

Denver Police Department
2011 Strategic Plan
External Version – Gang Bureau Metrics Redacted

Last Updated: 11/1/2011
Status: Quarter Three Updates

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 policing 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 awareness of safety and their overall satisfaction with police
- ⇒ 4.00: Implement the Vision of implementing technologies that enhance policing operations and improve the productivity of its support functions, throughout the Police Department

Mission	Deliver high quality public safety services so all people may share a safe and healthy environment.
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).

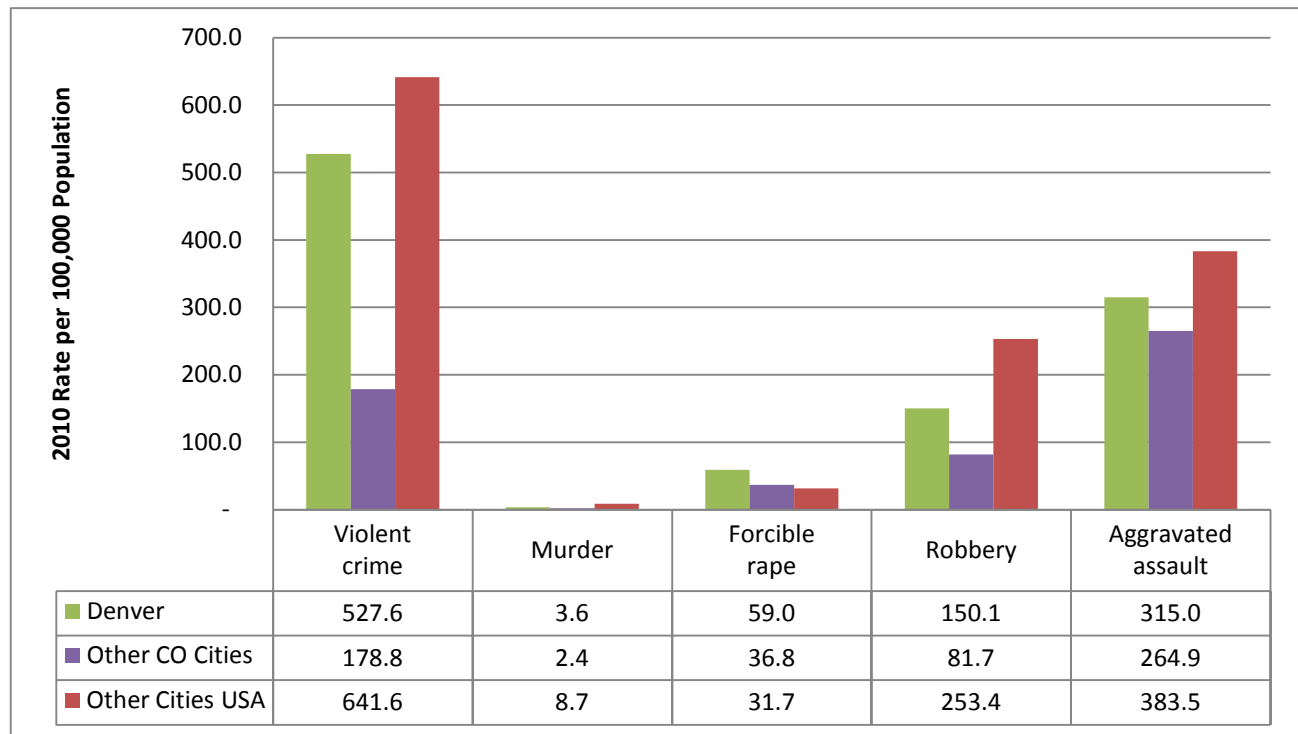
FBI Statistics

A preliminary FBI report of offenses based on a national methodology called Uniform Crime Reporting (UCR) is available each summer. Crime in Denver was similar to its comparable groups (other Colorado cities and other cities in the USA), showing decreases in all major categories save Forcible Rape and Larceny.

2009-2010 Change – Cities over 100k Pop



2010 Violent Crime Rate – Cities over 100k Pop



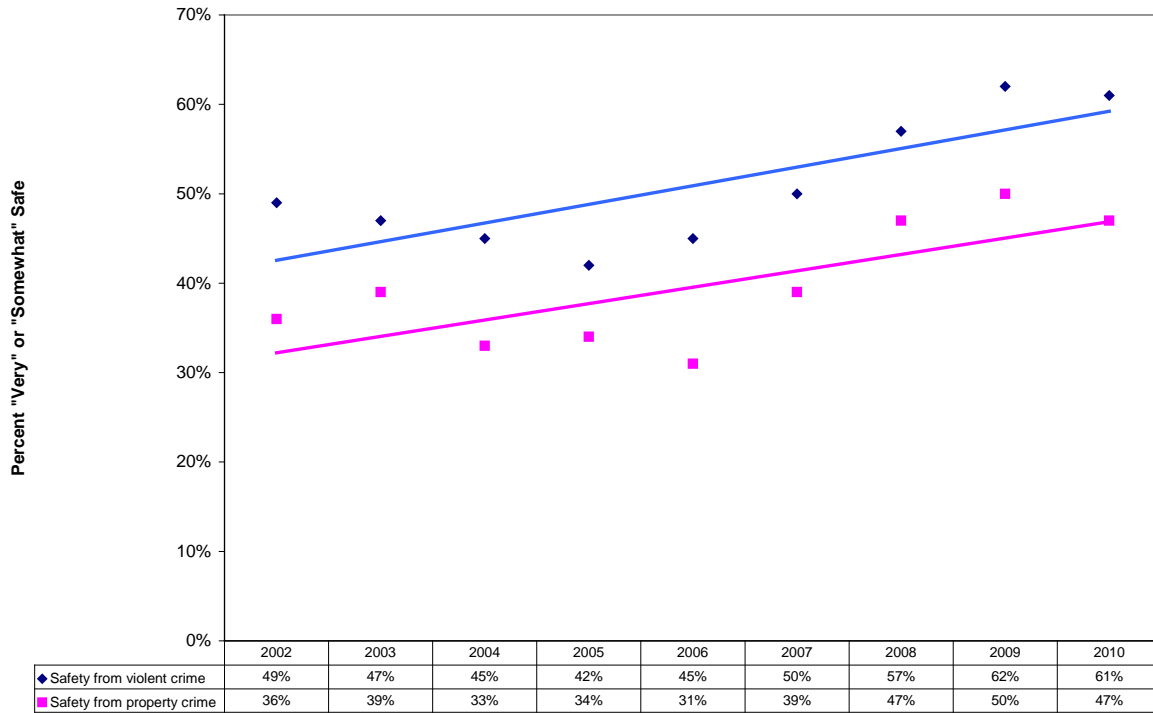
2010 Property Crime Rate – Cities over 100k Pop



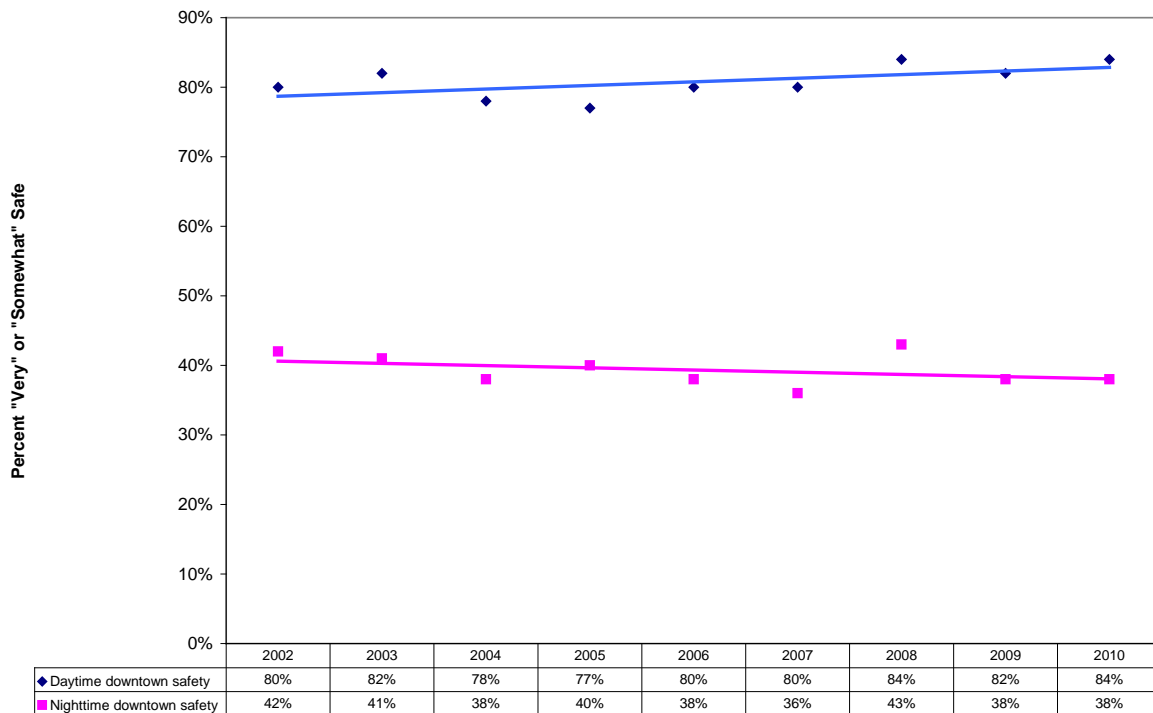
National Citizen Survey (NCS)

