

Program Narrative:

Safe Policing for Safe Communities

A. Description of the Issues:

The New Castle County Division of Police (NCCPD) anticipates using our FY20 local JAG allocation to focus on two main priorities: *Safe policing for safe communities and Addressing violent crime*. Specifically, we intend to use our local allocation of \$153,017 to address quality of life concerns, reduce violent crime, deliver safe policing for safe communities, thus providing a safer society for all citizens of New Castle County.

NCCPD is facing the same challenges as other police agencies across the country. For example, the threat of defunding, increasing transparency, and meeting the demand for more police de-escalation and control tactics training are some of the topics we are facing. Therefore, it is essential that our officers are prepared with the necessary skills to assess unstable crime scenes and safely defuse those situations. We will utilize our funds to seek vital training for our officers and command staff in this era of police scrutiny and opposition. Ultimately, with the proper training, our officers have a better chance for a successful resolution to even the most difficult encounters, consequently ensuring the safety for all involved.

We will also purchase specialized equipment to ensure community and officer safety. Specifically, we will obtain a dual-purpose canine that will be trained in patrolling and narcotics detection.

In 2019, the New Castle County Division of Police (NCCPD) answered 118,053 calls for service for a population of nearly 560,000 citizens (2010 U.S Census). NCCPD currently has an authorized strength of 400 sworn officers. The Department's jurisdiction is divided into 4 patrol

districts and 15 sectors. NCCPD continues to take a comprehensive approach to crime prevention, particularly violent crime throughout our communities.

Since our Targeted Analytical Policing System (TAPS) started in 2013, overall crime in New Castle County has decreased by 20%. We will continue to focus on quality of life issues which we have shown that, if left unchecked, will lead to violent crimes. We will provide preventative maintenance by deploying additional overtime patrols to in the areas where we have already made an impact. Additionally, we will focus on reducing violent crimes by targeting areas where call volume is high for criminal incidents and have been identified by our Crime Analysis Unit as a “Top 20 hot spot” communities. We will rely on the use of data, crime analysis, crime mapping, other analytic tools, progressive technology, research and evaluations regarding effective strategies to reduce violent crime.

After years of concerning increases, New Castle County’s violent crime rates seem to be on the decline. NCCPD continues to take advantage of improvements in the law enforcement profession by relying on evidence-based strategies, using data analysis, progressive technology, crime analysis, and crime mapping. This funding will allow us to continue our effort to uphold officer and community safety - and ultimately strengthen partnerships. Our department has bi-weekly Targeted Analytical Policing System (TAPS) meetings that are open to government officials, elected officials, and neighboring jurisdictions. A temporal analysis shows the officials what is driving the crime trends to elevate, and ultimately solutions are proposed to counter these trends.

We will focus on the following **project identifiers**: Officer Safety, Officer Wellness, Law Enforcement Leadership, Conferences & Training, Overtime, Equipment (General), Crime Prevention, and Violent Crime.

We will continue to collaborate with other federal agencies to secure funding for new and innovative ideas. We have previously received grant funding from the COPS Office, the Criminal Justice Council through the State of Delaware: Edward Byrne Memorial Funds, Project Safe Neighborhood (PSN), Anti-Gang and Violence against Woman Act (VOCA), the Office of Highway Safety, and High Intensity Drug Trafficking Areas (HIDTA) Program. We will continue to coordinate our resources to make certain we accomplish our established goals.

NCCPD will remain committed to the highest level of law enforcement integrity along with maintaining officer safety. The following goals will be accomplished through the length of our project:

Objectives and Deliverables:

1. Our officers and command staff will attend **conferences and training** based on best practices in the profession. This will permit our personnel to be proficient in the most effective and relevant law enforcement tactics. Please see the detailed breakdown for specific training in the Budget Narrative.
2. Deploy **overtime** officers, to **prevent crime**, based on a comprehensive analysis of crime trends, using innovative technology to determine the “hot spots” where **violent crime** is most likely to occur.
3. Purchase and utilize innovative **equipment** that will enable us to prevent crime and ensure community and **officer safety**. Please see the detailed breakdown for specific equipment that is requested in the Budget Narrative.

B. Project Design and Implementation

NCCPD continues to take advantage of advancements in the law enforcement field. We use progressive technology and evidenced-based data developed from crime mapping software resulting in a comprehensive crime analysis that assists our officers in preventing crime and reinforcing officer safety. We will use this funding to strengthen the bond we have with our communities and address their concerns that arise from monthly civic association meetings, community meetings, and information our officers gather while conducting walking patrols.

We realize the importance of engaging stakeholders to identify the issues their constituents are facing in their communities. Therefore, we will continue to rely on our TAPS style of policing to address quality of life crimes and violent crimes throughout New Castle County. The essential elements of TAPS include: (1) the generation and utilization of a predictive map of crime and disorder; (2) the utilization of four Mobile Enforcement Teams (METs); (3) a coordinated response formulated collectively by NCCPD, county departments, relevant criminal justice agencies, neighborhood-based institutions, and research partners; and (4) bi-weekly TAPS meetings that are open to county elected officials, representatives of other service and law enforcement agencies, and researchers.

Our Information and Analysis Unit formulates policing maps answering three basic questions: (1) what (i.e., basing on a list of different types of CAD/911 calls); (2) where (pinpointing crime occurring as specific as the street and house number); and (3) when (i.e. analyzing each surge recurrence in four-hour intervals from morning to night). Based on those three questions, targeted overtime officers are deployed accordingly. We will document arrests, traffic tickets, warnings, crime prevention checks (CPC), and reports taken throughout their tour.

