, BerryDunn recommends the addition of three officers to conduct general investigations. This recommendation is considered a minimum addition to the Investigations Division. As BerryDunn has noted, the data available for the Investigations Division is lacking in various respects. BerryDunn also recommends continued and ongoing review of this data, and the improved data, to assess whether additional personnel are warranted for investigations.

BerryDunn also heard from staff that mandatory rotations for some of the investigator positions has resulted in attrition, and a lack of interest by staff in filling those positions. BerryDunn elaborates on attrition rates in Chapter 12. However, if these anecdotal reports are accurate, revising the number of rotational positions, or eliminating them, might reduce attrition, which would obviously benefit the organization.

Chapter 9: Operational Policies - Summary

BerryDunn conducted a general and limited review of the NPD policy manual with regard to its organization, relevance to industry standards, and key policy areas. Based on that review, BerryDunn noted some policy areas that were not covered and some areas in which policy adjustments should be considered. BerryDunn recommends that the NPD consider making changes to the policy manual based on the review provided. In particular, the NPD should give strong and prompt consideration to the National Consensus Use of Force policy as well as the 8 Can't Wait policies.

Although the NPD policy manual describes the process for dissemination of policies to staff, including revisions to policy and some general reference for policy suggestions, there is no formal process or mechanism (like a policy committee or board) in place for developing new policies or for making policy revisions on a regular basis. BerryDunn recommends the NPD establish a policy to address this, including the development of an internal policy review committee. Additionally, BerryDunn recommends that the NPD engage the public on major policy considerations or revisions.

BerryDunn recognizes that certain policies are reviewed regularly with staff. However, there is no provision in place that requires a regular review of all department policies. BerryDunn recommends that the NPD develop a procedure for this that includes a process for staff to provide feedback regarding their review of the manual and its contents.

It is important to note that the policy review BerryDunn conducted was general in nature, as are the recommendations. None of the information in this section should be considered legal advice, and BerryDunn recommends that the NPD discuss any policy adjustments with its legal advisors prior to adoption and/or implementation.

Chapter 10: Data, Technology, and Equipment - Summary

The NPD can significantly improve the efficiency of its operations through the improvements to available technology. BerryDunn has provided information to the NPD for consideration for field technology use, as well as RMS configuration. To help ensure this, the NPD should carefully monitor and track critical functionality needs for technology and the RMS, and engage the new technology committee to move these initiatives forward.

Although the NPD has a part-time crime analyst position and data available for analysis, the NPD has not intentionally developed data-driven and ILP practices. Implementing these processes, and making adjustments to current protocols and practices concerning ILP, would improve service delivery. To assist the NPD in developing a thorough ILP and crime meeting strategy, BerryDunn has included a white paper that outlines the common elements of these systems in Appendix G of the Full Report. With the expansion and increased focus of ILP within the NPD, there is a need to provide sufficient staffing to support the crime analysis function, and

as mentioned in other sections of this report, the NPD should create a full-time crime analyst positions.

The NPD has a brand new, state-of-the-art police facility that is serving the City and the agency well. In addition, staff at the NPD were complimentary of the equipment available to them, despite noting a desire for technology improvements, and they expressed no concerns about other equipment needs.

Chapter 11: Training and Education - Summary

The State of Colorado requires that officer candidates complete academy training prior to becoming certified, and this can be completed either prior to, or after a candidate is hired by an agency. Once candidates are hired, if they are not certified, the NPD sends them to the academy. Following completion of the academy, the NPD provides additional field training for all new hires.

In the past three years, the NPD has not had anyone fail at the academy. However, several officers have not completed field training at the NPD, following their time at the academy. BerryDunn recognizes that the NPD has had substantial turnover in recent years, and as a result, field trainers have been overworked and overburdened. BerryDunn recommends that the NPD evaluate the current FTO program, and make adjustments and revisions, to help ensure a higher success rate for those hired. Also, although the training for new NPD officers includes a COP focus, the department does not have an explicit requirement for new officers to engage in a community-based problem-solving exercise as part of their initial training. BerryDunn recommends that the NPD consider adding this element to its training regimen.

Like many departments, the NPD does not have a formal training program for new supervisors. The transition from line-officer to line-supervisor is very challenging for most new supervisors, and the NPD would benefit from developing an FST program. The FST program can help equip new supervisors with the requisite understanding of their new role and provide them with information regarding NPD expectations.

The NPD provides substantial funding for department training for both pre-service and in-service training. It is clear that the NPD values training, but the department does not have a training plan that clearly establishes responsibilities of the training unit, or a department-wide training strategy. BerryDunn recommends that the NPD establish a committee to develop a department-wide training plan and strategy for implementation.

Chapter 12: Recruitment, Retention, and Promotion - Summary

Like many organizations, the NPD has experienced challenges in recruiting, hiring, and retaining personnel. Although the NPD has substantial experience within certain parts of its workforce, the NPD patrol staff reflects lower experience levels due to attrition, particularly from officer separations in recent years.

The NPD has a workforce that is representative of the community in certain respects; however, the percentages of minority and female officers within the NPD could be improved. In addition to a need to improve general diversity and gender balance within the NPD, representation of these groups within supervisory ranks needs improvement.

The process for hiring officers within the NPD is similar to most law enforcement agencies, and it follows a natural progression. There are no indications of any concerns with the current hiring process from a validity standpoint.

Although the NPD hiring process appears to be meeting department needs, there is a need to improve the recruiting efforts of the department. In the past, the NPD has enjoyed prominent status within the law enforcement industry and within the region. However, with greater competition for quality candidates, the NPD needs to make adjustments to its recruiting practices.

To help ensure that recruiting is a more intentional process, and one that has clear goals and objectives, the NPD should develop and establish a recruiting plan. The recruiting plan should include numerous perspectives and operational components, including analyzing mechanisms for developing retention strategies. Examining attrition and retention issues within the NPD should cover a broad range of work conditions and include a collaborative effort with City officials to develop strategies to retain personnel.

The NPD should establish an authorized hiring level, based on optimization of department activities, consistent with this report. The authorized hiring level should also include and account for annual attrition rates, and hiring should be authorized in advance of projected attrition to help ensure the NPD can maintain optimal staffing levels. The NPD and the City should work collaboratively on an ongoing basis to monitor and adjust the hiring level to be consistent with attrition rates.

BerryDunn reviewed the general process involved in department promotions and found that they are applied consistently internally and appear to be meeting department objectives.

Chapter 13: Internal Affairs - Summary

It is evident that there is a culture of accountability within the organization and that staff members value the professional and ethical environment of the NPD. However, many staff at the NPD expressed frustration with the IA and complaint process, with some indicating that personnel have left the department over this issue. Despite these concerns, staff told BerryDunn that they have seen improvements in the IA process recently, and they are encouraged by these changes.

Based on an overall review, the IA policy and processes for the NPD, although thorough, require adjustment. This includes making adjustments to the intake and classification of complaints, and revisions to oversight of these processes. BerryDunn has provided numerous areas of consideration for the NPD in making revisions to these areas.

In addition to the need to revise policy, there is a concern regarding the lack of feedback and inputs into IA Pro regarding non-disciplinary complaints and supervisory actions. This lack of reporting limits organizational knowledge of officer actions, and it also works against the functional use of an EWS.

Chapter 14: Conclusions and Recommendations

I. Overall Summary

BerryDunn's analysis of the NPD suggests that leaders are consciously engaged in running the department in a progressive and positive manner, and that those within the organization, from command- to line-staff, take great pride in providing exemplary service to the public. Irrespective of the recommendations provided, BerryDunn found the NPD to be a full-service, community-oriented police agency that has worked hard to respond to increasing service demands.

In addition to the positive aspects of the work environment observed at the NPD, and as the recommendations in this report suggest, there are opportunities for improvement. The four most notable categories of recommendations involve:

- Internal communication
- Staffing
- Policy development
- Technology utilization

Although the NPD has taken steps to improve internal communication, and some improvement has been noted, an operational gap remains. Numerous staff reported a willingness to not only know and understand more about department operations, but to also have an opportunity to participate in discussions and decisions that will affect them.

Throughout the Full Report, and primarily in Chapter 9, BerryDunn has identified various policy areas for the NPD that require addition or revision. Revising or adding policies is a critical task for the NPD, and now more than ever, it is vital that the NPD include others in this process. BerryDunn recommends that the NPD engage internal and external feedback as it seeks to make policy additions or changes.

Staffing includes the hiring and retention of personnel, the use of non-sworn personnel, and the efficient scheduling and deployment of personnel (particularly sworn staff). There is also the need to significantly improve the use of technology, both as an internal strategy for use of resources and developing operational efficiency, and as a mechanism for engaging alternative methods of incident reporting to mitigate growing staffing needs and service demands.

During the course of this study, BerryDunn heard from several staff within the agency that the department is in need of additional personnel. Although BerryDunn agrees that the department would benefit from hiring additional sworn personnel, BerryDunn also notes that the department would benefit from engaging non-sworn personnel in various roles. Combined with using

alternative reporting methods, these strategies will help to stabilize the service demands for personnel and help increase the ability of staff to engage in meaningful community policing activities.

One of the important staffing aspects for the NPD involves establishing a new *operational minimum* level of sworn staffing for the department, which BerryDunn has established at 84, along with a new *authorized* hiring level of 92. Hiring at 92 sworn positions will compensate for consistent attrition. These levels will help ensure that optimal operational minimums are maintained, which will lead to the more efficient and consistent delivery of police services for the community. At the same time, there is a need to staff various non-sworn positions, which include reallocating personnel and adjusting some other duties and responsibilities. These efforts are intended to create operational efficiency and to most effectively utilize the resources allocated to the police department.

In addition to the need for personnel, BerryDunn noted significant limitations for the NPD relating to the use of technology. Admittedly, much of these limitations are due to configuration issues with the new RMS, and other peripheral software and hardware applications. The NPD can realize significant improvements in overall efficiency through the use of technology, and, as with the recommendations in this report relating to staffing, BerryDunn strongly recommends working quickly toward these solutions.