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

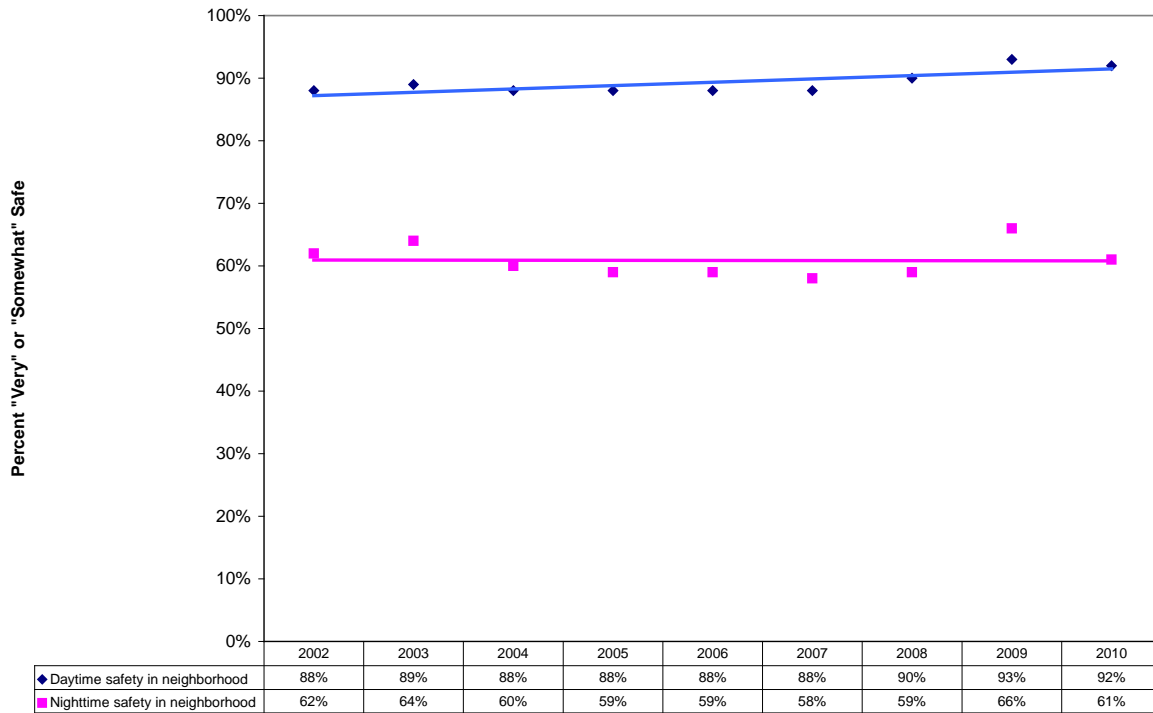
Safety Perceptions by Crime Type



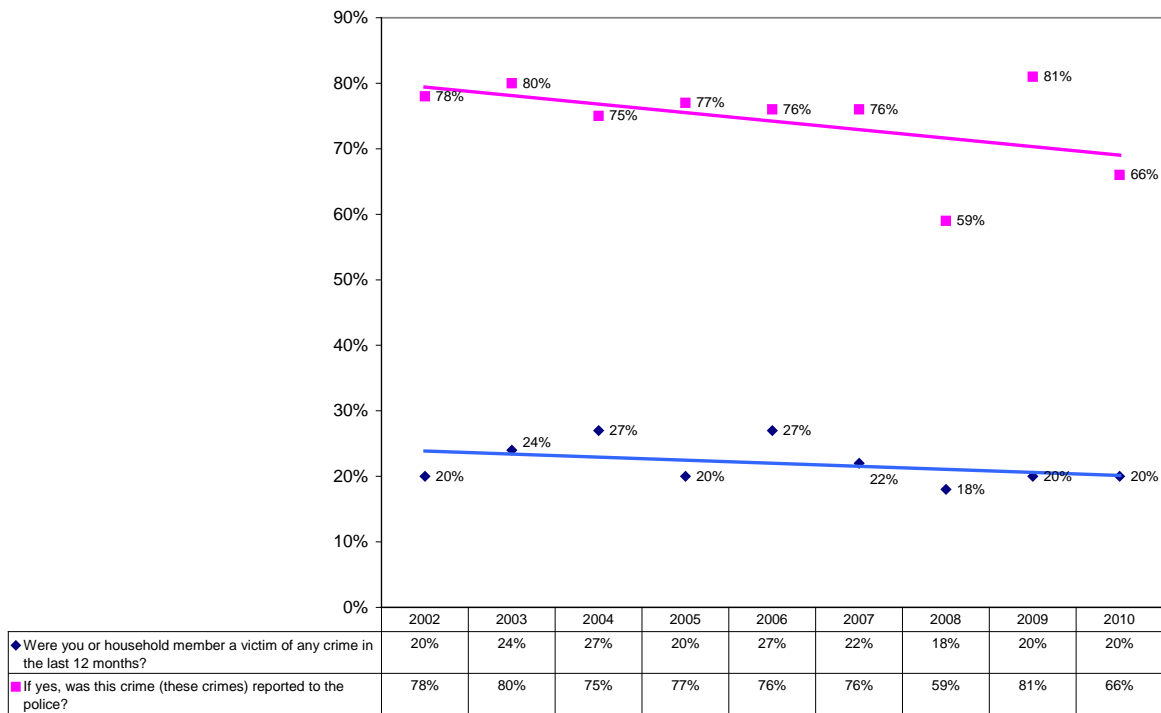
Downtown Safety Perceptions



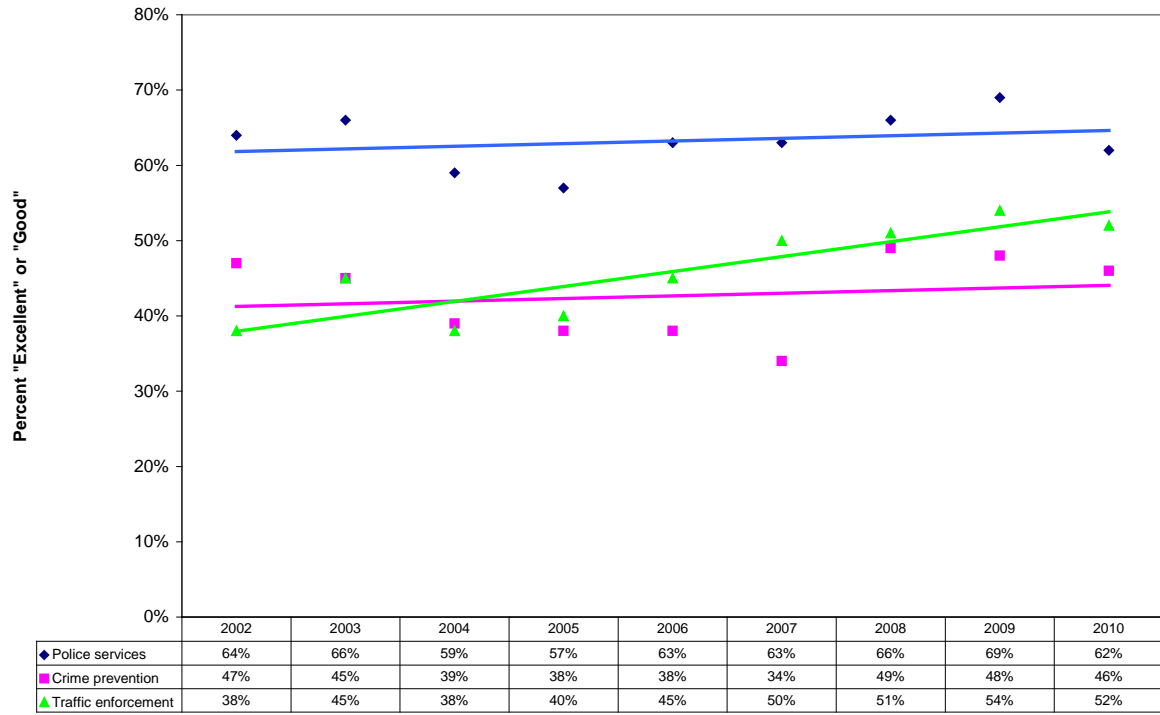
Neighborhood Safety Perceptions



Victimization and Reporting



Overall Citizen Satisfaction



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

TYPE OF OFFENSE		JAN-SEP, 2010		JAN-SEP, 2011		CHANGE	
		#	%	#	%	#	%
CRIMES AGAINST PERSONS	Murder	17	0.1%	36	0.1%	19	111.8%
	Aggravated Assault	1,648	5.5%	1,798	5.7%	150	9.1%
	Forcible Sex Offenses	626	2.1%	577	1.8%	-49	-7.8%
	Non Forcible Sex Offenses	26	0.1%	31	0.1%	5	19.2%
	Kidnapping/Abduction	137	0.5%	111	0.4%	-26	-19.0%
	Simple Assault	2,134	7.1%	2,264	7.2%	130	6.1%
	Intimidation	369	1.2%	362	1.2%	-7	-1.9%
SUBTOTAL		4,957	16.4%	5,179	16.5%	222	4.5%
CRIMES AGAINST PROPERTY	Arson	102	0.3%	81	0.3%	-21	-20.6%
	Bribery	0	0.0%	1	0.0%	1	NA
	Burglary	3,457	11.4%	3,559	11.3%	102	3.0%
	Counterfeiting/Forgery	156	0.5%	120	0.4%	-36	-23.1%
	Criminal Mischief/Damaged Property	4,426	14.7%	4,487	14.3%	61	1.4%
	Embezzlement	17	0.1%	8	0.0%	-9	-52.9%
	Extortion	6	0.0%	12	0.0%	6	100.0%
	Fraud	686	2.3%	691	2.2%	5	0.7%
	Larceny	4,327	14.3%	4,792	15.3%	465	10.7%
	Theft from Motor Vehicle	5,419	17.9%	5,760	18.4%	341	6.3%
	Motor Vehicle Theft	2,431	8.0%	2,606	8.3%	175	7.2%
	Robbery	717	2.4%	886	2.8%	169	23.6%
	Stolen Property	64	0.2%	89	0.3%	25	39.1%
SUBTOTAL		21,808	72.2%	23,092	73.6%	1,284	5.9%
CRIMES AGAINST SOCIETY	Drug/Narcotics Violations	1,394	4.6%	1,211	3.9%	-183	-13.1%
	Gambling	0	0.0%	0	0.0%	0	NA
	Child Pornography	19	0.1%	16	0.1%	-3	-15.8%
	Prostitution	16	0.1%	32	0.1%	16	100.0%
	Weapon Law Violations	291	1.0%	268	0.9%	-23	-7.9%
SUBTOTAL		1,720	5.7%	1,527	4.9%	-193	-11.2%
ALL OTHER OFFENSES	Fraud - NSF - Closed Account	17	0.1%	9	0.0%	-8	-47.1%
	Curfew	7	0.0%	3	0.0%	-4	-57.1%
	Disorderly Conduct / Disturbing the Peace	86	0.3%	73	0.2%	-13	-15.1%
	Family Offenses / Nonviolent	256	0.8%	258	0.8%	2	0.8%
	Liquor Law/Drunkenness	9	0.0%	5	0.0%	-4	-44.4%
	Other Sex Offenses	208	0.7%	184	0.6%	-24	-11.5%
	Viol of a Restraining/Court Order	301	1.0%	330	1.1%	29	9.6%
	Harassment	288	1.0%	265	0.8%	-23	-8.0%
	Criminal Trespassing	208	0.7%	204	0.7%	-4	-1.9%
All Other Offenses	344	1.1%	245	0.8%	-99	-28.8%	
SUBTOTAL		1,724	5.7%	1,576	5.0%	-148	-8.6%
GRAND TOTAL		30,209	100.0%	31,374	100.0%	1,165	3.9%

