

Denver Police Department

2012 Strategic Plan

External Version – Excluding Gang Bureau Metric

Last Updated: 03/11/2013

Status: Year End Final

Tactics → Strategies → Mission

OVERVIEW:

The Denver Police Department achieves its mission by successfully delivering the strategies and underlying tactics that contribute to a safer community. All levels – Mission, Strategies, and Tactics – are measured against pre-defined success criteria.

MISSION:

Definition: To operate a police agency with a focus on preventing crime in a respectful manner, demonstrating that everyone matters.

VISION:

The Department, in partnership with the community, will endeavor to achieve our mission by:

- ⇒ Focus on the prevention of crime and safety
- ⇒ Adopting a departmental culture that is consistent with community values
- ⇒ Combining both efficiency and effectiveness
- ⇒ Leverage technologies that enhance policing operations

VALUES:

The work of the DPD is guided by the values of:

- | | |
|------------------|--------------------|
| ⇒ Justice | ⇒ Respect |
| ⇒ Equity | ⇒ Diversity |
| ⇒ Integrity | ⇒ Teamwork |
| ⇒ Honesty | ⇒ Innovation |
| ⇒ Accountability | ⇒ Customer Service |

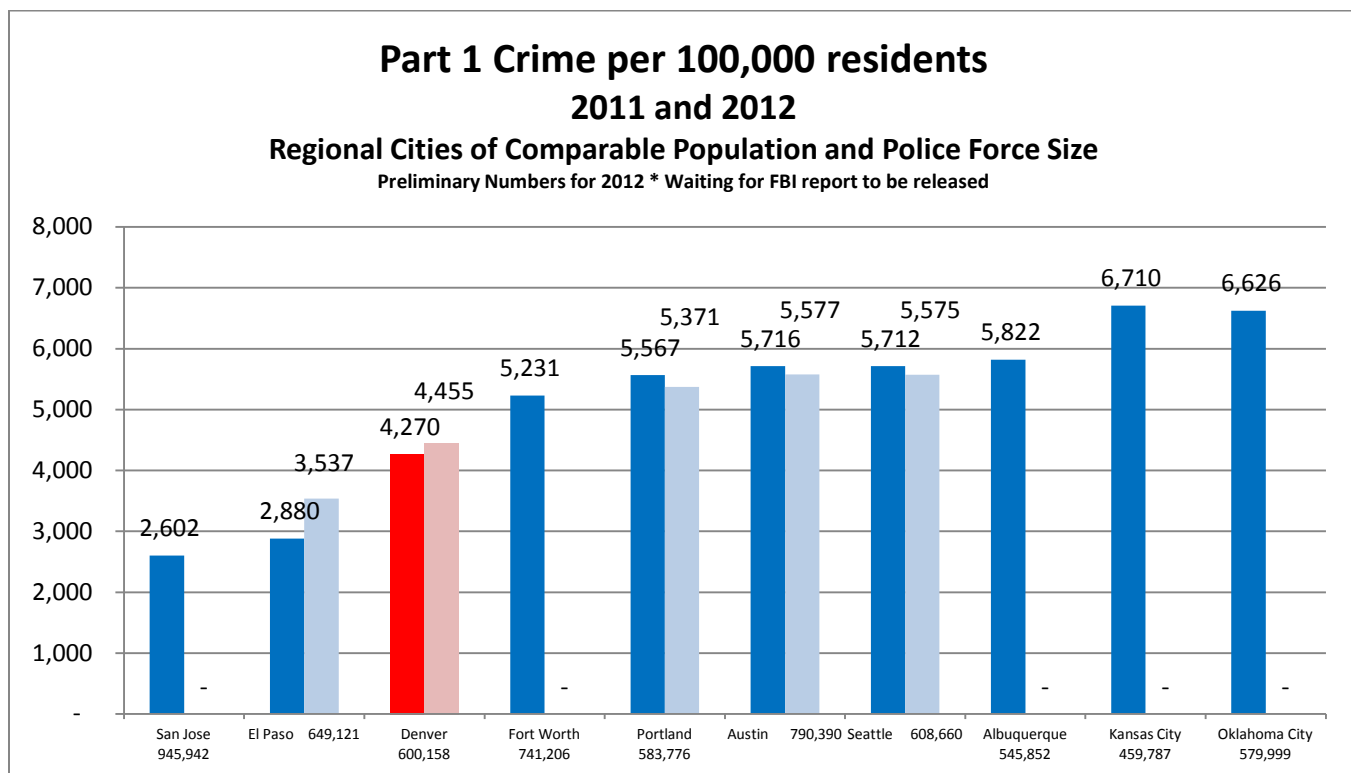
STRATEGIES:

- ⇒ 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.

Mission	To operate a police agency with a focus on reducing crime in a respectful manner demonstrating that everyone matters.
Responsibility	Chief of Police
Authority	Manager of Safety
Approach	Successfully implement the strategic plan.
Method of Evaluation	<ul style="list-style-type: none"> ⇒ FBI statistics for comparison to similar cities (typically published for the prior year each summer). ⇒ National Citizen Survey statistics to measure perception of safety (typically available for the prior year each spring) ⇒ Denver crime trends to measure recent progress (available by the end of following month).

FBI Statistics

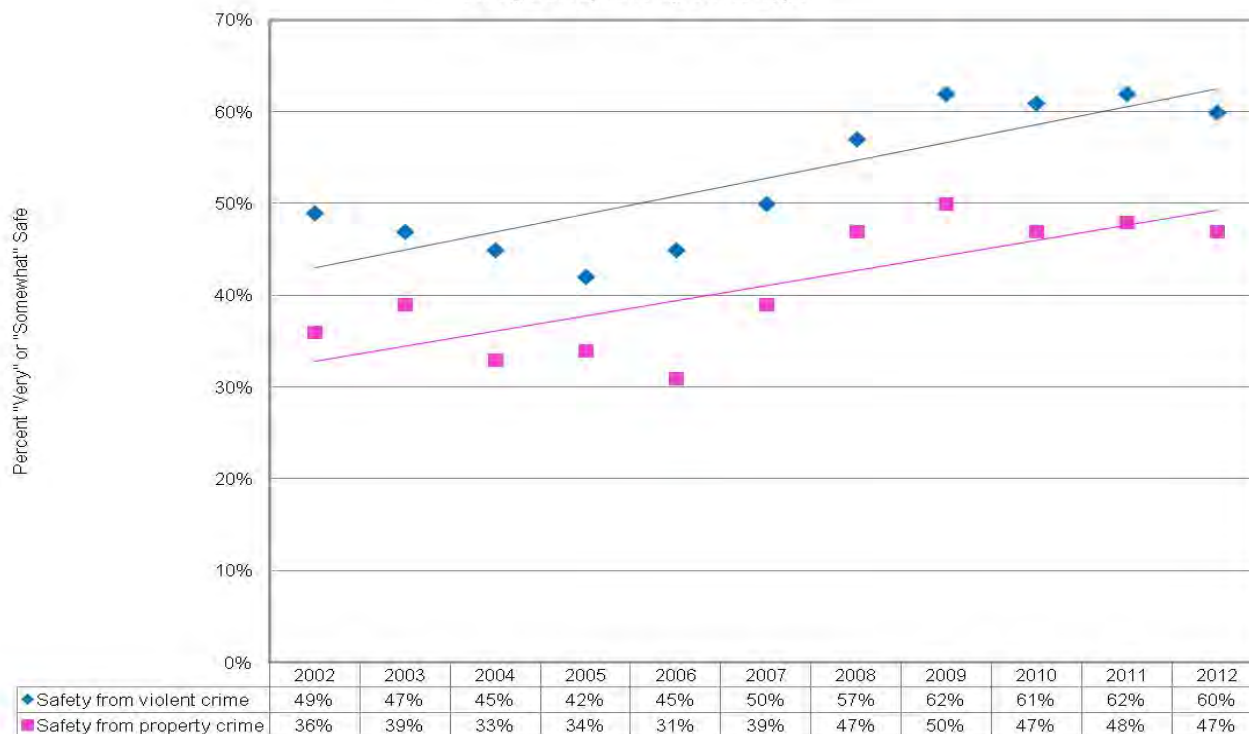
A preliminary FBI report of offenses based on a national methodology called Uniform Crime Reporting (UCR) is available each summer. Current year over year updates are preliminary numbers from various web reports, cities without crime data reported do not have up-to-date crime information available. All city data will be updated with the UCR information when it becomes available



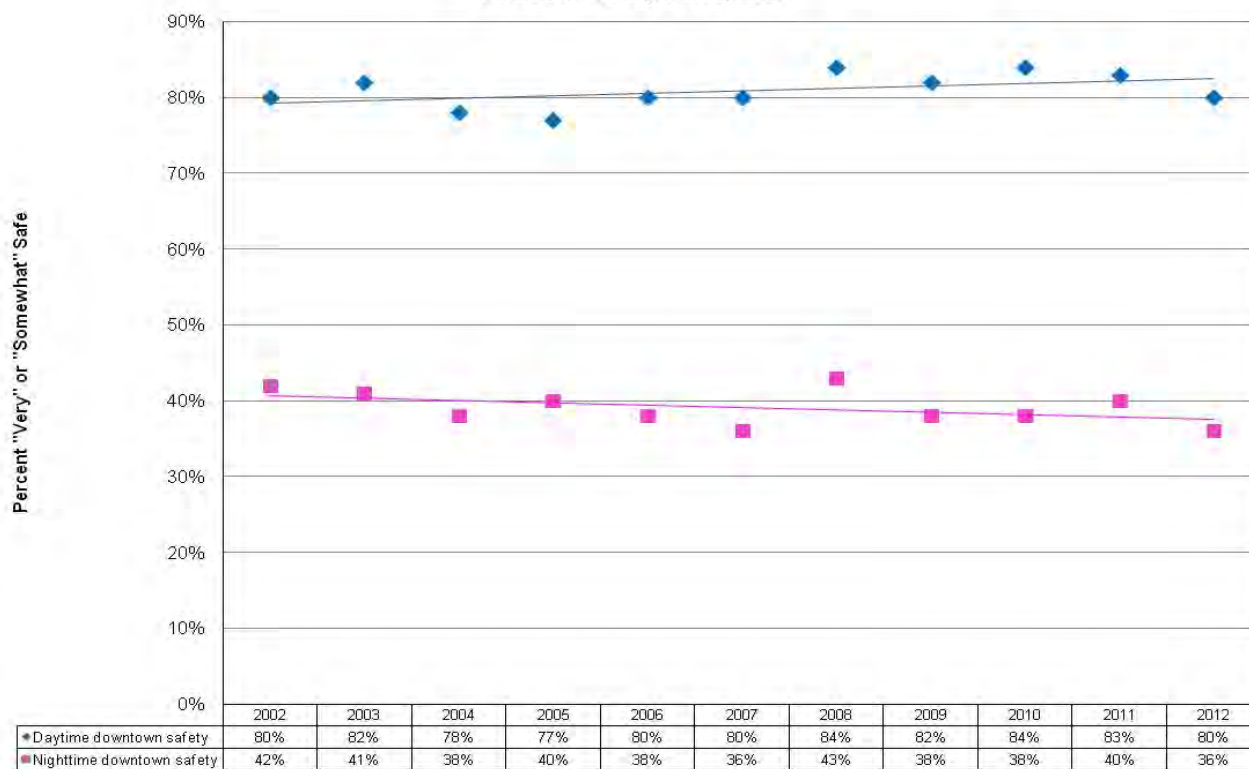
National Citizen Survey (NCS)

NCS results are reported in February of each year. Results below are through 2012.

