POLICE CHIEF COMMITTEE REPORT

Summary of Denver Police Department’s duties, organization, responsibilities, etc.
The Denver Police Department (DPD) is divided into six decentralized district command substations. Each district is a fully functional stand-alone station, includes patrol and investigative personnel, and is overseen by a commander appointed by the chief of police. The main administrative and police services headquarters houses the divisions and bureau offices of the department, including the police lab which is currently under construction adjacent to the police department headquarters.

Other facts (such as budget, revenues, number of employees, etc.)
The department’s 2011 budget is $178,118,700. Of this amount, $164,250,285 (92%) is for personnel and benefits.

The department met recent budget goals with short-term reductions. For example, there has not been a recruit training class at the Denver Police Academy for the past four years. Through attrition (retirement and other separations), the department’s current strength is 1,400 officers, 45 fewer than its authorized strength of 1,445 officers.

The new chief of police faces many institutional and systemic concerns that require the leadership of an experienced and innovative individual. Some issues will require an immediate response, while others will take more time. Knowing that the new chief of police is dedicated to working on long-term solutions will help to create an environment conducive to effective community policing.

Transition committee members:
Troy Eid (co-chair) Samantha Lobato
Douglas Friednash (co-chair) Tony Lombard
Rosemary Marshall (co-chair) Angie Malpiede
Butch Montoya (co-chair) Beth McCann
Paul Burleson Jim Monaghan
Derrick Delgado Sarah Moss
Elias Diggins Shepard Nevel
Steven Foster Donald Ronyak
Keller Hayes Ambrose Slaughter
David Kenney

The committee identified the following top challenges and opportunities and ideas for immediate action:

Challenges
- Budget issues and constraints
• Budget issues necessitate making tough and strategic choices with limited resources.
  ▪ Over the last three years the department has not purchased new police vehicles, (essentially an officer’s office during his shift); lack of new police equipment may affect policing on the street.
  ▪ DPD loses approximately 40 officers a year due to retirement; officers have not been replaced and police academy recruit classes have been cut from the budget. At some point new Academy classes will need to be budgeted.
• Leadership
  ▪ Strong leadership is one of the highest priorities for the next chief of police so that s/he can effectively motivate employees, improve morale, and maintain a force that continues to effectively address public safety.
• Cultural environment
  ▪ A strong cultural environment is of paramount importance and necessary in order to regain public trust. Consistency of police professionalism, application of the discipline matrix, and accountability in supervision is paramount to police officer morale and critical to improving community/police relationships.
    ▪ The disciplinary matrix is one of the strongest means by which to convey to police officers accountability and responsibility in maintaining a strong professional demeanor in every police contact with the public. The matrix must be administered fairly, consistently, and in an expeditious fashion. Accountability at all levels must be the rule, not the exception.
    ▪ The new police chief must set the department’s tone of police conduct and expectations. Officers must always display professionalism and the ability to effectively face critical police encounters. Strong and effective police supervisors are the best means to ensure a professional police force. Every police supervisory position under the new police chief must be held accountable for improving the professional culture of the department, proper management, use of best practices, and fairness.
• Restore public trust in the department
  ▪ The International Association of Chiefs of Police found in *Police Use of Force in America 2001* that police officers use excessive force in less than one half of one percent of police encounters. Whether Denver is within the norm or faces an anomaly of excessive force encounters, there is a growing perception that Denver’s internal police culture and systemic procedures have allowed police misconduct. The new police chief will need to acknowledge this issue and effectively address it at all levels.
Opportunities

- **Restore public’s trust and confidence**
  - The relationship between the department and the citizens of Denver remains tenuous as a result of certain events and reports of misuse of force by members of the department. Rebuilding the public’s trust and confidence should be a major priority for the new police chief.

- **Talented and experienced leadership are available within DPD and nationally**
  - A national search will provide the opportunity to select credible and responsible leadership who will clearly define professional expectations for all levels of DPD personnel.

- **Realign organization**
  - Review current reporting relations in order to facilitate effective communication and clarity of duties and responsibilities.