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 10/7/2011.

PREPARED TO DEPARTMENT OF SAFETY PUBLIC INFORMATION STANDARDS

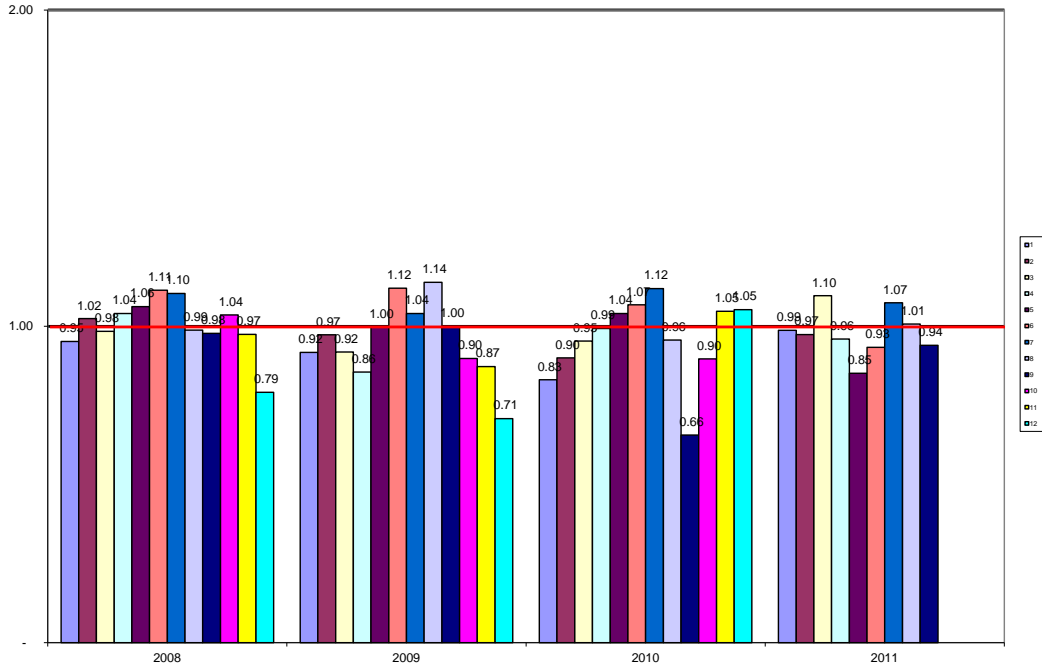
Excludes runaways, traffic offenses, unfounded reports and non-criminal activity.

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

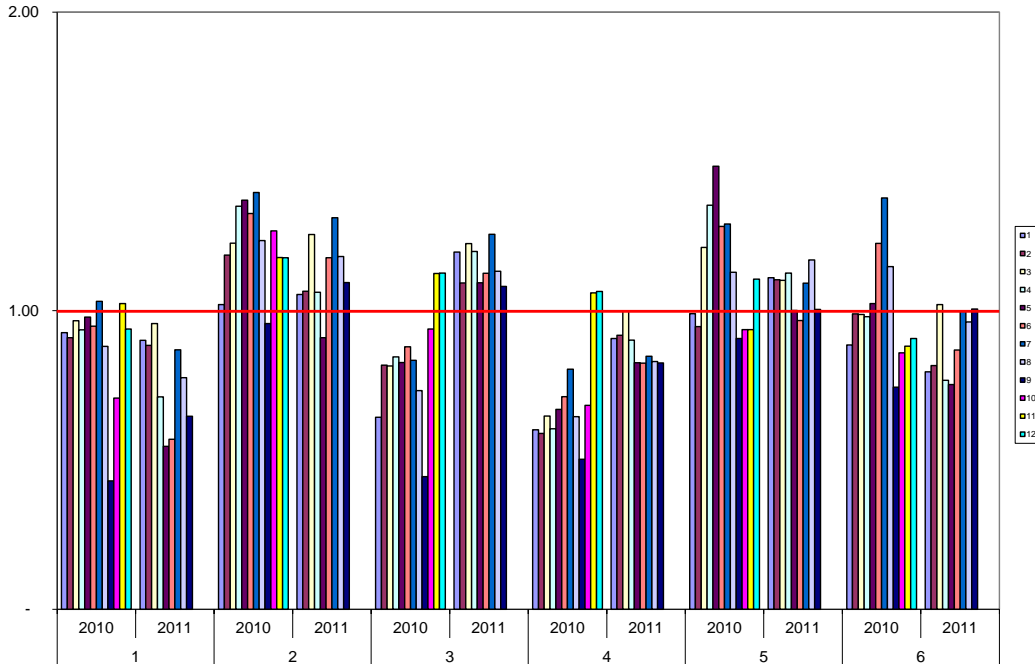
Class 2 calls are, by definition, officer initiated (unlike Class 1 calls, they are not in response to a citizen request). The original Heartbeat Class 2 Productivity Index was developed in 2009, and revised in 2010, to measure an important type of proactive policing – interaction with community members (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 1.01	Implement one Level One Problem Solving Project (PSP) per district.
Responsibility	Six District Commanders
Authority	Division Chief of Patrol
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: Valley Park Village Apartments

- ⇒ Background: Valley Park Village Apartments (645 Wolff St.) has consistently been in the top 5 for calls for service and reported offenses in District One. As 2010 progressed the area began to experience an increase in violent crime. Officers were involved in arrests at the location related to robbery, aggravated assault and felony menacing. During the final months of 2010, officers have also recovered narcotics and firearms from the location, including military-style assault weapons.
- ⇒ Tactics:
 - Public-private partnerships, including identifying the problem unit with Valley Park Village management/ownership, Council District 3, Villa Park Neighborhood Association, nuisance abatement, neighborhood inspection services, public works and private community service providers
 - Designate project management personnel, including project police officers, project supervisors, project managers
 - High Visibility Proactive Patrol, through foot, bicycle, and ATV patrols
 - Neighborhood Watch
- ⇒ Goals: Reduce by 12% total reported offenses from 2010 baseline of 34 offenses (goal <30)
- ⇒ Results:

	Class 1 CFS	Class 2 CFS	Offenses
Q1-Q3 2010	312	33	28
Q1-Q3 2011	245	59	17
Percent Change	-21.5%	78.8%	-39.3%

District 2: Precinct 233

- ⇒ Background: Precinct 233 is relatively small in size but has the second highest number of reported offenses in District Two during 2010. While precinct 224 had the highest number of reported offenses, reported offenses have trended downward 4.4% this year. Precinct 233 is unfortunately trending upward with an increase of 8.1% YTD from 2009. 233 leads the District in reported Sex Offenses (6) and Drug Offenses (36). The precinct has also seen an increase in Aggravated Assaults with a Gun with seven offenses up from 2009's reported offenses at four. Additionally there have been a significant number of Burglaries, Theft from Motor Vehicles and Robberies.
- ⇒ Tactics: Numerous strategies and best practices to combat these issues will be utilized.
 - Establish relationship between the Management/Ownership of the Motels and businesses and the Denver Police Department and increase Neighborhood and Business Watch participation.
 - Collaborate with Vice Bureau on liquor licensed establishment checks.
 - Collaborate with Vice Bureau on Prostitution and John Stings, using monthly Health Order-In Lists as an added tool.
 - Focused patrol in this precinct such as District Two Overlaps and OTTC Grants.
 - Area Motel surveys to determine the benefits of improved lighting, added security, surveillance, landscaping adjustments, etc.
 - Partnerships with Nuisance Abatement, Neighborhood Inspection Services
- ⇒ Goals: 20% reduction in both calls for service and reported offenses in the precinct. An additional goal is to see a reduction in the severity of crimes.
- ⇒ Results:

	Precinct 233		
	Offenses	Class 1 CFS	Class 2 CFS
Q1-Q3 2010	349	2,736	1,611
Q1-Q3 2011	325	2,633	2,571
Percent Change	-6.9%	-3.8%	+59.6%

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 2009 to 2010 there was a 15% increase in TFMV in the target area.
- ⇒ 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 OTTC Grant and Neighborhood Enforcement teams to conduct traffic operations
 - Collaborate with South High School regarding parking lot monitoring
- ⇒ Goals: Decrease TFMV reported offenses by 5% (goal < 74)
- ⇒ Results:

	TFMV within 2 blocks of Wash Park
Q1-Q3 2010	63
Q1-Q3 2011	88
Percent Change	+39.7%

District 4: Precinct 414 – Morrison Road Corridor

- ⇒ Background: Reported offenses rose in precinct 414 in 2010, with Aggravated Assaults increasing 5%, Weapons Violations increasing 57% and Burglaries increasing 17%.
- ⇒ Tactics: Target Aggravated Assaults, Weapons Violations and Burglaries in Precinct 414
 - Collaborate with CAP Bureau, Gang Bureau, Vice & Narcotics, Traffic, the GRID/GRASP programs, DHA, NIS, Public Works, Nuisance Abatement, Westwood Neighborhood Association
 - Neighborhood and Business watch
 - CPTED – Crime Prevention Through Environmental Design
 - Education through community meetings, Crime Prevention Flyers and the “Good Neighborhood” program
- ⇒ Goals: Decrease reported offenses by 5%, Decrease targeted offenses by 5%, Increase Neighborhood Watch blocks by 5%, increase weapons seizures and decrease graffiti.
- ⇒ Results:

	Morrison Road Corridor		
	Offenses	Class 1 CFS	Class 2 CFS
Q1-Q3 2010	343	2998	625
Q1-Q3 2011	412	3252	1277
Percent Change	+20.1%	+8.5%	+104.3%

District 5: Burglary Suppression Precinct 534

- ⇒ Background: In 2010 there were 518 reported burglaries. Of these, 473 were residential burglaries and 45 were business related. The total does not include domestic violence assaults or sex assaults where theft was not the primary objective of the burglary. When compared to 2009, there was a slight decrease in the district, overall, with four of the nine precincts reporting fewer burglaries. Of precincts with an increase last year, the greatest was in precinct 534, where 39 additional burglaries (41.1%) were committed.
- ⇒ Tactics:
 - Street Crime Arrest Team (SCAT) will conduct crime data-driven undercover operations and uniformed saturation patrols using foot, bike, motorcycle and traditional marked car patrols. These patrols will be characterized by making pedestrian and motorist contacts leading to warrants and warrants clearances, completing street checks, issuing traffic and parking citations, making arrests, and developing actionable criminal intelligence.
 - SCAT officers will call out of service “for the Precinct 534 PSP” for a minimum of 10 hours during their 40-hour work week.
 - Community Resource Officers (CROs) will conduct foot, bicycle or marked car patrol, at a minimum of two hours per each 40-hour work week, emphasizing positive contacts.
 - CROs will promote the advancement of Neighborhood Watch and Crime Stoppers programs.
 - On Details 1, 2 and 3, on all seven days of the week, detail sergeants will designate a precinct officer to call out of service “for the Precinct 534 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: Reduce reported burglary offenses by 8% from the 2010 total of 134 in precinct 534.
- ⇒ Results:

	Burglary Precinct 534
Q1-Q3 2010	87
Q1-Q3 2011	45
Percent Change	-48.3%

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.
- Reinstatement of the 16th St. Mall foot patrol unit, staffed by four (4) on-duty officers beginning April 3, 2011.
- Off-duty foot patrols funded by the Business Improvement District
- Coordination with outside agencies on issued related to homeless youth.
- Lobby the City Council to extend the hours of the Sit/Lie ordinance beyond the 9:00 P.M. time that now exists.
- Coordinate with the City Attorney’s office to ascertain the legality of the Loitering ordinance and in turn educating officers on the proper use of this ordinance as an enforcement tool.
- 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.
- Place a D6 officer in the HALO room to observe illegal or suspicious activity and to call in officers to the location of that activity.

⇒ Goals:

- Reduction in class one calls for service, reported offenses.
- Fewer individuals seeking donations along The Mall.
- Improvement in the perception of safety on The Mall and an improved image of The Mall. This will be measured through DDP and BID sponsored surveys.
- Decrease in the number of youth gathering on The Mall to commit criminal acts and a decrease in the number of reported crimes associated with them.

⇒ Results:

	Class 1 CFS	Class 2 CFS	Offenses	CFS Theft	CFS Trespass	CFS Unwanted Person
Q1-Q3 2010	4,701	2,227	596	276	109	171
Q1-Q3 2011	4,779	2,492	680	274	75	214
Change	1.7%	+11.9%	+14.1%	-0.7%	-31.2%	+25.1%

Arrests			
	Q1-Q3 2010	Q1-Q3 2011	Change
Felony Arrests	77	77	0.0%
Misdemeanor Arrests	1,570	1,683	+7.2%
By Violation Description – Quality of Life			
Aggressive Panhandling	166	154	-7.2%
Alcohol Violations	155	190	+22.6%
Assault / Public Fighting	99	78	-21.2%
Curfew Violations	244	251	+2.9%
Destruction of Property	32	23	-28.1%
Disturbing the Peace / Disorderly Conduct	69	67	-2.9%
Fare Evasion	9	1	-88.9%
Indecency / Exposure	11	7	-36.4%
Narcotics Violations	155	154	-0.6%
Public Health Violations	75	86	+14.7%
Trespassing	108	130	+20.4%
Weapons Violations	10	18	+80.0%

Tactic 1.02	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	Division Chief of Patrol
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): TFMV in Highlands/West Highlands

- ⇒ Background: 2010 crime statistics show TFMV in District One increased more than 25% from 2009. Two specific neighborhoods experienced significant increases during the year – Highlands (Precinct 116) increased 85% and West Highlands (Precinct 113) increased 61%.
- ⇒ Tactics: Since TFMV is a crime of opportunity the strategy will focus primarily on community involvement/education based on prevention efforts.
 - Community education outreach through RNO’s, community media, main-stream media, social media, and CAG meetings.
 - Dissemination of awareness flyers throughout hot spot areas.
 - Identification of, and flyer dissemination on, high-risk vehicles based on officer and/or community volunteer observations.
 - Increase Neighborhood and Business Watch blocks in designated area by 20%.
- ⇒ Goals: Reduce TFMV reported offenses by 10% in both the Highlands neighborhood (goal < 148) and West Highlands (goal < 127).
- ⇒ Results:

	TFMV Offenses	
	Precinct 113	Precinct 116
Q1-Q3 2010	102	124
Q1-Q3 2011	109	123
Percent Change	+6.9%	-0.8%

District 1 (#2a): TFMV and Auto Theft – National Western Stock Show

- ⇒ Background: Each year during the National Western Stock Show vehicle related crimes spike in the area of two hotels in precinct 114.
- ⇒ Tactics: Develop and implement partnerships to provide enhanced enforcement/prevention efforts in the identified area.
 - Private sector – hotel management and National Western Stock Show management
 - Outside agency resources – Metro Auto Theft Task Force
 - Off-Duty officer resources
 - SCAT
 - District One patrol
- ⇒ Goals: Reduce by 10% both TFMV and Auto Theft from the two year average baseline around the identified hotels during the Western Stock Show.
- ⇒ Results:
Vehicle crimes at 4848 N Bannock St and 200 W 48th Ave during the Stock Show in 2011 – Zero vehicle crimes.

District 1 (#2b): Property Crime – Precinct

- ⇒ Background: Overall crime (YTD through 5/14) in precinct 121 (Sloan’s Lake Neighborhood) has shown an increase of 43.5% compared to the same period in 2010. An analysis of crime types and trends indicates this increase is driven primarily by increases in the following property crime types:
 - Burglary +19.2% (increase of 5 crimes (31 total))
 - Theft from Motor Vehicle +33.3% (increase of 10 crimes (40 total))
 - Criminal Mischief to Motor Vehicle +73.3% (increase of 11 crimes (26 total))
- ⇒ Tactics:

- Community educational outreach through RNO's, community media, mainstream media, social media, and CAG meetings
 - Dissemination of awareness flyers throughout hot-spot areas
 - Identification of (and flyer dissemination on) high-risk vehicles based on officer's/community volunteers' observations
 - Partnership with additional resources such as the Metropolitan Auto Theft Task Force
 - Use of available technology in sting operations targeting TFMV and auto theft crimes
- ⇒ Goals: The purpose of this PSP is to eliminate these increases within the PSP area. Our goal is to achieve a year-end reduction of 5% in each of these crime categories (compared to 2010). This PSP was launched mid-year on 5/15/2011.
- Burglary < 86 incidents
 - TFMV < 110 incidents
 - Crim. Mis./Vehicle < 50 incidents
- ⇒ Results:

	Sloan Lake Neighborhood		
	Burglary	TFMV	Criminal Mischief - Vehicle
5/15/10-9/30/10	35	33	20
5/15/11-9/30-11	28	43	27
Percent Change	-20.0%	+30.3%	+35.0%

District 2 (#1): Aggravated Assault - Firearm

- ⇒ Background: This PSP is a continuation of District Two’s 2010 level 1 PSP. Although Aggravated Assault-Firearm has been trending downward the last few years in District Two, it continues to be a persistent issue that requires a great deal of police resources to address. Complaints of shots fired and shootings continue to be repeatedly brought up as major issues by neighborhood organizations in District Two, including those in Whittier, Cole and Park Hill. Because of the success of the PSP in 2010, most of project will continue along the same path as was utilized in 2010.
- ⇒ Tactics: The primary focus of the plan will be enforcement efforts that are driven by the mapping of shots fired hot spots in the District.
 - Proactive enforcement based on hot spot maps, utilizing SCAT officers and collaborating with Gang Unit and Traffic Operations
 - SCAT officers will identify problem locations within the hot spots and develop plans for that location in partnership with Neighborhood Inspections, Nuisance Abatement, Vice/Narcotics, and ATF.
 - Grant operations will focus on these hot spots as much as possible.
 - New hot spots will be discussed with the Neighborhood Association for the area, with input and assistance requested from the community.
 - Assignment of unsolved cases to SCAT officers for follow-up.
- ⇒ Goals: The first goal of this project is to reduce incidents of Aggravated Assault with a firearm in District Two by 5% in 2011 when compared to 2010. The second goal is to reduce calls of shots fired in District Two by 5% in 2011 when compared to 2010.
- ⇒ Results:

