



Worcester Police Department



2008 Annual Report

Gary J. Gemme
Chief of Police

Michael V. O'Brien
City Manager

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Table of Contents

- 1 Mission Statement..... 7
- 2 Letters from the Chief of Police..... 8
- 3 The City of Worcester..... 9
- 4 Worcester Police Organizational Structure..... 11
- 5 Sixteen Measurable Goals of Performance..... 12
 - 5.1 The Reduction of Fear in Neighborhoods..... 12
 - 5.1.1 Neighborhood Safety Survey: Neighborhood Fear of Crime 13
 - 5.1.2 Crime Rates..... 15
 - 5.1.3 Neighborhood Safety Survey: Comfort and Satisfaction with the Police..... 20
 - 5.2 Provide Better Services to the Community..... 21
 - 5.2.1 Service provided to the Community in General 23
 - 5.2.2 Service Provided to Neighborhood Watch Groups..... 26
 - 5.3 Prevention of Crime through Proactive Prevention Strategies 26
 - 5.3.1 Crime Analysis Unit 26
 - 5.3.2 Community Impact Division..... 27
 - 5.4 Quality of Life Improvement..... 29
 - 5.4.1 Focus on Prostitution and Drug Problem Areas 29
 - 5.4.2 Focus on Problem Bars 30
 - 5.4.3 Focus on Under Age Drinking..... 31
 - 5.4.4 Sex Offender Tracking and Information..... 33
 - 5.4.5 Generic Quality of Life Problems..... 33
 - 5.5 Guns Off the Streets and other Issues Associated with Guns..... 34
 - 5.5.1 Guns Acquired via Found or Surrendered Property 35
 - 5.5.2 Gun Buy Back Program..... 35
 - 5.5.3 Gun Licensing and Enforcement 35
 - 5.5.4 Car Licensing..... 36
 - 5.6 Law Enforcement Partnerships: Municipal, State, County, and Federal..... 36
 - 5.6.1 Street Violence Prevention 36
 - 5.6.2 Federal Law Enforcement Partnerships: U.S. Marshals, Initiatives in Homeland Security 40
 - 5.7 Curbing Youth and Gang Violence..... 42
 - 5.7.1 School Liaison Program..... 42
 - 5.7.2 Faith Leaders – Police Partnership Mentoring Program..... 43
 - 5.7.3 Programs Directed at Gang Violence and Participation 44
 - 5.7.4 Curb Youth and Gang Violence, Working in Schools and on the Street..... 45
 - 5.8 Driving Drug Dealers out of the City of Worcester..... 48
 - 5.9 Strategies to Break the Cycle of Domestic Violence..... 49
 - 5.10 Build and Enhance Community Partnerships 50
 - 5.10.1 Media Relations/Partnerships 50
 - 5.10.2 Senior Support Partnership 50
 - 5.10.3 Benchmarking Police Performance..... 51
 - 5.11 Reduction of Auto-Related Thefts/Crimes 51
 - 5.12 Promoting Diversity – Recruitment, Hiring, and Advancement..... 52



- 5.12.1 Worcester Police Department’s Demographics 53
- 5.13 Reclaiming the Roads of Worcester 53
 - 5.13.1 Traffic Enforcement..... 54
 - 5.13.2 Traffic Education 54
 - 5.13.3 Traffic Enforcement for Quality of Life Improvements 55
- 5.14 Heightened Courtesy, Professionalism, Respect, and Integrity 56
 - 5.14.1 Training Division – In-Service Programs 57
- 5.15 Bringing Fugitives to Justice 58
 - 5.15.1 Warrant Enforcement..... 58
 - 5.15.2 Impact Areas 59
- 5.16 Use of Public Funds and the Budget..... 59
- 6 Awards, Promotions, and Retirements..... 61
 - 6.1 Worcester Police Department Exemplary Service Awards 61
 - 6.2 Promotions 62
 - 6.3 Retirements 63
- Appendix A - Worcester Regional Research Bureau’s Neighborhood Safety Survey 64*
- Appendix B – Part 1 Crimes (FBI’s Uniform Crime Report)..... 65*
- Appendix C – Zone Map – City of Worcester..... 73*
- Appendix D – 2008 Summary of Incidents 74*
- Appendix E – 2008 Summary of Arrests..... 75*
- Appendix F – Explanation of Awards 77*
- Appendix G – Impact Area 2008..... 79*

List of Tables

- Table 5.1.1.1 Neighborhood Safety Survey – Crime in Your Neighborhood Results for the 2004 through 2008 years..... 13
- Table 5.1.1.2 Neighborhood Safety Survey – Responsiveness to Quality of Life Issues for the 2005 through 2008 years..... 14
- Table 5.1.1.3 Neighborhood Safety Survey – Responsiveness to Overall Community Needs for the 2005 through 2008 years..... 14
- Table 5.1.2.1 Reported Incidents Handled for the years 2001 through 2008 15
- Table 5.1.2.2 Reported Part-1 Violent Crimes Normalized for Population equal to 10,000 for the years 2001 through 2007..... 16
- Table 5.1.2.3 Reported Part-1 Property Crimes Normalized for Population equal to 10,000 for the years 2001 through 2007..... 16
- Table 5.1.2.4 Incidents Involving Public Disorder for years 2005 through 2008 16
- Table 5.1.3.1 *Neighborhood Safety Survey* – Quality of Services for the 2005 through 2008 years 21
- Table 5.1.3.2 *Neighborhood Safety Survey* – Officers’ Attitude and Behavior for the 2005 through 2008 years..... 21
- Table 5.2.2.1 Neighborhood Safety Survey – Impact of Neighborhood Watch for the 2005 through 2008 years..... 26
- Table 5.4.3.1 Arrests and Charges Involving Underage Drinking 31



Table 5.4.4.1 Sex Offenders Monitored by the Special Crimes Division..... 33

Table 5.5.1 Removal of Guns During The 2008 Year 34

Table 5.5.1.2 Firearms Acquired as a Result of Found or Surrendered Property for the years 2003 through 2008 35

Table 5.5.2.1 Gun Buy Back Program Results for the years 2002 through 2008..... 35

Table 5.6.2.1 Number of Shootings During the Past Five Years in Worcester 38

Table 5.7.2.1 – Mentoring Church Sites and Officers 43

Table 5.9.1 Domestic Arrests for the years 2003 through 2008 49

Table 5.12.1.1 Distribution of Female Police Personnel with Respect to Ethnicity for the 2008-year..... 53

Table 5.12.1.2 Distribution of Male Police Personnel with Respect to Ethnicity for the 2008-year 53

Table 5.12.1.3 Distribution of Female and Male Civilian Employees with Respect to Ethnicity for the 2008-year..... 53

Table 5.13.1.1 Traffic Division Select Measures for the years 2001 through 2008 54

Table 5.14.1 Number 56

Table 5.14.2 Results of Professional Standards Investigations for the 2008-year..... 57

Table 5.16.1 Worcester Police Department’s Tax Levy Budget for Fiscal Year 2008 59

Table 5.16.2 Grants Received during Fiscal Year 2008 60

Table 5.16.3 Grant Funded Programs for Fiscal Year 2008 60

Table 6.2.1 Promotions for the 2008-year 62

Table 6.3.1.1 Retirements for the 2008-year 63

List of Figures

Figure 4.1 WPD Organizational Structure as of December 2008..... 11

Figure 5.1.1.4 Respondents Who Felt “Very Safe” or “Safe” Walking Alone In Their Neighborhood 15

Figure 5.1.2.5 Percentage of Incidents Involving Public Disorder* for 2008 by Zone..... 17

Figure 5.1.2.6 Summary of Arrests – Individual and Total 18

Figure 5.1.2.7 Summary of Arrests – Drugs, Prostitution, Disorderly/Disturbing, and A&B/Aggr. Assault..... 19

Figure 5.1.2.8 Summary of Arrests – Murder/Manslaughter, Sexual Assault/Rape, and Armed Robbery, 20

Figure 5.2.1 Number of Incidents by Day of the Week..... 22

Figure 5.2.2 Percentage of Total Incidents by Time of Day 23

Figure 5.8.1 Drug Arrests and Types for the years 2007 through 2008 48

Figure 5.11.1 Recovered Motor Vehicles for the years 2007 through 2008..... 52

Appendix B: Figure 1 – City Population 67

Appendix C: Figure 1 - Zones – Public Disorder 73

Appendix G: Figure 1 - Impact Area – Vernon/Grafton Hill Area..... 79



The following contributed to this report:

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Deputy Mark Roche

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Annemarie Brignola

Deputy Sean Fleming

Tiana Marie Platz

Lieutenant James Shugrue

Special Crimes Division

Sergeant Michael Cappabianca

Sergeant Vincent Gorgoglione

Sergeant John Lewis

Lieutenant William O'Connor

Community Impact Division

Lieutenant Michael McKiernan

Captain Roger Steele

Detective Bureau

Detective James Heffernan

Detective Daniel Rosario

Lieutenant James Johnson

Detective Walter Murray

Captain Edward McGinn

Internal Affairs Division

Captain Jeremiah O'Rourke

License Division

Lieutenant Joseph D'Andrea

Captain John Ryder

Traffic Division

Captain John Harrington

Sergeant Donald LaRange

Lieutenant Timothy Walsh

Operations Division

Captain Stephen Rhieu

Deputy Steven Sargent

Captain Aaron Theodoss

Vice Unit

Sergeant Miguel Lopez

Sergeant Stephen Roche

Captain Paul Saucier

Central Division

Officer Thomas Hurley

Worcester Regional Research Bureau

Laura Swanson

Records Bureau

Lieutenant Jane McGrath

Service Division

Captain Reginald Needham

Lieutenant William Trotta

Training Division

Lieutenant Richard Bates



Picture Credits

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1 Mission Statement

The following is the Worcester Police Department's Mission Statement:

Provide for a safe community through communication, collaboration, and commitment as we promote the highest level of public safety and quality of life in the City of Worcester.

(a) Focusing, first and foremost on the prevention of crime, the protection of people and property, and the preservation of peace and order within the community; through fair and equitable enforcement of laws, while carefully safeguarding the dignity of all the people who are touched by the process.

(b) Promoting an atmosphere of community partnership in public safety; fostering trust and confidence of the citizenry; and creatively responding to their concern about crime, the fear of crime, and the quality of life; while collaboratively working to identify both the problem and the solution.

(c) Allowing for the safe and expeditious movement of vehicular and pedestrian traffic over the network of City streets, crossings, and expressways.

(d) Providing a timely response to calls for service and emergency response to incidents.

(e) Through a commitment to sharing information and intelligence and combined with crime analysis, collaborative proactive strategies to both prevent and investigate violent crime are enhanced.

Per: Gary J. Gemme, Chief of Police



2 Letters from the Chief of Police

In these difficult and unprecedented economic times it is important to thank the citizens of Worcester for their financial support. I believe that the police department has used these resources effectively in pursuit of our mission. This is evident as we review the past year when the city experienced the lowest level of gun violence in over ten years. In fact, during the summer of 2008 the city did not have a single homicide or non-fatal shooting.

It is equally important to remind the community that the mission of the department is simply stated as "To Provide for a Safe Community." Maintaining a safe community is possible because of the financial resources available to the department, the community support provided to the department through the network of active neighborhood watch groups, and the cooperation and commitment of law abiding residents that make their homes in our diverse neighborhoods.

As we reflect over the past year it is easy to forget the gun and gang violence of 2004 and 2005. During these two years guns, gangs, and drug violence was reported in the local media on a daily basis. In the fall of 2004 at a well attended community meeting in the Main South neighborhood citizens expressed fear and frustration with the state of their community.

I believe that the police department and the community came together to bring order and safety to our city.

On the police front we adopted the split force model and a proactive community policing program. We created the Community Impact Division to respond to quality of life complaints and work with the neighborhood watch groups. We changed our investigative strategy when responding to violent crime. We instituted a multi-divisional approach and maximized cooperation between the gang, vice, detective, and street crime units. We instituted InStat (CompStat) for crime analysis, a Street Violent Prevention Group made up of federal, state, and local law enforcement to deal with unsolved shootings and homicides, instituted project ASAP (Awareness, Support, Assistance, Partnership) in order to inform the community of gun violence, formed a Clergy/Police Mentoring Program to deal with at risk youth and hosted an annual Youth Summit to identify low cost and no-cost summer programs for youth.

The community responded in-kind to the challenges facing our city and on many levels; both citizens and organizations collaborated with the police department to keep the city safe.

A return to the violence of 2004 and 2005 is not an acceptable alternative. We all must work hard to maintain the structure of the department and the strong community-police partnerships that have been effective in keeping our city safe. We must also make the financial commitment and provide the resources for the proven programs that the community wants and deserves.

Sincerely,

A handwritten signature in black ink, appearing to read "Gary J. Gemme".

Gary J. Gemme
Chief of Police



3 The City of Worcester

(Note: The following information was taken from the City of Worcester's web site - <http://www.worcesterma.gov/city-clerk/history>; except 2007 and 2008 population estimate included at the end)

Worcester MA, city in central Massachusetts, seat of Worcester County, on a series of hills overlooking the Blackstone River. Lake Quinsigamond marks the eastern boundary of the city. Worcester is the state's second-largest city after Boston and an important manufacturing, insurance, and transportation center.

Biotechnological research is important to the city's economy. The Massachusetts Biotechnology Research Park accommodates research facilities for numerous companies. The University of Massachusetts Medical School, also home to extensive research, is adjacent to the Park. Worcester Polytechnic Institute (WPI) is constructing a new center for its Bioengineering Institute in the Gateway Park just north of Main Street. Scientists from the Worcester Foundation for Experimental Biology developed the birth control pill in the 1950s and Robert Goddard, father of modern rocketry, conducted his first experiments in Worcester in the 1920s.

Worcester is an inland port of entry for foreign commerce and major interstate highways. The Massachusetts Turnpike, I-90 offers direct connection to the city and I-290/I-190 run through Worcester. Rail lines traverse the city, including the MBTA commuter rail between Boston and Worcester at Worcester's historic and newly-renovated Union Station. Air transportation runs through the accessible Worcester Regional Airport.

Worcester is noted for its fine educational and cultural facilities. Among the institutions of higher education are Worcester State College, Worcester Polytechnic Institute, Assumption College, Clark University, the College of the Holy Cross, the University of Massachusetts Medical Center, Becker College, Quinsigamond Community College and the Massachusetts College of Pharmacy and Health Sciences, which has opened a new campus downtown. The oldest of these is Holy Cross, which opened in 1843.

The city is also home to the headquarters of the American Antiquarian Society (founded in 1812), which boasts a research library specializing in Americana, the Worcester Art Museum, featuring a wide-ranging collection of Western and Asian art, and the Worcester Historical Museum, which emphasizes the city's industrial achievements. Also of interest are the Higgins Armory, a museum of arms and armor, and the EcoTarium with collections on the biological and physical sciences. The annual Worcester Music Festival dates from 1858.

The Nipmuc people lived in the region when the first European settlers arrived in the 1670s and created a community called Quinsigamond Plantation. The community was renamed Worcester in 1684, possibly for Worcester, England as an angry gesture at King Charles II of England, who had suffered defeat at the Battle of Worcester in 1651. Hostility from the Nipmuc twice forced the abandonment of the settlement, and the first permanent colonization did not come until 1713. Incorporated as a town in 1722, major



industrial development began after the opening of the Blackstone Canal in 1828, linking Worcester with Providence, Rhode Island. Worcester was incorporated as a city in 1848.

Worcester played an important role in the political development of the United States. During the American Revolution (1775-1783), the city was home to pamphleteer Isaiah Thomas, whose words helped unite opposition to the British. The city was active in Shays' Rebellion (1786-1787), a revolt against excessive land taxation that helped spur the creation of the Constitution of the United States. Residents were also early supporters of reform movements such as the abolition of slavery in the United States. The first national women's rights convention was held in Worcester in 1850.

Worcester was home to industrial innovation, including new methods of making wire, textiles, grinding wheels, envelopes, and, as previously mentioned, rocketry pioneer Robert H. Goddard, a professor at Clark University, fired his first liquid fuel rocket in nearby Auburn in 1926.

Worcester covers a land area of 97.1 sq km (37.5 sq mi), with a mean elevation of 145 m (475 ft). According to the 2000 census, whites are 77.1 percent of the population, blacks 6.9 percent, Asians 4.9 percent, Native Americans 0.4 percent and native Hawaiians and other Pacific Islanders 0.1 percent. The remainder is of mixed heritage or did not report ethnicity. Hispanics, who may be of any race, are 15.1 percent of the people. Population 161,799 (1980); 169,759 (1990); 172,648 (2000); 175,479 (2003); 175,479 (2006 estimate); 175,454 (2007 estimate); 175,521 (2008 estimate).



Worcester City Hall



4 Worcester Police Organizational Structure

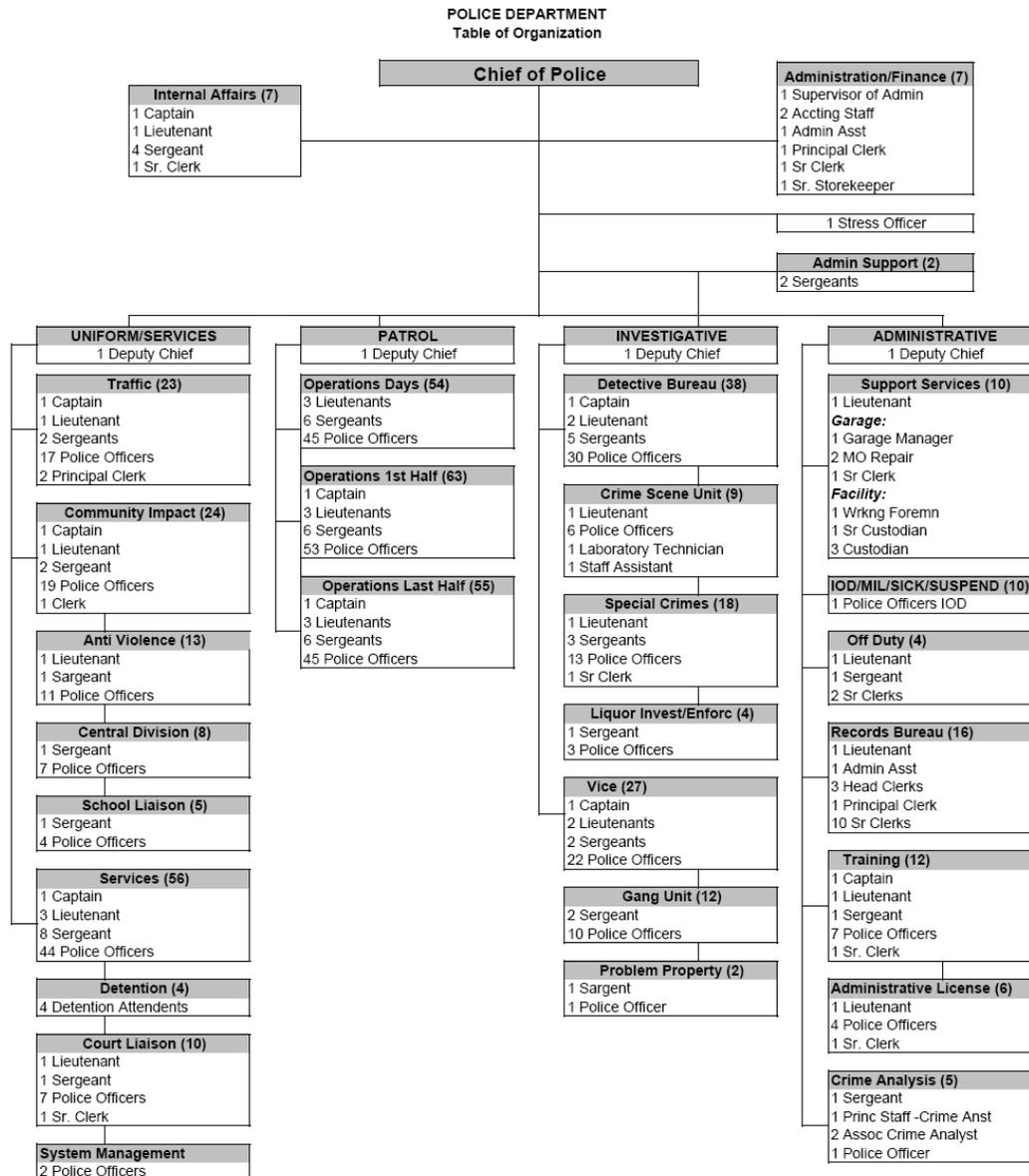


Figure 4.1 WPD Organizational Structure as of December 2008

(Data Source: Chief's Office – Worcester Police Department)



5 Sixteen Measurable Goals of Performance

The Worcester Police Department uses the following set of sixteen goals to measure its performance:

1. The Reduction of Fear in Neighborhoods
2. Provide Better Services to the Community
3. Prevention of Crime through Proactive Prevention Strategies
4. Quality of Life Improvement
5. Guns Off the Streets and other Issues Associated with Guns
6. Law Enforcement Partnerships: Municipal, State, County, and Federal
7. Curbing Youth and Gang Violence
8. Driving Drug Dealers out of the City of Worcester
9. Strategies to Break the Cycle of Domestic Violence
10. Build and Enhance Community Partnerships
11. Reduction of Auto Related Thefts/Crimes
12. Promoting Diversity – Recruitment, Hiring, and Advancement
13. Reclaiming the Roads of Worcester
14. Heightened Courtesy, Professionalism, Respect, and Integrity
15. Bringing Fugitives to Justice
16. Use of Public Funds and the Budget

The community and the police department worked together to develop these objectives. The accomplishment of these goals directly influences the overall quality of life in the community.

