

# DENVER POLICE DEPARTMENT 2009 STRATEGIC PLAN

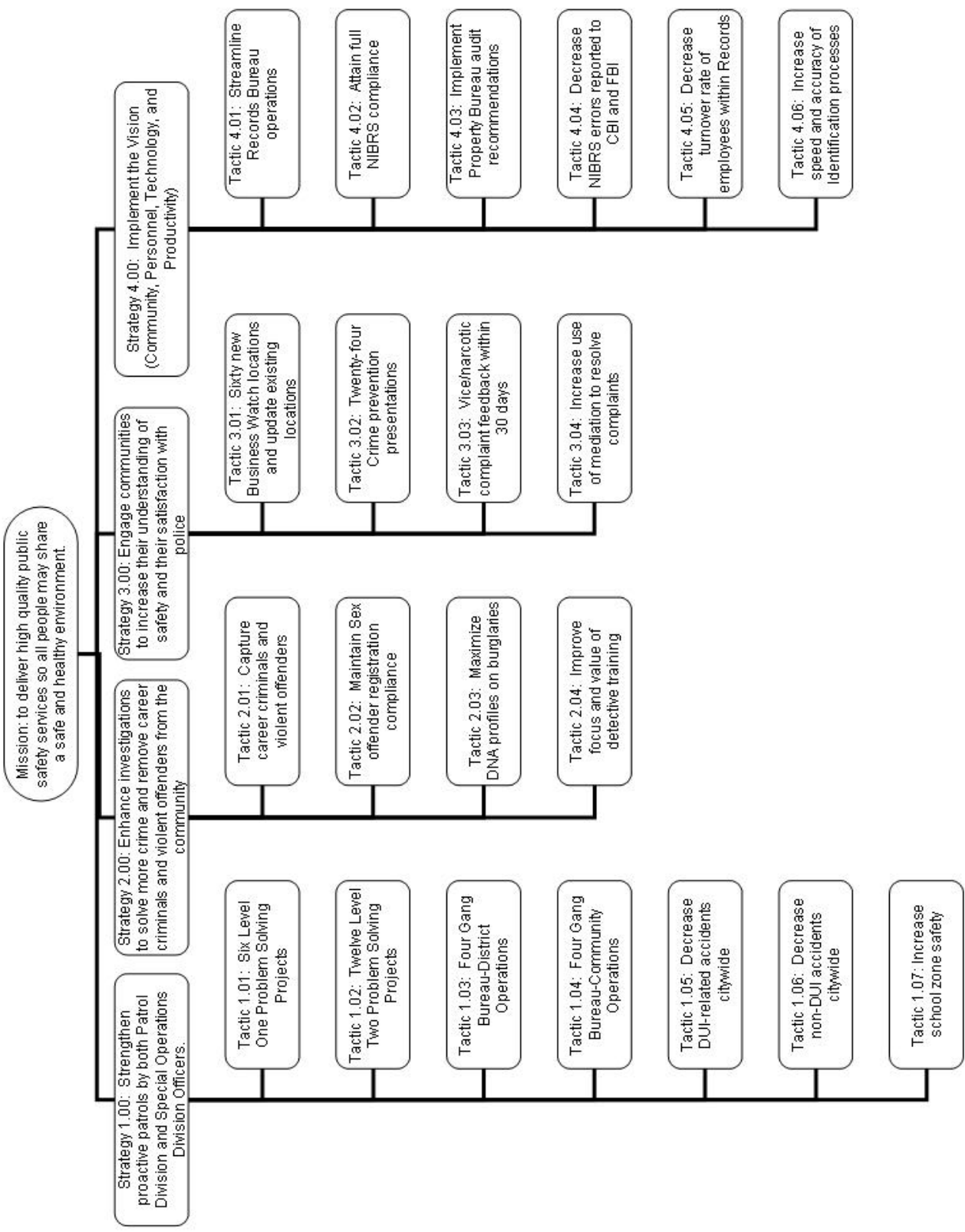


Alvin J. LaCabe  
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Mayor

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Chief of Police







**Denver Police Department  
2009 Strategic Plan**

Tactics → Strategies → Mission

**MISSION:**

To deliver high quality public safety services so all people may share a safe and healthy environment.

