

**SAFER NEIGHBORHOODS
THROUGH
COMMUNITY POLICING:
VOLUME I**

Successful Initiatives in 72 Cities

April 2001

The United States Conference of Mayors

The United States Conference of Mayors

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INTRODUCTION

Created through the Violent Crime Control and Law Enforcement Act of 1994, the Office of Community Oriented Policing Services (COPS) within the U.S. Department of Justice is responsible for the advancement of community policing in the nation. Its mission has included the addition of 100,000 community policing officers to the ranks of local law enforcement agencies and the provision of grant funds to enable these agencies to acquire new technologies and equipment, to hire civilians for administrative tasks, and to promote innovative approaches to fighting crime.

Through its Mayors' Institute for Community Policing and with the support of the COPS Office, The U.S. Conference of Mayors has actively encouraged adoption and refinement of community policing strategies, integration of community policing with other local government activities, and broadening of the underlying principles of governance within community policing so that they may become part of the fabric of all local government.

In January of this year, in an effort to gauge movement toward these goals, the Conference of Mayors surveyed the mayors of more than 1,000 cities throughout the U.S. – most of them cities of 30,000 and larger which are eligible for membership in the Conference. The survey sought information on how community policing was being implemented in their city, how COPS philosophy and funding were influencing individual agencies and city government overall, and which of their community policing initiatives had realized the greatest success. The results of this survey appear in a separate Conference publication, *The Influence of Community Policing in City Governments*.

Respondents to the survey also were offered an opportunity to provide information on what they considered to be their best community policing initiatives – initiatives which successfully addressed a specific problem in their city. A review of the many examples that were submitted with the cities' surveys found that the largest group of respondents described initiatives which addressed problems in individual neighborhoods. These are the "best practices" selected for this report.

The 72 examples of successful practices presented here illustrate the importance of key principles of community oriented policing. While the details of neighborhood initiatives vary in many respects from city to city, there are common threads running through them: All involved dedicated, well trained police officers who took on crime problems that generally had not yielded to traditional policing approaches; all involved neighborhood residents in the identification and analysis of the root causes of the problems affecting them; and all involved other city agencies and, often, the private sector, in bringing to bear the resources needed to solve the problems. This report shows how, in city after city, police departments were able to mobilize code and building inspection, streets and sewers, parks and recreation, animal control and any other services needed to turn around whatever problem was detracting from the quality of life sought by neighborhood residents. It shows how, in city after city, residents were helped to come together in newly-created or existing neighborhood organizations, often in neighborhood watch groups, to shoulder their share of the responsibility for ridding their community of problems and maintaining the improved environment that community policing can produce.

NORTH LITTLE ROCK, AR
Patrick Henry Hays, Mayor
Danny E. Bradley, Chief of Police

OPERATION FOCUS

In Operation Focus, which was conceived by Mayor Patrick Henry Hays, the Police Department worked with all other municipal agencies to concentrate the full range of City services on the blighted areas of North Little Rock. Addressing one neighborhood at a time, streets were repaired, drainage was improved, debris was removed, weeds were eliminated from alleys and vacant lots, and stray animals were picked up by animal control officers. Code enforcement officers inspected buildings in need of repair and landlords and property owners were contacted and required to improve homes and businesses. The result of this joint effort was a notable reduction in criminal activity.

Neighborhood groups were organized by the Police Department so that residents could be informed of what was occurring in their areas, how they could assist, and how this could help eliminate crime and improve living conditions in the entire neighborhood.

Over a period of years, Operation Focus moved from one neighborhood to another until all problem areas within the City had been addressed. The effort is occasionally repeated in areas where there is evidence of fallback from its original accomplishments. It continues to be an effective tool in combating deterioration of neighborhoods.

With guidance from the community, Operation Focus has led to other effective Police Department programs. For example, the juvenile curfew ordinance passed by the North Little Rock City Council in 1991 removes juveniles 17 years of age and younger from the streets during late night hours. This has enabled the Police Department to gain control of the juvenile crime situation and has virtually eliminated street gang activity. In addition, the School Resource Officer and DARE officer programs are now vital functions in the City's public schools.

Contact: Chief Danny E. Bradley, North Little Rock Police Department, (501) 771-7101

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ALAMEDA, CA
Ralph J. Appezzato, Mayor
Burnham E. Matthews, Chief of Police

PROBLEM ORIENTED POLICING PROJECT

An Alameda resident owned and occupied adjacent properties which he had modified illegally and rented out to transients, parolees and drug addicts. For years these properties were the

sources of community complaints about drug use and sales, disturbances, theft, burglary, rape and other problems, and the Police Department's many short term efforts to resolve the problems were found to be short-lived. A City Building Department action against the owner in regard to his illegal modifications was dropped after three years.

In November 1998, an Alameda police officer assigned to the Narcotics and Vice Unit initiated a Problem Oriented Policing project in an effort to bring an end to the complaints about the properties. The project brought together the Police Department's Crime Analyst, its Special Duty Unit, and representatives of the City Attorney's Office, Fire Department, Building Department, Code Enforcement and County Health Care Services Vector Control to share information and develop a comprehensive approach to the problem.

Officers who had responded to calls for service at the properties had sufficient information about some of the persons living there and the condition of the buildings to justify a team inspection; that inspection found numerous fire, building, electrical, and health and safety violations, as well as evidence of drug possession and use. The inspection identified 25 individuals living in the properties.

The building, code enforcement and fire officials notified the property owner of the violations and ordered him to abate them. At the same time, the Police Department conducted criminal investigations and implemented a zero tolerance enforcement policy with respect to the properties and those residing in them. Nine residents moved out before the second code inspection was conducted.

As a result of the concerted, collaborative efforts of the agencies involved, nine individuals were arrested on various charges, including parole violations and drug-related offenses, and a total of 11 moved away. In five apartments at one address, new kitchens and bathrooms were installed and other improvements were made. Attic living spaces were vacated and abandoned vehicles and trash were removed. Both neighbors and police officers involved were pleased with the restoration of relative tranquility to the area and, after four months with no calls for police services at the properties, the project was closed.

Contact: Chief Burnham E. Mathews, Alameda Police Department, (510) 748-4508

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ANAHEIM, CA

Tom Daly, Mayor

Roger A. Baker, Chief of Police

LEATRICE/WAKEFIELD INITIATIVE

Anaheim's Leatrice/Wakefield neighborhood suffered from overcrowding and blight. It contained more than 700 apartment units in an assortment of buildings which were individually

owned and had no responsible on-site management. In 1993 these apartments were responsible for 2,094 calls for service – an extremely high number for an area of this size – which sometimes included major assaults and drive-by shootings and often included nuisance offenses such as drinking in public and vandalism. Narcotics use and sales and gang activity were rampant.

Over the years the Police Department had tried numerous proactive enforcement programs which failed to have a lasting impact on the problems. In the mid 1990s the Department targeted the area for an enhanced level of service which had never before been tried: Two officers were assigned on a full-time basis to implement a problem solving approach which included an integral role for the community. Apartment owners were identified and contacted and leaders within the community were developed and “groomed.” A neighborhood advisory committee comprised of owners and residents was formed and their concerns were targeted. Neighborhood services personnel helped organize the residents. Code enforcement officers began an aggressive inspection program to bring buildings up to standard and to prosecute owners who failed to cooperate. (It was found that peer pressure from cooperating owners was one of the most effective motivators for those reluctant to cooperate.) The Police Department continued aggressive enforcement activities, including foot patrols, and relied heavily on assistance from the parole, probation and District Attorney’s offices, especially for gang prosecutions.

The introduction of a “no parking” variance on all surface streets appeared to have the greatest impact on the neighborhood. Vehicles parked on the streets had served as platforms for drug dealers, gathering spots for gang members, meeting spots for men who stood around socializing and drinking beer into the early morning hours, and hiding places for gang members and drug dealers. Grass could not grow on the parkways because people were constantly standing on them.

Initially, the variance met with a great deal of community resistance. When it was challenged in court, however, the City prevailed, and following its implementation, the situation improved considerably: The City worked with the owners of the properties to identify and develop sufficient off-street parking. The parkways came back to life and trash in the roadway ceased to be a problem. With the streets “opened up,” police officers were afforded better visibility as they patrolled the neighborhood. With nowhere to congregate, the drug dealers, gang members and drinkers were all but eliminated from public view. While some families were displaced, all found suitable housing elsewhere. The increased vacancy rate owners had feared never materialized; in fact, the improved conditions in the neighborhood made it possible for them to charge higher rents for their apartments.

Five years after the neighborhood was targeted for enhanced services, calls for service remain 50 percent lower than they were at their height in 1993. The two officers are no longer assigned full-time to the neighborhood; it is being maintained through regular patrols and through a partnership with the private security firms which patrol the area and serve as the Police Department’s eyes and ears when officers are not present. The neighborhood advisory committee meets monthly, with both patrol and code enforcement officers in regular attendance, and property owners and residents call at the first sign of trouble. In addition, flashlight walks are held frequently, and City-sponsored clean-ups are held once or twice each year.

Contact: Sargeant Paul Dohmann, Anaheim Police Department, (714) 765-1522

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AZUSA, CA

Cristina Cruz Madrid, Mayor

Robert Garcia, Interim Chief of Police

APARTMENT BUILDING INITIATIVE

Three very run-down apartment buildings located in the southern section of Azusa afforded poor living conditions for their residents and had become havens for crime. The Police Department’s community policing response to the situation was to contact the apartment managers and building owners, asking them to work with police and the City’s Community Improvement and Public Works Departments to begin addressing the sub-standard conditions. Their response was positive: All were eager to tackle the problems for the good of the community, and no significant difficulties arose. This resulted in the completion of critical safety-related repairs and in the improvement of lighting and visibility.

Objectives reached through the joint effort include an improvement in living conditions, a reduction in tenant turnover, and the enhancement of the physical appearance of the properties. Police officials attribute the success of the effort to the cooperative spirit of all participants – the desire of the property owners and managers, the Police Department and the City agencies to combat the problems facing the City. Many of the participants shared a sense of accomplishment and pride in a job well done, and many of the apartment residents have indicated that they feel happier and safer.

Contact: Lieutenant Jeff Reed, Azusa Police Department, (626) 812-3266

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COSTA MESA, CA

Libby Cowan, Mayor

David Snowdon, Chief of Police

SHALIMAR STREET PROJECT

The 700 block of Shalimar Street, an older inner city street with easy vehicular access, had become infested with gang members, was the site each year of several shootings and stabbings, and was known as the place to go in Orange County to purchase street drugs. The Police Department was receiving complaints from apartment building owners on the street, and the City Council was expressing concern over the bad press the City was receiving as a result of the criminal activity there.

When residents of the street banded together to demand that changes be made to improve living conditions and eliminate gang and drug problems, the Police Department responded by assigning a Problem Oriented Policing officer to work full time in the area, the City Council made available other needed resources, including code enforcement and building inspectors, and meetings of the various City departments and the Police Department produced a plan to correct the problems. A major narcotics investigation utilizing undercover officers from several cities was the kick-off

event: In a one-night sweep, approximately 30 individuals were arrested for drug sales or purchases. As a result, the word went out that Shalimar Street was no longer the place to purchase drugs.

The Police Department recommended that the street be barricaded at both ends to prevent easy access by gang members or drug dealers in vehicles, and the City allocated \$18,000 to install concrete barriers. Apartment owners were advised to form an association to improve living conditions on the street, and the local police substation was offered as the site for their monthly meetings. The owners were encouraged, and later required, to improve their buildings and to pave the dirt alleyways behind them. Building inspectors and police officers went door-to-door through every apartment building, and the Health Department ultimately condemned several of the buildings because of unsafe living conditions. One of these buildings was purchased by the City and later torn down, making way for a City park to provide area children a safe place to play.

In addition:

- “No parking” signs were posted on the street and tenants were required to remove inoperable vehicles from the rear parking areas. Police enforcement of parking rules led to a number of drug violation arrests where offenders were stopped in vehicles on the streets.
- Gang officers engaged in intensive enforcement and worked with probation officers to arrest gang members who violated laws and lived on the street.
- Bicycle patrols were conducted day and night to provide additional police presence.
- A bilingual Spanish-speaking officer was added to the Problem Oriented Policing team to assist with problems on the street.
- With assistance from several church groups, residents established a homework center to help keep kids off the street.

Over a period of several years, Shalimar Street was converted from a drug and gang infested neighborhood into a cul de sac where it was safe for children to play. Through neighborhood watch programs and many meetings with the Police Department, residents learned to trust officers and to report any problems they observed. The result has been a 40 percent drop in the overall crime rate in the area.

Contact: Lieutenant Les Gogerty, Costa Mesa Police Department, (714) 754-5190

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COVINA, CA

*Christian P. Christiansen, Mayor
William Baker, Chief of Police*

PROSPERO PARK INITIATIVE

Prospero Park is a high density housing area once infested with gang members; it was the locus of a high level of narcotics activity and had a high crime rate. The frequency of Police Department calls for service in this area was approximately five times greater than in any other area of the City.

In an effort to approach the area’s problems as a united front, and with the assistance of the Police Department, a property owners’ association was formed, the Prospero Park Preservation Program was created, and apartment owners and managers were helped to understand what to look for in a good tenant and how to deal with a problem tenant. The property owners in the area began to work together to ensure that a problem tenant who was evicted from one complex could not simply walk around the corner and rent an apartment in another.

In addition, a Crime Free Multi-Housing Program was launched in the area. Through it, the Police Department, with the assistance of the Code Enforcement and Fire Departments and the County Health Department, began inspections of the housing complexes that failed to begin clean-up efforts; the goal was to ensure that all codes were being met.

The results of this effort were a reduction of approximately 50 percent in calls to police for service, a reduction in the number of evictions, an increase in the housing occupancy rate, and a very positive relationship between the community and the Police Department.

Contact: Officer Lupe Marquez, Covina Police Department, (626) 858-5520

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FOUNTAIN VALLEY, CA

*Larry Crandall, Mayor
Elvin G. Miali, Chief of Police*

CORDATA PARK INITIATIVE

When Fountain Valley residents living near Cordata Park complained that a rowdy group of juveniles had “taken over” – loitering near the playground equipment, intimidating children who wished to use it, and marking their turf by covering the entire length of a park wall with graffiti – the Police Department decided to get advice from “the experts,” the people in the neighborhood. Through the Neighborhood Watch program, every household in a half-square-mile area around the

park was personally invited to attend a meeting in the park. Also invited were the Chief of Police, the City Manager, and members of the City Council.

Shortly before the meeting was scheduled to begin, the only people in the park were Neighborhood Watch representatives, the City officials, and the gang of juveniles. At first the neighborhood residents arrived singly and in pairs; then they began arriving in larger numbers, carrying their lawn chairs – and their resolve. The immediate result of the assembly of 200 residents was the departure of the juveniles. Following this, the residents described their problems and concerns – many of which surprised the police – and then suggested solutions. They reported that overgrown bushes hid criminal activity, that graffiti that had been painted over by City crews still showed through, and that “grandpa benches” were needed near the playground equipment so that those bringing children to play could sit while watching them. The benches, one resident argued, would result in more people using the park, and that, in turn, would make the rowdy juveniles uncomfortable.

With City officials involved in the meeting, decisions were made on the spot. The next day, City crews cut bushes, repainted the park wall, and installed benches. A problem which had not responded to a traditional patrol solution was solved overnight through the combined efforts of the community, the police and other City agencies. The police officials involved believe the Cordata Park meeting set the standard in Fountain Valley for community involvement, effective problem solving, and citizen satisfaction.

Contact: Elvin G. Miali, Chief of Police, (714) 593-4454

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HAYWARD, CA

Roberta Cooper, Mayor

Craig Calhoun, Chief of Police

NEIGHBORHOOD FOCUS PROGRAM – DIXON STREET

Through the Neighborhood Focus Program, the City works with residents and the business community in specific neighborhoods on actions to improve quality of life. With emphasis on coordinated delivery of public services, the program brings together the Police Department, Public Works, Community Preservation, Recreation, and other City Departments, and County and Bay Area organizations.

The focus on Dixon Street, initiated late in 1998, was a response to several concerns, including an abandoned golf course which was attracting homeless persons, drug use and open drug sales. While the area is occupied primarily by multi-unit apartment complexes, Dixon Street also has single family residences, duplexes, a Bay Area Rapid Transit station, a small strip mall and a bowling alley. A survey conducted by an established neighborhood watch group and the businesses in the mall found that open drug dealing was the primary concern; a review of police call-for-service records and information from the Narcotics Bureau supported this finding. The survey also

identified problems with speeding vehicles, vehicles abandoned on private property, lighting in a neighborhood park, and property marred by trash, weeds and illegal structures.

Among the strategies implemented in response to the survey were:

- Formation of an Operation Safe House Task Force which included representatives of the Police and Building Inspection Departments, the Alameda County Housing Authority, the California Department of Corrections and California Youth Authority, and the U.S. Marshall's Service – Task force visits to 20 drug trouble spots resulted in the arrest of eight people; the seizure of four firearms from a convicted felon; the seizure of marijuana, heroin and methamphetamine; and the revocation of three public housing subsidies.
- Delivery of other services by various City Departments – This included the installation of additional street lighting and additional lighting in the neighborhood park, street and sidewalk repairs, removal of trash and debris from vacant lots, general improvements to landscaping, removal of abandoned vehicles from public and private property, and a focus on the inspection of rental property on Dixon Street.
- Development of a Business Alert Group – The operators of the bowling alley and the businesses in the strip mall were organized by the Police Department. Regular monthly meetings of the group and the police cover topics such as crime prevention.

By December 1999, the conclusion of the Dixon Street effort, there had been a significant drop in calls for police services; lighting and the general appearance of the area had been greatly improved; and area residents were expressing appreciation for police efforts.

Contact: Chief Craig Calhoun, Hayward Police Department, (510) 293-7056

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INDIO, CA

Melanie Fesmire, Mayor

George Rawson, Chief of Police

MECCA VINEYARDS PROJECT

The Mecca Vineyards apartments, housing some 1,100 of Indio's low income residents (800 of whom were children), was located in an area infested with crime problems such as youth gang violence, vandalism and drug trafficking. When the apartments obtained a large grant from the U.S. Department of Housing and Urban Development to make structural improvements, Indio police were concerned: The grant contained no funds to address public safety issues – a reflection of the absence of communication among the apartment owners, the U.S. Department of Housing and Urban Development (HUD) and the Police Department.

In cooperation with HUD, officials representing Boston Financial, the owners of the properties at that time, traveled to Indio to meet with the City's police officials. Their lengthy discussions produced a partnership and an agreement to reallocate funds to upgrade lighting, invest in landscaping, install new playground equipment, build an outdoor basketball/roller blade court, and

build a community center. The Police Department dedicated one full-time COPS-funded police officer to the apartment complex to implement elements of community policing, including the building of trust relationships with the management and the tenants. In cooperation with the management, police identified problem tenants who eventually were evicted. The COPS officer identified children who needed financial sponsorship to join a nearby Boys and Girls Club, police officers donated money to sponsor them, and the Club cooperated by waiving its fees where it could do so.

The result: Crime in the area decreased significantly. As gang presence and graffiti diminished, residents reported feeling safer and were not hesitant about letting their children play outside. The new landscaping yielded an abundance of seasonal flowers and well-kept lawns. A computer lab was installed recently, and an on-site Head Start program has been created. Occupancy rates increased dramatically, resulting in improved profits for the apartment owners. In fact, the waiting list for a Mecca Vineyards apartment has grown to the point that the wait is now more than a year.