The following sections review these goals and highlight them in *green*.

5.1 The Reduction of Fear in Neighborhoods

The amount of fear experienced directly influences a person's perception of his or her safety.

The reduction of this fear is a crucial goal of the Worcester Police Department. A feeling of safety in the city's neighborhoods is necessary to make them desirable places in which to live and work.

People must be comfortable requesting assistance from the police in order for the police to help reduce the fear of crime. People must believe that the officer was knowledgeable, concerned, and helped them to the best of their ability.

The *Worcester Regional Research Bureau* administered an independent survey to help gauge the criterions previously stated. The findings from the survey described *how*



citizens felt about their personal safety. The survey did not offer information as to *why* they felt the way they did.

The *2008 Neighborhood Safety Survey and Benchmarking Public Safety in Worcester* was targeted to more than fifty neighborhood associations/ Neighborhood Watch groups meeting throughout the city. There were 286 participants from thirty-five groups.

See *Appendix A* for the survey distributed throughout the city.

The following sections contain the results of those surveys pertaining to the Worcester Police and the crime rates for the City of Worcester during the 2008-year.

5.1.1 Neighborhood Safety Survey: Neighborhood Fear of Crime

The *2008 Neighborhood Safety Survey and Benchmarking Public Safety in Worcester* determined the feelings of neighborhood groups concerning safety in their neighborhood, the Worcester Police Department’s response to their needs and requests, and their feelings on the officer(s) who responded to their request(s).

The neighborhood groups responded to the following questions:

- In the past 12 months, do you think crime in your neighborhood has increased, decreased, or stayed about the same?
- Do you believe WPD’s responsiveness to quality of life issues in the community is very good, good, average, poor or very poor?
- Do you believe that WPD’s responsiveness to the community’s overall policing needs is very good, good, average, poor, or very poor?

The following table shows the results for the aforementioned question.

Question: In the past 12 months, do you think crime in your neighborhood has: Year	Number of Respondents	Increased (%)	Decreased (%)	Stayed about the same (%)	Don’t Know
2008	286	21.0	27.0	52.0	N/A
2007	101	25.0	19.0	56.0	N/A
2006	125	20.0	15.2	45.6	19.2
2005	182	23.6	25.8	40.7	9.9
2004	127	30.7	22.8	35.4	11.0

Table 5.1.1.1 Neighborhood Safety Survey – Crime in Your Neighborhood Results for the 2004 through 2008 years

(Data Source: Worcester Regional Research Bureau – *Neighborhood Safety Survey and Benchmarking Public Safety in Worcester: 2008*)



Rate the following: WPD's responsiveness to quality-of-life issues in the community Year	Number of Respondents	Very Good (%)	Good (%)	Average (%)	Poor (%)	Very Poor (%)
2008	264	34.1	40.5	20.1	4.6	0.8
2007	121	28.9	41.3	22.3	6.6	0.8
2006	179	20.7	32.4	30.2	13.4	3.4
2005	121	17.4	38.0	28.1	10.7	5.8

Table 5.1.1.2 Neighborhood Safety Survey – Responsiveness to Quality of Life Issues for the 2005 through 2008 years

(Data Source: Worcester Regional Research Bureau – *Benchmarking Public Safety in Worcester: 2008*)

Rate the following: WPD's responsiveness to the community's overall policing needs Year	Number of Respondents	Very Good (%)	Good (%)	Average (%)	Poor (%)	Very Poor (%)
2008	253	31.6	44.7	21.0	2.8	0.0
2007	117	27.4	44.4	21.4	6.8	0.0
2006	175	20.0	39.9	30.9	6.3	3.4
2005	126	15.1	45.2	27.8	11.1	0.8

Table 5.1.1.3 Neighborhood Safety Survey – Responsiveness to Overall Community Needs for the 2005 through 2008 years

(Data Source: Worcester Regional Research Bureau – *Benchmarking Public Safety in Worcester: 2008*)

The neighborhood groups were asked to respond to the following questions regarding safety in their neighborhoods:

1. How safe do you feel walking alone in your neighborhood during the daytime/daylight?
2. How safe do you feel walking alone in your neighborhood at nighttime/after dark?



Respondants Who Felt "Safe" or Unsafe Walking Alone in their Neighborhood

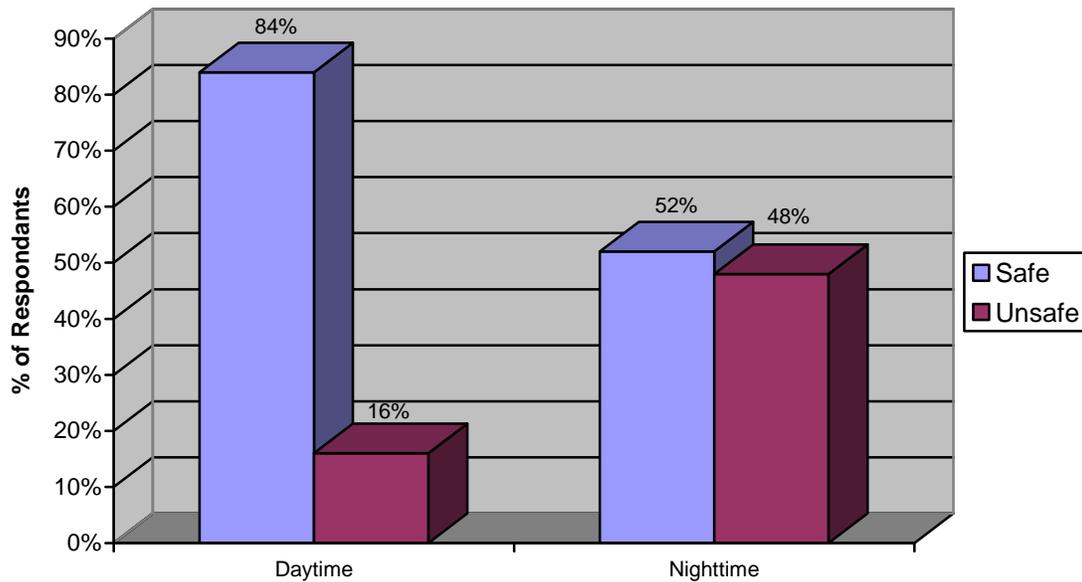


Figure 5.1.1.4 Respondents Who Felt “Very Safe” or “Safe” Walking Alone In Their Neighborhood

(Data Source: Worcester Regional Research Bureau – *Benchmarking Public Safety in Worcester: 2008*)

5.1.2 Crime Rates

This section shows the crime rates for the City of Worcester. These rates are believed to be directly proportional to the amount of fear experienced by the people who live in our neighborhoods.

Year	Incidents Reported by Citizens	Incidents Reported by Police (i.e., self initiated)	Total Number of Incidents	Number of Incidents that Resulted in one or more Arrests
2008	87,146	20,975	108,121	8,393
2007	82,211	20,783	103,019	7,557
2006	75,234	20,282	95,516	7,061
2005	75,506	23,368	99,080	6,743
2004	77,863	20,191	98,054	6,920
2003	83,279	15,831	99,110	5,858
2002	85,013	26,826	111,839	7,688
2001	86,380	28,913	115,293	6,863

Table 5.1.2.1 Reported Incidents Handled for the years 2001 through 2008

(Data Source: *Crime Analysis Unit* — Worcester Police Department)



The following tables compare normalized crime rates concerning violent and property crimes for the years 2001 through 2007 in six cities across New England, with Worcester in bold.

Year	Worcester, MA	Bridgeport, CT	Hartford, CT	Providence, RI	Lowell, MA	Springfield, MA
2008*	N/A	N/A	N/A	N/A	N/A	N/A
2007	87.1	116.5	113.3	56.0	85.0	136.9
2006	84.7	108.7	128.0	55.4	88.7	148.2
2005	79.0	108.5	115.9	68.2	97.9	177.4
2004	78.6	101.4	121.3	60.7	95.4	183.7
2003	87.5	97.5	145.4	78.9	83.2	191.4
2002	N/A	121.4	124.3	74.0	81.3	204.1
2001	81.7	136.6	128.1	82.6	80.9	216.2

Table 5.1.2.2 Reported Part-1 Violent Crimes Normalized for Population equal to 10,000 for the years 2001 through 2007

(Data Source: Worcester Regional Research Bureau – *Benchmarking Public Safety in Worcester: 2008*)

*Note: 2008 Data was not available at the time of this report.

Year	Worcester, MA	Bridgeport, CT	Hartford, CT	Providence, RI	Lowell, MA	Springfield, MA
2008*	N/A	N/A	N/A	N/A	N/A	N/A
2007	342.7	477.8	578.5	475.6	323.2	525.7
2006	300.8	436.7	740.9	495.4	320.6	534.7
2005	334.2	501.4	745.6	567.6	284.2	566.0
2004	372.7	444.1	876.8	587.3	308.5	655.7
2003	436.1	453.9	786.2	626.3	293.3	764.8
2002	N/A	483.6	754.7	709.1	320.2	727.1
2001	391.4	445.5	752.1	726.6	346.4	623.1

Table 5.1.2.3 Reported Part-1 Property Crimes Normalized for Population equal to 10,000 for the years 2001 through 2007

*Note: 2008 Data was not available at the time of this report.

(Data Source: Worcester Regional Research Bureau – *Benchmarking Public Safety in Worcester: 2008*)

The Zones shown in the following tables are depicted in [Appendix C](#).

The following tables show the number and percentage of incidents involving public disorder in the eight zones into which the City of Worcester is broken down.

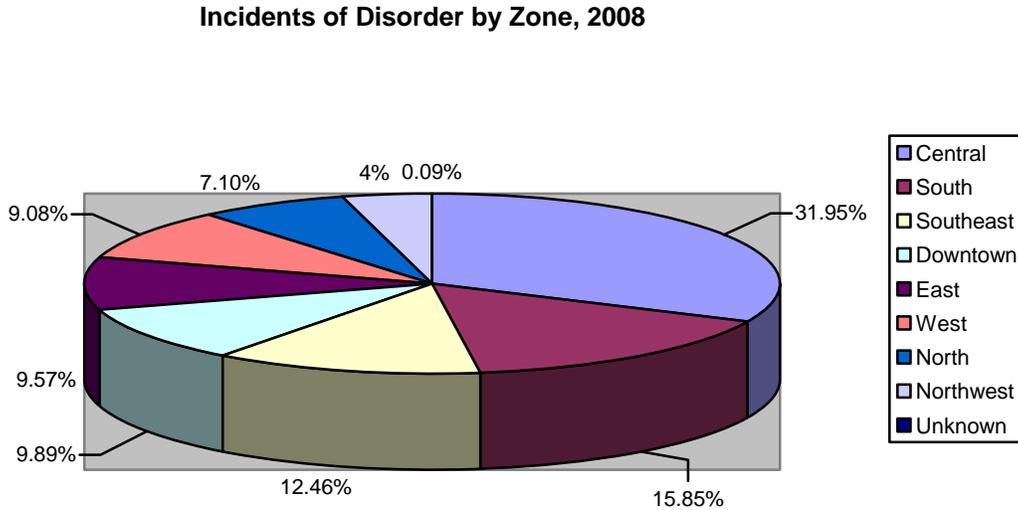
YEAR	ZONE									Total
	Central	South	Downtown	SE	East	West	North	NW	Unknown.	
2008	6,380	3,164	1,975	2,488	1,911	1,814	1,418	799	18	19,967
2007	6,564	3,253	2,123	2,562	1,931	1,805	1,515	1,011	56	20,820
2006	6,448	3,011	2,134	2,376	1,847	1,727	1,415	779	26	19,773
2005	6,176	2,693	2,127	2,146	1,590	1,557	1,479	708	12	18,488

Table 5.1.2.4 Incidents Involving Public Disorder for years 2005 through 2008

(Data Source: *Crime Analysis Unit* – Worcester Police Department)



Figure 5.1.2.5 Percentage of Incidents Involving Public Disorder* for 2008 by Zone



- The incidents included in the figure under the Public Disorder designation are the following: disorderly conduct, fights, trespassing & related, gun shots, illegal carrying of weapons, noise related complaints, drugs, prostitution & other vice-related crimes, non-domestic related disputes
(Data Source: *Crime Analysis Unit* — Worcester Police Department)



The following three figures depict the summary of arrests over eight broad offenses in the City of Worcester for the years 2003 through 2008.

Summary of Arrests, 2003-2008

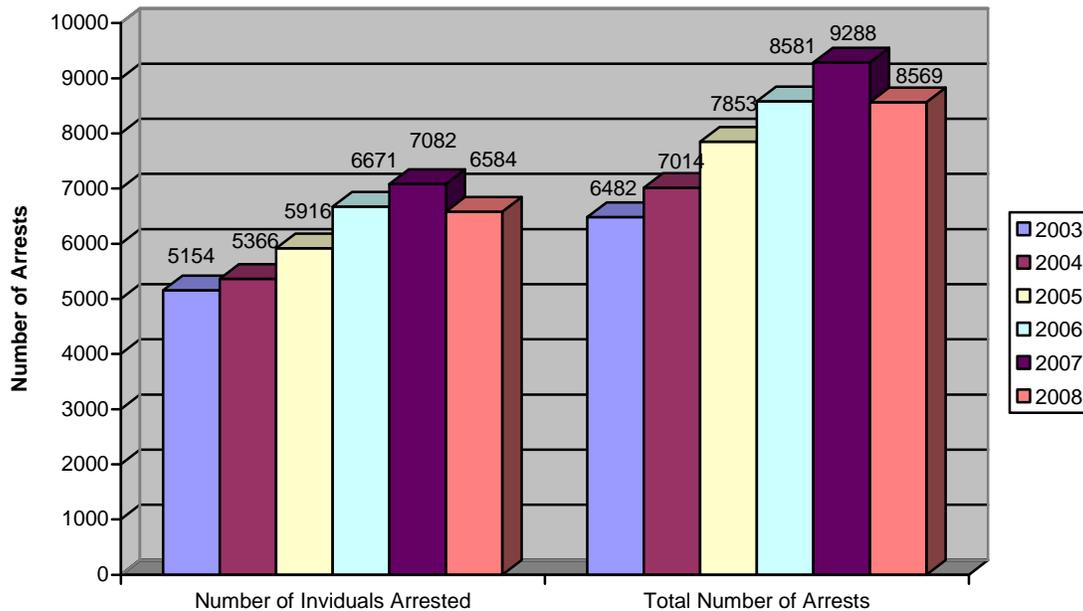


Figure 5.1.2.6 Summary of Arrests – Individual and Total

(Data Source: *Crime Analysis Unit* – Worcester Police Department)



The Hanover Theatre



Summary of Arrests, 2006-2008

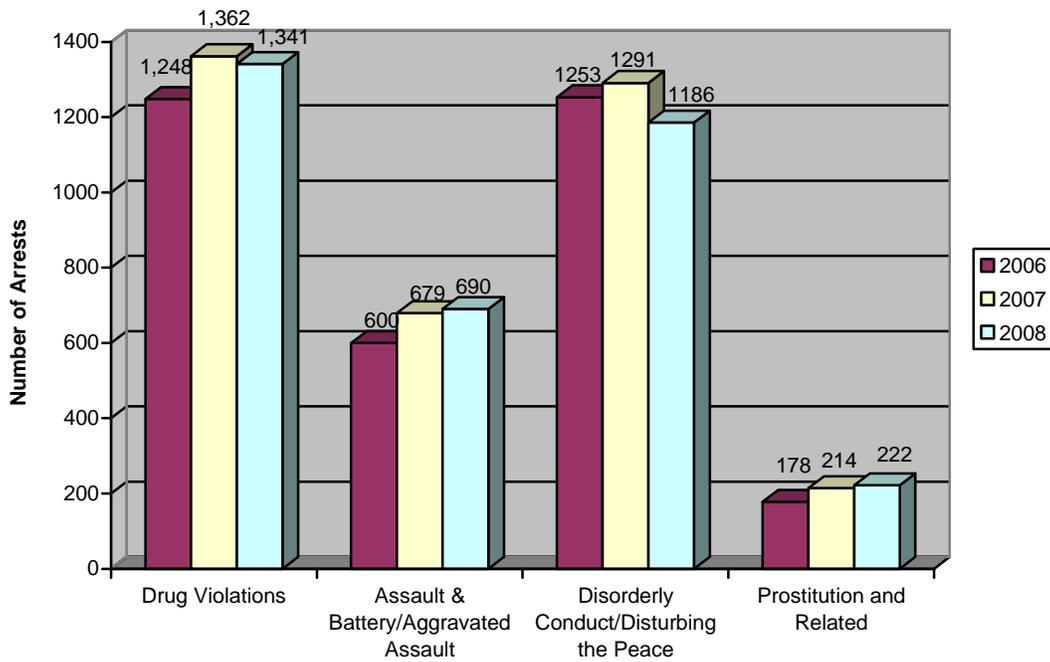


Figure 5.1.2.7 Summary of Arrests – Drugs, Prostitution, Disorderly/Disturbing, and A&B/Aggr. Assault

(Data Source: Crime Analysis Unit – Worcester Police Department)



Back view of City Hall

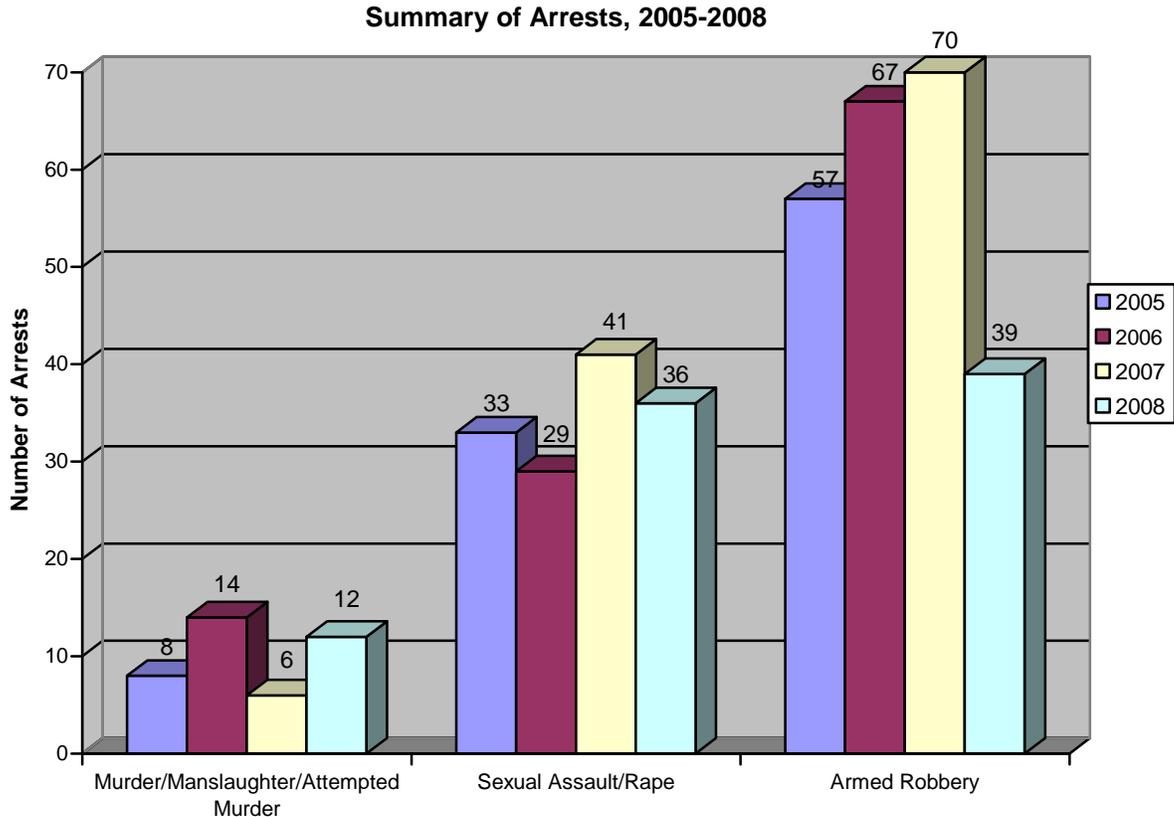


Figure 5.1.2.8 Summary of Arrests – Murder/Manslaughter, Sexual Assault/Rape, and Armed Robbery,

(Data Source: *Crime Analysis Unit* — Worcester Police Department)

For a summary of incidents and arrests during the 2008-year, see *Appendix D* and *Appendix E* respectively.

