

COMMITTEE OF THE WHOLE- 6:00 PM - 7:00 PM  
AUGUST 6, 2008

Police Strategy

The Council President plans to add more time into the council meeting if need be, if the discussion is warranted. Legislation relating to staffing pattern changes is scheduled to be on the next Council agenda.

Mayor Pawlowski said two and a half years ago the City of Allentown faced a tough climb up a steep mountain, confronting an historic soaring deficit, lack of economic investment and a crippled and diminished police force due to early retirements put in place by the former mayor. So, we did the only thing we could do as a new administration: we asked for help...Help from our citizens, help from our business leaders, help from area elected officials and help from our city unions and employees. Two and a half years later, the summit is still a long way off, but together we have climbed farther than any of us thought possible. In two and a half short years we have changed challenges into opportunities. Together we have taken a city on the verge of bankruptcy and made it fiscally sound, moving from an \$8 million dollar deficit to a \$6 million dollar surplus without raising property taxes. Together we have seen over \$500 million of new investment come into our city with new projects and developments in almost every area of the city. Together we have worked to host major events (like the recent pro-bike racing Triple Crown Classic), seen the opening of a major baseball stadium, created new housing, fixed streets and bridges, improved code enforcement and invested in our city parks. Yet no matter what we do and all the accomplishments we have achieved to date, the primary issue of safety in Allentown has consistently and constantly undermined any notion of recovery and renaissance in Allentown. So together with a new command staff we set out to rebuild our police force and address years of neglect which had caused crime to go unchecked in our communities. In early 2006, 54 of our most experienced officers retired and additional officers followed in 2007, bringing our level of police staffing down to levels not seen since the 1950s. Through the hard work of our Police Chief and his command staff we have slowly begun to rebuild our force, hiring and training 49 new officers over the past two years with 17 more joining the force in the upcoming months. On top of that we have added 11 new officers to the department above and beyond replacing the ones we lost from retirement. We have focused on making the safety of our neighborhoods, homes, schools and workplaces a top priority. We have installed surveillance cameras in many areas of the city. These cameras are being used to deter criminals or catch them in the act. In all, more than 100 cameras are planned across the city; we have revived the community bicycle squad; we formed an Anti-Gang Unit, which has been involved in gang suppression operations and tactics; we have cracked down on nuisance locations (bars, after hour's clubs) that seem to spawn violent behavior; our vice and intelligence unit made more than 1000 arrests over the last year and a half and took over 20,000 grams of illegal drugs off the streets. The results of the department's new initiatives are already evident and are working to take a bite out of crime. The FBI has recently released crime statistic comparisons for cities over 100,000 in population and in almost every category of crime --the amount of crime in our city has dropped and in many circumstances, dropped dramatically. For example, we saw an unprecedented 17 percent drop in violent crime alone over the last two years. But much more needs to be accomplished and statistics alone do not make a city safer, improve the quality of life, or increase the sense of community safety and pride. These things need to be accomplished through a new strategy--- That strategy is called community policing. So with the help of grants from Air Products, PPL and the state we have hired the top criminologists and professionals in the business (the Hanover Justice group out of Rutgers University) to conduct an in depth analysis of our police department and work with the police chief, staff and neighborhood and community residents to integrate a new community policing model into the Allentown Police Department (APD) and deploy a true community policing strategy in our neighborhoods. The lead consultant in this group is Dr. George Kelling. Dr. Kelling is a professor in the School of Criminal Justice at Rutgers University, faculty chair of the Police Institute, a fellow in the Kennedy School of Government at Harvard University, and a senior fellow at the Manhattan Institute. He has practiced social work as a childcare worker and a probation officer and has administered residential care programs for aggressive and disturbed youths. Dr. Kelling's large-scale experiments, most notably the Kansas City Preventive Patrol Experiment and the Newark Foot Patrol Experiment, led to his ground-breaking work, "Broken Windows: The Police and Neighborhood Safety" co-authored with James Q. Wilson and published in the *Atlantic Monthly* (March 1982) which says that you have to pay attention to small crimes, because if you don't, they will eventually become big crimes and destabilize a community. His most recent major publication is *Fixing Broken Windows: Restoring Order and Reducing Crime in Our Communities*, published with his wife, Catherine M. Coles.

Dr. Kelling has a B.A. from St. Olaf College, an M.S.W. from the University of Wisconsin-Milwaukee, and a Ph.D. from the University of Wisconsin-Madison. Dr. Kelling has consulted with a wide range of police departments including New York City, Los Angeles, Denver, Milwaukee, and many others. Also assisting in this evaluation and restructuring strategy for Allentown is Mr. Robert Wasserman. Mr. Wasserman is the Chairman of the Strategic Policy Partnership, a group that assists police and government agencies with performance improvement and policy development. For the last several years he has been assisting the British Transport Police and London's Metropolitan Police Service in development of new policing strategies, particularly in light of the bombings of 7/7. For the last year, he has served as the substantive lead for the Department of Homeland Security in developing the definition for intelligence-led policing. He previously served as a Senior Advisor on International Law Enforcement for the Bureau of International Narcotics and Law Enforcement at the U. S. Department of State, where he oversaw development

of the substance for a group of International Law Enforcement Academies. Mr. Wasserman has had an extensive career in law enforcement. He has served as a senior executive on several urban American police agencies, including Boston Police, Houston Police and Dayton Police. He was the Director of Public Safety for the Massachusetts Port Authority, overseeing public safety at Boston's Logan International Airport. He has served as Chief of Staff to Dr. Lee P. Brown, Director of the of the White House Cabinet Office of National Drug Control Policy and was sent to Bosnia following the war, serving as both Deputy Commissioner and Commissioner of the United Nations International Police Task Force where he oversaw the restructuring of that country's police. Over the years, he has consulted with police agencies around the world on issues of management and performance. He was chair of the transition committee for Chief Edward Flynn in Milwaukee and Springfield, and William Bratton upon his appointment as Police Commissioner in New York City and when he assumed the office of Chief of Police in Los Angeles. During the course of his career, he has been at the forefront of a number of policing initiatives, including CompStat, neighborhood-oriented policing, the Kansas City Patrol Experiments, Dayton Team Policing, the San Diego Beat Profiling initiative, the Boston Community Disorders program and the Police Recruit Training Year. He was a member of the Executive Sessions on Community Policing at Harvard University's Kennedy School of Government, where he served as a Research Fellow for some years. He has served as a policy advisor to the Metropolitan Bay Transportation Authority's Transit Police in their development of their transit screening program during the Democratic National Convention. He has served as a consultant to the Department of Homeland Security in facilitating the discussion on intelligence sharing for the Homeland Security Advisory Council. Mr. Wasserman completed his undergraduate study in Sociology at Antioch College in Ohio and his graduate work in Police Administration at Michigan State University. As you can see by their credentials, Allentown has been fortunate to work with two of the foremost experts in the field on a national and international level. So without further delay, let me present to you Dr. George Kelling and Mr. Robert Wasserman who will outline for you the foundation and implementation plan for this new policing strategy.

Dr. George Kellig thanked the Mayor for inviting them to Allentown. They're delighted to be there and meet with them this evening. We will begin by discussing community policing in general terms. Policing is an occupation and profession that's been going through very profound changes over the last 20 to 30 years. It has developed into a highly professionalized occupation that continues to grow and expand. It's the profound changes that can be summed up by 2 categories. The first profound change is that we have come to understand that policing is an incredibly complex discipline. The problems police face are not simple, easy, rote problems, but very complicated problems that call for sophisticated responses. Over the years, we have developed methods that they primarily refer to as policing developed by Herman Goldstein of the University of Wisconsin that has shaped the new methodology of policing. The second big change is that for a variety of historical reasons, police from World War II until basically the 1980's developed a reactive strategy, and that is to wait until something happens and then respond to it after the fact with a good criminal investigation. It turns out that while there is a lot of wisdom responding to crime, what got neglected in this era was the whole idea of preventing crime. And many believe that now this has been the new belief in policing that the primary responsibility of policing is not to just react to crime as it occurs, but to prevent crime. Consequently, we've seen since the 1980's a profound shift in the basic strategy of policing. He wanted to mention a few things in his brief introduction. The first is to define what he means by strategy, the second is to characterize the nucleus strategy in American policing, and thirdly to talk about some of the ideas that are driving successes of American policing at the present time. When we talk about strategy, we're talking about a big idea, and that is we're talking about it in more details that says what is the basic business of an institution, what is the basic business of a corporation. It is an idea we borrowed from the corporate strategy. We now have corporate strategy in the private sector, but it's different in tactics. Tactics defer to what the activities of an organization engaged in to attain certain types of goals. The definition of strategy is used again borrowed from the private sector to set a strategy that identifies the goals of the organization and the goals and methods necessary to attain those goals. The important thing is that strategies change over time in response to changing environments and technologies, and that's what's been going on in American policing across the country what both Mr. Wasserman and myself have been involved in for too many of our professional years to account for. It would tip off too much of our ages. The onus of the strategy consists of the following: The first is who authorizes that strategy? What is the source of authority? Why can police do the things they can do? For a generation we believed it was solely the result of the law and criminal law. It turns out the authorization for policing is much broader than that. It includes political authority, expertise. We've seen a shift from a sole focus on the criminal law to solve problems towards, in a broader base of authority, for police to conduct their activities. That authority has political support and includes community support and has broadened considerably over the last 30 years. As we talked about earlier, we've seen change in the function of this. Until recently, the function primarily was law enforcement. Law enforcement is one of the functions of policing – preventing crime is once again recognized as the primary function of police, but also an important function is reducing the fear of crime. We all know that fear of crime, many times, varies independently as serious crime itself. The fear of crime is also correlated with disorderly behavior so police have focused on reducing fear of crime as well as crime itself. This does not say we should reduce fear in areas where crime is rampant. That would be unwise, but it does say fear of crime should be appropriate to the problem as is understood. The organizational structure and processes have changed. We used to believe it was in places like factories or quasi-military organizations in which police use very little discretion. It turns out that was a very mistaken conception. Police use an enormous amount of discretion which calls for a lot of training of police officers, a lot of good direction and supervision. It calls for good leadership because on a daily basis police must use discretion, and do use discretion, but it's just not line officers that use discretion regardless of where you work in a police organization you will find the use of discretion. This calls for wise guidelines,

rules and regulations, and it also means keeping in touch with political, and other sources of authority, to ensure discretion is used in line with the intent of the law, and the law itself. The demand for policing has been primarily rooted through police departments through the 9-1-1 system. It turns out there's a priority system in 9-1-1 that on one hand is very appropriate. It focuses on serious crime. The difficulty with determining the demand for police services solely on the basis of a 9-1-1 priority system is it misses many problems that bothers citizens enormously, and it doesn't matter what community you go to, it doesn't matter how serious the crime problem is, citizens are concerned about minor offenses. There's a lot of concern about major offenses – the disorderly conditions, the abandoned car, graffiti, drugs being used in parks, drug dealing on corners. Those problems both citizens enormously and most often are not heavily weighted in the 9-1-1 systems which focus on violent crime in crimes like burglary. The relationship to the environment has also changed. The old model was best characterized – some of you are too young to remember the original one – but it was characterized by Sergeant Friday. In just the facts, ma'am, just the facts. That is the relationship to the environment as persistent and remote and police stood outside of communities as strangers policing communities. The relationship to the environment now we believe is much better served if police work closely in neighborhoods, represent those neighborhoods, are known in neighborhoods, and there are all kinds of tactical reasons for this including getting information and being able to work closely with citizens about problems. In terms of tactics, the old tactics were riding around in cars with the idea that riding around in cars would create a feeling of stronger presence. It failed to do that since they're not sensitive to patrolling in cars. It appears to citizens that police in cars are going to perceive it as something they have to tend to. They're not there for those officers. Today when he rode into town, and he crossed Hamilton Street, there was a police officer walking a bike and talking to citizens. That officer was very much more of felt presence in that neighborhood than the officer merely passing through in a car. This basically has been shifted to another set of tactics which emphasizes working closely with citizens, but is basically focused around problems. He will mention a little bit more about that shortly. Finding the outcomes in the last generation of policing has been considered in the number of arrests, the response time and the crime level. Clearly those are more than variables but at the same time what they ignored was the level of fear in the community, the citizens' sense of public safety, the citizens' satisfaction with the police. Crime remains important but the additional critical outcomes was that policing was not pursued. The big ideas that have reshaped American policing first of all he mentioned before in terms of problems. It turns out the old police response was to incidents. The police would get calls for service, they'd respond to an incident and then depart from that scene and go on to the next incident. We have come to understand that incidents most likely have had a past and are going to have a future – spousal and domestic abuse is one example. If you go to a call the second time, certainly you're going a third time. The fourth or fifth time you're going to go to serious abuse or a homicide. That could parallel all kinds of other crimes. The first big idea has been the idea of we deal with problems, not just incidences. The second is broken windows. Basically, this focuses on the fact that minor offenses are important. The citizens are bothered by them and push hard to get police to do something about them. Police have found that broken windows is a very powerful preventative means. The third major idea is that you cannot police in a democracy without the consent of citizens. We learned this very powerfully during the 1960's, during the riots of the 60's, during the disturbances of the 60's when police thought there would be remote people policing citizens from a distance, and Los Angeles was a classic example. We learned in a democracy you have to have the consent of citizens if you're going to police, and more importantly, if the police are going to succeed, you need the collaboration of citizens, institutions, and organizations. The next idea was pulling levers, and pulling levers was based upon the idea that criminals are very busy people being criminal. They commit minor offenses; they commit major offenses, and we know a very small number of offenders commit an enormous number of offenses. That's the bad news. The good news is because they're such busy criminals, they give you a lot of opportunity to (inaudible). Police have developed a tactic that can be used not only to stop their criminal behavior but to discourage criminal behavior on the part of the younger or less aggressive colleagues. Kennedy, one of our colleagues we worked with is a primary proponent of this. They have had wonderful successes in Boston and Highpoint. The final big idea was CompStat. CompStat is an organizational method that does 2 things. First of all it analyzes neighborhood by neighborhood and secondly it holds the police managers accountable for solving the problems in those neighborhoods. This is the context of American policing now presented. His colleague, Mr. Wasserman, will apply these ideas to the Allentown circumstance now.

Robert Wasserman said the policing strategy that we have worked with the department on identifying has a number of elements which most importantly provides for meaningful geographic policing, which means we establish a substantial and sustainable police presence in the major neighborhoods of the City. It also provides for managerial accountability at that geographic level. One of the things we learned in the field over the years is that you need to provide for managerial accountability at the highest levels of the organization. That means somebody who has ownership of the quality of policing in a neighborhood area and has sufficient rank that they can make things happen and provide leadership that is required and is a value to officers. Third involves the use of larger assignment areas, which means instead of the old concept of one beat represents one police car, we establish assignment areas that are larger and you vary the amount of personnel assigned to the areas. You also provide for its cover units so that officers are able to respond as backups or have the capacity for backup response without the necessity of officers always having to leave the area in which they are assigned. One of the things we find in cities across the country is that officers always viewed when they have smaller beats as having to go some place outside the beat, because they have to go to the next beat and provide assistance. They always have to be going some place else. 9-1-1 kind of drives that and the size of the beat. The policing strategy will provide for larger assignment areas and you'll see this on the maps involved so that a proportion of officers can have a sustained presence in the neighborhood area. Its police response is the issue of choice. We have become 9-

1-1 driven when indeed it's more important to get a handle on the problems the community faces to creating a sustained presence in the neighborhoods throughout the City. You can't have officers always having to go some place else beside the areas to which they are assigned. That means if we have to establish a much more sophisticated means of dealing with 9-1-1 service call work demands. You can't just say when someone calls, we'll send an officer. We have to give the caller a realistic time for response; we have to not respond to certain types of things that can be handled in another manner. The trade off here is we want officers to stay in the general areas of the City to which they are assigned so they can have a proactive policing presence of the issues that are priorities in that neighborhood. The redesign on the police service areas is a part of the strategy that aligns them a little better with actual geographic boundaries of Allentown. The watch commanders' roles are proposed to be strengthened in terms of overseeing the performance on a given watch of the department according to the priorities that have been set by the geographic managers, as well as the standards of the department. It involves neighborhood problem solving, so that with the collaboration of neighborhood advisory councils and others in the neighborhood, we establish priorities in the neighborhood areas that result in problem solving. There are 2 primary sources of the problem solving initiative. One is an analysis and continual monitoring of repeat calls for service. We go back to the same addresses over and over and over again, and we handle them as incidences, and we don't address the underlying problems that generate that command. Secondly, with proactive strategies and tactics, we will make a difference to priorities in the neighborhood. The objective to all of this is to provide an active, highly visible policing presence and tactics in the neighborhood. The new PSA areas are a better match of natural geography. They should reduce the officer's necessity to leave the PSA area on call response. It is very important that we cut down the amount of time officers have to leave the PSA in doing something in an adjoining PSA. It involves fewer beat areas. It's the use of the cover units, all under the management of a police captain. What is a part of the strategy is to have 4 captains – one in charge of each PSA area. Each of those areas having a citizens' advisory council who will meet regularly with the captain identifying what the problem solving in areas, in strategies, ought to be in that area, creating a visible, highly active policing presence.

