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# Denver Police Department

## 2024 Council Presentation

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

# DENVER POLICE DEPARTMENT

# STRATEGIC PLAN 2023 - 2027

## BUILDING ON A STRONG FOUNDATION



### BUILDING SAFE & HEALTHY COMMUNITIES

- Mental Health
- Substance Abuse
- Fear of Crime
- Multimodal Transportation

### PREVENTING CRIME & INCREASING PUBLIC TRUST

- Innovative Crime Prevention
- Customer Service
- Transparency

### INNOVATIVE TRAINING

- Education for a 21st Century Police Organization
- Community-Informed Innovations in Training
- Support Lifelong Learning

### PRECISION POLICING

- Identify Neighborhood-Specific Issues
- Focused Deterrence
- Holistic Approach to Community
- Evidence-Based, Data-Informed

### BUILDING A MORE EFFICIENT & RESILIENT ORGANIZATION

- Resilience & Wellness Programs
- Improving Work/Life Balance
- Reintegration Support

**SET THE EXAMPLE**

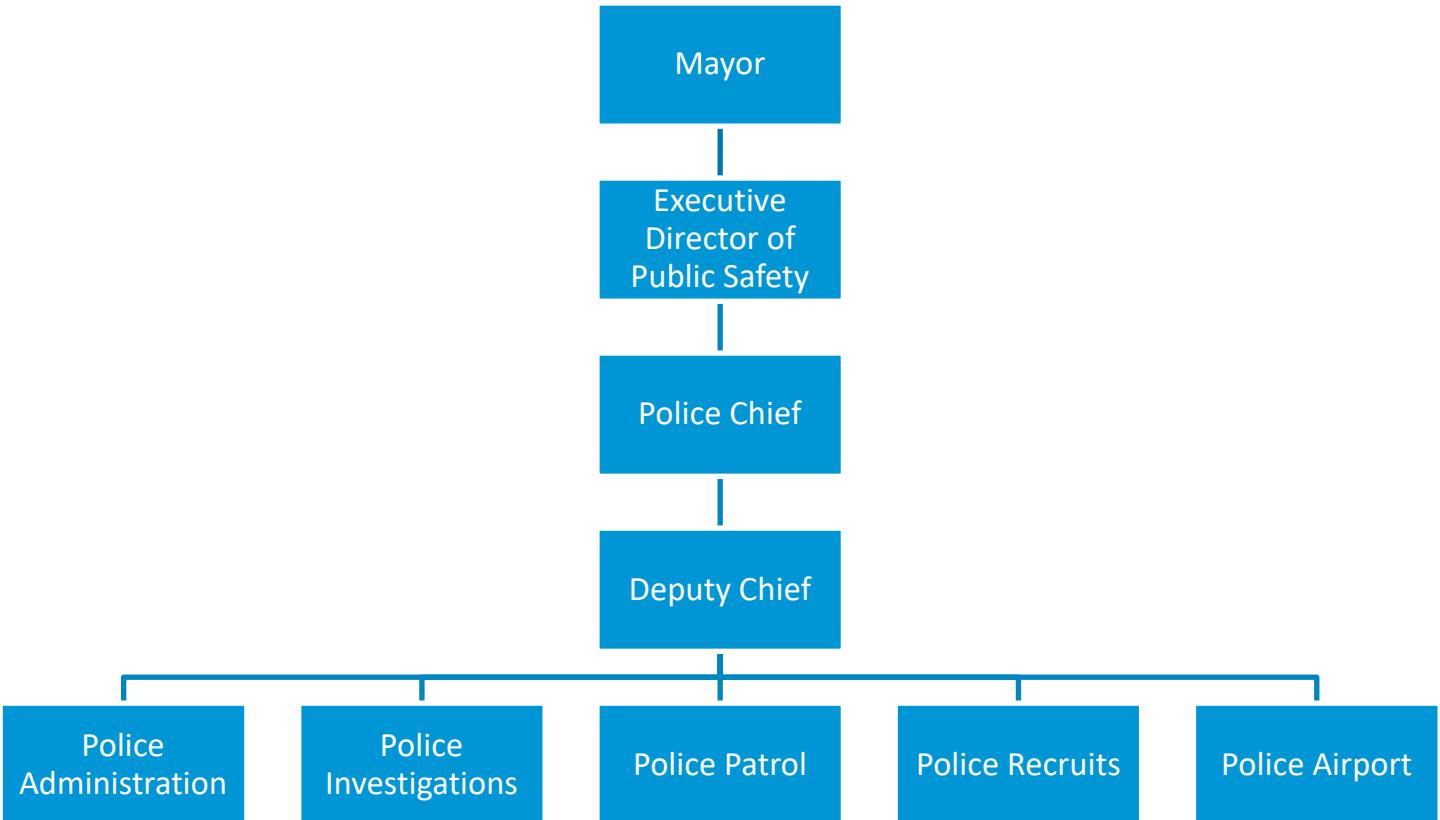
**LEAD WITH INTEGRITY**



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# Organizational Chart



# DPD Vacancy Rates

(as of September 1, 2023)

