

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
ON THE FRONT LINE: OFFICERS ON THE STREET	<i>On a per-capita basis, WPD would appear to have more than a sufficient number of officers to police the City. However, the City's needs are great, and the numbers do not tell the whole story.</i>	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.	The FY2016 budget includes \$300,000 to support an incoming police academy class when necessary.	Implemented after March 31, 2015
	<i>Due to leave and other excused absences, WPD's on-duty staffing levels are at times insufficient. Minimum staffing levels should be maintained throughout each day.</i>	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.	38 Officers will be assigned to each Platoon including 5 supervisors.	Implemented before the end of the year (June 9, 2015)
		The deployable patrol strength of each platoon should be kept at 24 or more officers.	Moving forward, the deployable patrol strength of each platoon will be kept at 24 or more officers.	Implemented before the end of the year (June 9, 2015)
	<i>WPD should retain the 3-sector model of accountability, with captains responsible for sector crime and problem solving and lieutenants responsible for team-led, proactive enforcement and collaboration between and across sectors.</i>	The current model that divides Wilmington into three sectors each commanded by a captain is viable and should be maintained.	We plan on maintaining the three sector deployment model.	Implemented prior to March 31, 2015
		Lieutenants should be assigned to work the same days and hours as their platoons.	Going forward, lieutenants will be assigned to work the same days and hours as their platoons.	Implemented before the end of the year (June 9, 2015)
		The efforts of lieutenants should be focused on ensuring proactive policing and conducting team-led enforcement.	The lieutenants are already responsible for insuring proactive policing and conducting team-led enforcement. Going forward, they will be held accountable for this responsibility through weekly TAPS meetings and direct supervision by their captains.	Implemented before the end of the year (June 9, 2015)
		Community policing officers should be assigned under the command of the sector captains to allow for greater accountability.	Going forward, community policing officers will be assigned under the command of the sector captain through the assigned lieutenant of that sector.	Implemented before the end of the year (June 9, 2015)

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
		<p>A Community Policing Unit should continue to exist with one sergeant for citywide record keeping and training purposes. The sergeant should also be assigned to Sector 2, where the majority of community policing officers are assigned.</p>	<p>25 officers will be assigned to the community policing efforts. Six in sector 1, Six in sector 3, and thirteen in sector 2, nine of which will be assigned to the downtown deployment efforts. The HR Division Captain will continue to oversee all training and record keeping for uniform and civilian personnel, including community policing officers. While 25 officers are designated community policing officers, all sworn personnel will receive community policing training.</p>	<p>Implemented before the end of the year with a slight modification</p>
		<p>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.)</p>	<p>The department has set metrics for success in their Strategic Plan. In addition, statistics relating to Part 1 Crimes (which include murder, robbery, sexual assault, burglary, aggravated assault, etc.), will continue to be used to measure and gauge the success of deployment strategies and community engagement efforts.</p>	<p>Implemented prior to March 31, 2015</p>
		<p>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.</p>	<p>The department utilizes weekly TAPS (Target Analytical Policing System) meetings to coordinate between sector captains and other units, and during which specific hotspots and deployment strategies are identified.</p>	<p>Implemented prior to March 31, 2015</p>

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
	<p><i>Finding: Notwithstanding recent short-term successes, Operation Disrupt is not sustainable or recommended in its current form as a long-term strategy for preventing crime and engaging the community.</i></p>	<p>Upon graduation of the Police Academy class, officers should be assigned as follows:</p> <ul style="list-style-type: none"> • 34 academy graduates to patrol platoons • 8 experienced officers to a newly created Community Stabilization Unit • 6 experienced officers to the Criminal Investigation Division • 6 experienced officers to the Drug (Vice) Unit. <p>The WPD should also examine whether its existing deployment of civilians is appropriate and if some duties and responsibilities can be completed utilizing technology.</p>	<p>34 academy graduates have been assigned to patrol platoons 7 experienced officers will be assigned to a newly created unit, called the Dealing with Issues of Stabilization through Respect, Understanding, and Promoting Trust (DISRUPT) Unit 58 Officers will be assigned to the Criminal Investigation Division, up 16 officers 20 Officers will be assigned to the Drug (Vice) Unit, up 14 officers</p> <p>The implementation of new technology like Crime View, New World Computer Aided Dispatch (CAD), and COGNOS (crime prediction/prevention software) will allow for increased productivity and efficiencies. The WPD will continue to monitor the responsibilities and duties of civilians and whether their duties can be completed by the implementation of these new technologies.</p>	<p>Implemented after March 31, 2015</p> <p>Implemented prior to March 31, 2015</p>
	<p><i>The City spends more on police overtime than comparable cities, and consistently underestimates its overtime needs.</i></p>	<p>WPD should analyze overtime expenditures, with a view toward ensuring better data about overtime use and closer supervision of the resource.</p>	<p>The WPD was down 35 officers prior to the new police academy. Overtime was used to fill vacancies that were created by attrition. As of May 15, 2015 the new academy class has graduated and there is less need for overtime to fill vacancies. Going forward all overtime will be managed daily by Captains and Lieutenants.</p>	<p>Implemented after March 31, 2015</p>

