

**Criminal Justice Council**

**July 2016**

**An Assessment of Wilmington's  
Implementation of the  
Wilmington Public Safety Strategies  
Commission Recommendations**



**Conducted by the**

**Police Foundation, Inc.**

**Washington, DC**

*This assessment was funded through the Delaware Criminal Justice Council by the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance (BJA), Federal Grant #'s: 2014-MUBX-1058 and 2015-MUBX-1068.”*



STATE OF DELAWARE  
EXECUTIVE DEPARTMENT  
CRIMINAL JUSTICE COUNCIL

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**July 2016**

**Dear Wilmington Public Safety Strategies Commission Members:**

On January 29, 2015, Governor Jack A. Markell signed into law House Joint Resolution #2. This Joint Resolution established the Wilmington Public Safety Strategies Commission to conduct a rapid, intensive, and comprehensive examination of public safety strategies in the City of Wilmington. On March 31, 2015, the Police Foundation, Inc. and Vigilant Resources International released their final report and recommendations as prescribed by the House Joint Resolution. That report can be found on the Criminal Justice Council website at <http://cjc.delaware.gov/WilmPSSC.shtml>.

In May 2016, the Criminal Justice Council entered into a contractual agreement with the Police Foundation, Inc. to return to Wilmington to conduct an assessment of Wilmington's reported implementation of the Commission's recommendations, which were issued just over one year ago. This assessment was funded through the *Delaware Criminal Justice Council by the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance (BJA), Federal Grant #'s: 2014-MUBX-1058 and 2015-MUBX-1068.*"

Please find on the pages that follow, the most recent assessment conducted by the Police Foundation, Inc. The Criminal Justice Council would like to thank the Police Foundation, Inc. for their professional and thoughtful assessment and for helping the City of Wilmington with this process. The Council would also like to thank the dedicated officers of the Wilmington Police Department, in particular, Chief Cummings for granting access to the department and providing exceptional cooperation during this process.

If you have any questions, comments or require additional information pertaining to this report, please do not hesitate to contact the Criminal Justice Council at 302-577-5030.

Sincerely,

*Christian L. Kervick*

Christian L. Kervick  
Executive Director



July 18, 2016

Mr. Christian Kervick  
Executive Director  
Delaware Criminal Justice Council  
820 N. French Street, #10  
Wilmington, Delaware 19801

Dear Executive Director Kervick:

Throughout the month of June 2016, the Police Foundation conducted an assessment of Wilmington's reported implementation of the Wilmington Public Safety Strategies Commission (WPSSC) recommendations, which were issued just over one year ago. The Delaware Criminal Justice Council (CJC) asked the Police Foundation to conduct this review based on information available from city officials, specifically the Wilmington Police Department. We understood this review to be an independent assessment, not an audit or investigation requiring adherence to audit or investigative standards.

The assessment team was led by Chief Hassan Aden (Ret.), former chief of police in Greensboro, North Carolina, Assistant Chief of the Alexandria, Virginia Police Department and Director of the International Association of Chiefs of Police Research Division. Chief Aden is currently a part-time advisor at the Police Foundation. The team also included Dr. David Thomas, a who served as a law enforcement officer in various states, is a professor and licensed counselor, and who serves as a Senior Research Fellow and consultant to the Police Foundation and various Police Foundation staff. These individuals were selected for their experience as well as the need to provide both independence and institutional knowledge of the initial assessment and the recommendations.

Mr. Christian Kervick (con't.)

The assessment team used multiple approaches to collect information on the status of implementation of each of the 111 recommendations over the study period, including in-person visits and interviews, observation of meetings, participation in tours and ride-alongs with officers, review of files/documentation on-site, and follow-up telephonic interviews. As part of our assessment, we also made contact with consultants to the City, Commissioner Charles Ramsey (Ret.) and Deputy Commissioner Kevin Bethel, as well as a review of findings with the Violence Reduction Network (VRN) liaison to the City. Independent interviews were also conducted with sources outside of the WPD who confirmed progress directly associated with these recommendations. The study timetable and funding level did not support a more rigorous study that involved broader interviews beyond the police department or any study of the quality of implementation.

We have attached a report indicating for each of the primary recommendations whether that recommendation has been “implemented,” “not implemented”, “in progress”, “partially implemented”, or implemented in a manner that is substantially different from what was proposed.

Upon final review, and based on the information we were provided, we have reached the following determinations:

- ❖ 71% of recommendations (79) have been implemented based on the information we were provided, including approximately 63% of the recommendations labeled as high-priority
- ❖ 12% of recommendations (13) were not implemented
- ❖ 8% of recommendations (9) are in progress
- ❖ 7% of the recommendations (8) were implemented in a manner different from what was proposed
- ❖ 2% of recommendations (2) were partially implemented

The assessment team noted that many of the recommendations not implemented pertain to staffing changes (e.g., additional staff, civilianization, etc.) that were reportedly submitted to the City but not approved. Other recommendations not implemented were reportedly considered by WPD leadership and the city, but were determined to not be feasible.