As a reflection of the regard in which the COPS officer is held by area residents, the new community center – the Christopher Piscatella Community Center – bears his name.

Contact: Chief George Rawson, Indio Police Department, (760) 775-3717

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INGLEWOOD, CA

Roosevelt F. Dorn, Mayor

Ronald C. Banks, Chief of Police

WEST HYDE PARK INITIATIVE

Many Inglewood residents living in the 500 and 600 blocks of West Hyde Park Boulevard were being terrorized by members of a local gang who loitered in and around the apartment complexes and condominiums in the neighborhood selling drugs. Gang fights and drive-by shootings were a common occurrence. Some of the apartments were occupied by the gang members themselves. The residents were so fearful of the gang members that they were afraid to call the police for help.

The Inglewood Police Department's response to this situation was to assign two Senior Lead Officers to help the residents rid the neighborhood of the gang element. The residents, afraid of gang retaliation and distrustful of the police, resisted the initial efforts. Undeterred, the two officers held weekly meetings with the residents and urged them to report illegal activity when they observed it. The residents became more comfortable with this once they got to know the officers by name and became convinced that the police department was committed to helping them solve their problem.

The officers also educated the landlords in the area on how to evict problem tenants who were inviting gang members into their apartments. This focused on training them to use the Police Department's 602(n) Property Owners Assistance Program. Initiated by the Police Department with the cooperation of the City Attorney, the local District Attorney and property owners themselves, this program assists the owners in efforts to arrest and prosecute unwanted trespassers. By signing a blanket crime report which is kept on file at the Police Department, the owners of participating buildings make it possible for police to arrest trespassers even when the property owner is not present. Other efforts included increased patrol activity in the neighborhood and adoption of a zero tolerance stance on any illegal activity involving gang members. The Narcotics Unit obtained search warrants for problem locations and provided street enforcement, and bicycle and vice teams added to enforcement efforts. The Police Department also solicited help from other City agencies. The Code Enforcement Department, for example, increased enforcement of municipal code violations. Abandoned cars were towed, apartment buildings were cleaned up and trash was removed.

The results of this initiative were that conditions in the neighborhood improved, fear and crime were diminished, and quality of life improved dramatically. The keys, say the Senior Lead Officers involved, were the building of trust so that neighborhood residents could get involved, the employing of police resources, and the involvement of other City resources. Most important: Police must be aware of what is troubling the residents of neighborhoods so that efforts can be made to resolve the problems.

Contact: Simon Hollis, Inglewood Police Department, (310) 412-5530

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LIVERMORE, CA

Cathie Brown, Mayor

Ronald Scott, Chief of Police

NEIGHBORHOOD COALITION

While there are few run-down neighborhoods in Livermore, North I Street and eight blocks around it had been in decline for years and traditional police responses to problems there – including extra patrols, directed patrols, and making as many arrests as possible – were not effective. In 1996 and 1997, police saw an increase in violent crime in the area and started noticing gang activity, including two drive-by shootings believed to be gang-related.

The Special Operations Unit, narcotics detectives and patrol officers worked together to identify causes of the problems, including certain residents who were either causing problems or attracting problem people to the neighborhood. A community meeting gave residents an opportunity to express their concerns, in particular about the violent crimes that were causing them to be fearful – to the point that some were afraid to walk around their neighborhood.

The response was a focused, one-day effort to target the problem residents in any way possible: If there were search clauses, they were exercised; if the individuals were on parole, parole officers were involved; if there were no court orders to exercise, officers did a “knock and talk” and discussed the complaints against them. The effort involved about 100 officers and staff members from a variety of local and federal agencies. Included were police officers, sheriff’s deputies, the Housing Authority staff, building and code enforcement inspectors and vector control personnel. Streets were blocked and a mobile command post was parked in the middle of the neighborhood.

While the community seemed to support this initiative, and while the initiative had a powerful impact on the community, the Police Department was concerned that it would not have a lasting impact and that it did not address many of the blight issues that existed. The Department believed the community would have to become more involved. As a first step in accomplishing this, the police scheduled a neighborhood barbecue with a clean-up theme. The local waste collection company donated large dumpsters for the occasion, and residents filled them with trash and debris collected on their streets. Police officers were encouraged by the turnout and met residents they had not known before.

The Alameda County Health Department became aware of the work being done in this neighborhood and, having adopted a service philosophy similar to community oriented policing, wanted to work with residents first-hand on their problems. The Health Department also wanted to broaden its definition of health, believing that safety was an important component. This resulted in a partnership between health and police personnel in the community.

Through a series of large community meetings, a core group of neighborhood residents willing to work on problems was identified, and trusting relationships with the police blossomed. The residents named their group the Neighborhood Coalition. It has completed a visioning process, developed a neighborhood assessment, and realized success in working on various neighborhood problems. Police records show that calls for service and reports taken from the neighborhood are down by half.

Contact: Michael J. Peretti, Livermore Police Department, (925) 371-4735

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LOMPOC, CA

Dick DeWees, Mayor

William F. Brown, Jr., Chief of Police

CRIME FREE MULTI-HOUSING PROGRAM

Graffiti, gang activity, drug sales and neighborhood disputes are problems common to many high density multi-family housing areas, and property owners and managers are hard pressed to deal with these problems without law enforcement assistance. In an effort to respond to this situation in Lompoc, the Police Department adopted the Riverside Police Department’s Crime Free Multi-Housing Program and began hosting crime prevention meetings for property owners and landlords.

Initial meetings were hostile, with owners and managers expressing frustration with what they perceived to be a lack of responsiveness to problems by City officials. Over the course of three years, however, owners, managers and police have used the meetings to tackle environmental and crime issues one by one.

As part of the program, property managers have attended 16 hours of classes; topics covered include tenant screening, crime prevention by environmental design, neighborhood watch, building security, property clean-up, and gang and drug resistance. One of the most significant developments has been the creation of a crime free lease agreement which provides for the three-day eviction of a tenant if they or someone in their apartment is arrested for a crime involving drugs, gangs or violence. After completing the course, property managers participate with police and fire personnel in site visits to their property and are encouraged to make improvements to their properties and leasing procedures. Once the improvements are made and an active neighborhood watch program is initiated, the Police Department posts Crime Free Multi-Housing Program signs around the property; the signs indicate the commitment of the owners, managers and residents to combating crime in their complex. To help keep properties free of debris and attractive nuisances, participants in the program are given a pass allowing free access to the City's landfill.

The result of this initiative is that several apartment complexes have been radically changed, with crime in formerly troubled buildings now a rare occurrence, and with participating owners and managers exerting pressure on others to clean up their complexes. The property managers have formed an association which has retained an attorney to assist with lease issues and evictions.

Contact: Sergeant Michael Collins, Lompoc Police Department, (805) 736-2341

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MOUNTAIN VIEW, CA

Mario Ambra, Mayor

Michael Maehler, Chief of Police

MOUNTAIN VIEW AVENUE PROJECT

At a regional neighborhood meeting in September 1998, the City Council's Neighborhoods Committee received vociferous complaints about blight and criminal conduct occurring at two apartment complexes on Mountain View Avenue. The complexes, it was reported, were focal points for fighting (including gang-related fighting), public drinking and urination, garbage accumulation, graffiti, illegal parking, and building code violations. The owner of the properties was an absentee landlord and there was no on-site manager. Squatters had moved into several of the apartments, and a garage was being used as a makeshift residence.

The project developed in response to this situation included several interventions. The two police officers serving as project managers met initially with a large contingent of neighbors who

had been victimized by the criminal conduct at the complexes; they also met with the property owner who seemed unable or unwilling to control tenant conduct.

Through the Code Enforcement Committee, the project managers arranged a building and fire inspection of the premises which identified numerous code violations. Because he was unable to meet all the upgrade conditions, the owner was confronted with substantial negative tax ramifications. While it was suggested that selling the property might be in his best interests, he was intent on upgrading his management effort and retaining the property.

An increased enforcement effort by two officers was successful in abating the most egregious conduct at the complexes. Coupled with this, a multiple count criminal complaint against the owner for the building code violations resulted in his arrest. The two officers held a neighborhood meeting in January 1999 to update residents on the situation and, the following August, the last court hearing on the complaint against the owner was held. The owner pled guilty to two misdemeanor counts and received probationary clauses that give Mountain View authorities enforcement options should problems develop again.

As a result of this effort, the property has been significantly upgraded and is generally in compliance with codes. Cooperation among City agencies – the Police Department, the City Attorney’s Office and the Building Department, in particular – is seen as the principal reason for the success.

Contact: Captain Bruce Barsi, Mountain View Police Department, (650) 903-6354

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OXNARD, CA

Manuel M. Lopez, Mayor

Art Lopez, Chief of Police

SOUTHWINDS POLICE AND COMMUNITY STOREFRONT

During the 1970s and ‘80s the Southwinds neighborhood was considered the worst in Oxnard. A mixture of primarily high density apartments and some single family dwellings, the quarter-mile-square neighborhood includes 1,500 housing units and about 6,000 residents, many immigrant farm workers from Mexico and Central America.

The main problems that had developed and persisted in Southwinds were street prostitution and narcotics sales, and businesses in the neighborhood’s strip malls were struggling because of the negative image of the area and the generally poor atmosphere there. Most apartment buildings suffered from the absence of landscaping and vandalized walls and fixtures; owners saw no point in making improvements as their repairs would be re-damaged within a week. Streets, carports and alleys were poorly illuminated and unsafe. When the police patrolled, the criminal element would

disappear into nearby buildings. During the 1980s the Police Department made “sweeps” of the area but found them ineffective in the long run due to the absence of neighborhood leadership.

In 1989 the neighborhood was declared a redevelopment area, and this produced resources to address visible problems of blight. In 1992 the Police Department established the Southwinds Police and Community Storefront and assigned two officers to work with the community and the redevelopment agency. Their work with residents, business owners, apartment managers and the Agency produced a variety of collaborative strategies. For example, police would send letters to landlords when their tenants created problems or were arrested. Police also developed a seminar for landlords that covered how to work with law enforcement agencies and what was needed for a proper eviction. In response, landlords evicted problem tenants and worked to improve their properties. The redevelopment agency provided funds for property improvement that often, at the suggestion of police, included security improvements in the form of lighting and gating. Police and landlords also adopted written agreements in which police were empowered to remove non-tenants who loitered on properties without permission.

The police made analyses of calls and crimes, surveyed residents and businesses, narrowed their focus to the most pressing issues in the neighborhood, and applied strategies developed in conjunction with the community. The officers assigned to the storefront also had the support of beat officers who joined them in targeting problem sites. The results of this effort were a sharp reduction in crime and calls for police service, an improvement in the physical appearance of the neighborhood, growth in neighborhood businesses, and a generally safer community.

Contact: Senior Officer Scott Swenson, Oxnard Police Department, (805) 385-7973

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SAN MARCOS/ SAN DIEGO COUNTY, CA

F.H. “Corky” Smith, Mayor

William B. Kolender, San Diego County Sheriff

SAN MARCOS GANG INJUNCTION – BRADLEY PARK INITIATIVE

While conducting a random, confidential survey of a neighborhood which had been experiencing gang activity, San Marcos community policing officers discovered that residents’ concerns were focused on gang activity at their local park, Bradley Park, which is one of the City’s largest and most heavily used recreation areas. Used primarily for organized sports, and with evening lighting, the park is busy day and night. Because of the vandalism, loitering, drug use, gang fights and gang retaliation, however, many residents stayed away.

The community policing officers, designated the COPPS Unit, made elimination of Bradley Park’s gang activity a community project. They used the Scanning, Analysis, Response and Assessment (SARA) model and worked with the gang detectives, members of the community, the

District Attorney's Office and other City staff. In conjunction with their effort, the City successfully imposed an injunction against almost 50 documented gang members; the injunction, drafted with the help of the DA's Office and the neighboring City of Oceanside's gang unit, prevented these individuals from associating with one another, carrying potentially dangerous items, or dressing in gang attire in a designated area which included the park and the surrounding residential area. The temporary injunction originally filed with the court withstood an appeal from several gang members and was made permanent in the fall of 1999.

In an effort to be available on a moment's notice to the residents in their sectors, all COPPS deputies carry cellular phones. About a dozen neighborhood activists agreed to distribute the deputies' cell phone numbers to the residents of the area and to help convince the residents that the gang activity would be reduced only if they became involved in the effort. The result was that residents began reporting suspicious activity as it was occurring. Concurrent with this, undercover officers organized "gang sweeps" of the park and the surrounding neighborhood where gang members lived, and these resulted in 23 arrests.

The area residents were immensely satisfied with their role in "taking back" their park and neighborhood. They no longer fear visiting the park, and they feel empowered to take greater control of a neighborhood in which vandalism and graffiti have been significantly reduced and crime is down. The San Marcos gang injunction is now being used throughout San Diego County.

Contact: Captain Alan Truitt, San Diego County Sheriff's Department, (760) 736-2140

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SAN RAFAEL, CA

Albert J. Boro, Mayor

Michael J. Cronin, Chief of Police

HEALTH AND SAFETY COORDINATING TEAM

An area of the City known as the Canal contains approximately three square-miles of multi-unit apartment buildings with a diverse population of about 10,000. Many of the buildings in the area were below the standards of the Uniform Housing Code. The City was challenged by living conditions there and by the related crime problems: One 48-unit building, in particular, logged 378 police responses in 1997. The calls dealt with drugs, prostitution, noise, drinking, public urination, trespassing, burglaries, stolen vehicles and assaults. This property had broken windows, raw sewage leaking into apartments, overcrowding, no tenant screening, no on-site management, litter, urine stench, mold and mildew, poor lighting, unsecured carports and storage areas, broken asphalt and fire hazards.

The Police Department had been devoting hundreds of hours and significant resources to the problems at this location, but efforts had been ineffective. In 1998 the Department implemented

community policing and developed a special team to address the problems. This Health and Safety Coordinating Team brought together police officers, code enforcement officers, building inspectors, the Fire Marshal, the Marin County Housing Authority, probation officers and the County drug task force. The building owners were cited for numerous violations of the housing code, the fire code and local ordinances. Rather than face the penalties, they sold the property. The new owners accepted the responsibility of clearing the violations and Team members worked with them on a daily basis, reinspecting the violations and advising on Crime Prevention through Environmental Design (CPTED) in an effort to make the building safer for tenants.

The Team also identified three apartments which had been involved in major drug sales. Search warrants were served, more than one-third of a kilo of cocaine was located, and the drug dealers were arrested. Advised of these actions, the new building owners evicted the arrestees.

In addition to clearing the violations, the new owners hired an on-site manager, developed tenant screening and lease agreements, painted the building, resurfaced the driveway and erected a fence between adjacent buildings to prevent loitering by non-tenants, prostitutes and drug dealers. As a result, the building is now considered safe from crime and hazards and is occupied by responsible tenants. An analysis of incidents, defined as any calls for police to come to the building, and reports, defined as more serious problems involving crime victims and arrests, illustrates the impact of the community policing methods employed:

- 1997 Overall – Prior to community policing – 378 incidents, 153 reports
- 1998 Overall – Community policing implementation period – 236 incidents, 94 reports
- Last half of 1998 – Community policing in place – 108 incidents, 15 reports

Contact: Sergeant Jim Kelly, San Rafael Police Department, (415) 485-3195

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UPLAND, CA

John Pomierski, Mayor

Martin E. Thouvenell, Chief of Police

CASA DEL REY INITIATIVE

The 184-unit Casa Del Rey apartment complex occupies two square-blocks in Upland. Its 46 buildings, each containing four apartments, are owned by numerous individuals and corporations; many are owned by financial institutions as a result of foreclosures. The area has had a history of gang violence and crime and has been the locus of an extremely high number of calls for police service. During a 20-month period ending October 1995, the Casa Del Ray apartments were the site of 12 gang-related shootings which resulted in three deaths. One of the non-fatal shootings involved two Upland police officers.

To target the problems in the apartment complex and surrounding area the Police Department created a Problem Oriented Policing (POP) Team consisting of a police sergeant, three police

officers, a fire inspector and a code enforcement officer. The Team opened a storefront office in a shopping center adjacent to the apartments. This office allowed residents, many of whom did not own vehicles, to speak with officers while not alerting their neighbors that they were talking with the police. The POP Team officers also walked through the neighborhood each day, taking enforcement action when crime was observed, and developing, for the first time, a rapport with the members of the community.

The Team's fire inspector and code enforcement officer attacked the physical problems of the apartments, many of which were run-down and some of which were uninhabitable due to health and safety problems. While the Team sought the cooperation of the building owners and offered the assistance of the City, where possible, in correcting problems, they also took enforcement action against owners who were not cooperative in rehabilitating their buildings.

With the help of the Police Department's Narcotics Task Force, the Team also developed an informant who was moved into the neighborhood to assist in targeting narcotics dealing and other criminal activity such as weapons violations and receipt of stolen property violations.

The initiative culminated in a neighborhood block party which drew about 300 residents. The food, raffle prizes and music were donated by local businesses and, in his remarks, the Police Chief assured all present that the Police Department was dedicated to their safety. Early the following morning – a Sunday – the POP Team conducted a multi-agency enforcement sweep of the neighborhood. During the course of the sweep, arrest and search warrants developed through the confidential informant, and other warrants developed through other Team investigations, were served.

Since October 1995 there have been no shootings or homicides in the Casa Del Rey apartments. Elderly residents feel safe enough to take evening walks and parents allow their children to play outside with no fear of gang violence. The rapport which the neighborhood residents developed with the police officers on the POP Team is considered a major factor in the success of the initiative.

Contact: Lieutenant Ed Gray, Upland Police Department, (909) 946-7624

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ARVADA, CO

Ken Fellman, Mayor

Ronald Sloan, Chief of Police

CRIME FREE MULTI-FAMILY HOUSING PROGRAM

Concerned about high levels of criminal activity in and around the many apartment complexes within the City, particularly those in the south and southwest areas, the Arvada Police Department implemented a Crime Free Multi-Family Housing Program. Through it, Community Resource Officers provide a liaison between the police and the apartment managers and owners in their assigned areas.

The program’s premise is simple: Criminals, gang members and their associates are not welcome occupants of the participating apartment complexes. With the goal of lowering the rate of crime in the complex, the police officer, property manager and property owner form a partnership. The process they employ involves background checks on prospective residents and specific eviction policies for residents who violate the crime free agreement which they sign upon moving into their apartment. This agreement states that residents and their guests will not engage in any criminal behavior while living in or visiting the complex.

The program also includes training the managers and owners in the crime free philosophy, and engaging the residents so that they will support the crime free effort.

Since the program has been implemented, the rates of both crimes against property and crimes against persons have dropped significantly. Fear of crime has been reduced, as have the number of calls for police assistance. The element believed to be central to the success of the program is the willingness of the managers and owners of the affected properties to partner with the police. Where there has been buy-in on their part, the efforts of the Community Resource Officers in their complexes have been very successful; where they have been reluctant to participate or have been indifferent, the officers have struggled to reach their goals.

