



# Problem Solving Quarterly

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A newsletter of the Police Executive Research Forum.  
Reporting on innovations in problem-oriented policing.

## PSQ to Become Part of Subject to Debate

The Police Executive Research Forum is committed to promoting problem-oriented policing through myriad efforts. For example, PERF has demonstrated that commitment through ongoing sponsorship of the annual International Problem-Oriented Policing conference, publication of books and training materials on POP and the SARA model, the Herman Goldstein Award for Excellence in Problem-Oriented Policing and maintenance of POPNet, an online database of POP examples.

*Problem Solving Quarterly* has been and will continue to be a part of that commitment. In an effort to expand the readership base and get the important information included in the newsletter out to a wider range of readers, it will now be merged with *Subject to Debate*, PERF's membership newsletter, which will considerably expand its audience. *Problem Solving Quarterly* will appear as a quarterly center section of *Subject to Debate*, commencing with that newsletter's March issue.

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## The Denny Regrade Problem-Solving Partnership

By Heather Thompson and  
Amanda Allen

### Seattle Police Department

The Denny Regrade neighborhood of Seattle, also known as Belltown, has long suffered from narcotics problems. Located in the north end of downtown, this neighborhood is both one of the most highly desirable places to live, as well as an area that has struggled with an open-air drug market and disorder for decades. To find long-term solutions to these problems, the Seattle Police Department partnered with the Belltown Business Association, formerly the Denny Regrade Business Association, to apply for a COPS Office Problem-Solving Partnership Grant.

The COPS Office awarded the grant and chose Seattle as one of 16 sites across the nation to participate in an Enhanced Evaluation. Accordingly, the Seattle Police Department received additional grant money to deepen the Analysis and Assessment phases.

In March 1998, the project was formally

underway with the emergence of the Denny Regrade Problem Solving Partnership (DRPSP). This Partnership has worked diligently over the previous year and one-half to address the problem of loitering and disorderly conduct as it relates to drug activity. This group used the SARA model to find solutions for the long-standing crime problems in this area.

### SCANNING

When the problem-solving efforts began, the grant manager invited a key group of community members to form the project's steering committee. This committee identified three areas that deserved attention. It determined that the project would address loitering, disorder and drug activity in the South Regrade.

The committee then examined the community to identify existing groups working to address the problem. They brought these groups into the process and launched the project into the South Regrade community with the first DRPSP meeting. Attendees developed a problem definition based upon their initial understanding of the issues at hand. DRPSP members defined the problem as follows:

Drug dealing between 2nd and 4th Avenues from Stewart to Virginia and along 3rd Avenue from Stewart to Bell from dusk to mid-morning creates fear

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and fuels associated disorder crimes in the area. These include drug use in the restrooms of businesses and in alleyways, intimidation of residents, presence of armed drug traffic loiterers and assaults.

## ANALYSIS

In order to better understand the problem, community members used a problem-solving model called the "crime triangle" to analyze the relationship between the victims, offenders and the location where crimes were occurring. Keeping these relationships in mind, they brainstormed a list of questions that would be important to answer and provided them to researchers assigned to the project. Over the course of the next month, the grant manager and the researchers completed the project analysis gathering this information set. The team used the following tools:

- ◆ Surveys
- ◆ Focus Groups with Officers
- ◆ Analysis of Incident Reports
- ◆ Criminal Histories
- ◆ Confidential Informant Interviews
- ◆ Demographic Characteristics
- ◆ Crime Prevention Through Environmental Design (CPTED) Walk-arounds
- ◆ Observations
- ◆ Crime Analysis Data
- ◆ TA/Consultant Visits
- ◆ Book Reviews

The analysis revealed how entrenched the problem was. Residents and businesses witnessed the problem at every hour of the day, often encountering blatant drug dealing as they went about their day-to-day activities. Offenders commuted into the area to buy or sell drugs because the open-air drug market was extremely well

known. The chronic offenders had an average history of 25 arrests and were undeterred by a police presence. The location contributed to the problem by displaying visible signs of disorder such as public drinking, public urination/defecation, loitering and litter. The presence of "office conditions," which included a public phone, convenience store and a parking lot, all in the immediate vicinity, made the area hospitable to criminal activity.

Once all of this analysis was complete, the group revisited its definition to ensure it accurately reflected the true nature of the problem. The problem definition was revised to the following:

Drug dealing between 2nd and 4th Avenues from Stewart to Virginia and along 3rd Avenue from Stewart to Bell 24 hours a day with peaks from 8:00 p.m. to midnight; 4:00 a.m. to 5:00 a.m.; 7:00 a.m. to 8:00 a.m.; and 4:00 p.m. to 6:00 p.m.

