



APRIL 2024

# 100 DAY REPORT

Prepared in response to Mayor Cherelle L. Parker's  
Executive Order No. 1-24



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## Message from Mayor Cherelle L. Parker

Dear fellow Philadelphians,

**On my 100th day in office as the 100th Mayor of Philadelphia, I am proud to deliver a comprehensive Public Safety Plan that addresses a sense of lawlessness and begins to return order to our City. Today, Police Commissioner Bethel has delivered that Plan.**

Statistics tell us that homicides and shootings are down this year compared to last year. What those numbers leave out is that last year marked the city's fourth-highest number of homicides in 30 years. So, while we are headed in the right direction, we have much more work to do to make Philadelphia the safest big city in America. And I will never be satisfied with the status quo!

Why? Because those trend lines also don't reveal how people truly feel. Quantitative statistics alone do not capture and acknowledge the reality of how neighborhoods are affected by gun violence, and the pain of losing loved ones to violence.

Last month, I stood at an intersection in Lower Northeast Philadelphia, trying to make sense of the senseless shooting of eight young students from a local high school as they waited at a bus stop. The perpetrators were later apprehended by our Police Department – and they were all young people, just like their victims.

Enough is enough! As your Mayor, I won't be satisfied until every person who lives here, works here, and plays here feels safe in their home, on their street, and in their neighborhood.

That is my promise to the people of Philadelphia.

I thank Police Commissioner Bethel and his staff for developing this comprehensive Public Safety Plan, which provides a strategic blueprint for this Administration to follow to deliver on our promise of a safer City.

Don't simply listen to what I say, watch what I do. We have only just begun.

Respectfully submitted,

Cherelle L. Parker  
100th Mayor  
City of Philadelphia



## Message from Police Commissioner Kevin J. Bethel

**Our vision for the PPD, which aligns with Mayor Parker’s call to action to create a Safer, Cleaner and Greener Philadelphia, is that all Philadelphia Police Department (PPD) personnel, regardless of role, will be laser-focused on the safety of our communities in a manner that reestablishes trust and legitimacy in our workforce.**

The Mayor’s Executive Order 1-24 declared a public safety emergency in the City of Philadelphia, “whereas every resident of the City of Philadelphia deserves to live, work, learn, and play in a safe and orderly environment.” It is my commitment that safety and trust will be the foundation of how this department executes all strategies now and for years to come. We will provide the best police service by developing strategies and tactics guided by data, information, intelligence, and evidenced-based practices. Now more than ever, we must be smart and judicious about allocating police resources. The answers to these questions provide the foundation for “evidence-based” policing strategies. To do this, we will invest in modern technology infrastructure that houses real-time, current, and accurate data that can be accessed by all police personnel. We must also have trained and talented people to help us develop systems that turn data and intelligence into actionable information.

We must understand what works, how much works, when it works, and where it works. Building off of the successful strategies that resulted in reductions in crime and violence when I was the Deputy Commissioner of Patrol Operations, which were informed by best and evidence-based practices, we will continue to draw on what works in policing to build trust and reduce crime and violence.

The PPD crime and violence reduction strategy will be three-fold, focused on prevention, intervention, and enforcement, supporting the priorities for this administration’s first 100 days and beyond. The development of the 100-day plan began on January 3rd, when the PPD executive team took an all-hands-on-deck approach by convening working group meetings and networking with police agencies nationally to learn about best practices and data-driven strategies that could be employed in Philadelphia. PPD leadership have attended community stakeholder meetings and engaged with business leaders. Most importantly, they have listened to the officers who serve the public at the district level about what works and asked residents what is important to them. Working with the Director of Public Safety Adam Geer and Managing Director Adam Thiel, we will ensure that the PPD’s work is informed by those we serve and those who are on the front lines of creating a safer Philadelphia.



## Message from Police Commissioner Kevin J. Bethel

This work will go beyond the first 100 days of this administration, and this is just the beginning of a larger effort. The PPD has already started the process for developing a more comprehensive five-year strategic planning process that will build on the Mayor's Executive Order. The five-year strategic plan will serve as the architecture for the PPD's larger crime and violence reduction plan, in which community partnerships, efficient operations and administration, and the use of technology and analytics tools will be the cornerstones of how we will do business. With this plan comes a firm commitment to enhance our outreach and communication strategies, so those that we serve will understand our mission to increase public safety in our great city.

A handwritten signature in black ink that reads "Kevin J. Bethel".

Kevin J. Bethel, Police Commissioner



# Guiding Principles for the Philadelphia Police Department

## SMART POLICING

“Smart Policing” must be the core engine driving all of our work. We cannot afford to be anything but objective and based in evidence with everything we do. Only by grounding our work in data – understanding the who, what, when, where, why, and how much – can we comprehend what is effective, the quality of our strategies, and the impact our work achieves. This pertains not only to how we implement strategies in operations, but also how we approach organizational challenges, technology investments, and our work with the community in developing strong and trusting partnerships.

## PHILLY STAT 360

Philly Stat 360 will be a crucial component of our operations work in Smart Policing. Adopted from the [COMPSTAT 360](#) model, Philly Stat 360 operates out of the Mayor’s office and is a strategic approach that supports, fosters, and informs problem-solving focused on quality-of-life issues and nuisance crimes in Philadelphia. The approach enables City government partners, law enforcement agencies, community members, advocates, and other service providers to better understand their interrelations and collaboratively identify, prioritize, and solve problems. Philly Stat 360 will drive tactics and data-driven accountability not just within the Police Department, but also with other Departments and community-based organizations. It will objectively

show us and the public our successes, as well as our failures, which we cannot be afraid to view. Only by acknowledging when something is not working can we move forward together toward new solutions.



# Guiding Principles for the Philadelphia Police Department

**Community Partnerships.** The Philadelphia Police Department has started to expand the scope and depth in what we mean by community partnerships and engagement. “Community” will mean both the public we serve, external agencies, and our internal workforce. The PPD will need to develop strategies to re-establish trust and legitimacy with those whom we have defined as partners in order to truly create meaningful and impactful partnerships, in which we can objectively measure outcomes and benefits. To achieve this goal, the PPD in March 2024 established the Community Partnerships Bureau (CPB) and has elevated community engagement to the level of Deputy Commissioner. This Deputy Commissioner will serve as a direct report to the Police Commissioner to ensure this new Bureau has the appropriate status within the Police Department, authority, and resources to succeed. This is an emerging trend for police departments, like those in Baltimore, Boston, and Los Angeles, on prioritizing community engagement at the highest level. **Our communities will now have a champion that reports directly to the Police Commissioner.** Community partnerships will be grounded in our personnel understanding that our residents, visitors, and business owners in each of our neighborhoods have unique characteristics, strengths, and challenges.

We know that we need to provide our personnel with a variety of tools to address the specific needs of the communities they serve. Our Captains will work hand-in-hand with the personnel of this new Bureau, creating a synergy with all stakeholders to focus on continually building and enhancing constructive, solid, and lasting relationships. Bureau and District personnel will be trained together in problem-solving and engagement strategies that will allow them not only to meet the public, but to also provide police services that result in outcomes that build safer communities. As part of the problem-solving work, the Bureau will play a significant role in the Philly Stat 360 process, working with other City agencies focused on nuisance crime abatement and quality of life issues. The Bureau will be part of the PPD’s inclusive, citywide, strategic planning process that will involve community members from every part of the city, other City and state agencies, and our dedicated officers and professional staff.

# Guiding Principles for the Philadelphia Police Department

**Prevention, Intervention and Enforcement.** Since 2020, the national sentiment has swung like a pendulum against the police to the point where many were advocating for defunding police departments entirely. Much of the criticism was warranted, and departments across the country began to implement long-overdue reforms. Consequently, the pendulum is slowly moving, because policing is again focusing on getting back to the core basics of delivering quality police services to our communities. The PPD has made a deliberate decision to focus on the basics of Prevention, Intervention, and Enforcement (PIE). This is the foundation of policing, and when executed, can create safer communities where people can live in our city without the fear of crime. This foundation of **Prevention, Intervention, and Enforcement** requires each pillar to work in concert to be effective. While the goal of policing is to prevent crime and disorder from occurring in the first place, prevention and intervention work is most effective when the certainty of enforcement is present, including consequences for those who victimize people and damage or steal property. The PPD is just one of the many components of the Philadelphia criminal justice system, and our role is to enforce the law regardless of what occurs downstream from the point of arrest through measured, targeted efforts, not by over-policing and alienating our neighborhoods.

**Modernization of Technology and of the Organization.** In order to function effectively at current staffing levels, the Philadelphia Police Department must commit itself to rapid modernization and administrative efficiency. This includes an information technology infrastructure and governance that removes silos of data and makes it available to decision makers in the form of actionable information. This means rapidly moving towards paperless processes and reduction of duplicative reports through the execution of a strategic IT roadmap. In parallel to the technology, the organizational structure, policies, procedures, procurement strategies, and training of our workforce must be modernized as well. An example of this activity is the recent programming of a grant from the Pennsylvania Commission on Crime and Delinquency and America Rescue Funds which allows us to significantly enhance our operational capacity. Through this grant, we are purchasing a much-needed records management system to transition to paperless operations and, through a phased implementation process, adding in-car cameras to all of our vehicles. We will also be introducing sensors to our gun holsters that will automatically activate the body cameras when an officer draws their gun. This complements the current advancements that activate the body-worn cameras when the Taser is deployed. Lastly, we are exploring the use of video technology to rapidly respond to calls and streamline our response capabilities. We must ensure that we can efficiently function with minimal administrative overhead while still effectively implementing successful projects across the organization.



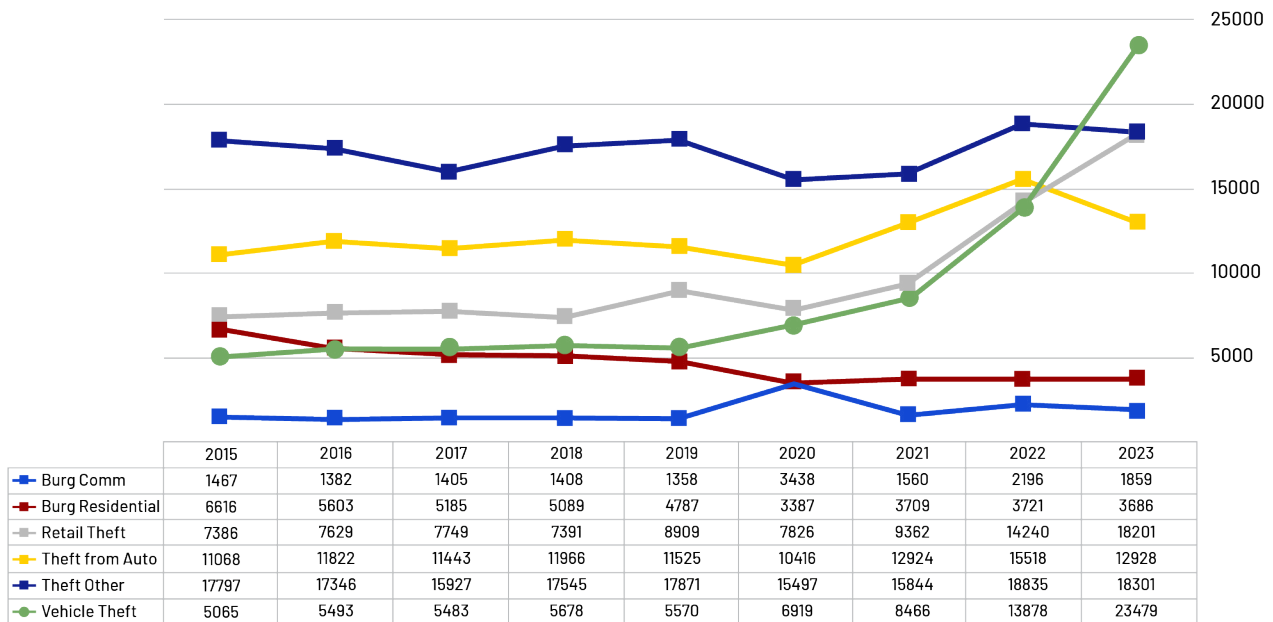
# Performance Goals for Crime and Violence Reduction

With the significant uptick in property crimes such as retail theft and stolen vehicles, as well as “quality of life” crimes, the PPD must address these rising crime patterns in addition to our gun violence. These types of crimes contribute as much, if not more, to the day-to-day experience of our citizens and small business owners and create an environment that lacks any sense of safety. If we do not address the totality of crime, we cannot create a city where people can live and thrive.

The PPD is actively underway in redefining what “proactive policing” means. Traditionally, this included quality of life enforcement, narcotics sales enforcement, and investigative pedestrian and vehicle stops, also referred to as “Terry Stops”.

Over the past decade, we have focused heavily on discussing what our “officers cannot do” instead of considering what we want our “officers to do.” This is our opportunity to rethink what we mean by proactive and community policing, which has been the backbone of every effective policing strategy. This includes proactive stops, based upon reasonable suspicion, regular foot beats, voluntary and intentional engagement with the community, business security checks, SEPTA security checks, and “park and walks” where officers park their patrol cars and walk among the community to build relationships. Our officers will reengage in crime fighting with our community partners and will have the full support and backing necessary to be successful.

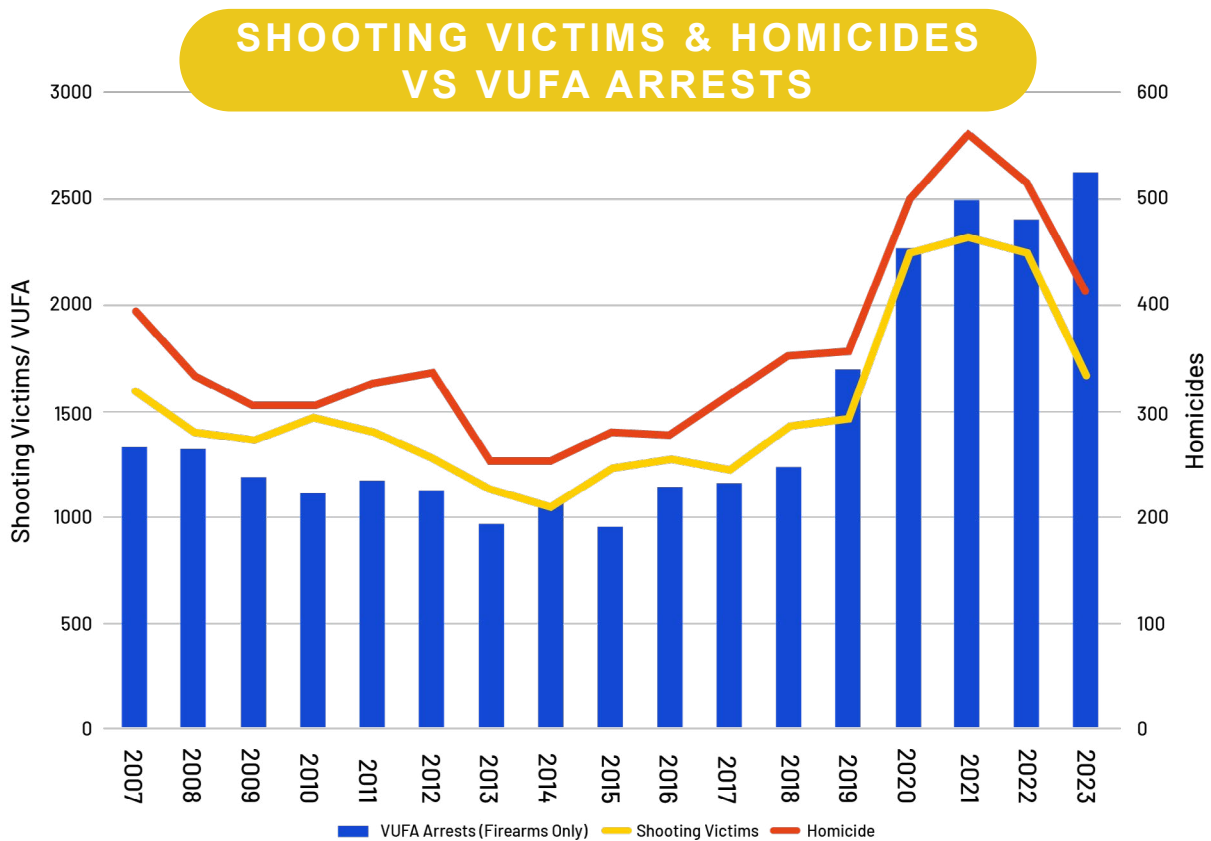
## WHAT IS THE TREND IN PROPERTY CRIMES?