## Vacancy Rate

Uniform Personnel

**6.14%**

## Time to Fill

Uniform Personnel

**135 Days**  
(average)

## Turnover

Uniform Personnel

**5.41%**

## Vacancy Rate

Non-Uniform Personnel

**13.07%**

## Time to Fill

Non-Uniform Personnel

**38 Days**

## Turnover

Non-Uniform Personnel

**8.59%**

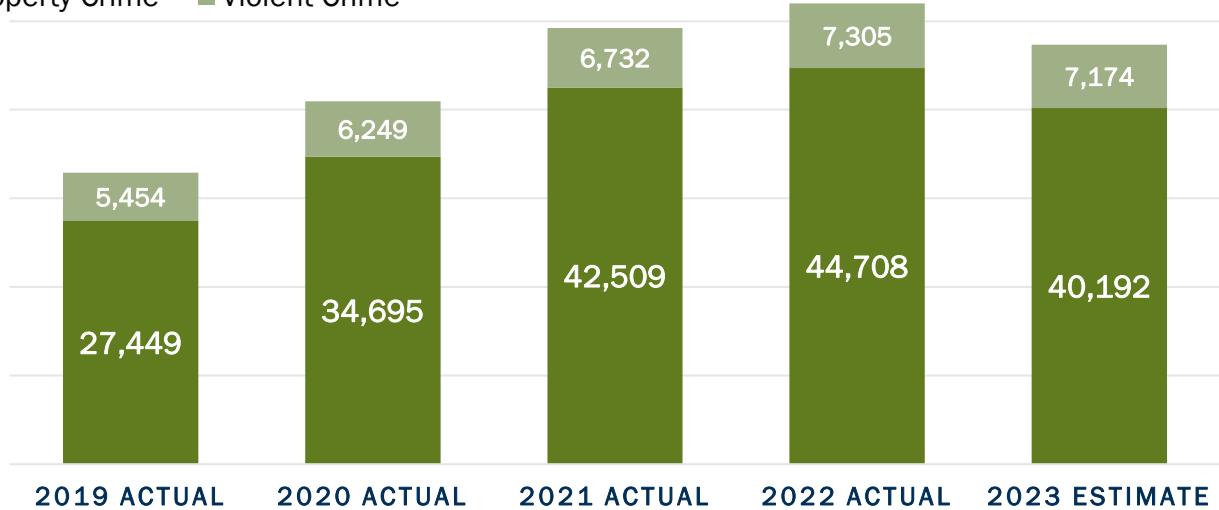


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# Key Strategic Metrics: Crime

