



Crime Prevention & Violence Reduction Action Plan

Philadelphia Police Department
June 2020

Danielle M. Outlaw Police Commissioner









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Letter from the Commissioner



On September 27, 2018, Mayor Jim Kenney issued an urgent "Call to Action" mandating that the Cabinet and senior leadership develop a plan to dramatically reduce homicides and shootings in the City of Philadelphia. Despite the City's best efforts, property and violent crimes have continued to rise. Moreover, the numbers of homicides and shooting victims were at their highest levels since 2007 and 2010, respectively.

Since my appointment as Police Commissioner, the Philadelphia Police Department has launched a progressive Crime Prevention and Violence Reduction Strategy. This strategy is based on research, thorough evaluation of current and past strategies, and input from internal and external stakeholders. Our findings illuminate the need to reinforce and expand our current "Operation Pinpoint" strategy by grounding our work in common goals - increase community safety, and enhance this strategic framework to foster effective collaboration to reduce violent crime. This report outlines our plan to curb violence in Philadelphia. This action plan is a living document that will be revisited and revised as conditions dictate, in order to best respond and serve the City of Philadelphia and our communities.

As law enforcement professionals, we constantly adapt to ever changing landscapes whether driven by shifts in leadership, resources, community needs, the environment, law or technology. One constant remains - everyone deserves to feel safe while living, working or visiting our beautiful City. As I write this, we find ourselves serving during these unprecedented and challenging times. The global Coronavirus pandemic has driven us to take action to help stop the spread of the infection, in addition to all other responsibilities and expectations. With stay-at-home orders enacted and schools and businesses closed, we have modified multiple protocols in order to continue to provide superior service.

As stated in my testimony to City Council on February 20th of this year, regardless of the ebbs and flows we undoubtedly will face, there is an absolute urgency to comprehensively address violent crime, specifically gun violence that disparately impacts our communities.

As such, we will enhance our strategies by focusing and committing all efforts to three organizational pillars:

- Organizational Excellence We will enhance our human and technological resources in order to ensure that the department operates at peak performance. We are developing a procedural justice framework for the PPD, both for our internal operations and our external operations - to improve how we engage with the community. We will set clear expectations for how PPD personnel treat each other and those they encounter in Philadelphia. Every member of the PPD will be positioned to succeed. The use of technology will increase efficiencies and expand PPD's footprint, while preserving the constitutional rights of all who live, work and play here. Consistent training and accountability to ensure optimal performance and service delivery from every member is essential; we will be a learning organization.
- II. Crime Prevention and Violence Reduction - The Department will use a collaborative problem-solving approach driven by data, analysis, feedback, and accountability. We will collaborate with local, state and federal partners to assist with crime prevention and harm-reduction strategies, and use accurate data to inform the strategic deployment of resources to arrest violent offenders and reduce the fear of crime in our neighborhoods. Clear communication and direction will be given to all strategy stakeholders to ensure there is no confusion regarding roles and responsibilities.
- III. Community Engagement and Inclusion - The Police Department acknowledges that we are here to serve all Philadelphia communities. To do so, we must engage and include community partners in our policing strategy and policies. Accordingly, the Department will employ the key tenets of procedural justice: Voice, Neutrality, Respect and Trust. We will work collaboratively with the community to develop the best policing policies specific for our department and the communities we serve. We will work with others to break down the silos of information that too often impede the progress of community engagement and inclusion.

Ultimately, this plan comes together after information has been analyzed, evaluated, implemented, and subsequently communicated through clear channels. With the collaboration of all stakeholders, we are confident that we will reduce violence and create a safer Philadelphia.

Danielle M. Outlaw

Police Commissioner

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Our Current Crime Challenge

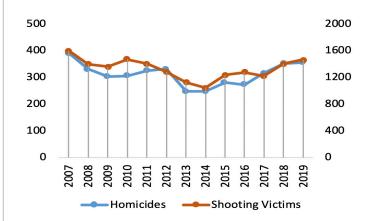
One way to understand the nature and extent of crime in our city is to analyze statistical trends and to evaluate the effectiveness of strategies implemented to make our communities safer. A look at the crime trends in Philadelphia illuminates the need for a comprehensive strategy that addresses the major issue of gun violence. Notably, the city continues to be overwhelmed by an ever-increasing number of crimes involving guns

After seeing a relatively stable 30-year decrease in Part One crime (major violent and property crimes) since 1989, the City of Philadelphia experienced an increase in Part One crime beginning in 2017. As of May 2020, Part One crime is up 6.1% when compared to same time period last year.

The emergence of the COVID-19 Pandemic this year has reduced overall crime dramatically. When comparing similar 48-day periods before and after March 16th, overall violent and property crime dropped 22% and 16% respectively. Lower level crimes, including police-driven enforcement such as narcotics violations and other Part Two crimes, also have decreased by 39% since the COVID-19 response began.

Although overall crime has generally decreased in the last 30 years, beginning in 2014, our city has witnessed a significant spike in the number of shooting victims. The homicide rate is at its highest level since 2007. So far in 2020, the numbers of homicide and shooting victims are up 19% and 14% respectively. Tragically, these violent incidents affect communities throughout Philadelphia despite varied efforts to combat the problem.

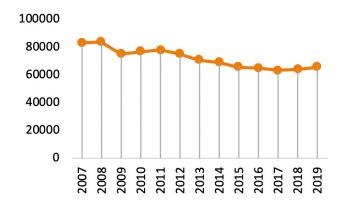
Homicides and Shooting Victims



Since 2014, homicides and shooting victims have continued to increase.

Currently in 2020, homicides and shooting victims are up 19% and 14% respectively.

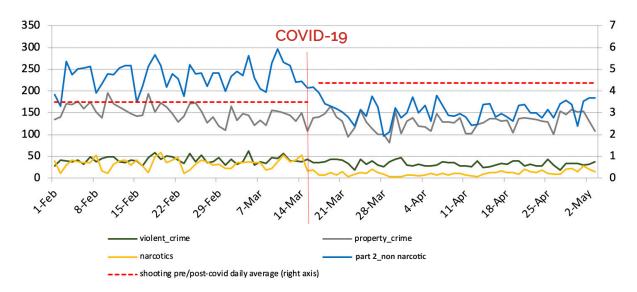
Overall Part One Crime (Violent and Property Crime)



Since 2017, overall Part One crime has been increasing, following a 30year downward trend since 1989.

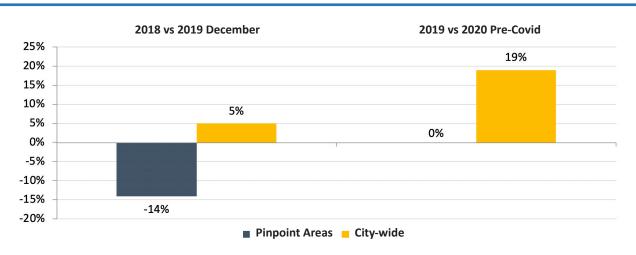
Currently in 2020, Part One crimes are up 6.1%.

Our Current Crime Challenge



Comparatively, the COVID-19 pandemic has not decreased crime gun violence in the same fashion. When comparing year-to-date data to the same period in 2019, the number of shooting victims and homicides have continued to increase, 23% and 2% respectively.

The City of Philadelphia has seen declines in gun violence with the consistent use of the Operation Pinpoint Strategy, which began in January 2019. Operation Pinpoint takes a "surgical" approach to gun violence by focusing on the problematic people and places, and underlying neighborhood conditions that drive gun violence. Prior to December 2019, shootings were down 14% in the eight pilot Operation Pinpoint areas. Prior to COVID-19, the level of shootings was low in the Pinpoint areas, when compared with the same period in 2019, despite significant increases in shootings city-wide. This intermittent progress indicates that when we keep our drive and focus on Operation Pinpoint, it works.



The PPD's efforts to use intelligence-led analytics and officers' commitment to remove crime guns from our city streets, and arrest those individuals who carry them illegally, has shown intermittent success and overall potential in reducing gun violence across Philadelphia. Our data and analysis indicates that this violence has often been a result of existing rivalries and feuds between gangs, groups or individuals with a track record of violent behavior, and is predominantly driven by disputes over drugs and personal conflicts. Regardless of the causes, these preventable acts of gun violence harm individuals, families, and communities.



Philadelphia Roadmap for Safer Communities

Since 2014, our city has experienced a steady increase of crime gun violence. Our homicide rate is at its highest level since 2007, and our shooting victims continue to increase at an alarming rate. What follows is Mayor Kenney's overarching gun violence strategy, the Philadelphia Roadmap for Safer Communities (PRSC or "The Roadmap"). This "Roadmap" utilizes a public health approach and a nationally recognized violence prevention framework, which focuses on prevention, intervention, enforcement, and reentry.

