DEPARTMENT

2023-2027

STRATEGIC PLAN

Building On a Strong Foundation

SET THE EXAMPLE

LEAD WITH INTEGRITY
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Message from Chief Thomas

As your Police Chief, I am pleased to provide you with our 2023-2027 strategic plan.

Our commitment to ensuring the safety and well-being of our community remains unwavering, and your participation in this endeavor is crucial.

We are actively working on key components of our strategic plan designed to enhance public safety, community engagement, and the overall quality of life for our residents. Here are some highlights of our efforts:

1. Lowering our response time to calls for service through alternative first responder programs and advanced staffing models.
2. Reorganizing citywide crime prevention and response teams.
3. Collaborate with multi-disciplinary teams to implement evidence-based violence prevention and focused deterrence programs.
4. Executing continuous improvement initiatives based on community feedback surveys.
5. Regular reporting of key metrics and crime data to ensure we are transparent and accountable regarding our performance.

Our strategic plan is a collaborative effort, and your input is invaluable. We encourage you to engage with us, attend community meetings, and share your thoughts, concerns, and ideas. As we move forward, our commitment to serving you with integrity, professionalism, and empathy remains steadfast. We are dedicated to fostering a community where everyone feels safe, supported, and heard. Together, we can shape a safer and more prosperous Denver.

Sincerely,

Ron E. Thomas
Chief of Police
Introduction

The Denver Police 2023 – 2027 Strategic Plan highlights the fundamental goals and objectives that align with the mission and vision of the department. Further, it provides the foundation for organizational and operational decisions. This document provides a detailed overview of each strategic goal, targeted outcomes, and key performance metrics.

As strategic planning is continuously performed within the department, our objectives and activities are regularly reviewed and updated to adapt to internal and external needs.

Reporting our Outcomes

Several key metrics and targeted outcomes are outlined under each strategic goal, all of which fall under general indicators identified as having a high-level impact to the community and the department.

1. Crime rate
2. Community perceptions - feeling safe, trust in police, satisfaction with police
3. Healthy organization
4. Diverse organization

Outcomes will be reported through an annual accountability report made available on the Denver Police Department Performance and Transparency webpage. This report will contain interactive visualizations of measures and outcomes, and will serve as an accountability report to the residents of Denver.
Mission

Preventing crime and increasing public trust while honoring the responsibilities granted to us by those we serve, with continued focus on partnerships, learning, and innovation.

Vision

- Focusing on the prevention of crime and safety
- Adopting a department culture that is consistent with community values
- Combining both efficiency and effectiveness while leveraging technologies that enhance policing operations

Values

- **Integrity**: Honest and ethical behavior in all we do, our actions will match our words.
- **Courage**: Selfless devotion to duty; taking action in the face of danger and holding ourselves and our peers to the highest ethical standards.
- **Service**: Providing respectful police services to all, realizing that we achieve more through partnerships. Our motto “to serve and to protect” is not just a slogan – it is our way of life.
The organization chart below shows the overall structure, management position within the structure, and the flow of authority and accountability. For more detailed information about our organizational structure, please see Appendix A or visit our Operations Manual.
Insights by the Numbers

At the core of every vibrant community lies a wealth of data that tells the unique story of its residents, activities, and interconnectedness. Through a comprehensive examination of community data, we endeavor to foster a deeper understanding of the challenges, opportunities, and collective triumphs that contribute to the tapestry of our shared existence.

About Our Community

- **713,252**
  Population of the City and County of Denver as of 2022.

- **154.7**
  154.7 square miles with 713,252 people. That’s over 4,600 people per square mile.

- **393,359**
  393,359 dwellings spread out over 78 diverse neighborhoods.

- **24.5%**
  Percentage of households where a language other than English is spoken.

- **14**
  Number of languages spoken by at least 1,000 people.