Although not all recommendations have been implemented, we can report that significant change has occurred in the WPD as a direct result of the initial assessment. We were pleased to learn of the progress made in improving the WPD’s use of technology and establishing the Real Time Crime Center, and in the Chief’s announcement that every officer in the Wilmington Police Department is to operate within the context of community policing. At the same time, we note that Wilmington continues to experience relatively high levels of violence in certain neighborhoods and strongly encourage the re-consideration of key recommendations that appear to have not been implemented or not fully implemented as yet, such as the recommendations involving the enhanced implementation of the Cure Violence public health-based approach in the City and more aggressive engagement with community and

Mr. Christian Kervick (con't.)

neighborhood groups and individuals who can make a difference in Wilmington. Last, we encourage a deeper assessment or evaluation of the Department's efforts to implement community policing Department-wide, with a goal of assisting the Department in ensuring that community policing and problem-oriented policing is being implemented effectively in the neighborhoods that need it most. It is vital, as more enforcement resources are delivered to impacted communities, that officers and the community work together to build and ensure trust, cooperation, and legitimacy.

It is also important for us to note that Chief Cummings and all staff with whom the assessment team came into contact were extremely professional and provided what our representatives believe was full access to files, staff, and other information needed to successfully determine if and how the recommendations were implemented. We appreciate their cooperation and openness.

Thank you again for the opportunity to support the City of Wilmington and the State of Delaware. We look forward to continuing to work with you in the future.

Sincerely,

A handwritten signature in brown ink, consisting of several overlapping loops and a horizontal stroke, likely representing the name Jim Burch.

Jim Burch  
Vice President



# RECOMMENDATIONS & STATUS FOR WPSSC

JULY 2016

	Finding	Recommendation	Complexity Ease	Cost	Implementation Priority		Implementation Status	Notes
					Police Foundation	VRI		
1	Officers on the street	In order to maintain its deployable personnel at or near the authorized 320 sworn officer number, the City should plan ahead and hire more regularly. The City's plan should utilize smaller Police Academy classes when needed to keep these staffing levels.	Low	Low	Med	High	Implemented	Implemented
2	Staffing Levels	The staffing levels in the 4 patrol platoons should be increased to 31 officers in each platoon upon graduation of the current Police Academy class in May 2014	Low	Low	High	High	Implemented	Implemented
3		The deployable patrol strength of each platoon should be kept at 24 or more officers.	Low	Low	High	High	Implemented	Implemented
4	3-sector Model	The current model that divides Wilmington into three sectors each commanded by a Captain is viable and should be maintained.	Low	Low	Low	Low	Implemented	Implemented
5	3-sector Model	Lieutenants should be assigned to work the same days and hours as their platoons.	Low	Low	High	High	Implemented	Implemented
6	3-sector Model	The efforts of lieutenants should be focused on ensuring proactive policing and conducting team-led enforcement.	Low	Low	High	High	Implemented	Implemented
7	3-sector Model	Community Policing officers should be assigned under the command of the sector captains to allow for greater accountability.	Low	Low	Med	Med	Implemented	Implemented
8	3-sector Model	A Community Policing Unit should continue to exist with one sergeant for citywide record keeping and training purposes. He should also be assigned to Sector 2, where the majority of Community Policing Officers are assigned.	Low	Low	Med	Med	Implemented Differently	Adopted different CP strategy. It should be evaluated in 12 months for effectiveness.
9	3-sector Model	Specific metrics for success in each sector should be defined and measured, including crime reduction among the major crime categories (murder, robbery, sexual assault, burglary, aggravated assault, etc.)	Low	Low	High	High	Implemented	Implemented-TAPS and Data Presented to Community in Community TAPS Meetings

