DEPARTMENT OF PUBLIC SAFETY
PEAK PERFORMANCE
MAY 7, 2015

2014 PERFORMANCE REVIEW
2015 INNOVATION PLANNING
Vision: Denver is the safest and most livable city

Mission: To deliver a full spectrum of high-quality public safety services to those who live, work, and visit the City and County of Denver

Prevention

Response

Key Metrics:
1. Perceptions of Public Safety
2. Actual Public Safety
3. Stewardship and Compliance
4. Employee Investment

Enforcement

Correction
Public Safety Strategic Priority 1: Positive Community Relationships

Measuring Perceptions

Creating Opportunities

Leveraging Partnerships
**Positive Community Relationships: The Public Safety Customer Experience**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reminder Automation</td>
<td>• Community Orientation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tactics</th>
<th>Tactics</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reduce process time (2014)</td>
<td>• Leverage recruit “gap week”</td>
</tr>
<tr>
<td>• Generate mass informational communications (2015)</td>
<td>• Conduct special orientation with Community representatives</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Status</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Pilot expanded to implementation for all case managers (Community Corrections and Youth Programs).</td>
<td>• Academy and District cultural orientation ongoing</td>
</tr>
<tr>
<td>• Expansion to multiple recipients and expanded content in development.</td>
<td>• Gap week strategy in development</td>
</tr>
<tr>
<td></td>
<td>• Metrics in development</td>
</tr>
</tbody>
</table>
Public Safety Strategic Priority 2: Recruiting for the Future

Retirement Eligible Uniformed Employees

<table>
<thead>
<tr>
<th>Year</th>
<th>DROP</th>
<th>Early (Civ Serv)</th>
<th>Early (V)</th>
<th>Normal</th>
<th>Rule Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>120</td>
<td>420</td>
<td>20</td>
<td>70</td>
<td>10</td>
</tr>
<tr>
<td>2016</td>
<td>150</td>
<td>300</td>
<td>30</td>
<td>80</td>
<td>10</td>
</tr>
<tr>
<td>2017</td>
<td>180</td>
<td>250</td>
<td>15</td>
<td>90</td>
<td>10</td>
</tr>
<tr>
<td>2018</td>
<td>210</td>
<td>200</td>
<td>10</td>
<td>100</td>
<td>10</td>
</tr>
<tr>
<td>2019</td>
<td>240</td>
<td>150</td>
<td>5</td>
<td>100</td>
<td>10</td>
</tr>
<tr>
<td>2020</td>
<td>270</td>
<td>100</td>
<td>0</td>
<td>100</td>
<td>10</td>
</tr>
</tbody>
</table>

% of Employees Retirement Eligible through 2020

- DFD: 30% Retirement Eligible, 70% Total Uniform
- DPD: 40% Retirement Eligible, 60% Total Uniform
- DSD: 50% Retirement Eligible, 50% Total Uniform
### Public Safety Strategic Priority 3: Wellness & Resiliency

**2014**
- Baseline Review
- Develop Framework

**2015**
- Employee Gap Analysis
- Initial Implementation

**2016**
- Budget Appropriation
- Full Implementation

---

#### Department of Safety Workforce Stress, Trauma and Resiliency Intervention Framework

<table>
<thead>
<tr>
<th><img src="image.png" alt="Image" /></th>
<th><strong>Level of Exposure</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimal Stress</td>
<td>Moderate to High Episodic Stress</td>
</tr>
</tbody>
</table>

#### Factors to Consider

- **(P) Work environment exposure to stress and trauma**
  - POSITION: Indirect (Low)
  - POSITION: Direct (Med)
  - POSITION: Indirect (Med)
  - POSITION: Direct (Med/High)

- **(I) Impact of Exposure - Personal and Work**
  - Well
  - General Well
  - Limited
  - Warning
  - Episodes
  - Noticable
  - Chronic Signs
  - Tail Spin

#### Individual Resiliency Factors

- Time on Job and positions
- Seeks and has support / outlets

Resiliency: Personality, ability to process, coping skills

#### Grouping

- **Prevention**
  - G: Low
  - P: Low
  - I: Low

- **Prevention**
  - G: Low
  - P: Low
  - I: Low

- **Intervention**
  - G: Low
  - P: L/M
  - I: M

- **Intervention 4**
  - G: M/H
  - P: M/H
  - I: M/H

- **Direct**
  - G: M/H
  - P: M/H
  - I: M/H
Department-Wide Metrics

- Actual Public Safety
- Perception of Safety
- Employee Investment
- Compliance & Stewardship
<table>
<thead>
<tr>
<th>Rating</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reaccredited 2014</td>
<td>• National Commission on Correctional Healthcare (NCCHC) DSD/DHHA</td>
</tr>
<tr>
<td>Reaccredited 2015</td>
<td>• American Correctional Association (ACA) DSD</td>
</tr>
<tr>
<td>Awarded April 2015</td>
<td>• Georgetown Youth Diversion Certification YP</td>
</tr>
<tr>
<td>Good Standing</td>
<td>• ISO 17020 (Inspection) DPD Property Bureau</td>
</tr>
<tr>
<td>Good Standing</td>
<td>• Commission on Accreditation for Law Enforcement Agencies (CALEA) DSD</td>
</tr>
<tr>
<td>Application 2016</td>
<td>• Commission on Fire Accreditation International (CFAI) DFD</td>
</tr>
<tr>
<td>Application 2016</td>
<td>• ISO 9001 (Quality Management System) DPD ID/Records Bureau</td>
</tr>
<tr>
<td>Application 2017</td>
<td>• ISO 17020 (Inspection) DPD Records/ID Bureau</td>
</tr>
</tbody>
</table>
Actual Public Safety: FBI UCR Large Cities (500K+)

