

# State's Mission for Assistance in Recruiting and Training (SMART) Grant Program Annual Report: FY25

Pursuant to Senate Bill 2022-145

Prepared for the Judiciary Committee of the House of Representatives and the Senate

December 2025

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## Purpose of the Report

During the 2022 Legislative session, [Senate Bill 22-145](#) created three grant programs that included, The Multidisciplinary Crime Prevention and Crisis Intervention Grant Program, The Law Enforcement Workforce Recruitment, Retention, and Tuition Grant Program, and the State's Mission for Assistance in Recruiting and Training (SMART) Grant Program.

The State's Mission for Assistance in Recruiting and Training (SMART) Grant Program 24-33.5-529, was created; to provide grants to law enforcement agencies to increase the number of P. O. S. T. -certified and non-certified law enforcement officers who are representative of the communities they serve and to provide training for those additional law enforcement officers. Eligible entities are county or municipal law enforcement agencies, including those serving rural jurisdictions, which for this section means a county or municipality with a population of fewer than fifty thousand people according to the last federal census and tribal law enforcement agencies and third-party membership organizations on behalf of a law enforcement agency.

Eligible activities are:

1. Grants may be awarded to increase the diversity of P.O.S.T.-certified and non-certified law enforcement professionals and public safety employees to better reflect the community in which they work.
2. A law enforcement agency may use the grant money to cover costs associated with eligible law enforcement officers' salaries and benefits, recruitment, and training.

## Advisory Committee

The Division of Criminal Justice, in the Colorado Department of Public Safety is responsible for administering the grant program with the advice of The Law Enforcement Workforce Advisory Committee. The division was to ensure that the composition of the committee was racially, ethnically, and geographically diverse and representative of the communities where crime is disproportionately high. The committee consists of the following twelve members:

Committee Position	Individual	Agency/Organization
CDPS Director - Serves as Chair	Director Matthew Lunn	Division of Criminal Justice
Elected county sheriff - 1	Sheriff Robert Hill	Custer County Sheriff's Department
Chief of Police or designee - 1	Patrol Commander Matthew Smith	Montrose Police Department
Behavioral Health - 1	Summer Gathercole	Colorado Behavioral Health Administration
Victim's Advocate or a representative from a community-based victim services organization	Candice Bailey	Lighthouse Consultants Colorado
JAG Board - 1	Sheriff Sean Smith	LaPlata County Sheriff's Department
Tribal Member - 1	Janelle Doughty	Southern Ute Tribe  University of Denver, Graduate School of Social Work

Community College System - 1	Gwen Burke	Front Range Community College
POST - 1	Erik Bourgerie (Bo)	P.O.S.T. Academy, Attorney General's Office
Colorado Counties, Inc. (CCI) "appointee" - 1	Commissioner Kayla Marcella	Lake County
Colorado Municipal League(CML) "appointee" - 1	Commander Tim Walsh	Canon City Police Department
Member of a community organization who is an expert in human resource issues with a specific emphasis on recruiting for equity, diversity, and inclusivity - 1	Dante James	The Gemini Group

**Grant Award Requirements**

The General Assembly appropriated \$3,750,000 for each fiscal year 2022-23 and 2023-24. At least twenty percent of the money allocated is to be distributed to law enforcement agencies in rural counties and municipalities with a population of fewer than fifty thousand people, wholly located either east of Interstate 25 or west of the continental divide. If the number of eligible grants from rural applicants is less than twenty percent of all monetary awards, then the committee may reallocate the difference to other jurisdictions.

In determining which entities should receive grants under this section, the advisory committee shall consider:

1. How the grant would increase the number and training of P.O.S.T.-certified and non-certified law enforcement officers who are representative of the communities they serve;

2. Demographic data of the agency and how the grant would enhance the diversity of the agency's workforce and ensure its workforce was reflective of the demographic of the community;
3. The breakdown of the percentage of money used for recruitment, training, and salaries and benefits, giving priority to salary and benefits; and
4. Sustainability of the project after the grant ends.

## Grant Reporting Requirements

A grant recipient shall submit a report to the division twice each year in accordance with the deadlines set by the Department. The report must include a description of how the grant funds were utilized.

## 2022 Grant Review Process and Outcome

The Law Enforcement Workforce Advisory Committee reviewed all the submitted grant applications. In all, there were 6 grant applications submitted requesting \$428,013 in funding. The appropriation available for fiscal year 2023 was \$3.75 million, and another \$3.75 million for fiscal year 2024. The Advisory Committee recommended 2 grant applications for funding, totaling \$401,375 over an eighteen-month grant period, January 1, 2023, through June 30, 2024.

## 2023 Grant Review Process and Outcome

On October 12, 2023, a second round of applications was reviewed by the Law Enforcement Workforce Advisory Committee. There were thirteen applications

submitted, and eleven applications were funded, totaling \$4,539,203.00. The new grants will begin on January 1, 2024, through December 31, 2025.

### **2024 Grant Review Process and Outcome**

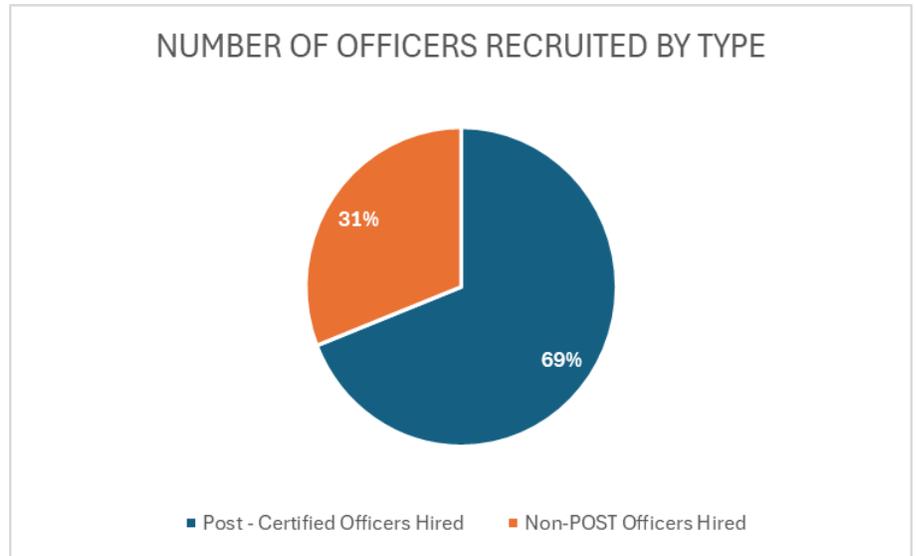
On May 16, 2024, a third round of applications was reviewed by the Law Enforcement Workforce Advisory Committee. There were 21 applications submitted, and \$3,334,766 requested for funding. There were 19 applications that were funded, totaling \$1,844,958. The new grants will begin in Fiscal Year 2024 on October 1, 2024, through December 31, 2025.

### **2025 Grant Review Process and Outcome**

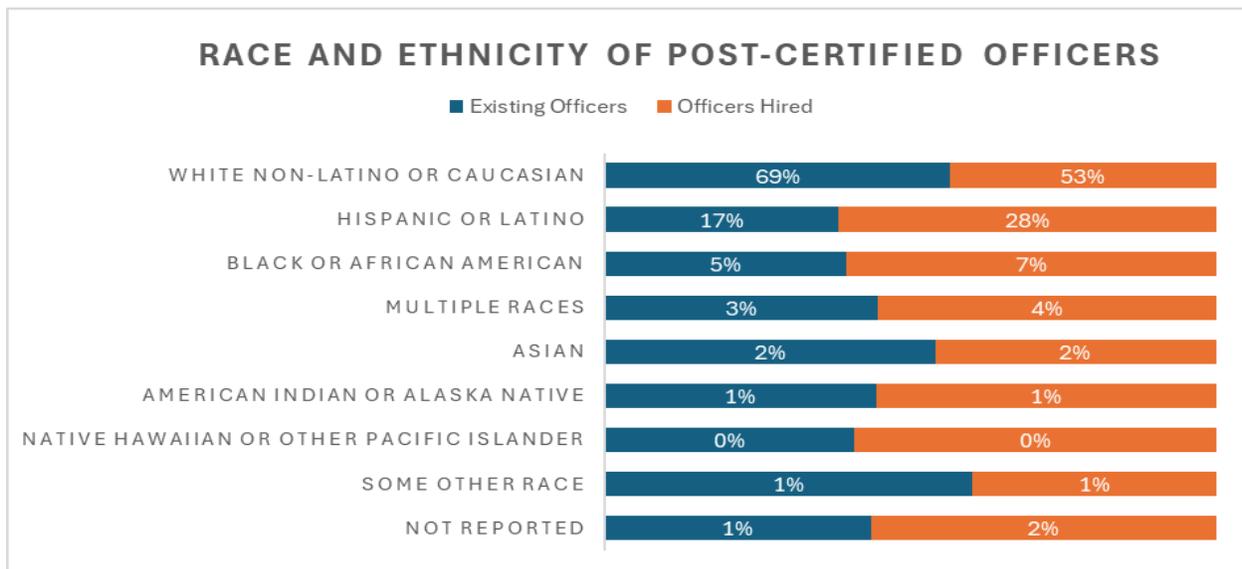
On November 5, 2024, a fourth round of applications was reviewed by the Law Enforcement Workforce Advisory Committee. There were fifteen applications submitted requesting \$1,480,701. There were 15 applications funded, totaling \$1,784,841. The new grants will begin in fiscal year 2025 on April 1, 2025, through March 31, 2026.

## GRANT PROJECT DATA

The data indicates that out of the total new hires, the majority were P.O.S.T.- Certified officers, with 578 certified officers hired compared to 259 non-P.O.S.T. officers. This shows that the grant and recruitment efforts have resulted in a higher number of hires who are already certified and ready for deployment compared to those who require training for certification.

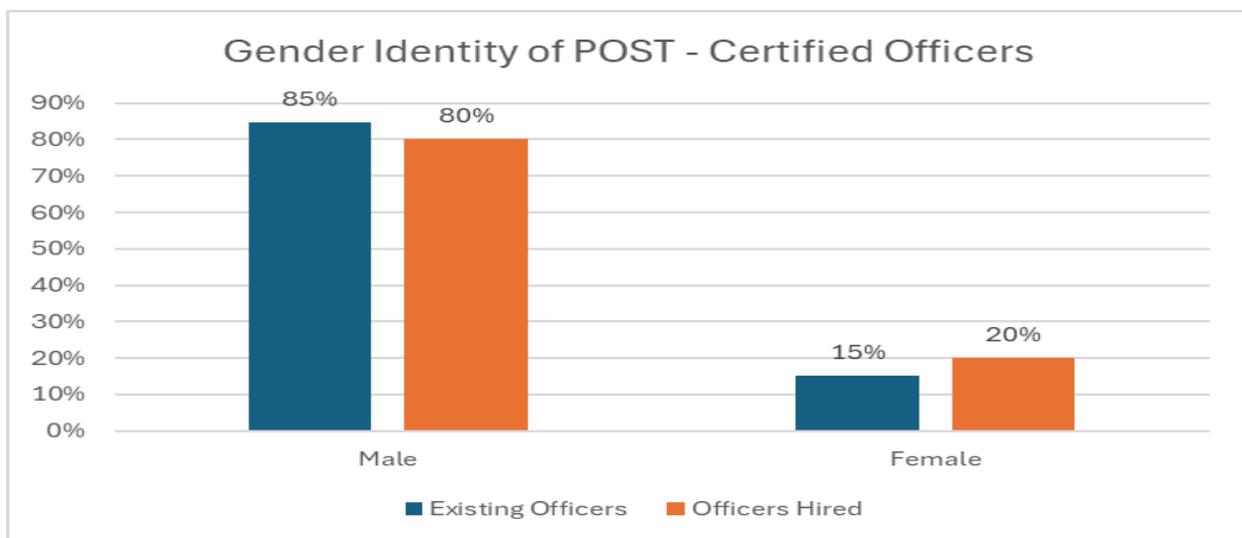


## POST-CERTIFIED OFFICERS PROJECT DATA



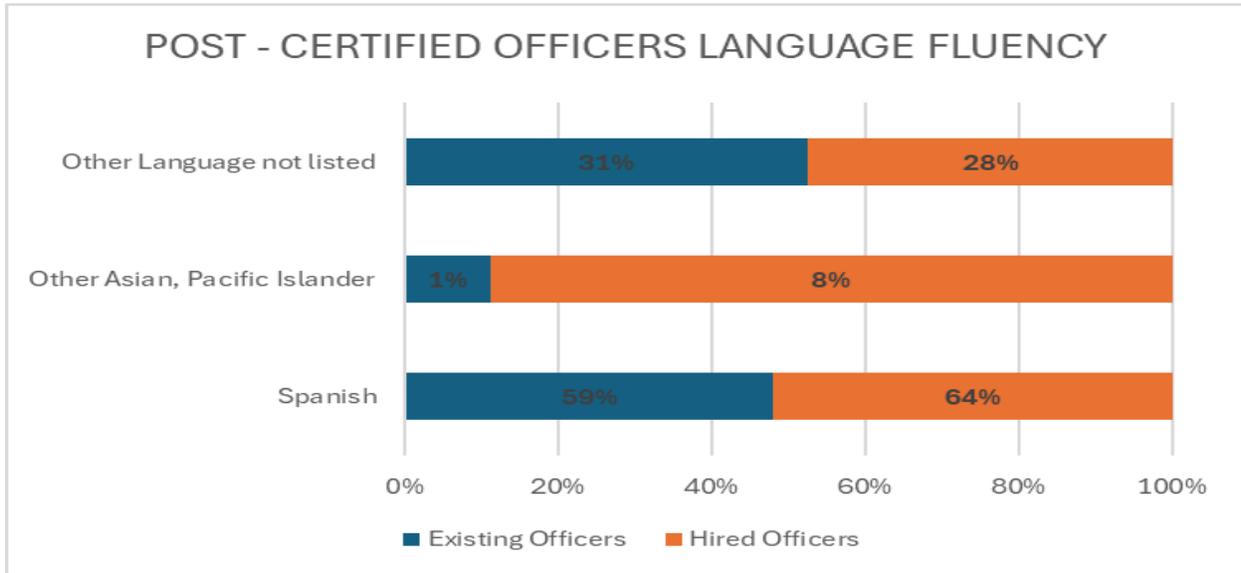
The data indicates that the newly hired P.O.S.T. - Certified Officers exhibit a more diverse racial and ethnic composition compared to the existing population of P.O.S.T. -Certified Officers.