Contact: Commander Lynn Johnson, Arvada Police Department, (303) 431-3084

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MANCHESTER, CT

Stephen T. Cassano, Mayor

Gerald Aponte, Chief of Police

98 WELLS STREET INITIATIVE

98 Wells Street is a four-family apartment building located in the downtown area of Manchester. It is an area which has experienced a high rate of calls for police service, due in part

to the fact that about 75 percent of the buildings there are not owner-occupied. 98 Wells Street is one of these. During the first 10 months of 1999, the Police Department received approximately 100 calls for service at this location, the majority of them being for noise and disturbances between 10:00 p.m. and 1:00 a.m.

In October 1999, a meeting of the community and district officers from the area, a grant analyst and the Community Policing Services director led to a decision to use the Scanning, Analysis, Response and Assessment (SARA) model to help structure the effort to solve the area's problems. The scanning involved the collection of complaints from neighborhood residents by a police officer living in the neighborhood. (The officer lives in a home he purchased through an independent bank that sells homes at reduced interest rates to officers willing to live in this neighborhood.)

The group analyzed some of the calls for police service received from 98 Wells Street and determined that the majority of those calls involved a group of teenagers who were hanging out in the street and on the front porch of the property. It was decided that residents would have to be included in the analysis of the situation in order to gain a better understanding of why it was occurring and what a proper response would be. A late-October meeting held at the community policing office in the area involved area residents, several of the youths who had been identified as possibly involved in the disturbances, the 98 Wells Street landlord, community police officers and beat officers from the area. The meeting surfaced a number of problems: Many of the youths causing the worst problems did not live in the area; those hanging around 98 Wells Street were doing so because they were bored; there was a lack of lighting on the street and in the yard at 98 Wells Street; the Parks Department had begun shutting off the lighting early in the evening at a nearby park where kids hung around and played basketball; a resident across the street from the property saw kids putting things in the hedge in front of her house and suspected drug activity; and youths felt that behavior causing problems in the neighborhood was accepted in the Hartford neighborhoods from which they had moved, or in which visitors lived.

In response to these insights, residents agreed to notify police if uninvited guests were hanging around 98 Wells Street; Recreation Department and Youth Bureau flyers describing activities available to area youth were distributed; the 98 Wells Street landlord improved the lighting on the porch; the lighting utility added a street light in front of the property; negotiations were started with the Recreation Department to return to the policy of lighting the nearby park until 10:00 p.m.; the owner and resident of the property across the street trimmed her hedge to discourage attempts to hide anything in it; and police officers and residents agreed to talk to people hanging around the area, explaining the police response to noise and disturbance complaints, and emphasizing that the allowable noise level drops significantly at 10:00 p.m.

Months after the October meeting, only one call for police service at 98 Wells Street had been received. Another meeting was scheduled in order to get feedback from the community on the effectiveness of the responses to the problem, and to reinforce the lessons learned in the first meeting.

Contact: Sergeant John Wilson, Manchester Police Department, (860) 645-5533

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FORT MYERS, FL

James T. Humphrey, Mayor

Larry D. Hart, Chief of Police

PUBLIC HOUSING INITIATIVE

The seven public housing developments in the City of Fort Myers vary in size, configuration and resident characteristics: Michigan Court has 450 apartments; Sabal Palm has 200 apartments; Southward Village has 200 duplexes; Palmetto Court has 110 apartments; and three developments for seniors – Flossy Riley Gardens, Bonair Towers, and Royal Palm Towers – each have 100 apartments.

The City’s Public Housing Initiative was created to bring down the rate of crime, including juvenile crime, within the developments, and to increase community involvement within them. The community policing strategy employed was fitted to each individual development. The Michigan Court development, for example, houses larger families and older parents; Sabal Palm’s resident base has been smaller families with younger, single mothers.

During 1999, four officers and a supervisor were assigned to the Public Housing Unit. During the year, as the partnership of the Police Department, Housing Authority and community grew, residents began playing a more active role in preserving the quality of life within the developments. Several residents worked together on a petition drive which produced 300 signatures in support of a youth protection ordinance that would include all housing developments. This ordinance, approved by the City Council in September, contributed to the ability of police to reduce the number of criminal offenses in and around the developments.

Each officer in the Public Housing Unit is active in the tenant association of the developments to which he or she is assigned. Officers follow up on all calls for service, review lease violations with Housing Authority personnel, work on Crime Prevention Through Environmental Design (CPTED) projects, and work closely with juvenile justice and youth service personnel. Each officer patrols and interacts with area residents in a patrol vehicle, on a bicycle, and on foot. Officers are actively involved in the placement of families in each development and make frequent contacts and follow-up investigations with the manager of each development.

During 1999, as a result of all their efforts, the officers were able to effect a 40 percent reduction in burglaries and a 35 percent reduction in Part I crimes across the seven housing developments.

Contact: Sergeant Douglas E. Baker, Fort Myers Police Department, (941) 334-4155

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MARGATE, FL

Arlene Schwartz, Mayor

Jerry Blough, Chief of Police

KIMBERLY FOREST/SOUTHGATE PARK INITIATIVE

Southgate Park, a two-acre park in the Kimberly Forest subdivision in Margate, had a reputation as a hangout for disruptive juveniles who would often fight, use drugs, drink alcohol and conduct gang activity. The Kimberly Forest neighborhood is one of many members of the Margate Police Department's neighborhood watch organization.

The problems in the neighborhood, and in the park in particular, were brought to the attention of the Police Department through neighborhood watch meetings, and a plan was formulated to get neighborhood residents involved with police to develop long term solutions. The Neighborhood Coordinating Officer for the area met with stakeholders in the neighborhood to discuss what could be done. The officer approached the park with Crime Prevention Through Environmental Design (CPTED) in mind. While residents at first believed that the problems were due to the failure of the police to pursue the violations of law in the park, they soon realized that arrests and citations only attacked the symptoms of the problems, and that attacking the root causes could be accomplished through their collaboration with the police.

The first collaborative step involved removing the ficus hedges which hindered surveillance of the park. Because the hedges could be removed only with the approval of the Parks and Recreation Department, the neighborhood watch group canvassed the neighborhood to gather support for doing this. In addition to wanting to verify that the hedges were seen as a problem, Parks and Recreation wanted assurance that the community would get involved in the future policing of their park. With the Neighborhood Coordinating Officers providing a liaison between the neighborhood watch group and Parks and Recreation, the petition to remove the hedges was approved. With this, about 30 people, including several police officers and the head of Parks and Recreation, removed 300 hedges. At the same time, Parks and Recreation made several other improvements to the park, including the planting of new trees, the repainting of playground equipment, the resurfacing of the basketball court, and the repainting of parking lot stripes.

The second step involved improvement of park lighting. Because lighting of the park was poor, surveillance by the police and observation by neighborhood residents was hindered at night. The Neighborhood Coordinating Officer sent a request for lighting upgrades for the neighborhood to the Chief of Police, the City Manager and the light and power utility. The utility responded by increasing the bulb wattage on designated light poles and by adding a security light in the park.

The third step involved other improvements to make the park more attractive and to increase the sense of security in the neighborhood. For example, a request was forwarded to the City Manager by the Chief of Police for a resolution lowering the speed limit in the neighborhood to 25 miles per hour.

As a result of the collaboration between the police and the neighborhood and the cooperation of the City administration, the Kimberly Forest juvenile problem has been greatly reduced. In August 1999, Kimberly Forest residents held an Olympic Day in the park. The purpose was to solidify the partnerships that were created in the effort to improve the neighborhood and the park. The Police Department was involved, and the neighborhood watch group collected donations to buy prizes for the neighborhood children who participated in the games, and food and refreshments for all involved. Because of activities such as these, the Kimberly Forest neighborhood watch group was voted "Neighborhood Watch Group of the Year" in both 1998 and 1999.

Contact: Lieutenant Edward A. Cassesa, Margate Police Department, (954) 972-1232

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MIAMI, FL

Joe Carollo, Mayor

Raul Martinez, Chief of Police

WEST OMNI QUALITY OF LIFE PROJECT

The West Omni area of downtown Miami consisted primarily of dilapidated warehouses, small "mom and pop" convenience stores, low income housing, low rent apartment complexes, and trash-filled vacant lots. Quality of life had deteriorated and fear of crime had increased to the point that neighborhood residents and business owners appealed to the Police Department to tighten its focus on curbing prostitution, street narcotics sales, street robberies, burglaries, and public drunkenness. Also needed was help on small disorder concerns such as vehicles illegally parked against the traffic flow, extensive maintenance being performed on vehicles parked in the streets, and lack of maintenance of vacant lots and private property.

The Police Department recognized that the area's stakeholders had a vested interest in resolving these problems and building a vital "sense of community," and that they could contribute critical insight and resources to the overall problem solving process. The Community Policing Officer (CPO) assigned to the area as a result of escalating calls for service worked with the other officers assigned to the area to identify the locations – street corners, alleys, others – that facilitated criminal activity, and to prioritize them in terms of response. The CPO contacted the property and business owners where the criminal activities were noted, discussed the implications of the Nuisance Abatement Board (a five-member quasi-judicial board appointed by the City Commission), and solicited their assistance. Officers participated in community meetings that addressed the crime problems, and provided their personal pager and cell phone numbers to residents and business owners.

The West Omni Clean-up Project was initiated in July 1997 with the support of the U.S. Coast Guard, the Florida National Guard, the Department of Sanitation, the Master Gardeners Association, the Homeless Assistance Center, and volunteers qualified to operate heavy equipment.

Police received what they considered to be outstanding cooperation from the director of the homeless center, and a “walk in” policy was developed through which homeless people who met admission criteria became eligible for treatment, job placement and other support. The International Fine Arts College joined in a project in which neighborhood artists painted outdoor murals. Additionally, more than 30 fire hydrants were painted in art deco style.

As a result of this project, neighborhood residents began to take pride in their homes and devote greater effort to maintaining yards, sidewalks and streets. Property values have increased significantly. A new performing arts center and an opera house are expected to draw thousands of people to the neighborhood each week.

The CPO continues to monitor the neighborhood and enforce criminal statutes, and periodic police patrols do the same. Additional monitoring now is done by community residents and business owners.

Contact: Lieutenant Michael Colombo, Miami Police Department, (305) 579-6648

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METROPOLITAN DADE COUNTY, FL

Alex Penelas, Mayor

Carlos Alvarez, Chief of Police

NEIGHBORHOOD RESOURCE TEAM

In West Perrine, a predominantly African-American neighborhood in metropolitan Miami, about 9,000 residents occupy a mix of single family homes and public and private apartment complexes. For years, the 16-block, low income area had been plagued with high rates of crime, unemployment, teen pregnancy, substance abuse, and health problems.

In 1989, a respected West Perrine businessman and community activist was murdered by local drug dealers. While this was just one of a series of crimes which reflected the extent to which the neighborhood had slipped out of control, it became a defining event for residents: They had had enough and were ready to take back their community.

To begin this process, 27 local pastors banded together, recruited other community advocates, and gained the support of the Miami-Dade Police Department. They started with weekly marches through the neighborhood and formed an interagency task force of state, county and private agencies and citizen activists to identify and then respond to the problems of the community. Progress was slow until February 1992 when then-Dade County State Attorney Janet Reno encouraged the establishment of a multi-agency resource team to be based in West Perrine. The Police Department’s Cutler Ridge District (which includes West Perrine), the Florida Department of Health and Rehabilitative Services, and the local HUD office formed this

team, with space for a base of operations provided in Perrine Gardens, one of the area's most troubled public housing developments.

A little more than four months into its task, the new Neighborhood Resource Team (NRT) fell victim to Hurricane Andrew, a storm which devastated South Florida and rendered Perrine Gardens virtually uninhabitable. A temporary NRT office was quickly established to assist tenants forced to relocate until repairs to Perrine Gardens were completed late in 1993. In the period following the hurricane the team expanded its services to another public housing project where residents needed emergency help.

Initially, the NRT consisted of four members: a police officer, a housing representative, a public health nurse and a State social worker. A fifth member – a social worker from the Metro-Dade Department of Youth and Family Services – joined the team in its second year. Team members were experienced professionals knowledgeable about the resources of their agencies; they enjoyed access to the top officials of the participating agencies who were committed to helping them cut red tape and utilize whatever agency resources were needed to help the neighborhood's families. For team members, it was more than just a job: They worked in West Perrine, and they lived there. The NRT's police officer – a respected veteran of the Department – was the original team coordinator, and continues to serve in that capacity.

The NRT uses a two-part intervention strategy:

- Family-centered intervention includes 1) family assessments conducted by the entire team in the residents' homes; 2) immediate response to emergency needs identified during the assessment process; and 3) monitoring and follow-up of cases to verify that needs have been met and referrals have been completed.
- Community-wide intervention includes 1) a public safety initiative grounded in community-oriented policing principles of resident involvement and NRT visibility; 2) efforts to change public perception of the neighborhood in order to reduce fear of crime; and 3) the channeling of tenants' energies into maintenance, clean-up efforts, and other improvement activities.

As a partner in the NRT's efforts from the start, the West Perrine Community Development Corporation has played a major role in the creation and improvement of housing, health care, neighborhood infrastructure, transportation, legal services, youth programs, senior programs, employment programs and a variety of others.

Over the years the NRT has expanded to five offices in order to bring services closer to targeted neighborhoods. After several years of operation, the NRT's coordinator is relying increasingly on "Links" – community residents who identify family problems and needs and work with partner agencies to arrange for services.

The number of partnership agencies has grown dramatically since the start of the NRT. In addition to the four lead agencies – the Police Department, the County Department of Health, the Florida Department of Children and Families, and the Metro-Dade Housing Agency – the 43

current Community Partners include entities as diverse as the Dade County Department of Solid Waste; the South Dade Homeless Assistance Center; the Perrine-Cutler Ridge Rotary Club and Kiwanis Club; and 15 area schools.

Contact: Sargeant Jeff Lampert, Miami Dade Police Department, (305) 234-4904.

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PALM BAY, FL

Edward Geier, Mayor

Paul Rumbley, Chief of Police

POWELL SUBDIVISION NEIGHBORHOOD POLICING PROJECT

The Powell Subdivision in northeast Palm Bay, an area measuring about one-half mile by one-quarter mile, contained single family homes, row apartment buildings, several small churches, a small grocery store and a tavern. The structures were in various stages of decline: Many of the single family homes were vacant; many of the apartment buildings were vacant, boarded up, or had broken windows and doors; abandoned cars, junk and litter were on streets, in yards and in alleyways. Drug dealers were operating in front of the grocery, in a neighborhood park, and in the vacant buildings. Calls for police service in response to significant drug problems, domestic violence, fights, disturbances and other crimes against persons and property were disproportionately high for the relatively small size of the population in the area.

A Neighborhood Police Coordinator was assigned to the area in October 1995. His personal survey of the area at that time revealed a range of drug-related problems, signs of gang activity, lack of resources to support the neighborhood, and general lack of care shown for the neighborhood and its environs. Based on this, he canvassed the neighborhood to gauge residents' needs, concerns and potential for support; what he found was a very small permanent population exhibiting little respect for or trust of police or other City resources. At the same time, the population did support several small, well-attended churches which played a leadership role in the community.

The Police Coordinator's response started with a plan that included 1) creating a community association of church leaders, business leaders and property owners to help restore the community and guide a community-police partnership; 2) developing a strong working partnership with the City, County and State agencies needed to get buildings inspected, condemned and removed; and 3) targeting each problem identified for specific action.

Among the Coordinator's responses to specific problems identified:

- At the grocery store – The Coordinator and patrol officers intervened at all hours to make arrests of drug dealers in front of the store and to remove loiterers. Several tactical unit sweeps of the area were conducted. A graffiti clean-up detail was organized at the store, and a vacant lot next to the store was cleaned up in order to remove cover the dealers were using.

- In the neighborhood park – An action plan focused foot patrols and bicycle patrols in the park to intervene in gang activities and disperse drug dealers. Community picnic days helped the residents take back the park. The Coordinator worked with the Parks and Recreation Department to have the park cleaned up, new playing courts installed, park facilities updated and improved, and parking changed to discourage drug dealing.
- In and around the buildings – Strong ties were developed with code enforcement officers, building and fire inspectors, the City Manager and City Council to get support for clean-up efforts and local and State code enforcement. Frequent citations forced landlords to make needed repairs. Support for building improvements in the area also was obtained from several nonprofit community organizations.
- For the neighborhood overall – A free vacant apartment was obtained by the Coordinator and converted into a neighborhood police and community office. Regular surveys of the area continue to identify violations which are reported to the appropriate government agencies for their action.

The results of this project include a significant drop in drug dealing at the grocery store; the removal of several vacant houses and apartment buildings which had been housing drug dealers; increased use of the park by families and children no longer intimidated by drug dealers and gangs; and increased ties to the community by organizations such as Yellow Umbrella, which provides services to unwed mothers and classes in parenting, and Habitat for Humanity, which has acquired several vacant properties and helped build new single family homes. New homes have been built for the first time in 15 years, and a new business and a new school have moved into formerly empty properties. Sidewalks have been installed on every street in the area, greatly improving access and safety; streetlights are being installed at every intersection as City funds for this become available; and code enforcement officers have made the area a priority.

The most significant measurable impact of this initiative is seen in the reduced level of criminal activity. Crime in general – and in particular, violent crime and domestic violence – has been curtailed significantly. Drug activity has been cut by more than half. General calls for police service have actually gone up slightly as residents are now calling on problems they used to ignore or try to handle on their own.

Contact: Deputy Chief Kenneth F. Geyer, Palm Bay Police Department, (407) 952-3460

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POMPANO BEACH/BROWARD COUNTY, FL

William F. Griffin, Mayor of Pompano Beach

Ken Jenne, Broward County Sheriff

BEACH OUTREACH INITIATIVE

For years, Pompano Beach residents had contended that a greater police presence was needed in the City’s two beach zones which encompass approximately seven miles of public beach front and several high rise condominiums. The population of the area is largely elderly and retired.

In August 1999 the Pompano Beach Police Department merged with the Broward County Sheriff's Office. Broward County has been committed to the community policing concept department-wide and has implemented a PowerTrac system which requires each zone deputy to be responsible for all activities in their respective areas. Each deputy identifies all civic, neighborhood, and condominium associations which are active in the area, attends their meetings, and documents their concerns. The deputies then work closely with other City departments on actions that will resolve these concerns, and a follow-up report is delivered at the next association meeting.

Following the merger, the Sheriff's Office opened a substation on the beach which is staffed by volunteers who live in the area. A variety of programs are offered through this outreach facility:

- SALT (Seniors and Law Enforcement Working Together) is a partnership of the Sheriff's Office and senior citizens in the area. It includes a council which identifies and reviews crime prevention issues and programs directed at the elderly population.
- COP (Citizens Observer Patrol) involves citizens who receive special training in observation techniques and who patrol in specially-marked vehicles. They report any unusual or criminal activity to central dispatch and a deputy is sent to the scene to investigate.
- POSSE is a group of citizen volunteers who help staff the three Sheriff's Office outreach centers and perform other clerical duties in District XI (Pompano Beach).
- CERT (Community Emergency Response Teams) is a FEMA-certified program which gives citizens the skills needed to help themselves and their community within the first 24 hours of a natural disaster such as a hurricane.

Additional partnerships formed with the local business community offer programs in medical screening, consumer fraud, and self defense.

