

CRIME BILL -- DOLLARS FOR MASSACHUSETTS, 1995 - 2000
(Revised 8/22/94)

LAW ENFORCEMENT

- * **100,000 POLICE** -- Guaranteed minimum of \$44 million -- more than 500 police officers at \$75,000 per officer.
 - ** Given Massachusetts's share of the population and the additional \$6.5 billion in discretionary dollars, Massachusetts should expect a total of about \$205 million over the next 6 years.
 - ** Of the total, up to 85% can be used to hire about 2,300 police officers. At least 15% -- \$31 million -- can be used to help pay the training, overtime and administrative costs of implementing community policing in Massachusetts.
- * **PRISONS & BOOT CAMPS** -- \$91 million for prison grants, including military-style boot camp prisons. An additional estimated \$91 million is possible if Massachusetts meets the "Truth in Sentencing" target of second-time violent offenders serving 85% of their sentences.
- * **BYRNE ENFORCEMENT GRANTS** -- \$1 billion in the Trust Fund will help continue full funding for these grants, including Massachusetts's \$10 million annual share.
- * **RURAL LAW ENFORCEMENT GRANTS** -- \$2.7 million for drug and crime enforcement in Massachusetts's rural areas.
- * **DISCRETIONARY GRANTS** -- Massachusetts's law enforcement agencies and courts may apply for:
 - ** \$1,000,000,000 -- Drug Court programs (treatment backed up by drug testing and certain punishment for non-violent offenders currently on probation.) Estimated \$24 million for Massachusetts -- enough for about 12,000 offenders over six years.
 - ** \$320,000,000 -- Criminal record systems (Brady Law), communications equipment, and DNA testing; and
 - ** \$200,000,000 -- Judges, prosecutors and public defenders (estimated \$5 million for Massachusetts).

PREVENTION PROGRAMS

- * **LOCAL PARTNERSHIP ACT** -- \$41 million in direct grants to cities and towns in Massachusetts. Wide discretion permits local governments to use the dollars for education, drug treatment, and jobs programs.
- * **VIOLENCE AGAINST WOMEN ACT** -- \$18 million in grants for police, prosecutors and victims services; \$8 million in grants for shelters for battered women and their children; and Massachusetts can apply for a share of \$500 million in several discretionary programs.
- * **AFTERSCHOOL AND IN-SCHOOL "SAFE HAVENS" FOR AT-RISK CHILDREN** -- \$12 million for non-profit, community-based organizations in Massachusetts.
- * **DRUG TREATMENT IN PRISONS** -- \$3.8 million to treat up to an estimated 3,500 drug-addicted prisoners in Massachusetts prisons over the next 6 years.
- * **LOCAL CRIME PREVENTION BLOCK GRANT** -- \$8.3 million in direct grants to cities and towns for various programs, including:
 - ** **ANTI-GANG GRANTS** -- to give young people positive alternatives to gangs, such as academic and athletic after-school activities, mentoring programs and scout troops.
 - ** **MIDNIGHT SPORTS LEAGUES** -- to give at-risk youth nightly alternatives to the streets, and for the U.S. Olympic Committee to develop supervised sports and recreation programs in high-crime areas.
 - ** **BOYS AND GIRLS CLUBS** -- to establish clubs in low-income housing communities, and to encourage police officers to live in those communities.
 - ** **TRIAD** -- for partnerships between senior citizens groups, police chiefs and sheriffs to combat crimes against elderly Americans.
 - ** **POLICE PARTNERSHIPS FOR CHILDREN** -- for partnerships between law enforcement and social service agencies to fight crimes against children, and for the creation of youth councils to combat crime.
 - ** **VISITATION CENTERS** -- for supervised centers for divorced or separated parents to visit their children in "safe havens" when there is a history or risk of physical or sexual abuse.

- ** YOUTH DEVELOPMENT CENTERS -- to develop more effective education, training, research, prevention, diversion, treatment and rehabilitation programs for violent juveniles, including alternatives to school suspension and juvenile court diversion.**
- ** SAFE SENIORS CORRIDORS -- to provide older Americans with enhanced protection from crime by increasing police presence and crime prevention activities by community groups.**
- ** HOPE IN YOUTH -- to create Family Outreach Teams composed of youth, parents and school-parent organizers for mentoring, community organizing and peer counseling.**

*** DISCRETIONARY GRANTS -- State agencies and non-profit organizations may apply for a share of:**

- ** MODEL INTENSIVE GRANTS -- \$626 million for Intensive, comprehensive and flexible aid to areas, urban and rural, hardest hit by crime and violence.**
- ** NATIONAL COMMUNITY ECONOMIC PARTNERSHIP -- \$270 million to extend lines of credit of up to \$2 million to community development corporations to provide small, low-interest loans to businesses in low-income neighborhoods.**
- ** GANG RESISTANCE EDUCATION AND TRAINING ("GREAT") -- \$45 million for school-based programs to teach children to resist peer pressure and understand the negative impact of gangs and drugs.**
- ** URBAN RECREATION AND AT-RISK YOUTH -- \$4.5 million to expand recreational facilities in high-crime areas.**

LEVEL 2 - 2 OF 2 STORIES

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ABC NEWS

SHOW: ABC World News Tonight 6:30 pm ET

April 4, 1995

Transcript # 5067-5

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HEADLINE: Boston Police Added in Crime Bill

BODY:

PETER JENNINGS: One other note about Iraq. The Pentagon has changed its mind and will award Purple Hearts to 14 American military personnel who were killed in that so-called friendly fire incident last year in northern Iraq. Their helicopters, you may recall, were shot down by U.S. jets. The Army had originally said that Purple Hearts were only for combat casualties - emphasis on combat.

In Boston today, a reason to celebrate in some neighborhoods. Eighty-seven new police officers were sworn in, headed for duty on the streets. More than half of them were hired using federal money made available through last year's crime bill. It is precisely the kind of program that is at the center of a political battle in Congress today over Republican efforts to rewrite the bill.

Here's ABC's Bob Jamieson.

BOB JAMIESON, ABC News: [voice-over] In Boston's tough neighborhoods, criminals had the upper hand just two and a half years ago. Murder and other violent crimes were rising steadily. But Boston's commitment to community policing in those neighborhoods like Dorchester changed that. Commanders put dozens of highly visible officers onto the streets.

Capt. BOB DUNFORD, District Commander: We've cut our homicide rate in half. We've had a 29 percent decrease in aggravated assaults; our drug arrests are leading the city.

BOB JAMIESON: [voice-over] And that's why Boston officials applauded last year's crime bill, which allocated money specifically for community policing, putting more officers on the street. Boston is already getting \$3.5 million from the Clinton bill to add 47 officers to the 1,900 member force.

[on camera] The Republican-sponsored crime bill would take the money earmarked for programs like Boston's and replace it with lump sum payments local governments could spend as they see fit. That, police chiefs argue, would gut community policing.

[voice-over] If the money becomes part of a block grant, it would be

ABC World News Tonight, April 4, 1995

controlled by politicians. There might be too much competition for the money. It might be used for fixing potholes instead of hiring policemen.

Supt. JAMES CLAIBORNE, Boston Police: If it goes into a block grant formula, we will have to share what is now ours with other cities and towns and states.

BOB JAMIESON: [voice-over] There is strong evidence in Boston, beyond statistics, that community policing works. Officers like Horace Kincaid are succeeding in creating a partnership with residents, who believe criminals now avoid Dorchester.

ALEXANDER LEE, Merchant: They don't come around because he's there. It's a simple fact. Not only that, he knows who they are. So that makes a difference.