They presented a slide showing the current police service areas.

Mr. Wasserman continued there are 4 of them. Inside of them are the beat areas most of which get staffed around the clock. You can have someone assigned to 403 and that officer is as likely to be working in 402, 404 or 401, and often in 101 or 202 because the current state of dealing with service demand is every call that is received gets someone dispatched as soon as possible, and if an officer is free, than the priority is sufficient, and they will be taken out of the area and assigned to respond to that call in an adjoining area. What that ends up resulting in is often you have officers going throughout the City, from call to call, and you cannot establish a meaningful patrol presence in each one of the geographic areas. There are 3 ways of addressing this. One way is to add substantially more police officers, and then you can have more officers in every neighborhood. The second way is to reduce the call demand for things that require officers to immediately respond. The third is to work on problem solving responses and to identify certain things that we will not have officers go to. It will reduce the call demand and allow officers to remain in the neighborhoods with a sustained presence. One of the great inconsistencies in this design is the fact that in PSA 3, which starts off at the river and ends north of the river, so officers are largely drawn from those neighborhoods in the south up to the north meaning there's a diminution rule of policing presence in those neighborhoods south of the City. The same is true in PSA 1 where very often they have to move over to the 101 for that whole area. The east side fails to have a sustained policing presence. Having a sustained presence in all the neighborhoods of the City is one of the requirements, and one of the things we are basing the strategy on. The revised areas – you'll note there are 4 again. 4 PSA areas but the river has become a boundary between the east side, and center is south side so there is a better geographic map. There's not much of a difference in PSA 2. There's a big boundary change in PSA 4 and 1, and a substantial one in the north part PSA 3. As you will note, it's the beat/assignment areas within these PSA's are larger than they are now, which means that as the department moves to match staffing levels with actual work demands, we will at some times of the day only have one unit in most of the areas. In the busiest times of day, we may have 2 and we will commonly have a cover unit in each of the PSA's who provides for the backup in the second officer presence, or can fill in for a beat unit if they are closest to providing backup on emergency calls. We provide more flexibility of units, and the units get allocated as much as possible according to work demand, we have a greater presence at busier periods, but more flexibility in how those officers get assigned. In each one of those areas, there's a greater chance with the other changes we're proposing to make sure that there will be a sustainable presence in each one of the beat areas listed. To make all this happen, there are a lot of things that underway in the department at the present time. One is the finalization of staffing requirements for each PSA. We've all reached agreement on the boundary lines. Now he's returning what the allocation of existing resources is; and, secondly, we need to identify the optimal call response requirements for each of those areas. That will then serve as the basis for reallocation of existing personnel along each of the PSA's. The CAD (computer aided dispatching system) has to be reconfigured to match the new PSA and beat area boundaries. We have to implement new communication policies for (inaudible) the service processing. It has to take into account the existence of its cover units. It has to move to limit out of beat assignments, unless it's an emergency. We have to change the caller interface so that people are given an indication for what they can expect when they call for assistance over 9-1-1, and it will involve major staff training of the personnel assigned to communications. Then we have the orientation of officers and sergeants regarding the expectations for proactive policing if they get to spend more time in each of the PSA areas. Some years back when community policing began to take hold in this country, we often had, in cities, the assignment of a special group of officers who were the community policing officers. Those

officers were very effective establishing relationships in the cities. The problem that resulted from his experience across the country was that the rest of the officers in the department went about its policing in a traditional way, and community police officers were the only ones that took the responsibility for the quality of the relationship and the quality of the spawning of problems that were a priority for that neighborhood. This strategy is aimed at taking every officer assigned in the neighborhood to have the responsibility for addressing the problems. Formally, only the community policing officer took any responsibility. We have to draft internal policies and procedures which are the way to support the policing strategy, staffing requirements, vacancy allocations. He'll go back to the vacancy issue. The call of management and response and there are plenty of improvements required for a CompStat process. It will measure what performance we're getting out of the new strategy. We have to develop a performance data stream that will support performance management in the CompStat process involving an on-call demand including repeat calls for services. We want to look every month at where we are on repeat calls for service and whether the PSA handlers have a strategy in place to deal with those places that are at the top of the list for repeat calls for service. In the performance management process, we expect the PSA managers, the captains, to be on top of exactly what the service demand and what the crime situation is in their area and be in the process or have implemented strategies and guidance to their offices that will address those priority problems. There will be a formation of neighborhood advisory councils in each PSA that will involve orientation of the captains once the assignments are made or will be in the process of the development of a meeting agenda and related processes in the orientation of the council itself. In the problem solving process, we will move for identification of action strategies by the council and the PSA commander and his officers. It will require officer briefings and focus sessions on the problems that are selected, and they will involve the selection of key neighborhood issues for action by the community and the beat officers. Many of the problems that can be identified would underlie the concerns of community about the safety and quality of life are things that are beyond the ability of a police department itself to address. You have to bring in other agencies of City government. You also have to get members of the community to start to get involved in assuming responsibility for things that impact the quality of their life that they have control over. Sequencing the CompStat sessions with performance management will focus on the initial terms – repeat call responses and call for service responses, as well as a variety of other factors. The CompStat sessions will be run on a weekly basis with each one of the PSA areas drilled down once every 4 weeks. Over the longer term, members of the community and others will be invited into the CompStat process to become a partner in discussions about the effectiveness in the problem solving that's going on in the PSA area. There will be a dual focus at the start on the priority issues for the advisory council and the repeat call locations. There are a lot of implementation challenges we face as we move forward. One of them is what is key to changing the environment is the development of trusting relationships between the police and the communities and neighborhoods throughout Allentown. It's very interesting that Allentown, more than any other cities in the United States your size, there's been a substantial decrease in violent crime, but there's still a great uneasiness throughout the City about the safety and fear of crime and what is going on in the City's neighborhoods. That is only going to change from a policing perspective if the police and community, develop together, a relationship of trust, which is required before there can be meaningful collaboration of problem solving. Second is to provide a visible, sustained felt presence in the key neighborhoods of the community. We have to address the issue eventually of what is the size of the department that is required for sustainability of the approach that Allentown wants over the longer term. The changes that are being done here will lay the framework for making that kind of decision, because if we make the changes here, we will see how we improve. It's what we get out of existing resources and what kind of investment the City ought to make in future resources for the department. If we have to look at civilianization of positions that do not require the full police officers sworn skills, and we have to think about the diversity in the department of all levels of the organization. The recruitment initiatives – the department has to look at expanding its cadet corps because there's a real advantage to try to home grow future police officers, and the connect program is probably the best way of doing that. You want people to become Allentown police officers who the department knows and know Allentown and have had experience. We have to position Allentown to be known throughout Pennsylvania certainly as the place to be, because this is where policing is being done in its best sense. So people want to be here and we have to weigh our experience with longevity. Meaning if somebody wants to come here, he would suggest they only want to stay for 5 or 6 years, but they're energetic and they care about Allentown. We would rather have someone like that who leaves after 6 years even asks for an investment if while being here they care and are active in the Allentown policing scene as opposed to somebody who comes and says they want the job because they'll get a good retirement out of it after so many years, and they'll stay with it. We need activity and its commitment and passion for making Allentown the place where people want to be. We have a challenge in engagement with the community. There are many people who feel – they don't have to get engaged. This is just a policing problem to solve. It isn't. It's a problem for the community to solve in the neighborhoods with the officers and in collaboration with the officers. But it's not only the police who are going to change this environment. And, finally, as a part of that, we need to expand outreach and involvement and get pretty sophisticated about it. This is a work in progress. It starts with identifying geography and builds the capabilities around that geography. It's built around, basically, having a chief of police in every neighborhood who is accountable for the quality of what he does. Challenges could be patrol vacancies. Every time police agencies have a vacancy and someone leaves, usually it's the patrol force that takes the vacancy. If we're serious about neighborhood and geographic community policing, all the vacancies cannot be taken only in patrol, but they must be at least shared throughout the department. As well as that – and the Mayor has recently been very responsive – with Council's support – whatever the authorized strength of the department is, the department always must be encouraged and permitted to have replacement officers, so we don't have officers who leave and then the vacancies exist for 6 or 9 months or until new officers finally come out of the academy. There will always be officers who leave, and we need to not

allow the vacancy rate to go below what is required by a sustainable presence in the neighborhoods of the community. We have to limit out of sectoring; we have to do all we can to avoid officers jumping around from his beat to beat, some of it by reducing the call demand for immediate response, and some of it by insuring officers don't stop initiating responses where they have not been sent or required by the nature of the incident as it comes through the Communications Center. We need to increase taking action on observations. One of the things that many officers have a very good track record of, he has seen, is when they see things that are suspicious or things require action, they'll stop and will take action against them. Not all officers do that, and under the new strategy we expect everybody to take action on everything they observe that leads into the sense of the community such as fear and things that aren't under control. Vehicles must be used primarily as transportation. That means you use a vehicle to go some place, but you don't rely on the vehicle as the primary mechanism for getting out on patrol in the neighborhood. Officers need to park their vehicles and get out and gauge and talk and problem solve on the streets of the neighborhood when they're not responding to a call for service. We have to greatly improve the data analysis capabilities of the department. It is very limited in private analysis, and we need to see if we can get help from area universities so we can bring in senior students who can assist the department in handling its analytical capabilities. We have to be careful to control overtime expenditures, and we have to think about how we orient new police officers for the neighborhoods in the City. One of the things we had discussions about is the idea that when officers come out of the academy as a part of their performance training, they get an orientation from a coalition of neighborhood folks about the nature of the neighborhood which they will be assigned, and we need to increase the neighborhood stake in the success of the policing of it. As this gets in place, we will see true neighborhood and community of policing, as the elements come together. It's going to be a work in progress over the coming months. There are milestones and pieces. We need to get the captains in place so they can help us drive the resolution to measure the implementation issues that he's identified, because they are going to be held accountable for the success of the work under this strategy in the police service area to which they are assigned. It's going to provide for managerial accountability. That also involves ensuring that we decentralize authorities in a variety of areas to each of the accountable managers. It will provide for strong community partnerships, because we'll be engaged in a collaborative effort which focuses, lives and has its businesses in these neighborhoods. It will result in collaborative neighborhood problem solving so we're not just incident responders over and over again. It will result in call for service management which means Allentown has to stand as a community and say what's most important is the sustained active policing presence in our neighborhoods even if it means if some of our service requests have to wait a bit or be handled in our alternative manners then it will result in strong performance management with great visibility and transparency about where the department stands in addressing these challenges at each point in time.

Mayor Pawlowski said we need to transfer funds to create a new captain's position. We accomplished a lot. We rebuilt the actual manpower. We've been very successful in seizing large amounts of drugs off the street, but if we're going to be truly successful and have a true impact at reducing crime and creating the quality of life and the overall perception of safety in the neighborhoods, we have to do what we set out to do. Some of this is basic and you have principles and making sure we're addressing the problems in a strategic manner; making sure that we have a proper command structure; making sure we're addressing the problems; making sure we have true daily input in reducing the size of these service areas to get more in line with the true geographic boundaries, which he thinks are critical. We've talked many times about the east side and because of the way we're constantly responding – if you look at the old geographic map, the way the curving is set up – the whole center city area is divided into 4 PSA's. No one truly has overall responsibility for that particular area. We're finally redesigning PSA's. When you have a PSA with one captain, you really will have responsibility for that center city area. If you look at the vast majority of problems, 59% to 60% of those problems are in that area. It's very critical that we have a consistent, coordinated effort and approach, which we did not have in the past. Coordinate our efforts, making sure we have continuity, making sure we have basic management structure, it's critical to implement a policing strategy – it's very simple to transfer and upgrade some positions. It's much more than that. It is really changing the philosophy of how we respond to calls and how we police our neighborhoods. They want to see that felt presence. They want to get to know their officers. They want to know those officers are patrolling their neighborhoods. Over the course of the next couple of months we're going to be implementing these processes. Some on Council, a while back we talked about CompStat, but we've never implemented it. The City never implemented these types of approaches in providing comp staffing true accountability in performance. We're actually going to put these practices and policies in place and subsequently come back to you saying this is what we've accomplished. These are the performance measurements we set out for ourselves. This is where we're at. We're not just readjusting our tactics and strategies because the criminals and gangs will constantly readjust their tactics to get their work done. We're setting the basis of a brand new strategy. It started by implementing some of the technologies and focus on the hot spots. All that is part of community policing. We're restructuring the entire department. The number one thing in philosophy that will drive this department in the future – we have 2/3 of the force is new. Within the last several years it was difficult to implement a new philosophy and strategy. Now is the time to put that in place. He asked them to join him in this new endeavor – we must work together to make this City where people want to live and be safe and enjoyable. People want to come here and work.

Mr. D'Amore said we have a public meeting scheduled for 7:15 PM.

Mr. D'Amore reconvened the Committee of the Whole Meeting on community policing.

Mr. Phillips asked if ComStat was ever implemented in the City of Allentown?

Chief Roger MacLean said there was ComStat under the Afflerbach Administration.

Mr. Phillips asked if he was part of that?

Chief MacLean said absolutely.

Mr. Phillips asked if the program was ever implemented under that administration?

Chief MacLean said there was a form of implementation, yes. Was it successful? If it would have been it, would still be in place.

Mr. Phillips said he sees Dr. Kellig has a nice resume that's full of a lot of things you accomplished, mostly academia. . .

Dr. Kellig said he thinks he's been an academic, but he's been practicing in the field of police departments starting in Dallas in 1971. There's never been a time during his academic career that he has not been simultaneously working as a researcher or a consultant in one or more police departments, including in other countries.

In response to Mr. Phillips' question, Dr. Kellig said his entrance was working with police unions. He has consulted with police unions over the years well. Although the last 7 or 8 years he focuses more on managing and tactics as a result of things that happened in New York City. He has consulted extensively with unions.

Mr. Phillips said according to Mr. Wasserman's resume, he has read things he has been involved in on a federal level. Again, is your experience more executive versus mind or tactical experience?

Mr. Wasserman said almost all of his experience in departments has been in the executive line.

Ms. Eichenwald thanked PPL, Air Products and government grants for providing us with your experience. She congratulated the Mayor and the Chief of Police on their willingness to change. She heard in their presentation, the following words: "The size and the department goes from day to day." What concerns her is the number of police we have. Will this new idea be able to work without cutting the police force? Whatever that number we have now – that number that we desire of 207. Will this work? She often heard a sustained active presence in the neighborhood – it appears to her, in order to have a sustained active presence in neighborhoods requires a larger police force than what we have. So will we be able to work with the number we have?

Chief MacLean said first of all he will say he will not turn away any additional help. He believes we can get this process working, and he'll defer to the experts here also. He thinks we're at the point now, as we are rebuilding the department, we are getting people on the street. We still have more people to get on the street. We're still not fully staffed. He thinks now is the time to start this. As Mr. Wasserman said in his presentation, we can then look at it and see where we're at, what are the numbers we need to be at, where are we falling short, what do we have to move, what do we have to adjust? As he said, this is going to be a work in progress, and he thinks that's also going to be part of it.