Property crime spiked in 2023, driven by increases in retail theft, theft from auto, and stolen cars

# Performance Goals for Crime and Violence Reduction

Implementing and appropriately evaluating crime strategies in a scientific manner is challenging, including measuring what proactive efforts are effective, particularly within the context of a city in a crime emergency. In these situations, City government must balance the need to quickly respond to the emergency, while ensuring our strategies and tactics are based on sound evidence and evaluated objectively. Ideally, every strategy or tactic utilized would undergo rigorous evaluation (such as randomized control trials) using unbiased, third-party research partners. Unfortunately, that cannot always be the case. Instead, we must rely on research from other jurisdictions, implement quickly in response to a crisis, and perform less rigorous evaluations after the fact, making a variety of assumptions in the process. Other times, when employing relatively complex strategies, which may not have a body of research to support their use, we must deliberately be patient, partner with research institutions to design a research model, and carefully evaluate.



Homicides, shooting victims, and illegal firearm arrests (VUFA) have been steadily increasing since 2015, with a marked increase during the pandemic and civil unrest of 2020 and 2021.

# Performance Goals for Crime and Violence Reduction

Regardless of whether or not we employ a rigorous evaluation, or implement quickly, it is critical that we determine what “success” is before analysis is completed. This means, that we as a department, should determine measurable objectives, or key performance indicators, and how to identify significant changes in those outcomes prior to the implementation of crime control strategies and that, critically, we do not change those determinations in response to the data produced by the intervention itself. These requirements allow us to be as unbiased as possible while completing internal evaluations. If we are not “successful” based on these requirements, we must learn from the process, adjust as needed, or abandon the effort entirely to try something different. With these caveats in mind, the PPD has determined the following performance metrics for success.



## Reduce Citywide Homicide and Shooting Victims

### PHASE 1

Reduce to pre-pandemic levels  
Reduce citywide homicides and shooting victims by 20% (328 homicides and 1328 shooting victims)

### PHASE 2

Reduce to historic lows in 2014  
Reduce an additional 25% below pre-pandemic levels (246 homicides and 996 shooting victims)



## Reduce Citywide Property Crime

Reduce stolen autos and retail theft by 50% (9,075 retail theft incidents)

Reduce commercial and residential burglaries, and theft from auto by 10% (1,669 commercial burglaries, 3,317 residential burglaries, and 11,672 thefts from auto)



## Increase Clearance Rates

Increase homicide clearance rate to 60%

Increase non-fatal shooting clearance rate to 35%

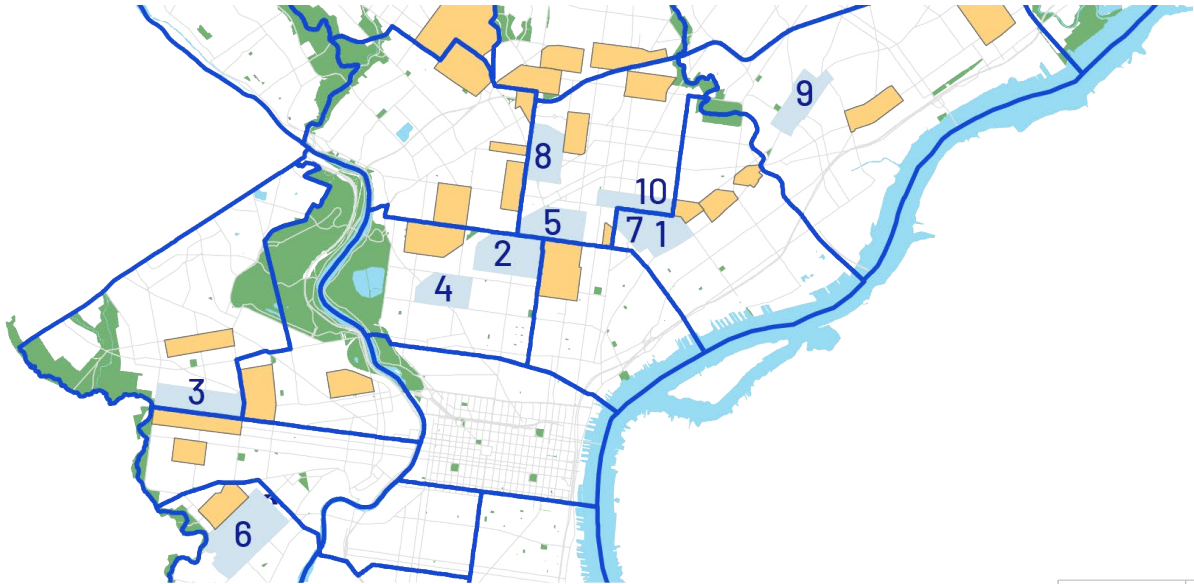
# Performance Goals for Crime and Violence Reduction

To achieve these goals, the PPD must adjust to our current staffing levels to approximately 5,300 officers, not our authorized strength of 6,380 sworn personnel. With less personnel, we must be deliberate and efficient with the allocation of our resources.



# Crime Trends Guiding Our Performance Goals

## TOP 10 SHOOTING GRIDS BASED ON 3-YEAR AVERAGE

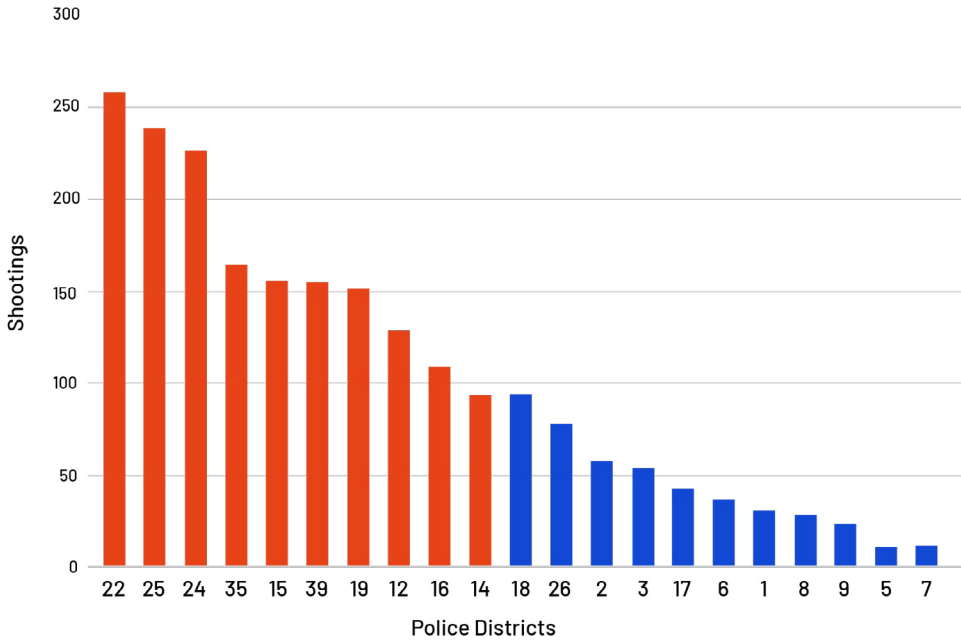


Rank	District	Grid	Grid Location	2019	2021	2022	2023	3-year avg	% Change 19' vs 23'	% Change 22' vs 23'
1	24	242a	Allegheny - Somerset / Frankford - D St	35	83	102	59	81	69%	-42%
2	22	221A	Lehigh - Susquehanna / Broad - 20th	31	82	58	46	62	48%	-21%
3	19	192a	Vine - Market / 52nd - 63rd	34	53	42	41	45	21%	-2%
4	22	222C	Diamond - Cecil B Moore / 20th - (Newkirk/Glenwood)	40	53	51	28	44	-30%	-45%
5	25	254a	(Glenwood/Clearfield) - Lehigh / 4th - Broad	27	53	43	30	42	11%	-30%
6	12	124a	50th - 61 / Woodland - Florence	35	52	41	29	41	-17%	-29%
7	24	242a	Allegheny - Tusculum / (D St/Ruth) - Front	36	57	44	20	40	-44%	-55%
8	25	251b	Lycoming - Ontario / 9th St - Broad	23	54	39	24	39	4%	-38%
9	15	151a	(Bridge/Brill) - Unity / (Duffield/Hedge) - (Leiper / Saul)	22	31	44	29	35	32%	-34%
10	16	253a	Ontario - Allegheny / G St - American	18	35	37	27	33	83%	-6%

The PPD’s data analysis of crime and violence shows that 10 police districts drive 78% of our shooting victims. While every neighborhood is valued and important, we must surge our resources in these areas, as they also drive the vast majority of property and other crimes.

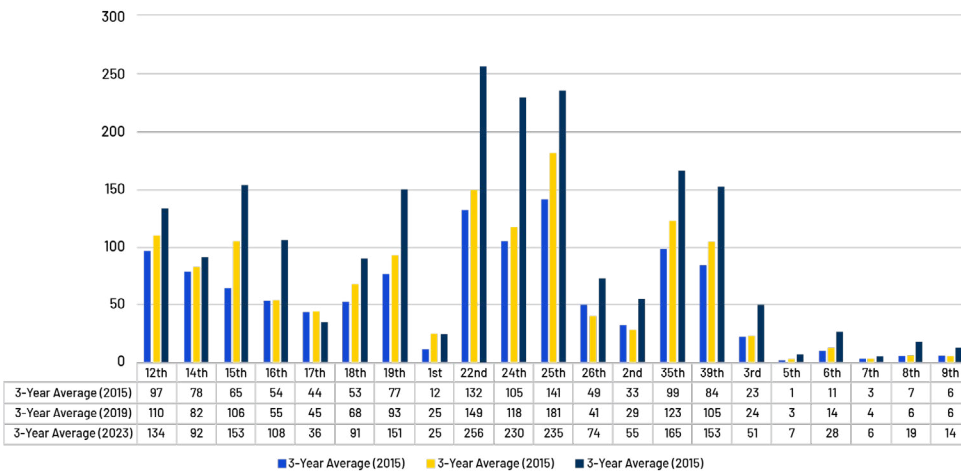
# Crime Trends Guiding Our Performance Goals

## 3-YEAR SHOOTING AVERAGE BY DISTRICT



The top ten districts are selected from 3 year averages of fatal and non-fatal shootings.

## 3-YEAR SHOOTING AVERAGE BY DISTRICT



To support goal-setting, these sets of 3-year averages show the level of violence before the pandemic, as well as the record lows of 2015.

Even within these 10 districts, there are specific targeted areas or “pinpoint grids” that can narrow our efforts further. These top 10 grids comprise more than 30% of our shooting victims, in only a fraction of the area of the city. If we use evidence-based policing tactics to focus on these areas and focus our City resources through the Philly Stat 360 process, we can make citywide impact quickly. The PPD is able to do this while continuing to provide quality police service to all of our neighborhoods, expanding our focus as we work diligently to modernize our workforce, streamline our administrative processes, and rebuild our full staffing levels.

We must recognize our shared responsibility and stand at the intersection of change. In the face of ongoing concerns about violent crime and quality-of-life issues impacting residents and visitors, a unified purpose and course of action are imperative.

## MAYOR PARKER'S EXECUTIVE ORDER NO. 1-24

To achieve this, Mayor Parker has tasked the PPD to present a comprehensive and actionable 100-day plan that outlines the strategic initiatives and collaborative efforts we will undertake to address these pressing challenges. Through proactive measures, community engagement, and data-driven effective law enforcement strategies, we are committed to creating an environment where everyone can thrive, free from the shadows of violence and insecurity. This plan is in direct response to Mayor Parker's Executive Order No. 1-24, which tasks the Philadelphia Police Department with prioritizing the following five strategies focused on creating a safer city.

- 1. Create a plan for reducing the elevated levels of violent crimes, particularly gun-related crimes.** A key focus of our plan is the reduction of violent crimes, especially those involving firearms. We will implement targeted initiatives to address the root causes of gun-related violence, including enhanced intelligence efforts, community outreach, and partnerships with other law enforcement agencies to trace and prevent the illegal trafficking of firearms.
- 2. Create a plan to combat the elevated levels of crimes against property and quality-of-life offenses.** We understand the importance of addressing quality-of-life issues and property crimes to create a sense of security for our residents. Our officers will receive specialized training to handle these matters effectively, and we will implement proactive measures to deter property crimes, vandalism, and other offenses affecting the well-being of our community.
- 3. Develop a strategy to permanently shut down all pervasive open-air drug markets.** To combat drug-related crime, we will intensify our efforts to dismantle open-air drug markets. This involves increased surveillance, undercover operations, and coordination with other relevant agencies to disrupt and dismantle drug trafficking networks. Our goal is to create safer neighborhoods and improve the quality of life for all residents.



- 4. Create strategies for maximizing the deployment of the current police force.** Our first priority is to maximize the deployment of our current police staffing. Through a comprehensive analysis of crime patterns and data-driven insights, we have developed strategies to amplify our current resources and allocate them where they are most needed. This approach will ensure a more efficient and targeted response to emerging crime trends.
- 5. Create strategies for increasing the number of police officers trained and equipped to engage in community policing across Philadelphia.** Building trust between law enforcement and the community is crucial for effective crime prevention. To achieve this, we are providing our officers with specialized training on community policing strategies. We aim to foster positive relationships with residents, business owners, and community leaders to create a collaborative and supportive environment. True public safety requires a balanced partnership between law enforcement and the community. We will actively engage with community members to solicit their input, address their concerns, and work together to identify and implement solutions. This collaborative effort will empower residents to take an active role in the safety of their neighborhoods.

