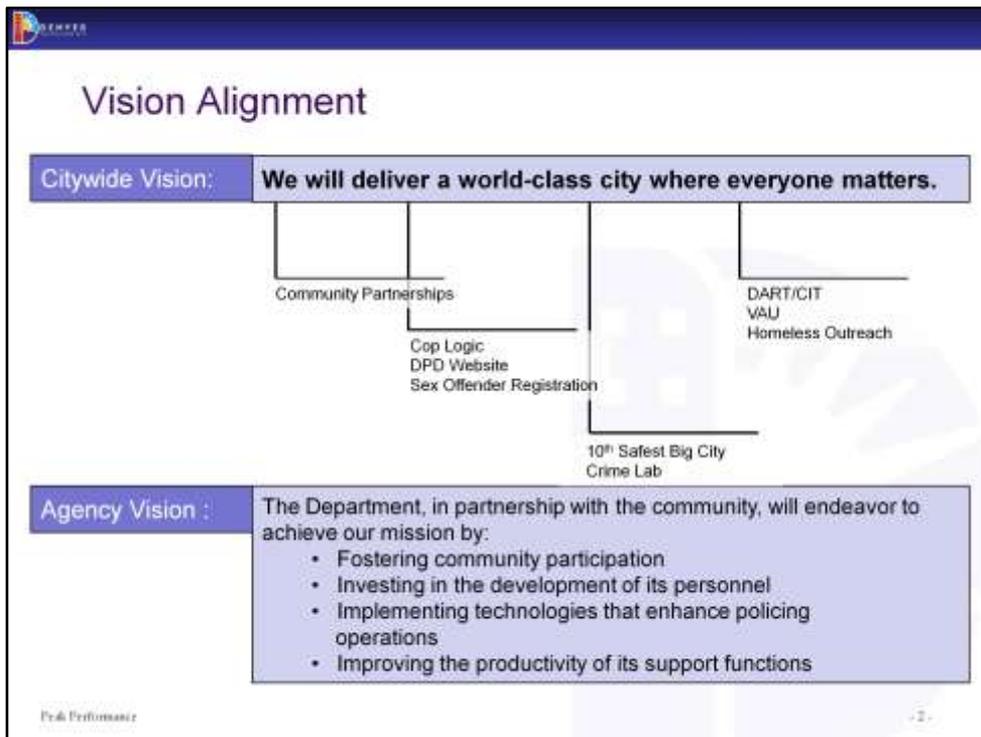


Presenter: Chief Robert White

Agency Representatives: Deputy Chief Dave Quinones, Deputy Chief Bill Nagle, Lt. Matt Murray, Liz Shahan, Chris Wyckoff



We: How are we partnering with the community.

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

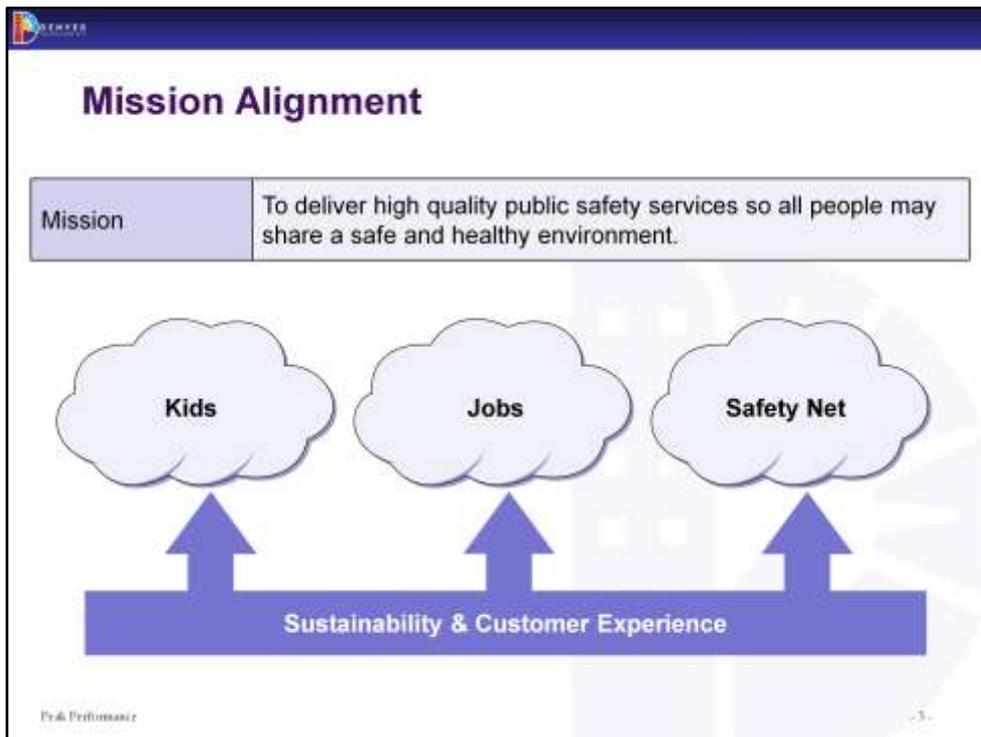
- **Cop Logic** allows for online reporting and enters the info into the system, rather than scanning.
- **DPD Web site**, we now have online payment services so that consumers can pay for things like photo-radar tickets, other traffic citations, and to order records. This both improves the convenience and speed for our customers.
- new **sex offender registration tracking system**, took us from 6-7% non-compliant to less than 1% non-compliant.

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)
- Crime lab potential and capabilities.

Where everyone matters: how we serve the most vulnerable

- **DART** – Denver Assessment and Response Team
- **VAU** – Victims Assistance Unit (national best practice model) – Scott Snow, Director
- **homeless outreach team** – 4 officers in District 6