**VISION:**

The Department, in partnership with the community, will endeavor to achieve our mission by:

- ⇒ Fostering community participation
- ⇒ Investing in the development of its personnel
- ⇒ Implementing technologies that enhance policing operations
- ⇒ Improving the productivity of its support functions

**VALUES:**

The work of the DPD is guided by the values of:

- |                  |                    |
|------------------|--------------------|
| ⇒ Justice        | ⇒ Respect          |
| ⇒ Equity         | ⇒ Diversity        |
| ⇒ Integrity      | ⇒ Teamwork         |
| ⇒ Honesty        | ⇒ Innovation       |
| ⇒ Accountability | ⇒ Customer Service |

**STRATEGIES:**

- ⇒ Strengthen proactive patrols by both Patrol Division and Special Operations Division Officers
- ⇒ Enhance investigations to solve more crime and remove career criminals and violent offenders from the community
- ⇒ Engage communities to increase their understanding of safety and their satisfaction with police
- ⇒ Implement the Vision throughout the Police Department

<b>Mission</b>	Deliver high quality public safety services so all people may share a safe and healthy environment.
<b>Responsibility</b>	Chief of Police
<b>Authority</b>	Manager of Safety
<b>Approach</b>	Successfully implement the strategic plan.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Successful implementation of all tactics and strategies.</li> <li>⇒ Citizen perception-of-safety surveys trends (pre- and post-surveys from six sample neighborhoods – one from each district).</li> </ul>

<b>Strategy 1.00</b>	Strengthen proactive patrols by both Patrol Division and Special Operations Division Officers.
<b>Responsibility</b>	Division Chiefs of Patrol and Special Operations
<b>Authority</b>	Deputy Chief Operations
<b>Approach</b>	Successfully implement the tactics that contribute to this strategy.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Tactical metrics as assigned below</li> <li>⇒ Based on 2007 &amp; 2008 Baselines: <ul style="list-style-type: none"> <li>○ Class 1, 2, and 3 calls and Patrol Time per Patrol Hour, at all levels (car, district, total)</li> <li>○ Emphasis placed on Class 2 (Officer Initiated Actions) in context of other time commitments and ensuring quality over quantity</li> <li>○ Pre and Post Neighborhood Surveys</li> </ul> </li> </ul>

<b>Tactic 1.01</b>	Implement one Level One Problem Solving Project (PSP) per district.
<b>Responsibility</b>	Six District Commanders
<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	PSPs require a structured implementation plan (e.g. SARA model), baseline metrics (2007 and 2008 part 1 crime and pre-PSP community feedback), goals, and quarterly progress reports at CORE.
<b>Method of Evaluation</b>	Commanders will be evaluated based upon a reduction in reported Part 1 offenses and by community feedback obtained through meetings with the affected community or business group before, during, and after implementation.

<b>Tactic 1.02</b>	Implement two Level Two Problem Solving Projects (formerly called Hot Spots) per district. The Level Two PSPs may be smaller in geographical area and/or scope of severity than a Level One, and may include non-geographic based problems such as focusing on a specific crime rather than an area of crime.
<b>Responsibility</b>	Six District Commanders
<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	PSPs require a structured implementation plan (e.g. SARA model), baseline metrics (2007 and 2008 part 1 crime and pre-PSP community feedback), goals, and quarterly progress reports at CORE.
<b>Method of Evaluation</b>	Commanders will be evaluated based upon a reduction in reported Part 1 offenses or other metrics as approved by the Division Chief of Patrol.