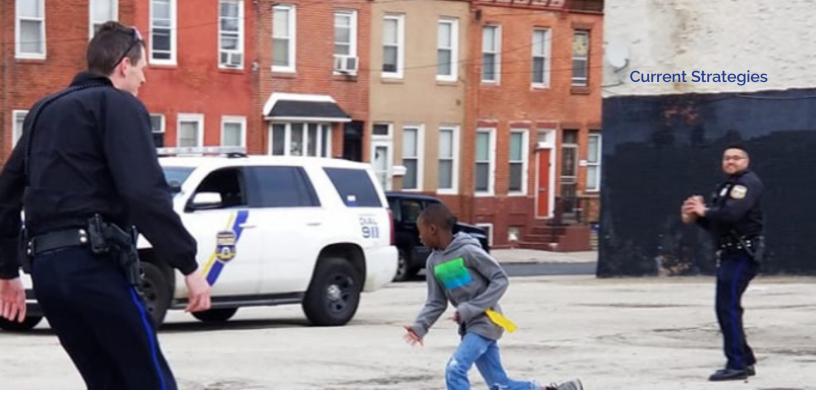
The goals within the Mayor's strategy include:

- 1. Creating Connected & Thriving Youth, Young Adults & Families
- 2. Developing Coordinated City Services & Planning
- 3. Building Strong Community Engagement & **Partnerships**
- 4. Providing Safer & Healthier Neighborhoods

MacArthur Justice and Safety Challenge

The MacArthur Safety and Justice Challenge (SJC) aims to increase safety and racial equity while reducing the local jail population by 50%. The SJC is a collaborative and data-driven reform effort by the city's criminal justice and community partners, addressing each key decision point from arrest to release from jail. Philadelphia's reform plan encompassed seven overarching strategies and more than 30 initiatives. By 2018 (three years into implementation), the effort achieved a 36% reduction in the local jail population. By April 2020, the effort achieved its goal of a 50% reduction in the jail population due in part to the criminal justice response to COVID-19.

To date, the primary focus of the PPD has been to increase early diversion and deflection efforts, and to reduce racial and ethnic disparities at the point of arrest. While Philadelphia has made great strides related to the jail population since 2015, no measurable progress has been made to reduce the racial and ethnic disparities in the criminal justice system. Future implementation efforts associated with the SJC will focus on centering racial equity and community safety in the reform plan.



Operation Pinpoint

Operation Pinpoint¹ is the Philadelphia Police Department's strategy to support the "Roadmap." Operation Pinpoint provides the operational framework to enable PPD and our partners to create a "unity of effort" in specific areas within the City that have been significantly impacted by gun violence. Through careful planning and data-driven feedback mechanisms, Operation Pinpoint allows us to collaborate with our community and criminal justice partners. By using data, intelligence, and problem solving, as well as frameworks of accountability, we surgically focus on addressing the underlying problems that drive community safety issues and gun violence.

Since Operation Pinpoint began, initial City investments in civilian analysts and technology have greatly increased the capability of the Philadelphia Police Department to implement this advanced crime-fighting model. When consistently implemented, Operation Pinpoint has proven to be effective at reducing violence. As these investments continue, the Department's analytical capacity will reach the level necessary to expand the program into more neighborhoods, therefore reaching the critical mass to reduce our shootings and homicides citywide.

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Operation PINPOINT is a multifaceted crime fighting and information sharing strategy designed to identify, collect, analyze, and disseminate information that officers and commanders need to target the worst violent offenders and areas. It integrates all we know about policing our neighborhoods in a planned, targeted, and measurable way. Combining "hot-spot" policing, offender focus, problem-solving, and community policing, along with using data, technology, and on-the-ground experience, this strategy "PINPOINTS" our worst offenders and neighborhood attractors for crime; and operates in conjunction with the community, within our most volatile targeted areas. Through focusing our efforts, we can ensure that we employ our resources in the most effective way possible to keep our neighborhoods safe from violence.

Performance Goals: Violent Crime Reduction

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Measurable, achievable and transparent performance goals communicate the expectations of the Police Department to the City, our Partners and the Community. Public transparency as we work on these goals, with regular progress reports and opportunities for feedback, builds inclusiveness and trust with the community, whether we succeed or fall short of our goals.

The following are not exhaustive of the current goals of the Department, but they reflect the manner in which we will achieve Mayor Kenney's second term priority to "Implement evidence-based and community- informed strategies to reduce [2019] homicides by 30 percent by 2023." Using data, we will accomplish this by focusing on the most violent hotspots in the City. We will increase our clearance rates of homicides and non-fatal shootings, enable alternatives to enforcement, and support sustainable neighborhood change.

Goal 1.

Accomplish a new operating model that incorporates Daily District Priorities, District Weekly Priorities, Weekly Shooting Reviews, Bi-Weekly Compstat, and Quarterly District Strategies by the end of 2020

Goal 2.

Realign Operation Pinpoint to address the most violent hotspots in the City, expanding to 40 or more by the end of 2020

Goal 3.

Reduce Homicides in Operation Pinpoint Areas 25% by the end of 2021

Goal 4.

Reduce the number of Shooting Victims in Operation Pinpoint Areas 25% by the end of 2021

Goal 5.

Increase the homicide clearance rate to 65% by the end of 2021

Goal 6.

Increase non-fatal shooting victim clearance rate to 30% by the end of 2021

Goal 7.

Establish a high-risk individual referral notification from PPD to the PRSC Tactical Team, and increase the monthly referral count to 75 per month (50% increase)

By addressing our most violent hotspots and high-risk individuals, we will exceed the Mayor's second term priority for Citywide Homicide and Shooting Victim reduction.



Organizational Excellence

The first of the organizational pillars, Organizational Excellence, encompasses all things internal at the PPD. The primary focus is to create an environment where the department operates at its best. The new leadership team is analyzing what organizational structure is best to ensure that the police department is adequately resourced at all levels.

We have started the internal process of identifying and filling vacancies for key leadership roles at the PPD. We created a Resource Allocation Program that allows us to optimize our staffing and deployment. Additionally, we are analyzing all support positions in the department to ascertain if any positions can be civilianized. Transitioning some positions from sworn to civilian will enable us to put more police officers on the street to respond to crime. Technological advancements are needed to modernize our department. An impending upgrade to our records management system will be a big step to becoming a paperless organization. In addition, we will be developing a central repository for guiding documents to provide a clearer understanding of policies and practices that have been successful in the past, which need to be updated, and which need to be streamlined. For example, we will evaluate the practices of officer recruitment and hiring and how we conduct performance reviews, transfers, and promotions to make sure they are fair and equitable processes.

It is critical that we invest in our workforce. We will be intentional in ensuring our employee safety and wellness programs are as robust as possible. This will include peer support programs and other wellness initiatives that address the trauma and uncertainty inherent to police work. PPD will draw from national best practices to create an early warning system, so we can identify and reward the positive officer behaviors as well as intervene before an officer is in a situation that warrants formal redirection through counseling and or education based disciplinary action. Where appropriate, we will provide counseling and/or training to help change officer behavior.

We are evaluating our current training to determine what additional curriculum will be needed to ensure that PPD personnel have the necessary tools to protect and serve the people of Philadelphia. Through this process, we have identified several needed trainings, such as: leadership development, problem solving and community engagement strategies. Additionally, we will focus on creating a procedural justice² framework that will guide our business practices both internally and externally. As part of investing in our workforce and those we serve, the PPD will bring on a Diversity and Inclusion Manager so that we can strive to build an organization that incorporates equity throughout all facets of the Department. This process of internal examination will allow us to focus on technology, staffing and deployment plans that provide quality police services across the city.

Our Pillars

Crime Prevention and Violence Reduction

The Philadelphia Police Department has established many fruitful partnerships, gathered a wealth of information, and developed productive task forces to address crime. The second pillar of our goals will be to emphasize effective communication and to establish clear roles and responsibilities as it relates to the use of information and intelligence to achieve crime prevention and violence reduction. Additionally, our strategies will have measurable outcomes and create a culture of operational accountability. To this end, we will restructure our Compstat process. Ultimately, this communication among the department and our stakeholders will allow initiatives, such as Project Safe Neighborhoods and the Group Violence Initiative, to address key problems in our community. As part of our focus on reducing violence, we are developing an evidence prioritization project, which will have an overarching process for prioritizing cases and evidence. In collaboration with the PPD, the Office of the District Attorney has agreed to embed assistant district attorneys in PPD's police districts where crime and violence are most concentrated. This community prosecution model will allow better coordination for cases that are to be brought forward for prosecution.