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

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BRINGING POLICING BACK TO NEIGHBORHOODS	<i>Community policing should be restored and effectively implemented in Wilmington.</i>	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.	The WPD will coordinate with the Community Oriented Policing Services Office through the U.S. Department of Justice to identify further community-policing principles and training opportunities for civilians, officers and supervisors.	Implemented after March 31, 2015
		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.	In January 2013, the WPD implemented the Strong Neighborhood Policing Model, which broadened the philosophy of community policing throughout the entire Department so every patrol officer can provide community-policing services. In July 2015, the Department will also incorporate the Blue Courage training program to further the community policing goals.	Implemented prior to March 31, 2015
		Increase designation and assignment of community policing officers into hot spots and other high crime areas	Twenty-five officers, will now be assigned as follows: six in sector 1, six in sector 3, and thirteen in sector 2, nine of which will be assigned to the Downtown Deployment effort. Through the sector deployment, each sector Captain will have Community Police Officers focus on hot spots areas and strengthen relationships within the communities.	Implemented before the end of the year (June 9, 2015)

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

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		<p>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.</p>	<p>There has been a Community Policing Unit within the WPD since the start of the Administration. It was temporarily modified by Operation Disrupt. However, with the new police academy graduation, the Community Policing effort, which will be made up of twenty-five officers, will now be assigned as follows: six in sector 1, six in sector 3, and thirteen in sector 2, nine of which will be assigned to the Downtown Deployment effort. These officers will work to solve problems and resolve community issues by proactively engaging citizens and residents, regularly attending civic association and community meetings, and working with other City Departments to resolve neighborhood-level issues.</p>	<p>Implemented before the end of the year (June 9, 2015)</p>
		<p>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.</p>	<p>The WPD will continue to use evidence based policing strategies and data analysis to develop police strategies that focus on place and offender based enforcement. These strategies will focus on respectful engagement and joint problem solving with members of the community.</p>	<p>Implemented prior to March 31, 2015</p>

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

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		<p>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.</p>	<p>The Wilmington Police Department implemented the safe-neighborhood philosophy that will continue to be integrated throughout the department by a team of trained community police officers. These officers will strengthen relationships with residents, connect police resources to specific community problems and crimes, coordinate deployment of resources and assess the success of strategies implemented by police and the community.</p>	<p>Implemented prior to March 31, 2015</p>
		<p>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.</p>	<p>The City of Wilmington's Office of Constituent Services already maintains a directory of neighborhood/community organizations and social service agencies within the City. This directory is updated regularly by the City and is readily available to WPD and the public through the City's website. WPD will disseminate this information to all officers in the form of an informational bulletin.</p>	<p>Implemented prior to March 31, 2015</p>
		<p>Develop partnerships with community providers in the hot spot areas.</p>	<p>The WPD developed community partners through the Strong Neighborhood Initiative by identifying block captains who work with police officers to build safe and strong neighborhoods. The Department has also reinstated the Civilian Police Academy.</p>	<p>Implemented prior to March 31, 2015</p>

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
		<p>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.</p>	<p>The WPD will review the Police-Citizen Satisfaction Survey of the National Police Research Platform, in addition to other survey platforms that assess community support and trust, and will develop a survey tool that utilizes recommendations from the President's 21st Century Policing Report.</p>	<p>Implemented before the end of the year</p>
	<p><i>Community and organizational fairness are necessary for engaging the community and maintaining a cohesive and engaged workforce in the WPD.</i></p>	<p>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.</p>	<p>Once the scheduled Blue Courage training is completed in July of 2015, the Department will review it's policies, ensuring that the Blue Courage philosophy of community oriented policing and procedural justice will be implemented.</p>	<p>Implemented before the end of the year</p>
		<p>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.</p>	<p>Public satisfaction surveys have already been utilized and are incorporated within the Strong Neighborhood policing philosophy, which WPD will continue to use.</p>	<p>Implemented prior to March 31, 2015</p>

