

**Denver Police Department**  
**2010 Strategic Plan**  
External Version – Gang Bureau Metrics Redacted

**Last Updated: 02/11/11**  
**Status: 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 deliver high quality public safety services so all people may share a safe and healthy environment.

**VISION:**

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

- ⇒ Fostering community participation
- ⇒ Investing in the development of its personnel
- ⇒ Implementing technologies that enhance policing operations
- ⇒ Improving the productivity of its support functions

**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: Strengthen proactive patrols by both Patrol Division and Special Operations Division Officers
- ⇒ 2.00: Enhance investigations to solve more crime and remove career criminals and violent offenders from the community
- ⇒ 3.00: Engage communities to increase their understanding of safety and their satisfaction with police
- ⇒ 4.00: Implement the Vision throughout the Police Department

<b>Mission</b>	Deliver high quality public safety services so all people may share a safe and healthy environment.
<b>Responsibility</b>	Chief of Police
<b>Authority</b>	Manager of Safety
<b>Approach</b>	Successfully implement the strategic plan.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ FBI statistics for comparison to similar cities (typically published for the prior year each summer).</li> <li>⇒ National Citizen Survey statistics to measure perception of safety (typically available for the prior year each spring)</li> <li>⇒ Denver crime trends to measure recent progress (available by the end of following month).</li> </ul>

### FBI Statistics

A preliminary FBI report of offenses based on a national methodology called Uniform Crime Reporting (UCR) is available each summer. Crime in Denver was more varied than its comparable groups (other Colorado cities and other cities in the USA), falling more in Murder and Burglary, but increasing more in Forcible Rape, Aggravated Assault, Property Crime and Larceny.

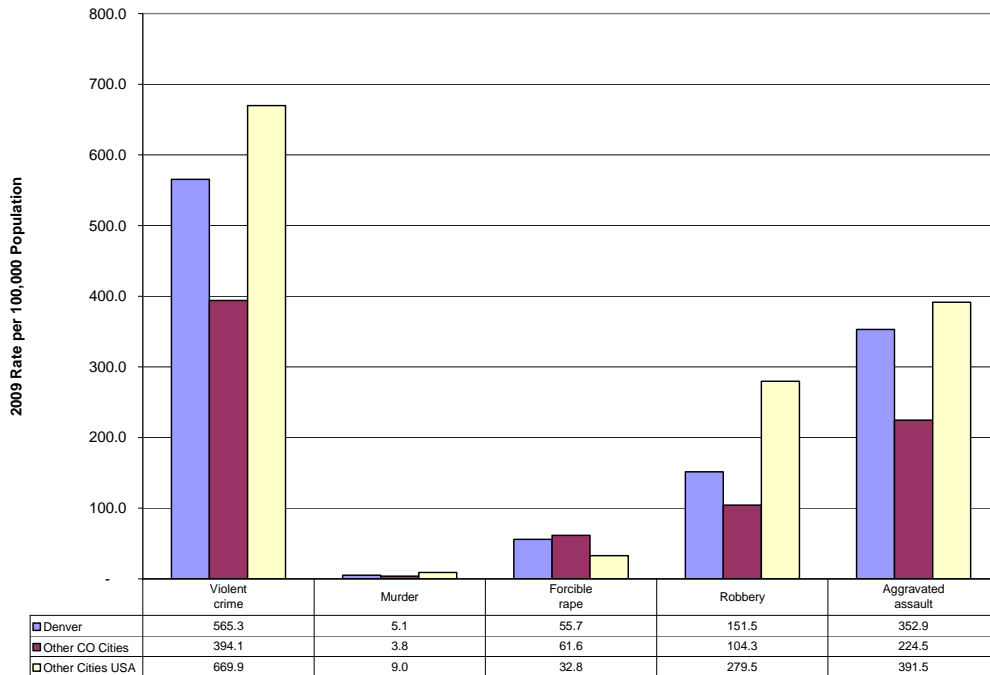
### 2008-2009 Change – Cities over 100k Pop



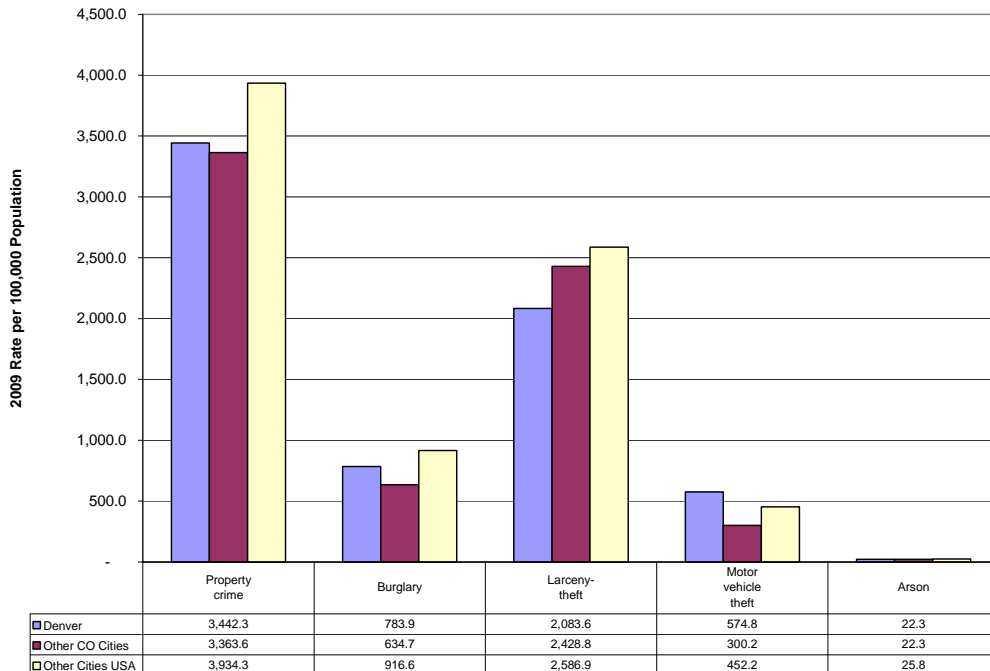
Crime rates per capita generally were higher in Denver than in other Colorado cities and lower in Denver than in other comparable cities nationwide. In the category of Forcible Rape

the reverse is true, in Larceny Denver was lower than both, and in Motor Vehicle Theft Denver was higher than both other groups.

## 2009 Violent Crime Rate – Cities over 100k Pop



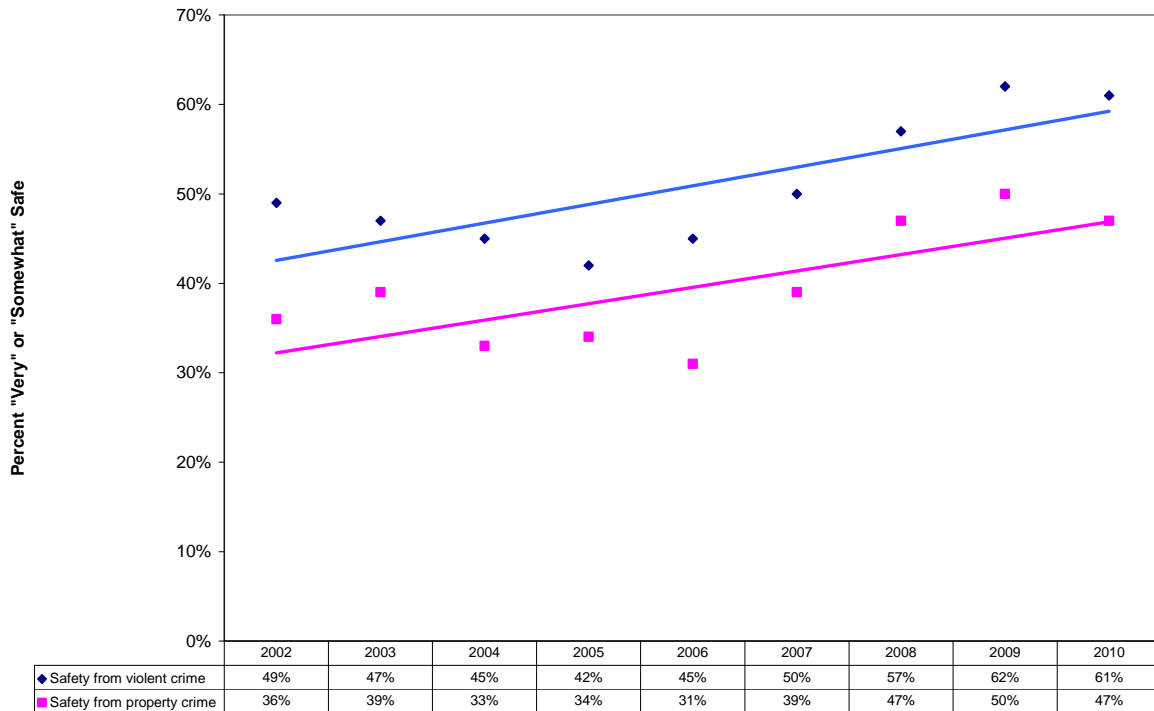
## 2009 Property Crime Rate – Cities over 100k Pop