- **Review officer recruitment standards and qualifications**
  - Several issues such as education and training were identified as starting points for police credentials.
    - As part of strengthening educational and training requirements for all officers and professional staff, the DPD should consider a program whereby newly hired officers who lack a college degree may earn one within a certain number of years, with the department and/or outside foundations possibly providing financial support.
    - DPD should consider offering incentives for police officers who pursue additional training and education on their own.
  - While identifying possible new officer credentials, the importance of diversity within the police department must be the guiding principle so the police force represents the demographic diversity of the city.
  - DPD should consider increasing the age of newly recruited officers.
  - DPD should assure the public that recruitment screening will demand the hiring of men and women who accept the policing concepts of community policing.

Menu of Ideas for Immediate Action

During his first 100 days in office, Mayor Hancock’s administration will need to proceed with a national search to select a new police chief. The application process should be open to qualified candidates from within the Denver Police Department and across the country.

The Police Chief Committee recommends the mayor appoint a selection committee/consultant to manage the recruiting process, review applications, and identify potential finalists.

**Based on the above, transition staff and the committee identified the following key skills required for the executive position**

Denver's next police chief must be a leader whose professional life embodies the highest
The selection committee will be seeking candidates who are distinguished leaders in law enforcement with a proven commitment to serving and protecting the public, respecting the civil rights of all community members, and recognizing and rewarding excellence within the department.

The leader selected shall be a recognized leader with outstanding professional and academic credentials, and who shall have demonstrated good judgment, resourcefulness and innovation, open-mindedness, accessibility, and an abiding dedication to enhancing diversity within the department.

The police chief's responsibilities include, but are not limited to, promoting public safety by recruiting and retaining highly qualified officers and civilian staff; encouraging sound public safety policies and procedures that encourage and reinforce morale within the Denver Police Department; handling complex operational, budget and fiscal matters; working effectively with other law enforcement jurisdictions and through inter-agency task forces and programs; and modeling honesty, integrity and excellence within the community, thereby enhancing and inspiring public confidence in the department and its mission.

**Other key skills identified by committee members**

The challenges and responsibility of this position require that the police chief candidate demonstrate a high quality of judgment, common sense, respect and personal commitment to principles of excellence. Additionally, this candidate would demonstrate an ability to communicate effectively, consider and include diverse viewpoints in the decision-making process, and have energy and enthusiasm for new ideas.

He or she must set the tone of zero tolerance for not following the rules and regulations of the Denver Police Department and insist that law enforcement officers adhere to the highest standards of justice and equality while upholding the mission of the department.

The police chief must have strong public speaking abilities and have experience with the media. He or she must be willing to attend community meetings and be available to City Council.

It is imperative that the new police chief bring in strong management leadership skills, experience, and the ability to communicate accountability and consistency in supervisory command and control practices.

**Values and Key Characteristics of the Hancock Administration and all Hancock Executives**

Mayor-elect Hancock has laid out a positive vision of effective and efficient city management, extraordinary customer service, transparency, and inclusiveness. To advance this vision, the following key skills, beliefs, and values will be sought in each appointee.
Commitment to Public Service: The Hancock administration seeks great leaders from both the public and private sectors who have a deep commitment to serving the public interest and a willingness to set aside other interests.

Ethics: The Hancock administration will adhere to the highest levels of ethical conduct. In addition to fully complying with the Denver Code of Ethics, members of the Administration will avoid any impropriety and will disclose any potential or perceived conflict of interest to the Chief of Staff, who will determine the appropriate course of action in consultation with appropriate city officials.

Inclusivity: The administration will embody Michael’s “We are All Denver” philosophy by reaching out to all parts and interests in Denver to make sure their views and perspectives are heard before important decisions are made.

Transparency: The Hancock administration will be open and transparent. Members of Michael’s team must share his commitment to transparency.

Sustainability: In addition to specific sustainability initiatives, a sustainability lens will be applied to major decisions. The senior Hancock team will be expected to find and implement effective sustainability strategies within their departments.

Experience: The Mayor-elect is seeking talented leaders with extensive experience managing significant organizations, including proven success effectively managing personnel and budgets in periods of change. Leaders will need to get more value out of existing or decreasing resources, and will be active participants in Peak Performance, Michael’s government effectiveness initiative.

Customer Service: Providing extraordinary customer service throughout city government will be a high priority of the Hancock administration. Team members must embrace this customer service ethic and be willing to drive improvement in their departments.

Collaboration: The Hancock administration will strive to break down silos. Managers must embrace this philosophy and be willing to work cooperatively across departments and actively engage in cross-departmental work groups.