	Finding	Recommendation	Complexity Ease	Cost	Implementation Priority		Implementation Status	Notes
					Police Foundation	VRI		
10	3-sector Model	The WPD should strive to achieve greater coordination between its sector captains and other units. This increased coordination can be achieved by sector captains identifying specific hotspot locations and developing specific plans for enforcement in coordination with the captains in the Criminal investigations Division and the Drug, Organized Crime, and Vice Division.	Low	Low	High	High	Implemented	Implemented
11	Operation Disrupt	Upon graduation of the Police Academy class, officers should be assigned as follows: <ul style="list-style-type: none"> <li>• 34 academy graduates to patrol platoons</li> <li>• 8 experienced officers to a newly created Community Stabilization Unit</li> <li>• 6 experienced officers to the Criminal Investigations Division</li> <li>• 6 experienced officers to the Drug (Vice) Unit.</li> </ul>	Low	Low	High	High	Partially Implemented	Implemented-assignments are based on staffing needs and priorities
12	Operation Disrupt	The WPD should also examine whether its existing deployment of civilians is appropriate and if some duties and responsibilities can be completed utilizing technology.	Med	Low	Low	Med	Implemented	Implemented
13	Police Overtime	WPD should analyze overtime expenditures, with a view toward ensuring better data about overtime use and closer supervision of the resource.	Low	Low	High	High	Implemented	Implemented
14	Community Policing	Review recruit and in-service training to determine how best it prepares officers to implement community-policing principles within their patrol area and provide necessary training to all officers, supervisors and civilians.	Low	Low	Low	Low	Implemented	Implemented
15	Community Policing	Develop and implement a community policing strategy that incorporates community oriented policing throughout the Department and effectively enables every officer on patrol and other units with public contact to provide community-policing services.	Med	Low	High	High	Implemented	This is the WPD's community policing strategy - all patrol officers are expected to implement community policing
16	Community Policing	Empower community-policing officers to solve community problems by providing the appropriate authorities, tools, and resources to get the job done, as described by the community during Commission meetings.	Med	Low	High	High	Implemented Differently	New strategy all officers considered CP Officers. Should be evaluated in 12 months for effectiveness

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					Police Foundation	VRI		
17	Community Policing	Increase designation and assignment of community policing officers into hot spots and other high crime areas	Low	Low	High	High	Implemented Differently	In lieu of designating more officers as community policing officers, the WPD has established that all officers are practicing community policing and will adjust staffing into hot spots and other high crime areas.
18	Community Policing	Develop policing strategies that focus on place- and offender-based enforcement. As implemented, these strategies should focus on respectful engagement and joint problem solving with members of the community.	Med	Low	High	High	Implemented	Implemented
19	Community Policing	As part of the place-based strategies, Wilmington Police Department should be as surgical as possible in the community problem solving efforts, focused on 'block level' partnerships involving both adults and youth in the community.	Med	Low	High	High	Implemented	Implemented
20	Community Policing	Conduct a community asset assessment to identify social services agencies and organizations that can provide community services within hot spots and other high-crime areas, both at the agency or executive level and at the front line levels.	Low	Med	Med	Med	Implemented	Implemented
21	Community Policing	Develop partnerships with community providers in the hot spot areas.	Low	Low	Med	Med	Implemented	Implemented
22	Community Policing	Implement the Police-Citizen Satisfaction Survey of the National Police Research Platform, University of Illinois at Chicago, which measures citizen satisfaction with police performance, a critical issue for gaining the community's support and trust. This would allow Wilmington's results to be benchmarked against as many as 60 other agencies in the U.S.	High	Med	Med	Med	Implemented Differently	The National Police Research Platform was not used. A survey conducted the University of Delaware is reported to have been used. This likely does not provide any benchmarking opportunities however.
23	Community and Organizational fairness	The Department should systematically review its policies, procedures and protocols after training is completed to ensure that these documents are consistent with community oriented policing, procedural justice, and legitimacy.	Med	Low	Med	Med	Implemented	Implemented

	Finding	Recommendation	Complexity Ease	Cost	Implementation Priority		Implementation Status	Notes
					Police Foundation	VRI		
24	Community and Organizational fairness	The Department should Implement the National Police Research Platform's Public Satisfaction Survey, which measures citizen satisfaction and procedural fairness within police performance. This would allow Wilmington's results to be benchmarked against as many as 60 other agencies in the U.S. that have used this tool.	High	Med	Med	Med	Implemented Differently	The National Police Research Platform was not used. A survey conducted the University of Delaware is reported to have been used. This likely does not provide any benchmarking opportunities however.
25	Community and Organizational fairness	WPD should consider leveraging the Blue Courage Training program for the entire WPD. Initial engagement through the Blue Courage Executive Overview, designed to give insight on topics such as the Nobility of Policing, Respect, and Critical Thinking/Effective Decision Making, is recommended. The Bureau of Justice Assistance, DOJ's Office of Community Oriented Policing Services, the National Law Enforcement Officers' Memorial and the International Association of Directors of Law Enforcement Standards and Training (IADLEST) are partnering with Blue Courage as it is delivered around the U.S.	Low	Low	High	High	Implemented	Implemented
26	Community Complaints	WPD should consider allowing complaints to be filed online or at a location outside of WPD headquarters, such as the Downtown Safety Office at 217 Market Street or another location, and the available days/times for doing so should include evening and/or weekend hours.	Med	Med	High	High	Implemented	WPD reports that these alternatives were considered and WPD will make effort to accommodate complainant needs.
27	Community Complaints	WPD should take steps to ensure that the interview process does not result in citizens feeling intimidated or "talked out of" filing a complaint.	Low	Low	High	High	Implemented	Implemented
28	Community Complaints	WPD should provide complainants with the opportunity to choose a preferred method of follow-up and learning the outcome of the complaint, such as letter, e-mail/text, or call.	Low	Low	High	High	Implemented	Implemented
29	Accountability	The full capacity of the new CAD system and GPS technology should be utilized to map the position of each police car and track their movement and time at locations. Patrol supervisors should be able to view this mapping on their MDT and screens should also be available for viewing by the booking/desk officer and in the respective offices of chief through platoon lieutenants. An alert should occur at the communications section if a police car has not moved in 30 minutes and the patrol sergeant should be immediately notified.	High	Med	High	High	Implemented	Implemented