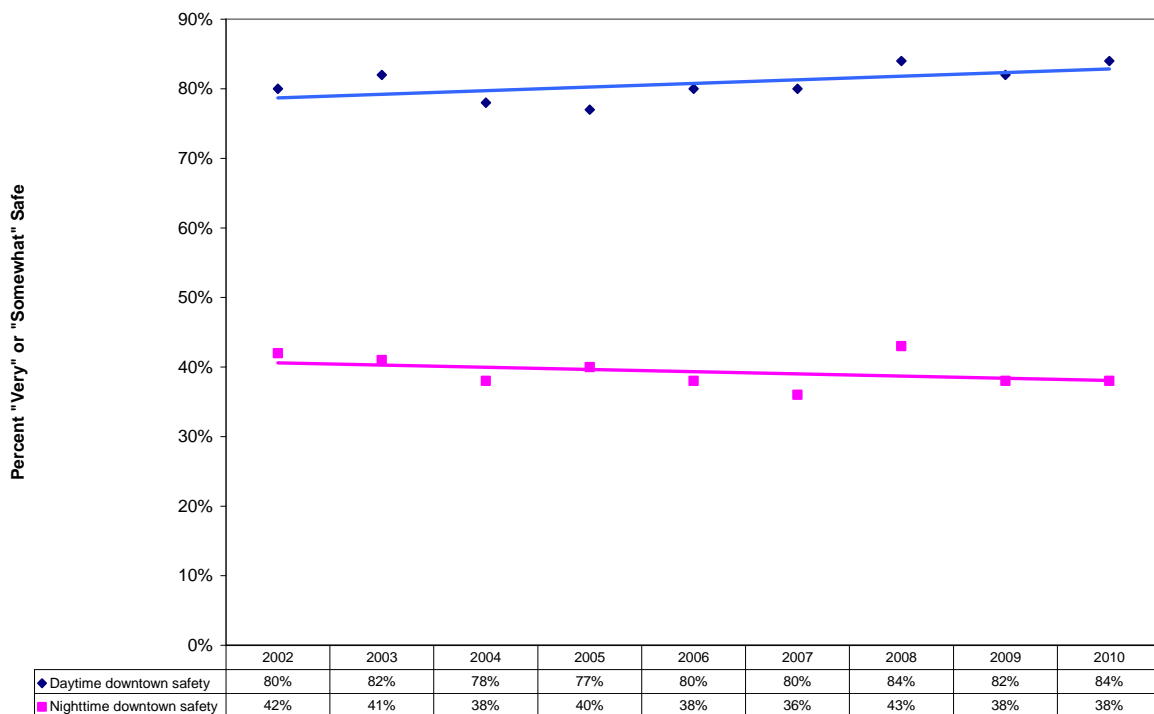
## National Citizen Survey (NCS)

NCS results are reported in February of each year. Results below are through 2010.

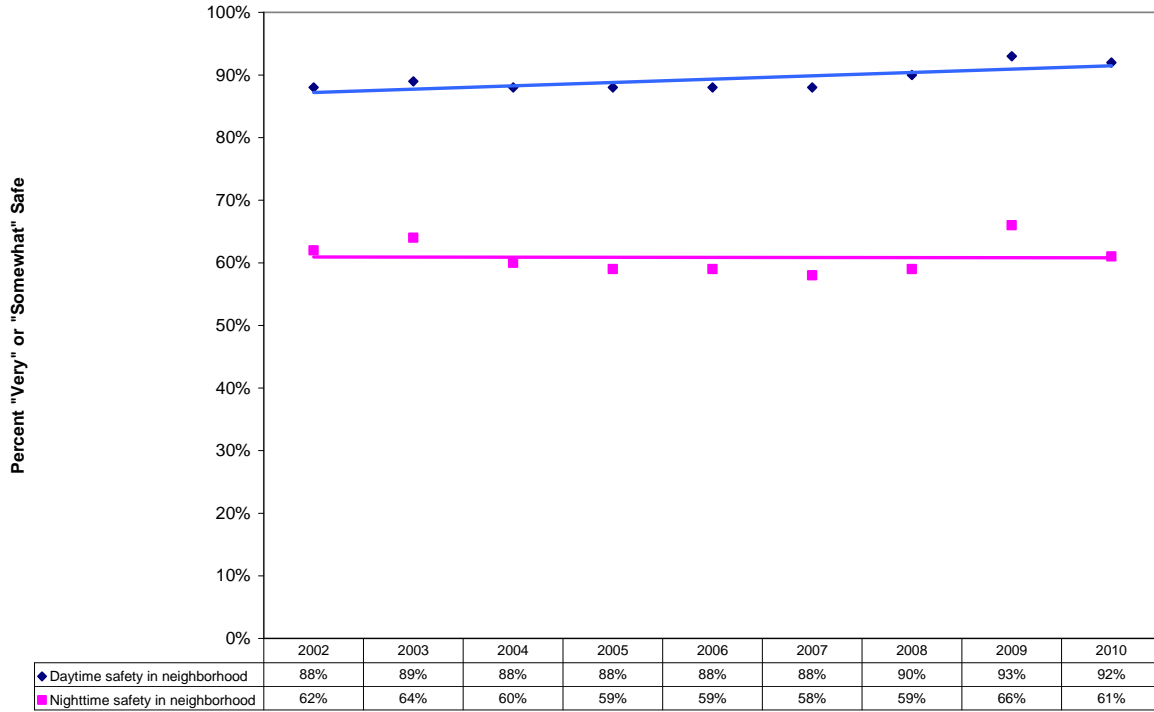
### Safety Perceptions by Crime Type



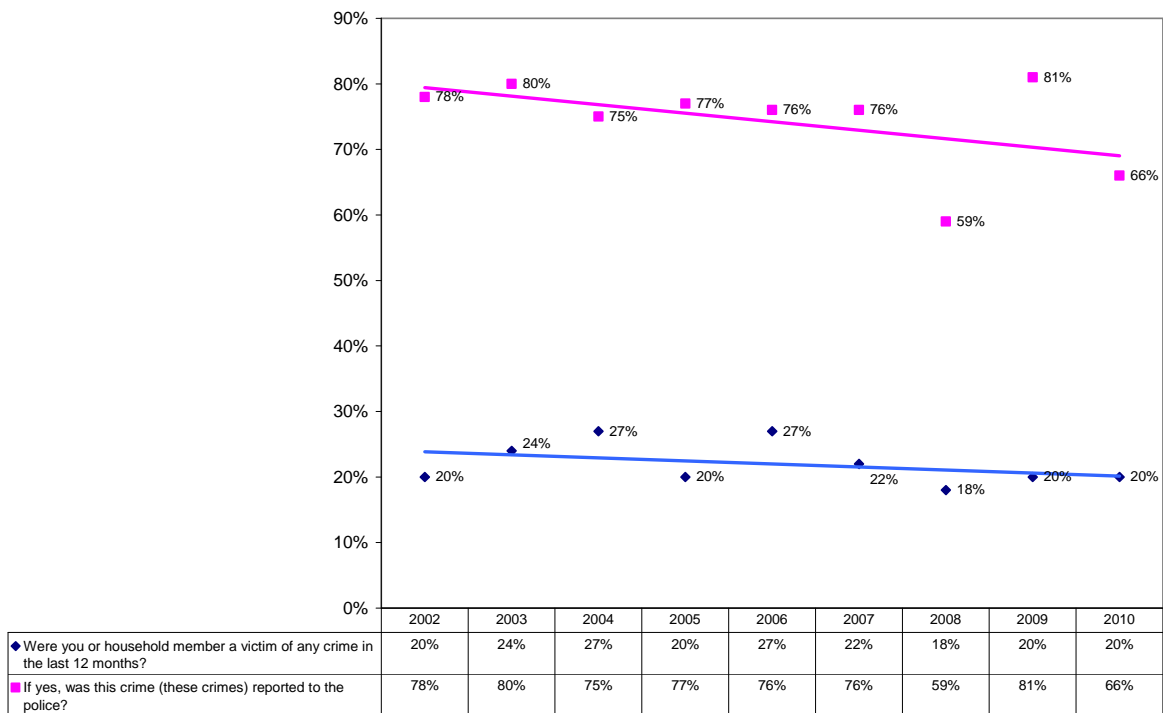
### Downtown Safety Perceptions



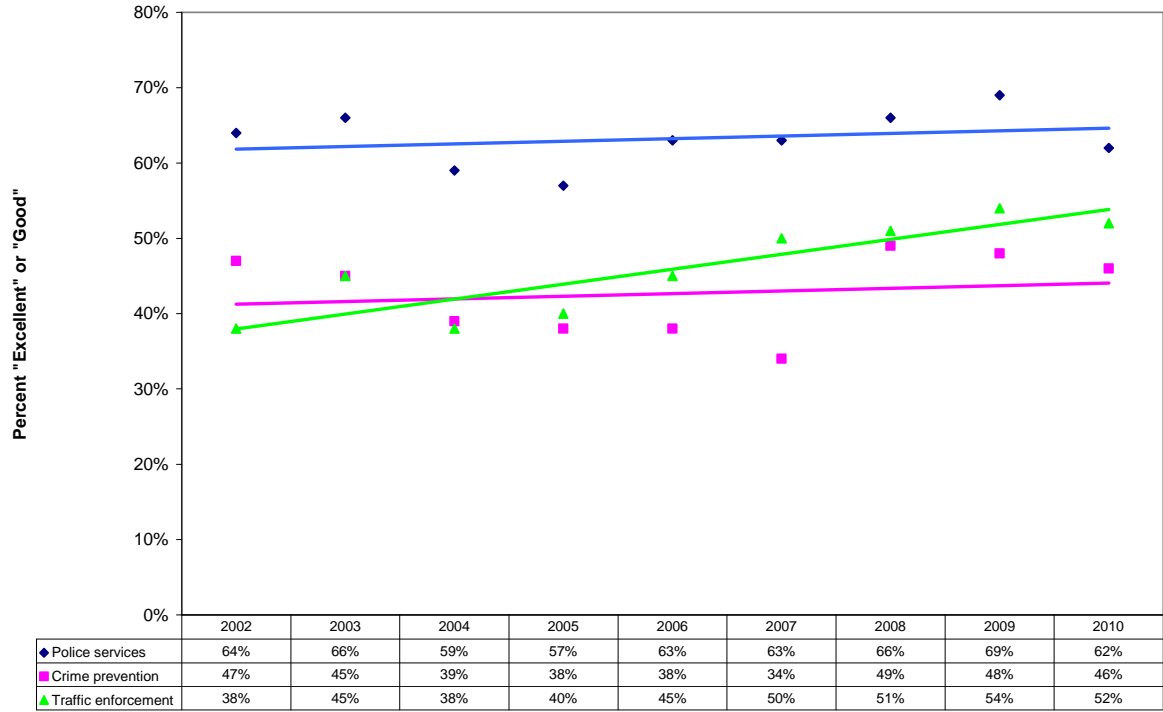
### Neighborhood Safety Perceptions



### Victimization and Reporting



### Overall Citizen Satisfaction



## Recent Crime Trends from the Data Analysis Unit (DAU)

The most recent crime statistics using National Incident Based Reporting (NIBRS) are available online at [www.denvergov.org/sopa](http://www.denvergov.org/sopa).