	Aggravated Assault with Firearm - Incidents	Shots Fired CFS
Q1-Q3 2010	59	572
Q1-Q3 2011	65	668
Percent Change	+10.2%	+16.8%

District 2 (#2): Emerson St School Prep Center

- ⇒ Background: The Emerson St. School PREP Center is a charter alternative school that has seen a significant increase in calls for service and reported offenses Aug-Dec in the 2010 school year as compared to 2009. Calls for service increased from 17 to 32 while reported offenses increased from 1 to 9 for the same time periods.
- ⇒ Tactics:
 - Collaboration with District Two command staff and the School Administration to identify top calls for service locations and possible solutions. Quarterly update meetings.
 - Conduct trainings and education for students related to the calls for service.
 - Collaboration with Gang Unit CRO for school presentations.
 - Extra patrol both at the location and the surrounding neighborhood.
 - Officer/Student Mentoring program. Ten percent of detail 2 officers will be linked with students. Each officer will attempt to spend a minimum of 2 hours per month providing homework assistance, guidance and advice.
- ⇒ Goals: Reduce both calls for service and reported offenses by 5% during the months school is in session. Additional goals, although not measureable, will be to improve Police/Student relationships and Police/Administration relationships.
- ⇒ Results:

- Note: Emerson High School and PREP Middle School were merged in 2011, with Emerson High School moving from District 1. All CFS and Offenses from 2010 are the combined from both schools. Also the student body population has increased dramatically from 190 students to 340 students. Additionally, 60 more students will be added to the school in April.

	2727 Columbine St		
	Offenses	Class 1 CFS	Class 2 CFS
Q1-Q3 2010	7	26	5
Q1-Q3 2011	11	41	85
Percent Change	+57.1%	+57.7%	+1,600.0%

District 3 (#1): Burglary

- ⇒ Background: While Burglary statistics were flat in 2010, it has historically been an issue in District Three, particularly in the eyes of the citizens who live there. In 2010 there were several community meetings in which burglary was the topic and focus. The community has continually asked for assistance in mitigating this problem.
- ⇒ Tactics:
 - Community partnerships to disseminate information and education
 - Target hot spots with SCAT team and focused foot patrol
 - Neighborhood and Business Watch
 - Utilize OTTC Grant and Neighborhood Enforcement teams to conduct traffic operations
- ⇒ Goals: Decrease reported burglary offenses by 5% (goal < 1,051)
- ⇒ Results:

	Residential & Business Burglary in D3
Q1-Q3 2010	860
Q1-Q3 2011	890
Percent Change	+3.5%

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 for undercover, bait car and OTTC grant operations
 - Collaborate with Building Management, Nuisance Abatement, Neighborhood Inspection, Environmental Health, and Denver Housing Authority.
 - Crime Free Leasing
 - Neighborhood Watch
 - Direct patrol and foot patrol
- ⇒ Goals: Decrease reported offenses by 5%
- ⇒ Results:

	Offenses at 10700 E Dartmouth Ave
Q1-Q3 2010	57
Q1-Q3 2011	69
Percent Change	+21.1%

District 4 (#1): Precinct 421 and 422 – Broadway Corridor

- ⇒ Background Reported offenses rose in precinct 421 and 422 along the Broadway Corridor in 2010, with Aggravated Assaults increasing 56%, Simple Assaults increasing 57% and Auto Theft increasing 32%.
- ⇒ Tactics: Target Aggravated Assaults, Simple Assaults and Auto Theft along the Broadway Corridor.
 - Collaborate with CAP Bureau, Gang Bureau, Vice & Narcotics, Traffic, the GRID/GRASP programs, DHA, NIS, Public Works, Nuisance Abatement, Baker and West Washington Park Neighborhood groups
 - Neighborhood and Business watch
 - CPTED – Crime Prevention Through Environmental Design
 - Education through community meetings, Crime Prevention Flyers and the “Good Neighborhood” program
- ⇒ Goals: Decrease reported offenses and class 1 calls for service by 5%, Decrease targeted offenses by 5%. Increase Neighborhood Watch blocks by 5%, increase weapons seizures and monitor and maintain liquor establishments.
- ⇒ Results:

	Precincts 421 & 422		
	Offenses	Class 1 CFS	Class 2 CFS
Q1-Q3 2010	294	2739	1012
Q1-Q3 2011	289	2685	792
Percent Change	-1.7%	-2.0%	-21.7%

District 4 (#2): Precinct 433 – Gang Activity and Schools

- ⇒ Background: In 2010 there was an increase in Gang activity at Kennedy High School and Henry Middle School, which is related to increases in the Precinct of Aggravated Assault, Simple Assault, Robbery and Graffiti offenses.
- ⇒ Tactics: Target Aggravated Assaults, Robbery and Auto Theft in Precinct 433
 - Collaborate with CAP Bureau, Gang Bureau, Vice & Narcotics, Traffic, the GRID/GRASP programs, DHA, NIS, Public Works, Nuisance Abatement, and Bear Valley Park.
 - Neighborhood and Business watch
 - CPTED – Crime Prevention Through Environmental Design
 - Education through community meetings, Crime Prevention Flyers and the “Good Neighborhood” program
- ⇒ Goals: Decrease reported offenses and class 1 calls for service by 5%, Decrease targeted offenses by 5%. Increase Neighborhood Watch blocks by 5%, increase patrol at Bear Valley Park.
- ⇒ Results:

	Precincts 433		
	Offenses	Class 1 CFS	Class 2 CFS
Q1-Q3 2010	230	1395	229
Q1-Q3 2011	194	1493	269
Percent Change	-15.7%	+7.0%	+17.5%

District 5 (#1): Prostitution Abatement – Peoria Street Corridor

- ⇒ Background: Prostitution can be a cause of disorder to a community. The Peoria St Corridor has issues with street level prostitution between E 37th and E 40th Avenues, escort-service prostitution in the hotels along Airport Blvd, and brothel prostitution in the residential neighborhoods.
- ⇒ Tactics:
 - Collaboration for education and information dissemination with area hotels and motels
 - Street level and escort prostitution stings
 - Roll call training to educate officers to recognize prostitution and human trafficking.
 - Utilize SCAT and CROs, collaborate with Vice & Narcotics and PNAU
- ⇒ Goals: Increase prostitution related arrests by 10%, conduct 2 escort and 2 street level stings, complaint and proactive investigations, and conduct 4 hotel/motel meetings regarding prostitution (1 per quarter).
- ⇒ Results:

1 Prostitution Awareness Meetings and Roll Call training were conducted for Detail 1 and 3 through the second quarter of 2011.

	Prostitution Arrests	Escort-Service Outcall Stings	Street-Level Stings and/or Proactive Investigations
Q1-Q3 2010	25	1	2
Q1-Q3 2011	58	4	8
Percent Change	+132.0%	+300.0%	+300.0%

District 5 (#2): Albrook Project

- ⇒ Background: This PSP is a continuation of District Five’s 2010 level 1 PSP. The area has long been the single greatest source of calls for service and on-sight actions in District Five. The numbers of serious reported crimes such as assaults and robberies showed decreases in 2010, while burglaries increased. These finding led to the movement of this project from a level 1 PSP in 2010 to a level 2 for 2011.
- ⇒ Tactics will include the introduction of a sustainable Neighborhood Watch type crime awareness and prevention program
 - Zero-tolerance policy towards trespassing and loitering in and around Villages at Gateway apartment complex
 - Collaboration with apartment management
 - Maintain 100% Business Watch participation
 - Utilize undercover operations, foot patrol, bicycle patrol, and HALO operations.
 - Collaborate with Gang Bureau and Vice & Narcotics.
- ⇒ Goals: Decrease burglary and TFMV reported offenses by 10%. Reduce class 1 calls for service for trespassing and/or loitering by 5%.
- ⇒ Results:

The apartment is planning to install a motorized entry gate with card entry as well as No Trespass/Loitering signs in July.

	Burglary	TFMV
Q1-Q3 2010	16	14
Q1-Q3 2011	19	8
Percent Change	+18.8%	-42.9%

District 6 (#1): Bicycle Thefts

- ⇒ Background: Bicycle thefts in District 6 increased from 2008 to 2010. During the summer months District 6 averaged 100 bicycle thefts per month between 2009 and 2010; more than 3 per day. Several locations are consistent hotspots for bicycle thefts such as the Auraria Campus; the Denver Public Library; the Denver Athletic Club; LoDo; RTD Market Street Station; Coors Field; and the 16th Street Mall. Prior analysis of these crimes indicates most bicycles stolen in District 6 are secured with some type of lock. Furthermore, most offenders arrested for bike theft in 2009 and 2010 used burglary tools (bolt cutters or metal shears) to commit the crime
- ⇒ Tactics:
 - **Target Hardening:** Partner with the Business Improvement District (BID); Auraria Campus; and others to create “bike garages” for short term bicycle parking in a secure environment.
 - **Bike Registration:** The Downtown Motorcycle Unit (DMU) will hold bicycle registration events, where citizens bring their bike and have its serial number record in the national bike registration database.
 - **Serial Bike Thieves:** District 6 Property Crimes Investigators and SCAT teams will conduct operations to apprehend serial bike thieves.
- ⇒ Goals: Creating of “Bike Garages,” conduct 2 bicycle registration events during the summer months, Decrease bicycle thefts from Precincts 623, 624, 625, and 626 from the levels in 2010.
 - Precinct 623: Goal of less than 64 bike thefts in 2011.
 - Precinct 624: Goal of less than 120 bike thefts in 2011.
 - Precinct 625: Goal of less than 138 bike thefts in 2011.
 - Precinct 626: Goal of less than 83 bike thefts in 2011.
- ⇒ Results:

Bike Thefts					
	District 6 All	Precinct 623	Precinct 624	Precinct 625	Precinct 626
Q1-Q3 2010	528	48	89	107	49
Q1-Q3 2011	638	61	156	105	53
Percent Change	+20.8%	+27.1%	+75.3%	-1.9%	+8.2%

District 6 (#2): D6 Light Rail and Bus Line Project

- ⇒ Background: Analysis of violent street crimes shows few violent offenders arrested for these crimes actually reside in District 6. Most suspects travel to, from, and within District 6 utilizing public transportation. Several violent assaults and robberies occurred in 2010 at public transportation stops —30th & Downing; 16th & Stout/California; 1550 N Broadway (Civic Center Station)—and at major bus stops, such as Colfax & Broadway.
- ⇒ Tactics: In 2010 District 6 responded to these crimes with increased police presence at and along light rail lines and major bus stop. Precinct officers began riding light rail and bus lines in order to suppress these crimes. District 6 proposes to continue these responses in 2011 as a formal PSP, aimed at preventing future serious street violent crimes.
 - **D Line (30th & Downing to 16th & Stout/California).** Foot patrol at stations and directed patrol on light rail will be required of Sector 2 precinct cars.
 - **Colfax Corridor (Broadway – York).** Foot patrol of bus stops and directed patrol on buses along the Colfax Corridor will be required of Sector 1 precinct cars.

- **16th Street Mall.** The Downtown Motorcycle Unit (DMU) will be required to ride the 16th Street Mall shuttle from Civic Center Station to Union Station.
 - Partner with RTD Security and off-duty officers to implement a “broken-windows” project along selected RTD routes and stations
- ⇒ Goals: Decrease violent street crime and increase misdemeanor arrests in the target areas. Identify the top repeat criminal offenders.
- Major location focuses will be the 30th and Downing Light Rail Station, the Welton Corridor, the Colfax & Broadway bus stops, and the Colfax & Logan/Pearl bus stops. Each area will have a slightly different focus, as illustrated in the following results
- Decrease violent street crime
 - Increase Street Checks
 - Decrease Class 1 CFS for Assaults, fights, and shots fired
 - Increase Arrests for QOL (Quality of Life) and Fare Evasion violations
 - Increase Class 2 Actions
- ⇒ Results: Note: The implementation of this PSP began 5/22/11.

30th and Downing Light Rail Station				
	Class 2 Actions	Street Checks	Violent Crime	QOL Arrests
5/22/10-9/30/10	4	11	3	15
5/22/11-9/30/11	24	16	3	10
Percent Change	+500.0%	+45.5%	0.0%	-33.3%
Welton St Corridor				
	Class 1 CFS	Street Checks	Violent Crime	Misd. Arrests
5/22/10-9/30/10	47	29	6	112
5/22/11-9/30/11	33	16	12	34
Percent Change	-29.8%	-44.8%	+100.0%	-69.6%
Colfax and Broadway Bus Stops				
	Class 1 CFS	Class 2 Actions	Violent Crime	QOL Arrests
5/22/10-9/30/10	41	171	9	97
5/22/11-9/30/11	36	130	10	44
Percent Change	-12.2%	-24.0%	+11.1%	-54.6%
Colfax & Logan/Pearl Bus Stops				
	Class 1 CFS	Violent Crime	Misd. Arrests	
5/22/10-9/30/10	91	4	109	
5/22/11-9/30/11	134	12	67	
Percent Change	47.3%	+200.0%	-38.5%	

Tactic 1.03	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	Division Chief of Patrol
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	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. OPERATION DETAILS ARE REMOVED FROM ALL EXTERNAL VERSIONS OF THE STRATEGIC PLAN.

Tactic 1.04	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	Division Chief of Patrol
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. OPERATION DETAILS ARE REMOVED FROM ALL EXTERNAL VERSIONS OF THE STRATEGIC PLAN.

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

Tactic 1.06	Decrease DUI related accidents citywide
Responsibility	Division Chief of Special Operations
Authority	Deputy Chief of Operations
Approach	Maintain 2010 arrest statistics (without LEAF grant money), coordinate with CSP for enforcement campaign participation, and increase public service announcements.
Method of Evaluation	<ul style="list-style-type: none"> ⇒ Effort: Maintain 2010 number of DUI arrests. Result: reduction of DUI accidents ⇒ Effort: Participate in a minimum of 8 CSP state-wide enforcement campaigns. Result: Participation in state-wide efforts. ⇒ Effort: Work in conjunction with downtown merchants and major sporting venues to provide 4 public service announcements. Result: Increased awareness of anti-DUI efforts. ⇒ Effort: Track the DUI accident trend to see if these efforts contribute to a decrease. Result: lowered DUI accidents.

	DUI Arrests	DUI Accidents
Q1-Q3 2010	2,423	554
Q1-Q3 2011	2,394	558
Percent Change	-1.2%	0.7%

Traffic Operations have participated in 6 state-wide enforcement campaigns through Q3, conducted 3 PSAs, and also conducted a joint CDOT-DUID press conference related to Drug impaired Driving.

Tactic 1.07	Decrease accidents citywide.
Responsibility	Division Chief of Special Operations
Authority	Deputy Chief of Operations
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	<ul style="list-style-type: none"> ⇒ Effort: maintain citations for hazardous violations including speeding, signal control and careless driving from 2010 baselines. Result: decrease in accidents citywide. ⇒ 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. ⇒ Effort: Run a minimum of 8 CMV ports of entries and 5% increase in overall ports. ⇒ Effort: Increase number of Alive @ 25 instructors and increase participation 5%. ⇒ Effort: Increase the number of photo enforcement citations up 5% over 2010 baseline and meet 70% issuance rate. ⇒ Effort: Study causes of top 10 accident locations and develop strategies to address them.

Traffic Operations have participated in 11 CMV ports. 2 Alive @ 25 instructors have been added to the staff with 5 classes (65 total students) held during the 3rd Quarter of 2011.

Citywide Accidents and Citations

Year	Hazardous Violation Citations	Total Accidents	I-25 Citations	I-25 Accidents	I-70 Citations	I-70 Accidents
Q1-Q3 2010	79,306	16,598	14,204	1,634	8,221	897
Q1-Q3 2011	69,399	17,478	12,925	1,868	8,286	964
Change	-12.5%	+5.3%	-9.0%	+14.3%	+0.8%	+7.5%

Photo Radar Citations

Photo Radar	Q1-Q3 2011
Total Detected	72,065
Total Issued	54,543
Issuance Rate	75.7%

Tactic 1.08	Increase school zone safety.
Responsibility	Division Chief of Special Operations
Authority	Deputy Chief of Operations
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	<ul style="list-style-type: none"> ⇒ 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. ⇒ Maintain 2010 hours of Safe Route to School program participation. ⇒ Measure accidents within ¼ mile radius from schools, determine top school accident locations. ⇒ Work with DPS security and Administrative staff to provide locations and responses to school traffic issues. ⇒ Work with Traffic Engineering to increase locations of flashing yellow lights.

Traffic Operations have conducted 6 school zone safety PSA's and have participated in 3 Safe Route to School programs. Additionally the unit has participated in 1 quarterly meeting with DPS and conducted 1 joint PSA.

School Zone Citations

	School Zone Citations
Q1-Q3 2010	8,804
Q1-Q3 2011	5,492
% Change	-37.6%

Officer Deployment First Weeks of School Semester

(Deployments are measured by citations written in school zones)

12/20/2010 to 01/05/2011 – 6 citations

01/06/2011 to 01/21/2011 – 384 citations

08/04/2011 to 08/17/2011 – 140 citations

08/18/2011 to 09/01/2011 – 908 citations

Accidents within a Quarter Mile of Schools

Quarter	Elementary Schools	Middle Schools	High Schools
Q1-Q3 2010	2,209	987	1,454
Q1-Q3 2011	1,768	838	1,216
Change	-20.0%	-15.1%	-16.4%

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

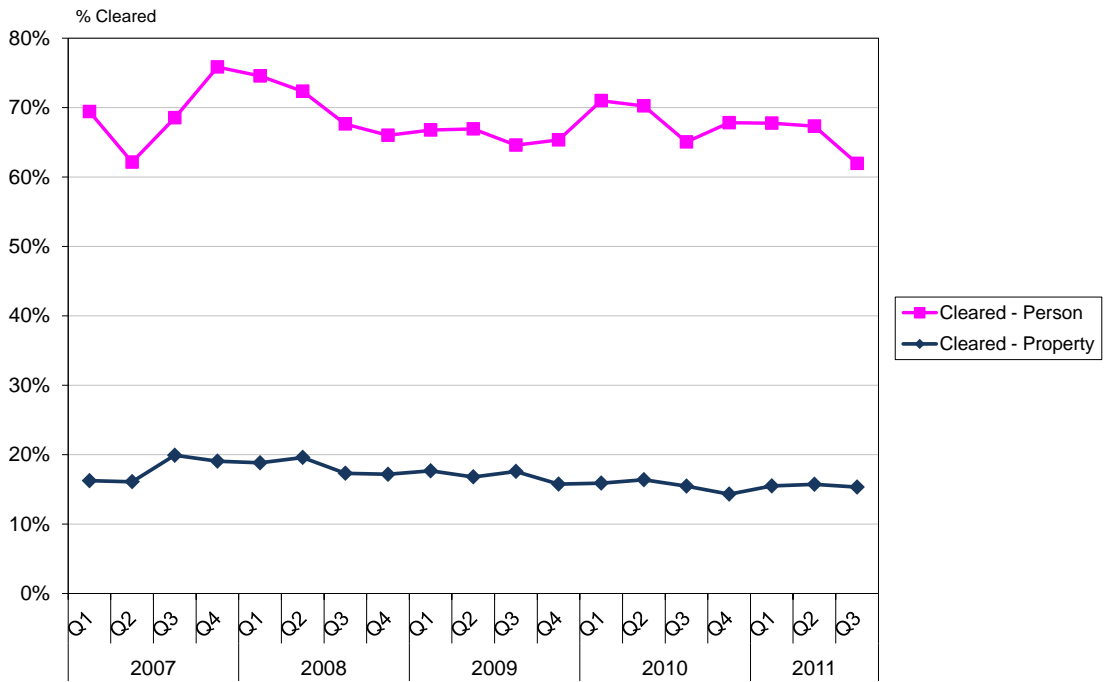
Cases were not considered cleared if they did not meet one of the above statuses within 75 days of the incident or if they had one of the following statuses:

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

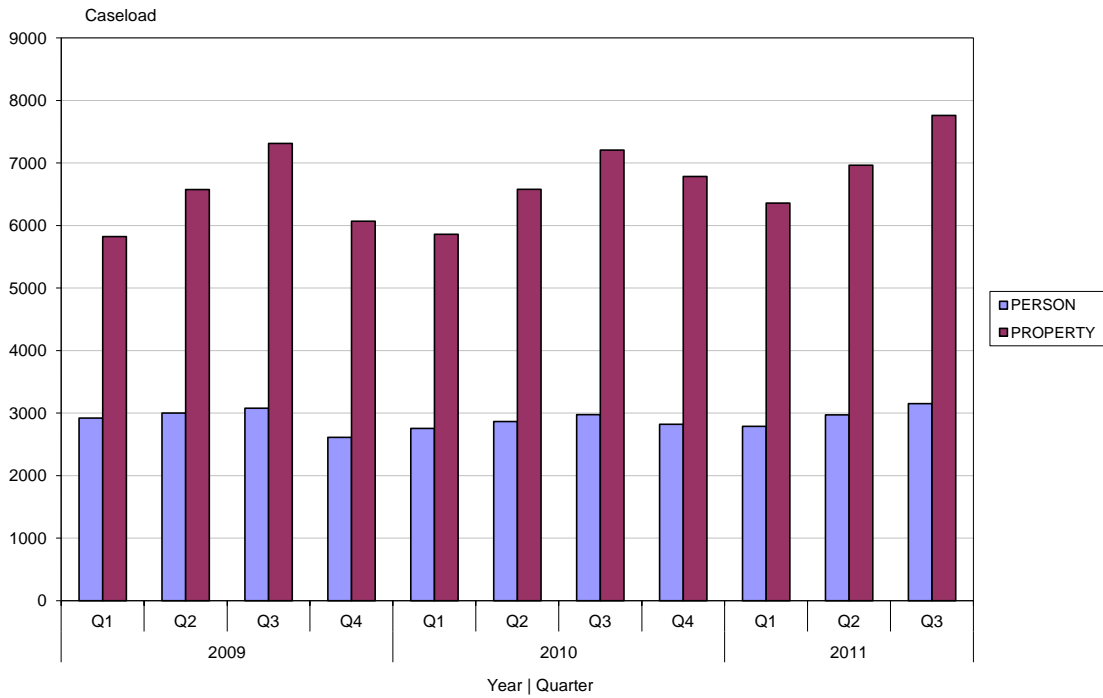
Note: PNAU = referred to Nuisance Abatement Unit

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.

% Cleared within 75 Days of Report



Caseload by Offense Type



Tactic 2.01	Every effort will be made to capture all identified violent felons as quickly as possible, before they can evade capture or re-offend.
Responsibility	Captain of Special Investigations Bureau
Authority	Division Chief of Investigations
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	<ul style="list-style-type: none"> ⇒ Number of cases, Number of Arrests, Number of Pen/Trap and trace orders ⇒ Prior Arrest Activity ⇒ Gang Affiliation ⇒ Percentage of Arrests made within 23 hours of receipt of the warrant ⇒ Percentage of Suspects willing to make a statement.

The Fugitive Unit initiated 569 fugitive investigations through the 3rd quarter based on the warrants received. Of the 505 arrests, 75% agreed to be interviewed; 47% of the suspects were arrested within 24 hours of the Fugitive Unit receiving the warrant.

Activity	Q1-Q3 2010	Q1-Q3 2011	% Change
Total Arrests	553	505	-8.7%
Felony Arrests	412	398	-3.4%
Misdemeanor Arrests	140	106	-24.3%
Sex Offenders	98	79	-19.4%
Domestic Violence	81	100	23.5%
Robbery Suspects	52	38	-26.9%
Murder/Attempt Murder	25	33	32.0%
Gang Members	95	74	-22.1%
CODIS Arrests	6	6	0.0%
Firearms Recovered	10	10	0.0%
Search Warrants	12	1	-91.7%
Pen Orders	22	13	-40.9%

The Fugitive Unit had **505** arrests in Q1-Q3 2011. Suspects arrested had the following prior arrest activity:

Type	Q1-Q3 Number	Q1-Q3 %
Previous Arrests	428	84.8 %
Previous Felonies	365	72.3 %
Previous CAP	298	59.0 %
Previous Sex Crime	83	16.4 %
Previous DV	104	20.6 %
Previous Weapons	146	28.9 %
Previous Drugs	183	36.2 %

Tactic 2.02	Maintain non-compliant sex offenders (as a percentage of total known sex offenders) below 9%.
Responsibility	Captain of Pattern Crimes Bureau
Authority	Division Chief of Investigations
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	% Non-Compliant
2010	January	1,604	123	7.70%
2010	February	1,624	128	7.90%
2010	March	1,631	123	7.50%
2010	April	1,669	117	7.00%
2010	May	1,684	128	7.60%
2010	June	1,660	127	7.70%
2010	July	1,655	128	7.70%
2010	August	1,691	128	7.60%
2010	September	1,719	109	6.30%
2010	October	1,763	113	6.40%
2010	November	1,792	113	6.30%
2010	December	1,805	106	5.90%
2011	January	1,858	110	5.90%
2011	February	1,851	103	5.60%
2011	March	1,876	104	5.50%
Data unavailable due to conversion to new system				
2011	August	1,976	28	1.40%
2011	September	1,972	20	1.00%

Due to the second quarter conversion to a new sex offender tracking system (SOTAR) the compliance rate is not available for April, May or June of 2011. Compliance rates will be available again beginning in August of 2011 and going forward.

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.

Tactic 2.03	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).
Responsibility	Crime Lab Director
Authority	Division Chief of Investigations
Approach	Establish the baseline metrics and track progress. Develop process for crime lab detectives to request DNA lab work.
Method of Evaluation	Trends: ⇒ Percent burglaries for which DNA processed ⇒ Arrest rate for these DNA processed burglaries versus non-DNA processed burglaries

Quarter	Number Tested	Total Number of Burglaries	Percent Processed
Q1 2010	40	976	4.1%
Q2 2010	19	1,165	1.6%
Q3 2010	23	1,392	1.7%
Q4 2010	110	1,199	9.2%
Q1 2011	9	1,050	0.9%
Q2 2011	27	1,123	2.4%
Q3 2011	5	1,433	0.3%

Due to the loss of 5 DNA staff members, either leaving DPD employment or on HR related leave, the Crime Laboratory does not expect to meet the goal of 4% of burglaries processed for DNA in 2011.

Arrest Rate for DNA Processed Burglaries

Tactic 2.04	Reduce violent crime related to licensed liquor establishments
Responsibility	Captain of Vice/Narcotics Bureau
Authority	Division Chief of Investigations
Approach	For Vice liquor enforcement efforts based on incidents of violent crime in the area which involved alcohol. Due to trends in 2010, special attention will be paid to the 1900 block of Market St, such that a minimum of 60% of all operations will include at least 1 inspection in this area.
Method of Evaluation	<ul style="list-style-type: none"> ⇒ Number of liquor license enforcement operations and actions ⇒ Percentage of operations targeted through violent crime incidents ⇒ Percentage of operations which included a minimum of 1 inspection on the 1900 block of Market St.

Time Frame	Number of Operations	Number of Locations Checked	Number of Locations Cited	% Minimum 1 Inspection 1900 Market
Q1 2011	4	179	38	75%
Q2 2011	3	139	29	100%
Q3 2011	3	145	32	100%

Tactic 3.00	Engage communities to increase their understanding of safety and their satisfaction with police.
Responsibility	District Commanders
Authority	Division Chief of Patrol
Approach	Successfully implement the tactics that contribute to this strategy.
Method of Evaluation	<ul style="list-style-type: none"> ⇒ Tactical Metrics as assigned below ⇒ 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

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

Tactic 3.02	Crime Prevention Presentations by District.
Responsibility	Six District Commanders
Authority	Division Chief of Patrol
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	<ul style="list-style-type: none"> ⇒ 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	3	2

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

Tactic 3.03	Respond to 100% of Vice/Narcotics complaint feedback within 30 days of receipt.
Responsibility	Captain of Vice/Narcotics Bureau
Authority	Division Chief of Investigations
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"> ⇒ Implement input of information into the RMS by 3/1/2011. ⇒ 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.

Vice and Narcotic complaints began being entered within the RMS October 1, 2011. The processes had to be adjusted to meet the needs of the D/C Patrol. The project is being monitored and adjusted accordingly.

Tactic 3.04	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 as a percentage of total complaints handled.

