

POLICE MEMORANDUM
#8-2023

DATE: May 22, 2023

TO: Honorable Mayor Meredith Leighty and City Council Members

THROUGH: Heather Geyer, City Manager *hmg*
Tamara Dixon, Human Resources Director and Chief Diversity Officer *TD*

FROM: James S. May, Jr., Chief of Police *JSM*
Randall L. Darlin, Deputy Chief of Police

SUBJECT: CR-79 – 2023 Personnel Summary Amendment

PURPOSE:

To consider CR-79, a resolution approving the 2023 Personnel Summary amendment reclassifying one Lieutenant position to a Commander position in the Police Department.

BACKGROUND

BerryDunn 360 Assessment

In 2020, BerryDunn completed a 360 assessment of the Northglenn Police Department (NPD). Their review recommended reorganizing the department to bring a more balanced supervisory structure. The restructure included adding three Lieutenants as mid-level supervisors to provide progressive development opportunities for supervisors. They further related the reorganized structure would support larger transformational goals, including professional development and accountability of command staff.

Prior to recommending the reorganization, BerryDunn cautioned there are “innumerable ways in which a police organization might be organized and structured” and “there are many possible solutions,” but the most important factor is “whether the structure is serving its purpose and working for the agency.”

Reorganization

Before the reorganization, the department had four divisions:

- Administration
- Patrol
- Investigations
- Support

In 2020 and 2021, the department reorganized into its current two divisions:

- Patrol
- Support

The new organizational structure provided an improved span of control due to the addition of three Lieutenant positions acting as mid-level supervisors. The reorganization also created a heavy workload. In addition, it broadened authority and oversight for the remaining executive-level command members due to consolidated responsibilities from four to two command role members.

Following the reorganization, the department delineated roles of the executive staff. The Chief of Police directly supervises the Deputy Chief of Police, the Public Information Officer, and the Executive Assistant. The Chief is responsible for the Department's budget, coordination, planning, and oversight of the goals and objectives of the organization, intelligence information, cost allocation studies, community policing strategies, memos and reports to City Council, performance measurements, director-level research projects, and overall leadership and evaluation of the standards of service provided to the public.

The Deputy Chief of Police supervises the division Commanders, the Crime Analyst, and the Administrative Technician and supports the Chief of Police. The Deputy Chief provides general management, direction, and control over the Department's Patrol and Support divisions, budget, policy implementation, crime, and community policing strategies. It is the responsibility of the Deputy Chief of Police, in consultation with the Chief of Police, to assign a Commander to each division and determine the responsibilities of each division while managing the department's day-to-day operations.

Currently, each division Commander directly supervises the Lieutenants within their division and manages all the responsibilities assigned to the division.

The Commander of the Patrol Division manages:

- Patrol Officers
- Animal Control
- School Resource Officers
- Traffic Unit
- Field Training Program
- Peer Support
- Hiring and retention
- Community Relations
- Special Events
- Training and education
- Patrol-related grants

The Commander of the Support Division manages:

- Criminal Investigations
- Internal Affairs
- Inspection and auditing
- Victim Services
- Property Evidence
- Forensic processing and Criminalist
- Offender registry
- Records Unit
- North Metro Task Force
- Colorado Metropolitan Auto Theft Task Force
- Technical services
- Accident Investigation Team
- SWAT coordinator

The consolidation of responsibilities created a broader grouping of duties, reducing the similarities of each Commander's duties. In addition, it created circumstances that allowed critical responsibilities related to professional standards within the organization, such as Internal Affairs investigations, recruitment and hiring, training, policy review, inspections, auditing, and technical services, to fall under the responsibilities of the Support Commander.

Reorganization Concerns

The BerryDunn assessment found concerns surrounding communication, accountability and leadership, and retention. Following the BerryDunn assessment, the department formulated a strategic plan and began implementing it to address these concerns. Many strategies have been implemented or are in progress.

In late 2022, Investigations Law Group (ILG) conducted a department workplace assessment that found similar concerns to BerryDunn's. Additional concerns were raised regarding consistency in disciplinary investigations, hiring and retention, training, and internal communication.

Many of these concerns relate directly to an area commonly referred to as Professional Standards. Professional Standards focuses on Internal Affairs investigations, inspections, audits, training, disciplinary process, hiring, and retention. The standards in these areas are critical to the success of an organization, and the consistent application of these processes is crucial to employees' professional development.

The two-division reorganization has proven to be ineffective and increased command personnel's workload. The organizational structure has spread the concentration of each Commander outside a focused discipline and created too many dissimilar duties, tasks, and processes. As a result, the organizational structure is not serving its purpose, and reorganizing to properly align the department's goals is crucial.