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

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		<p>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.</p>	<p>The Blue Courage training was identified as the flagship training of community policing and police legitimacy, and was requested by WPD in December of 2014. With the assistance of the VRN, training has been scheduled to begin this summer for WPD leadership, followed by rank and file in the Fall of 2015.</p>	<p>Implemented prior to March 31, 2015, training will begin in July of 2015</p>
	<p><i>The Wilmington Police Department process for receiving complaints from the community does not sufficiently promote accountability and should be more transparent.</i></p>	<p>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.</p>	<p>The department is currently rewriting policy to allow for the filing of complaints online, which will enable filings when it is convenient for the person submitting the complaint.</p>	<p>Implemented after March 31, 2015</p>

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

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		WPD should take steps to ensure that the interview process does not result in citizens feeling intimidated or “talked out of” filing a complaint.	Supervisors are in place within the Office of Professional Standards to ensure that intimidation does not occur, and these supervisors will continue to monitor the complaint filing process. The department will provide additional training to officers regarding how to properly handle the filing of a complaint by a citizen, and also plans to implement an education initiative for the public related to how to file a complaint.	Implemented after March 31, 2015
		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.	Complainants continue to have the opportunity to determine the means by which they will be contacted by the department to discuss the outcome of a filed complaint.	Implemented prior to March 31, 2015
REMAINING ACCOUNTABLE TO THE CITIZENS	<i>Additional steps should be taken to ensure accountability in patrol operations.</i>	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.	The implementation of the New World CAD System, for which the initial install began in March of 2015, will enable the department to map the position of each police car for tracking and deployment purposes.	Implemented after March 31, 2015

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
		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 the sector. The officers' efforts should be specifically focused and directed toward violence reduction rather than response to past crimes.	Sector captains will have a mobile version of the CAD System, as well as Crime View and ShotSpotter software on their laptops and desk tops, which will enable them to direct department resources toward proactive patrols.	Implemented after March 31, 2015
		The WPD should establish a confidential schedule of unannounced tours worked by its 7 captains that focus on the late evening/midnight tour.	When any Captain is assigned to act as the Duty Officer, they are responsible for performing unannounced tours during the evening/midnight shift.	Implemented prior to March 31, 2015
		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.	The 3 Sector Captains are already rotated in once every 7 weeks as the Duty Officer, which requires the Captain to work during high activity hours. The Duty Captain is responsible for addressing any issue that is presented during the tour, regardless of sector boundary.	Implemented prior to March 31, 2015
		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.	The Department is realigning the Booking Crew and Sergeant along with the Patrol Platoons. Departmental policy requires patrol members to announce their location through radio communications, including when they enter and exit the stationhouse. In addition, the House Sergeant is responsible for verifying that the officer has a valid reason for being in the building during their tour.	Implemented prior to March 31, 2015

WILMINGTON POLICE DEPARTMENT

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
		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.	It is the current policy to have Sergeants communicate through Wilcom the time and reason for being in the station house during their tour.	Implemented prior to March 31, 2015
		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.	Supervisory staff are responsible for monitoring the whereabouts of officers. WPD believes that with the upgrades to the current CAD system officers' whereabouts will be more efficiently monitored.	Implemented prior to March 31, 2015
		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.	Current technology allows officers to complete all paperwork in the field. Immediate supervisors will ensure that officers are only leaving the field with supervisory approval and upon notifying dispatch.	Implemented prior to March 31, 2015
		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.	WPD has made it a priority for Supervisors to monitor daily compliance through the Crime View system. Monitoring Field Service Reports is a regular agenda item for CompStat meetings to assure accountability.	Implemented prior to March 31, 2015