7th Safest Large City
Jan-Jun 2014
Part 1 Crimes
Per 1,000 Residents
Vision: Denver is the safest and most livable city

Mission: To deliver a full spectrum of high-quality public safety services to those who live, work, and visit the City and County of Denver

Value Stream Overview

**Prevention**
- Employ strategies to increase citizen-generated contacts to the JSC prior to youth entering the criminal justice system
- Develop strategic alignment and tactics for outreach efforts in the community
- Understand and respond to citizen perceptions by expanding and leveraging social media presence
- Divert youth from gang activity and affiliation via risk- and evidence-based education and intervention strategies
- Optimize employee investment via Total Wellness Program

**Response**
- Conduct surveys to identify needs and trends of youth marijuana education to align with Mayoral goals.
- Leverage technology to prevent and minimize impact of theft crimes.
- Decrease traffic accidents through proactive education and citation.
- Finalize and implement Alternative Response Vehicles program
- Facilitate collaboration and mobilization of community and agency resources

**Enforcement**
- Develop and implement comprehensive Denver 911 staffing optimization plan, including recruitment, engagement, and resiliency.
- Coordinate GIS mapping needs with Safety agencies and City entities to timely and effectively route emergency response vehicles.
- Impact officer availability via utilization of civilian report-takers.
- Decrease gang-related violent crime via multi-disciplinary interventions.
- Implement performance-based staffing phase of realignment.

**Correction**
- Implement performance-based staffing phase of realignment.
- Align patrol activity to crime hot spots via predictive policing and technology optimization strategies.
- Effectively enforce laws around retail and medicinal marijuana.
- Implement Integrated Traffic Ticketing (ITT) and Fingerprint in the Field (FF).
- Full implementation of body-worn cameras and evidence repository for all officers who interact with the public.
- Implement strategies and programs around target population of frequent low-level users of the criminal justice system to appropriately allocate correctional resources based on risk to community.
- Maintain community safety through risk-based offender management.
- Develop and implement long-term staffing plan to adequately manage supervised population in jail facilities and the community.
- Reduce inmate population and recidivism rate by increasing inmate education, training, and life skills programs.

Correlation to Mayoral Priorities: Safety Net, Jobs, Kids, Customer Experience, Sustainability
### Prevention: Market Statistics

<table>
<thead>
<tr>
<th>Crime Type</th>
<th>Cost per Crime *</th>
<th>2013 (Millions)</th>
<th>2014 (Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Murder</td>
<td>$8.6 M</td>
<td>$354.62</td>
<td>$268.13</td>
</tr>
<tr>
<td>Rape</td>
<td>$218 K</td>
<td>$96.73</td>
<td>$94.34</td>
</tr>
<tr>
<td>Robbery</td>
<td>$67 K</td>
<td>$76.22</td>
<td>$73.74</td>
</tr>
<tr>
<td>Agg. Assault</td>
<td>$87 K</td>
<td>$208.15</td>
<td>$208.06</td>
</tr>
<tr>
<td>Burglary</td>
<td>$13 K</td>
<td>$65.15</td>
<td>$58.93</td>
</tr>
<tr>
<td>Larceny</td>
<td>$2 K</td>
<td>$16.91</td>
<td>$17.12</td>
</tr>
<tr>
<td>MV Theft</td>
<td>$9 K</td>
<td>$30.96</td>
<td>$30.62</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$848.74</strong></td>
<td><strong>$750.94</strong></td>
<td></td>
</tr>
</tbody>
</table>

* Calculated using Rand Institute Cost of Crime Calculator

The cost of crime to Denver citizens is decreasing. Nationally, crime victimization is decreasing.
Community Collaboration

The Holly

32% in Violent Crime

Zero Shootings

Summer 2014: 15
Summer 2013: 22

Uniting Denver through Resource Coordination and Collaboration in 2014

Geographical Response
Short-term – 90 Day Community led collaborative effort to address violence at the Holly Square

32% in Violent Crime

Juvenile Intervention Support Team
Adult Systems Navigation Team
Targeted Response
Law Enforcement Intelligence Team
Southwest Denver Coalition

GRID

Enforcement
Prevention
Intervention
Community Mobilization

Safe Summer Holly
Youth successfully completing Diversion are 52% less likely to recidivate.

