



Police Department Update

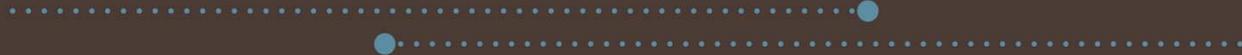
May 11, 2015

Purpose

- Provide information and examples of systemic issues within the police department
- Review departmental reform efforts underway to remedy long-standing issues
- Respond to city council questions



Professionalism & Accountability



Culture of Misconduct

- Sergeant authorized officers to disable equipment and conduct unauthorized investigations outside of city. Resulted in federal lawsuit and offer of judgment.
- Repeated use of force applications involving a member of the K9 unit. A previous chief suspended program because of similar issues with same individual, which resulted in a claim against city and settlement.

Culture of Misconduct

- Regional peer concerns with behavior:
 - Perceived interference by District Attorney of his prosecution of dog shooting by conducting own independent investigation.
 - Posting of inappropriate comments about elected officials on social media.
 - Confrontational behavior at SART meeting.

Lack of Accountability

- Results in inability to hold people accountable, a lack of supervision and fear of retaliation

Culture Focus

individual priorities > city org and community

- Decision-making model focused on employees and associated impacts

Officer Professionalism

- Personal consequences of acting outside of policy
- Policy manual update
- Significant decline in worker compensation claims
- Consistent management of injury leave policy and federal processes