Year/Qtr Completed	Mediations Completed	Citizen Complaints Received	% of Total
2006	40	602	6.6%
2007	54	653	8.3%
2008	43	581	7.4%
2009	55	617	8.9%
2010	39	601	6.5%
Q1 2011	13	106	12.3%
Q2 2011	15	120	12.5%
Q3 2011	12	142	8.5%

Strategy 4.00	Implement the Vision
Responsibility	Division Chief of Research, Technology & Training
Authority	Deputy Chief of Administration
Approach	<p>Department-wide tactics that support engaging the community, investing in personnel and technology, and improving the productivity of support functions.</p> <ul style="list-style-type: none"> ⇒ Implementation of COPLINK ⇒ Automate internet access to both Accident and Incident reports for community members ⇒ Create and fund Biometrics infrastructure
Method of Evaluation	<ul style="list-style-type: none"> ⇒ Implement live version of COPLINK by 3/1/2011 ⇒ Automate internet access to reports by 6/1/2011 ⇒ Research and review available biometrics options

Coplink is moving forward and is on schedule, it is currently being used by all detectives. The project is currently working on the mobile solution.

Automation of Accident Reports – The City Attorney is reviewing treasury policy for any conflict for third party fee collection.

Biometric Infrastructure – This is tied to the State upgrading of their AFIS system. Requests for proposals were sent out by the State system on April 18th.

The contract is complete for the purchase (ConFund) and implementation of Coplogic, which will assist with the stream-lining of on-line reporting.

Tactic 4.01	Streamline Records Bureau operations
Responsibility	Division Chief of RT&T
Authority	Deputy Chief of Administration
Approach	<p>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.</p> <p>Review business analyst's work flow recommendations and develop prioritization areas for improvement. In 2012 begin comparisons to baseline metrics gathered in 2010 and 2011.</p>
Method of Evaluation	<p>Measure and report quarterly</p> <ul style="list-style-type: none"> ⇒ Amount (number of records processed) ⇒ Speed (versus baseline) ⇒ Resources used (CSA and DPD hours, technology investments) ⇒ Productivity: Amount / Resources

This process is on hold as the Business Analyst was not retained. The Business Analyst's recommendations have been reviewed.

Tactic 4.02	To implement and support the RMS system and support the reengineering bureaus and processes.
Responsibility	Manager of IMU (tactical) & Director of DAU (assessment)
Authority	Division Chief of Research Training & Technology
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	<ul style="list-style-type: none"> ⇒ Re-update on RMS modules ⇒ Pawn Shop implementation in RMS ⇒ Retraining plan for efficiencies ⇒ Assist in DA/DPD interface pilot project ⇒ Automation of electronic log sheet

RMS Updates

Q1 Updates: The RMS was upgraded on June 26th to the newest version, 7.3. Among the newest applications included a text editor for the desktop application. A new version of the MDT/MRE is being planned for the patrol cars. Deployment is scheduled for September 2011.

Q2 Updates: The upgrade of software has been delayed with the Unified Summons project. The plan is to have a pilot group in a given district by the first quarter of 2012. The complete rollout will be in Q2 2012.

Pawn Shop Implementation in RMS

Q3 Updates: Pawnshop Unit was trained on July 27th and has begun testing with live data. Several bugs have been identified and TS has committed to correcting those bugs within 30 days. Pawn module is now live.

DPD/DA interface – progress has been made on several items.

Q1 Updates: The Veripic server in the Crime Lab can be used as a storage location for the digital photos being captured by the officer on the street. Cost estimates are being prepared for the hardware to deliver video conferencing between the intake DA and the detective. Processes are being created to allow the detective to submit supplemental information after a case is filed.

Q2 Updates: The DA office has devoted a developer to allow the electronic case to be ingested into the DA case management system. This will take at least 90 days. DPD is testing a new way to submit evidentiary photos. IMU is testing the Veripic solution at a district station. The results of the Veripic test will be available the first week of September

Q3 Updates: The DPD has their portion of work completed and waiting on the DA staff to complete their implementation. DA has not given an update. A pilot group tested the ability for street officers to upload electronic photos to a central server instead of responding to the Property Bureau. The test determined that enhancements need to be made to the software (Veripic) and additional funds are needed. Budget Management Office is looking at the Return On Investment.

Unified Summons and Complaint Process

The DPD has been working with other outside agencies (Courts, City Attorney, District Attorney, and Sheriff) to pilot a Unified Summons project. The IMU has been testing the software needed to create and process a Unified Summons. Plans are being made to pilot in one of the district stations the first quarter of 2012.

Electronic Log Sheet

The interface between the CAD system and the RMS has been delayed due to issues with the CAD vendor. Estimates for repairs by the CAD vendor are late December.

Concealed Weapons Permits

The ability to process an application within the RMS is being developed. The implementation will begin January 1, 2012.

Tactic 4.03	Address Property Bureau audit concerns and implement processes to correct identified deficiencies.
Responsibility	Property Bureau Lieutenant
Authority	Division Chief, Research, Training & Technology
Approach	Continue the conversion of evidence from the legacy system into RMS, deleting Legacy items at a rate of 4,750 items per quarter. Shift old evidence to PADF Comply with State mandated DNA collections, review and identify freezer storage issues Maintain Audit Standards
Method of Evaluation	⇒ 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. ⇒ Document evidence to PADF ⇒ Report progress to Division Chief quarterly.

Year/Qtr Completed	Beginning Items	Items Converted	Ending Items
Q1 2010	27,125	4,663	22,462
Q2 2010	22,462	4,682	17,780
Q3 2010	17,780	4,709	13,701
Q4 2010	13,701	5,248	8,453
Q1 2011	8,453	1,640	6,813
Q2 2011	6,813	1,909	4,904
Q3 2011	4,904	2,138	2,766

Conversion slowed in the first quarter of 2011 for two main reasons; 1 of the 2 staff members primarily charged with this task was on FMLA the majority of the quarter, and the majority of large cases have been completed. The large cases typically have many items of evidence and therefore 1 case conversion represents multiple items. The majority of remaining cases have singular items of evidence so a single case conversion represents only a single item of evidence. The Property Bureau does still expect to meet their 100% conversion goal in 2011.

No firm decision has been made by Real Estate as to the final use of PADF. The Property Bureau is ready to begin moving older evidence immediately upon approval.

Tactic 4.04	Decrease NIBRS errors reported to CBI.
Responsibility	Records Bureau Lieutenant
Authority	Division Chief, Research, Training & Technology
Approach	<p>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.</p> <p>Due to changes at CBI the previous NIBRS error report can no longer be run. An alternative report/error checking process will be developed.</p> <p>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.</p>
Method of Evaluation	<p>⇒ Development of an error reporting process</p> <p>⇒ Report progress to Division Chief quarterly.</p>

Q1 Update - CBI has provided its source code that it uses to check for errors. That code has been forwarded to IMU and Versaterm to determine the feasibility of building those error checks into the Versadex system.

Q2 Update – Versaterm is working on incorporating CBI errors into its system. Due to the recent Versadex upgrade, there are file extraction problems which IMU is working on. Once the file extraction issue is solved it will be possible to determine the success of the Versaterm incorporation of CBI coding.

Q3 Update – Developing a method to identify the most frequent areas that are not complying with running IBR check in Versadex and planning training sessions in conjunction with bulletin for them. Continuing on with Versadex issues as reported in 2nd Quarter.

Tactic 4.05	Create a research team to examine issues and build strategies to address them.
Responsibility	Division Chief, Research, Training & Technology
Authority	Division Chief, Research, Training & Technology
Approach	Develop a research team to examine the following issues ⇒ Human trafficking ⇒ Intelligence Led Data Analysis ⇒ Organizational Alignment through process efficiencies ⇒ Evidence Based Policing
Method of Evaluation	⇒ Identify and recruit research team ⇒ Report progress to Division Chief quarterly

Human Trafficking

Recipient of 2 grants totalling \$409,000 over 2 years for the DPD to institute a regional human trafficking task force.

Vice/Narcotics – active participant in the demand reduction collaboration with citywide NGO’s who provide resources for this endeavor.

- Early Data pull conducted by Metro State College and The Laboratory to Combat Human Trafficking (LCHT).
- Electronic Surveys developed by LCHT schedule for dissemination 12/1/11.
- Police Officer Focus Group –conducted by LCHT and Metro State – scheduled for 12/5-12/9

Research Team – Recruited two post-graduate students for the following projects:

- Assessment of Colorado Medical Marijuana Legislation
- On-line Collaboration with Stephen Handelman, Director, Center on Media, Crime and Justice, John Jay College- Project Focus – Media Bias and Law Enforcement
- Intelligence LED Data Analysis – Technology Analysis
- Evidence Based Policing – Best Practice Review

Division completed participation in the 2011 Strategic Resource Alignment Project-Provided input regarding division efficiencies and workload.

- 1st project completed by BMO – Pawnshop efficiencies via COPLOGIC.
- 2nd project (on-going)– Booking/Identification project with DSD and BMO to identify efficiencies through technology and personnel.

Tactic 4.06	Update training processes through the DPD training academy
Responsibility	Captain, Training Bureau
Authority	Division Chief, Research, Training & Technology
Approach	Reevaluate the training curriculum. Continue to offer both citizen and youth academy trainings. Determine best fitness program
Method of Evaluation	<ul style="list-style-type: none"> ⇒ Complete curriculum evaluation for both the new recruit class and lateral class. Focusing on the diversity of class selection and locations ⇒ Conduct a minimum of 1 citizen academy and 1 youth academy in 2011 ⇒ Compare the cross fit program to the previous fitness program model ⇒ Report progress to Division Chief quarterly

The Lesson Plan project is ongoing for curriculum evaluation for both new and recruit classes, as well as lateral classes.

The Citizen Academy was conducted from 4/7/2011 through 6/23/2011. The Youth Academy was conducted 7/18/2011 through 7/19/2011. A Reserve Academy was tentatively scheduled for October but was cancelled due to lack of qualified applicants.

Cross Fit has been adopted as the approved recruit fitness training program.