- **Race/Ethnicity**
  - 68.8% White
  - 29.4% Hispanic or Latino
  - 9.9% Two or more races
  - 9.0% Black or African American
  - 3.6% Asian
  - 0.1% American Indian/Alaska Native

Sources:
- United States Census Bureau
- Denver Office of Immigrant & Refugee Affairs
About our Department

Demographic data unveils the multifaceted nature of our organization's workforce. This insight not only fosters a deeper understanding of the internal dynamics but also serves as a compass for informed decision-making, strategic planning, and the cultivation of an inclusive environment.

Demographic Information

Total Sworn Personnel by Gender

- Male 83.8%
- Female 16.1%

Total Sworn Personnel by Rank:

- **Lieutenant and above** -
  - 92% male, 8% female
  - 64% White, 19% Hispanic/Latino, 9% Black/African American, 6% Asian, 2% multiple races
- **Sergeant and below** -
  - 84% male, 16% female
  - 63% White, 23% Hispanic/Latino, 8% Black/African American, 3% Asian, 1% multiple races, 1% American Indian/Alaska Native, <1% Native Hawaiian, Pacific Islander, <1% decline to identify
- **Recruit Officer** -
  - 73% male, 27% female
  - 42% White, 35% Hispanic/Latino, 9% multiple races, 6% Asian, 6% Black/African American, 1% decline to identify

Date of data: September, 2023
Events, Activities, and Outcomes

In today’s rapidly evolving landscape of law enforcement, the utilization of data has emerged as a cornerstone in promoting public safety, enhancing strategic decision-making, and fostering community trust. The following information provides a snapshot of events occurring within the City and County of Denver, actions initiated or in response to events by the department, and outcome data in 2022.

Events

310,413
The number of calls for service received from Denver residents.

87,131
Total number of crimes reported.

58,887
Total number of property crimes reported.

21,513
The number of mental health-related calls for service.

13,639
The number of domestic violence-related calls for service requested.

13,573
Total number of person crimes reported.

2,608
The number of gun-related person crimes reported.
Activities

186,365
The number of officer contacts to resident calls for service.

181,030
The number of officer self-initiated actions.

27,529
Total number of arrests made.

17,179
The number of individuals served by the Victim Assistance Unit.

2,816
The number of Denver Police mental health co-responder contacts made.

2,262
Total number of illegal firearms seized.

1,337
The number of Domestic Violence Prevention Program contacts conducted.
Outcomes

100%
The percentage of active sworn personnel trained in active bystandership and de-escalation tactics.

99%
The percentage of force incidents that did not result in an officer-involved shooting (total = 8 officer-involved shootings).

99%
The percentage of calls that did not result in a formal complaint (there were 270 total formal complaints).

97%
The percentage of arrests where use of force was not used (there were 793 total use of force incidents).

96%
The percentage of mental health co-responder contacts where an alternative intervention was provided vs making an arrest.

80%
The clearance rate for homicides (there were 70 cleared homicides).

5%
The percentage increase in time to respond to emergency calls for service.
Strategic Goals

Goal 1: Prevent Crime and Increase Public Trust

Preventing crime directly contributes to the safety and security of individuals and communities. Lower crime rates lead to an improved quality of life for residents, and safer neighborhoods are more attractive places to live and work. When law enforcement agencies are effective at preventing and addressing crime, they build trust among the public.

Objective 1.1 – Implement evidence-based crime reduction strategies in collaboration with community and City partners.
Objective 1.2 – Develop strategies to increase interagency information sharing and multi-disciplinary efforts.
Objective 1.3 – Consistent, authentic engagement with all Denver residents.
Objective 1.4 – Increase transparency through access to data that is clear and understandable to a broad, public audience.

Target Outcomes

1. Reduced gun violence
2. Reduced property crimes
3. Reduced sustained Internal Affairs complaints
4. Increased accessibility and positive community interactions
5. Increased satisfaction with patrol services and interactions
6. Reduced response time to calls for service

Key Performance Measures

1. Violent crime (including gun violence)
2. Property crime (including auto theft)
3. Complaints
4. Use of force numbers
5. Citywide community surveys
6. Patrol response service surveys
7. Response times
8. Access to interpretation services
Strategic Goals

Goal 2: Build Safe and Healthy Communities

Public safety takes everyone – it is not simply a function of policing. We endeavor to work with City and non-profit partners to build capacity, so community members have access to the services they need. The focus is addressing issues related to acute mental health concerns, substance abuse, fear of crime, while equipping all officers with specialized knowledge, de-escalation skills, and working with community partners.