While White Non-Latino or Caucasian officers account for the largest portion in both groups, their proportion is notably lower among the newly hired officers than within the existing workforce. Conversely, the newly hired group shows a substantially higher representation of Hispanic or Latino, Black or African American, and Asian officers relative to their presence in the existing officer population. These trends suggest that recruitment efforts are positively impacting the diversity of the new hires entering the P.O.S.T. Certified workforce.



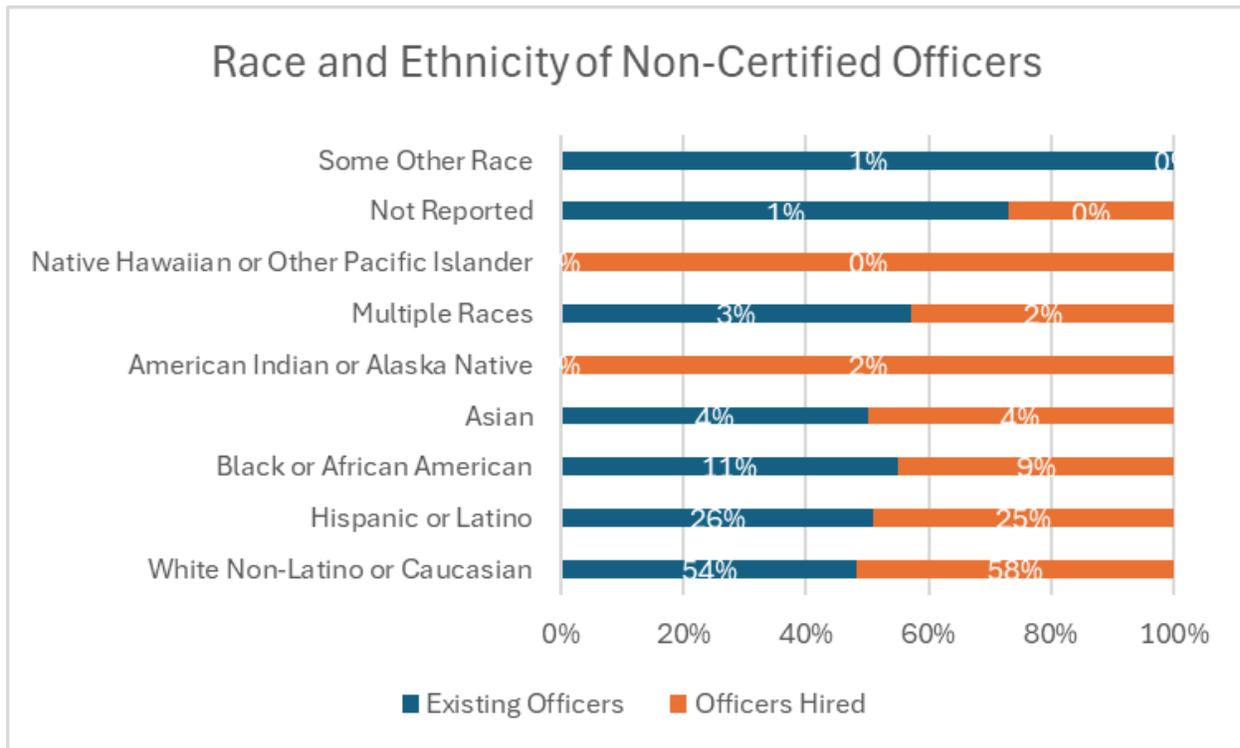
The data indicates a positive shift in gender diversity within the P.O.S.T. - Certified workforce. While male officers represent the largest portion in both the total existing officers and the newly hired group, the recruitment efforts show a greater proportion of female officers being hired compared to their representation in the existing workforce. Additionally, the data for newly hired officers is fully accounted for under Male and Female categories, as no officers were reported as "Not Reported" or "Not

Tracked," which contrasts with the existing officer data that included a small number in those categories.

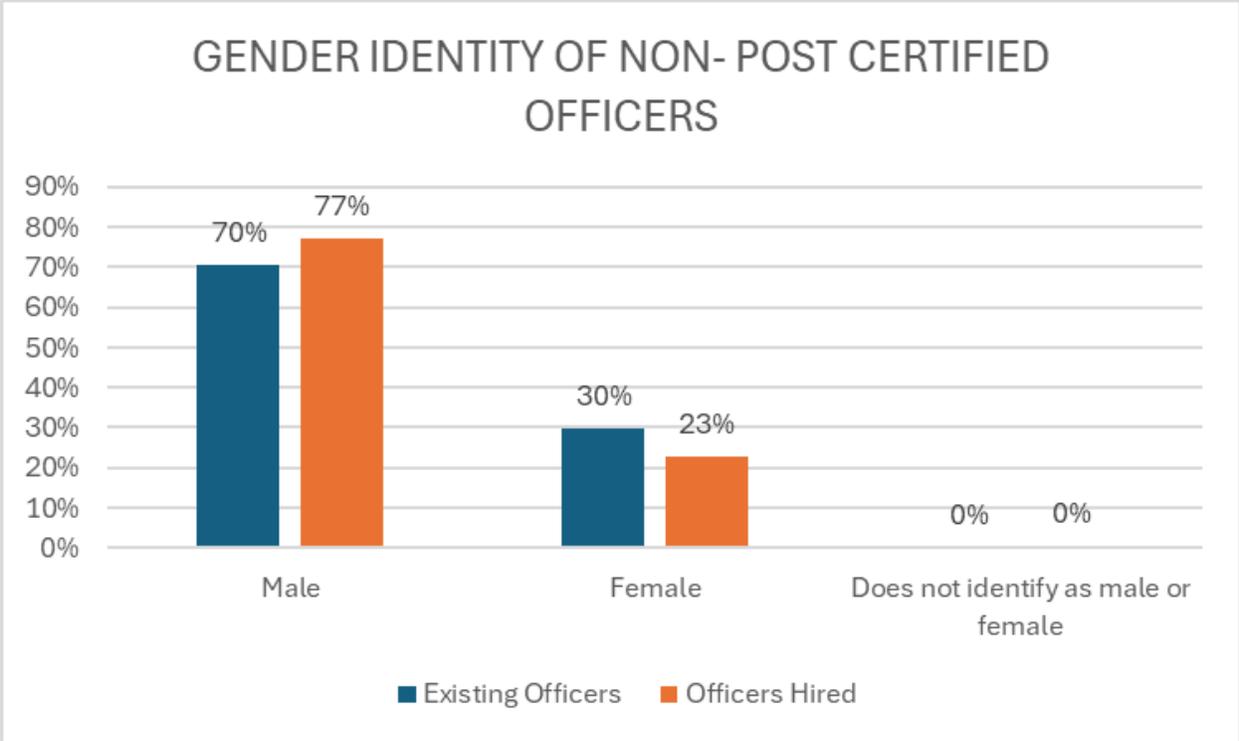


The comparison of language fluency data for both total existing and newly hired P.O.S.T. Certified officers highlights a major gap in the available information, with a significant majority of the data in both groups falling under the "Not Reported" and "Not Tracked" categories, accounting for 88% of the officers on each side. There were other languages accounted for in the existing officers, but each language accounted for only 1% of the overall reported. Among the officers for whom language fluency is reported, Spanish is consistently the most frequent second language across both the total existing and the newly hired P.O.S.T. - Certified workforce.

## NON-CERTIFIED OFFICERS PROJECT DATA



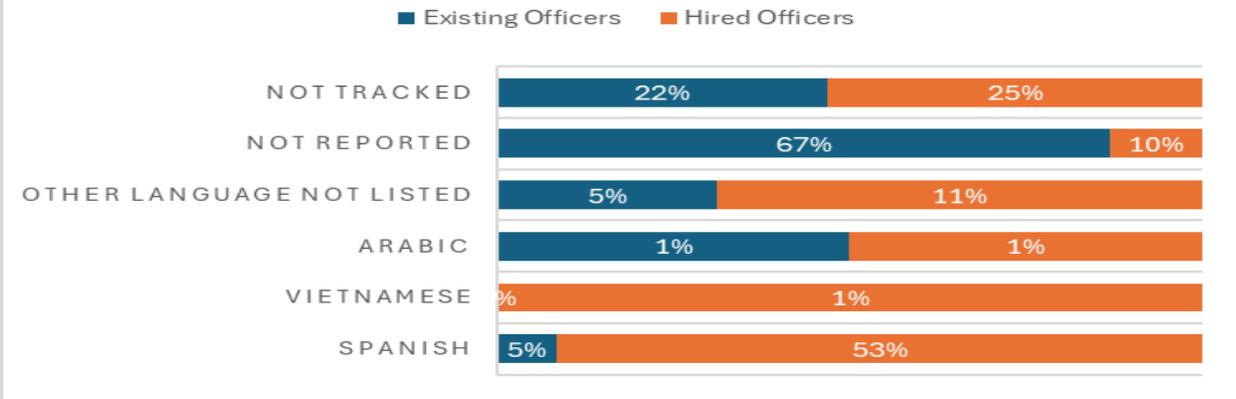
The comparison of existing non-P.O.S.T. law enforcement officers to newly hired non-P.O.S.T. officers by race and ethnicity reveals a slight shift in the demographic distribution. White Non-Latino or Caucasian officers account for a higher proportion of the new hires, at approximately 57.6%, compared to their representation of approximately 53.9% in the existing non-P.O.S.T. workforce. In contrast, the representation of Hispanic or Latino officers remains largely consistent, making up nearly a quarter of both the existing workforce and the new hires, at approximately 25.9% and 24.9%, respectively. Conversely, the proportion of Black or African American officers is lower among the new hires, at approximately 8.9%, compared to approximately 11.3% of the existing population. Overall, while there is relative stability in the hiring rate for Hispanic or Latino officers, the new hires show a slight increase in the proportion of White officers and a decrease in the proportion of Black officers compared to the existing non-P.O.S.T. workforce.



The data comparing gender identity for existing and newly hired non-P.O.S.T. law enforcement officers shows that male officers account for a higher proportion of the newly hired group than they do within the existing non-P.O.S.T. workforce.

Correspondingly, female officers represent a smaller percentage of the new hires than they do of the existing population. The category for officers who do not identify as male, or female remains a very small portion in both the existing and newly hired non-P.O.S.T. officer demographics.

## NON-CERTIFIED OFFICERS LANGUAGE FLUENCY



The data on language fluency for non-P.O.S.T. law enforcement officers in both the existing workforce and the newly hired group is significantly affected by a widespread lack of tracking and reporting. In the existing non-P.O.S.T. officer population, the "Not Tracked" category is the largest single group, with "Not Reported" also representing a substantial portion. A similar pattern is observed in the newly hired officers. Among the officers for whom language fluency is specifically identified, Spanish is the most common non-English language in both the existing workforce and new hires, followed by "Other Language not listed." This indicates that while there is some diversity in language skills, with Spanish being the dominant non-English language, the overall extent of language diversity across the entire non-P.O.S.T. workforce is obscured by a large volume of missing data.

## CONCLUSION

The State's Mission for Assistance in Recruiting and Training (SMART) Grant Program in Fiscal Year 2025 has demonstrably succeeded in achieving its core legislative intent: to increase the number and diversity of P.O.S.T.-certified and non-certified law enforcement officers and to provide necessary training. The progress reported by grant recipients across the state reflects a strategic and multifaceted approach that has yielded measurable results in recruitment, retention, and professional development.

### Key Program Successes and Impacts

**Increased Diversity in Recruitment:** Agencies implemented highly successful recruitment strategies. Initiatives such as the Denver Police Department's EmpowHER Academy and "Before the Blue and Beyond the Badge" program have directly contributed to a notable increase in female and minority applicants and new hires, particularly from the Hispanic/Latino community. Across several agencies, academy classes showed a significant percentage of minority identification, driven by dedicated recruiters and focused outreach at career fairs, educational institutions (including HBCUs), and community events like Juneteenth and PRIDE parades.

**Enhanced Retention Strategies:** Recognizing the competitive nature of law enforcement hiring, recipients prioritized retention through tangible employee benefits. Successful strategies include the implementation of sign-on and retention bonuses, childcare reimbursement (as adopted by agencies like Arapahoe County and targeted by Durango Police), and the securing of pension plans to promote long-term financial stability and reduce sworn vacancies.

**Specialized Training and Cultural Competency:** The grant supported significant investment in officer education, focusing on building a workforce that better reflects and understands the community. This included mandatory Spanish for Law Enforcement training, widespread adoption of Anti-Bias/DEI training for both sworn and civilian staff, the commencement of a statewide Detentions Academy curriculum,

and the initial steps toward deploying modern tools like Virtual Reality (VR) training to enhance officer decision-making.

**Community and Youth Engagement:** Departments forged stronger community partnerships through programs like the Latino Citizen's Academy, the Club de Español, and various youth initiatives such as the Jr. Police Academy and "Cops and Hoops," which foster positive relationships and encourage early interest in law enforcement careers.

**Ongoing Challenges and Future Considerations:** While the program has been a success, two critical challenges persist across the state. First, salary competition continues to be a major obstacle, leading qualified candidates to decline job offers, particularly in rural jurisdictions. Second, persistent staffing shortages hinder efforts to maintain adequate coverage, contributing to increased overtime, burnout, and delayed specialized training (such as DRE training). Sustaining the funding for successful recruitment initiatives, cadet sponsorships, and retention benefits will be essential to maintain the momentum generated by the SMART Grant.

The program has been a vital investment in Colorado's public safety workforce, strengthening the capacity of law enforcement agencies to recruit a diverse pool of professionals and invest in their long-term success. Continued support for these initiatives will be critical to ensuring a professional, diverse, and well-equipped law enforcement community across the state.

# Appendix A

## 2022 Funded Grant Programs and Progress Summaries

### City and County of Denver

**Award:** \$201,375

**Status:** Project Ends 12/31/25

**Summary:** This funding supports a mark assessment of current recruiting processes and the development of a plan to focus recruiting efforts on methods that have the biggest return on investment. DPD also focuses recruiting efforts on addressing diversity by reaching bilingual individuals, women, and people of color and introducing recruit candidates to a career in law enforcement with a pre-academy program.

**Goals:**

1. The Denver Police Department will receive a recruiting assessment and strategy from a professional marketing firm.
2. Create diverse recruiting classes for the Denver Police Department.
3. Create a pre-academy program focused on introducing individuals who have an interest in a career in law enforcement.