Finding	Recommendation	Complexity Ease	Cost	Implementation Priority		Implementation Status	Notes
				Police Foundation	VRI		
30 Accountability	Sector captains should make clear that units are to maximize time on patrol and avoid administrative or other tasks that unnecessarily take them out of sector. The officers' efforts should be specifically focused and directed toward violence reduction rather than response to past crimes.	Low	Low	High	High	Implemented	Implemented
31 Accountability	The WPD should establish a confidential schedule of unannounced tours worked by its 7 captains that focus on the late evening/midnight tour.	Low	Low	Med	Med	Implemented	Implemented-duty captain and sector captains responsibility
32 Accountability	The 3 sector captains should also schedule their tours to ensure at least one is working during the high activity hours in the evening and ensures that any serious conditions that develop regardless of sector boundary are addressed.	Low	Low	Med	Med	Implemented	Implemented
33 Accountability	Patrol members should be required to report to a supervisor when entering and exiting the stationhouse during the tour. We recommend the booking sergeant area be reconfigured to create a desk officer position and that the booking sergeant maintains an interrupted patrol log noting the reason and time of arrival and departure of officers and supervisors into the stationhouse once the tour has commenced. To increase accountability, the booking sergeants and officers should also be placed in the platoon schedule.	Low	Low	High	High	Implemented	Implemented-CAD captures information and supervisors are responsible for monitoring
34 Accountability	Sergeants entering the stationhouse during the tour should also make an entry concerning their time of entry and leaving and the reason for being in the building.	Low	Low	High	High	Implemented	Implemented
35 Accountability	Captain and lieutenants should regularly inspect the interrupted patrol log, question the desk sergeant regarding officers being in the stationhouse, and inspect the inside of the stationhouse particularly on the midnight tours to ensure no unauthorized officers are present.	Low	Low	High	High	Implemented	Implemented
36 Accountability	Officers should whenever possible complete paperwork in the field utilizing their Mobile Digital Terminals and only leave the field with their supervisor's approval and upon notifying the radio dispatcher.	Low	Low	High	High	Implemented	Implemented
37 Accountability	Supervisors should ensure officers prepare Field Service Reports when suspects are stopped. Both monitoring the police radio and reviewing dispatched calls for suspicious persons should assist in evaluating the compliance rate.	Low	Med	Med	Med	Implemented	Implemented

	Finding	Recommendation	Complexity Ease	Cost	Implementation Priority		Implementation Status	Notes
					Police Foundation	VRI		
38	Homicide / Shooting Incident Response Plan	The WPD should implement a homicide/shooting response plan that requires the response of high-ranking members of the Department to take command and ensure every possible step is being taken to apprehend the offender and prevent additional shootings or retaliation.	Low	Low	High	High	Implemented	Implemented
39	Homicide / Shooting Incident Response Plan	The WPD should conduct meetings chaired by the two Investigative and Operational Inspectors within 48 hours of a shooting to ensure maximum follow up. The meetings should include representatives from all involved law enforcement agencies and the State Attorney's office.	Low	Low	High	High	Implemented	Implemented
40	Homicide / Shooting Incident Response Plan	The Investigative Captain and supervisors should meet monthly with the Attorney General to review active and cold cases and determine steps to move forward.	Low	Low	High	High	Implemented	Implemented
41	Homicide Clearance Rate	The WPD should create a Homicide/Violent Crime Unit as described above that would allow for a comprehensive approach to investigating violent crime in the City.	Med	Med	High	High	Implemented	Implemented
42	Homicide Clearance Rate	The Inspector Investigative Operations should arrange for the HVCU Detective Commanders to meet with the State Prosecutor a minimum of once a month to review pending cases, investigative leads, forensic results, and additional investigate steps needed for successful prosecution on cases pending trial.	Low	Low	High	High	Implemented	Implemented
43	Homicide Clearance Rate	The Inspector for Investigative Operations should lead a process to review the 43 cases with a "cold case" status to determine if they can be returned to active case status and assigned to investigators in the HVCU along with reviewing the definition of "cold case".	Low	Low	High	High	Implemented	Implemented
44	Homicide Clearance Rate	CID, including the proposed HVCU, needs an automated case management system to track case, lead, suspect, person of interest, etc.	Med	Med	Med	Med	In Progress	In progress
45	Homicide Clearance Rate	The unit (and the Forensic Crime Unit) needs training in a variety of areas, such as case management, technological tools, evidence control and ballistics. WPD may also consider sending one or more evidence technicians to the U.S. DOJ-funded National Forensics Academy for intensive training and certification.	Low	Med	High	High	Implemented	Implemented
46	Homicide Clearance Rate	The WPD should continue to utilize the services the Violence Reduction Network and consider utilizing experienced retired homicide detectives to assist with cold case reviews.	Low	Low	High	High	Implemented	Implemented

