DENVER POLICE DEPARTMENT
PEAK PERFORMANCE REVIEW
08/16/2012
FOR THE PERIOD COVERING: Q2 2012

Presenter: Chief Robert White
We: How are we partnering with the community.
  • GRID/GRASP
  • Parks & Rec. for special events in Wash Park, Civic Center Park, movie night at Curtis Park, etc
  • Regis University and Johnson & Wales University lending us space for over 2,000 interviews

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.
    • 1/7/2012 start – 7,382 online reports for a savings of 11,073 hours of officer time or $538,000
  • New Disciplinary Tracking System – streamline efficiency of tracking discipline cases
  • LEADS Online – Online property database – allowed Texas PD to call us and ask us to pick up property pawned the day before at one of Denver Pawn shops. This would have taken months for us to be notified.

World-class city: how we compare to other cities – New Crime lab is open

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
    • Trained entire Patrol on camping ordinance (no arrests – 1 written warning)
  • Partnership with City Attorney for ongoing mandatory training related to discretionary arrests (i.e. resistance, interference, stop and frisk)
    • Corporals are taking this task up in the reorganization
  • Faith Based Groups
    • Black Ministers Alliance
    • Denver Metro Clergy & Police United Against Violence
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
• 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

• 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.

**NOTE:**
- 13% REDUCTION in Theft from Motor Vehicle (498 fewer offenses)
- 17% REDUCTION in Murder
- 11% INCREASE in Aggravated Assault
- 34% INCREASE in Robbery (174 more offenses)

**Robbery** 174 more total offenses, 133 were street robbery, 72 were in District 6 (55% of increase in street robbery)

- Identified Iphone pattern and multiple suspect patterns
  - 75 Iphones stolen in one pattern
  - 12 Iphones stolen in second pattern
  - Multiple suspect pattern has died off since arrest made (July 16th)

**Public Service Announcements**
- Involved Intel, Gangs and intel analyst for support and assistance
- 2 temporary detectives for District 6

**District 6 made this “roving” Problem Solving Project**
- Link chart of mug shots (89) disseminated (people involved in previous robbery patterns)
- Hot spot map of robberies
- Saturation of likely target areas by D6 and Vice/Drug officers (started 7/13)
- Used 5 hour backfill operations (34 total for this work period)
- Supervisors tasked to respond to scene of each street robbery – night shift for overnight
- To date: 26 combined ops, 51 felony arrests, 78 misd. Arrests, 370 contacts

**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.
• 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 comparisons 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).
Timeline we presented last Peak – How are we doing on next slides
• **District 6** had a higher ratio of cases per detective. As a temporary measure 2 temporary detectives were added

• Detective caseload was examined and current detective caseload averaged between 163-239 cases in district investigations. Current authorized strength brings caseload per detective to 128-164, which fits with national recommendations.

• Identified 40 positions for civilianization, may look for more in 2013.

This enables us to operate more efficiently, put more officers on the street, and remain good stewards of taxpayers dollars.

**LEAN**

Still reviewing all processes to ensure they reflect the mission of the police dept using LEAN

Discipline – some old cases are still in process for Chief’s hearings or OIM reviews, but investigations are completed with findings and recommendations.
Right-sizing – we have identified numerically the “right size” and are in the process of implementing it

• new duties were created and positions which did not require a certain rank were downgraded to Patrol Officer 1.

While the number of total detectives is decreased, there will actually be more detectives in investigations.

By adding 40 CSA at $60k avg. per salary, we will save $1.5M (this includes the 16 officer offset for DIA and an estimated sworn strength of 1,426).
**DPD Realignment Timeline**  
(This is a draft plan and timeline that is subject to change)

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<th>Jul</th>
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<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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**Assessments**
- Strategic Plan has been redeveloped to mirror the new mission and vision of the Denver Police Department

**Reallocations**
- **Departmental Structure**
  - All appointed Detective, Corporal and Technician positions were opened for application on 7/6/2012
  - Applications were due 7/27/2012
  - Interviews began 8/6/2012
  - Second interviews as needed begin 9/10/2012
  - Applicants notified of status between 9/24/2012 and 10/5/2012
  - Process will be completed by 11/4/2012
- Proposed plan to budget – includes civilian employees

**Reallocation Phase III**
- Implement Civilianizing as budget allows
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.

Leadership in Police Organizations
• Partnership with the Colorado State Patrol, Aurora Police Department, and Colorado Chief’s of Police to speed up the rate supervisors trained in LPO course.
• It is based on West Point’s Department of Behavioral Sciences and Leadership, modified for and by law enforcement leaders.
• It focuses on the concepts of dispersed leadership or “every officer a leader.”
• Training sergeant assigned as liaison for the LPO training as a full-time responsibility.
• Trained 27 sergeants and will train 12 more by the end of the year (19%).
• outside funding to pay for this training.