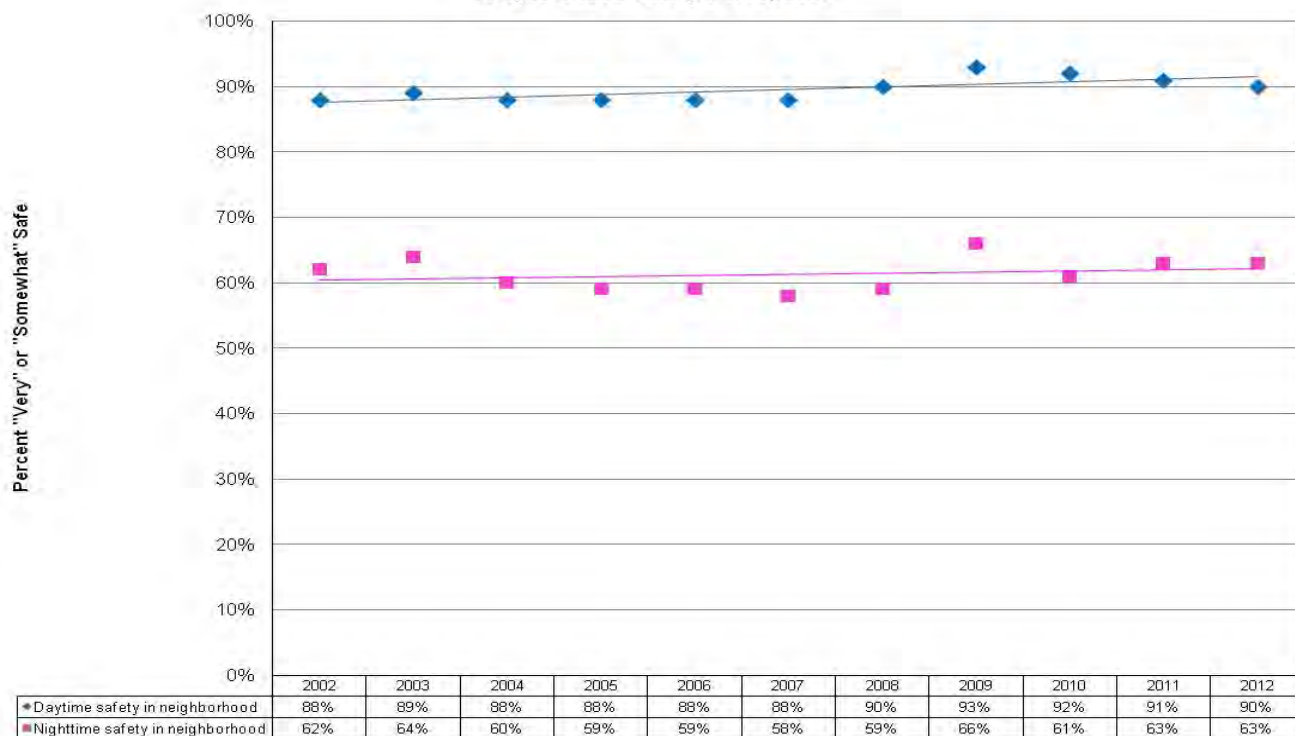
Safety Perceptions by Crime Type



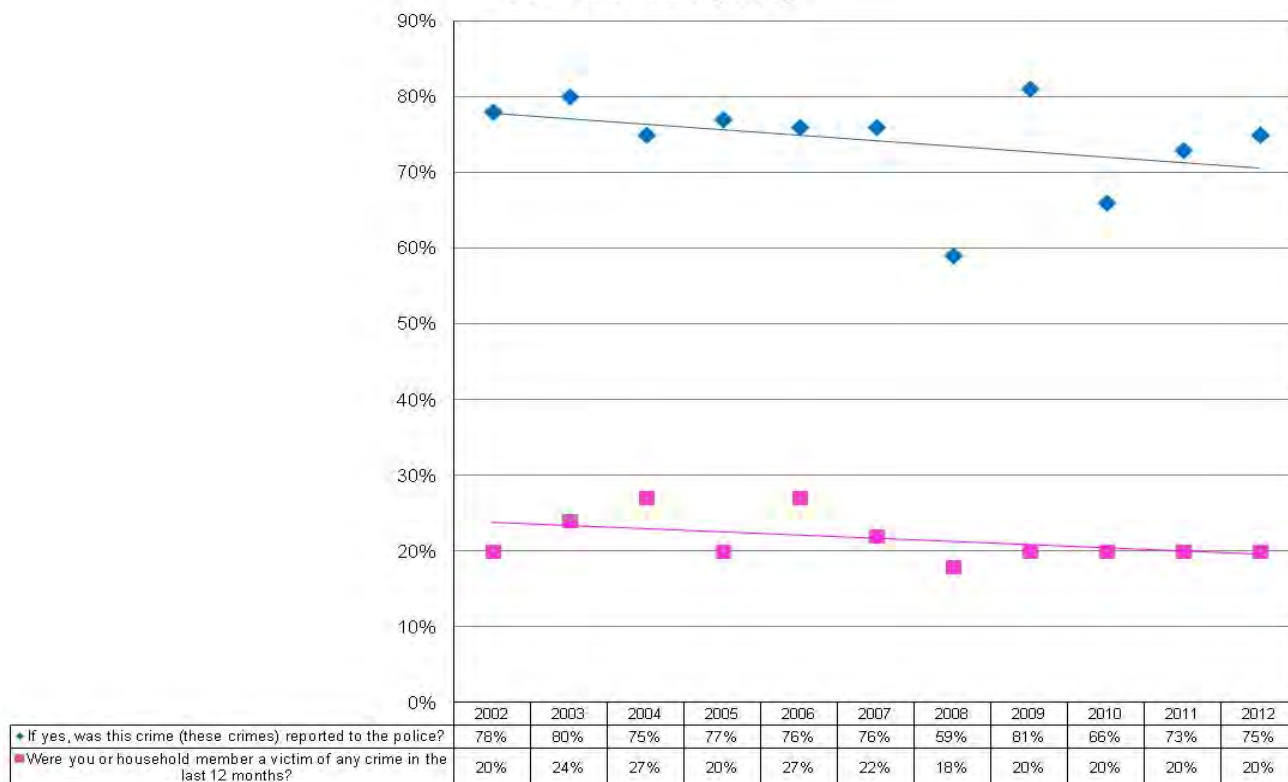
Downtown Safety Perceptions



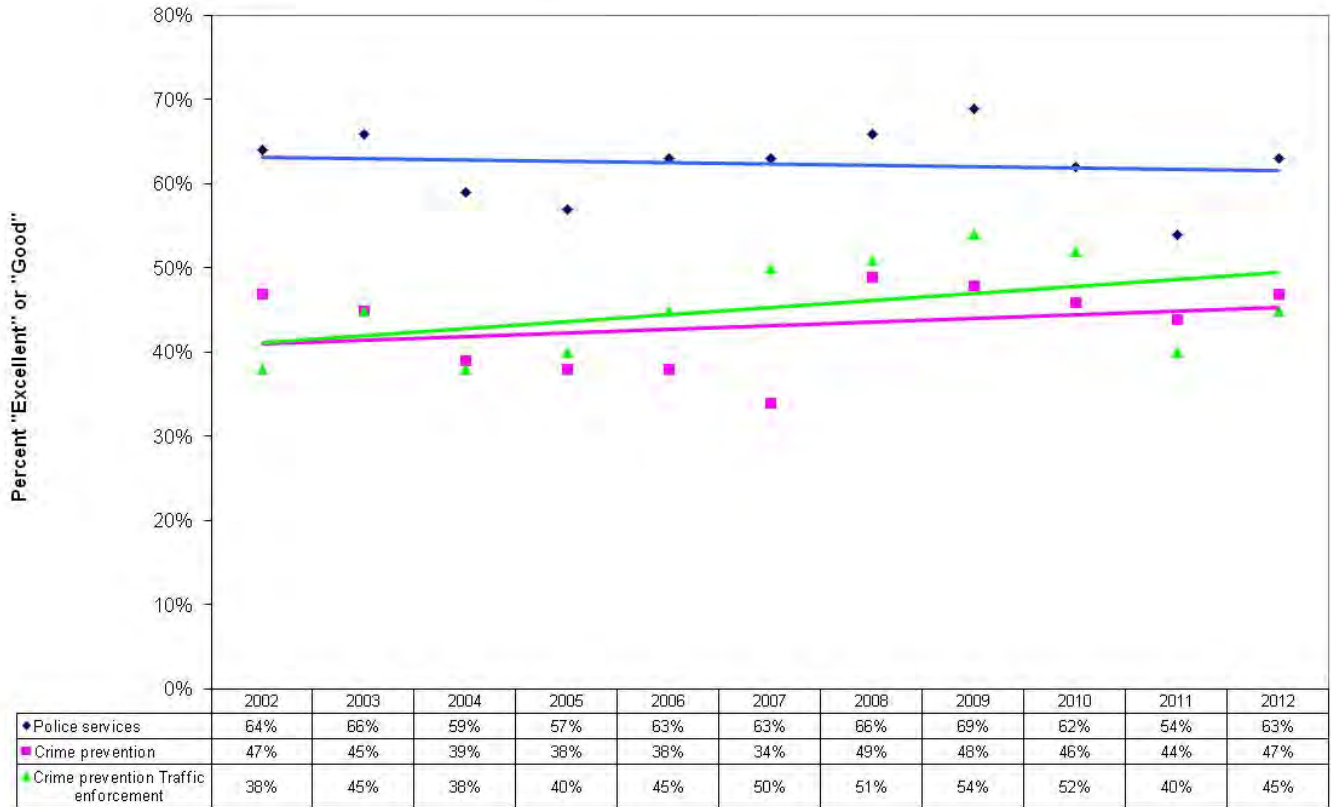
Neighborhood Safety Perceptions



Victimization and Reporting



Citizen Satisfaction



- 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 2012 3,000 households were **randomly** selected to participate, with **842** responded (29% 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).

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

TYPE OF OFFENSE		JAN-DEC, 2011		JAN-DEC, 2012		CHANGE	
		#	%	#	%	#	%
CRIMES AGAINST PERSONS	Murder	43	0.1%	38	0.1%	-5	-11.6%
	Aggravated Assault	2,327	5.5%	2,563	5.8%	236	10.1%
	Forcible Sex Offenses	856	2.0%	794	1.8%	-62	-7.2%
	Non Forcible Sex Offenses	42	0.1%	24	0.1%	-18	-42.9%
	Kidnapping/Abduction	171	0.4%	190	0.4%	19	11.1%
	Simple Assault	2,959	6.9%	2,995	6.8%	36	1.2%
	Intimidation	483	1.1%	523	1.2%	40	8.3%
SUBTOTAL		6,881	16.2%	7,127	16.2%	246	3.6%
CRIMES AGAINST PROPERTY	Arson	99	0.2%	106	0.2%	7	7.1%
	Bribery	1	0.0%	1	0.0%	0	0.0%
	Burglary	4,963	11.7%	5,230	11.9%	267	5.4%
	Counterfeiting/Forgery	176	0.4%	189	0.4%	13	7.4%
	Criminal Mischief/Damaged Property	6,131	14.4%	5,888	13.4%	-243	-4.0%
	Embezzlement	23	0.1%	7	0.0%	-16	-69.6%
	Extortion	17	0.0%	15	0.0%	-2	-11.8%
	Fraud	1,084	2.5%	833	1.9%	-251	-23.2%
	Larceny	6,319	14.8%	7,392	16.9%	1,073	17.0%
	Theft from Motor Vehicle	7,965	18.7%	7,303	16.6%	-662	-8.3%
	Motor Vehicle Theft	3,618	8.5%	3,730	8.5%	112	3.1%
	Robbery	1,207	2.8%	1,365	3.1%	158	13.1%
	Stolen Property	116	0.3%	140	0.3%	24	20.7%
SUBTOTAL		31,719	74.5%	32,199	73.4%	480	1.5%
CRIMES AGAINST SOCIETY	Drug/Narcotics Violations	1,478	3.5%	1,904	4.3%	426	28.8%
	Gambling	0	0.0%	0	0.0%	0	NA
	Child Pornography	16	0.0%	6	0.0%	-10	-62.5%
	Prostitution	37	0.1%	30	0.1%	-7	-18.9%
	Weapon Law Violations	334	0.8%	422	1.0%	88	26.3%
SUBTOTAL		1,865	4.4%	2,362	5.4%	497	26.6%
ALL OTHER OFFENSES	Fraud - NSF - Closed Account	9	0.0%	13	0.0%	4	44.4%
	Curfew	4	0.0%	6	0.0%	2	50.0%
	Disorderly Conduct / Disturbing the Peace	90	0.2%	99	0.2%	9	10.0%
	Family Offenses / Nonviolent	336	0.8%	344	0.8%	8	2.4%
	Liquor Law/Drunkenness	5	0.0%	18	0.0%	13	260.0%
	Other Sex Offenses	290	0.7%	286	0.7%	-4	-1.4%
	Viol of a Restraining/Court Order	443	1.0%	481	1.1%	38	8.6%
	Harassment	342	0.8%	302	0.7%	-40	-11.7%
	Criminal Trespassing	266	0.6%	308	0.7%	42	15.8%
	All Other Offenses	330	0.8%	322	0.7%	-8	-2.4%
SUBTOTAL		2,115	5.0%	2,179	5.0%	64	3.0%
GRAND TOTAL		42,580	100.0%	43,867	100.0%	1,287	3.0%

All files utilized in the creation of this report are dynamic. Dynamic files allow additions, deletions and/or modifications at any time, resulting in more complete and accurate records in the databases. Due to continuous data entry after reports are compiled, numbers may vary in previous or subsequent reports. Data downloaded 1/07/2013.

PREPARED TO DEPARTMENT OF SAFETY PUBLIC INFORMATION STANDARDS

Excludes runaways, traffic offenses, unfounded reports and non-criminal activity.

Strategy 1.00	Aligning resources towards crime prevention and safety
Responsibility	Deputy Chief of Operations and Deputy Chief of Administration
Authority	Chief of Police
Approach	Successfully implement the tactics that contribute to this strategy.
Method of Evaluation	⇒ Tactical metrics as assigned below

Tactic 1.01	Implement Strategic Re-Alignment
Responsibility	Deputy Chief of Operations and Deputy Chief of Administration
Authority	Chief of Police
Approach	Implement planned Strategic Re-Alignment within the general timeline
Method of Evaluation	DPD will be evaluated by quarterly accomplishments related to this plan.

DPD Realignment Timeline

(This is a draft plan and timeline that is subject to change)





Accomplishments - Completed

Assessments

- Command Staff were identified on 3/30/2012, sworn in on 4/13/2012
- Juno Analytics was not retained

Reallocations

- Info Desk night closure was instituted 1/1/2012 – 5 officers were moved out to patrol
- Patrol Shift Optimization was tested during the first Quarter of 2012 in District 3 and District 5
 - Findings – the optimization had mixed results in effecting response time and also generated more overtime costs
 - Determination – the shift optimization assessment was concluded in May 2012 and both District 3 and District 5 reverted to previous shift schedules. When the priority of precinct integrity is more fully implemented this concept will be revisited.