Youth Diversion Successful Completion (%)

- 2013: 84%
- 2014: 86.5%
- 2015 (goal): 87.5%

Youth Diversion Recidivism Rates (%)

- Successful Completion:
  - 2011: 26.2%
  - 2012: 21.6%
  - 2013: 25.8%

- Unsuccessful Completion:
  - 2011: 13.7%
  - 2012: 10%
  - 2013: 11.8%
Increased Proactive Contacts by 60% from 2013

Citizen Contacts

2013: 90% did not receive tickets

2014: 93% did not receive tickets (through April 2015)
Real-Time Needs Surveys

Legend

- Youth Surveys = 2848
- Adult Surveys = 1602

33% of the youth surveyed and 32% of the adults surveyed wanted more information on Drug/Alcohol to succeed and avoid violence and crime.

37% of the Neighborhoods were provided Youth Surveys
17% of the Neighborhoods were provided Adult Surveys
Performance Based Staffing

2013 DPD Study

Outcomes Related to Staffing Allocations

- Crime Rate: -15%*
- Priority 1 Response Time: -7%*
- Priority 2 Response Time: -10%*
- Case Clearance: -16%*
- Accidents: +3%*

*Compared to projections
Preventative Citations

Approximately 19 Citations = 1 less Accident
Societal Cost of an Accident = $27,000*

<table>
<thead>
<tr>
<th></th>
<th>Accidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected</td>
<td>22,878</td>
</tr>
<tr>
<td>Actual</td>
<td>23,479</td>
</tr>
<tr>
<td>Difference</td>
<td>601</td>
</tr>
<tr>
<td>% Difference</td>
<td>3%</td>
</tr>
</tbody>
</table>

2013 vs. 2014

↓ 8.3% Citations

↑ 6.8% Accidents

*Source: Juno Analytics
Citation Decreases: Contributing Factors

2012
Election Activity
Presidential Debates, etc.

DPD
- 1,285 Special Assignment Days in Traffic
  - 59% increase
- 10,634 Work Hours for Officers
  - 62% increase

6% Citations
4% Accidents

2014
Unplanned Protest Activity
41 Protests (32 after Aug 1\textsuperscript{st})

DPD
- 3,220 Officers Assigned
- 18,256 Work Hours for Officers
- $739k Personnel Costs

Denver 911
- $6k In OT

DSD
- $59k OT for ERU

8% Citations
6% Accidents
DPD Has Gone **Viral** – 68 Million People

- Top 3 Stories
  - 23 million people
  - 100 k comments
- 4th Top Social Media Influencers
  - Denver Business Journal
- Impact As Perception and Communication Tool
  - 52% Audience in Denver
  - Changes to Facebook treatment of Groups with Major reach
Innovation: GPS Trackers and LPR to Preempt Crime

Commercial Tire Theft

Basics
- Community Collaboration
- Donated Tires and Space
- 2 Arrests

Major Outcome
- Theft within 4 hours of operation set-up
- Arrest within 30 minutes

Bike Theft

Basics
- Deployed 3 Times
- Stolen within 24 Hours
- 3 Arrests

Major Outcome
- Tracker followed to gang house
- Two automatic rifles recovered

License Plate Reader Readers

Basics
- 6 Vehicle Mounted
- Rolled Out 4/13/2015

Major Outcomes – First 2 Weeks
- 79k reads
- 1,500 hits
- 18 arrests
- 9 recovered vehicles
Fall 2014 Gang Unit Pilot

Key Performance Indicators

ID Accuracy Rate = 99%

- # Citations with Incorrect Name
- # Warrant Arrests on Wrong Defendant
- Officer Ease of Use
  - ID Response to Officer w/in 2 minutes
63% Decrease in Average Maximum Medical Injury Days Per Claim in Four Years

Yearly Incurred Cost (in millions)

Q1 Incurred Costs (in thousands)
Denver 911 Call Volume

January to December Call Volumes for the Years 2012, 2013, and 2014.
Calltaking Response

Calls Answered Under 16 Seconds
NFPA Standard

Calls Answered Under 40 Seconds
NFPA Standard
Denver 911 Call Processing to Queue 2013

Denver 911 Call Processing to Queue 2014
Fire Response Compliance
5 Minute Unit Assigned - Unit Arrived

EMRS Monitored DFD Incident Volume
86,106
88,580
96,020

FIRE Compliant
FIRE Total
Code 10 Response: Station 18

Before and After Fire Station 18 Response Time Analysis

Data Analysis:

<table>
<thead>
<tr>
<th>Buffer Miles</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.5</td>
<td>5.26</td>
<td>3.4</td>
</tr>
<tr>
<td>1</td>
<td>5.66</td>
<td>3.99</td>
</tr>
<tr>
<td>2</td>
<td>4.89</td>
<td>4.23</td>
</tr>
<tr>
<td>3</td>
<td>4.27</td>
<td>4.02</td>
</tr>
<tr>
<td>5</td>
<td>3.82</td>
<td>3.79</td>
</tr>
</tbody>
</table>

Notes:
Before data: 2/14/2013 - 2/13/2014
After data: 2/14/2014 - 2/13/2015
Analysis only includes incidents that have an assigned and arrived time.
Analysis only includes incidents that have latitude and longitude data.
A Hazmat Investigation that started on 9/30/2013 was removed from this analysis.
Priority 1 & 2 Response

