



**DENVER**  
THE MILE HIGH CITY

# Denver Police Department

2021 Budget

*“We will operate a police agency with a focus on preventing crime in a respectful manner demonstrating that everyone matters.”*

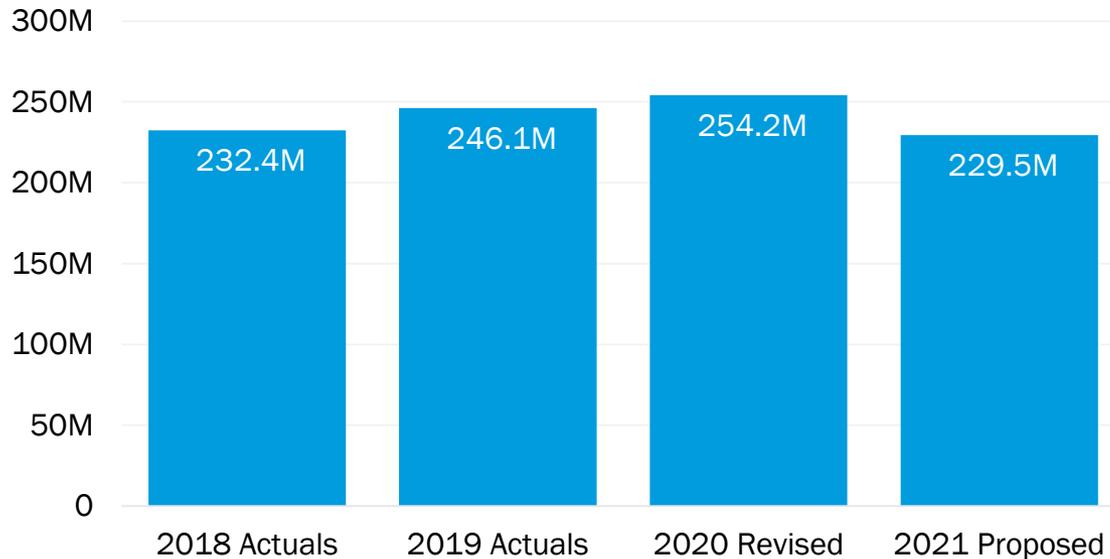


# Agency Wide Expenditures & FTE Changes

## Total FTE

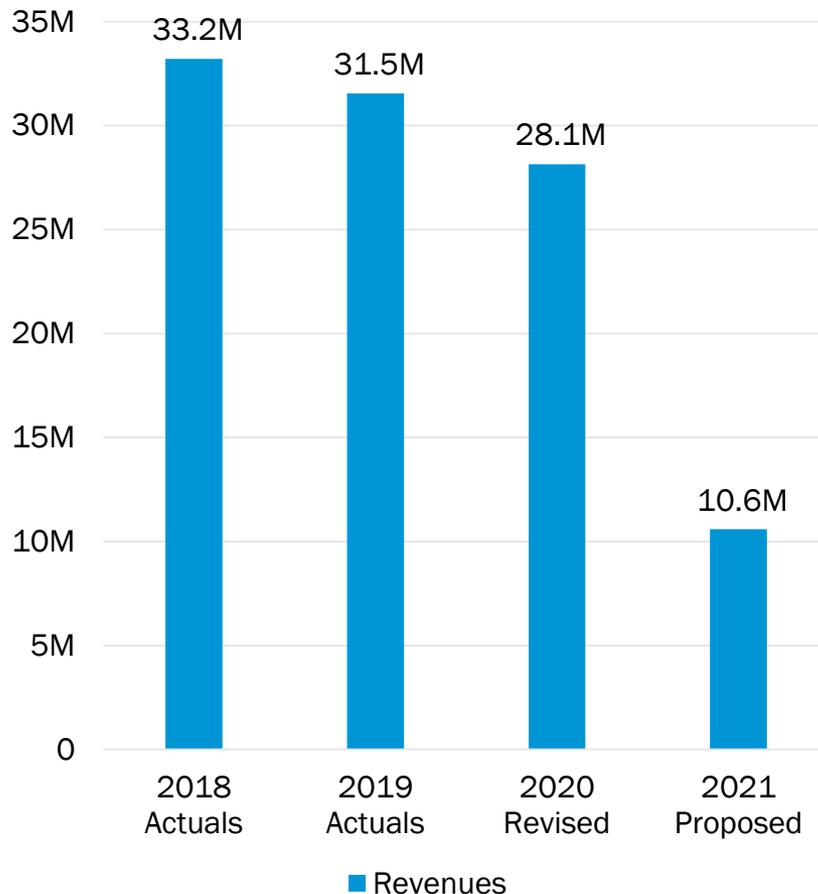


## Total Expenses



# Year Over Year Revenue Change

Total Revenues

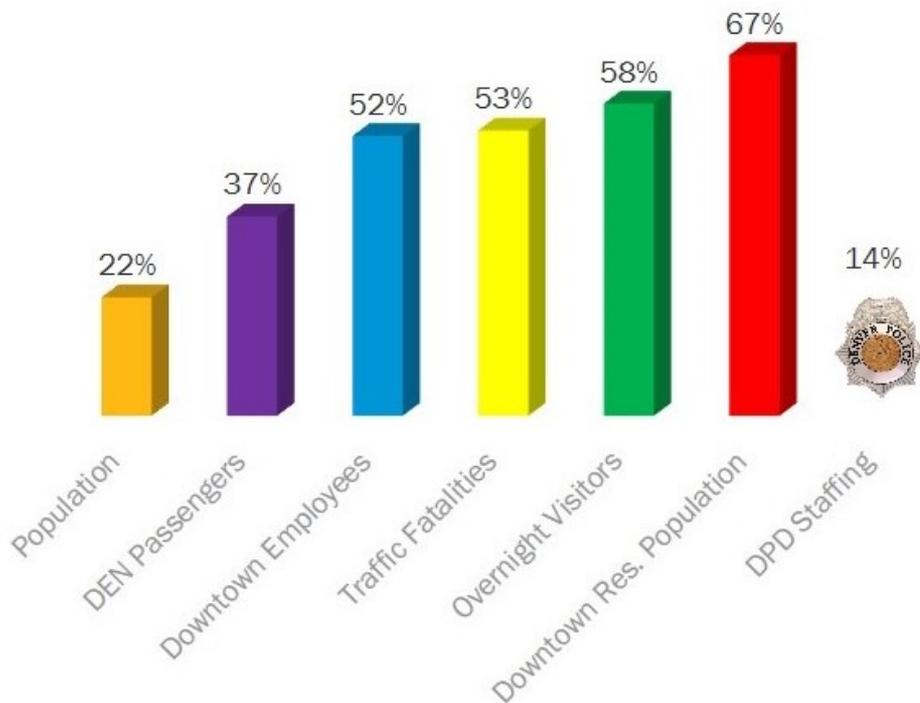


- Approximately \$17.5M in revenue will be reduced in 2021 due to Airport Support being moved to a Special Revenue Fund
- 2021 revenue includes:
  - Photo enforcement
  - Sex offender registration
  - CCW
  - ID/record fees



- Focus to maintain core, essential services and align requests with the Mayor’s priorities and Department’s strategic plan.
- Take a public health and equitable approach to safety and partner with the community and other agencies to address violent crime and social harms.