<b>Tactic 1.03</b>	Gang Bureau will implement a minimum of four operations annually aimed at actively reducing the criminal impact of a known criminal gang in a specific geographical area in partnership with the affected district.
<b>Responsibility</b>	Gang Bureau Captain

<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	The Gang Bureau Captain is responsible for including in the operational plan for each operation the crime statistics, incidents and analysis of the crime to show the measurable impact of the gang activity; and for outlining the resources to be deployed, the manner of deployment and the goals to be achieved. Each operational plan will conclude with an After Action Report detailing the achievement of the stated goals.
<b>Method of Evaluation</b>	The Gang Bureau Captain will be evaluated based upon a reduction in reported Part 1 offenses (or another, specific crime type or objective as accepted by the Division Chief of Patrol) and by community feedback obtained through meetings with the affected community or business group before, during, and after implementation.

<b>Tactic 1.04</b>	The Gang Bureau command and officers will engage in four measurable proactive prevention activities in partnership with the Metro Denver Gang Coalition, DPS and interested community and neighborhood groups.
<b>Responsibility</b>	Gang Bureau Captain
<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	The Gang Bureau will solicit ideas for prevention activities from its partners and initiate a minimum of one per quarter based on the greatest potential impact.
<b>Method of Evaluation</b>	The Gang Bureau Captain is responsible for defining the objectives in terms of crime reduction (for example, a particular crime for specific age groups within a defined period of time) then implementing and measuring the proactive prevention activity.

<b>Tactic 1.05</b>	Decrease DUI related accidents citywide
<b>Responsibility</b>	Division Chief of Special Operations
<b>Authority</b>	Deputy Chief of Operations
<b>Approach</b>	Maintain 2008 arrest statistics (without \$110,000 LEAF grant), increase public service announcements, develop anti-DUI campaign, focus on habitual traffic offenders (HTO's), and retrain officers on HTO's.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Make 4,000 DUI arrests in 2009</li> <li>⇒ Increase PSA's from 14 to 16 annually</li> <li>⇒ Partner with BID and develop anti-DUI PR campaign</li> <li>⇒ Create citizen notification program for HTO offenders and implement by 3/31/09</li> <li>⇒ Retrain all officers on HTO by 6/30/09</li> <li>⇒ Track the DUI accident trend to see if these efforts contribute to a decrease</li> </ul>

<b>Tactic 1.06</b>	Decrease accidents citywide.
<b>Responsibility</b>	Division Chief of Special Operations
<b>Authority</b>	Deputy Chief of Operations

<b>Approach</b>	Increase citations and other enforcement efforts, increase participation in Alive at 25 and other programs, increase usage of photo radar.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Effort: Increase citations for hazardous violations including, speeding, signal control and careless driving by 5% from 2008 baselines. Result: decrease in accidents citywide.</li> <li>⇒ Effort: Increase enforcement efforts and safety pamphlet handouts on I-25 to reduce number of accidents from 2008 baseline. Result: decrease in I-25 accidents.</li> <li>⇒ Increase the participation in Alive at 25 over 2008 levels.</li> <li>⇒ Increase the number of photo radar citations from 2008 baseline by 5 % and meet 67% issuance rate.</li> </ul>

<b>Tactic 1.07</b>	Increase school zone safety.
<b>Responsibility</b>	Division Chief of Special Operations
<b>Authority</b>	Deputy Chief of Operations
<b>Approach</b>	Focus officer deployment days on first weeks of semesters, conduct school zone public service announcements (PSA's), produce a Blue and You segment on school safety, participate in Safe Routes to School Program, increase photo radar enforcement in school zones.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Measure officer deployment prior to and during first weeks of each semester.</li> <li>⇒ Conduct school zone PSA's at beginning of school year and after extended breaks.</li> <li>⇒ Produce Blue and You segment.</li> <li>⇒ Allocate 40+ hours to Safe Routes to School program</li> <li>⇒ Increase photo radar enforcement in school zones by 5% over 2008 baseline.</li> <li>⇒ Result: measure accidents and crime in ¼ mile radius from schools</li> </ul>

<b>Strategy 2.00</b>	Enhance investigations to solve more crime and remove career criminals and violent offenders from the community
<b>Responsibility</b>	Division Chief of Investigations
<b>Authority</b>	Deputy Chief of Operations
<b>Approach</b>	Successfully implement the tactics that contribute to this strategy.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Tactical Metrics as assigned below</li> <li>⇒ Clearance rate trends by crime type</li> <li>⇒ Caseload per detective by crime type</li> </ul>