- Accident Cars were moved to the Districts on 4/15/2012

- Investigative resources were shifted to the districts on 4/15/2012

- Street robbery, Assaults and Narcotics were decentralized

Overall Result - 64 officers of various ranks were moved to Patrol

Goal: Patrol Staffing near 70% of total DPD Staffing

- 1/1/2012 = 48%

- 5/1/2012 = 57%



Accomplishments – Completed

Departmental Structure

- Flattened the organization – eliminated the Division Chief level
 - This moved the department from 13 appointed command staff to 15 appointed command staff, a cost change from 2.5 to 2.6 million
 - Increased command staff span of control
- Appointed new command staff and streamlined operations by moving operations to new command areas
 - Allowed for the removal of certain duplications
 - Increase efficiency through better fit
- Streamline disciplinary process
 - Created Conduct Review Office
 - Eliminated 50% of the review process
 - New IAB Commander with hand picked experienced staff
 - Weekly disciplinary review meetings with Manager of Safety

Assessments



Reallocation Phase II



Assessments

- Impact of decentralization related to Workload and Clearance
 - Moved car jacking and residential robbery back to centralized robbery unit
 - Changed authorized strength for Detectives

D1 – 18	D3 – 20	D5 – 10
D2 – 18	D4 – 20	D6 – 20
 - Allowed temporary detective assignment for District 6
- Completed assessment of areas with potential to civilianize – 40 positions

Reallocations

- Streamline disciplinary process
 - All but 1 of old cases (“log-jam”) have been reviewed with findings and recommendations
 - 33 cases inherited, 23 completed, 9 awaiting OIM or chief’s hearing and 1 in process
 - Starting to measure process time reduction 8/1/2012
 - goal of 50% reduction in process time
 - Analyst in Manager of Safety’s office working to create metrics for process improvements and outcomes

Assessments



Reallocation Phase II



Accomplishments – Completed

Reallocations

Departmental Structure

- Evaluated all appointed positions within DPD
 - Appropriately assigned rank to responsibilities
 - Right-Sizing
 - 17 Captains – 15 Captains
 - 269 Detectives to 258 Detectives
 - 65 Corporals to 80 Corporals
 - 142 Technicians to 90 Technicians
 - By adding 40 CSA savings of **\$1.5M**

Goal: Patrol Staffing between 65-70% of total DPD Staffing

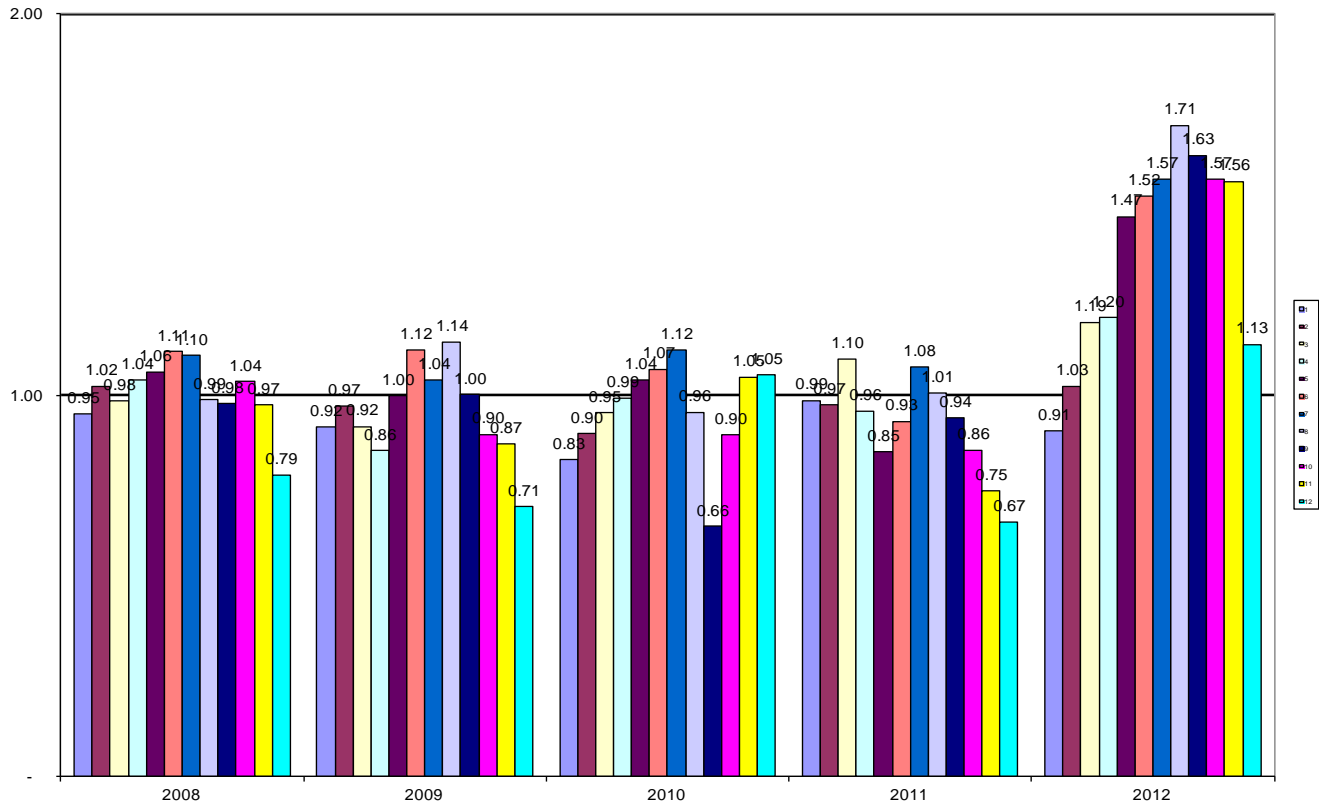
- 1/1/2012 = 48%
- 5/1/2012 = 57%
- 8/1/2012 = 60%

Tactic 1.02	Strengthen proactive patrols.
Responsibility	Six District Commanders
Authority	Deputy Chief of Operations
Approach	To increase officer productivity and reduce crime
Method of Evaluation	<p>⇒ Based on 2008 baseline (an index of 1.00), measure productivity based on:</p> <ul style="list-style-type: none"> ○ Class 2 Index (Officer Initiated Actions) in context of other time commitments and ensuring quality over quantity

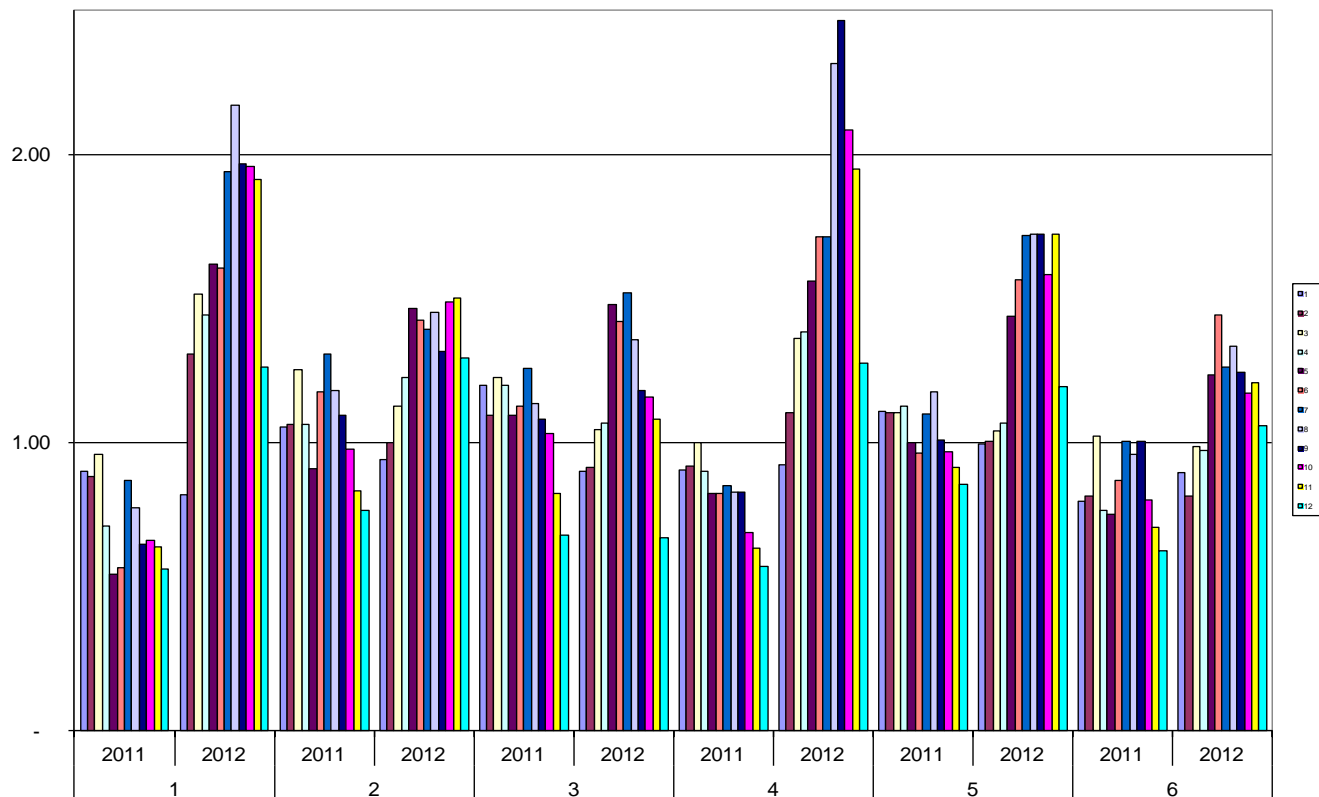
Class 2 calls are, by definition, officer initiated (unlike Class 1 calls, they are not in response to a citizen request). The original Heartbeat Class 2 Productivity Index was developed in 2009, and revised in 2010, to measure an important type of proactive policing – interaction with community members (i.e. proactive interactions that involved another human being, as opposed to – for example – a requested vacation drive-by of a home). At the end of 2010 it became clear that Heartbeat Productivity did not differ substantially from general Class 2 Productivity and general Class 2 Productivity had significant advantages as a management tool down the chain of command.

Because of these findings it was decided that the department would transition to tracking general Class 2 Productivity. Productivity is captured by dividing all Class 2 Actions by the time available (based on actual hours in a car recorded in the CAD system) after responding to Class 1 calls from citizen, Class 3 administrative actions and out of service codes. Due to the transition to real hours worked, versus estimated hours worked, the new “baseline” was developed using 2008 data. In 2008, the DPD average was one Class 2 for every .4819 hours of discretionary time, and this “baseline” was indexed to a value of 1.00. Every precinct and post car, detail, and district is now measured against this baseline.

**1.00 = 2008 DPD Baseline
CITYWIDE MONTHLY
ALL CLASS 2 ACTIONS**



**1.00 = 2008 DPD Baseline
MONTHLY BY DISTRICT
ALL CLASS 2 ACTIONS**



Tactic 1.03	Implement one Level One Problem Solving Project (PSP) per district.
Responsibility	Six District Commanders
Authority	Deputy Chief of Operations
Approach	PSPs require a structured implementation plan (e.g. SARA model), baseline metrics (such as reported offenses and class 2 actions), goals, and quarterly progress reports at CORE.
Method of Evaluation	Commanders will be evaluated based upon a reduction in reported Part 1 offenses and by community feedback obtained through meetings with the affected community or business group before, during, and after implementation.

District 1: Target Crime Prevention in West Colfax Neighborhood – Precinct 122

⇒ Background: 2011 NIBRS crime statistics indicate precinct 122 (West Colfax neighborhood) experienced the highest increase (+9.8%, +77 from 783 to 860) in overall crime for the year when compared to all other District One precincts. Analysis identified Robbery, Auto Theft and TFMV as above the 3 year averages for their categories. These increases contributed significantly to the overall crime increase percentage for the precinct. The focus will be on overall crime prevention efforts with an emphasis on the identified target crimes listed above. The PSP seeks to improve the quality of life in the neighborhood by bringing the target offenses back within their historical 3 year averages.

⇒ 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.

⇒ Goals/Results:

Precinct 122	2011	2012	% Change	Year End Goal
Robbery	34	32	-5.9%	<31
Auto Theft	107	87	-18.7%	<95
TFMV	148	104	-29.7%	<109

District 2: Property Crime Reduction – Precinct 231

- ⇒ Background: At the conclusion of 2011 Precinct 231 showed an increase over 2010 in most property crimes. Burglary had a 105% increase, from 42 cases to 89 cases. Auto Theft increased by 140%, from 15 to 37. Theft from Motor Vehicle increased by 51%, 36 to 65 and Criminal Mischief to a Vehicle increased by 55% from 21 to 31 cases.
- ⇒ Tactics:
- The PSP manager will coordinate with SCAT, Investigations, Community Resource Officers and the Crime Lab to assist with implementing this PSP in their respective areas of expertise.
 - Parole and probation client tracking and home checks
 - Community meeting – expanded crime information and Detective attendance
 - Updated officer training in applying crime analysis information
 - Direct patrols based on analysis, additional foot and/or bike patrols, overlap operations, OTTC operations, surveillance by SCAT and Investigative Units
 - Focus on increased street checks, open doors/windows, unattended property, items visible in cars, and other areas that may indicate homeowner vulnerability.
- ⇒ Goals/Results:

Precinct 231	2011	2012	Percent Change	2012 Goal
Burglary	90	74	-17.8%	<66
Auto Theft	37	21	-43.2%	<26
TFMV	65	60	-8.7%	<57
Crim Mis - Veh	31	36	+16.1%	<27

District 3: TFMV – Washington Park

- ⇒ Background: Washington Park is one of the largest parks in the City & County of Denver. Due to the heavy and continual usage of the park, there are often many cars parked in the South High School parking lot and on streets adjacent to the park. While people enjoy the park, they leave their personal belongings such as purses, wallets and cell phones behind in their vehicle. Criminals see this area as a target rich environment in which they can commit a theft from a vehicle with little to no detection from victims or witnesses. From 2010 to 2011 there was a 6% increase in TFMV in the target area, coupled with a 37% increase from 2009 to 2010.
- ⇒ 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
- ⇒ Goals: Decrease TFMV reported offenses to below 3 year average
- ⇒ Results:

Wash Park	2011	2012	Percent Change	2012 Goal
TFMV	87	57	-35%	<74

District 4: Precinct 414 – Morrison Road Corridor

- ⇒ Background: Reported offenses rose in 2011 along the Morrison Road Corridor by 19%, from 450 to 537, with Aggravated Assaults increasing 44%, from 41 to 59 offenses. Robbery increased 33%, from 15 to 20 offenses and Simple Assault increased 15%, from 20 to 23 offenses. Additionally, quality of life concerns including graffiti, prostitution and general disturbances have been raised by the residential and business community.
- ⇒ Tactics:
- Community Resource Officers will work to update and confirm participation of all 61 businesses currently registered with Business Watch. All new businesses or previously unregistered businesses will be contacted in a new push for full cooperation.
 - CRO's will work with the Morrison Rd. CopShop to establish an email tree to be utilized for pertinent crime information of all participating Morrison Rd businesses.
 - CRO's will conduct foot, motor, and bike patrol in the area a minimum of 2 hours per 40-hour work week. The emphasis is to make positive contacts with residents, business owners, and employees to encourage them to take all reasonable crime prevention steps necessary.
 - CIU will partner with SCAT teams to coordinate narcotics and prostitution operations
 - CIU will partner with SCAT and Detectives to conduct robbery suppression and saturation operations
 - The SCAT Teams will increase their visibility to the area by conducting foot, motor, and bike patrol in an effort to reduce assaults and robberies occurring on the street.
 - Top identified repeat locations within violent crime categories will be targeted for additional class two activity and information exchange with off duty officers working these locations.
 - The SCAT Teams will coordinate with the Graffiti Detectives to conduct graffiti stings.
 - SCAT will coordinate with Vice to conduct 1 liquor compliance check at each bar in the project area by year end.
 - 1 OTTC grant operation will be conducted in the project area each quarter
 - Officers assigned to car 414 will conduct foot or motor patrol out of service-call load permitting, a minimum of 30 minutes per 10-hour shift with the goal of making a minimum of 1 positive or enforcement actions in the project area.
 - Update and confirm participation of all current 61 businesses registered with Business Watch on the corridor road.
 - Contact all remaining business and attempt to register.
 - Establish email tree for area specific crime related information in conjunction with Morrison Road Cop Shop.
- ⇒ Goals/Results: Reduce violent crimes to 2010 levels; conduct a minimum of 1 narcotics operation per quarter; 1 graffiti operation per quarter and 2 prostitution or John Stings by year end.

Morrison Rd Corridor	2011	2012	Percent Change	2012 Goal
Agg Assault	59	48	-19%	<42
Robbery	20	23	+15%	<16
Simple Assaults	23	35	+52%	<21

District 5: Robbery Suppression Precinct 524

⇒ Background:

⇒ Tactics:

○

⇒ Goals/Results: 2012 goal to be at or below 35 robberies for the year. This is to keep the increase for 2012 at or below 133% as the first quarter numbers in 2012 represented a 500% increase from 2011. This PSP was initiated on 5/1/2012 in response to this increase.

Precinct 524	2011	2012	Percent Change	2012 Goal
Robbery	15	30	+100%	<35

District 6: 16th Street Mall

⇒ Background: The 16th Street Mall (The Mall) is a mile long pedestrian mall in the central business district of Denver, Colorado. Historically, complaints of panhandling, loitering, threats and other quality of life type of complaints on the Mall tend to make many visitors feel uneasy about visiting this area. The Mall also is an area that tends to attract large numbers of youth that enjoy “hanging out” on The Mall in large groups. Most of the complaints seem to center on the fact that people perceive that their level of safety is less than ideal when walking down The Mall. There are also frequent complaints of panhandling.

⇒ 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.
- Officers assigned to DMU & Foot Patrol to focus efforts during the hours of 2200-0300 to the area of 16th & California, Stout, Larimer, Market, and Blake to prevent Assaults and enforce ordinances.
- Off-duty foot patrols funded by the Business Improvement District
- Coordination with outside agencies on issues related to homeless youth.
- 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.
- Coordinate with HALO and D6 clerk to observe illegal or suspicious activity and to call in officers to the location of that activity.

⇒ Goals:

- 10% decrease in Assaults* 2011 levels
- Reduce Bike Thefts by 5%.

⇒ Results:

16th Street Mall	2011	2012	Percent Change	2012 Goal
Agg Assault - Firearm	6	5	-16%	5
Agg Assault - Other	40	49	+23%	36
Simple Assault	61	62	+0%	55
Total Assaults	107	116	+8%	96
Larceny/Bike Thefts	150	106	-44%	142

*excluding domestic violence and child abuse

Tactic 1.04	Implement two Level Two Problem Solving Projects (formerly called Hot Spots) per district. The Level Two PSPs may be smaller in geographical area and/or scope of severity than a Level One, and may include non-geographic based problems such as focusing on a specific crime rather than an area of crime.
Responsibility	Six District Commanders
Authority	Deputy Chief of Operations
Approach	PSPs require a structured implementation plan (e.g. SARA model), baseline metrics (such as reported offenses and class 2 actions), goals, and quarterly progress reports at CORE.
Method of Evaluation	Commanders will be evaluated based upon a reduction in reported Part 1 offenses or other metrics as approved by the Division Chief of Patrol.

District 1 (#1): Burglary Prevention in Sunnyside Neighborhood – Precinct 115

- ⇒ Background: 2011 NIBRS data indicated precinct 115 (Sunnyside neighborhood) experienced a 36.4% (+32 from 88 to 120) increase in burglary during 2011. This was the highest percentage and total burglary incident increase in the district for the year and was 13% above the 3 year average for burglaries in that precinct.
- ⇒ Tactics:
- Develop strong community partnerships emphasizing communication and prevention
 - 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
 - Council Districts 1 and 9
 - Focus specialized resources in target area
 - Crime Lab response on all burglaries
 - Expedited forensic analysis
 - Investigations and SCAT units plain-clothes operations
 - Timely information sharing between details and between details, special units, and investigators utilizing detailed crime analysis
- ⇒ Goals/Results:

Precinct 115	2011	2012	% Change	2012 Goal
Burglary	121	110	-9.1%	<106

District 1 (#2): Auto Theft Prevention in Highland Neighborhood – Precinct 116

- ⇒ Background: 2011 NIBRS data indicated precinct 116 (Highland Neighborhood) experienced a 38.6% (+27 from 70 to 97) increase in auto theft during 2011. This was the highest percentage and total incident increase for auto theft in the district for the year and was an increase of 22% from the 3 year average of auto thefts for that precinct.
- ⇒ Tactics:
- Develop strong community partnerships emphasizing communication and prevention
 - North High School outreach and education
 - Neighborhood and Business Watch
 - Crime prevention community education
 - Co-sponsored meeting/training
 - Focus specialized resources in target area utilizing timely crime analysis information
 - Metro Auto Theft Task Force
 - Education/prevention tools
 - Crime Lab response on all auto theft recoveries
 - Expedited forensic analysis on identified patterns
 - Timely information sharing between details and between details, special units, and investigators – detailed crime analysis
- ⇒ Goals/Results:

Precinct 116	2011	2012	% Change	2012 Goal
Auto Theft	97	99	+2.1%	<76

District 2 (#1): North Park Hill and Northeast Park Hill Neighborhoods – Property Crime Reduction

⇒ Background: Based on the year end NIBRS report, North Park Hill and Northeast Park Hill are the two neighborhoods with the highest number of reported offenses in District Two. North Park Hill (Precinct 231) had 422 reported offenses in 2011, an increase from 336 in 2010 (25.6%). This increase was driven by jumps in burglary (43 in 2010 to 88 in 2011), and thefts from motor vehicles (43 in 2010 to 65 in 2011). Northeast Park Hill (precinct 224) had 552 reported offenses in 2011. Although this was a decrease of 10.2% from the 615 reported offenses in 2011, this precinct still had the highest number of reported offenses in District Two. The highest number of crime types were: thefts from motor vehicles (73), simple assaults (70), and burglaries (61).

- Tactics: The primary focus of the plan will be the expansion of the Neighborhood Watch program, with a focus on the North Park Hill and Northeast Park Hill Neighborhoods. The District Two Community Resource team will:
 - Obtain accurate, updated training material on the program.
 - Work to procure a grant to order window decals and promotional items for new members.
 - Create a Neighborhood Watch specific training DVD, which will be provided to all initial training attendees and all recertified members.
 - Hold 10 neighborhood watch training sessions in the target area.
 - Recertify all existing neighborhood watch blocks in both neighborhoods by:
 - Provide more timely crime notification to the community by:
 - Distributing a weekly report of crimes involving non-family, non-domestic violence incidents on Neighborhood Watch blocks.
 - Providing appropriate Block Captains notification of such incidents.

⇒ Goals: Reduce reported offenses by 10%. Hold 10 neighborhood watch training sessions and recertify all existing neighborhood watch blocks in both neighborhoods.

⇒ Results:

Reported Offenses	2011	2012	% Change	2012 Goal
Precinct 231	437	396	-9.4%	<380
Precinct 224	572	652	+14.0%	<496

District 2 (#2): Shots Fired and Weapons Related Offenses – Precinct 211 and 212

- ⇒ Background: Precincts 211 and 212 are relatively small in size but present a consistently high number of violent crimes and related calls for service to include calls of “Shots Fired.” While violent crimes have tended to trend downward since 2007 the level of crime and intensity has remained high enough to warrant a focus of resources into these precincts for several years.
- ⇒ Tactics:
- Analysis of crime data and mapping to establish patterns
 - Coordinate efforts of Neighborhood watch and organizations as well as business watch groups.
 - Vice checks for liquor licensed establishments
 - Focused patrol through overlap shifts and OTTC operations, utilizing foot and bike patrol
 - Collaborate with Nuisance Abatement, Gang Unit and SCAT
- ⇒ Goals/Results: 5% decrease.

Precinct 211 & 212	2011	2012	% Change	2012 Goal
CFS Shots Fired	240	277	+15.4%	<236
Aggravated Assault	78	70	-10.3%	<39
Robbery	23	27	+17.4%	<22

District 3 (#1): Burglary

⇒ Background: Over the course of the past several years, Denver Police – Precinct 323 has been targeted for auto theft incidents. The selected target area for the 2012 Level Two PSP is precinct 323 which is bordered by Downing St to Colorado Blvd and I-25 to Hampden Ave. This is a historic trend that has occurred over the past four years as this location presents itself as a target rich environment because of a student population that is truly unsuspecting of lurking criminals. From 2010 to 2011, there was a 54% increase in Auto Theft incidents in precinct 323. Since 2008, auto theft incidents in precinct 323 have progressively gone higher from year to year.

⇒ Tactics:

- Community partnerships to disseminate information and education
- Utilize bike patrol, foot patrol, surveillance and bait car operations
- Utilize Automatic License Plate Reader
- Disseminate anti-theft devices to citizens in precinct 323 that have a top stolen vehicle make/model
- Work with DU Campus Security to provide extra monitoring of campus and off-campus housing
- Utilize OTTC Operations and Neighborhood Enforcement teams to conduct traffic operations

⇒ Goals/Results:

Precinct 323	2011	2012	% Change	2012 Goal
Auto Theft	86	88	+2%	<66

*Note: PSP launched in Q2 2012

District 3 (#2): Kennedy Ridge Apartments – 10700 E Dartmouth Ave

⇒ Background: The Kennedy Ridge Apartments, located at 10700 E. Dartmouth Ave., has had a 6% increase in total reported offenses in 2010 when compared to 2009, from 67 to 71. The complex was also first in the district for class 1 calls for service with.

⇒ Tactics:

- Utilize SCAT teams, CRO and OTTC Operations
- Collaborate with Building Management, Nuisance Abatement, Neighborhood Inspection, Environmental Health, and Denver Housing Authority.
- Crime Free Leasing
- Direct patrol and foot patrol

⇒ Goal/Results:

Kennedy Ridge	2011	2011	% Change	2012 Goal
All Offenses	100	82	-18%	<74

*Note: PSP launched in Q2 2012

District 4 (#1): Auto Theft & TFMV Precinct 422

- ⇒ Background: Auto Theft and TFMV in Precinct 422 both increased, by 49% and 13% respectively.
- ⇒ Tactics:
- Work with community groups to create a steady flow of crime prevention information.
 - Push out current crime trend information using Neighborhood Association communication lines.
 - Create a liaison with the MATT Unit.
 - Use precinct officers to engage in high visibility patrols.
 - Conduct operations using the bait car and the plate reader.
 - Maintain constant communication between the PSP Manager and the District 4 Detective Unit.
- ⇒ Goals/Results:

Precinct 422	2011	2012	Percent Change	2012 Goal
TFMV	138	169	+22%	<67
Auto Theft	98	94	-4%	<123

District 4 (#2): S. Federal Corridor

- ⇒ Background: Federal Corridor is a street that runs from North to South through District One and District Four. Crime continues along this corridor despite the efforts of law enforcement, businesses and other non-profit organizations to reduce it. Our main focus will be to focus on S. Federal Blvd from 1st Ave to W Kentucky Ave. Analysis of Federal Blvd corridor is focused on reporting crimes; calls for service (CFS), class 2 actions, and arrest are examined directly from 1st Ave to W Kentucky Ave on S. Federal Blvd only. Federal Blvd corridor had increased crimes in 2011 compare to 2010 of 29%, going from 119 reported offenses to 177.
- ⇒ Tactics:
- Concentrate officers in the area for proactive contacts. This will be done during the overlap time of Detail Three and One when the call load permits.
 - Utilize officers working OTTC to saturate this strip of Federal Blvd.
 - Work with both SCAT teams to coordinate efforts on current problems.
 - Provide officers special assignment in this area when we have post cars to suppress crime.
 - Review most current crime trends for this area so officer's time can be used to correct these trends.
 - Partner with Gang Unit and GRID/Grasp Programs to decrease gang activity.
 - Use high visibility proactive patrols along the corridor using District 4 personnel, the Gang Unit and Metro/Swat.
 - Improve community relations with Spanish speaking community
 - Increase Business Neighborhood Association along Federal

⇒ Goals/Results:

	2011	2012	Percent Change	2012 Goal
Agg Assault	18	12	-33%	<13
Robbery	12	13	+8%	<7
TFMV	41	18	-56%	<17

District 5 (#1): Burglary Suppression Precinct 522

⇒ Background: Burglaries in Precincts 522 increased by 89 to 112 in 2011, a 25.8% increase. Precinct 522, comprised mostly of single-family residences and a few retail businesses.