## Denver's Growth



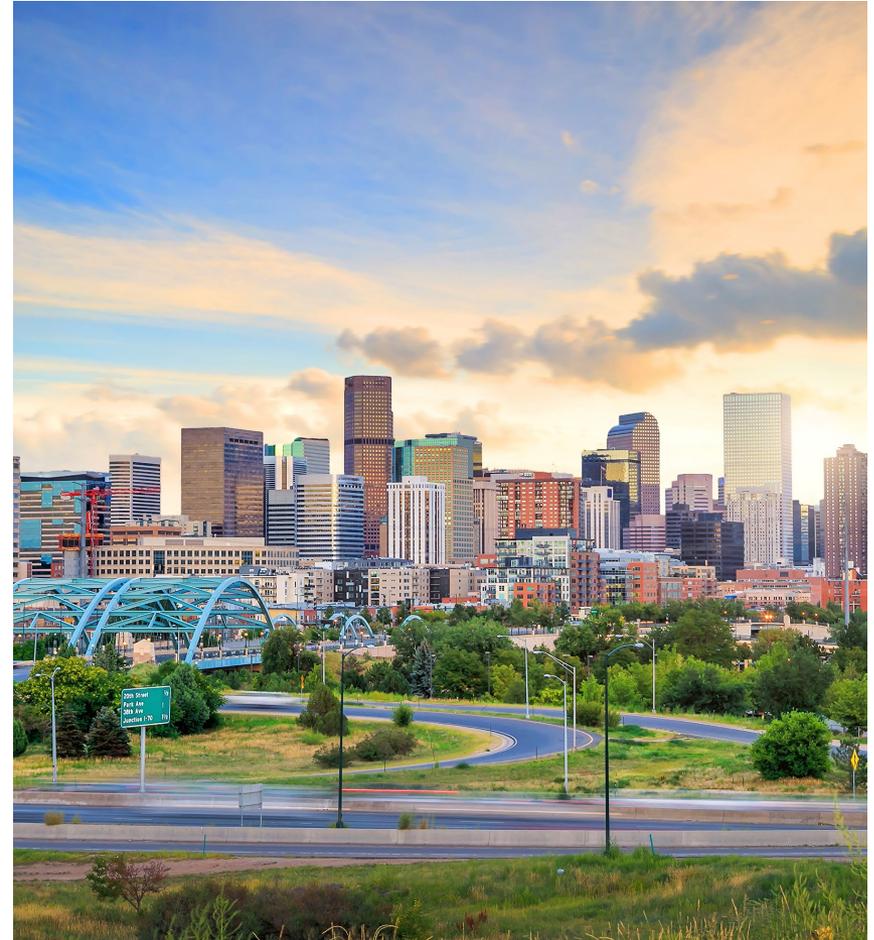
- Significant population growth in a short time
- Violent crime and access to firearms
- Historical data show significant crime spikes post-economic downturn

## Cost of a Crime to Society

- Murder: \$9,892,907
- Sex Assault: \$240,776
- Assault: \$128,142
- Auto Theft: \$10,772
- Burglary: \$7,801
- Larceny: \$4,264



- Policing is essential in a world class, equitable city rebounding from economic hardship
- Plays a vital role in overall city operations:
  - Economic prosperity
  - Attracting businesses and employment
  - Improving social interaction & trust



# Responding to Violence

- First priority is to save lives
- Urban violence disproportionately impacts our most vulnerable populations
- Violence clusters around a small number of people and places
- Requires evidence-based and data-driven approach

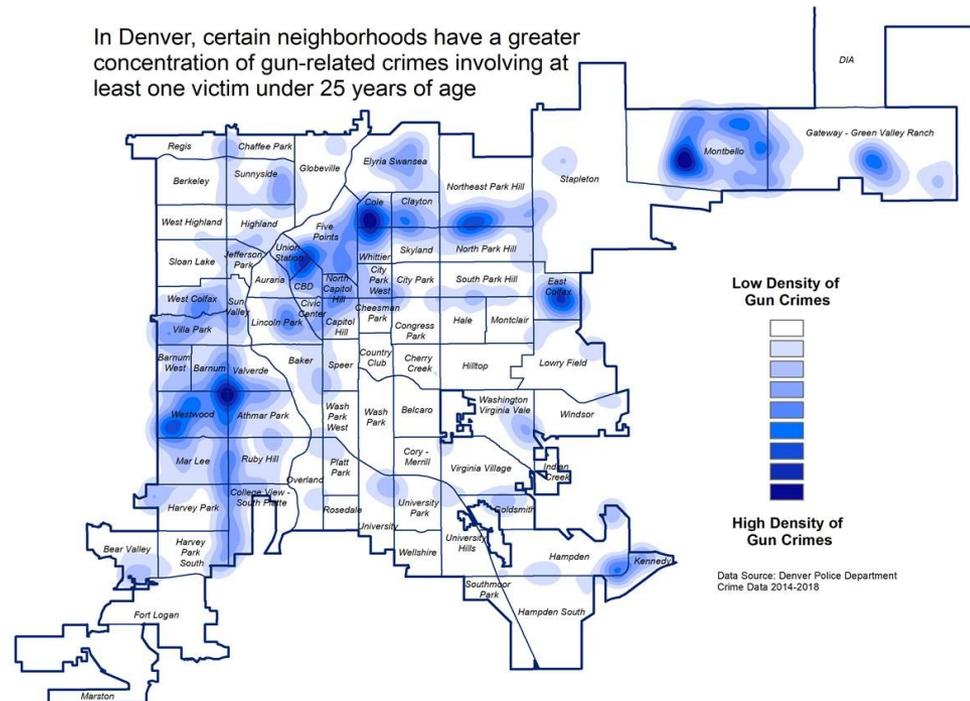


# Public Health Approach to Public Safety

## Denver Police Led Initiatives

- Social Correlates of Crime
  - Westwood Pilot
- Law Enforcement Assisted Diversion (LEAD)
- Co-Responders
- Support Team Assisted Response (STAR)
- Case Manager Hub

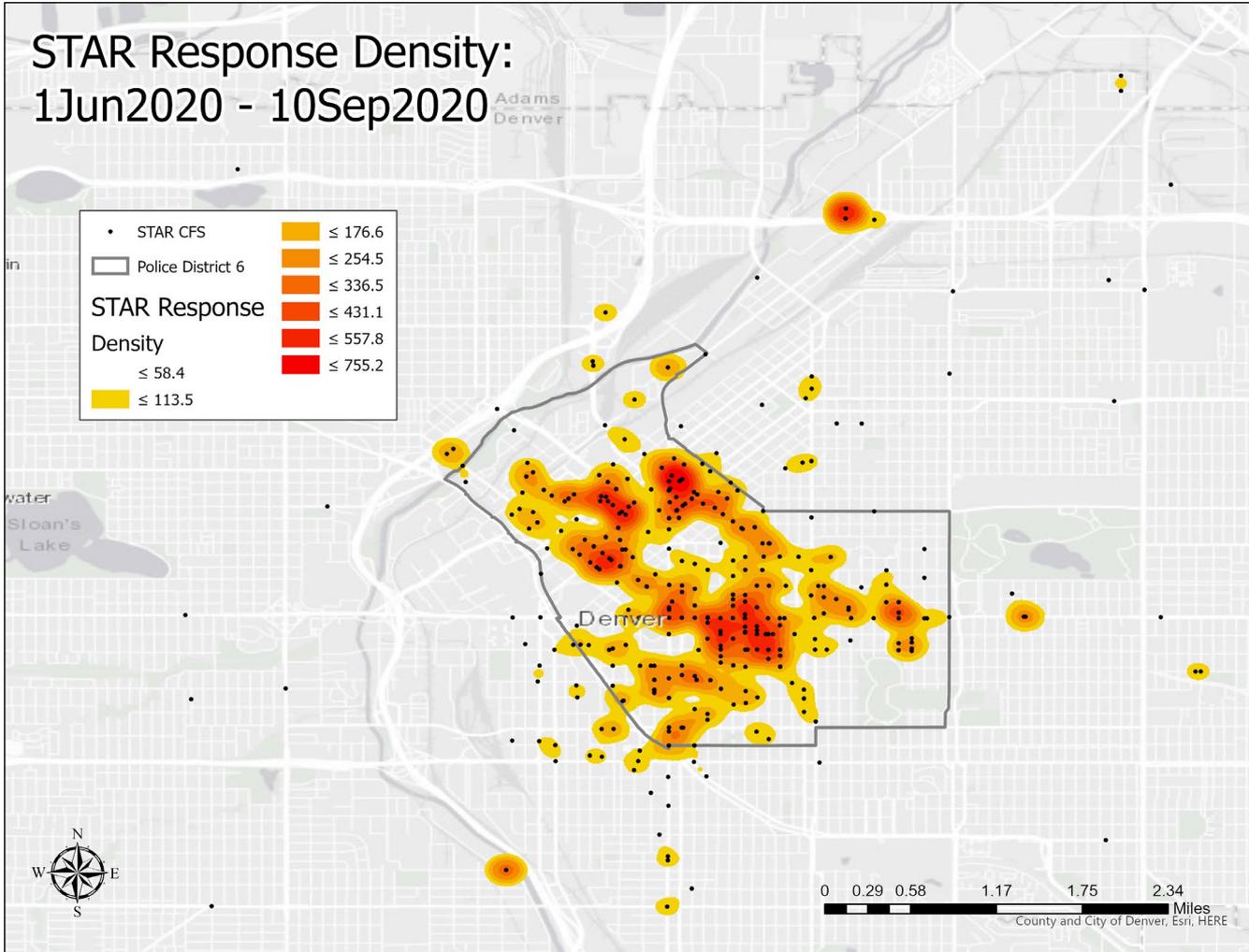
In Denver, certain neighborhoods have a greater concentration of gun-related crimes involving at least one victim under 25 years of age