The development of this 100-day plan is the precursor for the PPD as we begin our five-year strategic planning process. We will always ensure that our focus on crime and violence reduction aligns seamlessly with Mayor Parker's vision for this City to be a "Safer, Cleaner, Greener Philadelphia, with economic opportunity for all." We are committed to implementing these strategies diligently, ensuring the safety and well-being of our vibrant community.

**OUR MISSION** is to be the model of excellence in policing by working in partnership with the community and others to:

**FIGHT** crime and the fear of crime, including terrorism;

**ENFORCE** laws while safeguarding the constitutional rights of all people;

**PROVIDE** quality service to all of our residents and visitors; and

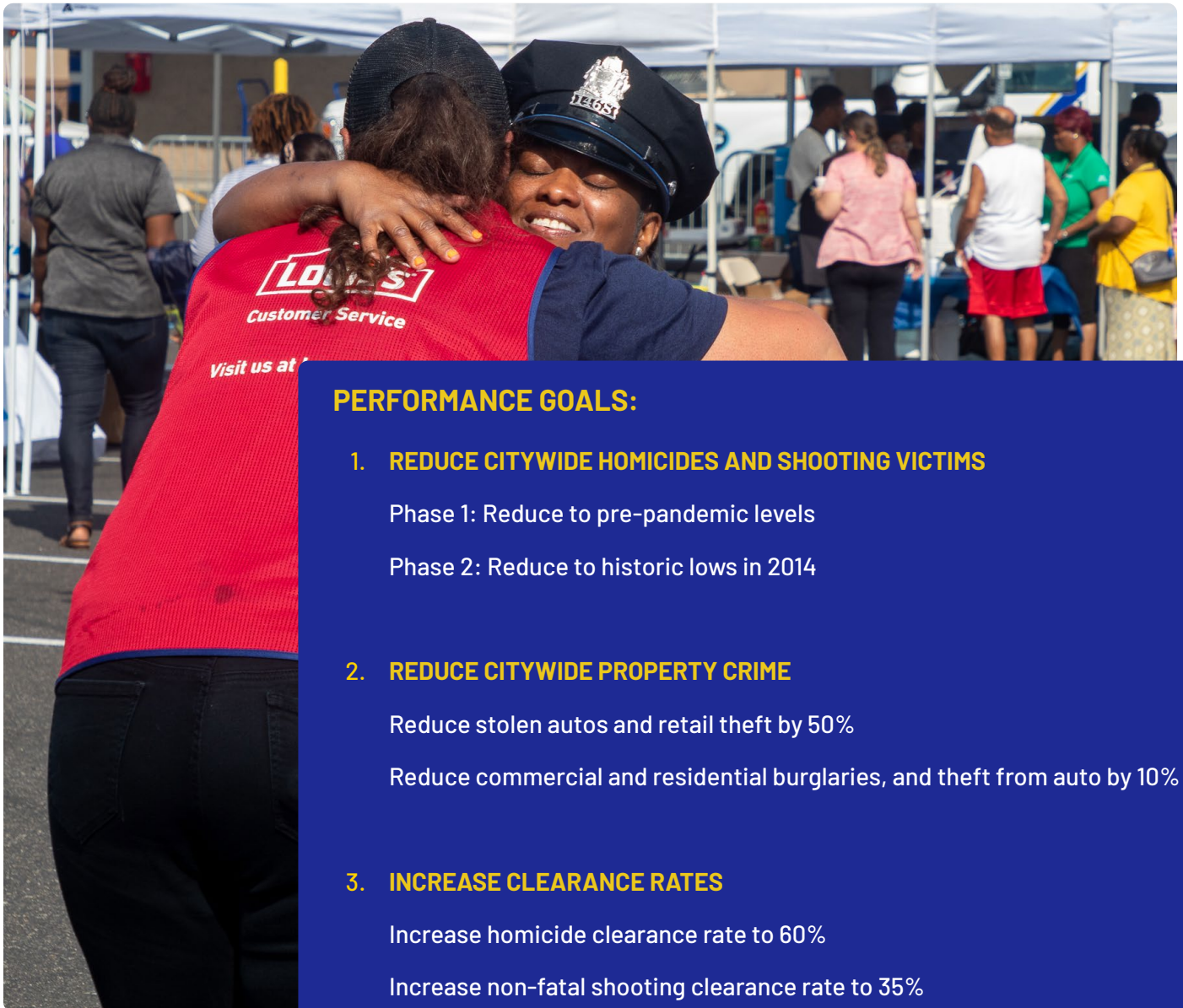
**CREATE** a work environment in which we recruit, train, and develop an exceptional team of employees.



## EXECUTIVE ORDER MANDATE #1:

# Create a plan for reducing the elevated levels of violent crimes, particularly gun-related crimes.

The PPD has evaluated the citywide crime data and has developed the crime and violence reduction goals for 2024 as part of its 100-day plan. This plan has two significant strategies: **a surgical focus on the ten most violent police districts**, which accounted for approximately 78% of the city's shooting victims last year, and **a larger citywide effort to reduce crime, restore order, and improve quality-of-life issues in our neighborhoods and business corridors**. These factors will drive patrol, investigative resources, and personnel deployments.



### PERFORMANCE GOALS:

#### 1. REDUCE CITYWIDE HOMICIDES AND SHOOTING VICTIMS

Phase 1: Reduce to pre-pandemic levels

Phase 2: Reduce to historic lows in 2014

#### 2. REDUCE CITYWIDE PROPERTY CRIME

Reduce stolen autos and retail theft by 50%

Reduce commercial and residential burglaries, and theft from auto by 10%

#### 3. INCREASE CLEARANCE RATES

Increase homicide clearance rate to 60%

Increase non-fatal shooting clearance rate to 35%

## CREATE A PLAN FOR REDUCING THE ELEVATED LEVELS OF VIOLENT CRIMES, PARTICULARLY GUN-RELATED CRIMES.

**Operation Pinpoint:** At the beginning of a new administration, it is typical for leadership to replace any existing strategies with their own. This makes sense when strategies from the new administration vary significantly from the previous one. That stated, any opportunities to retain continuity of strategies across administrations should be leveraged. Operation Pinpoint achieved an extremely important accomplishment from former administrations: it aligned the Police Department's geographic priorities with all other City agencies. Operation Pinpoint will provide the framework for the Philly Stat 360 process outlined by Mayor Parker, targeting the neighborhoods most impacted by crime and disorder and coordinating priorities across multiple agencies. Through focusing PPD efforts, we can ensure that we employ our

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**Re-engineering COMPSTAT.** A critical foundation of the crime and violence reduction strategy has always been the use of COMPSTAT. This accountability model has been an effective tool, but its purpose and mission have evolved over the years. COMPSTAT, a citywide effort, will now primarily focus on accountability and responsibility, with an increased emphasis on creating action steps for all crime reduction and community engagement strategies. Commanders will be tasked with creating realistic, actionable, data-driven crime reduction and quality-of-life action plans, which will guide and direct how personnel are deployed and how resources are allocated. With the upcoming changes to PPD COMPSTAT, this will require that upper-level commanders and district

resources in the most effective way possible to keep our neighborhoods safe from violence.

The place-based and offender-focused tactics that drive Operation Pinpoint are based in data and evidence. Combining community policing, problem-solving, focused deterrence, and other offender-focused strategies with our federal and state law enforcement partners has a proven track record of making an impact. We must consider, however, the number of "pinpoint areas" we define. To start, we must focus only on the most impacted neighborhoods and not scale too quickly to make sure we are effective. This is why we must start with our top 10 most violent districts and the top 10 most violent pinpoint areas, "focusing on focus" across every City agency. The plan will be executed in the following ways:

captains report their efforts in violence reduction, addressing quality-of-life issues, and community engagement activities to their peers. This meeting will focus on action items that are solely focused on creating safe neighborhoods and business corridors across the City of Philadelphia.

**Redefining Police Activity.** PPD leadership is focused on clearly redefining "police activity" to drive accountability and enforcement resources in hot spots using data. Recognizing that the national and local narratives for police have been focused on what officers are not able to do, the PPD is going to create a paradigm shift sharing what officers can do to reduce crime and violence.

## CREATE A PLAN FOR REDUCING THE ELEVATED LEVELS OF VIOLENT CRIMES, PARTICULARLY GUN-RELATED CRIMES.

**Redefining Police Activity Cont.** The refocusing of expectations for all sworn officers and civilian professional staff allows for ownership and accountability for providing quality police service to the communities they serve. Officers will be directed to engage community members through basic activity such as “park and walks” and business corridor security checks. Currently, the 12th district captain is piloting a data-driven tactical engagement program that, if successful, will be implemented citywide.

**Mobile Surge Teams to Supplement Patrol Operations.** Focusing on how to best deploy personnel, upper-level commanders have been asked to examine districts, administrative, and specialized unit personnel to begin removing redundancy in functions. This effort is designed to examine how to identify personnel resources that could be assigned to crime reduction and community engagement efforts. Additionally, police personnel who are not currently assigned to police districts, but are in specialized and administrative units, will be strategically deployed to areas of need driven by real-time crime data analysis. The PPD will have surge teams deployed throughout the course of 2024, adding a contingent of additional officers and supervisors for weekend tours at peak times for crime and violence. These surge teams will be able to respond to hot spot areas and large unsanctioned events, in addition to planned or unplanned incidents that pose public safety concerns for the city. The PPD will track crime data and the results of this deployment so we can adjust staffing accordingly to ensure resources are being used as effectively as possible.

**Expanding Footbeats.** As a key component of Mayor Parker’s safety plan, the PPD has made a firm commitment to deploying newly graduated police officers to footbeats in community and business corridors across the city. Being visible in our communities is one of the most important strategies for community engagement and crime deterrence. This approach will allow new police officers to engage with the community while also impacting crime along these impacted corridors. Moving to a footprint model with steady assignments will allow officers, residents, and business owners to develop partnerships through regular interaction, working towards the common goal of co-producing public safety that brings a restored sense of security in the neighborhoods.

This work is intended to both rebuild and further strengthen the foundation of trust between the communities and the police. In connection to our footprint program, this process will reset these relationships and create a sustainable network of engagement that can be revisited for outreach, inclusive operations planning at a neighborhood level, and community sentiment and other surveys. In March, the PPD began to deploy graduated officers to designated footprint areas across the city. This strategy will continue with the graduation of each subsequent class, which will be assigned to enhance the existing foot patrols or create additional ones. The PPD anticipates being able to assign 129 new officers from academy classes to footbeats by the end of June 2024.

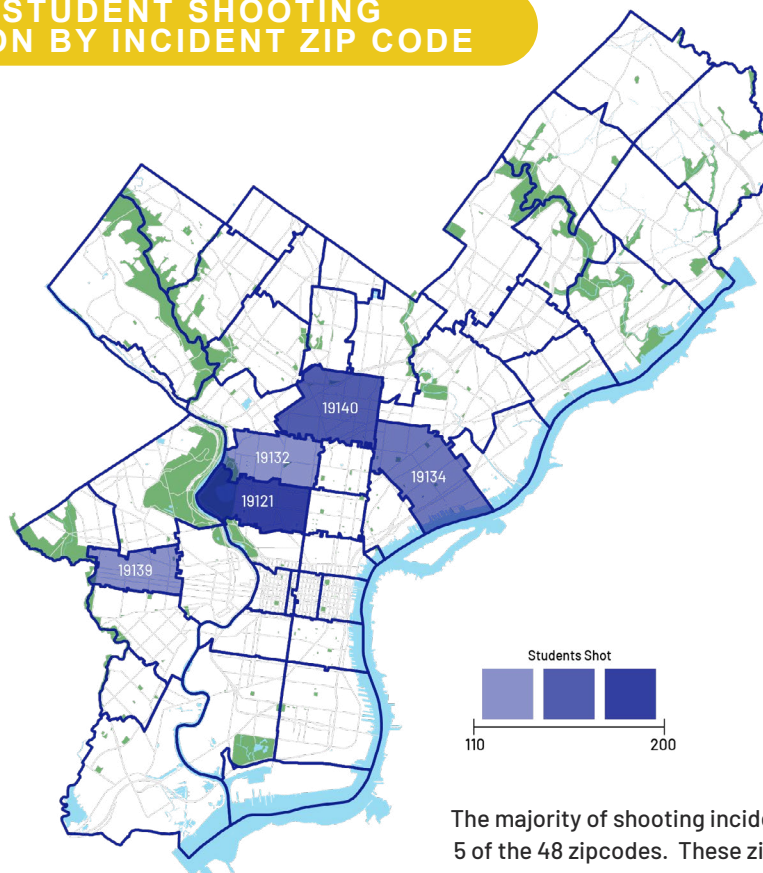
## CREATE A PLAN FOR REDUCING THE ELEVATED LEVELS OF VIOLENT CRIMES, PARTICULARLY GUN-RELATED CRIMES.

**Enhanced School Safety Plan:** While every juvenile victim is a tragedy, the vast majority of our shooting victims and shooting perpetrators are adults. 90% of our shooting victims remain over the age of 18, with an average age of 27. 89% of our arrests for shootings are also adults with a similar average age. With smart policing in mind, we must ensure our resources are properly distributed to have the greatest impact on the overall problem of gun violence, while still protecting our children.

The School District of Philadelphia analyzed the juvenile gun violence problem and discovered the following:

- Each school year since 2020, approximately 80% of youth shooting victims in Philadelphia are active students.
- Active students are more likely to be shot during weekdays between 2:00PM and 5:00PM.
- The majority of active students are shot in five of Philadelphia's 48 zip codes.
- Active students are more likely to be shot close to school as compared to home.