Priority 1 and 2 Call Response Times
Actual and Projected * Assign to Arrival

<table>
<thead>
<tr>
<th></th>
<th>Seconds Faster Response</th>
<th>% Better than Projection</th>
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</thead>
<tbody>
<tr>
<td>Priority 1</td>
<td>32</td>
<td>7.3%</td>
</tr>
<tr>
<td>Priority 2</td>
<td>45</td>
<td>9.6%</td>
</tr>
</tbody>
</table>

Priority 1 = Emergency
Priority 2 = Urgent
Priority 3-6 = Report/QOL Calls
Civilian Report Technicians

- Property Reports – 1,881
- Calls – 3,219
- Call Hours – 4,189

6 Civilians
- Equivalent 8 Officers
- ~400k Salary
- 100% ROI

Additional Crime Prevention
- Flyering
- Garage Door Checks

<table>
<thead>
<tr>
<th>Type of Report</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burglary</td>
<td>586</td>
</tr>
<tr>
<td>Criminal Mischief</td>
<td>231</td>
</tr>
<tr>
<td>Forgery/Fraud</td>
<td>15</td>
</tr>
<tr>
<td>Theft</td>
<td>955</td>
</tr>
<tr>
<td>Letter to Detective</td>
<td>33</td>
</tr>
<tr>
<td>Lost/Stolen Property</td>
<td>50</td>
</tr>
<tr>
<td>Other</td>
<td>11</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>1881</strong></td>
</tr>
</tbody>
</table>
Downtown calls for service are growing

Med 1 handled an average of 31% of responses in these service areas

Avg % Calls Handled by Med 1
Part 1 Crime per 100,000 Residents
Jan - Jun, 2013 and 2014
Regional Cities of Comparable Population and Police Force Size
Preliminary UCR Numbers

<table>
<thead>
<tr>
<th>City</th>
<th>Jan - Jun, 2013</th>
<th>Jan - Jun, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Jose</td>
<td>1507</td>
<td>1370</td>
</tr>
<tr>
<td>Denver</td>
<td>2429</td>
<td>2185</td>
</tr>
<tr>
<td>Austin</td>
<td>2517</td>
<td>2302</td>
</tr>
<tr>
<td>Portland</td>
<td>2393</td>
<td>2533</td>
</tr>
<tr>
<td>Oklahoma City</td>
<td>2992</td>
<td>2575</td>
</tr>
<tr>
<td>Kansas City</td>
<td>3262</td>
<td>2859</td>
</tr>
<tr>
<td>Seattle</td>
<td>3402</td>
<td>2930</td>
</tr>
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</table>

Jan - Jun, 2013: Preliminary UCR Numbers
Jan - Jun, 2014: Preliminary UCR Numbers
<table>
<thead>
<tr>
<th>TYPE OF OFFENSE</th>
<th>2013* #</th>
<th>2014* #</th>
<th>CHANGE #</th>
<th>CHANGE %</th>
<th>2014 Including USC #</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>VIOLENT CRIME</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Homicide</td>
<td>41</td>
<td>31</td>
<td>-10</td>
<td>-24.4%</td>
<td>31</td>
<td>-24.4%</td>
</tr>
<tr>
<td>Sexual Assault**</td>
<td>444</td>
<td>433</td>
<td>-11</td>
<td>-2.5%</td>
<td>433</td>
<td>-2.5%</td>
</tr>
<tr>
<td>Robbery</td>
<td>1,133</td>
<td>1,096</td>
<td>-37</td>
<td>-3.3%</td>
<td>1,096</td>
<td>-3.3%</td>
</tr>
<tr>
<td>Aggravated Assault</td>
<td>2,368</td>
<td>2,385</td>
<td>17</td>
<td>0.7%</td>
<td>2,397</td>
<td>1.2%</td>
</tr>
<tr>
<td>SUBTOTAL</td>
<td>3,986</td>
<td>3,945</td>
<td>-41</td>
<td>-1.0%</td>
<td>3,957</td>
<td>-0.7%</td>
</tr>
<tr>
<td>PROPERTY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burglary</td>
<td>4,975</td>
<td>4,500</td>
<td>-475</td>
<td>-9.5%</td>
<td>4,503</td>
<td>-9.5%</td>
</tr>
<tr>
<td>Larceny (Except Theft from MV)</td>
<td>7,905</td>
<td>8,003</td>
<td>98</td>
<td>1.2%</td>
<td>9,340</td>
<td>18.2%</td>
</tr>
<tr>
<td>Theft from Motor Vehicle</td>
<td>6,572</td>
<td>5,139</td>
<td>-1,433</td>
<td>-21.8%</td>
<td>5,141</td>
<td>-21.8%</td>
</tr>
<tr>
<td>Auto Theft</td>
<td>3,410</td>
<td>3,373</td>
<td>-37</td>
<td>-1.1%</td>
<td>3,378</td>
<td>-0.9%</td>
</tr>
<tr>
<td>Arson</td>
<td>94</td>
<td>124</td>
<td>30</td>
<td>31.9%</td>
<td>127</td>
<td>35.1%</td>
</tr>
<tr>
<td>SUBTOTAL</td>
<td>22,956</td>
<td>21,139</td>
<td>-1,817</td>
<td>-7.9%</td>
<td>22,489</td>
<td>-2.0%</td>
</tr>
<tr>
<td>PART 1 TOTAL</td>
<td>26,942</td>
<td>25,084</td>
<td>-1,858</td>
<td>-6.9%</td>
<td>26,446</td>
<td>-1.8%</td>
</tr>
</tbody>
</table>
111% Increase in Officer Productivity from 2011 to 2014