## Equity Framework

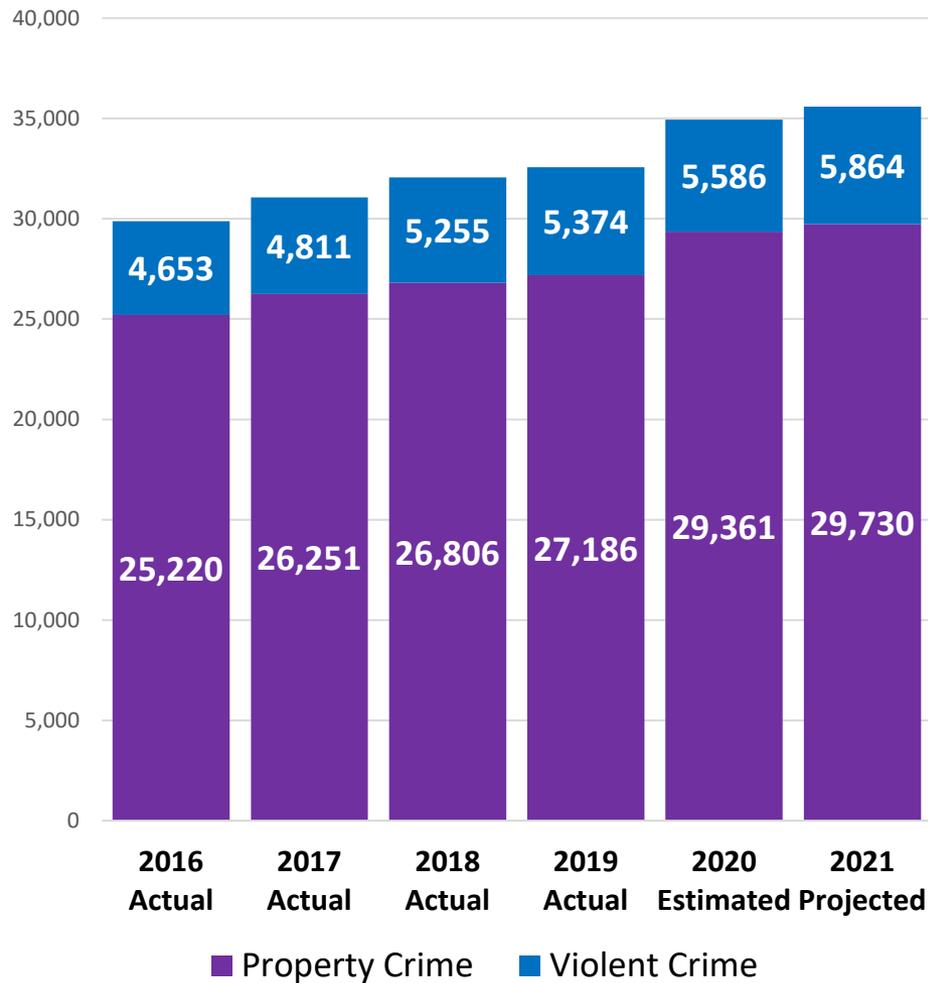
Data has shown that crime impacts our most vulnerable populations. By taking a public health approach to alternate response connects those who have the greatest need to appropriate services.

## STAR Response Density: 1Jun2020 - 10Sep2020

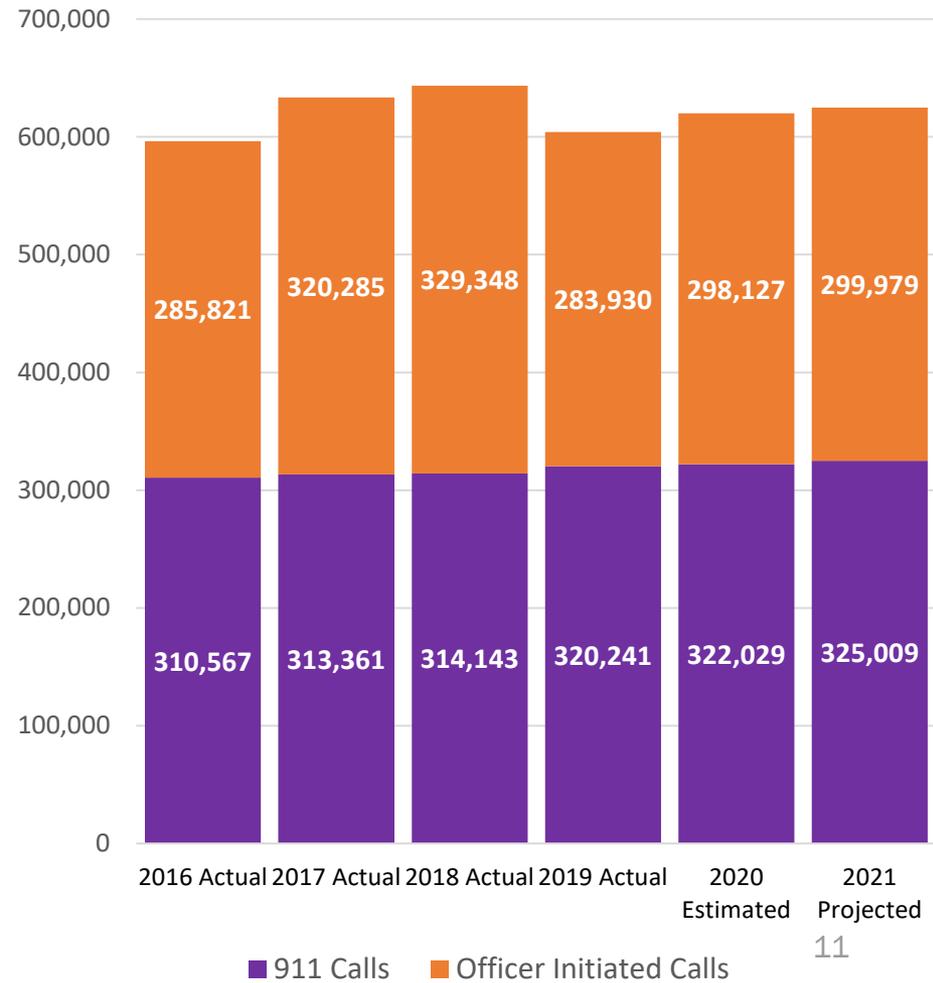


- STAR began operations on June 1, 2020 and has responded more than 400 times to calls traditionally fielded by Police, Fire, and/or EMS
- STAR is a lower profile response from Public Safety and responds to an average of 7.4 calls/day