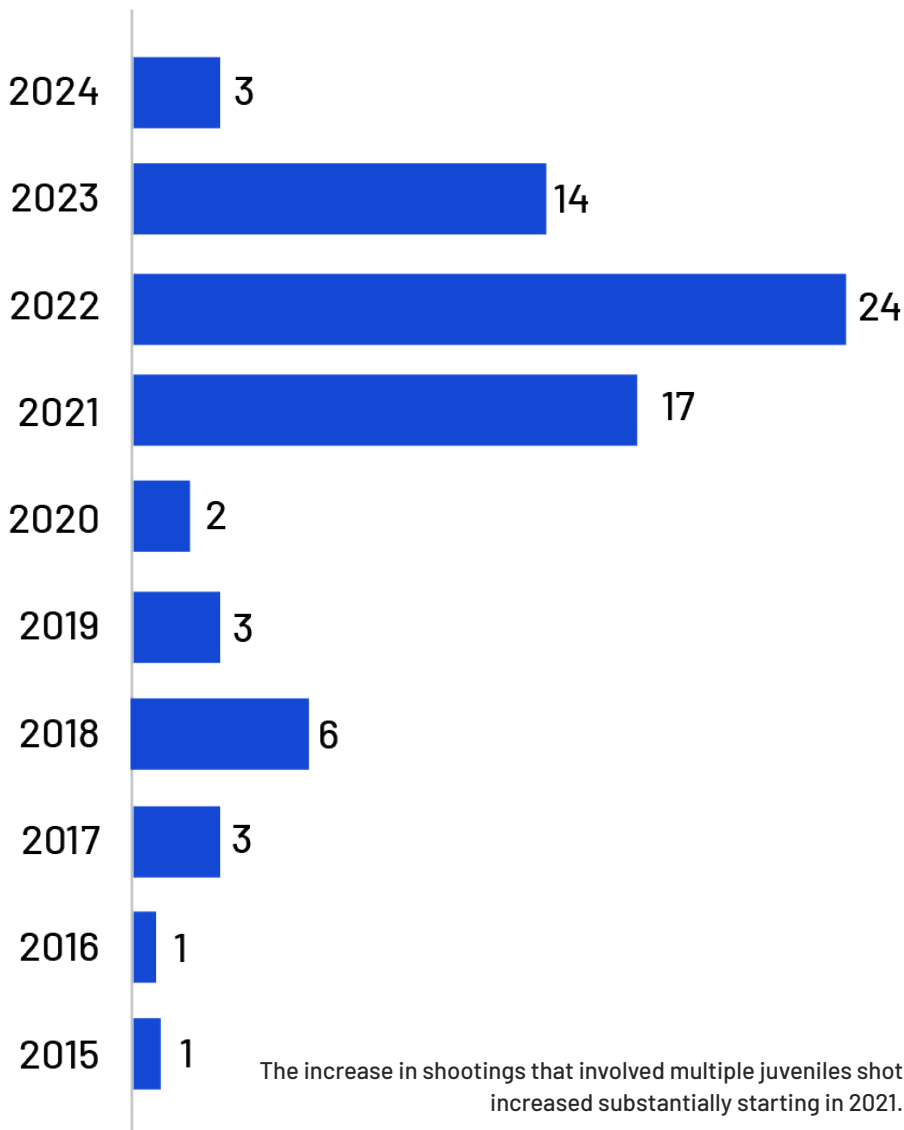
### ACTIVE STUDENT SHOOTING VICTIMIZATION BY INCIDENT ZIP CODE



The majority of shooting incidents involving students occur in 5 of the 48 zipcodes. These zipcodes coincide with the top 10 districts PPD is focusing on.

**CREATE A PLAN FOR REDUCING THE ELEVATED LEVELS OF VIOLENT CRIMES, PARTICULARLY GUN-RELATED CRIMES.**

**SHOOTING OCCURRENCES WITH MULTIPLE JUVENILE VICTIMS**

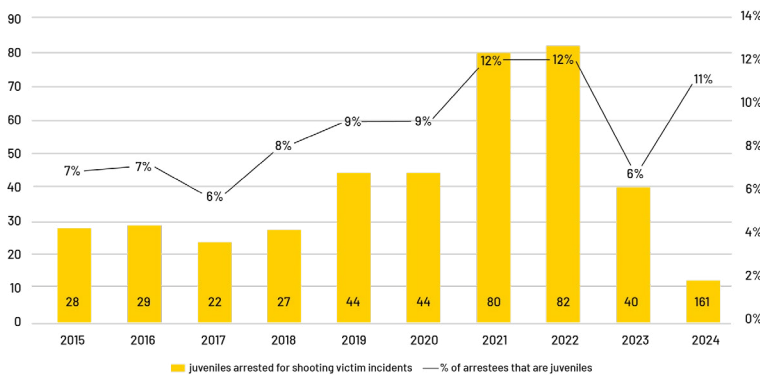


Juvenile shooting victims, incidents in which multiple juveniles are shot, and juvenile arrests for shooting others have all been rising steadily since 2015. In 2015, only 6% of our shooting victims were juveniles (81 total), while in 2023, that rose to 10% of all shooting victims (161). More concerning, in 2015 through 2020, we only saw a handful of shooting incidents per year in which multiple juveniles were shot. In 2022, that rose to a high of 24 multiple juvenile incidents. The percentage of arrests of juveniles also has risen since 2015, from 7% of total to 11% so far this year.

# CREATE A PLAN FOR REDUCING THE ELEVATED LEVELS OF VIOLENT CRIMES, PARTICULARLY GUN-RELATED CRIMES.

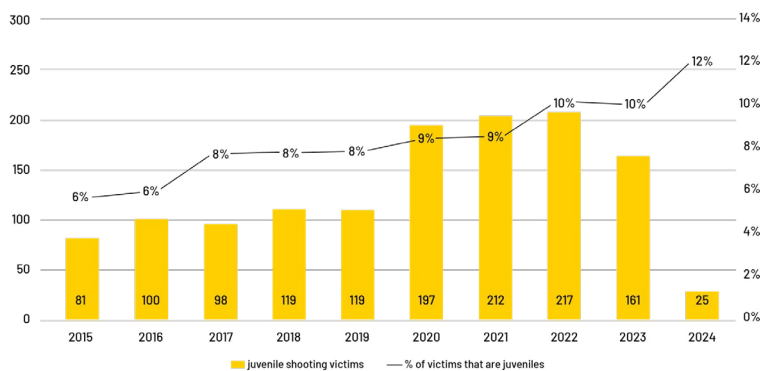
Given the incidents of violence that have taken place on and around school grounds across the city, PPD Patrol and Special Operations has examined the incident data focusing on violent crime and has developed an enhanced **School Safety Plan** for the remainder of the 2023-2024 school year.

## JUVENILES ARRESTED FOR SHOOTING COUNTS AND % OF ARRESTED WHO ARE JUVENILES



This plan was informed through an examination of violent crime incidents which took place within 1,000 feet of a school for a three-year period from January 1, 2021, to January 1, 2024. The results of the analysis informed the School Safety Plan, in which the PPD will provide additional specialized unit personnel that will be paired with existing patrol district school beats to enhance deployment and visibility during school dismissal times at high priority schools across the city in 13 police districts.

## JUVENILE SHOOTING VICTIM COUNTS AND % OF VICTIMS WHO ARE JUVENILES



The number of juveniles both shot and arrested for gun violence increased, as the violence increased, since 2015 and during COVID/civil unrest.

With the existing school beat officers from the identified districts, the PPD anticipates assigning upwards of two to three officers and supervisors from specialized units to each school from 1:30 PM to 4:30 PM, daily through June 2024. This plan is designed to create high visibility of police officers in an effort to provide a safe environment for students, teachers, and parents/guardians. In addition to high visibility, PPD personnel assigned to schools will focus on enforcing PA crimes code, vehicle code, City ordinances, and parking ordinances when warranted to respond to quality-of-life issues in and around school campuses in our neighborhoods.

Gun violence in our schools and among juveniles often begins online. In addition to the increased officer presence, the PPD is stepping up its efforts

in monitoring social media. This monitoring occurs in alignment with current PPD directives to ensure adherence to privacy policies, with associated training, so that officers and investigators have the necessary tools and techniques to be effective and possibly preempt shootings before they occur. The PPD is also reexamining its analyst program to provide additional resources inside police districts to support online information collection and analysis, so that actionable intelligence can be derived quickly and efficiently.

## CREATE A PLAN FOR REDUCING THE ELEVATED LEVELS OF VIOLENT CRIMES, PARTICULARLY GUN-RELATED CRIMES.

**Expansion of technology to increase clearance rates of homicides and non-fatal shootings.** The PPD will obtain and deploy additional technology and equipment to help reduce homicides and shootings citywide. This initiative, funded by a grant awarded to the District Attorney's Office (DAO) from the Pennsylvania Commission on Crime and Delinquency ([PCCD](#))<sup>2</sup>, will include the expansion of the License Plate Readers and video surveillance systems (VSS) cameras. This equipment will expand the PPD's ability to gather more real-time intelligence to aid in suspect apprehension, assist in valuable evidence collection for investigations, increase 911 efficiency, while reducing the strain on resources and freeing up patrol officers. This is intended to assist in the increase of apprehensions for homicides and shootings while deterring future violent crime.

The PPD License Plate Reader (LPR) deployment began in March 2024 and includes both mobile (on patrol cars) and fixed locations. The purpose of the LPR expansion is to support criminal investigations, record cars of interest approaching or leaving the scene of serious crime, and alert officers to the presence of stolen cars. More than 100 LPR units will be used to evaluate the effectiveness of the

technology. In the short term, 11 LPR units (10 fixed and one mobile) will be immediately deployed to critical locations such as the airport, bridges, and a Highway Unit patrol car. After the completion of the study in six to 12 months, and the value of the LPR system is confirmed, the remaining units will be deployed throughout the city where they are most needed.

PPD leadership continues to explore the expansion of existing technology and increase the clearance rates for both homicides and non-fatal shootings. Specifically, the department is looking to expand its [LEADS Online](#) software, which feeds into the PPD records management system, to allow tracking of fugitives and other wanted persons. The PPD is also researching the viability of increasing access to the CLEAR system, a proprietary software used to support investigations. The CLEAR system allows access to vast proprietary data to quickly search for information nationwide from one platform. Additionally, the PPD Investigations Bureau is looking at options to increase the number of cameras in the city, which would provide more coverage of street-level activity and video for investigation and prosecution.



## CREATE A PLAN FOR REDUCING THE ELEVATED LEVELS OF VIOLENT CRIMES, PARTICULARLY GUN-RELATED CRIMES.

**Enhancement and Expansion of Forensic Science Capabilities.** Forensic science has increasingly become critical to investigations and criminal proceedings throughout the world. Timely forensic science has the potential to identify serial criminals before they are involved in multiple shootings, rapes, homicides, or other violent offenses. The early identification of subjects and crime patterns by forensic efforts assists the City in solving and preventing crime. Additionally, forensic science allows for excluding individuals as suspects, developing investigative leads, and other enhancements to public safety through this data-driven process. The City has committed to a long-term effort to substantially increase and enhance forensic capabilities with a new laboratory facility and increased staffing to assist in investigating violent crime in 2024 and beyond.

- **Expansion of Philly Fast Brass program:** This program screens all recovered fired cartridge casings for NIBIN entry and produces thousands of linkages between shootings and crime guns. Six new Police Forensic Science Technicians have been hired and are currently being trained. This will allow the addition of a second shift and weekend coverage, which will increase the capacity for examinations and decreasing the turnaround time for leads to investigations. While some prioritized evidence is screened within 48 hours, the OFS receives more than 6,000 crime guns and 40,000 fired cartridge casings per year for screening, which has resulted in NIBIN screening being delayed by 12 to 15 days. A new team of NIBIN technicians was fully implemented in late March 2024, and the continued OFS goal will be to provide leads for all newly recovered evidence within 48 hours of crime gun recovery.
- **Enhanced DNA processing:** The OFS has used forensic investigative genetic genealogy to identify long-standing unidentified victims of homicide and potential perpetrators linked to cold cases, such as the “Boy in the Box” and “Fairmount Park” cases. The initial application of this technology was with cold cases. Moving forward, the OFS is emphasizing the utility of this technique for recent investigations that could immediately benefit from this enhanced DNA capability.





## CREATE A PLAN FOR REDUCING THE ELEVATED LEVELS OF VIOLENT CRIMES, PARTICULARLY GUN-RELATED CRIMES.

- **Staffing and vacancies:** The PPD, working with the Office of Human Resources (OHR) is actively hiring approximately 40 forensic scientist positions across multiple disciplines to return the OFS to its authorized strength before conducting additional hiring for future expansion efforts. This effort is working through the civilianization process as applicable. When sworn forensic examiners retire, resign, or transfer, they will be replaced with non-sworn forensic scientists, filling the forensic need and freeing a police officer position for patrol or other sworn law enforcement functions. Additionally, Police Forensic Science Technicians (PFSTs) will be hired for patrol and investigations to provide support related to evidence handling, packaging, tracking, transferring, and body-worn camera administration and tagging. These PFSTs will allow police officers to focus on primary sworn responsibilities. The first seven PFSTs began in district assignments on April 1st, with additional hiring and training occurring throughout the year.
- **Continued planning on strategic enhancement:** The PPD will continue to work with the Philadelphia Industrial Development Corporation [PIDC](#), the City's Department of Public Property, the Office of Information Technology (OIT), and other City offices to finalize the selection of a new facility and advance the larger effort to provide the City of Philadelphia with forensic services that are more appropriately resourced to meet the growing demands of modern law enforcement. Studies have shown that investments in forensic science have a significant return on investment, solve more cases, decrease serial crimes, improve an agency's level of public transparency, and increase community trust.



## CREATE A PLAN FOR REDUCING THE ELEVATED LEVELS OF VIOLENT CRIMES, PARTICULARLY GUN-RELATED CRIMES.

**Increasing Federal, State and Local Partnerships and Resources focused on Violent Crime and Gun Crime.** The PPD understands that our violent crime reduction strategy is executed with state and local partners, that can enhance safety for Philadelphians. The PPD has a rich history of collaborating with our federal and state partners and will continue to utilize these multi-jurisdictional task forces to combat gun crime and effectively reduce violent crime in our neighborhoods. The PPD has assigned police officers and detectives to the following agencies: Drug Enforcement Administration (DEA), Federal Bureau of Investigations (FBI), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Homeland Security Investigations (HSI), U.S. Marshals Service (USMS), PA Attorney General, PA Bureau of Narcotics Investigations (BNI), Philadelphia District Attorney's Office (DAO), and the Office of the Inspector General (OIG). These local, state, and federal law enforcement partnerships amplify enforcement efforts and maximize the Police Department's ability to investigate gun crime and arrest violent gun offenders. These joint operations will be executed using crime data to assign resources to the pinpoint grids, focused on significantly reducing violence and gun crimes in these neighborhoods. Federal partnerships are continuing to expand the adoption of cases, especially involving gun crimes, carjackings and Hobbs Act robberies. Operation Overdrive, a DEA partnership with the PPD Narcotic Enforcement (NETS) teams, targets drug sales and drug organizations in East Division, Philadelphia.

The PPD Investigations Bureau is collaborating with the Attorney General's Office and the DAO gun violence task force's forensic Analytics and

Program Division (APD) in order to expedite the processing of cell phone data and social media data to support investigations, with funding in place for the next five years. The PPD has direct access to upload and access data in the analytics and program division. This will not involve further investment by the PPD but will have several key components to increase access to technology and data sharing to address gun violence. Increased resources and information sharing will help increase leads and strengthen evidence in investigations and coordinate the prosecution of cases, which will lead to more successful prosecutions.

Our city is one of neighborhoods, where there is a rich history steeped with community-based and nonprofit organizations, advocacy groups, and local activists that have been working alongside this Department to support our crime and violence reduction strategies. These critical partners have been and will continue to be a key to our success, as safeguarding our city is a shared responsibility, and no one entity or group can reduce crime and violence on its own. Our practice of working with City, state, and federal partners to serve Philadelphians remains steadfast, and the PPD will cultivate new partners as we honor our longstanding ones. Between the newly developed Office of Safe Neighborhoods, led by Public Safety Director Adam Geer, this team will work with the City agencies and nonprofits that will support the PPD and Mayor's mission of creating safe and welcoming communities across our city.