⇒ 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.
- 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 and 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.

⇒ Goals/Results: Reduce reported burglary offenses by 8% from 2011 totals.

	2011	2012	Percent Change	2012 Goal
Burglary	113	87	-23%	<103

District 5 (#2): TFMV –Precincts 512, 521, and 524

⇒ Background: PSP area was reduced to focus on a specific geographical location that encompasses portions of precincts 512, 521 and 524. The target location was pulled to target the issues that the district has with the semi-trailer tire thefts. This area is currently having issues with battery thefts.

⇒ Tactics:

- For each shift, detail sergeants will assign a precinct officer to call out of service “in the TFMV project area,” call load permitting, for a minimum of one hour of each 10-hour shift. Any response to a call for service or the taking of any on-sight action will be documented on their daily activity log sheet. Other precinct officers, not assigned to this task, will be alert to take any appropriate action while in the target area. When taking action, they too will call out of service “in the TFMV project area.”
- CROs will conduct foot or motor patrol, at a minimum of two hours, per each 40-hour work week, in the target area. Their emphasis will be to make positive contacts with residents, business owners, and employees to encourage them to take all reasonable crime prevention steps and to call police when necessary.
- Should the SCAT unit be reactivated, its members will conduct crime data-driven undercover surveillance operations and uniformed saturation patrols.

⇒ Goals: reduce TFMV in precincts 512, 521 and 524 target area combined by 8%

⇒ Results:

	2011	2012	Percent Change	2012 Goal
TFMV	40	75	+35%	< 8%

• Third Quarter Adjustments – Effective 5/1

- PSP area was reduced to focus on a specific geographical location that encompasses portions of precincts 512, 521 and 524. The target location was pulled to target the issues that the district has with the semi-trailer tire thefts. This area is currently having issues with battery thefts.

District 6 (#1): 23rd & Lawrence St

- ⇒ Background: Eddie Maestas Park, a small triangular area between Park Avenue West, Broadway Street and Lawrence Street, is recognized by law enforcement, local media, and community members as an area of persistent crime and social disorder. Crime continues in the park and immediate surrounding area despite the efforts of law enforcement, non-profit organizations, and local government to reduce it.
- ⇒ Tactics:
 - Concentrate policing efforts to solve cases and arrest suspects in the area through information gained through contacts and informants
 - Coordinate operations with D6, SCAT and Gang Unit
 - SCAT operations including QOL sweeps and Narcotics operations
 - Minimums for foot patrol and contacts in this area. All D6 sector 2 officers will be required to complete 1 class two actions per shift in this area.
 - Provide special assignment time to allow officers to pursue enforcement efforts without interruption from regular radio traffic
 - Coordinate D6 narcotics unit to focus on mid-level or higher dealers as much as possible in the area.
 - When feasible, dedicate foot-patrol officers for 4-week assignments to the area
 - Monthly OTTC operations in the area
- ⇒ Goals: Decrease violent street crime (non-domestic violence related) and improve the quality of life through a decrease in calls related to Assaults/fights, Intoxicated persons, Disturbances and Narcotics.
- ⇒ Results:

Offenses	2011	2012	Percent Change
Agg ASLT-Firearm	0	6	Not Calculable
Agg ASLT-Other	12	16	+33%
Murder	1	0	-100%
Robbery-Street-Res	12	23	+92%
Sex Offense -Forcible	1	5	+400%
Simple Assault	10	12	+20%
Grand Total	36	62	+72%
Calls for Service			
Assaults	91	115	26%
Disturbances	130	121	-7%
Fights	81	78	-4%
Intoxicated Persons	41	33	-20%
Narcotics	94	104	+11%
Grand Total	437	451	+3%

District 6 (#2): Rapid Response PSP

- ⇒ Background: The resources for a third PSP will be used on multiple operations throughout 2012. This PSP will move throughout the district as needs arise, focusing on a variety of issues defined through analysis. Reporting will be quarterly, with brief descriptions of each operation and pre/post metrics for larger scale operations.
- ⇒ Tactics:
 - The resources/manpower used in a traditional PSP will be targeted as need to address emerging issues in the timeliest manner.
- ⇒ This PSP was unable to be conducted due to resource constraints

Tactic 1.05	Gang Bureau will implement a minimum of four operations annually aimed at actively reducing the criminal impact of a known criminal gang in a specific geographical area in partnership with the affected district.
Responsibility	Gang Bureau Captain
Authority	Investigative Support Commander
Approach	The Gang Bureau Captain is responsible for including in the operational plan for each operation the crime statistics, incidents and analysis of the crime to show the measurable impact of the gang activity; and for outlining the resources to be deployed, the manner of deployment and the goals to be achieved. Each operational plan will conclude with an After Action Report detailing the achievement of the stated goals.
Method of Evaluation	<p>The Gang Bureau Captain will be evaluated based upon a reduction in reported Part 1 offenses (or another, specific crime type or objective as accepted by the Division Chief of Patrol) before, during, and after implementation.</p> <p>OPERATION DETAILS ARE REMOVED FROM ALL EXTERNAL VERSIONS OF THE STRATEGIC PLAN.</p>

Tactic 1.06	The Gang Bureau command and officers will engage in four measurable proactive prevention activities in partnership with the Metro Denver Gang Coalition, DPS and interested community and neighborhood groups.
Responsibility	Gang Bureau Captain
Authority	Investigative Support Commander
Approach	The Gang Bureau will solicit ideas for prevention activities from its partners and initiate a minimum of one per quarter based on the greatest potential impact.
Method of Evaluation	The Gang Bureau Captain is responsible for defining the objectives in terms of crime reduction (for example, a particular crime for specific age groups within a defined period of time) then implementing and measuring the proactive prevention activity.

	Collaborative Meetings	Presentations Community Group Meetings	Presentations School Based	Presentations Law Enforcement Based
2012	28	9	7	5

Gang Bureau CRO continued to strengthen the partnership with GRASP, Open Door Youth, Prodigal Son, Denver Area Youth Services, GRID, & community leaders with the following outcomes:

- ⇒ Attended 28 collaborative meetings
- ⇒ Working with local college educators to provide presentations regarding real-world issues involving youths involved with gangs. Behavioral and psychological issues that can become problematic and experience in the gang culture are the focal points. Providing field assessments will enable future social workers with indicators and intervention tactics and techniques that will prove helpful. Inevitably, making students more resourceful.
- ⇒ Working with other state agencies to collaborate on best practices and gang issues in their area.
- ⇒ Casper Police Dept requested Gang Bureau CRO to speak to over 300 stakeholders/partners at their 9th Annual Meth Conference regarding Street Gangs and nexus with DTOs. The presentation was conducted in April 2012.

Gang Bureau CRO and Gang Bureau Detective were instrumental in re-locating a victim of numerous drive-by shootings. A sense of urgency and collaboration with GRID, Victim Advocate and GRASP were the driving force in the relocation of the victim as well as providing resources and awareness for the affected community. The partnerships that have been established by the CRO continue to prove effective in keeping our communities in Denver safe and informed.

Gang Bureau CRO has conducted 21 gang presentations, given in both English and Spanish. There were 9 presentations to community groups and 7 to school based groups. These presentations included information regarding awareness, and safety tips on being pro-active and lessening the possibility of becoming a victim to a crime. He has also incorporated Internet Predator and Cyber-Bullying presentations to school administrators, teachers and parents. These too have been presented in English and Spanish.

Gang Bureau CRO has established partnerships with neighboring law enforcement agencies to assist in gang identification and provide updated information (information sharing) with the ever changing gang culture. This information sharing has proved effective since many of our local gangs have had the same impact in other surrounding agencies.

Gang Bureau's CRO continues the successful partnership with Bryant-Webster Middle School, by providing gang awareness as well as internet predator/cyber-bullying presentations. This partnership has produced effective in assisting the school administration in making them aware of the dangers that youth face in recruitment and exposure into the gang culture. Awareness has been tied into preventative measures as well as educating teachers about intervention resources.

Gang Bureau's CRO has established parent based training of the dangers involving gangs in their community. Presentations have led to parents initiating their own community support groups where the CRO has been asked to help facilitate these groups.

Gang Bureau's CRO has partnered with the city's Violence Interrupter (Johnny Santos/GRID) to assist in the GRID Operations. They are part of the Intervention/Prevention Team. This team responds directly to incident locations, when requested, and contacts parents/families of gang violence and educates them on the resources available to mitigate the situation. This team is also responsible for interaction with neighborhoods to survey and address problems/needs to work toward a community driven solution. The role of the Intervention/Prevention Team was to identify family members (siblings) as well as probation/parole clients who are compelled to break away from the gang culture, and provide resources that will assist them throughout the positive change process.

This Spanish speaking team has worked together in reaching out to the communities and offering awareness as to the dangers in affiliation or participation in the gang culture. Their efforts have been extended to parents, school officials, community based meetings, business owners, law enforcement agencies, and universities (Denver University, Regis University, Metro State College, and Colorado University at Denver [specifically undergrad and graduates who are seeking a position to work with "At-Risk Youths"]).

Tactic 1.07	The Gang Bureau command and officers seek to fulfill the Bureau's mission of reducing gang violence and crime through gun recovery and other activities that lead to a reduction in aggravated assaults.
Responsibility	Gang Bureau Captain
Authority	Investigative Support Commander
Approach	The Gang Bureau will allocate resources based on shots-fired and other analyses, concentrating on maximizing gun recoveries, with the intention of reducing gang violence.
Method of Evaluation	⇒ Increase gun recoveries versus previous year ⇒ Reduce aggravate assaults, with priority on aggravated assaults with firearm

Firearms Recovered by Gang Bureau

Year	Q1	Q2	Q3	Q4	YTD Total	% Chg YTD
2011	18	23	36	8	85	
2012	26	40	24	28	118	38.8%
Q % Chg	44.4%	73.9%	-33.3%	250.0%		

Aggravated Assaults - Firearm (Gang Bureau Detective Cases)

Year	Q1	Q2	Q3	Q4	YTD Total	% Chg YTD
2011	6	12	12	11	41	
2012	4	8	9	3	24	-41.5%
Q % Chg	-33.3%	-33.3%	-25%	-72.7%		

Aggravated Assaults - Non-Firearm (Gang Bureau Detective Cases)

Year	Q1	Q2	Q3	Q4	YTD Total	% Chg YTD
2011	8	11	16	6	41	
2012	10	9	15	2	36	-12.2%
Q % Chg	25%	-18.2%	-6.3%	-66.7%		

Tactic 1.08	Decrease DUI related accidents citywide
Responsibility	Traffic Operations Captain
Authority	Special Operations Commander
Approach	Maintain 2011 arrest statistics (without LEAF grant money), coordinate with CSP for enforcement campaign participation, and increase public service announcements.
Method of Evaluation	<p>⇒ Effort: Maintain 2011 number of DUI arrests. Result: reduction of DUI accidents</p> <p>⇒ Effort: Participate in a minimum of 8 CSP state-wide enforcement campaigns. Result: Participation in state-wide efforts.</p> <p>⇒ Effort: Work in conjunction with downtown merchants and major sporting venues to provide 4 public service announcements. Result: Increased awareness of anti-DUI efforts.</p> <p>⇒ Effort: Track the DUI accident trend to see if these efforts contribute to a decrease. Result: lowered DUI accidents.</p>

- **12 State-wide enforcement campaigns**
- **6 DUI Check-Points**
- **8 Public Service Announcements**
- **1 Local enforcement campaign during Women's NCAA Final Four Basketball Tournament**
- **Hosted Metro DUI Task Force Operation on 9/28/2012**

	DUI Arrests	DUI Accidents
2011	3,106	754
2012	3,097	880
Percent Change	-0.2%	+16.7%

Tactic 1.09	Decrease accidents citywide.
Responsibility	Traffic Operations Captain
Authority	Special Operations Commander
Approach	Maintain citations and other enforcement efforts, increase instructor and participation in Alive @ 25 programs, increase usage of photo radar, increase ports CMV port of entries and increase study of top 10 accident sites.
Method of Evaluation	<p>⇒ Effort: maintain citations for hazardous violations including speeding, signal control and careless driving from 2010 baselines. Result: decrease in accidents citywide.</p> <p>⇒ Effort: Maintain enforcement efforts on I-25 and I-70 to reduce number of accidents from 2010 baseline. Attempt to obtain federal grant funding. Result: decrease in accidents on interstate system.</p> <p>⇒ Effort: Run a minimum of 8 CMV ports of entries and 5% increase in overall ports.</p> <p>⇒ Effort: Increase number of Alive @ 25 instructors and increase participation 5%.</p> <p>⇒ Effort: Increase the number of photo enforcement citations up 5% over 2010 baseline and meet 70% issuance rate.</p> <p>⇒ Effort: Study causes of top 10 accident locations and develop strategies to address them.</p>