Mr. Wasserman said he thinks it's an interesting position we find ourselves in. If we make the tough decisions about call to service response, and we don't do certain things that are not required for immediacy, we will have some impact on reducing the demand that pulls officers out of the neighborhood. There's no question in his mind that ultimately this department will probably need additional people. We need to see what the impact of these changes are, and then we can come up with a very realistic figure of what is required to be, where everyone wants us to be. If it is agreed by all, that the department needs money, you have to figure out the challenge of the City and how to fund it. There's no question, we're going to have experience here as this goes in place. We begin to monitor how we use our time. We will have an impact on the number of officers required.

Ms. Eichenwald said when Mr. Schweyer, Mr. Donovan and myself went back to the office as well as our friends and colleagues, every time we were questioned about what we would do in the City, each one of us said time and time again, more police. She has a bit of concern that we adopt this procedure, and then we once again put the idea of more policemen under the table. She wants to make sure we always keep in mind that goal to increase the police force. She feels personally responsible having said that I would make every effort possible, as a City Councilwoman, towards that goal.

Mayor Pawlowski said she has his commitment to do that, and we have. Over the course of the last 2-1/2 years, we increased the police staffing. When he came into office the budget was 196. We now have 207 that are budgeted, so we've actually increased the size of the force by 11 officers. We need to increase it more. The question we had before is how much do we need to increase it? He was at a conference today with the Mayors from across the country, mostly from the northeast, cities of similar size, some were bigger, like Boston and Philadelphia. One of the things he talked about with his colleague mayors – it turned out

the conference had a national agenda that would be presented to the Presidential candidates – during the interims of the sessions they had a chance for dialogue – what’s interesting is other cities similar in size, at varying degrees, some had more officers, some had less and some had less officers than we do and less crime, yet they are in some of the same situations we are. He doesn’t know if it’s the amount of officers. He thinks we have to look at it strategically, which we’re going to do for this process. We need to make sure we have the management changes in place, and as we look at the results of how these changes are affecting policing in the community then we can come back with a realistic number that we can then present and budget out in the course of several years and say let’s get our policing staffing up to a certain point. As you know, police cost money, so we need to make sure we find the monies within the City, and we do it strategically, judiciously and within our act of making sure that safety is the first and foremost agenda item that we address. All Council is going to do that. He’s committed to that. We’re going to make sure that we consistently improve this force, but what level we go to he thinks is a factor we need to assess after we get out of this new management strategy then we can truly make a determination of how many police officers do we really need in these particular areas. If we have 207, and it’s not working, why is it not working? We may find it did work, but we don’t know that until we create this new strategy, put it in place and actually measure our results for progress.

Ms. Eichenwald said she doesn’t see it as either or. She’s pleased with his answer. It’s what she wants to see is in the policy we adopt. May we always, always keep in mind what is the right number.

Mayor Pawlowski said they’re of the same mindset.

Ms. Eichenwald said getting back to the idea of sustaining active presence. She also wrote herself a note on diversity. In addition to a sustained active presence in the community that more of our police have to look like our citizens do. She hopes as we go forward and as we lay down these policies that we will do everything possible of looking around and making sure our police force represent the community of Allentown. That we do everything possible. She can think of no greater gift in this community then to have police men and women who represent all the diversity that makes this community great. Another very important issue.

Chief MacLean said he wholeheartedly agrees with her. They went to great lengths at this last test they gave to reach out to all sections of the community. They went to different colleges, groups . . . they had a pretty good showing on the tests. They had 485 people take the test. A hundred some didn’t pass. That is certainly a big goal of theirs. Assistant Chief Howells has been very active in that and monitoring a voluntary survey, an extra step of the examination process, to see where we’re losing – who are we losing where, and how can they address this.

Ms. Eichenwald said if you’re talking about taking police force out of cars, walking in the neighborhood, establishing relationships, it becomes even more important. We have to leave no stone unturned and do whatever we can to make sure we diversify our police force.

Mayor Pawlowski said he agrees wholeheartedly. You will notice the last 7 officers that were sent for Council’s approval, 2 of them were Latinos. We need to make an even greater effort in presence. One of the things that we’re doing, so you know we started a process. We’re working with Lehigh Carbon Community College. They had received some funding in the past for a training institute. We’re looking at how we can use some of that funding to improve our own police academy. It would also create a pipeline between students who are going to community college and want to choose a policing career. He thinks it’s atrocious that you’ll see advertisements for security guards. Security guards don’t have Act I20 certification and they spend large amounts of money to go to some of these technical schools, and at the end of the day, they can’t get a job as a police officer. They can get a job as a security guard for \$8 or \$9 an hour, but yet those courses are filled. Some of those individuals are getting themselves into debt to get this training that is useless for them, because they really want to be in law enforcement, but they don’t have the proper training. They want to create a pipeline with LCCC. We’re working with them. We want to make sure that we get kids in high school. We’re looking at several cities that have academies. We tried one in the past at Allen and Dieruff. They really tried to create that homegrown police officer that cares about the City and lives in the City that will truly pay attention to what’s happening in the City. You have my full support and the Chief’s total support. It’s a noble cause, and we will make sure in a few years we can come back and say we have a diversified department. A department that reflects, percentage wise, what the community reflects. We have a long way to go to achieve that. Each journey starts with a first step.

Ms. Eichenwald asked how can we make the perception that we have?

Dr. Kellig said it turns out that the research we have on this suggests the most powerful way to deal with fear is to increase police-citizen contact. Officers on bicycles, officers on patrol, officers who are working closely with citizens, are most formidable instruments to manage fear in a community. We know from the research that if you increase the amount of foot patrol, fear or crime drops. If you decrease the patrol, fear of crime increases. It goes the same way with citizen satisfaction. Strategy for police tactics to emphasize the intimate kind of working relationship between citizens and police are essential in reducing fear. We need to be realistic about this. We don’t want to reduce fear where there is danger, but that comes with good policing that advises

citizens and stays close to citizens. The tactics they're recommending are not only powerful in terms of reducing crime but also managing fear as well.

Mr. Gurdy thanked PPL and Air Products for supporting this and to the selection committee who spent a lot of time to select the proper individuals to do the research. For the last 30 years he's been talking about public safety on this dais and also in the community, and it's very much needed. Even prior to that, before he was on City Council, he would come to Council and question many issues regarding public safety including what Ms. Eichenwald spoke of earlier, which is diversity. He's one of those people that every time we hire a new person, he'd say the City needs to look like the community it serves. He knows we have a long way to go. The Mayor wants to make some strides on that. It hasn't been done. No criticism to the Mayor, but he feels, and other people feel, that we need to make a stronger effort. He thinks this is a step forward, and he knows the Chief is making an effort. He was very relieved to see the other day that 2 of the 7 new officers were from Latino backgrounds. He also congratulated Dr. Kellig and Mr. Wasserman for the excellent presentation. In regards to diversity, would you recommend and or is it possible, that we look – he knows they talked about a cadet project, a grade school project, and homegrown officers – just like the colleges do for our (inaudible). He thinks we're at a critical point. We have our sister city Reading, and they were sued because of not having more police officers. We need to take a stronger view of other cities. The school district, for example, has tried to acquire teachers to serve the student population that they serve.

Mr. Wasserman said they've had discussions with the Chief and his staff about ideas for addressing diversity of the incoming blacks, and we are working to provide linkages and examples to other communities that have been successful. It is his experience that in some ways it's a lot easier to address the diversity issue when you are a community as a part of a larger area as opposed to a community that exists sort of as its own little insular area, in the middle of the state. There are lots of people in Allentown, this whole thing of homegrown becomes particularly important because that is such an important source of the future of the department. The Chief has been very concerned about this, as has the Mayor. We are always thinking of linkages we could make that would make a difference in helping to solve this problem.

Dr. Kellig said the genius of American policing in what has failed in this regard time and time again but in theory the genius of American policing in a democracy citizens can govern themselves, so in a democracy citizens should police themselves. They police themselves by hiring representatives of their community to the extent that you can solve the problem of diversity. By recruiting locally, you are most consistent with the principle of people policing themselves. If that doesn't work, he strongly encourages outreach to additional communities, but what Bob said, to the extent that you can get local people with diverse backgrounds to represent their community as police officers, the better off you are. If that doesn't work, you look farther. The starting point should always be locally, so people can police themselves.

Mr. Gurdy said the presentation you made, another issue is public trust. If there's no public trust, it's not going to work. He's not saying that. He's out in the community a lot, and you can see through my face and my accent I'm Hispanic. One of the things I see is there is very little public trust of the police department, right now. The reality is when you want extraordinary things, you need strong resolutions. When he came to this area, in the 70's, we had a lot of police officers that were Hispanic. He knows they got rid of the point system they had, but we haven't been the same.

Dr. Kellig said the matter is an urgent matter, and we are providing a variety of solutions to that. He thinks the first thing, and he knows his colleague, Mr. Wasserman was involved in, for one reason or another there have been a lot of standards to block obstacles in either minority groups or women into policing. Historically, part of the past has been to go very carefully through the selection processes to make sure the motives – whatever the motives have been historically we remove obstacles to minorities and women being on the police department. He thinks already in the last step, and those steps can be describing of the achievements of Mr. Wasserman, that the first step was to remove any obstacles and make sure there weren't any obstacles that might have been the result of historical factors, the result of (inaudible) policing. He does know in the early 20<sup>th</sup> century, the model for a police officer was a white male, over 5'10", under a particular weight, etc., and that was the model they wanted of a police officer. Women were out; shorter minorities were out; short whites were out. Over time, as we understood the job of policing better, we would remove obstacles that have kept minorities, women, people of different sizes out of the police department. That has been an important first step to make sure we're not creating obstacles so we're not allowing local people of color, females, etc., to get into the police department or other minority groups. The starting point is to see how it works as those obstacles are removed by fair processes that the Chief has been busy trying to implement.

Mr. Wasserman said it's a very important issue. We have to work with the department to identify options.

Mr. Gurdy said he knows they'll suggest what the department should do. He feels very strongly about this. He thinks it's very important. He agrees with him. We need to change our trend of thought if we want to change our department.

Chief MacLean said he wants it to be known that they did discuss this. It's certainly an issue. Assistant Chief Howells, who oversees the recruitment, went to great lengths to reach out to different areas of our community to get candidates that would

reflect the community. He put together a recruitment team of officers, who volunteered their time, and went out to do recruitment. If there are any suggestions from Council, we'll certainly take them, too. He doesn't want it to seem like nothing has been done. Assistant Chief Howells went to great lengths to get out to the community, and all segments of the community.

Mr. Guridy said perhaps the people who entered the Army would like to join the police department. They are given some points. We have people who were in the armed forces who got a lot of points and retired at 42, 43 working for 13/14 years of service. Those issues need to be looked at. It's a very difficult situation to speak about.

Mayor Pawlowski said residency was bargained away back in the late 70's. We've had a slow decline of officers who live in the City. It's something they're pushing for now. He doubts if we'll get it back unless we hit massive concessions. One of the things we're looking at are ways for incentives. If they live here they're going to have a greater commitment to the taxpayer. The retired officers are costing us \$4.1 million additional. We could hire over 82 officers with that money. They're working with the Realtors Association. We won a national grant – one of the 5 realtor associations in the country that we work with to provide down payment assistance for officers who want to live in the community. They're working on developing the guidelines for that program. We want to make sure that our public safety service lives within the City limits. Other good ideas come from other municipalities. They're always open to new ideas. Getting people who are homegrown is critical on a number of different levels.

In response to Mr. Guridy's question, Chief MacLean said the shifts were addressed at roll call by Assistant Chief Howells, who was instrumental with Mr. Wasserman in developing the police service areas, the boundaries. It's still a work in progress. It's changing slightly what we do. There will be some things we will need to talk to the union about. He'd love to be able to hire all Allentonians, but that still doesn't take away from the caliber of some of the officers that we've been hiring. We've hired some good officers. We can't change the past, so we've got to work on the future. This is the time to do this. We have a lot of young guys and once they and the community feel more comfortable, it's only going to help this plan.

Mr. Guridy raised the issue of part time officers. He asked how could they influence his presentation? In Dr. Kellig's and Mr. Wasserman's studies throughout the country, how would you address that?

Mr. Wasserman said most police departments in this country do not have part time police officers because there's real concern about the orientation, training and regularity of training that officers who are not full time receive. A lot of departments have police auxiliaries, which really is the preferred method of dealing with – who becomes a part time officer, in a sense. There is a police auxiliary. There are state training and standard requirements, and yet there also is a great advantage to try and have officers who can work during hours of peak demand, so your strength at the time in which you need officers the most. That's a very cost-effective concept. It is a complex issue. Right now, the planning we're doing here is to take what exists now and how do we maximize our return given the issues in Allentown from that which is there. He knows the issue of part time officers is a part of the discussions or has been over the contract. He has not had a look at the viability of that. He is looking forward to implementing this and looking at different ways of doing things. Sometimes it's good to change.

Mr. Donovan welcomed Dr. Kellig and Mr. Wasserman to Allentown. He has followed their work over the years. He looked at some of their client cities. He'd like to second Ms. Eichenwald and Mr. Guridy's statements about demographics. Could you add to the management systems and responsibilities that he thinks need to be in place to insure the community and the officers have these trusting relationships and will develop in a way that they can do what we anticipate. He thinks it's true that the history of Allentown has had tremendous racial and ethnic tensions. We currently have a police force from one particular demographic group. He thinks it does contribute to problems and trust. What did you see in other places that ensures we can put management and leadership in place to begin moving toward more trusting relationships?

Dr. Kellig said he thinks the most important thing in building trusting relationships are the tactics that police use. If we look at attempts to change officers' attitudes through, or build trust between citizens and police, by sensitivity training and other forms of training. The critical issues are to develop tactics that put police in contact with citizens throughout the neighborhood and community. The trouble with the old 9-1-1 approach is that generally police have an excess number of contacts with very troubled and troublesome people. They start to develop a world view that is also very troublesome. As they get to know citizens and communities, it's amazing how the culture of policing changes, because police officers start to understand that their primary basis of safety, which is a legitimate concern they have, is the information that citizens will give them if they get to know the citizens. An anecdote from Somerville, Massachusetts, which is 3 decker working class diverse community that he wrote when he was younger when he used walk and ride with officers, he noticed the officers on bicycles didn't wear body armor. He asked them if they didn't wear it because of it being too warm. Their response was no, we know where the dangers are. We don't feel we have to wear the body armor. Officers in cars were wearing body armor. There was research in Flint, Michigan, that compared the fear levels of officers riding 2 in a car with foot officers walking alone. In the same neighborhood, officers riding 2 in car were more fearful than officers walking alone. The key to get at the development of trust is to develop tactics that expose officers to the real life neighborhoods and communities. 95%, 98%, 99% are law abiding citizens who want to live in peace, and it doesn't matter what their race or ethnic background is, they want to live in peace and harmony with their neighbors and they

want to live happy lives. Police must have a lot of contact with those citizens to appreciate the quality of life that can develop in a community. His approach to answering the development of trust is get the officers out of their cars, into the neighborhoods. That doesn't mean they abandon cars. They still use the cars as a means of transportation, but riding around in cars doesn't help communities, and it alienates citizens from police. In response to Mr. Guridy's remark, trust becomes a cycle because as citizens come to trust the police more, more of those citizens in minority communities, especially who want to become police officers, these are people he admires – they want to be like that when they grow up. The sad thing you see is 7, 8 and 9 years old kids chasing police officers to get the baseball cards and to talk to the police officer. 13 and 14 year olds are busy with drugs. Building a trust is a tactical issue. It is not a training issue. Training is important, but it has to support the tactical approach that emphasizes individual relationships between police and citizens.

Mr. Donovan asked if we, as a city, we as within City Hall, have the managerial leadership capacity to instill the discipline and respect for color? If not, what do we have to do?