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

TYPE OF OFFENSE		JAN-DEC, 2009		JAN-DEC, 2010		CHANGE	
		#	%	#	%	#	%
CRIMES AGAINST PERSONS	Murder	38	0.1%	33	0.1%	-5	-13.2%
	Aggravated Assault	2,269	5.4%	2,199	5.5%	-70	-3.1%
	Forcible Sex Offenses	813	1.9%	746	1.9%	-67	-8.2%
	Non Forcible Sex Offenses	36	0.1%	31	0.1%	-5	-13.9%
	Kidnapping/Abduction	155	0.4%	164	0.4%	9	5.8%
	Simple Assault	2,820	6.7%	2,837	7.1%	17	0.6%
	Intimidation	473	1.1%	503	1.3%	30	6.3%
SUBTOTAL		6,604	15.6%	6,513	16.2%	-91	-1.4%
CRIMES AGAINST PROPERTY	Arson	145	0.3%	136	0.3%	-9	-6.2%
	Bribery	0	0.0%	0	0.0%	0	NA
	Burglary	4,928	11.7%	4,620	11.5%	-308	-6.3%
	Counterfeiting/Forgery	205	0.5%	176	0.4%	-29	-14.1%
	Criminal Mischief/Damaged Property	6,294	14.9%	5,847	14.6%	-447	-7.1%
	Embezzlement	40	0.1%	16	0.0%	-24	-60.0%
	Extortion	9	0.0%	7	0.0%	-2	-22.2%
	Fraud	1,020	2.4%	756	1.9%	-264	-25.9%
	Larceny	5,338	12.6%	5,734	14.3%	396	7.4%
	Theft from Motor Vehicle	7,581	17.9%	7,451	18.6%	-130	-1.7%
	Motor Vehicle Theft	3,608	8.5%	3,286	8.2%	-322	-8.9%
	Robbery	1,062	2.5%	1,002	2.5%	-60	-5.6%
	Stolen Property	141	0.3%	94	0.2%	-47	-33.3%
SUBTOTAL		30,371	71.9%	29,125	72.6%	-1,246	-4.1%
CRIMES AGAINST SOCIETY	Drug/Narcotics Violations	2,124	5.0%	1,853	4.6%	-271	-12.8%
	Gambling	0	0.0%	0	0.0%	0	NA
	Child Pornography	26	0.1%	30	0.1%	4	15.4%
	Prostitution	11	0.0%	19	0.0%	8	72.7%
	Weapon Law Violations	352	0.8%	381	0.9%	29	8.2%
SUBTOTAL		2,513	5.9%	2,283	5.7%	-230	-9.2%
ALL OTHER OFFENSES	Fraud - NSF - Closed Account	34	0.1%	19	0.0%	-15	-44.1%
	Curfew	34	0.1%	7	0.0%	-27	-79.4%
	Disorderly Conduct / Disturbing the Peace	115	0.3%	107	0.3%	-8	-7.0%
	Family Offenses / Nonviolent	388	0.9%	334	0.8%	-54	-13.9%
	Liquor Law/Drunkenness	12	0.0%	10	0.0%	-2	-16.7%
	Other Sex Offenses	310	0.7%	252	0.6%	-58	-18.7%
	Viol of a Restraining/Court Order	427	1.0%	416	1.0%	-11	-2.6%
	Harassment	325	0.8%	360	0.9%	35	10.8%
	Criminal Trespassing	322	0.8%	268	0.7%	-54	-16.8%
	All Other Offenses	799	1.9%	435	1.1%	-364	-45.6%
SUBTOTAL		2,766	6.5%	2,208	5.5%	-558	-20.2%
<b>GRAND TOTAL</b>		<b>42,254</b>	<b>100.0%</b>	<b>40,129</b>	<b>100.0%</b>	<b>-2,125</b>	<b>-5.0%</b>

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 1/10/2011.

PREPARED TO DEPARTMENT OF SAFETY PUBLIC INFORMATION STANDARDS

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

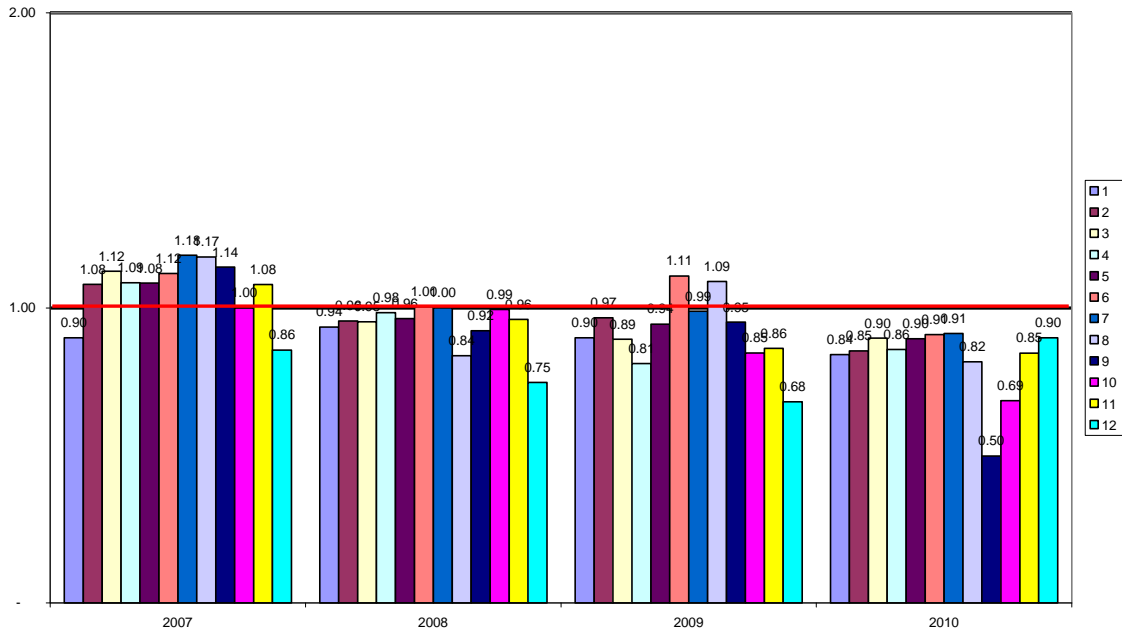
Reported crime in Denver decreased 5.0% from 42,254 in 2009 to 40,129 in 2010. Criminal Mischief/Damaged Property had the largest decrease of 447 crimes from 2009 compared to 2010. Larceny, kidnapping, simple assault and intimidation were the only crimes against person or crimes against property categories to increase. Kidnapping is often a secondary offense to other crime categories when a person is taken or detained against their will.

<b>Strategy 1.00</b>	Strengthen proactive patrols by both Patrol Division and Special Operations Division Officers.
<b>Responsibility</b>	Division Chiefs of Patrol and Special Operations
<b>Authority</b>	Deputy Chief Operations
<b>Approach</b>	Successfully implement the tactics that contribute to this strategy.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Tactical metrics as assigned below</li> <li>⇒ Based on 2007-2008 baselines (an index of 1.00), measure productivity based on: <ul style="list-style-type: none"> <li>○ Meaningful Heartbeat Class 2 Index (Officer Initiated Actions) in context of other time commitments and ensuring quality over quantity</li> </ul> </li> </ul>

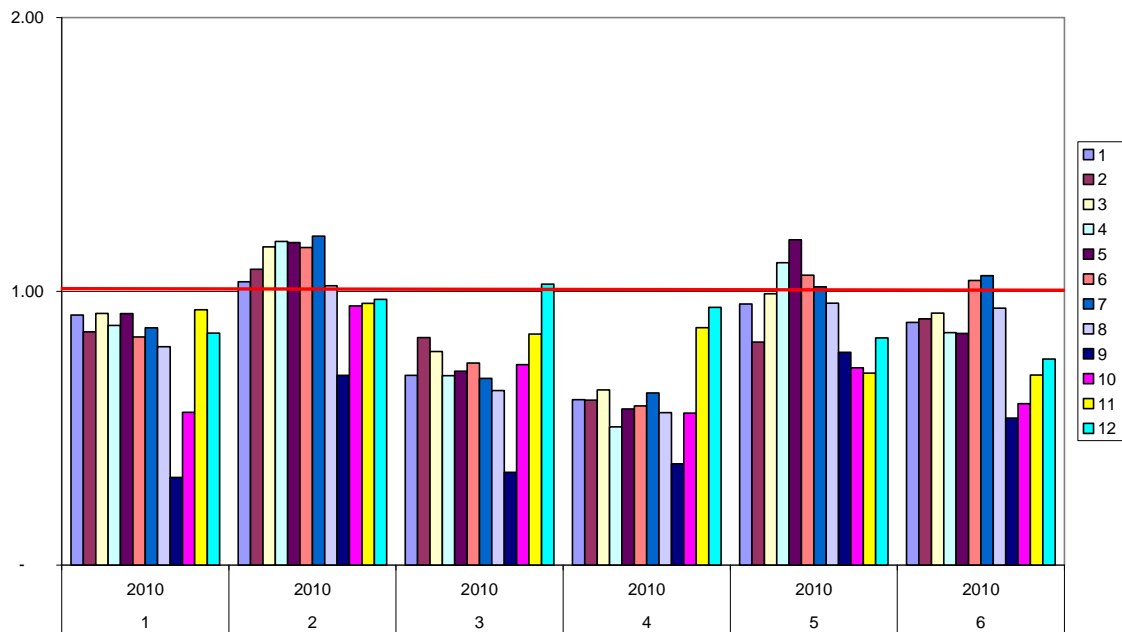
Class 2 calls are, by definition, officer initiated (unlike Class 1 calls, they are not in response to a citizen request). The Heartbeat Class 2 Productivity Index was developed in 2009, and revised in 2010, to measure an important type of proactive policing – interaction with community members (i.e. proactive interactions that involved another human being, as opposed to – for example – a requested vacation drive-by of a home). The majority of Heartbeat Class 2’s are lawful vehicle and subject stops, but includes 176 other types such as intervening in domestic violence situations, foot pursuits, intoxicated subjects, shoplifting, and narcotics situations where the officer self-initiates the action. Productivity is captured by dividing these Heartbeat Class 2 Actions by the time available after responding to Class 1 calls from citizen. In 2007-08, the DPD average was one Heartbeat Class 2 for every three hours of available 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.