Contact: Captain Robert Weimer, Broward County Sheriff's Office, (954) 786-4220

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PORT ST. LUCIE, FL

Robert E. Minsky, Mayor

John M. Skinner, Chief of Police

WINDMILL POINT INITIATIVE

The Windmill Point subdivision had changed over time from a community with many older homeowners to one made up increasingly of renters with younger children. In January 1996 residents began expressing concern over the large groups of juveniles congregating on the streets. Leaders of the homeowners' association felt that they were being targeted by the juveniles, as they had been responsible for the arrest of one of them, and also because of racial issues. Numerous calls for service – 20 per week was not unusual – dealt with juveniles who were congregating on street corners, playing music in front of houses, and using and selling drugs. Many of the older residents were afraid to leave their homes for fear of harassment or fear of retaliation for calling the police.

At one point, the homeowners' association asked the Sheriff's Department for help with the problems, asserting that the police were not doing enough.

The Police Department's response to Windmill Point's problems was to apply the "principles of problem solving" approach; this identified a lack of recreation opportunities for juveniles in the community, as well as a communications barrier between homeowners and renters. In a meeting with the homeowners' association board of directors, the police officers assigned to the area learned that the community had two tennis courts, both of which had been locked for several years and were in disrepair. These facilities had been open only to homeowners who paid a clubhouse fee. The officers requested that the board change the policy governing who could use the facilities, arguing that the juvenile problems in the area were community problems, not police problems. The board, however, was unresponsive, believing the problems to be the responsibility of the police and the City. The officers persisted and, over time, and with a change in the composition of the board, it was agreed that the board would 1) make a commitment to establish a partnership with the Police Department, and work with the police to resolve the juvenile problems; 2) open the community clubhouse to all resident of the community and allow them to use the facilities; and 3) allow the police officers to develop, organize and implement a community basketball league.

The officers contacted the Parks and Recreation and the Public Works Departments to request their help in establishing the basketball league, cleaning up the tennis courts, and converting one of them to a basketball court. Area merchants were asked to sponsor teams and provide uniforms, equipment and trophies; 11 agreed to do so. Community residents agreed to serve as coaches, referees and timekeepers.

The juveniles who had been identified as being at the core of the area's problems were approached by the officers and invited to sign onto a team. It was understood that team membership meant they could no longer congregate in the community as they had before. With the start of the games, complaints related to juveniles diminished. Attendance at each of eight weekly games averaged 50 adults and children, and the homeowners' association opened a concession stand to sell refreshments.

Among the results of this initiative were a reduction in fear of crime, a reduction in calls for service and complaints involving juveniles, enhanced quality of life and relationships in the community, increased citizen satisfaction and empowerment, continuing community partnerships, and support for the community by other City departments.

Since this initiative was launched, a street hockey league and bowling league for the area's young people have been created, and the City Council approved funding for a gymnasium. Since its recent opening, this \$900,000 facility has been used on a daily basis by more than 120 area youth.

Contact: Assistant Chief Brian Reuther, Port St. Lucie Police Department, (561) 871-5006

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AUGUSTA/RICHMOND COUNTY, GA

Bob Young, Mayor

Ronald Strength, Sheriff

BARTON VILLAGE WEED AND SEED INITIATIVE

The Barton Village subdivision was a deteriorating Augusta neighborhood experiencing high levels of crime. Of primary concern to residents was the fear of violent crime and illegal drug activity; property crime was also a concern. In an effort to eliminate criminal activity in this community, the Richmond County Sheriff's Office collaborated with community residents, the neighborhood association, social service agencies and other government and law enforcement agencies in a Weed and Seed initiative.

Originally, six deputies were assigned full time patrol responsibility in the community; this group was later reduced to three. Additional deputies funded through a COPS grant have been assigned for saturation patrols and assist the full time deputies on a regular basis, as do road patrol deputies assigned to that sector. Unannounced sweeps of the neighborhood have resulted in numerous arrests of wanted persons and others involved in illegal drug activity, and in cash and vehicle seizures. The result is that violent crime in the area has decreased.

In monthly meetings of law enforcement agencies and community members, strategies were discussed and information on potentially successful approaches to the problems was exchanged. In addition, neighborhood association meetings offered opportunities for input from residents and feedback to them. Initially, the increased police presence in the community was greeted with skepticism and concern by many residents. The additional deputies were better accepted, however, as a dialogue between police and the community was established, the purpose and function of the Weed and Seed initiative were explained, and the visible and concerted effort to address the community's concerns was recognized.

Several of the deputies began efforts to establish Girl Scout and Boy Scout troops in the community, and the response to this was very positive. Senior citizens on fixed incomes have been provided assistance by deputies and have been referred to other service organizations. The Augusta Housing Authority, which owns some properties in the community, has partnered with the Weed and Seed initiative, helping to remove abandoned vehicles, run-down homes, and tenants who may be contributing to problems in the area. A drug hot line was created, and anonymous tips received on it have produced results.

Formal and informal surveys of the community indicate satisfaction with the initiative and an increased feeling of safety. Deputies who patrol this area have volunteered to do so, have shown genuine concern for the needs of the community, and have displayed a positive attitude for their job. Organized activities such as block parties, "crime walks" and clean-ups have helped to bridge gaps among residents and have produced a more desirable living environment.

Contact: Captain James Griffin, Richmond County Sheriff's Office, (706) 821-1438

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JOLIET, IL

Arthur Schultz, Mayor

David L. Gerdes, Chief of Police

SECOND AND RICHARDS INITIATIVE

The area around Second and Richards Streets in Joliet had been targeted as a “hot spot” of criminal activity since the introduction of Neighborhood Oriented Policing in the early 1990s. In 1998, through the urging of residents, efforts to crack down on illegal activities were increased. With officers working in the community to build trust, the residents came forward with a variety of problems they felt needed to be addressed.

The majority of complaints related to quality of life issues including loud music from passing cars, large groups of young people congregating on street corners, and specific houses that served as magnets for hardcore gang members and drug dealing. Under the direction of the City Manager, all department heads were brought into the initial discussion of how the City could better serve the Second and Richards community and what tools could be used in a collaborative effort to increase the quality of life and the safety in that neighborhood.

Efforts undertaken included the targeting of specific “gangster houses” by the City’s Neighborhood Services Unit. One multi-family unit, in particular, had a long and storied history of gang and drug activity. It was eventually brought into a Nuisance Abatement Program developed by the City which resulted in its being condemned and demolished. As a result, what had been the hub of the Gangster Disciple activity in the neighborhood is now a vacant lot that is slated to become a neighborhood park.

Officers on the Neighborhood Oriented Policing team, working with the sector patrol officers and the street tactical unit, initiated a zero tolerance policy which targeted the behavior of the area’s hardcore gang members as well as the quality of life concerns raised by community members. Encouraged by the City administration and the area’s City Council representative, this enforcement effort covered jaywalking, trespassing and loitering in connection with illegal drug activities. Over approximately 90 days there were 160 arrests for drugs, warrants, weapons and miscellaneous other offenses. More than 140 vehicles were towed and more than 930 traffic citations were issued.

Following the enforcement push, “Operation Clean Sweep” was launched. This brought together police officers and inspectors from the Neighborhood Services and Building Inspections Departments to work with residents on improving the appearance of the community. Fifteen decorative trash receptacles were purchased and placed at key intersections, and 200 citations were issued for various property code violations. Two large-scale property maintenance sweeps were conducted as part of this effort. This involved all inspectors and their police partners going door-to-door for an eight-hour period and writing compliance tickets for exterior code violations. The result was that many absentee landlords were brought into the City’s Nuisance Abatement and Property Abatement Program, the purpose of which is to improve the appearance of the subject residences and hold absentee landlords accountable for them.

The culmination of the initiative was a clean-up day on which volunteers joined with subjects living in the neighborhood who had been assigned to community service to rid the streets and alleys of garbage and debris. The neighborhood's police officers also circulated a petition among all residents to get their support to change three streets from two-way to one-way flow; the officers had observed that the two-way traffic was encouraging drug and gang activity and was making it possible for drivers to stop and meet in the middle of the street, thereby blocking the street. This traffic situation had been another of the neighborhood residents' concerns.

The initiative has resulted in decreased calls for service from residents and increased calls to City leaders to thank them for improving the quality of life in their community.

Contact: Deputy Chief William J. Fitzgerald, Joliet Police Department, (815) 724-3202

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MOLINE, IL

Stanley F. Leach, Mayor

Steve Etheridge, Chief of Police

SPRING BROOK COURTS PROJECT

Spring Brook Courts, with 184 units, is managed by the Moline Housing Authority. Both residents and non-residents living in the area were responsible for a high demand for police services. Drug trafficking, domestic violence, property offenses, sex offenses, vandalism and street gang activity had a profound effect on quality of life there. The community's perception of the Police Department was adversely affected by the fact that residents did not feel safe in their homes.

In evaluating the suitability of a community oriented policing initiative for Spring Brook Courts, the Police Department sought input from residents and from the Housing Authority. Their participation in determining what police services would be potentially most effective gave them a sense of ownership in and responsibility for the effort. Officers who indicated an interest in the COP approach were given intense classroom presentations on the formation of police and public partnerships.

A satellite office in Spring Brook Courts was staffed by two COP officers. One of their first tasks was to become well acquainted with tenants and, in the process, survey them on their perceptions and concerns. Tenants also were educated by the officers on how they affected quality of life issues and the environment in which they lived. Social service providers and school officials also were involved in the COP activity.

Opposition to the COP approach, anticipated by the Police Department's administration, was found among patrol officers and supervisors and among the Moline Housing Authority tenants. It was based, in essence, on lack of knowledge and resistance to change. And there were those in the

housing project who, recognizing that the community oriented approach would interfere with their criminal activity, erected obstacles to its implementation; this included the use of misinformation to create divisions between the police and the residents. The successes realized by the COP officers, however, dismantled the arguments against the approach. Officers and tenants came to be on a first-name basis – a level of familiarity which defeated the “us and them” mindset that had too often alienated the police and the public.

While the financial resources needed for the COP operation had not been anticipated by the administration, raising funds for it became a shared endeavor. The Housing Authority entered into an agreement with the City to underwrite a portion of the officers’ salaries, and other funding needs were met as budgets permitted. The responsibility for funding community initiatives such as field trips to baseball and basketball games and museums was shared by those benefitting from the partnerships formed around the COPS initiative.

Spring Brook Courts now offers safe and affordable housing to economically disadvantaged persons. It is family oriented, as evidenced by the parents and children who gather on the playgrounds and in their yards. Residents are no longer harassed by street gangs and drug dealers. Neighbors who do not live in Spring Brook Courts feel comfortable walking there and interacting with the tenants. There has been a reduction in calls for service, and fear of crime has been diminished. As a result, residents are more supportive of Police Department initiatives.

Contact: Lieutenant Kenneth Dale Rexroth, Moline Police Department, (309) 797-0420

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SCHAUMBURG, IL

Al Larson, Mayor

Richard S. Casler, Chief of Police

DEL LAGO INITIATIVE

Del Lago, a multi-family residential community located in northeast Schaumburg, had been experiencing gang activity which was resulting in damage to property, vandalism, gang graffiti, loitering, and vehicles speeding through the neighborhood. Residents were extremely concerned for the safety of their families and believed their quality of life had been significantly reduced because of these problems.

A meeting of the Police Department command staff and the Del Lago Homeowners Association resulted in the creation of a partnership to solve the problems. In this meeting, relationships were established, communication guidelines were set, and a chain of command for formulating an action plan was defined. Involved in the plan were the Special Investigations Unit (gang unit), Criminal Investigations Bureau, Patrol Bureau, and Crime Prevention Bureau (which included Crime Free Multi-Housing and Crime Prevention Through Environmental Design

programs). These separate units worked together as a problem solving team in conjunction with the Village's Code Enforcement Department and Legal Department.

A major obstacle discovered at the outset was the absence of a legal agreement between the Village and the Homeowners Association to enforce local ordinances (for example, those covering trespassing and loitering) on the Association's property. Such an agreement was drafted by the Crime Prevention Bureau and approved by the Association and the Legal Department. With this agreement, special details of officers were assigned to Del Lago. These units identified several residences which housed troubled youth who were connected with the gang activity that was at the heart of the community's ongoing problems. The units also identified the individuals from outside the community who were responsible for vandalism, damage to property, graffiti and high-speed driving. A "zero tolerance" enforcement approach resulted in numerous arrests for both local ordinance and criminal statute violations.

The intense enforcement initiative, which lasted for 30 days, produced a significant reduction in criminal activity in the Del Lago community which, in turn, produced a significant improvement in quality of life there. The overall effort also resulted in improved relations between the community and the Police Department and other Village departments.

Contact: Lieutenant Dennis Carroll, Schaumburg Police Department, (847) 348-7350

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LOUISVILLE, KY

David Armstrong, Mayor

Milton R. Dohoney, Director, Department of Public Safety

NEIGHBORHOOD ALERT CENTER

The corner of 34th and Vermont Streets was the highest crime location in Louisville, and a liquor store there was the core of the problem. Drug dealers, prostitutes and others used the liquor store parking lot and surrounding areas as the base for their criminal activities. Traditionally, the Police Department responded to this high-crime situation by going into the neighborhood when called and handling whatever situation existed.

Because this traditional police response was not reducing crime in the area, the officers of the Fourth District took another approach: With the goal of solving the crime problem, they brought together the minister of a neighborhood church, the liquor store owner and area residents. The store owner signed a trespass waiver which enabled the police to arrest people hanging out in the parking lot. The owner also offered police and neighborhood residents the use of an apartment next to the store. Officers then asked the Alderman from that district for the funding needed to operate an office in the apartment, and the Alderman gladly complied.

The Neighborhood Alert Center, as the office is called, is jointly operated by neighborhood residents, working on a volunteer basis, and police officers. Since the Center opened in the summer of 1999, crime in the area has dropped to the point that officers now report that almost none is occurring. The opening of the Center was accompanied by a very pro-active enforcement effort, but after the first month, with the drop in crime, this was reduced to a maintenance level of enforcement.

Police officials believe that the key to success in this initiative was the broad support received from local residents, business owners and public officials. Because of the Center's success, the Fourth District is hosting its first Citizens Police Academy, and officers are being asked to open other Centers in the District.

Contact: Lieutenant Colonel Dale Liechty, Louisville Police Department, (502) 574-7660

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BANGOR, ME

John M. Rohman, Mayor

Donald J. Winslow, Chief of Police

CAPEHART LIAISON OFFICER

In 1987 the Bangor Housing Authority properties consisted of Capehart, a high density community of 450 low income, ethnically and socially diverse households, and Griffin Park, with 50 units of low income housing. While surrounded by middle and upper income neighborhoods in which many residents owned their homes, Capehart was a troubled area in which calls for police service were a common occurrence.

That year the City had been asked by the Housing Authority to place a full time officer on its properties to serve as a liaison among the residents, the Authority and the Police Department. The Authority proposed to reimburse the City for the officer's salary and to provide an office in Capehart. In July a Capehart Liaison Officer was assigned to patrol the area, build rapport with the residents, and work jointly with the Authority to identify problems and solve them.

The officer's first duties were to meet the residents of the community and determine their needs and concerns. As a result of doing this, a Police Athletic League was formed, a variety of events and activities were created, and a background check of all people applying for housing was implemented. With the check, applicants found to have extensive criminal and drug involvement were denied housing. Problem tenants were identified and were issued warnings or were evicted if found to be engaging in criminal activity.

Calls for police service rose somewhat following the introduction of the officer, as residents felt more comfortable reporting incidents. As time passed, however, calls for police service

diminished – by 65 percent after three years – and quality of life improved for residents who had been victims of crime as well as victims of stereotyping because of where they lived.

The success of the effort also allowed the Police Department to focus its resources on the law enforcement and community policing needs of other areas of the City. The Capehart initiative continues today as a model of community policing, and the original Liaison Officer continues to work in the area, maintaining the higher quality of life the residents have come to enjoy. Capehart continues to have one of the lowest rates of calls for police service in the area, and with new housing having been built around it, Capehart's old negative image continues to erode.

Contact: Chief Donald J. Winslow, Bangor Police Department, (207) 947-7384

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ANNAPOLIS, MD

Dean L. Johnson, Mayor

Joseph S. Johnson, Chief of Police

PAROLE INITIATIVE

Annapolis's Parole community suffered from both fear and apathy. Drug dealers had taken over the park and playground, children wanting to play outside risked injury from the many hypodermic needles scattered on the ground, and residents could not walk through the community for fear of being victimized by the criminals loitering on the streets. Instead of being lined with flowers and landscaped lawns, the streets were littered with trash. The need for a strong community oriented policing program and pro-active crime prevention effort was clear.

In implementing a COP program in Parole, members of the Police Department worked directly with residents and business owners in the area to clean up the streets and to provide the resources needed to maintain the neighborhoods. To establish police officers' presence in the community, and to give the officers a sense of ownership of the post to which they were assigned, members of the business community were asked to provide an office for police use. They responded by donating a trailer suitable for use as a COP substation.

By becoming engaged in cooperative activities, residents were inspired, and enabled, by the officers to take back their community from the criminal element that had controlled it and allowed it to deteriorate. A neighborhood watch program was established, initially with eight members. Today, with 500 members, Parole's neighborhood watch program is one of the strongest in Annapolis, and its monthly meetings are attended by a majority of the community. By getting the residents of the area involved at this level, the officers have been able to maintain the gains they have made while returning to normal levels of patrol activity.

Because of the open communication established between the police officers and the members of the community, there is increased awareness of the process of resolving issues and solving

problems. Today, there are daily clean-up patrols, block parties, and participation in community improvement events such as Greenscape, Lights On, and National Night Out. Children now play in a renovated park and residents stroll the area without fear of being victimized.

Contact: Lieutenant Gregory Imhof, Annapolis Police Department, (410) 268-9000

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METHUEN, MA

Sharon M. Pollard, Mayor

Bruce McDougall, Chief of Police

ARLINGTON NEIGHBORHOOD RESTORATION PROJECT

Five years ago, crime problems in the Arlington District of Methuen began to peak: Existing problems related to drugs, violence and prostitution were being exacerbated by an influx of gangs from the neighboring cities of Lawrence and Lowell. In response, and in an effort to eliminate these problems and restore the quality of life the area had once known, the Police Department began to form working partnerships with area residents.

Initially, police encountered mistrust and resistance to change. To overcome these obstacles, they sought the support of the neighborhood's most influential and well-respected residents. The relationships established with these individuals became the building blocks of the successful neighborhood restoration project that followed.

Notable among the partnerships formed were the Arlington Neighborhood Advisory Committee and MAN, Inc. (the Methuen Arlington Neighborhood committee). The Advisory Committee is comprised of neighborhood residents, business owners and individuals having vested interests in the neighborhood. It meets once each month to address the problems facing the neighborhood; these meetings are open to the public, and community participation is strongly encouraged. MAN, Inc. is a similar partnership, but its membership is limited to residents of the neighborhood.

Beyond the community partnerships, the Police Department established a special unit to deal specifically with problems stemming from gang activity and drugs. At the same time, attention was focused on positive activities for the youth in the neighborhood: A summer basketball league was established and, through the efforts of many police officers, continues to flourish. Also established was the community's annual participation in the National Night Out Program.

The results of this project include an overall reduction of index crimes in Arlington, improved quality of life for residents, and positive feedback from the community.

