

READING CRIME REDUCTION PLAN



READING CRIME REDUCTION PLAN

Objectives:

- Increase police enforcement at every level.
- Insure the timely delivery of police services.
- Make the police more visible.
- Prevent, deter, or solve crimes and incidents at the patrol level more frequently.
- Refocus specialty units and outside agencies on supporting efforts of the patrol officers.
- Identify persons and properties causing recurring problems more quickly and devise plans of actions to abate their impact on the community.
- Engage the community in crime and disorder reduction efforts.

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- The overall strategy of this plan relies on the patrol officers taking ownership of their assigned patrol districts.
- All patrol officers become neighborhood police officers.
- Community Oriented Policing and Problem Solving (COPPS) becomes the method of service delivery.
- All divisions and units become support components of the Patrol Division.

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Steps Include:

- Making crime and disorder reduction the central focus of the police department and increasing communication and accountability at every level of the department.
- Imparting responsibility for crime and disorder abatement to teams of patrol officers, investigators, and supervisors working in specific geographical areas.
- Empowering police officers to take action without unnecessary bureaucratic interference.

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Steps Include:

- Identifying specific locations and persons who account for a disproportionate amount of police attention, either by repeat calls for service or by acts of crime and disorder.
- Using problem-solving skills to eradicate, diminish, mitigate, and move problems from neighborhoods.
- Partnering with a large number of organizations, agencies, and citizens to set priorities and increase the network of active crime-fighters.

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Steps Include:

- Fostering better police-community relations by creating a shared vision for safety and security, providing education and training, and constantly engaging in dialogue to identify problems and challenges and possible solutions.
- Maximizing the percentage of police officers actively engaged in street level crime and reduction activities.

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Steps Include:

- Applying technology to make downtown Reading and neighborhoods a harder target for criminals.
- Increasing resources by seeking non-traditional funding, such as alliances with the business community, neighborhood associations, private foundations, and other government entities.

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Making crime and disorder reduction the central focus of the police department:

- The police department will engage in geographical based policing.
- The city is already divided into policing districts. These districts will remain and perhaps be increased in number, and decreased in size.
- The districts will become integral to the overall service delivery formula.
- A group of officers, one from each of the platoons will be assigned around-the-clock responsibility for providing police services to each of these relatively small geographical areas.

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Special Units or Assignments to be considered as initial source of staffing for new district plan:

- QOL (5 officers -equivalency)
- COBRA (9 officers)
- SRO (6 officers)
- TRAFFIC (5 officers, 1 Sgt.)
- BIKES (3 Officers, 1 Sgt.)
- NPO (3 officers)
- VTF (2 officers, 1 Sgt.)
- CRIME PREVENTION (1 officer, 1 Sgt.)
- WARRANTS (1 Sgt.)
- TURNKEY (5 officers – equivalency)

TOTAL = 39 officers, 5 sergeants

Need 5 officers to establish each new district for 24/7 coverage

Need 20 officers to support four new districts.

Need 30 officers to support six new districts

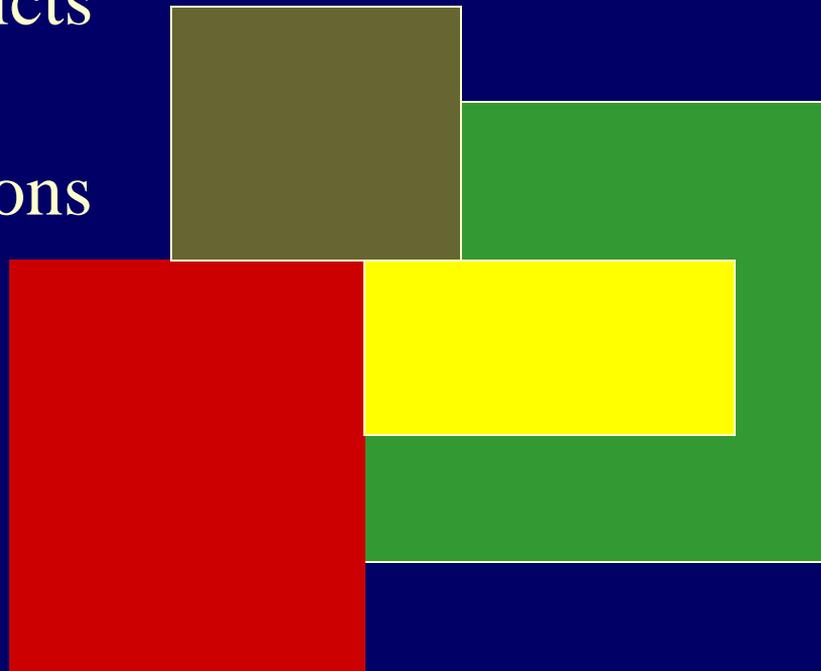
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Making crime and disorder reduction the central focus of the police department:

