Commonwealth of Massachusetts
Executive Office of Public Safety and Security
Office of Grants and Research
Highway Safety Division
10 Park Plaza, Suite 3720
Boston, MA 02116—Tel: (617) 725-3341

Application for Grant Funds (AGF)
FFY 2011 Automated License Plate Reader Grant Program
Deadline for Applications: Noon, November 29, 2010

All sections must be completed to be eligible.

Name and Complete Address of Department or Municipality **Reading Police Department**			
Chief's Last Name **Cormier**	First **James**	Middle Initial **W.**	
E-Mail Address **jcormier@ci.reading.ma.us**	Telephone **(781) 944-1212**	Fax **(781) 944-2893**	
Grant Contact Last Name **Martel**	First Name **Justin**	Middle Initial **P.**	Title **Safety Officer**
E-Mail Address **jmartel@ci.reading.ma.us**	Telephone **(781) 942-6775**	Fax **(781) 944-2893**	

Applicant Profile	
Does your department currently have any ALPR units in use? If so, how many?	**No, but we are participating in the NEMLEC demo program.**
Number of full-time officers	**40, including the Chief**
Number of part-time officers	**0**
What is the population of your community according to the 2009 census?	**23, 509**
How large is your community (square miles)?	**9.9 Square Miles**

Problem Identification

Category	2007	2008	2009	2010 *to Date*
Number of unlicensed motorist citations	80	80	187	170
Number of uninsured motorist citations	70	64	107	109
Number of operating with a suspended license citations	78	85	120	101
Number of operating with a suspended license arrests	20	20	21	12
Number of stolen vehicles reports	14	16	11	9
Number of stolen vehicle arrests	0	2	3	0

Proposed Programming

Experience

The Reading Police Department (RPD) has been participating in highway safety initiatives for many years. In fact, aggressive traffic enforcement is a cornerstone of the RPD and our officers typically engage in at least one directed patrols per shift and generally write between 18 and 22 (or more) traffic citations per month.

The RPD has been participating in state and federally sponsored programs such as Click It or Ticket since its inception. The RPD feels that such programs enhance its in-house commitment to highway safety and traffic enforcement.

In addition to traditional enforcement efforts, the RPD has engaged the community-at-large to create a strong and lasting relationship with the public and especially with the schools and business community. In so doing, the RPD has been able to maintain a staffed safety booth at a variety of recurring events including Friends & Family Day and Environmental Day. These recurring events are complemented by regular outreach by the RPD's Community Service Officer, Safety Officer and School Resource Officer who frequently speak to children about general safety issues, including pedestrian and roadway safety.

The RPD has yet to compete in the Law Enforcement Challenge, but we have been speaking with your office about the challenge and we attended the recent training in Lowell to learn more information. As a result, the RPD is starting to gather the data necessary for a submission this coming April. In order to foster continued excellence from his officers—and assist with the competition—Chief Cormier recently instituted a reward system whereby officers who demonstrate the highest commitment to seatbelt and impaired operator enforcement will be given a *Chief's Day Off* at the end of the year. See the attached letter for further details.

Finally, it is important to note that the Chief, the Executive Officer and the Safety Officer are members of the Town of Reading's Parking-Traffic-Transportation-Task-Force (PTTF), which includes the Town Manager and staff from the DPW and Planning Departments. This group meets once per month to address complaints regarding traffic and parking. The group also formulates longer term strategies to recognized and foreseeable problems in these areas.

Timeline (January 2011-June 30, 2011)
If awarded the grant, the RPD would initiate the purchase process immediately upon receipt of grant funds. We would like to have the units installed no later than 30 business days after the receipt of funds (i.e., after the money is in the Town's bank account). We would strive to have the units in operation the day of installation with 100% of the sworn personnel being fully trained on their operation within 15 days of installation.

We have been in an ongoing discussion with ELSAG North America since this past May when their sales representative Pat Fox assisted us with information on a prior grant submittal for an ALPR through the federal Byrne Grant Program; the RPD did not receive the grant due to formula constraints. There would be no delay in obtaining the matching funds.