Officer HORACE KINCAID, Boston Police: It's almost too quiet. When I first started doing this, there was always something to do.

BOB JAMIESON: [voice-over] Federal money is crucial to Boston's plan to expand the program. And in Boston, they believe Republican success in rewriting last year's crime bill would likely jeopardize that.

Bob Jamieson, ABC News, Boston.

PETER JENNINGS: A jury in Washington, D.C., has convicted Francisco Duran of trying to assassinate President Clinton. Duran was the man who fired a semi-automatic rifle at the White House last October. The defense had argued that he was insane. The jury thought not and he faces up to life in prison.

When we come back, the American Agenda - charges of age discrimination and a \$40 million lawsuit.

[Commercial break]

The preceding text has been professionally transcribed. However, although the text has been checked against an audio track, in order to meet rigid distribution and transmission deadlines, it has not yet been proofread against videotape.

LANGUAGE: ENGLISH

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**U.S. Department of Justice
Office of Justice Programs**

October 4, 1993



Pride & Commitment

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A Message from the Police Commissioner

The Internal Affairs Process

Structure & Function

"Early Intervention System"

1992 Statistical Profile



'You see so many shootings that they just crowd up in your mind.'

EBONISHA SEXTON, 10, member of Special Force

Violence takes toll on youths

By Tom Mashberg
GLOBE STAFF

Jeanne Taylor remembers the phone call: shots fired, a wild car chase, and three small children in the emergency room.

When she got to the hospital, she felt relief; none of the youngsters was physically injured. But she soon realized how wounded they were. They'd seen their father shoot their mother, fire madly at the police and then, finally, kill himself.

"And I was expected to fix them," said Taylor, executive director of the Roxbury Comprehensive Community Health Center. "How do you fix a child who has seen something like this?"

That question was posed at a forum held

by the Endowment for Children in Crisis and the Boston University School of Medicine. Boston Police Commissioner William J. Bratton and state Attorney General Scott Harshbarger joined three health care professionals last week to discuss violence from a child's viewpoint and how to prevent it.

Their frustration was deep. Between 1987 and 1991, the number of children under 14 who were killed nationwide rose from 850 to 1,150, and the reported violence against children rose by 35 percent, according to the federal Centers for Disease Control.

Alongside the wounded, the panelists said, are legions more traumatized by the sight of violence in their daily lives. They include youngsters who have seen day-care workers assaulted in front of them, or watched from a

VIOLENCE, Page 17

Violence scars urban youth

VIOLENCE
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school bus as drug dealers shot at each other. Many suffer from post-traumatic stress disorder, and the panelists said they have become a major public-health concern.

"They live in terror of going out of doors," said Dr. Barry Zuckerman, chairman of the pediatrics department at Boston City Hospital. "I've literally had asthmatic children refuse to take their medicine because they don't see anything to live for."

Zuckerman said there were no data on how many young children have been exposed to violence. He said one survey found that 10 percent of children under the age of 6 had witnessed a knifing or shooting, and that 46 percent had heard gunfire in their neighborhoods.

Taylor, who runs a clinic for survivors of murder, said she noted a huge rise in the number of children passing through.

"People are killed out in the open now, and it is happening in front of children in homes, schools and streets," she said.

Dr. Leland Clarke, an early-childhood specialist with the Boston School Department, said he spent so much time now helping children cope with that trauma that he barely had time to teach.

"Half the kids come up to me and ask me to be their daddy, and the other half look at me like I'm going to abuse them," he said. "There is one solution: Listen, listen, listen to the children. Remind them that their voices are worth something."

Clarke, who has taught for 17 years, said he often plays soft music for his pupils when encouraging them to draw. He said that in recent years the children have begun sketching more scenes of death and abandonment. Many told him that they now associated soft music with the organ dirges they often heard at funerals.

"Children are going to funerals again and again," he said.

Sharing the terror

Some youngsters are attacking the issue themselves, with a message to their peers that they are not alone in their terror.

Special Force, a rap-and-dance group of young Roxbury girls who have seen violence in their streets, is one example. The 11-member troupe travels from neighborhood to neighborhood, talking openly of the bloodshed and the courage needed to overcome it.

"You see so many shootings that they just crowd up in your mind," said 10-year-old Ebonisha Sexton, a member of Special Force. "You get used to it, but you really don't. It hurts."

Her friend Veneta Grant, 13, said: "This makes the kids feel better, but it doesn't make violence go away. I know kids need to stop doing it, but can't the adults do something to help?"

Clarke and the other adults described what helped them fasten on the crisis. For Bratton it came when a New York company began marketing bulletproof clothing for grade-school students; for Harshbarger it was noting how the suburbs got action on youth crime while the cities, and poor areas especially, got none.

"We've tolerated a level of violence in urban areas that we wouldn't accept elsewhere," he said. "It has left us trying to punish what we failed to try to prevent in the first place."

Harshbarger and Bratton faulted years of spending on back-end law enforcement while social services went wanting. In keeping with the new tenor in Washington, where Attorney General Janet Reno speaks with equal force of prenatal care for single mothers and prosecution for the fathers who abandon them, both said they were looking for "holistic" methods to counter the violence.

"We're seeing the value of conflict-resolution in schools," Harshbarger said, speaking of programs in which youngsters vent their disputes in classrooms. "Teaching children to listen to themselves works. We need it at the grade-school level, too."

He noted that such programs cost far less, perhaps \$30,000 for a school year, than the cost of imprisoning one felon, which can surpass \$50,000 in the federal system. He

also said that 65 percent of those jailed for violent crimes were themselves abused or the witnesses of abuse and violence as youngsters.

"We've suffered enough from this kind of hypocritical public policy," he said. "We must always validate the victim, but we are punishing today what we failed to prevent a few years ago."

Where childhood has gone

Taylor saw causes ranging from joblessness to television. She offered a harrowing portrait of poor children raised in a world where the TV and the front window offer mirror images of mayhem.

"Too many children today have no childhoods," she said. "They are forced to make decisions on guns and AIDS before they can even vote. We can't fund a program one year, then un-fund it the next. We can't play budget ping-pong with people's lives."

The forum gave adults on the front lines of youth violence a chance to air their own frustrations. It also put law enforcers and pediatricians

on the same platform, and the same wavelength.

"As a doctor it's a nice change to see a police commissioner ask how he can train officers to deal with children's fears," Zuckerman said. A program to unite officers and children who have witnessed violence is under way at Boston City Hospital.

"We can help these kids regain their childhoods by letting them express their feelings to adults who seem protective, not fearful," Zuckerman said. "Children are amazing - they respond very well to adults because adults are powerful healers in their lives. I've seen kids who couldn't sleep or talk bounce back."

Money is vital to any new policy, and the panelists agreed that too little was now committed to the poor, who are the most common victims of street crime and its most frequent witnesses.

"It's heartening to hear an attorney general finally discuss the need for this kind of spending, and the police commissioner too," said Taylor. "I hope they mean it. I'll be watching."

Through youth education programs, crime watches and cleanup efforts, residents are . . . Restoring neighborhood pride in Four Corners

By Luz Delgado
GLOBE STAFF

DORCHESTER - Four Corners is a neighborhood where mothers do not let young children play in front yards. Where nearly 40 percent of families with children under age 5 live in poverty. Where teen-agers keep their eyes open and routinely throw furtive looks over their shoulders. Where empty lots and "For Sale" signs scar almost every block. Where street justice is the law of the land, and where most have learned to mind their own business for fear of retaliation.

