DENVER POLICE DEPARTMENT
PEAK PERFORMANCE 2.0 REVIEW
APRIL 21, 2014
2013 PERFORMANCE REVIEW
2014 INNOVATION PLANNING
<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome and introductions</td>
<td>9:00 am</td>
</tr>
<tr>
<td>Strategic Plan and Other Area Highlights</td>
<td>9:10 am</td>
</tr>
<tr>
<td>Questions/Break</td>
<td>10:35 am</td>
</tr>
<tr>
<td>Innovations</td>
<td>10:45 am</td>
</tr>
<tr>
<td>End</td>
<td>11:45 am</td>
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</tbody>
</table>
STRATEGIC PLAN
AND OTHER
HIGHLIGHTS
2013 AND 2014
2013 Strategic Plan Overview

Mission: To operate a police agency with a focus on preventing crime and ensuring everyone matters.

Strategy 1.00: Align resources to ensure crime prevention and safety.
- Tactic 1.01: Strengthen Patrol Presence
- Tactic 1.02: Implement Community Policing
- Tactic 1.03: Increase School Zone Safety
- Tactic 1.04: Increase Use of Body Worn Cameras
- Tactic 1.05: Increase Use of Body Worn Cameras
- Tactic 1.06: Increase School Zone Safety

Strategy 2.00: Train and empower all employees to be leaders through training, accountability, and community partnerships.
- Tactic 2.01: Increase Number of Neighborhood Meetings
- Tactic 2.02: Increase Number of Community Meetings
- Tactic 2.03: Increase Number of Community Meetings
- Tactic 2.04: Increase Number of Community Meetings
- Tactic 2.05: Increase Number of Community Meetings
- Tactic 2.06: Increase Number of Community Meetings
- Tactic 2.07: Increase Number of Community Meetings
- Tactic 2.08: Increase Number of Community Meetings
- Tactic 2.09: Increase Number of Community Meetings

Strategy 3.00: Implement cost savings and efficiencies, including technologies, with a focus on maintaining/improving the department’s effectiveness.
- Tactic 3.01: Implement Cost Savings and Efficiencies
- Tactic 3.02: Implement Cost Savings and Efficiencies
- Tactic 3.03: Implement Cost Savings and Efficiencies
- Tactic 3.04: Implement Cost Savings and Efficiencies
- Tactic 3.05: Implement Cost Savings and Efficiencies
- Tactic 3.06: Implement Cost Savings and Efficiencies
- Tactic 3.07: Implement Cost Savings and Efficiencies
- Tactic 3.08: Implement Cost Savings and Efficiencies
- Tactic 3.09: Implement Cost Savings and Efficiencies
- Tactic 3.10: Implement Cost Savings and Efficiencies

To be discussed now... In Innovation section

Stated during – subtract from 2014 plan
## Mission-Level Metrics

<table>
<thead>
<tr>
<th>Current Measure</th>
<th>Performance Measure</th>
<th>Progress</th>
<th>Last Measure</th>
<th>Standard Set By</th>
<th>Standard/Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2 2013 3rd-6th</td>
<td>Comparison to Other Cities Regional Comparison Cities Cities Over 500k (33 total)</td>
<td>—</td>
<td>—</td>
<td>Year End 2012</td>
<td>3rd 8th</td>
</tr>
<tr>
<td>Year End 2013</td>
<td>Citizen Satisfaction Police Services Crime Prevention Traffic Enforcement</td>
<td>-4%</td>
<td>-1%</td>
<td>Year End 2012</td>
<td>63% 47% 45%</td>
</tr>
<tr>
<td>Year End 2013</td>
<td>Perception of Safety Overall Neighborhood Downtown</td>
<td>—</td>
<td>—</td>
<td>Year End 2012</td>
<td>97% 80%</td>
</tr>
<tr>
<td>Year End 2013</td>
<td>Overall Crime Victim of a Crime Reported a Crime</td>
<td>—</td>
<td>—</td>
<td>Year End 2012</td>
<td>20%</td>
</tr>
<tr>
<td>Year End 2013</td>
<td>Comparison to Previous Year Crime Rates - NIBRS</td>
<td>+7.4%</td>
<td></td>
<td>Year End 2012</td>
<td>44,338 NIBRS / DPD</td>
</tr>
<tr>
<td>Year End 2013</td>
<td>Comparison to Previous Year Crime Rates - UCR Part I</td>
<td>-4.7%</td>
<td></td>
<td>Year End 2012</td>
<td>27,886 UCR / DPD</td>
</tr>
</tbody>
</table>