For 2010, citywide productivity was down each month except for March and April as compared to 2009 and the differences were statistically significant ( $t=1.93, p<0.05$ ). Using a repeated measures ANOVA, to control for season differences, the differences approached statistical significance ( $F=2.06, p=0.05$ ). These differences were driven by the abnormally low productivity numbers found in September of 2010. Denver police administration addressed the issue when it became apparent in October and both November and December 2010 numbers were at or above previous year’s rates.

1.00 = 2007-2008 DPD Baseline  
 CITYWIDE MONTHLY  
 CLASS 2 HEARTBEAT ACTIONS



1.00 = 2007-2008 DPD Baseline  
 MONTHLY BY DISTRICT  
 CLASS 2 HEARTBEAT ACTIONS



<b>Tactic 1.01</b>	Implement one Level One Problem Solving Project (PSP) per district.
<b>Responsibility</b>	Six District Commanders
<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	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.
<b>Method of Evaluation</b>	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.

\*Note: For precinct and district offense numbers, the data was pulled directly from Versadex using the reported precinct location, not the geocoded address.

### District 1: Problem Bar Response (PBR) Team

- ⇒ Background: Problem liquor establishments are believed to drive crime and require a unique response. The top problem liquor establishments will be identified based on calls for service, offenses, community complaints, vice-narcotic enforcement plans, and officers' working knowledge. The PBR team will use specially trained officers and other resources (Excise & License, Vice, City Council partnerships, RNO Partnerships, and business partnerships) to target and address problem establishments. The primary tactic is to gain voluntary compliance using:
  - Regular meetings with stakeholders
  - Use of good neighbor agreements
  - Follow-up on all incidents
- ⇒ Goals:
  - Improve level of knowledge and response ability of patrol officers in relation to liquor-licensed establishments (measure through training hours)
  - Improve quality of life (community input and possibly satisfaction surveys)
  - Reduce CFS and Reported Offenses at top locations by 20% from previous 6 month baseline
- ⇒ Results:

	<b>El Imperio – 770 N. Sheridan Blvd.</b>	
	<b>Reported Offenses</b>	<b>Class 1 Calls</b>
2009	12	33
2010	11	38
<b>CHANGE</b>	-8.3%	15.2%

\*El Imperio closed during the 4<sup>th</sup> quarter of 2010. A new establishment, El Ray, has since opened in the same location under different ownership.

	<b>El Chaparral – 2727 W. 6<sup>th</sup> Ave.</b>	
	<b>Reported Offenses</b>	<b>Class 1 Calls</b>
Q1-Q3 2009	48	41
Q1-Q3 2010	34	18
CHANGE	-29.2%	-56.1%

\*El Chaparral moved out of Denver during the 4<sup>th</sup> quarter of 2010 due to DOT purchasing the land parcel for light rail construction on 6<sup>th</sup> Ave.

	<b>Marisella's – 3900 N. Pecos St.</b>	
	<b>Reported Offenses</b>	<b>Class 1 Calls</b>
Q1-Q3 2009	30	3
Q1-Q3 2010	8	3
CHANGE	-73.3%	0%

**District 2: Aggravated Assault - Firearm**

- ⇒ Background: District 2 is analyzing incidents involving firearms, related calls for service and shots fired. The district has partnered with ATF on gun recoveries and NIBIN hits from those recoveries. The district will follow-up on all reported offenses with SCAT and detectives to determine underlying motivation, if possible. Identification of hot spots will lead to directed patrol efforts aimed at suppression.
- ⇒ Goal: to reduce aggravated assault with a firearm by 10% (in 2009, Aggravated Assault – Firearm decreased from 160 to 141, or 11.9%, in District 2)
- ⇒ Results: Through Third Quarter preliminary results:

	<b>Level 1 PSP (Aggravated Assault with a Firearm)</b>			
	<b>Agg. Assault w/ Firearm Offenses</b>	<b>Number of Victims</b>	<b>All Incidents Involving Guns</b>	<b>Calls for Service Involving Guns</b>
2009	90	110	234	855
2010	74	98	211	795
CHANGE	-17.8%	-10.9%	-9.8%	-7.0%

**District 3: Stone Creek Apartments (9825 + 10025 E Girard Ave)**

- ⇒ Background: This apartment complex ranks 3rd in the district for Class 1 CFS (387) and second in the district for reported offenses (98). Tactics will include community education on crime prevention and neighborhood watch, required 30 minutes of daily foot patrol, continued use of Crime Free Leasing program, and implementation of Lock it / Stop it program for vehicle crime.
- ⇒ Goal: Reduce offenses by 5% (<94 offenses), with a particular interest in decreasing property crime offense by 5% (<53 offenses).
- ⇒ Results:

	<b>Level 1 PSP (Stone Creek Apartments)</b>			
	<b>Total Offenses</b>	<b>Property Crimes</b>	<b>Class 1 Calls</b>	<b>Class 2 Actions</b>
2009	99	66	429	200
2010	76	48	496	104
CHANGE	-23.2%	-27.3%	+15.6%	-48.0%

**District 4: Precinct 432 to address crime spikes and College View Rec Center closing**

- ⇒ Background: Concern over the impact of the recreation center closing combined with 2009 crime increases requires more directed patrol, detective operations, and SCAT officer presence. Partnerships with NIS, Zoning, and Public Works will enhance these efforts. Community input and feedback will be solicited.
- ⇒ Goal: Reduce all offenses and calls for service by at least 5%.
- ⇒ Results:

	<b>Precinct 432</b>		
	<b>Total Offenses</b>	<b>Class 1 Calls</b>	<b>Class 2 Actions</b>
2009	926	7,619	3,760
2010	803	7,603	3,576
CHANGE	-13.3%	-0.2%	-4.9%

### District 5: Albrook Project

⇒ Background: The project was also the Level 1 PSP in 2009. The area has long been the single greatest source of calls for service and on-sight actions in District Five. From January 1, 2008, to November 8, 2008, for example, there were 797 calls for service recorded and 518 on-sight actions taken. The numbers of serious reported crimes such as assaults, robberies and burglaries, as well as quality of life issues, such as loud music and suspicious persons, have all shown dramatic increases from 2007. Tactics will include the introduction of a sustainable Neighborhood Watch type crime awareness and prevention program.

⇒ Goal:

- Reduce the number of reported assaults (simple and aggravated) by 10%,
- Reduce reported robberies by 10%
- Reduce reported burglaries by 10%.
- Continue a 100% participation rate with Business Watch Partners

⇒ Results:

	Level 1 PSP (Albrook Project)				
	Robbery	Agg. Assault	Simple Assault	Assault Combined	Burglary
2009	15	16	15	31	14
2010	12	13	17	30	18
CHANGE	-20.0%	-18.8%	13%	-3.2%	+28.6%

1. Business Watch participation remains at 2009 levels; currently the only non-participating business is a recently opened medical marijuana dispensary.

### **District 6: Capitol Hill and Civic Center**

- ⇒ Background: This area has been an ongoing PSP in District Six characterized by open air narcotics dealing, assaults, disturbances, and motor vehicle crimes.
  - Continue to require extra patrols and class two actions from Sector 1 Detail officers, DMU, and bike patrols.
  - Continue emphasis on narcotics and quality of life offenses by District Six NSCAT and NPOs.
  - Continue to coordinate efforts with various Homeless Outreach programs to reduce panhandling, vagrancy, and park feeders.
  - Continue to work with the various neighborhood and business groups to reduce crime and address issues throughout the PSP area.
  - Increase use of HALO cameras in the PSP area.
- ⇒ Goal:
  - Increase the number of businesses participating in Business Watch in the area from 121 to 133.
  - Reduce reported offenses in the area 5% from 932 in 2009 to 885 in 2010.
- ⇒ Results:

	<b>Capitol Hill – Civic Center Park</b>		
	<b>Total Offenses</b>	<b>Class 1 CFS</b>	<b>Class 2 Actions</b>
2009	1004	9,627	10,068
2010	1004	9,643	6,765
CHANGE	0%	0%	-32.8%

There are now 136 businesses participating in the PSP area; 78 in the North Capitol Hill neighborhood (Precinct 611) and 58 in the Capitol Hill neighborhood (Precincts 614 and 615).

<b>Tactic 1.02</b>	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.
<b>Responsibility</b>	Six District Commanders
<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	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.
<b>Method of Evaluation</b>	Commanders will be evaluated based upon a reduction in reported Part 1 offenses or other metrics as approved by the Division Chief of Patrol.

\*Note: For precinct and district offense numbers, the data was pulled directly from Versadex using the reported precinct location, not the geocoded address.

### **District 1 (#1): Communication and Cultural Competency**

- ⇒ Background: Increasing number of Spanish-speaking officers greatly enhances our ability to efficiently and effectively provide quality police services to a large segment of the district's residents. In order to enhance officer/community relationships and improve district officer efficiency and effectiveness a training program will be developed and implemented to improve communication capabilities and cultural awareness.
  - Development and implementation of a program to teach interested district personnel conversational Spanish
  - Utilize community partnership to identify volunteer instructors from the community who will partner with District One personnel to instruct officers in learning Spanish
  - Approximately 30 district officers initially interested in this program
- ⇒ Goal: Implementation of Spanish class. Continued involvement of district personnel and community partners throughout 2010 (goal of 10 officers for full program). Increased community-officer interaction in nontraditional setting.
- ⇒ Results: First Quarter preliminary results, Second and Third Quarter pending:
  1. A community member who operates an educational facility has agreed to become a community partner and assist with the project. Space and time availability are pending
  2. Five officers attended a two day immersion training course, titled "Spanish for Law Enforcement." The officers rated the course as "Excellent" and believe it dramatically improved their skills.
  3. Two Level III Spanish speaking Officers, Rigoberto Gomez and Greg Peoples, have designed an in-house training program to improve officer comprehension of the Spanish language. The program is voluntary, begins immediately after roll call, and includes both audio responses and visual reinforcement. This training program was implemented in the 2<sup>nd</sup> quarter.
  4. Ten officers were able to attend a two day Basic Spanish for Law Enforcement course at District 1.

**District 1 (#2): Sun Valley Neighborhood**

⇒ Background: The Sun Valley Neighborhood (precinct 125) experienced a 24.1% increase in overall crime during 2009. There were notable increases in Part I crimes including sexual assault (200%, 8 additional crimes), aggravated assault (36.6%, 7 additional), auto theft (18.8%, 6 additional), and theft from vehicle (19.5%, 8 additional). Four locations within the neighborhood account for a vastly disproportionate number of offenses compared to the neighborhood as a whole.