WILMINGTON POLICE DEPARTMENT

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
PREVENTING & SOLVING HOMICIDES & SHOOTINGS AND PROVIDING SUPPORT TO VICTIMS	<i>To improve investigative success and to better support crime victims and the community, the WPD should create a homicide/shooting incident response plan that addresses scene response, the initial 48-hours of the investigation, and victim support.</i>	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.	The WPD currently follows a homicide/shooting response protocol. However, WPD is developing a formalized homicide 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.	Implemented before the end of the year (August 2015)
		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.	When the proposed organizational changes are adopted, WPD will implement a process by which the Investigative and Operational Inspectors meet within 48 hours of a shooting to ensure that any necessary follow-up occurs.	Implemented before the end of the year
		The Investigative Captain and supervisors should meet monthly with the Attorney General to review active and cold cases and determine steps to move forward.	The Investigative Captain and supervisors meet monthly with the Attorney General's Office to review homicides, shooting incidents, cold cases and other major crimes.	Implemented prior to March 31, 2015

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

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	<p><i>WPD's homicide unit is not sufficiently staffed, is stove-piped in its investigations, and requires improved investigative approaches and scope to improve the clearance rate.</i></p>	<p>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.</p>	<p>Effective June 9, 2015, WPD will create the Homicide/Violent Crime Unit consisting of 18 Officers including 1 Lieutenant, 1 Sergeant, and 16 detectives.</p>	<p>Implemented before the end of the year (June 9, 2015)</p>
<p>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.</p>		<p>The WPD has implemented meetings 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.</p>	<p>Implemented prior to March 31, 2015</p>	
<p>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".</p>		<p>As part of the monthly meetings with Attorney General's Office cold cases are reviewed to determine if they can be returned to active status. The WPD recently created a clearer definition of the term "cold case," which will aid in that determination.</p>	<p>Implemented prior to March 31, 2015</p>	
<p>CID, including the proposed HVCU, needs an automated case management system to track case, lead, suspect, person of interest, etc.</p>		<p>The upgraded CAD system has a case management component that will be utilized in case tracking moving forward.</p>	<p>Implemented before the end of the year</p>	
<p>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.</p>		<p>Through relationships with supporting agencies provided by our Violence Reduction Network Designation, WPD continues to utilize training in a variety of areas, such as case management, technological tools, evidence control and ballistics.</p>	<p>Implemented prior to March 31, 2015</p>	

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
		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.	The WPD is grateful for the continued support of the Violence Reduction Network and will continue to utilize the available services throughout the term of the designation. We recognize the immeasurable assistance and expertise we receive from the retired detectives who assist with cold case reviews and will continue to utilize their services.	Implemented prior to March 31, 2015
		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.	Wilmington Police officers work closely with Delaware State Police and the New Castle County Police Department as it relates to homicides and other major crimes occurring in and around the City. WPD has considered this request however, at this time WPD is not requesting the assignment of officers from the agencies.	Not Feasible
		The WPD should establish a career path for assignment to detective duties.	WPD operates from a philosophy of developing well-rounded officers trained in the various aspects of policing, including patrol functions, traffic, community policing and investigations. With smaller Police Department's the size of WPD, creating a career path for detectives limits officers' options and the department's staffing flexibility.	Not Feasible
		The WPD should ensure all supervisors in Investigative Operations have an investigatory background.	The key to a supervisor's success is a willingness to grow and their ability to lead. Investigation is a core duty of all police officers. As such, all supervisors in WPD have an investigatory background.	Implemented prior to March 31, 2015

WILMINGTON POLICE DEPARTMENT

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
	<p><i>The WPD should significantly enhance its use of firearms investigative and intelligence tools and ballistics technology in investigating and preventing violent crime.</i></p>	<p>The State of Delaware should consider replicating the New Jersey statute.</p>	<p>This recommendation is one that the State of Delaware would have to address.</p>	<p>Not Applicable</p>
<p>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.</p>		<p>Over the last year the WPD has worked with the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) to bring National Integrated Ballistic Identification Network (NIBIN) matchpoint technology to the WPD, which was implemented earlier this year.</p>	<p>Implemented prior to March 31, 2015</p>	
<p>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.</p>		<p>By WPD policy, all firearms recovered are traced through eTrace. WPD is considering participating in the ATF's Collective Data Sharing initiative. However, for this initiative to be successful there must be cooperation from the State of Delaware and other municipal law enforcement agencies.</p>	<p>Implemented prior to March 31, 2015</p>	
<p>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.</p>		<p>In March of 2015, a WPD evidence technician participated in ATF's Integrated Ballistics Identification System training. The EDU technician was trained in acquisitions and correlation reviews. In June of 2015, this technician will take part in the ATF's National Academy of Firearms Examiners training.</p>	<p>Implemented prior to March 31, 2015</p>	