1.00 = 2008 DPD Baseline
CITYWIDE MONTHLY
ALL CLASS 2 ACTIONS

- Civilian Report Writers Deployed
- Internet in Police Cars
- Sgt LPO Training Completed
- Re-Districting Completed
- Team Policing Implemented
- 12 Hour Shifts in District 6
- Departmental Right Sizing
- New Commanders Appointed
- Chief White Appointed
Number of Officers, Officers in Patrol, Officers Patrolling by Month 1/2011 - 12/2014

2011 to 2014
85 FEWER effective officers
42 MORE taking calls

Effective Strength = Actual Strength - Recruits in the Academy or in FTO

Percentages exclude officers assigned to the airport and recruits still in FTO
Surpassing Projections

Part 1 Crimes

<table>
<thead>
<tr>
<th>Year</th>
<th>Fewer Crimes than Projection</th>
<th>% Better than Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>4,443</td>
<td>15.0%</td>
</tr>
</tbody>
</table>

Officer Discretionary Time by Month 2014

Goal of 35%
Average of 28%

Monthly Crime 2014

- Crimes
- Projection

2014
Person Crime Caseload and Clearance at 75 Days
Surpassing Projections by 16.5% in 2014

Decentralization
Realignment

Caseload -Person
Cleared -Person %
Predicted Clearance
Marijuana Laws

Citations for Public Display/Consumption
318% since 2013
• Arrestrs for Possession down 38%

Burglary
3/4 of Crimes AT Licensed Facilities
• 10% of All Business Burglaries

Police Response
• Expansion of Marijuana Enforcement Team
• Expansion of Excise and License Marijuana
• Expansion of Vice Unit

Fire Response
• Expansion of Inspections team to meet volume of required facility pre-license and annual inspection requirements

Marijuana Related Crime

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Violent Crime</td>
<td>41</td>
<td>52</td>
<td>27%</td>
</tr>
<tr>
<td>Property Crime</td>
<td>190</td>
<td>218</td>
<td>15%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>257</td>
<td>294</td>
<td>14%</td>
</tr>
</tbody>
</table>

Emergency responses to hash oil explosions before and after Ord. No. 629-14, § 1, 11-10-14
Body Worn Cameras

Pilot project * Jun 24th – Dec 20th 2014
District 6 * 105 officers

Preliminary Outcomes

Decrease
IAB Investigation Time

Decrease Rate
Use of Force Occurrences

Decrease Rate
Use of Force Complaints

Increase
Compliance After Training

Pilot Partners
Cambridge University, Taser, Evidence.com
District Attorney, City Attorney, Detectives, & IAB
Partnerships & Gang Violence

GRID

Adult Systems Navigation Team

Geographical Response

Southwest Denver Coalition

Law Enforcement Intelligence Team

Juvenile Intervention Support Team

Emergency Intervention

Targeted Response

Long-term multi-agency collaborative focusing enforcement and intervention efforts on specific groups driving violence

2014:
- 42.9% gang homicides
- 13.6% gang-related Part 1 violent crime

Uniting Denver through Resource Coordination and Collaboration in 2014
Gang Violence

Aggravated Assault (YTD) 84% Incidents

All Gang Related (YTD) 13% Incidents

Federal and Local Partnerships

- ATF
- FBI
- HIS
- DEA

- AUSA
- MGTF
- APD
Innovation:
Shot Spotter – First Quarter

99 Shooting Incidents Captured by Shot Spotter

63% of Incidents No 911 Call for Service

- 179 Rounds Fired
- 65 Casings
- 2 Arrests
- 2 Firearms Recovered
- 8 NIBIN Hits
Facility Supervision and Number of Days Supervised

<table>
<thead>
<tr>
<th>Year</th>
<th>Persons Supervised (Daily Avg)</th>
<th>Days of Supervision (2013-14)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2140</td>
<td>78.5</td>
</tr>
<tr>
<td>2013</td>
<td>2265</td>
<td>105</td>
</tr>
<tr>
<td>2014</td>
<td>2050</td>
<td>135</td>
</tr>
</tbody>
</table>

Community Supervision and Number of Days Supervised (PreTrial and PostSentencing)

<table>
<thead>
<tr>
<th>Year</th>
<th>Persons Supervised (Daily Avg)</th>
<th>Days of Supervision (2013-14)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>1230</td>
<td>78.5</td>
</tr>
<tr>
<td>2013</td>
<td>1564</td>
<td>84</td>
</tr>
<tr>
<td>2014</td>
<td>1963</td>
<td>87</td>
</tr>
</tbody>
</table>
Post-Incarceration Return to Jail (%)