Dr. Kellig said you've asked for help, the City asked for help. In his mind, one sign of an effective leader is to know the kinds of help they need. Effective leadership is to identify help and then to use the help . . . although there are a lot of ways to answer that question, he says the primary one is you've asked for help and, by the way, you're the only one who checked us out in Denver, etc. He knows the Mayor checked them out in Denver and other places to make sure we would deliver.

Mr. Donovan said he's been involved in a variety of service operation sizing exercises over his career, and this is a service operation with a whole bunch of problematic demands. Additional statistical work should be done by time period, time of day, section of the city, precincts, trying to understand where we are in terms of call management, certainly your UPSA makes sense geographically, but he would hope down the line he would be able to examine the type of associate you did to help redefine this, and that that is going to lead to concrete performance to measure this down the line. You don't need to go into it now. As a result in the changes in resource management that you're proposing, what do you see will happen to overtime?

Chief MacLean said he does not see how it would increase overtime. We're creating a captain's position. We're making somebody more accountable for what's going on in that police service area. Right now, we don't have that. We have 3 captains who are spread out throughout the City. Overtime in the Police Department is a very complex monster. There are issues that are far beyond their control that create overtime. Staffing and court issues. He doesn't see this as adding any overtime. As a matter of fact, the captain will be accountable for overtime issue as well as every other issue.

Mr. Donovan said if we do the job right the efficiencies would gain and perform more properly for the size of the department.

Chief MacLean said there are issues where there are certain events that might happen where overtime is used.

Mr. Donovan said you mentioned the statistical analysis of crime statistics over time how important they are for hot spot analysis. Do we have the information technology capability and the analyst on board, or is it something that has to be developed over time?

Mr. Wasserman said they have the data, they don't have the analysis. We need to create the analysis.

Mr. Donovan asked if we have enough to do that? Do we have the skills on board to do that?

Mr. Wasserman said right now, probably not. We've created outreach; we ought to be able to bring in students as assistants in this area. It would be very good to follow, and it would provide us with the tools required.

Mr. Schweyer said he appreciates that we are starting a process of phasing out policy decisions in the City on statistics, result, study as opposed to hunches, best guess, and in some cases general political philosophies. This plan is a major step towards doing that on a regular basis. It's very important for us to make sure that we keep in mind, when we create policy along with the Administration, the Mayor specifically, we need to do that based on what works and kind of leave all the other stuff behind. What we know works across the United States; what we know works in our own community. He thinks this is a very important step toward that. He'd also like to add that we base our future decisions, not just what works best across America, but with experiences across this country and internationally, and of course, what works best in Allentown. That requires a degree of oversight and measurable accountability that all elected officials, in the future, are going to have to make sure that we pay attention to. So this is half the process. This is the first step in making sure that we continue in a direction of basic policy on what works. He hopes we continue to do so. He reviewed the proposal we received. We were talking about measurable success. You talked about traditional outcomes of crime, which were crime levels of arrests, number of calls, response time. You mentioned fear level of residents. He presumes levels from folks who don't necessarily live in the City but frequent certain City assets, whether it be businesses or community events. How do you measure that?

Dr. Kellig said there are several ways of doing it. One of the most popular ways is to do a survey and measure how people are behaving. Another way is to do focus groups. Another way is to see if children are playing in the streets, and that means going out and looking because his guess is that if you go through your neighborhoods at particular times, you will find parents are keeping children very, very close to home, and children aren't to blame for this. Take the areas where cities at one time, children weren't allowed out of the house – Washington Heights in New York City. Now the children are playing and citizens own the neighborhood again. It's that sense of citizens owning the neighborhood and controlling the use of the parks. What do your parks look like? Are a bunch of drunken youths preventing people from coming in or are parks seeing youths and families having picnics and playing soccer and doing the kinds of things that parks were intended for? In the final analysis, he likes surveys; he likes the focus groups; he likes to go out and look, and if you look, you will see indicators that people are either using the public spaces and allowing children to play – are the parks being used for wholesome activities. Those would be the measures of fear he would be most comfortable with.

Mr. Schweyer said the question of adaptability of this plan. Assuming 3 years down the line we see there are shortcomings, we're building a structure in here, in your past experience with other municipalities, ones with similar circumstances, how adaptable is this plan? How would you use it for us to change staffing levels. Sometimes he imagines that's as easy as shifting officers from one PSA to another PSA . . . how adaptable is this?

Mr. Wasserman said it's quite adaptable. One of the basis of the PSA design is that resources are allocated according to demand and what's happening in the area as opposed to just saying here's a plan that makes everything equal and then as things change, the equation is wrong. This is based on the ability to change over time. That's one of the characteristics of the PSA design. It's allocations according to demand of the number of officers on patrol.

Dr. Kellig said think of this as a cascading kind of action. There are going to be ongoing adjustments. It can have powerful impact, but it's going to change the demand structure. It's going to look very different on what the needs are in the community as you deal with particular problems. That means you have to be flexible as we prepare to adapt. An essential part of any problem solving approach is constant feedback and constant assessment, so that you're constantly retuning. If this is going to be cast in cement, you're going to have the same problem 5 years from now that you're addressing now. It's divided between part feedback system and constant analysis of what the problems are and shifting, because problems will shift geographically, they'll shift in terms of paper problems and constantly getting feedback. The adaptability has to be built right into it and that comes to the question that was raised about the capacity for crime analysis. That's absolutely essential. Crime analysis is getting more and more complex. We do need beats. They can be beat cops, but we do need the beats for the kind of crime analysis that's necessary.

Mr. Schweyer said we've made a significant investment in security cameras. We are continuing along that process. They seem to be working to some degree. What is your experience with that? How does technology factor into this process?

Mr. Wasserman said he spends a substantial amount of his time, about a week each month, in Scotland Yard in London. If you walk through London, you're caught on camera on any given day, something like 340 times. They have very advanced camera technology they are now using. If camera technology is well done, from his perception the Allentown initiative is being well done, it can have a dramatic impact. It's the right things to do.

Mr. Schweyer said we have grades for different types of offenses. Are standard definitions used throughout the United States . . . is it the same here as elsewhere?

Chief MacLean asked if he was talking about Part II Crimes.

Mr. Wasserman said that is a national standard.

Mr. Schweyer said when a call comes into 9-1-1 . . . he understands we're trying to get away from 9-1-1 systems, using them for emergencies . . . when a call does come in is it up to the individual person taking that call to determine what category it is?

Chief MacLean said every call type has a pre-determined response to it for whatever that level is. If it's an accident with injuries, it's that type; if it's an accident without injuries, it's another level. If it's a parking complaint, it's that level. Those are all pre-determined. There's no individual making that call when they're talking on the phone.

Mr. Schweyer said they talk in their report about alternative responses to police showing up. He thinks it's appropriate to sometimes schedule an officer when it's 1 o'clock in the afternoon. What are some of the other types of alternative responses that we can get?

Mr. Wasserman said one is not agreeing to respond to some things when everybody says there's no need. The question is does having a police officer on the scene actually make a difference. Can you have a desk officer have to call the person back and intervene in the situation by telephone if a physical presence is not required, but they need to talk to a police officer, which is not happening when they call 9-1-1. There are lots of things like that you can do. It is very homegrown. The decision on what alternative responses will work in Allentown has to now be done in conjunction with discussions with folks in Allentown. For example, what works in Milwaukee, may not work here. We have to develop something responsive to the culture and expectations, and then the political leadership does not have to stand up and say if the felt presence is to be maintained in the community, officers have to stand there. We have to make the community that that is the trade off. CompStat stands for computerized statistics. It will mean much more than that, which is performance management in a transparent way. What we're talking about is getting data which is the core of all that goes on, and then being able to see what the data says about how we're doing, and whether the accountable managers are aware of what the data says and are making decisions based on that. That's what the process is about. If you go to the on-line encyclopedia and you put in CompStat, there's a very good description.

Mayor Pawlowski said it's really also about having intelligence, making sure we have that intelligence, using that intelligence in a proactive way.

Mr. Schweyer said he would like to have their thoughts either sent to him or discuss now about what you think the requirements are for our officers. Different communities grapple with the question to require a college degree – those types of questions. If you could draw up an officer or a series of officers – they should be reflected in the community. We're asked in the community a lot to trust our officers. There's an inherent trust that we place in them when we call and someone is going to show up. Officers that we trust are citizens – he gets more than his fair share of anecdotal calls, either wearing his Council hat or just at work. They say you try to tell an officer something, but they don't think he believed them. It was mentioned that there are tactical ways to address that. It is important for addressing the culture of our police force, that they understand that our citizens are relying on them and are not always feeding them lies. They're going to have to trust us a little bit. His second thought is we must maintain our focus on less crime and more confidence. More cops are not the final answer. The goal is to reduce crime. We're having problems with code, litter. If we have an issue that's not so much for the police department, then we're going to have to take a look at that. The only request he's going to make of the Administration is that once we get up and running with the crime data, Council be informed on each of the 4 PSA's so we can monitor for ourselves.

Mayor Pawlowski said it's critical we all share responsibility. Public safety is the first and foremost issue that we have to tackle. It has to be a partnership with the police department and the community.

Mr. D'Amore thanked all the police personnel for attending tonight's meeting. He knows the resources available to them are not enough, but you do an admirable job. He also thanked Chief Scheirer and David Van Allen, the EMS Coordinator, for reminding us that public safety is not just about policing. It's a holistic approach and involves a lot of different departments. We need to implement some change here. We need to start thinking more about community relations with the police. It's not just about how does the community feel about the police and how we change the community's feelings but also how police feel about the community. He thinks some of the changes were particularly important like making sure – the east side and south side, the natural geographic boundaries of the City are respected. We have the east side and part of the work as PSA, how do we guarantee that cars aren't always on the west side of the bridge. The same thing with the south side. Those changes are very welcome. His issue is about PSA 2, which is going to include 10<sup>th</sup> Street all the way to the western limits at 7<sup>th</sup>. PSA 4 is the most troubled area in the City. If PSA 2 goes to 10<sup>th</sup> Street, all the way to the western boundaries, what's going to happen to the folks who live out in the very western – or even 20<sup>th</sup> Street – we don't see too many police now. What are the chances they're going to see police after this is implemented?

Mr. Wasserman said they'll see more of a sustained presence because of the way it's designed. We had a lot of discussion where the boundary should be, and we talked about moving the boundary west and making that area smaller, but that put over 50% of the officers in one PSA. That was something we thought would not work. We talked about a variety of officers like that, and the boundary we came up with seems to make the most sense to ensure there is a consistent level of the overall section. All he did was ensure we had the data on the table as to what the impact of that movement one way or the other.

Mr. D'Amore asked if there was always the sense that the number of PSA's should be 4, or did you think maybe 5 PSA's would be better?

Mr. Wasserman said we didn't think Council would accept 11 captains. Given the nature of the demand and the level we're trying to achieve for this size city, that 4 was appropriate, and it's reflective of what the history, in a sense, has been. In some ways while the change for accountable management is a major change, we're not messing up the whole system all of a sudden. You are kind of accustomed to these areas, but we're now putting someone in charge of what's going on.

Mr. D'Amore said you spoke of fluidity, reorganizing various aspects of this plan and provides guidance where it's right or wrong. Are PSA boundaries a part of that fluidity? Is it likely that there will be a reevaluation of PSA's?

Mr. Wasserman said mostly adding and subtracting personnel among the service areas and could conceivably change.

Mr. D'Amore said about 2 years ago there was a rash of strong armed robberies around the Muhlenberg College area, and part of the sense of that belief was cops were being pulled away toward center city, and the bad guys understood they had some easy pickings. What's in the adjustment process, what's in the command process in the PSA's as you lay it out and can accommodate those kinds of incidences and react to them very quickly? How do we get the personnel to react to that and make sure that doesn't continue?

Dr. Kellig said right now there are mapping statistical programs that can, on a daily basis, catch the movement of crime, and on the same screen by out, as the sophistication and capacity of the department improves, those kinds of one time statistical analyses will allow for immediate adjustments within the same day as what he likes to call patterns of opportunity . . . what you described is a pattern of opportunity that developed that the bad guys responded to. We need the statistical and mapping capacity to be able to – the bad guys begin to adapt to the patterns of opportunity that we respond with patterns of policing and patterns of resource investment to cut that off very, very quickly. That's referred to as spikes. Spikes think of the traditional kind of statistical demonstration of these new mapping capacities, you can watch crime move. It's a matter of time until that capacity is represented in Allentown as well.

Mr. D'Amore said he understands it's a work in progress, but as the building blocks were put in place, it's going to be easier for the Chief, Assistant Chiefs and Captains to react to those spikes.

Mr. Wasserman said we're in the process of developing a data crime informer that tells us not only what happened in the previous 24 hours, but it's what that means in terms of its projections and rates. What's our 21 day trend, what's our 7 day trend, what does it mean by the end of the month as compared to what we have seen in the past? Every day the command center can know the status of what's in their area, and have a reaction to it.

Mr. D'Amore said the allocation of personnel . . . Mr. Wasserman has said that hasn't been completed. What's our timetable and what is going to be the criteria to determine this?

Mr. Wasserman said there are 2 major elements of the criteria. One is service demand for the calls we believe and service time for the calls now showing up, the response, the things the department has to deal with in each one of the areas. Secondly, the service times associated with this, and the area of coverage that is being provided – those all come together. The allocation should occur in the next couple of weeks.

Mr. D'Amore said about half of the police officers are going to be fully immersed in community policing, and the other half could react to emergencies.

Mr. Wasserman said that is not exactly the correct depiction. You will have officers who will have a neighborhood assignment. It gives a bigger percentage of officers. It's about 72% of the patrol officers.

Mr. D'Amore said one of the issues from community policing which was implemented in previous years – he spoke with a gentleman who told him 2 different officers, both were community police officers in his neighborhood. One was terrific and the other was terrible. They worked 9 to 5, 5 days a week. Are the positions still going to be like that?

Chief MacLean said that was when we had the community police officers who were separate and apart from the regular patrol officers. It was an individual unit, they were out on assignment in their neighborhoods on bicycles. There were some that were put there as punishment and ended up liking it. Some liked it for the hours, some of them just wanted it to do the job. This will be a little different in that the officers are going to be department wide. They will also respond to emergencies. They'll use their vehicle as transportation. They'll stop in the neighborhood; they'll walk in that neighborhood. They'll do a business check like they're doing now. If an emergency call comes in, they will have to respond to it. The biggest part of this is the reduction of sudden calls for service, which they've been looking at, to prevent the officers from being pulled from one side of town to another. That's going to make a big difference.

Mr. Wasserman said every officer working in the field is a community policing officer. It's not a special duty. It's a way of operating, collaborating and problem solving for every officer. That's very different from what was when you created a special unit. If you have an officer who is not effective working in the community that presents a great challenge for the accountable captain who must address and support the development of that officer.

Mr. D'Amore said the captain is going to have a lot of work.

Mr. Wasserman said that's why they're captains.

Mr. D'Amore said we had para-police. They're not sworn officers; they're not Act 120 certified, but we can use them. Chief MacLean said there are some issues we need to look at. They would have to sit down with the union and discuss it. There was one issue where they put a civilian in it, and it turned out the arbitrator ruled that it had to stay a police position. That will have to be worked out.

Mr. D'Amore asked what are the regulations regarding the use of para-police? Could para-police be sent on non-emergency calls?

Chief MacLean said he wouldn't kick that hornets' nest at this time.

Mr. D'Amore said they are paid employees of the City. We also have individuals – Mr. Wasserman you referred to a police auxiliary – we don't have by name a police auxiliary, but we do have police reserves, and they are a volunteer force, and we also have fire police. Did you take a look at the study or Dr. Kellig regarding the potential use that our police reserves or fire police could have – understandably a volunteer force so, therefore, there's a potential person you are paying to be somewhere, but our fire police and some folks here are police reserve and fire police. They're very dedicated individuals. He's sure they'd be more than willing to serve if called upon. Did you look at the use of police reserves and fire police in the entire policing package?