Citywide Accidents and Citations

Year	Hazardous Violation Citations	Total Accidents	I-25 Citations	I-25 Accidents	I-70 Citations	I-70 Accidents
2011	88,725	24,922	17,102	2,629	10,491	1,351
2012	82,253	25,933	16,882	2,678	10,847	1,472
Change	-7%	+4%	-1%	+2%	+3%	+9%

Photo Radar Speeding Violations	2011	2012
Detected Violations	252,453	220,780
Issued	202,884	180,251
Percentage	80.4%	81.6%

Alive at 25	Students	Classes	Instructors
2011	295	23	5
2012	319	21	5
Change	+8%	-9%	---

Tactic 1.10	Increase school zone safety.
Responsibility	Traffic Operations Captain
Authority	Special Operations Commander
Approach	Focus officer deployment on first weeks of semesters, conduct school zone public service announcements (PSAs), participate in Safe Routes to School program and maintain photo radar enforcement in school zones.
Method of Evaluation	<p>⇒ Provide officer deployment prior to and during first weeks of each semester in conjunction with school zone PSAs at the beginning of school year and after extended breaks. Result: decrease in school zone accidents.</p> <p>⇒ Maintain 2011 hours of Safe Route to School program participation.</p> <p>⇒ Measure accidents within ¼ mile radius from schools, determine top school accident locations.</p> <p>⇒ Work with DPS security and Administrative staff to provide locations and responses to school traffic issues.</p> <p>⇒ Work with Traffic Engineering to increase locations of flashing yellow lights.</p>

School Zone Citations

	School Zone Citations
2011	6,784
2012	5,827
% Change	-14%

Accidents within a Quarter Mile of Schools

Quarter	Elementary Schools	Middle Schools	High Schools
2011	2,225	1,007	2,484
2012	2,319	952	2,565
Change	+4%	-5%	+3%

Officer Deployment First Weeks of School Semesters and After Breaks

(Deployments are measured by citations written in school zones)

Winter Break	12/20/2011 to 01/03/2012	16 citations
	01/04/2012 to 01/12/2012	156 citations
Spring Break	03/26/2012 to 03/30/2012	20 citations
	04/02/2012 to 04/06/2012	77 citations
Summer Break	08/13/2012 to 08/26/2012	31 citations
	08/27/2012 to 09/09/2012	618 citations

Increase locations of flashing Yellow Lights (Beacons)

- **2012** – One at St. Francis de Sales (Alameda Ave/S. Sherman St)

This is a collaborative effort with the City's Traffic Engineering Bureau. Three additional locations were originally a part of the 2012 plan. However, due to reasons beyond our control, these locations will be fitted for beacons in 2013.

Strategy 2.00	Training and empowering managers and supervisors to be leaders through action and accountability
Responsibility	Deputy Chief of Operations and Deputy Chief of Administration
Authority	Chief of Police
Approach	Successfully implement the tactics that contribute to this strategy.
Method of Evaluation	⇒ Tactical Metrics as assigned below

Tactic 2.01	Engage communities to increase their understanding of safety and their satisfaction with police.
Responsibility	Six District Commanders
Authority	Deputy Chief of Operations
Approach	Attend all neighborhood and/or community meetings that officers are invited to.
Method of Evaluation	⇒ District represented through attendance of officer, supervisor, or Commander at a minimum of one meeting per neighborhood per quarter.

Neighborhood Meetings

	District 1	District 2	District 3	District 4	District 5	District 6
Q1 2010	39	63	38	27	57	31
Q2 2010	37	75	13	18	54	11
Q3 2010	39	92	13	18	37	20
Q4 2010	25	69	55	18	43	21
Q1 2011	28	66	45	27	36	15
Q2 2011	34	74	47	27	38	19
Q3 2011	24	62	54	27	39	35
Q4 2011	34	60	61	27	43	22
Q1 2012	46	61	39	35	25	29
Q2 2012	47	57	79	43	33	25
Q3 2012	46	85	55	29	27	24
Q4 2012	49	68	46	19	19	46

Tactic 2.02	Crime Prevention Presentations by District.
Responsibility	Six District Commanders
Authority	Deputy Chief of Operations
Approach	Establish crime prevention presentations that are widely advertised to the general population. These presentations will have specialized and/or targeted content in response to community needs, requests, specific crime concerns or events. These presentations may be stand alone meetings; or part of regularly scheduled meetings. What sets them apart from Neighborhood Meetings in Tactic 3.00 is the specialized content of the meeting, not the venue. They can be co-sponsored by a neighborhood, community or other interested organization.
Method of Evaluation	⇒ Completion of a minimum of 2 quarterly events per district ⇒ In advance of the presentation, determine the types of information that would be helpful to the community.

Crime Prevention Presentations

	District 1	District 2	District 3	District 4	District 5	District 6
Q3 2010	9	3	4	0	4	3
Q4 2010	1	0	6	2	4	1
Q1 2011	5	3	5	7	5	2
Q2 2011	6	2	3	1	4	2
Q3 2011	3	2	4	2	4	2
Q4 2011	2	0	1	4	2	2
Q1 2012	3	2	2	6	3	---
Q2 2012	3	12	2	6	16	---
Q3 2012	3	6	3	5	7	5
Q4 2012	3	8	3	4	8	7

Note: The definition of a Crime Prevention Presentation was changed in 3rd quarter 2010.

Tactic 2.03	Respond to 100% of Vice/Narcotics complaint feedback within 30 days of receipt.
Responsibility	VICE/Narcotics Lieutenant
Authority	Investigative Support Commander
Approach	Implement new tracking system in RMS. Establish the baseline metrics and track progress. Identify areas for improvement and develop plans for streamlining processes.
Method of Evaluation	<ul style="list-style-type: none"> ⇒ Quarterly summaries of responses within 30 days of implementation ⇒ Develop new metrics for 2012 through the new complaint system and use 2011 available data for baseline.

Results:

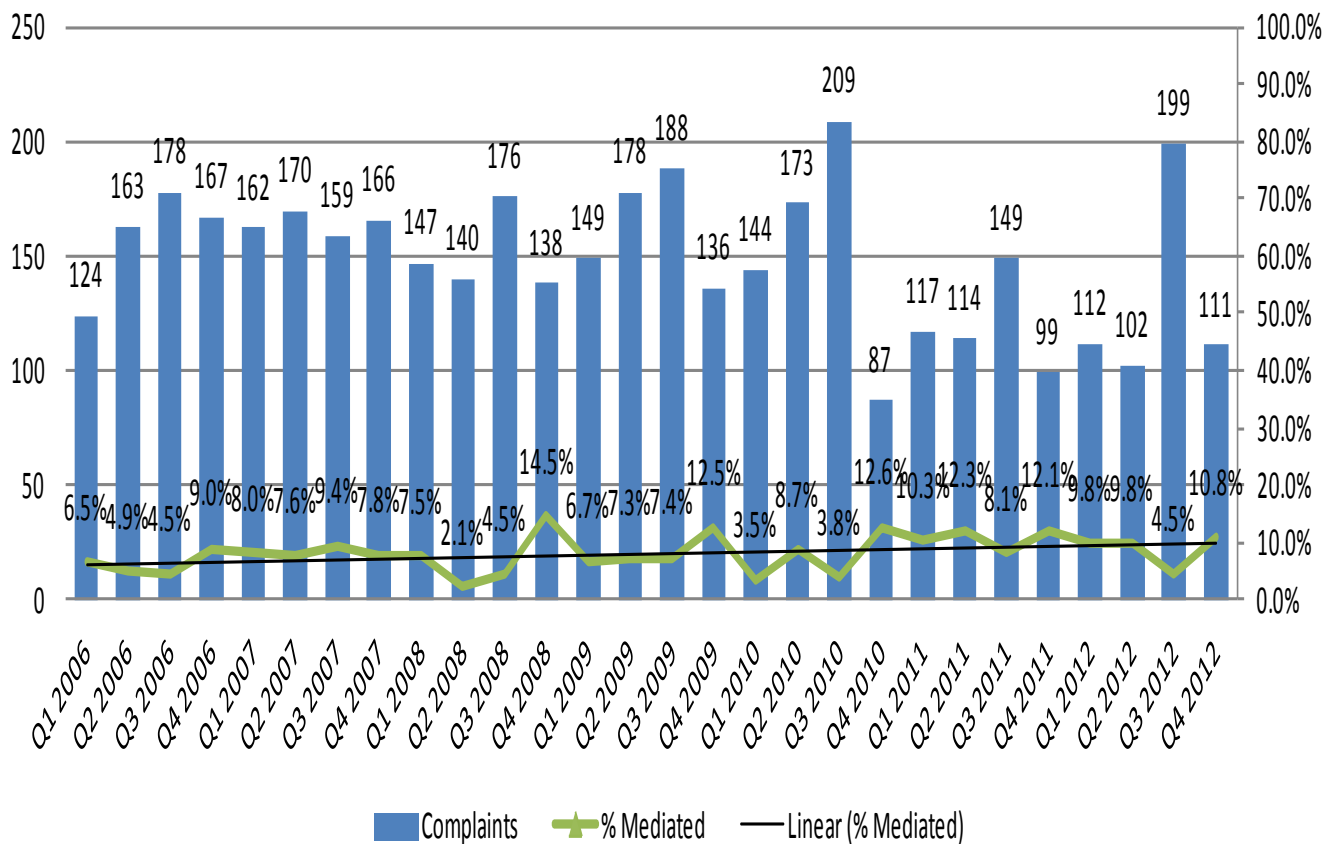
The complaints were tracked from July 1 to December 31, 2012. Tracking prior to July 1st is too problematic for the reasons noted below. During the tracked time period, the Vice / Drug Bureau received 99 complaints. 44 of the 99 complaints were anonymous. Of the 55 complaints with a complainant, 42 (76%) received contact within the prescribed 30 days. 13 of the complainants either did not receive contact within the 30 days or we are unable to definitively show that the contact was made within the prescribed 30 days.

Issues:

Tracking the contacts on these complaints has been problematic for several reasons. In April of 2012 several Headquarters Narcotics teams were decentralized and moved out to the Districts. Unfortunately the Versadex queues for these teams were not removed, some cases remained in these queues, and some were mistakenly added later. Many of the assigned detectives make contact with their complainant within 30 days but do not note the date of contact in the case where it can be counted by the supervisors, thus we are unable to definitively say the requirement was or was not met. At this time, solutions to the requirements and tracking have been implemented resulting in much improved performance. We continue to strive for the required 100%.

Tactic 2.04	Increase emphasis on mediations
Responsibility	Commander of Internal Affairs
Authority	Deputy Chief of Administration
Approach	Work with Office of the Independent Monitor to increase emphasis on mediations.
Method of Evaluation	⇒ Increase mediations to a minimum of 10% of all complaints handled.

Number of Citizen Complaints and Percent Mediated by Quarter

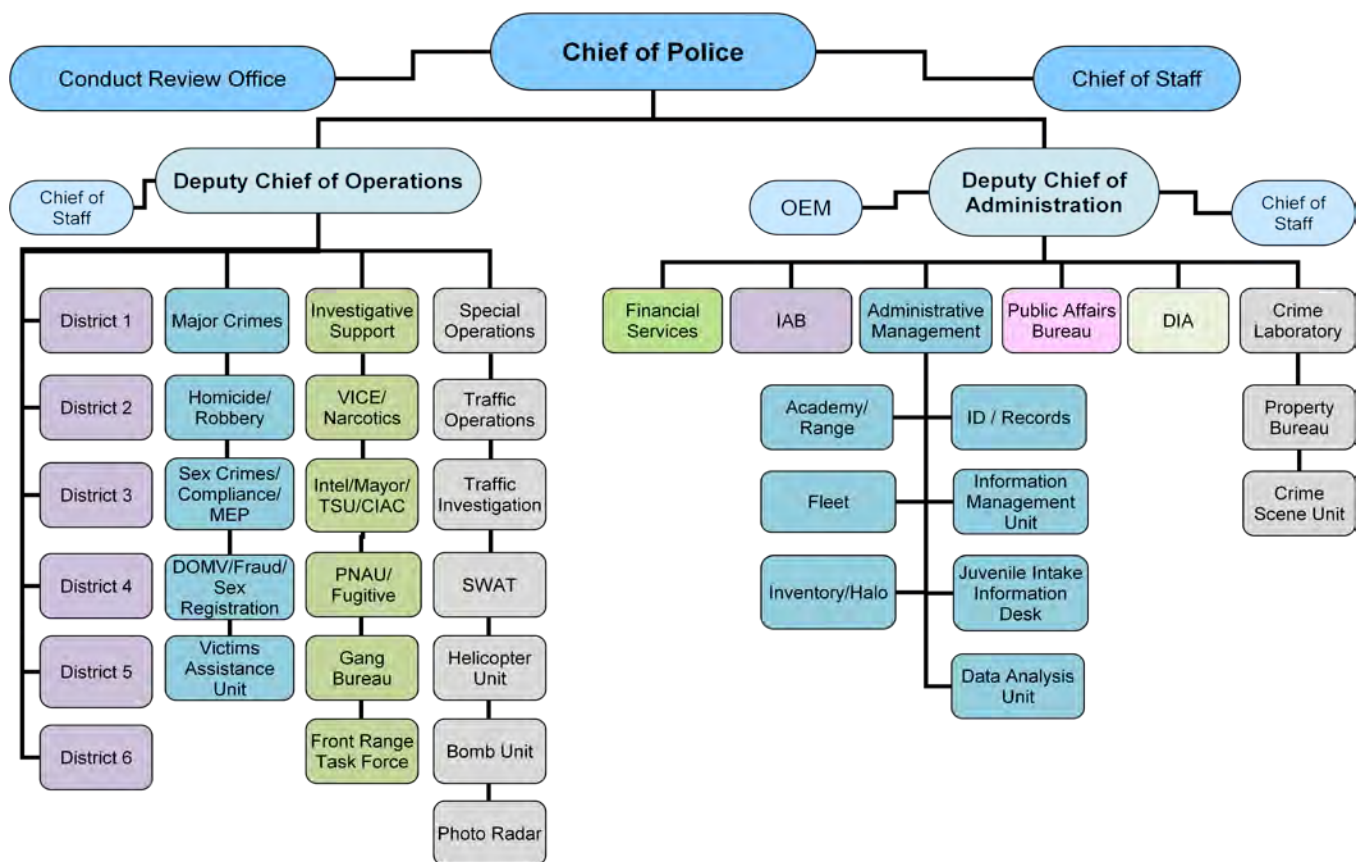


Tactic 2.05	Provide necessary management and supervision training
Responsibility	Deputy Chief of Administration
Authority	Chief of Police
Approach	Identify and send all management and supervisor level personnel to appropriate training
Method of Evaluation	⇒ By 7/1/2014 have all management and supervisor level personnel attend LPO School.