But Four Corners is also a place where people are working to turn an abandoned building into a community youth center. Where ministers gather in front of a neighborhood church every Friday night to ward off drug dealers. Where college students talk about the importance of coming back after graduating to help rebuild the neighborhood. Where many small-business owners have stayed decade after decade because they love the community.

It is not an easily definable neighborhood.

For every crime, every gang member, every empty lot, there are people who are struggling against the odds to make Four Corners a place to be proud of, and they are starting to gain momentum.

Crime watches are becoming increasingly numerous. Social service agencies are helping the disenfranchised, including battered and homeless women, people with AIDS and immigrants in need of English as a second language classes. Area churches, including the Azusa Christian Community and the Greenwood Memorial Methodist Church, are working with youths, providing mentoring, summer jobs and drug-addiction support groups. Relationships are being forged with drug dealers and gang members.

Azusa has bought a 16-room Victorian house at 411 Washington St., which members plan to turn into a community youth center. The group has received an anonymous matching-funds donation of \$250,000 to refurbish the house and is looking for funds to start construction.

As part of Boston's Project Pride - a collaboration of the Inspectional

Services Department, the Real Property and Public Facilities departments, the Suffolk County House of Correction, the Boston Fire Department and the Boston Police Department - Inspectional Services workers have boarded up 29 abandoned houses in Four Corners since January 1992; cleaned and fenced 10 vacant lots this year; and closed five "chop shops," unlicensed auto shops that may have been dealing in stolen goods, said Henry R. Malbranche, chief building administrator for Inspectional Services. In addition, Malbranche said, the Real Property Department has sold some abutting vacant lots to community

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Aiming at a village economy

By Luz Delgado
GLOBE STAFF
and David Buse
CONTRIBUTING REPORTER

DORCHESTER - Paul Lucas and "Dusty Rusty" used to be the ones to see if you were looking for a quick fix. PCP? Marijuana? LSD? They could set you up - for a price. And "Sherm Head," called that because he was a heavy angel dust user, was one of their best customers.

Now the three talk about computers, spread sheets and data processing - and about getting jobs with their new-found skills. They attend prayer weekly meetings and worry about whether their teen-age brothers and sisters will get summer jobs.

All attribute their attitude change to innovative work being done in Four Corners that aims to turn idle youths, even law-breakers, into productive entrepreneurs.

The goal is to create a village economy of small businesses, to get neighbors to come to each other for goods

ECONOMICS, Page 7

Putting the pride back in Four Corners

■ FOUR CORNERS

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groups interested in turning them into community gardens.

Two Boston police officers now walk a beat on Bowdoin Street, and a rapid-response car aids a community police car assigned to a Safe Neighborhood Initiative area that includes part of Four Corners, said Capt. Robert Dunford, of Area C-11, which shares protection of Four Corners with Area B-3.

According to business owners, residents and area activists interviewed by the Globe over the past few weeks, life has improved in Four Corners during the last two to three years. Drug dealers, while they continue to sell in the area, have at least toned down the violence a bit and have agreed to "give back" a neighborhood park. Some store owners reported seeing a stronger police presence in the area, a rise in business recently and a slight easing of tensions with gang members.

Yet the realities of life in Four Corners are far from ideal.

Statistics from Boston police Area C-11 showed that from December 1992 to July 1993 there were 15 aggravated assaults, 35 auto thefts, 15 robberies, 13 burglaries, 10 larcenies and two rapes in the portion of Four Corners that C-11 patrols.

"There's a lot of drug activity and gang activity in that area," Dunford said. "The whole area suffers from a lot of neglect. The housing stock has been allowed to deteriorate. There's been absentee landlords. What that creates is an environment that allows drug dealers and gang members to move in."

The economic picture is no better. Based on census figures provided by Massachusetts Institute for Social & Economic Research, at the

University of Massachusetts at Amherst, 37.5 percent of the neighborhood's families with children under age 5 live below the poverty line, and nearly a third of families with children under age 17 live fall into the same category. Almost one in five Four Corners residents, about 1,350 people, live in poverty.

Lack of education and a high unemployment rate - which at 12.4 percent is double that of the city of Boston (6.1 percent) and 50 percent higher than that of Dorchester (8.2 percent) - exacerbate the problem. Nearly 2,000 residents, 40 percent of adults in the area, do not have a high school diploma.

"There are people who think Dorchester is this undifferentiated blob," said Rev. Eugene Rivers, pastor of the Azusa Christian Community. "It's important for people to see that some parts of Dorchester are in more need than others, and Four Corners is in desperate need. People are left to die out here. They feel hopeless and stuck."

Disagreement exists over the exact boundaries of the Four Corners neighborhood. For the purposes of this article, Norwell Street was chosen as the western limit; Park Street the southern limit; and Rosseter, Bowdoin and Greenbrier streets the eastern limit. Washington Street - and the streets immediately surrounding it - from Norwell Street to Columbia Road was used as the northern boundary. All figures cited correspond to the area within these boundaries.

Aside from the statistics, few of those interviewed in Four Corners cannot recall instances when they have personally fallen prey to crime or when someone they know has been a victim.

Neighbors stop and talk casually

about so-and-so's boy, who was shot to death recently. "Oh, I didn't know he was dead," is not an uncommon response. Gone is the alarm and shock, replaced by the familiarity of one who wakes up to the same news day after day after day.

It was business as usual when a neighbor's house was torched recently. The mother of a teen-ager who allegedly murdered a neighborhood boy, and who had not yet been arrested, lived in the house. Neighbors reported seeing youths with a gasoline can leaving the scene. Justice, Four Corners style.

Business owners in the area talk about being robbed the way people on Beacon Hill might talk about getting a parking ticket.

"The year before last we got robbed twice in one month," said Anthony Thaise, manager of Shorty's Variety store on Washington Street near the corner of Fenelon, an intersection known for heavy drug dealing. Shorty's, like most other stores in the neighborhood, now closes by 3:30 p.m. instead of 11 p.m.

When asked if he would mind being interviewed, the manager of one area convenience store replied: "There won't be any names, right? People disappear around here."

An abundance of empty lots and foreclosed buildings in the area, which often become breeding grounds for drug deals and other illegal activities, has not helped.

Based on figures compiled by the Codman Square Neighborhood Development Corporation, at least 35 properties were foreclosed upon in the southern section of Four Corners alone during 1991 and 1992. At least 35 city-owned vacant lots, 30 of them buildable, scar the same area. From January to June of this year, an additional nine properties have been foreclosed upon, and six petitions for foreclosure have been filed. These figures do not even include sections north of Vassar Street, which are some of the most-depressed areas.

A tour of a two-block section of Norwell Street, between Carmen and Washington streets, revealed four empty lots and a foreclosed property that spanned an entire block. At least nine more empty lots were counted north of Vassar.

"Most of the vacant lots in the area are in Four Corners," said Linda Mandolini, senior project manager for the development corporation. "All you have to do is drive around there to figure that out. ... They are a blight. Don't underestimate the level of problems these lots can bring your neighborhood."

One agency helping to improve the condition of the housing stock and reduce the number of empty lots is Boston Neighborhood Housing Services, said Joel Schwartz, the nonprofit organization's director of neighborhood offices.

The group, through its Mt. Bowdoin-Glenway area office, helps homeowners rehabilitate their homes by providing low-interest loans and technical assistance. During the past 10 years, "We have made close to \$2 million worth of loans just in that area," Schwartz said.