- Denver Human Services - 1200 Federal Blvd.
- Family Crisis Center – 2929 W. 10th Ave.
- Days Inn – 620 Federal Blvd.
- El Chaparral Bar – 2727 W. 6th Ave.

Tactics will include the implementation of crime awareness/prevention practices and strategies through partnerships with community groups, such as the Sun Valley Homes Local, and private sector resources, such as Business Watch. The PBR Team will be utilized to address El Chaparral. The Days Inn will be addressed in conjunction with PNAU, SCAT and Vice/Narcotics. Enhanced patrols will focus on precinct 125, utilizing the Gang Unit, Traffic Operations, and high-visibility patrols (e.g. Foot Patrol, ATV Patrol, and Bike Patrol).

⇒ Goal: Decrease Part I offenses in the Sun Valley Neighborhood from the 2009 baseline by 5%

⇒ Results:

	<b>Precinct 125 – Sun Valley Neighborhood</b>
2009	226
2010	179
CHANGE	-20.8%

**District 1 (#3): Property Crime Spike Response**

- ⇒ Background: During the time period of 8/15/2010-9/11/2010 there was a spike in property crimes; specifically larceny, auto theft and TFMV. Although the district was down 9% YTD, burglaries were becoming problematic and were committed in conjunction with identified pattern thefts, such as high-end bicycle thefts. Tactics will include distribution of hot spot and pattern information to officers, community notification of crime spikes and prevention methods through media, neighborhood organization and city council offices. Additionally proactive suppression/surveillance operations utilizing plain clothes and uniformed officers will be conducted. Proactive community prevention outreach utilizing anti-theft devices will be conducted.
- ⇒ Goal: Reduce Property Crime numbers for 28 days to match the 52 Week Average number for each category.
- ⇒ Results: Closed when the 28 day goal was met in 3 of the 4 categories to focus on TFMV, this will be a 2011 Level 1 PSP.

	<b>Weekly Average</b> based on previous 52 weeks	<b>28 Day Goal</b>	<b>28 Day Results</b> Ending 11/13/2010
<b>Burglary</b>	15.77	63.08	48
<b>Larceny</b>	9.85	39.4	38
<b>Auto Theft</b>	10.13	40.52	32
<b>TFMV</b>	18.73	74.92	139

**District 2 (#1): Precinct 212 and Burglaries**

- ⇒ Background: Reported offenses increased 8.2% in 2009, particularly property crimes. This area has been the primary focus of a Proactive Policing Project, yet still had an increase and SCAT was required to spend time on burglary suppression. We will be focusing community education on crime prevention and Neighborhood Watch and, in conjunction with HSRO, have a focus on Manual High School.
- ⇒ Goal: Reduce reported offenses 10% and burglaries in the precinct 5%.
- ⇒ Results:

	<b>Precinct 212</b>	
	<b>Reported Offenses</b>	<b>Burglary</b>
2009	428	73
2010	337	53
CHANGE	-21.3%	-27.4%

**District 2 (#2a): Niagara House Motel - 6701 E. Colfax Avenue**

- ⇒ Background: Identified as location of 174 calls for service and numerous reported offenses in 2009. The motel is known to be used by criminal transients and contributes to overall crime level in immediate neighborhood. Tactics will include a review of reported offenses and calls for service within a two block radius of the property to identify those which are likely related. We will work closely with motel management in order to conduct better screening of clientele, conduct CPTED analysis and provide the owner with recommendations. We will also work with Vice/Narcotics on stings, Health Order on enforcement, and Neighborhood Inspection for possible Nuisance Abatement.
- ⇒ Goal: Reduce calls for service by 10% and reduce severity of call nature from 2009.
- ⇒ Results: Project was closed out at the end of Q2 2010

	<b>Niagara House</b>	
	<b>CFS</b> within 600 feet	<b>Reported Offenses</b> within 600 feet
Q1-Q2 2009	224	11
Q1-Q2 2010	200	12
CHANGE	-11%	+9%

**District 2 (#2b): Precinct 233**

- ⇒ Reported offenses increased 8.1% through the first two quarters of 2010 compared to 2009. The target area can obviously be described as a “high crime” area and is the source of an inordinate amount of calls for service requiring police resources. The precinct is bordered on the South by E. Colfax Ave. and to the East by the Denver city limits which has a fair number of low rent motels and liquor licensed establishments. The area is a mixture of residential houses, apartments and numerous businesses. The Colfax Ave. border of this precinct is notorious for Prostitution and Narcotic Sales and Consumption  
Tactics will include partnering with Vice/Narcotics for age compliance and licensing issues, and stings, focused foot patrol, OTTC grants, Health Order on enforcement, and Neighborhood Inspection for possible Nuisance Abatement. Neighborhood Watch groups will be evaluated for enhancement.
- ⇒ Goal: Reduce calls for service and offenses by 5%, also decrease the severity of call nature compared 2009.
- ⇒ Results:

	<b>Precinct 233</b>	
	<b>CFS</b>	<b>Reported Offenses</b>
2009	6709	440
2010	6917	485
CHANGE	+2.9%	+10.2%

**District 3 (#1): 8000 E. 12th / 1150 Syracuse St.**

- ⇒ Background: This apartment complex ranks 1st in the district for Class 1 CFS (675) and 3rd in the district for reported offenses (70), with the main crimes being burglary and auto theft. Class 1 calls for service doubled since 2008 (336 to 675). Tactics will include the introduction and proposal of Crime Free Leasing program to building management, coordination of SCAT operations with Vice/Narcotics, implementation of neighborhood watch within the apartment complex through CRO, and providing quick response to citizen generated calls.
- ⇒ Goal: Reduce reported offenses by 5% (<66) with a focus on decreasing auto theft and burglary by 5% (<12 Auto Theft Offenses, <10 Burglary Offenses).
- ⇒ Results:

	<b>Level 2 PSP (Lowry Heights)</b>			
	<b>Total Offenses</b>	<b>Property Crimes</b>	<b>Class 1 Calls</b>	<b>Class 2 Actions</b>
2009	77	49	663	77
2010	73	48	579	129
CHANGE	-5.2%	-2.0%	-12.7%	+67.5%

**District 3 (#2): Theft from Motor Vehicle District Wide**

- ⇒ Background: TFMV comprised 24% of the total criminal offenses for District 3 in 2009, with a 45% increase from 2008 to 2009. Tactics will include targeting reoccurring hotspots with SCAT teams, CRO will continue to implement business and neighborhood watch programs in high TFMV areas, as well as the use of OTTC Grants to conduct traffic operations to heighten awareness, offer extra patrol and deter criminal activity.
- ⇒ Goal: Reduce reported TFMV by 5% over 2009 baseline.
- ⇒ Results:

	<b>Theft from Motor Vehicle – District 3</b>
2009	1,894
2010	1,972
CHANGE	+4.1%

**District 4 (#1): Light Rail Parking Lots along Broadway**

- ⇒ Background: Increasing numbers of auto thefts and theft from motor vehicles in large RTD Light Rail Park and Rides were reported in 2009. We will coordinate with RTD security, Detective operations and SCAT operations, and use crime data analysis as the basis for patrol. As appropriate, we will use bait cars to conduct sting operations and continue community education through fliers, signs and meetings.
- ⇒ Goal: Reduce Auto Thefts and Theft from Motor Vehicles by 5% over 2009 baseline.
- ⇒ Results: Through Third Quarter preliminary results:

	<b>RTD 423 &amp; 424</b>		
	<b>Total Offenses</b> within 2000 feet of lots	<b>Auto Theft</b> within 2000 feet of lots	<b>TFMV</b> within 2000 feet of lots
2009	459	65	100
2010	388	56	72
CHANGE	-15.5%	-13.9%	-28.0%

**District 4 (#2): Precinct 413 and Graffiti**

- ⇒ Background: In partnership with the Graffiti Unit, Public Works and the City Council, analyze crime data as well as abatement data from Public Works, and use that data to direct patrol and SCAT officers. Conduct both Officer and citizen graffiti stings.
- ⇒ Goal: Reduce reported graffiti by 5% over 2009 baseline and increase the number of consent forms by 5% over the 2009 baseline provided by Public Works.
- ⇒ Results:

	<b>Precinct 413</b>	
	<b>Total Offenses</b>	<b>Graffiti</b>
2009	748	53
2010	630	28
CHANGE	-15.8%	-47.2%

**District 5 (#1): Montbello Project: Montbello High School and surrounding area**

- ⇒ Background: The high school is the Project area’s hotspot accounting for 26% of all reported incidents in project area. Targeted crimes include crimes against persons at the high school and property crimes throughout the Montbello Project area
- ⇒ Goal: Reduce property crimes in the entire area by 5% over 2009 baseline, and reduce by 5% crimes against persons at the high school with an additional goal of increasing crime prevention training with parents, staff and students at Montbello High School.
- ⇒ Results:

	<b>Montbello Project</b>	
	<b>Crimes Against Persons at MHS</b>	<b>Crimes Against Property Surrounding Area</b>
2009	16	95
2010	13	105
CHANGE	-18.8%	-10.5%

**District 5 (#2): Peoria (Hotel Row): 3700-3900 Blocks Peoria St**

- ⇒ Background: There is visible prostitution and solicitation in the area. In conjunction with Vice/Narcotics, we will conduct two escort stings in the corridor. As well as obtaining 100% participation rate for Business Watch and disseminate monthly electronic crime updates to participants.
- ⇒ Goal: Increase anti prostitution operations and increase number of arrests to deter activity
- ⇒ Results:

Two prostitution stings were conducted in the 1<sup>st</sup> quarter of 2010 and 1sting were conducted in the 3<sup>rd</sup> quarter of 2010.

