DENVER POLICE DEPARTMENT
PEAK PERFORMANCE REVIEW
02/16/2012
FOR THE PERIOD COVERING: 2011
We: How are we partnering with the community.

- **Selecting District Commanders** - Transparency through community involvement in selecting district commanders.

Deliver: how is our delivery getting better, faster, stronger

- **Cop Logic** allows for online reporting and enters the info into the system, rather than scanning.
- **DPD Website**, we now have online payment services so that consumers can pay for things like photo-radar tickets, other traffic citations, and to order records. This both improves the convenience and speed for our customers.
- **new Sex Offender Tracking and Registration system**, SOTAR, took us from 6-7% non-compliant to less than 1% non-compliant. The SOTAR system is associated with other jurisdictions. Therefore an offender is tracked when they relocate.

World-class city: how we compare to other cities

- According to CQ Press we are the **10th safest city** with a population over 500,000 (FBI UCR statistics)
- New crime lab potential and capabilities.

Where everyone matters: how we serve the most vulnerable

- **DART** – Denver Assessment and Response Team – Provides referral services to the mentally ill which reduces the number of calls for service.
- **VAU** – Victims Assistance Unit (national best practice model) – Scott Snow, Director
- **homeless outreach team** – 4 officers in District 6 provide additional service to the homeless in identifying shelters and available services.
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

Curfew Numbers for 2011: Curfew Arrests – 614 (20% increase from 2010, 508) from Apr – Sept. Also saw a 16% decrease in crimes with Juvenile Suspects in that same time period.

**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 place more police officers on patrol.

**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. A decrease in crime and improving quality of life issues will increase customer experience in Denver.
We measure out **mission** in **three** ways:

1) How we compare to other regional cities with comparable populations and police force size through FBI and other statistics

2) How are citizens rate their feelings of safety and satisfaction with the police dept. through the National Citizen Survey

3) How are reported offenses in Denver compare to the offenses reported in the previous year.

We provide multiple measures for the first two sources in our Strategic Plan and have included 3 exemplars in this presentation.

These comparison numbers are preliminary numbers from the various departments published reports and/or websites. We will updated these with final numbers from the FBI’s Uniform Crime Report later in the year when it becomes available.

<table>
<thead>
<tr>
<th>City</th>
<th>Population</th>
<th>FBI UCR Part 1 Crime '11 per 100,000 residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>El Paso</td>
<td>649,121</td>
<td>2,818</td>
</tr>
<tr>
<td>Denver</td>
<td>600,155</td>
<td>4,429</td>
</tr>
<tr>
<td>Sacramento</td>
<td>489,488</td>
<td>5,286</td>
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<tr>
<td>Portland</td>
<td>583,776</td>
<td>3,790</td>
</tr>
<tr>
<td>Austin</td>
<td>750,580</td>
<td>6,629</td>
</tr>
<tr>
<td>Tucson</td>
<td>500,116</td>
<td>6,346</td>
</tr>
<tr>
<td>Albuquerque</td>
<td>543,652</td>
<td>6,605</td>
</tr>
<tr>
<td>Tulsa</td>
<td>391,908</td>
<td></td>
</tr>
</tbody>
</table>
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.

**Question:** Burglary, larceny and theft from motor vehicle account for the highest increases. What is your approach to decrease these categories?

**Answer:** The approach is prevention and to keep people from entering the judicial system. We plan to continue educating the public about crimes of opportunity.
The City and County of Denver has conducted the Citizen Survey since 2002 as a method of gauging citizens’ perceptions of City government and the Denver community as a whole.

Conducted by the National Research Center, Inc. (NRC), who conducts similar surveys in 500 jurisdictions across the United States. These comparison evaluations are essential for benchmark comparisons, which enable the City to compare survey results with jurisdictions across the nation. These benchmark comparisons provide valuable insight for the improvement of services, community quality of life, civic engagement, and overall public trust in City government.

In 2011 3,000 households were randomly selected to participate, with 876 responded (31% response rate, 3% margin of error).