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
	<i>Improved response to and support of crime victims is needed.</i>	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.	The WPD Chief has directed the Criminal Investigation Division's Captain to evaluate the quality of the Department's victim services strategies and investigations and make recommendations, including Standard Operating Procedure (SOP) modifications, to ensure that communication with victims is optimized.	Implemented before the end of the year (August 2015)
		The Wilmington Police Department should conduct an assessment of victim/witness risk assessments to ensure the existing process considers each case comprehensively.	As part of the Law Enforcement Investigative Support System (LEISS), a victim/witness risk assessment is currently done on every case where there is a victim. This risk assessment considers each case comprehensively.	Implemented prior to March 31, 2015
		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.	SOP's are currently being drafted that will require phone calls from victims and/or family members be returned within 24 hours by a victim services professional or investigator, if requested.	Implemented before the end of the year (August 2015)
		Establish a protocol (SOP) requiring phone calls from survivors of homicide victims be returned immediately by a victim services professional or investigator.	SOP's are currently being drafted that will require phone calls from survivors of homicide victims be returned immediately by a victim services professional or investigator.	Implemented before the end of the year (August 2015)
		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.	WPD victim services professionals currently respond to crime scenes as necessary and leverage the assistance of community victim services organizations as needed.	Implemented prior to March 31, 2015

WILMINGTON POLICE DEPARTMENT

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
		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.	WPD has worked with the VRN regarding training and technical assistance. The WPD will participate in the first of a series of trainings through the Office for Victims of Crime Training and Technical Assistance Center (OVCTTAC), beginning in early June.	Implemented after March 31, 2015
	<i>The City should be consistent in implementing, with fidelity, proven community-based violence reduction strategies.</i>	The City should move the Cease 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.	The WPD has no direct oversight over Cease Violence Wilmington (CVW). Cease Violence Wilmington is a separate 501C3. The City's role in CVW is that of an entity that grants funds to a separate 501C3.	Not Applicable
		Cease 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.	The WPD has no direct oversight over Cease Violence Wilmington (CVW). Cease Violence Wilmington is a separate 501C3. The City's role in CVW is that of an entity that grants funds to a separate 501C3.	Not Applicable
		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.	The WPD has no direct oversight over Cease Violence Wilmington (CVW). Cease Violence Wilmington is a separate 501C3. The City's role in CVW is that of an entity that grants funds to a separate 501C3.	Not Applicable

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
USING DATA TO GUIDE STRATEGY & SOLVE PROBLEMS BY ENGAGING THE COMMUNITY	<i>The WPD Targeted Analytical Policing Systems (T.A.P.S.) meetings should be more focused on ensuring effective sharing, coordination, and accountability in crime reduction efforts.</i>	The WPD should create a T.A.P.S./CompStat meeting as part of its management system.	The WPD has implemented a T.A.P.S./CompStat meeting as part of its management system since the summer of 2013.	Implemented prior to March 31, 2015
		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.	Since implementing their T.A.P.S./CompStat meeting, the WPD has visited NCCPD, the cities of Camden and Baltimore, and is slated to visit New York in June, to ensure that the WPD is implementing best practices in the continued development of their T.A.P.S./CompStat meeting.	Implemented prior to March 31, 2015
		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.	The WPD regularly attends New Castle County Police Department (NCCPD) T.A.P.S./CompStat meetings. The NCCPD, Delaware State Police, ATF, DEA, FBI, US Marshalls, State Probation and Parole, Juvenile Probation, AG's Office, Wilmington Department of License and Inspection, and the Wilmington Fire Marshals Office all routinely attend the WPD's T.A.P.S./CompStat meetings. At this meeting, emerging issues, and trends and patterns that cross geographic boundaries are addressed, and joint plans are established to address the issues.	Implemented prior to March 31, 2015
	<i>WPD should establish a true crime analysis function and make use of crime analysis.</i>	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.	The WPD has applied for several federal grants that will provide funding to allow the Department to hire a crime analyst, thereby enhancing its investigative efforts.	Implemented before the end of the year (October 1, 2015)