	Finding	Recommendation	Complexity Ease	Cost	Implementation Priority		Implementation Status	Notes
					Police Foundation	VRI		
47	Homicide Clearance Rate	The WPD should also consider requesting the assignment of two trained investigators from the State Police and two from the New Castle County Police Department to assist in addressing open homicides and shootings.	Low	Low	High	High	Implemented Differently	WPD reports that in lieu of requesting officers be assigned, they leverage their relationship with these agencies to provide assistance when needed.
48	Homicide Clearance Rate	The WPD should establish a career path for assignment to detective duties.	Med	Low	Med	Med	Implemented Differently	Informal, but existing process
49	Homicide Clearance Rate	The WPD should ensure all supervisors in Investigative Operations have an investigatory background.	Low	Low	High	High	Implemented	Implemented
50	Firearms Investigative and Intelligence Tools	The State of Delaware should consider replicating the New Jersey statute requiring law enforcement agencies to conduct thorough and timeline gun crime investigations, using the latest in ballistics technology.	Med	Med	High	High	In Progress	In Progress
51	Firearms Investigative and Intelligence Tools	The Wilmington Police Department and New Castle County Police Department and other agencies in the immediate area should work with the Delaware State Police to create a similar protocol, which should be immediately implemented and monitored monthly through discussions between the leadership of both agencies.	Med	Med	High	High	Implemented	Implemented
52	Firearms Investigative and Intelligence Tools	WPD should consider participating in ATF's Collective Data Sharing initiative. Doing so would allow the WPD to access crime gun trace information as a result of other Delaware law enforcement agency traces of crime guns, which may assist in identifying crime gun sources.	Low	Low	Med	Med	Implemented	Implemented
53	Firearms Investigative and Intelligence Tools	No-cost training and technical assistance from partner agencies such as ATF and forensics providers such as Forensics Technologies, Inc. (produces IBIS technology) should be leveraged to improve ballistics capabilities.	Low	Low	High	High	Implemented	Implemented
54	Victim Response	The Wilmington Police Department should conduct an assessment of its victim services strategies, to include investigations, to ensure that there are no barriers to communications with victims and family members and that proper protocols for prioritizing such communications are in place and followed.	Low	Low	High	High	Implemented	Implemented
55	Victim Response	The Wilmington Police Department should conduct an assessment of victim/witness risk assessments to ensure the existing process considers each case comprehensively.	Med	Low	High	High	Implemented	Implemented

	Finding	Recommendation	Complexity Ease	Cost	Implementation Priority		Implementation Status	Notes
					Police Foundation	VRI		
56	Victim Response	Establish a protocol (SOP) requiring phone calls from victims and/or family members be returned within 24 hours by a victim services professional or investigator, if requested.	Low	Low	High	High	Implemented	Implemented
57	Victim Response	Establish a protocol (SOP) requiring phone calls from survivors of homicide victims be returned immediately by a victim services professional or investigator.	Low	Low	High	High	Implemented	Implemented
58	Victim Response	The Wilmington Police Department's victim services professionals should be available to respond to crime scenes as necessary and leverage the assistance of community victim services organizations as needed.	Low	Med	High	High	Implemented	Implemented
59	Victim Response	The Wilmington Police Department should request and receive training and technical assistance from DOJ's Office for Victims of Crime through the Violence Reduction Network (VRN), which can provide assistance in improving response to crime victims.	Low	Low	Med	Med	Implemented	Implemented
60	Community-Based Violence Reduction Strategies	The City should move the Cure Violence model administration to an agency within the City with a mission that is directly aligned with public safety and is capable of leveraging criminal justice, economic and social resources.	Med	Med	High	High	Not Implemented	Program appears to continue to be implemented through the Parks & Rec Department
61	Community-Based Violence Reduction Strategies	Cure Violence program administration should be strengthened to support the violence interruption process, including daily staffing meetings and 24/7 support for interrupters who may need to engage other agency resources to prevent violence. Although intensive in time and focus, this is essential in order to prevent violence that will not wait until the next business day.	Med	Med	High	High	Partially Implemented	Program appears to have made progress and continues to maintain well-suited local staff. Program continues to offer great promise in violence reduction if leveraged to a greater degree in Wilmington.
62	Community-Based Violence Reduction Strategies	The City should engage with the University of Illinois Cure Violence Program staff. The staff has agreed to come to Wilmington for a sustained period of intensive technical support to ensure the program is operating as intended.	Low	Low	High	High	Implemented	UI staff have made site visits and see progress in the local program, but additional engagement would be useful.
63	Targeted Analytical	The WPD should create a T.A.P.S./CompStat meeting as part of its management system.	Low	Low	High	High	Implemented	Implemented
64	Targeted Analytical Policing Systems	WPD executives may wish to visit several other departments using such a model to ensure best current practices are included in development of T.A.P.S./CompStat.	Low	Med	Med	Med	Implemented	Implemented