Chief MacLean said yes, the cooperation of the fire police has greatly improved. They come out on a regular basis when they have major incidents and accidents. They're at times calling us to see if we need them. The reserves have been hired by the Parks Department to do a lot of patrolling and security work in the parks. SportsFest hires the reserves; the Stellar Basketball Tournament hires. We, in the Police Department, have an issue with using reserves to supplement us because of the accreditation standards. They would have to have the same amount of training; same qualifications as the police. Some are part time and have a full time job.

Mr. D'Amore said he did support or is advocating for part time police. He doesn't want to make it sound like he wants to make the police reserve full time cops. He's saying in non-emergency issues that right now those responsibilities would be fulfilled by uniformed, sworn officers. Can any of those activities be done by police reserves? These are non-employees of the City.

Chief MacLean said his gut feeling is that if we would bring them under the umbrella of the Police Department, without having the same training, then we incur an issue with our accreditation.

Dr. Kellig said we talked about partnerships and collaborations, and we talked about community participation. We have to be a little bit more precise about that. He and Mr. Wasserman have done a lot of problem solving. He has yet to find a problem the police can manage on their own. What we're discovering is that virtually any problem that police address need active partners who share ownership of the problem with them. Even though you're talking about reserves, and your talking about auxiliary groups and volunteers, you're also talking about prosecution, other city agencies. Police should not be doing tasks that other agencies can do better or more efficiently. You're going to have to rethink a lot in terms of their relationship across agencies from years of neighborhoods, etc., because the idea that police owning any problem without the collaboration with other agencies is a terribly naive idea that we have to get rid of. For too long, the police have said you sit on your porch, we can take care of that. That hasn't worked and the most graphic example of that is in L.A. where they stood off everyone for decades. We must keep in mind the essential nature of partnerships in solving problems, those partnerships with whom you partner will change depending upon the nature of the problem.

Mr. D'Amore said we have the Fire Department who now responds to EMS instead of the cops. Chief Scheirer said they can handle it. They do a fine job of doing more with less. He's wondering if we are going to put a burden on the Fire Department that is not realized?

Chief Scheirer said he doesn't believe they're going to put a burden on the Fire Department at this time by taking on EMS assistance. Worst case scenario, we're going to do 18,000 calls a year. That breaks down to 50 calls a day, which gives him 2.5 calls an hour, divide that by 7 trucks. That means each truck is going to pick up one additional call every 3 hours. He thinks they can handle that.

Mr. D'Amore said we're going to be using fuel. We're going to have a big fire truck for these runs. It strikes him as a potential waste/abuse of fuel where a smaller vehicle might be better equipped to do that. Is there a way we can work that out? Fuel costs are rising.

Fran Dougherty said they have looked at the issue and crunched numbers along with Chief Scheirer. They looked at the utilization rates. The Fire Department has estimated that the increased cost for that is absorbable under the Fleet Services in the Streets Department.

Mr. D'Amore said Mr. Wasserman referred a few times your presentation on analyzing crime statistics. We have budgeted for a crime analyst. What does our crime analyst do now that can be worked into this new community policing model, and what more do we need to do – are you going to advocate that we have consultants that we use permanently, that we actually have additional crime analysts added to our City staff?

Mr. Wasserman said the person in the crime analysis is the crime analyst spending almost all of their time on the development and the computer data capabilities of the department making sure we have the right kind of data.

Mr. D'Amore said it's a technical position.

Mr. Wasserman said that is correct. Now that we have the system up, and we're getting the kind of data we need, we now have to look at the position and say how do we get the kind of analysis we need in the department? Is that level still required for what we're looking to do? We know what our crime analyses needs are; we know we've gotten very good material in getting the data system up, so we can start to do the kind of analysis we need to get that data. We could never do an analysis, so we now have to look at how we make the transition.

Dr. Kellig said Dr. Jerry Korbin of Kutztown University is one of the leading thinkers in the country in terms of crime analysis and problem solving. He has volunteered his services to the department. He's been working closely with the department. He will be a valuable asset to the department in terms of assisting the development. There's local assistance of real quality available.

Mr. D'Amore said the PSA Advisory Council – are all the community and crime watch groups and other associated organizations going to be contacted to select representatives for this Advisory Council?

Chief MacLean said absolutely. Our goal here is to have as an addition to, not in place of, the crime watch and community groups. We want to stir up a little more involvement. The crime watch and community groups aren't as strong as they had been.

Mr. D'Amore said there are some neighborhoods that have very effective crime watch groups; some have crime watch groups that are on paper; and others don't have any at all. What about reaching out to other organizations that aren't traditionally thought of as a crime watch organization, but they're a very strong community organization. He's thinking of CUNA, Alert Partnership of Lehigh Valley Hospital. What about reaching out to those groups as well?

Chief MacLean said absolutely not a problem. We're in contact with members of CUNA and Alert.

Mr. Wasserman said it is going to be each captain's responsibility to develop what the membership of the Advisory Council should be. They will consider existing organizations and also will consider the diversity of the neighborhood and insure the Advisory Council reflects the neighborhood's characteristics.

Mr. D'Amore said this is actually addressing Bill 55 directly. The Community Relations Office – Dr. Kellig and Mr. Wasserman, what is your recommendation on the Community Relations Officer?

Mr. Wasserman said if we think it's a very critical capability to ensure the captains have somebody available that can help them in making arrangements and organizing in the community and ensuring they are up to date on problem solving strategies and help them make all this problem solving work. They need a person who can provide that support. There is nobody now.

Mr. D'Amore said here's his concern, and perhaps Mr. Wasserman can help him alleviate this concern. Community Relations Officers can be civilian, not part of the Police Department at all. How is that person going to be viewed with respect to the – is this person going to be seen as someone getting in the way between them and the community? Is this person going to be seen as someone who comes in or is called in – only to call them on the carpet, or to have their commanders called on the carpet? To him, this person is going to step in the way by creating artificial barriers between the police and community. The whole concept of community policing is direct contact between the community and the police, and that means sergeants, lieutenants and captains, and the community relations officer seems to him like this is going to be a position that will actually get in the way of these relationships they're trying to foster to create a different atmosphere between the community and the community police. He views this position as an impediment rather than assistance.

Mr. Wasserman said that's what the position does or will do. There's a great need for the captains to have technical assistance and support in organizing the relationships. They don't come between; it's not somebody who people in the community will go to

with issues. They'll go to police officers, but there's a lot of arranging and organizing that must go on in the new unity if this is to be made real. We're putting these captains in charge of these areas with an incredible amount of responsibility; a lot of scheduling has to go on at their request. It goes by what the requirements of the captains are, not by what the person who fills this position thinks should be done.

Dr. Kellig said 20 years ago that would have been a real problem. The idea of civilians in police departments was an anathema. If you weren't a cop, you were something else. The rules divided into cops and non-cops. That rule is largely over and it can be seen by the reception he and Bob received in the Police Department at the present time. For civilians, they've been warmly received in the department; we've been seen as potentially helpful. His feeling is the acceptance of civilianization for the kind of facilitating analytic work that has to be done inside a Police Department. We don't train officers for that; it is a misuse of officers. He would no longer see it as a problem. We now see civilians as working as a chief of staff.

Mr. D'Amore asked if one person can do that in a City of 106,000 people?

Mr. Wasserman said it started out as a kind of assistance that we have to provide.

Mr. D'Amore asked why not assign these duties to a sergeant or a lieutenant?

Mr. Wasserman said there are things – as we talked about the civilianization in the Police Department. We don't want to take people off of a front line to be doing things that can be done best by a civilian. They can help organize watch groups; there's a bunch of things they can do at the request of the PSA captains. That's what this is about.

Chief MacLean said they talked about trust earlier – trust between the police, the community and the community police. There are some segments that the trust factor is hard to gain for whatever reason. A civilian would probably stand a better chance at breaking that barrier for them rather than a police officer and being a mediator.

Mr. D'Amore said most of you read the newspaper article on Sunday on community policing in Lowell, Massachusetts. He's been to Lowell. He's familiar with the kind of city it is. One of the things that struck him was that the ranks of police officers grew by almost 100 officers. If we could add 100 officers, it wouldn't matter what strategy we use. We'd be doing much better against crime. His concern is – we have a great command staff daring to do more with less. They shouldn't have to, but we get them what we can give them. We have 195 cops. How are we going to get this done with 195 cops with the threat of losing 20/22 guys at the end this year?

Dr. Kellig said the effectiveness of police and the number of police has never been established. Washington, DC, for a long time, had the largest number of police on the street relative to population in any other place. It was the worst city in the U.S. in terms of the level of danger. He thinks the norm is changing in the following respect. That was when police didn't know what they were doing. Now as we move forward, police learned and police practice what they now know. Numbers make an important difference. The argument that we presented is let us phase this in and find out what an ideal number would be. We're not arguing against more police. We are simply saying the critical thing is to make sure police know what they're doing, and once they know what they're doing and are doing it, then you can identify additional needs.

Mr. D'Amore said there are examples in all things – policing and non-policing of cities, organizations that have a wealth of resources and they throw away those resources. There has to be intelligence behind the plan but to some extent an intelligent plan implemented by 200 officers is not going to be as well done as an intelligent plan implemented by 220 or 230. His concern is shouldn't we be doing everything possible to make sure that as few people that are on the police force don't retire? Should we do as much as we can within reason to make sure that we don't have 20 retirements at the end of the year?

Dr. Kellig said you have a terribly traumatized department as a result of the early retirements. He has not been close enough to that issue that he feels he can comment on that, but it has become a traumatized department as a consequence. There seems to be some bad historical policies that were allowed to develop.

Mr. D'Amore said there's no doubt about that, but we have what we have now and we're moving forward. In the spirit of what you said Dr. Kellig, the numbers we have are the numbers we're going to start with. We'll do everything we can to add police officers and make sure they can be trained as quickly as possible, but not to lose anything. We also need the experienced officers out on the streets.

Dr. Kellig said he doesn't think he understands the extent to which the department is going to be transparent as a result of the reports Bob Wasserman is talking about producing as a result of CompStat. There is going to be almost a daily accountability. You're going to have a day-by-day assessment. What Bob and he get from other cities right now are daily statistical reports on what's happening at the time. He can tell in some cities there's a spike in burglary in this area, what is going on, why is burglary

declining in this area by 25%, and in another area increasing. What's going on there? We have an on-going assessment that will allow you to answer the questions that you're asking with much more precision 3, 6 months from now than something a year from now when someone sits through a ComStat meeting and listens to the analysis. If there's going to be a transparency that will be a powerful policy shaping tool to use in the future.

Mr. D'Amore said he looks forward to that. What he was referring to was we need to do everything we can to keep as many cops as we can. If that means deferred retirement . . .he doesn't think we've done enough in that avenue, nor did we do enough to make sure the police officers were experienced. There's going to be field officers for the new guys coming in. We need to have an agreement with this contract as quickly as possible.

Mayor Pawlowski said you have to look at the historic precedent that has been set here by this lodge. We basically lost 2/3 of our police force. It wasn't any doing of his or yours. It was a contract that was put in place by the last mayor which basically stripped our police department of a lot of officers and cost us \$4.1 million a year, additional. When we talk about 100 additional officers – that would have paid for 82 additional officers. We're looking at the scenario we have. He doesn't know if there's that much we can do. We're in the process of negotiating with the police department, and the City has put out multiple scenarios for them. None of which seems to satisfy except to continue the benefits as currently put forth, which is something that would be totally intolerable for the continuation of our financial state, which is now positive instead of negative, and for the taxpayers of this City. We are strapped with this scenario that was put in place by the last mayor. We have dealt with it the best that we can. Our police chief and assistant chiefs have done everything. There was no civil service list; there was nobody in the pipeline at that point; we had to basically start from scratch. It took a long time to grade the list; it took months and months to get the testing done. Not just a written test, there's a psychological and physical test; background checks, polygraph tests, and that took a long time to get these guys to train. That scenario will never happen again. We have civil service lists; we've been doing on-going testing, and we continuously put officers into training. Would we like to keep some of these experienced officers? Yes, but we can't give away the store like we did in the past, or we won't have a department left, because we would be spending so much money on retaining . . . think about it . . . \$4.1 million . . . 72 officers -- \$50,000 per officer with expenses – that comes out to about 83 officers that we could have had on the street. He understands keeping some of the senior officers would be a great thing. He would love to do it. Some of the requests they have before us now are not workable. We're going to keep pushing and try to resolve this the best we can. If we put ourselves in a physical position, we're going to cripple ourselves in the long term. To save 20 people, he's not going to do it. He's going to make sure we build this department; we keep it built; we keep it staffed; we continue to build it over the next couple of years; we put the proper management structure in place; and, we'll have a department that truly will have the intent he's creating – a better public safety scenario for the citizens we have now. If we just look at the short term without looking at the long term consequences, like in the past, we're doomed for failure. It's not going to happen under his watch. He's going to do everything he possibly can; you have assurance of that to try to come up with some sort of resolution, but we can't give away the store in the process, and we won't do it. We're going to make sure we put forth proposals that are fair and equitable for our officers, as well as for the taxpayers so we don't continue to absorb enormous tax increases in the future, which inevitably if we gave them what they're requesting, at this particular time, would cause this to happen. We're going to do the best thing we possibly can; we're going to do the responsible thing. We're going to look at the poles that are responsible. If it goes to arbitration, it goes. There's 2 sides to negotiations. The other side has to be reasonable as well.

Mr. D'Amore said you're filibustering. You said 4 or 5 times that somehow he supports the obnoxious pensions that some officers are receiving. He certainly doesn't, and he resents the implication that he does. What he's talking about is a deferred option, a drop program, which will keep officers who are going to get that pension anyway. There's nothing anyone can do about that. The question is are they going to take the pension in November or 4 years from now? If they take the pension 4 years from now, they stay. They can be field training officers for the new recruits we're bringing in and they will provide us with a base of experience to begin this community policing for us.

Mayor Pawlowski said he's not trying to insinuate in any way, shape or form that you're for the enormous retirement boondoggle. At the same time, he must say we're going to do everything we can. We have looked, and we continue to look, at drop programs. Some drop programs work; some have not worked at all and have cost lots of money to municipalities. As we get further into negotiations, we'll talk about it in great detail with the FOP. He's not going to get into a public debate regarding contract negotiations. We will do the best job we can in keeping senior people in the department and the best job for the citizens of the City and not have a fiscal boondoggle like in the past. We'll do everything we can to fill this department.

Mr. Donovan said we've been discussing this for 3-1/2 hours. The public would like to speak.

Mr. D'Amore said after Mr. Phillips speaks, we'll close it at that point.

Mr. Phillips asked if they've laid this program out to the community other than the people in this room?

Dr. Kellig said he participated in every one of those meetings. He knows they were scheduled when citizens would be available in the evening. Critiques in the department in terms of our evaluation – areas we thought, for example, we thought officers were on a constant treadmill in responding to calls for service. The same information was provided at those community meetings as was provided here this evening. The people who attended the meeting would have heard about our evaluation of the department in future plans. Some things may not have had the same amount of detail; some – we didn't have the new map yet, but we did say clearly about the geographic boundaries, about captain accountability. All those issues were discussed at those meetings. Mr. Phillips asked if there will be a presentation to the community like you gave us so they will be on board.

Dr. Kellig said the Mayor talked about a follow-up meeting, and he thinks he talked about meetings 3 months after the original meeting. There was a follow up meeting in each of the 6 areas.

Mr. Phillips asked how do you get the community to buy into something that you want them to be a part of and they're not informed? It's not transparent to him those who aren't part of that participation that come out for this. The people that are there will have to talk to their neighbors.

Dr. Kellig said that's a constant problem when you're trying to communicate change in an organization. If you can communicate with people who are there, you can provide that information to the media, you can make handouts available, and you can promise additional meetings. Part of the meetings were built around asking questions about what do you think of this plan; what would you like to see in the plan? There were requests for input from the community and detailed charts were kept regarding all of the meetings. He would say what they made very clear was there was strong demand for more intimate contact with police officers. Most of the problems they talked about were assorted kinds of problems. There was some conversation at times that they weren't getting enough attention in some of the neighborhoods, but there was opportunity well into the night at some of the meetings, like this evening, for community input. There was a serious outreach, and he was at all of those meetings.