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

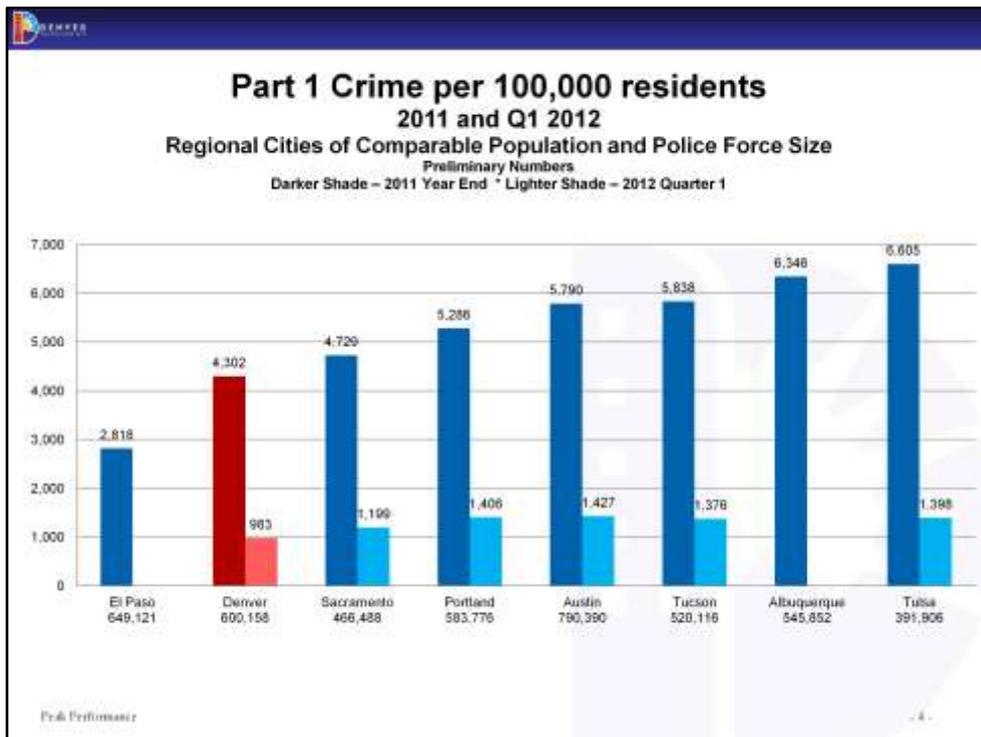
Curfew Numbers for 2011: Curfew Arrests – 614 (20% increase from 2010, 508) from Apr – Sept. Also saw a 16% decrease in crimes with Juvenile Suspects in that same time period.

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 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



- 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)
- We will update these with final numbers from the FBI's Uniform Crime Report later in the year when it becomes available.
- Murder, Rape, Robbery, Agg Assault, Burglary, Larceny, Theft from Motor Vehicle, Auto theft, Arson

REPORTED OFFENSES Q1 2011 vs.. Q1 2012

REPORTED OFFENSES USING NIBRS DEFINITIONS IN THE CITY AND COUNTY OF DENVER

| TYPE OF OFFENSE | | JAN-MAR 2011 | | JAN-MAR 2012 | | CHANGE | |
|-------------------------|------------------------------------|--------------|---------------|--------------|---------------|-------------|--------------|
| | | # | % | # | % | # | % |
| CRIMES AGAINST PERSONS | Murder | 9 | 0.1% | 8 | 0.1% | -1 | -11.1% |
| | Aggravated Assault | 510 | 5.2% | 522 | 5.4% | 12 | 2.4% |
| | Forcible Sex Offenses | 189 | 1.9% | 168 | 1.7% | -21 | -11.1% |
| | Non Forcible Sex Offenses | 16 | 0.2% | 5 | 0.1% | -11 | -68.8% |
| | Kidnapping/Abduction | 38 | 0.4% | 55 | 0.6% | 17 | 44.7% |
| | Simple Assault | 681 | 7.0% | 678 | 7.0% | -5 | -0.7% |
| | Intimidation | 102 | 1.0% | 122 | 1.3% | 20 | 19.6% |
| SUBTOTAL | | 1,545 | 15.9% | 1,556 | 16.2% | 11 | 0.7% |
| CRIMES AGAINST PROPERTY | Arson | 24 | 0.2% | 20 | 0.2% | -4 | -16.7% |
| | Bribery | 1 | 0.0% | 0 | 0.0% | -1 | -100.0% |
| | Burglary | 1,027 | 10.5% | 1,104 | 11.5% | 77 | 7.5% |
| | Counterfeiting/Forgery | 49 | 0.5% | 42 | 0.4% | -7 | -14.3% |
| | Criminal Mischief/Damaged Property | 1,375 | 14.1% | 1,381 | 14.3% | 6 | 0.4% |
| | Embezzlement | 2 | 0.0% | 1 | 0.0% | -1 | -50.0% |
| | Extortion | 8 | 0.1% | 8 | 0.1% | 0 | 0.0% |
| | Fraud | 309 | 3.2% | 223 | 2.3% | -86 | -27.8% |
| | Larceny | 1,295 | 13.3% | 1,457 | 15.1% | 162 | 12.5% |
| | Theft from Motor Vehicle | 1,904 | 19.6% | 1,656 | 17.2% | -248 | -13.0% |
| | Motor Vehicle Theft | 877 | 9.0% | 819 | 8.5% | -58 | -6.6% |
| Robbery | 260 | 2.7% | 334 | 3.5% | 74 | 28.5% | |
| Stolen Property | 22 | 0.2% | 37 | 0.4% | 15 | 68.2% | |
| SUBTOTAL | | 7,153 | 73.5% | 7,082 | 73.6% | -71 | -1.0% |
| CRIMES AGAINST SOCIETY | | 549 | 5.6% | 499 | 5.2% | -50 | -9.1% |
| ALL OTHER CRIMES | | 488 | 5.0% | 488 | 5.1% | 0 | 0.0% |
| GRAND TOTAL | | 9,736 | 100.0% | 9,626 | 100.0% | -110 | -1.1% |

Peak Performance 13

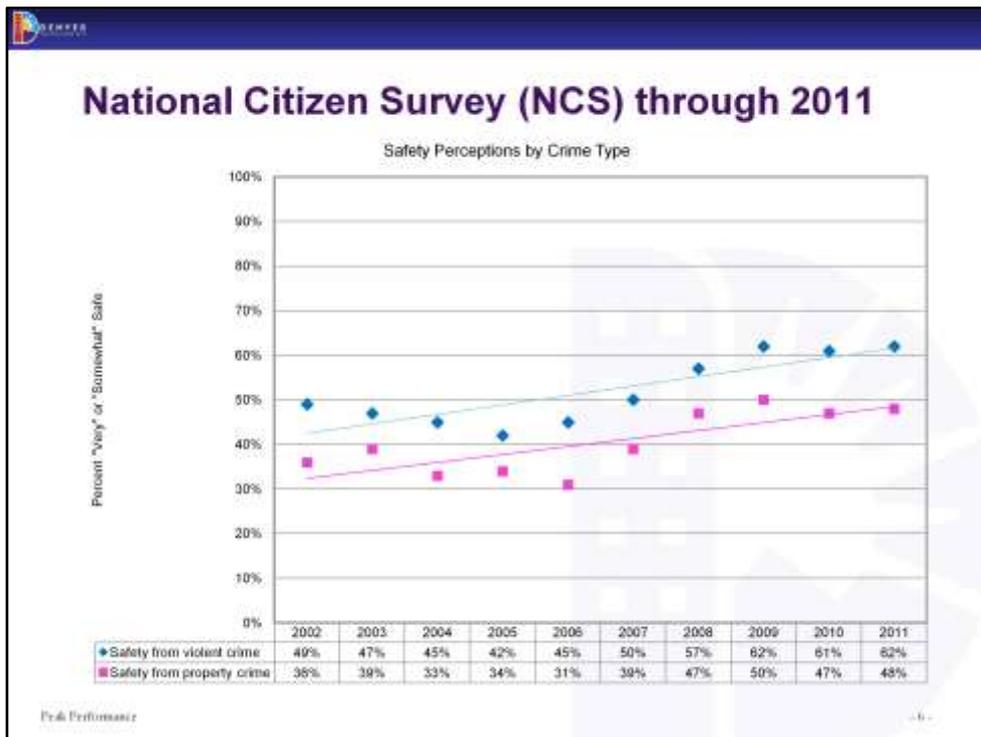
1) **Reported offenses** in Denver, compare 2011 to 2012 for same time period.