Leadership in Police Organizations

- Partnership with the Colorado State Patrol, Aurora Police Department, and Colorado Chiefs 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.

Tactic 2.06	Give command appropriate authority for the level of accountability
Responsibility	Deputy Chief of Operations and Deputy Chief of Administration
Authority	Chief of Police
Approach	Flatten the organizational structure to make managers and supervisors more autonomous
Method of Evaluation	⇒ Have organizational structure redesigned by the end of Q2 2012



- Flattened the organization completed 4/13/2012 – eliminated the Division Chief level
 - This moved the department from **13** appointed command staff to **15** appointed command staff.
 - Increased command staff span of control from **2.6** to **3.5**
- Appointed new command staff and streamlined operations by moving operations to new command areas
 - Allowed for the removal of certain duplications
 - Increase efficiency through better fit
- Streamline disciplinary process
 - Created Conduct Review Office
 - Eliminated 50% of the review process
 - New IAB Commander with handpicked experienced staff
 - Weekly disciplinary review meetings with Manager of Safety

Tactic 2.07	Provide opportunity for new command staff to encourage a fresh perspective and to align with the new DPD mission and vision.
Responsibility	Deputy Chief of Operations and Deputy Chief of Administration
Authority	Chief of Police
Approach	Open all command staff positions for application and involve community members in the decision making process.
Method of Evaluation	⇒ Have command staff identified by 2 nd Quarter 2012

In order to ensure the best candidates were identified Chief White sought input from the Denver community in the selection of the department command officers to receive the appointed rank of Commander in charge of Patrol Districts. Chief White created a District Commander Selection Board who screened officers eligible for promotion to the rank of commander and created an unranked list of the top candidates. Chief White selected the 6 District Commanders from this list. District Commanders and other command staff were identified on 3/30/2012, sworn in on 4/13/2012

Tactic 2.08	Provide opportunity for new staff in non-command appointed positions to encourage a fresh perspective and to align with the new DPD mission and vision.
Responsibility	All Commanders
Authority	Chief of Police
Approach	Open all appointed staff (technician, corporal and detective) positions for application.
Method of Evaluation	⇒ Have appointed staff identified by November 2012

- ☐ On July 6, 2012 Chief White notified all DPD employees regarding the application process for all appointed position (technician, corporal and detective).
- ☐ **738 officers applied of the 1,117 eligible officers (66%)**
- ☐ **3,387 total applications**
- ☐ **DPD Command conducted almost 2,000 interviews**
 - 257 detectives positions – 79% retained
 - 137 technician positions – 47% retained
 - 61 Corporals – 52% retained
- ☐ Currently **26 position** transfers on hold pending civilianization

Strategy 3.00	Implementing cost savings and other efficiencies with a focus on maintaining and/or improving the department's effectiveness
Responsibility	Deputy Chief of Administration
Authority	Chief of Police
Approach	Successfully implement the tactics that contribute to this strategy.
Method of Evaluation	⇒ Tactical Metrics as assigned below

Tactic 3.01	Departmental Right-Sizing
Responsibility	Deputy Chief of Administration
Authority	Chief of Police
Approach	Evaluate all components of each job and position to determine the appropriate level for the position, as well as the actual departmental needs for total position strength.
Method of Evaluation	⇒ Positions identified and sizing accomplished through the non-command positions by 11/5/2012 ⇒ Positions identified in command level by 8/1/2012, sizing accomplished on case-by-case basis through attrition and/or promotion

Right-Sizing –

Identification completed by 8/1/2012

- **17 Captains – 15 Captains**
- **269 Detectives to 258 Detectives**
- **65 Corporals to 80 Corporals**
- **142 Technicians to 90 Technicians**
- By adding 40 CSA savings of **\$1.5M**

Tactic 3.02	Case Clearance and Caseload
Responsibility	Deputy Chief of Operations
Authority	Deputy Chief of Operations
Approach	Review
Method of Evaluation	⇒ Clearance rate trends by crime type

The definition of Case Clearance was defined and the baseline metrics were established for 2007-2008. 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.

“Clearance” was defined to include a case that, within 75 days of the incident, met one of the following cases statuses:

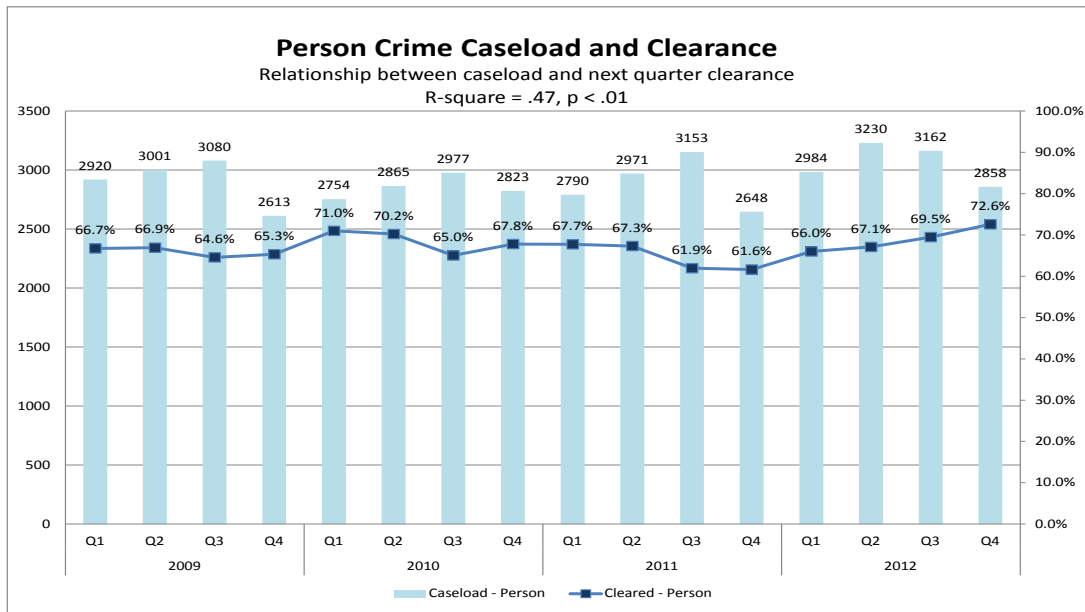
Case Status	Case Status Description
A	ACCEPTED BY DA - ARREST MADE OR CITATION ISSUED
W	STATE CHARGE WARRANT ISSUED
G	MUNICIPAL WARRANT ISSUED
D	AT LARGE FILING/WARRANT COMPLETED
T	ARREST/CITATION - NOT PRESENTED/REFUSED BY DA
U	UNFOUNDED OR CIVIL IN NATURE
2	REFUSED BY DA - INSUFFICIENT ID EVID
3	VIC REFUSES TO COOP-NOT PRESENTED/REFUSED BY DA
1	REFUSED BY DA - NO LIKELIHOOD OF CONVICTION
8	REFUSED BY DA - OTHER REASON
R	REFERRED TO OTHER AGENCY

Cases were not considered cleared if they did not meet one of the above statuses within 75 days of the incident or if they had one of the following statuses:

Case Status	Case Status Description
L	INACTIVE - PENDING LAB ANALYSIS RESULTS
S	INACTIVE - EARLY CASE CLOSURE
O	OPEN
I	INACTIVE
9	PNAU-ABATED BY FEES
7	PNAU-STIPULATION
B	PNAU-TITLE CONVEYED
5	PNAU-UNFOUNDED/REFUSED BY CITY ATTORNEY
F	PNAU-RELEASED TO LIEN HOLDER
4	PNAU-CIVIL WARRANT/AT-LARGE
6	PNAU-DEFAULT JUDGEMENT
C	PNAU-MOOT
E	PNAU-NON-INVOLVED OWNER
J	PNAU-ABATEMENT/VOLUNTARY ABATEMENT
K	PNAU-COURT ACTION-MUNICIPAL COURT
M	PNAU-STATE FORFEITURE

Note: PNAU = referred to Nuisance Abatement Unit

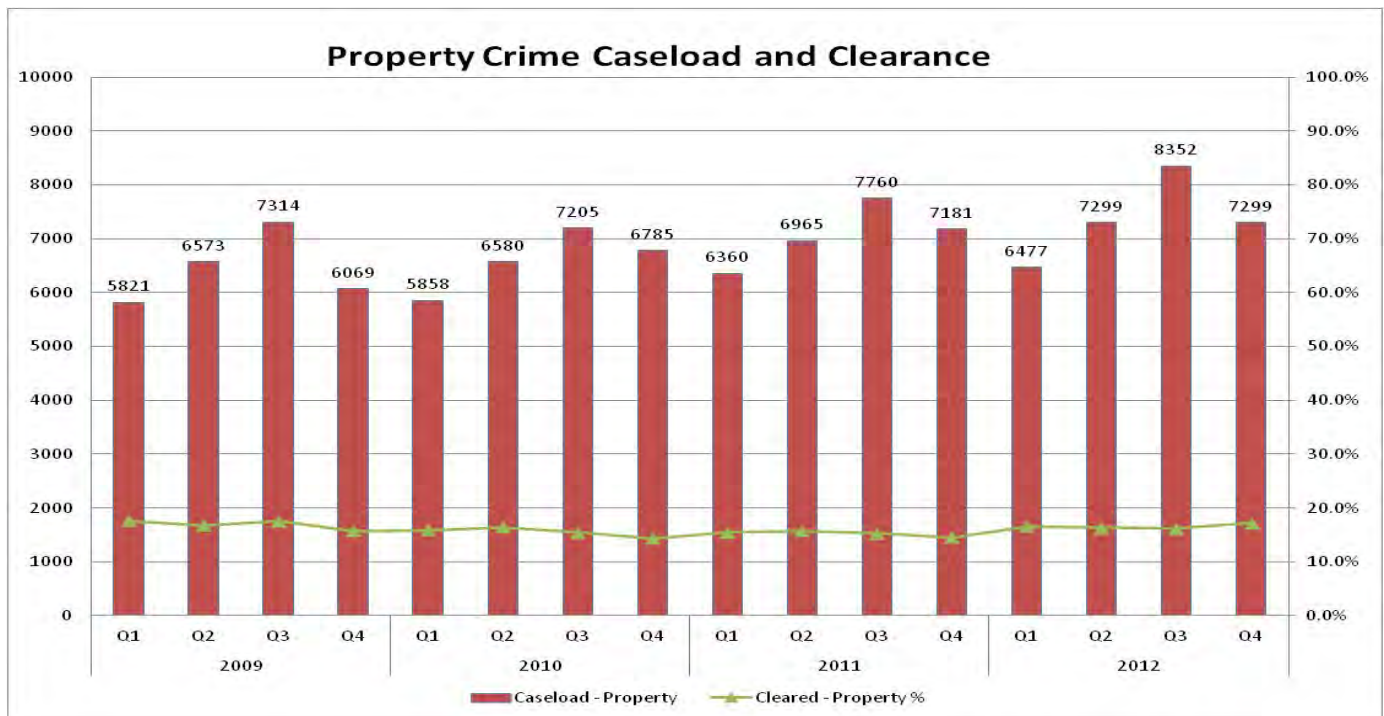
Crime types were divided into Personal and Property, and 2008-2009 clearance rates and 2009 case workload were measured to create the performance baseline. Measuring recent workload is important, since it may be an influencing factor on clearance. Clearance and workload metrics, while not included here, are available to each Assigned Investigative Unit (e.g. Robbery Unit), so that performance and workload can be monitored.



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 the previous quarter's caseload.