Contact: Sergeant Kristopher McCarthy, Methuen Police Department, (978) 794-3244

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NEW BEDFORD, MA

Frederick M. Kalisz, Jr., Mayor

Arthur J. Kelly III, Chief of Police

BULLARD STREET NEIGHBORHOOD ENFORCEMENT CAMPAIGN

In 1998 prostitution in New Bedford's Bullard Street area was regarded as out of control. Women were often harassed as they walked through the neighborhood at night, and businesses were suffering from a loss of customers as more people chose to avoid the area. The prostitution problem prompted Bullard Street residents to organize themselves into the Bullard Street Neighborhood Association. When representatives of the 111-member group approached the Police Department for help in addressing the problem, the response was immediate.

Working together, the police, other City government officials and residents devised a strategy to end prostitution on Bullard Street. It included several components:

- With the permission of business owners, police officers issued no trespassing notices to known prostitutes. This prevented the prostitutes from hiding in convenience stores to avoid police.
- The Police Department aimed enforcement efforts at both prostitutes and their customers. These efforts included undercover stings and sweeps of the neighborhood. Officers joined members of the community in the distribution of flyers on the enforcement campaign.
- To help discourage illegal activity, residents increased their presence on the streets of the neighborhood and made an effort to report suspicious activity to the police.
- The Mayor and City legislators introduced an ordinance to confiscate vehicles owned by individuals convicted of prostitution-related offenses.
- The news media, particularly the *Standard Times* newspaper, reported on the Bullard Street initiative and published the names of individuals arrested in prostitution stings. This publicity resulted in decreased demand for prostitutes' services as prospective customers feared arrest and embarrassment.

The enforcement campaign – a collaboration of the residents, the police, the Mayor and City government, and the news media – produced a dramatic reduction in evidence of prostitution in the area, and both residents and business owners expressed satisfaction with the changes that have occurred. In addition, the campaign produced a partnership between the Bullard Street Neighborhood Association and the police and City government that continues to address issues affecting that community.

Contact: Steve Furtado, Office of the Mayor, (508) 979-1410

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DEARBORN, MI

Michael Guido, Mayor

Greg Guibord, Acting Chief of Police

PROJECT WARREN AVENUE

Warren Avenue is a heavily-traveled roadway in the heart of Dearborn’s Arab American community and a major link between two Detroit neighborhoods. In October 1999, the Dearborn Police Department launched a traffic enforcement program designed to enhance the safety of both motorists and pedestrians on Warren Avenue. “Project Warren Avenue” was a response to an increase in serious accidents, hazardous driving situations, and numerous complaints from the Warren Avenue community. Previous attempts to address the traffic problems in this area had led to many accusations of prejudice on the part of police who were seen as “picking on” people of Middle Eastern descent, especially those 16 to 25 years of age.

Complaints about the traffic problems were being registered mainly by Arab American residents, schools, neighborhood associations, businesses and local service groups. The project’s goal was to implement a zero tolerance effort targeting both hazardous (e.g., speeding) and non-hazardous (e.g., seat belt use) violations, and to do so with public knowledge in order to avoid any perception of a surprise tactic. Approximately one month prior to the project’s launch, a media campaign described the seriousness of the problem, and what would be done about it, through articles placed in local newspapers, flyers distributed in the community, and local cable television programs.

The six-month project resulted in 1,851 traffic stops and the issuance of 2,201 citations; 460 of these were red light citations, 735 were for speeding, and 590 were seatbelt violations. During the six months there were only 13 property damage accidents and four injury accidents along Warren Avenue; in just the six weeks prior to the project, Warren Avenue had experienced 17 property damage accidents and five injury accidents.

The project was characterized by overwhelming support from the community and a lack of complaints by residents, attributable to the open communication with the community throughout the project. Residents’ sense of partnership with the police yielded agreement on a goal of increased safety along Warren Avenue.

Contact: Acting Chief Greg Guibord, Dearborn Police Department, (313) 943-2235

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SOUTHFIELD, MI

Donald F. Fracassi, Mayor

Joseph E. Thomas, Chief

JOHN GRACE COMMUNITY INITIATIVE

Located in southwest Southfield, an area known as the John Grace Community contains a significant number of rental properties. It is a transient community made up largely of single female heads of households, families receiving welfare assistance, and senior citizens. In the spring of 1994, the area began experiencing problems, mostly youth gang-related. Graffiti, malicious destruction of property, breaking and entering, simple and felonious assaults and drive-by shootings were making the residents of the area fearful and were raising concerns about the future of the neighborhood.

In the fall of that year, a 14-year veteran of the Police Department was assigned to the John Grace Community to begin dealing with the problems by engaging community members in their solution. The officer first established a rapport with youths in the area – a major accomplishment in view of the negative attitudes toward police previously held by the area’s teens. This rapport was developed through frequent school visits, home visits, and participation in neighborhood functions. The teens’ comfort with the officer has taken the form of their confiding family problems, peer problems, and troubles in school. A by-product of their communication with the officer has been valuable information regarding area troublemakers.

Working in collaboration with other City departments, the John Grace officer has initiated several programs which have been instrumental in moving teens from the street into environments which promote mental, physical and social growth. Programs include sports such as drop-in roller blade hockey, basketball games, volleyball and weight-lifting. Other recreational programs include the use of pool tables, movie nights, and field trips to Detroit Tiger baseball games, the Cedar Point resort area, and other attractions.

The results of this individual officer’s effort over the years, coupled with the willingness of other City departments to work with him, are diminished gang activity and juvenile crime in the John Grace Community.

Contact: Officer Kevin Kerr, Southfield Police Department, (248) 552-9200

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MOORHEAD, MN

Morris Lanning, Mayor

Grant Weyland, Chief of Police

GREENWOOD WEED AND SEED PROJECT

The Greenwood Mobile Home Park contained 100 mobile homes, was in a state of serious disrepair, and had effectively been taken over by a criminal element that resided there. There had been two homicides in three years. Of the 100 units, 21 were owned or occupied by individuals involved in drug activity. Children had no safe place to play, and there had been a couple of “near misses” involving cars and children. Many of the mobile homes in the park were manufactured prior to 1972 and so did not incorporate current government-mandated safety features. As an illustration of the condition of the units, on one police call for service, officers found a young woman with a newborn baby who was using her oven for heat. Her unit had no front door, and she had tacked a blanket over the door opening.

Using Weed and Seed funding, and applying the Weed and Seed philosophy of concentrating on the totality of a neighborhood, not just its crime problem, the Police Department assembled a steering committee charged with developing a plan of action for Greenwood. With members from the community, from every City department, and from the City and County Attorney’s office, the steering committee identified actions that would address crime, neighborhood deterioration, and the lack of play facilities for children. The most formidable barrier to carrying out the plan of action was the lack of trust in the police by residents. The first step in overcoming this barrier involved the opening of a large Safe Haven for children and the offer of free children’s programming. The goal was to demonstrate for parents the police officers’ concern for their children.

Initially, the project concentrated on physical improvements to the mobile home park, improvements that would be noticed by the residents and that would give them reasons to feel good about their neighborhood. After three years of project activity, and in addition to the Safe Haven, Greenwood has a new park for its children, more green space, many newer mobile homes, and an active group of residents who meet on a monthly basis to take care of the business of the neighborhood. A preliminary evaluation found that calls for police service dropped 56 percent during the first year of the project and another three percent during the second year.

Contact: Nancy Taralson, Moorhead Police Department, (218) 299-5143

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SAINT PAUL, MN
Norm Coleman, Mayor
William K. Finney, Chief of Police

HEAT PROJECT

In response to concerns of residents about increased criminal activity in their neighborhoods, the Saint Paul Police Department, in conjunction with the Mayor's office, City Housing Code Enforcement, City and County Attorney's office, Minnesota Gang Task Force, and ATF, formed a partnership to implement a project entitled Heavy Enforcement Activity for Thirty Days (HEAT). A pro-active effort to improve the quality of life in a neighborhood, HEAT targets behavior of individuals and does not use other profiling methods. It is an extensive effort to help residents get control of their neighborhood and sustain control on a continuing basis.

The project brings together community organizers, leaders of faith communities, and advocates. During the 30-day concentrated enforcement period, weekly strategy meetings review key information on police activity levels and special operations; included are data on arrests and citations for offenses affecting the community's quality of life – loitering, urinating in public, disorderly conduct, curfew and truancy violations, noise ordinance violations, prostitution, drug sales and possession, gun violence and others.

The first HEAT project was implemented in October 1998 in the western district of the City, the second in November 1998 on the east side, and the third in June 1999 in the same western district neighborhood. There is significant evidence that HEAT has decreased crime both short-term and mid-term in these areas. While quality of life calls by officers increase during HEAT due to the officers' pro-active enforcement activity, quality of life calls by residents and Part I offenses (which can include homicide, rape, aggravated assault, robbery, burglary, theft, motor vehicle theft, and arson) generally decline. The Police Department's evaluation indicates that HEAT had an impact that went beyond the general decrease in crime being experienced at that time. For example, in the western district, Part I offenses during October and November 1998 were 31 percent lower than for the same period the previous year. In the eastern district, Part I offenses during November and December 1998 were 13 percent lower than the same period the previous year.

Contact: Amy Brown, Saint Paul Police Department, (651) 292-3507

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GREENVILLE, MS

Paul C. Artman, Jr., Mayor

Lee Adams, Chief of Police

AMY COVINGTON WEED AND SEED PROJECT

In 1995 the area around the Amy Covington Community Center – a depressed section of Greenville – was suffering an increase in open drug sales and an increase in criminal activity due to the drugs and to the depressed economy in the area. Working with the U.S. Attorney’s office, the District Attorney’s office and community leaders, the Police Department developed a plan to attack the problems which included the assignment of police officers to this particular target area.

As part of a Weed and Seed initiative, the officers used a variety of approaches to combat drug sales in the area. Of great assistance in this effort was the development of a nuisance abatement law under which property owners who allowed illegal activities to occur on their properties could be taken to court and businesses on the properties could be closed. A primary problem location that was closed under this law was a nightclub located within 200 feet of the Community Center which had been the site of drug sales, assaults and robberies.

Concurrent with the anti-drug effort, the officers began working directly with the community, creating neighborhood watch groups and attending steering committee meetings with members of the community and representatives of the U.S. Attorney’s and District Attorney’s offices. The officers also:

- worked with the youth in the area, developing rapport and getting their insights on the community’s problems;
- organized residents for clean-up projects which resulted in the removal of abandoned buildings, overgrowth on lots, and trash from the neighborhood; and
- worked with the local power utility to install high intensity street lighting throughout the neighborhood – a deterrent to criminal activity.

These efforts resulted in the displacement of the criminal element from the neighborhood. The area’s crime rate decreased, youth activities around the Community Center increased, and residents began to take pride in their community. This community policing initiative is continuing and improvements to the area are constantly being made.

Contact: Chief Lee Adams, Greenville Police Department, (662) 378-1515

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HATTIESBURG, MS

J. Ed Morgan, Mayor

Charles Sims, Chief of Police

NEIGHBORHOOD ENHANCEMENT TEAM

In 1994 the Hattiesburg Police Department formed a Neighborhood Enhancement Team (NET) to implement community policing in two target areas of the City. The Hattiesburg Housing Authority owned two apartment complexes that were located in those two areas: Briarfield Apartments in the North target area, and Robertson Place Apartments in the South area. Each complex contained 140 single family apartments, many of which were occupied by elderly persons. The apartment complexes were plagued by gang members and drug dealers. Residents feared for their safety so much that they would not even leave their apartments to socialize with neighbors. Gang members would hang out on the front porches of apartments and sell drugs, and residents were afraid to call the police for fear of retaliation.

The NET recognized that one of its first objectives had to be taking back the apartment complexes for those who lived in them. The first step was to institute high-visibility car and foot patrols. Surveillance operations were conducted and several drug search warrants were served. The Police Department's drug task force was used to make undercover drug buys. Following many arrests, and in the face of the pressure from the NET, the gang members and drug dealers no longer hung out at the apartments.

One of the greatest challenges for the NET was gaining the trust of residents so that they would be willing to provide information. To accomplish this, the NET met first with the Housing Authority Director, informed him of their activities, and gained his full cooperation. The NET and the Director then set up one-on-one meetings with residents. Officers handed out their business cards and encouraged residents to call if they had any problems – and this began to happen. About a year into the NET initiative, the Director gave the officers office space in the Robertson Place complex. This added greatly to the trust residents placed in the officers, as the residents viewed this office as their own police department. The Housing Authority also awarded the NET two crime fighting grants.

The NET then contacted the University of Southern Mississippi's School of Social Work to invite counselors to work in Robertson Place. Again, the Housing Authority Director donated space for the School of Social Work, and the Family Partnership Network was created. Counselors with the Network work with the complex's families – mainly with the children – who say they have never been happier.

As a result of the NET initiative, residents of Briarfield and Robertson no longer live in fear. Gang members are no longer found at the complexes and drug dealing has virtually been eliminated. Residents take pride in their community and view the police who work there as their friends.

Contact: Chief Charles Sims, Hattiesburg Police Department, (601) 545-4900

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TUPELO, MS

Larry K. Otis, Mayor

Ron Smith, Chief of Police

HAVEN ACRES INITIATIVE

A process that started in Tupelo in 1993 involved more than 600 residents in 13 town meetings which addressed community concerns about public safety, moral values, drugs, schools and other issues. The Mayor and other City leaders appointed a Safety Task Force – a cross section of citizens from the City’s seven wards – to assist in finding ways to improve services. COPS Office funding made it possible to create a Special Operations Group (SOG) of five officers dedicated to targeting specific problem areas and working closely with the residents of areas to be targeted.

An analysis of crime data indicated that the majority of criminal activity in the City was occurring in five areas; one of these was Haven Acres, a neighborhood that had begun to deteriorate. Residents had become apathetic, no new families were moving in, and homeowners were seeking ways to move out. The neighborhood was suffering from drug activity, gang activity, vandalism, burglary, truancy, and drive-by shootings. Based on a meeting with residents, the SOG officers initiated zero tolerance enforcement, neighborhood policing, crime reporting methods for use by residents, a citizen police academy, and home safety procedures. The SOG worked with the Public Works Department to clean ditches, used community service workers to pick up litter, used code enforcement officers to target junk vehicles and other code violations, and enlisted the help of the Planning Department to target sub-standard housing violations. The SOG also worked with patrol officers to enhance enforcement efforts, with narcotics officers on drug problems, and with the Bike Patrol Unit (also formed with COPS funding) and the Water and Light, Parks and Recreation, and Public Works Departments.

Within a few months the Haven Acres neighborhood had changed completely. Feeling a new pride in their neighborhood, residents worked together to raise more than \$300,000 in the community to build a neighborhood center. In support of this effort, the Police Department contributed a \$175,000 Weed and Seed grant it had obtained from the Justice Department. Among other results of the Haven Acres initiative: four crack houses have been closed, gang activity has decreased, and plans for a new apartment complex and church are being reviewed.

Contact: Chief Ron Smith, Tupelo Police Department, (662) 841-6402

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PEMBERTON TOWNSHIP, NJ

Thalia C. Kay, Mayor

Stephen A. Emery, Chief of Police

SUNBURY VILLAGE INITIATIVE

Pemberton Township's borders are contiguous with those of two large military installations: Fort Dix Army Reserve Base and McGuire Air Force Base. Sunbury Village, a development of 300 duplex homes, was constructed to accommodate military personnel and their families following World War II. In the 1970s, with a military reduction in force and a redefinition of the Army base's mission, Sunbury Village changed from mostly military owned and occupied family housing to absentee landlord rentals. With this change came a transformation from an idyllic family neighborhood to an area plagued by drugs, prostitution and violence.

Traditional police approaches to combating crime in Sunbury Village met with limited success. Extra patrols, drug raids and similar enforcement initiatives resulted in the criminal element moving their operations to other areas. When the police would leave, the criminals would return. Efforts to work with landlords were ultimately unsuccessful. With shots being fired, robberies and drug sales the norm, and properties being allowed to deteriorate, the area became an eyesore and source of frustration for the entire community.

In 1999 the municipality opened a new \$650,000 community center in Sunbury Village, complete with day care facilities and computer rooms. Sports facilities included basketball, roller hockey and tennis courts. The center was named for Ella Nesbitt, a resident responsible for organizing crime watch groups and clean-up programs and voicing the opinions of the community to elected officials. While it was expected that the center would be a key to reformation of the neighborhood, its opening was followed by an escalation of violence. There were reports of shots being fired on an almost daily basis, and many of the shots found their marks.

This situation prompted the Police Department to mount a new offensive in the area, and to take a new approach. A task force consisting of two teams was formed. Each team was comprised of two uniformed patrol officers, two bike patrol officers, two detectives, two civilian code enforcement officers, and two civilian animal control officers. The task force was under the direction of the Operations Commander. Every day in Sunbury Village, one of the teams would devote eight to 12 hours to enforcing every law on the books: The police officers made dozens of arrests for crimes ranging from attempted murder to jaywalking. The code enforcement officers issued a large number of citations and summonses for property maintenance infractions. The animal control officers concentrated on unlicensed dogs, primarily pit bulls used for fighting. While the landlords were upset, the drug dealers left, and the residents were happy.

In a follow-up community meeting held in the new Sunbury Village community center, residents expressed their gratitude to the police for the task force initiative – the success of which

was attributed to task force members working together as a team, and to the fact that the code enforcement and animal control officers were under the direct supervision of the Police Department.

Contact: Chief Stephen A. Emery, Pemberton Township Police Department, (609) 894-3307

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LOS LUNAS, NM

Louis F. Huning, Mayor

Nick Balido, Chief of Police

CARSON PARK INITIATIVE

The Carson Park area of Los Lunas, an exclusively residential area with good lighting and three well-maintained parks, had experienced an increase in non-sexual assaults. An analysis of police reports on the incidents dispelled the belief that the problem was basically youth violence connected to gangs and drug activity: Of 62 reported assaults over a two-year period, only seven involved juveniles, three were gang related, and one was drug related. The results of a community survey indicated that residents had become very concerned about assaults – fearful that they or their family members could fall victim. The number of domestic-related calls for service also was high, and the survey indicated that domestic violence was a concern to the community. Many residents knew that neighbors were experiencing repeated domestic assaults, and many acknowledged that they had been victims of domestic violence.

In developing responses to the problems, the Police Department involved several City agencies – Code Enforcement, Parks and Recreation, the Fire Department, Animal Control, and Children, Youth and Families, among them. Also involved were the local school district and Youth Development, Inc. Code enforcement officers issued violations for junk cars and trash in yards, animal control officials removed unleashed dogs, school district employees addressed problems with children, sometimes making home visits and, when necessary, sending reports to Children, Youth and Families. Lighting on some streets was improved and street clean-ups became more frequent. The visibility of the police officers assigned to the area was increased through visits to homes to survey community needs and through increased enforcement activities. Area residents were helped to establish committees to set long range goals for neighborhood improvement.

Contact: Chief Nick Balido, Los Lunas Police Department, (505) 866-2105

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BINGHAMTON, NY

Richard A. Bucci, Mayor

Joseph Lynch, Chief of Police

LIBERTY STREET INITIATIVE

In 1995, community policing was introduced in residential neighborhoods throughout the City in the form of police foot patrols. The program, called the Binghamton Neighborhood Enhancement Team (B-NET), worked closely with neighborhood watch groups to rid the community of criminal activity. By the end of 1996 a U.S. Justice Department grant had enabled B-NET to expand to two foot patrol units, further increasing both the visibility of the police and the public's confidence in the City's ability to combat crime. In the spring of 1997, bike patrols were added to B-NET.