## PART I CRIME BY YEAR

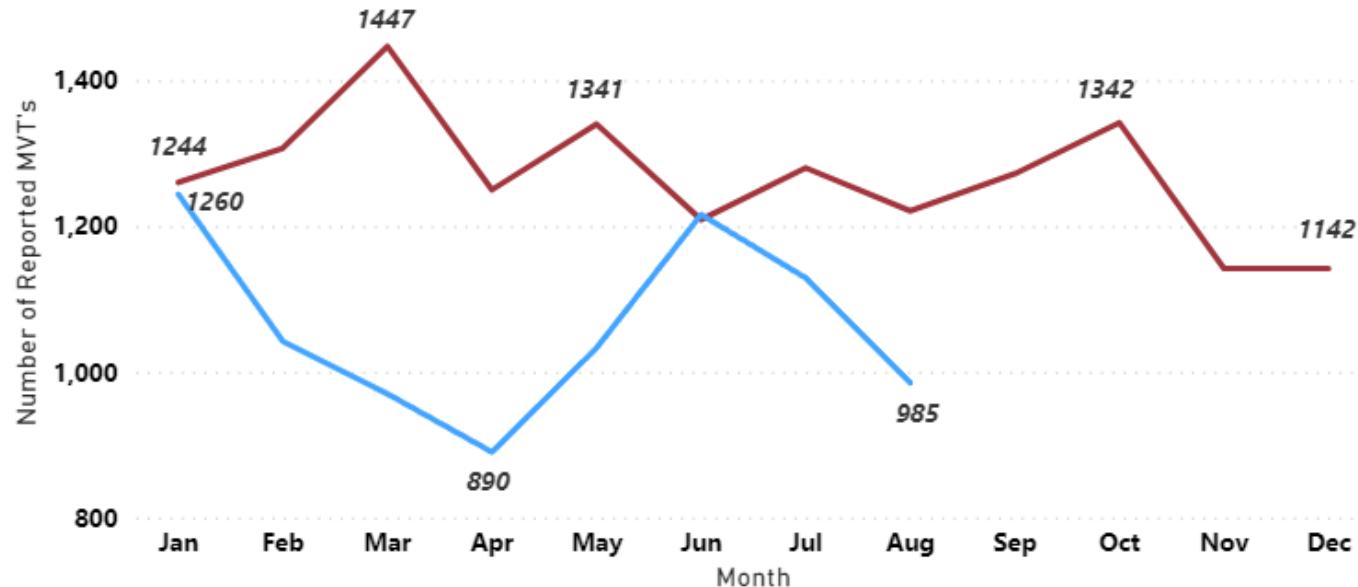
■ Property Crime ■ Violent Crime



# Key Strategic Metrics: Motor Vehicle Theft (MVT)

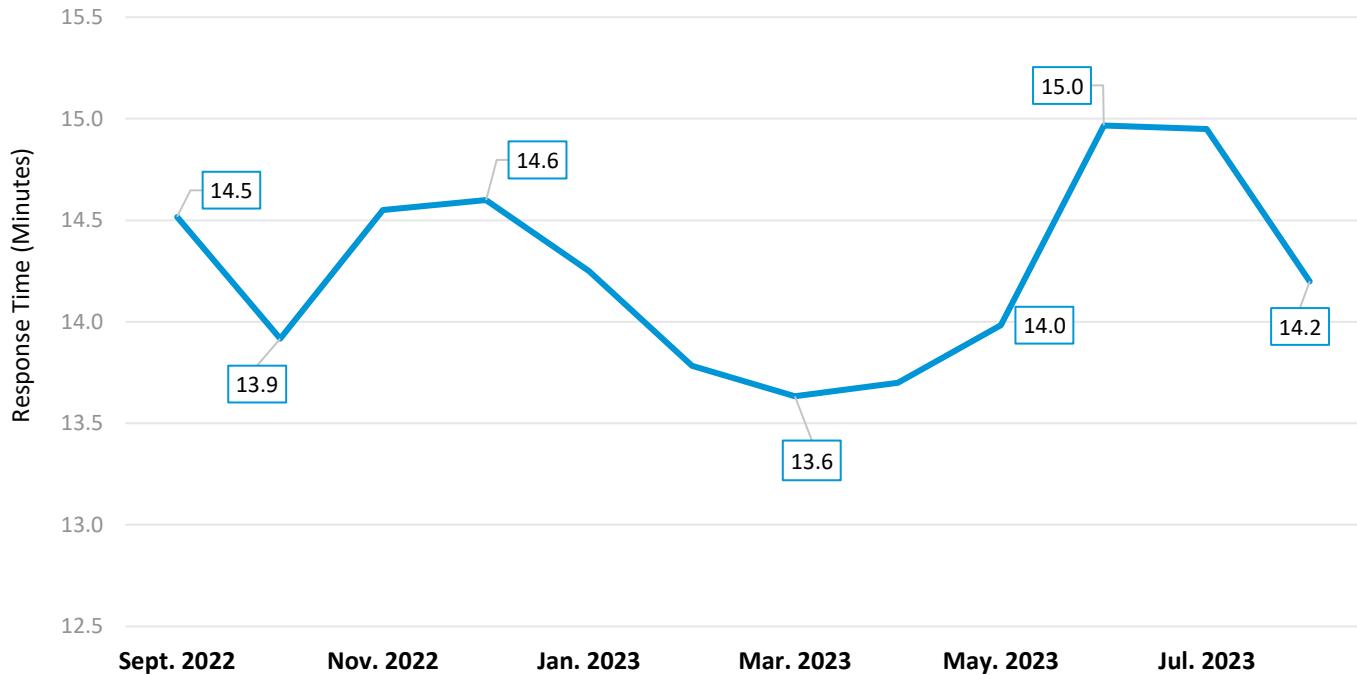
## Count of Reported Motor Vehicle Theft's by Month