As you may know, ELSAG provides initial training on their units once they are installed. In addition to this training, the RPD will develop a Memorandum to address implementation and operational issues until formal policies are adopted into the RPD's Offical Policies & Procedures Manual. As a point of information, you should know that a Memorandum carries the full force and effect of a policy of procedure; the distinction is whether it becomes a permanent part of the Manual. Entries into the Manual are carefully reviewed and edited before being adopted.

The RPD is currently participating in the NEMLEC ALPR Trial & Demonstration Program. We are one of the few NEMLEC departments doing so. While we are in the very early stages of installation and operation, we are excited to introduce this powerful new technology into the RPD and ultimately make a purchase, whether through this grant or other potential avenues of funding in the future.

Project Activities

We propose to make the ALPR available for use twenty four hours per day. The ALPR's primary user group will be our line-level patrol officers working the A, B and C Shifts. The Officer-In-Charge will assign the ALPR unit to an officer at Roll Call. When assigning the unit, the Officer-In-Charge will consider both seniority and productivity. If an officer is assigned to an ALPR during a shift, he or she will use it for no less than 2 hours of the total shift, with expectations to use it much more. Over time, productive users of the system will be given preference in its use. During the B-Shift, officers assigned to the ALPR will be expected to maintain a presence in areas where high crash rates occur.

Capabilities

The RPD is fully capable of implementing this program. The RPD has three full-time officers assigned to its Support Services Division. These officers work in an administrative capacity to assist with a variety of planning, implementation, and training tasks. This includes the installation and troubleshooting of various types of law enforcement hardware and software—from rifles and cruisers to traffic studies and laptops.

Also, like most other towns, the RPD has access to the Town of Reading's Information Technology Department, which is staffed by three computer professionals who will provide assistance on more complex computer issues.

These in-house capabilities are further enhanced by our existing relationships and access to staff at ELSAG North America and the NEMLEC Technology Unit.

Goals

The RPD's goals for its ALPR program are threefold:

1. Increase Enforcement—Increase the department total for Uninsured, Revoked, and Unlicensed motorist violations by 20% over 2010 levels by September 2011 and 25% for the year as a whole. Also, increase the department total for Seatbelt violations by 50%.

2. Lower Crash Rate at Key Intersections—Under the DDACTS model, by the end of December 2011 reduce the 5-year average for the number of car crashes at the intersections of Main St/Franklin St (Sector 1), Main St/Hopkins St (Sector 2), and Main St/Route 129 (Sector 3) through the aggressive enforcement of criminal motor vehicle violations in the immediately surrounding areas.

3. Contribute to Multiagency Information Sharing— Ensure that the RPD is one of the first 5 departments to share its archived "read images" of license plates with the forthcoming dedicated server at the CHSB for use multi-agency use in SWISS and CopLink, two excellent programs which we are already contributing to and participating in. As a former computer programmer, Chief Cormier understands and values these recent information sharing efforts and has made the RPD a partner with the CHSB and the Fusion Center in their technological efforts. Participation in the forthcoming ALPR server upload is just another way we can help in this area for a benefit to be shared amongst police agencies across the Commonwealth.

Evaluation

1. Assessing Enforcement—On a department basis as well as an individual officer basis, conduct a statistical comparison of the number of Uninsured, Revoked and Unlicensed Operators for the first 6 months of the grant program with the same 6 month period in the prior three years. Conduct the same comparison for Seatbelt violations. Generate a "Before and After" report for review by Command Staff to allow them to make more informed decisions on departmental priorities and asset allocation. In order to conduct a more insightful analysis, the department will keep a record differentiating between citations resulting from ALPR use and traditional enforcement tools.

2. Lowering Crash Rates—Compute the 5-year average for crashes occurring at Main St/Franklin St (Sector 1), Main St/Hopkins St (Sector 2), and Main St/Route 129 (Sector 3) within the first 6 months of the year. Compare the computed average with the number of crashes actually occurring at said intersections from January through June 2011.