For Safety for the last 3 years responses for both violent and property crime have been the same (within error margin).
This a draft plan and timeline that is subject to change.
Based on analysis by Juno Analytics: adding 5 officers to patrol translates into an additional $3.9 million in Societal Benefit (reduced crime). $747 million as a total crime cost was for top 6 categories of crime, a very conservative estimate.

Crime costing examples – Things that are used to think about societal costs are insurance rates, property values, taxes, business costs/not wanting to be in Denver, lost wages for homicides, incarceration costs, actual police force costs and many other costs.
This is a draft plan and the organizational chart is subject to change.

Deputy Chief of Administration

- Admin. Chief of Staff
- Deputy Chief of Administration
- Public Affairs Captain
- Training & Recruitment Captain
- DNA Captain
- IAB Commander
- Administrative Mgmt Commander
- Financial Services Director
- Crime Laboratory Director
- PIO Unit
- Lobbyist
- Social Media
- Public Relations Unit
- Volunteer Unit
- Data and Technology
- Records Section
- Fleet Management
- Juvenile Intake
- Financial Services
- Inventory Control
- Uniform Supply
- Stationary Supply
- Urban Area
- Security Initiative
- Crime Scene Inv. Unit (CSI)
- Computer Crime
- Prop Management
- Bureau
- Identification Section

The following units may be partially or completely civilianized over time:
- Volunteers in Policing
- HR Liaison
- Crisis Intervention Team Training
- Information Management
- Court Liaison
- Information Desk
- Inventory Control
- Crime Scene Investigation Unit
- Computer Crime
- Property Management Bureau
- Identification Section
**Gangs** will give up 6 officers to patrol which will be backfilled with one officer from each of the **districts** to receive 6 months training with the Gang Unit. They will continue that rotation.

The backbone of policing is in the Districts. Currently 48% of the workforce is in Patrol. Over time more officers will be reassigned to patrol from administrative positions. Street robberies will move to the Districts and Business robberies will remain centralized.

Domestic Violence investigations will be centralized.

Assaults will move to the Districts.

The two funded slots in Photo Radar will be assigned to Patrol.

**Question:** If six officers from the Gang Unit are reassigned to Patrol, will they be doing the same type of work?

**Answer:** The Commanders will determine their assignments based on their needs.

**Question:** Relationships are built between the officer and gang member. Officers know who is working the streets. How does this reallocation assist that process?

**Answer:** Only six of the 40 officers are reassigned and the officers in the District can share information with the Gang Unit.
Administration
as of 2/28/2012

Deputy Chief of Administration

Admin. Chief of Staff

- Public Affairs
  Captain
- Training &
  Recruitment
  Captain
- DNA
  Captain
- IAB
  Commander
- Administrative
  Mgmt
  Commander
- Financial Services
  Director
- Crime Laboratory
  Director
- PIO Unit
- Lobbyist
- Social Media
- Public Relations
  Unit
- Volunteer Unit
- Data and Technology
- Records Section
- Fleet Management
- Juvenile Intake
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  Security Initiative
- Vehicle Services
- Uniform Control
- Property Management
  Bureau
- Computer Crime
  Bureau
- Identification Section

The following units may be partially or completely civilianized over time:
  - Volunteers in Policing
  - HR Liaison
  - Crisis Intervention Team Training
  - Information Management
  - Court Liaison
  - Information Desk
  - Forensic Analysis
  - Crime Scene Investigation Unit
  - Computer Crime
  - Property Management Bureau
  - Identification Section

This is a draft plan and the organizational chart is subject to change.
The overall Mission and Vision is supported by the following Strategies:

1. Strengthen proactive policing by both Patrol Division and Special Operations Division officers
2. Enhance investigations to solve more crime and remove career criminals and violent offenders from the community
3. Engage communities to increase their awareness of safety and their overall satisfaction with police
4. Implement the Vision of implementing technologies that enhance policing operations and improve the productivity of its support functions, throughout the Police Department