Year ● 2022 ● 2023



# Key Strategic Metric: Response Times

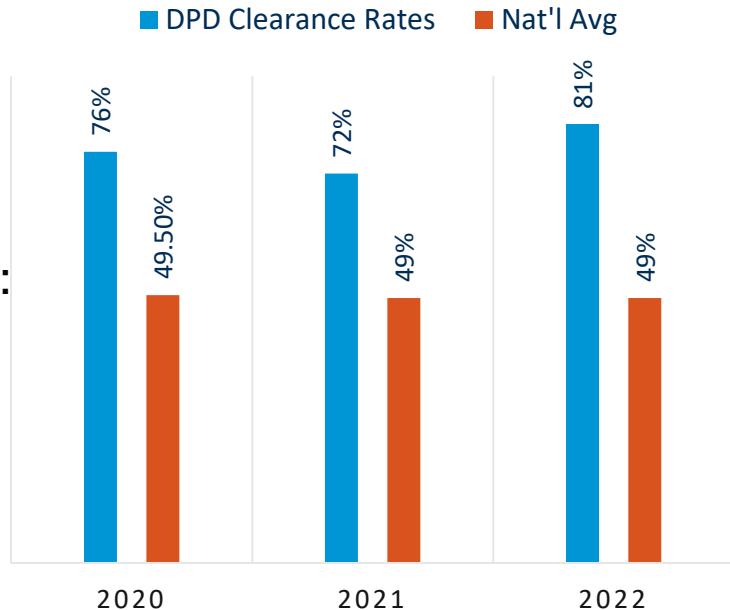
## DPD Response Times to Emergency Calls



# Key Strategic Metric: Transparency and Trust

- Dashboards
- Community Crime Prevention Coalition Meetings
- Long Term Measure of Trust: Denver Public Safety Survey
- Short Term Measure of Trust: Instant police satisfaction surveys

## HOMICIDE CLEARANCE RATES



# Addressing Inequities

## Place Network Investigations (PNI)

Place Network Investigations (PNI) is DPD's flagship violence reduction strategy. It combines complex investigations of the locations where violence is concentrated with a board of city and community partners to develop long-lasting changes.

## Desired Outcomes

- Alameda and Federal (Westwood, Barnum, Athmar Park, Valverde)  
Shooting reductions: **7.6**
- 45<sup>th</sup> and Peoria St (Montbello)  
Shooting Reductions **4.6**
- Colfax and Uinta ( East Colfax)  
Shooting reductions: **6.6**

Overall, we can demonstrate empirically, that the PNI efforts at the three locations have resulted in 18.8 fewer shootings in these neighborhoods over 18 months. Based on the success of the program we have expanded the program to:

- Mississippi and Raritan (Athmar Park and Ruby Hill)
- 5959 Dunkirk Ave ( Green Valley Ranch)

# Addressing Inequities

## Denver Police Department (DPD) Equity Strategies

DPD has focused on a variety of recruitment tactics seeking to increase the candidate pool of potential employees and attain a diverse workforce that is reflective of the communities they serve including:

- \*30X30 Initiative
- \*DPD Women's Academy
- \*Before the Blue & Beyond the Badge
- \*Youth Academy
- \*Spanish Academy
- \*Partnership with Telemundo
- \*Collecting District Racial/Gender numbers
- \*Career Expo day

## Desired Outcomes

DPD will have a more diverse workforce, which would lead to employment opportunities for more representative populations and more officers who identify with communities that have been historically marginalized.

# Addressing Inequities

## 30 by 30 Initiative

The department is focusing on recruiting female officers through efforts such as specialized women's academies, promotional campaigns, informational sessions, and participation in the nationwide "30x30" initiative.

The department has employed several development opportunities for sworn and professional staff, including leadership programs, a mentoring program, and talent review and career planning.

## Desired Outcomes

This will benefit all communities. Research has documented the following:

- female officers are less likely to use excessive force,
- female officers are more likely to implement community-oriented policing,
- female officers have improved law enforcement's response to violence against women

# 2024 Budget Goals

## Reduce Response Times

- Implemented SAFER (Strategic Allocation for Emergency Responses)
- Expanded alternative responses
- Provide sufficient academy classes to fill needed positions



## Decrease Crime

- Multipronged approach to auto theft
- Focused on illegal guns
- Uplifting neighborhoods through partnerships and not over-policing



## Increase Public Trust

- Improved transparency with public-facing dashboards
- Before the Blue, Beyond the Badge
- Building neighborhood-based survey for improved responsiveness to unique needs