3. Information Sharing—Continue to build our relationship with CHSB and apprise them of our desire to be one of the first five departments to contribute to their forthcoming server dedicated to archiving ALPR "read" information. If the server comes online before the RPD is awarded the grant then being one of the first five departments would be unlikely. Should this occur, we will ensure that our involvement in the program is prompt.

Additional Information- Provide any additional information about your current and/or proposed ALPR program you would like EOPSS to consider when evaluating your AGF response (major highways through community, commuter population).

The Town of Reading is located 12 miles north of Boston, 12 miles south of Lawrence, and about 8 miles west of Lynn. Interstates 93 and 95 run along the southern and western borders of Reading, intersecting in the "Cloverleaf Interchange" at the town's southern border. There are four highway exits/entrances to drive into or out of Reading. State Routes 28 and 129 meet in our downtown and assist with the overflow of traffic resulting from the backlog of the "Cloverleaf." These geographical features create two unique issues for the RPD—traffic congestion and access to drugs.

With respect to traffic, the heavy volumes coming and going from the highways from the early morning into the early evening result in significant congestion along Route 129 and to all parts south. The congestion causes driver frustration and, in turn, this frustration results in many drivers skirting traffic laws in order to move more quickly through town. Recent development in the area, especially along Walkers Brook Drive and in the town's neighboring business districts of Woburn, has exacerbated the traffic problem.

With respect to drugs, on the face of it, access to drugs may not seem to be a problem related to traffic or addressable through traditional traffic enforcement, but, as you know recent reports under the Data-Driven Approaches to Crime and Traffic Safety title are starting to establish a link that shows how aggressive traffic enforcement in areas of known drug use can have a measurably positive affect on crime.

We feel that the ALPR system would help the RPD more efficiently resolve some of its traffic and drug problems by increasing the Department's capacity to detect criminal motor vehicle offenses and conduct saturations of areas where drug activity is known.

BUDGET TEMPLATE

January 2011 - June 30, 2011- also provide specification sheet from your chosen vendor

Equipment	Cost/Rate	Total
MPH-900X2AD3 Split Trans (Camera Technology)	**$16,350.00**	**$16,350.00**
Operation Center License (Licensing Fee)	**$600.00**	**$600.00**
Equipment Installation (Free)	**$0.00**	**$0.00**
Vendor Training Session (Free)	**$0.00**	**$0.00**
Total	**$16,950**	**$16,950**

Total funding requested $16,950.00

The RPD does have a seatbelt policy. See attachment.

Please Note: If your department does not have an officer safety belt policy, 50% of your total grant award will be deducted. If your department falls into this category, please provide a statement agreeing that the balance will be paid by your department or that no funds will be awarded.

Grant recipients are required to provide an in-kind (soft) match which represents 20% of the total project cost. For example if you receive $5,000, your 20% match would be calculated as follows: $5,000 divided by 80% = $6,250 X 20% = $1,250.

FEDERAL IN-KIND MATCH REQUIREMENTS - REQUIRED

Item/Service	Quantity	Cost	Total
2 Hours of On-Shift Training for All Line-Level Patrolmen; Calculated at Avg. Rate of $31.50 per hour	**29 (Officers)**	**$1,827.00**	**$1,827.00**
On-Shift Use of ALPR at 2 Hours per Shift, 3 Shifts per Day, for 120 Days *Minimum*; Calculated at Avg. Rate of $31.50 per hour	**6 (Hours per Day *Min.*)**	**$22,680.00**	**$22,680.00**
Equipment Installation (Free)	**1**	**$0.00**	**$0.00**
Vendor Training Session (Free)	**1**	**$0.00**	**$0.00**
			$24,507.00

Total in-kind match $24,507.00

Department's plan to pay for additional maintenance and warranty costs:

ELSAG North America offers a Service Plan for up to 4 years. This includes an annual training, software upgrades, service and parts. The Service Plan does not include unit replacement due to an accident or crash. The first year of the Service Plan is free and coverage for the remaining three years costs $1,600.00 per year. The RPD will pay an additional $3,200 to extend the full range of service and upgrades into 2014. Maintenance beyond that will be paid by the RPD through its regular invoice and purchase order system. Maintenance will be coordinated through the RPD's Support Services Division.