Liberty Street, on Binghamton's North Side, was long considered to be one of the City's most vulnerable neighborhoods. Known for blatant around-the-clock drug dealing and prostitution, the area had the highest crime rate in the City. The introduction of community policing to the North Side included the addition of a special resource: a new police substation that replaced a dilapidated structure that once was the site of a neighborhood tavern. The property, at 108 Liberty Street, had been taken by the City for back taxes. The construction of the substation involved \$55,000 in Community Development Block Grant funds coupled with donations of material and labor totaling about \$60,000. The project was embraced by more than 40 volunteer organizations, labor unions, companies and individuals whose contributions and efforts produced an asset that otherwise would have cost the City upwards of \$120,000.

With the substation in operation, the once crime-ridden area surrounding the substation is now widely perceived to be safe. This perception has resulted in families wanting to move into the neighborhood, and it has taken the area into the next phase of redevelopment: In July 1999, the City unveiled a unique partnership with Habitat for Humanity to rebuild and rehabilitate dilapidated homes in this neighborhood. The project involved religious, community and educational organizations which have invested more than \$300,000 in the revitalization of the neighborhood's housing stock, and it is anticipated that this project will expand. Following the Habitat for Humanity announcement, two long-established local businesses committed to stay in the City and to relocate in the North Side – in the backyard of the substation.

Contact: Mayor Richard A. Bucci, (607) 772-7001

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ROCHESTER, NY

William A. Johnson, Jr., Mayor

Robert J. Duffy, Chief of Police

RAUBER STREET PROJECT

Early in 1997 the Rochester Police Department's Clinton Section met with members of the Coalition of Northeast Associations regarding several problems on Rauber Street, an artery located in the most densely populated and poorest area of the City . The problems – drug trafficking, gang activity, loitering, gunshots, abandoned vehicles, empty lots, and blighted and vacant stores and houses, among them – were generating many 911 calls. As conventional police responses were producing limited results, the criminal activity was forcing residents to leave the neighborhood, and this was creating opportunities for less desirable people to move in. City Hall, the Police Department and community members agreed that a different approach was needed, and Rauber Street became a community oriented policing project.

Using the Scanning, Analysis, Response and Assessment (SARA) model, a Community-Problem Oriented Policing (C-POP) team – police officers, property conservation officers, animal control officers, a Department of Social Services investigator, and members of community and business groups – established the overall goal of improving quality of life on Rauber Street and specific goals concerning demolition of houses, neighborhood clean-up, and positive feedback from residents. After considering several options, the C-POP planners settled on a coordinated, one-day effort in which 85 activities would be carried out by 97 participants organized into four teams. Enforcement teams, for example, would address “hot spots” such as drug locations, locations of people with outstanding warrants, and locations where several recent incidents of violence had been reported. Secondary enforcement teams would address such problems as animal cruelty, illegal cable TV hook-ups, and dangerous wiring.

On the day of the initiative, the teams made several arrests, recovered heroin and marijuana, removed several dogs and cats and issued tickets for unlicensed animals, issued citations for property violations, towed junk vehicles, demolished two houses, corrected hazardous gas and electric conditions, and took many other actions. The impact of the effort could be seen immediately: At night, because lights had been repaired and trees had been trimmed, Rauber Street was well illuminated. City workers had cleaned streets and City lots and residents had cleaned their yards.

As a result of the initiative, there have been far fewer violent incidents, and the number of calls from the area for police service has dropped significantly.

Contact: Commander Robert Wale, Rochester Police Department, (716) 428-7123

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ROME, NY

Joseph A. Griffo, Mayor

William Fleet, Commissioner of Public Safety

OPERATION SAFE NEIGHBORHOOD

Rome’s Operation Safe Neighborhood was created in 1996 in response to an alarming rise in the crime rate in general and the drug-related crime rate in particular. Much of the increase had occurred in certain areas of the City – generally the older, more densely populated areas. An analysis of the problem indicated that the criminal activity tended to be in areas where police vehicles did not have direct access because of the narrow openings, convoluted street designs, or the absence of streets altogether. Parks, playgrounds, alleys and pedestrian malls were among the areas in which criminals felt safe to do business – especially illicit drug business – because of the low probability of encountering police vehicles.

The Police Department also recognized that attitudes toward law enforcement and law enforcement officers had been deteriorating in the same neighborhoods in which the crime rate was rising, and that this deterioration was due, in large part, to the fact that officers in patrol cars were not perceived to be responsive to residents’ problems. The Department also recognized that the lack of contact between residents and patrol officers was costing it information that would be helpful in crime prevention and enforcement.

The target areas selected for Operation Safe Neighborhood were those generating large numbers of complaints from residents, experiencing a higher crime rate than the City overall, and containing barriers to access by patrol cars. Foot patrols, funded through a COPS MORE grant, and bicycle patrols were instituted in each target area. Officers on foot and on bicycles (which were contributed to the Police Department by local businesses and service organizations) were perceived by residents to be approachable, not adversarial, and so were given access to information previously unavailable. For community members, the enthusiasm of the bicycle officers was contagious, and their visibility in the community was enhanced by the local newspaper which never failed to cover the arrests they made.

Operation Safe Neighborhood reversed a troubling downturn in community attitudes toward the City’s law enforcement efforts while improving the ability of police to gain crucial information and access to criminals and criminal activities. In combination with the use of video surveillance, neighborhood checkpoints and more modern communication equipment, the program has increased the number of arrests for drug-related and other criminal activity, and has increased the participation of residents in anti-crime efforts. Program evaluations reveal a general consensus among residents that their neighborhoods are safer places to live as a result of community policing.

Contact: William Fleet, Commissioner of Public Safety, (315) 339-7692

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GASTONIA, NC

Jennifer T. Stultz, Mayor

Jack Postell, Chief of Police

VICTORY COMMUNITY WATCH

The Victory Community Watch was started by the Gastonia Police Department's community policing officers in 1995, and an officer was assigned to the group to help them address their community's problems. In the first organizational meeting, community members in attendance identified two goals: One was to get the absentee owner of a group of substandard houses to bring them up to code or tear them down; the other was to get drug dealers and prostitutes out of the neighborhood. The two goals were inter-related in that the individuals involved in the drug dealing and prostitution were living in the substandard housing, and their presence was attracting other undesirable individuals to the community.

The police made a large number of arrests in the community, made undercover drug buys, seized large quantities of drugs, executed search warrants on the houses, and located a mobile police station there. Both the police and the residents could see a difference in the neighborhood so long as the police were visible, but both recognized that the underlying conditions that were causing crime and keeping criminals in the neighborhood were not being addressed.

The pastor of the Tabernacle Baptist Church, the community's church and the site of Community Watch meetings, offered to buy the substandard properties for church use; plans were to tear down or rebuild the houses for use by senior citizens and the handicapped, and to build a playground for the neighborhood children. The owner, who had been consistently unwilling to cooperate in efforts to rid the neighborhood of its criminal element or upgrade his properties, agreed initially to sell, but later backed out of the agreement.

Under the leadership of the community's police officer, the next meeting of the Community Watch group included a code enforcement officer who explained procedures for citing building code violations. This officer then began inspecting the substandard housing in the neighborhood and issuing citations to the owner. While the owner made some repairs, he did not comply within the time frame mandated in the City codes. With this, the Code Department, the Community Watch group and other City officials sought a court order to have the houses torn down. When they were able to win a judgement against the owner in civil magistrate's court, he appealed the decision to the district court, but lost the appeal. He then appealed the district court decision to the superior court where, after many delays and continuances, the order to tear down the houses was affirmed.

Tearing down the houses was the culmination of four years of cooperative effort by the police, the community and other City agencies. The result is that criminal activity and disorder in the Victory neighborhood is on the decline, as are calls for police service. The community policing officer continues to work with the Community Watch group on its other crime concerns.

Contact: Captain Freddie Crawford, Gastonia Police Department, (704) 854-6614

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AKRON, OH

Donald Plusquellic, Mayor

Michael Matulavich, Chief of Police

NORTH HILL SPECIAL DETAIL

Historically, the North Hill community – the north side of Akron – was occupied primarily by Italian Americans. In more recent years, the community has become more diverse and its neighborhoods generally have remained stable. One neighborhood, however, has been plagued with drug dealing, with the result that businesses have moved, property values have decreased, and criminal activity of all types has increased.

The residents of this neighborhood, having decided to fight back in an effort to stop the drug dealing and the decay it produced, formed numerous block watch groups as well as a very active North Hill Concerned Citizen Group. Members of the groups conduct frequent vehicle patrols; using a Police Department-issued cell phone, they provide descriptions of suspicious persons and activities. They videotape drug traffickers, conduct “Take Back the Streets” marches, and go door-to-door to promote neighborhood meetings and events. To deal with open drinking in the area, they also placed an issue on the ballot which resulted in the revoking of the carry-out liquor licenses of three area businesses.

Despite these efforts, residents of the neighborhood continued to be fearful. In response, the City’s community oriented police officers developed a Special Detail to work in partnership with them. A study of the calls for police service in the area revealed a need for stepped-up, effective enforcement. For example, for one street intersection, between June 1998 and May 1999, there were 471 calls; in the two years prior to that, there had been 166 calls.

The Special Detail worked the target area between June 21 and August 31, 1999; they also included surrounding streets in an effort to avoid merely moving the criminal activity deeper into the neighborhood. Patrolling and answering calls for service, their objective was to be highly visible. The result was 189 arrests, including 39 drug-related arrests, and a reduction in calls for service to the area of 44 percent. Although the Special Detail was a short term effort, community officers and district officers continue the stepped-up enforcement. Continued monitoring of activity in the area is showing that calls for service are down by 30 percent compared to the previous year – and that residents are most appreciative of the community policing effort.

Contact: Sergeant Cynthia Christman, Akron Police Department, (330) 375-2568

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CANTON, OH

Richard D. Watkins, Mayor

Thomas Wyatt, Chief of Police

SUMMIT COMMUNITY PARTNERSHIP

In 1994 a high-crime area of Canton characterized by a diverse population of varying income levels and a preponderance of rental properties became the site of the City's first community policing pilot project. Bicycle patrols were introduced in a 12-square-block area of the Summit neighborhood, and officers introduced themselves to the residents and the business owners in the area.

Nearly 400 residents, along with several police officials and City administrative supervisors, attended the first neighborhood meeting which was held at the centrally-located Summit School. In the meeting, surveys designed to determine the community's primary concerns were distributed to attendees. This meeting launched the process of community, government and police interaction, and after several monthly meetings, neighborhood residents named their group Summit United Neighbors. Its mission statement focused on their major concern: deteriorating housing.

The past five years of the partnership, which has included the participation of code inspectors, health and other City officials along with the police officers, have seen several accomplishments. For example, Habitat for Humanity has pledged to build 50 new single family homes in the area in a five-year period, and 10 of these homes have already been completed. Summit United Neighbors has applied for and received grants to beautify the neighborhood. Another organization, Partners for Great Neighborhoods of Canton, has targeted the area and will work with Summit United Partners to revitalize deteriorating properties. One goal is to attract single family homeowners to the neighborhood in an effort to reduce the large number of rental properties which contribute to overcrowding in the area. City officials report that a "trickle effect" can be seen in the neighborhood: Entire blocks that long have been eyesores now have rehabilitation efforts underway.

Contact: Sergeant Gerald A. Wish, Canton Police Department, (330) 580-2063

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KETTERING, OH

Marilou W. Smith, Mayor

James M. O'Dell, Chief of Police

KETTERING SQUARE APARTMENTS PROJECT

The community oriented policing project implemented in the Kettering Square Apartment Complex in 1993 was a response to numerous problems experienced by neighbors of the Section 8 apartment complex. As outlined at that time in a letter from one of the neighbors to the owners

of the property, problems included rocks being thrown into the yards and pools of adjacent residences, children climbing fences and cutting through adjacent properties, fireworks being discharged toward the properties, other damage to the properties, and harassment of neighbors' pets. The letter also suggested possible criminal activity in the apartment complex, and sought a meeting of the apartment owners, adjacent property owners, and representatives of the City. Recognizing an opportunity for a community oriented project, Police Department COP officers met with this group. They learned that the owners and the employees of the complex were concerned that crime and family problems were "getting out of hand" and so were receptive to police involvement.

The steps taken by the COP officers included:

- opening a COP 41 Mini-Station in the complex;
- becoming involved in Oak Creek Vision 2000 – a group of citizens, schools, clergy, apartment complex employees, City employees, City Council Members and the Mayor;
- involving City Planning and Development employees in pin-pointing building and housing code violations;
- helping the complex management gain access to copies of police reports involving their tenants – to enable them to remove tenants who are continually responsible for problems;
- meeting with Neighborhood Watch groups in the area to discuss crime prevention and crime trends;
- enlisting the assistance of City departments such as Parks and Recreation, Community Relations, and the City Manager;
- conducting Family Fun Days and distributing candy at Halloween to improve police-citizen relationships; and
- instituting children's programs through Parks and Recreation and the Montgomery County Library.

The officers have also used the Police Department's Crime Analysis Report to track crimes in the area, and have deployed the Bicycle Patrol Unit to interrupt crimes in progress and increase the visibility of police in the community. It is this visibility, and the apartment tenants' knowledge that the COP officers are working with management to keep their complex crime-free, that contribute most to the ongoing success of the project. In terms of impact, a citizens survey found a 97 percent satisfaction rate with the Police Department, and there have been fewer complaints against officers. While statistics show fluctuations in criminal activity in the area, the overall crime rate is dropping. The apartment complex itself is looking good; the owners are keeping the buildings up to code and are keeping the grounds as clean as possible, and complex employees have been receptive to suggestions offered to them by owners of adjacent properties.

Contact: Lieutenant Thomas F. McEwan, Kettering Police Department, (937) 296-2565

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LIMA, OH

David J. Berger, Mayor

Gregory Garlock, Chief of Police

RIVERSIDE NORTH PROJECT

In the early 1990s one particular area of Lima was plagued by open air drug markets, drive-by shootings, unruly gatherings of youth, and other problems which were contributing to poor quality of community life. The Police Department responded to community pleas for assistance in traditional fashion, implementing high-visibility saturation patrols, special undercover operations targeting drug dealers, and increased enforcement using “street sweep” tactics. Short term, intensive efforts (approximately three weeks in duration) were implemented in the spring of 1991 and again in the spring of 1992. Both produced very short term reductions in criminal activity followed by a return to previous crime levels.

While the police response to the area’s problems was appreciated by residents, both the police and the residents recognized that it was doing little to address long term concerns, and that a formal neighborhood association was needed to provide the structure necessary to effect change. Acting on this, the residents christened their neighborhood Riverside North, established the Riverside North Neighborhood Association (RNNA), began organizing activities such as neighborhood clean-up days, and began meeting with police and other local agencies to make their needs known. This resulted, in June 1995, in the neighborhood’s first community policing project which was designed as a pilot project to be operated for six months and then evaluated for needed changes and possible expansion into other areas of the City. One police officer was assigned to work the area on a full time basis; he was responsible for enforcement and prevention duties and for building relationships with both residents and visitors to the neighborhood.

An assessment of community needs, conducted at the outset of the project, paired residents with police officers or civilian police employees to knock on every door in the Riverside North neighborhood. Using the assessment, the COP officer and RNNA representatives developed strategies to address the problems affecting quality of life in the neighborhood. Increased enforcement through high-visibility patrols was again employed as a strategy, but this time in conjunction with other activities designed to enhance the relationship between the beat officers and residents. Within one year, calls for police service in the neighborhood dropped from 20 percent of total calls received citywide to just one-half of one percent.

Following the pilot project, the RNNA continued to operate; today it has a profound effect on the neighborhood, with residents contributing thousands of hours every year to efforts ranging from social events to organized block walks.

Another notable outgrowth of the pilot project is the Neighborhood Nurse Program, a partnership of the Police Department and the St. Rita’s Medical Center. In this program, a full time Registered Nurse shares an office in the neighborhood with the full time police officer. With duties including health education and prevention of disease and injuries, the nurse’s approach is based on

many of the same concepts as community oriented policing, and has enjoyed broad acceptance and success.

Contact: Major Larry Winegardner, Lima Police Department, (419) 221-5268

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SPRINGFIELD, OH

Warren R. Copeland, Mayor

David L. Walters, Chief of Police

OPERATION C.A.R.E.

Springfield's Section 405 was an older, relatively low income neighborhood containing many run-down structures and weed-filled lots and much trash. The area attracted large groups of teenagers and young adults who occupied street corners and physically took control of the porches and yards of elderly residents, using them to sell crack cocaine and other drugs. Crime problems in the area included threats to residents, intimidation of residents, shootings, assaults, open air drug sales, and thefts. Fear of being victimized meant that many residents were effectively imprisoned in their own homes – afraid to go outside, walk down the street, or visit with neighbors.

The first phase of the Police Department response to this situation involved increased uniformed patrols in cruisers, on bikes and on foot, and increased undercover drug operations. The goal of getting criminals off the streets was met, with nearly 30 offenders arrested on more than 75 different charges.

The second phase was Operation C.A.R.E. – named in part because the neighborhood's resident group is C.A.R.E., the Clark Area Restoration Effort, and in part because the police wanted to convey to residents that they cared about them. Aware that a well-maintained neighborhood is not as attractive to the criminal element as a run-down area, the focus of Operation C.A.R.E. was the physical clean-up of the area. This included tearing down dilapidated structures, removing solid waste and litter, and cutting weeds. Accomplishing this required that the Police Department enlist several City partners: Building Inspections issued demolition orders, the Solid Waste District provided the large trash bins needed to collect and haul away trash, and Public Works removed trees, bushes and weeds.

In one day – following weeks of planning and organizing – more than 40 schools, local government departments and private agencies, aided by more than 230 resident volunteers, removed nearly 75 tons of solid waste, metal, appliances, brush and other materials. As a result of this effort, open air drug sales have been dramatically reduced, crime has decreased, and residents feel safe as they sit on their porches, walk down the streets, and visit with neighbors. A new atmosphere now exists in a neighborhood in which residents wave at police officers in cruisers and speak with those

on bike and foot patrol. Another result of the effort is that new police partnerships now exist with local government offices, businesses and other private groups.

Contact: Captain Terry Fisher, Springfield Police Department, (937) 324-7690

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BETHLEHEM, PA

Don Cunningham, Mayor

Eugene Learn, Commissioner of Police

STRATEGIC NEIGHBORHOOD ACTION PLAN

Introduced in 1997, Bethlehem’s Strategic Neighborhood Action Plan (SNAP) puts City government to work in neighborhoods, improving the delivery of basic services such as plowing snow, picking up leaves, fixing pot holes, paving roads, cleaning parks, and keeping neighborhoods safe and attractive. The SNAP team, comprised of workers from all City departments, tours several neighborhoods each year, interviewing residents to determine the work that needs to be done to improve public safety, streets, parks and other basic services. The work of the team, based on its neighborhood assessments, includes fixing potholes, scrubbing graffiti, adjusting snow plowing or leaf collection schedules, and inspecting buildings that don’t meet codes. This neighborhood “sweep” culminates in a community open house, usually held at a park or firehouse, where residents and City officials, including the Mayor, meet to discuss neighborhood issues.

To address longer term concerns, the SNAP team works with residents to form neighborhood organizations or block watch groups which are supported by the SNAP team – particularly the team’s community police officers – and empowered to take responsibility for their neighborhoods.