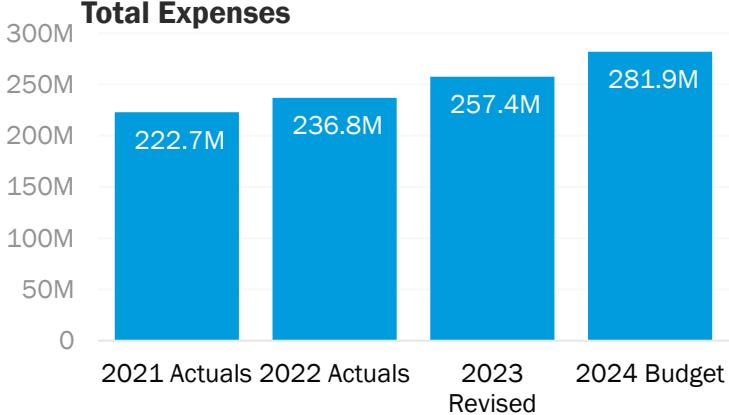


# General Fund Expenses, Revenues, and FTEs

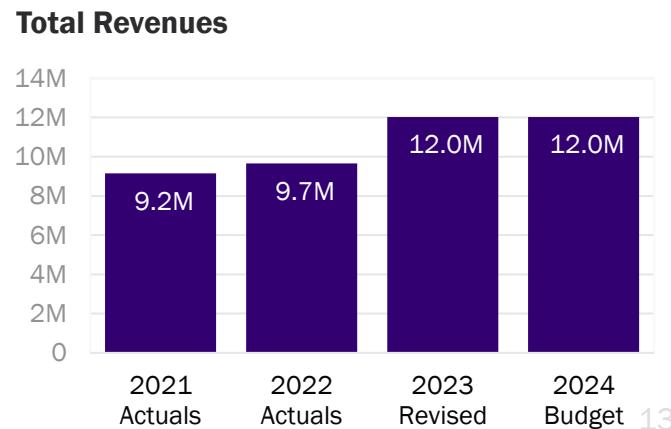
## Total FTE



## Total Expenses



## Total Revenues



13

# 2024 Budget Alignment with City Council Priorities



Reframe safety in a public health, evidence-based context with community investment to ensure healthy neighborhoods.



Focus on improving Customer Service to support residents navigating city services, resources, and accessibility, including language access.

# 2024 Budget Alignment with City Council Priorities (continued)

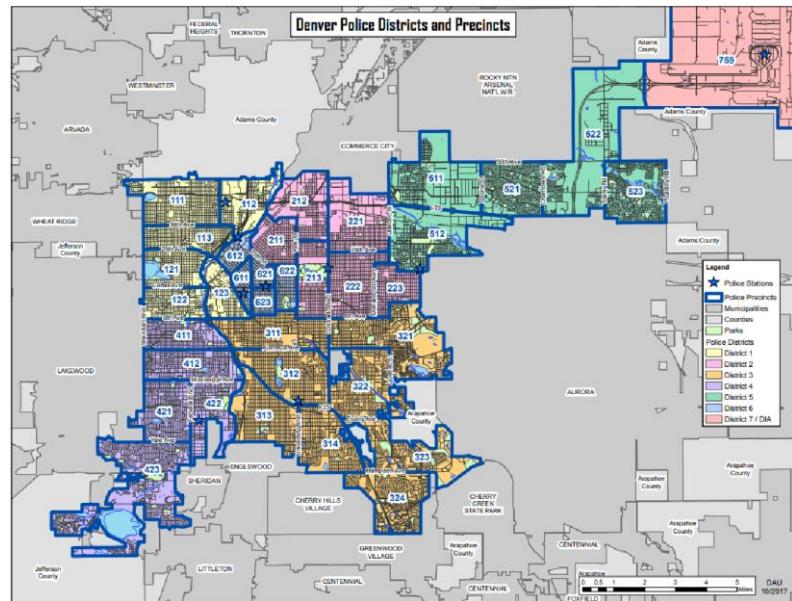


City Council Priority

## Police Patrol Districts

Protects life and property through crime prevention and community engagement.

- General Fund: \$152.3M
- General Fund FTE: 1,080.63  
(1,052 – Uniform; 28.63 – non uniform)



# 2024 Budget Alignment with City Council Priorities (continued)



City Council Priority

## DPD Co-Responder Program

General Fund	\$ 700,000
Grant – Caring for Denver Foundation	\$ 2,772,032
<b>Total Investment</b>	<b>\$ 3,472,032</b>

The Co-Responder Program strives to:

- Reduce the number of people with mental health issues in the jail system. **To date less than 2% arrest/Citation**
- To improve information sharing and coordination with 1<sup>st</sup> Responders
- To reduce overall costs relating to people with mental or behavioral health concerns, including the use of emergency services.