Additionally, the PPD Office of Forensic Science will use its resources to support investigations, focusing on providing objective data to exonerate the innocent, improve clearance rates, and support prosecutions. It is our intention to use intelligence and data analysis to inform and evaluate our work at every level. By sharing information, tracking outcomes and thoughtfully deploying resources, the Philadelphia Police Department will be held accountable for achieving ambitious violence reduction goals.

Community Engagement & Inclusion

The third organizational pillar is Community Engagement and Inclusion. It is essential that we fully understand the needs, ideals, and concerns of community members in order to serve them well. The PPD will develop strategies that will foster "co-producing" public safety with those they serve. Our Community Police District Advisory Councils (PDAC) are a strong resource for the PPD. We will work to engage each PDAC by inviting them to be part of the problem-solving practices, as well as develop formal mechanisms for the central coordination of the PDACs and their quarterly meetings. We will include PDAC engagement in the orientation of new officers and supervisors as a way to build trust and communication between the PPD and community.

Along with the quarterly District Crime Plans, District Captains will develop community-policing plans that focus on the unique assets of their commands, while also prioritizing proactive problem-solving and quality of life issues. A key component of the community policing plans will be the focus on problem solving; PPD personnel will be empowered to implement a problemsolving approach to crime and disorder. To support the problem-solving methodology, we will seek outside resources to provide high quality problem-solving training for all members of the PPD, as well as any community and business members who request it. It is our goal that all PPD personnel - from leadership to the line officer - will be encouraged to identify issues, work collaboratively with stakeholders, and find holistic ways to address crime and violence problems.

A key component of our community engagement strategy will be to focus on underserved communities or groups that have been reluctant to work with the PPD. Specific outreach will focus on LGBTQ, immigrant and newcomer groups in our community. We will also be very deliberate in engaging clergy and faith-based leaders to support community engagement strategies as well as to assist in developing violence reduction strategies.



We will work with the city agencies that serve our youth, community-based organizations, and youth groups, to recruit volunteers for a Youth Commission/ Advisory Council for each district, mirroring the work of PDACs. To increase our presence on Social Media with younger target age demographics, we will use platforms such as Instagram, Tik-Tok, and Snapchat. We will tap Community Crisis Intervention Program (CCIP) members to find young adults with life experience who can help shape effective messaging.

Philadelphia is known as "The City of Neighborhoods" with a population that is a melting pot of many nationalities. We will evaluate and develop additional resources and outreach campaigns for non-English speakers, and our first priority will be readily available and reliable translation services in our 911 call center.

As social distancing practices evolve, we will remain committed to engaging Philadelphia residents through social media outreach, community advisory councils, programming, bi-annual surveys, virtual meetings, and other available outlets. We will be creative in working with our organized networks such as PDACs, Police Advisory Commission, as well as with informal networks and individuals, so that we understand how we can best provide police services to those in Philadelphia. We will use available platform analytics to evaluate our reach on social media platforms. We will continue to share the information with community partners, create new messaging, and make outreach adjustments as we work to best engage those we protect and serve.

Operating Model Redesign: Information Flow & Strategic Collaboration

Call to Action

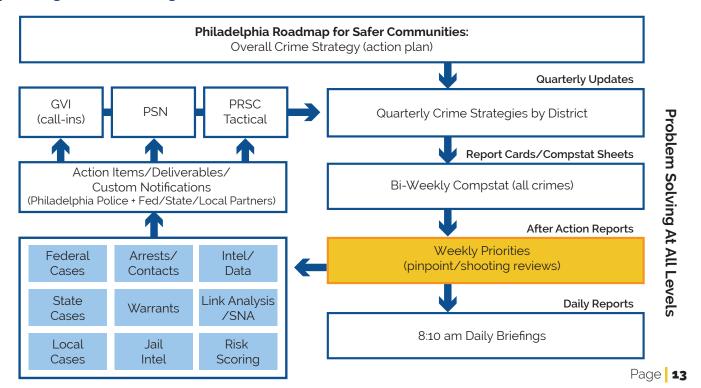
Since 2017, the City of Philadelphia has seen a steady increase in crimes involving crime guns. Our homicide rate is at its highest level since 2007 and our shooting victims continue to increase. Moreover, shootings are occurring at an alarming rate, with increased incidents at all hours of the day, and in nearly all communities throughout the city. This gun violence crisis has persisted even as other violent crimes have decreased. It continues despite our largely proactive efforts in removing crime guns from our streets and arresting those who carry them illegally. The causes of this violence range from existing rivalries between gangs and groups, to competition for control of narcotics distribution, to objectively trivial disagreements between persons with poor conflict-resolution skills. Moreover,

each senseless act of gun violence imparts tragic and permanent harm to the individual, the family and the entire community.

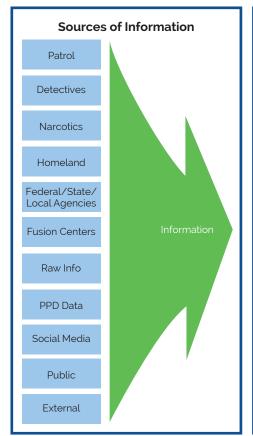
Response

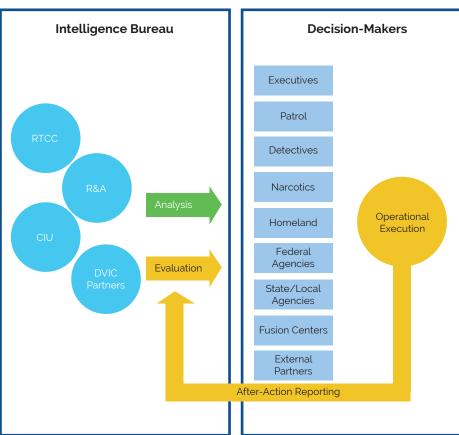
What follows is the Philadelphia Police Department's plan to work collaboratively with community and criminal justice partners to use data and intelligence to increase community safety and reduce gun violence. We will employ all constitutionally sound measures available to us in an effort to change current unacceptable crime conditions for the better. We will work collaboratively with internal and external stakeholders, build upon existing technologies, and maintain a sound, data-driven, intelligence-led approach to accomplishing our mission. In doing so, we will enhance the safety and improve the quality of life for all of the communities we serve.

Operating Model: Strategic Collaboration



Operating Model Redesign





Under the umbrella of the Philadelphia Road Map for Safer Communities, we are committed to addressing the underlying factors of crime with a balanced approach, by pairing police resources with social services and community partners.

Information Flow and Operational Execution

With modern communication technology, along with the expansion of PPD's analytical and investigative capabilities and intelligence-driven techniques, there is more information available to decision-makers than ever before. While this enables the "surgical" approach we take, it presents challenges, as well. The flow of information must be gathered, analyzed, and disseminated to those who need it in a form that is timely, useful and actionable. Otherwise, Commanders experience "information overload," which may create confusion and indecision. In addition to getting information to decision-makers, we know that "What Gets Measured Gets Done." Therefore, we will place greater accountability on the operational execution of the information we receive. By requiring a feedback

loop through "after-action reporting" and combining this reporting with objective data (such as GPS and police activity reporting), we will achieve a higher level of accountability with operational implementation. Additionally, these steps will ensure that appropriate follow up is taken on actionable information provided.

In 2017, the PPD created the Intelligence Bureau by combining multiple existing PPD units within the Delaware Valley Intelligence Center (DVIC) in an effort to place all analytical capabilities under one Police Bureau. By leveraging the Intelligence Bureau's 24/7 Real-Time Crime Center (RTCC), all information from across the Department and external agencies will be centralized to the Intelligence Bureau. This information will be analyzed and disseminated to teams of officers, detectives, and civilian analysts in a consistent fashion. After the information is disseminated. Patrol Operations will report results from the field, as well as any new information to enhance the intelligence cycle, to the Intelligence Bureau. This process will require a significant change in the PPD's culture and organizational mindset. New mobile technologies, such as dedicated smart phones and other devices, will be instrumental to its success. Page 14

Operating Model Redesign

Towards a New Operating Model:

Previously, the Philadelphia Roadmap for Safer Communities and Operation Pinpoint have demonstrated encouraging results when consistently implemented. We will expand our Pinpoint strategy and integrate it with both the Group Violence Initiative (GVI) and Project Safe Neighborhoods (PSN) using the three pillars: Organizational Excellence, Community Engagement and Inclusion and Crime Prevention and Violence Reduction.