Mr. Phillips asked if the community was informed there was going to be a reduction in call service?

Dr. Kellig said one of the main changes we put forward was that we had to get calls for service under control. We had a young colleague who rode with the police. We included his report in terms of officers going from one side of the City to the other, and then the other side of the City. The constant treadmill. We presented that to citizens. We gave examples of areas where immediate response for service were not necessary. We did discuss alternatives to sending a car. They were open, frank discussions. Some of the trade offs is to be involved if you want community policing. If you want to repolice your neighborhood, there are some costs associated with that, and that is you can't have a police officer for every kind of offense. One change that had been made is what the Chief described as response to accidents. Hundreds of hours have been saved by the police changes.

Chief MacLean said basically what they looked at was non-reportable accidents. No one was injured and towing was not required. The state doesn't require an accident report. We've been doing that. We've saved a considerable amount of time. Another thing we looked at was how we respond to alarm calls.

Mr. Phillips said he understands, but he's asking these folks if the community was informed about the changes. What was their response? Such as the reduction in service calls. That's his concern.

Dr. Kellig said all of the meetings . . . he can't say there were any protests at all during the meetings. There might be people here that were at these meetings. He felt it was generally supported. Everyone understands that you're going to change the model of policing. There are costs with that. He presented some research that suggests this mindless responses to all calls for service depolices city streets, and you can't have community policing. That seemed to be well understood.

Mr. Phillips asked what service calls are we looking at?

Dr. Kellig said you can identify low priority calls, disorderly calls, for example, in which there are propriety alternatives. We make a mistake when we define police services sending a car. You can provide counseling over the phone. You can refer over the phone. You can schedule a time over the phone. You can say oh, we misunderstood you. We'll send an officer right now. We understand there's danger. There are a series of different response that the police can do, and that is legitimate police service, and citizens can be satisfied with that.

Mr. Phillips asked if that's coming from the CommCenter or through change in our CAD system to dispatch a priority? How will calls be handled?

Mr. Wasserman said the calls will still be received by the 9-1-1 center, and they will assign them in the most appropriate way. What we're trying to get away from is what happens now. You call the police regardless of the priority of the call, and generally

what you're told is we'll send an officer. You may not see the officer for an 1, 1-1/2 or 2 hours, depending on the backlog. That makes no sense. We're not telling people the truth of what's going to happen, and we're not linking what they need with what the available resources might be that best services their need. Every major police department in the states is moving in this direction. Allentown needs to do the same thing.

Mr. Phillips said he understands his response. My question was who is going to determine – the CAD system or by you – what service call will not be responded to?

Mr. Wasserman said that is one of the things the department is working on now.

Mr. Phillips said one that concerns him – we talked about peak hours – one police officer during peak hours. What are our peak hours? How are they going to be determined?

Mr. Wasserman said it's based on the amount of service demand there is and the amount of crime that occurs at those times. You now have, in an area, 4 units at best, and you know that. So you have 4 units, and you know that certain days of the week, at certain times, in the morning – at 7 AM. There's very little that comes in that requires police response or police presence. You might be able to have 3 then and then have 5 of 6 at a later time of the day when a lot of things are happening, and a lot of people are out. You need to allocate existing resources given what the demand is.

Mr. Phillips said there is no minimum staffing on a given shift.

Chief MacLean said there's none now.

Mr. Phillips said his concern is if you have 4 or 5 officers out. How are you going to respond when you have minimal amount of people on the street?

Chief MacLean said the same way we have in the past. We talk about what the numbers are now. Let's go back to what the numbers were back in January 2006, when he first took this job. We were well down. We responded. This department made it through, and it's going to make it through. You can't prepare for every contingency, but officers, lieutenants, captains know. If they need additional personnel, and they're not working, that overtime monster that we talked about, we need to call people out, and that's what we do, or we hold a shift over, or we call people out early. We have called for mutual aid. He doesn't understand the confusion here. We did the same thing when you were on the job.

Mr. Phillips said when we had a minimal amount of people patrolling our City. He understands what he's saying, but it's not an accurate statement.

Chief MacLean said what he said is an accurate statement.

Mr. Phillips said we have 8 police officers' districts, we have 2 trucks. On any given shift you always had to have a minimal amount of officers for the cars. Calling people in at that time was not the first option after you ran out of people. We had enough people to cover our shifts.

Chief MacLean said he disagrees with that.

Mr. Phillips said if you disagree Chief, you better look at your records.

Chief MacLean said he was here.

Mr. Phillips said that is not an accurate statement.

Chief MacLean said I disagree.

Mr. Phillips asked what happens in those instances where you have situations that requires a car to cover any given event?

Mr. Wasserman said then that person is going to go, but they want to limit as much as possible the amount of time that has to happen.

Mr. Phillips asked if that worked in Lowell?

Mr. Wasserman said it worked in a lot of places. That is what sustaining police presence in a neighborhood is.

Mr. Phillips said he understands. He's trying to clarify some things. He fully understands what policing is about. Talking about getting the community to buy into or stand up and be responsible and accountable. How would you account for a transient population for taking ownership and stake and stock in the community?

Mr. Wasserman said with a transient population, it is a difficult challenge. There are lots of stable people who have been or will be in the neighborhood for some time. That would have to be the basis for getting that kind of involvement.

Mr. Phillips asked why were we compared with Lowell, Massachusetts?

Dr. Kellig said one of the normal questions to ask is – Bob and I have worked in a lot of cities – it's a comparable size that are relevant that says something about their experience. We worked in Madison, Wisconsin and Lowell, Massachusetts, and other places. Clearly, there are big differences. The economy, the structure, the politics, this era. Nonetheless, it's a city that's a rough approximation of the size of this city given how you think about the size of this department. It wasn't that they said go to Lowell, and compare them. In a list of cities, Lowell, some South Carolina cities he's done work in, and other cities he mentioned. Lowell was of particular interest. He knows the commissioner there very well and the commissioner in Boston, so the reporter followed up on that. He raised some valid issues as he talked about a comparison.

Mr. Phillips said our values are much different; our issues are much different. We have a high Hispanic population; we have a high Asian population. We're talking about wide margins. . .

Dr. Kellig said anytime you compare cities, you're inevitably talking about apples and oranges. When he does analyses, he does them within departments, not between or among departments. He's not a reporter; he's a social scientist.

Mr. Phillips said he checked out some numbers. He noticed the Lowell Police Department had a high emphasis on education. A lot of officers had associates degrees. Is that a requirement?

Dr. Kellig said the State of Massachusetts provided funding for officers to earn their bachelors and masters degrees. A lot of that is done post recruitment and prerecruitment. There's active funding in an education program. They get 20% a year for a bachelors; 30% for a masters every year.

Mr. Phillips said whatever you need to learn about police work, you learn at the Academy.

Mr. Wasserman said he disagrees with that. He thinks the departments have been able to implement a standard in raising the educational level as a tendency to attract people who are educated, including minority persons.

Mr. Phillips said he thinks that's an issue we have. The educational climate will continue to be a problem because most individuals who have degrees, we move to departments where we have upper mobility.

In response to Mr. Phillips' comments, Mr. Wasserman said they all have to go through some kind of orientation.

Kim Beittler, 838 North 8<sup>th</sup> Street, said she's a strong advocate for community policing. While the last community policing effort was not a perfect program, she thinks the officers did not get the credit or respect they deserved. The majority of them did an excellent job. She hopes this philosophy and strategy that we take on can be flexible and its tactics so that we are better able to accommodate the ever changing needs of the community. She hopes what we put forth here tonight isn't so set in stone that we can't change it as the needs of the community change. Her simplistic view of community policing – the community is in front of the policing part, so we're very integral in implementation in making sure this proceeds successfully into the future. To answer some of Mr. Phillips' questions about CompStat -- CompStat was something City Council approved with the allocation of funds, \$295,000 in 2003 for the purchasing of software, for the implementation of what the system, plus early onsets of 3-1-1, which scared her because she has a non-emergency number, and she hopes we're not getting rid of it. That was a contract we developed with Motorola and it was for them to maintain the data base. You would have to spend more money if you wanted to purchase it. The Advisory Council, which was brought up, that would be comprised of a variety of different citizens, she would hope in being formulated consideration would be given to the Crime Watch President's Council for nomination of interested individuals from neighborhood groups. When Chief Kuhn came in and reorganized the Police Department, in bits and pieces, is this all of what our community policing plan is? Are there going to be additional new monies required to fulfill this community policing plan? If so, how much, and should this be talked about closer to the budget season when we can review those kinds of funds? What she saw of Bill 55, the community police relations officer, it's similar to what Al Molinatti's job was. We need to make sure we have a strong job description. How can you, as legislators, hold them accountable, as well as the Administration, if there's no job description.

Mr. D'Amore said the Administration did present a job description.

Reverend Bauman, St. Paul's Lutheran Church, said some of us have been waiting for this day for the last 5 years. We invited Dr. Kellig here to say much the same things many years ago. We've brought ourselves to a good point. A lot of overhearing is still in concept, and he thinks we have to accept that. It's a good concept. His concerns are about the first time Dr. Kellig made his first visit, we were worried about the condition of the 9-1-1 system, and he guesses we're concerned at this point of the impact of community policing, and the impact it will have on the 9-1-1 system, and in particular the issues we had at the time, which was dealing with calls in other languages and English. We have to watch that as we make this transition, because people are going to sense, like Mr. Phillips said, that they're not going to be supportive of the system, because it's not providing the same response. He's very pleased with the reassignment of the PSA areas. That's been their concern from the very day the old design was made. Chief MacLean assured him, he and several others at the various meetings that something was going to be done about it. Done! Thank you. Do we have a police chief who will also be a community police officer?

Chief MacLean said absolutely.

Mayor Pawlowski said CUNA brought Dr. Kellig in 5 years ago. That was his first exposure to him.

Dolores Durst, 1401 West Liberty Street, said me and the fire plug are right on the corner. Mr. Phillips and Mr. Guridy, I have one statement to make to you with all the love in her heart. Parents are going to have to be parents to bring up their children right so they will want to be able to bring . . . get them a job as a policeman, and do it on the 6<sup>th</sup> grade level. Police Chief, I lost a lot of respect for the policemen. Years ago . . . first of all, she was the wife of an Allentown Police Reserve for 25 years, and when he put that uniform on, he was a policeman. He wasn't into any funny business. After he went home, she had to do everything for herself, including to learn to drive at 65. She has 3 knives and a hypodermic needle in her bushes. She called the police – if I had a Bible here, I'd swear on it, and she'll tell them just exactly how the officer said it: "What do you expect me to do?" After having a policeman husband for 25 years, she was shocked. If anything happens in her neighborhood, especially to her – she's alone, and she's scared to death to be alone, but she's home, and nobody is going to take her out of her house. She was one of those people that had an accident at 15<sup>th</sup> and Allen. Do you know how long she waited for a policeman? Almost 2 hours, and 4 police cars went by, and there were almost 8 accidents at that time. Now we're going to have a school there from 14<sup>th</sup> to 15<sup>th</sup> and Allen. God bless you! Please, for her sake, and the sake of the children, have somebody there when school lets out, because what she saw that day she almost died. That is a race track. People coming on 15<sup>th</sup> Street don't give 2 toots. The lady that hit her was as old as she is. The light was yellow. When you're 65 and older and you see that light turning yellow, I've news. You stop, because you're reflexes are not as good as they were. As the gentleman said, it may work in Mississippi. It ain't going to work in Allentown because nobody is going to pull together. She won't go downtown because she's afraid, and she loves her town. She worked for 47 years for H. Leh and Company, and she'd go to work there tomorrow if she could. With that note, she will say to all the policemen, God bless you. I pray for you everyday because she doesn't want them hurt, and she doesn't want any false alarms at 1402 Liberty when you can be over on the other side of town helping a real problem. Good night and God bless you all.

Michael Adams, 28 South 14<sup>th</sup> Streets, said just to correct the record, Dr. Kellig was invited first by CUNA. CUNA advocated to have Dr. Kellig brought in. Dr. Kellig was brought in by something called the Institute for Developmental Health in Communities, which was a consortium of the Pool Trust, Lehigh Valley Hospital and United Way. Having said that, and to address Mr. Wasserman's recommendation of bringing universities into the data collection base, the significance of data collection is all being driven by data. There are 2 critical players that haven't been at the table, although the conversation has happened with your colleagues in Kutztown. It's not been followed through on yet. The County has something called CJav, which is Criminal Justifies Reward. He knows the chief knows of it and sits on it. They have the data collection committee which is chaired by Ed Sweeney, who runs the prisons. They are beginning to get their act together and collecting significant data. As well – and this connection has just been made --- they are in the process of beginning a collaboration of Dr. Kathy Coyne, Ph.D. at Lehigh Valley Hospital and Dr. Jim Riley from the Trauma Center and Lehigh Valley Hospital. It's critical to him that CJav, which is under the President Judge and run by Susan Schellenberger according to the newspaper, and Lehigh Valley Hospital's Department of Community Health and the Trauma doctors, Dr. Riley and Dr. Michael Pasquali, who have very sophisticated collection capacity and data capacity, and don't charge \$6,000 for graduate students like Lehigh does. Muhlenberg certainly has some capacity with their polling, but it's limited to that. With all due respect, sir, that consortium of Pool Trust and Lehigh Valley Hospital and United Way is beginning to do the work in connection with the Mayor to look at a section of town and is collecting much more data. CJav and the other folks need to be brought in to the collection process as quickly as possible.

Dan Mest, 840 Jackson Street, said he has one disagreement with the non-police going to traffic accidents. He thinks it's real important that we keep numbers on at certain intersections, or all intersections. He knows the police spend a lot of time on accidents, and he thinks something should be done or kept accountable on certain intersections. He thanked everyone who participated in the presentation. He urged Council to vote favorably for all.

Paulette Hunter said she attended a meeting about making false alarms . . . it occurred to her it was a done deal. She didn't pursue it. She wants to talk about a community relationship. Even though she's been in the military for 22 years, she doesn't feel comfortable talking to a policeman all the time. One is because of the color of her skin and she's afraid they're going to

interrogate her. So having someone else there that she can talk to that's not a policeman is very helpful. She would love to see the people here talking to youth, about gangs, about what we're doing. We can't just be reactive. We have to be proactive, too. The people that are committing these crimes are youth also. She would like to see some kind of partnership go on where we're working together with the youth and what you're doing here in order to help the kids. She hopes one day they can bring to Council what you're doing for the youth in preventing crime before it happens. She's in a crime area and she feels like she's being labeled. She's in a double 4 area. She doesn't know how that is going to get people to her house, because that's going to be labeled as the major crime area. Who is the captain for that area?

Mr. Wasserman said we have not assigned the captains areas yet. They didn't want to be premature. They wanted to make sure Council was on board.

Ms. Hunter said at 21<sup>st</sup> and Tilghman, there is a captain.

Chief MacLean said right now, it's divided into 3 parts, so the captains are splitting.

Ms. Hunter said the person you select that's going to be higher, needs to be someone that lives in Allentown; that knows Allentown; not someone from outside. This is a high crime area, her area, it would be better to have someone who knows Allentown rather than someone outside. That's her recommendation. She's concerned we don't have someone here talking about what we're doing to prevent youths from doing the crimes, something we're going to do for them in order to prevent it from happening. She hopes at another meeting, in the future, we can have some kind of discussion with that concern and have some kind of partnership in order to solve that problem.

Mr. Schweyer said we will be discussing the Youth Advisory Council on August 13<sup>th</sup>, at 6 PM.

Mr. Phillips asked what assessment tools are in place to evaluate what we're doing?

Dr. Kellig said the City will include the complaints with the organization data for which the district captains, PSA captains (inaudible). It's not just the crime data but other data. Overtime data for which the captains are held accountable. That data will be given every day

Mr. Phillips said the only persons that are going to be assessing this process, are the captains? That's a lot of responsibility.

Mr. Wasserman said the captains are being held accountable for what's going on in their PSA area and for the quality of service.