5.1.3 Neighborhood Safety Survey: Comfort and Satisfaction with the Police

In part, the *Neighborhood Safety Survey* determined the feelings of neighborhood groups concerning safety in their neighborhood, the response of the Worcester Police Department’s (WPD) to their needs and requests, and their feelings on the officer who responded to their request(s).

The neighborhood groups were asked to rate the following:

1. Quality of services provided by WPD in your neighborhood
2. WPD officers' attitude and behavior toward citizens



The following tables show the results for the aforementioned questions.

Rate the following: Quality of services provided by WPD in your neighborhood	Number of Respondents	Very Good (%)	Good (%)	Average (%)	Poor (%)	Very Poor (%)
Year						
2008	266	26.7	46.6	23.3	3.0	0.4
2007	127	27.6	47.2	20.5	3.9	0.8
2006	183	20.2	40.4	28.4	9.3	1.6
2005	129	14.0	41.1	33.3	10.1	1.6

Table 5.1.3.1 *Neighborhood Safety Survey* – Quality of Services for the 2005 through 2008 years (Data Source: Worcester Regional Research Bureau – *Benchmarking Public Safety in Worcester: 2008*)

Rate the following: WPD officers' attitude and behavior toward citizens	Number of Respondents	Very Good (%)	Good (%)	Average (%)	Poor (%)	Very Poor (%)
Year						
2008	271	39.9	40.6	17.0	1.9	0.7
2007	127	44.9	35.4	16.5	2.4	0.8
2006	182	33.5	38.5	20.3	6.6	1.1
2005	125	28.8	42.4	20.8	7.2	0.8

Table 5.1.3.2 *Neighborhood Safety Survey* – Officers' Attitude and Behavior for the 2005 through 2008 years (Data Source: Worcester Regional Research Bureau – *Benchmarking Public Safety in Worcester: 2008*)

5.2 Provide Better Services to the Community

The Worcester Police Department is constantly striving to improve the services it provides to the community. The Operation Division answers the vast majority of the calls-for-service. There are three reliefs for the Operations Division: Days, First-Half, and Last-Half.

The Operations Day relief patrols the city during the most populated time of the day; from 7am to 4pm. The Operation Day relief handled 28,880 incidents and made 1,958 arrests during this time period.

The Operations First-Half relief patrols the city during 3pm to 12am. Officers provide high uniformed police visibility with the use of cruiser patrols through all neighborhoods during this time period. The Operation First-Half officers handled 52,560 incidents and made 4,009 arrests. Through the Street Violence Prevention Grant, officers were able to provide foot patrols in the troubled areas of the city on designated days during the week.

The Operations Last-Half relief patrols the city from 11pm to 8am. They are the only division available for continuous patrol activities during these critical hours. The Operation Last-Half relief handled 26,681 incidents and made 2,602 arrests during this time period.



Incidents by Day of the Week

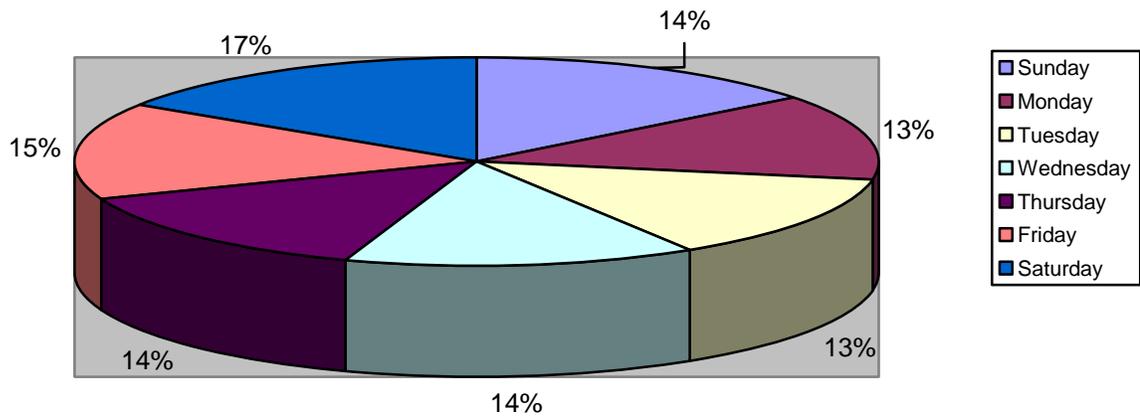


Figure 5.2.1 Number of Incidents by Day of the Week

(Data Source: *Crime Analysis Unit* — Worcester Police Department)



Percent Incident by Time of Day

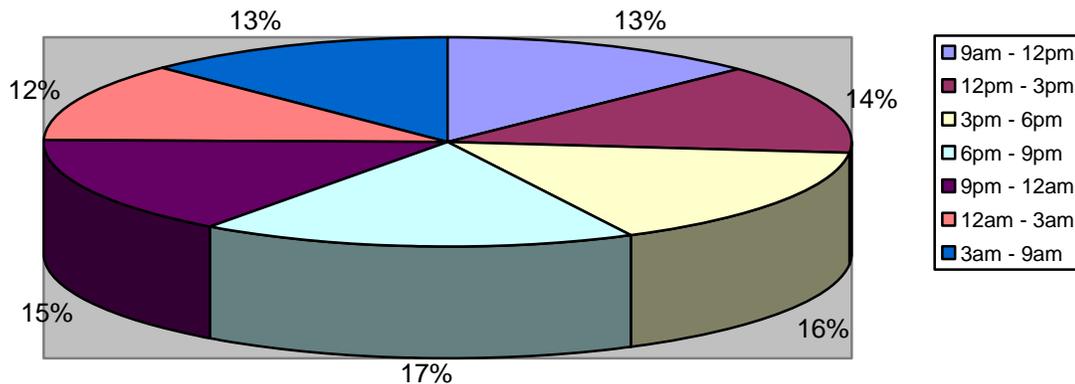


Figure 5.2.2 Percentage of Total Incidents by Time of Day

(Data Source: *Crime Analysis Unit* — Worcester Police Department)

In addition to the required calls-for-service we have made every effort to provide extra services that people desire. Some of those services provided are: foot and bicycle patrols, youth programs, programs aimed at the community in general, and a city and neighborhood crime information web page.

5.2.1 Service provided to the Community in General

Foot patrols are directed by data accumulated by the Crime Analysis Unit (CAU). Officers walked their assigned areas and were encouraged to talk with people in their assigned neighborhoods. When areas of concern or specific problems were identified; these officers addressed the problem themselves or brought it to the attention of different officers/units who were better equipped to handle the problem.

The Operations Division is the largest division in the Worcester Police Department with 169 sword personnel, consisting of two Captains, nine Lieutenants, eighteen Sergeants, and 140 Patrol Officers. With Chief Gemme’s incorporation of the split force, Patrol is free to answer numerous calls for service that the Worcester Police Department encounters daily. Operations is the first to respond to every situation that arises during the course of the day, whether there is a homicide, domestic dispute, a structure fire, or a lost child. Acknowledged as the backbone of the department, this uniformed division is heaped with history and tradition that is the envy of police departments nationwide.



The Worcester Police Department also offered programs that were specific to the youth. The following are some examples:

- **Surviving High School** – This program encourages adolescent youth to discuss topics that are frequently found to be a problem in this age group. The program identified the at-risk youths and held meeting to discuss these topics in a school setting. Some of the topics discussed were: drugs, tobacco, alcohol, peer pressure, domestic violence, gangs, and stereotyping.
- **Mock Trial** – This program was designed to give some insight into the criminal justice system. They were asked to research laws, investigate crime scenes, use computers, and role-play during a pretend trial.
- **G.A.N.G. Summer Program** – The Gang Unit holds a summer camp (G.A.N.G.) at Worcester State College. This program provides positive role modeling and promotes teamwork, drug prevention, and gang prevention.
- **Affected** – A youth leadership and empowerment program funded by the Safe Schools, Healthy Students Neighborhood Grant, Affected is a collaborative effort of the Worcester Police Department and the Worcester Public Schools. Police Detective Daniel Rosario developed the multimedia program for the event, which is designed as a means to reach out to youth and give them the tools they need to make healthy choices, enhance their feeling of worthiness, help them develop problem solving strategies, learn conflict resolution techniques, and show them how to think and live strongly. Students gain the knowledge, strength and courage needed to make healthy, life-affirming decisions. Participants also study and create public service announcements, which are aired over regional television channels and, to date, have over 1,000 airings on every major network channel. Produced media can be seen at <http://www.iamaffected.com>.
- **Youth Summit** – The second annual Youth Summit was hosted and produced in 2006 by the students of the Affected program. The Summit presents information and entertainment designed to highlight specific themes or issues that directly affect the daily life of students. The Summit also includes information on opportunities for young people to stay active during the crucial latch-key hours, summer months, and days away from school.

There also have been several programs directed towards the community in general. The following are examples of those programs:

- **Citizens' Police Academy** – This program is designed to give people an in-side look into how their police department operates and the policing challenges that our city faces. It runs as a thirty-hour program over a ten-week period (three hours for one night per week). The Police Academy Staff instructs this program.



This is the same Academy Staff that instructs new police recruits and current police officers.

- **Firearms Removal Program** – This program is designed to help people get rid of the firearms that they do not wish to keep. The Firearms Removal Program runs year round. People can call the Detective Bureau and arrange for the taking away of unwanted firearms, ammunition, or any other dangerous weapons. See Section 5.5 for information on guns received or confiscated.
- **Goods for Guns** – This program is designed to help people get rid of the firearms that they do not wish to keep and receive something in return. People can remain anonymous if so desired. The program has run for the past several years and occurs once during the calendar year. The following is a list of “goods” for an operable weapon turned in:
 - ❖ Semi-automatic weapon = \$75 gift certificate to a local merchant
 - ❖ Handgun = \$50 gift certificate to a local merchant
 - ❖ Long gun = \$25 gift certificate to a local merchant

Notes:

- *Also known as the “Gun Buy Back Program,” this program is run in cooperation with UMASS Memorial Health Care –Injury Free Coalition for Kids of Worcester*
- *There are no “goods” for inoperable weapons, ammunition, etc.(just operable weapons listed above)*
- *See Section 5.5.2 for numbers of returned firearms attributed to this program*

- **WEB Page – Crime Statistics** – The crime statistics are made available via the following link: <http://www.worcesterma.gov/cau/index.html>. The Crime Analysis Unit provides the information contained within.



Southbridge Street



5.2.2 Service Provided to Neighborhood Watch Groups

Officers regularly attend Neighborhood Watch Group meetings. There are fifty-plus Neighborhood Watch Groups within the city.

The *Neighborhood Safety Survey* posed the following question to survey respondents:

- Do you think Neighborhood Watch has helped make your neighborhood safer?

Their answers are provided in the table below.

Question: Do you think Neighborhood Watch has helped make your neighborhood safer?	Number of Respondents	Yes (%)	Number of Respondents	No (%)
Year				
2008	272	95.0	14	5.0
2007	118	94.9	6	5.1
2006	158	89.2	16	10.8
2005	107	90.8	13	9.2

Table 5.2.2.1 Neighborhood Safety Survey – Impact of Neighborhood Watch for the 2005 through 2008 years

(Data Source: Worcester Regional Research Bureau – *Neighborhood Watch Results (2008)*)

5.3 Prevention of Crime through Proactive Prevention Strategies

The Worcester Police Department has made a concerted effort to prevent crime through the use of crime analysis and directed patrols.

5.3.1 Crime Analysis Unit

Chief of Police Gary J. Gemme has defined a “split force model” of community policing. This model relies on the analysis of real-time data for the purpose of establishing tactical, strategic, and administrative decisions.

The Crime Analysis Unit is responsible for the analysis and timely interpretation of this data.

The following is the Mission Statement of the Crime Analysis Unit:

Systematically, collect, analyze, and disseminate, accurate and timely crime data. Identify and describe crime patterns, trends, and suspects. Provide information to police personnel, citizens, and organizations as needed. Through the use of intelligence gathering, and identify relationships. Maintain databases. Support the overall mission of the Worcester Police Department.

Moreover, the Crime Analysis Unit continued to develop custom software applications for the various units. The applications were writing in Visual Basic 2005 and used SQL Server 2005 as their database platform. The unit assisted the City’s law department in



creating a list of arrests that occurred in our schools. The reports was created using SQL Server Reporting Services. The unit also created a Windows application for our Vice Squad. This application created a report that showed all of the Heroin arrests that were made in the City. The report was created in Visual Studio and used Visual Basic 2005 as its programming language. The unit continues to make custom SQL queries to answer various questions. A couple examples would be: Summer Impact counts, Incidents in a given geographical area, and arrests for a given geographical area.

The unit created the requirements for a new Crime Analyst position. This position was advertised and candidates were screened and brought in for interviews.

The Crime Analysis Unit also researched commercially available products to search and provide reports and maps on the data contained within the database. The Crime Analysis Unit purchased CrimeView mapping application and started the custom installation.

5.3.2 Community Impact Division

The split-force model is used by the Worcester Police Department. This department-wide model is based on providing service to the community in a timely and cooperative manner.

The split-force model refers to the division of patrol personnel. Problem-solving, responding to Police Department needs and calls for service are division priorities.

One element of the patrol personnel resides in the Operations Division. The Operations Division is required to always be available for emergency calls and calls-for-service. This makes it very difficult for them to interact with the community and/or have time to provide in-depth investigation into crimes.

The other part of patrol personnel resides in the Community Impact Division. These officers are free from answering calls-for-service. Therefore, they have more free time to interact with the community and invest time into problem solving.

The Community Impact Division incorporates the following strategies into their methodologies:

- Geographically assigned contact patrols (i.e., Impact Areas)
- Foot & bike patrols through community contact designed to reduce fear and improve quality of life.
- Neighborhood officers supporting neighborhood watch groups.
- School liaison officers working collaboratively with the school administration.
- Street crime, hot spots, crime surges, crime prevention, crime control, apprehension, and suppression are the strategies of this division and particularly the Anti-Violent Street Crimes Unit (Anti-Violent Street Crimes Unit is described below).



- Problem solving through identification of the root cause of citizen complaints that involve multiple agencies and collaboration such as panhandlers, un-shoveled sidewalks, chronic parking issues, and problem bars.

The success of the split-force model relies on all divisions (Operations, Vice, Detective Bureau, etc.). However, the Community Impact Division is the primary community policing entity within the Worcester Police Department.

The Community Impact Division incorporates the following sub-divisions (list includes example activities):

- Field Force Officers
 - Warrant Service with Detective Bureau
 - Sex Offender Registry Inquiry Checks
 - Department of Youth Services Apprehensions
 - Contact Foot Beats – business and emergency contact information gathering
 - Saturation Foot Beats
 - Surveillance
- District Officers
 - Neighborhood Watch Meetings
 - Problem solving issues gathered at Neighborhood Watch Meetings
 - B & E partnership with Detective Bureau
 - Directed Saturation Foot Beats
 - Surveillance to address quality of life issues
- Anti-Crime Team(s)
 - Warrant Service
 - Quality of Life Patrols
 - Targeted Activities
- Central Division (downtown area – see Appendix E for location)
 - Contact Foot Beats – business and emergency contact information
 - Saturation Foot Beats
- School Liaison Officers
 - Cooperative efforts with school administrators and faculty

The Community Impact Division defined the Impact Areas for the 2008-year. They, with the cooperation of the Crime Analysis Unit, made use of real-time crime data to outline the areas for intense community policing.

One Impact Area was defined during the 2008-year. It was located in the Vernon/Grafton Hill Area. See **Appendix G** for the map of the Impact Area.



5.4 Quality of Life Improvement

The following sections describe how the Worcester Police Department strives towards improving the communities within the city.

5.4.1 Focus on Prostitution and Drug Problem Areas

During the 2008-year, the Vice Unit continued a multifaceted program to address the prostitutes as well as the solicitation of prostitutes.

Sting operations were one of the facets developed and implemented. Undercover male and female officers were placed in problem areas to help add to the uncertainty of either the prostitute or the solicitor. Numerous arrests resulted from this type of operation. Money has been allocated through community policing grants. These grants fund approximately 2-3 sting operations per month. These sting operations have been conducted at various times and days of the week so as not to create a pattern of increased police activity that may undermine the operations effectiveness.

The “Dear John Letter” operation continued to be applied in 2008. This entailed an anti-prostitution program in which a person arrested for soliciting a prostitute receives a letter from the Chief of Police mailed to the offender’s home address and to the owner of the vehicle(s) used (assuming they were not the same person and a vehicle was involved). This letter included a reminder that soliciting a prostitute for sex is a crime and included information on the potential health hazards associated with this type of activity. The letter aimed to alert the registered owner of a vehicle as to the type of activity that had occurred when the solicitor used that vehicle. This would particularly help with the problem of solicitors using company vehicles during these types of incidents. Often is the case persons arrested for offering to engage in sex for a fee is from out of town. Therefore, the names of these individuals are not included in their home town news papers court section. By sending out the “Dear John Letter” embarrassment is used as a tool to deter future episodes of their solicitation. Also, there is a public health benefit to the notice, reminding these individuals of the dangers of participating in this risky behavior.

When appropriate, the solicitor’s vehicle would be towed, adding to the cost of the arrest through parking ticket and tow/storage charges and helping to discourage this type of activity. Per the policy of the Worcester Police Department, the vehicle’s contents would be inventoried. This inventory helped to secure the person’s valuables and possibly lead to the discovery of additional criminal charges.

The final facet developed and employed is the after-care of these individuals. In cooperation with the Worcester District Court, female offenders will be referred to the “Developing Alternatives for Woman Now”, (DAWN) program. This eight week program focuses on addiction, domestic violence, physical and mental health, self-



esteem, self-determination, and decision-making. Participants also have access to detoxification, substance abuse counseling, mental health treatment, and health care services. Offenders eligible for the program are woman with a current arrest for prostitution or a similar charge; woman with a current drug charge and a prior offense for prostitution, and woman who disclose to their probation officer involvement in prostitution.

A similar program is instituted to address these issues with male offenders. A so called “John School” will be part of the offender’s probation. These classes will address the crime of offering to engage in sex for a fee and the public health consequence associated with these offenses.

From January 1st through December 31st, 2008 there have been 183 prostitution related arrests. Of these 183 arrests there were 125 arrests for sex for a fee, 14 arrests for common street walkers, and 44 “John” related arrests emanating from undercover female prostitution stings.

5.4.2 Focus on Problem Bars

It is the primary objective of the Alcohol Enforcement Unit to ensure that liquor establishments licensed by the City of Worcester are operated in a lawful and responsible way. In Worcester, our experience has shown that a disproportionate amount of crime and disorder occurs in and around some liquor establishments; primarily at pouring license locations and to a lesser extent package sales locations. Of particular concern are the violent street crimes, i.e. shootings, stabbings, fights, gang activity, robberies, and sexual assaults that are often associated with the diminished inhibitions brought about by excessive alcohol consumption in and around these establishments. Concomitantly, we have experienced the increased victimization of vulnerable bar patrons who leave these establishments, often at the early hours of the morning, under conditions where their perception, judgment, and ability to react to danger is greatly limited. We are also mindful of those neighborhoods where these liquor licensees are situated and the rights of the residents of these neighborhood residents to peaceful enjoyment of their homes and be free from raucous inebriates coming and going from these establishments. Accordingly, we expend great effort to insure that the individuals that operate, attend and live in the vicinity of these establishments know that Alcohol Enforcement Unit investigators are in the field and are closely monitoring these places.

We are of the belief that the privilege of holding a pouring or package liquor license carries with it attendant responsibilities to their patrons, their abutting neighborhood and the larger Worcester community as a whole. Accordingly, we have and will continue to closely screen and evaluate those seeking to obtain and renew liquor licenses and to manage these facilities. Beyond this, we work with licensees seeking their voluntary compliance with issues described above and in cases where this approach fails or where evidence of disregard for the rules and law is present; we will seek sanction via the Worcester License Commission.



5.4.3 Focus on Under Age Drinking

The secondary objective of the Alcohol Enforcement Unit is to closely monitor and investigate problematic drinking behavior, after-hours gatherings and unlawful alcohol sales. Worcester is a *bona fide* college community with more than 30,000 full-and part-time students enrolled at the 13 Consortium institutions. Accordingly, the use and abuse alcohol by college-aged students has been a persistent problem in Worcester in the past and has given rise to at least several tragic past deaths resulting from fights, overdoses and motor vehicle and other accidents. Moreover, this abuse of alcohol by college-aged students has given rise to undue neighborhood discord in the form of pejorative “town-gown” sentiment. Lastly, the Alcohol Enforcement Unit’s investigates after-hours establishments and those persons and places that unlawfully sell alcohol and seeks to eradicate this activity as it often leads to neighborhood discord and increased neighborhood violence.