Worker's Compensation Claims

Year	Injuries	Costs
2013	52	\$1.1M
2014	41	\$144K
2015	11	\$20K

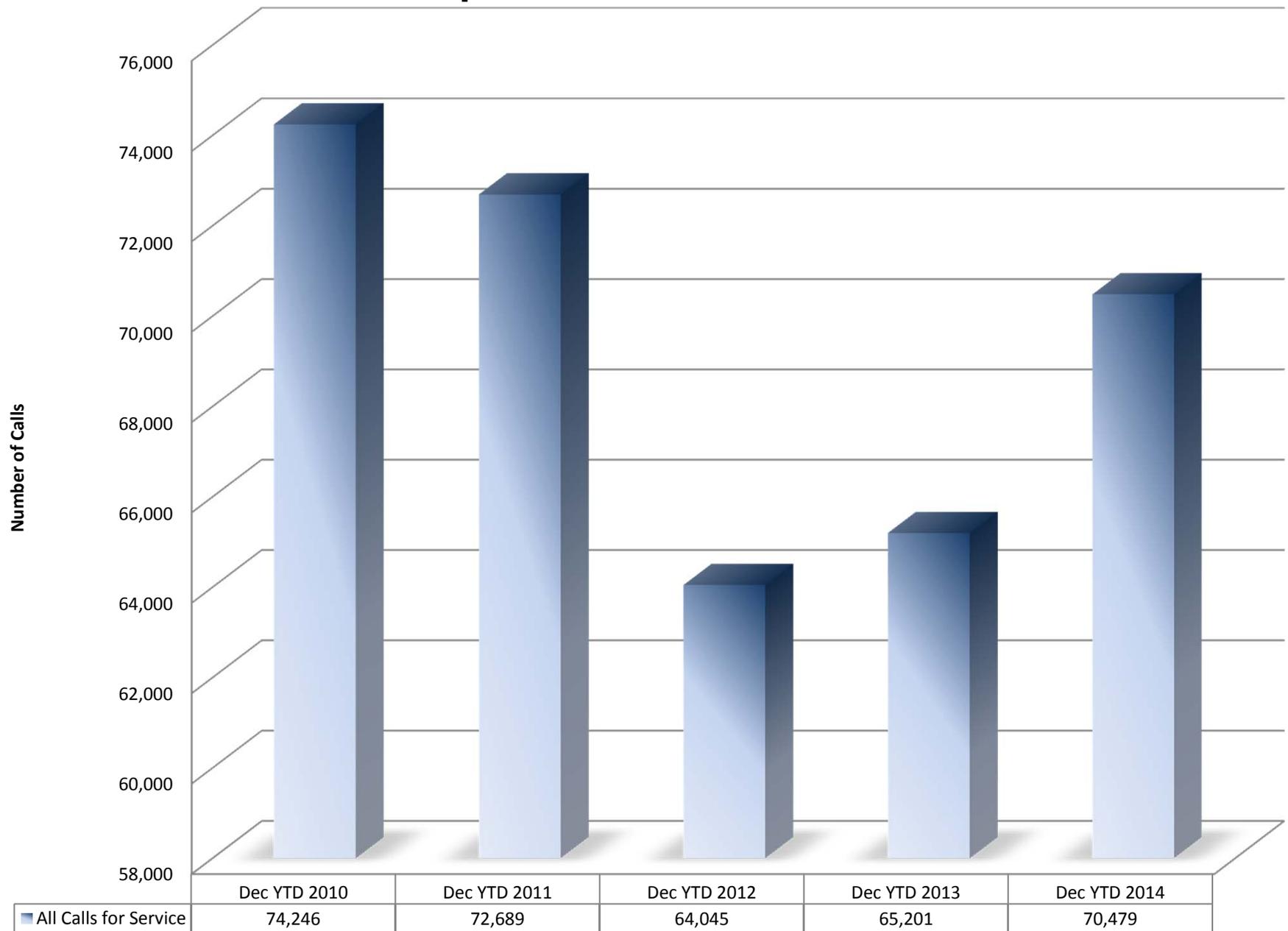


Commerce
CITY

Officer Professionalism

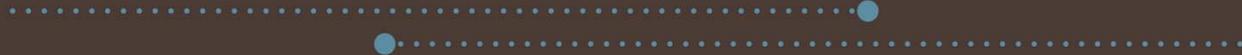
- Resetting expectations and work priorities
 - Traffic Safety
 - Detective staffing and not responding to call-outs
- Learning organization and education-based discipline
 - Standards of conduct and ethical behavior were reinforced with senior detective following incident

Commerce City Police Department Calls for Service Comparison 2010-2014





Organizational Development Process



Police Pursuits

- Police pursuit initiated for driver “harassment,” ending in vehicle injury crash.
 - Initial incident review found to be within policy and justified.
 - Clearly violated department policy and a Denver metro pursuit policy
 - Questions about reasonable suspicion

Year	# of Incidents
2012	26
2013	20
2014	6
2015	2 (April)



Sex Assaults

- Nationwide, law enforcement professionals are being challenged with producing and delivering a high quality of service to sexual assault victims of all ages
- Reviewed our numbers to see how city addressing service area compared to peers.
 - AdCo agencies are clearing their cases at a rate of 2:1 over city.
 - Peers are inactivating or classifying cases as unfounded at a rate of 17% less than city.
- Implementing new strategies and best practices to ensure sexual victims and other violent crime victims are not under served by the department.



Morale

- City began annually surveying employees to gauge opinions in 2011
 - 69% of employees satisfied with their job.
 - 68% believe city moving in right direction
- Police department responses consistently more negative than other employees
 - 2014 saw more department employees, those who are unhappy became even more unhappy.



Citizen Complaints, Internal Affairs Investigations and Grievances

Citizen Complaints

Year	Complaints
2010	78
2011	60
2012	56
2013	58
2014	51
2015	7*

Internal Affairs Investigations

Year	IAs
2010	16
2011	15
2012	25
2013	28
2014	19
2015	1*

Union Grievances

Year	Topic	Outcome
2013	Number of Boards Bid	Held bid for Board 3
2013	Vacation Bid	Intent to arbitrate
2013	Updated Patrol Shift (9.5)	Intent to arbitrate
2013	SRO/Special Events Sergeant appointment	Intent to arbitrate
2014	Retiree Health Insurance	Deemed not grievable
2014	Detective Shift Change	Intent to arbitrate
2014	Spring break-SRO	Intent to arbitrate
2014	President day-SRO	Intent to arbitrate