- The Lieutenants commanding the platoons become responsible for more functions than the current organization demands.
- They will be responsible for overseeing strategic plans and daily operations for crime control, order maintenance, and drug enforcement.
- They will have to make sure the platoon officers take an expanded role in these areas as well. They will manage the problem solving efforts of the platoon officers.
- Each Platoon Lieutenant will, in addition to their regular duties, be assigned to monitor the crime and disorder issues in some of the twelve or more policing districts.

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- City is divided into Quadrants
- A Platoon Lieutenant is responsible for crime and disorder abatement in one assigned quad
- Number of Districts Expanded to 14
- Keep patrol wagons



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Making crime and disorder reduction the central focus of the police department:

- Sergeants on each platoon will also be assigned a portion of the city and be responsible for overseeing the crime and disorder reduction efforts in this area.
- Sergeants (and Lt) will work with all of the police officers assigned to the same area as they, regardless of platoon assignment. They will use email and occasional police district meetings to help monitor and direct performance.
- This is unconventional, but results in more officers being aware of the activities and problem-solving efforts in their assigned area.
- Through periodic crime status meetings, commanders also become more knowledgeable about the entire city.

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Making crime and disorder reduction the central focus of the police department:

- The Captains of Patrol will be charged with approving strategies and resources requested by the platoon lieutenants.
- They will oversee efforts to abate traffic and parking problems, problem housing and commercial locations, licensed and unlicensed bars and speakeasies, and hotspot locations of drugs and disorder.

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Making crime and disorder reduction the central focus of the police department:

- Other divisions in the police department will respond to requests from the Patrol Division Inspector for special services, such as crime prevention, undercover surveillance, specialized details that they need to address a particular problem or issue.
- Monthly meetings will be held to review crime and disorder trends, discuss problems and problem-solving efforts, allocate resources, and make assignments based on current issues and challenges.

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Our strategy is the best of:

TRADITIONAL POLICING

- **Directed Patrol**
- **Hot spot policing**
- **Low tolerance**
- **Field Interviews/contacts**
- **Criminal Investigation by Patrol and CID**

COMMUNITY ORIENTED POLICING

- **Problem Solving**
- **Crime prevention**
- **Community partnerships**

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What works?

- Increased directed patrol at street corner hot spots
- Proactive field investigations of offenders- increased field interviews/ cards/ photos
- Aggressive and continuous investigations of serious crime and crime series
- Proactive traffic enforcement
- Dealing with community priorities (POP)
- Low tolerance of disorder and quality of life issues- (Broken Windows Policing)
- Ethics based policing
- Courteous and professional police response at every level of contact

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What doesn't work?

- Unfocused community policing initiatives
- Random patrols
- Neighborhood Crime Watch programs that lack police interaction and only organize around crime issues.
- Response to 'interest groups' rather than the community
- Incident driven, rapid response strategies
- Gun Buy-Backs

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Patrol Emphasis on:

- **Quality of Life Enforcement** – increase the ratio of citations to warnings.
- **Problem solving** – Evictions, Problem Bars, Problem People, Interrupt Drug Trade, Make Positive Contacts with people.
- **Hot Spot Policing** – Maintain high visibility in problem areas.

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3. Empowering police officers to take action without unnecessary bureaucratic interference. Officers will use the following guideline for taking action:

Reading Police Department Employee Empowerment:

- Is it ethical?
- Is it legal?
- Is it the right thing for the community?
- Is it the right thing for the Reading Police Department?
- Is it within our policies and values?
- Is it something that you can take responsibility for and be proud of?
- If the answer to these questions is YES – then don't ask permission- JUST DO IT!

Crime Triangle



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Four Basic Principles of Crime Reduction:

(Compstat Process)

1. Accurate, Timely Intelligence
2. Rapid Deployment
3. Effective Tactics
4. Relentless Follow-up and Assessment

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Officers in Districts Should Know:

- Identities of predatory criminals in their area.
- Including habits, methods, hangouts, and “hunting grounds.”
- When issuing citation or making lawful stop always run for warrants and after stop become familiar with criminal history.
- Review photos of those on beat who are on probation or parole and learn of restrictions imposed on each

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Do not under-estimate the power of the summary citation.