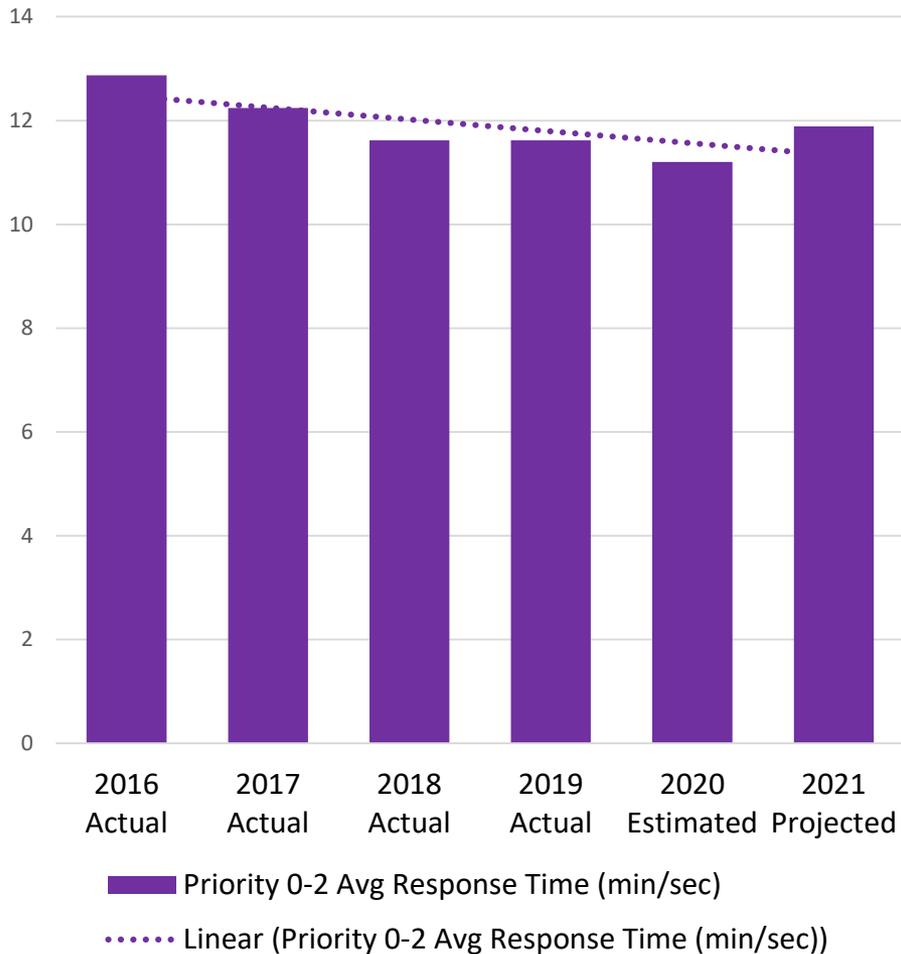
## Part 1 Crime by Year



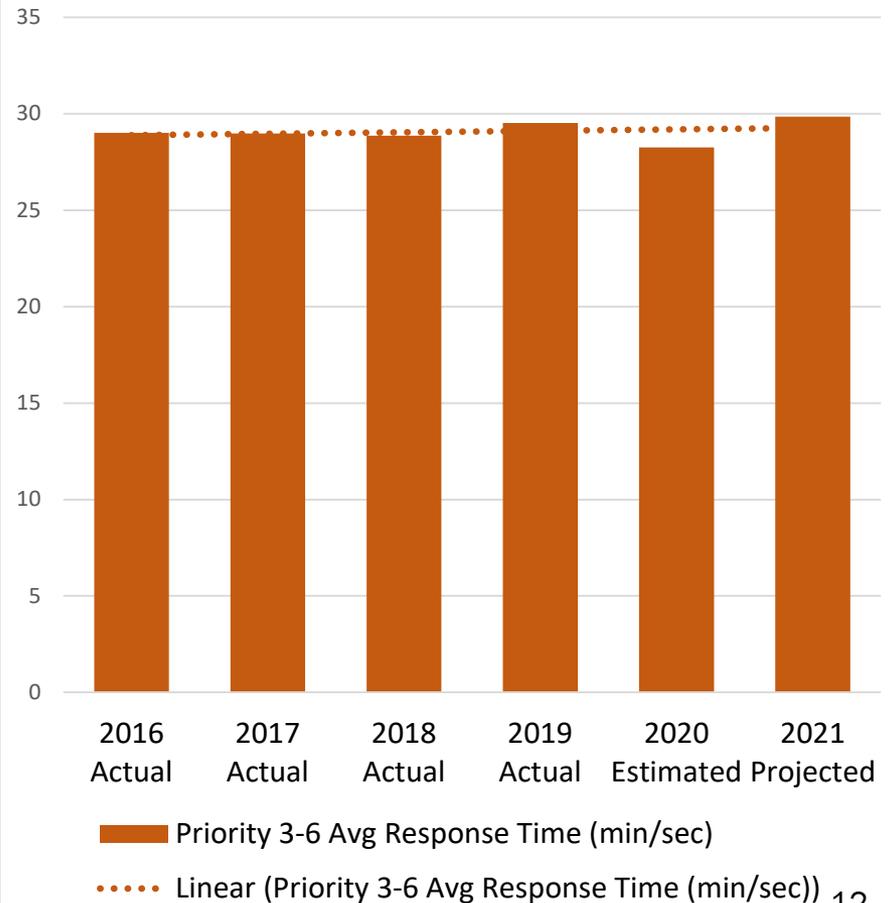
## Police Calls for Service

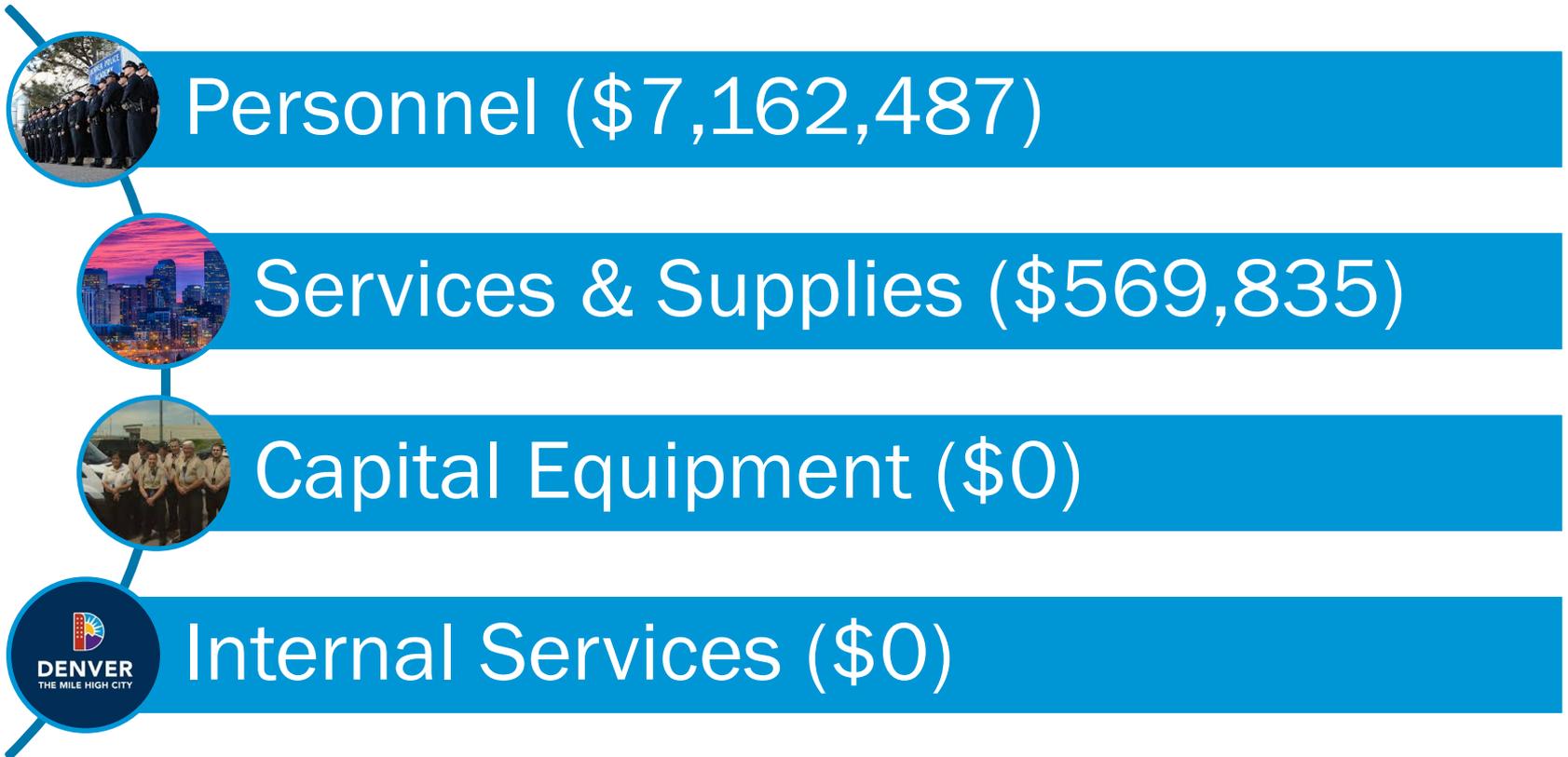


### Priority 0-2 Avg Response Time (min/sec)