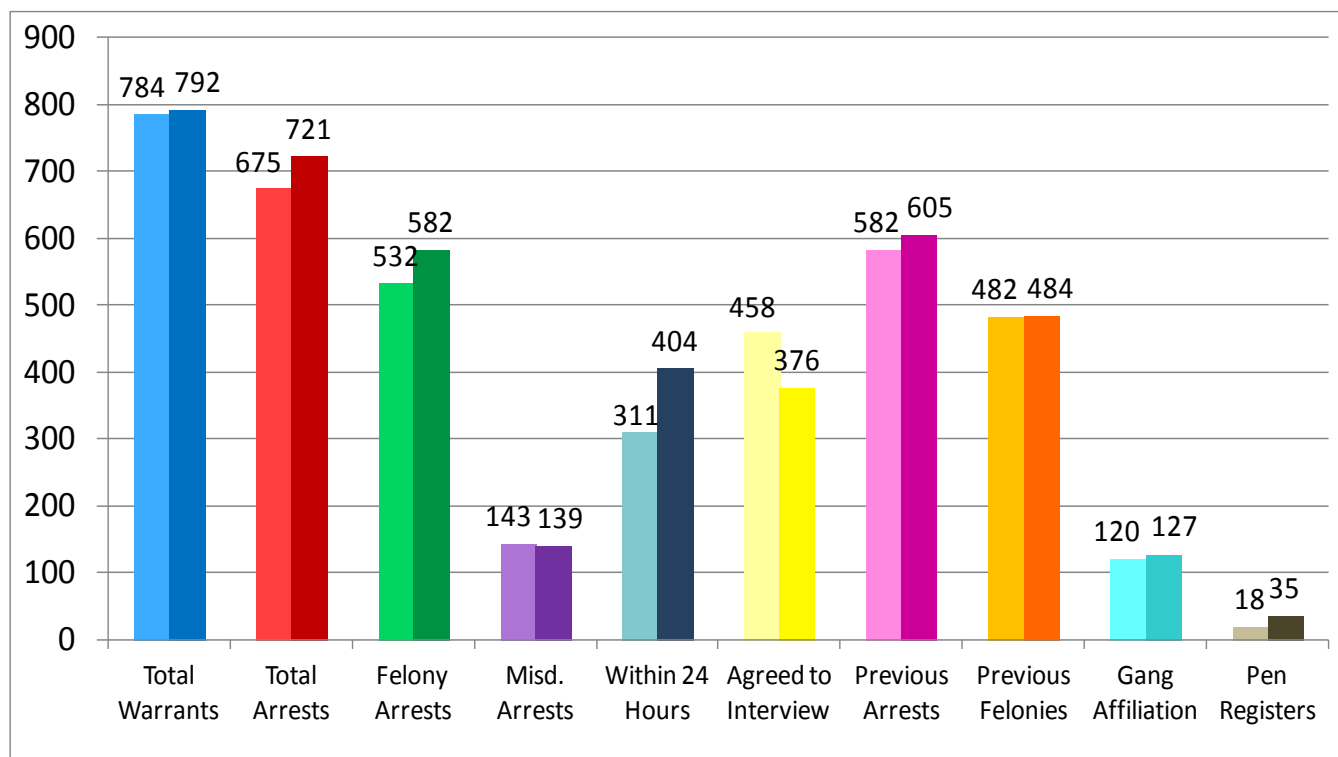
Interestingly, in quarters 2, 3 and 4, person crime clearance has beat projections based on caseload by 2, 4, and 6% respectively. These increases are related to factors outside of caseload. One possible contributing factor would be the decentralization of detectives for assaults and robberies.

The department will continue to monitor this relationship as we right-size and see what the effect more detectives to district investigations and specialized units make.



Tactic 3.03	Every effort will be made to capture all identified violent felons as quickly as possible, before they can evade capture or re-offend.
Responsibility	PNAU/Fugitive Lieutenant
Authority	Investigative Support Commander
Approach	Warrants for all homicide, aggravated robbery, aggravated assault, sexual assault, and felony DV suspects will be delivered to Fugitive personnel as soon as practical. Upon receipt, Fugitive detectives will exhaust all reasonable means to locate and arrest identified suspects until they are captured, or are believed to have left the state.
Method of Evaluation	⇒ Number of cases, Number of Arrests, Number of Pen/Trap and trace orders ⇒ Prior Arrest Activity ⇒ Gang Affiliation ⇒ Percentage of Arrests made within 24 hours of receipt of the warrant ⇒ Percentage of Suspects willing to make a statement.

Year end Fugitive Unit Statistics – Lighter shades – 2011 * Darker Shades – 2012



Tactic 3.04	Maintain compliant sex offenders (as a percentage of total known sex offenders) above 98%.
Responsibility	Compliance Lieutenant
Authority	Major Crimes Commander
Approach	Improve the existing Compliance Unit procedures and practices to turn non-compliant sex offenders into compliant sex offenders.
Method of Evaluation	Trends: ⇒ Percent non-compliant sex offenders ⇒ Analysis of transient population and other factors contributing to non-compliance

Year	Month	Total Offenders	Non-Compliant Offenders	% Compliant
2010	January	1,604	123	92.3%
2010	February	1,624	128	92.1%
2010	March	1,631	123	92.5%
2010	April	1,669	117	93.0%
2010	May	1,684	128	92.4%
2010	June	1,660	127	92.3%
2010	July	1,655	128	92.3%
2010	August	1,691	128	92.4%
2010	September	1,719	109	93.7%
2010	October	1,763	113	93.6%
2010	November	1,792	113	93.7%
2010	December	1,805	106	94.1%
2011	January	1,858	110	94.1%
2011	February	1,851	103	94.4%
2011	March	1,876	104	94.5%
Data unavailable due to conversion to new system				

Due to the 2nd Quarter 2011 conversion to a new sex offender tracking system (SOTAR) the compliance rate was not available for April, May or June of 2011.

Year	Month	Total Offenders	Non-Compliant	Monthly % Compliant	Warrants	Arrest	Total warrants	Total % Compliant
2011	August	1, 976	2	99.9	12			
2011	September	1,972	3	99.8	11			
2011	October	1,938	5	99.7	18			
2011	November	1,965	4	99.8	10			
2011	December	1,963	0	100	18			
2012	January	1,988	5	99.8	10			
2012	February	2,007	1	99.9	12			
2012	March	2,023	4	99.9	15			
2012	April	2,016	4	99.9	8			
2012	May	2,032	6	99.9	7			
2012	June	2,013	5	99.7	7	6		
2012	July	2,015	7	99.6	13	6		
2012	August	2,010	5	99.9	14	8	115	94.3
2012	September	2,004	16	99.9	13	15	125	93.8
2012	October	2,007	10	99.5	12	12	115	94.3
2012	November	2,036	21	99.0	9	21	113	94.5
2012	December	2,060	5	99.8	13	11	121	94.1

Note the large drop in non-compliant offenders starting in August, 2011. This drop is due to two aspects of the new tracking system. The former system counted jailed offenders as non-compliant, due to the fact that they had not come in on schedule. In fact, by definition, these offenders are not non-compliant as they are unable to come in due to incarceration. The second aspect of the new system is the multi-jurisdictional sharing of information. In the past when an offender moved to a new jurisdiction and registered there, the former jurisdiction would count them as non-compliant until notifications were made. Now the process is streamlined and real time for participating agencies.

We are also now tracking the number of offenders who have warrants. The non-compliant statistics are based on the offenders who were scheduled for registration that month who did not comply. Warrants include past non-compliant offenders as well.

Strategy 4.00	Implement technologies throughout the police department that enhance each component of the Mission and Vision
Responsibility	Administrative Management Commander
Authority	Deputy Chief of Administration
Approach	Successfully implement the tactics that contribute to this strategy.
Method of Evaluation	⇒ Tactical Metrics as assigned below

Tactic 4.01	Implement real-time crime information predictive policing techniques
Responsibility	Data Analysis Unit Director
Authority	Administrative Management Commander
Approach	Identify and purchase Wi-Fi for patrol cars, an internet solution for calls and crime information, and training/software for predictive policing techniques
Method of Evaluation	⇒ Purchase and implement an online crime solution, predictive policing solution and Wi-Fi for patrol cars

Reduce preventable crime through implementing predictive analytics and 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

August 2012 – Crime prediction, analytics and online solutions approved. Wi-Fi to cars approved for pilot project. Funded for 2013

September 2012 – RTM course began online for crime analysts through Rutgers University.

Tactic 4.02	Implement Compliance Management software
Responsibility	Administrative Captain to Deputy Chief of Administration
Authority	Deputy Chief of Administration
Approach	Identify and purchase new management compliance software
Method of Evaluation	⇒ Obtain TS approval and Innovation Fund approval ⇒ Purchase and implement management compliance software

The PowerDMS Suite is the content management software identified for purchase. This software is a complete solution for paperless distribution, organization and maintenance of written directives, policies and procedures. Distribution is entirely electronic; directives are easily published, signed or revised quickly, and tracked for accountability purposes. The software will remove the obstacles of managing policies and procedures and improve training and testing processes. TS has approved the PowerDMS software and funds have been secured for purchase. The contract process with Innovative Data Solutions, INC. (IDS) is in its initial stage.

Tactic 4.03	Internet solution for Accident and Incident reports for community members
Responsibility	IMU Lt
Authority	Administrative Management Commander
Approach	Automate an online solution for both Accident and Incident reporting online, as well as for report retrieval, for community members
Method of Evaluation	⇒ Implement online solution by 6/2013

In order to make it easier for community members and the Records Bureau to request both incident reports and accident report copies, the Denver Police Department has been exploring more automated/electronic methods. Currently individuals must send a self-addressed, stamped envelope with a check for \$10 to the Records Bureau and wait approximately 14-21 days for a copy of a report. Due to the sensitive nature and required redacting of certain information (i.e. juvenile information, suspect info, investigative information, etc) these requests do have to be addressed by hand and currently can't be filled in a completely automated manner. Various vendors have been explored to make the request and payment process electronic. Currently, CopLogic is working with the City of Denver's auditor's office to set-up payment guidelines that fit within Denver's payment rules. The goal for this process is to reduce the turnaround time to 24-48 hours for a report.

Tactic 4.04	Biometrics infrastructure
Responsibility	ID Bureau Lieutenant
Authority	Administrative Management Commander
Approach	Create and fund a biometrics infrastructure
Method of Evaluation	⇒ Mobile finger print unit pilot ⇒ District station finger print pilot

The District Station pilot project is progressing in District 1. There were several technical issues that had to be resolved, but the pilot unit is currently functioning well. Regarding the mobile units for the patrol cars, bandwidth issues currently will not allow deployment. Other vendors are being explored to be used in conjunction with the pilot of Wi-Fi in the patrol cars in 2013. Based on successes in the Stations, we hope to solve the technical issues and test the mobile readers in the cars this year. That will then setup implementation city-wide. Much of this is also dependent on installation of the new AFIS fingerprint system in collaboration with CBI that is scheduled to occur in 2013.

Tactic 4.05	To implement and support the RMS system and support the reengineering bureaus and processes.
Responsibility	IMU Lieutenant
Authority	Administrative Management Commander
Approach	Finish the implementation of RMS modules according to the project plan and ensure integrity and availability of information to all employees who use information.
Method of Evaluation	⇒ Pawn Shop implementation in RMS/LEADS Online ⇒ Automation of electronic log sheet

Denver has been working towards a timely, electronic solution to import Pawn Shop information into our records management system. The cities IT group, Technology Services, was able to implement a limited solution that did not meet the department's goals and could not support a multi-jurisdictional approach. LEADS Online is a national solution that many Denver area pawn shops were already participating in that has real time information, such that a Texas Detective call DPD in the summer asking for our assistance in picking up evidence at a local pawn shop. The item had been stolen in a burglary in Texas and pawned earlier in the day in Denver. At the time DPD did not have real time information, or a way to know what had been pawned in Denver that day. In 2012, DPD purchased LEADS Online and completed program training for Detectives and analysts. The final component is the full integration between LEADS, CCIC and Versadex Records Management systems. This integration will be completed by 3/1/2013.

Automation of electronic log sheet: A CAD solution is currently being tested with a volunteer officer in District 1. If the solution is successful, a pilot district will begin testing by the end of 2012.

Updates: Due to staffing resources, this project is currently on-hold until the US&C process can be completed.

Tactic 4.06	Decrease NIBRS errors reported to CBI.
Responsibility	Records Bureau Lieutenant
Authority	Administrative Management Commander
Approach	IMU has been developing a process for reviewing, sending back to appropriate detectives and correcting NIBRS errors
Method of Evaluation	⇒ Development of an error reporting process ⇒ Report progress to Commander quarterly.

Historically, CBI provided DPD with a NIBRS error report that can no longer be run by CBI. The Denver Police Department still tracks and corrects all reports that are rejected by CBI for NIBRS errors and the internal error checking report is still available.

In 2012 the Information Management Unit began a project to reduce the number of rejections, which were in the order of 1,100 per month. This has included working with Versaterm (the records management system) to re-code some of the data they were sending and also getting CBI to correct some mistakes in coding on their end. For example, through the correction of 1 coding error in June, the July 2012 rejections total was reduced to 779. Once this process of correcting the various coding issues is completed (projected 1/1/2014) the monthly error rejection rate is expected to be at or below 400 per month, with approximately 100 of those being warnings rather than actual errors.

For non-coding errors, IMU officers send the report back to the appropriate Detectives and/or Sergeants for correction. They are given 2 weeks to correct those errors before the NIBRS extract and date sent to CBI is run and sent for that month.

Tactic 4.07	Implement Unified Summons & Complaint
Responsibility	IMU Lieutenant
Authority	Administrative Management Commander
Approach	Implement the unified summons and compliant process
Method of Evaluation	⇒ Test US&C in one district by 7/1/2012 ⇒ Roll out citywide by 5/1/2013

The Unified Summons and Complaint process streamlines arrest information through multiple agencies within the criminal justice system. The US&C process unified multiple types of paper citations and provides electronic submissions to the partner agencies - Denver Sheriff, Denver City Attorney, Denver County Courts, and the Denver District Attorney. The current process required paper products to be hand delivered between these different agencies, leading to errors and inefficiencies. For example, the Sheriff's Department noted that the paper process has required 5 Sheriff Deputies to key the information from the police system into the sheriff's system. Through US&C these positions will be reallocated to other programs.

US&C is currently being piloted in DPD District 2 by 30 officers. The pilot program began on 6/20/2012. Department wide training was originally scheduled to begin in November of 2012, but has been pushed back due to partner agency data issues. The training is now scheduled to begin on 3/26/2013, with citywide rollout on 7/1/2013.