Each area of the plan, Mission, Strategies and Tactics contain a description of the approach and the method of evaluation for the goal. All levels must contain quantitatively measurable approaches. For example the overall Mission is evaluated using comparison to similar cities using FBI statistics, reviews of the National Citizens Survey measuring perception of safety, and reviews of Denver crime trends to measure recent progress. Within each Strategy are a variety of Tactics, which are modified or changed each year as needed. The public version of the plan is available on Denvergov.org for citizen review and is updated quarterly.
2011 Strategies & Tactics

Strategy 1.00: Strengthen proactive policing by both Patrol Division and Special Operations Division Officers

Key tactics
- Officer Productivity
- Level 1 and Level 2 Problem Solving Projects
- Gang Bureau Operations
- Gang Bureau Community Partnerships
- Gang Bureau Gun Violence
- Decrease DUI Related Accidents
- Decrease Accidents
- Increase School Zone Safety
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.

This metric is a good barometer for officer morale.
As officers focus on problem areas in their precincts it will help increase productivity.
Each district has 1 Level 1 and 2 Level 2 PSPs

Precinct 534 is an example of a more traditional PSP that is an area response to a particular crime trend that is narrow in focus and outcome goals.

Tactics:
• Street Crime Attack Team (SCAT) conducted crime data-driven undercover operations and uniformed saturation patrols using foot, bike, motorcycle and traditional marked car patrols. These patrols were characterized by making pedestrian and motorist contacts leading to warrants and warrants clearances, completing street checks, issuing traffic and parking citations, making arrests, and developing actionable criminal intelligence.
• SCAT officers called out of service “for the Precinct 534 PSP” for a minimum of 10 hours during their 40-hour work week.
• Community Resource Officers (CROs) conducted foot, bicycle or marked car patrol, at a minimum of two hours per each 40-hour work week, emphasizing positive contacts.
• CROs promoted the advancement of Neighborhood Watch and Crime Stoppers programs.
• On Details 1, 2 and 3, on all seven days of the week, detail sergeants designated a precinct officer to call out of service “for the Precinct 534 PSP” for a minimum of one hour of each 10-hour shift, or conduct a minimum of two Class 2 actions in the target area during each shift.
The 16th St Mall PSP is an example of a more innovative problem solving project that was developed in response to community concerns and has complex goals and outcome measures.

Tactics:
• Encourage targeted businesses to employ “Lobby Managers” specifically responsible for monitoring the activity in the lobby of their restaurants.
• Coordinate with RTD to encourage and assist with ongoing, strict enforcement of the fare-evasion statutes, specifically at the rail stations near the 16th Street Mall.
• Reinstatement of the 16th St. Mall foot patrol unit, staffed by four (4) on-duty officers beginning April 3, 2011.
• Off-duty foot patrols funded by the Business Improvement District
• Coordination with outside agencies on issued related to homeless youth.
• Lobby the City Council to extend the hours of the Sit/Lie ordinance beyond the 9:00 P.M. time that now exists.
• Coordinate with the City Attorney’s office to ascertain the legality of the Loitering ordinance and in turn educating officers on the proper use of this ordinance as an enforcement tool.
• DMU will utilize two or three additional plainclothes officers on a regular basis, in an attempt to better observe illegal activity.
• Work with the pedal cab companies to educate and train their operators regarding the laws and ordinances they are required to follow and the documentation they are must carry.
• Place a D6 officer in the HALO room to observe illegal or suspicious activity and to call in officers to the location of that activity.
Outcomes:
Felony arrests down 3.8%, Misd arrests up 2.5%. Occupy Denver took a lot of resources away from this project
This is an example of a more traditional PSP that is an area response to a particular crime trend that is narrow in focus and outcome goals.

Neither neighborhood met it’s goal but they are moving in the right direction.

**West Highlands** is more residential and saw more improvements from the outreach.

In **Highlands**, there is a much higher percentage of restaurants and shops bringing in people who do not live in the area and did not receive the targeted outreach.

**Tactics:** Since TFMV is a crime of opportunity the strategy focused primarily on community involvement/education based on prevention efforts.