Defn 1: Returning for any Reason
Defn 2: Returning for New Charges Only
Defn 3: Returning for New and Similar Charges Only

* Data will not be complete until the end of 2016
<table>
<thead>
<tr>
<th>Location</th>
<th>Population</th>
<th>Program</th>
<th>Client #s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jail</td>
<td>General</td>
<td>Sheriff Work Crews</td>
<td>14,580 hours worked in 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Life Skills</td>
<td>435 in 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CRP (Jail based)</td>
<td>474 in 2014</td>
</tr>
<tr>
<td></td>
<td>Mental Hx</td>
<td>High Acuity Unit (DDC)</td>
<td>92 in 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transition Unit</td>
<td>73/day</td>
</tr>
<tr>
<td></td>
<td></td>
<td>FUSE</td>
<td>14 in 2014</td>
</tr>
<tr>
<td></td>
<td>Addictions</td>
<td>RISE Units</td>
<td>73/day</td>
</tr>
<tr>
<td>Reentry</td>
<td>General</td>
<td>CRP (Community based)</td>
<td>220</td>
</tr>
<tr>
<td></td>
<td>Co-Occurring</td>
<td>2nd Chance</td>
<td>157</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PHASE</td>
<td>20</td>
</tr>
<tr>
<td>Courts</td>
<td>Mental Hx</td>
<td>Court to Community</td>
<td>29 in 2014</td>
</tr>
<tr>
<td></td>
<td>Addictions</td>
<td>Drug Court</td>
<td>361 in 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sobriety Court</td>
<td>105 in 2014</td>
</tr>
<tr>
<td></td>
<td>Co-Occurring</td>
<td>Recovery Court</td>
<td>40 in 2014</td>
</tr>
</tbody>
</table>
9135 Bed Days Saved in 2014
42% from 2013

2013
48%
40%
3%
7%
2%

2014
39%
50%
5%
6%

*GED earned time not available in 2014
283,527 Bed Days Saved in 2014

8% from 2013
### Efficiency: Recovery Court

<table>
<thead>
<tr>
<th>Category</th>
<th>Pre 6 months</th>
<th>Post 6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Jail Bed Days</strong></td>
<td>1932</td>
<td>546</td>
</tr>
<tr>
<td><strong>Denver Cares Admissions</strong></td>
<td>347</td>
<td>100</td>
</tr>
<tr>
<td><strong>Denver Health ED Admissions</strong></td>
<td>55</td>
<td>20</td>
</tr>
<tr>
<td><strong>Custodial Arrests</strong></td>
<td>95</td>
<td>49</td>
</tr>
</tbody>
</table>

- **Jail Bed Days**: 72% reduction
- **Denver Cares Admissions**: 71% reduction
- **Denver Health ED Admissions**: 64% reduction
- **Custodial Arrests**: 46% reduction
Colorado PreTrial Assessment Tool (CPAT) Performance Indicators

Court Appearance Rates

<table>
<thead>
<tr>
<th></th>
<th>CPAT 1</th>
<th>CPAT 2</th>
<th>CPAT 3</th>
<th>CPAT 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 Proj</td>
<td>95%</td>
<td>85%</td>
<td>77%</td>
<td>51%</td>
</tr>
<tr>
<td>2013 Actual</td>
<td>93%</td>
<td>89%</td>
<td>84%</td>
<td>80%</td>
</tr>
<tr>
<td>2014 Actual</td>
<td>95%</td>
<td>86%</td>
<td>84%</td>
<td>77%</td>
</tr>
</tbody>
</table>

Public Safety Rates

<table>
<thead>
<tr>
<th></th>
<th>CPAT 1</th>
<th>CPAT 2</th>
<th>CPAT 3</th>
<th>CPAT 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 Proj</td>
<td>91%</td>
<td>80%</td>
<td>69%</td>
<td>58%</td>
</tr>
<tr>
<td>2013 Actual</td>
<td>97%</td>
<td>92%</td>
<td>85%</td>
<td>82%</td>
</tr>
<tr>
<td>2014 Actual</td>
<td>96%</td>
<td>93%</td>
<td>86%</td>
<td>80%</td>
</tr>
</tbody>
</table>
## Commission of New Crime During Program

<table>
<thead>
<tr>
<th>Year</th>
<th>Sheriff Home Detention (SHD)</th>
<th>Community Corrections Home Detention (CCHD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>0%</td>
<td>&lt; 1%</td>
</tr>
<tr>
<td>2011</td>
<td>0%</td>
<td>&lt; 1%</td>
</tr>
<tr>
<td>2012</td>
<td>0%</td>
<td>&lt; 1%</td>
</tr>
<tr>
<td>2013</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>2014</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
</tr>
</tbody>
</table>
### Inmate Medical Statistics