Sector/Precinct Accountability
• Assigning officers to static precincts with set days off to increase precinct integrity
• Moving supervisors to sector accountability
• Pilot project in District 1 and District 5 for 4th Quarter 2012, implement citywide in early 2013 if all goes well.
DPD Realignment – Focus on Crime Prevention

What’s been done
- Moved resources to Patrol. From 48% to just over 60%.
- Right sized appointed positions
- Moving Officers to the Street through civilianization
- Empowered Command staff to make decisions specific to their areas of responsibility

What is on-going
- Changing the Culture
- Increasing accountability
- Changing CORE (Command Operations Review and Evaluation process)
- Implementing right-sizing
The overall Mission and Vision is supported by the following Strategies:

1.00: Aligning resources towards crime prevention and safety
2.00: Training and empowering managers and supervisors to be leaders through action and accountability
3.00: Implementing cost savings and other efficiencies with a focus on maintain/improving the department’s effectiveness
4.00: Implement technologies throughout the police department that enhance each component of the Mission and Vision.

New Tactics:

1.01 Strategic Re-Alignment
2.05 Training all management level officers in LPO school by 7/1/2014
2.06 Flatten organizational structure to give command more authority and accountability
2.07 New commanders – community feedback
2.08 Open selection process for all appointed positions
3.01 Right-sizing
4.01 Implement real-time crime information and predictive policing techniques
4.02 Implement compliance management software
4.05 LEADS Online and Electronic Log Sheets
4.07 Implement Unified Summons and Compliant process
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.
Tactics:

Develop strong community partnerships emphasizing communication and prevention

Launch of West End Flats Cop Shop
  Scheduled for opening in May
  Community outreach and partnership with Colorado Coalition for the Homeless
  RNO co-op with WeCan and Sloan’s Lake Citizens Groups

Neighborhood and Business Watch
  promote and revitalize organized community
  Individual outreach
  Social media, e-mail, flyers, meetings

Crime prevention community education
  Co-sponsored meeting/training

Focus specialized resources in target area
  Gang Unit
  Investigations and SCAT units plain-clothes operations
  Detail Officers high visibility patrol and plain-clothes operations

Timely information sharing between details and between details, special units, and investigators utilizing detailed crime analysis.
Tactics:

Street Crime Arrest Team (SCAT) will conduct crime data-driven undercover operations and uniformed saturation patrols using foot, bike, motorcycle and traditional marked car patrols. These patrols will be 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 will call out of service “for the Precinct 531 PSP” for a minimum of 10 hours during their 40-hour work week.

Community Resource Officers (CROs) will conduct foot, bicycle or marked car patrol, at a minimum of two hours per each 40-hour work week, emphasizing positive contacts.

CROs will promote the advancement of Neighborhood Watch and Crime Stoppers programs.

On Details 1, 2 and 3, on all seven days of the week, detail sergeants will designate a precinct officer to call out of service “for the Precinct 531 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.
Tactic 1.08: Decrease DUI related accidents citywide

Goals:
Maintain 2011 DUI arrest numbers, min 8 enforcement campaigns, min 4 Public Service Announcements with downtown partners.

Updates:
- 8 State-wide enforcement campaigns
- 7 Public Service Announcements
- 1 Local enforcement campaign during Women’s NCAA Final Four Basketball Tournament

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<tr>
<th></th>
<th>DUI Arrests</th>
<th>DUI Accidents</th>
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<tbody>
<tr>
<td>Q1 – Q2 2011</td>
<td>1,531</td>
<td>360</td>
</tr>
<tr>
<td>Q1 – Q2 2012</td>
<td>1,526</td>
<td>444</td>
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<tr>
<td>Percent Change</td>
<td>0.3%</td>
<td>+23.3%</td>
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Note:
DUI unit was **down 1 bodies** in 2012 (12 officers) compared to 2011 (13 officers)
And **down 4 bodies** in 2012 (12 officers) compared to 2010 (16 officers)

We will identify where our resources were located compared to where the accidents occurred and reallocate resources to areas of higher concentrations of accidents.
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.
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.**

Based on 2012 Q1 caseload, predict Q2 clearance to be 65.0% and Q3 2012 to be 62%. We will monitor this relationship as we right-size and see what the effect more detectives to district investigations make.

DPD’s Case Clearance metrics is custom to Denver and should, therefore, not be compared to other cities or police departments.
2011 and 2012 data will be used to establish benchmarks for future years.
Real Time Crime and Predictive Policing – L.A. has seen a 12% decrease in overall crime and a 36% decrease in burglary using predictive poling.

- Our dept mission is to focus on the prevention of crime and increase safety within our communities
- We need to leverage technology that enhances policing to improve both efficiency and effectiveness
- Reduce preventable crime through implementing predictive analytics
- Add Wi-Fi to cars to access real time information

- Crime Prediction technique - Risk Terrain Modeling (analysts are in class) robust, tested crime prediction models
- Bair Analytics software for pattern crime and serial crime identification and prediction work
- ATAC Raids for online crime mapping and getting real time crime info to officers
- Wi-Fi in cars

May 2012 – DPD requested funding for above, chosen as top 10 for possible funding approval
July 2012 – Business cases developed
August 2012 – DPD presented to Innovation Fund for funding approval
Next review

- Next Performance Review: 11/15/2012
- Strategies and Tactics of focus for next meeting
  - Quarter 3 updates for Strategic Plan
- Update on projects and opportunities
  - Updates on Strategic Realignment