### Status Colors:
- Green: Meets or exceeds standard
- Yellow: Within 10% of standard
- Red: Not meeting standard

### Progress Arrows:
- Upward: Making positive progress
- Downward: Making negative progress
Mission-Level Metrics
Perceptions of Safety Surveys

National Citizen Survey
Perceptions of Safety

DPD Survey – March 2013
Internet survey – community groups, emails, facebook and twitter

2,082 respondents
- 93% Neighborhood Safety
- 90% Downtown Safety
- Residents who lived downtown rated its safety higher (97%) than those who live farther away.

Number of Survey Respondents by Zip Code

Legend:
- Neighborhood Safety
- Downtown Safety
- Overall Safety

Data Source: Denver Department of Public Safety
Highlights

• Aggravated Assaults decreased 3.1%, Forcible Sex Offenses decreased 18.1%, Property crimes down almost 5%.
• Crimes against society and all other offenses had large increases due to the US&C process which is an indicator of officer productivity.

NIBRS Definition

National Incident-Based Reporting System is used by local law enforcement agencies to collect more detailed information about a specific incident. NIBRS collects 46 different crime categories and includes all categories within an incident.

Unified Summons and Complaint Process (USC)

In May 2013 the Denver Police Department implemented the Unified Summons and Complaint (US&C) process. This process unifies multiple types of paper citations, excluding traffic tickets, into an electronic process. That information is transmitted to the Denver Sheriff, County Court, City Attorney and District Attorney through a data exchange platform as needed. As a result of this process a reported offense is generated which was previously not captured in National Incident Based Reporting System (NIBRS). For comparison purposes, crimes which were captured due to the US&C process were excluded from the data when comparing 2012 to 2013. An additional column has been added to the tables which reflects the actual number of crimes.

Intimidation

To unlawfully place another person in reasonable fear of bodily harm through the use of threatening words and/or other conduct but without displaying a weapon or subjecting the victim to actual physical attack

This offense includes stalking. In addition, the offender can make the threats associated with intimidation in person, over the telephone, or in writing.

This category is often used as a secondary offense to other criminal acts.
### Mission-Level Metrics
#### UCR Crime Reporting