As indicated in the beginning of this report, it was necessary for BerryDunn to *freeze* certain conditions in order to conduct this assessment. However, this does not mean that the NPD has been constrained from making various changes during this process. In fact, BerryDunn worked with the NPD during the course of this project to inform key leaders on areas requiring more immediate attention. NPD staff have responded positively in this regard, operating in a process of continuous improvement during the time of this study. Accordingly, some of the recommendations made by BerryDunn have already been acted upon by the NPD, and some others are in queue. At BerryDunn's request, NPD staff have provided a list of these efforts as they relate to the assessment recommendations, and these are outlined in Appendix D of the Full Report.

It is BerryDunn's sincere hope that this report and the associated recommendations serve to provide positive guidance, and that this report is viewed as a valuable resource, not only for the NPD, but also for the government officials for the City of Northglenn, who work together on behalf of the public to provide policing excellence for the community.

II. Staffing Summary

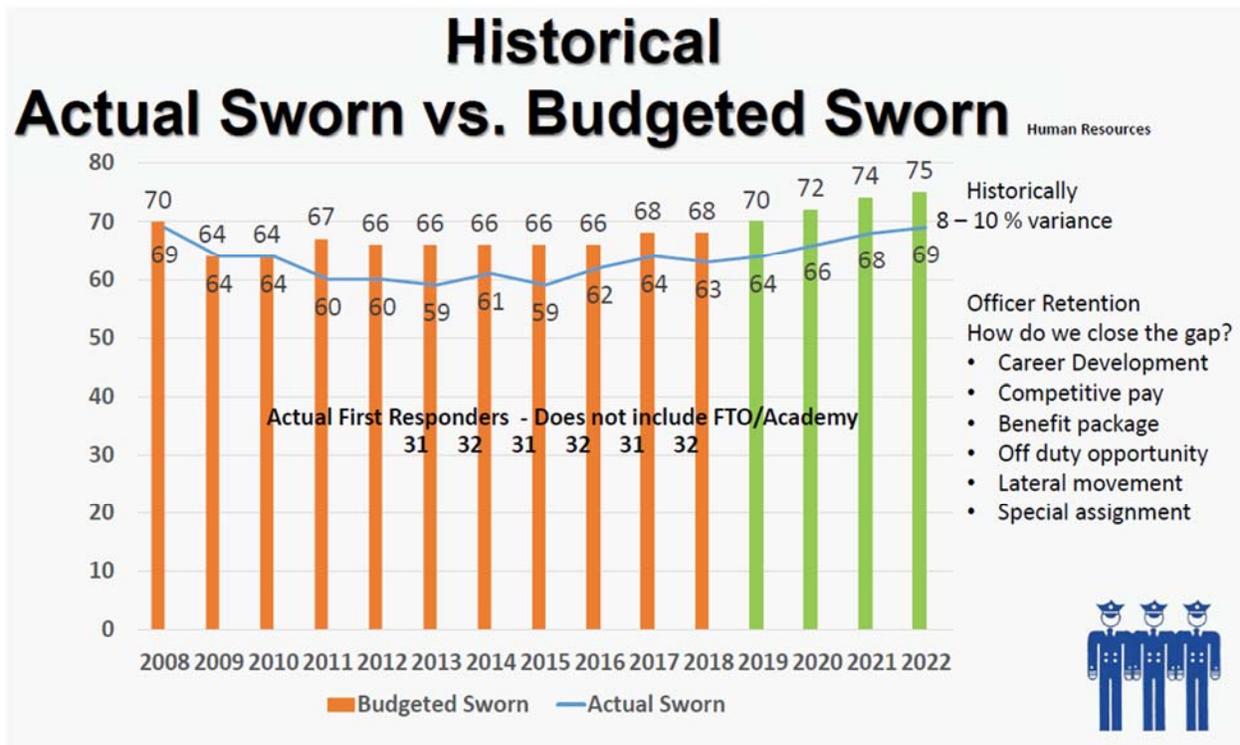
As part of this project, the City asked BerryDunn to review the five-year police department staffing plan adopted by the City Council in 2019. The report included data from a 2012 analysis, as well as data from an International City/County Management Association (ICMA) peak workload staffing analysis that was completed in 2018. The process outlined for the 2012 analysis follows a technical methodology that seeks to identify workloads for patrol. Without a detailed analysis of the data, BerryDunn cannot evaluate the results. However, because the

study is eight years old, it is outdated and has little relevance in the current work environment for the NPD.

The data from the ICMA is scant, and BerryDunn cannot draw any conclusions from it. However, BerryDunn is familiar with the workload calculation methods used by the ICMA, which rely on a 60% workload factor for obligated workload and administrative tasks. As BerryDunn has shown elsewhere in this report, calculating administrative workloads is nearly impossible, and grouping these numbers with the obligated workload does not produce accurate results.

Within the staffing plan, BerryDunn noted Figure 21 (reproduced below), which reflects budgeted positions as compared to actual positions staffed.

Figure 21: Actual vs. Budgeted Staffing



Source: NPD Staffing Plan Document

This figure clearly identifies the challenge for the NPD in maintaining an optimal staffing level. The department has consistently operated between 8% – 10% below authorized position levels, due to attrition and lag time in hiring. This table further illustrates why the City needs to adjust the authorized hiring level for the NPD, so the department can remain optimally staffed on a consistent basis.

The proposed recommendations in the five-year staffing plan called for increasing the sworn staffing for the department to 80 by 2022. This plan was approved by the City Council. Based on

data from the plan, BerryDunn created Table 96, which represents the agreed-upon, five-year plan.

Table 96: Proposed NPD Five-Year Staffing Plan

	2018 Adopted	2019 Proposed	2020 Proposed	2021 Proposed	2022 Proposed	2023 Proposed
Police Officer	54	56	59	60	63	65
Sergeant	9	9	9	10	10	10
Commander	4	4	4	4	4	4
Chief	1	1	1	1	1	1
Total FTEs	68	70	73	76	78	80
FTEs Increase		2	3	3	2	2

Source: NPD Staffing Plan Document

Although Table 96 provides information concerning position totals, it does not break those positions out in terms of the different job assignments. BerryDunn will provide additional details below, but based on the analysis completed for this study, the staffing numbers proposed in the five-year work plan are consistent with BerryDunn’s findings.

To summarize the current and approved staffing levels at the NPD, and to compare these to the recommendations from this report, BerryDunn has created Table 97. The table lists the current positions within the NPD, as well as those proposed by BerryDunn. In the current column, BerryDunn has provided the number of positions allocated for each job (including vacancies). The years 2021 and 2022 include additional personnel allocations, based on the positions approved in the staffing plan. BerryDunn is aware that some revisions in the placement of personnel, from what was initially determined in the five-year staffing plan might have occurred; however, the data from the plan have been included for illustration purposes. The current + or – column shows the adjustments recommended by BerryDunn, added or subtracted from the current staffing allocations (not those proposed for 2021 or 2022). The new total column, shows the new staffing totals after adding/subtracting these from the current allocations.

Table 97: Current and Proposed Staffing Summary

Position	Current	2021	2022	Current +/-	New Total	Position	Current	2021	2022	Current +/-	New Total
Chief of Police	1	1	1		1	PIO/Crime Analyst	1	1	1	-1	
Deputy Chief of Police				1	1	Executive Officer/Crime Analyst				1	1
Commander	4	4	4	-2	2	PIO				1	1
Lieutenant				3	3	Administrative Technician (Chief)	1	1	1		1
Sergeant - Professional Standards	1	1	1		1	Administrative Specialist (Support)	1	1	1		1
Sergeant - Patrol	6	6	6	-2	4	Administrative Specialist (Patrol)	1	1	1		1
Sergeant - Investigations	1	1	1		1	Administrative Specialist (Investigations)		1	1		
Sergeant - Special Enforcement Team			1			Records Manager	1	1	1		1
Sergeant - Training	1	1	1		1	Records Supervisor				1	1
Corporals - Patrol				6	6	Records Staff	10	10	10	-1	9
Investigators - General	9	10	11	3	12	Animal Control	2	2	2	-2	
Investigators - NMDTF	2	2	2		2	Community Service Officers				4	4
Officers - Patrol	39	39	40	2	41	Criminalist	1	1	1		1
School Resource Officers	3	3	3		3	Evidence Tech	1.5	1.5	1.5		2
Community Resource Officers	2	3	4		2	Custodian	1	1	1		1

Officers - Traffic	3	4	4		3	Sub-Total: Non-Sworn Staff	20.5	21.5	21.5	3	23.5
Officer - Training	1	1	1		1	Totals	93.5	97.5	101.5	14	107.5
Sub-Total: Sworn Officers	73	76	80	11	84						

Source: NPD five-year staffing plan; BerryDunn calculations

BerryDunn has outlined each of these staff adjustments within the body of this report; however, there are some elements within this table that require additional comment. First, to aid in the discussion that follows, it might be helpful to clearly outline current staffing levels, those proposed by the five-year staffing plan, and those recommended by BerryDunn. These are included in Table 98.

Table 98: Current, Approved, and Recommended Staffing Levels

Staffing Description	Total
Current Sworn Staffing Level:	73
Proposed Sworn Staffing Level From Staffing Plan	80
Proposed Sworn Staffing Level – BerryDunn	84
Current Non-Sworn Staffing Level	20.5
Proposed Non-Sworn Staffing Level From Staffing Plan	21.5
Proposed Non-Sworn Staffing Level – BerryDunn	23.5

Source: Five-Year Staffing Plan/BerryDunn Calculations

As indicated above, the recommendations from BerryDunn are closely aligned with the five-year staffing plan, at least with respect to total numbers. The staffing plan called for 80 sworn officers by 2022, and BerryDunn is recommending 84. The staffing plan also called for 21.5 non-sworn staff, and BerryDunn is recommending 23.5. Despite these similarities, there are some variations to point out.