Mr. Phillips said the whole system, from the captain down to the patrolman, what's going to be your assessment?

Dr. Kellig said performance evaluations.

Chief MacLean said we haven't done performance evaluations for several years. They're starting those up again. It's just a matter of accountability. This is something that should be in any police department. If Officer A isn't doing his job, than Sergeant A should be addressing that. If Sergeant A isn't addressing it, then Lieutenant A should be doing it. These are the accountability factors that are going to be in place, which haven't been around the department for a few years . . . they're not always there.

Mr. Phillips said we're going to have a new structure and a new process by evaluation. If you're running a new program, you need to have new evaluation tools.

Mr. Wasserman said we're doing new performance evaluations.

Mr. Phillips said he was just asking. You can't use the old forms because the old form is not in compliance or comparable to what we're doing.

Mr. Wasserman said since he's never seen an old form, he has no idea.

In response to Mr. Phillips' comment, Mr. Wasserman said he didn't say that. He said he hasn't seen the old form. They're developing a performance evaluation. He doesn't believe they're just taking the old form.

Mr. Phillips asked if there's going to be an individual assessment process?

Mr. Wasserman said he doesn't know what the assessment process is.

Mr. Phillips said he overheard that term. He wanted to know if we're using them again. You guys have been at Harvard so you guys are smarter than me. You know about this process. He wanted to know what that's about.

Chief MacLean said we can supply you with a copy of the evaluation form. That's not an issue.

Mr. Phillips said he was wondering if we were going to this collegial process.

Ernie Atiyeh, 1909 East Congress Street, said diversity has come up several times this evening. We need to have our police officers at a certain level and to change that level for a particular individual, he doesn't think it's right. He believes we need diversity in the police department, he encourages those who care about diversity and go out into their community and talk to the people who want to become police officers. Get together with Assistant Chief Howells and find out what the criteria is. Let him do a background check. If they pass the background check, mentor that individual so that the next time the academy is open they can go to the academy and pass the tests and requirements.

Mr. Guridy said he agrees with him. He is the one who is always advocating for diversity. He never said we should lower the standards.

Mr. Atiyeh said he believes something was mentioned about giving certain points – reduction in points.

Chief MacLean said when you talk to people in the community groups, one of the things they started in Human Resources is keeping a list with names and addresses so that when we decide to give a test, Human Resources will send out postcards and let them know. It's better than having a little piece of paper.

Mr. Guridy said the Mayor goes over to the Spanish radio station almost every week. Assistant Chief Howells does also. He was advocating to look outside of the area.

Armando Valencia, 834 Trexler Avenue, said he wants to be an Allentown Police Officer and hopes to go to the academy in February. He is Latino. He knows what goes on out there. He's the youngest one here. When he goes to the barber shop, he sees people do their stuff, and hears what goes on. They say they wouldn't do what they do if there was a cop on the corner. He thinks the cops should stop in every now and then. They do make a presence in the community, and he thinks they can stop major crime. He travels up and down 3<sup>rd</sup> Street, and he never sees a cop.

Kathy Brearly, 2015 Jonagold Road, said if this plan is implemented, she hopes it is implemented slowly and consistently for the residents of Allentown. As a CUNA member, when Chief Kuhn's plan was introduced and then when Chief Blackburn's plan was introduced, what happened then was that it was erratic. They would say you'll see more police presence in your neighborhood, and they would say we have helicopters in the middle of the night, and we have SWAT Teams, and then for the next 2 weeks we don't have anybody. She would say do you know your patrol service captain's name? And they would say it's Captain So and So. 2 weeks later there would be a different captain. It was hard as community leaders to instill confidence in people, and the plan would always change. She hopes there'll be a lot of thought into how the plan is implemented, and the people aren't told overnight, it's going to be wonderful, and then they're disappointed. But do it in a way that's slow and steady and well communicated and communicated through many different channels and avenues to all ethnic groups and age groups. A good plan that is slowly and steadily implemented, with a lot of feedback, will be effective in the end.

Tom Hahn, 2016 East Highland Street, said we hope Council adopts the program, and we're pleased with the efforts of the Mayor and the staff for putting this together. The question comes up that no one hinted on was the 2<sup>nd</sup> and 3<sup>rd</sup> offenders. Your information that you get, while he's out on bail and committing the crime, does your data help the police department literally watch the guy who's driving the car, or watch what's going on what you spot, because they're still doing their tricks until they're incarcerated completely. We have the problem of what's happening in the 2<sup>nd</sup> stage when dealing with the judicial system that gets him on the next level. The police know he's out on bail, and he does it again, and then he gets caught and then he's in court, and they let him out. Does one of your statistics tell us about the process when the police do an excellent job that this program will help them do, and yet they're left out to start again, and they come back to the community.

Mr. Moscara asked what do you do to invite the community to participate? You have to work too hard without the community. Men have to show what to do to get that connection. He hasn't heard about that. He didn't see how to implement this plan with an application. We need to know that. He's quite worried in Allentown. He thinks policing has to do something with schools.

## PUBLIC HEARING 7:15 PM

Mr. D'Amore apologized to Frances Fruhwirth who was awaiting confirmation on her appointment as Assistant City Solicitor.

Mr. D'Amore called the public hearing to order at 7:15 PM.

### Bill 56

Introduced by Councilpersons Schweyer, D'Amore, and Guridy: Amending the Zoning Code by providing for Seasonal Dining in a Commercial District by providing for seasonal dining of up to 20 seats in restaurants in commercial districts without requiring additional off street parking.

Peter Lewnes, Main Street Manager for the 7<sup>th</sup> Street corridor, said this is an initiative that the 7<sup>th</sup> Street Development Committee supports. We feel it will add to the vibrancy for the business corridor, a very visible corridor. We have many little restaurants there that are looking to add café seating, but they can't. They would have to go through zoning approval. They feel it's something that should be their right. It also gives us eyes on the street which will be a major improvement. We hope you support it.

Tatiana Tooley, Weed and Seed, said being a resident of Allentown and working on 7<sup>th</sup> Street, she supports Bill 56 because that's one of the things the residents of that community are requesting. They see it on Hamilton Street, in other cities. They see it as an opportunity to grow their businesses by introducing a friendly environment outside of their business. Most people who walk or drive by 7<sup>th</sup> Street are hesitant to go into a facility that they're not familiar with either the cultural inside or something else. Having outside seating presents a more friendly and welcoming business. That's the reason why she promoted it. She supports it, and she would like Council to also support it.

Gail Anenoglou, 209 North 7<sup>th</sup> Street, said it would also cut down on the litter. Numerous times she sees people's leftover chicken bones, Chinese food. People are sitting on her steps to eat outside. She wouldn't mind that if they threw their trash in the garbage. If you have seating outside the restaurant, the waiters and waitresses will be taking the garbage back in. She definitely supports this.

The public hearing was adjourned.

## COUNCIL MEETING AUGUST 6, 2008

President D'Amore called the meeting to order at 10:35 PM.

1. Invocation: Julio A. Guridy

2. Pledge to the Flag

3. Roll Call

Mr. Donovan, Ms. Eichenwald, Mr. Guridy, Mr. Phillips, Mr. Schweyer and Mr. D'Amore.  
Mr. Howells was absent.

4. Courtesy of the Floor

Michael Trilli, 1434 Lehigh Street, said on June 26<sup>th</sup> he was walking around the block where he lives and was detained by the Allentown Police, and he had his firearm illegally seized. His statement is attached. He is here to ask Council that Article 734 be removed from Allentown City Ordinances as it is illegal and unenforceable according to Pennsylvania State Law. Tomorrow he is going back to the police and asking them to pursue the violation of City Ordinance Article 732.01, which covers false reports to the police. He's had to deal with police 4 times in the last 1-1/2 years because of false reports to them from the same individuals with no action being taken against the individuals for false reports. It has now reached a point where he sees his family in danger because of these false reports, and he can no longer ignore them. If I am arrested due to the illegal fire ordinances, he has no choice but to seek action against Allentown for false arrests and violating his civil rights.

Mr. Donovan said when the Mayor was planning on introducing the weapons discharge ordinance, he saw in Article 734 the word "carried" and wondered how that fit within Pennsylvania. It states "No person shall use, carry or discharge firearms at any time, and carrying guns seems to become a vague issue. He was confused when he read that. He doesn't know all the facts, but the word "carry" is an interesting word.

Mr. Guridy said he agrees.

Mr. D'Amore said it would seem this ordinance is superseded by state law, and therefore, invalid on its face.

They requested the Solicitor to look into it.

Mr. D'Amore said it doesn't seem to be in accordance with not only the State Constitution, but also not in accordance with the State Enabling Law.

Dan Mest, 940 East Jackson Street, said back in June, there was an article in the paper about anti-gang initiative money that we could, or anybody could apply for. They applied for it and they were rejected. Apparently the money was promised beforehand to some other group. He'd like City Council to investigate this issue because he thinks some fraud was initiated on the applications that were handed in, and the money was given to one organization for midnight basketball. He asked Council to investigate this to see if there was any wrong doing. He'd like an answer after the investigation is over.

Mr. Phillips said you made statements of misproprieties and the process by which these grants were distributed because one organization received money.

Mr. Mest said they received all \$60,000. The letter he received wasn't even addressed to him. It was addressed to his executive board member. He never received an official letter, but he did get a courtesy phone call from the Administration saying why they didn't get the money, and it was because it was a park project.

Mr. Phillips asked if he knew what organization received the funding?

Mr. Mest said he would prefer not saying right now.

Mr. Phillips said if you're asking us to look into this, it's public knowledge anyway, so it doesn't matter. We need to have the information to investigate it

Mr. Mest said he'd like Council to do the investigating and then give him a call. He'll answer any questions.

Mr. Phillips said he was aware one organization was supposed to get some of the funding, and then the rest went to a church.

Mr. Mest said he understands that. We're trying to mold our children at a young age to not be in gangs and apparently Boy Scouts and Girls Scouts aren't even into that factor on trying to mold or shape 7 or 8 year olds.

Mr. Phillips asked if some helped him in the process of applying for the grant?

Mr. Mest said he spent 2-1/2 days on that grant. He knows exactly what the grant says. You may even have a copy. He's asking them to investigate and find out how this money was allocated and promised beforehand, even before the applications were handed out.

5. Approval of Minutes: None

6. Old Business: None.

7. Communications

The rules were suspended by common consent to bring R48 to the beginning of the agenda.

#### **R48 Appointment of Frances Fruhwirth as Assistant City Solicitor.**

Former Assistant City Solicitor Burianek introduced Frances Fruhwirth.

Mr. Burianek said he would be retiring on Friday. Solicitor Jerry Snyder would like to replace him with Fran Fruhwirth. The Mayor approves. Fran comes from a family with deep roots in the City of Allentown. Her father, Joe Fruhwirth, was a lawyer in town. For 36 years he was the chairman of our Zoning Board. So the family also has a history of public service. Her uncle, who owns a plumbing and heating business, also was a member of the Plumbers Examining Board. Fran has been an attorney for 25 years; for 19 years she was with Fonzone and Ashley; for 11 years she was solicitor to the Allentown Zoning Hearing Board. She has been an advisor to various communities: Salisbury, Whitehall, Quakertown, Cooperstown, and the Lehigh-Northampton Airport Authority. She brings the knowledge, experience and temperament to do a good job from the day she starts. We're lucky to have someone with this experience step in.

Ms. Fruhwirth thanked him for the very kind comments. She would be grateful for the opportunity to work with all of you.

Mr. Guridy thanked Mr. Burianek for staying with us all these years. He's sorry to see him go. He wished him lots of luck in his future endeavors.

Mr. Guridy asked Ms. Fruhwirth what she would like to do in the City of Allentown as Solicitor?

Ms. Fruhwirth said the City is changing in a very positive way thanks to the efforts on the part of this Council, the Mayor's Office, the Administration, and she would like to be of assistance in creative ways through the Solicitor's Office to accomplish the important goals that are in this City's future.

Mr. Phillips said he was concerned about the salary. You have vast experience.

Mr. Burianek said Fran has been an attorney for 25 years. She has 19 years of municipal experience. At that salary level, he would challenge him to look in the budget and see what people are being paid for positions with less responsibility. In reality, someone with her level of experience, that salary level is a little low. Right now, her experience is comparable to his. He would not accept that salary right now. Just so you understand right from the start. Fran is going to provide you with that service, and he knows your concern, but he thinks they'll discover that Fran has dealt with a lot of the same problems that you deal with on a daily basis with other municipalities. Allentown has certain problems that are unique to the City, but most of the municipalities have the same kind of problems just on different levels, and the fact that she doesn't come with the experience from just one community, but from many communities. That diverse experience can help Allentown. He thinks the salary is reasonable. If you wanted to hire him now, you couldn't pay him that.

Mr. D'Amore asked if there's any objections from his colleagues if we bring this forward at this time, so we can let Mr. Burianek and Ms. Fruhwirth go home.

There were no objections.

The rules were suspended by common consent.

#### **R48 Appointment of Frances Fruhwirth as Assistant City Solicitor.**

R48 was approved, 6 Yeas and 0 Nays.

Mr. D'Amore thanked Mr. Burianek for his service. It was very much appreciated.

Mr. Burianek said he wishes Council success in the future. With Fran as an advisory, you'll move forward even more.

#### **8. REPORTS FROM COMMITTEES:**

##### **COMMITTEE OF THE WHOLE**

There was a Committee of the Whole Meeting tonight to discuss the Community Policing Initiative. There are no future meetings scheduled.

##### **ADMINISTRATION – Chairperson Donovan**

The Committee met this evening. The next committee meeting is scheduled for August 27<sup>th</sup> at 6:00 PM.

##### **COMMUNITY AND ECONOMIC DEVELOPMENT – Chairperson Schweyer**

The Committee has not met since the last council meeting. The next meeting is scheduled for August 13<sup>th</sup> at 6:00 PM.

##### **PUBLIC WORKS – Chairperson Guridy**

The Committee met on Wednesday, July 30<sup>th</sup> at 7:00 PM. The school district has a request for an encroachment which is on the agenda and they have been inquiring about.

##### **PUBLIC SAFETY – Councilperson Phillips**

The Committee has not met since the last council meeting; the next meeting is scheduled for August 20<sup>th</sup> at 6:00 PM.

##### **APPOINTMENTS - Chairperson D'Amore**

The committee is currently considering a number of appointments.

## **LEGAL AND LEGISLATIVE – Chairperson Phillips**

The Committee has not met and a future meeting has not yet been scheduled.

## **RULES AND CHAMBERS – Chairperson D’Amore**

The Committee has not met since the last Council meeting; a future meeting is not yet scheduled.

## **OTHER COMMITTEE REPORTS**

**Connect the Parks – Mr. Phillips** said this committee met at the Senior Citizens Center in reference to negotiating a deal with Abe Atiyeh who has come back with another plan. He has a vision of dismantling our current Zoning Ordinance and putting us in disarray. If he’s successful, anybody can do anything they want without ever having to come back to the City.

### **Pension Board: Mr. Donovan**

The next meeting is scheduled for August 19<sup>th</sup> at 9:00 AM in the 5<sup>th</sup> Floor conference room.

### **Presales Inspection Meeting: Mr. Donovan**

The Committee has not met since the last council meeting; the next meeting is scheduled for September 24<sup>th</sup> at 6:00 PM

### **Shade Tree Commission: Mr. Schweyer**

They’re applying for a grant, and through the County of Lehigh, 5 more shade trees will be planted across the City.

### **Council Reform Committee: Mr. Schweyer**

The committee met on July 30<sup>th</sup> at 5:30 PM. They laid out their game plan for the next couple of months. They’ve done a survey of City staff and comments from Council. They’ll do another survey soon of present and past Councilpersons. He encouraged his colleagues to participate. The topic is what has worked and what is not working. They’ve looked at best practices regarding Councils elsewhere. We’ve reviewed rules from other municipalities. They’ve broken their inquiries into several components: Strategic Planning, Committee Structure, Procedural Issues, Internal Council Communication, Communication between the Administration and Council and Council to the Public-at-Large. We have not scheduled a future meeting, but one will be scheduled later this month. Once we have completed our investigation, we will be presenting a comprehensive plan broken up into different ordinances so that we can pick and choose which ones are appropriate. Hopefully, all of them will be appropriate. We are also looking at consolidating our standard operating procedures, so that when we have a turnover like we did this year, we’ll have 1 or up to 3 Councilpersons deal with transfers. He mentioned the Strategic Planning Session. He’s gotten commitments from folks in the private sector to help us design what a strategic planning initiative should look like. Ideally, it will start in January every year so that Council can lay out their objectives for the rest of the year. We will figure out what we want to do, policies we want to look at, things we can measure ourselves against.