TAPS, our proactive policing approach, continues to rely heavily on better technology, overtime deployment, strategic planning/coordination efforts with local stakeholders and neighboring local government agencies. We utilize mapping programs, crime analysis, and accurate identification of problematic geographic areas based on timely analysis of 911 calls and crime data. Given that hot spots are dynamic, the review of information on hot spots will be an on-going process; then we will deploy officers based on that analysis. TAPS encompasses the key features of successful police strategies such as: community policing, problem-oriented policing, intelligence-led policing, and hot spot policing. It is our hope that by accurately identifying factors that drive crime statistics higher in certain areas, we will effectively reduce violent crimes and suppress other crimes from occurring.

Because we have concentrated so intensely on quality of life calls for service and violent crimes over the last seven years, our trends continue to decline. We will continue to address violent crime by strategically placing overtime patrols in high crime areas within our county.

It is imperative that we certify that our officers are up to date with the most recent defense tactics, evidence recovery/investigation, de-escalation, officer wellness, etc. through high quality conferences and training seminars. All conferences and training will be documented by the officer and location as to where the training took place. We will provide the chain of command a paper trail that starts from the officer's request, through his/her supervisor and ultimately being approved by the Chief of Police. The curriculum/agenda for the completed training seminar/course will be available upon request in each officer's respective personnel file.

We are requesting a dual-purpose canine that will be trained in patrolling and narcotics detection. This patrol trained canine will be used for searches, apprehensions, tracking missing children, tracking suspects, and tracking other persons who need to be located as they pose a

danger to themselves or others. The canine will also be trained to search buildings for suspects as well as area searches for evidence, discarded victim's property, and criminal apprehensions. The dual trained canine provides law enforcement with a less lethal option that can be deployed and recalled prior to impacting the suspect if the suspect becomes compliant.

Additionally, this canine will be trained in narcotics detection. The canine will be used to search areas, buildings, rooms, and vehicles for hidden or discarded illegal narcotics. Lastly, the Canine Unit will participate in youth and community policing outreach programs to provide education and awareness to the communities we serve.

C. Capabilities and Competencies

NCCPD will make a concerted effort to work with community members who have a common goal. We will deploy additional officers in high crime communities and provide specialized training to our officers to ensure officer and community safety. We will continue to rely on technology, such as web-based information sharing platforms and analytical mapping programs. The programs integrate crime data to allow officers to evaluate trends and layer information to determine the best times and locations to deploy resources. This is an available resource to all officers via their mobile data terminals (MDT). We pride ourselves on being leaders in the use of technology; but as we know, this is an ever-progressing field. Some of our technology includes: MDT's in all police vehicles, in-car video capabilities, body worn cameras, digital interview rooms, an evidence bar coding system, computerized CAD and RMS, electronic reports and citations (Statewide), crime analysis software, a mobile app, our web site, social media, reverse 911, and a multifunction Fusion Center.

Our Crime Analyst, Mr. Michael Walsh is a retired Senior Sergeant with 23 years of service with New Castle County Police. He spent ten years as the Information Technology

Liaison in our Crime Analysis Unit. He retired in 2010 and was rehired as the lead Crime Analyst. He is the Project Leader for the New World Records Management System Implementation. Mr. Walsh analyzes, researches and prepares crime and call data for the bi-weekly (TAPS) meetings. Initial analysis is prepared from Computer Aided Dispatch call data using ESRI ArcMap Geographical Analysis Software. Incidents that contribute to high density patterns are researched using CAD, LEISS, Public Safety Portal, DELJIS and NCIC databases. On-screen presentations are prepared to display and document trends and high-density activity. Synopses of supporting incidents are prepared for sworn personnel. He is responsible for moderating the weekly TAPS meeting under the direction of the Chief of Police. The analysis presented in TAPS meetings is used to guide police deployment for the most effective use of resources and to identify and enlist the support of outside resources in support of the public safety function. Mr. Walsh evaluates crime trends for the previous week on a 28-day cycle to obtain a complete picture of crime in our jurisdiction. This analysis is facilitated by analytical mapping programs.

NCCPD has identified Captain Patricia Davies, the Technology & Special Projects Commander, to oversee the completion of the program goals and objectives. She will ensure that all conferences and training seminars, placement of strategic overtime deployment, and specialized equipment meets the parameters defined in our grant application.

The Budget and Procedures Analyst, Lori Kane, will complete the BJA PMT reports programmatic quarterly reports detailing the progress of the scope of work, quantifiable goals, objectives, and impact measures. The Accountant, Porsha Lopez, will complete the SF269 quarterly reports. NCCPD will collect and report on measures required by this grant under the Government Performance and Results Act (GPRA) of 1993.

D. Plan for Collecting the Data required for this Solicitation's Performance Measures

NCCPD understands that BJA does not require applicants to submit performance measures data with their application. However, all data will be collected and analyzed by our Crime Analysis Unit. Following the same philosophy as our TAPS, we will forecast where and when violent crime is most likely to occur based on a detailed crime analysis, quality of life call for service, and evidence-based practices.

The NCCPD will assume responsibility for collecting data and analyzing the goals/objectives identified in this proposal, as required in this solicitation. All data will be collected for analysis purposes but will not contain any identifying information.

The data for programmatic and financial reporting will be collected by the Budget and Procedures Analyst and the Accountant. They will submit:

- Quarterly financial status reports;
- A final financial report after all funds have been obligated and expended through OJP's Grants Management System (GMS);
- Quarterly performance measures reports;
- A final performance measures report (at any time once all project activity has concluded) through BJA's Performance Measurement Tool (PMT);
- A semi-annual progress report OJP's Grants Management System (GMS);
- A final progress report (at any time once all project activity has concluded) through OJP's GMS.