### PROGRESS SUMMARY

The Denver Police Department (DPD) continues to develop its "Before the Blue and Beyond the Badge" pre-academy program, which was expanded from one week to two weeks. The longer program now includes a full-day visit to each of the six districts, a day focused on the LGBTQ+ Community, and a service project day. The training extensively covers race and social justice. Since the pilot in May 2023, 178 recruits have completed this program.

The department continues to see a slight increase in most minority groups. A paid recruitment campaign from late January to late May generated 13.7 million impressions and over 50,000 clicks to the website, with 2,421 interest forms completed.

The advertising campaign and recruitment efforts specifically target women and minority groups through extensive involvement in job fairs and community events (like JazzFest, Juneteenth, and the PRIDE parade), and partnerships with minority community organizations. Hispanic and Latino individuals represent the largest minority demographic among applicants and recruits. The DPD is also focused on recruiting women through the EmpowHER Academy initiative, which is used to encourage more women to apply for DPD Police Officer positions. The January 2025 EmpowHER Academy brought awareness to the program through social media marketing and public event promotion. Following the January 2025 session, 23 women applied to be DPD officers. The DPD has held two EmpowHER classes in 2025, with a third scheduled for August. From these two sessions, a combined 87 women have applied, and 7 women have been hired so far. The demographics of the EmpowHER classes have been diverse and predominately Hispanic. The 2024 EmpowHER Academy session ran for six weeks, and covered topics such as Patrol Division, precision driving, specialized units, command presence, self-defense, and firearms practice, averaging 30-35 participants per week.

### **Jefferson County Sheriff's Office**

**Award:** \$ 200,000

**Status:** Project Ended 6/30/25

**Summary:** This grant project includes the recruitment and hiring of one full-time grant-funded bilingual recruiter. This recruiter is the agency's first point of contact for ethnically diverse applicants. Funding also is used to target ethnically diverse areas through social media, flyers, posters, and ads in local media.

**Goals:**

1. Existing diverse employees attend 3+ job fairs or other related recruiting tasks to promote diverse recruiting and hiring.
2. Increase the number of applications received from more diverse Backgrounds.

3. Increase the number of ethnically diverse and gender-diverse new hires.

**Project Impact/Outcomes:**

The project was successful, with all stated goals having been met. Diversity is continually evolving within the department, and the successful diverse hiring initiatives have had a positive impact, resulting in increased diversity among both applicants and new hires. The most significant accomplishment was the recognition of the critical need for diverse personnel to accurately reflect the community served. The department plans to continue setting strategic hiring goals to attract bilingual speakers and women in law enforcement, utilizing recruiting videos and career fair attendance as part of its ongoing efforts.

# Appendix B

## 2023 Funded Grant Programs and Progress Summaries

### Arapahoe County Sheriff's Office

**Award:** \$769,970

**Status:** Project Ends 12/31/25

**Summary:** The Arapahoe County Sheriff's Office (ACSO) plans to expand its recruitment efforts by building partnerships with organizations and educational institutions, predominately known for their diversity, while also providing additional DE&I training for current employees. They further intend to increase the number of youth and community events hosted, which will improve the relationship between their law enforcement agency and the community.

**Goals:**

1. Increase and retain the number of diverse candidates within the applicant pool and current employees.
2. Create and enact a comprehensive employee retention program to include monetary benefits.
3. Create partnerships with educational institutions and youth organizations.

**Progress Summary:** The Arapahoe County Sheriff's Office (ACSO) has expanded its recruitment efforts by attending various job fairs, including those for veterans, high schoolers, college students, and workforce centers, with plans to utilize the grant for outreach, particularly at Historically Black Colleges and Universities (HBCUs) and other diversity events. They aim to educate high school students about law enforcement careers to lay a foundation for future candidates.

Diversity efforts are showing results. The July POST Academy class had a 54% minority identification rate. The new December POST Academy class had 44% diverse

individuals. In the fourth quarter, 44% of new hires were racially diverse, and 36% were female. The department reported an increase in their current minority population.

Retention efforts include increasing the use and amount of sign-on bonuses and offering childcare reimbursement, which are prioritized in advertising due to the competitive nature of law enforcement recruiting. Over the life of the grant, the department successfully reduced its sworn vacancies from 3.3% to 0.7% by the end of 2024.

Additionally, the ACSO hosted "DIVE-ing Into DEI Training" and "Unpacking My Bias Training." They have also hired a temporary employee through the grant to assist with recruitment efforts, including establishing partnerships with educational institutions and youth organizations to promote law enforcement as a career.

### **Archuleta County Sheriff's Office**

**Award:** \$42,191

**Status:** Project Ends 12/31/25

**Summary:** Archuleta County Sheriff's Office (ACSO) will utilize this grant to increase retention, recruitment, and training of deputies. ACSO would like to increase training and morale by providing deputies with options for personal and professional growth. To increase training diversity, Spanish for law enforcement will be mandated. To increase recruitment ACSO will offer relocation incentives, to cover the moving cost of relocating to Archuleta County, offering 25% or \$2500 per new hire. These avenues are the best way to achieve long term retention and increase the number of certified law enforcement deputies for citizens.

**Goals:**

1. Increase the number of patrol deputies through recruiting
2. Increase diversity and inclusion for the agency to implement in all departments.

**Progress Summary:** The Archuleta County Sheriff’s Office (ACSO) is utilizing its grant to increase deputy retention, recruitment, and training, with a focus on increasing diversity and inclusion within all departments. Key strategies include offering relocation incentives for new hires and mandating Spanish for law enforcement training to increase training diversity and morale.

Recruitment efforts have resulted in the hiring of POST-certified deputies, including a Hispanic male and a white female, as well as non-certified detention deputies, including a Native American female. The agency continues to send current non-sworn staff to the police academy to build the future POST-certified workforce, with the expectation of adding more diverse personnel. The department completed and posted a recruitment video aimed at showcasing its distinct features and diverse community. The agency continues to actively recruit for open patrol positions but has faced challenges with candidates declining offers due to salary competition.

For training and diversity, the Spanish for Law Enforcement program is currently underway and is scheduled to be completed for all staff, including the Dispatch/Communications division, by the end of the grant period. Diversity training sessions were delayed due to staffing issues but are scheduled to take place after the Spanish classes are completed. The agency’s overall diversity among its non-POST certified staff has experienced slight fluctuations.

### **Aurora Police Department**

**Award:** \$26,000  
**Status:** Project Ends 12/31/25

**Summary:** The City of Aurora has a population of nearly 400,000 (US Census estimates) with 45% being people who reported a non-white race. The Aurora Police Department has a workforce in which 26% of APD employees (both sworn and non-sworn) who report a non-white race. The city has an equal representation of male vs females, APD has a 25%

female representation. APD has entered a consent decree with the United States Attorney's Office and one of the priorities that has been identified is to increase the diversity of the police department to more closely reflect the community in which its officers serve. Leadership has identified 3 ways to reach the overall goal of increased diversity: Pathways to Careers in Public Safety, Female-focused programming, and Recruitment and Retention. Each of these paths is broken down further into new or improved programs that have been created and identified as needing funds to proceed.

**Goals:** 1. Increase the number of women in APD

**PROGRESS SUMMARY:**

The department continues to offer diversity-related training courses as part of its yearly in-service schedule, with officers encouraged to attend other training if interested and staffing permits. The department has observed a slight increase in its workforce diversity. The Hispanic population increased from 14.2% to 16%, nearly a 2% gain. The "two or more" races population increased from 2.8% to 3.4%.

The White, non-Latino or Caucasian population saw the biggest decrease, dropping from 70% to 68.2%. The gender makeup also changed, with female representation increasing by 0.9% and male representation decreasing by 0.9%. A separate progress summary noted a 0.8% decrease in White representation, a 0.3% increase in Black and Hispanic, and a 0.1% increase in Asian and two or more races.

To support women in law enforcement, the department completed the project of creating nursing/lactation rooms in each of the district buildings and is planning women's seminars, with a slight increase in women in recruiting classes noted.

Recruitment efforts have successfully increased the number of recruits entering the basic academy. Advertising for the basic academy includes billboard and radio ads, content partnerships for online and social media platforms, and distributing marketing materials at various events.

Efforts to increase awareness of law enforcement careers among youth are underway, focusing on summertime activities. The Explorer Program has registered participants for the annual competition and is promoting Camp POSTCARD. Progress was made toward this goal by procuring essential uniform and duty gear for the Explorer Program.

### **Brighton Police Department**

**Award:** \$380,026

**Status:** Project Ends 12/31/25

**Summary:** The City of Brighton will fund the creation of four new police officer positions. The purpose of these additional positions is to address staffing gaps created by officers retiring/leaving the department as well as to help the department respond to increasing calls for service.

Additionally, while hiring for these positions, additional considerations will be afforded to qualified candidates who accurately represent the local community. This will be done in an effort to make the Department more representative of the community which it serves. While the department's demographics are - overall - representative of its community, there is room for improvement in this area.

**Goals:**

1. To hire and train 2 additional police officers who are representative of the population of the City of Brighton.
2. To make the Police Department staffing representative of the population which it serves.

**Progress Summary:** The department hired four additional non-certified officers, one of whom was Hispanic. All four new recruits successfully completed their POST academy and are currently in field training. Separately, the two additional police officer positions funded by this grant have been filled; these officers have been hired,

put through the academy, completed field training, and are now serving as solo police officers with the department. The hiring of these officers, and other non-grant related hires, has contributed to an increase in the proportion of non-white and female sworn members in the agency.

### City and County of Denver Police Department

**Award:** \$1,230,000 (Declined Funds)

**Status:** Closed 6/30/24

**Summary:** The Denver Police Department in partnership with the National Law Enforcement Foundation will contract with a Childcare Concierge Provider to help find 24/7 childcare providers for the officers. The Denver Police Department intends to create this program to allow officers to choose the childcare facility that best fits their needs. The Childcare Concierge Provider will ensure each childcare provider is vetted and meets the licensing requirements set forth by the State of Colorado. By choosing this new program path, the Denver Police Department intends to have a larger impact department wide. Creating a Childcare Concierge Program addresses one of the barriers many families face when working in law enforcement, childcare access. This new project plan will also contract with a childcare camp provider to help fill in gaps for school breaks that impact childcare access for many law enforcement families. The Camps will be held during Spring Break, Summer Break, and Winter Break.

**Goals:**

1. The Denver Police Department will create a childcare concierge program dedicated to its law enforcement officers and their families.
2. Increase the retention and recruitment of Denver Police Department sworn officers.
3. Increase the number of POST-certified law enforcement officers who are representative of the communities they serve.

## County Sheriffs of Colorado

**Award:** \$183,252

**Status:** Project Ends 12/31/25

**Summary:** The Colorado Detentions Academy will provide Colorado Sheriffs with resources to train their detention staff at their own pace and time. This training can be used for both new recruits as well as in-service for existing staff. The Detentions Academy will offer specific to Colorado training in legal updates and procedure as well as standardized training for new detentions specialists. The County Sheriffs of Colorado will partner with Sheriffs, Mental Health Providers, Substance Use Disorder Specialists, and the community to ensure that every detention specialist has the professional and technical training needed to perform the required tasks of working in Colorado jails. Special care will be taken to provide comprehensive training on how to interact with diverse populations that enter the justice system. It will provide for learning a caring and compassionate approach while still ensuring the safety of staff and inmates.

**Goals:**

1. To convene a committee of Subject Matter Experts through the State of Colorado for Collaboration on the project
2. To launch a comprehensive Detentions Academy specific to the state of Colorado by Q3 of the project.

**Progress Summary:** The statewide project to launch a comprehensive Detentions Academy in Colorado has made significant progress, focusing on a non-agency-specific, broad training solution. The key milestones achieved include:

**Subject Matter Experts (SME) Committee:** A committee of SME's was successfully convened in Q1 of 2024, and this panel continues to meet monthly to collaborate on and develop the academy's curriculum.

**Detentions Academy Launch:** The learning platform for the academy is operational and went live in Q4 of 2024.

Curriculum Development: The project is actively developing courses within the Learning Management System (LMS). Currently, 27 courses are being formatted for online learning, with an additional 20 in pre-launch development, and most learning modules have been received from collaborators. While the project initially experienced delays in receiving learning plans, courses are now approximately 50% complete in the LMS and are scheduled to be online for testing before the grant concludes. A beta program is anticipated to be available by the start of Q3 2025. The report also clarifies that the funding was dedicated to training new detention specialists across the state, and the project is not measured on the diversity statistics of the administering agency itself.

### **Dolores County Sheriff's Office**

**Award:** \$20,800

**Status:** Project Ends 12/31/25

**Summary:** The DCAD Smart Initiative has been developed with a strong multi-faceted focus on retention, availability of workforce mobility, and expanding development of a program to improve local diversified recruitment and financial sustainability.

The main activities include improvement of training with POST Train the Trainer credentialing; Creation of Strategic Planning Committee that includes members of both certified and non-certified law enforcement officers for department culture, growth, recruitment, and workforce mobility opportunities; and the providing of added access to health screenings and unlimited telemedicine, including mental health.

**Goals:**

1. Utilization of POST "Train the Trainer" credentialing.
2. Development of department culture, growth, recruitment, and workforce mobility opportunities.

**Progress Summary:** The department has initiated several strategies to attract a more diverse candidate pool, including implementing community recruiting programs within schools, increasing training and mobility opportunities, and planning to expand non-pay related benefits.

However, the department is facing challenges in its implementation efforts:

**Recruitment Challenges:** The effort to attract a diverse workforce is difficult, with the department noting they received only two applications in the last three years, both from white males. They continue community relations and outreach to "spread the word" about job opportunities.

**Training Challenges:** The goal to utilize POST "Train the Trainer" credentialing has been unsuccessful due to the lack of locally available courses. Anti-bias and community policing training continue throughout the year to expand understanding and communication between deputies and people of different cultures.

**Department Development:** Discussions have taken place among Sheriff's Office personnel regarding future projects to foster a positive community relationship and increase the mental and physical health of staff (officers, dispatch, and records). Possibilities discussed include a gym facility or membership, with plans to research financial options. Policy and procedure updates, including funding for Lexipol, were also discussed. A separate initiative to develop a more diverse workforce, including research and strategy development, has stalled due to workload. The department plans to start using current personnel to complete new assignments within the department to foster growth and mobility.