<b>Tactic 2.01</b>	Capture a higher percentage of career criminals and violent offenders with warrants and increase the percentage captured with 72 hours of assignment to the Fugitive Unit.
<b>Responsibility</b>	Captain of Special Investigations Bureau

<b>Authority</b>	Division Chief of Investigations
<b>Approach</b>	Establish the baseline metrics upon which to measure success (data collected since start of Fugitive Unit), set goals, and measure progress. Identify factors that impede or assist attainment of goals and develop an improvement action plan for discussion at CORE.
<b>Method of Evaluation</b>	⇒ Number of arrests by crime category by quarter

<b>Tactic 2.02</b>	Maintain non-compliant sex offenders (as a percentage of total known sex offenders) below 9%.
<b>Responsibility</b>	Captain of Pattern Crimes Bureau
<b>Authority</b>	Division Chief of Investigations
<b>Approach</b>	Improve the existing Compliance Unit procedures and practices to turn non-compliant sex offenders into compliant sex offenders.
<b>Method of Evaluation</b>	Trends: ⇒ Percent non-compliant sex offenders ⇒ Analysis of transient population and other factors contributing to non-compliance

<b>Tactic 2.03</b>	Process DNA profiles for a minimum 4% of reported burglaries. (Burglaries are expected to decrease as career criminals are removed and burglaries decrease. 4% is a national expectation of the minimum percentage of burglaries for which there will be DNA evidence).
<b>Responsibility</b>	Crime Lab Director
<b>Authority</b>	Division Chief of Investigations
<b>Approach</b>	Establish the baseline metrics and track progress. Identify causes for variance from expectations (e.g. percentage is higher because of better collection, the types of burglaries, technology advances, etc.)
<b>Method of Evaluation</b>	Trends: ⇒ Percent burglaries for which DNA processed ⇒ Arrest rate for these DNA processed burglaries versus non-DNA processed burglaries

<b>Tactic 2.04</b>	Improve focus and value of detective training
<b>Responsibility</b>	Division Chief of Investigations
<b>Authority</b>	Deputy Chief of Operations
<b>Approach</b>	Replace CEP training with equivalent hours of specific training to improve quality of investigations. This is of special concern as the workforce becomes younger and experience is lost to retirement.
<b>Method of Evaluation</b>	⇒ Evaluation and approval of training programs ⇒ Achievement of minimum number of annual training hours (16) by 95% of the detectives

<b>Tactic 2.05</b>	Streamline Records Bureau operations
<b>Responsibility</b>	Division Chief of RT&T
<b>Authority</b>	Deputy Chief of Administration
<b>Approach</b>	Automate wherever feasible, including pawn shop records, auto theft records, transcription, and ID. Use business process improvement techniques to create better workflow. Focus on getting more done, more quickly, with more accuracy, while using fewer resources per unit of work.
<b>Method of Evaluation</b>	Measure and report quarterly at CORE: <ul style="list-style-type: none"> <li>⇒ Amount (number of records processed)</li> <li>⇒ Speed (versus baseline)</li> <li>⇒ Resources used (CSA and DPD hours, technology investments)</li> <li>⇒ Productivity: Amount / Resources</li> </ul>

<b>Tactic 2.06</b>	Implement RMS to the point of full NIBRS compliance and shut down as many legacy/OSI systems as possible to free resources.
<b>Responsibility</b>	Manager of Information Management Unit
<b>Authority</b>	Division Chief of Research Training & Technology
<b>Approach</b>	Finish the implementation according the project plan.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Full NIBRS reporting compliance by year-end 2009.</li> <li>⇒ Implement Unified Summons &amp; Complaint by 4/1/09.</li> <li>⇒ Electronic accident reports and tickets by the end of 2009.</li> <li>⇒ Accident reports electronically submitted to the Department of Revenue by the end of 2009.</li> </ul>