	<b>Peoria (Hotel Row) Prostitution Related Arrests</b>
	2009
2010	38
CHANGE	-32.1%

**District 6 (#1): 23rd and Lawrence**

- ⇒ Background: This is an ongoing PSP area, characterized by extensive homeless issues, open air narcotics dealing, assaults, robberies, disturbances and motor vehicle crimes. Tactics will include continuing to require extra patrols and Class 2 actions from Sector 2 Detail officers and emphasis on narcotics and quality of life issues by District 6 NSCAT and NPOs. Continued coordination with various homeless outreach programs to reduce panhandling, vagrancy and park feeders. Continue to coordinate with various area residents, business owners, shelters and City Council persons to reduce crime, address issues and disseminate NPO newsletters.
- ⇒ Goal: Reduce reported offenses in the area by 5% from 2009 baseline.
- ⇒ Results:

	<b>23<sup>rd</sup> and Lawrence</b>		
	<b>Total Offenses</b>	<b>Class 1 CFS</b>	<b>Class 2 Actions</b>
2009	202	1,650	1,938
2010	220	1,623	1,878
CHANGE	+8.9%	-1.6%	-3.1%

**District 6 (#2): Santa Fe Corridor - Santa Fe from Colfax south to 6th Ave and Speer Blvd west to I-25 (Precincts 617 and 618)**

- ⇒ Background: This PSP area is characterized by motor vehicle crimes, crimes against persons including Aggravated Assaults, Aggravated Robbery and Sexual Assaults, and TFMV is a major issue around the large apartment complexes in the area. Tactics will include initiating contact with management staff at various apartment complexes and beginning education efforts for crime prevention, including TFMV parking lot signs and other efforts to be coordinated with District 6 NPOs. Continue, with possible expansion, foot patrols during special events along the Santa Fe corridor. Require cars 616, 617, and 618 to complete quality class two actions during each shift. Encourage all businesses to complete the CPTED process and encourage businesses and residents to create and participate in bi-weekly informational newsletters for the District 6 NPOs.
- ⇒ Goal: Increase Business Watch participation by 20% and reduce reported offenses by 5% from 2009 baseline.
- ⇒ Results:

The number of business watch participants in the PSP area increased from 33 to 52 (58%).

	<b>Santa Fe Corridor</b>		
	<b>Total Offenses</b>	<b>Class 1 CFS</b>	<b>Class 2 Actions</b>
2009	362	2,572	1,245
2010	389	2,688	1,661
CHANGE	+7.5%	+4.5%	+33.4%

<b>Tactic 1.03</b>	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.
<b>Responsibility</b>	Gang Bureau Captain
<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	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.
<b>Method of Evaluation</b>	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. <b>OPERATION DETAILS ARE REMOVED FROM ALL EXTERNAL VERSIONS OF THE STRATEGIC PLAN.</b>

<b>Tactic 1.04</b>	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.
<b>Responsibility</b>	Gang Bureau Captain
<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	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.
<b>Method of Evaluation</b>	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. <b>OPERATION DETAILS ARE REMOVED FROM ALL EXTERNAL VERSIONS OF THE STRATEGIC PLAN.</b>

<b>Tactic 1.05</b>	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.
<b>Responsibility</b>	Gang Bureau Captain
<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	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.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Increase gun recoveries versus previous year</li> <li>⇒ Reduce aggravate assaults, with priority on aggravated assaults with firearm</li> </ul> <p><b>OPERATION DETAILS ARE REMOVED FROM ALL EXTERNAL VERSIONS OF THE STRATEGIC PLAN.</b></p>

<b>Tactic 1.06</b>	Decrease DUI related accidents citywide
<b>Responsibility</b>	Division Chief of Special Operations
<b>Authority</b>	Deputy Chief of Operations
<b>Approach</b>	Maintain 2009 arrest statistics (without \$110,000 LEAF grant), increase public service announcements, develop anti-DUI campaign and focus on habitual traffic offenders (HTOs).
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Make 4,000 DUI arrests in 2010</li> <li>⇒ Execute 16 PSAs in 2010</li> <li>⇒ Complete two HTO operations.</li> <li>⇒ Track the DUI accident trend to see if these efforts contribute to a decrease</li> </ul>

### **DUI Related**

<b>Year</b>	<b>Arrests</b>	<b>Accidents</b>
2009	4,043	937
2010	3,276	756
CHANGE	-19.0%	-19.3%

### **DUI PSAs**

21 Completed

### **HTO Operations**

35 Completed

<b>Tactic 1.07</b>	Decrease accidents citywide.
<b>Responsibility</b>	Division Chief of Special Operations
<b>Authority</b>	Deputy Chief of Operations
<b>Approach</b>	Increase citations and other enforcement efforts, increase participation in Alive at 25 and other programs, increase usage of photo radar.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Effort: Increase citations for hazardous violations including, speeding, signal control and careless driving from 2009 baselines. Result: decrease in accidents citywide.</li> <li>⇒ Effort: Increase enforcement efforts on I-25 and I70 to reduce number of accidents from 2009 baseline. Result: decrease accidents on I-25 and I-70.</li> <li>⇒ Maintain the participation in Alive at 25 over 2009 levels.</li> <li>⇒ Increase the number of photo radar citations from 2009 baseline and meet 67% issuance rate.</li> </ul>

### Citywide Accidents and Citations

Year	Hazardous Violation Citations	Total Accidents	I-25 Citations	I-25 Accidents	I-70 Citations	I-70 Accidents
<b>2009</b>	100,344	20,767	17,660	2,250	9,031	1,251
<b>2010</b>	99,561	22,242	16,713	2,288	10,350	1,199
<b>Change</b>	-0.8%	+7.1%	-5.4%	1.7%	+14.6%	-4.2%

### Photo Radar Citations

2010	
Detected Violations	136,661
Issued Violations	105,859
Issuance Rate	77.5%

<b>Tactic 1.08</b>	Increase school zone safety.
<b>Responsibility</b>	Division Chief of Special Operations
<b>Authority</b>	Deputy Chief of Operations
<b>Approach</b>	Focus officer deployment days 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.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Measure officer deployment prior to and during first weeks of each semester.</li> <li>⇒ Conduct school zone PSAs at beginning of school year and after extended breaks.</li> <li>⇒ Allocate 40+ hours to Safe Routes to School program</li> <li>⇒ Maintain photo radar enforcement in school zones from 2009 measures.</li> <li>⇒ Result: measure accidents and crime in ¼ mile radius from schools</li> </ul>

### School Zone Citations

Year	School Zone Citations
2009	14,443
2010	11,056
<b>Change</b>	-23.5%

### School Zone Photo Radar Citations

2010	
Detected Violations	22,599
Issued Violations	18,561
Issuance Rate	82.1%

### Officer Deployment First Weeks of School Semester

(Deployments are measured by citations written)

06/13/2010 to 08/19/2010 – 5 citations

08/19/2010 to 09/03/2010 – 910 citations

### School Zone PSA's

3 completed

### Blue and You segment completed

### **Safe Routes to School Program**

10 meetings attended for a total of 33 hours. The Safe Routes to School program has met six times in 2010 while the Denver Public Schools Task Force has met three times.

### **Offenses within a Quarter Mile of Schools**

<b>Year</b>	<b>Elementary Schools</b>	<b>Middle Schools</b>	<b>High Schools</b>
2009	6,878	2,806	3,293
2010	6,492	2,841	3,335
<b>Change</b>	-5.6%	1.2%	1.3%

### **Accidents within a Quarter Mile of Schools**

<b>Year</b>	<b>Elementary Schools</b>	<b>Middle Schools</b>	<b>High Schools</b>
2009	2,137	905	1,306
2010	2,402	1,061	1,552
<b>Change</b>	1.2%	1.7%	1.9%

<b>Strategy 2.00</b>	Enhance investigations to solve more crime and remove career criminals and violent offenders from the community
<b>Responsibility</b>	Division Chief of Investigations
<b>Authority</b>	Deputy Chief of Operations
<b>Approach</b>	Successfully implement the tactics that contribute to this strategy.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Tactical Metrics as assigned below</li> <li>⇒ Clearance rate trends by crime type</li> <li>⇒ Caseload per detective by crime type</li> </ul>

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:

<b>Case Status</b>	<b>Case Status Desc</b>
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

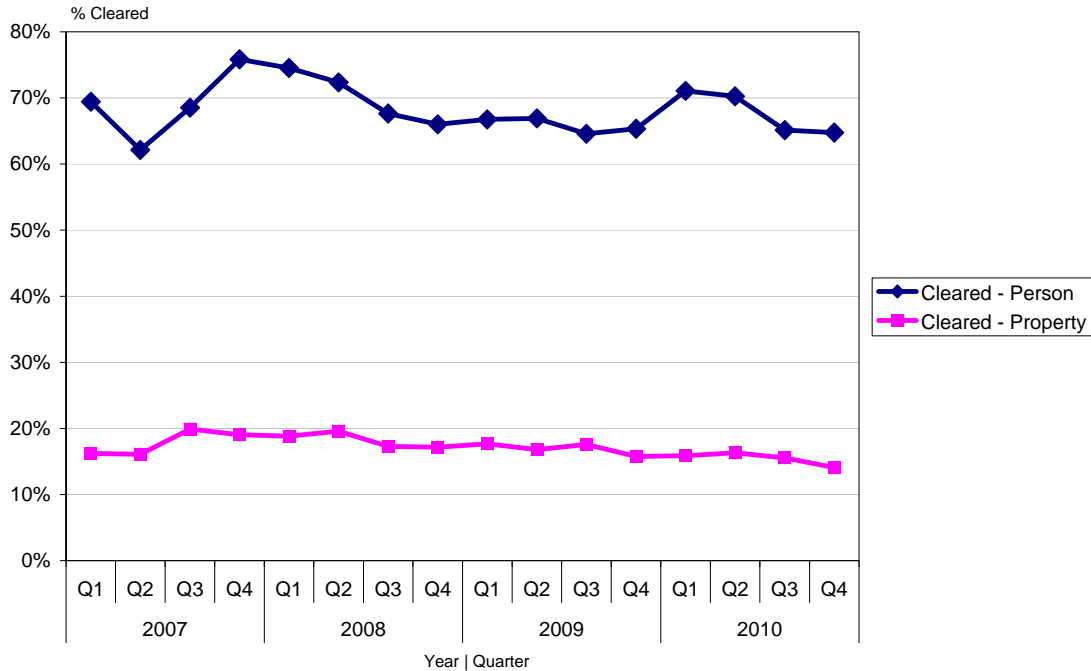
Cases were not considered cleared if they did not meet one of the above statuses within 75 days of the incident or if they had one of the following statuses:

<b>Case Status</b>	<b>Case Status Desc</b>
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