#### PART 1 CRIME IN THE CITY AND COUNTY OF DENVER BASED ON UCR STANDARDS

<table>
<thead>
<tr>
<th>TYPE OF OFFENSE</th>
<th>JAN 1-DEC 31, 2012*</th>
<th>JAN 1-DEC 31, 2013*</th>
<th>CHANGE</th>
<th>JAN 1-JULY 1, 2013 including TSC</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>#</td>
<td>#</td>
<td>%</td>
<td>#</td>
</tr>
<tr>
<td><strong>VIOLENT CRIME</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Homicide</td>
<td>36</td>
<td>40</td>
<td>1</td>
<td>2.6%</td>
</tr>
<tr>
<td>Sexual Assault</td>
<td>381</td>
<td>333</td>
<td>48</td>
<td>-12.6%</td>
</tr>
<tr>
<td>Robbery</td>
<td>1,345</td>
<td>1,130</td>
<td>215</td>
<td>-16.0%</td>
</tr>
<tr>
<td>Aggravated Assault</td>
<td>2,405</td>
<td>2,312</td>
<td>94</td>
<td>-3.9%</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>4,171</td>
<td>3,815</td>
<td>166</td>
<td>-4.3%</td>
</tr>
<tr>
<td><strong>PART 1 PROPERTY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burglary</td>
<td>6,166</td>
<td>4,016</td>
<td>237</td>
<td>56.6%</td>
</tr>
<tr>
<td>Larceny (Except Theft from MV)</td>
<td>7,392</td>
<td>7,734</td>
<td>341</td>
<td>4.6%</td>
</tr>
<tr>
<td>Theft from Motor Vehicle</td>
<td>7,222</td>
<td>6,521</td>
<td>611</td>
<td>-11.1%</td>
</tr>
<tr>
<td>Auto Theft</td>
<td>3,714</td>
<td>3,465</td>
<td>249</td>
<td>-6.7%</td>
</tr>
<tr>
<td>Arson</td>
<td>92</td>
<td>90</td>
<td>2</td>
<td>-2.2%</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>23,587</td>
<td>22,729</td>
<td>858</td>
<td>-3.7%</td>
</tr>
<tr>
<td><strong>PART 1 TOTAL</strong></td>
<td>27,768</td>
<td>26,544</td>
<td>1,314</td>
<td>-4.7%</td>
</tr>
</tbody>
</table>

**Highlights**
- Violent crime down 3.5%. Robbery down 16%.
- Larceny had the largest increase. 6% of the larcenies are from the Walmart on 7800 E Smith Rd (307), the Rite Aid at 750 16th St (130) and the Kmart at 363 S Broadway (117)

**UCR Definition**
Uniform Crime Reporting (UCR) is the primary data standard used by the FBI to record crime for law enforcement agencies across the United States. It tracks eight primary offenses: murder, rape, robbery, aggravated assault, burglary, theft, auto theft and arson. UCR counts only the highest crime category within an incident. UCR provides a platform to compare crime across jurisdictions.
Beating projections by 16%, with 10% fewer detectives in the department
Improvements from 2010 to 2011 related to changing the process and removing the review board

*Historical time source is OIM annual reports
• Power DMS – online document management tool for organizing policies, directives and standard operating procedures throughout the Department of Safety
• Integrate the Operations Manual into a central electronic repository
  – Enhanced search functionality
  – Improved archive and testing capabilities
  – Upgraded tracking and workflow of policy changes
  – Enhance policy dissemination, understanding and compliance

<table>
<thead>
<tr>
<th>OPERATIONS MANUAL TIMELINE (Timeline)</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Jan</td>
<td>1 Feb</td>
<td>1 Mar</td>
<td>1 Apr</td>
</tr>
<tr>
<td>Power Users Training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revise draft policies/directives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan manual sections to assist responsibility forsnow &amp; ice</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Returned draft sections written into policies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Draft manual sections to assist responsibility for snow &amp; ice</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>360 Training Bulletins</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3900 Department Directives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over 1,000 Operations Manual</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policies and Procedures</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Historically winter months have a lower productivity score – often due to lack of available self initiated activity options (i.e. less people out to subject stop, etc)
Citizen Academies allow individuals from the community to get a wide and varied understanding of the functions of the police department.

- Create citizen ambassadors in our communities
- Increasing the number of Citizen Academy graduates should lead to better community partnerships and improved public awareness of accountability at all levels of the Department

In 2013 there were 10 Citizen Academies held with a total of 200 attendees

Specialized Academies in 2013
- Senior and Disabled
- Boys & Girls Club
- Big Brother/Big Sister
- Deaf and Hearing Impaired

2014 goals = 10 Academies with 220 attendees
Streamline the commendation system to reflect the mission, vision and core values of the Denver Police Department

- Over 25 separate awards reduced to 4 medals
  - Emphasis on life saving
  - Unified Commendation Board
  - CSA and sworn are both eligible for most awards
  - Employee of the Year is one sworn and one civilian
2013 & 2014 – Tactic 2.09
Social Media

Utilize various aspects of social media platforms to further the mission and vision of the department