Mr. Phillips said when he came on in 2006, he was told to wait. He’s been waiting, but you’ve come along and took the lead. That’s great! That leadership did not want to change. Thank you for taking something he’s put on the back burner and turned the burner off.

### **Blighted Property Review Board: Mr. Schweyer**

The Redevelopment Authority is currently looking at setting up a meeting on September 8<sup>th</sup>, but it is not cast in stone.

## **CONTROLLER’S REPORT**

Mr. Hoffman said he has nothing to report tonight.

Mr. D’Amore asked Mr. Hoffman to join them for the next Administration Committee meeting when the CAFR will be discussed.

## **9. ORDINANCES FOR FINAL PASSAGE:**

### **Bill 56**

Introduced by Councilpersons Schweyer, D’Amore, and Guridy: Amending the Zoning Code by providing for Seasonal Dining in a Commercial District by providing for seasonal dining of up to 20 seats in restaurants in commercial districts without requiring additional off street parking.

Mr. Guridy said Bill 56 was forwarded favorably with an amendment.

Mr. Schweyer said this came out of a conversation that the CEDC Committee had with Peter Lewnes when they took their tour of 7<sup>th</sup> Street. It has become apparent that in areas of the City there’s a developing buzz for café style seating that the business community wants. The best way to enhance businesses is to get out of business’ way, and that’s what this is an attempt to do. He’s had conversations with folks in other commercial districts who this would apply to, and they’re very excited about it.

Mr. Schweyer moved to amend Bill 56 as follows: The Planning Commission suggested changing the term “Seasonal Dining” to “Outdoor Dining” to more accurately reflect the scope of the provisions.

Mr. D'Amore said he objects to the amendment because they have an issue with our zoning ordinances that we must be very careful with in the future. The same reason we stopped the Community Policing Meeting and held a Public Hearing instead of continuing. If we make this amendment, this change, we will not be able to implement this ordinance. We will have to go back to square one, to the very beginning process. We'll have to resubmit the ordinance to the Lehigh Valley Planning Commission, the City Planning Commission, bring it back for a public hearing, and we may have to have another committee meeting and then move on to final passage. If he thought this was substantive and worth it, he would support it, but he objects to it for those reasons. He's asking his colleagues to vote against the amendment.

Ms. Eichenwald said she agrees. Season explains the ordinance, and there's no reason to change it. It's important to the businesses to have this as soon as possible.

Mr. Schweyer said he agrees we should change the name, however, he agrees. There's no reason to hold up the works for it. The definition has no defined time for seasons. We talked about a 6 or 7 month period.

Mr. Donovan said we can go with this, and in the future, if necessary, we can amend it.

Mr. Schweyer withdrew the motion.

Dan Mest, 940 East Jackson Street, asked if it's 20 seats or less? Does that include the right-of-way for the sidewalk, so there'd be enough room for a wheelchair to go around?

Mr. D'Amore said this would not permit restaurant owners to violate the right-of-way.

Bill 56 was adopted, 6 Yeas and 0 Nays.

#### **Bill 54**

Amending Article 903, Permanent Obstructions, by providing regulations for the placement of tree wells in the City.

Mr. Guridy said Bill 54 was forwarded favorably, 2-0.

Dan Mest, 940 East Jackson Street, said he attended that meeting and brought up the issue of Paragraph 9 on the tree wells. It says for the purpose of growing trees and/or other plants. He brought it up to the committee, and it wasn't what he thought it was. When they design an area of new curbing and sidewalk and some engineer says he's putting a tree here, one here and here. Suppose that property owner doesn't want a tree? If a property owner has a tree on his property and he gets taxed from curb to curb, front and back, why isn't he allowed to trim it? He has to get a licensed arborist. Until his questions are answered, he doesn't think this should be voted on.

Mr. Phillips said he thinks you have input in what you want in the tree well.

Mr. Mest said when the new curbing and sidewalk goes in, back in the '80's when they were putting it in on Jackson Street, they wanted to put a tree right next to his water and gas line, and he worked for the City at the time, he wasn't going to let that happen. Because they put a tree on his property, and when he did pruning on it, the City made him put a brand new tree in. Why couldn't he just put flowers in that spot? If the property owner doesn't want a tree, when they do sidewalk and curbing, go to the property owner and ask them if they'd like or tree or wouldn't?

Mr. D'Amore said it's disappointing that the Administration has decided to leave. There are a lot of citizens who are here and stayed it out.

Ms. Eichenwald said she agrees. She asked if they could table it until the Administration can answer that question.

Ms. Eichenwald and Mr. D'Amore moved to table Bill 54 until the Administration can answer the questions posed by Mr. Mest.

The motion was approved and Bill 54 was tabled, 6 Yeas and 0 Nays.

#### **10. ORDINANCES FOR INTRODUCTION:**

##### **Bill 60**

Administration Sponsored: Amending the 2008 General Fund Budget to provide for a supplemental appropriation of Three Thousand Four Hundred (\$3,400) Dollars as a result of a grant from the Eastern Pennsylvania EMS (Emergency Medical Services) Council to the City of Allentown Paramedics for Reflective Safety Markings on the Rear Facing Surface of Four (4) Front-line Ambulances.

Bill 60 was referred to Public Safety.

**Bill 61**

Administration Sponsored: Amending the 2008 General Fund Budget to provide for a supplemental appropriation of Four Thousand One Hundred Sixty (\$4,160) Dollars as a result of payment from the Lehigh Valley IronPigs Baseball Team to the City of Allentown Paramedics for provisioning of on-site Emergency Medical Services during baseball games at Coca-Cola park for the month of April 2008

Bill 61 was referred to Public Safety.

**Bill 62**

Administration Sponsored: Amending the 2008 General Fund Budget to provide for a supplemental appropriation of Fifteen Thousand Three Hundred Forty Dollars and Thirty Cents (\$15,340.30) as a result of a grant from the Eastern Pennsylvania EMS (Emergency Medical Services) Council to the City of Allentown Paramedics for improvements to the service's State Records Reporting System.

Bill 62 was referred to Public Safety.

**Bill 63**

Administration Sponsored: Amending the 2008 General Fund Budget to provide for a supplemental appropriation of Forty Nine Thousand Nine Hundred Ninety Nine Dollars and Sixty Two Cents (\$49,999.62) in Enterprise Zone funding from the Pennsylvania Department of Community and Economic Development for implementation of the City Enterprise Zone program.

Bill 63 was referred to CEDC.

**Bill 64**

Administration Sponsored: Amending the 2008 General Fund Budget to provide for a supplemental appropriation of Fifty Two Thousand and Seven Hundred Ninety Dollars and one cent (\$52,790.01) for Fire Training and Fire Safety Equipment and Witness and HazMat salary reimbursements, as follows:

Bill 64 was referred to Public Safety.

**Bill 65**

Introduced by Councilpersons Howells, Eichenwald and Phillips: Stop Sign at 9<sup>th</sup> Street and Jackson Streets

Bill 65 was referred to Public Works.

**Bill 66**

Administration Sponsored: Amending the 2008 General Fund Budget to provide for a reimbursement of Seventy-seven Thousand Two Hundred Seventy-eight Dollars and Forty-seven Cents \$77,278.47 from the Lehigh and Northampton Transportation Authority to the Surveillance Camera account of the Police Department to provide for surveillance cameras and related equipment around the LANTA Transportation Center.

Bill 66 was referred to Public Safety.

**Bill 67**

Administration Sponsored: Amending the 2008 General Fund Budget to provide for a supplemental appropriation of Four Hundred Fifty (\$450) Dollars; to provide for the funds received from participants of the Weed and Seed workshop entitled "Being an Effective and Trusted Ally."

Bill 67 was referred to Public Safety.

**Bill 68**

Administration Sponsored: Amending Article 911, Shade Trees, by increasing the number of members sitting on the Shade Tree Commission for three (3) years

Bill 68 was referred to CEDC.

**Bill 69**

Administration Sponsored: Amending the 2008 General Fund Budget to provide for a supplemental appropriation of Four Hundred Fifty Thousand (\$450,000) Dollars; to provide for the grant from the Commonwealth of Pennsylvania Office of the Budget. Funds are to be distributed to the Allentown Parking Authority (\$200,000), Allentown Symphony Association (\$200,000) and the Baum School of Art (\$50,000)

Bill 69 was referred to CEDC.

#### **Bill 70**

Amending the 2008 General Fund Budget to provide for a supplemental appropriation of Sixty-Seven Thousand Six Hundred Seventy Five (\$67,675) Dollars; to provide for the grant from the Pennsylvania Department of Community and Economic Development to the City of Allentown for a grant for Community Action Committee of the Lehigh Valley to renovate the Sixth Street Shelter in Allentown.

Bill 70 was referred to CEDC.

#### **Bill 71**

Administration Sponsored: Adopting the 2006 International Fire Code as amended.

Bill 71 was referred to Public Safety.

#### **Bill 72**

Administration Sponsored: Amending the General, Water, Sewer and Solid Waste Funds by appropriating \$635,000 in total funds from the unappropriated balance for the purchase of gasoline and diesel fuel: \$485,000 to the General Fund and \$50,000 each to the Water, Sewer and Solid Waste Funds.

Bill 72 was referred to Administration.

#### **Bill 73**

Administration Sponsored Ordinance: Amending the 2008 General Fund Budget to provide for a supplemental appropriation of Five Thousand and Five Hundred Dollars and no cents (\$5,500); to provide for the receipt of a grant from the Pennsylvania Urban and Community Forestry Council. This grant *will assist in the establishment of a formal Remembrance Tree Program.*

Bill 73 was referred to CEDC.

#### **Bill 74**

Introduced by Councilpersons D'Amore and Donovan: Establishes the Solicitor's Office as the agent responsible for complying with the Public Records Law

Bill 74 was referred to Administration.

### **11. CONSENT AGENDA:**

#### **CA1**

Certificates of Appropriateness: 1624 Chew Street, 1515-1559 Linden Street, 1525 Turner Street, 624½ Park Street, and 626 Park Street

George Schaller, 622-1/2 Park Street, said the City of Allentown made him build his house to historic appropriateness, and they allowed garbage. He said he was assaulted by Mr. Williams and 3 other people were robbed of their money. He owns the parking lot.

Mr. Donovan requested an officer to come to Chambers.

Mr. Schaller said this man assaulted him. He went to the Mayor. He sent him to his Spanish liaison. Do I look like Mr. Julio Gurdy?

Mr. D'Amore said Mr. Arcelay is not a Spanish liaison. He is the special assistant to the Mayor. You were referred to him because that's his job, and he's sure he was served well.

Mr. Schaller said it's 2 years later. The properties are inappropriate and not in accordance with the historic appropriateness. He gave Mr. Williams the benefit of the doubt. He sat on the porch the other day and he was feeling the porch floor boards. The porch floor boards and the gutter are the only thing that are in that paper, letter of appropriateness.

Mr. D'Amore said your address is not on this list. You're saying you, at a previous time, were compelled by the HARB Board to do something. You are objecting to these certificates of appropriateness because you feel you were treated differently than other people?

Mr. Schaller said he has a mental illness. He takes pills, and the City knows this, too.

Mr. D'Amore said you are objecting to all of these?

Mr. Schaller said everything – all 3 should come off. He owns the parking lot which is 2 from them – 628 and 630 and Allen – 622-1/2, and he's not changing the parking lot until the Administration changes.

Mr. Phillips asked if his objections are to 622-1/2 Park or . . .

Mr. Schaller said 624 is an apartment building. There's one right next door. He's been waving a machete. 3 times the police do nothing. He has his stuff inside his house. Come one, open the door.

Mr. Phillips said you're objecting to what's being done and HARB approving 624, which is next . . .

Mr. Schaller said there's 3 buildings next to his. His is kind of like fruit loops right now. You can go down and look at it.

Mr. Phillips said you've been denied by HARB?

Mr. Schaller said oh no. They made him make his historically appropriate. When he fired Cityline and didn't get his money back, he went to the Code Office and they laughed and giggled at him. They wouldn't give any permit, and there was a horrendous fire where 5 people died.

Mr. Schaller said he thinks they should be torn down. They're all wrong.

Mr. Phillips asked the homes that are next to you?

Mr. Schaller said 3 homes; 3 porches.

Mr. Phillips said the homes next to you, meaning all 3 of them. We are dealing with 4 properties on the resolution. Have you spoken with HARB?

Mr. Schaller said yes, that is why this is here, because of him. He's been in touch with Mr. Williams, and he refuses to give him . . . there's \$8,000 that was misappropriated that he supposedly stayed at the Strand Hotel . . .

Mr. D'Amore said we have to keep to the subject. He understands you have frustration and you have some grievances here. He's sure there is a forum that is appropriate for that. We want to keep to this issue. You're objection then – and please tell me if there's anything further than this – you feel HARB inappropriately put forward certificates of appropriateness for properties and they did not for you, and you feel you're being treated differently and unfairly because of that.

Mr. Schaller said HARB and the Code Enforcement Office.

Mr. Guridy said there were some questions raised, and the Administration isn't here to answer them. He doesn't think it's appropriate to move forward with this.

Mr. Guridy moved to table CA1 until we receive more information.

There was no second to Mr. Guridy's motion.

Mr. Schweyer asked if we can see that the folks on Chew, Linden and Turner Streets can proceed, because there are no objections to those properties?

Mr. D'Amore said you can make a motion to separate anything on the Consent Agenda.

Mr. Schweyer and Ms. Eichenwald moved to amend CA1 by separating 1624 Chew, 1559 Linden and 1525 Turner Streets.

Mr. Phillips said he sees an objection because Cityline Construction is listed on the Turner Street address.

Mr. Schaller said that's Cityline, too.

Mr. Schweyer withdrew his amendment.

Ms. Eichenwald seconded Mr. Guridy's motion to table CA1.

CA1 was tabled by common consent.

**12. RESOLUTIONS ON SECOND READING:**

**R42**

Administration Sponsored: Encroachment for a Handicap Accessible Ramp at 24-32 South 5<sup>th</sup> Street, Treatment Trends

Mr. Guridy said R42 was recommended favorably, 2-0.

R42 was approved, 6 Yeas and 0 Nays.

**R43**

Administration Sponsored: Encroachment for an Overhead Pedestrian Walkway at 26 North 17<sup>th</sup> and 102 North 17<sup>th</sup> Streets, Allentown School District

Mr. Guridy said R43 was recommended favorably, 2-0.

Mr. Donovan said he attended the school board meeting, and he has not heard any concerns.

R43 was approved, 6 Yeas and 0 Nays.

**R37**

Administration Sponsored: Authorizes Keystone Municipal Collections to Bill and Collect Certain Taxes: earned income tax, local services tax, and the per capita tax.

R37 was tabled.

**13. NEW RESOLUTIONS:**

**R46**

Administration Sponsored Ordinance Conveyance of land to the school district at Trexler Middle School

Mr. D'Amore said there was a request from the Administration to vote on this tonight. Are there any objections?

Mr. Phillips said he objected.

R46 was tabled, 6 Yeas and 0 Nays.

**R47**

Administration Sponsored Ordinance TreeVitalize Metros – \$25,000 grant application to plant trees and train community volunteers to assist in the planting and early care of trees planted throughout the City of Allentown

R47 was referred to CEDC.

14. **NEW BUSINESS:** None.

15. **GOOD AND WELFARE:** None.

**16. ADJOURN**

The meeting was adjourned at 11:45 PM.

Michael P. Hanlon  
City Clerk