NOTE:

- 13% REDUCTION in Theft from Motor Vehicle (248 fewer offenses)
- 11% REDUCTION in Murder
- 2.4% INCREASE in Aggravated Assault
- **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.

Q: Are we seeing a rise in robberies?

Yes, street robberies are driving the increase.



- The City and County of Denver has conducted the Citizen Survey since **2002**
- Conducted by the National Research Center, Inc.(NRC),
- NRC conducts similar surveys in 500 jurisdictions across the United States.
- These comparison enable the City to compare survey results with jurisdictions across the nation.
- These benchmark comparisons provide valuable insight 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).



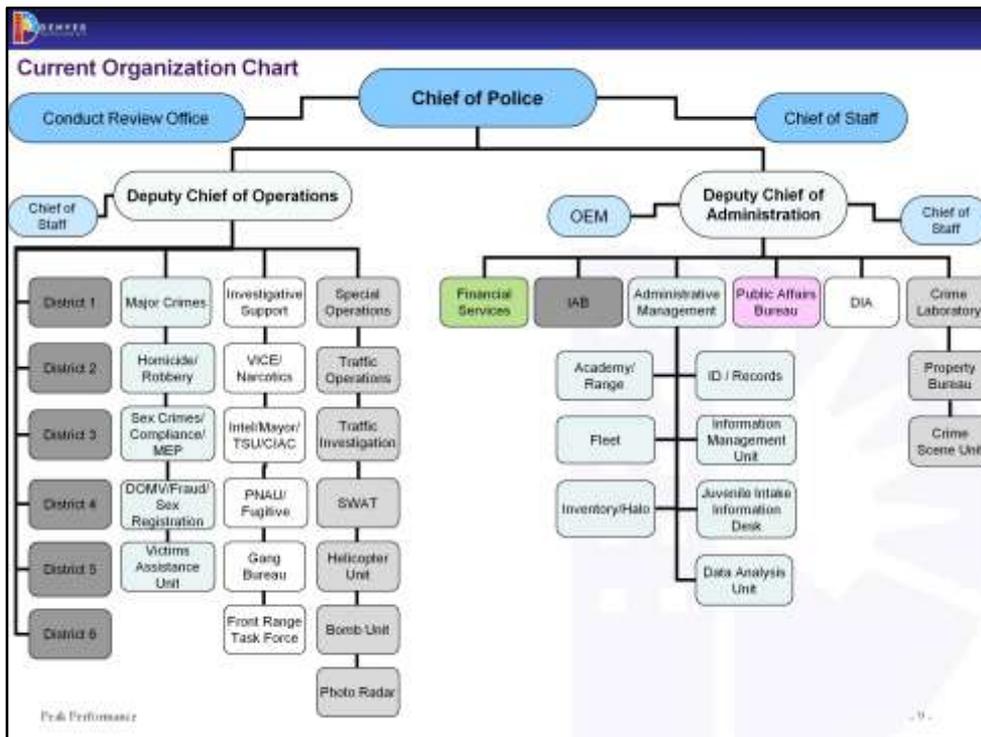


- This was to optimize bodies to call loads.
- It was successful in District 5, but required the SCAT team to be killed and these resources moved to regular patrolling.
- I think it can be more successful from a higher base level of staffing.
- A future option may be to integrate precinct integrity and response times to priority 1 and 2 calls.

Q: The overall goal for patrol staffing is 70%. When do you think you will get there?

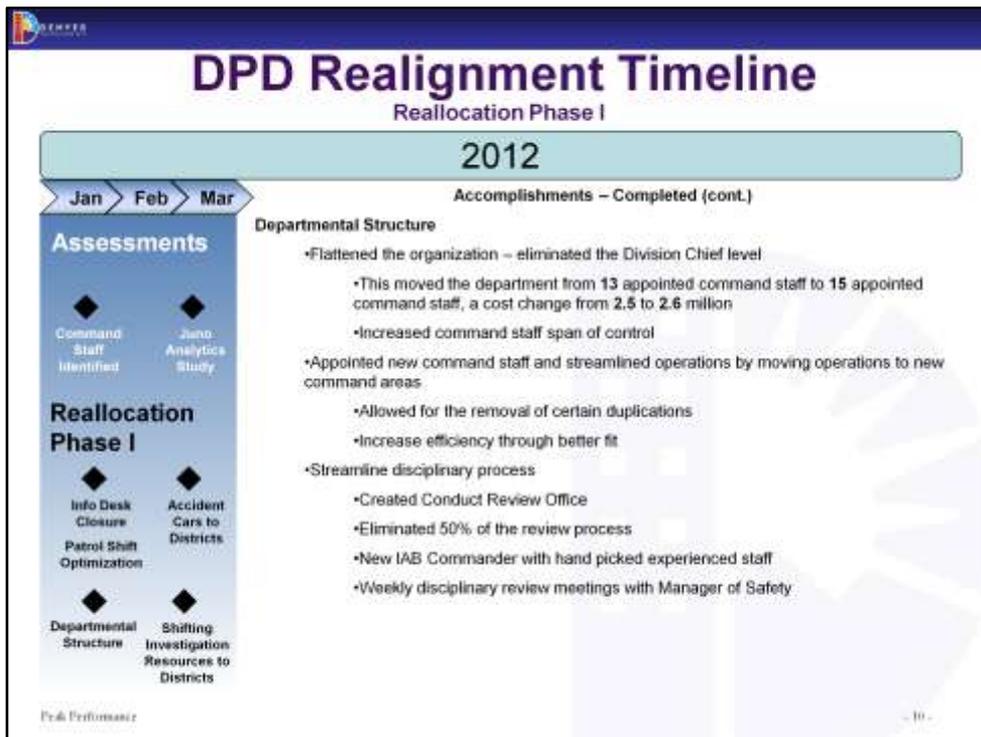
We will identify which positions can be civilianized. As budget permits we will transfer officers to the street. We should be at 60% by the third quarter.