The staffing plan calls for the addition of one full-time sergeant for the special enforcement team (SET). The staffing plan also calls for four community relations officers, and four traffic officers. Although BerryDunn can see value in each of these roles, adding these positions would effectively remove positions from patrol. The Patrol Division is the backbone of the agency, and staffing it fully must be the priority. Moving staff into specialty roles should be done cautiously, to help ensure that the patrol responsibilities can be managed at the optimal level.

Given the structure of the NPD, BerryDunn sees little value in adding a SET sergeant. Typically, SET units have multiple personnel, and these units are used for specific deployments. The NPD does not have sufficient staffing to allocate a unit to special enforcement, and accordingly, adding a SET sergeant is not practical. However, if the NPD intends to use the traffic unit in a special enforcement role, in addition to traffic, then promoting one of these officers to sergeant to supervise that unit would be reasonable.

For the traffic unit, the NPD has proposed adding staff to bring this unit up to four officers. Although BerryDunn recognizes that traffic enforcement is a concern in the City, these duties should not rest with a single unit. Instead, they should be part of each patrol officer's duties as well. With the additions to patrol, officers should have sufficient time to work traffic. This could occur independently, in collaboration with the traffic unit, or with guidelines on areas where traffic enforcement should be occurring to enhance roadway safety. Again, while perhaps valuable, patrol will benefit more directly from this position than the traffic unit.

Similarly, the NPD has proposed adding additional community relations officers, bringing this unit up from two officers to four. Again, the purpose of adding positions to patrol is to optimize and balance workloads, so that patrol staff will have time for additional duties. Those include COP and traffic. As BerryDunn explained elsewhere in this report, COP needs to be the responsibility of everyone in patrol, not just those in a dedicated unit. Many departments have found that the larger the COP unit is, the less effort line staff dedicate to these duties. As a result, the two additional officers identified for this unit should be allocated to patrol instead.

The last remaining item concerns the administrative specialist position. The staffing plan included the addition of one position. Given the restructure proposed by BerryDunn, this position would not be needed.

The proposed staffing changes and organizational structure outlined in this report should result in optimized operations for the NPD. Still, it is up to the NPD and the City, including government officials, to make these determinations and to set staffing priorities. Accordingly, it is possible, after further discussion, that the City and the NPD might suggest modifications to what

BerryDunn has proposed. As noted early in this report, BerryDunn feels strongly that final decisions of this nature should be made at the local level, in consideration of the recommendations provided, and BerryDunn encourages the NPD and City to have these discussions in the interests of making those decisions.

Appendix A: Findings and Recommendations

Organizational Leadership and Culture		
No.	Department Strategic Plan	Overall Priority
Chapter 2 Section I: Mission, Vision, and Goals		
2-1	<p>Finding Area: The department lacks a meaningful department strategic plan supported by strategic communications, training, and community engagement plans.</p> <p>The department is currently working on a new mission statement, vision, values, and goals and objectives, but the effort has been put on hold and department members consistently report uncertainty about its status. Top leadership at the NPD express a strong commitment to COP. However, most officers BerryDunn interviewed could not articulate a meaningful or effective understanding of COP and POP or how those strategies can support department mission, vision, values, and goals. In addition, the NPD has received no specific COP or POP training recently or regularly.</p>	 High
	<p>Recommendation: The NPD should initiate and utilize a formal and professional strategic planning process to develop a clear and articulable mission, vision, and core values along with supporting and guiding policing strategies.</p> <p>This department strategic plan should be supported by strategic plans in several critical areas: communications, training/recruiting/retention, community engagement, and traffic safety. The department strategic plan and supporting plans should clearly support department strategies, mission, vision, and values; and lay out a course for communicating, supporting, evaluating, and revising that plan. The planning and implementation of a strategic plan should include developing a deliberate strategy to roll out, communicate, socialize, and reinforce the new mission, vision, values, and policing strategies. The routine reinforcement of these values should include, at a minimum, employee on-boarding, cadet training, field training, continuing education opportunities, detective selection, performance evaluations, promotional processes, specialized assignment selection, informal opportunities such as roll call and department events, regular internal department communication, and external communications. Team training on core strategies (e.g., COP and POP, DDP and ILP, Victim-Centered and Trauma-Informed Policing)</p>	
No.	Internal Communication	Overall Priority
Chapter 2 Section IV: Communication		
2-2	<p>Finding Area: Internal communication is an operational challenge and has contributed to, and/or magnified many other operational problems for the department.</p>	

Organizational Leadership and Culture		
	<p>Communication was the most common topic initiated by employees other than staffing. Importantly, almost all employees agreed communication had improved dramatically with particular compliments for the handling of the IA process under Commander Walts, and the implementation of the chief's advisory committee.</p> <p>Recommendation: Develop a communications strategic plan which supports the department strategic plan, and the department mission, vision, values, and internal goals and objectives.</p> <p>Within a policing environment that includes a diversely scheduled 24/7 work force, it is critical to develop communication processes that work to help ensure that all messages reach their intended target. This must be done in a timely manner, and it must provide for consistent and accurate messaging. There can never be too many avenues of communication capacity, and redundancy with internal communications can be a positive attribute, especially when combined with operational transparency.</p> <p>BerryDunn recommends that the NPD conduct a series of internal discussions to determine how to improve communications. These discussions should focus on current gaps in practice and establishing ongoing formal mechanisms to overcome any identified gaps. The results of these discussions and decisions should be produced in a formal communications plan.</p>	 Medium
No.	Organizational Leadership	Overall Priority
Chapter 2 Section V: Management and Supervision		
2-3	<p>Finding Area: 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.</p> <p>Recommendation: BerryDunn urges the NPD administration to take steps to develop a unified approach to organizational leadership among the command staff.</p> <p>BerryDunn recognizes that even in the best conditions, communication and teamwork challenges are common within leadership ranks. For the NPD, the presence of these issues is perhaps more critical, given the operational difficulties the organization and staff have endured in recent years.</p> <p>It is evident to BerryDunn that there are numerous factors that have contributed to a lack of cohesiveness among the command staff. Still, it is vital to organizational success that the command staff work as a team and in constant support of each other and the public safety mission of the department.</p>	 Critical

Organizational Leadership and Culture		
	<p>BerryDunn urges the NPD administration to take steps to develop a unified approach to organizational leadership among the command staff. This should include, at a minimum:</p> <ul style="list-style-type: none"> • Establishing clear expectations for command staff • Promoting group problem-solving and collaboration • Encouraging cross-division communication <p>Demonstrating unified leadership to everyone within the organization</p>	
No.	Traffic Unit Strategic Plan	Overall Priority
Chapter 2 Section V: Management and Supervision		
2-4	<p>Finding Area: 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.</p> <p>Recommendation: The NPD should develop a comprehensive strategic plan for the traffic unit.</p> <p>It is clear to BerryDunn that traffic is a concern within the community. Several community leaders and members, as well as police and school officials, communicated this to BerryDunn. To help ensure that the efforts of this unit are most effective, 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.</p> <p>The purpose of this plan should be to provide operational clarity for the unit and the department and to build a level of intentionality to the efforts of traffic unit personnel.</p> <p>Note: The NPD has been working on this process during this project. See Appendix D of the Full Report.</p>	 Critical
No.	Victim-Centered Approach	Overall Priority
Chapter 2 Section V: Management and Supervision		
2-5	<p>Finding Area: The NPD recently launched a local version of the Start by Believing 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.</p>	 Critical

Organizational Leadership and Culture		
	<p>Recommendation: The NPD administration needs to clearly reinforce support for the Start by Believing campaign and a general victim-centered and trauma-informed response by all employees.</p> <p>Although the NPD recently initiated a Start by Believing campaign, numerous interviews the BerryDunn team conducted with employees and community partners suggest an internal culture at the NPD in which officers believe there is a significant false reporting rate for various crimes, including sexual assaults. Although BerryDunn recognizes that some reported crimes are false, the approach used by those investigating crimes can result in a self-fulfilling prophecy. Crime victims often have a heightened sense that others will not believe them and when this is combined with questions from an officer or an investigator that suggest and/or affirm that disbelief, many crime victims will shut down, recant their statements, or simply walk away. These actions do not mean that the report was false; rather, they are often an indication of an investigative approach this is not victim-centered.</p> <p>To help ensure that the Start by Believing campaign is successful, that the department is doing a professional job of supporting victims and investigating crimes, and that no culture develops that subscribes to a philosophy in which high false reporting rates are occurring, the NPD should take immediate and decisive steps to promote and sustain a culture that addresses these concerns.</p> <p>The NPD administration needs to clearly reinforce support for the Start by Believing campaign and a general victim-centered and trauma-informed response by all employees. There are several steps the NPD might wish to consider, but BerryDunn recommends, as a first step, a review and update of all victim-related policies and procedures (in collaboration with victim services and community-based advocates) including referral and response guidelines, and implementation of training on trauma-informed and victim-centered approaches.</p> <p>Note: The NPD has been working on this process during this project. See Appendix D of the Full Report.</p>	
No.	Staff Development	Overall Priority
<i>Chapter 2 Section VI: Mentoring and Coaching</i>		
2-6	<p>Finding Area – Personnel Development: The NPD does not have a formal staff development system that includes coaching, mentoring, or succession planning. Although the NPD explained that they are in the process of developing a mentoring program, it has not been rolled out to the department.</p> <p>Based on interviews with staff, it is evident that some supervisors coach and mentor certain team members on their own, including identifying those they feel might be good leaders in the future. However, this system has been done informally, and not everyone is afforded the same opportunities.</p>	