## CREATE A PLAN FOR REDUCING THE ELEVATED LEVELS OF VIOLENT CRIMES, PARTICULARLY GUN-RELATED CRIMES.

In addition to the City's Group Violence Intervention (GVI) program, the PPD is exploring how to holistically prevent individuals, particularly our youth, from becoming involved in criminal acts and violence, through group and gang violence, as this often leads to them becoming a victim or perpetrator of violence. The PPD has looked nationally at specific intervention efforts that focus on people facing challenges re-entering their communities from confinement so we can focus enforcement efforts to concentrate on suppressing the most violent groups and group leaders with aggressive enforcement and prosecution. We have identified the [Los Angeles Police Department's Gang Reduction and Youth Development](#) (GRYD) program to determine if this model can be applied to Philadelphia. This approach focuses on the health and well-being of youth and young adults and providing alternatives to involvement in criminal behavior and gangs. This multijurisdictional and interagency approach utilizes data to identify "GRYD Zones" and requires involvement not only from law enforcement, but also local schools, juvenile reentry services, and community organizations. Given the existing structures and investments made by the Office of Safe Neighborhoods, the PPD leadership believes that this model would be an appropriate complement to the GVI and other programs focused on intervention and prevention.

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**Office of Safe Neighborhoods.** To better reflect the Mayor's strategy to address all types of crime in Philadelphia, the Office of Violence Prevention (OVP) is now called the Office of Safe Neighborhoods (OSN). Its charge is to focus on all types of crime, as well as shootings and homicides. Theft, stolen vehicles, burglary, destruction of property, fraud, sexual offenses, and quality-of-life offenses affect our community as much as, if not more than, gun violence and requires similar attention. The Philadelphia Police Department will partner with OSN to:

- **Promote crime prevention citywide** by partnering with law enforcement, City agencies, and the community
- **Invest in what works**, using data and research to inform our investments in crime prevention and intervention
- **Strengthening communities** by mobilizing supports and providing positive alternatives in communities to help boost resilience among residents impacted by crime and disorder

## CREATE A PLAN FOR REDUCING THE ELEVATED LEVELS OF VIOLENT CRIMES, PARTICULARLY GUN-RELATED CRIMES.

**Refocusing Group Violence Intervention (“GVI”) to a Surgical Geographic Strategy.** GVI, also known as focused deterrence, is an intervention strategy focused on high-risk groups and individuals to reduce gun violence. The first phase of the strategy consists of a direct engagement with at-risk individuals, warning them about the law enforcement consequences that will follow any future acts of gun violence and providing alternatives to violent behavior including immediate employment and mental health services and a variety of other social services. The second phase of the strategy consists of coordinated enforcement in response to acts of gun violence and providing social services to individuals who request help. The PPD is currently working with the City’s GVI team to reorient the citywide focus of the strategy to a “surgical geographic approach.” The new geographically focused

approach will concentrate the deployment of GVI teams in selected police districts and enhance enforcement and social service efforts in those areas. By focusing on the most critical 10 police districts’ top targeted pinpoint areas, GVI will focus the PPD’s collaborative intelligence efforts and maximize the effectiveness of the strategy by ensuring that groups and individuals driving gun violence are directly engaged by GVI. Prevention and intervention are most effective when there is a strong possibility of enforcement. It will be critical that all law enforcement and community partners participating in the strategy work to ensure that both enforcement and social services are delivered in a coordinated and effective manner to maximize the impact of direct engagement and persuade identified groups and individuals to stop the gun violence and accept help to change the trajectory of their lives.

### OSN supports these programs:

- Community Crisis Intervention Program (CCIP)
- Violence Prevention Partnership
- Targeted Community Investment Grant Program
- Group Violence Intervention
- Rapid Response Team
- 211, the City’s 24-hour violence prevention hotline
- Community Investment Grants



## EXECUTIVE ORDER MANDATE #2:

# Create a plan to combat the elevated levels of crimes against property and quality-of-life offenses

**Development of the Community Partnerships Bureau.** The PPD began revamping the Community Relations Bureau, elevating and expanding the work to be overseen by a Deputy Commissioner and a civilian Executive Director (Summer 2024) for the newly re-imagined **Community Partnerships Bureau (CPB)**. As part of the CPB, the PPD will hire nine community engagement specialists who will work alongside CPB personnel, doing outreach, building relationships, managing communication plans, and following up on critical issues identified by community members at the bureau and district levels. This work will focus on building trust and community engagement strategies, as well as having responsibility for quality-of-life and nuisance crimes. Part of the charge of the CPB will be to provide guidance and cross-training to district-level personnel on abatement and problem-solving to better respond to nuisance crimes. This work will coordinate with the Nuisance Enforcement Unit, to ensure alignment in abatement strategies citywide. Community Relations, Victim Services, Vice Investigations, Neighborhood Services, and the Nuisance Enforcement Units will all be components of this newly reorganized Bureau.

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**Prioritization of the Removal of Nuisance and Abandoned Vehicles Citywide.** With the goal of removing at least 10,000 nuisance and abandoned cars every year, the Neighborhood Services Unit (NSU) provides vital services by removing the blight of abandoned vehicles throughout the city. NSU operations are proactively canvassing in conjunction with the Philadelphia Parking Authority and L+I as well as being Philly311-driven. Philly311 service requests have increased from 19,000 to 40,000+ per year in the last five years. Abandoned vehicle removal requests are the single highest service request category in the Philly311 system.

The removal of blight from the city streets has a direct effect on the quality of life of all Philadelphians. One of the main drivers of blight throughout the city is abandoned vehicles. Abandoned vehicles are not only unsightly but can also cause health and safety risks to the community. Abandoned vehicles can be a liability to the City if someone gets injured and can also provide a safe haven for criminal activity and narcotic storage. From 2018 to 2022, NSU officers towed an average of 9,305 abandoned vehicles per year. In 2023, NSU officers towed 6,386 vehicles. The goal is to increase the 2024 numbers by 20%, which would equate to removing approximately 7,663 abandoned vehicles.

## CREATE A PLAN TO COMBAT THE ELEVATED LEVELS OF CRIMES AGAINST PROPERTY AND QUALITY-OF-LIFE OFFENSES

To better respond to the abandoned vehicle issue, the PPD is working in partnership with the Streets Department, as part of the Public Safety Enforcement Officer (PSEO) program. PSEOs are ten civilian personnel trained in Philly311, abandoned auto forms, and identifying true abandoned auto issues handled by the NSU. PSEOs are provided with the Philly311 list for a designated district, which is decided by NSU supervisors, where they investigate, take photos, fill out the abandoned vehicle forms, and have NSU personnel run BMV checks on the identified vehicles. If the vehicle qualifies to be towed, it is assigned to a salver the next business day.

To meet this new 2024 goal, NSU will need additional resources, as the unit size has been decreasing with natural attrition. To meet the goal of a 20% increase in abandoned auto removal, the PPD is cross-training an additional 16 district officers from Patrol Districts to complete abandoned vehicle forms and to assist the NSU in vehicle removal. The PPD has been in discussions with the Streets Department to extend the current MOU and hire additional PSEOs.

The NSU conducted an average of one to two abandoned vehicle sweeps each month in 2023. Also in 2023, the NSU did 18 sweeps, towing 1,099 vehicles and clearing 2,943 complaints for abandoned vehicles through Philly311. For 2024, the NSU, along with the Streets Department, will continue the sweeps, increasing the work to a minimum of 36 sweeps annually.



## CREATE A PLAN TO COMBAT THE ELEVATED LEVELS OF CRIMES AGAINST PROPERTY AND QUALITY-OF-LIFE OFFENSES

**Retail Theft Crime Control Initiative.** Building off of the effective retail theft mitigation strategies in Center City and South Philadelphia, the PPD is focused on expanding this process citywide by the end of April 2024. This initiative is a coordinated effort between the PPD, the District Attorney's Office, the Commerce Department, and community stakeholders. This initiative focuses on a proactive approach to combat retail theft through deployment, enforcement, the use of technology, appropriate charging of individuals, and identification of specific bail conditions.

The PPD's strategy includes increased visibility, enforcement of crimes code pertaining to retail theft, consistent communication with community stakeholders and businesses, and dedicated liaisons between the PPD and District Attorney's Office. Through this initiative, we have developed a list of prolific offenders, as well as retailers and stores most impacted by retail theft. As a result of this analysis, the District Attorney's Office has dedicated personnel who are vested in this initiative. This working relationship ensures appropriate charging and conditions of bail for repeat and prolific offenders. Additionally, this initiative has established a workflow model that demonstrates how retail theft will be handled from the commission of the crime through prosecution.

The PPD has realigned directives and processes with the current priorities, with a focus on establishing efficiencies in arrests and case processing. Streamlining the process of taking sworn statements from complainants using body-worn cameras is being considered. This would alleviate the need for complainants to leave work

and be interviewed by a detective before the investigation can begin. Patrol and Investigations are jointly developing a new internal retail theft report that would be more detailed with facts obtained by patrol officers at the time of the incident.

The PPD's business liaison is providing regular training for the business community on steps they can take to improve evidence collection, statement validity, and successful prosecution of retail theft cases. We have designated division-level officers to track retail thefts and assist in information collection to bolster warrants, pretrial detention requests, sentencing, and more. These division-level experts are helping identify prolific offenders and retail theft rings and separate them from retail theft arrests that need to be diverted from the system. We will also be adding undercover personnel to the retail theft strategy, where PPD officers will be assigned to an established list of the top businesses being targeted by retail offenders across the city. Plainclothes personnel will be stationed inside these locations in order to take immediate action (arrests) on-site, should criminal activity take place.

It is important to note that a recent crime analysis on retail thefts demonstrates that 15% of all retail theft incidents occur at 10 addresses and shopping centers across the city. By focusing crime prevention efforts at these locations, the City can measurably impact retail theft citywide.

## CREATE A PLAN TO COMBAT THE ELEVATED LEVELS OF CRIMES AGAINST PROPERTY AND QUALITY-OF-LIFE OFFENSES



**All-Terrain Vehicle (ATV) Abatement.** Like many cities across the country, the PPD has a persistent and growing challenge with the increased illegal use of dirt bikes and all-terrain vehicles (ATVs) within the city. The City recognizes that these vehicles are a source of recreation for many, but they have no legitimate purpose in the city and their use has significantly diminished the quality of life in every neighborhood across the city. Consistent constituent feedback states that the roar of engines and the buzzing of dirt bikes have become a common, yet unwelcome soundtrack in many neighborhoods, disrupting the peace and tranquility of the community. Illegal activities associated with the use of dirt bikes and ATVs, such as unauthorized street racing and the use of unregistered vehicles, further exacerbate the problem, challenging both law enforcement and City government leaders.

The reckless illegal operation of these vehicles has created a perception that the City, and specifically the PPD, are condoning the lawlessness of these operators. The PPD is committed to creating a safe environment for the citizens and visitors to the city and has developed an operational plan with a focus on enforcement and accountability. This plan will ensure a coordinated effort between multiple PPD units within the patrol, special operations, and investigative bureaus.

Illegal use of ATVs is not just a weekend problem, but more prevalent when the weather is warm, and can be a daily challenge in our city. In the fall and winter months, the detail is activated when the weather forecast is for warmer weather. During the spring and summer months, the detail tends to be activated on the weekends. This will be expanded to cover more days during the week.



## CREATE A PLAN TO COMBAT THE ELEVATED LEVELS OF CRIMES AGAINST PROPERTY AND QUALITY-OF-LIFE OFFENSES

As such, our current strategy is as follows:

- The Intelligence Bureau provides information from a variety of sources that helps in the planning and deployment process.
- The detail consists of a mix of officers on dirt bikes, surveillance teams, marked vehicles, tow trucks, flatbeds, the Major Crimes Unit, and weather permitting, the Aviation Unit.
  - The detail is split into two teams, with a team deployed to each Regional Operating Command (ROC).
  - Surveillance teams monitor known gathering locations and provide that information to the marked units. The Aviation Unit will follow large groups from the air and guide the officers on the ground when they stop for fuel.
  - The uniformed officers are used for the enforcement actions, and the Major Crimes Unit processes the confiscations and the arrests when warranted.
  - Training for PPD personnel on the deployment for the use of slow tire deflation equipment is underway in the event these tactics need to be added to the abatement plan.

A significant element of this strategy is the creation of the task force, comprised of well-trained officers, supervisors, and the intelligence bureau to develop sting operations and increase ATV confiscation and ticketing as long-term investigations that end in successful ATV seizures. The PPD is seeking approval from Mayor Parker and her team to expand the reward program to include information that leads to confiscation of ATVs or vehicles used in illegal operations and/or car meets, or additional information deemed useful in the disruption of these quality-of-life crimes.



## CREATE A PLAN TO COMBAT THE ELEVATED LEVELS OF CRIMES AGAINST PROPERTY AND QUALITY-OF-LIFE OFFENSES

**Car Meet Abatement and Enforcement.** Over the past several years, the City of Philadelphia has been experiencing a significant increase of “car meets.” Car meets are large gatherings of vehicles, which often travel in a convoy, that ignore traffic laws while disrupting traffic. The vehicle operators in these convoys often engage in lawless behavior, creating a dangerous environment for participants, innocent civilians, and law enforcement. These activities have been captured on social media and witnessed by law enforcement and onlookers alike. Police, City officials, and onlookers have documented car drifting, drag racing, and obstruction of streets, intersections, and the

highway, using vehicles and convoy participants blockades to prevent law enforcement from taking action.

The reckless actions of these individuals have resulted in an increase of vehicular accidents, as well as destruction of private and public property. Car meet organizers and participants use social media platforms to memorialize their actions in an attempt to generate notoriety, or in some cases, garner income. However, these actions negatively affect quality of life and bring forth a feeling of unsafe conditions to the residents, businesses, and visitors to the City of Philadelphia.

Since the majority of this activity often takes place on the weekends, our current strategy consists of the following:

- The Intelligence Bureau provides information from a variety of sources that help in the planning and deployment process.
- Patrol deploys an average of 22 units each weekend night to monitor traditional gathering spots and disrupt activity at these locations.
  - The units are divided between Regional Operation Command North and South.
  - The Intelligence Bureau provides real-time information to these units during the course of their deployment.
  - The assigned supervisors have the ability to combine all of their units when needed.
- The implementation of the Mobile Surge Teams (MSTs) has further enhanced the effectiveness of the car meet detail, as it provides additional staffing to disrupt large car meets that have overwhelmed responding units in the past because of their size.
- An example of this occurred on the first weekend of the MST deployment. The Intelligence Bureau had received information that there would be a large car meet at the Target on City Line Ave. The car meet details were combined with the MST and Highway Patrol and deployed to the location. The presence of 60 marked vehicles and more than 100 officers was noted on social media by those involved in this activity and deterred a large gathering that evening.