	Finding	Recommendation	Complexity Ease	Cost	Implementation Priority		Implementation Status	Notes
					Police Foundation	VRI		
65	Targeted Analytical Policing Systems	Monthly T.A.P.S./CompStat meetings should be held in partnership with the New Castle County Police Department to address emerging issues, trends and patterns, that cross geographic boundaries and to establish a joint plan to address the issues.	Low	Low	High	High	Implemented	Implemented
66	Crime Analysis	Weekly crime analysis outputs should include social network analysis as well as hot spots analysis and other techniques to identify chronic, high-rate offenders and the networks they operate within, in order to prioritize patrol and investigative efforts.	Med	Low	High	High	Implemented	Implemented
67	Crime Analysis	A partnership with a criminologist or academic institution with experience in supporting the practical analysis of crime, offender and place-based policing, and developing crime reduction strategies should be developed to permit the regular infusion of such experience and learning while the crime analysis capacity of the Department is being enhanced.	Low	Med	Med	Med	Implemented	Implemented
68	Crime Analysis	Crime analysis should be conducted in ways that permit it to be used in informing prevention activities and strategies, guiding mid-level operational decisions, and conducting analysis and benchmarking of the Department's progress and outcomes at preventing and reducing crime.	Med	Low	High	High	Implemented	Implemented
69	Crime Analysis	Mid-level management and senior leaders should receive training in data interpretation and its use in the development and implementation (leading) crime reduction strategies.	Low	Low	High	High	In Progress	In Progress
70	Focused Crime Analytics	The WPD should complete the comprehensive training of all supervisors in the use of the existing analytical software programs within 60 days.	Low	Med	High	High	In Progress	In-Progress
71	Focused Crime Analytics	WPD supervisors should have to exhibit proficiency with these systems to ensure they are able to use them in their daily performance.	Low	Med	High	High	In Progress	In-Progress
72	Focused Crime Analytics	After completion of supervisor training, the WPD should train all officers in Crime View and other crime analysis software they already possess. Due to the complexity of some of the topics, the training should involve multiple sessions.	Low	Med	High	High	In Progress	In-Progress

	Finding	Recommendation	Complexity Ease	Cost	Implementation Priority		Implementation Status	Notes
					Police Foundation	VRI		
73	Crime Analysis Dissemination	The WPD should immediately create a crime information board in the roll call room for the posting of important data. Among the items on the board should be: <ul style="list-style-type: none"> <li>• Maps with crime locations broken down by hour and day;</li> <li>• Information on current hotspots, trends or patterns;</li> <li>• Photographs of 25 most wanted individuals;</li> <li>• Photographs of known offenders (burglary, robbery, etc.);</li> <li>• Photographs of individuals know to carry a gun;</li> <li>• Photographs of individuals on parole/probations;</li> <li>• Safety warning for officers concerning any threats</li> </ul>	Low	Low	High	High	Implemented	Implemented
74	Crime Analysis Dissemination	The Information Board should be updated weekly or sooner if patterns change or additional information needs to be immediately provided.	Low	Low	High	High	Implemented	Implemented - in multiple ways.
75	Crime Analysis Dissemination	The Information Board should initially be created using display boards or cases to expedite its creation, but should over time move into largely electronic format.	Low	Med	Med	Med	Implemented	Same as above.
76	Crime Analysis Dissemination	WPD should ensure that supervisors who turn out platoons of officers are thoroughly aware of the most current crime information and trends and provide thorough briefings concerning them to the officers.	Low	Low	High	High	Implemented	Same as above.
77	Crime Analysis Dissemination	WPD should also create brief packages of intelligence information including crime maps and photographs of wanted individuals that would be sent to officers via their MDTs.	Low	Low	High	High	Implemented	Implemented
78	Crime Analysis Dissemination	WPD should utilize a receipt system to allow tracking of Department emails to ensure all personnel are reviewing their content.	Med	Low	Med	Med	Implemented	Implemented-supervisors' responsibility
79	Crime Analysis Dissemination	The WPD should examine the portal system utilized by the New Castle County Police Department for internal information exchange to determine if it is appropriate for use by the WPD.	Med	Low	Med	Med	Implemented	Implemented
80	Crime Analysis Dissemination	The information provided to officers should also be provided electronically to the State Police, New Castle County Police Department and other partner law enforcement agencies.	Low	Low	Med	Med	Implemented	Implemented
81	Crime and Intelligence Capabilities	The WPD should establish a Real Time Crime Center (RTCC) for the comprehensive analysis and dissemination of information.	Med	High	Med	Med	Implemented	Implemented
82	Crime and Intelligence Capabilities	The RTCC should be comprised of a Crime Analytics Section and an Investigations Section.	Low	High	Med	Med	Implemented	Implemented

