DENVER POLICE DEPARTMENT
PEAK PERFORMANCE REVIEW
3/14/2013
FOR THE PERIOD COVERING: 2012
Discuss how your agency impacts Kids, Jobs (Economic Development), and the Safety Net (Public Safety and Social Safety)

**Kids**: School Resource officers, Juvenile detention, Safe City curfew programs, Emerson St Prep Center Problem Solving Project, PAL Program, Human Trafficking Grant regarding Commercial Sex Exploitation of Children

**Jobs**: Business Improvement District partnership, Downtown 16th St Mall Problem Solving Project, Morrison Corridor redevelopment partnership through District 4 Problem Solving Project focus, Internship programs to prepare people for jobs (one to CIA, one to Homeland Security)

**Safety Net**: Realignment to get more patrol officers on street

**Sustainability** – doing more with less, getting more efficiency from current work force, pursuing technology advances to make a more efficient work force.

Our **customers** – all citizens and visitors of City and County of Denver
Crime Prevention and Team Concept Policing
Crime Prevention

How Do We Prevent Crime?

How Does Team Concept Policing Fit?
Prior to 2013 – Officers voted on their schedule each period (4 weeks) meaning that they might work different days and/or differing shifts every 4 week. Due to this they often did not work set precinct (area) assignments.
Team Concept

Larger Geographic Areas Necessary to Fully Implement Community Policing and the Team Concept
### Precincts

**Current Approach**
- 78 Precincts
- 1 Precinct = 1 Car
  - Regardless of calls for service
  - Differing Workload Between Precincts
    - Officer A in Precinct A = 748 call hours
    - Officer B in Precinct B = 18,028 call hours
  - Differing Workload by Time of Day
    - Precinct C
      - Day time = 3,701 Calls
      - Night time = 2,009 Calls

**Future Approach**
- 32 Precincts
- 1 Precinct = Multiple Cars
  - Based on ratio of calls for service per officer
  - Balancing Workload and Staffing
    - Across Precinct
    - By Time of Day
  - Flexibility to Address Emerging Issues
  - 35% Of Time Focused on Prevention

Precinct A, B and C reflect the actual call hours/numbers for 3 real Denver Precincts. Hours and calls reflect 1/1/2012 – 12/31/2012
# Precincts

## Current Approach
- Deploying Officers Across the District
- Unstaffed Assignments

## Future Approach
- Area Ownership
  - Greater Familiarity and Issue Specialization = Crime Prevention
- Better Service through Quicker Response Time
- Increased Police Presence
  - Precinct Integrity
  - Directed Team Patrol
  - Shared Team Responsibility
Approach

- Commander Input
- Analytical Study
  - Calls for Service Time, Crime types, Workload Evaluation
- Neighborhood Integrity
- Geographic Issues
- Best Use of Resources
New District Boundaries

Changes:
- District 1 includes all of Globeville, Auraria and Lincoln Park
- District 2 extends to 6th Ave and the northern section of Five Points.
- District 3 extends to the Platte River
- District 5 includes all of Stapleton
Red stars indicate the neighborhoods that are currently split between districts – 5 total
Blue star is the one neighborhood that will be split between districts due to re-districting – 1 total

5 Points split based on
- building type (single family residential vs. multi-family units and business units)
- crime type and issues more related to issues in Cole and Whittier neighborhoods on the north end
- Light rail station issues at 30th and Downing
Redistricting Benefits

- Crime Prevention
- Areas Rebalance Based on Call Load
- Allows for Department to Redeploy Based on Changing Workloads and Needs
- Full Implementation of the Team Concept
- Greater Community Relationships
- Greater Area and Issue Expertise
- Greater Neighborhood Integrity
- Best Use of Resources
• We measure out **mission** in **three** ways:

1) **Compare** to other **regional cities** with **comparable populations** and **police force size** (FBI stats)

2) **Reported offenses** in Denver, compare 2011 to 2012 for same time period.

3) **Citizens rate their feelings of safety and satisfaction** with the police dept. (National Citizen Survey)

• The 2011 numbers are from the FBI final reports, the 2012 numbers are from the various departments online data 4.3% increase

• Part 1 Crimes: Murder, Rape, Robbery, Agg Assault, Burglary, Larceny, Theft from Motor Vehicle, Auto theft, Arson
1) **Reported offenses** in Denver, compare 2011 to 2012 for same time period.