Group Violence Initiative (GVI)

The Group Violence Initiative (GVI) focuses on reducing homicide and gun violence, minimizing harm to communities by replacing enforcement with deterrence, and fostering stronger relationships among law enforcement and the people we serve. A central method of communication is the call-in, a face-to-face meeting between group members and the strategy's partners. The aim of the GVI strategy is to reduce peer dynamics in the group that promote violence by creating collective accountability. This fosters internal social pressure that deters violence by establishing clear community standards against violence and offers group members an "honorable exit" from committing acts of violence, as well as providing a supported path for those who want to change.3 As part of our GVI strategy, the PPD is working with the United States Attorney's Office (USAO) to identify and refer our most violent offenders who should be included in the federal Project Safe Neighborhoods⁴ efforts in Philadelphia.

Strategic Collaboration

Combining Pinpoint, GVI and PSN, the Philadelphia Police Department will retool our violence reduction model in the following way:

1. Quarterly Crime Plans: Moving from the historical practice of developing summer/ seasonal crime plans, each District Commander will be tasked to develop and implement quarterly crime plans that are data and intelligence driven, focused on hot spots where crime and violence are most prevalent. Commanders will have the flexibility to adjust and tailor crime plans as trends and patterns emerge within their districts, but each commander will be accountable internally through the PPD Compstat process.

- 2. Bi-Monthly Compstat: The PPD has been using Compstat for the past 22 years, to track and respond to neighborhood crime trends. PPD will continually evaluate the Compstat process, as it will serve as the accountability platform for each District Commander in managing their quarterly plans.
- 3. Weekly Shooting Review Meetings: This includes PPD internal stakeholders joined by our local, state and federal partners reviewing each shooting in a granular way to identify patterns or those individuals who are most likely to be at risk of becoming a victim or perpetrator of crime. This meeting allows the PPD to remove the redundancy and silos that exist, and allows us to collectively work towards the same goals with the same information to reduce gun violence. From these meetings, the District commanders will develop their weekly priorities for staffing and deployment of resources needed for their violence reduction strategies.
- 4. Daily Commander Briefings: Each day commanders review the major incidents from the previous 24 hours with the goal of going beyond reporting out by creating tasks and action items focused on violence reduction.
- **GVI Call-Ins and Custom Notifications: With our** partners, working from the shooting review data and district level crime strategies, the PPD is identifying individuals for the quarterly 'Call-In' sessions. These sessions with law enforcement representatives, community leaders, social service providers, and gang- or group-involved individuals (often on probation or parole) will send a fair and balanced message to those identified through the data driven process. At the Call-In, the law enforcement-community partnership communicates that the violence in the community will not be tolerated; the consequences of continued violence; and offer of help from the community and social service providers for those who accept it. Custom notifications will be held on a case-by-case basis for those individuals who are in immediate danger of becoming a victim or a perpetrator of violence.

Operating Model Redesign

Our Partners

Critical to our success are our partners in this violence reduction model, as no one entity or group can reduce violence on their own. We are honored to be working with city, state and federal partners to collaboratively execute this strategy. Our local partners include but are not limited to:

- Managing Director's Office of
 - » Criminal Justice & Public Safety
 - » Violence Prevention
 - » Health and Human Services
 - » Office of Re-Entry Partnerships
- Police Advisory Commission (PAC)
- Police Athletic League (PAL)
- Police District Advisory Councils (PDACs)
- Department of Public Health
- Department of Human Services
- Department of Behavioral Health and Disability Services
- Department of Licenses and Inspections
- Philadelphia Streets Department
- · Office of Workforce Development
- Office of Community Empowerment and Opportunity
- Town Watch Integrated Services
- School District of Philadelphia
- Philadelphia Department of Prisons
- Philadelphia Parks and Recreation
- Philadelphia Youth Commission
- · Mayor's Office of Public Engagement
- Philly311
- Temple University Department of Criminal Justice
- University of Pennsylvania Department of Criminology
- Drexel University Department of Psychology
- Saint Joseph's University Department of Criminal Justice

Our state and local law enforcement partners:

- Office of the District Attorney of Philadelphia
- Pennsylvania Attorney General
- Pennsylvania Department of Corrections
- Pennsylvania State Police
- · Philadelphia Sheriff's Office
- Philadelphia County Probation
- · Philadelphia School District Police
- Philadelphia Housing Authority
- Office of Adult Probation and Parole
- University of Pennsylvania Police Department
- Drexel University Police Department
- Temple University Police Department
- Delaware River Port Authority
- SEPTA Police

Our federal partners from local field offices are:

- US Attorney's Office for the Eastern District of PA
- Federal Probation and Parole
- Federal Bureau of Investigation (FBI)
- Drug Enforcement Agency (DEA)
- Department of Homeland Security (DHS)
- Homeland Security Investigations (HSI)
- Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)
- United States Secret Service
- United States Postal Inspector
- High Intensity Drug Trafficking Area (HIDTA)
- US Marshall Service
- US Coast Guard

The following table illustrates our list of priority initiatives shown within our organizational pillars. It is a management tool that ensures our initiatives align with our performance goals, tracks responsibilities, communicates resource gaps, identifies potential considerations and defines timeframes. Where possible, each initiative also contains "input metrics" or "Key Performance Indicators" (KPIs) to ensure their impact can be measured or formally evaluated internally or with external research partners.

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Vacancies in Leadership	Resources	Positions Filled Throughout the Organization	Staffing Changes for more efficient PPD Operations	Police Commissioner (lead)	Promotional Process	COVID 19 Delays	June 2020
Hire Diversity & Inclusion Manager	Resources	Successful recruitment of a Diversity and Inclusion Manager	Assessment of organization readiness/ operations through the lens of diversity and inclusion	Police Commissioner (lead)	Recruitment and Hiring Process	COVID 19 Delays	TBD
Revise Organizational Structure	Resources	Increased efficiency of PPD operations at all levels	Reduce number of PPD Operational Units	Police Commissioner (lead)	None	Budget implications	October 2020
Optimize Staffing Allocation & Use of Civilians	Resources	Update staffing study by research and analysis Review of all possible schedule changes by research and planning	Increase average unit count on the street (AVL) Reduce investigator case load Reduce total sworn admin staff	Executive Team (lead) Police Personnel Field Operations Intelligence Bureau Research & Analysis Unit Central Personnel Office of Forensic Science	District/Unit Current Staffing Review & internal personnel optimization Civilianization Study Updated Staffing Model Re-assess PPD task force deployments and implement the rotations in Internal Affairs and Narcotics, per FOP contract	FOP/47/33 Contracts (e.g. civilization, transfer restrictions) Hiring freeze Resumption of special events	On-going
Revise Recruitment, Performance Review, Transfers & Promotional Procedures	Resources	Increase advertising and communication methods to attract candidates Recruiting officer candidates that reflect the communities they serve and protect Baseline data to evaluate whether the guardian mindset is present in the entry level ranks of the department	Increase satisfaction level within employee/supervisor satisfaction surveys Survey communities where recent academy graduates are assigned to determine attitudes, interactions and community perception of new officers Conduct surveys of academy graduates 1 year post-graduation to evaluate priority of community and community engagement	Executive Team (lead) Field Operations Office of Professional Responsibility Personnel Transfer Review Board Labor Relations Research & Planning Research & Analysis	Implement a merit-based system for transfers/promotions that focuses on professional skills and strengths, with community input as part of the oral board Develop enhanced metrics for the assessment of officer performance. Data-driven evaluation of officer performance/complaints	FOP/47/33 Contracts (e.g. performance, transfer, and promotional procedures) Budget concerns for hiring and recruitment activities	On-going On-going