Since its initial use in 1997 to address public safety concerns in one of Bethlehem’s neighborhoods, SNAP has expanded to neighborhoods throughout the City, often aimed at those which are experiencing a noticeable decline in the condition of housing stock, a shift from owner-occupied housing to rental units, and/or an increase in public safety concerns.

City officials believe that SNAP has had two major impacts: First, bringing City officials and residents together to address a variety of concerns has strengthened Bethlehem’s neighborhoods, increased interest in neighborhood issues, and encouraged a spirit of shared responsibility for the care of neighborhoods. Second, making routine visits to neighborhoods a priority for workers has enabled the City to tightened its focus on basic service issues.

Contact: Commissioner Eugene Learn, Bethlehem Police Department, (610) 865-7150.

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WARWICK, RI

Scott Avedisian, Mayor

Stephen M. McCartney, Chief of Police

OAKLAND BEACH INITIATIVE

During the summer of 1999 the Warwick Police Department was inundated with address-specific and family-specific complaints from residents and businesses located in the City's Oakland Beach section. The complaints centered around problems of harassment, housing violations, criminal activity, reckless driving, and other threats to quality of life. To assess the problems and to develop possible remedies, police officials consulted a variety of information sources including the complaints received from the area, the log of police activity at the locations involved, and the Registry of Motor Vehicles. They also examined the relevant local and state statutes and ordinances, contacted other City agencies to determine their availability to assist in addressing the problems, and reviewed the suspected causes of the problems identified – including weaknesses in areas such as parental guidance – and the inability of the criminal justice system to remove the offenders from the area.

The next step was to determine a course of action, and to include the various stakeholders in the identification of the most promising responses to the problems. The action plan developed included increased citizen patrol and crime watch activities during specific periods, stakeouts involving uniformed and non-uniformed police officers using both traditional and non-traditional approaches, increased high-visibility patrols, and maximum utilization of the courts and of City agencies responsible for housing and building inspection.

- Through the combined efforts of the agencies and individuals involved:
- the Police Department was able to respond to problems in their initial stages, adopting a proactive rather than reactive approach;
 - several City officials increased their involvement in efforts to clean up the area; and
 - several “loopholes” or inadequacies in statutes and ordinances were identified, and needed changes were proposed to the appropriate legislative bodies.

- In terms of impact on the Oakland Beach neighborhood:
- the condition of the property in the area improved dramatically;
 - harassment of the residents and the business community virtually ended;
 - significant penalties, including fines, loss of drivers licenses, and even jail time, were imposed on some of the violators arrested;
 - the volume of complaints received by the police decreased dramatically; and
 - the concentrated patrols and stakeouts led to the establishment of positive relationships between the police and area residents.

The Police Department has continued maintenance activities to ensure that the initial success in the area will continue.

Contact: Sergeant Michael Forde, Warwick Police Department, (401) 468-4200

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WOONSOCKET, RI

Susan D. Menard, Mayor

Herve Landreville, Chief of Police

COMMUNITY POLICING IN PUBLIC HOUSING

The drug sales, fear of crime, and other crime-related problems plaguing the Woonsocket Housing Authority’s two large family developments for many years were addressed through a cooperative effort of the Police Department and the Housing Authority. For the two developments, located in different parts of the City, the response began with the Police Department’s assignment of a community police officer to each, and the Housing Authority’s establishment of a sub-station in each.

The community officers supplemented the beat officers whose larger patrol areas encompassed the developments, keeping regular office hours so that residents could drop in and interact with them. The officers became involved with the local tenants’ organizations, worked with residents to help them solve their problems, worked closely with the Housing Authority to change and improve the developments, vigorously enforced the law, and generally addressed quality of life issues for the residents. They also provided positive role models for the children who live within the developments.

As a result of the initiative, residents are taking more pride in their homes, calls for police service has declined and the number of serious crimes in the developments has dropped. The residents see the officers as “their police officers” and have provided information to them which has helped to solve crimes within the developments and in other parts of the City. The officers’ work has helped the Police Department to interact in a positive way with the residents of both developments.

Contact: Commander Michael E. Richardson, Woonsocket Police Department, (401) 767-8832

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RAPID CITY, SD

Jim Shaw, Mayor

Craig Tieszen, Chief of Police

LAKOTA COMMUNITY HOMES

Lakota Community Homes, a HUD property built in 1969, is located in an area of Rapid City which had a history of heavy gang activity. Calls for police service for assault, theft and burglary were above normal for an area of its size.

The five-square-block development encompasses 198 individual homes; the resident population is 85 percent Native American. It is overseen by an on-site manager and a board of directors who meet monthly with area residents. A “Blue Book” used to govern the development outlines minimum standards of behavior and care for the homes.

A Rapid City police officer was assigned to the area in October 1993. In his first meeting with community residents, the officer began the process of getting to know them, learned about the area’s most pressing problems, and distributed a survey. In the meetings that followed it was determined that two of the most serious problems to be addressed were unauthorized residents living in homes designed for one family, and the presence of junk and abandoned vehicles.

The first of these problems was addressed by comparing daily arrest reports with the “occupancy agreement” filled out by each resident which identifies who is authorized to live in the dwelling. Where an arrestee was linked to a Lakota Community Homes address, management would notify the head of household that they were in violation of the agreement and so subject to either eviction or a substantial increase in monthly rent. In short order, the “unwelcome guests” left the property, as the authorized residents did not want to risk losing their homes.

The second problem was addressed by giving residents two notices that maintaining junk vehicles on the property was a violation of their agreement. Residents were notified of the date on which all junk vehicles would be removed and, on that date, the officer pulled onto the property with a fleet of tow trucks and removed 43 cars.

Once the “bad element” was evicted from the property, community leaders were supportive of the police officer’s presence. Among the reasons for the success of the effort was that the officer “rode out the storm,” consistently enforcing rules and agreements. At the start of the initiative his police vehicle was vandalized, he became the subject of rumors, and numerous complaints about his activities were lodged with his supervisors – supervisors who stood behind him and let the complainants know that the Police Department was committed to improving the community.

Contact: Dr. Richard A. Talley, Rapid City Police Department, (605) 394-4133

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DALLAS, TX

Ron Kirk, Mayor

Terrell Bolton, Chief of Police

VICKERY MEADOW PUBLIC IMPROVEMENT DISTRICT

In the 1980s the Vickery Meadow neighborhood was everything a single, upwardly mobile, young professional could have wanted: Downtown Dallas was only minutes away and the trendiest restaurants and clubs were within walking distance. Following the 1985 Supreme Court fair housing

ruling, however, the neighborhood changed. In combination with a continuing real estate recession, the ruling, which stated that apartment communities could no longer be designated as “adult only,” brought about a rapid shift in the neighborhood demographics: By 1992 Vickery Meadow was populated predominately by low income, working families. Plummeting property values and deterioration of the neighborhood contributed to a drop in rental rates and to the perception that the area was not safe.

Presbyterian Healthcare Systems, one of the largest health care centers in Dallas, became aware of the changes in the neighborhood as its emergency room staff began to see the results of an increase in street crime and domestic violence. The emergency room was inundated with patients with non-emergency ailments – patients for whom, in many cases, the emergency room was their only source of routine medical treatment.

In 1993, in an effort to address these problems, Presbyterian Healthcare Systems and a group of area property owners formed the Vickery Meadow Public Improvement District (VMID). The District’s goal is to use community partnerships and resources to improve the standard of life for residents. Each year, local property owners are assessed additional taxes which are used for neighborhood improvements. A private security force having jurisdiction throughout Vickery Meadow was established.

The VMID organization consists of a full time paid director, an executive board of trustees, and four committees. The committees’ purposes are to:

- improve the image of Vickery Meadow through positive publicity and promotion of activities such as National Night Out, Vickery Funfest, and Tee-up for Vickery;
- address area crime and manage the Vickery Park Patrol;
- work with City code enforcement officials to ensure that neighborhood properties meet standards; and
- combine the volunteer efforts of more than 40 businesses, government agencies, churches, synagogues, schools and neighborhood residents.

One element of the effort to reclaim the area is the policing partnership that has evolved in Vickery Meadow, a partnership of the community and the police that was initiated in 1991 with the assignment of an officer to VMID. The Police Department introduced community policing in 1992 and expanded the initiative citywide in 1994, naming it Interactive Community Policing (ICP). At that time, a lieutenant and two police officers were assigned to the Vickery Meadow area. Today there are four officers, each assigned to one of the VMID committees. The lieutenant sits on the Executive Board and helps formulate VMID’s annual plans, goals and budgets. The officers monitor the community and actively participate in the functioning of the committees. The officers assigned to the safety committee, for example, conduct a weekly Crime Update Meeting. Members of local private security companies attend the meeting, along with Vickery Park Patrol officers, the VMID director, and members of the executive board, and all are briefed on the previous week’s crime by the ICP officers. The officers also started a Junior Crime Watch for school-age children. The program’s goal is to give children opportunities to meet police officers in a positive setting. A curriculum has been established to teach the children about personal safety and to encourage saying no to drugs and gangs.

The result of the community's interaction and the police involvement in Vickery Meadow has been profound: The community now enjoys improvements that have been made in many areas, police activity has been reduced, property values are on the rise, a new elementary school serves the neighborhood children, and family violence counseling and affordable health care are available to residents.

Contact: Lieutenant Wayne Slaughter, Dallas Police Department, (214) 670-7746

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DENTON, TX

Eulene Brock, Mayor

Gary Matheson, Chief of Police

THE FRY STREET COMMUNITY POLICING INITIATIVE

Fry Street is a four-block area surrounded by the University of North Texas and a residential neighborhood; it includes approximately 45 businesses, 14 of which sell alcoholic beverages. The area has traditionally been associated with alcohol and drug abuse, juvenile delinquency, assaults and public-order offenses. In 1996 it began to attract runaway and homeless youth whose loitering and panhandling often escalated to fights and robberies. The arrest of an individual exploiting juveniles in a sexually-oriented club and a murder outside a bar attracted media attention and the portrayal of Fry Street as unsafe. Many police officers harbored negative attitudes toward the businesses and patrons of the area.

Concerned about an increasingly negative reputation, area business owners created the Fry Street Development Corporation and held meetings with area residents and the Police Department in an effort to identify and prioritize problems. The problems that were identified called for a greater police presence, increased enforcement of laws related to narcotics and social disorder, and improved street lighting.

In response, the Police Department dedicated six officers – one sergeant and five bicycle officers – to the area. The Corporation provided storefront space and utilities for a community office. Materials to renovate the office were donated by area businesses and police officers donated their labor. The University Police Department provided office furnishings and dedicated one of its officers to the area. The office was staffed by UNT fraternity members.

Working with the City Utility Department, 41 street lights were installed and tree limbs were removed from behind buildings and alleyways to improve visibility at night. Bar owners took an active role in the enforcement of alcohol-related laws inside their establishments and the officers concentrated their enforcement efforts on the street. The officers employed a zero tolerance policy regarding alcohol violations, with all offenders being cited or arrested. They identified as many of the problem juveniles as possible and detained runaways. They also used the Narcotics Unit and

nuisance laws to attack drug trafficking in targeted locations. Penalties for certain offenses were enhanced, as Fry Street is a designated drug-free zone due to its proximity to the campus. Denton and UNT police officers also presented Rape Aggression Defense Systems training to the female employees of bars who leave work in the early morning hours.

The Fry Street community policing initiative has resulted in an increase in business; a decrease in crime, disorder, and runaway and homeless juveniles; a perception that the area is safe; and a positive police attitude toward the area.

Contact: Sergeant Scott Fletcher, Denton Police Department, (940) 349-7907

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DUNCANVILLE, TX

Glen Repp, Mayor

Jack Long, Chief of Police

FAIRMEADOWS RESIDENTIAL DISTRICT INITIATIVE

In the summer of 1997 several residents of the Fairmeadows district asked to meet with Duncanville Police Department representatives to discuss an on-going community problem. In the meeting, the Fairmeadows residents described in detail narcotics activity, vandalism, reckless endangerment and loss of decorum surrounding a single residence in the neighborhood.

The police representatives involved the residents in the Scanning, Analysis, Response and Assessment (SARA) approach to a Fairmeadows rescue operation. This identified barriers which included concern for the safety of residents involved and the possible detection of plainclothes officers involved. For the operation, the residents opened their homes to the plainclothes officers so they could observe the problem activities; during the Scanning phase, they also assisted the officers in gathering and recording descriptions of individuals, vehicles and activities.

In the Analysis phase, police confirmed the residents' report: The residence was the locus of heavy narcotics trafficking, alcohol use, reckless driving, fights, vandalism and other disturbances. The goal set by officers was the elimination of the residence as a narcotics distribution site.

A four-pronged operations plan was implemented:

- Some distance away from the residence, patrol officers stopped motorists and pedestrians who had left the residence; the officers were notified of the departures of the individuals by plainclothes officers. A zero tolerance policy was followed, with offenders arrested for offenses observed by plainclothes officers, for traffic-related offenses, and for outstanding warrants. As part of this operation, weapons and other contraband was seized.
- "Knock and talk" procedures were used and the narcotics turned over resulted in the filing of possession charges against occupants of the residence.

- City code violations were identified by code enforcement officers. This resulted in the remaining occupants abandoning the residence.
- Foot patrol hours in the neighborhood were extended; this was followed by the resumption of district patrols.

The reclaiming of the neighborhood empowered the residents, and their perception of law enforcement was greatly improved. The officers involved felt a sense of accomplishment as well, and learned the value of partnerships with the community.

Contact: Chief Jack Long, Duncanville Police Department, (572) 780-5024

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EL PASO, TX

Carlos M. Ramirez, Mayor

Carlos Leon, Chief of Police

COMMUNITY ACTION TEAM

In the fall of 1998 the El Paso Police Department received a grant award under the COPS Distressed Neighborhoods Pilot Program. The grant paid the salaries of six police officers, known as the Community Action Team, who concentrated their efforts for a limited period of time in neighborhoods with high levels of economic distress, urban decay and crime. The aim was to improve conditions in those areas by reducing the incidence of crime and restoring the neighborhood's pride and community spirit.

To accomplish this, the Community Action Team (CAT) developed a three-step process:

- The first step was to organize and empower the specific neighborhood areas.
- The second was to make improvements in the quality of life in those areas. The CAT helped to identify needed improvements (clean-ups, street lights, traffic flow, fencing) and provided guidance in how to cultivate business, religious and neighborhood groups to address future problems.
- The third was ongoing maintenance and monitoring of the neighborhoods.

Five distressed neighborhoods were selected, each to be targeted by the CAT for a specified period of time. To date, work has been completed in three of the areas and is currently underway in the fourth. The CAT uses methodology from the Scanning, Analysis, Response and Assessment (SARA) problem-solving model, first scanning the neighborhood to develop a list of problems. The team begins by meeting with the Regional Command officers and Citizens Advisory Boards, then saturates the targeted neighborhoods with flyers and walks the streets to meet the residents. It works closely with other City agencies, area schools and businesses, as well as with residents and property owners, to develop a response which eliminates, reduces or moves the problems.

- Goals that have been reached by the CAT in the target areas include:
- Establishment of Neighborhood Watch and Business Watch programs;
 - development of community leaders;
 - greater utilization of neighborhood parks as a result of cleaner facilities and a feeling of safety in them;
 - cleaner streets, no trash and no graffiti;
 - better communication between residents and Regional Command officers; and
 - participation on the Citizens Advisory Board of each Regional Command.

The CAT's most significant accomplishment to date has been the spearheading of a collaborative effort by the residents in one of the target areas which led to the award of \$1,315,000 in Community Development Block Grant funding for neighborhood lighting, street and sidewalk improvements.

Contact: Lieutenant Diana Kirk, El Paso Police Department, (915) 775-8954

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EULESS, TX

Mary Lib Saleh, Mayor

Leonard Carmock, Chief of Police

SAGEBRUSH APARTMENT PROJECT

The Sagebrush Apartment, a small, four-building development, had been run-down and poorly maintained for 20 years. Serving an economically depressed community, the complex had been experiencing very high turnover rates among tenants, apartment maintenance staff and property managers. Calls for service to the complex – considered excessive in comparison with others – often involved violence, drug and alcohol abuse.

The Euless Police Department reassigned three officers as Neighborhood Police Officers to address the problems at the complex. As a result of their work and their efforts to involve other local agencies and resources:

- Gang graffiti was removed by the Public Works Department;
- buildings were brought up to code through code enforcement;
- the community became involved through a local church which helped provide food and clothing for residents;
- a women's shelter assisted with domestic abuse problems;
- enforcement of drug and alcohol abuse laws was tightened; and
- health care issues were addressed through work with the local elementary school and the County health care agency.

The officers worked out of a vacant apartment in the complex; this helped build trust among the apartment tenants, especially among the children.

The Sagebrush Apartment project produced an initial increase in the number of calls for police services, followed by a significant drop in the number of calls. Since the obvious code violations were addressed, the complex has been a nicer place for people to live, and complaints from residents of the surrounding community regarding the complex and its residents have declined. While the complex regressed somewhat when the officers ended their intensive community policing effort, it did not regress to the point it was at before the effort began.

Contact: Assistant Chief Bob Freeman, Euless Police Department, (817) 685-1551

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GRAND PRAIRIE, TX

Charles V. England, Mayor

Glen Hill, Chief of Police

Community Park Initiative

One of Grand Prairie's neighborhoods has been a haven for open air drug marketing and prostitution. Over the years there had been several attempts to address these problems – zero tolerance, saturation patrols and extended undercover operations, among them. These were met with limited success, at best, and the problems always returned after the operations were terminated. At one time, a community park was virtually held hostage by drug dealers: Park crews were threatened when they attempted to empty trash containers that were being used as hiding places by the dealers. Children, families and other neighborhood residents were intimidated and avoided use of the park facilities.

After attending a seminar on Crime Prevention Through Environmental Design, the Police Department's community services officer suggested closing selected streets in the park area to make it less attractive to customers of the drug markets and the prostitutes. The idea was proposed to the community and to the City's street and parks departments and was accepted by all. Temporary barriers were used to close selected streets. Enforcement was aggressive, with police officers placed on overtime to maintain patrols in the area. The results were almost immediate, and the park was returned to the community. It has remained relatively drug- and prostitute-free since the streets were closed.

Some complaints regarding disruption of access were registered by neighbors shortly after the street closures, but these were short lived, as residents saw the positive results of the initiative. Also, although the City had promised that the barriers would be temporary and would be replaced by cul-de-sacs, it was learned that drainage concerns would make the placement of cul-de-sacs more expensive than anticipated, and the unsightly barriers were in place much longer than originally

planned. Prior to the cul-de-sacs being completed, this situation drew complaints and criticism from the local chapter of the NAACP.

While the community park has been reclaimed, other areas in the same neighborhood continue to experience open air drug sales and the prostitution associated with it. Evolving from the park project is an effort known as Grand Prairie C.A.R.E.S. (Community Assisted Revitalization and Education Strategy). This effort involves relocation of a Community Services Storefront to the target area, closure of a street providing access to the area, and code enforcement to correct many of the code violations occurring there. The goal is to combine the efforts of the City's police, street, housing and code compliance departments with those of community residents to target one street at a time, take it back from the criminal element, restore residents' pride in their community, and make the residents more proactive in preventing crime.