The agency was also involved in the building of Jacobs Place, a 12-unit complex of townhouse condominiums on Ellington Street that not long ago was a series of vacant lots. Eight units have been sold since the project's completion in May 1992.

Even though intolerable conditions exist in many of the area's foreclosed properties, people continue to live in them. Witness Ana Carasquillo, who lives in one such property with her husband and four daughters, ages 4 to 9.

"There's no hot water," Carasquillo said in Spanish. "The kitchen is too small, and there are too many rats. The windows are broken. The floors and the walls, many of them have holes. ... Since the bank says it's going to close the building down, we don't complain."

Despite the problems in Four Corners, most people interviewed who said they could afford to leave are choosing to stay. Many of those, who have no choice are fighting to improve their lives and rebuild their community.

"The residents here are trying to keep the neighborhood from going down completely," said Anthony Gully, a probation officer at Dorchester District Court who works with area youths. "They're fighting it because there are a lot of people who want to stay."



MEET TOMIE DEPAOLA

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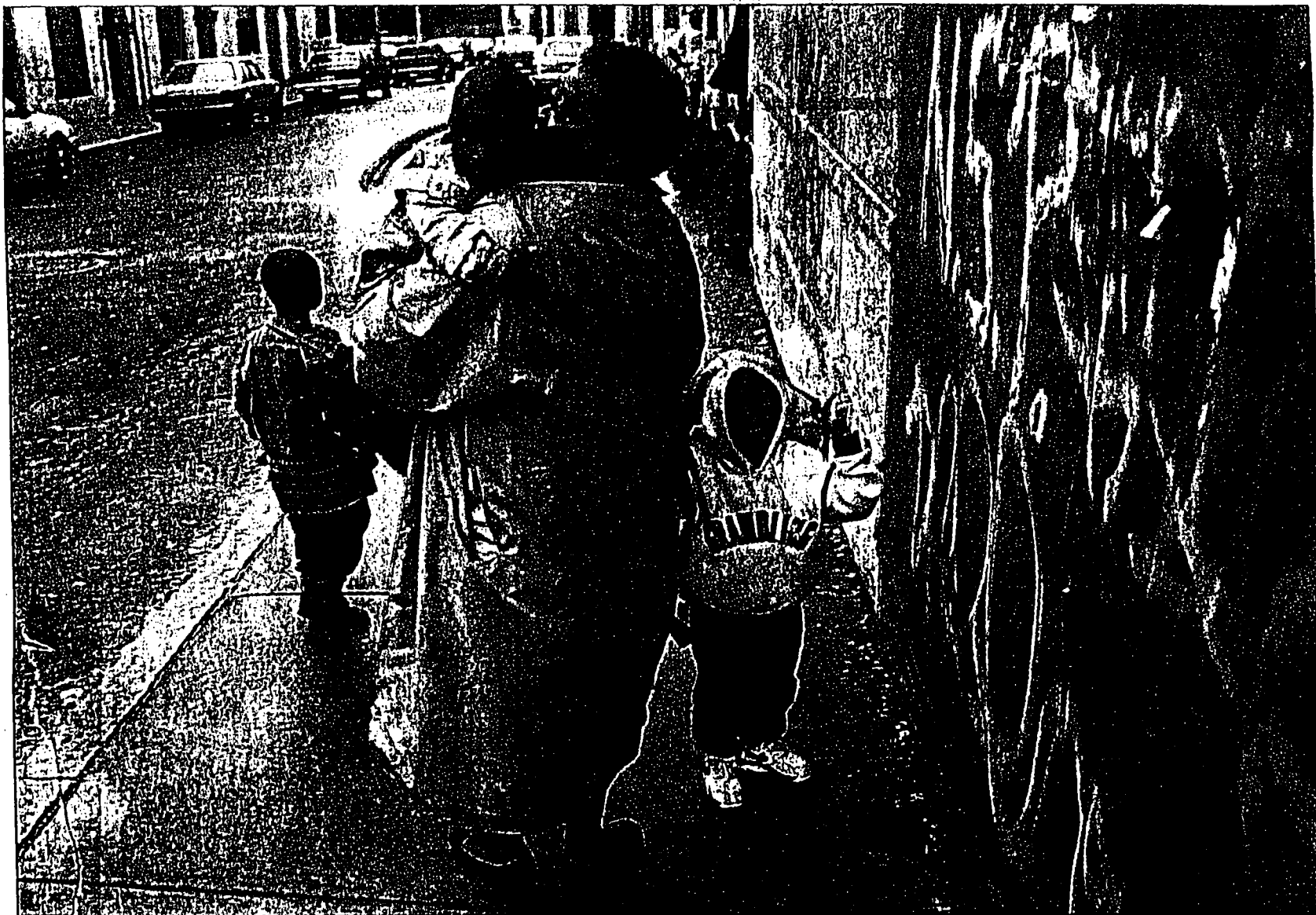
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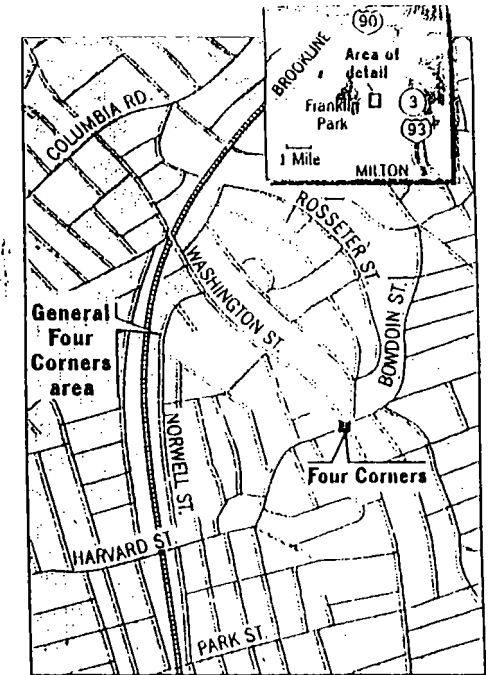


Josephine Menzle and her grandsons Robert Cheers, Duane Johnson and Keith Cheers walk at the corner of Washington and Norwell streets.

GLOBE STAFF PHOTOS / LANE TURNER



The Intersection of Washington and Harvard streets ... the heart of Dorchester's Four Corners.



GLOBE STAFF MAP

**The Endowment for
Children in Crisis
and
The Department of
Pediatrics,
Boston University
School Of Medicine /
Boston City Hospital
present a Forum on
The Effects of
Community Violence
On Children**



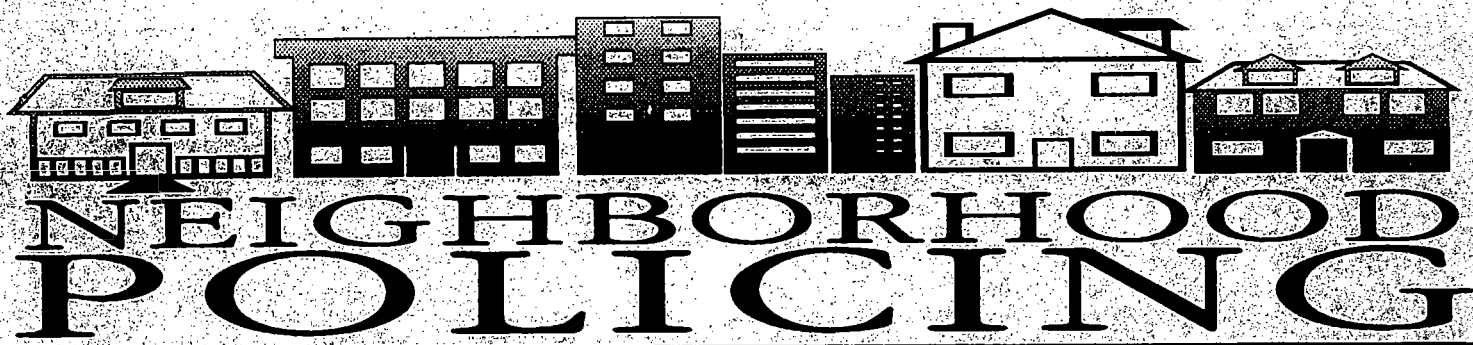
**Thursday, September 23, 1993
5:30 pm - 7:00 pm
Boston University
College of General Studies
Jacob Sleeper Auditorium
871 Commonwealth Avenue**

A panel will discuss the increase in violence in our community and its impact on our children.