Organizational Leadership and Culture		
	<p>The lack of a personnel development system is not exclusive to line-level staff. Supervisors also expressed that there is no formal system of mentoring, coaching, or training for them in their supervisory roles.</p> <p>Recommendation: The NPD should develop a set of procedures surrounding personnel development that includes coaching, mentoring, staff development, and succession planning.</p> <p>Career development and succession planning programs involve a structured process that provides for individual growth, exposure, and development at all levels of the organization. These programs help individuals to be more productive, efficient, and effective in their current roles, which increases job performance and improves overall job satisfaction. In addition, these programs also prepare individuals to ascend to leadership positions, if they are interested in that progression.</p> <p>Regardless of whether certain persons ascend the promotional ladder, the development of personnel and providing them with enhanced training helps staff to see the organization through the lens of organizational leaders, and this broadens their perspective.</p> <p>In order to help ensure success within each operational role and to prepare those within the department for promotion to supervisory and command-level positions, the department must create an atmosphere that not only encourages personnel development, but one that specifically prepares staff for those opportunities through an intentional process. BerryDunn recommends that the NPD develop a formal coaching, mentoring, and succession planning program for staff, and that the program be implemented both in policy and practice.</p> <p>Note: The NPD began this process during this project. See Appendix D of the Full Report.</p>	
No.	Performance Appraisals	Overall Priority
Chapter 2 Section VII: Performance Appraisals		
2-7	<p>Finding Area – Performance Appraisals: The current performance evaluation system is generic and is considered marginally useful at all levels of the NPD organization.</p> <p>The current system was designed by human resources for the City of Northglenn. The format is generic and does not include any job-specific evaluation. The system does not provide any standards or measurements, and it does not include any standardized mechanism for personnel development and/or monitoring of goals. Staff within the NPD, sworn and non-sworn, expressed their displeasure with the lack of specific information pertaining to their individual positions.</p> <p>Recommendation: 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.</p> <p>To achieve its public safety mission, the NPD must depend upon satisfactory work performance from all its employees. From an accountability standpoint, this means that staff should know what is required of them, and there should be a</p>	 Medium

Organizational Leadership and Culture		
	<p>process to evaluate their performance against those expectations. Although the appraisal forms reviewed by BerryDunn appear to solicit some good information from both the employee and the supervisor, they do not include performance standards and measures, and they are general in nature. In addition, there is no process for personnel development and no system for monitoring progress against goals or future development opportunities.</p> <p>One of the key areas noted by staff, and a concern shared by BerryDunn, is the generic nature of the current system and the lack of job-specific evaluative criteria. Ideally, each performance appraisal should be tailored to each assignment and include criteria and measures that can be assessed against the performance of that employee. Although a formalized job task analysis provides one mechanism for the development of such standards, this is an arduous process, which can be time-consuming and expensive. Alternatively, the NPD could develop a small number of KPAs for each position, and these could be incorporated into the process.</p> <p>It is imperative that staff have some level of confidence in the appraisal system in use, otherwise, staff will find little value in going through the process, and it will become simply a perfunctory duty. To help ensure that the system in use in Northglenn is valued and worthwhile, BerryDunn recommends that the NPD engage a collaborative process to design a system that will better suit the needs of the staff and the organization.</p> <p>BerryDunn notes it is important to point out here that human resource departments often have very sound reasons for the layout of the performance appraisals they produce. Accordingly, it is critical to include representatives from human resources in this process.</p>	
No.	Review of Survey Results	Overall Priority
<i>Chapter 2 Section IX: Workforce Survey</i>		
2-8	<p>Finding Area – Organizational Culture and Climate: The culture and climate survey includes substantive feedback from staff that highlights several areas of concern.</p> <p>Recommendation: The NPD should review the quantitative and qualitative survey responses and consider any appropriate actions.</p> <p>The organizational climate survey provides organizational leaders with substantive data to consider, which reflects various perspectives of staff. However, the true value in this information is not in what it conveys, but rather, in what categories this information prompts additional inquiry, discussion, and action. BerryDunn encourages the leadership at the NPD to examine the survey information from this section and consider engaging in follow-up in the appropriate areas.</p>	

Operations and Staffing		
No.	Organizational Restructure	Overall Priority
<i>Chapter 3 Section I: Organizational Structure</i>		
3-1	<p>Finding Area: The current organizational structure of the NPD is not optimized to support department goals.</p> <p>The department has faced recent operational challenges—including a high rate of employee turnover—that might have contributed to the current organizational structure performing sub-optimally, particularly in regard to accountability of command staff (as noted in Chapter 2) and the ability of first-line supervisors to train, coach, and actively supervise a department that is young in tenure. The department has experienced struggles with employee retention and has no formal professional development program in place to cultivate and develop future leaders.</p> <p>Recommendation: The NPD should reorganize the operational structure of the department, consistent with the proposed recommended structure developed collaboratively with NPD administration.</p> <p>The revised department structure should support larger organizational transformation goals including professional development and accountability of command staff (as discussed in Chapter 2), additional capacity for training, coaching, and active supervision at the first-line level, increased opportunities for both promotion and professional development of future leaders, enhanced internal communication, and a demonstrated commitment to community-oriented, data-driven, and victim-centered policing.</p> <p>Reorganizing the NPD includes several personnel adjustments:</p> <ul style="list-style-type: none"> • Convert one current commander position (open) to a deputy chief • Convert one current commander position (open) to lieutenant • Convert two current sergeant positions (from patrol) to lieutenant • Create two or three corporal positions per patrol team • Convert current PIO/crime analyst position to a PIO/executive officer position • Create a new full-time crime analyst position • Convert one records position to a supervisor position • Convert animal control personnel to an expanded role and add two personnel to this unit <p>All personnel adjustments and recommendations are outlined in Table 97.</p>	

Operations and Staffing		
No.	Continuity of Supervision	Overall Priority
Chapter 3 Section I: Organizational Structure		
3-2	Finding Area: Although the NPD has routinely appointed acting sergeants, and recently acting commanders, there is no formal selection process or established standard for this process.	
	Recommendation: NPD should formalize the policy and process for filling acting positions for all ranks, and work to ensure that policy is consistent with City human resources policy and the Fair Labor Standards Act. This will support complementary recommendations in this report about enhancing the internal communications approach and will support recommendations about developing a formal coaching/mentoring/professional development plan. Developing this policy should occur collaboratively and should consider past practices, including any prior processes used.	
No.	NMDTF Performance and Accountability	Overall Priority
Chapter 3 Section III: Support Services, Specialty Programs, and Assignments		
3-3	Finding Area: The NPD assigns personnel to the NMDTF but has no prescribed written guidelines, expectations, or reporting requirements for NPD personnel assigned to this unit.	
	Recommendation: 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. Although BerryDunn recognizes the valuable purpose served by drug task forces, it is also important to have clear expectations for assigned personnel, along with a mechanism for supervising them and evaluating them against those expectations. At a minimum, these should include reporting lines of authority and supervision, reporting on unit activity, and reporting on individual activity that supports the mission of the unit and the police department.	
No.	Reclassification of Animal Control	Overall Priority
Chapter 3 Section III: Support Services, Specialty Programs, and Assignments		
3-4	Finding Area: Converting the animal control unit to a 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. There are numerous tasks that CSOs could perform, which do not require a sworn officer and which would remove this obligated workload burden from patrol.	

Operations and Staffing		
	<p>Recommendation: 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.</p> <p>From BerryDunn’s perspective, CSOs could manage numerous support functions, including animal control, parking, crowd and traffic control, assistance on motor vehicle crash scenes and crime scenes, and park patrols, among others. BerryDunn is aware that the animal control officers are already performing some of these functions. However, regardless of the final configuration, converting animal control to a CSO unit would offset a substantial amount of workload that sworn staff.</p> <p>Given the potential benefits and suggested expansion of job duties, BerryDunn recommends that the NPD convert the animal control officers to CSOs and add two personnel to the unit, for a total of four full-time non-sworn staff members. BerryDunn sees significant value in shifting duties from patrol staff to CSOs, as this would ease the workload burden for patrol staff.</p>	
No.	Report Writing and Review Process	Overall Priority
<i>Chapter 3 Section III: Support Services, Specialty Programs, and Assignments</i>		
3-5	<p>Finding Area: 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.</p> <p>Patrol officers will often only complete the arrest module and then the records unit will complete the actual incident report. The records unit also reports routinely fixing errors and completing incident reports for patrol. The report-writing process does not correctly place the burden for quality on the author of the report. Supervisors are not ensuring report quality, and those drafting reports are not being held responsible for creating a quality document.</p> <p>Recommendation: 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, education, and guidance to officers, such that the quality of their reports improves and fewer errors and need for revisions occur.</p> <p>The NPD should implement procedures to return all incomplete or missing reports to patrol and require the supervisor to ensure the officer completes them properly. Supervisors should be required to review and approve all arrest report modules and all incident reports. The NPD should collaborate with local prosecutors to provide enhanced training on completing probable cause affidavits and arrest reports versus writing complete incident reports within the arrest module.</p> <p>In addition to general revisions to the report writing process, the NPD should consider requiring officers to collect and report on solvability factors within RMS</p>	 Medium

Operations and Staffing		
	for all criminal cases. See policy 600.5.1, and Chapters 4 and 8 of the Full Report for additional details.	
No.	Records Unit Schedule	Overall Priority
<i>Chapter 3 Section III: Support Services, Specialty Programs, and Assignments</i>		
3-6	<p>Finding Area: Adjusting the schedule of the records department to be staffed 24 hours per day would save the NPD substantial money currently being paid to ADCOM for overnight NCIC/CCIC computer monitoring.</p> <p>The NPD pays ADCOM \$58,000 per year to monitor urgent NCIC/CCIC messages. If the NPD were to staff the records unit 24 hours a day, NPD could perform this function and it would be unnecessary to pay ADCOM this money.</p> <p>Recommendation: The NPD should explore the feasibility of changing the hours of the records unit to cover 24 hours per day.</p> <p>Officers report delays in obtaining information from ADCOM during the overnight shift, as well as a desire to have records staff available to assist with monitoring persons in the temporary holding rooms, assisting with processing paperwork, and other tasks.</p> <p>The records unit used to be staffed on a 24-hour basis, but due to challenges in keeping staff during the third shift, this was abandoned. Instead, the NPD now pays ADCOM for computer monitoring services. BerryDunn recognizes that hiring and keeping staff who are willing to work the overnight shift can be challenging. However, there would be operational benefits to doing so, and it would likely result in a cost savings to the department. Accordingly, BerryDunn recommends that the NPD explore a schedule revision to accommodate 24-hour coverage in the records unit. To be clear, BerryDunn is not recommending additional personnel. The recommendation would include moving existing or replacement personnel into the overnight shift.</p> <p>In conjunction with the discussion on moving the records unit to a 24-hour operation, the NPD should consider creating a second formal supervisor within the unit.</p>	
No.	Report/Crime Clearance	Overall Priority
<i>Chapter 3 Section III: Support Services, Specialty Programs, and Assignments</i>		
3-7	<p>Finding Area: Data indicates the NPD is using clearance and closure categories incorrectly.</p> <p>Based on a review of case data provided to BerryDunn by the NPD, it appears there are numerous errors in case classification. Case closure or clearance categories are established by the FBI, and the application of these is not always</p>	