For EOPSS/HSD Use:
Revised Total Request:
$_____

Applications due on or before November 29, 2010 at noon to:

Dan DeMille, Program Coordinator
Executive Office of Public Safety and Security
Office of Grants and Research
Highway Safety Division
10 Park Plaza, Suite 3720
Boston, MA 02116

CHECK LIST
___ Completed Application (original and 8 copies)
___ Required Signatures
___ Safety belt policy or commitment to establish one by DATE
___ Contract Authorized Signatory Listing

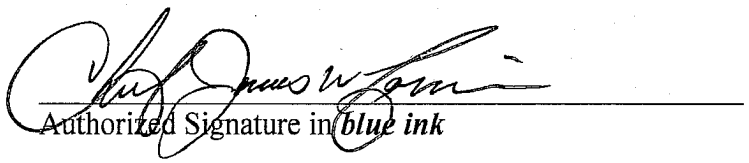
Please note that in the event that your department or municipality is selected for an award, a Standard Contract Form and General Subrecipient Conditions will be provided for your signature at that time.

Before signing below, or obtaining signature, please be sure the entire application is complete.

ASSURANCES

The **Reading Police Department** acknowledges and agrees to comply with all grant contract requirements and performance measures. This municipality or department understands and agrees that a grant received as a result of this application is subject to the regulations governing highway safety projects and grant management requirements and will comply with all State and Federal Guidelines. Funding is based on availability of federal funds. I hereby acknowledge my understanding of the above grant requirements and will comply with the best of my ability:

Chief James W. Cormier
Authorized Representative Name and Title (please print)
Please note that the signatory must be authorized to enter into a contract with the Commonwealth.



Authorized Signature in ***blue ink***

11-24-2010

Date signed in ***blue ink***

Deadline: An original application form with attachments, along with three copies, must be received by HSD by **noon on November 29, 2010.** Faxed and electronic responses will **NOT** be accepted.

*It is suggested that departments verify with EOPSS-HSD receipt of application prior to deadline (this is because of recent mail delivery problems). Please email Dan DeMille at Daniel.DeMille@state.ma.us to verify receipt.

SEAT BELTS

A. GENERAL CONSIDERATIONS:

There is ample evidence available indicating that the use of safety/seat belts has a significant effect in reducing the severity and the number of deaths resulting from traffic crashes. In addition, safety belts assist officers in maintaining proper control of their vehicles during emergency, pursuit, priority response and/or high-speed operation.

Based on these facts, the following procedure has been developed regulating seat belt usage in the Reading Police Department.

B. POLICY: **(41.3.3)** READING POLICE PERSONNEL AND DEPARTMENT VEHICLES

1. Operators and Passengers – All persons, sworn and non-sworn, will use the safety belt restraining system while operating or riding as a passenger in a department vehicle- including vehicles that are equipped with an air bag passive restraint system.

2. Prisoner Transport – Whenever feasible and practical, prisoners being transported in the rear seat of a Reading Police vehicle equipped with a rear safety belt system will be restrained by the safety belts.

   Officers may transport prisoners without the use of safety belts if they encounter difficulty in fastening them on an unruly prisoner or if the application of the safety belt would jeopardize the safety of the officer.

3. No person shall modify, remove, deactivate or otherwise tamper with the vehicle safety belts except for vehicle maintenance and repair and not without the express authorization of the Chief of Police or his designee.

4. Personnel who discover an inoperable restraint system shall report the defect to the Shift Supervisor as well as entering it on the electronic Cruiser Checklist.