## CREATE A PLAN TO COMBAT THE ELEVATED LEVELS OF CRIMES AGAINST PROPERTY AND QUALITY-OF-LIFE OFFENSES

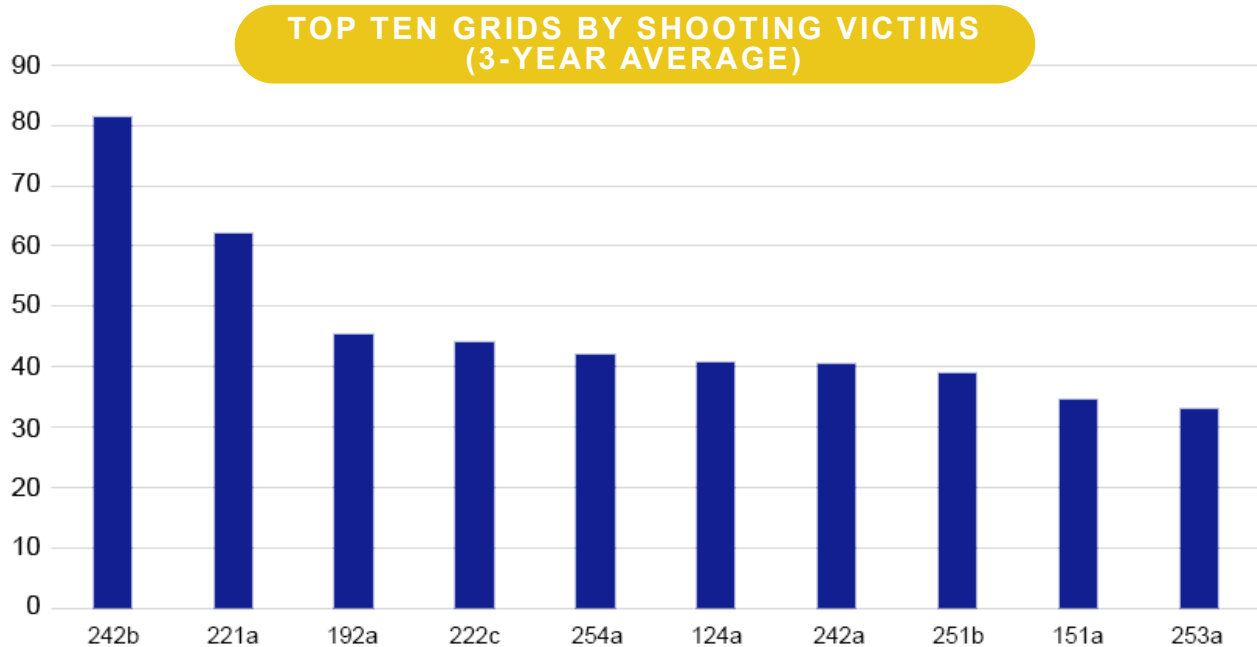
**Car Meet Abatement and Enforcement, Cont.** Car meets present serious threats to safe streets for citizens and visitors to the city, and the PPD has developed an operational plan that is focused on enforcement and accountability. This plan ensures a coordinated effort between multiple units within the patrol, special operations, and investigative bureaus. Additionally, outside law enforcement partners such as the Pennsylvania State Police can and will be utilized when warranted. The PPD is operating a car meet task force, modeled after “Operation Trigger Lock” and the successful collaboration with the Pennsylvania State Police (PSP), which includes representatives from PPD Patrol Operations, PPD Highway Patrol, Aviation, Major Crimes, Criminal Intelligence, and the Pennsylvania State Police. Dovetailing off of the work on ATVs, the PPD has updated enforcement strategies and operating procedures informed by successful operations developed in other cities tackling this same issue. The PPD’s Major Crimes Unit has taken the lead and developed an investigative process that should lead to an increase in charges for those engaged in illegal activity during car meet events. This may allow the City to charge suspects with conspiracy, and may allow the charging of individuals in these groups who do not directly participate in illegal activities,

but who are involved or organize them. In addition to partnering with state law enforcement, the PPD has continuously asked for the public to support this work by providing tips and leads to mitigate and prosecute those who engage in this illegal and dangerous activity.

**Community Engagement Focused on Nuisance Crime Abatement.** The PPD has a dedicated tip line (215) 686-TIPS (8477) for community members to notify both ATV detail personnel and Car Meet Task Force personnel regarding information on illegal ATV operation, car meets, offenders, vehicles used, and any other related information. We will develop a media campaign strategy to educate the public on the hazards of car meets and the consequences of participating. Additionally, the PPD will develop forward-facing public information campaigns and partner with schools and youth organizations to explore the creation of alternative recreational activities. Finally, the PPD believes community input is critical to the success of this initiative and will be organizing events and establishing feedback processes to incorporate input from community members at every step of this process.

EXECUTIVE ORDER MANDATE #3:

# Develop a strategy to permanently shut down all pervasive open-air drug markets, including but not limited to open-air drug markets in the Kensington neighborhood of Philadelphia.



In development, the Kensington Community Revival (KCR) will be a multi-phase initiative comprised of citizen engagement, enforcement, and restoration approaches. This combined approach will be utilized simultaneously to attack the decades of open-air narcotics trade, addiction, homelessness, violence, and criminal activity, all of which have had an immense impact on the quality of life for this community. This will focus on the strategies employed with Weed and Seed, in which local law enforcement agencies and prosecutors focus on “weeding” out criminals who engage in violent crimes and drug abuse, and “seeding” human services encompassing prevention, intervention, treatment, and neighborhood revitalization into the area.

In the Kensington neighborhood, historically residents and business owners have witnessed incredibly high levels of drug sales, which has been the precursor for gun violence and homicides in this community. The objectives for the neighborhood cannot be accomplished by law enforcement alone. Success will depend on our partnership with the community, service providers, and other branches of Philadelphia municipal services, led by the Managing Director’s Office and the Public Safety Director. In her proposed budget, Mayor Parker has offered a unique opportunity to align our strategies and resources in a comprehensive manner.

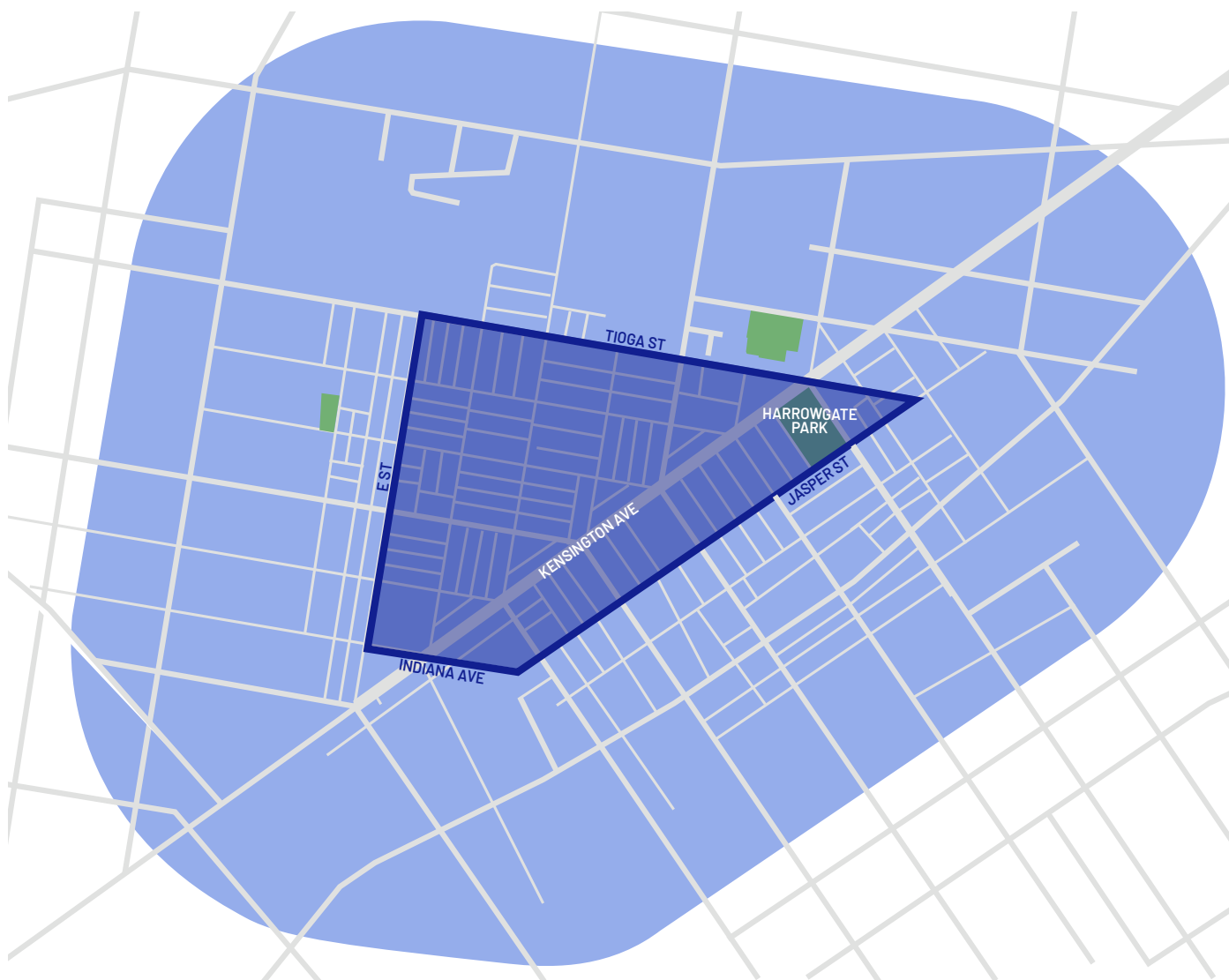
## DEVELOP A STRATEGY TO PERMANENTLY SHUT DOWN ALL PERVASIVE OPEN-AIR DRUG MARKETS, INCLUDING BUT NOT LIMITED TO OPEN-AIR DRUG MARKETS IN THE KENSINGTON NEIGHBORHOOD OF PHILADELPHIA.

The shared, interdisciplinary objectives for the Kensington Community Revival will be:

- **Identify, establish, and resource a cross-functional implementation team for Kensington:** In order to create a sustainable, long-term change for Kensington, a dedicated interdisciplinary team, with adequate authority and expertise, must be established and resourced to implement the objectives for the neighborhood. This framework should have the expectation of bridging multiple mayoral administrations and be adaptable for other neighborhoods.
- **Establish and maintain a network of community partnerships:** A meaningful, active communication framework and feedback loop must be established to inform operations throughout the course of the implementation.
- **Secure, stabilize and maintain the Kensington Avenue corridor and surrounding corners:** Identify a number of corners surrounding the Kensington Avenue corridor to secure from the drug trade through targeted investigations, and then stabilize the area through a combination of officer presence, environment improvement, and service delivery by partners.
- **Remove open-air drug use and narcotics sales:** To reestablish and reinforce the quality of life in public space for residents and stakeholders, open-air drug use and narcotics sales must not be tolerated.
- **Remove the presence of drug users:** Establish reinforcement contingencies to eliminate Kensington as the narcotics destination of Philadelphia. Drug users from the area will be removed by providing adequate diversionary services towards recovery.
- **Eliminate shooting victims:** Use intelligence to target high-gun violence corners and at-risk individuals. Create an undesirable environment for the carrying of illegal firearms.
- **Improve environmental and economic conditions:** Law enforcement cannot achieve lasting change without a multi-faceted, community-driven approach. Neighborhood and economic development efforts must be focused on the needs of the current residents and businesses, enabling economic investment without displacement of the community.

**DEVELOP A STRATEGY TO PERMANENTLY SHUT DOWN ALL PERVASIVE OPEN-AIR DRUG MARKETS, INCLUDING BUT NOT LIMITED TO OPEN-AIR DRUG MARKETS IN THE KENSINGTON NEIGHBORHOOD OF PHILADELPHIA.**

The goal is to increase public safety and community health for those who live and work in the Kensington area. The PPD KCR team is meeting with stakeholders in the community and surrounding area who have been impacted by decades of open-air narcotics activity, blight, and criminal behavior. Elements of each phase will be driven through collaborative work with law enforcement and non-law enforcement partners for an intergovernmental approach to significantly increasing public safety and health in Kensington. The initial focus of this initiative will be the geographic area within the boundaries of E Street to Jasper Street and Tioga Street to Indiana Avenue. As we gain back territory, we will start to expand outward to include other areas of the Kensington corridor.



## DEVELOP A STRATEGY TO PERMANENTLY SHUT DOWN ALL PERVASIVE OPEN-AIR DRUG MARKETS, INCLUDING BUT NOT LIMITED TO OPEN-AIR DRUG MARKETS IN THE KENSINGTON NEIGHBORHOOD OF PHILADELPHIA.

### THE FIVE PHASES OF THE KCR WORK WILL INCLUDE:

#### 1 WARNING AND OPPORTUNITY

This will be the introduction to the initiative, in which the PPD will partner with the various programs and City partners wishing to provide services and treatment to those experiencing addiction and housing issues along the avenue and surrounding area. This phase will serve as a warning to all who occupy this area that this will be the final opportunity to take advantage of shelter and treatment services prior to enforcement efforts that will follow Phase One.

#### 2 LAW ENFORCEMENT & THE COMMUNITY'S ESTABLISHMENT OF GOALS AND EXPECTATIONS

This phase is the enforcement component of this initiative and begins with a heavy police presence in the form of a narcotic initiative and warrant sweep in the immediate area. This will be a multi-day initiative that will include arrests for narcotics, prostitution, quality-of-life crimes, and other criminal acts. The PPD will document the enforcement by embedding its audio-visual teams in the operation and ensuring that all personnel assigned body-worn cameras activate their body-worn cameras. The law enforcement in Phase Two will be a focused and intense effort, requiring extensive planning and coordination with PPD partners. We anticipate that this operation will take place one to two blocks at a time, while monitoring any displacement within the surrounding area and maintaining the blocks as the operation moves forward. A highly coordinated team of City service resources and providers will need to be in the wake of the sweep to clean these areas to prepare for Phase Three.

#### 3 SECURING THE NEIGHBORHOOD

This phase will be the "hold" component of the initiative. In this phase, we will use resources to secure and hold the blocks cleared by the PPD and other City services. The blocks will be patrolled with police personnel and secured with equipment with the objective of not allowing the destructive, criminal behavior and nuisance activity to return. Barricades or bike racks will be employed to maintain the sidewalks and business corridors until areas are completely restored. During this hold process, the PPD will work with the local business associations to advise which business entities will occupy this corridor and have the City beautify and fortify the selected blocks by installing lighting and front fixtures of the storefront locations.

## DEVELOP A STRATEGY TO PERMANENTLY SHUT DOWN ALL PERVASIVE OPEN-AIR DRUG MARKETS, INCLUDING BUT NOT LIMITED TO OPEN-AIR DRUG MARKETS IN THE KENSINGTON NEIGHBORHOOD OF PHILADELPHIA.

### THE FIVE PHASES OF THE KCR WORK WILL INCLUDE:

#### 4 COMMUNITY TRANSITION

In this stage of the initiative, the blocks are handed back to the rightful owners of the community and its residents. The PPD's enforcement efforts will be executed with the explicit purpose of saving lives and restoring a neighborhood where children, families, and business owners can thrive and be safe. A major part of this phase will be the collaborative work between the City and the residents, business owners, and community at large to ensure proper funding is established so this community thrives after the PPD sweeps. We envision that this would be the time for the community to establish long-term goals for Kensington and continue to build out a strategy that grows this community.