<b>Tactic 2.07</b>	Address Property Bureau audit concerns and implement processes to correct identified deficiencies.
<b>Responsibility</b>	Property Bureau Commander
<b>Authority</b>	Division Chief, Research, Training & Technology
<b>Approach</b>	<ul style="list-style-type: none"> <li>⇒ Segregate homicide evidence from other evidence and clearly label homicide evidence.</li> <li>⇒ Continue the conversion of evidence from the legacy system into RMS, deleting Legacy items at a rate of 9,000 items per quarter.</li> </ul>
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Ensure that all homicide evidence is uniquely identifiable by both storage location and color placards by 6/30/09.</li> <li>⇒ Convert or delete Legacy items at a rate of 9,000 items per quarter and report percentage progress towards RMS-only use with goal of 100% conversion by 12/31/09.</li> <li>⇒ Report progress to Division Chief quarterly.</li> </ul>

<b>Strategy 3.00</b>	Engage communities to increase their understanding of safety and their satisfaction with police.
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<b>Responsibility</b>	District Commanders
<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	Successfully implement the tactics that contribute to this strategy.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Tactical Metrics as assigned below</li> <li>⇒ District represented through attendance of officer, supervisor or Commander at a minimum of one meeting per neighborhood per quarter.</li> <li>⇒ Citizen satisfaction survey trends in sample neighborhoods.</li> </ul>

<b>Tactic 3.01</b>	Increase Business Watch locations in each district and update at least 25% of existing Business Watch locations.
<b>Responsibility</b>	Six District Commanders
<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	Each district will add 10 new Business Watch locations and update each existing location.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ 10 new locations per district</li> <li>⇒ Percentage of existing that have updated contact information and renewed commitment to Business Watch program (minimum goal 25%).</li> </ul>

<b>Tactic 3.02</b>	Crime Prevention Presentations at District Stations.
<b>Responsibility</b>	Six District Commanders
<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	Establish quarterly crime prevention presentations that are widely advertised to the general population. The crime prevention information will include the list of Personal Safety Presentations targeting the teenage and young adult female population that will be held at the Police Academy throughout the year. These quarterly events can be tied to seasonal events such as the start of summer, start of school, winter holiday safety etc. They can be co-sponsored by a neighborhood, community or other interested organization.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Completion of four quarterly events per district</li> <li>⇒ In advance of the presentation, determine the types of information would be helpful to the community. Conduct an exit survey to gather information on the usefulness of the presentation and information for improving the format or content of the presentation</li> <li>⇒ CORE Part II presentations featuring the successes and areas for improvement of these presentations</li> </ul>

<b>Tactic 3.03</b>	Respond to 100% of Vice/Narcotics complaint feedback within 30 days of receipt.
<b>Responsibility</b>	Captain of Vice/Narcotics Bureau
<b>Authority</b>	Division Chief of Investigations

<b>Approach</b>	Establish the baseline metrics and track progress. Identify areas for improvement and develop plans for streamlining processes.
<b>Method of Evaluation</b>	⇒ Quarterly summaries of responses within 30 days

<b>Tactic 3.04</b>	Increase emphasis on mediations
<b>Responsibility</b>	Commander of Internal Affairs
<b>Authority</b>	Deputy Chief of Administration
<b>Approach</b>	Work with Office of the Independent Monitor to increase emphasis on mediations.
<b>Method of Evaluation</b>	⇒ Increase mediations as a percentage of total complaints handled.

<b>Strategy 4.00</b>	Implement the Vision
<b>Responsibility</b>	Division Chief of Research, Technology & Training
<b>Authority</b>	Deputy Chief of Administration
<b>Approach</b>	Department-wide tactics that support engaging the community, investing in personnel and technology, and improving the productivity of support functions.
<b>Method of Evaluation</b>	⇒ Quarterly reports that show improvement versus baseline metrics

<b>Tactic 4.01</b>	Streamline Records Bureau operations
<b>Responsibility</b>	Division Chief of RT&T
<b>Authority</b>	Deputy Chief of Administration
<b>Approach</b>	Automate wherever feasible, including pawn shop records, auto theft records, transcription, and ID. Use business process improvement techniques to create better workflow. Focus on getting more done, more quickly, with more accuracy, while using fewer resources per unit of work.
<b>Method of Evaluation</b>	Measure and report quarterly at CORE: ⇒ Amount (number of records processed) ⇒ Speed (versus baseline) ⇒ Resources used (CSA and DPD hours, technology investments) ⇒ Productivity: Amount / Resources