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Civilian Analyst Program	Resources	Timely data analysis to drive decision making at all levels of the department	Complete hiring of 33 budgeted analysts Increase analysis/intelligence production	Intelligence Bureau (lead) Research & Analysis Unit Personnel	Confirmation of budget availability Complete hiring process	Budget availability COVID-19 concerns Space allocation (both DVIC and Districts)	January 2021
Records Management System NIBRS Up-grade (PremiereOne)	Technology	Develop an educational campaign regarding NIBRS crime counting system for the public, elected officials and media	Increase data accuracy/consistency Decrease ops room admin time Decrease admin time for UCR/NIBRS Reporting Accelerate training program for all officers in NIBRS	PCIC/PIIN Unit (lead) Office of Innovation & Technology Field Operations Police Radio (CAD) Research & Planning Unit Quality Assurance Unit Research & Analysis Unit (PoliceGIS) All Units	CAD Version Update Directive Updates Phila Code Update PoliceGIS Integration	COVID-19 Delays Technology Deployment Delays Department-wide Training Needs	12/1/2020 (Training issues may delay further)
Unified CAD System (NG911)	Technology	Conduct training refreshers for text 911 Systems training for all dispatchers and call takers	Increase locational accuracy (NG911) Text-2-911 capability Decrease call waiting time (CAD to CAD (EISET) dispatch sharing) Decrease response times	Police Radio (CAD) (lead) Field Operations Office of Innovation & Technology PCIC/PIIN Unit RTCC Temple U, Drexel U, UPenn Research & Analysis Unit (PoliceGIS)	COVID-19 Delays Contract with chosen vendor This is a joint Police and Fire CAD system	COVID-19 Delays Contract negotiation delays Training on functionality of new CAD system	2023-2024

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Modernize Paper Processes	Technology	Complete review of all processes to align with the City of Philadelphia's efforts to go green and reduce our carbon footprint Eliminate redundancies	Decrease administrative staff time Reduce or eliminate outdated paper processes	Organizational Services (lead) Office of Innovation and Technology All Units	Technology Strategy Capital and Operational Funding PremiereOne Upgrade + Field Reporting Mobility Project (Neubauer) Reoccurring Operational Funds (e.g. PoliceGIS)	Lack of System Inventory/Capabilities Lack of Mobile Field Reporting/Smart Devices Procurement Restrictions Legacy System Dependencies	On-going
Information Mobility for Officers (Neubauer/Police Foundation)	Technology	Training for officers' assigned devices Develop a community engagement component in the intelligence-gathering component External evaluation by Greg Ridgeway (UPenn)	Increase police presence in grids Increase responses to intel gaps Increase reading/responding to published intel Increased information sharing, including responses to intel gaps	Intelligence Bureau (lead) Research & Analysis Unit (PoliceGIS) Office of Innovation & Technology Field Operations Mobile Communications Unit	Mobile Phone Procurement Mobile Device Management Solution Security Architecture/ Deployment	OIT Delays due to COVID-19	August 2020
Central Repository for a Guiding Documents	Technology	Identification and application of research grant funding for needed systems Easier access for officers and supervisor to locate specific policies and procedures to ensure consistency in operations across the Department	Reduce administrative overhead Decrease time for policy revisions/ directives Evaluate the financial impact with previous fiscal periods Evaluate the time periods for policy development, review, implementation and training Evaluate the ability to search and locate policy and protocols by operational units in the PPD	Organizational Services (lead) Field Operations Office of Innovation & Technology Research & Planning Unit Research & Analysis Unit (PoliceGIS) All Units	Technology Strategy Capital and Operational Funding Opportunity cost associated with reassigning Quality Assurance and Standards and Accountability evaluation personnel	Lack of System Inventory/Capabilities	On-going On-going

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Employee Health & Wellness	Technology	Formalize a strategy with LEHB, City Health and Bargaining units to promote screenings, nutrition, support groups and address mental health needs Partner with a university to study officer wellness and if our intervention strategies are working	Increase employee job satisfaction (survey) Increase employee perception of wellness (survey) Increase employee wellness by early screenings to address onset of illness or disease Decrease sick usage by officer participation in wellness programs Peer support for mental health and well-being	Organizational Services (lead) Personnel Field Operations Employee Assistance Program Training Bureau Research & Planning	Conduct an gap analysis of current Employee Health & Wellness using an external partner Modify or supplement health and wellness practices based on gap analysis Conduct employee surveys using an outside partner	Potential budget implications for implementing changes and surveys	September 2020
Peer Support Program and specialized training for internal accountability	Training & Accountability	Reduction of both internal and external complaints made to Internal Affairs Measure increased job satisfaction through surveys and/or peer group interviews Reduce officer injuries/IOD claims Measurable culture regarding sexual harassment and other EEO practices from the internal climate survey,	Implement EPIC – 'Ethical Policing Is Courageous' program Implement peer to peer support, to include officer EEO advocates Develop and train all department personnel with newly developed EEO policies and practices Track the number of alleged victims counseled Development of an internal climate survey for PPD personnel The number of women/minority information/training sessions held. Track the number of cases counseled that are not discrimination, but rather management/supervisor grievances Track Sexual Harassment/EEO complaints, founded assignments and lawsuits	Organizational Services (lead) Office of Professional Responsibility Personnel Employee Assistance Program Training Bureau Office of Professional Responsibility Field Operations Community Relations	Assess efficacy of existing peer support programs underway at PPD and through EAP Will seek outside funding for EPIC effort through private foundation or federal grants	Operating budget does not include funding for new peer support programs at this time	December 2020
Implicit Bias and 21st Century Community Policing	Training and Accountability	Follow-up on RFP and contract with Dr. Marks Change attitudes, stereotypes and behavior	Reduce actions resulting from implicit bias Identify bias/racist tendencies or actions Develop and/or increase related trainings	Training Bureau (lead) in conjunction with Dr. Marks Field Operations Office Professionally Responsibility	Operational funds (Class 200) Contract with chosen vendor	COVID 19 delays Funding beyond year 1	On-going

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
PoliceGIS System Advancements (Data & Analytics)	Technology	Timely data analysis to drive decision making at all levels of the department	Decrease time searching multiple systems Increase production of actionable intelligence Increase access to publicly available data Increase dataset integrations	Research & Analysis Unit (PoliceGIS) (lead) Office of Innovation & Technology Intelligence Bureau Field Operations Office of Forensic Science	Technology Strategy Consistent operational budget Communication of priority business requirements from Field Operations	Lack of FY21 budget Need OIT to prioritize PPD updated technology systems	On-going
Acoustic Gunshot Detection System (AGDS)	Technology	Timely information to aid in response to violent crime Swift and prioritized response to shootings support affected neighborhoods	Increased clearance rates from video evidence Reduced response time to shooting incidents	Real-Time Crime Center (lead) Office of Innovation & Technology Streets Department Field Operations Office of Forensic Science Research & Analysis Unit (PoliceGIS)	Technology Strategy Operational Strategy for AGDS Use Relocation/Re-evaluation of current system	Capital Budget Operating Budget Streets Department Coordination	On-going On-going
Body Camera Program	Technology	Increased transparency between the Department and all stakeholders	Reduced citizen complaints Expansion to all Police Districts	Office of Innovation & Technology (Lead) Field Operations - Office of Forensic Science Mobile Communications Research & Analysis Unit (PoliceGIS)	Technology Strategy	Capital Budget Operating Budget	On-going
Early Warning Intervention Program	Training & Accountability	Compliance of personnel operating within Departmental and Constitutional guidelines Increased job satisfaction	Reduction of both internal and external complaints made to Internal Affairs Reduction in use of force incidents Reduction in discipline and terminations Less officer injuries and reduction in IOD claims	Office of Professional Responsibility (lead) Organizational Services Personnel Police Advisory Commission Training Bureau Field Operations Research & Analysis (PoliceGIS)	IAPro Blue Team Upgrade Compatibility with existing technology City wide training of new program	Technology incompatibility Delays in training due to COVID restrictions	August 2020

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Department-wide Procedural Justice Framework	Training & Accountability	To ensure the department implements and embraces policies, protocols and the overall mindset that supports the underlying principles of procedural justice by is treating people with dignity and respect, giving citizens 'voice' during encounters, ensuring the department is being neutral in decision making, and conveying trustworthy motives to the people we serve	Increase credibility of the department Improve community relations Increase community input in decisions of the department Improve officer conduct in the community Improve community satisfaction with the department Reduced racial/ethnic disparities Reduced complaints against police Revise Compstat process to include community voice and review police actions through equity lens Reduce assaults on police and the use of force by police	Organizational Services (lead) Training Bureau Office of Professional Responsibility Field Operations Community Relations Research & Planning Research & Analysis (PoliceGIS)	Hiring of Diversity and Inclusion Manager Training for Procedural Justice practices No-cost technical assistance for new COMPSTAT model	New Policy/Directive Policy Updates where relevant The new Procedural Justice Framework used by PPD messaged to the community Systemic inequality across the society that come before any police-action Budget Implications for hiring and training	On-going
Reinstitute problem- solving at all levels	Training & Accountability	Add problem-solving components to all training for recruits and in-service	Increase community engagement Reduction of crime statistics in problem solving zones	Training Bureau (lead) Office of Professional Responsibility Organizational Services Field Operations Special Operations Community Relations Research & Planning Research & Analysis	Will seek outside funding for this effort through private foundation or federal grants TBD	Current budget does not have resources allocated to this training	On-going