• Hired Social Media Coordinator
• Weekly summary reports
  – Track Reach, Clicks and Likes
  – 10 million views of 3 stories in March
• Total Reach 1/1/2014 – 4/10/2014
  – 15 Million
• Facebook likes increased by 76%
  – Jan 2014 = 5,524 to April 2014 = 9,747
• Twitter followers increased by 16%
  – Jan 2014 = 21,500 to April 2014 = 25,027
2014 – Tactic 2.10
Leadership in Police Organizations

2013
Number Completed in 2013
• 125 Sergeants
• 5 Lieutenants
• 6 Civilian Supervisors

2014
Goals for 2014
• All Sergeants not in the drop program will be completed by July 2014
• Lieutenants and Civilian Supervisors by year end 2014
<table>
<thead>
<tr>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Civilianization</strong></td>
<td><strong>Civilianization</strong></td>
</tr>
<tr>
<td>• 38 Sworn positions identified for 2013</td>
<td>• Personnel Efficiency</td>
</tr>
<tr>
<td>• 33 sworn filled positions civilianized (others were vacant, etc.)</td>
<td>• Evaluate ID Records, NCIC, Property Section to additional areas</td>
</tr>
<tr>
<td>– 17 bodies went to patrol functions</td>
<td>• Civilian Report Technicians</td>
</tr>
<tr>
<td>– 10 retired</td>
<td>– Response Time</td>
</tr>
<tr>
<td>– 6 to other positions of need</td>
<td>– Clarity of data</td>
</tr>
<tr>
<td></td>
<td>– Impact on Sworn Staffing equivalents</td>
</tr>
</tbody>
</table>
New district and precinct boundaries to reflect concepts of
Precinct Integrity, Team Policing, and Crime Prevention
- Combine similar crime issues, demographics
- Capitalize on District space resources
- Keep Neighborhood Group Integrity within Districts
- Base Precinct sizing on workload — scaled to accommodate police force growth and area development

2013
- Data driven model of new boundaries 3/14/2013
- Implemented with TS 7/14/2013
- Historical Data updated

2014
- Evaluate impact of re-districting
  - Preliminary District 6 impact
    - Reduction in Workload 2013
      - 24% decrease citizen initiated calls
      - 22% decrease reported offenses
    - Increase in Production 2013
      - 126% increase officer productivity
      - 18% increase proactive offenses
In 2012 the Part 1 Uniform Crime Reporting numbers published by the FBI were significantly lower than the numbers in Versadex. Records from Versadex (RMS) are exported to CBI on a monthly basis. CBI processes the records through the State and Federal reporting requirements. Records that do not meet those standards are rejected and returned to the Department for correction. CBI will also issue warnings on records that do not validate based on incomplete information. DPD reviews all rejected records, makes corrections and resubmits to CBI. CBI sends a data extract to the FBI on a monthly basis.

DPD hired 2 staff assistants to address NIBRS compliance issues. A working group was established between DPD and CBI to address different types of errors. Versaterm coordinated with CBI and DPD to implement error detecting measures. As a result of all of the efforts the average monthly error rate decreased 424% from 2012 (1100) to 2013 (210).
## Sustainability Update: Heads Up Bike Program

<table>
<thead>
<tr>
<th>Resource Investment</th>
<th>Projected Contribution to Meeting 2020 Goals</th>
<th>Key Assumptions</th>
<th>Upcoming Benchmarks and Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Spring Break campaign</td>
<td>- Mobility: Reduce single occupancy vehicle transportation from 70% to 60%</td>
<td>- Greater enforcement and education will lead to fewer bicycle-related accidents.</td>
<td>- George Washington High School producing a video on safety</td>
</tr>
<tr>
<td>- Media blitz on the south Fourth Street lane during week of April 1st</td>
<td>- Expectation is that</td>
<td>- Allowing more citizens to bicycle to work, etc.</td>
<td>- CDOT grant for enforcement and education</td>
</tr>
<tr>
<td>- Igniting deliberate campaigns that encourage bicyclists to bluetooth</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Officer Training on Pedestrian and Bicycle Traffic Accidents</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- 10-Hour CEP Course on investigation of these types of accidents</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Collaboration with Public Works**
- Identify bike lanes
- Monitor and adjust traffic control devices where accidents involving pedestrians or bicyclists