- Community education outreach through RNO’s, community media, main-stream media, social media, and CAG meetings.
- Dissemination of awareness flyers throughout hot spot areas.
- Identification of, and flyer dissemination on, high-risk vehicles based on officer and/or community volunteer observations.
- Increase Neighborhood and Business Watch blocks in designated area

**Question:** How much more did you do?

**Answer:** We need to add a measurement of the efforts deployed prior to the PSP compared to the measures deployed during the PSP to identify the impact on crime.
The Emerson Prep PSP is an example of a more innovative problem solving project that was developed in response to community concerns and has complex goals and outcome measures.

**VOLUNTEER**

**Officer/Student Mentoring program 14 officers** are currently participating. Each officer spends a minimum of 2 hours per month providing homework assistance, guidance and advice.

Tactics:
- Collaboration with District Two command staff and the School Administration to identify top calls for service locations and possible solutions. Quarterly update meetings.
- Conduct trainings and education for students related to the calls for service.
- Collaboration with Gang Unit CRO for school presentations.
- Extra patrol both at the location and the surrounding neighborhood.
Tactic 1.02: Implement two Level Two Problem Solving Projects (PSP) per district.

District 2: Emerson St School Prep Center
Issues and Outcomes

Issues: Emerson High School and PREP Middle School were merged in 2011, with Emerson High School moving from District 1. All CFS and Offenses from 2010 are the combined from both schools.

- The student body population increased dramatically from 190 students in the 2009/2010 school year to 340 students in the 2010/2011 school year.

<table>
<thead>
<tr>
<th></th>
<th>Offenses</th>
<th>Class 1 CFS</th>
<th>Class 2 CFS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Per 100 Students</td>
<td>Total</td>
</tr>
<tr>
<td>2010</td>
<td>13</td>
<td>0.8</td>
<td>40</td>
</tr>
<tr>
<td>2011</td>
<td>14</td>
<td>4.1</td>
<td>56</td>
</tr>
<tr>
<td>Change</td>
<td>+7.7%</td>
<td>-30.7%</td>
<td>+21.7%</td>
</tr>
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</table>

Student body increased from 190 to 340 students. When you compare apples to apples based on number of students this was successful.
**Tactic 1.06: Decrease DUI related accidents citywide**

**Goals:**
Maintain 2010 DUI arrest numbers, min 8 enforcement campaigns, min 4 Public Service Announcements with downtown partners.

**Outcomes:**
- 12 state-wide enforcement campaigns
- 20 Public Service Announcements
- Joint CDOT-DUID press conference on Drug Impaired Driving

<table>
<thead>
<tr>
<th></th>
<th>DUI Arrests</th>
<th>DUI Accidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>3,218</td>
<td>756</td>
</tr>
<tr>
<td>2011</td>
<td>3,062</td>
<td>754</td>
</tr>
<tr>
<td>Percent Change</td>
<td>-4.8%</td>
<td>-0.3%</td>
</tr>
</tbody>
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Note: DUI unit was **down 1 body** in 2011 (13 officers) compared to 2010 (14 officers) and functionally down 2 as 1 of the officers has been on medical.

11 state-wide enforcement campaigns
21 PSAs completed in 2010
Lost OTTC funding from patrol for additional staffing (30k)
2011 Strategies & Tactics

Strategy 2.00: Enhance investigations to solve more crime and remove career criminals and violent offenders from the community

Key tactics
- Case Clearance
- Fugitive Unit efforts
- Maintain Non-Compliant Sex Offenders below 9%
- Process DNA profiles on a minimum of 4% of reported burglaries
- Reduce violent crimes related to licensed liquor establishments
This is one of the more difficult metrics, since there are so many possible ways to define “cleared.” An experienced District 3 detective, the CID Division Chief, the former Captain of the Crime Analysis Unit, and others within DPD helped establish the definition.

Defining case clearance is also made difficult by open cases continuing to clear for months and even years after the incident date. This was resolved by setting the artificial timeline of 75 days from the incident date, so that current year clearance rates may be compared to clearances dating back to 2007. Otherwise, the older cases would have had an unfair “advantage” in having more time to clear and it would appear that newer cases have a lower clearance rate, when in fact that may not be true.