- The Co-Responders (“clinicians”) are licensed mental health providers who work in close partnership with First Responders on calls for service involving people who present with acute or chronic symptoms related to mental health and/or substance use.
- Clinicians attempt to provide crisis-based treatment in a format that best decreases the client(s)’ current stressors and replaces them with long-term community-based supportive services. This sometimes does not require a formal treatment referral. Co-Responders can also help identify alternative treatment options, long-term community supports in an area identified by the client, and psychoeducation to families/support systems.

# 2024 Budget Alignment with City Council Priorities (continued)



City Council Priority

## Community Engagement Bureau

Builds relationships with members of the Denver community, promoting positive interaction between community members and personnel of the Denver Police Department.

- General Fund: \$2.8M
- General Fund FTE: 20.75 ( 3 – Uniform; 17.75 – non uniform)

## Crisis Services Bureau

Provides support services to victims of crimes and persons experiencing mental health crisis.

- General Fund: \$1.7M
- General Fund FTE: 18

# Summary of 2024 Budget Expansions

Account Category	Permanent	One-Time	Total 2024
Personnel	\$78,087	\$431,470	\$509,557
Services and Supplies	\$1,224,035	\$787,860	\$2,011,895
Capital Equipment	\$0	\$0	\$0
Internal Services	\$0	\$0	\$0
<b>Total</b>	<b>\$ 1,302,122</b>	<b>\$1,219,330</b>	<b>\$ 2,521,452</b>

Permanent FTE	On-Call/Limited FTE	Total 2024 FTE
0.00	0.00	0.00

# Recruit Academy Classes

Description	Expenditures
2024 Base Academies (106 New Recruits) <i>(Included in the 2024 base allocation)</i>	\$7,018,648
Additional Recruits Academy (61 New Recruits)	\$1,253,769

Total budget includes all expenditures related to salary, supplies and equipment for 167 candidates. The duration of the classes are approximately 6 months. The first two classes are already included in the 2024 base budget. The additional class of 61 would start in December 2024.

	2021 Actual	2022 Actual	2023 Estimate	2024 Objective
Number of budgeted recruits in given year	105*	184**	188	167
Recruits graduated	57	102	110	140
Uniform attrition numbers	145	132	81 YTD	90

\* In 2021, an additional recruit class was restored through federal funding to try to address higher than normal attrition.  
\*\* In 2022, 144 recruits were budgeted, while an additional 40 recruits were not budgeted and paid though vacancy savings.

Out of the \$8.2m, \$452,293 is funded by the DPD Retirement Special Revenue Fund

# Projected Authorized Strength

Year-end authorized strength is an estimate and takes into consideration the following

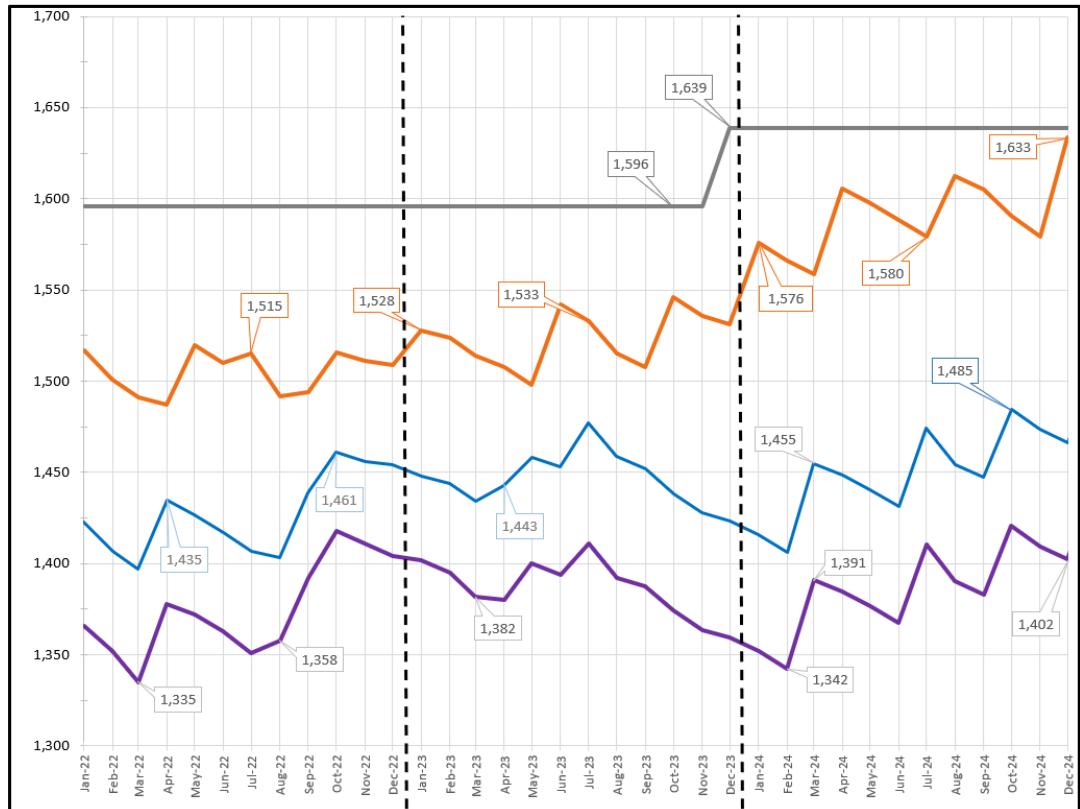
- Budgeted number of recruits
- Projected attrition rate – over the past two years, attrition has been high but is beginning to normalize