Under age drinking related arrests and charges are listed in the following table.

YEAR	OFFENSE			
	Minor Possession/Transporting Liquor	ID Card/License False, Misused	Persons Under 21 Managing/Attempting to Procure Alcoholic Beverage	Delivery/Furnishing Alcoholic Beverage to Person Under 21
2008	407	7	32	8
2007	674	16	55	55
2006	537	9	87	30
2005	236	14	10	4

Table 5.4.3.1 Arrests and Charges Involving Underage Drinking
(Data Source: *Crime Analysis Unit* – Worcester Police Department)

Enforcement Methods:

The Worcester Police Department’s Alcohol Enforcement Unit (hereinafter WPAEU) operates in both a proactive and reactionary manner. Insofar as our proactive efforts are concerned, WPAEU investigators closely monitor § 12 and 15 establishments in order to determine whether the respective operators are compliant with statute, ordinance and other regulations. The reactionary aspect applies where WPAEU investigators are assigned to investigate internal and external complaints relating to licensees, after-hour parties, persistent problematic drinking, underage alcohol use or issues surrounding the production, falsification and uttering of official identifications.

The WPD AEU uses the following deployment methods in the execution of its duties pursuant to this grant.

- MGL Chapter 138 § 12 Licensee Enforcement (alcohol to be drunk on premises):



This enforcement mode concentrates on local bars, restaurants and taverns commonly frequented by college aged individuals. We have found that the such establishments are the epicenter of attraction for young people and that the proprietors thereof are not always diligent in preventing those under the age of 21 years from obtaining alcohol. Moreover, in such social settings where patrons are often over-served, the concomitant traffic accidents, injuries and fatalities which result from drunk driving are strikingly prominent. Lastly, as these social settings tend to be competitive insofar as attracting those of the opposite sex, and because alcohol consumption tends to lower ones inhibitions, such establishments are often the locus of violent crime in and around these places. We are firmly of the belief that constant close monitoring of these establishments is the only way to insure that these proprietors do not succumb to the lucrative temptations of underage service, over service and other activity which compromises the safety of patrons and public.

- MGL Chapter 138 § 15 Licensee Enforcement (package sales)

This enforcement mode vis-à-vis underage individuals, attacks both ends of the underage sales dichotomy. Via close observation and stings operations, § 15 licensees are monitored to insure that they closely inspect identifications, accept only the four permitted identifications, can discern fake and altered identifications and comply with all other regulations directed at such establishments. From the consumer perspective, persons who unlawfully utter fraudulent identifications to obtain alcohol as these establishments (through no fault of the licensee) are dealt with accordingly to include summons or arrest. Local court action and local License Commission actions are frequently embarked upon as a means to establish culpability and for the application of sanctions.

- College & University Enforcement

As college campuses represent not only schools but homes to many Worcester college students, the presence of copious amounts of alcohol on these campuses represents a very real danger to many. As many of these students are without parental supervision for perhaps the first time in their lives, underage drinking in such new social settings gives rise to disorder and criminal activity; primarily sexual assault. Studies suggest that one in five college women will be sexually assaulted in a typical four year stay at a college or university. It is this captain's experience that alcohol plays a major role in the vast majority of these incidents. Moreover, the use of conscious-altering drugs such as GHB and Rohypnol (also known as "roofies") common date-rape drugs, are often used in conjunction with alcohol. Accordingly, the WPAEU intends to conduct expanded enforcement in and around the many college campuses of the City of Worcester to include undercover operations.

- Identification Enforcement:

Given the proliferation of altered and fake identifications, especially on the aforementioned college campuses, it has become necessary for the WPAEU to become the resident experts within the department on the authentication of IDs. As the uttering of



fake IDs has, in the past, been regarded as a minor of minor offenses, the WPAEU will now take these violations to new heights to include investigations into and prosecutions of producers of fake identifications and the arrest of people producing, possessing or uttering them.

- After Hours/Party Patrols/Unlawful Alcohol Vendors:

As a consequence of the aggressive enforcement of §§12 and 15 establishments, Worcester has observed a dramatic increase in the numbers and size of underage drinking parties on public and private properties. Associated with this enforcement mode are the identification of, investigation into and prosecution those persons and places that host after-hour parties where alcohol is unlawful sold.

Deployment Schedules and Manning:

The WPAEU conducts its day to day operations with a police sergeant and three police officers all under the administration of a police lieutenant. This level of manning has proven to be effective and safe in terms of officer safety.

5.4.4 Sex Offender Tracking and Information

The Worcester Police Department’s Special Crimes Division is responsible for the registration and community notification of the city’s sex offenders.

Law requires that persons convicted of a sex crime go to their local police department and register with them if they live or work in that police department’s jurisdiction. These offenders need to update their information annually if at a permanent address, every forty five days if homeless, and/or if there is any change to their information (i.e., work address changes, living address changes).

Sex Offenders Monitored by of Special Crimes Division			
Level 1 or below	Level 2	Level 3	Total:
197	489	252	1137 (incl. transfers)

Table 5.4.4.1 Sex Offenders Monitored by the Special Crimes Division
(Data Source: *Crime Analysis Unit* - Worcester Police Department)

In addition to recording and maintaining information on Sex Offenders, the Special Crimes Division provides information on Sex Offenders upon request and through other means (e.g., Level 3 Sex Offender Board located in the lobby of the police station, letters sent to the city’s schools).

5.4.5 Generic Quality of Life Problems

The Worcester Police Department has incorporated Broken Windows Theory into its community policing initiative.



Broken Windows Theory maintains that the deteriorating physical conditions of a neighborhood (e.g., abandoned buildings, broken windows, graffiti, litter in the streets, etc.) lead its residents to perceive the area as a dangerous place to live or work even if crime rates in the area are actually very low. A corollary of this rise in fear and perceived vulnerability is that residents withdraw from the neighborhood and become increasingly less willing to help maintain order and the general appearance of their neighborhood, allowing it to further deteriorate. This creates an atmosphere conducive to an influx in crime as offenders who perceive the neighborhood’s vulnerable state move into the area and take advantage of an opportunity to engage in criminal activity. Neighborhood residents sense an increase in crime, become more fearful, and become further withdrawn. This allows crime in the area to increase even further.

From the police perspective, Broken Windows theory dictates that seemingly insignificant crimes must be attended to in a timely, accurate, and dogged manner. Moreover, the police must help coordinate sundry community, municipal, and social groups, and neighbor-hood leaders to assist with the issues that plagues some neighborhoods.

5.5 Guns Off the Streets and other Issues Associated with Guns

The problems associated with illegal gun possession are well known. The Worcester Police Department has made every possible effort to remove guns from the people who should not have possession of them. The following sections outline how guns were removed from these people during the 2008-year.

Acquired By What Means		Recovered From Where	
209A	5	Apartment	50
Search Warrant	2	Bar	0
Surrendered	21	Home	5
Found Property	20	Motor Vehicle	11
Gun Buy Back	127	Outside	22
Arrest	63	Person	20
MV Accident	0	Other	3
Other	13	Unknown	1
What Crime Type			
Robbery	2	Rape	0
Assault	4	Illegal Carry	21
Assault & Battery	11	Improper Person	2
Threat	1	Suicide	4
Carjack	0	Attempted Suicide	1
Murder	1	Disturbing	1
Attempted Murder	6	Destruction	1
Home Invasion	0	Other	18
Drugs	18	None	15
Kidnapping	0	209A Violation	6
Attempted Kidnap	0	Domestic In Nature	9

Table 5.5.1 Removal of Guns During The 2008 Year.

(Data Source: Crime Analysis Unit – Worcester Police Department)



Institute Park

5.5.1 Guns Acquired via Found or Surrendered Property

The table below shows the number of firearms that were recovered as found property, brought into the police station, or acquired by various non-criminal events.

YEAR	2003	2004	2005	2006	2007	2008
Firearms Acquired	30	41	35	66	78	41

Table 5.5.1.2 Firearms Acquired as a Result of Found or Surrendered Property for the years 2003 through 2008

(Data Source: *Detective Bureau – Worcester Police Department*)

5.5.2 Gun Buy Back Program

During the course of 2008, the Detective Bureau of the Worcester Police Department participated in the annual “Goods for Guns” program in conjunction with the UMASS Memorial Hospital and Wal-Mart. Since 2002, this program has successfully facilitated the voluntary removal of over 1600 guns from the streets.

YEAR	2002	2003	2004	2005	2006	2007	2008
Firearms Returned	250	244	305	206	271	217	127

Table 5.5.2.1 Gun Buy Back Program Results for the years 2002 through 2008

(Data Source: *Detective Bureau – Worcester Police Department*)

5.5.3 Gun Licensing and Enforcement

The License Investigation Unit is responsible for issuing and monitoring Firearm Identification Cards and Licenses to Carry Firearms.

In the 2008-year, the License Unit processed approximately 719 Firearms applicants. Of the 719 firearm applicants 23 were denied. Of the existing firearms licenses in the city, 10 licenses were suspended and 12 were revoked. Each applicant is thoroughly investigated to determine if any criminal records exist that would prevent the applicant from being eligible to process a Firearms Permit.



5.5.4 Car Licensing

In the 2008-year the License Unit issued 235 Used Car Lot Business License and 42 Second Hand Article Licenses, which included 7 scrap yards. Officers make periodic inspections of these premises and inspect all books and inventories related to them.

The License Unit processed approximately 493 Taxi/Livery Driver's License, 110 Taxi Medallions and 56 Livery Owners. The License Unit Officers also enforce the rules and regulations that govern the Taxi's/Liveries that are being operated in the city.

Officers of the License Unit also assist other city departments regarding complaints received by them.

5.6 Law Enforcement Partnerships: Municipal, State, County, and Federal

The formation of partnerships and information sharing networks with the various municipal, county, state and federal agencies improves law enforcement's ability to effectively deal with crime.

5.6.1 Street Violence Prevention

The Street Violence Prevention Group (SVPG) was established during the 2005-year. The SVPG is made up of the different investigative teams within the Worcester Police Department and various law enforcements agencies external to the Worcester Police Department. Their goal is to collectively control, investigate, and prevent violent crimes in the City of Worcester. The Detective Bureau, Vice Squad, Gang Unit and Community Impact Division are most active within the WPD. The extra-departmental entities include: the District Attorney's Office, United States Attorney's Office, Massachusetts State Police Detectives, Sheriff's Department, Massachusetts Probation Service, Massachusetts Parole Board, Immigration and Customs Enforcement (ICE), the Drug Enforcement Administration (DEA), Federal Bureau of Investigation (FBI), and the U.S. Marshals Service. The objective of the solicitation of these law enforcement partners was to form them into a cohesive and coordinated group whose unified agenda concentrated on solving and deterring violent crime in Worcester.

The Street Violence Prevention Group Initiative (SVPG):

The Worcester Police Department has developed a unique approach insofar as partnering with our local, state and federal public safety and law enforcement colleague in the furtherance of public safety in Worcester. This partnership employs coordinated strategies to control, investigate, prevent and deter violent street crime, notably shootings, in and around the City of Worcester. The Street Violence Prevention Group or SVPG, can be categorized under the following four general tenets:



1. Unprecedented investigatory persistence into violent street crimes; i.e. murders, shootings, stabbings, home invasions, aggravated assaults
2. Internal divisional coordination
3. External agency collaboration and cooperation
4. Early prosecutorial consultation and collaboration

While the level of investigatory persistence and the internal divisional coordination efforts going into solving these violent street crimes is at unprecedented high levels, equally important are the external agency collaboration and cooperation with our law enforcement and public safety peers. Moreover, the open communication and cooperation that is now in place between the police department and the Office of District Attorney Joseph Early is such that the most serious offenses and offenders are realizing more aggressive and comprehensive investigations and the development of ironclad prosecutions.

External Agency Collaboration and Cooperation:

The third tenet of the department's Street Violence Prevention Group is where law enforcement agencies external to the Worcester Police Department join forces and work shoulder to shoulder with WPD personnel to solve and deter these violent offenses.

It is fully recognized that no police department exists in a vacuum in the Criminal Justice System. Moreover, the resolution to this city's, and indeed this country's crime problems, rests not on the police alone but upon every component of the criminal justice system as well as upon other facets of society. That said, the WPD enlisted the commitment and support of the top executives of virtually every law enforcement agency partner responsible for the control of crime in Greater Worcester. These extra-departmental law enforcement agencies include the District Attorney, United States Attorney, Massachusetts State Police Detectives, Sheriff's Department, Probation, Parole, Immigration and Customs Enforcement Unit (ICE), DEA, FBI the US Marshall's Office and a number of the Worcester Consortium's Campus Police Departments. The objective of the solicitation of these law enforcement partners was to form them into a cohesive and coordinated group whose unified agenda concentrated on solving and deterring violent crime in Worcester.

In monthly meetings attended by representatives of the aforementioned organizations, a multimedia program is delivered detailing the particulars of violent crimes in Worcester, what investigative efforts had been taken and what remains to be done. The presence of the actual lead investigator(s) of the crime at hand is crucial in that he or she can detail up-to-the-minute facts of the investigation. Group participants are then invited to share their observations of the investigation, what knowledge they may have of the "players" and what assistance they may be able to offer given their respective resources.



In a few instances, Street Violence Prevent Group (SVPG) participants have been able to offer considerable assistance in locating a suspect or “victim”, fast-tracking an ongoing case to cause the incarceration of a shooting participant or access an informant that may have information that can quickly lead to resolution of the case at hand.

The cooperation realized from this group has resulted in the solution of a number of these cases and has additionally resulted in a multi-front assault on shooting/violence participants to cause their cooperation or incarceration. After being barraged by the wrath of the criminal justice system from a variety of fronts, several shooting “victims” have “thrown in the towel” and have become cooperative in the investigation of the shootings they were involved in.

The following table details the numbers of shootings that have occurred in Worcester during the past five years.

Calendar Year	Shooting Incidents	Shooting Victims	Shooting Deaths
2004	29	34	7
2005	33	36	5
2006	18	21	2
2007	22	26	3
2008	11	14	1

Table 5.6.2.1 Number of Shootings During the Past Five Years in Worcester
(Data Source: *Crime Analysis Unit* – Worcester Police Department)

The participation in this group of federal and state prosecutors had been significant as well. As the structure of state and federal criminal statutes and their concomitant criminal punishments vary greatly, the option of selecting which court venue to proceed in was a tool rarely used by the Worcester Police Department prior to the onset of the SVPG. Federal guns laws and felons in possession statutes which guarantee lengthy minimum sentences do tend to attract the attention of those in the criminal element and very much serve to act as a criminal deterrent. Additionally, the ability of the SVPG to have a representative of the local District Attorney involved in investigations and early on in criminal proceedings is equally vital in that bail proceedings and plea bargains are impacted by what occurs in these meetings.

The involvement of the Worcester County Sheriffs office has been of mutual benefit. The presence of representatives of the Office of the Sheriff has aided us greatly in that incarcerated shooting participants can be combined, segregated, shipped off, classified or otherwise manipulated at the House of Correction in a manner consistent with our mutual objectives. Conversely, Sheriff Department officials gain a better understanding of their inmates, their proclivities and who can and cannot be housed together.



The involvement of probation and parole officials has been fortuitous in that these officers have a degree of control of persons under their charge. By virtue of the fact that probation and parole can be granted, revoked, suspended and severely limited is a currency that has been availed to us in the resolution of violent street crimes.

Lastly, the near endless intelligence and investigatory resources of the various federal law enforcement, such as the DEA, HIDTA and FBI, have been availed to us. In a manner similar to State Police Detectives, several persons “of interest” to this department have shown up on the “radar screens” of these federal agencies as well. In one such “crossover” case an uncooperative and reluctant shooting victim was the target of federal drug investigation. While the case was initially a matter of low priority to the DEA, our interest in this case caused the DEA to fast-track their case and indict the target thereby creating a bargaining climate whereby that victim must now “help himself” by assisting with this case. Without this valuable interaction, the federal case against this individual likely would not have gone forward.

In order to facilitate up to the minute notifications into major Worcester cases, the WPD has developed a rapid notification system whereby the leaders and the key players of our various law enforcement partners are sent an electronic notification of major and violent crime occurrences in the City of Worcester. This notification system has facilitated a rapid back and forth of information as to criminal suspects and victim backgrounds. Moreover, it has enabled our partners in the District Attorney’s office the ability to properly prepare for arraignments, dangerousness hearing and bail reviews.

Early Prosecutorial Consultation and Collaboration:

The constant communication with members of District Attorney Joseph Early’s Office, facilitated by the information sharing under SVPG, has resulted in the development of better case preparation, better prepared witnesses and more effective and productive prosecutions. Additionally, the enlistment of the District Attorney and his assistants in investigation strategy and tactics has resulted in heightened buy-in on their part where our most violent offenders are held on bail rather than released, are not granted consideration insofar as plea bargains, and are prosecuted in Superior Court rather than District Court to facilitate the acquisition of increased criminal sanctions.

Most recently, the Office of the District Attorney and the Worcester Police Department have embarked upon the vastly increased use of the Grand Jury in order to question the participants and witnesses of violent crimes in an under-oath setting. By using this process, victims and witnesses are compelled to truthfully answer under the pains and penalties of perjury and their statements become an everlasting part of the record. Moreover, the secretive nature on ongoing Grand Jury proceedings causes a palpable unrest within the criminal community as no person can know for certain what another person states to the Grand Jury in session. In effect, this has caused criminal suspects to



“flip” and to proactively offer information in exchange for prosecutorial leniency. This collaboration between the Worcester Police Department and the District Attorney’s office promises far reaching benefits that only have begun to be realized.



Desert Shield/Desert Storm Memorial,

5.6.2 Federal Law Enforcement Partnerships: U.S. Marshals, Initiatives in Homeland Security

U.S. Marshals

The Worcester Police Department has undertaken a cooperative with the United States Marshall’s Office with the assignment of a WPD detective to that office on a full time basis. This collaborative has been mutually beneficial in that fugitives located in Worcester and those fugitives wanted for offenses committed in Worcester, are sought out and apprehended with unprecedented fervor and efficacy. By combining our informational resources with that the US Marshall and the other law enforcement agencies attached to the US Marshall’s office, we are now better able to apprehend violent offenders on a more timely and effective basis so as to bring about swift and certain punishment in the courts.

As criminal offenders who are not yet before the courts or incarcerated continue to victimize our community, their rapid apprehension deters and prevents further violence and victimization. Moreover, the rapid and efficient removal of violent offenders from our streets brings about a sense of “swift and certain” punishment that, we believe, tends to deter some offenses in the first place.



Initiatives in Homeland Security

The Office of Homeland security (OHS) is under the direction of Lt. William A. Trotta, it was established by Chief Gemme in order to keep the City of Worcester in a state of preparedness to respond to any acts of Terrorism, Natural Disasters, or Man-Made Hazards. A main goal is to keep the Worcester Police department compliant with the national Incident Management System (NIMS) requirements. It is also to assist other city departments to remain compliant and assist them in their preparedness programs.