Distinguished panel members will include:
The Honorable Scott Harshbarger,
Attorney General for the Commonwealth of
Massachusetts
William J. Bratton,
Commissioner, Boston Police Department
Jeanne J. Taylor, PhD.,
Executive Director, Roxbury Comprehensive
Community Health Center
Leland Clarke, EdD.,
Boston Public School Department

Moderator: Dr. Barry Zuckerman, MD,
Professor and Chairman, Department of
Pediatrics, Boston University School of
Medicine / Boston City Hospital

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Boston as the Nation's Police Testing Ground

William J. Bratton
Boston Police Commissioner



Pride & Commitment

Mission of the Boston Police Department

Guided by our Pride and Commitment and working in partnership with the people we serve, we will systematically identify and work toward the solution of every problem that is contributing to crime and disorder until we have secured every house, street, and neighborhood from crime and fear of crime and prevented both from arising again.

Boston as the Nation's Police Testing Ground

William J. Bratton
Boston Police Commissioner

The Boston Police Department is embarked on a three-year plan to become the finest problem-solving police department in the United States. Our strategic mission is to reduce and prevent crime, fear and victimization in the City of Boston. We propose to accomplish this through building enduring partnerships with neighborhood residents and other stakeholders in the city. These partnerships are the central tools with which we are making the transition to, and then performing, problem-solving, preventive policing. We are operating along the lines laid down by Attorney General Reno, when she called on police departments to

Take a new approach to fighting crime by building partnerships with community groups and residents. Together they will develop a strategy for preventing crime, promoting problem-solving, and enhancing public safety in their neighborhoods.

To open the door to the future, for our Department and for policing in general, we propose a new and comprehensive model for developing and evaluating policing initiatives. We propose to open the core activities of the Department to an integrated series of in-depth partnerships with leading thinkers, to implement -- *and thoroughly evaluate* -- cutting edge approaches to the toughest public safety problems now faced by police departments nationwide. The outcomes will shape the processes that municipal police departments can use to transform themselves from predominantly reactive organizations to pro-active, problem-oriented service delivery organizations. With this research and practice model, Boston can be utilized to play a role that no other city is capable of playing, given the unique circumstances and conditions that define the city and its assets and liabilities.

The opportunity for national urban policy makers is a single laboratory where issues, research methods and processes can be examined and considered as an integrated whole, rather than as fragments. Instead of several different experiments going forward in several different cities in widely variant circumstances and conditions, we propose to open up Boston as the place to power up the microscope.

Boston is positioned to play a major role in *designing the pathway to policing excellence in America*. Prominent researchers from a variety of academic fields will work hand-in-hand with police managers and officers to test and evaluate new approaches to policing. Out of this will come two sets of outcomes that will have significance for policing across the country.

1. We will make important contributions to the strategic understanding of some of the most vexing of the substantive public safety issues -- *youth violence, drug trafficking and abuse and violence in the home* -- now confronting cities and urban police departments nationwide.

2. We will develop processes for organizational change that will be readily transferable to, and replicable in, hundreds of other cities.

Why Boston?

Boston is the right place to implement this model; now is the right time to strike. We are a major city confronting the complex issues of violence, ethnic change, and fear that confront every large municipality in the nation. Yet we are not so large or entangled in trouble that results here will not be transferable to other cities. Of critical importance is the fact that we have put in place the administrative capability to take on a core effort of this magnitude; *Boston can make it work*. The leadership of the Department is now stable as well as seasoned, with its face turned to the future. The Department is collaborating with all levels of law enforcement as well as with an ever-widening circle of community and other stakeholder groups in every facet of our work. The level and quality of cooperation is unprecedented in the modern history of the Department.

We will assemble a unified package of cutting-edge proposals, in collaboration with some of the most inventive minds in the relevant fields, to present the opportunity to test a number of ideas in an integrated fashion, in a city that augurs for easy transferability.

With our new management team in place, and with a new relationship with City Hall, we now quite realistically can propose nothing less than *a major re-engineering of the Boston Police Department*; America's oldest municipal department seeks to become the country's model police service.

As with other police departments around the country, we seek to break two cycles operating within the general category of "crime." The first is the cycle of interpersonal violence: victimization-begets-fear-begets-more victimization. The second is the cycle in which disorder is allowed to go unchecked in public spaces and those spaces become host cultures for stranger crime. Crime generates fear on the part of decent citizens and influences them to abandon the public spaces, thereby leaving more and more turf up for grabs or in the hands of the outlaw few. The abandonment of public spaces by the lawful majority fuels the downward spiral of deterioration of order and civility. As order erodes, the outlaws' field of opportunity widens.

The Strategic Planning Process

In September, 1992, we launched the effort to transform the Department to a problem-solving organization. Over the roughly 12 months since we launched the implementation of *Neighborhood Policing*, Boston's version of community policing, we have made important strides. One hundred officers have been trained and assigned to permanent problem-solving beats citywide. The techniques have been integrated into an expanding proportion of the functions and organizational units of the Department. Even specialized units, where they have not been retrenched to support decentralization, are incorporating problem-solving and prevention in their understanding of their missions and tasks.

Some of the conclusions that have emerged to date from this ongoing planning process -- and that have informed and shaped the omnibus research proposal we offer in this document -- are as follows.

- The core of the Boston Police Department is 1900 sworn personnel who are properly oriented and prepared to take on the complex task of dramatically shifting the basic activity of the organization. Decentralization is working as the founding administrative technique, encouraging ever-improving creativity and innovation in districts, divisions, and units. The properly decentralized organization is serving as the sturdy platform for mounting the new research approach.
- The residents of the city are not *civilians* we encounter in the course of fighting crime, but, rather, citizens who are our customers.
- We will need an outward orientation to obtain the resources and expertise to design the pathway.
- Processes and techniques developed in Boston will be readily replicable in other cities nationwide.
- Boston is "winnable."

Some key examples of our new orientation are:

- Training and supporting captains in the 10 patrol districts to assume primary responsibility and authority for the delivery of services. (see attached article)
- Millions of dollars in new information technology designed to support the decentralized administration of Neighborhood Policing.

Our analysis also shows a widely disproportionate relationship between fear and reported crime in Boston. Overall Part One crime, as defined by the Uniform Crime Report, has been declining steadily for nearly three years. The declines are especially noteworthy in the stranger crime category. Robbery, for example, is down over 31 percent in 1993 as compared with the average number of robberies for the previous 10-year period. The 17 percent decline in robberies that we experienced through August, 1993 as compared to the same period in 1992 is significantly ahead of the nationwide decrease in this category.