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
PPD Policy Review	Training & Accountability	To ensure best practices are implemented that serve the mission of the PPD and the expectations of our communities	Review all current policies Develop a protocol for regular review and revising policies and procedures	Organizational Services -Training Bureau Office of Professional Responsibility Field Operations Community Relations Research & Planning Research & Analysis (PoliceGIS)	Will start with an internal review process	Often times to evaluate policies, it may be necessary for PPD subject matter experts to travel to other jurisdictions to not only evaluate written policies, but to examine policy in action to help determine how to incorporate best practices st the PPD PPD must be willing to expend the funds necessary for this to be accomplished	September 2020
Training Academy CALEA Accreditation	Training & Accountability	To instill best practices and protocols for officer training and development thereby creating an environment in which we train and develop exceptional employees	Increase professional development Academy Performance Measurements Increase organizational Integrity Create a platform for excellence and reform Increase organizational pride in demonstrating professionally trained officers	Training Bureau (lead) Office of Professional Responsibility Community Relations Research and Planning	Will seek peer reviews of our proofs of compliance Initiate conversation with CALEA to begin the process and conduct preliminary assessment of existing processes Will seek outside funding through private foundations or grant funding	Current budget does not have resources allocated for this accreditation PPD, without new funding will be moving forward on identified proofs in 2020	On-going
PPD Police Board of Inquiry and Charging review	Training & Accountability	To ensure the procedural justice is embedded in the department beginning with our employees by ensuring that (1) there is fairness in the processes; (2) transparency in departmental actions; (3) employees have an opportunity to be heard; and (4) final disciplinary decisions are made impartially	Review current process Identify inconsistencies and ensure transparency Conduct assessment of best practices Include community input Develop an education based discipline system Update the training process for all board members Develop a discipline matrix	Special Operations (lead) Office of Professional Responsibility Labor Training Bureau Field Operations	Start with collaborative review process with the PAC commission	FOP/47/33 union implications Currently not funded	September 2020

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Technology Inventory	Technology	Complete technology inventory report	Assess and understand systems being operated at PPD Identify additional technology and upgrades needed	Executive Team (lead) Field Operations Organizational Services Office of Forensic Science Intelligence Bureau Research & Analysis Unit	Develop working group to conduct the inventory		June 2020
Internal Communications Plan for PPD Personnel to Improve Information Sharing and Transparency	Resources	Shine a light on positive work by employees, thus increasing employee morale and productivity Creation of the new PPD identity and brand standards, sharing internally to guide application across all marketing, advertising/recruiting, and communications materials. This includes online, or web-based applications, as well as social media	Assess current internal communications strategies Development of a multi-pronged, multi modal communications plan for PPD Create mechanisms for PPD employees to provide feedback on PPD operations Create mechanisms for PPD employees to provide feedback on PPD operations Produce consistent, credible and compelling internal communications focused on the 3 pillars, further increasing awareness internally of PPD priorities Share external news releases internally before sending externally Ensure internal audience is well-informed about critical issues concerning PPD, including our challenges and achievements Conduct internal survey which could provide insights about the culture and perceptions of PPD	Executive Team (Lead) Organizational Communications	Staffing needed for Organizational Communications to fully implement the communications plan	External funds may be needed for new branding or marketing materials Hiring freeze could delay the onboarding of analysts	December 2020

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Renew Academic Partnerships	Collaboration to Solve Problems	Conduct a meeting with all local universities to outline our needs and listen to their areas of interest	Increase number of external evaluations Creation of a research advisory committee for PPD	Executive Team (lead) Field Operations Organizational Services Office of Forensic Science, Intelligence Bureau Research & Analysis Unit	Inventory of current partnerships Identification of critical initiatives for potential external evaluation/ collaboration Some collaborations may require grant funding	Balancing operational needs with research model requirements Concern over negative results Creating a culture of objective, evidence-based thinking	January 2022
Align/Expand with PRSC/ Operation Pinpoint	Collaboration to Solve Problems	Conduct a training program for all Pinpoint and Captains Intelligence Bureau along with input from district Captains to conduct an analysis of districts to select additional Pinpoint locations Reduced shooting victims and homicides by 25% by end of 2021	Expand Operation Pinpoint to 40 targeted areas Integrate PRSC Tactical with Quarterly Plan/Compstat/ Shooting review process	Executive Team (lead) Field Operations Intelligence Bureau Criminal Intelligence Research & Analysis Unit (PoliceGIS)	Completion of civilian analyst hiring process Increase intelligence officers/collection within CIU	City hiring freeze	January 2021
Group Violence Initiative (GVI)	Collaboration to Solve Problems	Conduct Shooting Review meetings to select candidates for GVI Execute Custom Notifications and "Call Ins" used to offer services and send a clear messages to target individuals	Increase number of referrals	Executive Team (lead) Field Operations Intelligence Bureau Research & Analysis Unit	Partner engagement with John Jay for program training, custom notification tracking, and group violence scorecard to integrate GVI w/ weekly shooting reviews Partner engagement with Dr. Caterina Roman (Temple) to develop research model for evaluation May require additional intelligence officers (info collection) Final scope determination needed (pilot area vs citywide)	Need signed data sharing agreement with David Kennedy and John Jay Data sharing concerns regarding protected information Staffing concerns regarding information collection needs	January 2021

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Project Safe Neighborhoods (PSN)	Collaboration to Solve Problems	PSN integration into the Shooting Review meetings where requests for resources and case adoption requests occur for targeted locations and individuals External evaluation with research partner	External PSN evaluation (crime reduction) Work to work with USAO to ensure all relevant PPD cases are suitable for adoption	Executive Team (lead) Special Operations Detective Headquarters Intelligence Bureau Research & Analysis Unit	Define policy, procedures and tracking mechanism for referrals, cases and outcomes	Lack of partner participation Lack of intelligence-led referrals Different priorities amongst partners in regards to pursuing intelligence-led referrals for investigation and prosecution	January 2021
Integrate Operations with DAO	Collaboration to Solve Problems	Public and visible partnership with the DAO Reestablish a positive working relationship between the PPD and DAO	Improved investigations Improved prosecutions of prolific offenders Improved convictions of prolific offenders Increased bail requests Violent crime reduction Increased clearance rates Consistently meet with the DAO to develop joint collaborative ideas of deeper integration and partnerships	Special Operations (lead) Field Operations Intelligence Bureau Detective Bureau Narcotics Bureau	ADA's assigned to each division ADA's to be made aware of prolific offenders to target All district personnel to be strategic and mission driven Shared PPD/DAO policies required for bail amounts, charging, VUFAs, charge alternatives, referrals Office space for embedded ADAs	Trust must be re- established between the DAO and Police Information sharing of protected information (e.g. investigative/intelligence information) Coordination with other PPD units (e.g. homicide, SVU, intelligence Multiple shifts	January 2021
Evidence Prioritization Project (EPP)	Collaboration to Solve Problems	Development of departmental investigative priorities in collaboration with the DAO and courts Timely and reliable forensic results to drive investigations and prosecutions	Cases received Cases requested for analysis Cases analyzed and reported Cases pending analysis Forensic database hits (AFIS, CODIS, NIBIN, etc.) Negative implications for court (missed dates, etc.)	Office of Forensics Science (lead) Field Operations	Updated BEAST LIMS system Consistent prioritization scheme between investigators, ADAs, the courts and the OFS	IT system limitations Lack of timely updates on court information Lack of timely requests from DAO for analysis IT COVID delays Hiring freeze and budget constraints	BEAST OFS: August 2020 BEAST PPD-wide June 2021 Scheme: August 2020: then on-going