	Finding	Recommendation	Complexity Ease	Cost	Implementation Priority		Implementation Status	Notes
					Police Foundation	VRI		
83	Crime and Intelligence Capabilities	The WPD staff of the RTCC should include one existing Investigative Detective, one existing civilian Crime Analyst, one existing Technology Analyst and one new Intelligence Analyst.	Low	High	Med	Med	Implemented	Implemented
84	Crime and Intelligence Capabilities	The RTCC should coordinate the exchange of information with other law enforcement agencies.	Med	High	Med	Med	Implemented	Implemented
85	Crime and Intelligence Capabilities	The RTCC should work to link the viewing capabilities of Downtown Visions and other camera systems to the RTCC.	Med	High	High	High	In Progress	WPD is establishing a monitoring center within HQ, which is co-located with/adjacent to the RTCC.
86	Personnel Coordination	The WPD should reassign officers to joint federal/WPD task forces.	Low	Low	High	High	Implemented	Implemented
87	Personnel Coordination	The Chief of the WPD should coordinate with federal counterparts to ensure officers' efforts are focused on Wilmington cases that will assist in reducing violence.	Low	Low	Med	Med	Implemented	Implemented
88	Personnel Coordination	The WPD should request the creation of a U.S. Marshals Service Task Force dedicated exclusively to Wilmington.	Low	Low	Med	Med	Not Implemented	WPD indicates that the USMS provides support effectively and whenever needed.
89	Wilmington Security Cameras	The Wilmington Police Department should develop a protocol that describes how the CCTV system will be used within the agency, setting expectations and standards for interaction with Downtown Visions, and requiring consultation with Downtown Visions regarding investigations.	Med	Low	High	High	Implemented	Implemented
90	Wilmington Security Cameras	The City should increase funding to Downtown Visions to add two additional staff and requiring that the City's 70 neighborhood cameras be monitored seven days per week and at least 16 hours each day.	Low	Med	Med	Med	Implemented Differently	WPD is hiring civilian staff to monitor cameras over 3 shifts (24 hours)
91	Wilmington Security Cameras	The Wilmington Police Department should place a "light-duty" officer within the Downtown Visions camera control room to serve as the liaison between Downtown Visions and the Department's Dispatch Center while cameras are monitored.	Low	Low	High	High	In Progress	Alternative plan to add civilian staff to WPD; No light duty assigned to Downtown Visions.
92	Wilmington Security Cameras	Consider broader transparency including potential crowdsourced video monitoring with partner organizations or potentially more broadly, and providing open data to allow anyone to map the locations of the cameras for crime deterrence purposes.	High	Med	Low	Low	Not Implemented	

	Finding	Recommendation	Complexity Ease	Cost	Implementation Priority		Implementation Status	Notes
					Police Foundation	VRI		
93	Wilmington Security Cameras	Enhance transparency to address the community's belief that the cameras don't work, sharing data publicly about the number of cameras not working on a weekly basis.	Low	Low	Med	Med	Not Implemented	Implemented-comprehensive strategy in place that does not include advertising which cameras are inoperable.
94	Wilmington Security Cameras	Data should be maintained within the CAD system to track calls or referrals from Downtown Visions to the Wilmington Police Department regarding incidents. This data should be reviewed monthly by the Police Department leadership in consultation with Downtown Visions leadership and frequently shared with City Council and the community to ensure referrals are acted on appropriately.	Low	Low	Med	Med	Implemented	Implemented
95	Wilmington Security Cameras	Before adding new cameras, conduct an analysis of the camera system to examine factors such as camera placement, hotspot coverage, camera monitoring, control room set up/operations, use of the video, and technical capabilities before adding new cameras.	Med	Med	High	High	Implemented	Implemented
96	Warrant Enforcement and Violent Offenders	The Department should continue its warrant enforcement efforts, but engage in greater focus through prioritization of warrants concerning the most violent wanted individuals and those who frequent or live in hotspot locations.	Low	Low	Med	Med	Implemented	Implemented-department strategy in place.
97	Warrant Enforcement and Violent Offenders	Lieutenants should ensure sergeants weekly engage in team-led warrant enforcement.	Low	Low	Med	Med	Implemented	Implemented-same as above
98	Warrant Enforcement and Violent Offenders	The WPD should establish a list with photographs of the 25 most violent wanted offenders and focus on their apprehension.	Low	Low	High	High	Implemented	Implemented
99	Warrant Enforcement and Violent Offenders	A prior existing program that allowed officers to surrender arrestees from warrants to the booking officers for processing should be reinstated.	Low	Low	Med	Med	Implemented	Implemented
100	Technology	The WPD should work with the State of Delaware to obtain Automated License Plate Recognition Systems (ALPRS).	Med	Low	Med	Med	Implemented	Implemented
101	Deputy Chief for Operations	Enforcement efforts should focus on hotspots and crime patterns.	Med	Low	High	High	Implemented	Implemented