### **Eagle Police Department**

**Award:** \$492,884

**Status:** Project Ends 12/31/25

**Summary:** At the current staffing levels, the Eagle PD staff are struggling to sustain consistent levels of service they provide to the community. Alternatives to not increasing staff would be to increase the police department overtime budget and create mandatory overtime shifts for existing staff

and / or begin cutting specific, low- level services which are currently provided to the community. Department analysis by a third-party consultant shows that the police department is currently two officers short. This analysis supports internal findings which have made the same determination. Delaying or not staffing this position will continue to increase the workload of officers, increase response times to calls for service, and diminish the high level of public safety service which the citizens enjoy and expect. As Eagle continues to grow if the police department does not grow with it, they will continue to fall further behind creating greater expense in the future for the department to grow

- Goals:**
1. Increase the diversity of P.O.S.T.-certified and non-certified law enforcement professionals and public safety employees to better reflect the community in which they work in the 2024/2025 year.
  2. To cover the costs associated with eligible law enforcement officers' salaries and benefits, and training.

**Progress Summary:** The department has actively pursued recruitment efforts to increase the diversity of its P.O.S.T.-certified and non-certified law enforcement professionals, aiming to better reflect the community. They have utilized various community outreach events, including job fairs, participation in the annual Latino Citizen's Academy, and engagement with recruits at police academies.

The department successfully recruited a female officer who is currently attending the POST academy and is expected to graduate in December. Another female officer has been successfully recruited and is set to join the department the next quarter. Additionally, they hired a Hispanic officer who is fluent in Spanish. They are actively recruiting and interviewing for open positions and are planning to attend job fairs, although one early year event was postponed and is being rescheduled for the late

spring/early summer. They are also refreshing both paper and digital recruitment materials to appeal to a diverse pool of potential candidates.

Retention bonuses were distributed to current employees to assist in retaining a diverse group of staff. The funding is used to cover costs associated with eligible law enforcement officers' salaries and benefits, recruitment, and training.

### **Grand Junction Police Department**

**Award:** \$30,000

**Status:** Project Ends 12/31/25

**Summary:** The proposed project consists of a multi-layered approach to fostering inclusivity and strengthening community bonds through the following initiatives:

**DEI Training:** This training will equip officers with a nuanced understanding of DEI principles, enhancing their ability to interact effectively with diverse communities.

**Latino Police Academy:** Modeled after the Citizens Police Academy, this program will specifically target the Hispanic community to bridge cultural gaps, nurture understanding and build trust.

**La Plaza Outreach:** Through partnership with La Plaza, this will offer community engagement events, including a potential language exchange program, fostering communication between police officers and Spanish speaking community members.

**Goals:**

1. Build trust and engagement with minority communities and grow diversity of the department in the long term.
2. Provide opportunities for staff to receive training in Diversity Equity and Inclusion.

**Progress Summary:** The Grand Junction Police Department (GJPD) is actively working to build trust, engage with minority communities, and enhance the diversity and

training of its personnel. The GJPD strives to build positive relationships with all members of the community, particularly the Hispanic/Latino community. This effort is centralized through the Law Enforcement Latino Alliance (LELA) and the department's internal Club de Español, which meets monthly to plan outreach. The department hosted a La Plaza Meet and Greet and continues to engage in informal gatherings to break down barriers and better understand the concerns of the Spanish-speaking community. They have participated in numerous community events, including the Cesar Chavez Celebration, Juneteenth Celebration, Special Olympics, Mosaic events (supporting individuals with intellectual disabilities), the City's Sister City Celebration, and the Dual Immersion Academy's Carnivale.

Spanish-speaking signs were placed in the lobby, and the department continues to utilize a language line application to ensure better communication with non-English speaking individuals, including American Sign Language and Russian speakers.

Future Plans: The city plans to host more recruitment events in Spanish, as well as a Latino Police Academy.

Four hours of Anti-Bias training were provided to all sworn staff during the annual in-service in January 2025. The department provided two hours of Mini-Skills training on Anti-Bias policing concepts and strategies to newly hired officers. They also have plans to offer Crisis Intervention Training (CIT). Non-sworn civilian personnel, including Parking Compliance and Police Service Technicians, attended anti-bias and de-escalation training, with a focus on ensuring civilian staff receive ongoing diversity training. The GJPD is continuing to plan and procure vendors to provide additional Anti-Bias training to the entire sworn police staff.

The department successfully hired a female POST-certified law enforcement officer, a Hispanic POST-certified law enforcement officer, and a Hispanic female POST-certified law enforcement officer during the reporting period. The department also hired an Asian non-POST law enforcement officer and two female non-POST law

enforcement officers. However, the agency did experience the departure of one female officer and one Asian officer.

### Hugo Marshals Office

**Award:** \$113,576

**Status:** Project Ends 12/31/25

**Summary:** This project is to help expand and diversify the workforce by hiring a POST Certified officer under the Hugo Marshals Office and further support the safety of the community. This grant will help pay for a new officer's salary and benefits for up to two years. This new officer will have specific skills and background experience, community from a minority and historically underserved segment of the population, for the department to better reflect and represent the town of Hugo. This officer will help build community and relationships with the largest underrepresented minority population within Hugo, military veterans. Currently, veterans make up 21% of the town population, the Town of Hugo and the Hugo Marshals office have no military veterans employed, working for their Municipal Government.

**Goal:** 1. Increase the diversity and number of P.O.S.T. certified law enforcement officers who are representative of the community of Hugo.

**Progress Summary :** The department continues to advertise for and schedule training for an individual who meets the requirements of the grant. Their ongoing objective is to increase the diversity and number of P.O.S.T.-certified law enforcement officers to better reflect the community of Hugo. The department's current activity is focused on advertising to hire an applicant that meets these criteria.

### Steamboat Springs Police Department

**Award:** \$480,504

**Status:** Project Ends 12/31/25

**Summary:** This project will provide increased safety to the public, decrease burnout and turnover and work towards having the Steamboat Springs Police Department (SSPD) be truly reflective of the community demographics. The SSPD is requesting funds to hire two law enforcement officers from diverse backgrounds who will provide ongoing traffic related enforcement and staffing for special events. These critical tasks are currently being completed through payment of overtime and are fatiguing current staff. This will help to better represent the population of the community in terms of race and sex and will ensure that the officers providing these front-line services are representative of the community. In addition, funding to help the officers pay for childcare services such as childcare costs and constraints have restricted their ability to hire officers and have affected the officers' ability to work different shifts, accept promotions and engage in necessary training.

**Goals:**

1. To recruit new officers that help us to reflect the diversity of their community.
2. To increase their trained and professional workforce to respond to growing needs of the community.
3. To decrease burnout and turnover in the department.

**Progress Summary:** The Department prides itself on reaching out to and embracing diverse populations in its recruiting efforts. Supervisory staff attended a DEI conference, and the department is strategically planning for future diversity goals. They continue to target diverse populations through in-person recruiting at local high schools and colleges, as well as job advertising in diverse publications and digital media sources, including Facebook ads. This quarter, they successfully recruited three additional sworn officers, including a Hispanic officer promoting from non-sworn status, a female outside recruit, and a male outside recruit, all scheduled to start in July 2025.

To increase their trained and professional workforce, the department continues to evaluate its workforce needs and engage in strategic planning, including hiring a consultant to evaluate staffing and long-term staffing goals (tentative needs identified through 2030).

However, the department continues to struggle with low staffing, which impacts the ability to control overtime and extra shifts, contributing to burnout and turnover. To mitigate this, they are working to decrease burnout and turnover by monitoring overtime and gaps in coverage and are implementing a wellness plan for physical and mental wellness, which includes providing wellness testing for half of the department in May 2025, with plans to continue annually. The department reported several instances of attrition this quarter, including a POST-certified black officer, a Hawaiian officer, a Hispanic male, and two non-sworn women.

# Appendix C

## 2024 Funded Grant Programs and Progress Summaries

### Alamosa Police Department

**Award:** \$121,359

**Status:** Project Ends 12/31/25

**Summary:** The Alamosa Police Department (APD) struggles to stay full staffed while maintaining a diverse workforce to reflect the community served. The average turnover of APD officers is approximately 4-5 officers a year, with most of them leaving for higher paying jobs with better incentives for recruitment and retention. The average patrol officer experience with APD is 2.7 years, which is just enough time and finances to invest in officers to become self-sufficient before they leave. The grant will provide the department with an opportunity to stabilize APD personnel by offering a retention program based on time of service and funding for an additional community outreach sergeant position to reach every diverse population within the Alamosa community to include gender, ethnicity, and different socio-economic backgrounds.

**Goals:**

1. Recruit and retain quality and diverse employees
2. Enhance recruitment of underserved population

**Progress Summary:** The Alamosa Police Department (APD) has made significant progress in both recruitment and retention, focused on creating a stable and diverse workforce that reflects the community it serves.

**Workforce Stability:** The average years of experience for patrol officers has increased (from 2.7 to 3.5 years), indicating improved stability. Officer retention has been strong, with no patrol officers lost in the 4th quarter of 2024, and strong retention

overall, supported in part by an upcoming retention bonus set for December 2025. One female officer did leave the department.

**Hiring Efforts:** Although the department was at full staff, a testing process was completed where 9 out of 12 applicants were from a protected class, and the APD plans to hire one officer in the upcoming quarter. A tentative hiring cycle is also planned.

**Recruitment Events:** Recruitment efforts included various community engagement events such as a Hometown Heroes event, a Fall Career Fair at Adams State University, a job fair at Center High School, a recruitment presentation at the local police academy, and participation in activities with Alamosa High School, Ortega Middle School, the Girl Scouts, and a presentation at a local homeless shelter (La Puente) to promote inclusivity.

#### Enhancing Diversity

**Community Outreach Sergeant:** To enhance recruitment from underserved populations, the APD established a Community Outreach Sergeant (also serving as the Administrative Sergeant). This individual acts as the primary liaison, connecting underrepresented communities to law enforcement careers and fostering a positive image of the department.

**Targeted Outreach:** The Community Outreach Sergeant has significantly increased outreach efforts, organizing or participating in 52 community events between October 2, 2024, and the July 2025 reporting period. These efforts are focused on connecting with underserved populations, building trust, and encouraging individuals from diverse backgrounds and females to explore careers in law enforcement. Officers also act as primary instructors at the Police Academy, ensuring daily interaction with recruits.

#### Arvada Police Department

**Award:** \$19,200

**Status:** Project Ends 12/31/25

**Summary:** The Arvada Police Department (APD) is requesting funding to create a paid internship program that would support high school and college aged community members who are looking for a paid internship program within law enforcement. APD has a robust Explorer program which is a uniformed volunteer program, open to any person, ages 14 to 21 who are interested in learning more about law enforcement. This grant funding would help cover the gap where Explorer's are lost; the time right after high school graduation when money becomes more of a need and time constraints become a real thing. The Commander currently overseeing the Explorers would work on developing the internship program, advertising it with the Human Resources Department, and working alongside the Recruiting Department to conduct the backgrounds. Ideally, this program would be fully functional by graduation of 2025 and be able to support two paid interns.

**Goals:**

1. Work with local high schools, the Explorer program, and colleges in the area to advertise their internship.
2. Foster positive relationships between students and law enforcement to improve workforce recruitment and retention.

**Progress Summary:** The Arvada Police Department (APD) reported progress across its grant goals this quarter, including a successful lateral hire and significant enhancements to its training and community outreach programs.

**Recruitment:** The department hired one lateral officer who identifies as Hispanic.

**Training:** The APD successfully hosted a unity training session for its approximately 170 sworn personnel over four days and eight sessions to accommodate all shifts. The training, which focused on anti-bias and diversity, was positively received by most officers.

The department has purchased new equipment for its Explorer Program, including walkie-talkies and orange "blue guns" (training weapons).

The walkie-talkies were utilized during the annual Teen Academy for communication in practical and scenario-based training and were crucial for communication between Explorers and Sworn Officers during the City of Arvada's 4th of July event.

The training guns provided a realistic and safe training experience during scenario-based sessions to prepare Explorers for their annual conference.

The department hosted 7 Explorer meetings as they prepared for the annual conference.

Community and School Relations: The annual Teen Academy in June saw a record number of applicants, forcing the department to close the application process early. A total of 48 kids attended the week-long Academy, which received overwhelmingly positive feedback.

The Academy served as an introduction to law enforcement careers and fostered positive relationships between attendees and first responders.

Grant funding was used to provide attendees with gear (hat, Arvada PD swag), graduation photos, and food.

The department's new School Resource Officer (SRO) trailer wrap was completed near the end of the quarter, prepped for use at the 4th of July event.

### **Aurora Police Department**

**Award:** \$220,000

**Status:** Project Ends 12/31/25

**Summary:** The Aurora Police Department (APD) is experiencing an alarming rate of turnover in police officers. APD has been mandated via a consent decree issued by the State of Colorado attorney general's office to have a fully staffed police department. APD has implemented a more robust

recruiting plan in the recruiting unit to encourage lateral recruits, utilizing professional production companies to create promotional videos and to release that content online for both the lateral recruiting trips and locally. APD also prioritized youth as a target audience for recruitment efforts. APD participates/runs a variety of youth-focused programs including Camp Post Card, Explorers, and a Cadet Program. The Cadet Program is an opportunity for students at the Community College of Aurora (CCA) to earn an associate degree towards a career in law enforcement at no cost to the student. APD is fortunate the costs associated with this initiative are covered by CCA.

- Goals:**
1. Increase the number and diversity of Police Officers.
  2. Increase awareness and interest in careers in law enforcement among youth in the community.

**Progress Summary:** The Aurora Police Department (APD) is continuing its efforts to increase the number of women in the department and enhance overall diversity.

**Nursing/Lactation Rooms:** The department successfully installed nursing/lactation rooms in all its buildings, furnishing them with comfortable seating, a small refrigerator, a television, and other home-like amenities. Plans are in place to hold a women-focused seminar in the next reporting period.

**Female-Focused Programming:** The department hosted a "Future Women of APD" event, which was a success, attracting approximately 30 attendees, over half of whom had already applied to the academy. The seminar included a "Myth-Busters" breakout session to challenge stereotypes and a physical fitness test, which all participants passed. The department has held a couple of women-focused seminars in total, with recent changes in diversity suggesting these efforts are successful.

## Diversity and Demographic Changes

The department has seen minor changes in its overall workforce diversity across different reporting periods:

**Gender:** One period saw a 0.9% decrease in males and a 0.9% increase in females. Another period showed a 0.4% decrease in female representation and a 0.4% increase in male representation.