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Operational Accountability (Shooting Review/ Compstat Restructuring)	Collaboration to Solve Problems	Refine Shooting Review meeting to uniformly identify candidates for referrals Utilize the Compstat process to conduct referral follow-ups and updates	# of referrals to PSN # of referrals to GVI # of referrals to OVP External evaluations for GVI/Pinpoint/mobility/PSN	Field Operations (lead) Intelligence Bureau Research & Analysis Unit (PoliceGIS)	Request no cost TTA for Compstat 360 Identification of accountability metrics, data collection, and report card revisions Custom notification procedure/system	Organizational challenges Cultural challenges Lack of coordination between initiatives (PRSC/ Pinpoint/GVI/PSN/etc.)	On-going
PinPoint Feedback Mechanisms for Strategies That Have Measurable Outcomes	Data, Analytics & Feedback	External or internal evaluation of shooting predictions through published intelligence products	Increased PPD activity on report cards (District Strategies/Pinpoint Plans) Increased responses to gap questions for published analysis/intelligence products	Field Operations (lead) Intelligence Bureau Research & Analysis Unit	Completion of civilian analyst hiring (33 open positions) Annual PoliceGIS operational/maintenance budget (currently in MDO FY21 budget) After action/feedback loop from operations	Current PPD information sharing culture Organizational challenges within field operations Lack of technology funding Hiring freeze/budget cuts	January 2021
"Surgical Policing" Through Intel & Data Analysis (Civilian Analysts)	Data, Analytics & Feedback	Respond to crime and violence through intelligence-led policing to accomplish our mission without alienating the communities we serve Provide ongoing training for new analysts to better integrate them into the police department	External mobility project evaluation (Greg Ridgeway, Upenn) External GVI evaluation (Caterina Roman, Temple) External PSN evaluation (TBD) External Operation Pinpoint evaluation (TBD) External shooting prediction evaluation (TBD)	Intelligence Bureau (lead) Field Operations Office of Forensic Science Research & Analysis Unit	Completion of civilian analyst hiring (33 open positions) Annual PoliceGIS operational/maintenance budget (currently in MDO FY21 budget) Completion of mobility project & expansion citywide	Current PPD information sharing culture Organizational challenges within field operations Lack of technology funding Hiring freeze/budget cuts	January 2021

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Remove Silos/Information Accountability (DVIC - Feedback Loop)	Data, Analytics & Feedback	Begin training for commanders to develop them in their roles and responsibilities in the information flow process Develop process for Detective Bureau to input sensitive information into the Info Share database Hold all relevant unit commanders responsible for making sure intelligence gathered are shared in InfoShare	Increased IIR reporting Increased actionable intelligence Increased development of finished intelligence/ analysis Receipt of after-action reports Mobility Project evaluation from Greg Ridgeway (Upenn) Adding new data to PoliceGIS (e.g. OFS data, eTrace, PremiereOne, CAD upgrade, etc.)	Intelligence Bureau (lead) Field Operations Research & Analysis Unit (PoliceGIS) All Units	Completion of civilian analyst hiring (33 open positions) Creation of "reports officer" or clerical teams for collection/dissemination of raw information on all RTCC tours Annual PoliceGIS operational/maintenance budget (currently in MDO FY21 budget) Will require InfoShare customization of mobility project & expansion citywide	Current PPD information sharing culture Lack of technology funding Hiring freeze/budget cuts May require short-term staffing to support while open civilian positions are hired	January 2021
Use of Forensics to Enhance Prosecution (clearance rates)	Data, Analytics & Feedback	Increase the use of forensic science and technology to support investigations and prosecution of cases Train/inform officers on how new technology affects crime scene securing	Cases received Cases analyzed and reported Forensic database hits (AFIS, CODIS, NIBIN, etc.) Court testimonies Increased actionable intelligence Increased intelligence products	Office of Forensics Science (lead) Field Operations Intelligence Bureau	Upgrades to BEAST Integration of OFS data into intel systems Completion of forensic training for patrol, detectives and intel Return to baseline forensic capabilities staffing and equipment	IT systems limitations IT and budget issues related to COVID Timeline of hiring and training process of new staff Cultural shift from forensics as a trial tool to an investigative tool Hiring freeze and budget constraints	On-going

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Assigned Staff to Track Disposition of Cases	Data, Analytics & Feedback	Accurate and timely picture of both PWID and gun crime outcomes. Identification of gaps in the criminal justice system. Ensure successful prosecution of PWID and gun crimes by partnering with DAO	Factual Data can change/ improve DAO policy Weekly gun crime audit Weekly PWID audit	Special Operations (lead) Detective Headquarters Narcotics Bureau Field Operations- Intelligence Bureau Research & Analysis Unit	Increase the number of analysts at the Intel Bureau Implement a working group with the DAO and both Narcotics and the Detective Bureau to examine criminal justice process as it relates to PWID and gun crimes	Eliminate possible duplication of effort between the Detective Bureau and the Intel Bureau Two analysts on the PD needed for this project	On-going
Philly Fast Brass	Collaboration to Solve Problems	Timely and accurate processing of crime guns and ballistics aids in the swift and successful prosecution of cases	Number crime guns recovered Amount of ballistic evidence recovered Cases/evidence screened within 48hrs of receipt Percent crime guns entered correctly and timely into eTrace Crime guns with eTrace results CGIC leads produced Intel products produced	Office of Forensics Science (lead) Special Operations Field Operations Intelligence Bureau	OFS staffing Completion of detective eTrace training	Need for comprehensive collection of shooting evidence Detection of shootings that are not a call for service IT interoperability to streamline data sharing from OFS to operations and intelligence	On-going
Delaware Valley Investigative DNA Database (DVIDD)	Collaboration to Solve Problems	Timely and accurate processing of DNA evidence aids in the swift and successful prosecution of cases	# of DNA profiles received from surrounding jurisdictions # of PPD profiles from standard DNA processing # of profiles from Rapid DNA processing # of leads generated to PPD investigations # of leads generated to other LE investigations	Office of Forensics Science (lead) Field Operations Intelligence Bureau Surrounding County partners	Finalize IT install and performance check of system Release SOPs to partner agencies Training for detectives on new capability and collection requirements	IT availability due to COVID Potential COVID impact to counties' budgets for this program Operational buy-in on new collection requirements	September 2020, then on-going

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Forensics Management System Upgrade (BEAST)	Technology	Technology upgrades allow for better data management which supports the overall mission of the Office of Forensic Science	Increased efficiency in evidence management Increased availability of lab testing data Integration of OFS data with data & analytics system (PoliceGIS)	Office of Forensic Science (lead) Office of Innovation & Technology Field Operations Intelligence Bureau Research & Analysis Unit (PoliceGIS Integration)	Technology strategy	Capital Budget Operating Budget	BEAST OFS: August 2020 BEAST PPD-wide: June 2021
Digital Forensics Capability Upgrade (Cellebrite and PenLink)	Technology	Technology upgrades allow for enhanced evidence examinations and better data management, which supports the overall mission of the Office of Forensic Science Integration across the department allows for better evidence management and dissemination of actionable forensic leads	Increase capture rate of digital evidence from cell phones and social media warrants Increase clearance rates Integration of digital forensics information with data & analytics system (PoliceGIS)	Office of Forensic Science (lead) Office of Innovation & Technology Field Operations Intelligence Bureau Research & Analysis Unit (PoliceGIS Integration)	Technology strategy Operational strategy for digital evidence management	Capital Budget Operating Budget	New initiative

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Department-wide Implementation of the Neighborhood Policing Initiative (NPI)	Engagement	Reduced calls for service, especially in Chronic / Repetitive Calls for Service Increased uncommitted officer time Increased community partnerships Decrease in problem properties, low level crimes and other quality of life complaints Increased perception of trust & confidence in the police	Train PPD on NPI Philosophy Train community partners with NPI/Problem solving skills Coordinate with City Agencies on Quality of Life calls for service/complaints Develop millstones for evaluating the NPI roll out and continuous improvement mechanism for this department wide effort Maximize PPD technology and analytics capacity to drive deployment and problem solving projects	Executive Team (lead) All Bureaus/Divisions/Units/ Districts	Staffing allocations for NPI Model Training for NPI Philosophy Department Budget for the evaluations of the efficacy of NPI, using an external researcher	No budget allocated for large scale NPI roll out Potentially seek outside funding for the implementation and evaluation for NPI	December 2021
New Officer Orientations from the Community Police District Advisory Councils (PDAC)	Engagement	Ensure police can identify elements of successful police/citizen interactions Improve officer community relations	Redesign officer orientations to include PDAC members Increase community-police interactions	District Captains (lead) Training Bureau Community Relations Recruitment District personnel	District Captains to Inform and instruct the PDACS District Captains to schedule orientations	Orientations should be a written policy or Commissioners memorandum	August 2020