	Finding	Recommendation	Complexity Ease	Cost	Implementation Priority		Implementation Status	Notes
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102	Deputy Chief for Operations	The Department should appoint a Deputy Chief Operations who would serve as the Department's chief crime strategist and be responsible for crime control initiatives throughout the Department, including developing the existing Target Analytical Policing System (T.A.P.S.) program into a T.A.P.S./CompStat accountability and management system.	Low	Med	High	High	Not Implemented	WPD reports that this is not feasible at this time
103	Salary and Benefits	The City should work with the Fraternal Order of Police in an effort to make its salary and benefits package more competitive with police departments in surrounding communities.	High	Low	High	High	Not Implemented	WPD defers to elected officials on this.
104	Strategic Communications	Hire a non-sworn Communications Director/PIO with the training and skills needed to effectively communicate the positive efforts of the WPD and the community	Low	Med	High	High	Not Implemented	This position was not approved by City.
105	Strategic Communications	Engage a law enforcement communications consultant to assist in immediately improving WPD communications with the public and media.	Low	Med	High	High	In Progress	Implemented-FBI to conduct the training through VRN
106	Administrative Positions	The WPD should consider civilianization of a number of positions in the Department including Public Information Officer, and officers assigned to the Computerized Assisted Dispatch system, computer maintenance, asset forfeiture, grant writing, accreditation, court liaison, planning, and evidence control. We note that the assignment of these officers to patrol could in part reduce the expenditure of overtime and contribute to paying for civilian salaries.	Low	Med	High	High	Not Implemented	In progress-requests for civilianization of positions have been made and turned down by City Hall
107	Creating Staff Positions	A Deputy Chief Operations position should be created.	Low	Med	High	High	Not Implemented	Not feasible at this time
108	Creating Staff Positions	A civilian Chief Information Officer position should be established within the Department. The salary should be adequate to ensure the hiring of highly skilled individuals. In recognition of the importance of technology to the reduction of crime throughout Wilmington, the Chief Information Officer should report directly to the Chief.	Low	Med	Med	Med	Not Implemented	In progress-Requested and denied
109	Creating Staff Positions	A Support Services Inspector should be created, who would assume responsibility for many of the functions not directly related to Patrol Operations or Criminal Investigations.	Low	Med	Med	Med	Not Implemented	In progress-requested and not approved
110	Creating Staff Positions	The Professional Standards Unit should report directly to the Chief of Police to avoid inherent conflicts of interest and ensure integrity issues are reported to and addressed at the highest level of the organization.	Low	Low	Med	Med	Not Implemented	This was considered and not implemented.

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111	Creating Staff Positions	As part of moving the Profession Standards Division directly under the Chief, we would also recommend moving the Court Liaison Officer and the Extra Job Coordinator, currently under Professional Standards, to Support Services. By moving these two units, Professional Standards avoids any conflict of interest when an audit or investigation of these two subunits is required.	Low	Low	Med	Med	Not Implemented	Considered but not implemented																						
					<table border="1"> <thead> <tr> <th rowspan="6"><b>Summary</b></th> <th>Status</th> <th># of Recommendations</th> <th>% of Recommendations</th> </tr> </thead> <tbody> <tr> <td>Implemented</td> <td>79</td> <td>71%</td> </tr> <tr> <td>Partially Implemented</td> <td>2</td> <td>2%</td> </tr> <tr> <td>In Progress</td> <td>9</td> <td>8%</td> </tr> <tr> <td>Not Implemented</td> <td>13</td> <td>12%</td> </tr> <tr> <td>Implemented Differently</td> <td>8</td> <td>7%</td> </tr> <tr> <td>Not Applicable</td> <td>0</td> <td>0%</td> </tr> </tbody> </table>				<b>Summary</b>	Status	# of Recommendations	% of Recommendations	Implemented	79	71%	Partially Implemented	2	2%	In Progress	9	8%	Not Implemented	13	12%	Implemented Differently	8	7%	Not Applicable	0	0%
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