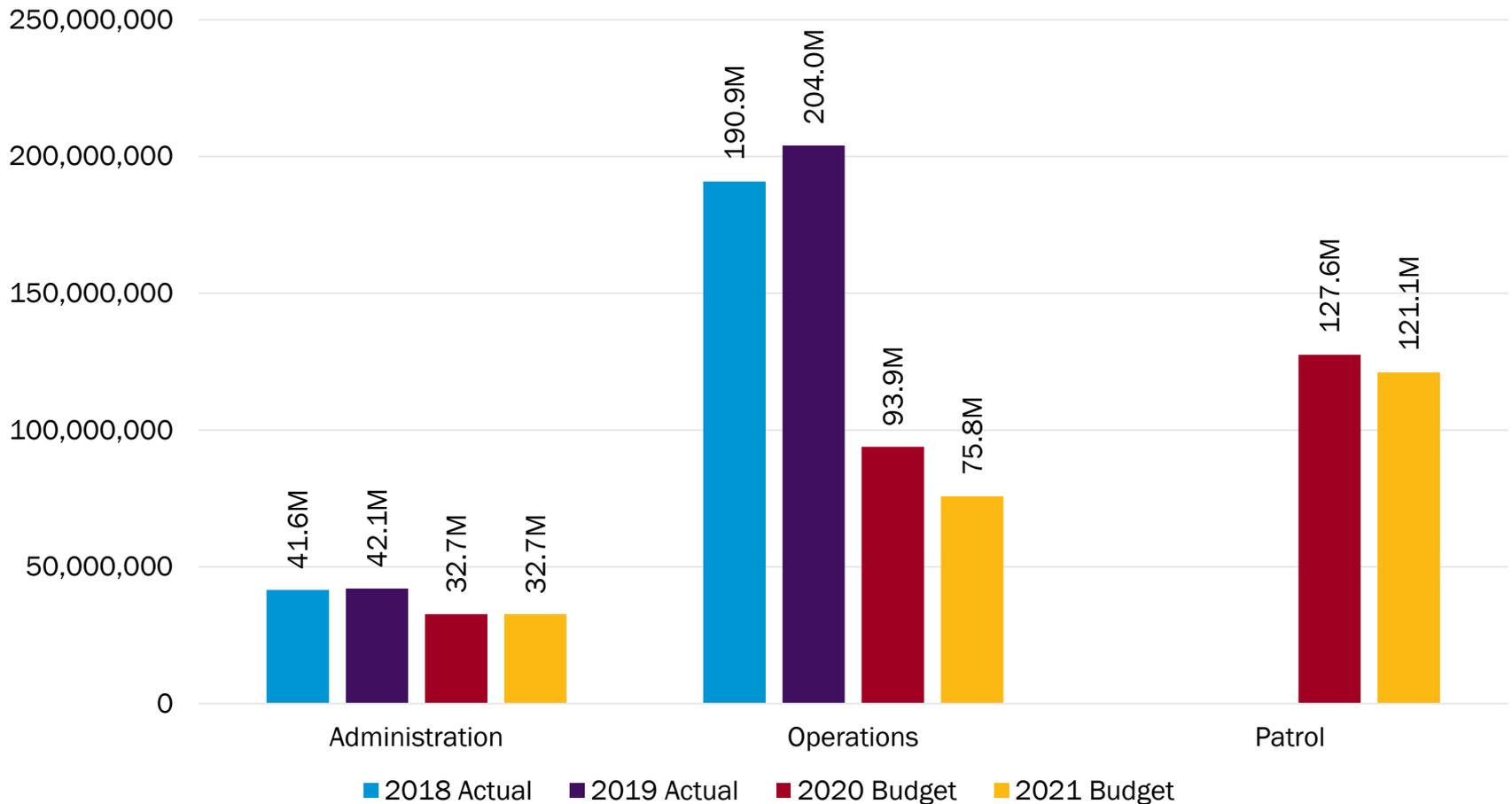


### Priority 3-6 Avg Response Time (min/sec)



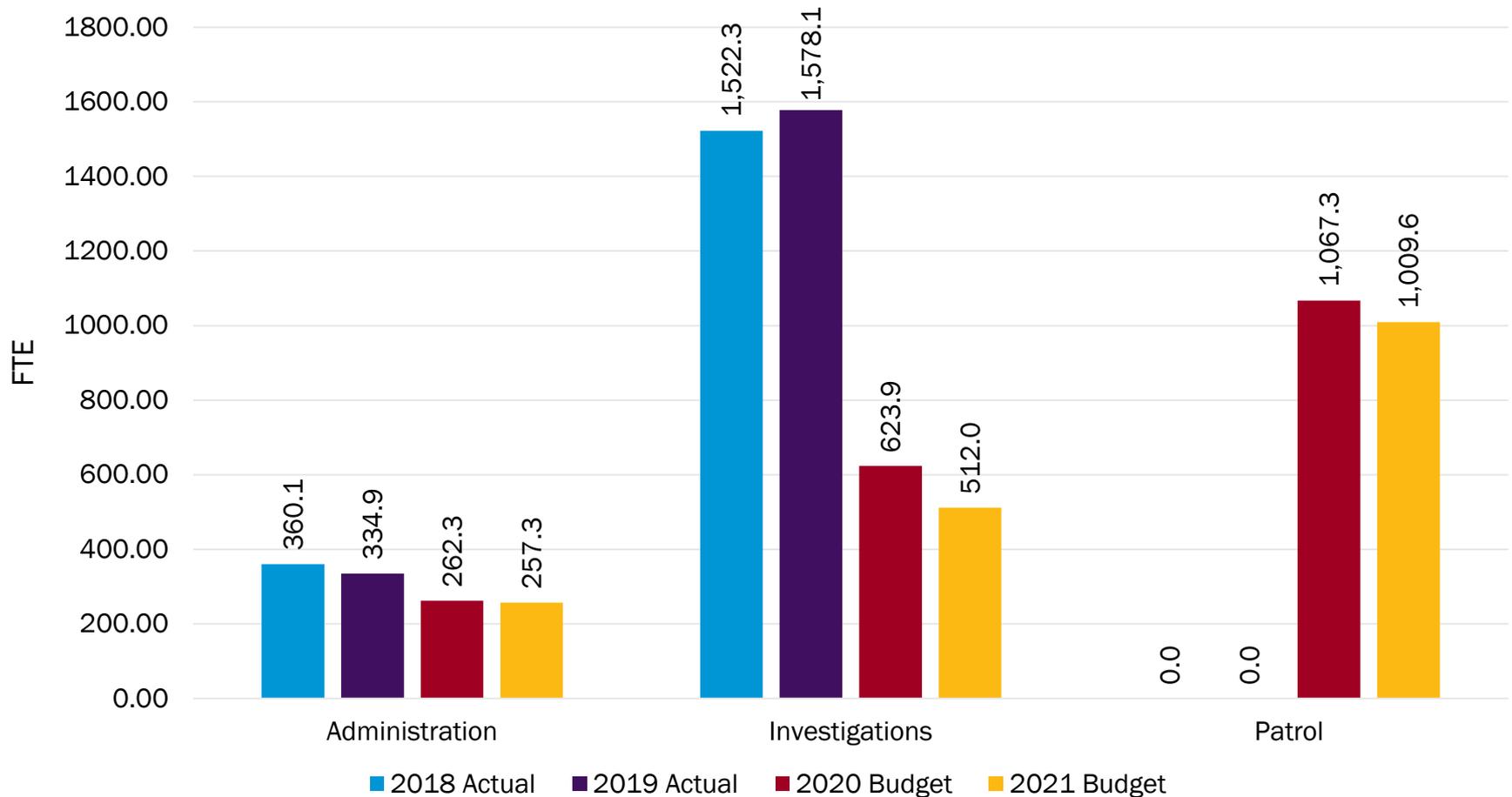


# Year Over Year General Fund Budget Change



\*Patrol control split from Investigations in 2020.

