

# MEMORANDUM

POLICE  
CITY OF PHILADELPHIA

TO : All South Police Division Personnel

FROM : South Police Division, Management Team

SUBJECT: REPEAT CALL ANALYSIS PROJECT (RECAP)

DATE 01-22-88

1. RECAP is a problem-oriented policing strategy which employs a very simple analysis of "calls for service" within our division. By identifying locations where demand for service is greater than what appears to be normal, we gain two pieces of important management information:

- a. We highlight the locations and calls that are draining our resources.
- b. We receive a "directory" of problem-oriented policing target locations.

We have trained our officers well: "they get their assignment from Radio - get there fast - are courteous, take the report (just the facts) - get back in service quickly - so we can assign another event to them."

The result of this "quick-response crime fighter" philosophy has been that underlying problems are very rarely addressed, let alone resolved. This causes many "police service demand situations" stemming from the same problem, with the attitude being, "we are crime fighters - not problem solver/social workers."

Operating under our new philosophy of community-oriented policing, we realize our responsibility to maintain, or improve, the quality of life on our neighborhood streets while preventing crime. The combination of concerned, caring officers and community residents, using RECAP as one of their tools, will have a positive impact on all our lives.

2. The objectives of RECAP are threefold:
  - a. To promote a philosophy of problem-oriented policing as "the way we do our jobs".
  - b. " To bring better service to our citizens by listening and working together to solve community problems at locations where demand is greatest.
  - c. To relieve the "911 Group" (the majority of our human resources who are committed to answering calls for service) by eliminating or reducing demand for service at certain problem locations. When we talk about relief for the 911 Group, we envision a force with more time to devote to community problem solving and crime prevention.

3. At the initial stages of this project, we see RECAP as an additional task for the following officers: the Commander/Manager of each district, the Victim Assistance Officer, the Crime Prevention Officer, and the Police Community Relations Officer. Of course, any supervisor or officer is encouraged to identify and solve his or her work-a-day problems. However, in order to properly track the results of this project, we must have a control group.
4. Police Radio uses the term "Nature Codes" to identify, in general terms, the nature of the assignments broadcasted to our "911 Group". In addition, these same codes\* are used to classify the nature of police actions reported by the "911 Group" to Police Radio.


Our Data Processing Unit has developed a computer program capable of analyzing the Nature Codes and printing a valuable management report.

At the beginning of each month, South Police Division districts will order PPD 9583 and specify up to ten nature codes covering radio calls from the previous month. The computer program is capable of running ten searches at a time, so don't hesitate asking for ten. You can order any code that you want to analyze. However, don't forget that you are going to be responsible for reporting the success or failure of your problem-solving efforts and that you'll want to look at future evidence of reduced expenditure of resources within your targeted analysis areas.

5. We see the "Demand For Service" type nature codes being the analytical responsibility of the control group, the platoon lieutenants and, eventually, every South Police Division employee.

The "Operational" type nature codes, such as Headquarters» Transportation of Prisoners, Furthers, etc., are seen as the analytical responsibility of all South Police Division management teams and, eventually, every South Police Division employee. The reason for looking at these categories is not harassment oriented, but management necessary. How are we going to develop new ideas unless we see how our resources are used?

The Commanding Officer of each district within South Police Division will submit a report detailing RECAP activity within their commands. This report will be due on the tenth of each month, starting 02-10-88.

  
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INSPECTOR V  
COMMANDING OFFICER  
SOUTH POLICE DIVISION