Objective 2.1 – Advance solutions that consider the specific issues in our unique communities.
Objective 2.2 – Develop interagency strategies to address complex issues related to unhoused communities, acute mental health concerns, and substance misuse.
Objective 2.3 – Broaden ability to work with community groups and residents to reduce criminal events that impact community safety and quality of life.
Objective 2.4 – Address crimes that negatively impact our community and overall safety.

Target Outcomes

1. Reduced fear of crime
2. Reduced crime across all Denver neighborhoods
3. Reduced response times to resident calls for service

Key Performance Measures

1. Violent crime
2. Bias-motivated crime
3. Property crime
4. Traffic-related offenses
5. Citywide community surveys
6. Calls for service involving acute mental health concerns, substance misuse, and unhoused communities
Strategic Goals

Goal 3: Focus on Precision Policing

The goal of precision policing is to enhance the effectiveness and efficiency of law enforcement by deploying resources where they are most likely to have the greatest impact in preventing and addressing crimes. Precision policing is designed to make policing more efficient by directing resources where they are needed most. The primary aim is to prevent crimes before they occur or to respond rapidly to emerging crime patterns. By targeting resources to high-risk areas, law enforcement can deter criminal behavior and increase the likelihood of apprehending offenders.

Objective 3.1 – Implement systematic crime prevention strategies in all patrol districts that are evidence-based and rigorously evaluated for effectiveness.

Objective 3.2 – Use community feedback through surveys and meetings to develop micro-policing agendas for each neighborhood, that focus police resources on top community crime concerns.

Objective 3.3 – Develop and evaluate long-term partnerships and policing strategies that target places with a historic concentration of violent crime.

Target Outcomes

1. Consistent, evidence-based violence reduction efforts implemented in each police district

Key Performance Measures

1. Violent crime
2. Property crime
3. Clearance rates (homicide and non-fatal shootings)
4. Gun violence in persistently violent locations
5. Citywide community surveys
Strategic Goals

Goal 4: Develop and Sustain Innovative Training

Innovative training for police is crucial in ensuring police departments are well-prepared to handle today’s diverse and complex challenges. The objectives below aim to ensure training is adaptive, responsive, evidence-based, and focused on building a positive and respectful relationship between the department and the communities we serve.

Objective 4.1 – Provide training for department personnel that supports growth from the academy through retirement.
Objective 4.2 – Create education and training opportunities that incorporate the well-being of department personnel and their families.
Objective 4.3 – Develop partnerships with external academic practitioners to ensure the department’s training is consistently improving.
Objective 4.4 – Operationalize community feedback into training.

Target Outcomes

1. Reduced complaints and discipline cases
2. Increased utilization of educational opportunities
3. Increased perception of police professionalism
4. Equitable training opportunities for all staff

Key Performance Measures

1. Complaints
2. Participation in advanced learning programs
3. Retention and recruitment rates
4. Citywide community surveys
Strategic Goals

Goal 5: Build a More Efficient and Resilient Organization

Building a healthy police department is essential to ensure the well-being of our officers, professional staff, and the communities we serve. A healthy department not only means physical health but also encompasses mental, ethical, and community health.

Objective 5.1 – Create workload-based staffing models that align personnel with department and public safety priorities.
Objective 5.2 – Offer resources for department personnel and their families.
Objective 5.3 – Support innovative approaches to improving work/life balance.