# Year Over Year FTE Change (General Fund)



\*2020 reflects a realignment of the department from two divisions to three divisions

# Department-wide Budget Reductions

## Key Budget Changes

| Description   | Financial Change |
|---|------------------|
| Reduction process services for Photo Enforcement                        | -\$100,000       |
| Reduction in office supplies, official functions and shredding services | -\$99,000        |

## Key Impacts

De minimis effect on vulnerable and marginalized communities



# Department-wide Reduction: Temporary Freeze of Civilian Positions

| Personnel Expenditures | FTE |
|------------------------|-----|
| -\$1,898,600           | 25  |

Salary savings based upon the Department's civilian participation in the citywide retirement Special Incentive Program (SIP) as well as other vacancies . Functions will be realigned and redistributed to other staff to ensure DPD meets essential services in the community.

| Programs Impacted |   |
|-------------------|---|
| Administration    | 6 |
| Fleet             | 6 |
| Finance           | 3 |
| Investigations    | 9 |
| Patrol            | 1 |

### Mitigation Plan

DPD is data-driven and evaluation focused. As such, we will look for approaches to minimize the impact This includes realigning certain responsibilities to cover functions.

# Department-wide Reduction: Sworn Vacancy Savings

| Personnel Expenditures | FTE                   |
|------------------------|-----------------------|
| -\$3,500,000           | 70 (through-out 2021) |

Salary savings based upon an annual attrition of 70 officers in 2021. We will be prioritizing Patrol Operations and 911 Response. 911 response times and case clearance is projected to be impacted. Opportunities for specialized training beyond POST requirements will also be impacted by decreased staffing levels.

## Equity & Mitigation Plan

DPD is anticipating to have the following recruit classes:

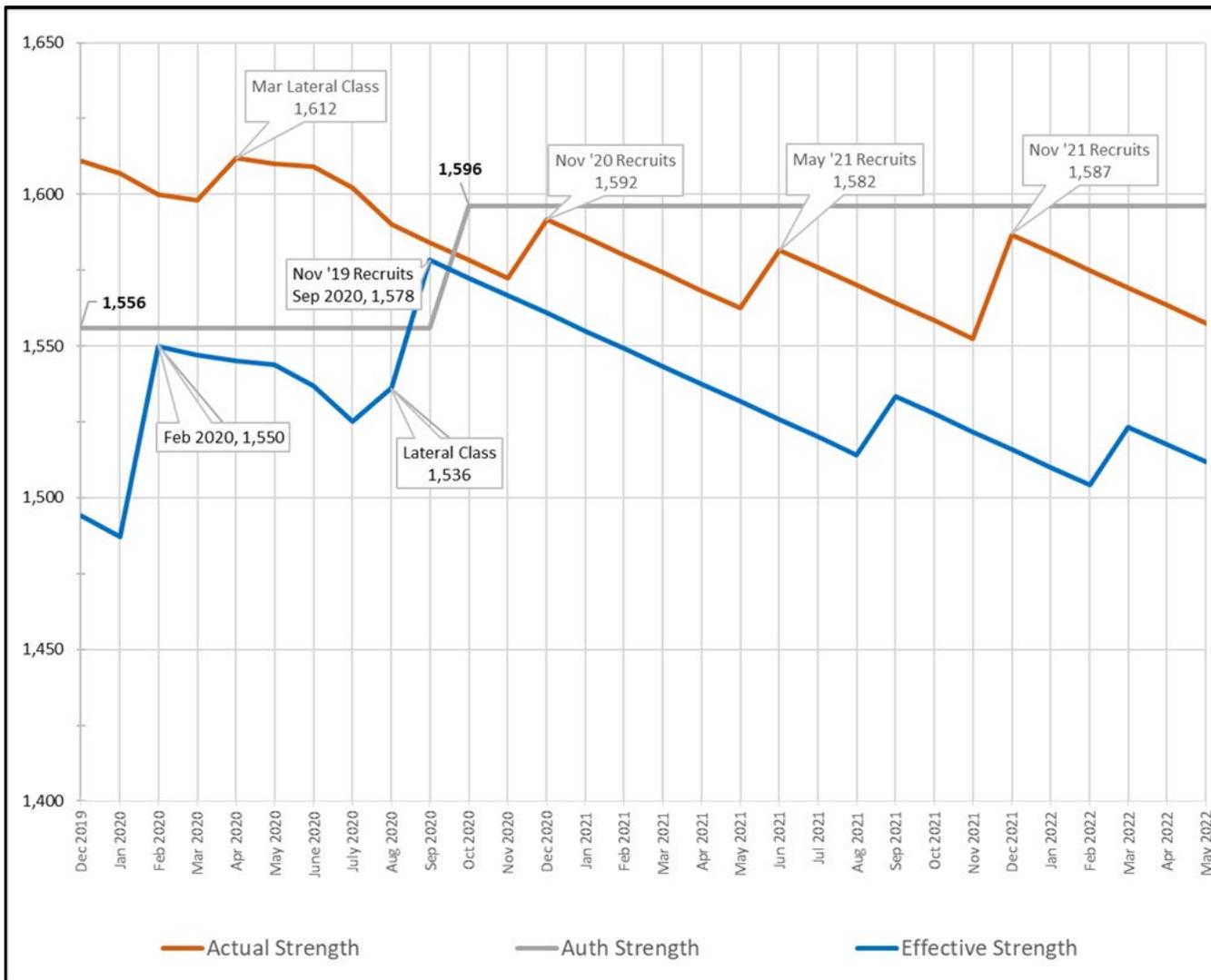
November, 2020: 25 Recruits

May, 2021: 25 Recruits

November, 2021: 40 Recruits

Hiring of new recruits that are representative of our diverse community has the greatest impact on ensuring we can equitably meet the needs of Denver.

# Staffing Optimization Chart



**Authorized Strength**

Total number of uniformed positions approved in the budget

**Effective Strength**

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

**Actual Strength**

Total number of people filling uniformed positions (accounts for attrition)



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# Police Administration

This Division includes:

Property & Evidence, Operations Support,  
ID/Records, Training, Internal Affairs,  
Planning & Research and Data Analysis

## Property and Evidence

- Custodian of evidence and personal property
- Maintenance of custody

## Training

- New Recruit Training
- In-Service Training – expanded hours from 24 to 40 annually with a focus on de-escalation and duty to intervene
- POST mandated training

## ID/Records

- Identification and Verification of individuals in custody
- Records Management

## Operations Support

- Department Inventory
- Fleet & Fleet Management

## Internal Affairs

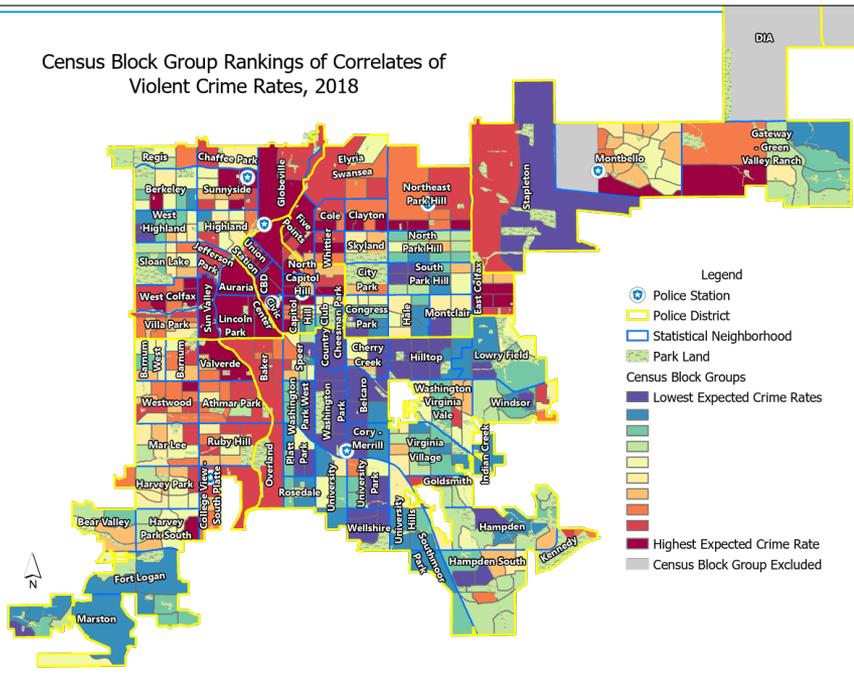
- Handle all citizen or internally initiated complaints
- Professional Standards Unit