The dramatic decreases in random crime suggest that important progress has been made by the active partnerships and networks involving the Boston Police and the spectrum of stakeholder groups in the city. Yet fear remains high, as firearm violence increases among young people. This fear is prevalent among people who may reasonably have no expectation they will become the victims of violent crime. In turn, this fear undermines the quality and stability of neighborhood life, in crime-impacted communities and in non-impacted communities. Thus, in order not to "fear fear itself" we must successfully take on the substantive issues that generate it. In this respect we are struggling with the same priority issues as every major urban area in the country.

Strategic Foci: "broken windows" and broken homes

Our strategy recognizes that interpersonal violence and disorder are the two primary fields in which we have to operate. Both must go forward simultaneously. To establish a unified approach to these intersecting sets of problems and obstacles, we are proposing to synthesize -- within Neighborhood Policing, our locally-derived application of problem-solving -- *two of the cutting-edge ideas in contemporary urban policing*.

One, to address the overarching crisis of violence, we want to experiment fully with the adoption of the *public health/prevention model*. As Dr. David Satcher, head of the Centers for Disease Control and Prevention has argued, "Violence is the leading cause of lost life in this country today. If it's not a public health problem, why are all those people dying from it?" We have learned that enforcement and regulation are of limited service. If we are to develop effective preventive measures we need to understand why the use of deadly violence has exploded among young people. As indicated above, we are uniquely well-positioned to implement and evaluate innovative approaches within this model, given our intimate networks with some of the world's preeminent health and education institutions.

Second, in the general practice of Neighborhood Policing we are also seeking to integrate the *"broken windows"* notion of the critical link between restoring and maintaining order, the prevention of stranger crime and victimization and the general reduction of fear.

The question now becomes, how do we successfully apply the philosophy and strategy of problem-solving policing to the particular circumstances and conditions of the City of Boston? Does the strategy hold up in the heat of engagement, as police and citizens toil in honest efforts to improve the quality of city life? How would we know?

In order to develop the most incisive and thoughtful tactics to execute our strategy, that is, to give us a method for answering the above questions, we propose an innovative model that could be called either practice-based research or research-guided practice. We propose a model in which the laboratory is the actual practice of policing on a day-to-day, night-by-night basis. The experiments will not be isolated from the normal life and work of the Department. Further, the research will go forward as an integrated whole, rather than as a collection of unrelated efforts going off in their own directions. Most importantly, the research will be designed for the benefit of the people we serve -- Boston residents -- and not merely for the advancement of academic research for its own sake, even as we recognize the legitimacy of varying approaches to research.

What Boston Will Deliver: The Model for Testing and Innovation

Our challenge in late 1993 is to take the Department to the next level of quality, with each new level we attain functioning as another piece of the pathway to excellence. We strive now to challenge, train, and test the executives and the management capabilities of the organization. Over the course of the past 12 months we evolved a model for pushing our managers that brings academic researchers and police practitioners into collaboration on understanding and effectively managing the key substantive issues that drive *fear*.

We want to come to the Department of Justice with an omnibus research proposal ready for implementation as soon as it is authorized. We will seek the participation and support of the relevant universe of federal agencies and offices as well; we will be talking with the White House, the National Institute of Justice and the Bureau of Justice Assistance within DOJ, Health and Human Services, Housing and Urban Development, the Centers for Disease Control and Prevention, and the Department of Labor. A number of other key nongovernmental organizations will be brought in as well, chiefly the Police Executive Research Forum and the Major Cities Chiefs group within the International Association of Chiefs of Police.

The key substantive issues we will work on, some of which were identified on page 3, above, are:

- *Firearm violence among street gangs and /or young offenders. This is especially critical in the public schools, where a rise in violence is fuelling fear and an abandonment of the system by many parents.*
- *Street or neighborhood-based drug trafficking, whether gang-related or not, and commission of crimes by addicts to obtain money for drugs.*
- *Changing demographics in neighborhoods across the city can generate fear on the part of longer-term residents and new neighbors alike. The changing of urban demographics is an issue in every city, and problem-solving policing can and must play a critical role in reducing the anxiety involved in this process.*
- *Violence in the home, particularly as it involves female and child victims, including general physical violence and sexual violence.*

We have been concerned also with issues of a more technical and/or administrative nature, with questions about which tools we need to re-orient and reposition the organization. Some of the key questions here are:

- How do you continue the internal organizational transformation of an old, large urban police department to a service that operates -- hires, promotes, rewards -- on the basis of professionalism and merit rather than on internal or external political influences?
- How do we employ technology not just to do what we do now more efficiently, but to change what we do, that is to drive the transition to pro-active policing?

One readily sees that even if we were to successfully take on each of these issues only in its single, literal dimension, we would make much progress. We are proposing, however, to go much further, by exploiting all the opportunities inherent in these problems

and obstacles, to build the pathway to organization excellence as we develop an enhanced command of the elements of the problems themselves.

Some of the academic partners we would hope to bring on board are either within or geographically close to Boston, at institutions such as Northeastern University, MIT, Brandeis, Harvard and the University of Massachusetts at Boston. Participation from key actors at institutions and think-tanks from elsewhere in the country. *Also, for the first time we will link our research efforts with those of the cutting-edge firms in the private security industry.* With the growth that this industry is experiencing everywhere in America, it imperative for police and the industry to work in a complementary and collaborative fashion.

The Boston Police Department is prepared to play a leadership role, in the interest of the people we serve and in the interest of advancing the theory and practice of problem-solving policing in America.

This proposal was prepared with assistance from James T. Jordan, director of Strategic Planning and Policy Development, Boston Police Department; and Joan Brody, Neighborhood Policing Coordinator, Boston Police Department.

Pride and Commitment

The motto of the Boston Police Department

Pride

in each of ourselves; in each other; in our Department; in our neighborhoods; in our City.

Commitment

to fight for every, every block, every neighborhood and for our City.

We will win.

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NEIGHBORHOOD POLICING

A PLAN OF ACTION FOR THE BOSTON POLICE DEPARTMENT



SEPTEMBER 1992

LEVEL 2 - 2 OF 2 STORIES

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ABC NEWS

SHOW: ABC World News Tonight 6:30 pm ET

April 4, 1995

Transcript # 5067-5

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HEADLINE: Boston Police Added in Crime Bill

BODY:

PETER JENNINGS: One other note about Iraq. The Pentagon has changed its mind and will award Purple Hearts to 14 American military personnel who were killed in that so-called friendly fire incident last year in northern Iraq. Their helicopters, you may recall, were shot down by U.S. jets. The Army had originally said that Purple Hearts were only for combat casualties - emphasis on combat.

In Boston today, a reason to celebrate in some neighborhoods. Eighty-seven new police officers were sworn in, headed for duty on the streets. More than half of them were hired using federal money made available through last year's crime bill. It is precisely the kind of program that is at the center of a political battle in Congress today over Republican efforts to rewrite the bill.

Here's ABC's Bob Jamieson.

BOB JAMIESON, ABC News: [voice-over] In Boston's tough neighborhoods, criminals had the upper hand just two and a half years ago. Murder and other violent crimes were rising steadily. But Boston's commitment to community policing in those neighborhoods like Dorchester changed that. Commanders put dozens of highly visible officers onto the streets.

Capt. BOB DUNFORD, District Commander: We've cut our homicide rate in half. We've had a 29 percent decrease in aggravated assaults; our drug arrests are leading the city.

BOB JAMIESON: [voice-over] And that's why Boston officials applauded last year's crime bill, which allocated money specifically for community policing, putting more officers on the street. Boston is already getting \$3.5 million from the Clinton bill to add 47 officers to the 1,900 member force.