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Enhance Social Media Outreach to Engage Philadelphians, with a focus on Younger Community Members	Engagement	Create social awareness beyond neighborhood of juveniles Reshape youth attitudes toward police Convene a "Youth Advisory Council" for consultation and guidance	Track social media metrics Reduce youth gang involvement Reduce youth criminal behavior Establish presence on platforms most utilized by young persons (Instagram, Tik Tok) Increase messages, posts and interactions on social media platforms	Public Affairs (lead) Community Relations Youth Programs Field Operations Districts Captains	Police to have access to social media platforms Police to have social media accounts Training on use of social media platforms (i.e. zoom, Teams, Instagram, etc.) Staff lead to create consistent and regular scheduling of engagements Availability and procurement of "archive software" (e.g., Archive Social)	Approval of parents of youths	On-going
Pennsylvania Innocence Project (Office of Forensics Science)	Engagement	Increased Trust from the public Increased collaboration with partners and stakeholders	Reviews per year Cases - analyzed per year New investigative leads (AFIS, CODIS, NIBIN, etc.) that don't support original prosecution Analyses that support original prosecution Analyses that neither support or refute	Office of Forensics Science (lead) DAO Field Operations Public Affairs Community Relations	Return to baseline capabilities (staffing and equipment) Post conviction grant funding (possible)	Capacity of OFS in relation to current casework Availability of specialty analysis funding Availability of post-conviction grant funds Cultural shifts related to the investigating post-conviction cases Location of old case files and evidence Hiring freeze and budget constraints Trauma-Informed Approach (with respect to emotional impact on clients)	On-going

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Youth Engagement – Youth Commission/ Advisory Council	Engagement	Measure Increased legitimacy/ community sentiment of police role in society among youth through surveys and peer group interviews Increase rate of productive field interviews of witnesses (youth and adult)	Provides a mechanism for youth to participate in the PPD decision making process Increases youth understanding/awareness of police practices Improves community relations	Community Relations (lead) Public Affairs Graphic Arts Audio Visual Youth Programs Field Operations Office of Forensic Science	Assess past practices from previous Administrations Scan successful models from other cities Develop an operational framework for this advisory council Recruit youth, based on operational framework Seek external funding to support meetings and activities generated from this advisory council	Social Distancing Protocols Youth access to technology No budget allocated for this initiative Trauma-Informed Approach (with respect to emotional impact) Pathway to Youth	August 2020
Expand young adult programming to outreach efforts to ages 18 – 30 as practicable	Engagement	Create social awareness beyond neighborhood of young adult Shift in young adults' perception of police Ensure police can identify elements of successful police/citizen interactions	Improves community/police relations Expands recruitment pool of potential police candidates Can reduce crime by engaging the age group predominantly susceptible to gun violence and other illegal activity	Community Relations (lead) Public Affairs Audio Visual Field Operations District Captains District Personnel	Selection of the right officers to conduct the engagement Officers must be adaptable to multiple cultures Cultural sensitivity training Protocols/guidelines for rules of engagement	What rules should be established concerning officers forming or having relationships with young adults involved with the program	On-going
Enhance outreach to Faith Based, Immigrant, and LGBTQ communities	Engagement	Increased community interactions Shift in officer perception of community Shift in community perception of police	Improved access to resources Increased social competencies (ability to have empathy for others)	Community Relations (lead) Public Affairs Field Operations	Officer Training Opportunity cost associated with utilizing employees to plan, coordinate and moderate additional meetings, events relationship-building activities	Trauma-Informed Approach with respect to emotional impact Include community representation ID officers from those specific communities (or family from those communities)	On-going

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Community Voice in PPD Planning and Decision- Making Process with Police Advisory Commission (PAC)	Inclusion	Create a system whereby PPD policy is routinely reviewed and evolves to better serve the PPD and community Establishes an integral piece of Procedural Justice within the PPD Improves community understanding and support for PPD policies and enforcement actions Provide credible messengers to the community on behalf of the Police	Number of Collaborative Review Projects initiated Number of agreed upon recommended policy changes Number of policies submitted to the PAC for general review	Executive Team (lead) Field Operations Public Affairs Community Relations	Collaboration and coordination with Research & Planning Opportunity cost associated with utilizing PPD subject matter experts Time of Executive Team members in negotiating and coordinating Collaborative Review Action Plans Notification and training pertaining to the implementation of policy changes Time of Executive Team members interacting with PAC Commission to establish trust and transparency for each Collaborative Review Project prior to public dissemination Anticipated involvement in monthly PAC meeting	The community may not be permitted to collaborate in all areas (i.e. police contracts)	On-going
Centralized coordination of PDACs and Quarterly Meetings	Inclusion	Increased community interactions	Ensure uniformity among the various PDACs	Community Relations (lead) Public Affairs Field Operations	Update Bylaws	May need to assign a Chief over Community Relations Not all districts have active PDAC Advisory Committees Locating and financially securing facility resources to accommodate PDAC meetings	December 2020

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Seek Community Feedback through Bi- Annual Surveys	Inclusion	To ensure that the department is accomplishing its mission and expectations of the communities so that corrections can be made in a timely manner	Identify satisfaction or dissatisfaction by location Conduct multi modal community sentiment surveys annually	Research and Planning (lead) Public Affairs Community Relations Field Operations	Protocol/Directive on who, what, where, when and how surveys will be conducted	Identification of budget for community surveys	First wave: January 2021
Virtual Community Meetings	Inclusion	Regularly scheduled meetings and an annual calendar of meetings by districts	Create a survey for each meeting, to gauge partner satisfaction with meetings Request input for ideas for topics and development of agendas based on current and critical community issues	Public Affairs (lead) Field Operations Community Relations District Captains	Officer/commander Training on Virtual Platforms Policy which creates uniformity of meetings across all districts Update equipment – computer cameras	Differences in demographics Overall IT limitations of the City/department, especially in many of the department's outdated facilities that are not sufficiently wired for advanced technology	On-going
Additional Outreach for Non-English Speakers (911 translation services)	Inclusion	To ensure the department is including the concerns and safeguarding the Civil Rights of those who do not speak English or English as a first language	Evaluate the call volume to telephonic translations service Evaluate the deployment of inperson, contracted translators Meet regularly with immigrant advocacy groups to problem solve Increase community interactions with non-English speakers Increase number of police interpreters and recertify current list of police interpreters	Special Operations (lead) Police Radio Office of Immigrant Affairs	Translation Services Opportunity cost of Police Radio personnel tracking and reporting data and the cost associated with objective analysis by either the Quality Assurance or Standards and Accountability Unit Currently there are no trainers on staff at office of immigrant affairs to conduct required 8 hour course Establish a train the trainer program	Community Representation Deaf and Hard of Hearing Community Undocumented immigrants in our communities remain to be a challenge for the PPD. Fear and trepidation of these groups to honestly engage the department and its resources will take strong advocacy by the department in collaboration with immigrant advocacy/ support organizations. Establish a Limited English training curriculum for police recruits	On-going

Initiative	Туре	Performance Goal Impact (Outputs)	Key Performance Metrics (Inputs)	Responsible/Critical Unit(s)	Dependencies/ Resources Needed	Potential Considerations	Est. Comp Date
Development of a Recruitment Pipeline	Inclusion	To ensure a robust and diverse workforce Proper community engagement and inclusion will develop interested candidates	Evaluation of recruitment process to determine barriers and ways to work increase diversity in hiring Increase engagement with youth after completion of PAL & Explorer curricula (e.g., internship, civilian position, etc.) Increase collaborations with military, universities and trade schools	Recruitment Unit (lead) Public Affairs Audio Visual Graphic Arts Community Relations Field Operations	Maintain the Police Explorers program Citizens academy (creates understanding of police conduct and policies) Creative recruitment drives	Differences in demographics/Diversity	March 2021

Conclusion

Even in the face of the COVID-19 pandemic, budgetary concerns, and legal limitations on sharing information, the Philadelphia Police Department is committed to optimizing every resource at our disposal to communicate with and develop a shared vision amongst the department and our external partners.

Our collaborative approach is inherent to policing – we use everyone and everything we have available. This action plan, which is a living document to be revised annually or as needed, brings all of our law enforcement and non-law enforcement partners together, removes silos, and establishes a concerted flow of information for analysis to create the roadmap of how we will work together to focus on and reduce crime. The Philadelphia Police Department is confident that this action plan will be successful.

By elevating the Philadelphia Police to new heights in organizational excellence with efficient resource utilization, modernization of technology, and increased training and accountability, we will achieve our goals together.

Our crime prevention & violence reduction initiatives will address our hardest hit neighborhoods. Our communities are not the source of the problem; they are the solution. We will collaborate with our partners, utilize data and analysis, and draw from evidence-based practices to drive our strategies and tactics in an intentional and focused manner. The Police District Advisory Councils along with the Police Advisory Commission and their recommendations are an important key to our future success. Through substantive community inclusion and engagement in our process, we will increase the trust between the community and police.

By committing ourselves to the performance goals, pillars and operating model redesign outlined in this action plan, we will achieve long-term sustainable neighborhood change, together.

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