Maximum DPD recruit class size is 56 (three classes for a total of 168 recruits)

If projected actual strength is +/- 10, it is anticipated DPD can reach authorized strength within a given year

# Staffing Optimization Chart

## DENVER POLICE STAFFING OPTIMIZATION



### Authorized Strength

Total number of uniform **positions** approved in the budget

### Effective Strength

Total number of **people** filling uniform positions NOT including recruits/trainees (accounts for attrition)

### Actual Strength

Total number of **people** filling uniform positions (accounts for attrition)

### Operational Strength

Total number of **people** filling uniform positions less modified duty/FML (accounts for attrition)

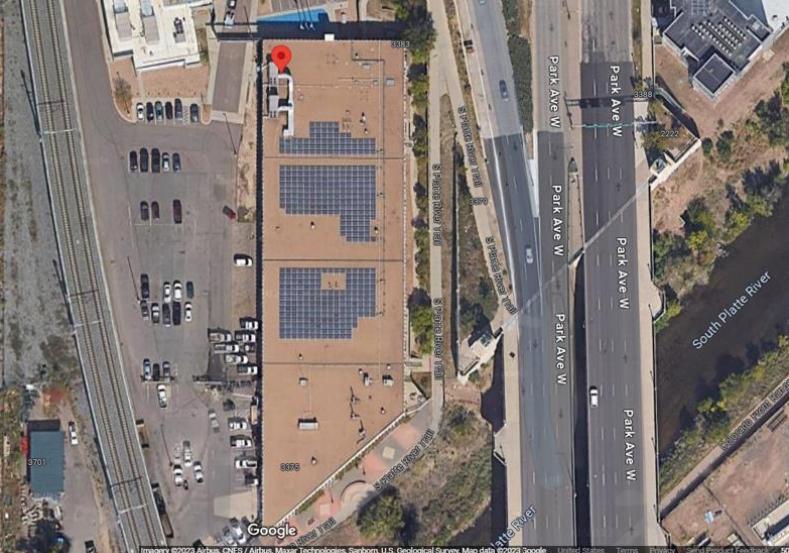
# Contract Increase – Body Worn Cameras

Description	Expenditure
Increase in Axon Contract  Axon is the supplier who provides the Police Department with body worn cameras along with the services related to the cameras including maintenance and video storage.  This expansion provides necessary funding to support an increase of \$1,440,35 needed to fulfill the \$2,940,035 amount agreed to in the terms of the contract for the 2024 budget year.	\$1,440,035



# Approved Capital Improvement Programs

Title/Description	Budget Impact
<p><b>DPD – Property &amp; Evidence</b></p> <p>This funding will support relocation and building rehabilitation for DPD property and evidence storage. This facility will be moving from its current location to a building on the Park Avenue West campus.</p>	\$6,858,485