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014 (thru 11/2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health care visits</td>
<td>312,420</td>
<td>366,000</td>
</tr>
<tr>
<td>Average cost per visit</td>
<td>$3,241</td>
<td>$3,182</td>
</tr>
<tr>
<td>Visits covered by Medicaid</td>
<td>277</td>
<td>836</td>
</tr>
<tr>
<td>Cost covered by Medicaid</td>
<td>$722,047</td>
<td>$2,486,408</td>
</tr>
</tbody>
</table>

DSD saved $1.5 million in 2014 on inmate health care
Innovation: Behavioral Health Management

Inmate Assault Trends

- Q1 2013: 15
- Q1 2014: 25
- Q1 2015: 35

Leveraging CIT Skills

- 2013: 236
- 2014: 266
- 2015 (goal): 386

- Linear (Inmate on Inmate Assaults)
- Linear (Inmate on Staff Assaults)
- Non-CIT
- CIT Staff
- % of Staff
Female Jail Population Trends

- Number of Incidents Involving Female Inmates
- Female % of Jail Population

Data points for years 2011 to 2014:

- 2011: 600 incidents, 20% of the population
- 2012: 1000 incidents, 25% of the population
- 2013: 1500 incidents, 30% of the population
- 2014: 2000 incidents, 35% of the population
2014 Arrests by Age and Race (n=52,517)
## Compliance & Stewardship: Sustainability

<table>
<thead>
<tr>
<th>Value Stream</th>
<th>Resource Investment</th>
<th>Projected Contribution to Meeting 2020 Goals</th>
<th>Key Assumptions</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternative Response Vehicles</td>
<td></td>
<td></td>
<td></td>
<td>Exploring expansion of pilot program (cost considerations to purchase and store vehicles and staffing considerations)</td>
</tr>
<tr>
<td>Response</td>
<td>• 2 months planning • Unk. Hours at Line Shop to retrofit reserve vehicle • $1200/shift Overtime (2 person crew, 12 hour shift)</td>
<td><strong>Air Quality (Gov't Ops)</strong> – decrease air pollution by 3.3M lbs of CO2 per year</td>
<td>• Call type &amp; volume for pilot area were indicative of typical volume and need • Rigs not dispatched to additional calls when ARVs active</td>
<td></td>
</tr>
<tr>
<td>Composting Marijuana Waste</td>
<td></td>
<td></td>
<td></td>
<td>Continuing. DPD also planning switch to plastic reusable storage containers. • Projected annual savings of $10,000 • Projected benefits of 1M cubic ft of natural gas</td>
</tr>
<tr>
<td>Enforcement</td>
<td>• Approx. 15 hours research and outreach • Policy change</td>
<td><strong>Air Quality (Gov't Ops)</strong> – decrease natural gas emissions by 760,000 cubic ft in 2014 by discontinuing incineration of 3,000 lbs of marijuana</td>
<td>• 2014 volume of seizures will continue at same rate • Vendor complies with EPA regulations</td>
<td></td>
</tr>
<tr>
<td>Donating Food Waste to Local Pig Farm</td>
<td></td>
<td></td>
<td></td>
<td>Continuing. DPD also piloting composting program in staff dining (OM) at both jail facilities</td>
</tr>
<tr>
<td>Correction</td>
<td>• Outreach to neighbor The Urban Farm • 2 DSD employees, 2 DSD inmates • 1 hour labor/week for containment &amp; delivery</td>
<td><strong>Materials (Gov't Ops)</strong> – decrease landfill waste by diverting 50 lbs of vegetable waste (carrot tips, outer lettuce leaves, lettuce cores) from landfills per week</td>
<td>• Farmers continue taking vegetable waste to feed pigs • Jail kitchens continue to use same volume of vegetables</td>
<td></td>
</tr>
</tbody>
</table>
## Compliance & Stewardship: 2014 Budget Expansions

<table>
<thead>
<tr>
<th>Value Stream</th>
<th>Performance Indicators</th>
<th>Baseline</th>
<th>Performance</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Trial Case Manager</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Correction</td>
<td>• Avg Daily Population</td>
<td>1,315</td>
<td>1,731</td>
<td>• $130,000; 2.0 FTE</td>
</tr>
<tr>
<td></td>
<td>• Case Load Management</td>
<td>1:188</td>
<td>1:192</td>
<td>• Case load grew more than anticipated</td>
</tr>
<tr>
<td>Manage Jail Overcrowding</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Correction</td>
<td>• Inmate Population</td>
<td>2,265</td>
<td>2,050</td>
<td>• $450,000</td>
</tr>
<tr>
<td></td>
<td>• Facility Capacity</td>
<td>97%</td>
<td>88%</td>
<td>• Goal - 5% decrease</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Actual – 9% decrease</td>
</tr>
<tr>
<td>Sheriff Home Detention Deputy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Correction</td>
<td>• Number of participants</td>
<td>26</td>
<td>20</td>
<td>• $72,312; 1.0 FTE</td>
</tr>
<tr>
<td></td>
<td>• Number of days in program</td>
<td>47 days</td>
<td>38 days</td>
<td></td>
</tr>
<tr>
<td>Targeted Ballpark Neighborhood Response</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Response</td>
<td>• Officer Initiated Calls</td>
<td>778</td>
<td>1,514</td>
<td>• Since July 1, 2014</td>
</tr>
<tr>
<td></td>
<td>• Part 1 Crime</td>
<td>1,700</td>
<td>1,073</td>
<td>• DPD: $900,000</td>
</tr>
<tr>
<td></td>
<td>• Jail Bed Days &amp; Cost ($14/day)</td>
<td>495</td>
<td>764</td>
<td>• DSD: $900,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Decreased 6.2%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• 1,672 ($23,408)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Since July 1, 2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• DPD: $900,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Actual = 37%</td>
</tr>
<tr>
<td>Crime Lab Positions - DNA/Forensic Biology Unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enforcement</td>
<td>• # Cases</td>
<td>778</td>
<td>1,514</td>
<td>• $477,420; 5.0 FTE</td>
</tr>
<tr>
<td></td>
<td>• Backlog</td>
<td>1,700</td>
<td>1,073</td>
<td>• Backlog reduction goal = 20%</td>
</tr>
<tr>
<td></td>
<td>• CODIS Hits</td>
<td>495</td>
<td>764</td>
<td>• Actual = 37%</td>
</tr>
</tbody>
</table>
Compliance & Stewardship: Uniform Personnel Discipline