Operations and Staffing

	<p>clear to all staff. Using closure and clearance codes correctly helps ensure accurate reporting, so that appropriate data analysis can occur.</p> <p>Recommendation: 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.</p> <p>Although not all personnel within the NPD are responsible for setting case closure or case clearance codes, all personnel who have these responsibilities should be trained in their use. Moreover, unit supervisors and the records unit should routinely monitor the use of these codes to ensure they are being applied correctly.</p>	
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No.	Supplemental Duty Assignments	Overall Priority
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Chapter 3 Section III: Support Services, Specialty Programs, and Assignments

3-8	<p>Finding Area: Specialized and ancillary functions necessary to service delivery have aggregated among a few individuals and need to be reviewed for redistribution.</p> <p>Having too many ancillary duties assigned to a small number of people results in some employees feeling overburdened and other employees feeling they are missing opportunities to contribute and develop professionally. It can also cause service delivery issues if tasks accumulate disproportionately.</p> <p>Recommendation: The NPD should inventory, review, and redistribute specialized/ancillary functions in a deliberate, collaborative, and transparent manner.</p> <p>The NPD should implement an annual or biannual review of distribution of these additional responsibilities and produce and distribute a chart of specialized and ancillary functions to visually demonstrate distribution of these responsibilities and opportunities.</p>	 Medium
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Patrol Services

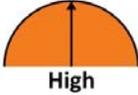
No.	Documenting Possible DV Incidents	Overall Priority
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Chapter 4 Section III: Calls for Service Analysis

4-1	<p>Finding Area: 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.</p> <p>Note: The NPD has been working on this process during this project. See Appendix D of the Full Report.</p>	 Critical
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Patrol Services		
	<p>Recommendation: The NPD should require a written report for all possible DV incidents.</p> <p>Based on data provided to BerryDunn, the NPD does not routinely document family or intimate partner disturbance calls when there is no apparent crime and/or there is no allegation of a crime or assault. Domestic violence (DV) is a serious crime that is often the most frequent person crime within any community. Based on preliminary data, the NPD responded to 676 DV incidents in 2019. However, in many cases, victims are reluctant to provide details to the police, which can result in significant underreporting. In addition to the DV incidents noted above, the NPD responded to 204 family disturbance incidents and 725 other disturbance calls in 2019.</p> <p>In contrast to many police calls, a prior history of calls and behaviors is a critical element in understanding DV incidents and in preventing them from escalating or recurring. To help ensure that all possible DV incidents are properly documented, the NPD should require a full incident report that details the event, for all disturbance calls involving family members, intimate partners, and same-household residents. This is a national best practice and this level of documentation should be the baseline for a robust DV prevention, intervention, and investigation strategy for the NPD.</p>	
No.	Updating DV Response	Overall Priority
<i>Chapter 4 Section III: Calls for Service Analysis</i>		
4-2	<p>Finding Area: The NPD DV response policy does lacks best practices elements, and it does not include a lethality assessment provision.</p> <p>DV is often the most frequent crime against a person in the community. In addition to the frequency of DV, homicides of women (in particular) at the hands of an intimate partner, represent a high portion of female murders around the world. The use of a lethality assessment and a robust DV investigation and support policy, can leader to greater offender accountability, and a safer environment for DV victims.</p> <p>Recommendation: In addition to ensuring full reporting on all DV cases, the NPD also needs to update their domestic violence policy and the associated procedures.</p> <p>Although policy 309 of the NPD policy manual outlines response to DV cases, the policy is in need of revision. The policy does not include a lethality assessment as a part of the DV response protocols, and this is a national best practice for law enforcement. The NPD should review all of it DV response protocols with all appropriate stakeholders, and develop a revised policy that includes a lethality assessment.</p>	 High

Patrol Services		
No.	Revise Patrol Districts	Overall Priority
Chapter 4 Section III: Calls for Service Analysis		
4-3	<p>Finding: The CFS volumes within the patrol districts are unbalanced, contributing to operational and CFS response issues. Balancing patrol district volumes will contribute to improved community-policing efforts by officers.</p> <p>Recommendation: The NPD should examine the patrol districts and revise their structure and the associated personnel allocations. BerryDunn favors the use of a patrol district/beat structure for several reasons, including workload management, response times, a broad distribution of personnel, and deployments that support community-policing efforts. The department should evaluate the size and structure of the current districts to determine whether adjustments should be made. This should include consideration of the volume of each district, as well as geographic boundaries. The department should ensure proper staffing of each patrol district, based on CFS volumes, as identified in this report, or as adjusted, based on any district revisions. The staffing and deployments of personnel should be designed to minimize out-of-district response. Although it is tied to work schedule design, the NPD should deploy personnel consistently within patrol districts, in keeping with the concept of geographic policing and in order to support continuity of staffing as part of an overall community-policing strategy.</p>	
No.	Develop a Supplanting Code for Ease of Analysis	Overall Priority
Chapter 4 Section IV: Patrol Staffing Analysis and Calculations		
4-4	<p>Finding Area – Supplanting: 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. Based on a review of the data in CAD, there is substantial supplanting of the Patrol Division by various officers. At present, there is no clear method to identify the level of supplanting occurring.</p> <p>Recommendation: The NPD should establish a supplanting CAD code that clearly identifies that the CFS response was managed by a non-patrol unit on behalf of the Patrol Division. At present, various non-patrol units within the NPD assist the Patrol Division by taking CFS, when the patrol units are too busy to handle them. Supplanting</p>	

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	<p>artificially lowers the obligated workload for patrol, and makes a full analysis of the data difficult.</p> <p>BerryDunn recommends that the NPD add a disposition code of <i>Assist Patrol</i> within CAD, and that non-patrol personnel use this code when taking a CFS for patrol. This will make future analysis of the obligated workload easier and more accurate.</p>	
No.	Examine Patrol Schedule for Revision	Overall Priority
Chapter 4 Section IV: Patrol Staffing Analysis and Calculations		
4-5	<p>Finding Area – Patrol Work Schedule: The patrol work schedule for the NPD is not effectively or efficiently meeting staffing and personnel distribution needs for the department.</p> <p>The patrol schedule lacks flexibility and consistency, it does not minimize the use of overtime or appropriate staffing in all patrol zones, and it does not adjust to peaks and valleys in leave time.</p> <p>Because of continuity of scheduling issues, the current patrol work schedule does not consistently align with geographic policing expectations, and this reduces the ability of the department to fully engage COP work in each of the patrol zones.</p> <p>Recommendation: The NPD should make revisions to the patrol work schedule to maximize efficiency and distribution of personnel.</p> <p>Based on the numerous data provided, it is evident that the current work schedule in use by the NPD is not maximizing the use of personnel. Overall, the schedule lacks the flexibility to adjust to leave varied periods and lacks continuity of staffing. BerryDunn understands the complexities in making adjustments to the patrol work schedule. Patrol staff are significantly affected by these changes, and those adjustments can impact the lives of staff in a variety of ways. Although BerryDunn recognizes and understands these apprehensions, the current work schedule is not serving the agency well.</p> <p>BerryDunn recommends that the NPD engage a committee to review the work schedule, in light of the information contained in this report, and that a new schedule be developed that will meet department, staff, and community needs.</p>	 High
No.	Maximize Use of Alternative Reporting	Overall Priority
Chapter 4 Section VI: Alternative Response		
4-6	<p>Finding Area: Improvements and enhancements to the TRU/desk officer and online reporting system will improve operational efficiency for the NPD.</p> <p>The NPD currently uses personnel to staff the desk in the lobby of the police department and to take phone reports. The system is working, but maximizing the use of the TRU could reduce workloads for patrol. Similarly, the NPD also uses an</p>	 Medium

Patrol Services		
	<p>online reporting system, but the number of reports received annually is low. Expanding the use of this system could also reduce patrol workloads.</p> <p>Recommendation: 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.</p> <p>Although the NPD already receives a number of phone and online reports, the NPD would benefit from more intentional routing of callers to the TRU/desk officer, and/or the online reporting system.</p> <p>Overall, the NPD should promote the use of these systems with staff, with the communications center, and within the community. As the community becomes more aware of their availability, a portion of the work will naturally shift to these areas.</p> <p>Increasing capacities in these areas will benefit the community, as it will increase the community's access to these services based on personal needs. Improving alternative reporting for the NPD will also reduce the obligated workload for patrol and provide additional capacity within the Patrol Division.</p> <p>One of the important considerations in fully implementing these processes involves gently guiding the public toward these resources. This will require a coordinated effort between the NPD and ADCOMM.</p>	
No.	Multi-Housing Approach	Overall Priority
<i>Chapter 4 Section VIII: Other Patrol Operations</i>		
4-7	<p>Finding Area: NPD personnel report that a few high-volume apartment complexes account for a great deal of patrol's workload. BerryDunn notes that there does indeed appear to be an aggregation of calls for service at a few discrete multi-unit locations.</p> <p>Recommendation: Utilize a multi-unit city housing ordinance to address chronic problems at apartment complexes.</p> <p>While NPD does not currently possess a sophisticated data analysis function to thoroughly analyze the nature of this problem, this situation is a prime example of how problem-oriented policing and data-driven policing can contribute to more effective and efficient police response and, as their data analysis ability increases, NPD should thoroughly and regularly analyze calls for service at high activity locations such as apartment complexes.</p> <p>The City used to use apartment cards along with a three-strike ordinance. NPD personnel report the consequences were unenforced and, thus, ineffective and the cards fell out of use. NPD should re-visit utilization of a multi-unit city housing ordinance to address chronic problems.</p>	