WILMINGTON POLICE DEPARTMENT

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
		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.	The WPD is actively looking to identify a criminologist or academic institution with experience in supporting the practical analysis of crime, offender and place-developed to permit the regular infusion of such experience and learning while the crime analysis capacity of the Department is being enhanced.	Implemented before the end of the year
		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.	We are currently using data in our T.A.P.S. briefings to reduce crime in the targeted hot spots, which are chosen based on information gathered from the LEISS, CAD, Crime View and COGNOS computer systems.	Implemented prior to March 31, 2015
		Mid-level management and senior leaders should receive training in data interpretation and its use in the development and implementation (leading) crime reduction strategies.	We have identified the necessary training through the Delaware State Police and the VRN to address areas of data interpretation. Training was implemented January 2015.	Implemented prior to March 31, 2015
	<i>WPD lacks focused crime analytics that provide real time crime analysis and intelligence that can be used to make rapid, data-driven changes to deployment or tactics.</i>	The WPD should complete the comprehensive training of all supervisors in the use of the existing analytical software programs within 60 days.	Through relationships with both existing software providers and the Violence Reduction Network, department supervisor training in the use of existing analytical software began in January 2015.	Implemented prior to March 31, 2015
		WPD supervisors should have to exhibit proficiency with these systems to ensure they are able to use them in their daily performance.	Going forward, WPD supervisors will receive training for analytical software programs to ensure their proficiency with these systems.	Implemented after March 31, 2015

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
		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.	The WPD has partnered with the Delaware State Police to provide all officers with training in the Crime View software over the course of multiple sessions.	Implemented prior to March 31, 2015
	<i>Crime analysis is not consistently shared with patrol officers, including community policing officers.</i>	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"> • Maps with crime locations broken down by hour and day; • Information on current hotspots, trends or patterns; • Photographs of 25 most wanted individuals; • Photographs of known offenders (burglary, robbery, etc.); • Photographs of individuals know to carry a gun; • Photographs of individuals on parole/probations; • Safety warning for officers concerning any threats 	Important data is posted on the crime information board located in the roll call room, which includes maps, hotspots, trends, and patterns, the area's most wanted persons, known offenders, parolees and probationers, and safety warnings. All of this information is also sent to all officers electronically.	Implemented prior to March 31, 2015
		The Information Board should be updated weekly or sooner if patterns change or additional information needs to be immediately provided.	The information board and electronic notices with relevant information are updated weekly, and is communicated to all officers on a weekly basis after the T.A.P.S. briefing.	Implemented prior to March 31, 2015
		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.	The information board located in the roll call room is already displayed in a readable format, and the information placed thereon is sent electronically to all officers.	Implemented prior to March 31, 2015

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
		The 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.	The WPD utilizes current technology through Crime View and a weekly crime analysis report that identifies crime trends to ensure supervisors are properly informed when deploying their officers.	Implemented prior to March 31, 2015
		The 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.	All officers receive weekly electronic updates of the information located on the crime information board, as well as the weekly dissemination of information relating to hot spots and crime trends that are found in the Analytical Report.	Implemented prior to March 31, 2015
		WPD should utilize a receipt system to allow tracking of Department emails to ensure all personnel are reviewing their content.	Receipt systems do not effectively measure whether emails have been opened or read. The WPD does have a departmental policy that requires all officers and personnel to read emails daily.	Research ongoing to determine if implementation is feasible.
		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.	The Wilmington Police Department has already begun evaluating the New Castle County Police Department's internal information exchange system to see if it can be implemented within WPD's current technologies.	Research ongoing to determine if implementation is feasible.
		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.	The Department electronically exchanges information on a weekly basis with all law enforcement partners, including State Police, New Castle County Police, and other state and federal law enforcement agencies.	Implemented prior to March 31, 2015

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
	<p><i>The WPD's crime and intelligence analysis capabilities are, at present, extremely limited.</i></p>	<p>The WPD should establish a Real Time Crime Center (RTCC) for the comprehensive analysis and dissemination of information.</p>	<p>Currently, the WPD is working with the Violence Reduction Network to unify all of the Department's crime analysis data. WPD will research further the feasibility of creating a RTCC.</p>	<p>Research ongoing to determine if implementation is feasible.</p>
<p>The RTCC should be comprised of a Crime Analytics Section and an Investigations Section.</p>		<p>Currently, the WPD is working with the Violence Reduction Network to unify all of the Department's crime analysis data. WPD will research further the feasibility of creating a RTCC.</p>	<p>Research ongoing to determine if implementation is feasible.</p>	
<p>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.</p>		<p>Currently, the WPD is working with the Violence Reduction Network to unify all of the Department's crime analysis data. WPD will research further the feasibility of creating a RTCC.</p>	<p>Research ongoing to determine if implementation is feasible.</p>	
<p>The RTCC should coordinate the exchange of information with other law enforcement agencies.</p>		<p>Currently, the WPD is working with the Violence Reduction Network to unify all of the Department's crime analysis data. WPD will research further the feasibility of creating a RTCC.</p>	<p>Research ongoing to determine if implementation is feasible.</p>	
<p>The RTCC should work to link the viewing capabilities of Downtown Visions and other camera systems to the RTCC.</p>		<p>Currently, the WPD is working with the Violence Reduction Network to unify all of the Department's crime analysis data. WPD will research further the feasibility of creating a RTCC.</p>	<p>Research ongoing to determine if implementation is feasible.</p>	