Q: What kind of span of control is expected in the



As you will see in upcoming slides – we increased the number of commanders (while not filling the Division Chief Position) to enable us to continue to flatten the organization in the future. This structure decreases levels of management and increases accountability.

Also – more efficient operations by putting similar functions under one command (examples include the property Bureau under the Crime Lab, Gang Unit, and Narcotics together, etc)

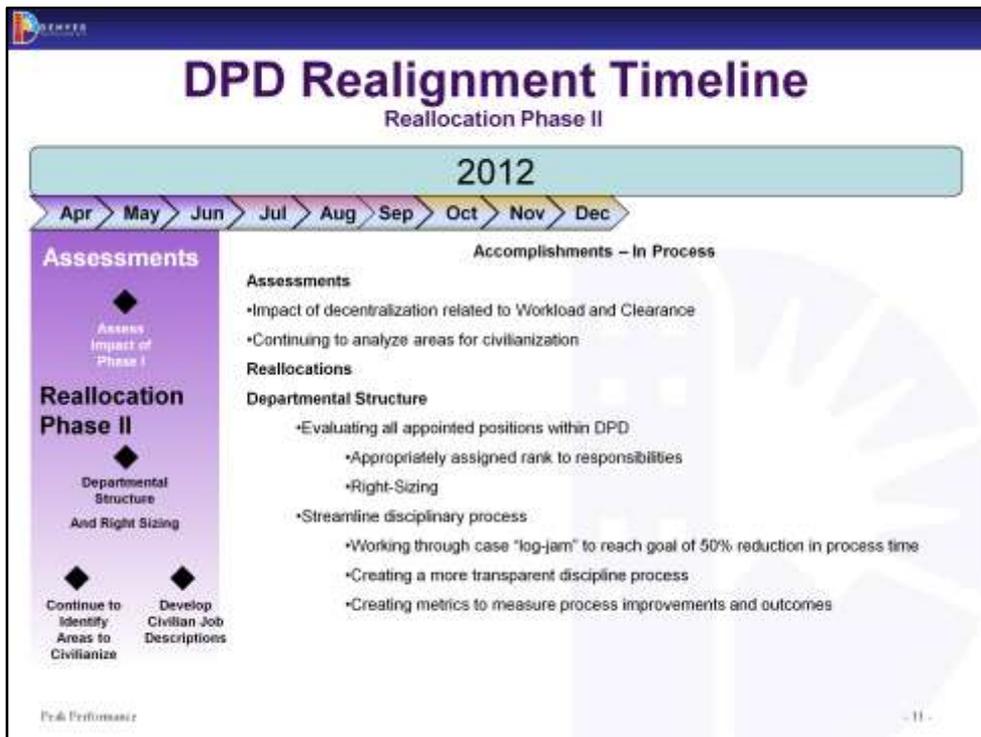


While the initial command staff cost is greater through the reorganization, it is necessary to allow the flexibility for future savings. Identified 7 positions held by Captains that could be held by Lts in the future (through attrition) for a future cost savings of \$116,988

Span of Control through Reorganization of Command Staff

| | before | after |
|---------------------|--------|-------|
| Chief | 7 | 3 |
| DC Ops | 3 | 9 |
| DC Admin | 3 | 6 |
| Command Under Ops | 10 | 21 |
| Command Under Admin | 11 | 13 |
| Totals | 34 | 52 |
| Per Command Staff | 2.6 | 3.5 |

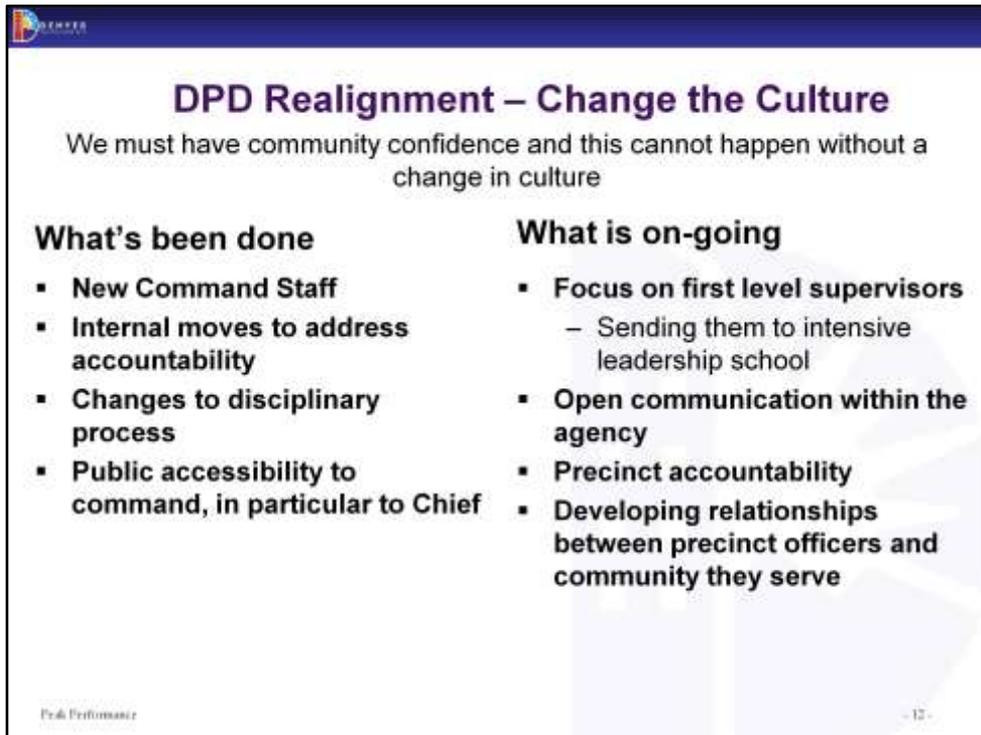
The flattening of the organization has increased the average span of control and will allow for both a re-classifying of rank to position and also for right-sizing. Which we will discuss in greater detail on the next slide.



We are looking at each district to make sure we assign the correct number of investigative resources compared to the workload increase from decentralization – in particular District 6 may not have gotten enough bodies for the workload increase.

We have also begun to identify specific positions which may be civilianized or assigned to a lower ranking officer. This enables us to operate more efficiently, put more officers on the street, and remain good stewards of taxpayers dollars.

Right-sizing – in addition to civilianization, we are in the process of assuring that all appointed position are correctly staffed, that the duties are consistent with rank responsibilities, and that we have the correct numbers of personnel assigned to appointed ranks. We anticipate a significant cost reduction through this process.