The following are some of the initiatives accomplished in this fiscal year:

- The Coordinator attends the Monthly Central Region Homeland security meeting
- Attends quarterly EOPSS quarterly homeland security meetings.
- Attends FBI sponsored Anti terrorism Task Force meeting and conferences
- Assisted FEMA with setting a Regional Radio network for our area
- Member of the State Resource Committee, developing a NIMS compliant resource management tool for the State
- Member the Executive Board of the Metropolitan Medical Response Systems committee. Also help to develop and participated in annual Pandemic exercise
- Attend Hazardous Material Exercise in Marshfield Mass.
- Attend “Dirty Bomb” exercise in New Bedford Mass
- Assisted in organizing a meeting to develop plans to deal with an ACTIVE SHOOTER at an area hospitals
- Coordinated with Clark U. Campus Police and the FBI to develop and deploy security measures for the appearance by presidential candidate Hillary Clinton
- Member of the State Law Enforcement Mobilization Committee, established to develop a mobilization plan for all police agencies in the state to deal with a catastrophic event
- Assisted and participated with students from WPI to develop a Table Top Exercise dealing with a Hazardous Material spill at College Square.
- Attend FBI three day conference on Terrorism held in Framingham Mass.
- Help develop and participated in yearly Worcester Regional Air Port table Top Exercise.
- Assisted in developing and participated in an Active Shooter Conference sponsored by U-Mass hospital which reached out to 150 school administrators
- Member of the State NIMS Advisory Group (NAG) Currently working on a Universal ID System
- Winter ICE Storm, liaison to Worcester EOC. Coordinated the successful evacuation and shelter operation at Lincoln Village housing complex

Certificates received in 2008

1. Continuity of Operations (COOP) (FEMA)
2. Surveillance and Detection for Municipal Officials for Ground Transportation (DHS)



3. Suicide, Terror & the Threat of Explosives (Security Solutions International) (DHS)
4. Comprehensive Integrated training and Exercise Course (DOJ/FBI)
5. Land transportation anti terrorism training Program (DHS)

The success of our nation's Homeland Defense efforts from both foreign and domestic terrorist threats, rely on a productive collaborative and ongoing relationship with our Federal and State law enforcement counterparts. The Detective Bureau of the Worcester Police Department has been designated as the primary liaison with these agencies to insure that the needs of this city are met insofar as Homeland Security. Currently, the Worcester Police Department has assigned a detective to work on a full time basis with the FBI's Joint Terrorism Task Force (JTTF) to conduct high level investigations of persons who may threaten our national and municipal security. This joint undertaking with the FBI, that involves a litany of other law enforcement agencies, has been mutually beneficial and highly effective in the creation and maintenance of high quality and timely investigations into those persons and organizations suspected of engaging in and/or supporting foreign or domestic terrorism. Moreover, this detective liaison coordinates and administers the collection and dissemination of all criminal and Homeland Security intelligence to, from and within the department. This intelligence is vital in informing our personnel and those of other law enforcement agencies as to the criminal operations functioning in and around our community. In this sphere of police work, knowledge is indeed the most powerful tool we have in deterring, preventing, mitigating and solving crimes that affect our national, state, regional and municipal communities.

It is no accident that the United States has *not* been the victim of a terrorist action on our home soil since September 11, 2001 and it is profoundly naïve to believe that there are no continuing threats present in central Massachusetts. It is largely through the joint efforts of Federal and local law enforcement collaborative such as the Joint Terrorism Task Force that terrorist acts and those that facilitate these actions have been deterred due to the likelihood of detection before the fact or certainty of identification and apprehension thereafter. While these localized efforts are not the subject of the spotlight they once were, they are no less important in keeping our community safe from attacks of immense proportions.

5.7 Curbing Youth and Gang Violence

Reduction of youth and gang violence is a primary goal of the Worcester Police Department. The sections that follow illustrate some of our efforts in that area.

5.7.1 School Liaison Program

The Community Impact Division has five officers and one sergeant assigned to the School Liaison Program.



5.7.2 Faith Leaders – Police Partnership Mentoring Program

(Data Source: *Miguel Lopez of the Gang Unit – Worcester Police Department*)

As a part of a continuing effort to expand community policing and to adopt strategies that have proven to be effective, the Worcester Police Department recognizes the benefit of collaboration between faith groups and police.

The mission of this collaboration is to reach, assist, and transform youth, especially those whose lives have been affected or influenced by alcohol and other drugs, crime, and/or violence. Through a collaboration of faith leaders and police, the aim is to improve the personal development of youth, build a system of community support and create healthy and safe neighborhoods.

Mentoring is a relationship between a caring adult and a young person who can benefit from adult support, friendship, advice and a positive example. Mentors serve “high risk” youth and young adults. Mentoring reaches out to youth experiencing challenges in an effort to turn lives in a positive direction. For adults, mentoring is one way to make a dramatic, constructive impact on the community’s health and well-being.

Since 2005 to 2008, the Worcester Police Department Police-Clergy Mentoring program has expanded to nine different churches and one South Asian Neighborhood Center that service Asian-American youths of Buddhist and Catholic Faith.

These Mentoring Church sites are as followed:

<u>Church</u>	<u>Clergy Men</u>	<u>Officer</u>
John St. Baptist	Rev. Roosevelt Hughes	Hazel Berry Dana Randall
True Holiness	Pastor Gregory Wilder	Hazel Berry Dana Randall
Salvation Army	Captain Steven Lopes	Daniel Diaz
Saint Bernard	Rev. Jose A. Rodriguez Sister Michele Jacques	Michael Kowalchek
All Saints	Rev. Ervin A. Brown	Paul Lawrence
Inglesia Cristiana De La Comunidad	Rev. Jose Encarcion	Jesus Candelaria
First Assembly of God	Rev. David Crabtree	Michael Foley
Concordia Luthern	Rev. Ann Burdof	Michael Foley
Emanuel Baptist	Rev. Richard Wright	Derrick Leto
South East Asian Center		Noc Vo

Table 5.7.2.1 – Mentoring Church Sites and Officers

Approximately 300 to 350 youths participate in the mentoring program weekly. Each previously mentioned mentoring church site has a police officer assigned as their



mentoring officer and they work closely with the youth ministries and the youth coordinators within the church.

The Police-Clergy Mentoring Program is an opportunity to work with faith-based organizations in a proactive manner to address the complex issues associated with youth at risk. The plan is not to focus solely on gang youth, but to work with a broader group of youth identified by the faith community who are at risk to street violence and related issues.

The following are program activities that Mentoring Officers arranged, participated in, or helped with organizing for 2008:

- Motocross Event at the DCU Center
- Harlem Globetrotters Basketball game at the DCU Center
- Basketball League for Mentoring Youth
- Soccer League for Mentoring Youth
- Skiing and Tubing at Wachusett Mountain
- Roller Skating at Skylite Rolling Rink
- Signature Event Summer Cook Out and Carnival Amusement Rides
- 100 Mentoring Youth to Six Flags of New England, Agawam, MA (Admission, transportation, and food provided.)
- Trip to the New England Patriots, Foxboro, MA

5.7.3 Programs Directed at Gang Violence and Participation

The Gang Unit's main goals are the intervention, prevention, and suppression of gang related activities. They are also involved in the raising of funds and contributing to charitable events.

Project Night Light

Project Night Light creates a partnership between Worcester CDC Probation and the Worcester Police Gang Unit, designed to strengthen probation as a tool for preventing and suppressing violence in our community. Project Night Light involves teaming police and probation officers in an effort to execute probation violation warrants, identify and document at-risk or gang involved probationers, and find employment for unemployed probationers. Project Night Light aims to suppress recidivism rates, impact the attitudes of probationers, and make positive strides in community based-corrections. Gang Unit officers make approximately 200 homes have been visited.

Project Night Light II

Formalized after Project Night Light I this program focuses on youth probationers where warrants are executed on serious probation violators. One officer from the School Liaison and Gang Unit will team up with a Juvenile Probation Officer and a Department of Youth Services Detention Officer and will conduct home visits for at risk probationers'. We are currently visiting 8-10 juvenile probationers' homes per week. Approximately 500 homes have been visited.



Project Final Notice

This program focuses on re-entry of those gang members who are currently serving time in the County Jail. In cooperation with the Worcester County Sheriffs Office, the final notice team will go to the jail and meet with the inmate in an area provided by the sheriff. During the meeting (which lasts approximately 1 hour) the prisoner will be informed about the consequences of re-offending, such as federal penalties for being convicted as a career criminal. The prisoner will also be advised that if they re-offend, they will face more severe jail time in the state court as well. During this meeting the police will advise the prisoner that they will monitor his/her behavior once released from jail. The prisoner will also be advised of the community resources available to them. These resources may involve helping find a job, housing, substance abuse counseling, and helping them obtain a drivers license.

5.7.4 Curb Youth and Gang Violence, Working in Schools and on the Street.



Boys & Girls Club of Worcester

The following is a list of programs run by various units throughout the WPD to reduce youth and gang violence in the community.

School Protocol

The Worcester Police Gang Unit attends the monthly school safety protocol meeting to discuss programs that target gang members within the Worcester Public Schools. Approximately nine meetings are attended per year.

Gang Talks

Gang Officer's conduct school talks at all the public elementary schools (38 in total) in the Worcester Public School System. Talks are targeted for 6th grade students. During the talk the gang Unit officer attempt to teach: How a gang is different from a group; Identify positive alternatives to gangs; name the characteristics of a gang; explore the common myths about gang membership; define resistance skills. The school-based Gang



Talks have been an on-going program since 1999. This program reaches approximately 2000 students per year.

Youth Health and Wellness

The Gang unit works with the YWCA in partnership with Girls Choice to teach female youth topics concerning health and fitness and domestic violence. The course, which is comprised of classroom and hands-on instruction, runs 12 weeks long. The classes meet on Saturday morning for 4 hours. The total number of youth served is approximately 25.

In-Door Youth Baseball League

The Gang Unit, in cooperation with the Worcester Hosing Authority, sponsors an in door baseball league for youth in the Great Brook Valley Housing Project. The league runs 3 sessions per year with approximately 45 youths being serviced.

P.A.L Youth Basketball

The Gang Unit P.A.L. Youth Basketball League runs 3 sessions per year and serves approximately 100 youth.

Police Youth Boxing Club

Police Boxing Leagues operate through the Worcester Boys and Girls Club and serves approximately 40 at risk youth ages 7-20, male and female.

Summer Camp

The Worcester Gang Unit will be conducting three week long summer camps on the campus of Worcester State College. The program is three weeks of teamwork, celebrity speakers, field trips, sports and informative gang prevention talks. A total of 300 inner city youths between the ages of 11 and 16 years old will be selected from the Worcester Boys & Girls Club, Youth Net, Worcester Public Housing and the Worcester School Department.

Everyday in the morning, the youths will have classroom instruction, in which guest speakers and police officers will inform the youths on various topics. As well as being in the classrooms the attendants will take three planned field trips to specified locations. The latter portion of the day will consist of sports activities for the youths. During the beginning of the daily sports program celebrity athletes and established business people will give a brief talk aimed at establishing positive role modeling. During all time an instructor to attendee ratio of 1/3 will be strictly maintained.

The camp will make all efforts to utilize the spoke approach in recruiting and establishing teams. The spoke approach entails reaching out to youth from different and geographically isolated parts of the community and bringing them to a central location. It is believed that this approach helps to break down territorial barriers, which fuels gang violence.



Heads Up

The Heads Up program is designed to show 7th and 8th grade youths who are at risk the reality of crime and violence by combining anti-violence talks and the Federal Medical Center, Devens Program, “Freedom Means Correct Decisions”. This involves a panel of three inmates from the Federal Prison in Devens, MA and one Gang Unit Officer. This program is conducted on a rotating basis at one of the alternative public schools in the City of Worcester. The students at these schools were all expelled from regular public school due to weapon violations or other violent behavior or drug offenses. Inmates volunteer their time to tell their life stories stressing correct decision making. During 2008 approximately 2500 students were serviced.

Mentoring

Gang Unit Officers have taken at risk youth to several events at the DCU center. The youths have been to Monster Truck and Motor cross events. They have also taken fourteen youths river rafting and thirty five youths to paint ball parks.

Gang Prevention through Targeted Outreach (GPTTO)

GPTTO is a partnership between the Boys and Girls Club and the WPD Gang Unit. Two case managers are assigned approximately 50 youths each who then find programs for the youth which include sports, substance abuse counseling, and mental health counseling.

Project Life Line

Project Life Line is a partnership between the Worcester Youth Center and the WPD Gang Unit. This program focuses on referrals for youth between the ages of 18-24 and includes GED programs and work readiness programs.

Job Program

Gang Unit works with Worcester Community Action Counsel to help place at-risk individual's between the ages of 17-24 into meaningful and fulltime jobs. Approximately thirty at risk youths were identified and assisted in job placement and job training.

Charities and Fundraising

Give Kids a Fighting Chance Charity Boxing Event

This program began in 2003 and has raised \$750,000 dollars for the Worcester Boys Club.

Gang Unit Youth Boxing Club

Twice year the Gang Unit sponsors the “Fights under the Lights” event held at East Park.

Gang Unit Golf Tournament



The Gang Unit holds golf tournament raise money that pays for 4 students to attend St. Peter Marian Junior Senior High School as well as funding for their school supplies.

During 2008 the Gang Unit made 784 arrests and executed 22 search warrants.

5.8 Driving Drug Dealers out of the City of Worcester

The following table shows drug arrests for the years 2007 and 2008.

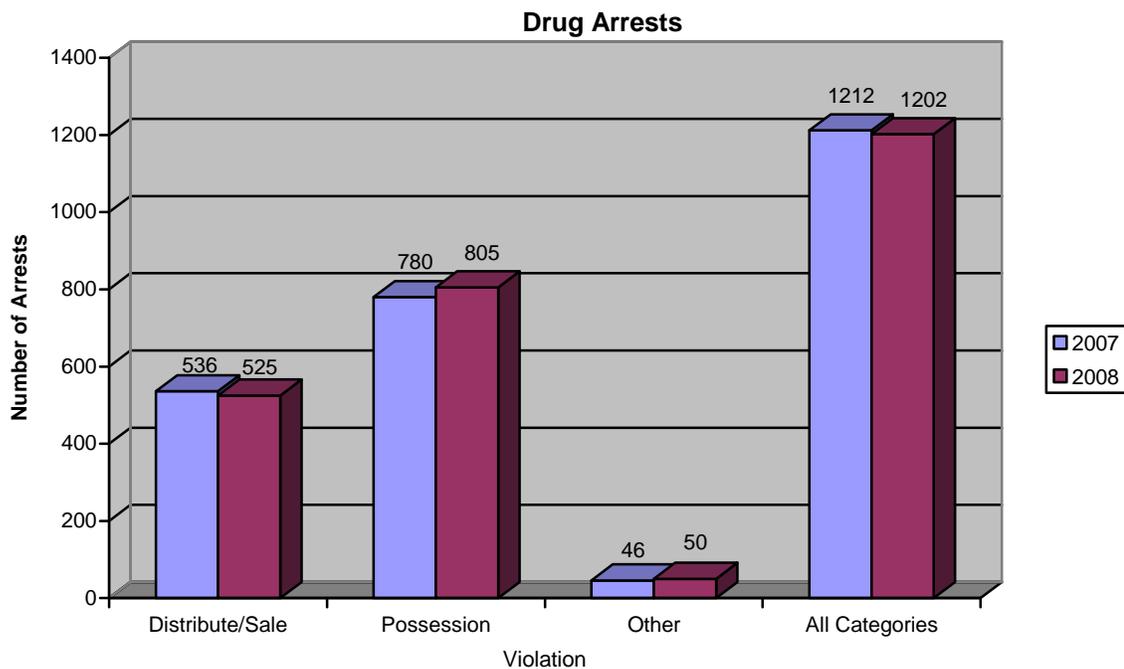


Figure 5.8.1 Drug Arrests and Types for the years 2007 through 2008

(Data Source: *Crime Analysis Unit* – Worcester Police Department)

In an attempt to hurt drug dealers financially the Vice Squad will seize their money when it can be shown that the money has come from the illegal proceeds from drug dealing. In 2008 approximately \$267,000.00 dollars was seized. If the offender is found guilty in court half of their seized money will go to the District Attorneys office and the remainder will go to the police departments forfeiture account. By state law, this money can only be used for investigative purposes and cannot be put in a general fund. In addition, the Vice Squad seized approximately fourteen vehicles during 2008.

The Vice Squad will also investigate midlevel drug dealers and street dealers by utilizing undercover officers and by conducting surveillance in areas where there is blatant drug



dealing. The vice unit also executed 111 search warrants during this time and took twenty-nine guns off the street.

5.9 Strategies to Break the Cycle of Domestic Violence

During 2008, the Domestic Violence Unit of the Special Crimes Division was once again successful in acquiring a Department of Justice (DOJ) funded grant (ADAPT: Aggressive Domestic Apprehension and Prevention Team) with the major focus on offender accountability and victim safety. These funds allow the Domestic Violence Unit to operate on a limited overtime basis during unconventional hours. The Domestic Violence Unit aggressively investigates, locates, arrests, and serves protective orders on those offenders who have previously eluded capture and or service. Additionally, the Domestic Violence Unit has hired an Associate Crime Analyst who will maintain the Domestic Violence Unit database and identify those individuals who are repeat offenders, those who are becoming increasingly violent, and also identify those victims who are most at risk. In Calendar year 2008, the ADAPT Team investigated 4,911 incidents.

The following table shows domestic violence arrests for the years indicated.

	2003	2004	2005	2006	2007	2008
Domestic Arrests*	884	1060	1163	1207	1304	1491

Table 5.9.1 Domestic Arrests for the years 2003 through 2008

(Data Source: *Crime Analysis Unit* – Worcester Police Department)

* These arrests included Execute Without Delay (EWOD) warrant arrests

The Domestic Violence Unit of the Special Crimes Division works closely with a number of social service agencies in the Worcester Area to ensure that the victims we work with obtain the services they need when they need them. Most significantly, we are engaged in a day-to-day collaborative with W.I.N. (Worcester Intervention Network) which joins us in working closely with the victims of domestic abuse. The WIN program is a partnership between the YWCA/Daybreak program and the Worcester Police Department. Logistically, one a full time and several part-time representatives of the WIN Program are housed in Worcester Police Headquarters to confer and collaborate on a daily basis with investigators of the Domestic Violence Unit as well as with victims. The relationship we enjoy with WIN has been invaluable in that victims can find convenient support and advocacy at critical stages throughout domestic violence investigations, prosecutions and continuing into the aftermath thereof. Importantly, this collaborative permits victims, and at times, offenders, rapid and easy access to the various social services available. Moreover the collaboration gives us a better understanding of the underlying issues associated with domestic violence, prostitution, and substance abuse. This, in-turn, makes us more effective in our efforts associated with domestic violence and helps us to better support victims through the various stages associated with this type of incident. During 2008-year there were 4,435 referrals made to the WIN program.



5.10 Build and Enhance Community Partnerships

Building and enhancing our existing community partnerships and/or fostering new ones are always of the utmost importance. These partnerships allow us to better serve our community and enhance our relationships with the citizens of Worcester.

5.10.1 Media Relations/Partnerships

The Worcester Police Department is committed to fostering a cooperative relationship with the different community, local, national, and international news outlets. We realize that the people of city and people abroad have a need to be informed of the different types of police and criminal activity in our neighborhoods. This information is communicated in an accurate and timely manner to the different media.

The Worcester Police Department has a full-time media relation liaison. This position was created to ensure the timeliness and accuracy of the information communicated to the different news outlets. Some of the media relation liaison's responsibilities include:

- Disseminate and/or obtain factual information about criminal activities
- Protecting the constitutional rights of the person accused
- Help ensure a successful conclusion to operational matters
- Inform the media about proactive police initiatives that address crime patterns or trends
- Disseminate public service information
- Inform the media about human-interest stories that occur within the police department

5.10.2 Senior Support Partnership

In order to help reduce the amount of risk our senior population is subject to the Worcester Police Department has collaborated with several of the city's resources. They include:

1. WPD Special Crimes Members
2. UMASS paramedics
3. Worcester Emergency Medical Services
4. St. Paul's Elder Outreach
5. Elder Services of Worcester

Collectively, this collaboration of resources is referred to as the **SENIOR SUPPORT TEAM**.

The purpose of the team is to help the hundreds of seniors in distress by identifying at risk seniors, helping them solve their problem, and/or referring them to the appropriate resource(s) in the community.



5.10.3 Benchmarking Police Performance

The Worcester Police Department has continued to work with the *Worcester Regional Research Bureau* (WRRB) in its efforts to measure citizens' satisfaction and comfort with their police department.

Each year the *Worcester Regional Research Bureau* conducts two surveys: the Citizen Satisfaction Survey and the Neighborhood Safety Survey. The results of these surveys are included in Section 5.1.

They then publish the results from the surveys and present the information in the following annual reports:

1. Citizen Satisfaction with Municipal Services and Quality of Life in Worcester: 2008 Survey (detailed results from the Citizen Satisfaction Survey)
2. Benchmarking Municipal and Neighborhood Services (summary of results from the Citizen Satisfaction Survey)
3. Benchmarking Public Safety (results from the Neighborhood Safety Survey)

The report provides valuable information regarding neighborhoods':

- Police-community relations
- Problems considered most important
- Types of patrols desired
- Locations needing more patrols
- Amount of crime experienced
- The amount of fear experienced

The information directly affects our decision-making for resource allocation, procedural changes, policymaking, and training needs.

5.11 Reduction of Auto-Related Thefts/Crimes

During the 2008-year there were 594 vehicles stolen within the city and 490 recovered.

The following table shows the number of motor vehicles stolen from within the City of Worcester and the number of stolen vehicles that were recovered within the city (but not necessarily stolen from within).