[on camera] The Republican-sponsored crime bill would take the money earmarked for programs like Boston's and replace it with lump sum payments local governments could spend as they see fit. That, police chiefs argue, would gut community policing.

[voice-over] If the money becomes part of a block grant, it would be

ABC World News Tonight, April 4, 1995

controlled by politicians. There might be too much competition for the money. It might be used for fixing potholes instead of hiring policemen.

Supt. JAMES CLAIBORNE, Boston Police: If it goes into a block grant formula, we will have to share what is now ours with other cities and towns and states.

BOB JAMIESON: [voice-over] There is strong evidence in Boston, beyond statistics, that community policing works. Officers like Horace Kincaid are succeeding in creating a partnership with residents, who believe criminals now avoid Dorchester.

ALEXANDER LEE, Merchant: They don't come around because he's there. It's a simple fact. Not only that, he knows who they are. So that makes a difference.

Officer HORACE KINCAID, Boston Police: It's almost too quiet. When I first started doing this, there was always something to do.

BOB JAMIESON: [voice-over] Federal money is crucial to Boston's plan to expand the program. And in Boston, they believe Republican success in rewriting last year's crime bill would likely jeopardize that.

Bob Jamieson, ABC News, Boston.

PETER JENNINGS: A jury in Washington, D.C., has convicted Francisco Duran of trying to assassinate President Clinton. Duran was the man who fired a semi-automatic rifle at the White House last October. The defense had argued that he was insane. The jury thought not and he faces up to life in prison.

When we come back, the American Agenda - charges of age discrimination and a \$40 million lawsuit.

[Commercial break]

The preceding text has been professionally transcribed. However, although the text has been checked against an audio track, in order to meet rigid distribution and transmission deadlines, it has not yet been proofread against videotape.

LANGUAGE: ENGLISH

LOAD-DATE-MDC: April 5, 1995



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FAX Cover Sheet

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PAGES:

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11 AGENCY	Months Reporting		Total Crimes			Violent Crimes			Property Crimes		
	1992	1993	1992	1993	% Diff	1992	1993	% Diff	1992	1993	% Diff
Statewide-Adjusted Total			236,572	225,364	-4.7	35,127	33,975	-3.3	201,537	191,483	-5.0
Adams	.	12	.	205	.	.	40	.	.	165	.
Amesbury	12	12	492	435	-11.3	110	90	-19.2	382	345	-9.7
Andover	12	12	1059	881	-15.8	59	32	-45.8	1000	849	-15.1
Arlington	12	12	806	707	-12.3	131	87	-33.6	675	620	-8.1
Ashburnham	12	12	100	112	12.0	16	8	-50.0	84	104	23.8
Ashfield	12	7	42	38	-10.2	8	2	-78.6	34	36	5.9
Ashland	.	12	.	14	.	.	44	.	.	97	.
Athol	.	12	.	482	.	.	127	.	.	355	.
Avon	.	12	156	151	-3.2	12	5	-58.3	144	146	1.4
Barnstable	12	12	2392	2179	-8.9	637	776	11.3	1695	1403	-17.2
Bedford	12	12	147	159	8.2	9	19	111.1	138	140	1.4
Belchertown	12	12	232	223	-1.7	28	41	46.4	204	187	-3.3
Bellingham	12	12	259	233	-10.0	34	31	-8.8	225	202	-10.2
Belmont	12	12	380	352	-7.4	14	10	-28.6	366	342	-5.6
Berkley	.	12	.	138	.	.	8	.	.	130	.
Berlin	12	12	57	48	-15.8	2	3	50.0	55	45	-18.2
Beverly	12	12	471	1267	-13.9	64	34	-46.9	1407	1233	-12.4
Blackstone	12	12	111	141	27.0	3	10	66.7	105	131	24.8
Blandford	12	12	.	2	.	.	0	.	.	2	.
Bolton	12	12	100	62	-18.0	4	3	-25.0	96	79	-17.7
Boston	12	12	55399	55555	-1.5	11672	10943	-7.1	44727	44712	0.0
Bourne	12	12	926	786	-15.1	75	68	-9.3	851	718	-15.6

1 AGENCY	Burglary			Larceny			Motor Vehicle Theft		
	1992	1993	% Diff	1992	1993	% Diff	1992	1993	% Diff
Statewide Adjusted Total	51,511	46,008	-10.7	109,890	106,810	-3.0	40,045	36,774	-8.2
Adams	NA	29	NA	NA	127	NA	NA	9	NA
Amesbury	106	84	-20.8	222	218	-1.8	54	43	-20.4
Andover	124	178	43.5	719	540	-24.9	157	13	-16.6
Arlington	175	166	-5.1	404	357	-11.6	98	97	-1.0
Ashburnham	29	52	79.3	52	51	-1.9	3	1	-66.7
Ashfield	10	12	20.0	23	21	-10.6	1	3	242.9
Ashland	NA	25	NA	NA	70	NA	NA	2	NA
Attol	NA	130	NA	NA	216	NA	NA	9	NA
Avon	30	40	33.3	72	71	-1.4	12	35	191.7
Barnstable	628	609	-3.0	930	666	-28.4	137	123	-6.3
Bedford	50	37	-26.0	71	96	35.2	17	7	-58.8
Belchertown	96	69	-28.1	100	109	9.0	8	3	-62.5
Bellingham	89	53	-40.4	102	129	26.5	34	20	-41.2
Belmont	73	66	-9.6	277	258	-6.9	16	18	12.5
Berkley	NA	40	NA	NA	70	NA	NA	20	NA
Berlin	8	11	37.5	45	33	-28.3	1	1	0.0
Beverly	601	538	-10.5	660	569	-10.8	146	106	-27.4
Blackstone	36	23	-36.1	82	97	18.5	7	11	57.1
Blandford	NA	2	NA	NA	0	NA	NA	0	NA
Bolton	41	22	-46.3	53	55	3.8	2	2	0.0
Boston	8713	7982	-8.4	24598	24798	0.8	11411	11932	4.6
Bourne	227	212	-6.6	467	454	-2.8	57	52	-8.8

AGENCY	Murder			Rape			Robbery			Aggravated Assault		
	1992	1993	% Diff	1992	1993	% Diff	1992	1993	% Diff	1992	1993	% Diff
Statewide-Adjusted Total	176	201	14.2	1,797	1,601	-10.9	9,804	8,964	-8.6	23,258	23,117	-0.6
Adams	*	0	*	*	4	*	*	1	*	*	35	*
Amesbury	0	0	*	0	0	*	0	0	*	110	90	-18.2
Andover	0	0	*	4	9	125.0	1	7	600.0	54	16	-70.4
Arlington	0	1	*	3	3	0.0	7	11	57.1	121	72	-40.5
Ashburnham	0	0	*	12	0	-100.0	1	0	-100.0	3	8	166.7
Ashfield	0	0	*	2	0	-100.0	0	0	*	6	2	-71.4
Ashland	*	0	*	*	0	*	*	1	*	*	43	*
Athol	*	1	*	*	10	*	*	5	*	*	111	*
Avon	0	0	*	0	0	*	0	5	*	12	0	-100.0
Barnstable	0	2	*	26	22	-15.4	23	29	26.1	648	723	11.6
Bedford	0	0	*	1	0	-100.0	1	1	0.0	7	16	128.6
Belchertown	0	0	*	0	1	*	2	0	-100.0	26	40	53.8
Bellingham	0	0	*	7	4	-42.9	3	3	0.0	24	24	0.0
Belmont	0	0	*	2	0	-100.0	5	3	-40.0	7	7	0.0
Berkley	*	0	*	*	0	*	*	0	*	*	8	*
Berlin	0	0	*	0	0	*	0	0	*	2	3	50.0
Beverly	0	0	*	11	4	-63.6	20	14	-30.0	33	16	-51.5
Blackstone	0	0	*	1	2	100.0	2	3	50.0	3	5	66.7
Blandford	*	0	*	*	0	*	*	0	*	*	0	*
Bolton	0	0	*	0	0	*	0	0	*	4	3	-25.0
Boston	73	98	34.2	537	480	-10.6	4765	4081	-14.4	6297	6184	-1.8
Bourne	0	0	*	6	6	0.0	4	7	75.0	65	55	-15.4