Patrol Services		
No.	Follow-Up with Reporting Persons	Overall Priority
Chapter 4 Section VIII: Other Patrol Operations		
4-8	<p>Finding Area: NPD does not require patrol officers to contact reporting parties on community-initiated calls for service to inform them of the outcome. This is inconsistent with a community-oriented and problem-oriented policing approach and does not contribute to increased feelings of safety.</p> <p>Recommendation: When community members contact the police for assistance it is often because they are unable to safely address problems themselves. This can cause a great deal of anxiety and concern for the community member. One of the best things a responding officer can do to increase the community member's feelings of safety is to contact them and let them know the nature of the response and the resolution of the problem that prompted the call for help. NPD desires to be a community oriented policing agency. Ensuring timely, active, and transparent communication with community members is fundamental to core community-policing strategies. NPD should implement procedures which require patrol to contact all reporting parties – except those who explicitly request not to be contacted. Contact can be made in person or over the telephone or even by email when appropriate. Some calls for service will even warrant next day follow up and it is imperative patrol develop procedures to forward information to succeeding patrol shifts to help accomplish this.</p>	 Medium

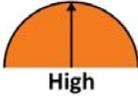
Community Engagement		
No.	Refresh COP Expectations for NPD Staff	Overall Priority
Chapter 5 Section I: Community Policing		
5-1	<p>Finding Area: The NPD has a strong COP philosophy that has been successful in many ways. However, the NPD does not provide ongoing COP training, lacks a clear explanation of department expectations for COP efforts for officers, and does not track those efforts substantially.</p> <p>The chief of police is well known for his strength in developing and maintaining community relationships. The NPD has the opportunity to leverage the chief's effectiveness to support a department-wide community-policing approach by expanding this relationship-building capacity throughout the department. Additionally, the NPD utilizes a Community Resource Officer who works extensively with the community. The combination of the chief's abilities and the consolidation of basic community-policing responsibility into the CRO function appears to have contributed to a common impediment to a community-policing approach—rank-and-file officers, supervisors, and commanders do not believe community policing is their responsibility.</p> <p>Recommendation: The NPD should build processes, opportunities, and expectations for all members of the NPD to actively support community policing</p>	 High

Community Engagement		
	<p>by expecting all team members to engage in active, deliberate, and meaningful relationship-building and problem-solving with the community.</p> <p>One of the basic tenets of community policing is that it is the responsibility of every team member and not just specific units or individuals. Chief May has a deep and broad understanding and appreciation for COP and POP. The NPD can leverage that ability and reinforce the organizational value placed on these strategies by having Chief May personally teach COP/POP to all officers. NPD should then initiate tracking, measuring, monitoring of COP and POP activities and build them into performance evaluations and opportunities to pursue specialized assignments and formal promotions. NPD should coordinate this department-wide implementation of COP/POP with its department strategic plan and the supporting communications strategic plan to help ensure that formal and informal, internal and external communication support the value the department places on these strategies.</p>	
No.	Communications Strategic Plan	Overall Priority
<i>Chapter 5 Section III: Connecting with the Community</i>		
5-2	<p>Finding Area: Current use of social media appears intermittent and lacks organization that clearly supports department mission, vision, and values.</p>	
	<p>Recommendation: The NPD should develop a social media/communications plan and policy, which support the department's strategic plan. The social media/communications plan should outline the use of social media to promote internal and external communication and transparency in a manner that reinforces department mission, vision, and values, as well as guiding policing strategies.</p> <p>Top leadership should deliberately and visibly include communications personnel as regular participants in command-level meetings to reinforce their value and authority in the department and so they can be aware of important events, discussions, opportunities, and challenges to the department and be able provide perspective from their valuable areas of responsibility and, likewise, be prepared to incorporate them in their operations.</p>	
No.	Homelessness	Overall Priority
<i>Chapter 5 Section IV: Problem Solving</i>		
5-3	<p>Finding Area: Problems associated with homelessness are a significant community concern, and department employees report that they utilize significant department resources.</p>	
	<p>Recommendation: Pursue a coordinated, multidisciplinary, co-produced, and inter-city plan to assess homeless population and devise community-appropriate responses.</p> <p>Public safety concerns and issues surrounding homelessness are a common COP and POP challenge. One of the most significant points is that many issues concerning homelessness are not criminal in nature, but the effects manifest deleteriously on community perceptions of safety. Consequently, police are often</p>	

Community Engagement		
	called upon to resolve these issues, yet criminal enforcement is often ineffective or even counterproductive. It is vital that any response to issues of homelessness include a coordinated, multi-disciplinary, co-produced, and inter-city plan that assesses the population, identifies specific problems, and devises community-appropriate responses supported by both law and community intentions. There are established promising practices in other communities that NPD should be exploring. One example is the Homeless Outreach Team utilized in Sarasota, Florida. There are also other examples of successful programs for the NPD to consider, and BerryDunn encourages the NPD to seek out successful programs and to study them for ideas they might incorporate in Northglenn.	
No.	Co-Production Policing	Overall Priority
<i>Chapter 5 Section VI: Community Co-Production Policing</i>		
5-4	<p>Finding Area: The NPD has a strong COP foundation, but would benefit from operational reforms developed through a CCPP process.</p> <p>The NDP has a good reputation within the community that is well-deserved. However, national calls for reforming the policing industry demand an appropriate response, and for the NPD, having strong community relationships will aid efforts that seek greater community involvement and ownership of policing strategies for the City of Northglenn.</p>	 High
	<p>Recommendation: 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.</p> <p>As a starting point, BerryDunn recommends that the City create a committee that represents the unique diversity of the community and possesses real and substantive authority to review and guide decisions about community safety, law enforcement, justice, and the roles, strategies, and approaches of policing within that broader environment. The committee should consider possible CCPP pathways, and produce a report that outlines areas for further exploration and implementation.</p>	

Juveniles and Youth Engagement		
No.	Diversion and Arrest Alternatives	Overall Priority
<i>Chapter 6 Section III: School Resource Officers</i>		
6-1	<p>Finding Area: The NPD 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.</p>	 Medium

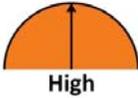
Juvenciles and Youth Engagement		
No.	Diversion and Arrest Alternatives	Overall Priority
	<p>Recommendation: The NPD should explore and build on the SROs experiences with restorative justice practices for youth offenders, and partner with The Link, to develop policies that support alternatives to arrest for juveniles, and other less restrictive methods for managing youth crimes.</p>	

Investigations Services		
No.	Interviewing Sensitive Victims	Overall Priority
Chapter 8 Section III: Policies and Procedures		
8-1	<p>Finding Area: NPD investigators routinely conduct interviews of juvenile victims. Industry best practices call for forensic interviews of juvenile victims to be conducted in a multi-disciplinary setting, and preferably by non-police personnel.</p> <p>Recommendation: Change policy to require child advocacy center to perform forensic interviews of all juvenile victims using a multi-disciplinary team approach. Although BerryDunn recognizes the NPD has several investigators with significant training and experience in this area, best practices related to forensic interviews of juvenile victims involve a multi-disciplinary team approach and a shift to using non-police personnel to conduct them in a non-police setting. Within the law enforcement industry, there are special protocols for interviewing juvenile victims. These protocols have been established to help ensure accurate information from child victims, to increase the validity of juvenile statements and their acceptance within the courts, and to minimize victim trauma. Engaging a multi-disciplinary team, and shifting to using non-police personnel for these interviews also helps ensure consistency, and it removes arguments and concerns over coercion or leading questions in police-led interviews.</p> <p>Accordingly, BerryDunn recommends that the NPD change its policy and practices to require a child advocacy center (or other certified non-police forensic interviewer) and a multi-disciplinary team approach to perform forensic interviews of all juvenile victims. The NPD should also provide training to all investigators regarding forensic interviewing, the neuro-biology of trauma, and trauma-informed interviewing.</p>	 High
No.	Investigations Case Management Policy	Overall Priority
Chapter 8 Section III: Policies and Procedures		
8-2	<p>Finding Area: The Investigations Division does not have formal policies that outline case assignment, monitoring, and expected closure rates. The RMS has not been optimally configured to capture, monitor, and assess investigator workloads.</p>	 High

Investigations Services		
	<p>In order to successfully supervise an investigations unit, it is necessary to have appropriate protocols and policies in place so that expectations are clear and so the department can implement monitoring and accountability measures.</p> <p>Recommendation: 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. At present, there is no formal process in place at the NPD that outlines investigator expectations on cases, frequency of effort and reporting on cases, and monitoring of those efforts. The current policy also does not elaborate on supervision of the unit, recommended closure timelines, decision-making on closing or inactivating cases, and regular review and accountability of investigative effort. BerryDunn recommends that the NPD develop a robust set of policies that address these issues and provide a greater opportunity to assess investigator efforts and unit success.</p>	
No.	Investigations Staffing	Overall Priority
<i>Chapter 8 Section: Investigations Staffing Discussion</i>		
8-3	<p>Finding Area: 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. Investigators report performing triage over actual investigation, due to staffing limitations. Several staff told BerryDunn that the rotational nature of assignment to investigations has resulted in personnel leaving the department rather than being forced to return to patrol. If true, this is contributing to attrition rates, and significant experience is leaving the department, which could be avoided.</p> <p>Recommendation: The NPD should add three full-time investigators to the general investigations staff. The NPD should also evaluate and consider revising the policy requiring rotations for investigations positions. Based on a thorough review of the data, the NPD should add three new general investigations positions to that division. In addition, per other recommendations, the NPD should revise policies, data collection, and supervisory processes so it can further evaluate investigations staffing needs. In addition, the NPD should review personnel records to determine the accuracy of anecdotal reports regarding retention of rotational assignment. If these anecdotal reports are accurate, this practice could be contributing to attrition, and adjustments to this practice might benefit the organization.</p>	 Medium