**Race/Ethnicity:** One notable change was a 2% gain in the Hispanic population, increasing from 14.2% to 16%. The "two or more" races population also increased from 2.8% to 3.4%, while the White, non-Latino/Caucasian population saw the biggest decrease, dropping from 70% to 68.2%.

Another period reported a 0.8% decrease in White representation, a 0.3% increase in Black and Hispanic, and a 0.1% increase in Asian and two or more races, indicating an overall increase in diversity.

More minor changes were noted in other categories, with slight increases in Black and Hispanic populations, and slight decreases in White, Two or More Races, and Hawaiian/Pacific Islander/Asian/Unidentified categories across different reporting periods.

The department continues to conduct recruiting events, including those focused on women, but noted challenges in using the grant funds effectively.

### **Avon Police Department**

**Award:** \$117,000

**Status:** Project Ends 12/31/25

**Summary:** Recruit and hire one new Spanish speaking police officer at the Avon Police Department. The grant amount of \$117,000 will cover the cost of police academy, salary, and benefits for one officer for one year.

**Goals:** 1. Recruit qualified applicants with a preference for Spanish speaking Latino recruits.

2. Enhance trust with the community, particularly the 38% Latino population.

**Progress Summary:** The department has actively pursued its goal to recruit qualified applicants, with a preference for Spanish-speaking Latino recruits, and to enhance trust within its community, particularly the 38% Latino population.

**Recruitment and Personnel:** The department conducted two formal testing processes and advertised through social media, their website, and community policing efforts, which resulted in eight applicants being interviewed, six of whom were Spanish-speaking. Over the reporting period, they successfully onboarded new recruits, including: Two Latino Spanish-speaking officers and one English-speaking female officer who successfully graduated from the POST Academy and are now POST-certified. One non-POST law enforcement officer was hired and is scheduled to start the Academy in January 2025.

Three new recruits (one Spanish-speaking Latino male, one English-speaking female, and one English-speaking male) were onboarded, with four new recruits from a previous quarter—two Spanish-speaking Latino males, one English-speaking female, and one English-speaking male—successfully graduating from the POST Academy. The department no longer has any non-POST law enforcement officers.

**Community Engagement:**

Efforts to enhance community trust were vital, particularly with the local elementary school, which has a 93% minority enrollment. The department held its annual Shop with a Cop event to provide a holiday meal and gifts for children and their families. The department continued hosting and attending various community events, including a Cops and Hoops group and a Wellness Fair at the local elementary school. They had a Spanish-speaking detective participate in a panel interview on Univision to discuss law enforcement and immigration issues. And, they had its school resource officer and other on-duty officers attend the elementary school continuation ceremony and

participate in their field day, underscoring the importance of relationships with students and their families.

### **Brighton Police Department**

**Award:** \$294,356

**Status:** Project Ends 12/31/25

**Summary:** The City of Brighton will fund the creation of two new police officer positions through 2025. The purpose of these additional positions is to address staffing gaps created by officers retiring/leaving the department as well as to help the department respond to increasing calls for service. The demand for police services has increased significantly over the preceding years.

Additionally, while hiring for these positions, additional considerations will be afforded to qualified candidates who accurately represent the local community. This will be done to make the Department more representative of the community which it serves. While the department's demographics are - overall - representative of its community, there is room for improvement in this area.

**Goals:**

1. To hire and train 2 additional police officers who are representative of the population of the City of Brighton.
2. To make the Police Department staffing representative of the population which it serves.

**Progress Summary:** The goals to hire and train two additional police officers who are representative of the City of Brighton's population and to make the police department's staffing more representative of the community have been accomplished.

With the addition of the two grant-funded officers, the department's demographics now remain more representative of the community, showing an increased

representation of both Hispanic and female members of the department compared to the first report during this grant period. The only reason the report selected "No" in one reporting period was because the department did not hire any new officers during that specific quarter.

### City and County of Denver Police Department

**Award:** \$428,100

**Status:** Project Ends 12/31/25

**Summary:** The Denver Police Department (DPD) is seeking to implement learning teams and expand its EmpowHER Academy. Learning Teams are a proven qualitative method for operational learning and organizational improvement. DPD will utilize learning teams to survey active officers and officers who leave to explore opportunities at other agencies to gain insight as to what the department can improve internally, how to better achieve employee satisfaction, and what is currently working. DPD also plans to expand upon their EmpowHER Academy to further their commitment to the 30 by 30 initiative. Increasing diversity and retention is the focus of this grant project.

**Goals:**

1. Develop a Learning Team Program.
2. Develop and Expand the EmpowHER Police Academy.

**Progress Summary:** The City and County of Denver noted an increase in minority groups. Progress was also made on key initiatives. The City and County of Denver worked with Dr. Paul Taylor to execute a contract for the creation of the Learning Team Program. This contract is scheduled to be executed in the third quarter of 2025. EmpowHER Police Academy: One academy session was held during this quarter, funded with prior funding. The two academy sessions held so far in 2025 have yielded a combined 87 applicants and 7 hires.

### Clear Creek County Sheriff's Office

**Award:** \$32,000

**Status:** Project Ends 12/31/25

**Summary:** The Clear Creek County Sheriff's Office (CCSO) has experienced unusually high turnover rates over the last six years. This has a direct impact on public safety, and to combat this, CCSO must improve recruiting and retention practices. The goal is to do this by sending two Detentions Deputies to a POST Academy, purchasing marketing and advertising materials, and attending job fairs around the metro area. Sending Detentions Deputies to a POST Academy through a selection process offers incentives for those eligible, which improves the overall quality of the jail work product, as well as giving those interested in a way to progress their law enforcement career. There is also significant time and cost savings by promoting Patrol Deputies out of the jail. Marketing products will be handed out at recruiting events and job fairs to promote the opportunities at the Clear Creek Sheriff's Office and result in more applicants to both the Detentions and Patrol Divisions.

**Goals:**

1. Improve employee retention and invest in employees' career development.
2. Stand out at job fairs by providing Clear Creek Sheriff's Office branded handouts.

**Progress Summary:** The Clear Creek County Sheriff's Office is focused on improving employee retention, investing in career development, and recruiting a qualified and diverse workforce. The most significant accomplishment in this area is the approval by the Board of County Commissioners to pursue a pension plan with the FPPA. This plan is seen as a key factor in enhancing the positive work environment, promoting long-term job satisfaction, loyalty, and financial security for employees, which is expected to attract and retain qualified professionals.

The agency continues to invest in its non-certified staff, selecting two deputies to attend the POST Law Enforcement Academy. The department also continues to

provide unconscious bias training, foster inclusive language, and create spaces for open dialogue about diversity and inclusion.

The agency has made some progress in diversifying its staff, hiring:

One non-POST Law Enforcement Officer who is a woman, and one male who is multi-racial. One POST-certified patrol officer who is a woman and is black.

The department aims to attend more job fairs and stand out by providing branded handouts. Due to a lack of local events, no job fairs were attended during the quarter, though the Strategic Communications Manager attended a Police Recruitment and Retention Summit. Promotional items were purchased, including notebooks, cleaning cloths, coasters, water bottles, and lunch coolers, to be distributed at future job fairs.

### **Colorado Rangers Law Enforcement Shared Reserve**

**Award:** \$109,750

**Status:** Project Ends 12/31/25

**Summary:** The CLER serves cities across Colorado. Services are accessible by any agency, and they only have to call the main number to request aid. The only limiting factor is the number of CLER officers needed and their ability to sign a Mutual Aid Agreement. Those served have a wide diversity of cultures and ethnicities. Consider, 56% of the persons in Monte Vista are Hispanic, while only 8% are in Monument. By contrast, 94% of the people in Oak Creek are White. As officers helping in these cities, it is vital to the public trust that officers show the same diversity. A diverse agency is better equipped to understand the needs of those served, respond with empathy, and respond with cultural awareness. To bring this training and experience to partner agencies, CLER must overcome the barriers and inherent costs that exist to allow a person to serve. Specifically, the cost of academy tuition and an officer's equipment. This project will focus on diversity in the recruiting and training of officers.

- Goals:**
1. Increase the number of minorities, LGBTQ+ and women applying to serve as officers in CLER.
  2. Train 10 new recruits as reserve police officers with CLER
  3. Retention of officers in CLER and within the law enforcement profession.

**Progress Summary:** The Colorado Ranges Law Enforcement Shared Reserve (CLER) is in the midst of its grant-funded project, showing progress across its key goals for recruitment, training, and retention.

**Recruitment and Diversity:** The organization is actively in its recruitment phase to increase the number of minorities, LGBTQ+ individuals, and women applying for officer positions. Recruitment efforts have included: The launch of a social media campaign on both Facebook and X, with LGBTQ officers sharing posts to generate interest.

Officer attendance scheduled at two hiring events and the hosting of one hiring event, with a focus on underrepresented people, specifically in the Pueblo area. To date, recruitment drives have received over 174 interest cards from applicants in one period, and over 80 interest cards in another.

The Academy 11 started with 12 cadets, including initial diverse representation with 2 female hires, 1 Asian hire, and 1 Native American hire. The diversity of the workforce is expected to change with the selection of these new cadets. The agency also has 1 female and 1 African American applicant currently in process for POST certification.

#### Training New Recruits

The goal to train 10 new recruits has been exceeded. CLER Academy 11 began on May 31, 2025, with a class of 12 cadets, at Arapahoe Community College (ACC) and the Highlands Ranch Training Facility. The cadets are scheduled to graduate in November

2025. Due to cost-saving measures, donated equipment, and effective resource management, the department anticipates a larger number of people trained under the grant.

Retention of Officers' efforts are focused on attracting experienced officers and providing pathways for current personnel. Recruitment efforts have successfully attracted 3 former law enforcement officers who wish to return to policing, including a former Denver Undersheriff and two patrol officers, who collectively bring considerable experience. Recruitment has recently switched focus to hiring POST Certified Officers, with 10 candidates currently in process, who possess decades of combined experience. The agency has partnered with ACC to create a pathway for non-POST certified personnel to move to a full POST commission, allowing them to lateral to full-time policing. This quarter, one Ranger successfully transitioned from an engineering career to full-time policing with Dillon PD, and another Ranger is currently applying to the full POST commission process.

To support professional development, two officers are being sent to become POST certified Arrest Control Instructors through the ACC partnership. Recruitment officers are working to develop community relationships under the oversight of a dedicated Sergeant.

### **Colorado Springs Police Department**

**Award:** \$55,505

**Status:** Project Ends 12/31/25

**Summary:** The Colorado Springs Police Department (CSPD) will use four established strategies to supplement its recruiting program with the overall goal of increasing both the number and diversity of police officer applicants. Those four strategies are 1) Using the Attract module of the NEOGOV Human Resources Management Suite to proactively find and engage with police officer applicants throughout the nation. 2) Boosting police officer job postings on CSPD's application site, on specific job boards,

and on selected search engines to amplify visibility and increase outreach to the target audience. 3) Employing a social media geofencing campaign to focus recruiting advertisements on mobile device users within a defined geographic area. 4) Recruiting from within through CSPD's cadet and internship programs. Throughout this project, CSPD will track various metrics and adjust as necessary to facilitate its goal of recruiting police officers who better reflect the community in which they serve.

- Goals:**
1. Expand and refine CSPD's external recruiting program to increase diversity of the law enforcement professionals working for the department to better reflect the community in which they serve.
  2. Use CSPD's internal recruiting program to increase the diversity of the law enforcement professionals working for the department to better reflect the community in which they serve.

**Progress Summary:** The Colorado Springs Police Department (CSPD) continues to seek and implement ways to expand diversity within the agency through its external and internal recruiting programs to better reflect the community it serves.

CSPD utilizes various strategies to broaden its applicant pool. The department uses the NeoGov Attract module for targeted messaging to alert candidates across the United States to job opportunities. Campaigns, including one focused on technology and another on Colorado Springs as a city to live in, were sent to over 131,000 candidates, resulting in dozens of direct applications (e.g., 54 from one campaign and 15 from another). The open rate for these messages ranged from 48% to 63.9%.

Job postings are "boosted" and supported by a geofencing advertising strategy on platforms like Google Ads, Indeed, GovernmentJobs.com, and ZipRecruiter. Google Ads alone generated significant outreach, with one period reporting 258,000 times the ad was shown and over 6,410 clicks. Geofencing ads were strategically placed in locations such as military bases (Joint Base Lewis-McCord, Ft Cavazos, Ft Carson) and universities (New Mexico State University, Arizona State University, San Diego State

University), resulting in over 600,000 impressions in one quarter. As of June 30, 2025, total applications received during the grant period have reached 703, with applications being consistently received for upcoming academy classes.

#### Internal Recruiting Program

CSPD employs its internal programs to increase workforce diversity. The department posts internship opportunities on online sites to encourage a diverse pool of individuals to become interns as a method of facilitating potential employment. During various quarters, the department hosted between 11 and 19 interns. In one quarter, two interns (10.5%) submitted applications for the police recruit position, with four others indicating their intent to apply.

The department is facilitating the attendance of CSPD cadets and Law Enforcement Advisors/mentors at the 2025 LEEPAAC Conference, scheduled for July 12-16, 2025, in Gunnison, Colorado.

CSPD requires all sworn personnel to participate in training focused on accessibility, specifically ADA guidelines for creating documents in Microsoft Word, Excel, PowerPoint, and Adobe Acrobat. Although this training was not funded by the grant, it is viewed by the department as contributing to the overall diversity and inclusivity of the agency.

#### De Beque Marshal's Office

**Award:** \$56,450

**Status:** Project Ends 12/31/25

**Summary:** This project attempts to attract applicants' new applicants including women and Spanish speaking officers to provide diversity and enable the De Beque Marshal's Office to better interact with their transient population.

Part One includes a comprehensive marketing package to allow use to market the De Beque Marshal's Office opportunities in person at fairs and academies and through social media and local radio/television in their three surrounding counties.

Part Two is designed to attract Spanish speaking applicants, and to equip current deputies with the tools to communicate effectively with the Spanish speaking citizens De Beque Marshal's Office encounters.

Part Three is designed to provide incentive to attract new employees, and to keep the De Beque Marshal's Office remaining employees from leaving before the next budget year when they can increase wages to match the wages that have increased around the community.

- Goals:
1. Contract with a marketing company to develop and create training material to market the opportunities their agency offers in digital and physical formats including the production of a recruitment video and brochures for job fairs and academy recruitment.
  2. Add diversity to the department language capabilities to allow for better service to diverse customers.