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
LEVERAGING AVAILABLE RESOURCES	<i>The WPD should return personnel to joint federal task forces and engage in greater coordination to ensure its members are assigned to Wilmington cases.</i>	The WPD should reassign officers to joint federal/WPD task forces.	In March, the Wilmington Police Department re-assigned five officers to joint task forces with federal agencies including the FBI, DEA, ATF, U.S. Marshalls and State Gun Unit.	Implemented prior to March 31, 2015
		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.	During weekly T.A.P.S. briefings, the Department coordinates with federal counterparts to ensure officers' efforts are focused on Wilmington cases. This effort is reinforced with monthly VRN meetings with federal and state law enforcement partners.	Implemented prior to March 31, 2015
		The WPD should request the creation of a U.S. Marshals Service Task Force dedicated exclusively to Wilmington.	Currently, the U.S. Marshals have a task force that primarily focuses on the City of Wilmington. However, the U.S. Marshals do have responsibilities throughout the entire State of Delaware.	Implemented prior to March 31, 2015
	<i>Wilmington's security cameras appear underutilized and undersupported</i>	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.	A Captain within the Investigative Division has been assigned to develop a protocol relating to how the CCTV system will be utilized by the Department and in partnership with Downtown Visions.	Implemented before the end of the year (August 2015)
		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.	The City's FY16 budget includes \$135,000 for three additional staff to monitor the CCTV system at Downtown Visions.	Implemented after March 31, 2015

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
		<p>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.</p>	<p>Due to the Department policies and procedures, light duty personnel are limited as to where they can be housed during working hours. As the camera system is not located within the Police Department's Public Safety Building, Light Duty Personnel would be unable to be housed within Downtown Vision's monitoring center.</p>	<p>Not Feasible</p>
		<p>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.</p>	<p>The operations of the City's camera security system is managed by Downtown Visions, and funding has been allocated in the FY16 budget to conduct a comprehensive analysis of the City's CCTV system. However, WPD is not in favor of advertising where security cameras are not located.</p>	<p>Research ongoing to determine if implementation is feasible.</p>
		<p>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.</p>	<p>The WPD has met with Downtown Visions on this matter and it was concluded that for safety reasons, the WPD will not disclose the locations of cameras, specifically the location of inoperable cameras.</p>	<p>Not Feasible</p>

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
		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.	Data is currently maintained within the CAD system to track calls or referrals from Downtown Visions to the Wilmington Police Department regarding incidents. However, to increase efficiency, the Department is currently working on a strategy with the VRN as a result of their assessment of Wilmington's technology and crime analysis capability. One of the major goals is to improve the call referral system as it currently functions between the Department and Downtown Visions.	Implemented before the end of the year
		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.	The City's FY16 budget included \$75,000 for a comprehensive analysis of the City's camera system to examine camera functionality, placement, hotspot coverage, camera monitoring, control room set-up and technical capabilities.	Implemented before the end of the year
	<i>The WPD engages in extensive warrant enforcement but needs to coordinate and sharpen its focus on violent offenders.</i>	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.	The Department will continue its warrant enforcement efforts, and does currently engage in greater focus through prioritization of warrants concerning the most violent wanted individuals and those who frequent or live in hotspot locations.	Implemented prior to March 31, 2015
		Lieutenants should ensure sergeants weekly engage in team-led warrant enforcement.	Lieutenants routinely provide oversight to ensure sergeants' participation in weekly team-led warrant enforcement.	Implemented prior to March 31, 2015