Proposed New Organization

Implementing a new organizational structure that provides a balanced workload with a focused discipline would provide more decisive leadership and accountability, improved communication, and a consistent and concentrated effort on professional standards.

The new organizational structure would reorganize the department into three divisions:

- Patrol
- Support
- Professional Standards

A Commander would lead each division. No additional full-time employees would be required to accomplish this change. Staff requests that one Lieutenant position be reclassified to Commander to achieve this goal. The two remaining Lieutenants would remain assigned to the Patrol Division to ensure proper supervision and oversight remain in the department's most significant and challenging role. The duties and responsibilities would be reallocated to align with similarities performed by division personnel and provide a clear priority on functions and duties within each division.

Under the new organizational structure, the responsibilities of each Commander would break down as follows:

Patrol Division:

- Patrol Officers
- Animal Control
- School Resource Officers
- Traffic Unit
- Accident Investigation Team
- Field Training Program
- Peer Support
- Special Weapons and Tactics (SWAT) Coordinator

Support Division:

- Criminal Investigations
- Victim Services
- Property Evidence
- Forensic processing and Criminalist
- Offender registry
- Records Unit
- North Metro Task Force (NMTF)
- Colorado Metropolitan Auto Theft Task Force (CMATT)

Professional Standards Division

- Internal Affairs
- Inspection and auditing
- Education and training
- Community Relations
- Hiring and retention
- Special Events
- Technical services
- Grants management

The reorganization of the department would provide delineated authority for each division. The structure offers balanced responsibilities across the divisions and establishes similar duties, tasks, and responsibilities. Maintaining consistent professional standards is critical. Organizing the department to ensure the Professional Standards Division is supervised at the executive level and the processes, policies, and procedures consistently produce professional competence and support the department's mission, goals, and vision.

BUDGET/TIME IMPLICATIONS

The 2023 Personnel Summary amendment would reclassify one position from Lieutenant to Commander. The approximate cost of this reclassification would be \$14,322. All future costs would be included in NPD's budget requests.

STAFF RECOMMENDATION

Staff recommends approval of CR-79, a resolution that, if approved, would amend the 2023 Personnel Summary to reclassify one Lieutenant position to a Commander.

STAFF REFERENCE

If Council Members have any questions, please contact:

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- James S. May, Jr., Chief of Police, at jmay@northglenn.org or 303.450.8967
- Randall L. Darlin, Deputy Chief of Police, at rdarlin@northglenn.org or 303.450.8964

CR-79 – 2023 Personnel Summary Amendment

SPONSORED BY: MAYOR LEIGHTY

COUNCIL MEMBER'S RESOLUTION

RESOLUTION NO.

No. CR-79
Series of 2023

Series of 2023

A RESOLUTION AMENDING THE CITY OF NORTHGLENN 2023 PERSONNEL SUMMARY

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTHGLENN, COLORADO, THAT:

Section 1. The City of Northglenn 2023 Personnel Summary is hereby amended, as more particularly described in the attachment hereto marked as **Exhibit 1**, effective May 22, 2023, regarding the reclassification of one Police Lieutenant to a Police Commander.

Section 2. The previous 2023 Personnel Summary is hereby repealed.

DATED at Northglenn, Colorado, this ____ day of _____, 2023.

MEREDITH LEIGHTY
Mayor

ATTEST:

JOHANNA SMALL, CMC
City Clerk

APPROVED AS TO FORM:

COREY Y. HOFFMANN
City Attorney

2023 Personnel Summary

Department/Position	2021 Audited Amount	2022 Adopted Budget	2022 Year End Estimate	2023 Budget
<u>City Manager</u>				
City Manager	1.00	1.00	1.00	1.00
Assistant to the City Manager	1.00	1.00	1.00	-
Administrative Clerk	0.30	0.30	0.30	0.50
Communications Director	1.00	1.00	1.00	1.00
Community Outreach Coordinator	1.00	1.00	1.00	1.00
Community Resource Navigator	1.00	1.00	1.00	-
Community Services Coordinator	0.30	0.30	0.30	0.30
Court Clerk	4.00	4.00	4.00	4.00
Crisis Response Unit Manager	1.00	1.00	1.00	1.00
Crisis Response Unit Co-Responder	2.50	2.50	2.50	4.00
Deputy City Manager	-	-	-	1.00
Economic Development Coordinator	-	1.00	1.00	1.00
Economic Development Director	1.00	1.00	1.00	1.00
Economic Development Specialist	1.00	1.00	1.00	1.00
Executive Assistant to City Manager	1.00	1.00	1.00	1.00
Municipal Court Supervisor	1.00	1.00	1.00	1.00
Probation Officer	0.40	0.25	0.25	1.00
Public Communications Specialist	2.00	1.00	1.00	1.00
Sr. Public Communications Specialist	-	1.00	1.00	1.00
Special Events Assistant	-	0.50	0.50	0.50
Special Events Specialist	1.00	1.00	1.00	2.00
Special Events Supervisor	1.00	1.00	1.00	-
Total	21.50	22.85	22.85	24.30
<u>City Clerk</u>				
City Clerk	1.00	1.00	1.00	1.00
Admin (I,II,III)	1.00	1.00	1.00	1.00
Agenda & Licensing Coordinator	-	-	1.00	1.00
Central Records Coordinator	1.00	1.00	1.00	1.00
Sr. Deputy City Clerk/Licensing Specialist	1.00	1.00	1.00	1.00
Total	4.00	4.00	5.00	5.00
<u>Human Resources</u>				
Director of Human Resources/Chief Diversity Officer	1.00	1.00	1.00	1.00
Human Resources Business Partner	1.00	1.00	1.00	1.00
Risk Manager	1.00	1.00	1.00	1.00
Sr. DE&I Human Resources Business Partner	-	-	-	1.00
Sr. Human Resources Business Partner	2.00	2.00	2.00	2.00
Total	5.00	5.00	5.00	6.00
<u>Technology</u>				
Director of Technology	1.00	1.00	1.00	1.00
Criminal Information Systems Coordinator	1.00	1.00	1.00	1.00
Information Technology Resource Coordinator	1.00	1.00	1.00	1.00
Software Engineer	1.00	1.00	1.00	1.00
Sr. Network Administrator	1.00	1.00	1.00	1.00
Technical Support Specialist II	1.00	1.00	1.00	1.00
Total	6.00	6.00	6.00	6.00

2023 Personnel Summary

Department/Position	2021 Audited Amount	2022 Adopted Budget	2022 Year End Estimate	2023 Budget
<u>Finance</u>				
Director of Finance	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00	1.00
Accounting Specialist	3.00	3.00	3.00	3.00
Controller/Accounting Manager	1.00	1.00	1.00	1.00
Customer Service Representative	1.60	1.60	1.60	1.60
Revenue Supervisor	1.00	1.00	1.00	1.00
Sales Tax Auditor II	1.00	1.00	1.00	1.00
Sales Tax Manager	1.00	1.00	1.00	1.00
Sales Tax Specialist	1.00	1.00	1.00	1.00
Total	11.60	11.60	11.60	11.60
<u>Planning & Development</u>				
Director of Planning & Development	1.00	1.00	1.00	1.00
Admin (I,II,III)	1.00	1.00	1.00	1.00
Neighborhood Services officer	5.00	4.00	4.00	4.00
Neighborhood Services Supervisor	1.00	1.00	1.00	1.00
Planner (Technician, I, II)	1.00	1.00	1.00	1.00
Planning Manager	1.00	1.00	1.00	1.00
Sr. Planner	2.00	2.00	2.00	2.00
Sustainability Coordinator	-	-	-	1.00
Total	12.00	11.00	11.00	12.00
<u>Parks, Recreation, & Culture</u>				
Director of Parks And Recreation	1.00	1.00	1.00	1.00
Admin (I,II,III)	1.00	1.00	1.00	1.00
Aquafit Instructor	0.51	0.51	0.51	0.51
Arborist Technician	-	-	-	1.00
Arborist Technician Sr.	-	-	-	1.00
Custodian	2.80	6.48	6.48	4.48
Day Camp Aide	0.10	1.20	1.20	1.20
Day Camp Assistant Director	0.20	0.46	0.46	0.46
Drop-In Sports Supervisor	1.60	3.10	3.10	3.10
Fitness (Certified/Special) Instructor	1.02	3.65	3.65	3.65
Guest Relations Specialist	4.03	7.75	7.75	7.75
Head Swim Coach	-	1.00	1.00	1.00
Horticulture Technician Sr.	-	-	-	1.00
Lifeguard (LGI, WSI, Slide Attendant)	6.39	12.39	12.39	12.39
Parks Maintenance Coordinator	2.00	2.00	2.00	2.00
Parks Maintenance Worker (I,II,III)	14.00	17.00	17.00	14.00
Parks Ranger	-	1.00	1.00	1.50
Parks Supervisor	1.00	1.00	1.00	1.00
Preschool Aide	0.39	-	-	-
Preschool Instructor	1.50	1.50	1.50	2.50
Project Manager - Parks & Recreation	1.00	1.00	1.00	1.00
Recreation Assistant	0.50	2.00	2.00	2.00
Recreation Coordinator (I, II)	8.05	11.00	11.00	11.00
Recreation Manager	-	2.00	2.00	2.00
Recreation Programs Supervisor	3.00	3.00	3.00	3.00