**Progress Summary:** The De Beque Marshal's Department has implemented several initiatives to address recruitment, diversity, and retention. The department is actively highlighting opportunities to expand diversity in its advertisements for open positions. They successfully hired one female deputy in the fall of 2024. They are also working to improve the department's language capabilities for better service to diverse customers by advertising a bonus for Spanish fluency and the availability of language training.

The department plans to contract with a marketing company to develop and create digital and physical training and marketing materials, including a recruitment video

and brochures for job fairs and academy recruitment. They are currently developing the content and format but are delaying the start of production until after June to ensure injured officers can participate, providing a better overview of the department's offerings.

A retention bonus has been implemented as noted in the department's grant application to retain quality officers.

### **Fowler Police Department**

**Award:** \$35,000

**Status:** Project Ended 7/31/25

**Summary:** The Fowler Police Department (FPD) is looking at new ways to recruit and retain law enforcement staff. FPD has only one officer at this time and would like to be able to send new recruits through the law enforcement academy. The Fowler Police Department (FPD) would like to be able to recruit potential law enforcement officers and to offer scholarships for the police academy. Currently the department has the budget and the ability to employ four officers but only has one officer on staff. The department has received seven letters of interest about the positions open, but all seven are asking for help with the cost of attending the academy and POST training. With this grant FPD would be able to fund scholarships to help with this cost for new officers.

**Goals:** 1. Recruitment and retainment of police officers

**Project Impact/Outcomes:** The town's project was successful, achieving all of its stated outcomes. The town sponsored three cadets through the academy, and all three received their POST certification. They were also able to purchase supplies and equipment for new recruits, and one of the project goals is to be able to offer a competitive salary to aid in retaining officers. For a small rural town, the ability to offer a sponsorship through the academy is considered a great accomplishment, as it

addresses the difficulty of recruiting new officers and the financial barrier for interested citizens to attend the academy. The town intends to continue implementing cadet sponsorships through the academy, though funding is identified as the biggest challenge for continuing the project.

### **Greeley Police Department**

**Award:** \$100,000

**Status:** Project Ends 12/31/25

**Summary:** The Greeley Police Department (GPD) has the mission statement: “Proudly working with the citizens to protect our community.” One of the ways this is accomplished is by hiring and training the right candidate for the position of police officer. The Officer must understand the community and the needs of the residents, visitors and labor force to build relationships and develop a sense of connection and desire to serve. The officer’s tenure at an agency is directly linked to the ability and desire to serve in and for the community they are partnering with. GPD’s desire to build lasting officers and community members to unite with the ultimate goals of providing a safe, enjoyable community to all who find themselves in Greeley, CO.

**Goals:**

1. Reduce early departure of newly hired officers.
2. Send 10 cadets to the Law Enforcement Academy per year

**Progress Summary:** The Fowler Police Department is actively engaged in several initiatives related to recruitment, training, and retention, despite the resignation of one Hispanic male officer.

To reduce the early departure of newly hired officers, the department has implemented a comprehensive retention strategy. This includes offering better pay, providing officers with new, excellent equipment such as rifle plates, portable computers, and personal defense weapons, and expanding opportunities for training

and POST certification. Furthermore, the agency has introduced new background investigation services and is streamlining its hiring process to continue hiring through 2025.

Regarding its goal to send 10 cadets to the Law Enforcement Academy per year, the department successfully sent six high-quality candidates and provided them with quality in-house and Field Training. It is working with local academies and colleges to develop a joint hiring process and is actively evaluating financial opportunities and grants to help accomplish its goal of sending 10 cadets annually.

The department continues to pursue proactive recruiting by interacting with members of the community and business partners to attract qualified applicants. They continue to look for qualified candidates from throughout the community while streamlining the hiring process. The department noted that its diversity counts reflect changes proportional to the number of officers who left and the number who were hired.

### **Hotchkiss Police Department**

**Award:** \$61,966

**Status:** Project Ends 12/31/25

**Summary:** Hotchkiss Police Department(HPD) is submitting this application for the SMART Policing Grant to attract and retain experienced law enforcement by offering hiring and retention bonuses and providing financial support for one cadet at the police academy. HPD proposes an agreement to work for HPD after graduation for a duration of five years. HPD will aim to enhance the diverse recruitment process by offering candidates a hiring bonus, improving officer retention rates, in turn elevating the quality of policing services that the community deserves. After conducting a financial study of surrounding agencies, it was determined that it is essential that HPD makes all efforts to be competitive and attract diverse quality candidates. At the same time HPD hopes to attract diverse candidates to become aspiring officers through financial

support to attend the police academy by paying full tuition and a stipend while attending class.

- Goals:**
1. Attract and retain a more diverse police force by providing hiring and retention bonuses.
  2. Cover financial responsibilities associated with cadet attending police academy. Selection of candidates from a diverse minority and vetted.

**Progress Summary:** The department successfully achieved its goals to attract, hire, and retain a more diverse police force. A diverse roster was established, and the agency is committed to continuing training and educating its personnel on the importance of diversity.

The department successfully used social media to post positions and conduct outreach across diverse communities, which resulted in hiring the right candidates to fill its ranks. The successful diverse hiring initiatives have led to a great workforce, and the department has met its goal to establish a diverse roster. Hiring and retention bonuses are offered to attract and retain a more diverse police force.

The department successfully covered the financial responsibilities for a cadet attending the police academy. A diverse, Spanish-speaking female candidate was identified and vetted mid-semester. The department leveraged grant funds to pay her wages while she attended the academy and purchased equipment suited to her needs, demonstrating success in diversifying the agency and acquiring a great new officer. The department has gathered and tracked all funds associated with outfitting her in the last quarter and is now focused on officer retention.

### **Kiowa County Sheriff's Office**

**Award:** \$15,000 (Declined Funds)

**Status:** Closed

**Summary:** The project seeks to address critical challenges facing law enforcement

agencies, specifically focusing on the need to improve officer training and retention rates. In response to growing concerns surrounding officer morale, job satisfaction, and retention within their law enforcement community, this project proposes a comprehensive approach to support the development and retention of highly skilled and dedicated officers. The project's overarching goal is to create a supportive and empowering environment for law enforcement officers, enabling them to thrive both personally and professionally while enhancing public safety and strengthening community trust. Through strategic investments in training, mentorship, wellness, and retention initiatives, this project aims to build a resilient and highly skilled law enforcement workforce committed to serving and protecting their communities with integrity and professionalism.

- Goals:**
1. Gather feedback from employees, supervisors, and all to determine priority areas for training and development.
  2. Utilize grant funds to facilitate training sessions, workshops, and seminars either in-house or through external providers. Allocate grant funds to cover registration fees, exam costs, and study materials for employees pursuing professional certifications and credentials relevant to their roles.

### **Lone Tree Police Department**

**Award:** \$162,941

**Status:** Project Ends 12/31/25

**Summary:** With diversity, equity, and inclusion in mind, this project aims to enhance the efficiency and effectiveness of the Lone Tree Police Department through two key initiatives. First, the hiring of a dedicated department recruiter to streamline the recruitment process, ensuring the selection of qualified candidates from various socio-economic and

ethnic groups that align with the department's values and mission. Second, to enlist the services of a performance and coaching company to provide specialized training and support for police officers. This comprehensive approach will not only bolster recruitment efforts but also improve the performance, morale, and well-being of officers, ultimately leading to a safer and more cohesive community.

- Goals:**
1. Strengthen Recruitment Efforts by increasing the efficiency and effectiveness of the police department's recruitment process.
  2. Enhance Officer Performance and Well-being.

**Progress Summary:** The department has focused its grant efforts on strengthening recruitment, enhancing officer well-being, and improving community relations. The filling of the Police Recruiter position on December 2, 2024, has had a substantial impact on both applicant volume and diversity.

The total number of applications received rose significantly from 16 applications (Pre-Recruiter, Q1 2024) to 65 applications (Post-Recruiter, Q1 2025), reflecting an increase of over 75%.

Female applications increased by 58%, though the percentage of female applicants slightly decreased from 31% (5 out of 16) to 18% (12 out of 65).

**Racial Diversity:** The recruitment efforts resulted in a notable improvement in applicant diversity, particularly among Hispanic and Black candidates. Hispanic representation increased from 6% (1 applicant) to 24% (15 applicants). Black representation increased from 13% (2 applicants) to 8% (5 applicants). The percentage of White applicants decreased from 61% (9 applicants) to 57% (37 applicants). The percentage of Asian applicants decreased from 6% (1 applicant) to 3% (2 applicants).

Of the three officers hired, one was of Asian descent, increasing the total number of Asian officers to 3, which represents 4% of the total staff (sworn and non-sworn).

The department partnered with Performance Protocol, a professional development platform, to support officer growth and accountability. Since the start of the second quarter, 13 officers have registered accounts, with 10 currently active and engaging regularly to set career goals and receive feedback.

Pre and Post surveys with the initial group of four participants showed no change in happiness or stress levels, but a 15% increase in their ability to fall asleep naturally. Formal Recognition: The number of written commendations issued during the quarter more than doubled, rising from 20 in Q1 2024 to 47 in Q1 2025, suggesting a growing emphasis on high performance.

Significant progress was made in strengthening community engagement and public safety collaboration during the first quarter of 2025:

Direct Engagement: The department conducted five citizen presentations and participated in three Homeowners Association (HOA) meetings to foster direct dialogue.

Officers had a visible presence at two major events, the Polar Plunge and a fundraiser at Park Meadows Mall, for informal connection and outreach. Proactive relationship-building efforts included contacts at 10 apartment complexes and 13 hotels, offering resources and establishing lines of communication with property managers and residents to address safety concerns.

### **New Castle Police Department**

**Award:** \$7,413

**Status:** Project Ends 12/31/25

**Summary:** The New Castle Police Department is seeking funding to develop and

implement a 4-day 16-hour youth summer camp program that will create partnerships with schools. The goal of this program is to foster a positive relationship between youth and law enforcement and to foster early interest in law enforcement careers.

Eligibility-Students ages 10-14 who reside in the Town of New Castle and surrounding areas. The program would provide first-hand experience and insight into the operations of law enforcement agencies. The program would also afford these young people an opportunity to consider law enforcement as a potential career choice. Recruitment of students both male and female, representing all communities and backgrounds, is one goal of the program. Once the students are selected New Castle Police Department will present a program that will instill an understanding and respect for law enforcement professionals and their techniques.

**Goals:** 1. Develop and implement a youth summer camp program. This program will run for 4 days (1/2 day).

**Progress Summary:** The New Castle Police Department (NCPD) is focused on increasing department diversity and enhancing community youth engagement. The department hired two female officers in the last quarter and requires all members to attend CIRSA Diversity training throughout the year.

Regarding youth outreach, the NCPD has established the goal of developing and implementing a Jr. Police Academy youth summer camp program. The program aims to foster first-hand experiences and insight into the world of first responders, increase partnership with schools, and make a positive impact on the community's youth.

The department has purchased necessary equipment for the program, including duty belts, drawstring backpacks, handcuffs, strike pads, and hats.

## **Nunn Police Department**

**Award:** \$24,600

**Status:** Project Ends 12/31/25

**Summary:** The proposed Nunn Officer Retention Program for the Nunn Police Department consists of two pivotal initiatives aimed at fortifying the department's capabilities and ensuring community safety.

The first initiative focuses on training the existing Police Department staff in the Drug Recognition Evaluation (DRE) Program. This specialized training equips officers with the skills to effectively identify and respond to individuals under the influence of drugs, addressing a significant safety concern on the Hwy 85 corridor that divides the community.

The second initiative involves the recruitment and support of a female, bilingual or retired military officer, facilitating their successful completion of the Peace Officer Standards and Training (POST) certification. This recruitment strategy not only addresses the current staffing shortages and will enrich the diversity and expertise within the Police Department.

**Goals:**

1. Achieve full staffing for the Nunn Police Department by recruiting and hiring a female, bilingual or retired military officer.
2. Provide DRE Training to each of their officers to increase their proficiency, increase morale and address a town specific issue resulting from a Major Highway Corridor dividing the Town of Nunn.

**Progress Summary:** The Nunn Police Department (NPD) has been focused on achieving full staffing and increasing diversity through targeted recruitment and an initiative to address long-term stability.

On the recruitment front, the goal to hire a female, bilingual, or retired military officer saw success with the hiring and retention of a retired Air Force individual. The department also implemented an initiative to support long-term staffing stability by increasing the base wage for the department, which was completed in February 2025 and was intended to aid in achieving a fully staffed department through POST Academy completions. Despite these efforts, the department reported that it remains understaffed and continues to actively seek new hires to diversify its ranks and achieve full staffing. Overtime has been necessary to cover the staffing shortages.

The goal to provide Drug Recognition Expert (DRE) training to all officers has been hindered. Due to the ongoing low staffing levels and the significant hardship, it would cause, the department has been unable to send officers to DRE school. The department is actively trying to increase its staffing level to make this training goal possible.

### **Summit County Sheriff's Office**

**Award:** \$80,550

**Status:** Project Ends 12/31/25

**Summary:** This funding will allow the Summit County Sheriff's Office to advertise recruitment information Statewide during a fall and spring recruitment media blitz. It will fund a contractor to film and prepare two professional recruitment videos used to advertise and would also reside on their website.

Funding will also be used for mental and physical wellness training and mental health check-ins for all employees. The training and check-ins will be provided by three separate providers in this field, Focus Point Solutions, Movement RX and Nicoletti-Flater Associates.

**Goals:** 1. Have produced two separate professional recruitment videos to be used for recruitment and community engagement.

2. Prepare and launch two media recruitment campaigns in the Fall of 2024 and the Spring of 2025.

**Progress Summary:** The organization has focused its efforts on recruitment media, advertising, and employee wellness. Two separate professional recruitment videos have been produced and are currently in the final editing phase, with the vendor awaiting the last few clips. They expect diversity improvements once the videos and advertising campaigns are fully live and result in an uptick in applications.

The first of two planned media recruitment campaigns (Fall 2024 and Spring 2025) have been launched through local newspapers and radio stations, with the second round scheduled for after the recruitment videos are completed.

A service with Ecruit has been acquired to assist in recruitment efforts by posting openings on multiple job boards and consolidating applicants on a single online portal. A contract with a local marketing agency is being finalized to produce the videos. For employee well-being, bi-weekly employee wellness webinars with Movement Rx are continuing throughout 2025. These sessions focus on issues reported by staff, such as back pain and mental health. The department will continue to monitor changes caused by the activities in their workplan and adjust as needed.