DPD Realignment – Change the Culture

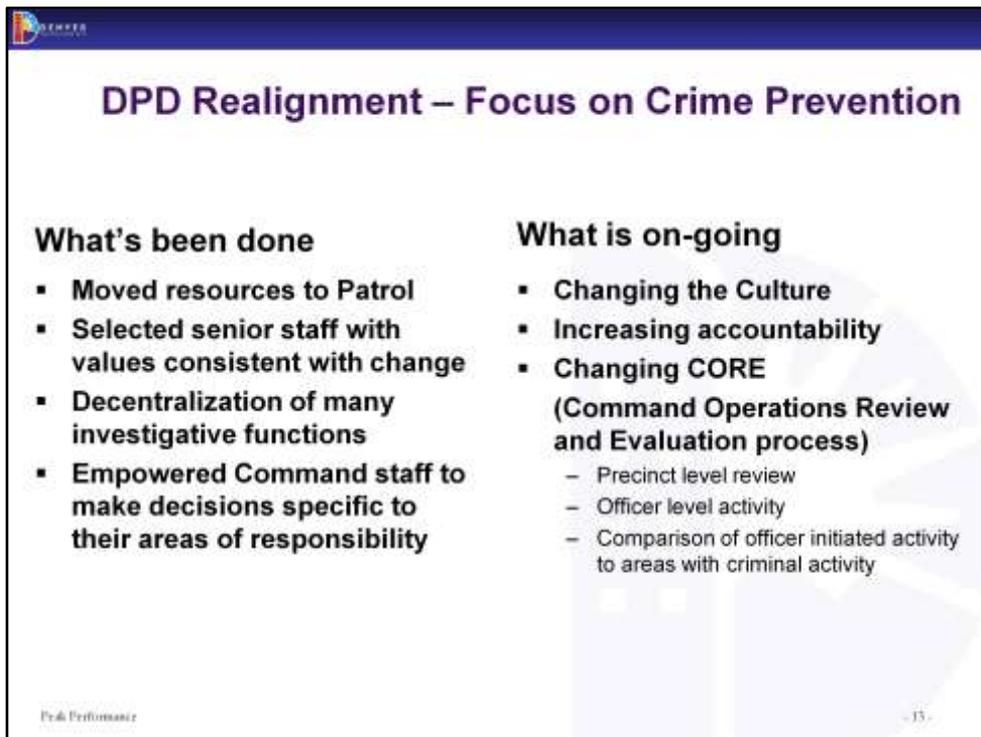
We must have community confidence and this cannot happen without a change in culture

| What's been done | What is on-going |
|---|---|
| <ul style="list-style-type: none"> ▪ New Command Staff ▪ Internal moves to address accountability ▪ Changes to disciplinary process ▪ Public accessibility to command, in particular to Chief | <ul style="list-style-type: none"> ▪ Focus on first level supervisors <ul style="list-style-type: none"> – Sending them to intensive leadership school ▪ Open communication within the agency ▪ Precinct accountability ▪ Developing relationships between precinct officers and community they serve |

Peak Performance - 12 -

We live in a city where everyone matters – and this is the TOP PRIORITY of the police department. All of the other aspects fit into this greater mission.

- There has been a loss of confidence by the public in regards to the police department.
- I have not found a culture of “brutality” – but one with a lack of respect by some officers.
- Seeking to change culture by providing **leadership training at the sergeant level.**
- Created a **Public Affairs Unit** – emphasis on Social Media (both internal and external) with a large presence on Twitter, Facebook, and “New Media” options (like Podcasts, virtual town halls, etc.)

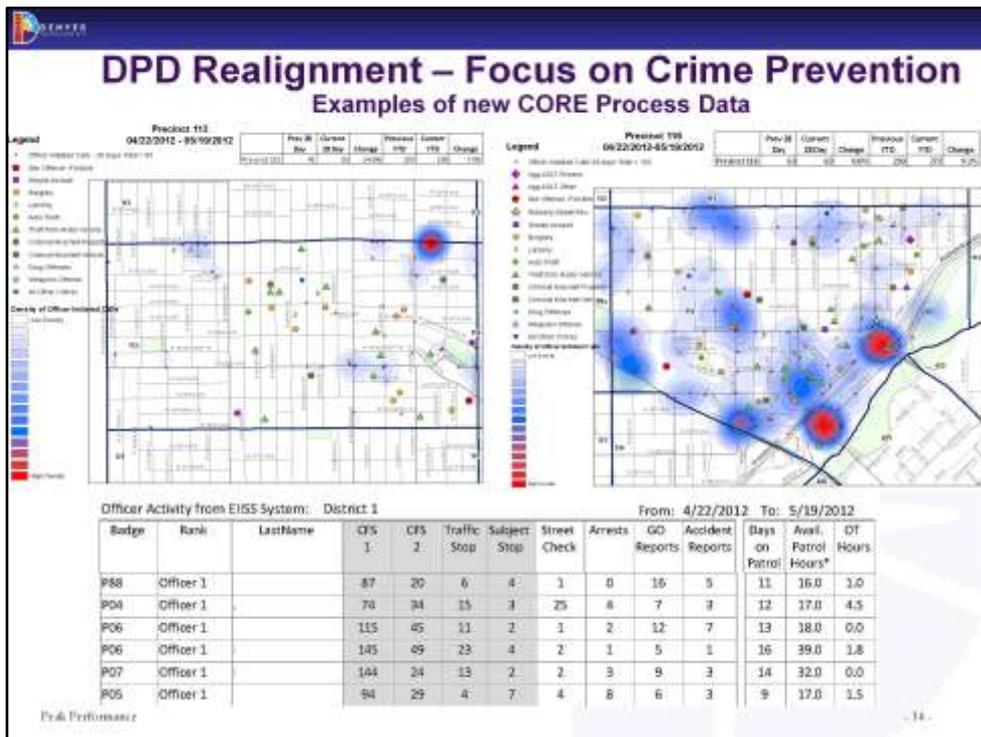


DPD Realignment – Focus on Crime Prevention

| | |
|---|---|
| <p>What's been done</p> <ul style="list-style-type: none"> ▪ Moved resources to Patrol ▪ Selected senior staff with values consistent with change ▪ Decentralization of many investigative functions ▪ Empowered Command staff to make decisions specific to their areas of responsibility | <p>What is on-going</p> <ul style="list-style-type: none"> ▪ Changing the Culture ▪ Increasing accountability ▪ Changing CORE (Command Operations Review and Evaluation process) <ul style="list-style-type: none"> – Precinct level review – Officer level activity – Comparison of officer initiated activity to areas with criminal activity |
|---|---|