**Collaboration with Bike Denver and Denver Bike Sharing** to disseminate the Heads Up Bike Program Messaging

The department is conducting an extensive public awareness campaign about “Heads Up” have utilized social media as a resource to get out their message. Information can be seen on our website, Twitter, and Facebook.
This is a project DPD is working on as part of the evaluation of re-districting
Customer Experience Improvement Update

- Impact of Open Data Catalog and Denvergov.org crime maps
  - basic crime statistics for citizens and CORA requests
    - Approximately 10 hours per week in time savings
    - Approximately $13,750 in soft dollar savings at the Associate Statistical Researcher level
Employee Engagement

54% DPD participation ratec 63% Citywidec
10.2 Employee Engagement Score 15.1 Citywidec
6.5% Annual Turnover 9.7% Citywidec

- **Areas for Improvement**
  - Safety Discussing Sensitive Issues, Communication, Fully Utilize Skills of Employees, Relationship of DPD to Mayor’s goals, growth and development, Senior Leadership, Union and Upper Management relationship, removing barriers to growth

- **Areas to Leverage**
  - Good supervision, relationship of work to DPD mission, ethics
2014 Actions

- Improve Communication
  - Social media and internal communications

- Training
  - Encourage staff to identify training needs and provide time to do it

- Strategic Plan and PEPR/Evaluation
  - Make sure employees work and assessments are tied to the Strategic Plan
  - All 2014 PEPRs updated and on time

- Employee Recognition
  - Quarterly by Division
  - Includes a day of administrative leave
Succession Planning

Retirement Eligible
- CSA: 17%
- Sworn: 10%

Current Succession Planning Sworn Officers
- Acting positions
- Temporary Assignments
  - Detectives, Vice and Gangs
- Leadership in Policing
  - start sending corporals
- Through accountability in CORE preparing the next generation of command staff
Progress on Minority and Women Owned Business

2013 Disparity Study found that only 1.84% of goods & services were awarded to Minority Businesses and 1.04% to Women Businesses

- Goals are 8% of services and 5% of goods

DPD Activities
- Meeting reporting requirements is part of Strategic Plan
- 6 DPD Financial Services personnel have been trained
- Working with the City Attorney’s office to determine applicable contracts, goods & services
INNOVATIONS
Opportunity Analysis

Close to or Exceeding Goal

I. Strengths to maintain / enhance
   1. Accountability through CORE
   2. Project Cease Fire

II. Strong but unlikely for further investment –
   1. Annual Report
   2. Evaluation System
   3. Legacy System conversions

Mission Critical

III. Low Priority Improvements
   1. Fleet Management Improvement
   2. Remote Evidence Lockers
   3. Records Bureau Accreditation
   4. Electronic Reports for citizens

IV. Top Innovation Opportunities
   1. Less Lethal and CIT
   2. Civilian Report Writers
   3. Civilization/Right Sizing
   4. Focused Area Policing
   5. Predictive Policing/Real time crime/Data in Cars
   6. Biometrics
   7. Traffic Citations in Versadex
   8. Body Worn Cameras
   9. Impact of legal Marijuana

Lower Priority

Strong ROI Potential
**Cease-Fire**

**Key Enhancements**
- Gangs vs Groups
- Selection of Individuals for Call-Ins
- Ceasefire Meeting Format
- Frequency of Call-Ins

**Other Considerations**
- Community Education – neighborhood organizations
- Media inclusion (we can do this through DPD internal media – social media, DPD TV, DPD Radio)
- Project Manager
- Establish Working Group to meet monthly (Include social services & community)
- Consider Technical Assistance and Research Support –
  - Executive Education Presentations
  - Audit Process
  - Social Networking Process
  - On-going Advisory Services
- Consider Local Research Support – Universities.
- Bench re-education
Connect to the community
Provide a historical perspective

Due to financial constraints the Denver Police Department has not produced an annual report since 2009. The Department has received funding to purchase software for producing the report.