TOTAL D 04



DEPARTMENT OF POLICE
CITY OF WORCESTER

MASSACHUSETTS 01608-1172

(508) 799-8600



EDWARD P. GARDELLA
CHIEF OF POLICE
May 2, 1995

Within the past year the Worcester Police Department has appointed 94 additional officers. The class of 43 police officers which graduated on 30 March was the first in the nation to include officers which were funded by President's Clinton's Crime Bill. The additional personnel and the adoption of Community Policing philosophy and strategies has made a profound positive impact on the department and its delivery of services. Business groups and residents have enthusiastically joined with members of our department to exchange ideas and information about crime and the reduction of problems which threaten the safety of our citizens. Below is a brief synopsis of programs we have instituted within the past year.

D.A.R.E. Program

The D.A.R.E. (Drug Abuse Reduction Education) program began in September 1994. There will be more than 2200 fifth grade graduates from forty-two (42) public schools and five (5) parochial schools by the end of the school year. There are presently six (6) officers and one (1) supervisor. That staff will be expanded by three (3) so that the program can be presented in all the middle schools.

Zero Tolerance Unit

Seven (7) uniformed officers are assigned to specific areas of known drug activity. This unit supplements the undercover activities done by the Vice Squad and has proven a successful strategy in assisting covert operations in any one given area.

Worcester Police Department/State Police Gang Unit

Five (5) members from each agency working together in plain clothes to gain intelligence as to identification of gang members and criminal activities.

Community Policing Training

The entire work force of three hundred sixty-two (362) and ninety-three (93) command staff were formally trained in the principles of Community Policing and also a one day training/awareness session was held for Crime Watch Groups, Media, Elected and Appointed Officials and the public at large.

Bicycle Patrol

Four (4) member bicycle patrol in the downtown area, will be

page 2

expanded by five (5) members to do patrolling at housing projects and other areas of high crime incidence.

Canine Patrol

This department is currently in its sixth week of training a four (4) member canine unit. These officers and canines will be put on a regular patrol. They will be trained for search/apprehension and drug and weapons detection.

Park and Walk

Instituted in Operations Division, uniformed patrol officers spend thirty to sixty minutes a day at least once a day out of their cruisers meeting merchants and residents in their assigned areas.

Neighborhood Center

This police department in cooperation with the Office of Planning and Community Development, Clark University and Community Development Corporation are planning in opening a neighborhood center in the very near future. The Center will be occupied by police officers and other members of various arms of city government. Hopefully at least four more centers throughout the city will be opened in time.

Community Crime Watch Groups

Within the last two years, the number of Crime Watch Groups has grown from ten to more than thirty. These groups all meet on a regular basis with police department representatives. In addition "Captains" of each group all meet regularly with police officials to discuss the common problems and goals.

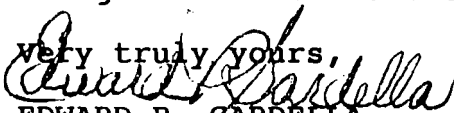
Citizens Advisory Council

A group of clergy, educators and civic leaders meet monthly to advise the Chief of Police on issues of community importance particularly suggestions on Affirmative Action and concerns of the minority community.

Citizens Police Academy

In April, thirty-two (32) citizens graduated from a fourteen week Police Academy. Within the curriculum was Investigated Techniques, CPR, Firearms Safety, Patrol Procedures, which included a ride-along and Crime Prevention Strategies.

Very truly yours,


EDWARD P. GARDELLA
Chief of Police



DEPARTMENT OF POLICE

CITY OF WORCESTER



EDWARD P. GARDELLA
CHIEF OF POLICE

MASSACHUSETTS 01608-1172

(508) 799-8600

The Worcester Police Department has applied for the, 1995 COPS MORE: Making Officer Redeployment Effective Proposal.

The City of Worcester requested \$199,431 to implement Phase II/Year II component of the Police Department's 5-year Community Policing Plan. The multi-faceted COPS MORE redeployment program includes:

- * hiring of 11 non-law enforcement staff to establish and implement a Call Diversion Unit
- * redeploying 11 police officers to two piloted multi-service Alert Centers
- * establishing one piloted Alert Center will be located in a high-crime area and the other will be located in a low-to moderate crime area. Each will function as a "Little City Hall" in which multiple municipal services will be available to the neighborhoods.

The 30% match (5% more than the required 25% minimum match) will be provided by Community Development Block Grant funds which were designated for 1994 and 1995 Public Safety programs and have been approved by our Housing and Urban Development regional office.

OFFICERS WILL BE REDEPLOYED AS A RESULT OF STAFF RESTRUCTURING WITH IN THE FOLLOWING AREA:

1. reducing the number of calls for service via managing such calls more efficiently with civilian support (6 senior clerks established a Call Diversion system within the PD) and redeploying 6 patrol officers;
2. hiring one accountant and redeploying one Sergeant to staff a new alert Center program;
3. hiring 5 senior clerks and redeploying one officer from the following divisions: Operations, Vice Squad, Service and the Detective Bureau;
4. providing increased and more effective allocation of police assignments on the street as a direct result of fewer non-emergency call "weeded" by the Call Diversion system.

SUMMARY

COPS MORE GRANT FUNDS WILL RESULT IN THE REDEPLOYMENT OF 11 OFFICERS OUT INTO THE COMMUNITY TO STAFF TWO NEWLY ESTABLISHED NEIGHBORHOOD-BASED MULTI-SERVICE ALERT CENTERS. Without federal funds, this phase of Worcester's Community Policing plan would be

delayed (6-12 month) and/or reduced.

* Implementing this program is cost effective, and its advantages are threefold:

* FIRST, hiring of 11 civilians, (ten at a salary less than \$26,000 and one at nearly \$34,000 each) will allow higher-salaried officer to be redeployed from administrative functions to community policing activities. Staff redeployment is a one-to-one match, however the cost effectiveness of hiring civilians and redeploying sworn personnel results in a 43% savings. Additional "unseen" savings will result when the Call Diversion System reduces the number of non-emergency calls patrol officers on the beat respond to, thereby freeing their time for more neighborhood-based policing.

* SECOND, specially trained and qualified personnel (11 civilian) will provide supportive services tasks within Police Department Headquarters such as staffing a new Call Diversion system(diverting and prioritizing non-emergency calls), and replace the officers in the day to day operations within Paid Detail, Operations, Traffic, and Service Division, the Vice Squad, and Detective Bureau.

* THIRD, to redeploy the police to rotating shifts in two selected neighborhoods where multi-service Alert Centers will be Staffed to help provide a variety of municipal service in partnership with neighborhood representatives to recapture and revitalize the area.

* The City is committed to staffing, funding, training, and maintaining an exemplary long term community policing program, and will therefor secure and commit the necessary resources to meet the identified public safety goals.