Peak Performance - 13 -

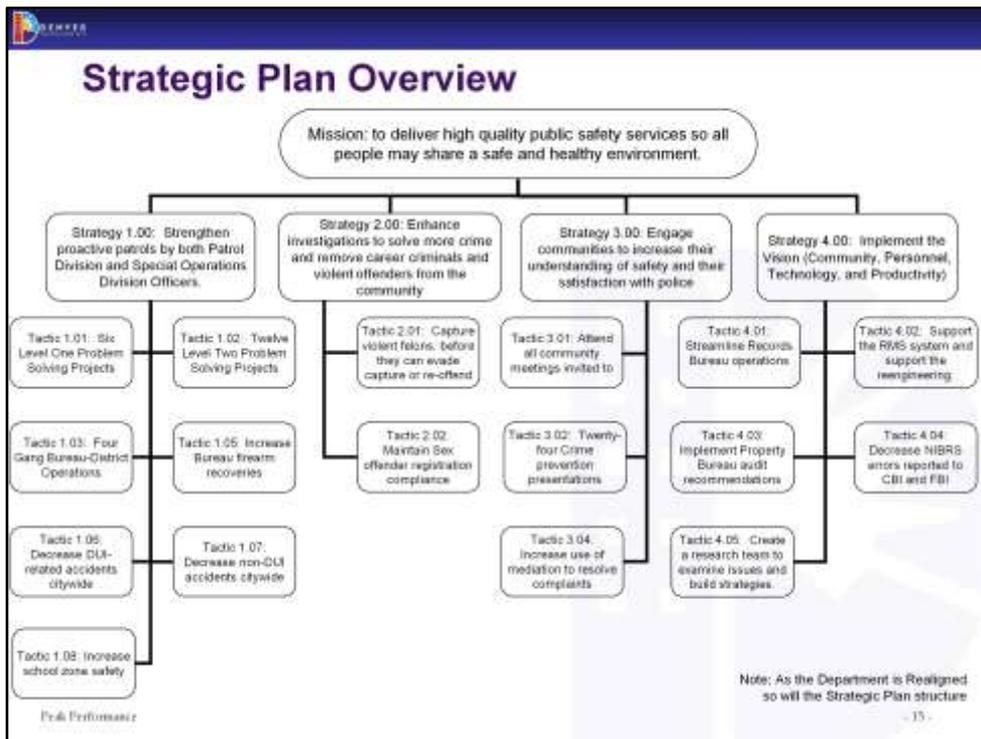
- CORE = Command Operations Revue and Evaluation
- CORE has been changed to reflect greater individual accountability
- Discerning if commanders are identifying problem areas and directing resources to the problems.
- Having commanders use productivity data to evaluate officers and who should be assigned precinct cars.
- Emphasizing precinct car accountability.
- Must improve precinct s
- Staffing integrity to get better results from officers.



- **Heat Map** represents officer initiated activity and the various dot symbols represent various crimes.
- In Precinct 113 there is less connection between the officer initiated activity and crime.
- In precinct 116 there is more of an overlap. (More desirable!)
- D1 Commander Pazen explained that the 113 car had been assigned to assist with pattern burglary suppression in other precincts during this time frame.
- Precinct integrity will keep the precinct car in his own area more often, allowing the officer to learn the area, its people, crime and to take ownership of the problems there.
- The bottom portion is a sample of our officer activity review.

Q: Do you identify officers with excessive overtime when they do not have high activity?

Yes, Sergeants review the data and address these issues.



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

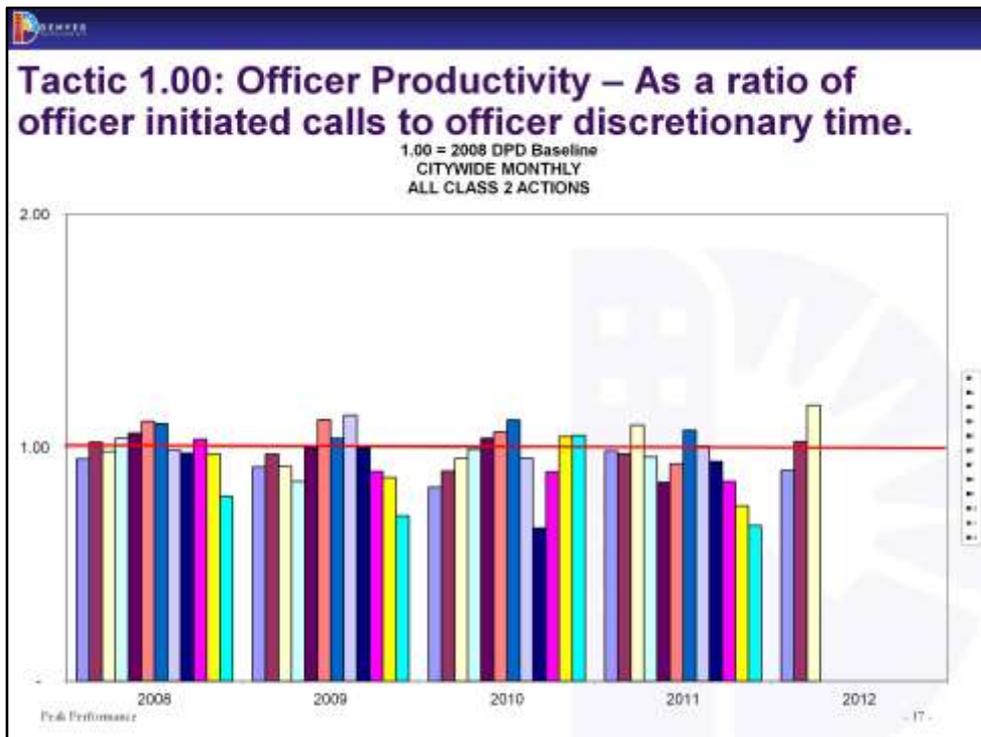
Each area of the plan, Mission, Strategies and Tactics contain a description of the approach and the method of evaluation for the goal. All levels must contain quantitatively measurable approaches. For example the overall Mission is evaluated using comparison to similar cities using FBI statistics, reviews 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.

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.

Tactic 1.01: Implement one Level One Problem Solving Project (PSP) per district.

District 3: Theft from Motor Vehicle at Washington Park

Problem: From 2010 to 2011 there was only a 1% increase in Theft from Motor Vehicle in the target area (95 to 96), but the problem remained well above the previous three year average of 79 (2008-2010). Overall, this is a target rich environment where prevention and education are key components of the PSP

Goal: District Three will attempt to decrease Theft from Motor Vehicle offenses by 18% (# of total below 3 year average of 79)

Update:

| | Theft from Motor Vehicle at Washington Park |
|----------|---|
| Q1 2011 | 47 |
| Q1 2012 | 20 |
| % Change | -57% |

Peak Performance

Each district has 1 Level 1 and 2 Level 2 PSPs

This is a continuing PSP as the problem was “moved” north. In 2010 the majority of Theft from Motor Vehicle were to the east of Wash Park, now the problem has moved to the blocks on the north and north-east side.