DPD’s Case Clearance metrics is custom to Denver and should, therefore, not be compared to other cities or police departments.

**Question:** Where would you place resources?
**Answer:** Add additional people to the Crime Lab to increase case closure. Move more resources to patrol (district level) to reduce workload and move investigators to the Districts to increase clearance rates

**Question:** Who set the number of days to 75?
**Answer:** The number of days was set to 75 from the time the case starts to normalize the data. An increased time period would not allow us to report the measure each quarter.
This is an example of a metric where we did not want the measurement to negatively impact the actual work. When we were developing the fugitive metric there was concern that it might encourage people to focus on the “easier” warrants to increase total numbers rather than focusing on the most violent and/or dangerous felons. Working closely with the unit a metric was established that focused on the most dangerous (violent felonies, domestic violence with imminent threat, etc) individuals and also what information (benefit) we get on those cases.

Many of these metrics were not collected in 2010, so there is not comparison data. 2011 and 2012 data will be used to establish benchmarks for future years.
2011 Strategies & Tactics

Strategy 3.00: Engage communities to increase their awareness of safety and their overall satisfaction with police

Key tactics
- Engage communities to increase their understanding of safety and their satisfaction with police
- Crime Prevention Presentations by District
- Vice/Narcotics complaint feedback
- Mediations
District Community Resource officers attend all community meetings that they are invited to.

Survey’s distributed in Oct and Nov of 2011 to all community meetings a Denver officer attended. Total of 260 survey’s were completed at 25 meetings.

Overall, the citizens who attended their neighborhood community meetings feel that having a Denver Police officer attend their meetings is useful and adds value to the meeting. Additionally they rate the Denver Police officers as doing a Good Job on addressing crime in their neighborhood and responding to their issues and concerns. Generally, District 5 and District 6 had the lowest scores and District 3 had the highest.
2011 Strategies & Tactics

Strategy 4.00: Implement the Vision of implementing technologies that enhance policing operations and improve the productivity of its support functions, throughout the Police Department

Key tactics:
- Department wide tactics that support engaging the community, investing in personnel and technology, and improving the productivity of support functions.
- Streamline Records Bureau
- To implement and support the RMS system and support the reengineering bureaus and processes
- Address Property Bureau audit concerns and implement processes to correct identified deficiencies
- Decrease NIBRS errors reported to CBI
- Create a research team to examine issues and build strategies to address them
- Update training processes through the DPD training academy
Tactic 4.03: Address Property Bureau audit concerns and implement processes to correct identified deficiencies.

- Continue the conversion of evidence from the legacy system into RMS, deleting Legacy items at a rate of 4,750 items per quarter
  - Completed on 12/31/2011
    - 18 months ahead of schedule
- Shift old evidence to the old Pre-Arraignment Detention Facility
- Comply with State mandated DNA collections, review and identify freezer storage issues
- Maintain Audit Standards

*Finished in 5 years when estimate was 6.5 years – 18 months early*

**Summary of Events Legacy to RMS conversion:**

We began using the Versaterm component of the Record Management System (RMS) for recording and managing all incoming evidence/property on January 1, 2007.

All evidence maintained by the Property Bureau prior to January 1, 2007 had to be manually entered into the RMS with new labels affixed to each item. In some cases we also had to repackage and consolidate some of the evidence.

When the conversion project began, we had 358,245 items that required conversion or purging from the legacy system.

An independent audit and time management study estimated that the entire process would take 6 ½ years to complete with our then, and current staffing.

The conversion process has been completed in just under 5 years; eighteen months ahead of schedule!

The additional benefits resulting from this process was that we completed a 100% inventory of all evidence in our possession and established a baseline for future inventories.
Next review

- Next Performance Review: 5/17/2012
- Strategies and Tactics of focus for next meeting
  - 2012 Strategic Plan
  - Quarter 1 updates for Strategic Plan
- Update on projects and opportunities
  - Updates on Strategic Realignment