C. ENFORCEMENT PROCEDURES DURING A MOTOR VEHICLE STOP.

1. When officers make a motor vehicle stop for a primary violation, they should take particular note of the occupant(s) compliance or non-compliance with the State's seat belt law and should whenever possible issue a citation for any non-compliance observed.

D. ENFORCEMENT OPTIONS:

Failure to wear seat belts carries both a public safety and financial cost. Statistics show that belted motorists have lower odds of suffering fatal or serious injuries in

a crash and increased numbers of serious crashes are an expensive burden for victims. Therefore, sworn officers are requested to adopt a 'zero tolerance approach' on the aggressive enforcement of seat belt laws and the child passenger statutes. The issuance of a civil infraction is the preferred disposition over the issuance of written warnings.

Violations of MGL C90, s13A "Seat Belt Use Required" and C90 s7AA "Child Passenger Restraints", are not deemed to be a conviction of a moving violation for the purpose of assessing insurance surcharge options.

1. Therefore, officers may consider the following options when enforcing safety belt violations:
   a. Issue a written citation for the primary violation and the seat belt violation, making both civil infractions.

   b. Issue a written citation for the seat belt violation, marked civil infraction and noting the primary violation on the citation.

   c. Issue a written citation for both violations marking both warnings.

   d. Issue a written citation for the primary violation, marking civil infraction and noting the seat belt violation only.

      The provisions of this law shall be enforced by officers only when an operator of a motor vehicle has been stopped for another violation of the motor vehicle laws or some other offense.

E. OFFICER IN CHARGE AND SHIFT SUPERVISORS:

Officers in Charge and Shift Supervisors will be expected to be the driving force at patrol level by encouraging patrol officers to increase enforcement of occupant restraint violations and shall monitor their activity.

11-12-2009

CHIEF JAMES M. COMEAU
CHIEF OF POLICE

ELSAG North America Law Enforcement Systems, LLC

412 Clocktower Commons
Brewster, NY 10509
Duns # 196140821
Phone: 1-866-9MPH900 (967-4900)
Fax: 336-379-7164

DATE

11/18/2010
QUOTATION

Delivered to:

Reading Police Dept.
Att: P.O. Justin Martel
15 Union St.
Reading, Massachusetts 01867

Quotation valid until: January 31, 2011
Prepared by: Pat Fox

Projected Arrival Date: TBD

(Please mail your PO to the address above or FAX copies to the number above and also FAX a copy to (518) 452-7777.

Receipt of Goods

NASPO Multi-State Contract #PC62119 Award #19745
Massachusetts Contract # HSL-01
WSCA # PC 62119 Hazardous Incident Response Equipment
(Contract term: September 2, 2005 - May 31, 2015)

MASSACHUSETTS EOPSS FY2011 AUTOMATED LICENSE PLATE READER GRANT

Model #	Description	Cost	Units	Amount
MPH-900X2AD3 SPLIT TRANS	Mobile License Plate Reader - Includes two units with LPR Processors, camera (color and IR LPR); Infrared illuminators, enclosures, junction box, cables and related software. (REQUIRES INSTALLATION BY AUTHORIZED ELSAG N.A. PERSONNEL)	$16,350	1	$16,350.00
MPH-900 INSTALL	IN A TRANSPORTABLE RUGGEDIZED CASE. Hedley mounts with a Clicker to be mounted on a Ford Crown Victoria.			
OPERATION CENTER LICENSE	Operations Center License	$600	1	**$600.00**
			TOTAL	$16,950.00

Service Plan for goods and services provided by the above quote

Year I	Free		
Year II	$1,600.00 per year	Hardware and Software	
Year III	$1,600.00 per year	Hardware and Software	
Year IV	$1,600.00 per year	Hardware and Software	

Service Plan Includes:
- Software Updates
- Annual Training/Service
- Parts & Labor