Operational Policies		
No.	Pin and Pursuit Intervention (PIT) Policy	Overall Priority
Chapter 9 Section II: Critical Policies		
9-1	<p>Finding Area: The NPD currently does not have a clear policy on when or if PIT maneuvers or vehicle pinning are allowed by staff.</p> <p>Note: The NPD completed this process during this project. See Appendix D of the Full Report.</p> <p>Recommendation: The NPD needs to develop and implement a Pin and PIT policy as soon as practical.</p>	 <p>Critical</p>
	<p>BerryDunn is keenly aware of a recent incident in which officers of the NPD attempted to tactically pin a vehicle, which resulted in a series of unfortunate outcomes. At present, there is still a lack of clarity within the NPD as to what the department policy is on these issues.</p> <p>Given the prior event and its seriousness, and due to the varied perspectives offered by personnel interviewed by the BerryDunn team, it is critical that the NPD draft, communicate, and implement a clear guiding policy on these issues as soon as possible.</p>	
No.	Policy Revisions	Overall Priority
Chapter 9 Section II: Critical Policies		
9-2	<p>Finding Area: There are several areas within the NPD policies or procedures that are either lacking, missing, or that should be considered for revision. The NPD has a good policy manual built upon a foundation from Lexipol, a nationally recognized leader in police policy development. However, there are numerous policies the NPD should examine for completeness, modification, or creation.</p> <p>Recommendation: The NPD should review BerryDunn's findings and recommendations concerning department policies, and consider adding or amending policies based on that review.</p>	 <p>Medium</p>
	<p>A set of complete, contemporary, and understandable policies to guide staff in fulfilling their public safety mission is a critical element of every police agency. The policies should prescribe expectations for staff, clearly defining what they can, cannot, should, or should not do. The policies should be consistent with state and federal law, best practices within the police profession, and to the extent it is lawful, they should align with community desires, needs, and standards. Developing a set of guiding policies that conform to these interests is an arduous task, but one that is necessary to help ensure uniformity and fairness in policing practices and accountability for those who do not abide by them.</p>	

Operational Policies		
	<p>Although there are foundational elements surrounding most police practices (e.g., pursuits, emergency driving, domestic violence), there are many nuances that should be considered. Accordingly, developing or modifying policies should be a collaborative effort that involves thorough discussion and consideration with all concerned stakeholders, including those who must enforce and follow the policies (staff), and those affected by them (the community). Because there are many variations, possibilities, and opinions on policy development, BerryDunn favors a process in which the agency is responsible for these actions. As a result, BerryDunn has offered many best-practices areas of consideration for the NPD without detailed recommendations on which provisions should or should not be included. As expressed in this chapter, BerryDunn recommends that the NPD evaluate the following policy areas for development or revision:</p> <ul style="list-style-type: none"> • Off-Duty Conduct • Care, Custody, Control of Prisoners • Sexual Harassment-Discrimination • Domestic Violence • Selection/Hiring • Responding to the Mentally Ill • Pursuits and Emergency Vehicle Operations • Crime Analysis and Intelligence-Led Policing • Officer Wellness • LGBTQ Policy • Impartial Policing Policy • Unmanned Aircraft Systems • Definitions • TASER/Conducted Energy Weapons • Use of Criminalist • Property and Evidence • Arrest Reports • Documentation of Activity • School Resource Officers <p>BerryDunn also recommends that the NPD consider reviewing policies from other agencies as a part of this process.</p>	
No.	Review Use of Force Policies	Overall Priority
<i>Chapter 9 Section III: Analysis of Use of Force Policy</i>		
9-3	<p>Finding Area: 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.</p> <p>Recommendation: 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.</p>	 <p>High</p>

Operational Policies		
	BerryDunn’s recommendation in this section is for the NPD to review this information in relation to its own policy and to consider appropriate adjustments. Nothing in this section should be construed as a mandate for the NPD to adopt the National Consensus Use of Force policy or the 8 Can’t Wait policies in whole or in part.	
No.	Policy Training	Overall Priority
Chapter 9 Section VI: Policy Training, Updates, Revisions and Development		
9-4	<p>Finding Area: 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.</p> <p>Recommendation: Sound, up-to-date, and well-understood policy represents the foundation of consistent, defensible policing. NPD should develop plans to help to ensure all employees have a thorough understanding of policy. Further, the NPD should establish a formal policy development group composed of appropriate stakeholders.</p> <p>The NPD should implement a plan to help to ensure all employees demonstrate a functional knowledge of policy, particularly key and critical policy areas. There are numerous mechanisms for this, including online review and testing, roll-call training, officer-led training, inclusion in specialized assignment and promotional selections, and review during performance evaluations.</p> <p>The NPD should implement practices to help ensure all policies are reviewed and updated at least semiannually. BerryDunn recommends involving victim services thoroughly in the policy review process to help ensure a victim-centered approach to policy and policing.</p> <p>Those who engage specific work on a consistent basis have the best vantage point from which to construct the rules and operating guidelines regarding operational functions. Persons in those positions often have ideas or suggestions, which, if not for their inclusion in the process, would be unknown. Additionally, involvement in the development of those rules will be more likely to help staff understand and embrace them. Consequently, BerryDunn recommends NPD establish a formal committee responsible for review and input on any significant policy change and for development of new policy.</p>	

Data, Technology, and Equipment		
No.	Use of Field Technology	Overall Priority
Chapter 10 Section I: Data and Technology		
10-1	<p>Finding Area: 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.</p> <p>Recommendation: 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.</p> <p>The department has acquired some impressive and progressive technology such as GPS/AVL, ALPRs, fingerprint scanners, etc. Keeping the technology functioning and keeping employees up-to-date on its performance has presented a significant barrier to maximizing the potential of much of this technology. Reasons for under-performing technology may include lack of training, poor timing of training, inadequate support, conflicting vendor and expert support. The current RMS does not work consistently or effectively and is certainly not perceived by many of its regular users to work consistently and effectively.</p> <p>The technology committee should evaluate all software and hardware available, and the functionality of technology items. Following this review, the group should produce a report that outlines recommendations for technology improvements.</p>	 Medium
No.	Use of Data and Intelligence	Overall Priority
Chapter 10 Section II: Crime Analysis		
10-2	<p>Finding Area: 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 has stated its goal is to be a premier law enforcement agency. This laudable goal will require clear and deliberate implementation of policing approaches which demonstrably improve effectiveness and efficiency. Formally adopting and implanting an ILP strategy is one observable step in accomplishing this goal.</p> <p>Recommendation: The NPD should formally adopt a data-driven philosophy that is supported by ILP. That philosophy should incorporate best practices in data use by police agencies, and should include an operating performance measurement and accountability management system.</p> <p>Although the NPD has a crime analyst position, those duties are currently combined with the PIO position. As noted in Chapter 3 of the Full Report, these responsibilities should be separated, and the NPD should have a full-time crime</p>	 High

Data, Technology, and Equipment		
	<p>analyst. This report recommends establishing an ILP and data-driven philosophy for the NPD, and this will require a dedicated crime analyst position.</p> <p>At present, the NPD does not use data, intelligence, or quantitative methods in any organized or meaningful way. Additionally, NPD has not formally implemented an operating performance measurement and accountability management system (often referred to as CompStat).</p> <p>NPD should deploy data-driven and intelligence-led policing as core strategies. In order to do this, they need specialized training for command staff and analysis professionals, they need to deploy more deliberate use of data, develop ability to develop data into intelligence, identify best practices for implementation, identify and employ performance metrics that support top level strategic goals and department vision. In Chapter 2, this report recommends utilizing DDACTS to address crime and safety problems and notes that this well-established tool will also serve as a great platform to introduce the potential of data-driven and intelligence-led policing. Another area where NPD is not utilizing data and intelligence to drive decision making is performance measurement and accountability management. NPD has no system for measuring organizational performance or managing agency accountability on progress towards department goals.</p>	

Training and Education		
No.	Field Training Program	Overall Priority
Chapter 11 Section II: Field Training		
11-1	<p>Finding Area: 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.</p> <p>It is vital that a premier law enforcement agency have a field training program that is supported by strong and clear policy; includes the most capable and well-trained officers; and establishes accountability of the officer in training, the training cadre, and the department as a whole.</p>	 Medium
	<p>Recommendation: 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.</p> <p>Some specific recommendations for the field training process include, but are not limited to, the following:</p>	

Training and Education		
	<ul style="list-style-type: none"> Conduct thorough review of field training policy and process and ensure it complies with established professional best practices Establish a formal, objective mechanism to select FTOs Require FTO to review daily observation reports (DORs) with trainees daily and review summary weekly Have supervisors meet with officers in field training weekly to review training performance Have FTO coordinator meet with each trainee personally at least monthly Have field training supervisors and FTO coordinator provide formal training updates to patrol commander monthly Require all FTOs to attend FTO school and an orientation with patrol commander and chief of police prior to beginning to train any new officer Implement a policy that trainees only train with trained and certified FTOs. If none are available, place new officers in alternate assignments (shadowing patrol, investigations, support services, etc.) until FTO becomes available. Establish policy to move FTOs temporarily from specialized assignments like investigations to patrol and backfill specialized assignments from patrol. This puts FTOs on patrol, keeps them current, and gives patrol officers a chance to explore investigations while ensuring new officers are only trained by actual FTOs 	
No.	Supervisor Field Training	Overall Priority
<i>Chapter 11 Section II: Field Training</i>		
11-2	<p>Finding Area – Field Training: The NPD does not currently have a formal process for training newly promoted personnel.</p> <p>Transitioning from line-officer to line-supervisor requires major adjustments for most new supervisors.</p> <p>First-line supervisors play a critical role in the success of the organization, and their personal success is imperative.</p> <p>Many new supervisors do not have extensive leadership training when they are promoted, and they often lack clarity of their role.</p> <p>Recommendation: The NPD should develop an FST program for all new supervisors.</p> <p>Training is often cited as one of the greatest responsibilities of a law enforcement agency. Implementing an FST program at the NPD will help new supervisors to act decisively in a broad spectrum of situations. Additionally providing FST will help new supervisors realize greater effectiveness in acting consistently with discipline, performance evaluations, and understanding the greater mission of the</p>	 Medium