Target Outcomes

1. Reduced sick leave and workers comp claims
2. Reduced complaints and discipline cases
3. Diversity represented at all ranks and classifications throughout the department
4. Increased recruitment and retention
5. Improved morale
6. Zero officer suicides

Key Performance Measures

1. Complaints
2. Utilization of wellness resources
3. Sick leave, injuries, workers comp claims
4. Wellness risk scores
5. Retention and recruitment data
6. Department demographic data
7. Internal satisfaction surveys
Appendix A: Areas of Responsibility

In addition to the duties performed in directing a designated bureau, division, district, section or unit, each supervisory officer advises and acts for the Chief of Police in promoting coordination and cooperation in matters of department-wide concern.

<table>
<thead>
<tr>
<th>Bureau</th>
<th>Responsibility</th>
<th>Divisions, Units</th>
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</thead>
</table>
| Accountability & Development | Identify needs for training and conducting investigations into potential policy violations. | • Internal Affairs  
• Professional Development  
• Wellness & Resiliency |
| Airport Police                | Provide uniformed patrol of airport property, including the enforcement of airport regulations, city ordinances, and state/federal laws. | • Explosives Detection  
• K9  
• Investigations/Special Events  
• Traffic Enforcement |
| Analytical Services           | Provides analysis-driven data support to the Denver Police Department and Denver Department of Safety. | • District Crimes Analysis  
• Data Analysis  
• Investigative Analysis |
| Communications                | Keeps community appraised of police activity, department efforts, safety issues and crime prevention tips through working with the news media and social media | • Public Information  
• Social Media  
• Digital Media Production |
| Community Relations           | Increase community involvement to promote positive interactions between residents of Denver and members of the department. | • Community Relations  
• Recruitment  
• Legislative Liaison  
• Volunteers in Police |
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| Crisis Services        | Provides support services to victims of crimes and persons experiencing mental health crisis. | • Victim Assistance  
                          • Crisis Intervention Response  
                          • Outreach Case Coordinators |
| Diversity, Equity, Support | Works in collaboration with employees and community members to identify and eliminate barriers to diversity, equity, and inclusivity. | • Diversity, Equity, Inclusion  
                          • Operations Support  
                          • Property and Evidence |
| Forensics and Evidence | Responsible for the collection, preservation, and examination of evidence. | • Crime Scene  
                          • Firearms  
                          • Forensic Biology/DNA  
                          • Forensic Imaging  
                          • Latent Print  
                          • Trace Evidence  
                          • Quality Assurance |
| Identification         | Responsible for generating and maintaining criminal history records, fingerprints, and photographs for the department. | • Records  
                          • Identification  
                          • Concealed Weapons |
| Major Crimes           | Investigates serious crimes against persons.                                    | • Robbery/Homicide  
                          • Sex Crimes  
                          • Domestic Violence  
                          • Firearms Assault  
                          • Special Victims  
                          • Metro Denver Crime Stoppers |
<p>| Operational Innovation | Responsible for developing solutions to department and city-wide challenges. Implement new projects, policies, and technologies to enhance the ability to reduce crime and improve community relations | • N/A |</p>
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| Patrol              | Responsible for the prompt response to community and safety needs.             | • Patrol  
• Community Resource Officers  
• School Resource Officers  
• Investigations  
• Mounted Patrol  
• Motorcycle Patrol |
| Special Operations  | Responsible for managing high-risk situations and public events that go beyond the capabilities of regular patrol functions while minimizing the risk to the public, police, and individuals involved. | • Traffic Investigations  
• Special Events  
• Air Support  
• Explosives Detection/K9  
• Metro SWAT |
| Strategic Initiatives| Responsible for executing long-term strategies to enhance public safety, conduct research, and measuring the effectiveness of law enforcement efforts. | • Planning and Research  
• Grants Administration  
• Budget Planning |
| Strategic Investigations | Responsible for intra and interagency emergency plan coordination and information sharing internally and with local, state, and federal partners. | • Vice/Narcotics  
• Counter Threats  
• Real-Time Crime Center  
• Fentanyl Investigations |
| Training            | Responsible for producing well-rounded and competent law enforcement professionals who are equipped to uphold the law, protect public safety, and serve their communities with integrity and professionalism. | • Academy  
• Firearms  
• Continuing Education/In-Service Training  
• Reserve Officers |