#### 5 SUSTAINABILITY

During the last phase, the PPD will begin to redistribute police resources from this area and redirect them to other priority locations throughout the city. Based on the long-standing historical challenges with open-air drug markets in the Kensington neighborhood, the PPD is planning to augment the Kensington mini-police substation along Kensington Avenue during this initiative. However, as the community transition phase concludes and improvements have been made, we will lessen staffing to minimize the appearance of continuous over-policing, while ensuring police services are maintained.





## **DEVELOP A STRATEGY TO PERMANENTLY SHUT DOWN ALL PERVASIVE OPEN-AIR DRUG MARKETS, INCLUDING BUT NOT LIMITED TO OPEN-AIR DRUG MARKETS IN THE KENSINGTON NEIGHBORHOOD OF PHILADELPHIA.**

### **NARCOTICS ENFORCEMENT OF OPEN-AIR NARCOTICS SALES AND USE:**

To address the open-air drug market, the Philadelphia Police Department utilizes a multi-faceted approach focusing on immediate action, enforcement, and long-term investigations.

The PPD has deployed a contingent of personnel assigned to the Narcotics Strike Force to focus on the open-air drug trade in Kensington and all of the East Police Division due to the long-standing history of narcotic activity in this area. This unit immediately takes enforcement action on open-air drug locations, resulting in the arrest of multiple sellers and buyers of illegal narcotics.

### **PATROL OPERATIONS COORDINATION WITH THE STRIKE FORCE:**

Our patrol officers, in coordination with the Narcotics Strike Force, are taking immediate enforcement action on open-air drug usage and paraphernalia. These officers immediately arrest any individual observed using illegal narcotics. The paraphernalia is recovered and tagged as evidence. However, needles are captured on Body Worn Camera (BWC) and properly disposed of utilizing a medical container.

### **INTELLIGENCE COORDINATION:**

The PPD has initiated a Kensington Crime Information Center (CIC) staffed with 24/7 crime analysts to process data and information in order to direct policing operations and investigations in the Kensington neighborhood. These added resources will target this high-violent crime and high-drug use area in an effort to identify prolific offenders, crime patterns, and valuable information used to support investigations. The ultimate goal of the CIC will be to impact and reduce violence, open-air drug use, homicides, and shootings in the Kensington neighborhood.

### **FEDERAL TASK FORCE COLLABORATION:**

Additionally, members of our organization work in coordination with our federal law enforcement partners (DEA, BNI, FBI). Several of these task forces are currently working within the East Police Division. Their investigations have resulted in multiple arrests and the seizure of large quantities of narcotics (including fentanyl).

### **FIELD UNIT:**

The Narcotics Field Unit is also working within the East Police Division. This unit focuses on longer-term investigations to identify drug trade organizations, as well as the sources and suppliers of illegal narcotics.

## EXECUTIVE ORDER MANDATE #4:

# Create strategies for maximizing the deployment of the current police force

The PPD has started to explore the following opportunities to increase and maximize staffing across the City:

**Increasing the number of classes of recruits each year to bolster staffing.** In January of this year, the PPD began inducting recruit classes every six weeks to have a maximum of 70 recruit officers enrolled per class. Before this hiring change, we inducted recruit classes four times yearly, averaging 33 recruits per class. Since 2021, that hiring practice resulted in an average of 131 recruits hired per year. The 2024 goal is to host nine recruit classes that will equate to hiring a minimum of 350 recruits, which if realized will represent a 167% increase in police personnel hired. The PPD added 51 police officers to its ranks in March 2024 and anticipates an additional 75 police officers graduating in June 2024. The June class represents the largest number of new police officers graduating since 2018. These new officers represent a 66% increase to police officers hired in 2023.



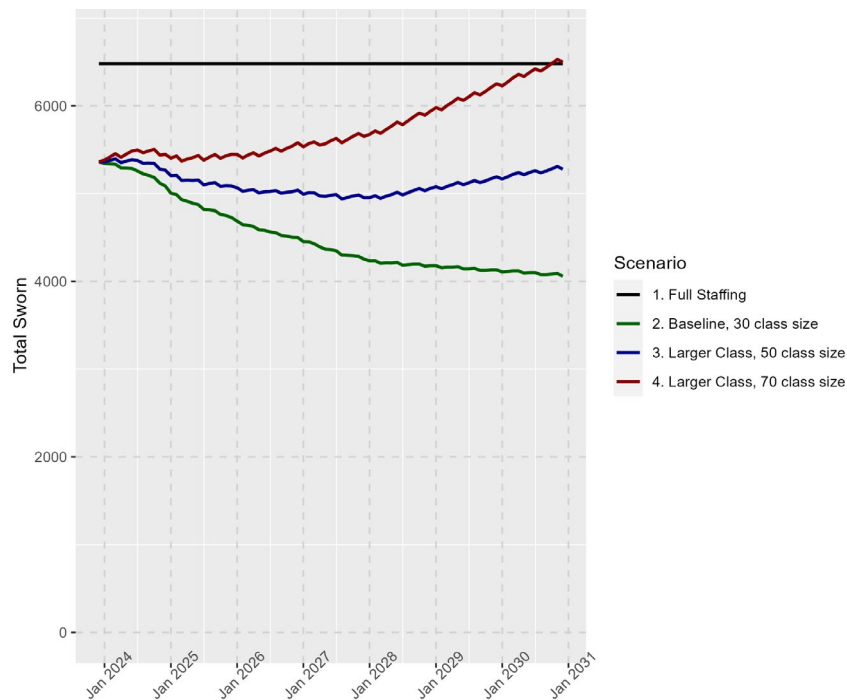
The PPD has implemented the below steps that have improved the onboarding process to allow for the significant increase in projected police personnel hired for the calendar year 2024:

- Implementation of an electronic applicant tracking system
- Modifying the entrance physical fitness standards to a 15th percentile enacted by Governor Shapiro in December 2023
- Biweekly meetings between all entities involved in the hiring process to improve accountability and coordination
- Weekly engagement with applicants upon receiving their applications
- Scheduling of hiring requirements (medical and polygraph), which simultaneously reduced the hiring process by 30 days

## CREATE STRATEGIES FOR MAXIMIZING THE DEPLOYMENT OF THE CURRENT POLICE FORCE

These changes to processing and matriculating recruits to the PPD Police Academy have enabled the recruitment team to work continuously and alleviate the long wait periods previously experienced by candidates trying to matriculate into a recruit class. Long wait times for hiring recruit classes were a key factor in candidates seeking other employment opportunities outside of the PPD. Currently, there are a total of 195 recruits in the Academy with another recruit class that began on April 1, 2024, with a class of 29 recruits in early April. The figure below shows the extra benefit that larger class sizes give PPD in its attempt to reach full staffing levels:

### STAFFING OVER TIME



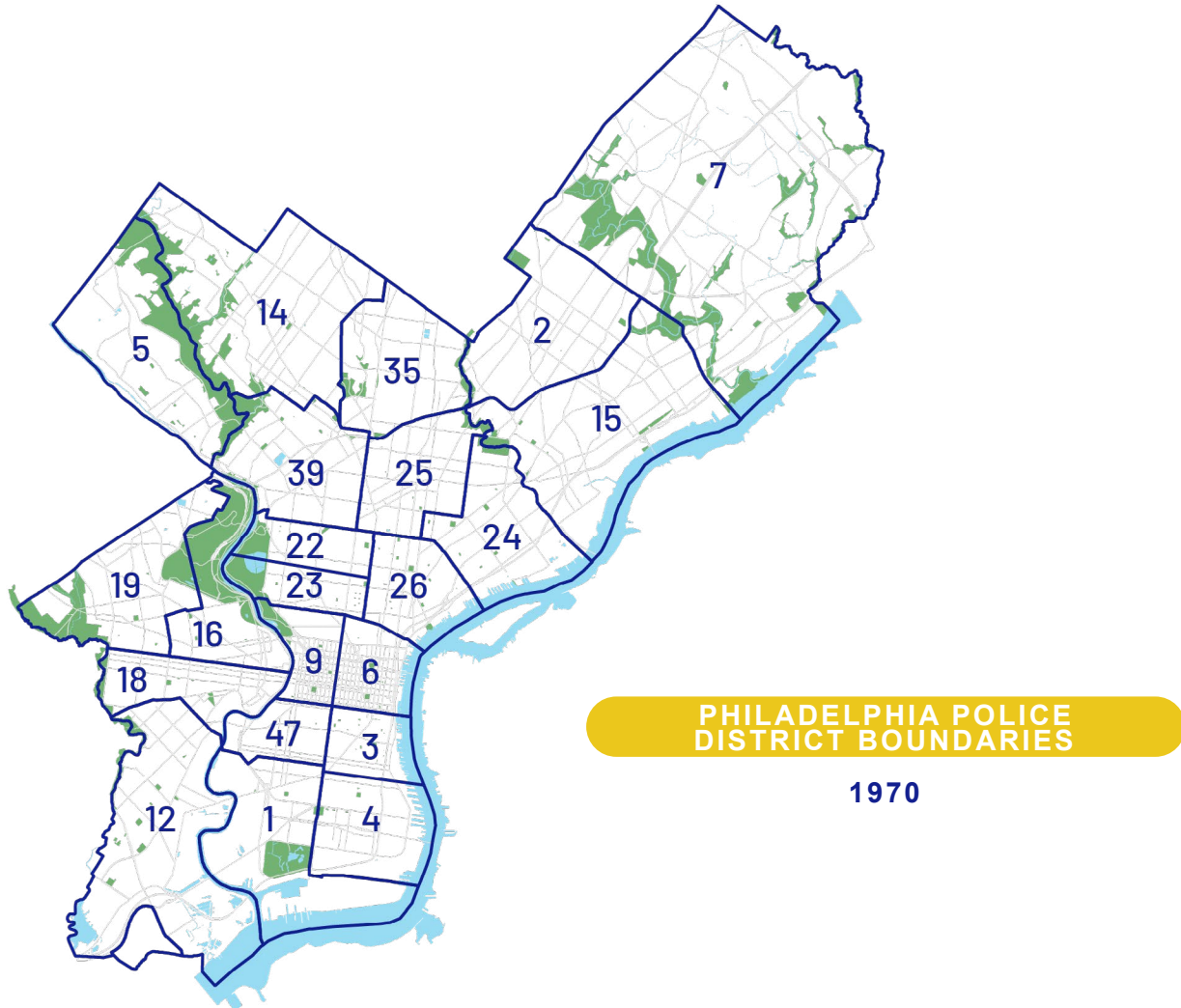
This increased recruiting effort will be coupled with the introduction of the cadet program that is currently under development and designed to serve as a direct pipeline for young adults who wish to pursue a career in policing. In late summer 2024, the PPD intends to launch and begin recruiting for the new police cadet program with funding for 20 new police cadets. This program will focus on those youth engaged in the police explorers' program who

are about to age out of the program, youth from the PPD Police Athletic League programs seeking full-time employment, and other youth interested in a law enforcement career exploration experience.

By increasing the frequency of police academy classes and introducing the cadet program, the PPD will steadily increase and bolster its admissions to the Police Academy through a direct pipeline of those interested in policing work.

## CREATE STRATEGIES FOR MAXIMIZING THE DEPLOYMENT OF THE CURRENT POLICE FORCE

**Examining the feasibility and readiness for the PPD to redistrict police facilities.** It is commonplace for police departments to reexamine the structure of their police districts, evolving with long-term changes in crime patterns. The City and the PPD have not engaged in any redistricting processes since the 1970s.



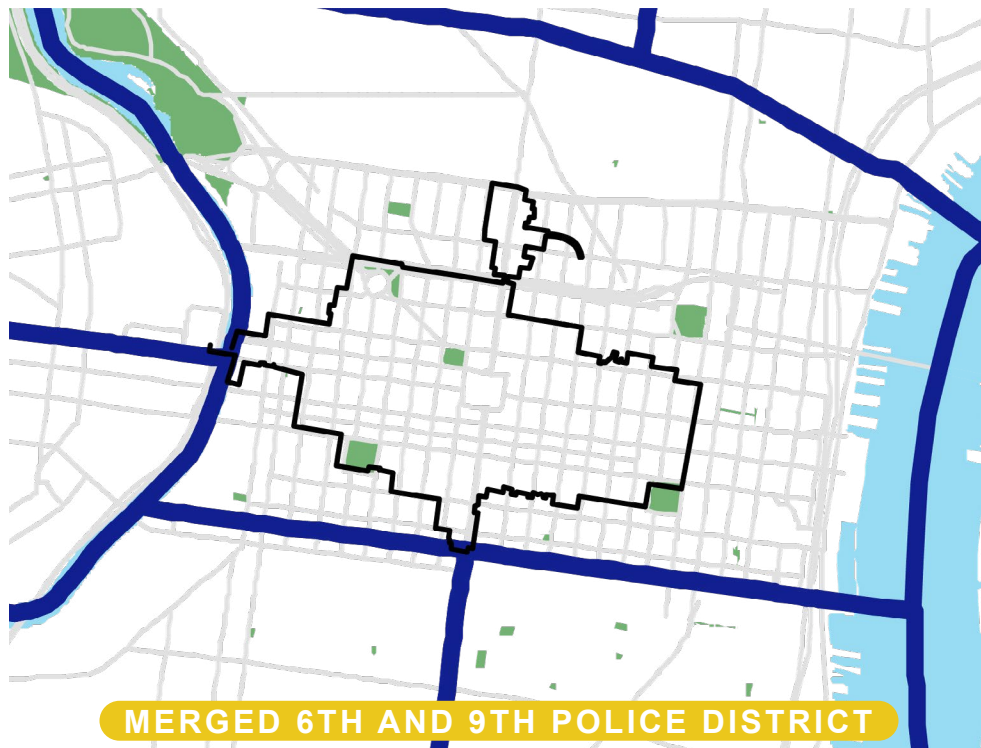
Redistricting will be a foundational component of the Smart Policing and Modernization strategies. Through this effort, we will be able to:

- Increase the PPD's ability to efficiently manage law enforcement assets and provide appropriate resources to the districts so personnel can respond to crime more quickly and efficiently.
- Create a better balance between calls for service and geographic areas, while maintaining a constant presence in high-crime areas.
- Increase patrols in neighborhoods and interactions with residents, business owners, and neighborhood organizations.
- Through combining operations room and administrative staff, increase the number of police officers in the field.