- Will lead to identification of predators as well as minor offenders.
- May prevent a more serious crime from occurring.
- Will lead to warrants and probable cause for further police action.
- Is an effective way to abate drug dealing, drug dealing locations, and neighborhood disrupters.
- Can serve as lever for uncovering more serious offenses and offenders.
- Is a basic tool for “Fixing Broken Windows” strategy.

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Every Case is a Big Case

- Don't always be looking for the “big” arrest and forsake the “little” ones.
- All arrests (and field stops) help to deter crime and slow predator activity.
- Disrupting the business of the drug trade and other criminal enterprises is an effective crime suppression method.
- If crime doesn't pay well in Reading and the risk of continuing illicit activity is high, criminals will move on.
- Officer's discretion in selecting enforcement targets is important

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Gather Intelligence Daily

- Use every stop and arrest to perform a mini interrogation/interview.
- Get admission of guilt/participation in current crime.
- Get identities and whereabouts of accomplices.
- Get statements about other crimes and criminals.
- Inquire about guns, gangs, drugs, fences, crack houses, chop shops, hotspots.
- DOCUMENT Information.
- Share intelligence with other officers and supervisors working in your district.
- Share with CID and Special Units when applicable.

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Must Write Reports!

- Cannot change code of a significant event just so a report will not be written.
- “Security Check” code overused, not descriptive.
- A lack of action or a lack of documentation leads to poor service and poor intelligence, thus resulting in higher crime and disorder.
- Code can only be changed with approval from supervisor when it will result in changing a report call to a non-report call.
- Documenting our actions also helps mitigate the effect of complaints and lawsuits.

Examples of Problem-Solving

Giant Food Store - Analysis revealed high level of retail thefts of single pack cigarettes. Marketing and display strategy altered after corporate involvement. Drastic reduction in thefts.

Sterling Place Apartment Complex - High call load due to disturbances, drugs, domestics, etc.. Calls were reduced due to lease and background screening changes.

A-Plus Mini Mart - High call load due to fights, curfew, thefts, loitering, etc.. Calls somewhat reduced as a result of increased signage, lighting, cameras, removal of pay phone.

Problem Solving Housing Actions

- **118 Howard Avenue- drug dealing**

- evicted one tenant, next tenant also dealt drugs
- contacted landlord and their attorney
- sent letter
- used Model Expedited Eviction of Drug Traffickers Act
- threatened County Action rather than DJ level

- **631 S. Lime Street- speak-easy**

- officer called Philly landlord at 0400
- quick eviction after the phone call

- **242 S Lime Street- drug dealing**

- evicted through back rent and destruction of property

**One officer alone initiated 75-100 evictions in the past 3 years.*

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Officer Activity

- “Jump Out” Interrupt Criminal Activity
- Conduct and document field interviews
- Look over list of field interviews from recent past
- Match up problem people and properties for enforcement efforts and code inspections
- Pursue on foot and catch people

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Expectations of every Patrol Sergeant

- Ensure that officers are productive in their uncommitted time.
- Engage in active call management to reduce cross beat dispatching and ensure beat integrity.
- Monitor progress of officers' problem solving activities.
- Coordinate team efforts for the entire City (investigations, patrol and community).
- Facilitate discussion of community crime, disorder and quality of life problems.
- Embrace and utilize community-policing philosophy in day to day activities.
- Acknowledge outstanding problem-solving activities.
- Sergeants need to lead, supervise, coach, correct, commend

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Characteristics of a Good Problem Solving Supervisor

- Knowing what officers are working on.
- Helping officers manage their time.
- Stressing cooperation, coordination, and communication within the agency and outside of it.
- Monitoring officers' progress, giving advise, prodding them to move more quickly or more slowly.
- Protecting officers from pressures within the department to revert to traditional methods.
- Knowing the officers' district and key citizens in them, and expecting the officer to know them better than you.
- Coordinating efforts across Platoons, districts, and agencies.

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Characteristics of a Good Problem Solving Supervisor

- Identifying new contacts and resources for officers.
- Insisting on good, accurate analyses of problems.
- Granting flexibility in duties when requests are reasonable.
- Running interference for officers to secure resources, protect from criticism, etc.
- **Supporting officers even when their efforts fail.**
- Managing problem solving efforts over the long run.
- **Giving credit to officers when they do a good job.**
- Realizing that this style of policing can not be ordered; officers must come to believe in it.

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Role of Leadership

- Empower personnel.
- Don't micro-manage.
- Re-emphasize purpose of change.
- Help visualize future.
- Be firm about moving forward
- Clarify roles and responsibilities.
- Quick successes and celebrations.

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**YOUR COOPERATION AND SUPPORT
ARE NEEDED FOR SUCCESS!!!!**

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