# Key Program: Administration

## Data Analysis Unit

The Data Analysis Unit (DAU) is a civilian unit whose job it is to ensure our officers and leadership team have the necessary information to address with precision emerging crime issues in the City. Additionally, The DAU oversees the data for our social correlates project where we examine non-criminal justice data to identify areas of the City where we can partner to improve long-term outcomes.

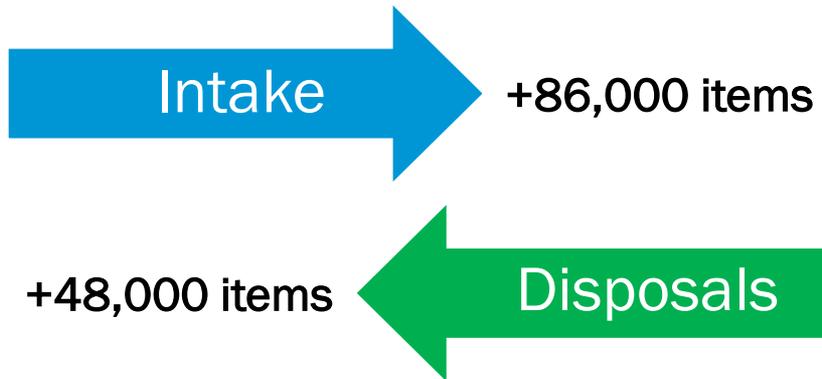
Census Block Group Rankings of Correlates of Violent Crime Rates, 2018



# Alternative Response Property and Evidence Technicians

| Personnel Expenditures | FTE         |
|------------------------|-------------|
| \$147,534              | 2 - Limited |

This extends the current Property and Evidence positions permanently. These positions are vital to our collection, retention, tracking, and releasing of evidence.



**Key Impacts**

Improves service delivery to all residents and visitors in the City by providing accurate, cost-effective documentation, storage, and release of property and evidence.



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# Police Investigations

This Division includes:

Major Crimes, Special Operations, Traffic  
Operations, Crime Lab, and Victim  
Services

## Major Crimes

- Centralized investigations
  - Homicide, Cold Case, Sex Assault, Child Abuse, Business Robberies, Domestic Violence
- Fraud, Bicycle and Pawnshop Units

## Special Operations

- Traffic Operations
- SORT - Special Operations Response Team
- Incident Command

## Crime Lab

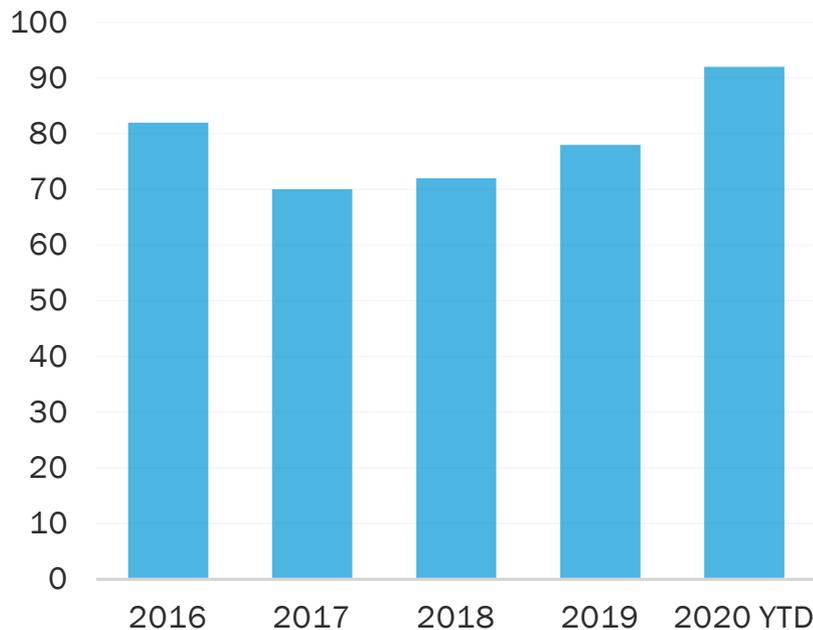
- Collecting and Processing of evidence
- DNA, Fingerprint, NIBENS

## Victim Services

- Crisis Intervention
- Co-Responders
- Victims Assistance

# Key Metric: Investigations Case Clearance Rates

## Homicide Clearance Rate



Aligning staffing allowed for better non-fatal shooting investigations

- 2019: 39%
- 2020: 80%

Evidence shows swiftness and certainty of arrest for crimes matter

DPD has been recognized as one of seven cities with high homicide clearance in the academic journal, *Homicide Studies*

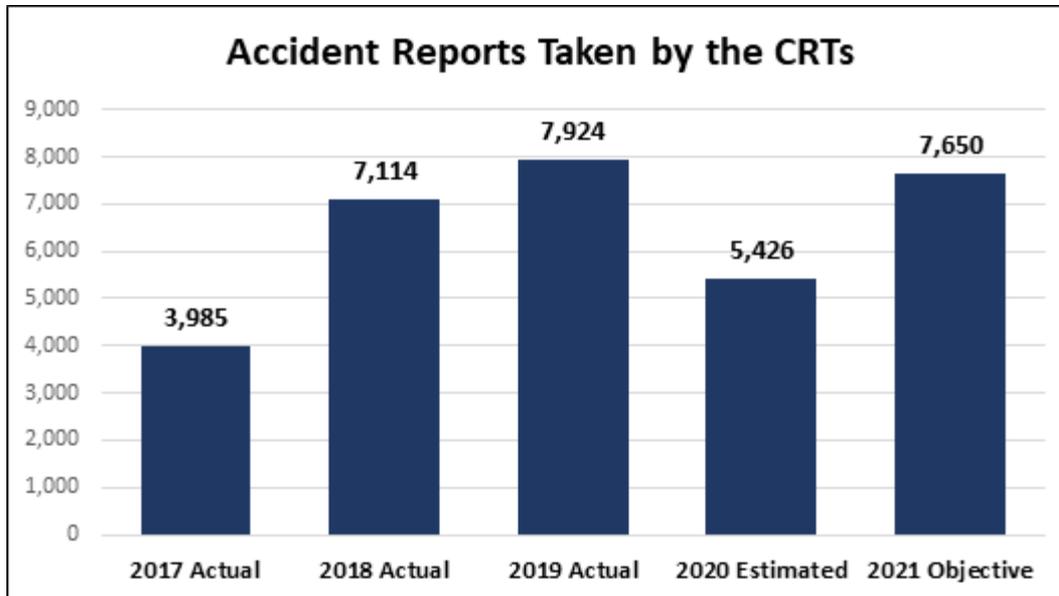
## Equity Framework

Data has shown that crime impacts our most vulnerable populations. High crime clearance rates serve to prevent future violence and provides resolution for families and loved ones.

# Alternative Response Crash Report Technicians

| Personnel Expenditures | FTE                       |
|------------------------|---------------------------|
| \$1,529,488            | 29 Limited PT (18.13 FTE) |

This extends the current civilian Crash Report Technician Unit permanently. These positions are vital to ensuring fast, cost-effective response to crash investigations that do not require a police officer.