### **University of Colorado Boulder Police Department**

**Award:** \$56,056

**Status:** Project Ends 12/31/25

**Summary:** The University of Colorado Boulder Police Department (CUPD) is applying for this grant, to request funds to increase diversity and retention within the organization. This goal will be achieved by covering the cost of academy tuition for four new cadets (CUPD is hoping to have a pool of candidates from a diversity work fair they will be attending in the fall of 2024 as well as through advertising on and around campus during engagement events), supplying community engagement events (working with diverse populations of student, faculty, and staff) with funding for

food, drinks, and other related costs, and offering wellness services to employees of CUPD to further retention. CUPD would use these grant funds to prioritize and emphasize the importance of diversity within and to the organization.

- Goals:**
1. Increase diversity in the CUPD organization.
  2. Stronger community partnerships and relationships with organizations.
  3. Increase staff wellness and retention.

**Progress Summary:** The University of Colorado Boulder Police Department (CUPD) has made progress in increasing diversity and strengthening community and internal relations. The department increased its number of future (non-POST certified) police officers, specifically noting an increase in persons of color and one female, and hired more cadets for POST training than requested. They also reviewed background check processes to reduce potential biases, with two cadets graduating this quarter and several more scheduled to start in August.

CUPD focused on stronger community partnerships through outreach and support events. They partnered with the Office of Victim Assistance and the Office of Institutional Equity and Compliance to host an event called "Sandwiches for SAAM," providing information and support to raise awareness about sexual assault. They engaged students with "Fuel up for Finals," offering breakfast burritos, beverages, and fruit before exams.

For staff wellness and retention, the department held appreciation events: During Telecommunicators Appreciation Week, they provided a nitro coffee machine, food, and snacks. And for Police Appreciation Week, they hosted a barbecue event with items for officers to grill out.

# Appendix D

## 2025 Funded Grant Programs and Progress Summaries

### Arvada Police Department

**Award:** \$29,750

**Status:** Project Ends 3/31/26

**Summary:** The purpose of this grant funding would be to enhance the equipment provided to the Arvada Police Department Explorer Program which is composed of young people between the ages of 14 and 21 that is mostly advertised within middle schools and high schools for those eligible to join.

The Arvada Police Department hosts a Teen Academy every summer with a neighboring agency that is advertised within high schools by School Resource Officers. This grant funding would provide the 2025 Teen Academy participants with a t-shirt, food for the kids for the week, a picture for each participant of them at the graduation, and Arvada PD swag as part of their graduation gift bag.

Additionally, this grant funding would cover a car wrap on a school resource trailer to advertise the Arvada Police Department. Finally, this grant funding would cover a training class in 2025 that is designed to focus on unity, respect, and collaboration.

**Goals:**

1. Enhance the Arvada Police Department Explorer Program with updated equipment.
2. Enhance their relationships with their community and schools.

**Progress Summary:** The Arvada Police Department (APD) reported progress across its grant goals this quarter, including a successful lateral hire and significant

enhancements to its training and community outreach programs. The department hired one lateral officer who identifies as Hispanic.

The APD successfully hosted a unity training session for its approximately 170 sworn personnel over four days and eight sessions to accommodate all shifts. The training, which focused on anti-bias and diversity, was positively received by most officers. The department has purchased new equipment for its Explorer Program, including walkie-talkies and orange "blue guns" (training weapons). The equipment was utilized during the annual Teen Academy and for community events, promoting realistic and safe training while improving communication. The department hosted 7 Explorer meetings as they prepared for the annual conference.

The annual Teen Academy in June saw a record number of applicants, with 48 kids attending the week-long Academy. The event received overwhelmingly positive feedback, serving as an introduction to law enforcement careers and fostering relationships. Grant funding was used to provide attendees with gear, graduation photos, and food. The department's new School Resource Officer (SRO) trailer wrap was completed near the end of the quarter, prepped for use at the 4th of July event.

### **Aurora Police Department**

**Award:** \$107,581

**Status:** Project Ends 3/31/26

**Summary:** The Aurora Police Department (APD) is experiencing an alarming rate of turnover in police officers. It has been mandated via a consent decree issued by the State of Colorado attorney general's office to have a fully staffed police department. They have implemented a more robust recruiting plan in the APD recruiting unit to include trips around the country to encourage lateral recruits, utilizing professional production companies to create promotional videos and to release that content online for both the lateral recruiting trips and locally. They have also prioritized youth as a target audience for recruitment efforts.

Leadership has identified a few new areas in the recruiting process that seem to be a stopping point for potential recruits, ways to retain the workforce they have through a higher level of understanding, and ways to assist the cadets in their Cadet Program.

- Goals:**
1. Increase the number of recruits in the basic academy classes.
  2. Increase the number of sworn officers who complete the EQ training.

**Progress Summary:** The department saw minor, positive changes across most demographic categories, indicating an increase in overall diversity. Specifically, there was a 0.8% decrease in White representation, a 0.3% increase in Black and Hispanic representation, and a 0.1% increase in Asian and two or more races representation.

To increase the number of recruits in the basic academy classes, the department completed several activities this quarter, including:

Purchasing iPads and related equipment for recruiters, which have been successfully used at events to improve public engagement. And covering the cost of the NTN test for over 100 potential candidates.

The goal to increase the number of sworn officers who complete the EQ training was postponed, with no activity reported this quarter, as the line item was moved to state fiscal year 2025 (July 1, 2025 - June 30, 2026).

### **Brighton Police Department**

**Award:** \$365,897

**Status:** Project Ends 3/31/26

**Summary:** The City of Brighton will use the funding to enhance diversity & training initiatives within the Brighton Police Department (BPD). The funding will be used to pay tuition and required resources for seven new recruits to attend the Flatrock Training (POST) Academy. Brighton PD recognizes the value of hiring new cadets in lieu of lateral applicants. Considering

this, Brighton PD plans to hire & train at least 7 new police officers in FY 2025. Grant funding will also be used for Virtual Reality Training technology, which will provide an innovative and effective platform for scenario-based training, improving the officers' preparedness and response capabilities.

- Goals:**
1. Increase diversity within the Brighton Police Department to be reflective of the community.
  2. Implementation of Virtual Reality training simulations designed to implement additional factors into training for officers' decision making in de-escalation and use of force in training.

**Progress Summary:** The Brighton Police Department reported progress in two key areas: increasing workforce diversity and implementing new training technology. The department hired three lateral, POST Certified Officers, a group that was 33% female and 33% Spanish-speaking (one Hispanic female and two white males). Additionally, the department hired an extra six personnel, which included three POST Certified and three non-POST certified individuals who will attend the Police Academy. Of these six new hires, two are female, four are male, three are Hispanic, one is black, and two are white, with three being Spanish speakers. This hiring push is aimed at increasing diversity within the department to be more reflective of the community. In parallel, the department has begun the implementation of Virtual Reality (VR) training simulations for officer decision-making in de-escalation and use of force. The city has completed a competitive bid process to select a company and is currently working out the purchase details for the VR technology.

#### **City and County of Denver, Denver Sheriff's Department**

**Award:** \$275,812

**Status:** Project Ends 3/31/26

**Summary:** The Denver Sheriff Department seeks to improve its ability to

successfully hire and retain deputies that represent the diverse population it serves. To that end, DSD joined a nationwide law enforcement initiative codified as the 30x30 initiative to increase the representation of women deputies to 30% by 2030. Funding is needed to implement two key strategies to reach that goal and to ensure that DSD can better represent the community it serves: 1) a service-oriented digital marketing campaign, and 2) leadership training and professional development opportunities. While the central focus is on the representation of women in the agency, both strategies will also directly impact the recruitment and retention of other minority groups and improve the agency's ability to serve the LGBTQ+ community.

- Goals:**
1. Increase the representation of women sworn staff from 21% to 30% by 2030.
  2. Improve overall sworn staff retention rates through the provision of training and leadership development.
  3. Improve LGBTQ+ Cultural Competency.

**Progress Summary:** The Denver Sheriff Department (DSD) is committed to expanding and strengthening its diversity, equity, and inclusion (DEI) initiatives, noting that it currently maintains a workforce that is 20.29% female—exceeding the national average—and holds the distinction of having the most diverse workforce among law enforcement agencies in Colorado. The agency reported meaningful growth in staff diversity during the last quarter, including the addition of deputies from various minority groups and the hiring of four new females.

To build on this progress and meet its goal of increasing female sworn staff to 30% by 2030, the DSD is collaborating with Street Source Marketing (SSM) to design and implement a targeted digital marketing campaign. This initiative involves a comprehensive assessment of current outreach, multiple meetings to refine the campaign strategy, and customization of the marketing quote to align with

recruitment goals. The department is also actively participating in a variety of community hiring events to connect with diverse and qualified candidates.

In support of workforce development, the DSD has implemented a multifaceted strategy focused on training and technology. The department collaborated with its Technology Management Unit to procure iPads to enhance the Field Training Officer (FTO) program, improving instructional delivery, documentation, and communication, although the final procurement process is pending the Chief's approval. The department has also invested substantially in leadership and staff development, including courses like "Leadership for Front-Line Supervisors" and a "Female Enforce Training Seminar," and continues to enroll personnel in the tiered FBI-LEEDA leadership programs. All training plans for 2025 are currently being reviewed and finalized, including efforts to improve LGBTQ+ Cultural Competency.

### **County Sheriffs of Colorado**

**Award:** \$101,692

**Status:** Project Ends 3/31/26

**Summary:** County Sheriffs of Colorado (CSOC) will partner with Heroes Active Bystandership Training LLC and Active Bystandership for Law Enforcement (ABLE) to deliver comprehensive bystandership training to five Colorado Sheriff's Offices, reaching both jail and patrol staff across rural, urban, and suburban counties. This initiative aims to enhance employee recruitment and retention by fostering a positive, accountable workplace culture that strengthens relationships with the community. The program will train ten Statewide Agency Trainers to support ongoing statewide implementation if the pilot is successful. Additionally, it will develop an e-learning module for staff transitioning between jail and patrol roles, streamlining the adoption of site-specific protocols. The grant also supports technical assistance, two annual refresher training sessions, and sustainability tools to establish a robust three-year

program that drives lasting culture change in Colorado's law enforcement agencies.

- Goals:**
1. Train a Diverse Cohort of Statewide Trainers in Heroes and ABLE. This goal focuses on equipping ten statewide trainers with the skills and knowledge to deliver the Heroes and ABLE programs to sheriff's offices across Colorado. These trainers will represent diverse backgrounds and experiences, ensuring they can effectively lead and support active bystandership training in various settings. By developing a team of trainers, the project aims to create a sustainable foundation for ongoing statewide training that fosters accountability, ethical behavior, and wellness among law enforcement professionals.
  2. Develop and Provide Essential Training Materials for Program Implementation This goal ensures that participating Colorado sheriff's offices are equipped with the necessary training materials to implement the Heroes and ABLE programs successfully. The materials will include an 8-hour training PowerPoint, facilitator guide, and Run of Show, as well as e-learning modules designed to assist with staff transitions between jail and patrol roles. Additionally, two annual refresher training and a sustainability kit will be delivered to support ongoing program effectiveness. These resources will reduce the administrative burden on sheriff's offices while ensuring consistent, high-quality training.

**Progress Summary:** The County Sheriffs of Colorado (CSOC) is dedicated to enhancing active bystandership within law enforcement to foster better community relationships, reduce improper use of force, and support the reporting of incidents.

The project is focused on three main goals:

1. Train a Diverse Cohort of Statewide Trainers in Heroes and ABLE

The CSOC successfully coordinated and planned the initial Train the Trainer class for early July 2026. This training aims to equip ten statewide trainers from diverse

backgrounds with the skills to deliver the Heroes and ABLE programs across Colorado. The organization has already secured the attendance of ten diverse individuals for the training, which will establish a sustainable foundation for ongoing statewide training in accountability, ethical behavior, and wellness.

## 2. Develop and Provide Essential Training Materials for Program Implementation

This goal ensures participating sheriff's offices are equipped to successfully implement the Heroes and ABLE programs. The training materials will include an 8-hour training PowerPoint, a facilitator guide, a Run of Show, e-learning modules for staff transitions (jail and patrol roles), two annual refresher training, and a sustainability kit. This development is currently underway with ABLE/Heroes partners and is on track for completion in the second quarter of the award.

## 3. Train and Support Five Sheriff's Offices in Implementing ABLE for Patrol and Heroes for Jail Staff.

The project successfully secured five Sheriff's Offices to partner in this program. This goal focuses on delivering comprehensive training to both jail and patrol staff to improve staff accountability, reduce misconduct, promote wellness, strengthen community relationships, and reduce errors. The accomplishment of this training will move forward following the Train the Trainer session scheduled for the second quarter of the award.

### **Durango Police Department**

**Award:** \$49,400

**Status:** Project Ends 3/31/26

**Summary:** This project is for the Durango Police Department to have a multifold effect. Firstly, like many departments, the Durango Police Department struggles with retention. At least 5 officers who have departed over the past 5 years or more have indicated that the challenges they have faced with maintaining childcare has caused them to want to move back closer

to family who can help with childcare, thereby reducing their childcare expenses. Providing childcare to a young department with many family-aged officers will keep valuable resources with the department.

Secondly, recruiting locally will help keep officers in the department.

One way to accomplish this is to recruit from college interns, being able to pay a college intern will provide resources and help with the department, as well as creating opportunities for the local university to offer great learning prospects.

- Goals:**
1. To increase retention and recruitment of officers by offering an appealing benefits such as childcare assistance.
  2. Use the paid intern program to increase the number of officers hired who have participated in the college internship program.

**Progress Summary:** The organization encountered initial difficulties with the childcare benefit component of the grant, originally planned to be managed by a third-party vendor. This plan was abandoned due to the vendor requiring an unexpended fund contribution. The management of the benefit has now been transitioned internally to City employees responsible for payroll and benefits, with the process for gathering and reimbursing eligible receipts for the April 1st to June 30th, 2025, period having just begun in July 2025. Greater utilization of the benefit is anticipated in the next quarter.

In terms of personnel and recruitment, the volunteer intern program has been redeveloped into a paid intern program. The formal creation of the Paid Intern position is complete, and the review of applications for the two fall 2025 college semester positions is underway.