2023 Personnel Summary

Department/Position	2021 Audited Amount	2022 Adopted Budget	2022 Year End Estimate	2023 Budget
Seasonal Cashier	0.51	0.51	0.51	0.51
Seasonal Head Lifeguard	0.41	0.41	0.41	0.41
Seasonal Laborer	0.08	0.08	0.08	0.08
Seasonal Lifeguard	1.98	1.98	1.98	1.98
Seasonal Park Ranger	0.58	0.58	0.58	0.58
Seasonal Pedal Boat	1.08	1.08	1.08	1.08
Seasonal Specialist	0.61	0.61	0.61	0.61
Seasonal Trainee	0.31	0.31	0.31	0.31
Seasonal Youth Sports Instructor	0.40	0.40	0.40	0.40
Specialized Fitness Instructor	-	2.00	2.00	2.00
Technical Assistant	-	1.00	1.00	1.00
Theatre Technician	1.00	1.00	1.00	1.00
Weight Training Instructor	0.30	-	-	-
Total	57.35	90.00	90.00	89.50
<u>Police</u>				
Chief of Police	1.00	1.00	1.00	1.00
Admin (I,II,III)	2.00	2.00	2.00	2.00
Administrative Clerk	1.00	1.00	1.00	1.00
Animal Control Officer	2.00	2.00	2.00	2.00
Crime Analyst	1.00	1.00	1.00	1.00
Criminalist	1.00	1.00	1.00	1.00
Custodian	1.00	2.00	2.00	2.00
Deputy Chief	-	1.00	1.00	1.00
Digital Technician	-	1.00	1.00	1.00
Division Commander	4.00	2.00	2.00	3.00
Lead Police Records Specialist	1.00	1.00	1.00	1.00
Lieutenant	-	3.00	3.00	2.00
Police Officer	59.00	63.00	63.00	63.00
Police Records Specialist	9.00	9.00	9.00	9.00
Property/Evidence Custodian	1.50	1.50	1.50	1.50
Public Information Officer	-	1.00	1.00	1.00
Records Unit Supervisor	1.00	1.00	1.00	1.00
Sergeant	9.00	8.00	8.00	8.00
Total	93.50	101.50	101.50	101.50
<u>Public Works</u>				
Director of Public Works/Utilities	1.00	1.00	1.00	1.00
Admin (I,II,III)	4.00	4.00	4.00	4.00
Chief Plant Operator	2.00	2.00	2.00	2.00
Civil Engineer (EIT, PE, Sr.)	6.00	7.00	7.00	7.00
Construction Inspector	1.00	1.00	1.00	1.00
Custodian	0.80	0.80	0.80	0.80
Electrical/Mechanical Supervisor	1.00	1.00	1.00	-
Environmental Manager	1.00	1.00	1.00	1.00
Environmental Technician	-	-	-	1.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00
Fleet Services Technician	2.00	2.00	2.00	2.00
Geographic Information Systems Specialist	1.00	1.00	1.00	1.00

2023 Personnel Summary

Department/Position	2021 Audited Amount	2022 Adopted Budget	2022 Year End Estimate	2023 Budget
Heavy Equipment Operator	1.00	1.00	1.00	1.00
Industrial Pretreatment/Backflow Prevention Specialist	1.00	1.00	1.00	1.00
Lab Analyst	2.00	2.00	2.00	2.00
Lab Supervisor	1.00	1.00	1.00	1.00
Lab Technician	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Maintenance Technician (I, II)	4.00	4.00	4.00	5.00
Maintenance Technician III	3.00	3.00	3.00	3.00
Master Electrician	-	-	-	1.00
Meter Technician	1.00	1.00	1.00	1.00
MSW/Collection & Distribution (I, II, III, Lead)	6.00	6.00	6.00	6.00
MSW/Sanitation (I, II, III, Lead)	7.00	9.00	9.00	9.00
MSW/Streets (I, II, III, Lead)	7.00	8.00	8.00	8.00
Municipal Services Supervisor - Streets	1.00	1.00	1.00	1.00
Municipal Services Supervisor - Sanitation	1.00	1.00	1.00	1.00
Municipal Supervisor - Utilities	1.00	1.00	1.00	1.00
Operations Manager	2.00	2.00	2.00	2.00
Stormwater Coordinator	1.00	1.00	1.00	1.00
Traffic Technician	1.00	1.00	1.00	1.00
Utility Plant Operator (A, B, C, D)	11.00	12.00	12.00	12.00
Utility Technician	1.00	1.00	1.00	-
Water Quality Coordinator	1.00	1.00	1.00	1.00
Water Resources Administrator	1.00	1.00	1.00	1.00
Water Resources Analyst	1.00	1.00	1.00	1.00
Total	77.80	82.80	82.80	83.80
City-Wide Total	288.75	334.75	335.75	339.70