## Key Impacts

Improves service delivery to all residents and visitors in the City as well as marginalized communities by providing a fast, cost-effective, civilian response to many crash investigations.



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# Police Patrol Districts

This Division includes:

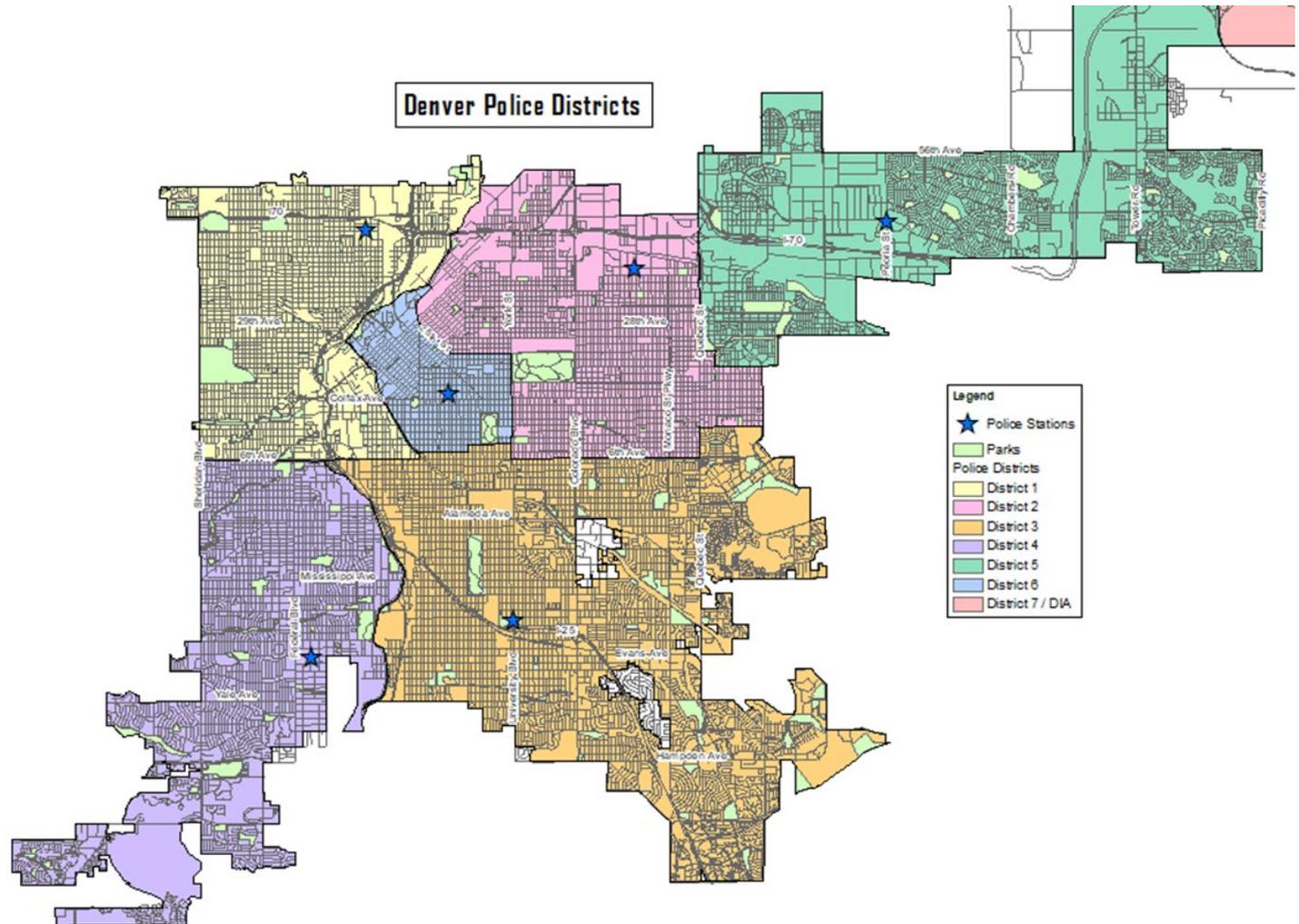
Six Patrol Districts who respond to  
to 911 calls for service, proactive efforts to  
prevent crime and district-level investigations

# Police Patrol Districts

911 Calls  
For Service

Geographically  
Located  
Crimes

Crime  
Prevention

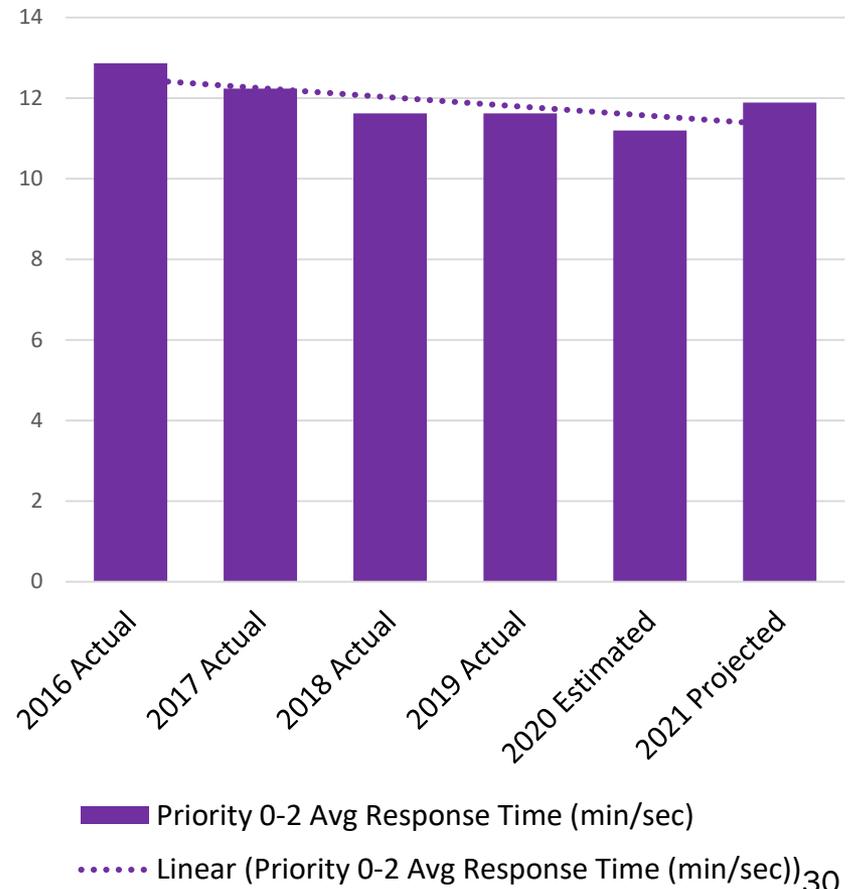


# Key Metric: Patrol Response Times

Through continued funding over an extended period, the Patrol Division has had adequate staffing to address the increasing workload

- Quick response times
- Nationwide Gallup Poll conducted in July 2020 indicated there is still a strong desire for police presence
- Marginalized communities are often disproportionately impacted by urban violence.

**Priority 0-2 Avg Response Time (min/sec)**



## Mitigating Actions to Deliver Service:

The current financial climate has caused all departments, including DPD, to focus on core functions to address violent crime and social harms. Denver is not alone in this current situation, but we have been reimagining policing for a long time and already have an extensive suite of non-traditional responses to calls for service and community needs. These include:

- Specialized civilian units for data, policy, and conduct review
- Civilian Crash Report Technicians
- Civilian Property Report Technicians
- LEAD (law enforcement assisted diversion)
- Co-Responders
- STAR (support team assisted response)
- Case Manager Hub

## Budget Equity Framework Summary

Data have shown crime disproportionately impacts our most vulnerable populations and exposure to violence has a lasting impact on our youth. This drives our operations during this unprecedented time to ensure we are focused on assisting those who have the greatest need in our community. This includes short-term precision policing efforts as well as long-term initiatives to address social harms in our community.



# Questions

*Work Hard & Treat People  
Right*



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