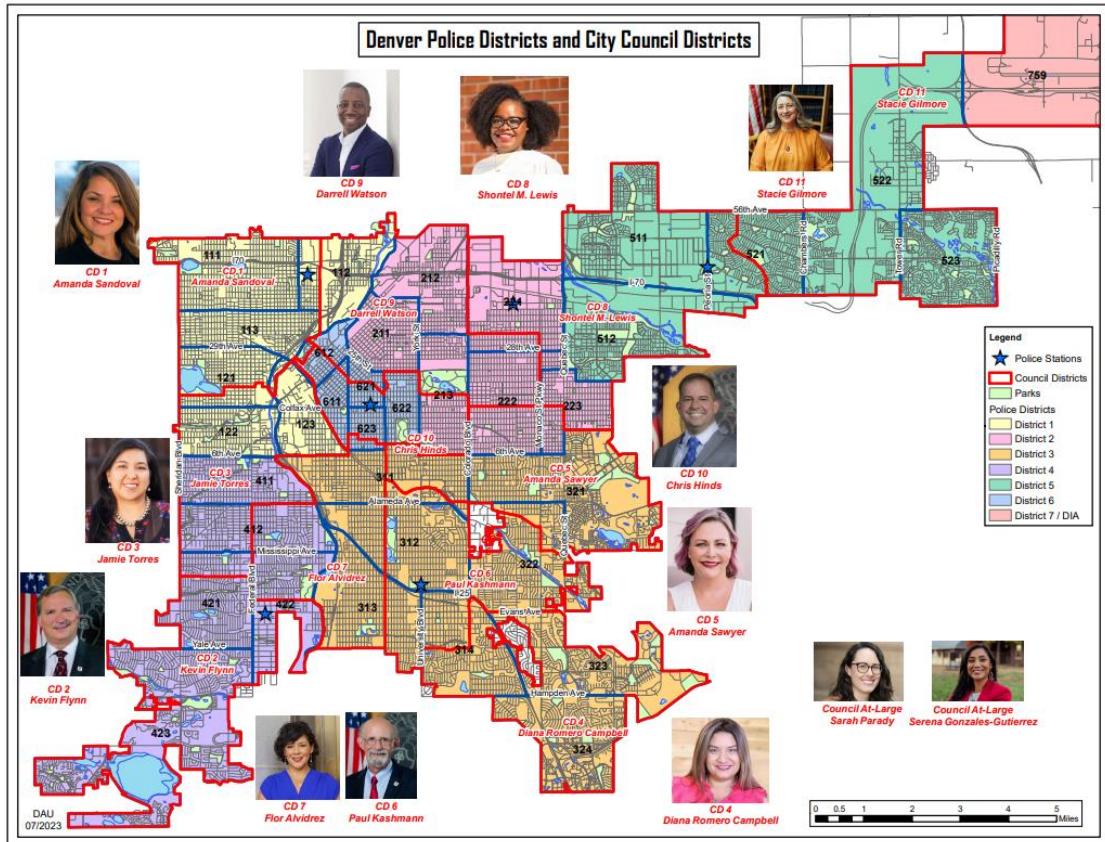
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# Appendix

# DPD - 2024 Budgeted FTE by Cost Center

General Fund	On-Call	CSA	Uniform	Total
<b>3511000-Police Administration</b>		<b>170.25</b>	<b>108.00</b>	<b>278.25</b>
Administrative Management		72.00	36.00	108.00
Chief of Police		17.50	15.00	32.50
Community Relations and Public Affairs		17.75	3.00	20.75
Financial Services		3.00	0.00	3.00
Fleet Services		36.00	1.00	37.00
Internal Affairs		1.00	17.00	18.00
PDA Police Grants		0.00		0.00
Planning, Research and Support		2.00	1.00	3.00
Property Management		19.00	6.00	25.00
Training		2.00	29.00	31.00
<b>3512000-Police Investigations</b>	<b>2.00</b>	<b>143.35</b>	<b>347.00</b>	<b>492.35</b>
Crisis Services	2.00	16.00		18.00
Forensics and Evidence		59.75	0.00	59.75
Investigative Services		20.00	96.00	116.00
Major Crimes		8.00	115.00	123.00
Patrol Districts			0.00	0.00
Photo Traffic Enforcement		17.50		17.50
Special Operations		22.10	136.00	158.10
<b>3513000-Police Patrol Districts</b>		<b>28.63</b>	<b>1,052.00</b>	<b>1,080.63</b>
Police Patrol Districts		28.63	1,052.00	1,080.63
11879/3515000 Airport (132 Uniformed FTE Paid by DEN)				
<b>Grand Total</b>	<b>2.00</b>	<b>342.23</b>	<b>1,507.00</b>	<b>1,851.23</b>

## Denver Police Districts with City Council Districts



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