Training and Education		
	<p>organization. Ultimately such a program will foster cooperation and unity throughout the organization while providing newly promoted personnel training commensurate with their duties.</p> <p>Elements of an FST might include the following:</p> <ul style="list-style-type: none"> • Outlining supervisor expectations • Clarifying supervisory responsibilities regarding policies and other general oversight duties • Training on writing performance evaluations • Identifying accountability and disciplinary processes, to help ensure consistency throughout the organization • Mentoring by a senior supervisor within the same division <p>There are many benefits to providing FST, and BerryDunn recommends that the NPD develop and implement this process.</p>	
No.	Training Plan	Overall Priority
<i>Chapter 11 Section III: Higher Education and Officer Development</i>		
11-3	<p>Finding Area: 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.</p> <p>Although the NPD clearly values training for its staff, there is no specific process outlined in policy that outlines required or preferred training for operational roles, and no policy that outlines minimum training expectations for supervisors.</p> <p>There is no policy that addresses officer development, and no identified process for staff development or improvement plans. The NPD does not have a formalized system that all employees understand for approving training requests. This leads to personnel feeling confused, frustrated, and demoralized by an apparent lack of transparency, equity, and accountability in the training approval process.</p> <p>Recommendation: 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.</p> <p>The NPD provides significant training for officers, and this is evidenced by the number of training hours each officer receives, as well as the fiscal allocations that support organizational training. However, there does not appear to be a specific strategy in place for determining which courses officers should take. There is also no apparent method for determining which courses should be approved for officers, and why.</p>	 Medium

Training and Education		
	<p>BerryDunn recommends that the NPD develop a plan that outlines the types of training that coincide with certain job duties. For example, this would include the identification of baseline and advanced training for investigators, patrol officers, and supervisors. The NPD should carefully consider each of the categorical areas within the department and develop a list of preferred training that supports the development of skills for officers within those areas.</p> <p>Decisions regarding approval of training for officers should follow these guidelines. BerryDunn also notes here that supervisors should be having regular discussions with officers regarding their intended career path, as part of their performance evaluation and on an ongoing basis. Approval for specific training courses for officers should also take these discussions into account.</p> <p>In addition to developing this plan, the training division should be monitoring the progress of officers assigned within each of the identified areas, and when courses are available that are in alignment with the training needs for those positions, the training division should be proactively encouraging officers to submit for that training.</p> <p>A complete training policy and plan should cover the following areas:</p> <ul style="list-style-type: none"> • Training records maintenance • Requests for training • Department types of training • Training program and development • Curriculum development • Instructor development • Annual training • Preferred in-service training • Specialized training required by designated unit or role • Educational partnerships <p>BerryDunn recommends that the NPD convene an agency-wide committee, composed of a diverse composition of staff members, to assist in the development and evaluation of the training needs of the organization. This committee should solicit input from various organizational components and consider the full spectrum of operational services of the NPD. The committee should develop a training policy and plan, and provide this to NPD administration for consideration of adoption.</p>	
No.	Training Supervisor	Overall Priority
<i>Chapter 11 Section VII: Training Request Process</i>		
11-4	Finding Area: The training supervisor has many duties, and may be overburdened by ancillary tasks and functions	

Training and Education		
	<p>Recommendation: 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.</p> <p>In addition, the NPD should explore opportunities to provide support to the training supervisor position including utilization of volunteers, employment of part-time support (especially retirees), and addition of non-sworn professional staff.</p>	 High

Hiring, Recruitment, and Retention		
No.	Recruiting and Hiring	Overall Priority
Chapter 12 Section II: Hiring, Recruitment, and Retention		
12-1	<p>Finding Area: 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 does not have any full-time personnel dedicated to recruiting. Recruiting within the NPD is assigned to the training sergeant, but there has been no apparent effort to expand recruiting efforts beyond this unit, and current efforts are not robust.</p> <p>Recommendation: 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.</p> <p>A good recruiting plan can establish priorities for the recruiting unit, and it also helps those within the department understand the recruiting goals of the department.</p> <p>The recruitment plan should identify the areas where the department will advertise and recruit candidates, including multiple traditional and web-based methods, and it should also outline the relationships between the NPD and various educational and law enforcement training institutions.</p> <p>The plan should also describe the commitment of the department to establishing a workforce that seeks an ethnic, racial, and gender balance that is also representative of the community it serves. Further, the plan should include specific steps and strategies that will be used in order to accomplish these goals.</p> <p>There are multiple considerations to developing a strong recruiting plan, and BerryDunn has compiled a list of considerations that the NPD should evaluate as part of its process to develop a recruiting plan. BerryDunn has included this information in Appendix C in the Full Report, under Recruiting and Hiring Considerations.</p>	 High

Hiring, Recruitment, and Retention		
	BerryDunn recommends that the NPD establish a recruiting and hiring plan and that the department review this report and the relevant section in Appendix C as part of that process.	
No.	Operational Minimums and Authorized Hiring Levels	Overall Priority
<i>Chapter 12 Section IV: Attrition</i>		
12-2	<p>Finding Area: 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.</p> <p>Recommendation: 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.</p> <p>It is important that the NPD help to ensure that the department is fully staffed at a level that is optimally efficient. Staffing at this level supports the full range of departmental services and contributes to maximizing the outputs of each unit and subunit within the department. Once the minimum operational level has been established, the City and the police department need to take steps to maintain staffing at that level. Due to attrition rates and the lag-time involved in hiring and staffing sworn positions, the authorized hiring level must be adjusted. The authorized hiring level should be sufficient to overcome projected attrition within the department.</p> <p>Based on the overall assessment of the NPD, BerryDunn recommends a minimum operational level of 84 officers; this will require an authorized hiring at a rate of 92 to maintain minimum staffing for the agency. The numbers here reflect the following:</p> <p>Current Sworn Staffing: 73 Additional Sworn Staffing: 84 Estimated Attrition Rate: 8 Authorized Hiring Level: 92</p> <p>These numbers assume a consistent attrition rate. The NPD should constantly monitor attrition rates and adjust the authorized hiring level to match operational needs and to help ensure the minimum operational level of 84 officers is consistently maintained.</p>	

Internal Affairs		
No.	Revise the IA Process	Overall Priority
Chapter 13 Section IV: Policy and Discipline		
13-1	<p>Finding Area: 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.</p> <p>The PQR process for documentation of informal complaints or inquiries from the public has been the same one used for documenting positive performance and commendations for employees. This combination of documentation functions has resulted in widespread confusion about the process and the general perception that any documentation has a critical aspect to it. BerryDunn notes NPD recently reorganized the responsibilities for the IA process, and employees consistently report notable improvements already. NPD is also working toward replacing the general documentation process.</p> <p>Recommendation: The NPD should continue its efforts in improving the IA process, revising its PQR process, and developing a mentoring program.</p> <p>NPD should continue to aggressively pursue revision to all policies related to performance, conduct, investigation, and documentation. The revised policies should improve clarity about which citizen complaints require documentation, exactly how these should be documented, and who should be informed of the documentation. NPD should require documentation and disposition of all complaints and consider distinguishing inquiries (no possible violation) from complaints, substantive or otherwise.</p> <p>NPD should provide supervisor training on handling complaints and combine it with performance evaluation training, which has been lacking or nonexistent. The IA policy should include a visual flow chart for how to respond to and document both a complaint and an inquiry for both internal and external events.</p> <p>NPD should continue its comprehensive review of all its systems utilized to document performance and conduct (e.g., PQR, BlueTeam, Blue Folder, early intervention system, performance appraisals, personnel file, supervisor files, etc.) and establish a coherent policy and process for documentation and response. Such a policy should include clear reporting requirements, follow-up expectations, formal coaching/mentoring opportunities, and feedback required for affected employees. Most significantly, the PQR system has a very negative reputation and NPD should visibly eliminate PQR from operations and replace it.</p> <p>Simultaneously, NPD should revise disciplinary policy to be clearer about what is non-disciplinary (coaching, mentoring, training, notes, or documentation) and what is disciplinary or potentially disciplinary. Disciplinary or potentially disciplinary situations should include a further distinction between serious complaints (to be handled by internal affairs), non-serious complaints (to be</p>	 <p>Medium</p>

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	<p>handled by the chain-of-command), and non-disciplinary inquiries (to be handled via documentation alone).</p> <p>Revised policy should much more clearly define more serious cases, which must be referred to IA. NPD should revise policy additionally to provide a clear process flow for IA case review, and how they are routed through the chain of command. Currently, the chief of police is the sole reviewer for determination of findings of IA investigations. Based on chief's discretion, the investigation might go to the chain-of-command for input on possible discipline.</p> <p>Revised policy should clarify the role of chain-of-command in IA investigations to include providing the case file to the involved officer's commander before or simultaneous to providing to chief so the chain-of-command can make recommendations on finding. This process supports ownership, responsibility, accountability by the chain-of-command. Revised policy should explicitly state timing requirements of IA cases and whether they will be conducted parallel or subsequent to related criminal investigations.</p> <p>NPD should consider a discipline matrix to enhance consistent application of discipline. Such matrices can be constructed that provide both consistency and latitude to consider aggravating and exculpatory circumstances. NPD should consider revising policy to include an internal grievance with an independent review process if the involved employee disagrees with chief's/chain-of-command's finding.</p>	
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