Tactics:

- The target area will be Washington Park and the 2 block residential area surrounding the park.
- Community partnerships to disseminate information and education
- Utilize both bicycle officers, foot patrol, and bait car operations
- Neighborhood Watch
- Utilize CRO to promote Neighborhood Watch and conduct education
- Utilize OTTC Operations and Neighborhood Enforcement teams to conduct traffic operations
- Focused response to business owner and resident complaints of suspicious parties and/or activity
- Collaborate with South High School regarding parking lot monitoring

Tactic 1.02: Implement two Level Two Problem Solving Projects (PSP) per district

District 6: Fast Response PSP

Problem: During previous years, District 6 has enacted operations to target specific crime issues, that are more short term, in real-time. Typically this has pulled resources from an "established" PSPs.

Goal: District Six will do several term-limited problem solving projects.

Selected Updates:

East Colfax Robbery Suppression – 2/2/2012 to 3/21/2012

- 316 Contacts
- 54 Arrests

| East Colfax Robbery | | |
|---------------------|------------|------|
| Pre-Op | 1/19 – 2/1 | 4 |
| Post-Op | 3/22 – 4/4 | 2 |
| % Change | | -50% |



COLFAX CORRIDOR FROM LINCOLN ST TO DOWNING ST

Peak Performance

This PSP is new concept for us. In past years D6 has pretty much always had 1 level 2 PSP fall to the wayside due to other, more immediate, problems surfacing throughout the year (examples are: 16th St Mall assaults, Occupy Denver, Iphone robbery pattern, Camping ordinance training/compliance). Typically each of the issues would be good Problem Solving Projects, they just were not identified a year ahead of time for the plan.

Each Quarter the district will report the various operations they conducted (with time frames) and the general outcomes. If a project is more than a month in length, more robust stats will be included.

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.

Updates:

- 3 state-wide enforcement campaigns
- 3 Public Service Announcements

| | DUI Arrests | DUI Accidents |
|----------------|-------------|---------------|
| Q1 2011 | 790 | 177 |
| Q1 2012 | 764 | 208 |
| Percent Change | -3.3% | +18% |

Peak Performance - 20 -

Note:

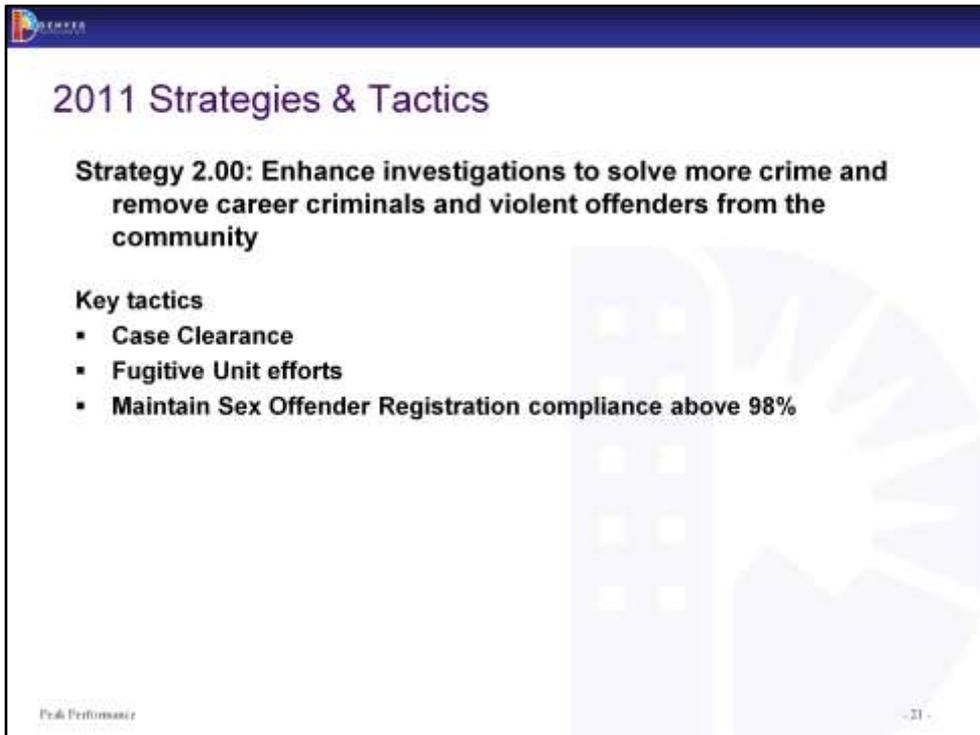
DUI unit was **down 1 bodies** in 2012 (12 officers) compared to 2011 (13 officers)

And **down 4 bodies** in 2012 (11 officers) compared to 2010 (16 officers)

3 state-wide enforcement campaigns

3 PSAs completed in 2010

Lost OTTC funding from patrol for additional staffing (30k)

A presentation slide with a blue header bar containing a logo. The main content is on a white background. The title '2011 Strategies & Tactics' is in purple. Below it is a strategy statement in bold black text. Underneath is a section for 'Key tactics' with a bulleted list of three items. A faint background image of a building and sun is visible on the right. The footer contains the text 'Peak Performance' and '- 21 -'.

2011 Strategies & Tactics

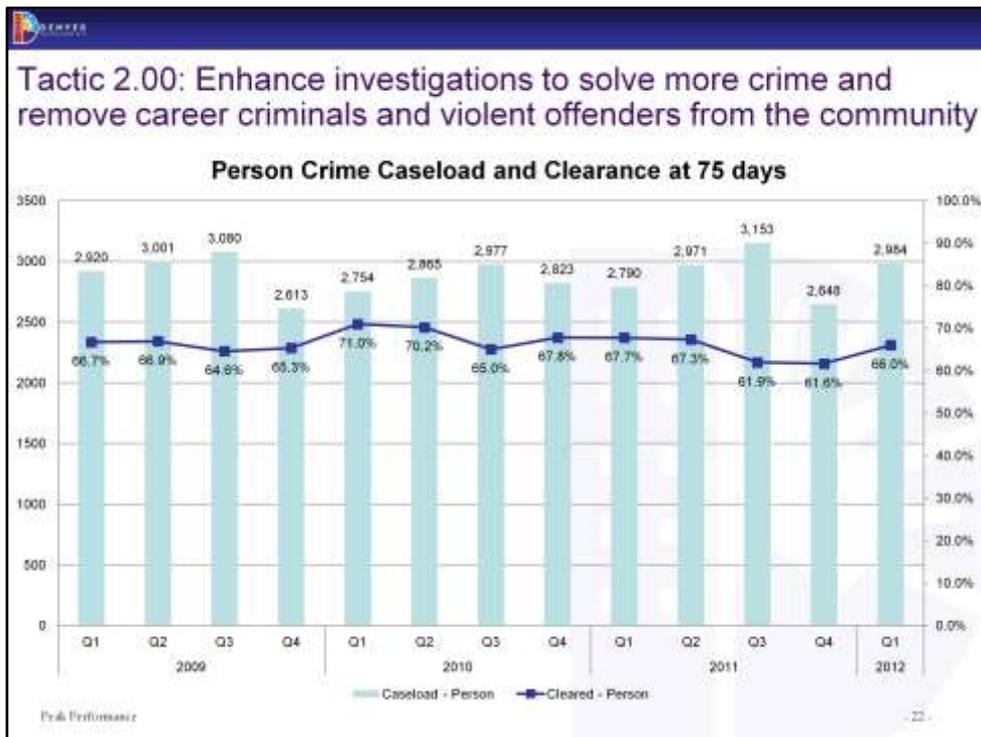
Strategy 2.00: Enhance investigations to solve more crime and remove career criminals and violent offenders from the community