- 2013 Annual Report will be published by August of 2014
  - Report will be published publicly online
Why did we look at evaluations? The CSA evaluation process in 2012, with the high number of unsupported high ratings prompted a look at the sworn system for greater accountability.

Developed the design of evaluation forms
Worked closely with TS to house the evaluation system in the Microsoft Info-path program
Developed security levels for the evaluation system
Developed the training class, manuals and class schedules

Conducted evaluation training for all sergeants and above, including the first 10 officers on the Civil Service sergeant promotional list
Monitored and assisted sergeants and command officers in creating evaluation files / action plans
Provided teaching outline for designated trainers to explain the new Performance Evaluation System to officers and detectives
The Police Officer has input into their own evaluation
Data Warehousing in Oracle Business Intelligence

Data Warehousing Projects
- Officer productivity
- Electronic Log Sheets

<table>
<thead>
<tr>
<th>Office Activity from EIISS System</th>
<th>District 1</th>
<th>From: 09/01/2012</th>
<th>To: 10/06/2012</th>
<th>Days on Patrol</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>P01001  Corporal</td>
<td>Beaud</td>
<td>49</td>
<td>13</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>P01010  Corporal</td>
<td>Gretten</td>
<td>55</td>
<td>110</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>P00003  Corporal</td>
<td>Dreyfuss</td>
<td>91</td>
<td>83</td>
<td>8</td>
<td>47</td>
</tr>
</tbody>
</table>

Long Term
- Convert EIISS and OSI to Business Intelligence
- Convert Homicide and Officer Shooting database into Versadex
Vehicle Build Out Design was developed from the fleet maintenance technicians attending the PEAK academy training – it is their black belt project and has been implemented.
Records Bureau Accreditation

Current Year
- Identify major positions for civilianization
  (to be discussed in later slide)

Long-term
- Hire appropriate civilian positions
  - Begin accreditation process with ISO

Electronic Reports for Citizens

Current Year
- Requirements with CopLogic and Versaterm
- CopLogic Agreement under review
- Testing Oct 2014
- Long Term
- Rollout to Production Jan 2015
Innovation Plan – Type 4
Less Lethal and Crisis Intervention

2014
• Currently less lethal capabilities are shared within teams
• Situations can escalate quickly, officer on scene may not have time to access shared resource
• Not all officers are Crisis Intervention certified

Long-term - 2015
• Crisis Intervention Training – Whole Department
• Tasers issued to each officer
2014
• 6 CRTs graduated the academy in April
• Minimally the FTE equivalent of adding 7 sworn officers to the department
  • Cost = 58k per CRT, 350k total
  • $200k less than sworn
• Societal Benefit = $4.2 Million
• ROI = 1,096%

Long-term
• Service Level Improvement
• Apt Setting
• Explore hiring additional report writers
2015 – Identify additional areas for possible civilianization

• Records/ID Bureau
  • Sgt positions to CSA Supervisors
  • Add CSA Fingerprint Techs and an ASA III

• Electronic Technology Unit –
  • Replace Technician Positions to Civilian Lead Positions
  • Add civilians for 24 hour HALO coverage and support of various technology expansions – i.e. LPR, body cameras, etc
Precinct 213 Focus Area
Selected based on Auto Theft, Burglary and Larceny

- Strategies
  - Extra patrols, Foot and bicycle, Traffic Unit, DUAC Ts Ops
  - Neighborhood Group and East High School Collaboration
  - Used Volunteers in Policing to flyer neighborhood
  - Taxis on Patrol
  - Social media – crime prevention

- Outcomes
  - 76% decrease in Total Weekly Offenses
  - Marked increase in Proactive Activity
  - Arrest of Pattern Burglary through DNA hit
  - Arrest of 5 individuals for Pattern Auto Theft