Hiring the Best People

2014 Turnover Comparison to Other Cities

Arvada	7.2%
Boulder	6.6%
Broomfield	6.3%
Commerce City	12.5%
Northglenn	7.6%
Thornton	8.5%

- 17 separations since January 2013
 - 4 retired
 - 4 poor performance
 - 4 policy violations
 - 2 another job (12%)
 - 3 moved/personal reasons (18%)

Hiring the Best People

- Normalizing hiring process to meet regional standards
- Streamlining recruitment process
- Non-traditional outreach to applicants
 - Desire to complete one in July if funding available
- Leveraging police academies – two additional recruitments planned for August and December



Staffing Challenges

- 98.5 allocated sworn positions
 - 11 vacant positions
 - 8 officers not in their assigned role (light duty, training)
 - **79.5 total officers in assigned roles**
- 28 allocated non-sworn positions
 - 2.5 vacant positions
 - **25.5 total non-sworn in assigned roles**

546 applications
for sworn and
fulltime civilian
positions

Hired 15 positions
or 3% of total pool



Staffing Challenges



- Recent lateral or experienced applicants are not acceptable. Many of them have significant employment related difficulties in their current job.
- In addition to other agencies, battling poor reputation for quality applicants in the marketplace.



Staffing Challenges

- Operated understaffed by 25% for over a long period of time.
- Authorized staffing levels have only been achieved once for a short period of time in the previous five-year period.
- Working extra hours on overtime contributes to a generally unhealthy morale, increased costs, officer injury and fatigue.

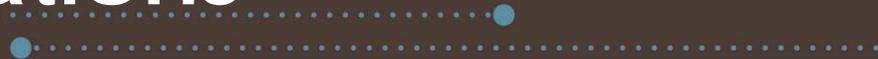


12 Hour Shifts

- Discussion with employees began in May 2013 to change patrol schedule – agreed to employee-suggested change
- No change by December 2013 and implemented 9.5-hr schedule with two, 4-hr training blocks
- Further shortages required evaluation in June 2014
- In 2015, department is doing 80-hours of in-service training
- Worked with union leadership to develop their desired 12-hr schedule
 - Canceled remaining in-service training in 2014
 - Adds additional officer on each shift, reducing need to run daily operations on overtime.
- Effective in achieving intended results, officers not happy.
 - Every officer no longer has a weekend day off
- Previous shift configuration (4x10s) is resource intensive



Meeting Community Expectations



Treatment of Crime Victims

- Victims frequently not receiving services and in some cases treated poorly based on socioeconomic status or location of crime.
- Only agency in Adams County that did not have a requirement to immediately notify victim services to respond to a Victims Rights Act crime.
- Since merger, realized 75% increase in callouts and served 22% more VRA crime victims than 2013.
- Concerns from nonprofit and peer agencies with disparate treatment of crime victims

Property & Evidence Management

- Lack of supervision and culture of complacency
- Cases not sent to crime lab
- Seized guns not entered into national crime computer
- Disorganized and crowded property room
- Security
- Storage in unapproved areas
- Drugs and money booked into and stored without weights
- Three disparate electronic record systems
- No inspection of content during audit

Property & Evidence Management

Remedy

- Purchased new software system and implemented it
- Conducted physical audit on every item in the evidence room and paper audit of every item.
- Reconciled both audits.

Implications

- 107 items unaccounted for
- Notified DA and Defense team that certain items of evidence in 1987 appeal case are unaccounted for.
- Firearm in 1989 homicide case that was seized by Northglenn on a case in their city.



Technical Police Work

- Questions about the techniques taught to police officers to bring suspects under control and affect an arrest
- Lack of complete and thorough follow up on serious cases
- Need for increased coaching, training and supervision while working cases



Questions

