

# City/County Manager and Police Chief /PD Family - Optimal Operations when leadership philosophy is shared: how do we move into the future

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What comes easy won't last; what lasts won't come easy

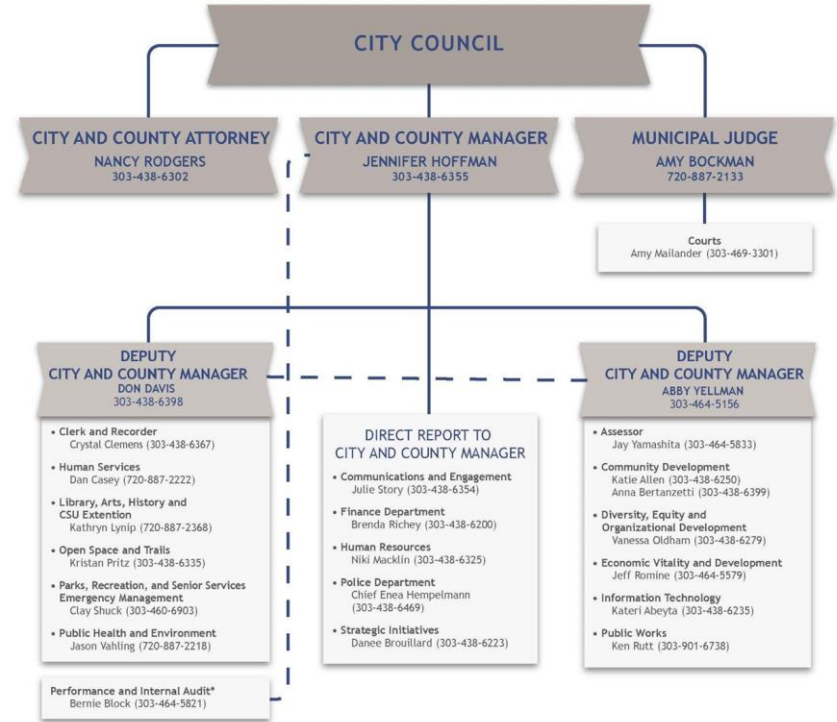


# City and County of Broomfield Organizational Chart...

BUT NO MATTER YOUR STRUCTURE - BUILDING THE RELATIONSHIP IS CRITICAL, DOABLE, and HUMBLING



## BROOMFIELD COMMUNITY



\*City code



# Selection of a Police Chief - Opportunity to Set the Culture



- City managers play a critical role in facilitating public safety strategies in their communities by providing resources throughout the entire city organization aimed at enhancing public safety and by enhancing connections between the police department, all city/county departments and community leaders.



- By facilitating these resources in partnership with the PD, together, you build the capacity of the police department to lead and support the community.

# Cultivating Purpose

- Active & consistent support
- Clear expectations throughout the organization
- Ongoing relationship building
- Frequent visibility
- Trust your gut

## Questions for your organization:

- 1) Do I know what is expected of me?
- 2) Do I have the materials, and equipment I need to do my work?
- 3) Do I have the opportunity to do what I do best every day?
- 4) In the last seven days, have I received recognition or praise for good work?
- 5) How do the citizens I protect/uphold understand my purpose?
- 6) Do I know the place for creativity and innovation in my professional practice?

# CCOB: Philosophical Team Commitments

## Standards NOT Obedience

- We're here to serve the community and each other
- We act with intention
- Dignity is worth investing in
- Tension is not the same as stress
- Mistakes are the only way forward
- Take responsibility - Give credit
- Turnover is okay
- Do the reading - Be the author
- Show your work

**FEAR IS  
THE MIND  
KILLER**

# Deliberate, Intentional Communication - CMO/Chief

## How do you develop the relationship?

The Chief of Police/Sheriff is a direct reports to the City/County Manager:

- Attend Roll Call - ALL OF THEM, quarterly
- One/Ones - discussions include all things: the good, the bad, the ugly
  - Personnel
  - On the street - Daily Activity Reports
  - Culture
  - Legislation impact - was there alignment in your organization when SB 217 was introduced; City Management/PD, Council & Community



# Building the Internal & External Support Network: Who has your back outside of the Department...

## External: Get the Chief in front of the Council

- Quarterly updates to City Council and consistent engagement with the community
- Joint presentations
- Scheduling Council members to participate in Police In-Service - Live scenarios training
- Active participation in community organizations (i.e. Rotary, nonprofits)



## Internal:

- Internal direction to other departments
  - Department head meetings
  - Collaboration and relationship building
  - Ripple effect - programs and services

# Fiscal Sustainability - Public Safety embedded throughout budget



Annual budgeting process - year long structured process but MUST have the foundational pieces in place for success

## COVID-19 Pandemic

- No cuts or hiring freezes for police department
- Increased budget for training
- Defund the Police - quashed that immediately so we didn't have to deal with the noise

Public Safety - key priority for community



# Chief's Top Priorities - Start from Within, then it will translate to the community (CMO Expectation)

- **Public Safety:** Ensure officers have the equipment, training, support to do their jobs
- **Wellness:** Ensuring officers have resources - Mind, Body, Spirit
- **Succession Planning - Building a Deep Bench:**
  - From the importance of the FTOs
  - to the 'sweet spot'...the Sergeants,
  - to driving the Commanders to grow, develop, and initiate innovative programs and projects to deliver the above



# Overcoming Challenges

- Technical problem v. adaptable challenges - know the difference
- Legislation and Hiring challenges
- Community demands
- Council demands
- Learn from failures



Success consists of going from failure to failure  
without loss of enthusiasm.

-Churchill

QUESTIONS?