Stolen and Recovered Motor Vehicles Results 2008

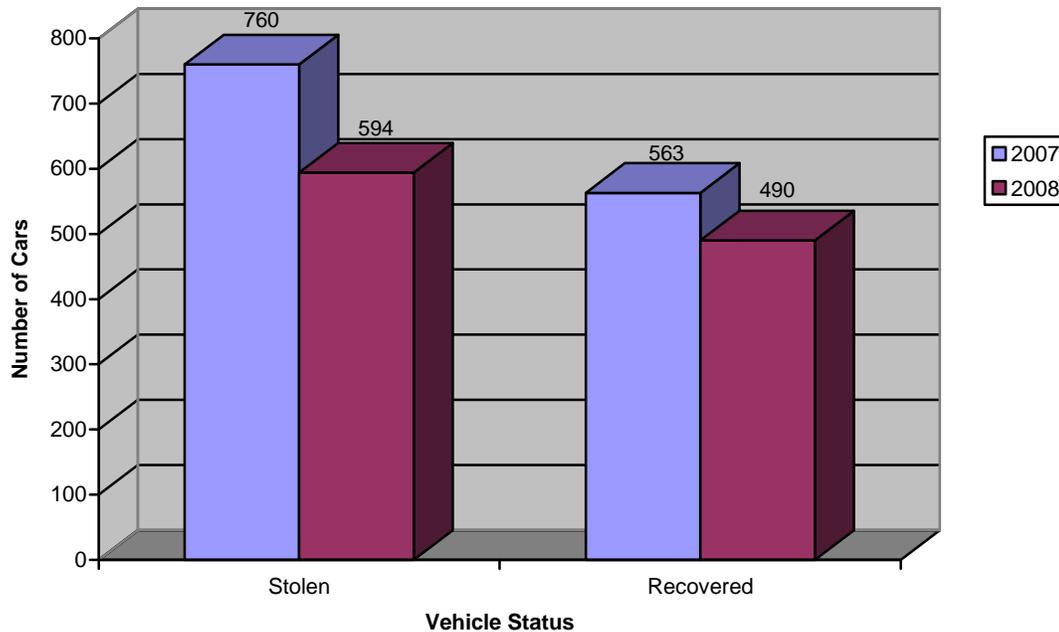


Figure 5.11.1 Recovered Motor Vehicles for the years 2007 through 2008

(Data Source: Detective Bureau – Worcester Police Department)

5.12 Promoting Diversity – Recruitment, Hiring, and Advancement

The main diversity recruitment effort for the 2008 entrance exam was during the annual Youth Summit held at the Boys Club. The Community Impact Division coordinated this event and invited the Gang Unit to attend.

Other diversity recruitment efforts have included making use of the following media, neighborhood resources, and religious venues:

1. Minority Service Organizations
2. Latino Television Broadcast
3. Latin Radio
4. The Centro Los America Neighborhood Center
5. South East Asian Center
6. South East Asian Newspaper
7. Martin Luther King Business Center
8. The Henry Lee Willis Center
9. The African Culture Center
10. The Black Clergy Alliance
11. Massachusetts Veterans Organizations
12. Military Recruiters
13. Local Fitness Centers and Gyms
14. Area Colleges that specialize in Criminal Justice
15. Local Cable access channel
16. Neighborhood Centers
17. Crime Watch Locations
18. Local Businesses



5.12.1 Worcester Police Department’s Demographics

The table below shows the distribution of **female police personnel** with respect to rank and ethnicity.

	White	Black	Hispanic	Asian	Other	Total
Police	22	2	4	0	0	28
Recruits	2	0	0	0	0	2
Total(s)	24	2	4	0	0	30

Table 5.12.1.1 Distribution of Female Police Personnel with Respect to Ethnicity for the 2008-year
(Data Source: *Chief's Office* – Worcester Police Department)

The table below shows the distribution of **male police personnel** with respect to rank and ethnicity.

	White	Black	Hispanic	Asian	Other	Total
Police	356	30	31	3	0	419

Table 5.12.1.2 Distribution of Male Police Personnel with Respect to Ethnicity for the 2008-year
(Data Source: *Chief's Office* – Worcester Police Department)

The table below shows the distribution of **female and male civilian employees** with respect to ethnicity.

	White	Black	Hispanic	Asian	Other	Total
Female Civilians	34	4	1	0	0	39
Male Civilians	10	0	0	0	0	10
Total(s)	44	4	1	0	0	49

Table 5.12.1.3 Distribution of Female and Male Civilian Employees with Respect to Ethnicity for the 2008-year
(Data Source: *Chief's Office* – Worcester Police Department)

5.13 Reclaiming the Roads of Worcester

The Traffic Division’s main objective is to ensure safe travel throughout the City of Worcester and to expedite the flow of traffic.

The Traffic Division activities include enforcement of State and local traffic laws, crash reconstruction (fatal and near fatal), and follow-up on hit and run investigations. Traffic Division assists in expediting the flow of traffic when needed.

Activities also included in the 2008 year are the installations of Child Car Seat by Certified installers, testing the Worcester Department of Public Heavy Equipment Operators for compliance with federal and state law, and operating with the Police Boat



on Lake Quinsigamond. Traffic Division conducts a cooperative effort with the Governor’s Highway Safety Bureau.

5.13.1 Traffic Enforcement

Traffic enforcement is accomplished by traffic-focused-patrols, fixed-observation, and by making use of monitor/display units.

The following table shows select measures for the years 2001 through 2008.

Year	Motor Vehicle Citations	Charges	Fatal Crash Investigations	Non-Fatal Crash Investigations	Hit and Run Crash Investigations
2008	22,331	25,358	6	34	209
2007	21,966	22,621	5	25	255
2006	20,892	22,954	13	21	222
2005	18,652	21,351	9	19	235
2004	n/a	n/a	18	17	n/a
2003	n/a	n/a	12	14	n/a
2002	n/a	n/a	18	12	n/a
2001	n/a	n/a	12	18	n/a

Table 5.13.1.1 Traffic Division Select Measures for the years 2001 through 2008
(Data Source: *Traffic Division* – Worcester Police Department)

The Traffic Division’s cooperative efforts with the Governor’s Highway Safety Bureau were:

- Road Respect
- Click it or Ticket
- Drunk Driving Over the Limit
- Traffic enforcement and education

These enforcement times were conducted during high volume holiday traffic and the goal is to reduce traffic accidents and improve traffic flow.

5.13.2 Traffic Education

The two certified officers work with U-Mass Hospital on a program Injury Free Collation for Kids withy Dr. Hursh as the Director of the program. The program has installed 428 seats in 2008.

The Worcester Police Traffic Division conducted “Operation Safe Crossing”. Operation Safe Crossing was from May 1st to June 16th, 2008. Operation Safe Crossing was initial commencement with announcements to the media. The purpose of Operation Safe Crossing was reducing the number of pedestrians injured or killed while crossing the city streets. The use of a plain clothing police decoy pedestrian in crosswalks was use to determine compliance of pedestrian crossing laws. When a vehicle was not in



compliance they were stopped and issue citation by other officers. The program was very successful and implemented several more times during the year.

Traffic Division in an effort to increase the safety of the students for the City of Worcester School conducted Safe Return to School Program. The focus of Safe Return to School Program was to increase awareness of students returning to school, enforce Speed Limits in posted school zones. This was accomplished with high visibility patrols in the am hours when school was starting

Traffic Division has four speed monitors which are used to educate the public about the speed of their vehicle in a given location so they may self correct improper operation. Placement of the monitors are determined by several factors, areas which have a high rate of non-compliance with speed limits, area of high incidents of crash and citizen complaints.

Traffic Division sponsor several training course and certification for the operation of LIDAR and RADAR. Attending these 40 hour courses were officers from throughout the Police Department.

5.13.3 Traffic Enforcement for Quality of Life Improvements

The Traffic Division focused deployments on several high-traffic zones to address quality of life issues in various communities.

In 2008 the Traffic Division worked with the Crime Analysis Unit in an effort to better identify traffic enforcement areas of focus.

As a result hot spot Traffic Accident maps were developed and units were deployed accordingly. As monthly hotspots moved and or changed resources were reallocated. This strategy appeared to work well and we will continue our collaborative efforts in 2009.



View of Highland St. Worcester, MA.

Some of the issues addressed were loud muffler systems on vehicles, drag racing, illegal parking within posted resident-only areas, groups of youths causing disturbances, loud and/or unruly nightclubs and bars, the solicitation of prostitutes, and traffic law enforcement to help reduce the crash occurrence rate in accident prone areas.



5.14 Heightened Courtesy, Professionalism, Respect, and Integrity

During fiscal year 2008, The Bureau of Professional Standards was staffed by 1 Police Captain, 1 Police Lieutenant, 4 Police Sergeants and 1 civilian clerk. The Bureau of Professional Standards is responsible for the investigation of complaints of misconduct against police personnel, responding to requests for discovery motions in the courts, public records requests, reviewing, updating and rewriting of various departmental policies and procedures, teaching in the police academy, meeting with other public agencies and special interest groups, and other investigations and research projects as assigned by the Chief of Police. The Bureau of Professional Standards has recently begun doing background investigations for those persons apply for the positions of Constable for the City of Worcester.

The data presented in this report are simply rote numbers gleaned from the individual cases received during the last fiscal year. In 2008, 75 citizen complaints and other investigative requests, from sources both internal and external to this department, were received and investigated by the Bureau of Professional Standards. Contained within those 75 complaints were 125 allegations. At the close of 2008, 68 investigations were completed. The Bureau of Professional Standards, via investigation, established the identities of the “complained of” officer in virtually all the complaints filed. In some cases, the complaint was filed against a departmental procedure, specific units, or non-police units; i.e. communications, other police departments, or persons and entities not connected to the Worcester Police Department.

Of the 125 individual allegations of misconduct filed against police personnel, the most frequent recurring allegations are delineated in the following table:

Complaint Type	Allegations
Discourtesy	30 allegations
Unnecessary Force	18 allegations
Knowledge of Procedure	38 allegations
Conduct Unbecoming	9 allegations
Mishandling Evidence	4 allegations
Criminal Conduct	4 allegations
Detrimental Criticism	4 allegations
Giving Identification	4 allegations

Table 5.14.1 Number of Complaint Type for the 2008-year
(Data Source: *Bureau of Professional Standards* – Worcester Police Department)

All other allegations of violations of the department’s rules and regulations occurred less than 4 times.



Of the 125 individual allegations, the findings for the individual allegations contained in those 75 investigations that have been conducted in 2008, have been established with the following results:

Disposition Type	Total Number
Exonerated	37
Sustained	22
Not Sustained	22
Unfounded	15
Resolved	12*
Open	8**
Exceptionally Cleared	7
Withdrawn	2

Table 5.14.2 Results of Professional Standards Investigations for the 2008-year (Data Source: *Bureau of Professional Standards – Worcester Police Department*)

*Resolved also includes all invalid complaints/allegations, administrative investigations, complaints that did not contain any violations of the departments rules and regulations, or complaints that did not involve the Worcester Police Department.

** Open includes all complaints/allegations that are in their concluding stages, awaiting court or other judicial dispositions, or are open due to circumstances beyond the control of the Worcester Police Department.

5.14.1 Training Division – In-Service Programs

Training and professional development of department personnel is a core component of the department’s training philosophy, and is in congruence with the department’s commitment to the basic tenets of community policing.

The department began the training of 32 new police recruits on September 8, 2008. The academy was a twenty-five week comprehensive law enforcement curriculum which is in compliance with, and exceeds, all MPTC requirements. The recruits graduated February 25, 2009.

The Training Division provides and facilitates in-service training to all personnel twice annually in conjunction with, and in compliance with, the standards as promulgated by the Municipal Police Training Committee (MPTC). That training, for the police officers and supervisors, consisted of first responder and CPR training, along with a myriad of training courses and programs designed in accordance with MPTC rules and regulations, such as sexual assault training, use of force training, defensive tactics training and firearms training. The Training Division supervisors attended the monthly MPTC Academy Director’s meetings, and the bi-weekly department risk management meetings.



The first-ever Police-Clergy Academy Class 03-08, a partnership between the Worcester Police Department and the Worcester area faith-based community, began in March of 2008. The class was an eight week curriculum covering numerous subject areas germane to law enforcement and was the precursor to the Worcester Police-Clergy Partnership. The academy graduated 19 faith-based leaders on April 30, 2008.

In addition, the Training Division regularly disseminates training bulletins that deal with criminal law and procedural and constitutional issues of law, as well as legal updates. The Training Division also coordinated with a number of outside training organizations to provide training to personnel in numerous areas of law and procedure. The department hosted two SWAT Training seminars that were presented by lecturers from the International Association of Chief's of Police.

The Training Division staff received training in the following areas: breathalyzer instructor training; emergency vehicle operation instructor training; 911 fitness training; MPTC legal update training; instructor development training; stop stick/stinger spike instructor course; Smith & Wesson Armorer Course; and Domestic Terrorism/Weapons of Mass Destruction Training;

The Training Division implemented a new training tracking software program in order to better document personnel training and facilitated the following training for department personnel: vest fitting for department personnel; wellness training for department personnel; breathalyzer certification; RADAR/LIDAR training; accident reconstruction training; visual traffic statement training; firearms transition training to the new Smith & Wesson .45 caliber firearm; SIMS/Parts training; active shooter training; and numerous training as provided to department personnel via the MPTC.

Furthermore, the Training Division facilitated the complete renovation of the police academy, including state of the art audio-visual technology.

Lastly, one police commander attended the ten week FBI National Police Academy leadership training program held at the FBI training facility in Quantico, VA.

5.15 Bringing Fugitives to Justice

In order to improve the quality of life, reduce fear in our neighborhoods, and greatly improve the safety of our city the Worcester Police Department has taken extra efforts in bringing fugitives to justice.

The following sections describe some of those efforts.

5.15.1 Warrant Enforcement

During the 2008-year there were 9,568 warrants issued, and 3,325 warrants served.



5.15.2 Impact Areas

One Impact Area was defined during the 2008-year. It was located in the Vernon/Grafton Hill Area as seen in *Appendix G*.

The Community Impact Division closed numerous warrants within this defined area.

5.16 Use of Public Funds and the Budget

The Worcester Police Department’s primary goals are to reduce crime, reduce the fear and perception of crime, and improve the quality of community life through “broken windows” policing. These outcomes must be achieved within acceptable costs to citizens and taxpayers. If we are to achieve our goals the department needs to maximize the efficient and effective use of taxpayer money and minimize the cost of policing on individual liberty and privacy. We accomplish our goals through improved use of technology, sharing of information, embracing innovation, and forming partnerships with the broadest base of stakeholders.

The Police Department is comprised of three hundred sixty-eight (381) budgeted police officers, ninety-nine (99) officials and fifty-two (52) civilian personnel.

The Department’s tax levy budget for fiscal 2008 is \$41,214,002.00 95.7% (\$39,449,002.00) of which is used to pay salary, overtime and other personnel expenses. The \$1.85 million balance provides for the operation of the department including purchase of supplies and services such as gasoline and motor vehicle parts and repairs as well as operation of the building including utilities. The following chart illustrates the allocation of tax levy dollars that support the operation of the police department.

Item	Amount	Percent of Total
Salary	\$33,391,110.00	81%
Overtime	\$3,543,250.00	8.6
Holiday and Extras	\$2,034,642.00	5%
Gasoline	\$636,250.00	1.5%
Clothing Allowance	\$480,000.00	1.2%
Utilities	\$468,000.00	1.1%
Motor Vehicle Repairs	\$298,000.00	.07%
Other Supplies and Services	\$362,750.00	.08%
TOTAL	\$41,214,002.00	100%

Table 5.16.1 Worcester Police Department’s Tax Levy Budget for Fiscal Year 2008 (Data Source: *Chief’s Office* – Worcester Police Department)

In addition to tax levy funding the department, with the assistance of the City’s Grants Office has successfully secured a number of state and federal grants, which support a myriad of programs and activities. For the fiscal year 2008 the Department received



\$2,673,574.00 in grant funding allocated to support various programs, training and equipment purchases. The following Table illustrates the grants:

GRANT	AMOUNT
Community Policing	\$765,650.00
Shannon Anti-Gang Initiative	\$445,523.00
Domestic Violence	\$303,206.00
Governor’s Highway Safety Program	\$132,000.00
Weed & Seed	\$43,381.00
LLEBG/JAG	\$198,000.00
Liquor Enforcement	\$19,999.00
TOTAL	\$1,907,759.00

Table 5.16.2 Grants Received during Fiscal Year 2008
(Data Source: *Chief’s Office* – Worcester Police Department)

The following table illustrates the programs supported by the aforementioned grants:

GRANT FUNDED PROGRAMS	AMOUNT
Shannon Anti-Gang Programs	\$339,501.00
Traffic Enforcement	\$120,000.00
Police-Clergy Mentoring	\$158,687.00
Clergy Ride-Along	\$21,066.00
Domestic Violence Prevention	\$303,206.00
Training	\$89,841.00
Bicycle Patrols	\$20,661.00
Summer Youth Employment	\$80,000.00
Weed & Seed	\$43,381.00
Crime Watch	\$58,742.00
Basketball League	\$11,551.00
TOTAL	\$1,246,636.00

Table 5.16.3 Grant Funded Programs for Fiscal Year 2008
(Data Source: *Chief’s Office* – Worcester Police Department)

It is important to note that without these alternate funding sources, the majority of the quality of life and community outreach efforts undertaken by the department would not be possible.

In addition to the above referenced grant funds, the department receives funding from local, state and federal sources which directly fund police and support staff salaries. Those funding sources include the State Community Policing Grant, which supports the salaries of 6 police officers and an associate crime analyst, a three year Federal Community Oriented Policing Grant which supports salaries for 50 police officers and a Domestic Violence Grant which supports the salary of an additional associate crime



analyst. Additionally the department receives reimbursement from both the Worcester Public Schools and Worcester Housing Authority for police service provided to those organizations.

6 Awards, Promotions, and Retirements

This section includes awards, promotions, and retirements for the 2007-year.

6.1 Worcester Police Department Exemplary Service Awards

Awards Committee

1. Captain Stephen Rhieu
2. Lieutenant David Richardson
3. Sergeant Francis Lahey
4. Sergeant Timothy Watts
5. Police Officer Daniel George

Chief of Police Citation

1. William Carrier
2. Paul Gomes

The Water Carrier Award

1. Police Officer Angelo “Hank” Leone

Lieutenant Loman Rutherford Award

1. Sergeant John Lewis

Certificate of Commendation

1. Police Officer Joseph Azzarone
2. Police Officer Elias Baez
3. Police Officer Raymond Binette
4. Police Officer John Bossolt
5. Police Officer John Clary
6. Police Officer Christopher Cutliffe
7. Police Officer Thomas Dowd
8. Police Officer Kenneth Erickson
9. Police Officer Joseph Essex
10. Police Officer James Foley
11. Police Officer Patrick Harrington
12. Police Officer Mark Jolin
13. Police Officer Paul Keyes
14. Police Officer Kevin Krusas



- 15. Police Officer Derrick Leto
- 16. Police Officer Robert Molinari
- 17. Police Officer Richard Noonan
- 18. Police Officer Steven Pignataro
- 19. Police Officer Timothy Reynolds
- 20. Police Officer Mark Rojas
- 21. Police Officer Jeremy Smith
- 22. Police Officer Ryan Stone
- 23. Police Officer Sean Sullivan
- 24. Worcester Police Department Gang Unit
- 25. Worcester Police Department Vice Squad

Distinguished Service Award

- 1. Police Officer Thomas B. Duffy
- 2. Police Officer Joseph Hearn
- 3. Police Officer David Mita

Meritorious Service Award

- 1. Police Officer Terrance Gaffney
- 2. Police Officer Paul Keyes
- 3. Police Officer Anthony LaRange
- 4. Police Officer Christopher Panarello

See *Appendix F* for explanation of awards.

6.2 Promotions

Name	From (Rank)	To (Rank)
Timothy Watts	Officer	Sergeant
Daniel George	Officer	Sergeant

Table 6.2.1 Promotions for the 2008-year
(Data Source: *Chief's Office* — Worcester Police Department)



6.3 Retirements

Rank and Name	Retirement Date
Captain Robert Freeman	12-31-08
Officer Michael Ferguson	2-21-08
Sergeant Philip Riordan	3-28-09
Sergeant Paul Wright	5-3-08
Officer Angelo Leone	7-31-09
Officer Ronald Smith	8-31-08
Officer Margaret Laviolette	9-5-08
Officer Thomas Corsac	9-6-08
Officer Paul Lombardi	11-4-08

Table 6.3.1.1 Retirements for the 2008-year
(Data Source: *Chief's Office* — Worcester Police Department)



Tuckerman Hall



Appendix A - Worcester Regional Research Bureau's Neighborhood Safety Survey

*Note: The Worcester Regional Research Bureau used the 2006 Neighborhood Safety Survey to gather information during the 2008 year.



2006 NEIGHBORHOOD SAFETY SURVEY

In 2001, the Worcester Regional Research Bureau initiated a project to evaluate whether the City of Worcester is achieving the goals in its strategic plan. One of the areas that we are evaluating is public safety services, and your responses to the questions below will provide important information in our assessment of police services and how well they meet residents' needs. All responses are anonymous. The information you provide will be shared with the Worcester Police Department (WPD) and it will be included in an upcoming Research Bureau report. For additional information about The Research Bureau, visit www.wrrb.org, or contact Laura Swanson at 508-799-7169. Thank you for your participation!