## CREATE STRATEGIES FOR MAXIMIZING THE DEPLOYMENT OF THE CURRENT POLICE FORCE

The co-locating of the 6th and 9th Districts at 400 North Broad Street has provided the opportunity to test the feasibility of this plan and provide the model for further consolidation in the future. The establishment of the merged 6th and 9th Districts is currently on schedule with an expected implementation date of May 1st, 2024. The major benefits of the consolidation are:

- Increased staffing, as the merged 6th and 9th Districts will have a total of 241 uniformed personnel available for deployment
- Establishing a central Police Service Area (PSA) covering the “core” of Center City, from 8th to 17th Streets, and Vine to Lombard Streets. This geographically small PSA comprises 44% of the workload of both districts combined, and will have the following dedicated resources:
  - Day shift: In addition to five officers from the line platoon, the area will be covered by approximately 23 officers assigned to a mix of foot and bike beats, stationary posts, and crime-fighting overtime.
  - Night shift: In addition to the five officers from the line platoon, the area will be covered by approximately 21 officers assigned to a mix of foot and bike beats, stationary posts, and crime-fighting overtime.
  - Weekend coverage: This staffing is significantly increased on Friday and Saturday evenings with an average of 46 officers staffing a variety of posts in this PSA.



## CREATE STRATEGIES FOR MAXIMIZING THE DEPLOYMENT OF THE CURRENT POLICE FORCE

**Expanding Civilian Operations Room Personnel.** The administrative function in the twenty-one patrol districts is critical and a lifeline for those city residents, businesses, and visitors to the City of Philadelphia. The PPD has prioritized the hiring of 50 new civilian operations room personnel to increase the efficiency and productivity within the organization. This is a priority because these positions staff many of the PPD's patrol districts and specialized units. These new hires will offset the need to have sworn personnel assigned to perform administrative functions. Moreover, expanding civilian operations room functions will provide better service to those who come to district stations for assistance, create smoother workflows, and support more efficient completion of administrative assignments. Without adding the needed operations room personnel, sworn police officers would be taken out of service from patrol, which could impact call times for service and less overall sworn personnel on patrol at any given time. The hiring of these positions will allow the PPD to add personnel to all shifts (24/7) where there are operations room vacancies.



## CREATE STRATEGIES FOR MAXIMIZING THE DEPLOYMENT OF THE CURRENT POLICE FORCE

### **Developing Career Paths for E-911 Call Takers.**

The development of the supervisory track for call takers has a twofold purpose. First, this new civilian supervisory position will reduce the need for sworn supervisors currently assigned to police radio and will allow PPD to reallocate sworn supervisors to patrol operations. Second, creating the supervisor track for call takers is essential to provide opportunities for growth and advancement within the department. We recognized that in order to address the attrition in radio room personnel, we needed to establish a clear path for career progression, in which E-911 call takers can develop professionally and advance in their chosen field. E-911 call-taking is a critical function and a lifeline for those who call 911. By creating supervisory positions for PPD call-takers, we will provide them with incentives to remain and grow professionally, thus retaining radio room employees going forward.

### **Increase Police Radio Dispatcher Positions to Support Text to 911.**

We are seeking to hire an additional fifteen communications dispatchers. They will be permanent hires but will be dedicated for a 90-day period following the public announcement of Text to 911. While conducting research on Text to 911, we learned from other agencies that used a soft launch leading up to a public announcement to launch the service. Reports from these agencies showed a 300% increase in Text to 911 after the public announcement, which lasted approximately 90 days before returning to normal call volume. In anticipation of this increase, police radio will hire five additional call-takers per tour to handle the additional influx of text messages. We will closely monitor the volume of texts, and if the additional

personnel are not needed, the number will be reduced.

**Increasing the current police communications dispatchers authorized strength by fifteen positions for 24/7 coverage.** This is a priority because these positions staff the dispatching and call-taking centers for the PPD. As stated previously, E-911 call-taking is a critical function for the PPD and our interface with the residents, businesses and visitors in the City of Philadelphia. Without this function, emergency calls for assistance and service would go unanswered, which would greatly impact neighborhoods of the more marginalized communities in Philadelphia.



## CREATE STRATEGIES FOR MAXIMIZING THE DEPLOYMENT OF THE CURRENT POLICE FORCE

**Determining the feasibility of rehiring recently resigned and retired sworn personnel.** To supplement the current patrol and investigative functions, the PPD has begun exploring a strategy of rehiring both retired and resigned former officers. This concept, while simple on its face, requires significant effort with a complexity of layers based on the rehiring scenarios. For this strategy to be successful, we needed to unpack the options and divide the reemployment analysis into eight identifiable scenarios. By parsing this out to better understand the specific parameters for rehire, we have taken what could have been an insurmountable obstacle and divided it into smaller, manageable tasks. After this analysis was completed, the PPD, the City Solicitor, and the Mayor's Officer of Labor Relations and Human Resources and Pensions have held multiple brainstorming sessions to identify challenges and identify creative solutions to address how to best support the rehiring of personnel relative to each of the sub-strategies identified. This process has resulted in an eight-tier strategy to examine the feasibility of hiring back a cadre of officers.

From this analysis, we are looking to potentially amend the City of Philadelphia Public Employees Retirement Code § 22-204 (Reemployment of Retired Members). If successful, the revision could allow the PPD to rehire those who have left in the last two years. This would include employees who left either through resignation and/or retirement (including the deferred retirement option plan "DROP"). This process could also provide the PPD with an avenue to explore opportunities to bring back personnel who previously had been deemed as having a long-term disability. To complement this

potential strategy, the PPD is conducting a national scan for police agencies that have instituted [auxiliary](#), [reserve](#), and/or [volunteer officer](#) programs, in which police agencies have called back officers for large-scale events, community engagement activities, and other functions to fill gaps where additional staffing would be needed. This scan will inform the feasibility and possible development of our own program.

The PPD proposed eight potential strategies to support the rehiring of resigned or retired officers. Two of these strategies, if adopted, require amendments to the Pension Code; the Board of Pensions is currently reviewing the proposals and determining whether they are viable or if they will impair the health of the Fund. The six remaining strategies focus on rehiring officers who retired or resigned from City employment more than a year ago. Of those six, the work group identified three strategies in particular—focusing on rehiring retired or resigned police officers who currently possess the required certifications to act as law enforcement—as the most viable strategies. Some of the components of these strategies require collective bargaining. The work group is in the process of drafting proposed language to effect the desired changes and make proposals to the Fraternal Order of Police, Lodge 5.



## CREATE STRATEGIES FOR MAXIMIZING THE DEPLOYMENT OF THE CURRENT POLICE FORCE

**Strategy 1:** Amend City of Philadelphia Public Employees Retirement Code § 22-204 (Reemployment of Retired Members)

**Strategy 2:** Rehiring of Resigned or Retired Officers who have left the Department for less than one year

*This option is currently available under the existing Civil Service Code. Retired officers would be subject to Philadelphia Public Employees Retirement Code § 22-204. As such, all retirement benefits would be suspended.*

**Strategy 3:** Rehiring of officers that have resigned from the City for more than one year but less than two years and are not working in another law enforcement agency

*These officers can still be easily certified under MPOETC, but Civil Service regulations state resigned officers may only be reinstated within one year from the date of resignation. Officers falling into this category are optimal for the PPD due to the simplicity of recertification under MPOETC. These officers would only need to take the annual MPO training for the two years since they resigned. We have several former officers fitting this category that have requested to return to the PPD but are unable due to the Civil Service Regulation (15.031). The Civil Service Regulation would need to be amended to expand the timeframe for returning employees.*

**Strategy 4:** Rehiring of officers that have resigned from the City for more than two years and are not working in another law enforcement agency.

**Strategy 5:** Rehiring of officers that have resigned from the City for more than two years and are currently working in another municipal police agency in Pennsylvania.

*For the same reason cited above, these officers could not be reinstated according to Civil Service Regulation 15.031. This is the most lucrative cadre of former officers, since they are currently certified. We have approximately five officers that fall into this category and are willing to come back to the PPD. We recommend that this Civil Service Regulation 15.031 be amended.*

**Strategy 6:** Rehiring officers that have retired from the City for more than two years (non-service-connected disability)

**Strategy 7:** Rehiring officers that have retired from the City with service-connected disabilities

**Strategy 8:** Rehiring officers that have retired under the DROP program

GREEN = identified as the most viable strategies by the PPD

## EXECUTIVE ORDER MANDATE #5:

# Create strategies for increasing the number of police officers trained and equipped to engage in community policing across Philadelphia



**Community Policing Training.** Currently, new recruits receive approximately 70 hours of community policing and Philadelphia centric community-based training, but these hours are greatly reduced for annual MPO training for more tenured officers and commanders. Acknowledging that more can be done, the PPD is in the process of re-engineering how training is developed and delivered to PPD personnel. With the support of the [Office of Community Oriented Policing Services](#), the PPD has identified three modules of evidenced-based community policing and engagement training. These courses are all self-directed, and a preselected cohort of PPD patrol officers assigned to the Community Relations Officer (CRO), supervisory, and command positions will be tasked with taking and assessing the applicability of these courses for further department-wide usage. This training will be offered at no cost to the City of

Philadelphia, with the ability to be taken at any time on a smartphone, desktop, laptop, or tablet and will be completed during work hours.

**Peer-to-Peer Community Engagement Strategies.** Patrol operations, through the Community Relations Bureau, is proposing to implement regular information-sharing sessions between districts and divisions to share innovative practices and engagement programs that have been working in districts, with the ultimate goal of creating a best practices template for engaging the community at the district level. The best practices template would include technology strategies such as mapping and analysis, equipment such as smartphones, and a blueprint for ways to engage the community at the divisional, district, and community relations officer levels. This would increase the amount of community policing information shared at the officer level in the district.

## CREATE STRATEGIES FOR INCREASING THE NUMBER OF POLICE OFFICERS TRAINED AND EQUIPPED TO ENGAGE IN COMMUNITY POLICING ACROSS PHILADELPHIA

**People, Places, and Projects: District-Level Community Engagement.** PPD Patrol Operations will take a “three Ps” approach to community engagement:

### PEOPLE:

Each commander will identify key people in their community who represent the neighborhood concerns and are advocates for their community. These are the people who can get things done in the community. If they are not already doing so, the commanders will make every effort to partner with them and their constituency.

### PLACES:

Commanders will identify key places in their communities, such as churches, recreation centers, non-profits, Community Development Corporations (CDCs), Neighborhood Advisory Committees (NACs), and Business Improvement Districts (BIDs). If they are not already doing so, the commanders will make every effort to partner with them and give these organizations a seat on the Police District Advisory Council (PDAC).

### PROJECTS:

Identify key locations of need in the community such as abandoned lots or neglected recreation areas and rally the community and key stakeholders around the projects. This effort may also include Crime Prevention Through Environmental Design ([CPTED](#)) projects.



## CREATE STRATEGIES FOR INCREASING THE NUMBER OF POLICE OFFICERS TRAINED AND EQUIPPED TO ENGAGE IN COMMUNITY POLICING ACROSS PHILADELPHIA

**Expansion of Adult Learning Methodologies and Virtual Training Tools.** To facilitate focusing on adult learning methods, plans are underway to hire a doctoral-level curriculum developer and training expert, so that the PPD will be able to create and deliver enhanced training on contemporary policing strategies and tactics and provide dynamic and easily accessible courses through multimodal training platforms.

The PPD will be transitioning to a new learning management software platform, [PowerDMS](#), which includes an online training platform, [PowerDMS University](#), that will allow both classroom and virtual training opportunities to rank and file. With the advent of installing monitors and laptops in 39 police facilities, all personnel will be able to access virtual training from their districts or specialized units. This new training portal will provide flexibility for those officers who wish to advance skills and provide alternatives for daytime training mandates for those who are working non-traditional schedules. Installing training stations across the city will reduce the need to remove officers from critical patrol functions to attend classes at the Academy and allow officers to train in district and by logging into the training portal remotely, using their smartphones, desktops, and tablets. Like other jurisdictions in Pennsylvania, the adoption of the PowerDMS University platform will allow the PPD's training staff to provide easily accessible elective and mandatory certification training (recruit and annual MPO mandates) for all sworn personnel.

With the tools from [Axon's](#) virtual reality (VR) suite of classes, the PPD will be offering trainings for

PPD personnel focused on community engagement strategies that develop skills, empathy, and de-escalation tactics for engaging with individuals in scenarios involving mental health, trauma, peer intervention, and more. Through these VR training experiences, PPD sworn personnel of all ranks will be able to use evidence-based training scenarios to gain confidence and respond to 911 calls with new insights, awareness, and perspectives, leading to more mutually beneficial outcomes. This VR training process is also highly mobile, which will allow the Training Bureau team to take classes to districts and specialized units as necessary.

### **Mentoring to Build Community Engagement Skills.**

The Community Partnerships Bureau is exploring the development of a community engagement mentoring program, in which the PPD would take an inventory of officers' skills throughout the department and institute a train-the-trainer model of officers who have community policing skill sets to mentor and train new officers in these techniques. This would increase the community policing skill set of officers at the grassroots level and would be at no cost to the PPD.



# Safer, Cleaner, and Greener Philadelphia

The Philadelphia Police Department is filled with optimism and determination under Mayor Parker's leadership. While the challenges we face may be formidable, they are not insurmountable. With the appropriate allocation of resources focused on prevention, intervention, and enforcement, and by maximizing the deployment of the current police force, the PPD is poised to meet Mayor Parker's goals for a safer city.

The development of this 100-day plan from the Mayor's Executive Order 1-24 is aligned with Mayor Parker's vision for a Safer, Cleaner, and Greener Philadelphia and signals a new chapter for public safety. Through proactive measures, community partnerships, and data-driven strategies, we are confident that we can create a city where everyone can thrive, free from the fear of violence. The persistent presence of quality-of-life offenses and other non-violent crimes underscores the ongoing need for proactive measures and community engagement. However, with a laser focus on improving the quality of life for the residents and visitors of Philadelphia, we are confident that we can continue to make significant strides towards making Philadelphia the safest big city in America.

Crime and violence did not happen overnight in our city, and with continued, relentless persistence in creating safe neighborhoods, we will measurably change the city experience for our residents, business owners, and those who visit and stay in our city. All our communities will see, touch, and feel their government in action. The officers of this police department are ready to engage communities and fight crime, focusing on delivering the best police service in the nation. They are reenergized from this infusion of resources and focused strategies that will provide them with the

much-needed support and tools to keep this city safe. The introduction of Philly Stat 360 and the creation of the Community Partnerships Bureau demonstrate our commitment to innovative and collaborative approaches to public safety. By harnessing the power of data-driven decision-making and fostering meaningful relationships with our communities, we are laying the groundwork for long-term success.

This report highlights the emphasis that we are placing on modernizing our department, both technologically and organizationally, and underscores our dedication to operational efficiency and effectiveness. Through strategic investments in technology and streamlined administrative processes, we are positioning ourselves to make the most of our resources and deliver quality police services to every corner of the city.

**The PPD's performance goals for crime and violence reduction provide a roadmap for measuring success and guiding our efforts moving forward. By setting clear objectives and performance metrics, we are holding ourselves accountable to the residents we serve and ensuring we maintain transparency in our operations.**

**This 100-day report provides a framework for how the Philadelphia Police Department will move forward toward Mayor Parker's goals. We are inspired by the leadership of Mayor Parker and the support of our communities. Together, we will confront the complex issues facing our city, and together, we will build a Safer, Cleaner, and Greener Philadelphia. We have already begun.**