- **Crimes Against Society** include: Drug/Narcotic Violations, Gambling, Child Pornography, Prostitution, Weapons Law Violations

- **All Other Offenses** include: Fraud – NSF – Closed Account, Curfew, Disorderly Conduct / Disturbing the Peace, Family Offenses / Nonviolent, Liquor Law / Drunkenness, Other Sex Offenses, Violation of Restraining Order / Court Order, Harassment, Criminal Trespassing, All other offenses.
Key increases – 1) reflect new district command (yellow), 2) introduction of officer level report in CORE (EIIS report)

Officer productivity is measured by calculating

**Officer Discretionary Time** = All Available Time – Time Spent on Class 1 CFS – Time Out of Service – Time on Administrative Function.

**Total Number of Class 2 CFS (self initiated actions) / Officer Discretionary Time** = Productivity.

Goal (red line) reflects 1 Class 2 CFS for every 2 hours of Officer Discretionary Time.

We track this publically at the City and District levels. Internally we track it down to the car level for supervision and management purposes on a monthly basis. When necessary it is tracked at the officer level for feedback.
Quarters 2, 3 and 4 have consistently beat their clearance projections, by 2%, 4% and 6% respectively. These increases are related to factors outside of caseload. One possible contributing factor would be the decentralization of detectives for assaults and robberies.

We will monitor this relationship as we right-size and see what the effect more detectives to district investigations make.

Cases are defined as cleared or not cleared at 75 days from the incident (allows apple to apple comparison over time). We report a quarter behind due to this.

The relationship between caseload and clearance is strong when you compare the effect of the current quarter’s caseload and the next quarter’s clearance.  

47% of the variation in clearance rate can be explained by last quarter’s caseload.  

higher caseload = lower clearance and lower caseload = higher clearance.

DPD’s Case Clearance metrics is custom to Denver and should, therefore, not be compared to other cities or police departments.
Tactic 1.03: Implement one Level One Problem Solving Project (PSP) per district.

Theft from Motor Vehicle - Washington Park

- One of the largest parks in the City & County of Denver.
- Heavy and continual usage of the park,
- Visitors often leave their personal belongings behind in their vehicle.
- From 2009 to 2010 there was a 37% increase in this area, followed by a 6% increase from 2010 to 2011
- Goal to be below the three year average in TFMV

<table>
<thead>
<tr>
<th>2 Block Radius</th>
<th>2011</th>
<th>2012</th>
<th>% Change</th>
<th>Year End Goal</th>
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<tr>
<td>TFMV</td>
<td>87</td>
<td>57</td>
<td>-35%</td>
<td>&lt;74</td>
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Chief's Office of Planning, Research and Support

Denver Police Department Operations Manual
- Purchase Content Management System (PowerDMS)
- Rewrite / Update Policy and Procedures
- Develop Policy for Content Management and Electronic Training

Develop a New Performance Evaluation System for Sworn Members

Strategic Plan
- Transitioned from DAU to Planning

Public Affairs Bureau

Social Media
Citizen's Academy
Volunteers in Policing
Training

Perspectives on Policing
- Delivery of services with Respect for all Citizens
- Public’s perception of the department

Leadership in Police Organizations (LPO) Course
- Rank of sergeants and above for 2013
- Develop/train internal instructors

Civilianization

Identify sworn positions that can be transitioned to civilian positions
- Creating a two fold multiplier effect:
  - More sworn personnel assigned to police work
  - Civilians filling non-sworn police functions
District Stations

One Level 1 Problem Solving Project (PSP)
  o Per District

Hot Spots
  o Will transition to precinct hot spots in conjunction with;
    • Team Concept Policing
    • Redistricting
Investigative Support Division
Locate Violent Felons
Focus Operations within Identified PSP Areas
Proactive Operations Aimed at Reducing Street Level Crime

Major Crimes Division
Sex Offender Registration Unit
Collaborate with District Stations to Increase Compliance

Internal Affairs Bureau / Conduct Review Office
New Case Management System (IA Pro)
- Improve Efficiency and Consistency of Discipline
- Case management timeline
Most large agencies will review quarterly, smaller 2-3x/year. Give the audience a heads up on what to expect the next time.

**Next review**

- **Next Performance Review: July 11, 2013**
- **Strategies and Tactics of focus for next meeting**
  - 2013 Q1 Strategic Plan Updates
- **Update on projects and opportunities**
  - Ongoing updates on Strategic Realignment