- DPD eliminated ~50% of the case review process by implementing weekly discipline review meetings
- DPD # of formal cases increased 13% and time to process decreased 27%
- DSD restructured IAB Unit and piloted investigation triage model, metrics in development
- DSD opened Conduct Review Office, metrics in development
Employee Investment: Workforce Vital Statistics

Number of Public Safety Employees

Public Safety Leave Use 2011 - 2014

Uniform Employee Overtime 2011 - 2014
Public Safety Staffing Model: Forecasting DSD Strength

Deputy Sheriff Staffing January 2014 - Dec 2017
Effective vs. Budgeted Strength

Authorized Strength
Actual Strength
Effective Strength

Month/Year
Officer Count

Jan-14 Feb-14 Mar-14 Apr-14 May-14 Jun-14 Jul-14 Aug-14 Sep-14 Oct-14 Nov-14 Dec-14
Jan-16 Feb-16 Mar-16 Apr-16 May-16 Jun-16 Jul-16 Aug-16 Sep-16 Oct-16 Nov-16 Dec-16
Jan-17 Feb-17 Mar-17 Apr-17 May-17 Jun-17 Jul-17 Aug-17 Sep-17 Oct-17 Nov-17 Dec-17

Authorized Strength: Green Line
Actual Strength: Blue Line
Effective Strength: Red Line

Authorized Strength (green line) shows the budgeted number of officers.
Actual Strength (blue line) shows the number of officers in the field.
Effective Strength (red line) represents the number of officers actively working.

Graph illustrates staffing trends from January 2014 to December 2017.
# Employee Engagement

## OHR Employee Engagement Index Scores

<table>
<thead>
<tr>
<th>Year</th>
<th>Net</th>
<th>+Eng</th>
<th>-Eng</th>
</tr>
</thead>
<tbody>
<tr>
<td>DES 2011:</td>
<td>N/A (no Safety-wide score)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DES 2013:</td>
<td>7.7</td>
<td>18.5</td>
<td>-10.8 (CSA ees only)</td>
</tr>
<tr>
<td>DES 2015:</td>
<td>GOAL: Safety-wide all ee score</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Score breakdowns of note:
- Denver 911 presented the most area of opportunity for Public Safety on the DES 2013
- DSD scored lower than many City agencies for “promoting a culture of appreciation” on the DES 2013
- DPD personnel who felt they make a difference in their assignment decreased on the DES from 2011 to 2013

## Driver Areas for Improvement

<table>
<thead>
<tr>
<th>Driver Areas for Improvement</th>
<th>Tactics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership &amp; Leader Development</td>
<td>• Increase training awareness and opportunities for CSA employees</td>
</tr>
<tr>
<td></td>
<td>• Leadership training curriculum for sworn employees</td>
</tr>
<tr>
<td></td>
<td>• Leaders demonstrate genuine interest in employees and communicate</td>
</tr>
<tr>
<td></td>
<td>with them in a meaningful way</td>
</tr>
<tr>
<td>Retention / Talent Management</td>
<td>• Implement Stay and Exit Interview plans</td>
</tr>
<tr>
<td></td>
<td>• Implement meaningful performance evaluations for sworn employees</td>
</tr>
<tr>
<td></td>
<td>• Develop business units with focus on teamwork and collaboration</td>
</tr>
<tr>
<td>Employee Feedback / Empowerment</td>
<td>• Solicit and use employee feedback to make agency improvements</td>
</tr>
<tr>
<td></td>
<td>• Recognize employees for their agency/individual improvements</td>
</tr>
<tr>
<td>Timeliness of Action / Communication</td>
<td>• Discipline – reduce time from infraction to final action</td>
</tr>
<tr>
<td></td>
<td>• Recognition – respond quickly to recognize, reinforce and appreciate</td>
</tr>
<tr>
<td></td>
<td>employees for their positive actions</td>
</tr>
</tbody>
</table>