Approval Signature:_____

MPH900
Mobile Plate Hunter 900 Series

LPR BID SPECIFICATIONS

1 Technical Equipment Specs

- System shall be composed of 1-4 cameras with integrated OCR processor along with a power distribution and network communication unit, and all necessary cabling and mounting hardware for a use in a patrol vehicle setting.
- The system will perform OCR processing on the camera, eliminating the need for special cables between the cameras and processor; thus eliminating EMI interference with analog devices.
- Camera cables will be shielded to eliminate RF interference and use military specification (MIL-SPEC) connectors.
- Power specification is 12 VDC; Power consumption will not exceed 25W.
- The system shall be designed and installed to be immune from the temporary drop in DC power during vehicle starts and will not reboot or lose connectivity with the vehicles system.
- In each nitrogen sealed enclosure, there are two different cameras; one color and one black and white.
- Cameras will be available in 740nm, 810nm, or 880 nm Infrared Illuminator Wavelength utilizing high current pulses which are synchronized with the camera shutter.
- LPR system should have operating temperature range of -20+55°C (-4+131°F).
- Cameras will be available in configurations that can view across one or two lanes.
- Cameras shall be externally mounted with secure magnetic base including optional alignment bracket and variable direction system. The variable direction system allows the camera to be locked into a forward or backward facing position.
- Infrared illuminator shall be a Class 1 Illuminator, according to EN 60825-1.
- Communications between the cameras and user interface will consist of IP, TCP and UDP over 100Mb Fast Ethernet.
- The system separately captures, interprets, processes, displays, and stores images of license plates within range of the equipped vehicle without action from the end-user.
- The system will continue to read license plates during all functions except for a diagnostic mode.
- The system shall provide a GPS device, compliant with NMEA 0183 version 2.0 or later.
- The LPR cameras should utilize Fresnel lens technology to maximize IR illumination power.

YOUR MISSION...IS OUR MISSION.

ELSAG North America, a Finmeccanica company
Global Leaders In Public Safety Technology
866.9.MPH.900 elsagna.com

ELSAG NORTH AMERICA
LAW ENFORCEMENT SYSTEMS

LPR BID SPECIFICATIONS

2 User Interface Specs

- The user interface software (GUI) must be able to be loaded on existing MDT or laptop computer and not require additional interface hardware.
- The system must be installed and function on an MDT within the minimum specs for the user interface software. The minimum specs are a Pentium III 700 MHz processor, 512 MB Ram, 800x600 minimal display Resolution, 5 GB disk space available, 1 - 100Mb Fast Ethernet, and 1- USB 2.0 port.
- The system must function with full capabilities with an operating system environment of XP Professional SP2 or Windows 2000 Professional SP4.
- Each license plate read will consist of one color overlay image of the entire target vehicle, one black/white of the license plate, a time and date stamp, GPS coordinates, and any associated "hit" information.
- The system must allow storage of plate reads for at least 1 month and up to 9 months and retain those records after data transfer to a server for long term storage.
- The system shall provide the ability to store at least 4 million records in its "hotlist" database.
- Hotlists shall be merged externally then loaded to the car system.
- The system will be multi-user capable with user and password management available through the in-car interface.
- Hotlists must be able to be loaded via USB flash drive, wi-fi (802.11) and long-range (cellular, modem) with no user intervention.
- Reads that are on the hotlist ("hits") must alert the user with both an audible and visible alarm in under a second.
- The system will allow the end-user to query stored reads against time and date and full or partial plates.
- The system will allow query results to be displayed and include a time and date stamp, an infrared image of the plate, a color image and corresponding GPS coordinates of the read placed on a map including any associated information with the hotlist database match.
- The system will allow multiple results from a query to be shown on a map.
- The system will interpret and report only one license per scanned plate. Systems that provide multiple responses for each read plate are not acceptable.
- The system shall provide multiple layers of security and configuration so that certain matches may alert only those officers with appropriate privileges.
- The system shall be able to capture an image with a manual trigger by the end-user.
- The system will allow the ability to toggle between the black/white (IR) image and the corresponding color image on the user interface.
- The system will be configurable to choose the default image displayed after system startup as either the black/white or the color image.
- The system is able to simultaneously process images and data from multiple sets of cameras, fixed and mobile.
- The system retrieves new or updated hotlist files automatically on an agency-defined schedule, via the wireless network connection, and without operator intervention.