<b>Tactic 4.02</b>	Implement RMS to the point of full NIBRS compliance and shut down as many legacy/OSI systems as possible to free resources.
<b>Responsibility</b>	Manager of IMU (tactical) & Director of DAU (assessment)
<b>Authority</b>	Division Chief of Research Training & Technology

<b>Approach</b>	Finish the implementation according the project plan and ensure integrity and availability of information to all employees who use information.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Full NIBRS reporting compliance by year-end 2009.</li> <li>⇒ Implement Unified Summons &amp; Complaint by 4/1/09.</li> <li>⇒ Electronic accident reports and tickets by the end of 2009.</li> <li>⇒ Accident reports electronically submitted to the Department of Revenue by the end of 2009.</li> </ul>

<b>Tactic 4.03</b>	Address Property Bureau audit concerns and implement processes to correct identified deficiencies.
<b>Responsibility</b>	Property Bureau Commander
<b>Authority</b>	Division Chief, Research, Training & Technology
<b>Approach</b>	<ul style="list-style-type: none"> <li>⇒ Segregate homicide evidence from other evidence and clearly label homicide evidence.</li> <li>⇒ Continue the conversion of evidence from the legacy system into RMS, deleting Legacy items at a rate of 9,000 items per quarter.</li> </ul>
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Ensure that all homicide evidence is uniquely identifiable by both storage location and color placards by 6/30/09.</li> <li>⇒ Convert or delete Legacy items at a rate of 9,000 items per quarter and report percentage progress towards RMS-only use with goal of 100% conversion by 12/31/09.</li> <li>⇒ Report progress to Division Chief quarterly.</li> </ul>

<b>Tactic 4.04</b>	Decrease NIBRS errors reported to CBI and FBI.
<b>Responsibility</b>	Records Bureau Lieutenant/Captain
<b>Authority</b>	Division Chief, Research, Training & Technology
<b>Approach</b>	All reports in transcription will be IBR checked prior to routing the case to the various detective bureaus. All errors that can be corrected by Records within the case will be corrected. A NIBRS report will be run on a monthly basis. When errors are found in closed cases these cases will be reopened and rerouted back to the assigned detective for correction. Records will help facilitate learning and mastery of NIBRS with CID and be of assistance for any specific questions.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ A monthly error report showing baseline and progress</li> <li>⇒ Report progress to Division Chief quarterly.</li> </ul>

<b>Tactic 4.05</b>	Decrease turnover rate of employees within Records to ensure no backlogs in the 2009 year.
<b>Responsibility</b>	Records Bureau Lieutenant/Captain
<b>Authority</b>	Division Chief, Research, Training & Technology

<b>Approach</b>	Offer opportunities for career enhancement and training. Meet with employees and obtain ideas for job task enhancement and satisfaction to retain qualified and trained employees. Also, obtain ideas from employees to facilitate in streamlining processes throughout the bureau.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Decrease 2009's turnover rate in 2008.</li> <li>⇒ Eliminate backlogs carried over from 2008 and maintain workflow in 2009 to ensure no backlogs at years end 2009.</li> <li>⇒ Report progress to Division Chief quarterly.</li> </ul>

<b>Tactic 4.06</b>	Increase speed and accuracy of Identification processes.
<b>Responsibility</b>	Records Bureau Lieutenant/Captain
<b>Authority</b>	Division Chief, Research, Training & Technology
<b>Approach</b>	Reduce process time frame in processing booking slips / identification of in-custody arrests at jail. Reduce overall time frame with simultaneous in-custody and DUI arrests. Reconfigure DUI arrest process.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Reduce the number of identification errors</li> <li>⇒ Reduce resources required to process existing workload</li> <li>⇒ Report progress to Division Chief quarterly.</li> </ul>