Regarding officer retention, the department's goal is to reduce the average annual departure rate from nine to seven officers. With three officers having departed in the second quarter (due to personal reasons, retirement, and a POST certification issue),

the department is currently on track for a total of six departures this year, which is below the seven-officer goal.

### **Fort Morgan Police Department**

**Award:** \$32,000

**Status:** Project Ends 3/31/26

**Summary:** By implementing a revised and strategic recruitment program focused on local candidates and academy-trained individuals, the Fort Morgan Police Department can build a solid foundation for its future. This approach not only enhances recruitment efforts but also fosters a committed workforce dedicated to serving and protecting the community they are part of. Grant funds can play a pivotal role in supporting the initiatives outlined in this proposal, ultimately contributing to the success and sustainability of the FMPD.

**Goals:**

1. The Fort Morgan Police Department's initiative to enhance its recruitment advertising campaign is a strategic move aimed at attracting a diverse pool of candidates.
2. The Fort Morgan Police Department's will expand recruitment trips by attending additional career fairs, community events, and visiting state academies.
3. The Fort Morgan Department recognizes that tuition can be a barrier in hiring a diverse workforce. The goal is to remove this barrier by providing tuition assistance and moving assistance for cadets that are attending POST LE Academies.

**Progress Summary:** The Fort Morgan Police Department's initiative is focused on enhancing its recruitment advertising campaign to attract a diverse pool of candidates. This quarter, the department purchased items for recruitment events and participated in the local event, BobStock, with a signature event scheduled for August. Advertising efforts include placements in a national publication directed at

minorities and on local radio. The department plans to expand its recruitment outreach by attending additional career fairs, community events, and visiting state academies. Furthermore, the Fort Morgan Department recognizes that tuition can be a barrier for hiring a diverse workforce and aims to address this by providing tuition assistance and moving assistance for cadets attending POST LE Academies, though no hires have been made under this new goal yet.

### **Grand Junction Police Department**

**Award:** \$118,486

**Status:** Project Ends 3/31/26

**Summary:** The Grand Junction Police Department (GJPD) seeks grant funding to address staffing challenges by covering overtime costs for mandatory in-service training and hiring an intern to provide essential administrative support. The funding will ensure that all officers maintain POST certification while alleviating the financial burden on the department's budget caused by overtime expenses. Additionally, the intern will assist with various administrative and community engagement tasks, improving operational efficiency and enhancing the department's outreach efforts. These initiatives will enable the GJPD to better serve the diverse populations of Grand Junction, ultimately contributing to improved public safety and stronger community relations.

**Goals:**

1. Ensure all GJPD officers maintain POST certification by providing required in-service training without compromising staffing.
2. Enhance administrative support and community engagement efforts to increase operational efficiency at the Grand Junction Police Department (GJPD).

**Progress Summary:** The Grand Junction Police Department (GJPD) is actively working to build trust and increase department diversity. The agency hired one Hispanic female POST-certified law enforcement officer this quarter, with no change reported

among non-POST law enforcement officers. To build trust and grow diversity in the long term, the GJPD strives to build positive relationships through engagement with minority communities. This effort included participation in the Juneteenth Celebration, where officers and personnel connected with LGBTQ+, Spanish-speaking, and African American community members. The GJPD also took part in the Special Olympics Regional and State games and attended a special event for Mosaic, an organization supporting individuals with intellectual disabilities. The department is also providing opportunities for staff to receive training in Diversity, Equity, and Inclusion, currently offering registration for Crisis Intervention Training (CIT) to officers who have not yet attended. CIT is intended to improve communication, identify mental health resources for those in crisis, and ensure officer and community safety.

#### **Hayden Police Department**

**Award:** \$44,155

**Status:** Project Ends 3/31/26

**Summary:** Hayden is a town of 2000 residents in Routt County, west of the continental divide with a population of approximately 83% white, 9.5% Hispanic or multi-race Hispanic, and 7.5% of other races or mixed races. The Hayden Police Department (HPD) has an authorized strength of six sworn officers and two civilians, though they have two sworn and one non-sworn vacancy and haven't been able to fill those positions due to a lack of applicants.

The three-pronged project is focused on building relationships with local K-12 school, Hayden Valley School, giving regular part-time hours to a part-time officer who speaks Spanish and is of Hispanic ethnicity, and providing digital language translation devices to all HPD staff. While the part-time Hispanic officer covers the road, an officer will go into the school to build relationships with the school facility and students. The

Hispanic officer will work in the community, and he represents a demographic within Hayden.

- Goals:**
1. Build relationships with the local school to foster interest in a career in law enforcement.
  2. Officers and civilian staff can effectively communicate with non-English speaking individuals using Vasco translator devices.

**Progress Summary:** The department hired a Spanish-speaking individual of Hispanic origin who is currently non-POST certified but is scheduled to attend a POST academy in August 2025. This hire is part of a broader effort to build relationships with the local school and foster interest in law enforcement careers. Through the grant, an SRO-certified officer was placed in the school for an additional 36 hours in April and May 2025, which allowed the officer to build a loose framework for a youth mentorship program. Furthermore, officers and civilian staff can effectively communicate with non-English speaking individuals using Vasco translator devices. The voice translator devices have been successfully used in multiple contacts, including traffic stops, a DUI arrest, and a medical call. Due to current understaffing, spare translators were temporarily given to the police department's front desk clerk and the town hall's front clerk, who reported using the device frequently to speak to customers.

### **Lake County Sheriff's Department**

**Award:** \$145,954

**Status:** Project Ends 3/31/26

**Summary:** The Lake County Sheriff's Office is seeking a bilingual School Resource Officer (SRO) to foster closer ties between local law enforcement and the Hispanic/Latino community. At least 35% of Lake County residents, as well as 65-70% of students in the Lake County School District, identify as Hispanic/Latino. The current staff of the Sheriff's Department does not reflect this demographic. The department believes a Spanish-

speaking SRO will connect with students, develop trust, and become a bridge between the Hispanic community and law enforcement. The SRO will serve as a mentor to students and help encourage them to consider careers in law enforcement. The long-term result will be more long-time locals becoming LE officers in the Sheriff's Office, which will increase its diversity and ultimately create a department that better reflects the community's demographics.

A bilingual SRO will also increase the safety of schools, as well as develop trust and community cohesion.

- Goals:**
1. Hire and train a bilingual (Spanish/English) individual as a School Resource Officer for the Lake County School District.
  2. The SRO position will foster positive relationships with Hispanic/Latino students and build trust with their families and the broader Hispanic community.
  3. The School Resource Officer is a Liaison Role. They are to act as a bridge between local law enforcement agencies and the schools, with the specific goal of outreach to Hispanic students that results in developing positive relationships with Hispanic families who are currently isolated from the community at large.

Progress Summary: The Lake County Sheriff's Office successfully met its goal of hiring an additional patrol deputy for the grant period at the beginning of the second quarter (Q2). The position was intentionally posted with limited experience requirements to widen the candidate pool and was approved following internal meetings. The new patrol deputy was officially hired by the end of June.

### **Lone Tree Police Department**

**Award:** \$155,069

**Status:** Project Ends 3/31/26

**Summary:** The Lone Tree Police Department seeks funding to cover the costs of academy training and the initial 15-week field training program for two new police officers. This project will involve over-hiring two officer positions to help maintain the approved staffing levels. These new recruits will be enrolled in a POST-approved police academy and receive salaries and benefits through the end of their 15-week field training period. This initiative aims to fill critical vacancies, ensuring the department can meet the growing demands of the community.

**Goals:**

1. The department will focus on recruiting a diverse and qualified pool of police recruits to address critical vacancies and meet the growing demands of the community.
2. The department will enroll two qualified candidates in an approved police academy and once completed, will assign them to a 16-week field training program.

**Progress Summary:** The department has focused its grant efforts on strengthening recruitment, enhancing officer well-being, and improving community relations.

The filling of the Police Recruiter position on December 2, 2024, has had a substantial impact on both applicant volume and diversity.

The total number of applications received rose significantly from 16 applications (Pre-Recruiter, Q1 2024) to 65 applications (Post-Recruiter, Q1 2025), reflecting an increase of over 75%. Female applications rose by 58% (from 5 to 12 applications), though the percentage of female applicants slightly decreased from 31% to 18%. The recruitment efforts resulted in a notable improvement in applicant diversity, particularly among Hispanic and Black candidates. Hispanic representation increased from 1 applicant (6%) to 15 applicants (24%). Black representation increased from 2 applicants (13%) to 5 applicants (8%). White applicants decreased from 9 applicants (61%) to 37 applicants (57%). Asian applicants slightly increased from 1 applicant (6%)

to 2 applicants (3%). Of the three officers hired, one was of Asian descent, increasing the total number of Asian officers to 3, which represents 4% of the total staff (sworn and non-sworn), up from 3%.

The department partnered with Performance Protocol, a professional development platform, to support officer growth and accountability. Since the start of the second quarter, 13 officers have registered accounts, with 10 currently active and engaging regularly to set career goals and receive feedback. Pre and Post surveys with the initial group of 4 participants showed a 15% increase in their ability to fall asleep naturally.

The number of written commendations issued during this quarter more than doubled compared to the first quarter of 2024, rising from 20 commendations in Q1 2024 to 47 commendations in Q1 2025, suggesting a growing emphasis on high performance.

Significant progress was made in strengthening community engagement and public safety collaboration during the first quarter of 2025. The department conducted five citizen presentations and participated in three Homeowners Association (HOA) meetings. Officers had a visible presence at two major events, the Polar Plunge and a fundraiser at Park Meadows Mall. Proactive relationship-building efforts included contacts at 10 apartment complexes and 13 hotels, offering resources and establishing lines of communication with property managers and residents.

### **Manassa Police Department**

**Award:** \$148,211

**Status:** Project Ends 3/31/26

**Summary:** The Manassa Police Department will improve and support retention, recruitment and training efforts by offering a competitive salary and comprehensive benefit package to include childcare assistance, tuition assistance for continuing education, tuition assistance for the Academy for interns, an Officer wellness program, and offer recruitment and

retention incentives. The Manassa Police Department will offer more officer training opportunities including training in equity, diversity, and inclusion to both P.O.S.T. certified and non-certified officers, and will continue fostering staff engagement in the agency, allowing for both top-down and bottom-up input into policies, procedures, and operations. The Manassa Police Department will additionally develop a youth engagement program to help foster positive relations between the community's youth and law enforcement as well as igniting interest in law enforcement careers.

- Goals:**
1. To increase the Manassa Police Department's ability to retain and to recruit a diverse & professional workforce consisting of P.O.S.T. certified and non-certified officers.
  2. The Manassa Police Department will offer more officer training opportunities including training in equity, diversity, and inclusion to both P.O.S.T. certified and non-certified officers, and will continue fostering staff engagement in the agency, allowing for both top-down and bottom-up input into policies, procedures, and operations. It is the Manassa Police Department's goal to have highly trained and equipped officers that have the necessary resources to their avail.
  3. Develop a community youth involvement project that creates partnerships with the school and youth service organizations to develop and implement youth programs to foster positive relationships between youth and law enforcement and to encourage early interest in law enforcement careers.

**Progress Summary:** The Manassa Police Department (MPD) has hired one male officer and is working to increase its ability to recruit and retain a diverse and professional workforce. The MPD increased salaries to offer a competitive wage base and began creating a competitive benefits package to encourage recruitment and retention. The new benefits package includes childcare Dependent Care Flexible Spending Account

(DCFSA) and tuition assistance for continuing education and academy interns. An "officer two" position was created, offering a competitive salary plus fringe benefits, and the department is actively working toward providing health insurance. An officer wellness program is also being developed with input from officers.

The department will offer more officer training opportunities, including equity, diversity, and inclusion (EDI) training for both P.O.S.T.-certified and non-certified officers, and aims to have highly trained and equipped officers. Advanced training opportunities, including EDI training, have been scheduled for the Chief of Police and two officers. The Chief will attend FBI-LEEDA Leadership and Cultural Awareness training, and the two officers have also been scheduled for advanced training. The department continues to foster staff engagement by creating procedures for both top-down and bottom-up input into policies, procedures, and operations.

The MPD developed a community youth involvement project to create partnerships with schools and youth-services organizations to foster positive relationships and encourage early interest in law enforcement careers. This program includes gathering in a common place for a monthly "Movie Night at the Park," for which all equipment has been purchased. The department also sponsored the Manassa Little League and YFFL (Youth Football and Cheer League), providing equipment to players regardless of their financial means. The MPD hosted its first Bike Rodeo at the Manassa Elementary School, which had a great turnout. Community engagement activities have been well-received, and youth attendance and positive community relationships have improved.

### **Milliken Police Department**

**Award:** \$4,650 (declined funding)

**Status:** Closed

**Summary:** The Milliken Police Department is requesting to send one cadet to the Adams County Law Enforcement Academy. Once the cadet completes the training, they will begin a 16-week PTO training and then be placed on solo patrol in the Town of Milliken.

**Goals:** 1. To offer a police academy opportunity to an officer from an underrepresented background, ensuring that the training environment reflects a diverse range of perspectives and experiences.

### **Pueblo Police Department**

**Award:** \$200,000

**Status:** Project Ends 3/31/26

**Summary:** Pueblo Police Department has 189 POST certified officers of its authorized strength of 231. 40+ positions have been vacant for 16+ months. The positions are budgeted, but incentives to fill -and keep - them are inadequate. Childcare affordability directly impacts the attraction and retention of a dedicated and quality employee base and has a considerable impact on the ability of working parents to establish and build their careers. This award will support families and the workforce to subsidize families' cost for childcare so that they can work.

**Goals:** 1. Improve and support peace officer recruitment and retention.

**Progress Summary:** There has not been any activity on this grant at this time. The Grant Agreement is being finalized.

### **Walsenburg Police Department**

**Award:** \$90,420

**Status:** Project Ends 3/31/26

**Summary:** The City of Walsenburg has committed, over the course of the next three years, to create a Police Department to serve the law enforcement needs and concerns of the citizens of the community. To ensure adequate staff and community coverage, this SMART application is

requesting funds to assist with the salary and benefits of one officer for a one-year period.

**Goals:** 1. The City of Walsenburg has committed, over the course of the next three years, to create a Police Department to serve the law enforcement needs and concerns of the citizens of the community. To ensure adequate staff and community coverage, this SMART application is requesting funds to assist with the salary and benefits of one officer for a one-year period.

**Progress Summary:** There is currently no project activity to report.