LPR BID SPECIFICATIONS

2 User Interface Specs *(continued)*

- The system will have at least 10 multiple classes of alarms to differentiate between "hit" types.
- The GUI will allow the end –user to manually insert a plate, state and additional description data. The GUI will also search through in-car stored read for inserted plates and display any and all past reads on that that plate.
- The system will provide on-board cartography
- The system will allow the creation of a virtual barrier around sensitive or restricted areas by connecting GPS coordinates
- The system will generate alarms on existing reads each time a new Hot List is received.
- The system will export data in HTML

3 Server Specs

- The software will allow searches of stored reads via time and date, plates (including partials), location radius, and map location. Queries will be able to be defined for partial plate searches using Regular expressions.
- The software will allow the display of a thumbnail of the original image with query results.
- Each query result will link to a details page that includes original color image, black/white image, and map location.
- Software has built-in trouble management system to alert support personnel of potential problems.
- The software provides data mining functions including: Convoy Analysis, Unique/Duplicate plates time frame analysis, and Nested searches.
- Communications protocols to accompany different bandwidth requirements.
- The system can generate emails on alarms to cellular devices.
- The software can manage multiple hotlists.
- The software will allow Pending alarms that are not managed in a configurable time frame to be transmitted to the server and automatically change the class to Deferred.
- The software allows for Multiple Login roles.
- The software allows for customized menu selection based on role.
- The software will provide an activity log of user functions.

4 Company Performance

- The LPR provider must have experience in large camera network systems and have a least two 100+ networked camera systems installed and currently operational in North America.
- The LPR provider will manufacture and service the system in the United States of America.

READING POLICE DEPARTMENT
OFFICE OF THE CHIEF

James W. Cormier
Chief of Police

15 Union Street, Reading, Massachusetts 01867
Emergency Only: 911 All Other Calls: 781-944-1212 Fax: 781-944-2893
E-Mail: JCormier@ci.reading.ma.us

November 24, 2010

Attention Patrol:

The National Highway Transportation Safety Administration and the Bureau of Justice Assistance have long theorized that there is a relationship between crime and traffic enforcement. The main tenant of the theory is that aggressive traffic enforcement lowers crime, from the roughest urban areas to the most polite suburbs.

Although this is something we all intuitively know, a number of recent case studies have academically validated this theory, which has resulted in the promotion of a new approach to policing known as the "Data Driven Approach to Crime and Traffic Safety."

As you know, aggressive traffic enforcement has been a cornerstone of the Reading Police Department for decades. Although the Town of Reading is not without its problems, we enjoy a comparatively low crime rate. It is my belief that this is in no small part due to the outstanding traffic enforcement efforts of our patrolmen.

Considering the known relationship between traffic enforcement and crime, I would be remiss not to encourage you to achieve further levels of excellence. As a result, I am instituting a trial rewards system for our Patrol Officers. At the end of this calendar year I will be awarding a *Chief's Day Off* to the Patrol Officers who demonstrate the highest level of commitment in enforcing our seatbelt and impaired driving laws.

Both areas of enforcement will be separated into an individual category and every Patrol Officer will be eligible to compete separately in each category, meaning that a single officer could be rewarded two *Chief's Days Off* if he or she were to win in each category. The evaluation criteria will be heavily based on quantitative information, but qualitative information will be considered as well. The decision making process for awarding the *Chief's Days Off* will be fair and transparent. If everything goes well, I will continue the program indefinitely.

It is my hope that this program will foster heightened interest and continued excellent from all officers in the Department with relationship to traffic enforcement.

Sincerely,

James W. Cormier
Chief of Police