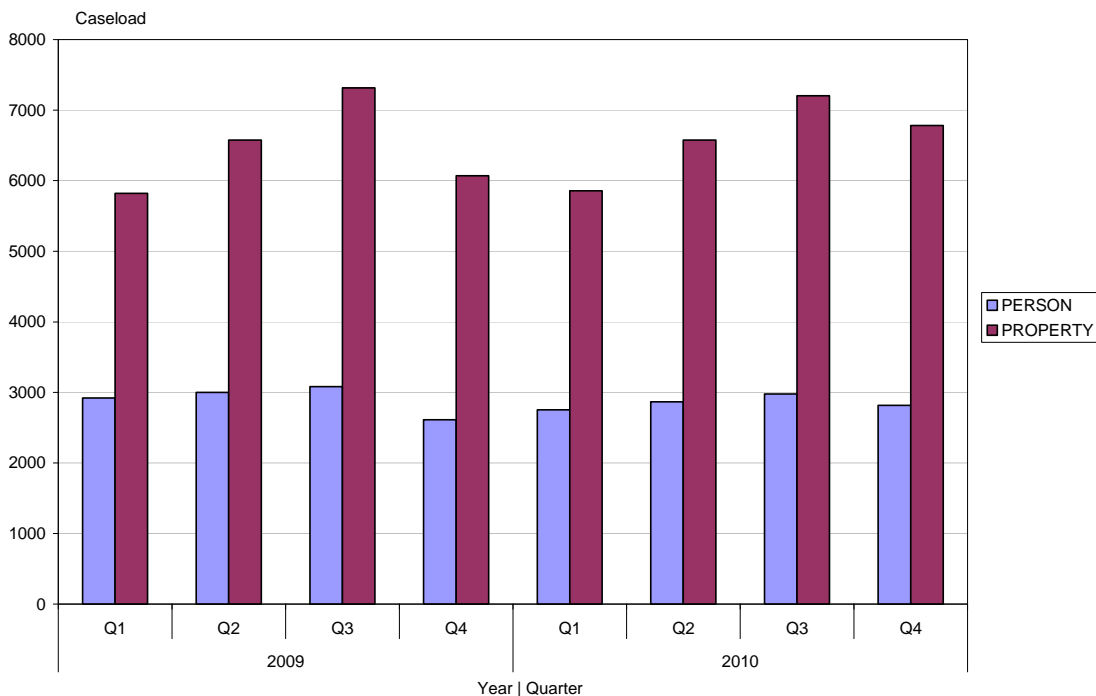
Note: PNAU = referred to Nuisance Abatement Unit

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.

### % Cleared within 75 Days of Report



### Caseload by Offense Type



Neither clearance rates nor caseloads have changed significantly over time. Comparing monthly caseload to the clearance rate for crimes reported that month there were not statistically significant relationships for either property crime ( $R^2=.01, p=0.58$ ) or person crime ( $R^2=.03, p=0.27$ ).

<b>Tactic 2.01</b>	Increase successful location and apprehensions of cold case fugitives.
<b>Responsibility</b>	Captain of Special Investigations Bureau
<b>Authority</b>	Division Chief of Investigations
<b>Approach</b>	Present information to PIOs for media distribution twice weekly on wanted Cold Case Fugitive. The PIOs will work with one or more media outlets to maintain the information on their web site as well. Tipsters will be asked to provide information to the Crime Stoppers program. Maintain a database identifying assigned fugitive investigators, status of latest attempts at locating and apprehending fugitives, and notifications to other law enforcement agencies.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Number of tips forwarded to media contacts.</li> <li>⇒ Number of cold case fugitives captured (Baseline metrics will be established in 2009 and early 2010).</li> </ul>

DPD began twice weekly media distribution in the fourth quarter of 2009, leading to 4 tips and 2 arrests. In the first two quarters of 2010 there were no tips or arrests. This is a new tactic, for which baseline performance has yet to be established, but public response has been lower than expected, therefore the marketing of the cases to the media has been scaled back. The strategy has been adjusted and two dedicated detectives have been assigned to investigating these cases. These new strategies have developed significant leads, but as these are difficult cases the progress towards arrest is slow.

Quarter	Cases to			Arrests		
	Media	Tips Received	Tips %	Made	Arr %	
2009-Q4	23	4	17.4%	2	8.7%	
2010-Q1	22	0	0%	0	0%	
2010-Q2	13	0	0%	0	0%	

<b>Tactic 2.02</b>	Maintain non-compliant sex offenders (as a percentage of total known sex offenders) below 9%.
<b>Responsibility</b>	Captain of Pattern Crimes Bureau
<b>Authority</b>	Division Chief of Investigations
<b>Approach</b>	Improve the existing Compliance Unit procedures and practices to turn non-compliant sex offenders into compliant sex offenders.
<b>Method of Evaluation</b>	Trends: ⇒ Percent non-compliant sex offenders ⇒ Analysis of transient population and other factors contributing to non-compliance

Month	Total Offenders	Non-Compliant Offenders	Percent Non-Compliant
January	1,604	123	7.70%
February	1,624	128	7.90%
March	1,631	123	7.50%
April	1,669	117	7.00%
May	1,684	128	7.60%
June	1,660	127	7.70%
July	1,655	128	7.70%
August	1,691	128	7.60%
September	1,719	109	6.30%
October	1,763	113	6.40%
November	1,792	113	6.30%
December	1,805	106	5.80%

<b>Tactic 2.03</b>	Process DNA profiles for a minimum 4% of reported burglaries. (Burglaries are expected to decrease as career criminals are removed and burglaries decrease. 4% is a national expectation of the minimum percentage of burglaries for which there will be DNA evidence).
<b>Responsibility</b>	Crime Lab Director
<b>Authority</b>	Division Chief of Investigations
<b>Approach</b>	Establish the baseline metrics and track progress. Identify causes for variance from expectations (e.g. percentage is higher because of better collection, the types of burglaries, technology advances, etc.)
<b>Method of Evaluation</b>	Trends: ⇒ Percent burglaries for which DNA processed ⇒ Arrest rate for these DNA processed burglaries versus non-DNA processed burglaries

<b>Quarter</b>	<b>Number Tested</b>	<b>Total Number of Burglaries</b>	<b>Percent Processed</b>
<b>Q1 2010</b>	40	976	4.1%
<b>Q2 2010</b>	19	1,165	1.6%
<b>Q3 2010</b>	23	1,392	1.7%
<b>Q4 2010</b>	110	1,199	9.2%
<b>2010 Total</b>	192	4,732	4.1%

<b>Tactic 3.00</b>	Engage communities to increase their understanding of safety and their satisfaction with police.
<b>Responsibility</b>	District Commanders
<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	Successfully implement the tactics that contribute to this strategy.
<b>Method of Evaluation</b>	<p>⇒ Tactical Metrics as assigned below</p> <p>⇒ District represented through attendance of officer, supervisor, or Commander at a minimum of one meeting per neighborhood per quarter.</p>

### Neighborhood Meetings

	District 1	District 2	District 3	District 4	District 5	District 6
<b>Q1 2009</b>	26	44	27	27	57	36
<b>Q2 2009</b>	26	46	13	27	57	35
<b>Q3 2009</b>	26	48	41	27	57	37
<b>Q4 2009</b>	26	45	35	27	57	38
<b>Q1 2010</b>	39	63	38	27	57	31
<b>Q2 2010</b>	37	75	13	18	54	11
<b>Q3 2010</b>	39	92	13	18	37	20
<b>Q4 2010</b>	25	69	55	18	43	21

<b>Tactic 3.01</b>	Increase Business Watch locations in each district and update at least 25% of existing Business Watch locations.
<b>Responsibility</b>	Six District Commanders
<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	Each district will add 10 new Business Watch locations and update each existing location.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ 10 new locations per district</li> <li>⇒ Percentage of existing that have updated contact information and renewed commitment to Business Watch program (minimum goal 25%).</li> </ul>

### Business Watch locations

	<b>Total Start</b>	<b>Q1 New</b>	<b>Q2 New</b>
<b>District 1</b>	107	0	0
<b>District 2</b>	192	1	0
<b>District 3</b>	439	21	32
<b>District 4</b>	190	4	0
<b>District 5</b>	234	5	15
<b>District 6</b>	403	0	0

Due to a problem with data collection this statistic will not be updated for Quarter 3 or Quarter 4 of 2010.

<b>Tactic 3.02</b>	Crime Prevention Presentations at District Stations.
<b>Responsibility</b>	Six District Commanders
<b>Authority</b>	Division Chief of Patrol
<b>Approach</b>	Establish quarterly crime prevention presentations that are widely advertised to the general population. The crime prevention information will include the list of Personal Safety Presentations targeting the teenage and young adult female population that will be held at the Police Academy throughout the year. These quarterly events can be tied to seasonal events such as the start of summer, start of school, winter holiday safety etc. They can be co-sponsored by a neighborhood, community or other interested organization.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Completion of a minimum of 2 quarterly events per district</li> <li>⇒ In advance of the presentation, determine the types of information that would be helpful to the community.</li> </ul>

### Crime Prevention Presentations

	District 1	District 2	District 3	District 4	District 5	District 6
<b>Q3 2010</b>	9	3	4	0	4	3
<b>Q4 2010</b>	1	0	6	2	4	1

Note: The definition of a Crime Prevention Presentation was changed during 3<sup>rd</sup> quarter of 2010.

<b>Tactic 3.03</b>	Respond to 100% of Vice/Narcotics complaint feedback within 30 days of receipt.
<b>Responsibility</b>	Captain of Vice/Narcotics Bureau
<b>Authority</b>	Division Chief of Investigations
<b>Approach</b>	Establish the baseline metrics and track progress. Identify areas for improvement and develop plans for streamlining processes.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Implement input of information into the RMS.</li> <li>⇒ Quarterly summaries of responses within 30 days</li> </ul>

A complaint tracking system through Versadex/RMS was established, based on recommendations in the 2009 Strategic Plan. In the first quarter of 2011 it will go live.

<b>Tactic 3.04</b>	Increase emphasis on mediations
<b>Responsibility</b>	Commander of Internal Affairs
<b>Authority</b>	Deputy Chief of Administration
<b>Approach</b>	Work with Office of the Independent Monitor to increase emphasis on mediations.
<b>Method of Evaluation</b>	⇒ Increase mediations as a percentage of total complaints handled.

It is believed that mediations, when agreed to by the complainant, are a more effective method of resolving complaints based on the report from the Office of the Independent Monitor. For this reason, DPD is interested in increasing the percentage of cases resolved via mediation.