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
		The WPD should establish a list with photographs of the 25 most violent wanted offenders and focus on their apprehension.	The Wilmington Police Department currently creates and updates a weekly list with photographs of the 25 most violent wanted offenders for purposes of apprehension, and this list is sent to all personnel on a weekly basis.	Implemented prior to March 31, 2015
		A prior existing program that allowed officers to surrender arrestees from warrants to the booking officers for processing should be reinstated.	Currently officers can surrender arrestees from warrants to the booking officers for processing.	Implemented prior to March 31, 2015
	<i>Leveraging technology and strategically procuring additional equipment can serve as a force-multiplier for the WPD.</i>	The WPD should work with the State of Delaware to obtain Automated License Plate Recognition Systems (ALPRS).	The WPD is actively working to find grant opportunities that will assist with the purchasing of Automated License Plate Recognition Systems (ALPRS).	Research ongoing to determine if implementation is feasible.

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
STRENGTHENING THE WPD	<i>WPD lacks a Deputy Chief for Operations whose primary function is to ensure that enforcement operations across all sectors is intelligence-led, data-driven and appropriately staffed.</i>	Enforcement efforts should focus on hotspots and crime patterns.	The current policing efforts, such as regular T.A.P.S. meetings and Operation Disrupt, do currently focus on hotspots and crime patterns. Going forward, WPD will continue their regular T.A.P.S. meetings and as of June-9, WPD will deploy the Dealing with Issues of Stabilization through Respect, Understanding and Promoting Trust Unit (DISRUPT), to address hot spots and crime patterns.	Implemented prior to March 31, 2015
		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.	While WPD is not in favor of an appointment of a Deputy Chief of Operations, the City of Wilmington's Updated Public Safety plan proposes a new Inspector position to oversee the newly proposed Strategic Planning and Development Unit, a new branch of the WPD that focuses on strategic planning and development. This branch will 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, as well as Human Resource Development, Technology and the Office of Professional Standards. This proposal must be approved by the City Council before implementation.	Implemented before the end of year the with a slight modification

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
	<i>Low salaries and less favorable benefits are making it more difficult for WPD to attract recruits and retain officers.</i>	The City should work with the Fraternal Order of Police in an effort to make its salary and benefits package more competitive with police department in surrounding communities.	The City of Wilmington and the Fraternal Order of Police are currently in negotiations regarding the collective bargaining agreement for Wilmington police officers. It is one of the central objectives of these negotiations to ensure that the Wilmington Police Department is able to attract and retain officers through competitive salaries and benefits packages.	Implemented prior to March 31, 2015
	<i>WPD should develop a strategic communications approach that ensure that the community and stakeholders are informed of the successes of WPD in improving public safety and engaging the community.</i>	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	The WPD is proposing the hiring a non-sworn Communications Director with the training and skills needed to effectively communicate the positive efforts of the WPD. If the City Council approves this proposal, the current communications staff would be transferred into needed deployment.	Implemented before the end of the year
		Engage a law enforcement communications consultant to assist in immediately improving WPD communications with the public and media.	WPD has begun researching the feasibility of engaging a law enforcement communications consultant.	Research ongoing to determine if implementation is feasible.

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
	<i>WPD has as many as 9 officers currently assigned to administrative positions that could be fulfilled by civilians or officers in light-duty status.</i>	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.	Civilianization of these 9 position and assigning the current officers to patrol would have an estimated fiscal impact of approximately 981,107.00. Civilianization of these positions takes City Council approval. The WPD and the Administration will immediately start the dialogue with the City Council to determine what positions would best serve WPD if civilianized.	Research ongoing to determine if implementation is feasible.
	<i>The creation of select staff positions within the WPD would allow for greater structural alignment and increase focus on violence reduction.</i>	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	The WPD is proposing the creation of a Chief Information Officer position. This position would report directly to the new Inspector of Strategic Planning and Development. This proposal must be approved by the City Council before implementation.	Implemented before the end of the year
		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.	The WPD is proposing the creation of a Support Service Inspector who would assume the responsibility of support services functions related to Radio Communications and Special Operations. This proposal must be approved by the City Council before implementation.	Implemented before the end of the year

**Wilmington Public Safety Strategy Commission
Recommendation Response Document**

Topic	Findings	Recommendations	Responses	Implementation
		<p>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. 27 (e) 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.</p>	<p>The City of Wilmington's Upadated Public Safety plan proposes a Strategic Planning and Development Unit that would house the Professional Standards Division, including the Court Liaison Officer and the Extra Job Coordinator, currently under the Professional Standards Division.</p>	<p>Implemented before the end of year the with a slight modification</p>