1 In which neighborhood group do you participate? _____

2 How long have you participated in this group? _____

3 How long have you lived in this neighborhood? _____

4 What do you think is the most serious problem facing your neighborhood today?

5 Please rate the following:	Very				
	Poor	Poor	Average	Good	Very Good
Safety of your neighborhood in general	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
Overall quality of services provided by WPD in your neighborhood	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
WPD officers' attitude and behavior toward citizens	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
WPD's responsiveness to quality-of-life issues in the neighborhood (neighborhood disputes, loud noise concerns, graffiti, etc.)	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
WPD's responsiveness to the community's overall policing needs	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

6a Is police presence in your neighborhood adequate?
₁ Yes → skip to question 7a ₂ No

6b Are there certain times of day when greater police presence is needed? (Check all that apply)

- ₁ Early morning/before school ₂ Middle of the day ₃ After school/early evening
- ₄ Nighttime/after dark ₅ Other (Please specify _____)

7a In the past 12 months, do you think crime in your neighborhood has:
₁ Increased ₂ Decreased ₃ Stayed the same ₄ Don't know

7b What do you think is the major cause/source of crime in your neighborhood?

7c Compared to other neighborhoods in Worcester, do you think your neighborhood is:
₁ More safe ₂ Less Safe ₃ About the same

Continued → over



8a How safe do you feel walking alone in your neighborhood during the daytime/daylight?
1 Very safe 2 Somewhat safe 3 Somewhat unsafe 4 Very unsafe

8b How safe do you feel walking alone in your neighborhood at nighttime/after dark?
1 Very safe 2 Somewhat safe 3 Somewhat unsafe 4 Very unsafe

9a How concerned are you about being a victim of a crime when you are in your neighborhood?
1 Not concerned at all 2 Somewhat concerned 3 Very concerned

9b Has your concern about being a victim of a crime caused you to change your routine or avoid certain activities?
1 Yes 2 No

10a In the past 12 months, have you or any member of your household been a victim of a crime?
1 Yes 2 No skip to question 11a

10b Were you a victim of property crime (burglary, larceny, motor-vehicle theft, etc.)? 1 Yes 2 No

10c Were you a victim of violent crime (murder, rape, aggravated assault, etc.)? 1 Yes 2 No

10d Did you report the crime to the police? 1 Yes 2 No

ABOUT YOUR NEIGHBORHOOD MEETINGS

11a How often does a police officer attend your group's meeting?
1 Always 2 Most of the time 3 Sometimes 4 Rarely 5 Never

11b Does the same police officer attend each meeting? 1 Yes 2 No

Table with 4 columns: Question, Always, Sometimes, Never. Rows include: Inform you about the types and number of crimes committed in your neighborhood, Identify problem areas in the neighborhood, Explain what WPD is doing to reduce crime, Ask for your suggestions, Provide information about how to deal with quality-of-life issues, Report back on the status of issues raised in previous meetings.

13 How well informed are you about WPD projects, programs, activities, and services?
1 Well informed 2 Somewhat informed 3 Uninformed 4 Uncertain

14 Do you think neighborhood watch has helped make your neighborhood safer?
1 Yes 2 No

15 What suggestions do you have to help WPD provide better service in your neighborhood?

Thank you! Please return your completed survey to:
The Research Bureau, 319 Main Street, Worcester, MA 01608

Appendix B – Part 1 Crimes (FBI's Uniform Crime Report)

Definitions Given by the Uniform Crime Reporting Program:

Violent Crime

Violent crime is composed of four offenses: murder and non-negligent manslaughter, forcible rape, robbery, and aggravated assault. According to the Uniform Crime Reporting Program's definition, violent crimes involve force or threat of force.



Murder

The Uniform Crime Reporting Program defines murder and non-negligent manslaughter as the willful (non-negligent) killing of one human being by another. The Classification of this offense is based solely on police investigation as opposed to the determination of a court, medical examiner, coroner, jury, or other judicial body. The Uniformed Crime Reporting Program does not include the following situations in this offense classification: Death caused by negligence, suicide, or accident; justifiable homicides; and attempts to murder or assaults to murder, which are scored as aggravated assaults.

Forcible Rape

Forcible rape, as defined in the Uniform Crime Reporting Program, is the carnal knowledge of a female forcibly and against her will. Assaults and attempts to commit rape by force or threat of force are also included; however statutory rape (without force) and other sex offenses are excluded.

Robbery

The Uniform Crime Reporting Program defines robbery as the taking or attempting to take anything of value from the care, custody, or control of a person or persons by force or threat of force or violence and/or by putting the victim in fear.

Aggravated Assault

The Uniform Crime Reporting Program defines aggravated assault as an unlawful attack by one person upon another for the purpose of inflicting severe or aggravated bodily injury. The Program further specifies that this type of assault is usually accompanied by the use of a weapon or by other means likely to produce death or great bodily harm. Attempted aggravated assault that involves the display of – or threat to use – a gun, knife, or other weapon is included in this crime category because serious personal injury would likely result if the assault were completed. When aggravated assault and larceny-theft occur together, the offense falls under the category of robbery.

Property Crime

In the Uniform Crime Reporting Program, property crimes include the offenses of burglary, larceny-theft, motor vehicle theft, and arson. The object of the theft-type offenses is the taking of money or property, but there is no force or threat of force against the victims. The property crime category includes arson because the offense involves the destruction of property; however arson victims may be subjected to force. Because of limited participation and varying collection procedures by local agencies, only limited data are available for arson. Arson statistics are included in trend, clearance, and arrest tables throughout *Crime in the United States*, but they are not included in any estimated volume data. The arson section in this report provides more information on that offense.

Burglary

Burglary is defined in the Uniform Crime Reporting Program as the unlawful entry of a structure to commit a felony or theft. The use of force to gain entry is not required to classify an offense as a burglary. Burglary in the Uniform Crime Reporting Program is



categorized into three sub-classifications: forcible entry, unlawful entry where not force is used, and attempted forcible entry.

Larceny-Theft

The Uniform Crime Reporting Program defines larceny-theft as the unlawful taking, carrying, leading, or riding away of property from the possession or constructive possession of another; attempts to do these acts are included in the definition. This crime category includes shoplifting, pocket-picking, purse-snatching, thefts from motor vehicles, thefts of motor vehicle parts and accessories, bicycle thefts, and so forth, in which no use of force, violence, or fraud occurs. Excluded from larceny-theft is motor vehicle theft, which is classified in a separate offence category; also excluded are crimes that involve embezzlement, confidence games, forgery, and worthless checks – All of which are UCR Part II offenses.

Motor Vehicle Theft

The Uniform Crime Reporting Program defines motor vehicle theft as the theft or attempted theft of a motor vehicle. The offense includes the stealing of automobiles, trucks, buses, motorcycles, snowmobiles, etc. The taking of a motor vehicle for temporary use by persons having lawful access is excluded from this definition.

Arson

The Uniform Crime Reporting Program defines arson as any willful or malicious burning or attempting to burn, with or without intent to defraud, a dwelling house, public building, motor vehicle or aircraft, personal property of another, etc.

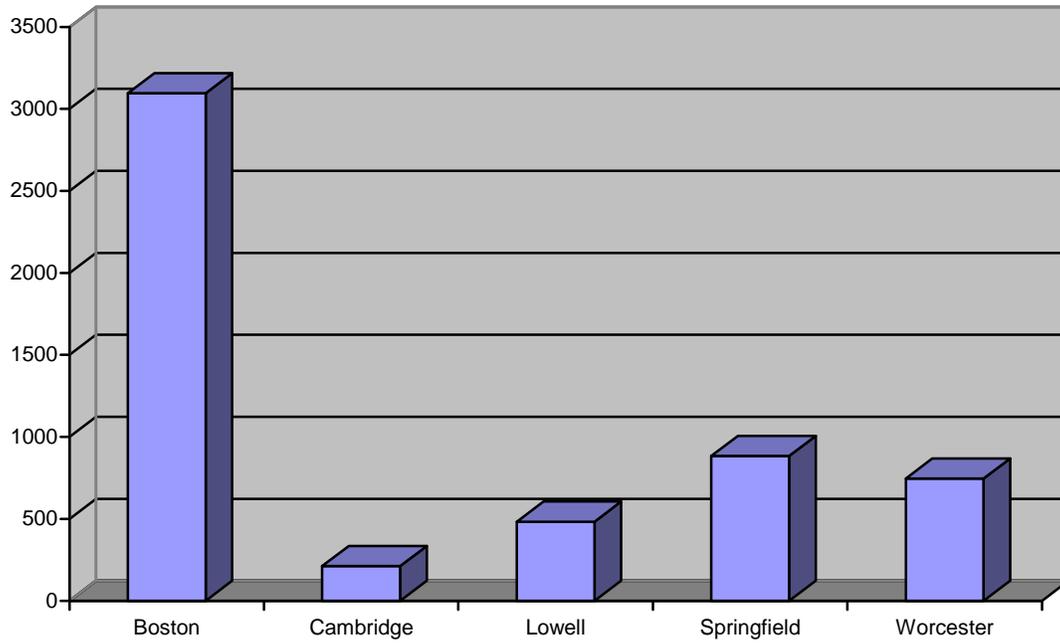
Crime Rate Charts per 100,000 People

City	Boston	Cambridge	Lowell	Springfield	Worcester
Population	591855	101161	102918	151074	175825