<table>
<thead>
<tr>
<th></th>
<th>During</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFS1</td>
<td>209</td>
<td>56</td>
</tr>
<tr>
<td>CFS2</td>
<td>238</td>
<td>44</td>
</tr>
<tr>
<td>Offenses</td>
<td>40</td>
<td>6</td>
</tr>
<tr>
<td>Street Checks</td>
<td>53</td>
<td>18</td>
</tr>
<tr>
<td>Arrests</td>
<td>31</td>
<td>6</td>
</tr>
</tbody>
</table>
Offenses and traffic accidents in the DDACTS areas dropped by 22% year over year – no overtime used.
The Denver Police Department mission is to focus on the prevention of crime and increase safety within our communities. We are adopting a departmental culture that is consistent with community values which includes accountability of officers on patrol with a focus on precinct integrity. We need to leverage technology that enhances policing to improve both efficiency and effectiveness.

The current paper process is currently manual and requires numerous hours preparing reports and little time analyzing data and providing predictive analytics. In addition, by the time officers receive crime patterns and hot spot maps the data is outdated.

In addition crime analysts will have access to a highly robust crime analysis tool that will assist in pattern identification, data mining, prediction of serial events and communicating vital information efficiently.

Bair Analytics provides a Web based application that allows all officers to get current crime information and the flexibility to view the precinct they patrol and the crimes that are issues in their area. The ability to leverage this technology will reduce preventable crime by utilizing in-depth crime activity and predictive information to anticipate crimes and better direct patrol activity.
**Wireless in the Car**
- Q1 Pilot Testing in District 1
- All Cars by year end 2014

**Biometrics**
- Fingerprints/Citations
  - District Stations have fingerprinting
  - Patrol Cars
    - Need Wi-Fi and handhelds for both electronic ticketing and mobile fingerprinting

**Combined**
- Wireless – ability to utilize real-time crime info and to use biometric tools in the patrol car
- Electronic Traffic Citations – hand held tool to allow for tickets and biometrics
  - Faster and more accurate identification for citizens.
2014
- Pilot study using Cambridge University professor to assess the impact of Body Worn Cameras
  - Taser Inc providing 95% of funding for Pilot
  - Cost for total program vs. minimal expected savings based on settlements etc.
  - Impact on prosecution, IA cases, etc.

Long-term
- Explore future implementation throughout the department – expansion of Electronic Technology Unit to support
- Expected Outcomes based on Rialto PD Study
  - 88% decrease in citizen complaints
  - 59% decrease in Use of Force
On January 1, 2013 recreational marijuana was legalized in the State of Colorado, with retail sales beginning January 1, 2014. As Colorado is one of the first states to change the legal status of marijuana in the United States, it is unclear as to the impact on local police agencies. Denver has had legal medical marijuana production and sales in place for several years, indicating that certain issues, such as business burglary, robbery, etc may see increases, particularly related to large cash quantities and inventory with relatively high street values. Additionally, due to Colorado and Washington being the only states with legal retail marijuana there is increased concern related to illegal interstate commerce.
Explorers – Develops a career path for these kids
Cadet Program
Accomplishments

• **Crime Prevention**
  – Reduction in Part I UCR Offenses
  – Reduced calls for service
  – Connection with the Community through Social Media
  – Focused Area Policing
  – Predictive Analytics through DDACTS and Bair Analytics

• **Increased Productivity**
  – Improved Clearance Rates
  – Higher Levels of Patrol Officer Productivity
    • Multipliers: Wi-Fi, Civilians, Civilian Report Technicians, Communication with Citizens

Crime Prevention -
UCR Part 1 offenses down 4.7%
Calls for Service down 10%
Productivity -
Clearance Rates – 16% above projections based on case load
Officer Productivity – 81% increase over 2012
Challenges

- Staffing
- Funding for Technology and Implementation
- Accountability
- Internal Communication