Key tactics

- **Case Clearance**
- **Fugitive Unit efforts**
- **Maintain Sex Offender Registration compliance above 98%**

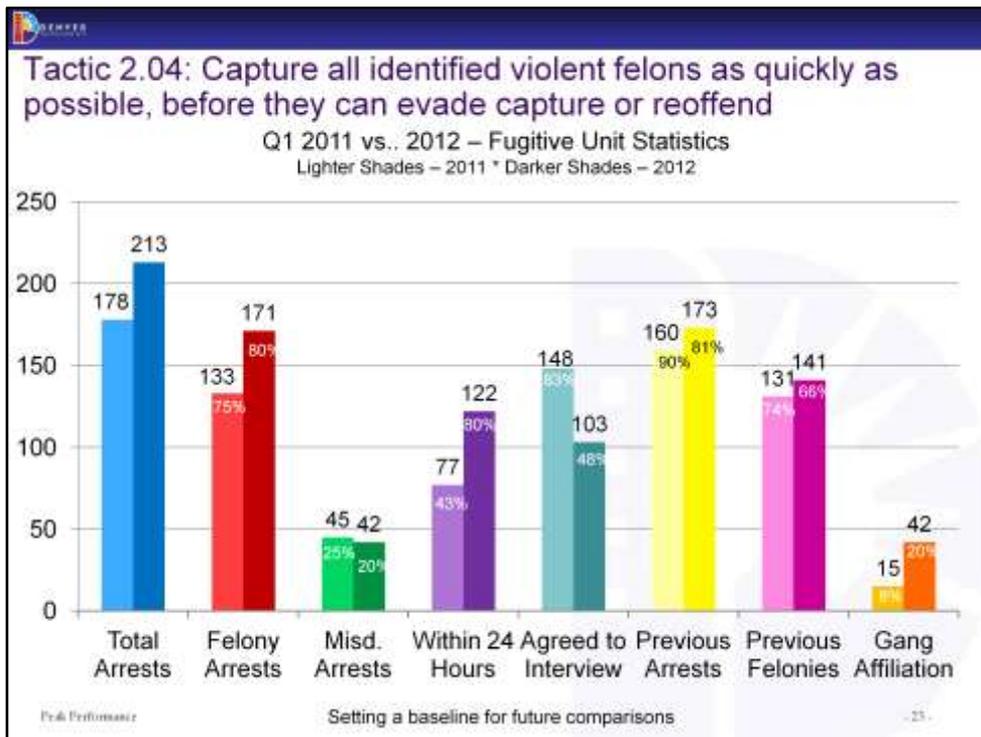
Peak Performance - 21 -

These have been reduced in preparation for the Strategic Plan redesign – measures that were not working were removed and have not been replaced in anticipation of the plan being restructured



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.



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.

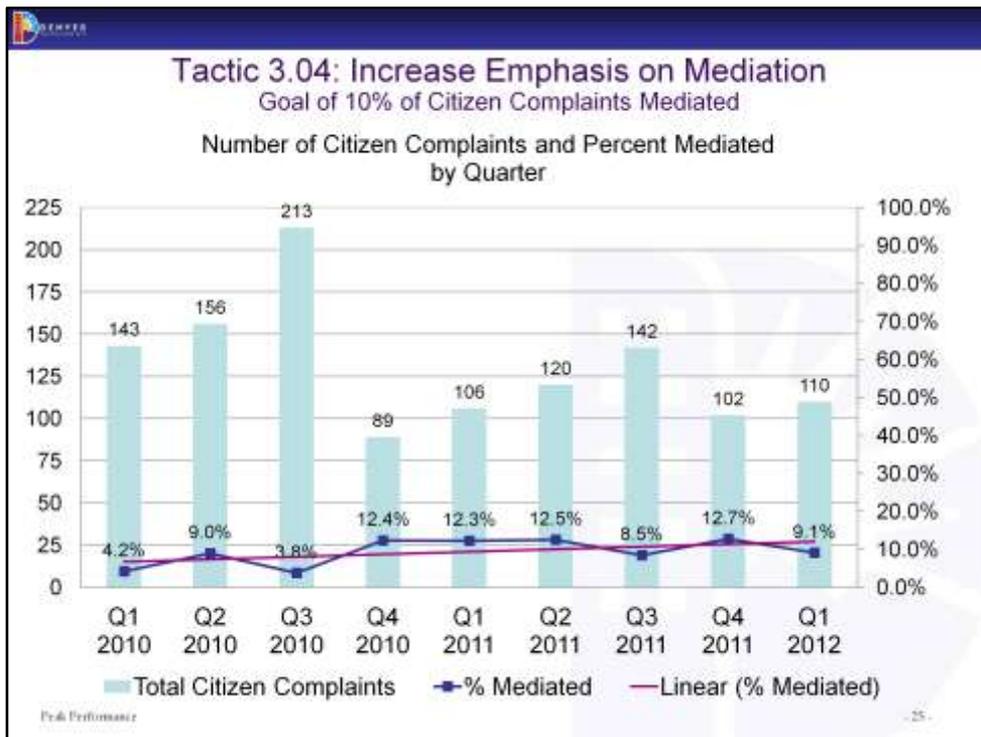
2011 and 2012 data will be used to establish benchmarks for future years.

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
- Mediations



It is believed that mediations, when agreed to by the complainant, are a more effective method of resolving complaints based on the report from the Office of the Independent Monitor.

For this reason, DPD is interested in increasing the percentage of cases resolved via mediation.

The goal is to increase this to 10 percent of the total complaints – overall trend line supports this.

Note: Mediation must be agreed upon by both parties – and it is not binding, so both parties have to agree to the outcome for it to be counted here.

Next review

- **Next Performance Review: 8/16/2012**
- **Strategies and Tactics of focus for next meeting**
 - 2012 Strategic Plan - redesign
 - Quarter 2 updates for Strategic Plan
- **Update on projects and opportunities**
 - Updates on Strategic Realignment