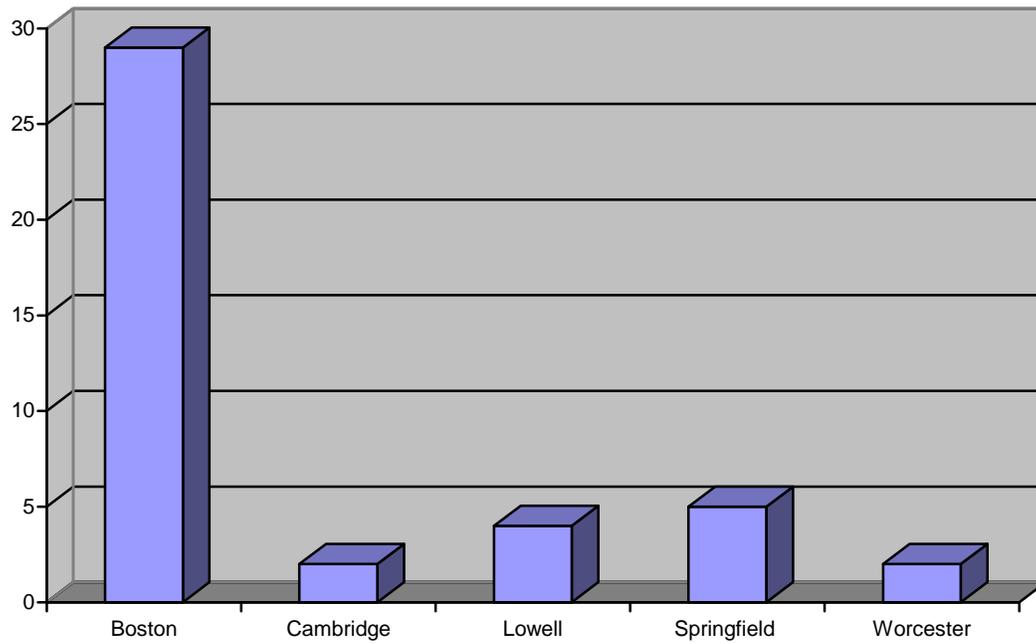
Appendix B: Figure 1 – City Population



Violent Crime Rate per 100,000 people

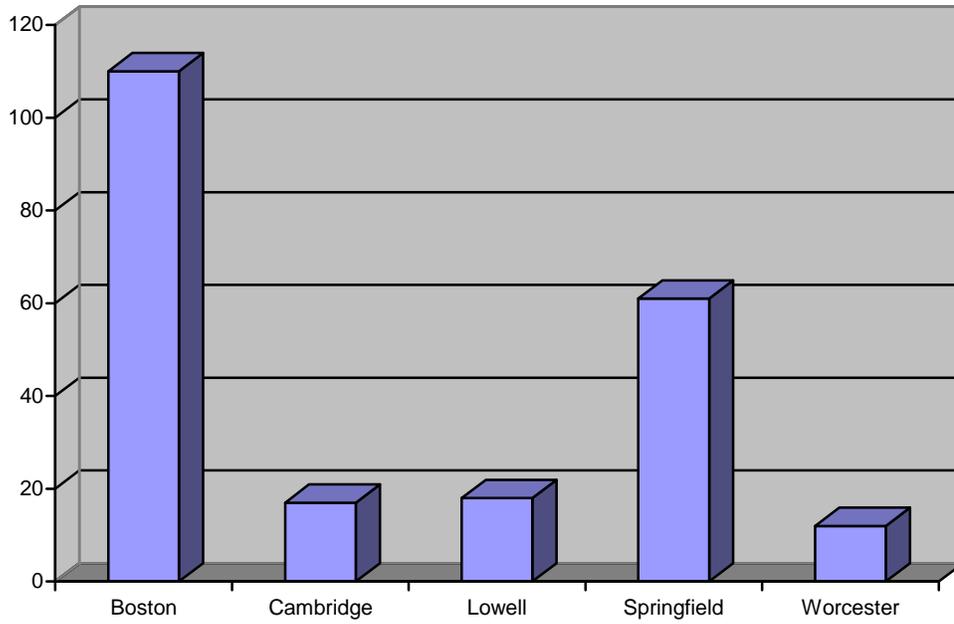


Muder Crime Rate per 100,000 People

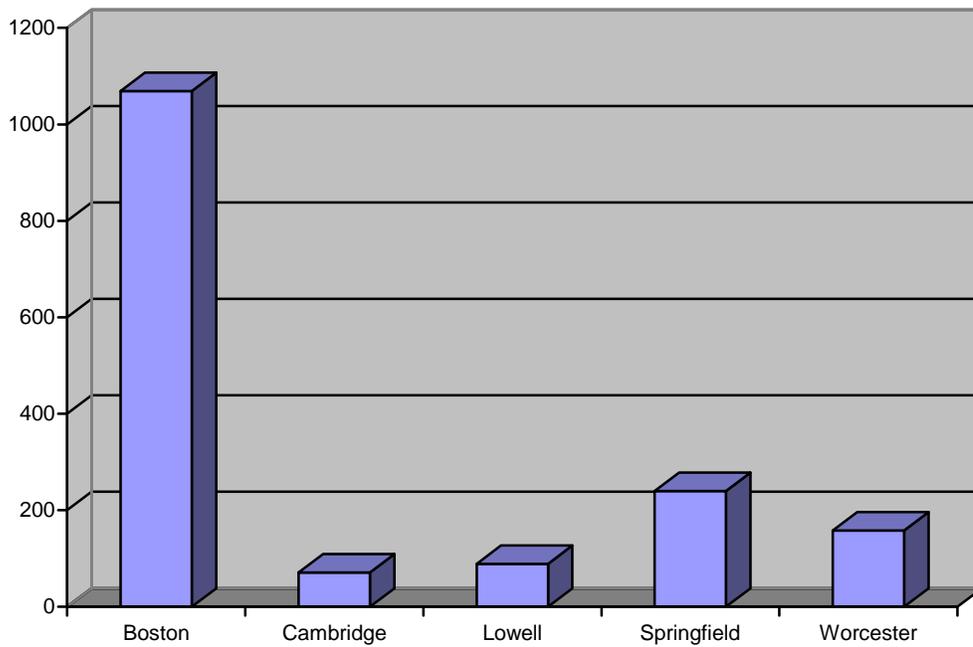




Forcible Rape Crime Rate per 100,000 people

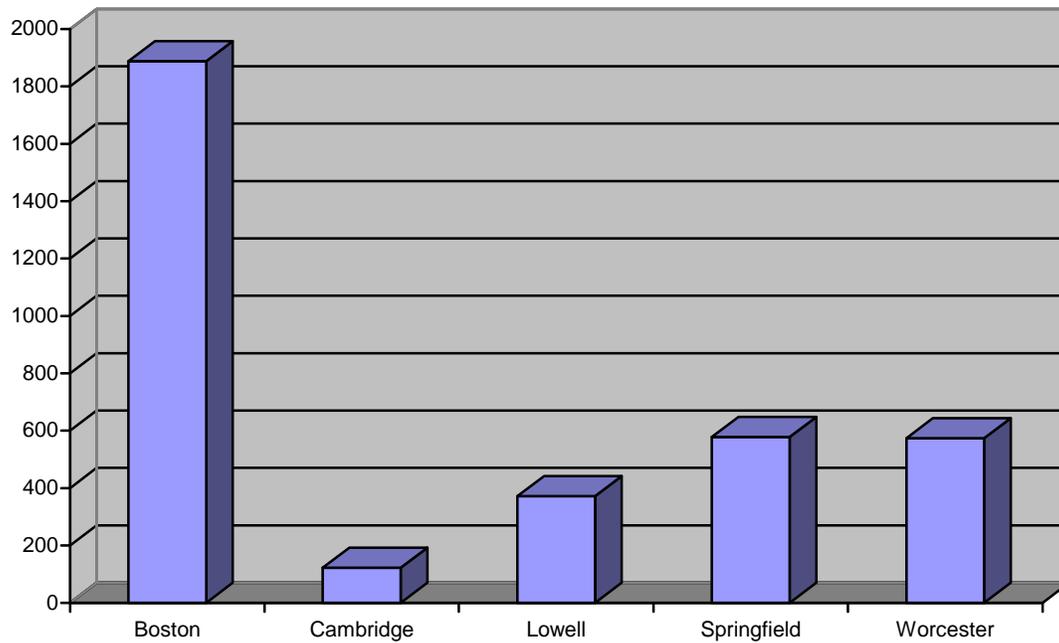


Robbery Crime Rate per 100,000 People

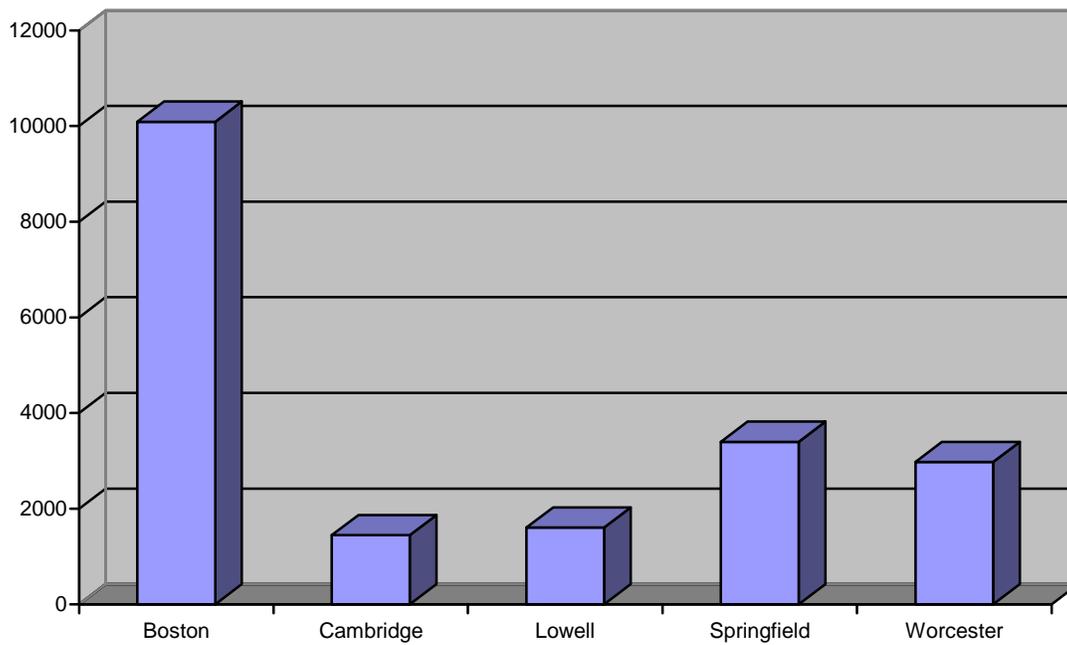




Aggravated Assault Crime Rate per 100,000 People

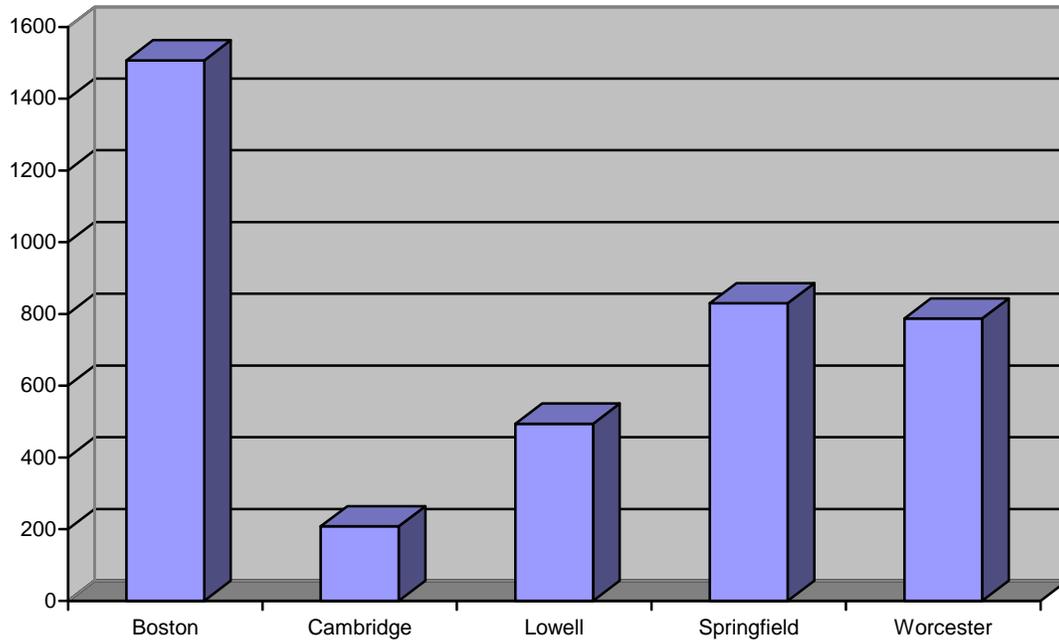


Property Crime per 100,000 People

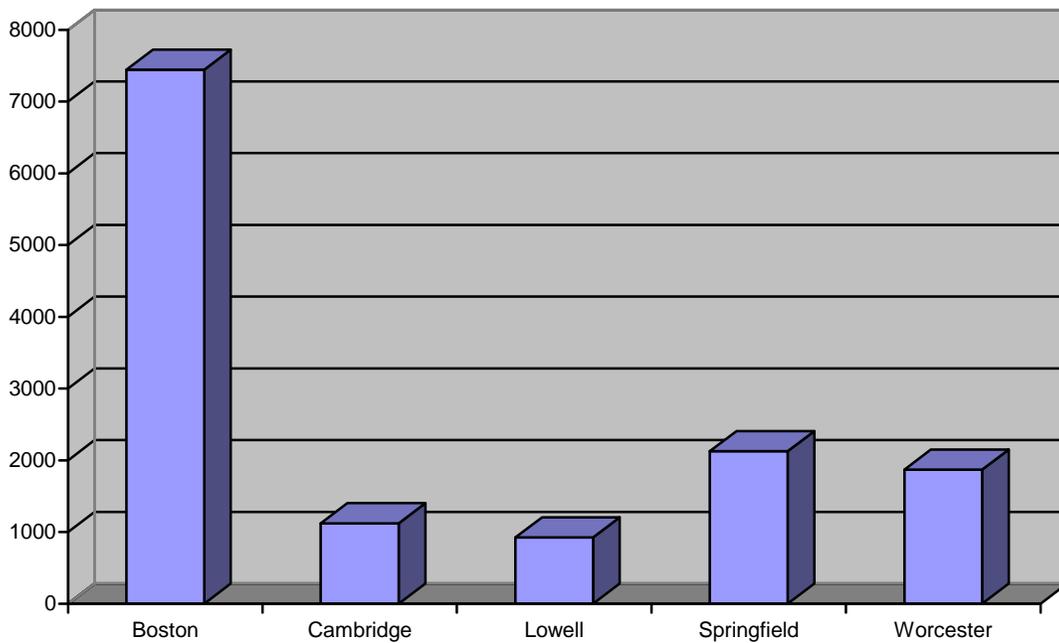




Burglary Crime Rate per 100,000 People

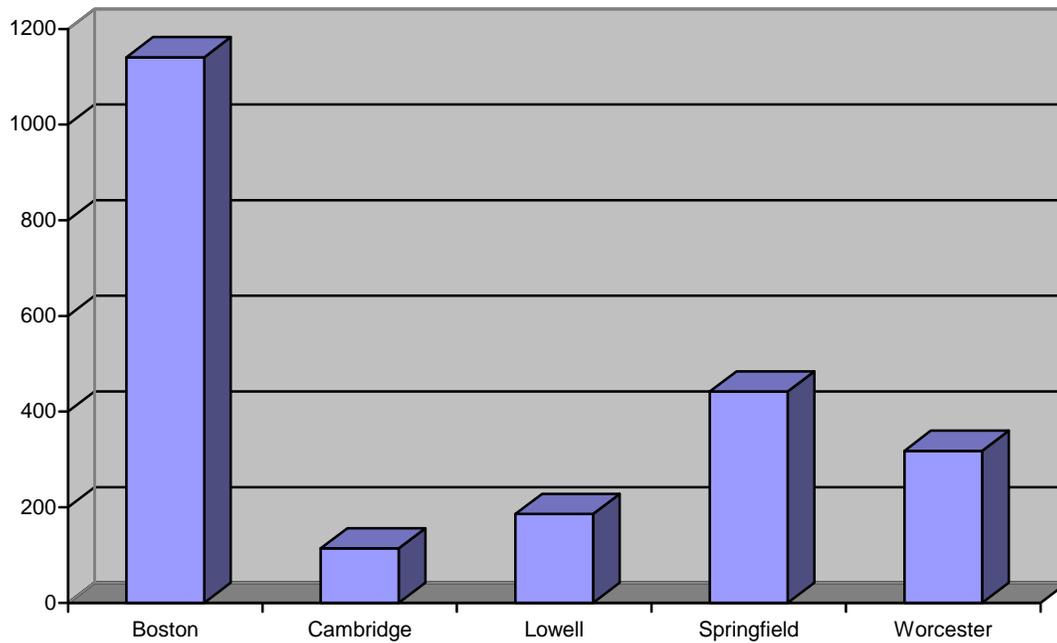


Larceny Theft Crime Rate per 100,000 People

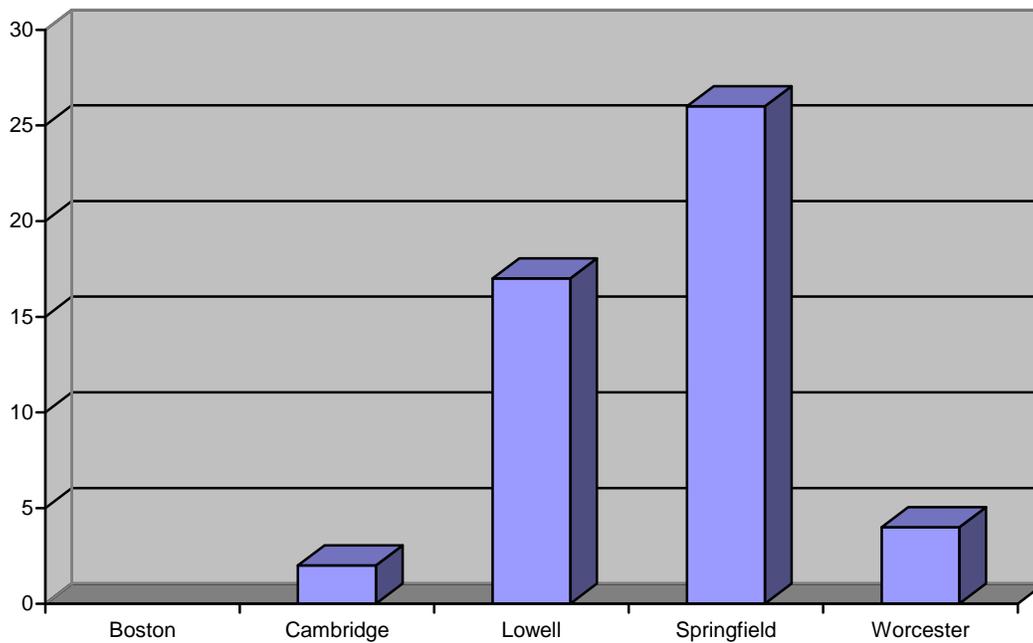




Motor Vehicle Theft Crime Rate per 100,000 People



Arson Crime Rate per 100,000 People



**Note: Some Arson Crime Rates were not available.*

(Source: FBI Uniformed Crime Report 2008 Prelim - http://www.fbi.gov/ucr/prelim2008/table4il_mo.htm)

More detail information can be found by following these links:

http://www.fbi.gov/ucr/cius_04/documents/CIUS_2004_Section2.pdf

<http://www.fbi.gov/ucr/cius2006/index.html>



Appendix C – Zone Map – City of Worcester



Appendix C: Figure 1 - Zones – Public Disorder

(Data Source: Crime Analysis Unit – Worcester Police Department)



Appendix D – 2008 Summary of Incidents

Worcester Police Department, Crime Analysis Unit

Crime Summary 2008

November, 2008

January 1, 2008 - November 30, 2008

	2008	7-Year Average	2008 vs. 7-Yr Avg	2008	2007	Year-to-Year Change
<u>Incidents</u>	8356	7684	8.7%	100151	94649	5.8%
<u>Calls for Service</u>	6805	6078	12.0%	79951	75146	6.4%
<u>Patrol-Initiated</u>	1551	1606	-3.4%	20200	19503	3.6%
<u>Arrests</u>	611	n/a		8153	8770	-7.0%
<u>Noise & Disorder</u>						
<u>Disorderly Conduct</u>	821	860	-4.5%	11946	12452	-4.1%
<u>Noise Disturbances</u>	332	268	23.9%	4561	4755	-4.1%
<u>Traffic Accidents</u>	468	570	-17.9%	5300	5555	-4.6%
<u>Violent Crime:</u>						
<u>Murder (domestic)</u>	0	n/a		5	6	
<u>Assault</u>						
<u>Aggravated Domestic</u>	59	58	1.7%	699	694	0.7%
<u>Aggravated Non-Domestic</u>	22	25	-12.0%	306	316	-3.2%
	37	33	12.1%	393	378	4.0%
<u>Simple Domestic</u>	86	70	22.9%	1065	1043	2.1%
<u>Simple Non-Domestic</u>	42	45	-6.7%	463	540	-14.3%
<u>Robbery</u>	42	40	5.0%	363	349	4.0%
<u>Property Crime:</u>						
<u>Breaking & Entering</u>	140	113	23.9%	1669	1237	34.9%
<u>Motor Vehicle Theft</u>	66	86	-23.3%	616	826	-25.4%
<u>Larceny from Motor Veh.</u>	185	140	32.1%	2076	1762	17.8%
<u>Vandalism</u>	183	186	-1.6%	2017	2239	-9.9%
<u>Weapons:</u>						
<u>Gunshot Calls</u>	18	n/a		183	224	-18.3%



Illegal Carrying	8	n/a	107	154	-30.5%
Guns in Crimes:	11	n/a	142	159	-10.7%
Shootings / Victims	0,0	n/a	11, 14	22, 26	-50%, -46%
Fired, no one hit	0	n/a	3	25	n/a
Pointed at Victim	6	n/a	63	54	16.7%
Held, Displayed	3	n/a	24	28	-14.3%
Claimed, Not Seen	0	n/a	15	21	-28.6%
Knives in Crimes:	30	n/a	329	272	21.0%
Stabbing, Slashing	6	n/a	124	104	19.2%
Waved, Pointed at Victim	16	n/a	137	112	22.3%
Held, Displayed	1	n/a	21	34	-38.2%
Claimed, Not Seen	0	n/a	7	3	0.0%

The 7-year average is the average for the current month over the past seven years, 2001-2007, weighted to give greater priority to more recent years. Robbery and the four property crimes *exclude* cases of a domestic nature.

Appendix E – 2008 Summary of Arrests

Worcester Police Department, Crime Analysis Unit

Summary of Arrests

Calendar Year 2008

Total Arrests by Worcester Police	8,569		
Out-of-town arrests:	89		
Total Arrests Processed by Services Division:	8,658	Days	1,958 22.8%
		First-half	4,009 46.8%
		Last-half	2,602 30.4%
		Unknown	0
Different Persons Arrested:	6,584	<u>Ages of Arrestees</u>	
Repeaters:		Under 17	469 5.5%
Arrested 2 times	880	17 - 19	1,228 14.3%
Arrested 3 times	260	20 - 24	1,926 22.5%
Arrested 4 times	92	25 - 34	2,364 27.6%
Arrested 5 or more times	64	35 - 44	1,444 16.9%
		45 & over	1,138 13.3%
<u>Gender</u>		Unspecified	0
Male	6,645 77.5%		
Female	1,882 22.0%		



Race / Ethnicity		
White	3746	43.7%
Black	1697	19.8%
Hispanic	2943	34.3%
Asian	138	1.6%
Amer Indian	3	0.0%
Unspecified	0	0.0%

Arrests and Charges Filed

(In Categories of M.G.L. Violations)

	<u>Arrests with This Charge</u>			Total Charges
	Total	Female	Juvenile	
Murder, manslaughter, attempted murder	12	2	1	12
Assault & battery / aggravated assault	704	148	32	1,001
Simple assault	965	183	50	1,067
Threatening / intimidation / harassment	0	0	0	0
Violation of restraining order	85	10	0	87
Sexual assault, including rape	39	1	0	169
Armed robbery	43	10	3	46
Unarmed robbery	35	2	4	41
Home inv., burglary/assault, carjacking	19	4	1	19
Elder abuse & related	0	0	0	0
Breaking & entering	236	30	24	319
Larceny, except motor vehicle, n.e.c.	212	31	25	275
Shoplifting	322	119	43	331
Fraud, bad checks, counterfeiting	33	5	2	47
Larceny from motor vehicle	32	1	4	51
Motor vehicle theft & related	104	17	13	113
Assault & battery on police officer	127	37	3	151
Vandalism, malic. destruction of property	318	46	28	403
Arson	3	0	0	3
Trespassing	574	89	35	574
Sex offender residence/registration	11	0	0	13
Disorderly conduct, disturbing peace	1,210	221	76	1,674
Carrying dangerous weapon	99	2	9	105
BB/Air gun violations	4	0	1	5
Prostitution and related	223	168	0	226
Obscenity and related	44	5	0	61
Gambling and related	2	0	0	2
Drug violations - all categories	1,202	166	25	1,920
Drug violations - distribution & sale	525	75	8	982
Drug violations - possession	805	110	20	878
Drug violations - other	50	6	0	60
Alcohol, liquor law violations	850	281	25	1,107
Public health-related violations	1	0	0	1
Operating under the influence	156	26	0	158
Discharge of firearm	5	0	0	5
Other firearms-related violations	92	11	1	243
Reporting, licensure violations	4	0	0	4
Motor vehicle - operating violations	904	93	1	1,171



Motor vehicle - non-operating	609	59	8	742
Motor vehicle - other	265	35	1	337
Failure to Stop for Police	75	5	0	75
Kidnapping	22	0	0	22
Non-support of family, etc.	10	5	0	11
CHINS, other juvenile-related	82	52	79	82
Regarding prisoners, escapees, etc.	105	14	2	112
Interference with public safety duties	43	7	0	43
Resisting arrest	453	62	14	453
Attempt or threat to commit a crime	132	9	14	151
Warrants - serving of	2,282	530	162	2,614
Protective custody	5	0	0	5
Bomb scare or threat	2	0	1	2
Animal-related violations	1	0	0	1
Boat-related violations	0	0	0	0
Hunting & fishing-related violations	0	0	0	0
Civil rights violations	3	2	0	3
Local environmental harm	4	0	1	4
Other, miscellaneous	10	0	0	10
Detained prisoners	100	13	1	101
No charge specified	4	1	1	4
Totals	13,055	2,527	693	16,176

Appendix F – Explanation of Awards

A. Valor Award (5 Stars)

1. Department members who distinguish themselves by conspicuous bravery, heroism, or other outstanding action, and were aware of great personal danger prior to the performance of the act, are eligible for the Exemplary Service Award for Valor. Any department member whose life is given in the line of duty and circumstances indicate an act of valor was performed will automatically be eligible for the posthumous awarding of the Exemplary Service Award for Valor.
2. In order to preserve the importance of this award, nominations will be carefully scrutinized by the Review Committee. The award is based on the performance of a heroic act in excess of the normal demands of police service circumstances wherein the officer was fully aware of the scope of the feat attempted and the imminent threat to his physical safety.

B. Meritorious Service Award (4 Stars)

1. A department member who performs an exceptional act, being unaware of great personal danger prior to initiating the act, but performs in a commendable manner upon becoming aware of the danger, is eligible for the Exemplary Service Award for Meritorious Service.



C. Distinguished Service Award (3 Stars)

1. Any member who performs an act, worthy of merit in a commendable manner, such as saving the life of another person, when such an action may or may not have imperiled the police officer's life and well-being.

D. Watercarrier Award

1. This award represents continuity, longevity, resourcefulness, and an unshakeable commitment to the men and women of the Worcester Police Department.

E. Certificate of Commendation

1. A department member who performs an act of police duty who brings credit to the department, community or member personally, is eligible for the Certificate of Commendation. This award may be presented for an exceptional contribution to the betterment of the department.
2. This award may be given when it is determined the circumstances surrounding a particular act does not warrant a higher award, but do warrant recognition of the officer.

F. Loman A. Rutherford Sr. Award

1. This award is given to one outstanding Worcester Police Officer in recognition of his/her efforts in the areas of Community Outreach & Engagement, Peer Mentoring, and Leadership.

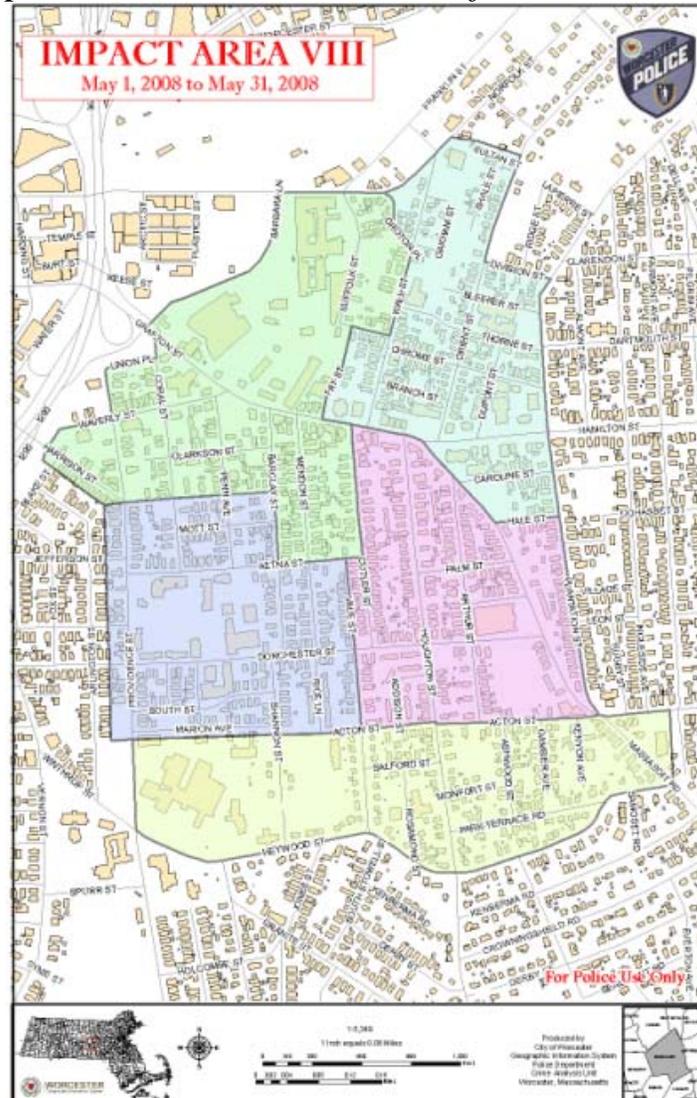
G. Chief of Police Citation

1. This award may be given to a citizen of the community for commendable action taken to assist law enforcement, or for the performance of exemplary community service related to law enforcement.



Appendix G – Impact Area 2008

Impact Area One-Vernon/Grafton Hill Area



Appendix G: Figure 1 - Impact Area – Vernon/Grafton Hill Area

(Data Source: *Crime Analysis Unit* – Worcester Police Department)

THE LAW ENFORCEMENT OATH OF HONOR

*ON MY HONOR, I WILL NEVER
BETRAY MY BADGE, MY INTEGRITY,
MY CHARACTER, OR THE
PUBLIC TRUST.*

*I WILL ALWAYS HAVE THE
COURAGE TO HOLD MYSELF AND
OTHERS ACCOUNTABLE FOR
OUR ACTIONS.*

*I WILL ALWAYS UPHOLD THE
CONSTITUTION, MY COMMUNITY,
AND THE AGENCY I SERVE.*

WPD