Contact: Chief Glen Hill, Grand Prairie Police Department, (972) 237-8710

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HALTOM CITY, TX

Nancy Watkins, Mayor

Billy Hammitt, Chief of Police

DISTRICT ONE PROGRAM

For several years, Patrol District One in the southwestern section of Haltom City had experienced a higher crime rate than the City's other four districts. In 1998 the Police Department dedicated six police officers and one sergeant to District One in an effort to educate residents in crime prevention methods. Also, during the formative stages of the effort, the Department focused the resources of the Community Services Section on this area.

Each of the six officers was assigned a specific geographic area within District One. The officer's mission was to contact the residents of the area and encourage them to start and participate in a crime watch group. Existing crime watch captains were also contacted and informed of the initiative. Those who had been inactive were encouraged to renew their efforts; those who were active embraced the new initiative, seeing it as an opportunity to solicit new members. Each apartment manager was contacted personally and encouraged to begin crime watch programs, and most agreed to do so. The Crime Prevention Board had set a goal of 40 new crime watch programs in one year. That goal was reached within six months, and the number of active crime watch programs continues to grow.

The Police Department also adopted a near-zero tolerance policy on City ordinance violations in District One: Abandoned vehicles and junk and debris violations were simply not tolerated, but residents were given reasonable time frames in which to abate existing problems. Neighborhood clean-up days were organized and were successful. Vacant buildings, often the locus of illegal drug

use, were boarded up. The positive attitude created by the success of the approach resulted in its spread to surrounding blocks. The initiative produced a temporary increase in reported crimes, but as it progressed, the number of reports declined quickly.

Several customer satisfaction telephone surveys were conducted during the first 18 months of the program. Residents were asked, among other things, whether they were aware that an active crime prevention program was present in their neighborhood, and whether they feared crime. They were also asked about their general level of satisfaction with the Police Department. As the number of people indicating personal knowledge of the initiative increased, the reported level of satisfaction with the Department also increased, with many residents saying they truly felt safer on the streets.

Contact: Assistant Chief Roger Macon, Haltom City Police Department, (817) 222-7100

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LONGVIEW, TX

Earl Roberts, Mayor

A. J. Key, Chief of Police

PROJECT 365

Project 365 was a first-time attempt to address a range of problems – narcotics activities, family violence, environmental health code violations and excessive motor vehicle traffic violations – in a particular target neighborhood. The project, launched in August 1998, represented a one-year commitment by several City departments and was timed to coincide with the National Night Out Program.

The Police Department's goal was to reduce criminal activity, and thus the number of emergency calls for service, from the neighborhood. Several of the Department's specialized units participated in the project, including the Street Crimes Apprehension Team, Citizens On Patrol and the Criminal Investigation Division; also involved were the County Organized Drug Enforcement Unit and the City's Drug Task Force. The City's Environmental Health Department provided much assistance, tagging junked vehicles and citing property owners for overgrown vegetation and other health code violations.

As part of the overall community policing effort, the Police Area Representative Officer contacted neighborhood residents to develop crime watch groups in the target area and otherwise inform the residents of basic crime prevention techniques. In an initial meeting with neighborhood residents and property owners, concerns were raised and several solutions to problems discussed were developed. It was decided, for example, to:

- rejuvenate neighborhood crime watch groups;
- increase the visibility of police patrols;
- increase the presence of the volunteer Citizens On Patrol;

- increase City departments' attention to neighborhood problems, such as building code violations;
- adopt a zero tolerance attitude toward traffic safety violations; and
- increase street lighting.

Among the results of Project 365: Two crime watch groups were reestablished and one new group was formed; several drivers license checks were conducted, resulting in the issuance of numerous traffic citations; the Health Department responded to 240 calls, 46 of which involved junked vehicles, more than 40 of which involved litter and trash; and three search warrants were initiated as the result of narcotics investigations.

As the project progressed, significantly more arrests were made in problem areas (in comparison to the prior year), and residents say they have seen a marked improvement in the community since the project was conducted.

Contact: Sergeant Mike Downs, Longview Police Department, (903) 234-9265

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TEMPLE, TX

Keifer Marshall, Jr., Mayor

Ralph Evangelous, Chief of Police

8TH STREET PROJECT

The 300 and 400 blocks of South 8th Street contained several small bars that catered to drug dealers, prostitutes and ex-convicts; these bars had been designated “off limits” to military personnel by nearby Fort Hood commanders. Problems encountered included shootings, stabbings, assaults, assaults on officers and their vehicles, drug dealing, criminal mischief (to buildings, street lights, signs and passing vehicles), noise complaints, trespassing, and loitering. Because of its high crime rate, the area had been a subject for national news publications and a nationally recognized television news magazine.

Knowing that area residents and business owners wanted something done about the situation, COPS officers met with them to “brainstorm” responses to their numerous complaints. As a result:

- A zero tolerance enforcement policy was adopted.
- A bicycle patrol was implemented.
- Uniformed officers in patrol cars were stationed in the area around the clock (although foot patrols were not used initially because of danger to the officers).
- Plainclothes officers in unmarked cars were stationed in the area.
- Limited videotaping, large-scale undercover drug operations and prostitution stings were undertaken.

- A local ordinance which targeted the purchaser of drugs was passed (as there was no State law which made it unlawful to solicit the purchase of narcotics).
- Police officers posed as drug dealers and prostitutes and arrested those who attempted to make purchases.
- Through the work of an undercover officer, cab drivers who were taking offenders to make the drug and prostitution buys were arrested, and several were successfully prosecuted.
- Letters were sent to vehicle owners stating their vehicles had been seen in a high drug/crime area.
- The County Attorney's Office drew up criminal trespass affidavits which, when signed by business and land owners, gave police officers the authority to arrest persons found to be trespassing (where signs were posted) without having to call the business and land owners.
- Vacant buildings judged unsafe were torn down by the City, and lots were cleared to eliminate hiding places.

The Police Department teamed with the City prosecutor's office, street department, fire inspector, building code inspectors and electrician to change the area totally. The COPS officers also called upon parks officials to establish alternative activities, such as midnight basketball, for the young people in the area. The midnight basketball sessions drew an average of 50 young people.

In a six-month period prior to the initiative, the two-block target area was responsible for 268 calls for service and 132 offense reports. Two years later, in the same six-month period, there were just 31 calls for service (six of which were from a newly installed alarm system), and five offense reports. This represents an 88 percent reduction in calls for service and a 96 percent reduction in offense reports. As a result of the project, citizens can walk and drive safely through the area, loitering has been virtually eliminated, and demand for City services, such as lighting replacement, has decreased.

Contact: Sergeant Jim Tobin, Temple Police Department, (254) 298-5530

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NORFOLK, VA

Paul D. Frain, Mayor

Melvin C. High, Chief of Police

HEALTHY APARTMENTS INITIATIVE

Begun in 1994, Healthy Apartments is a community-based initiative designed to address crime and disorder in Norfolk's apartment communities. It is a partnership with Police Assisted Community Enforcement (PACE), which is Norfolk's approach to community oriented government. The initiative is based on the belief that commitment to four essential principles can foster safer and healthier communities, and that healthy apartments result where:

- partnerships exist among landlords, tenants and police working cooperatively;

- there is a healthy environment in which landlords maintain their properties in a way that signals that people care and are paying attention to the property;
- tenant integrity is protected – where trespassers are prosecuted, residents held accountable for the behavior of their guests, and landlords conduct tenant screening and design leases that protect the welfare of the whole community; and
- property owners, managers and tenants possess a basic knowledge of crime prevention and practice the principles that help create safe environments.

Using a 1997 crime prevention grant from the Virginia Department of Criminal Justice Services, the initiative targeted the Ocean View section of Norfolk. Local officials used the grant to:

- appoint a Healthy Apartments Coordinator to oversee all aspects of the program;
- develop and provide a Healthy Apartments Landlord Training Seminar to enable landlords and managers of rental property to build a base of proactive property managers possessing the basic skills needed to create a healthy apartment environment;
- develop a Healthy Apartment manual designed to reinforce the training; and
- conduct Crime Prevention Through Environmental Design (CPTED) surveys of apartment properties to provide landlords with practical suggestions for improving property security.

The grant was expanded in 1998 to additional areas of the City and enabled officials to:

- develop and provide training for police officers and code enforcement officials in landlord-tenant law;
- develop a critical incident postcard which is used to notify property owners of significant incidents on their properties;
- restructure current procedures to coordinate a trespassing initiative, which officials believe to have been very effective, with Healthy Apartments.

In 1999 the initiative was again expanded to additional areas of the City and its emphasis shifted to enforcement. That year's grant provided over 1,500 overtime hours for police officers to focus on crime and disorder on apartment properties and to apply multi-disciplinary problem solving techniques.

Throughout the initiative, periodic surveys of apartment residents in the target area have been conducted to evaluate changes in attitude and behavior relating to fear of crime, victimization, and relationships with the police and with landlords.

At the start of the initiative, local officials had difficulty locating property owners, selling them on the initiative, and getting them to attend a training seminar. Once the owners attended the seminar and met with the Healthy Apartments Coordinator, however, their attitudes toward the initiative improved. Officials found that approaching the property owners as professionals – assuming that they already know how to manage properties, and focusing on teaching them how to integrate crime prevention strategies into that management – made them more receptive to the ideas and methods proposed.

Contact: Officer Peter R. Maisonave, Norfolk Police Department, (757) 664-6929

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BELLINGHAM, WA

Mark Asmundson, Mayor

Randall Carroll, Chief of Police

ROOSEVELT RESIDENTIAL ACTION PLAN

In 1995 the Bellingham Police Department began a pilot project in the Roosevelt neighborhood, an area that had been in transition and that was facing the prospect of an increase in crime. Compared to other neighborhoods in the City, Roosevelt had the highest number of vehicle prowls and robberies, the third highest number of assaults and commercial burglaries, and the fourth highest number of vandalisms. The goal was to bring together all of the neighborhood stakeholders to develop and implement a neighborhood action plan.

A steering committee open to all interested parties having a stake in the neighborhood was formed. The committee, in conjunction with the City government, coordinated the project and the provision of resources to the neighborhood; it was the responsibility of the neighborhood to take advantage of the resources. The committee was chaired by a Police Department lieutenant, who, during the course of a year, met with representatives of residences and businesses, as well as Public Works, Planning and Community Development, Fire and Parks Departments, public schools, the Housing Authority, realtors, neighborhood associations and block watch groups. As a group, they developed a strategic plan for a better and safer neighborhood.

Three areas of concern to residents were identified:

- gang activity, drug use and general harassment of younger children in Roosevelt Park;
- juvenile loitering, gang activity, night employees' fear of assault or robbery, and customer harassment around the Alabama/Yew Street Business Center; and
- continued increase in vehicular traffic as a result of the continued development of Woburn/Barkley Village.

Residents formed three subcommittees, each of which developed a list of tasks and recommendations for specific actions to address one of the areas of concern.

The Police Department conducted two surveys, one of neighborhood residents, the other of business owners. The surveys measured perceptions of neighborhood problems, the relationship between reported crime and actual crime, the potential crimes that were of greatest concern, and the general sense of neighborhood safety. In addition, Public Works conducted two traffic surveys, approximately one year apart, to identify concerns about speeding cars and to determine the effectiveness of additional traffic control devices and speed limit signs.

While the planning process was underway, the Police Department initiated two programs to help Roosevelt residents address some of the problems identified. First, an expert in Crime Prevention Through Environmental Design (CPTED) provided training to law enforcement officials, City Council members, planners and crime prevention practitioners; conducted a series of business and residential surveys in the Roosevelt neighborhood; and examined some of the street and

neighborhood problems of concern to residents and City officials. Second, landlords, property managers and tenants were provided training in achieving a safe rental environment and in keeping illegal activity off their property.

The completed Roosevelt Residential Action Plan, the product of a full-year planning process, contained 13 specific recommendations concerning traffic, future development, neighborhood safety and related concerns.

Contact: Lieutenant Todd Ramsay, Bellingham Police Department, (360) 676-6593

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OLYMPIA, WA

Stan Biles, Mayor

Gary Michel, Chief of Police

FAIN PARK DRUG HOUSE INITIATIVE

A homeowner in Fain Park, a residential neighborhood in Olympia, was providing a place for drug dealers and other criminals to live. The residence had been the site of open drug dealing, several assaults and medical emergencies, and around-the-clock traffic. Having tried unsuccessfully to work with the homeowner to solve the problems, the local neighborhood association discussed them with their Olympia Police Department beat officer.

The officer's response was to attend neighborhood association meetings where the neighbors' experiences and concerns were discussed; to research the problem, identifying the individuals living in and frequenting the problem residence; to share the information with other officers; and to coordinate the neighbors' efforts – enlisting their assistance in noting vehicles and people entering and leaving the residence, noting unusual, dangerous or suspicious behavior at the residence, and carrying out other tasks that could be accomplished safely.

Using information developed both by the beat officer and the neighbors, police officers began to aggressively enforce laws at the problem residence. A number of warrant, narcotics and disorderly conduct arrests were made, and related enforcement actions were taken. At the same time, the officers worked directly with the owner of the problem residence, making sure that she understood the gravity of the problem and trying to achieve a solution. The officers, working with the neighbors and the City Council, were successful in changing the City's nuisance ordinance to include "drug houses." Confronted with the possibility of losing her property, the owner finally sold the house and moved to another city.

All of this took nearly a year to accomplish. Some months later, in a letter to the Police Department, and in a newspaper article published in her new city, the former homeowner thanked the officers involved, particularly the beat officer, for having pushed her to change her lifestyle. She

acknowledged having been afraid to kick out the people who were living in her house, and having been too weak to get help for her problems, until the officers and her neighbors, through the problem solving process, prompted her to act.

Olympia police officials note that, for them, this kind of problem solving goes beyond a particular set of projects or initiatives. It is, instead, an integral part of the way the Police Department does business.

Contact: Officer Dan Smith, Olympia Police Department, (360) 753-8300

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EAU CLAIRE, WI

William D. Nielsen, Mayor

Patrick C. McNally, Chief of Police

NORTH RIVER FRONTS NEIGHBORHOOD INITIATIVE

The North River Fronts Neighborhood ranked number one in Eau Claire in drug activity and sales, disorderly calls, vandalism and other problems. Believing that most of the quality of life problems faced in the neighborhood could be addressed through a community oriented, problem solving approach, the Police Department deployed two community oriented policing officers to organize the various stakeholders in the area, define the problems, and develop solutions to them. Through their efforts, landlords were trained and the neighborhood, which included a large minority population, became united and active in the problem solving process.

Several City agencies became involved in the initiative: The Probation and Parole and Human Services Departments moved staff into space donated by a local Burger King restaurant, joining the COP officers there. The Parks and Recreation Department provided needed organized activities and playground space. With cooperation from the Health and Inspections Departments, dilapidated buildings were cleaned up. The officers also gained the support of the 11 taverns in the area, and business owners donated bikes, computers and baseball tickets for use by neighborhood youth. The computers were set up in the donated neighborhood COP office where the officers could teach many of the young people how to use the equipment and help them with their homework.

As a result of the initiative, which officials say operates like a joint task force, the area's drug problem is under control, the neighborhood has been cleaned up, landlords are controlling their properties effectively and, over the past few years, calls for police service in the area have declined. (Calls for service also have declined in a second area of the City which has been targeted as a COP neighborhood.) The biggest accomplishment, officials believe, is that so many local government and business groups have come together in the interests of the neighborhood.

Contact: Deputy Chief Bob Yule, Eau Claire Police Department, (715) 839-4977

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GREEN BAY, WI

Paul Jadin, Mayor

James M. Lewis, Chief of Police

STREET SWEEPING, BROADWAY STYLE

Green Bay's Broadway Street was dirty, neglected and run-down. Problems such as decaying buildings, broken liquor bottles, drunks sleeping on park benches and rowdy taverns went unchecked for decades. Law-abiding citizens avoided the area, which meant legitimate businesses suffered financially. During 1995, two community policing officers were assigned to the area and, in a short time, identified numerous factors that set Broadway apart from the rest of the City:

- The demand for police and rescue services was disproportionately high in relation to the rest of the City.
- There was an unusually high concentration of crimes such as battery, disorderly conduct, retail theft, criminal damage to property, public urination, prostitution and drug sales.
- The same persons were repeatedly being arrested for the same offenses, with no apparent change in behavior patterns.
- Visibly intoxicated people engaged in inappropriate behavior (including sleeping on benches, vomiting and urinating) near an area elementary school and in parks.
- There were repeat calls to the same licensed liquor establishments for fights and other alcohol-related problems.

Through a multi-phased three-year process, Broadway was transformed into a booming business district. The process included changing environmental design, increasing regulation of liquor licenses, mobilizing citizens to attend City Council meetings, using the court system to direct alcoholics to treatment, and getting liquor stores to decline to serve alcohol to habitual drunkards.

Among the several positive changes taking place as a result of the community engagement process: Six problem taverns, an adult bookstore, a business from which drugs were sold, and an illegally-operating pawn shop were closed. The area experienced a 58 percent reduction in police calls from 1993 to 1998. It also experienced a 70 percent decrease in demand for rescue squad services and a 69 percent reduction in disturbance calls between 1993 and 1997. Since 1995, the Broadway business district has experienced substantial growth in both new businesses and jobs and is now a thriving part of downtown Green Bay.

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MANITOWOC, WI

Kevin M. Crawford, Mayor

Francis Nellis, Chief of Police

WASHINGTON PARK

Washington Park in downtown Manitowoc has been a gathering place for teens since the mid-1960s and was the site of demonstrations against the Vietnam War during that period. Over the years, drugs, gangs, vandalism, disorderly conduct and assaults had saturated Washington Park and the surrounding area. Gangs had virtually set up shop in a corner of the park where a pay phone was located. Vehicles would pull up to this corner and drugs would be sold openly. Residents of the neighborhood felt threatened and had tired of the abuse they received as they walked through or near the park. Graffiti was common on park restroom walls and on other park structures.

Using advanced problem solving techniques, the Police Department and the Mayor's Office conducted neighborhood meetings with residents and local merchants. Presenting the neighborhood watch concept, neighbors were encouraged to help solve the problems by contacting the police anytime they felt threatened or observed criminal activity. Neighborhood watch signs were posted on both sides of the park.

Making minor changes in the park made the undesirable elements feel uncomfortable, as did the attention they received from both the community and the police officers. Among these changes: The City built a music pavilion in the park which was used to stage concerts throughout the summer and fall months. New playground equipment was installed and benches and picnic tables were secured so that gangs and other problem groups could not move them. The phone booth from which drug sales were made was removed. There are now both bicycle and foot patrols through the park during regular shift hours and for special events there.

The City also passed a loitering ordinance which authorized police officers to move the unwanted groups from the problem area, and to keep them moving. While making contact with gang members and others who loitered, the officers could initiate other contacts which resulted in the detection of other criminal offenses, such as carrying a concealed weapon, drug possession and cigarette violations. Working with the local drug enforcement unit, the officers worked undercover to break up drug dealing and eventually charged several gang members with offenses which was serious enough to result in prison sentences.

After a police officer was gunned down during a traffic stop by two 17-year-olds who frequented the park and were known to be gang members, a memorial service in the park for the officer drew thousands of citizens. In his remarks during the service, the Mayor observed that Washington Park was a suitable place for the memorial, as it symbolized how the community had come together to rid the City of crime.

Contact: Sergeant Paul Schermetzler, Manitowoc Police Department, (920) 686-6572

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