The number of cases involving completed mediations dropped this year from prior years. This decline can be attributed to the resignation of the OIM's full-time Community Relations Ombudsman and her replacement, two months later, with a part-time Ombudsman. This position was primarily responsible for the management of the mediation program. As a result of the transition period between staff members and changes in process necessitated due to the reduction of the position from full-time to part-time, there was a negative impact on the mediation program this last year.

<b>Year</b>	<b>Mediations Completed</b>	<b>Complaints Received</b>	<b>% Total</b>
<b>2006</b>	40	602	6.6%
<b>2007</b>	54	653	8.3%
<b>2008</b>	43	581	7.4%
<b>2009</b>	55	617	8.9%
<b>2010</b>	39	601	6.5%

\*Note: complaint totals are fluid and may change until all cases from that time period have been investigated and closed.

<b>Strategy 4.00</b>	Implement the Vision
<b>Responsibility</b>	Division Chief of Research, Technology & Training
<b>Authority</b>	Deputy Chief of Administration
<b>Approach</b>	Department-wide tactics that support engaging the community, investing in personnel and technology, and improving the productivity of support functions.
<b>Method of Evaluation</b>	⇒ Quarterly reports that show improvement versus baseline metrics

<b>Tactic 4.01</b>	Streamline Records Bureau operations
<b>Responsibility</b>	Division Chief of RT&T
<b>Authority</b>	Deputy Chief of Administration
<b>Approach</b>	Automate wherever feasible, including pawn shop records, auto theft records, transcription, and ID. Use business process improvement techniques to create better workflow. Focus on getting more done, more quickly, with more accuracy, while using fewer resources per unit of work.
<b>Method of Evaluation</b>	Measure and report quarterly ⇒ Amount (number of records processed) ⇒ Speed (versus baseline) ⇒ Resources used (CSA and DPD hours, technology investments) ⇒ Productivity: Amount / Resources

A Business Analyst was assigned to evaluate options for a streamlined business process approach. Those recommendations were submitted in the fourth quarter of 2010 and are currently being reviewed and prioritized for implementation in 2011.

<b>Tactic 4.02</b>	Implement RMS updated modules and shut down as many legacy/OSI systems as possible to free resources.
<b>Responsibility</b>	Manager of IMU (tactical) & Director of DAU (assessment)
<b>Authority</b>	Division Chief of Research Training & Technology
<b>Approach</b>	Finish the implementation of RMS modules according to the project plan and ensure integrity and availability of information to all employees who use information.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Complete training on electronic accident reports by the end of 5/31/10.</li> <li>⇒ Accident reports electronically submitted to the Department of Revenue by the end of 2010.</li> <li>⇒ Implement Vice and Narcotics Complaints procedures to allow electronic reporting and routing.</li> </ul>

Training was completed on electronic accident reports on 5/15/2010 with a total of 935 officers trained.

At the present time, the Department of Revenue is unable to accept electronic accident reports. This goal will be reassessed quarterly to determine if the Department of Revenue's capacity changes. Until then, printed reports will continue to be sent.

Implementation of a new Vice and Narcotics Complaints procedure was completed in the fourth quarter of 2010. Testing is in process.

<b>Tactic 4.03</b>	Address Property Bureau audit concerns and implement processes to correct identified deficiencies.
<b>Responsibility</b>	Property Bureau Lieutenant
<b>Authority</b>	Division Chief, Research, Training & Technology
<b>Approach</b>	<ul style="list-style-type: none"> <li>⇒ Segregate homicide and sexual assault evidence from other evidence and clearly label homicide and sexual assault evidence.</li> <li>⇒ Continue the conversion of evidence from the legacy system into RMS, deleting Legacy items at a rate of 4,750 items per quarter.</li> </ul>
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Ensure that all homicide evidence is uniquely identifiable by both storage location and color placards by 6/30/10.</li> <li>⇒ Convert or delete Legacy items at a rate of 4,750 items per quarter and report percentage progress towards RMS-only use with goal of 100% conversion during fiscal year 2011.</li> <li>⇒ Report progress to Division Chief quarterly.</li> </ul>

100% of Homicide and Sexual Assault Evidence has been uniquely marked for quick reference. All Homicide and Sexual Assault Evidence invoiced since 2007 has been segregated from other evidence.

Active Legacy items have been reduced from 435,633 in 2007 to 8,453 at the end of the 2010. Legacy Items have been reduced by an average of 4,668 items per quarter during 2010. The Property Management Bureau was able to achieve 98.3% of the 2010 goal, despite being short staffed due to FMLA for 3 employees and the impact of 5 furlough days.

<b>Month</b>	<b>Beginning Items</b>	<b>Items</b>	
		<b>Converted</b>	<b>Quarter Total</b>
<b>January</b>	27,125	2,130	
<b>February</b>	24,995	1,508	
<b>March</b>	23,487	1,025	4,663
<b>April</b>	22,462	1,655	
<b>May</b>	20,807	1,406	
<b>June</b>	19,401	1,621	4,682
<b>July</b>	17,780	1,635	
<b>August</b>	16,145	1,667	
<b>September</b>	14,478	777	4,079
<b>October</b>	13,701	2,799	
<b>November</b>	10,902	1,492	
<b>December</b>	9,410	957	5,248
<b>Total</b>			18,672

<b>Tactic 4.04</b>	Decrease NIBRS errors reported to CBI.
<b>Responsibility</b>	Records Bureau Lieutenant
<b>Authority</b>	Division Chief, Research, Training & Technology
<b>Approach</b>	All reports in transcription will be IBR checked prior to routing the case to the various detective bureaus. All errors that can be corrected by Records within the case will be corrected. A NIBRS report will be run on a monthly basis. When errors are found in closed cases these cases will be reopened and rerouted back to the assigned detective for correction. Records will help facilitate learning and mastery of NIBRS with CID and be of assistance for any specific questions.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ A monthly error report showing baseline and progress</li> <li>⇒ Report progress to Division Chief quarterly.</li> </ul>

	<b>Q3</b>	<b>Q4</b>	<b>Q1</b>
	<b>2009</b>	<b>2009</b>	<b>2010</b>
Total Admin Records Submitted to CBI	3,854	7,522	6,636
Successful Admin Records	3,362	6,894	5,781
<b>% Successful – Admin</b>	<b>87%</b>	<b>92%</b>	<b>87%</b>
Total Group B Records Submitted to CBI	210	529	463
Successful Group B Records	189	513	352
<b>% Successful - Group B</b>	<b>90%</b>	<b>97%</b>	<b>76%</b>

*Notes:*

*Q3 2009 includes September only.*

*Q4 2009 includes October and November only.*

*Q1 2010 includes January and February only.*

Due to changes at CBI, this report will not be available going forward. DAU and Records are examining other in-house evaluation options to determine record accuracy.

<b>Tactic 4.05</b>	Enhance speed and accuracy of Identification processes.
<b>Responsibility</b>	Records Coordinator, Department of Safety
<b>Authority</b>	Manager of Safety
<b>Approach</b>	Monitor the Prisoner Identity in Question (PIQ) procedure to measure potential and actual arrest issues. Implement identifiable process changes.
<b>Method of Evaluation</b>	<ul style="list-style-type: none"> <li>⇒ Reduce the number of identification errors</li> <li>⇒ Reduce resources required to process existing workload</li> <li>⇒ Report progress to Division Chief quarterly.</li> </ul>

Prisoner identification involves processes spanning the Police and Sheriff Departments, both of which are managed by the Department of Safety. The Department of Safety implemented the Prisoner Identity in Question (PIQ) process in early 2009 to identify incorrect bookings into the Pre-Arrestment Detention Facility. This issue is complicated by the fact that people do not always tell the truth about their identity when they are arrested, some may have outstanding warrants they want to cover up or people may steal identities of others to avoid arrest.

Of the 36,678 people booked into jail in 2009, fifty-one (or 0.14 percent) claimed that one or more warrants for which they were being held were incorrectly assigned to them. Of these cases 8 were identified as held without a valid warrant, 23 had multiple holds/warrants and although one or more of the holds may have been dropped, the individuals were validly in custody on other holds, and 20 had sufficient information to support the arrest and insufficient information to drop the hold.

In the 2010, 37,755 individuals were booked into jail and eighty-two (0.22 percent) claimed that one or more warrants for which they were being held were incorrectly assigned to them.

The Prisoner Identity in Question procedure was initiated for these cases. Of these:

- ⇒ 24 of the 82 individuals were identified as held without a valid warrant. These individuals were released after verifying that they were not the persons wanted by the warrant and that they had no other holds.
- ⇒ 23 of the 82 individuals had multiple holds/warrants, and although one or more of the holds may have been dropped, the individuals were validly in custody on other holds.
- ⇒ 35 of the 82 individuals claimed that a warrant did not belong to them, yet there was sufficient information to support the arrest and insufficient information to drop the hold.

<b>Quarter</b>	<b># of Prisoners in Question (PIQ)</b>	<b># of In Custody Arrests</b>	<b>% PIQ</b>
<b>2009-Q1</b>	3	10,541	0.03%
<b>2009-Q2</b>	2	10,567	0.02%
<b>2009-Q3</b>	2	10,360	0.02%
<b>2009-Q4</b>	1	5,210*	0.02%
<b>2010-Q1</b>	14	9,245	0.15%
<b>2010-Q2</b>	4	9,878	0.04%
<b>2010-Q3</b>	1	9,842	0.01%
<b>2010-Q4</b>	4	8,790	0.05%

\*The new JMS system was implemented and there were issues with reporting numbers for the month of December, 2009.

In addition to establishing the PIQ procedure last year, the Department of Safety has worked in recent years to put procedures in place to reduce identification errors:

- The Department of Safety has embarked on an effort to review the entire process used to verify the identity of arrested parties.
- In 2007, the Denver Police Department issued a training bulletin directing officers on steps to obtain positive identification before seeking an arrest warrant.
- In 2008, the Denver Sheriff Department changed its process so that a supervisor is more quickly involved in addressing identity questions.
- In 2008, the Denver Sheriff Department changed its procedures to require a more affirmative effort to check “arrest documents for validity and completeness” and to “match physical descriptors to the arrestee.”
- In early 2009, the Denver Sheriff Department instituted a more formal tracking and response process for known identity issues.
- The Denver Police Department revised the Identification Procedures in the Denver Police Operations Manual in section 104.44.