Associated problems, which indicate an atmosphere of tolerance for disorder, included:

- ◆ Assault
- ◆ Shoplifting
- ◆ Graffiti and Glass Etching
- ◆ Urination and Defecation
- ◆ Dirty and Uneven/Patched Sidewalks
- ◆ Poor/Inadequate Lighting
- ◆ Theft
- ◆ Prostitution
- ◆ Litter
- ◆ Panhandling
- ◆ Overflowing Dumpsters
- ◆ Building Awnings/Facades in Disrepair

## RESPONSE

The DRPSP developed a set of goals and objectives to guide its efforts and brainstormed a list of responses that it believed would address the problem. After narrowing down the potential responses, the group developed a strategy and solutions that included the following:

Good Neighbor Agreements were created between the local business owners and service providers and the Seattle Police Department. These agreements outlined expectations for business owners, service providers and SPD to be aware of and to share information on current offenders. Additionally there was the commitment to set business practice standards in the area; those businesses not meeting set standards would be identified and invited through letters or visits to join with members to address area concerns.

The group developed an action plan that included seven CPTED recommendations. Improving the state of bus shelters and locking dumpsters to prevent non-residents from adding their garbage to dumpsters, thus causing them to overflow, as well as supporting the BIA Clean and Safe Initiative, were all favorable in order to create a cleaner area. In keeping with these recommendations businesses and residents committed to painting out graffiti as it occurred. Improved lighting was proposed to contribute to the feeling of safety in particular areas. Area pay phones were either altered to accept only outgoing calls or completely removed in order to inhibit drug "office conditions." Lastly, signage was posted to alert area frequenters to no trespass areas and to clearly mark the area as a zero tolerance, drug-free zone.

Law enforcement was tasked with their own set of objectives that included encouraging consistent staffing of area beats, expanding the Stay Out of Drug Area Zone (SODA Zone) and arresting buyers. In addition to these more measurable initiatives, the creation or strengthening of partnerships between SPD, the Department of Corrections, the Washington State Liquor Control Board

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and the Precinct Prosecutor were also recommended with the intention that increased communication would create enhanced enforcement opportunities.

The last three proposed objectives involved a variety of tactics. Installing video surveillance cameras and implementing citizen patrols were two goals that would add to the perceived supervision of the target area. Lastly, community members were interested in involving the media not only to expose troublemakers, but also to share their successes with the rest of the city.

The DRPSP recognized that these responses would be impossible to implement throughout a six-block target area in the time frame for the grant project. So, further taking into consideration those items that were in their sphere of influence, the participants chose to narrow down their focus to three distinct subcommittees.

The first two subcommittees (Business Watch: 1900 blocks and 2nd and 3rd Avenues, and corner of 4th and Virginia) focused on identified hot spots within the target area. At each of these hot spots the group pulled together the local stakeholders, performed additional specific analysis to ensure that the group clearly understood the particular problems in each location and then tailored the response strategy to fit the problems at hand.

The Business Watch primarily focused on organizing the targeted block of businesses into a cohesive group that could present a united front against the chronic activity, along with implementing a variety of CPTED changes. Such changes included an alley clean up, which involved thoroughly washing the alley and painting out all of the graffiti. Each individual business took responsibility for ongoing maintenance. Additionally, the Business Watch learned of a heroin-dealing operation in a housing project backing the alley, which ended up being a large contributor to the block's problem of addicts repeatedly shooting up heroin in the alley. Immediately, street level

narcotics enforcement referred to as the Anticrime Team (ACT) shut down the operation, which ultimately led to the tenant's eviction.

The subcommittee focusing on the Corner of 4th and Virginia performed a CPTED review of the location and developed a specific response strategy geared toward the removal of "office conditions." At this particular location, the subcommittee recognized that the proximity of a 24-hour convenience store, parking lot and pay phone contributed to the routine overnight criminal activity. Once the pay phone was removed, no-trespass signs were hung and the convenience store relocated, the problem essentially disappeared. Furthermore, enforcement by third watch footbeat officers greatly reduced activity in this location.

In addition to the two hotspot subcommittees, the DRPSP also created a subcommittee to investigate the possibility of implementing video surveillance. The issues of legal liability, privacy rights, camera ownership, program expense and program sustainability remained unresolved. Even with access to research detailing the use of cameras to reduce entrenched crime and disorder, the subcommittee was unsuccessful with resolving the issue. Without leadership from the Seattle Police Department or the community to take on these issues, the subcommittee decided to cease its efforts.

After these three subcommittees formed, the DRPSP decided to take on an additional project outside of the South Regrade target area. The community identified this problem location as an area that needed to be dealt with at the very beginning of the project; however the group had decided that it would pursue it as time allowed. In September 1998, the time became available and a new subcommittee was formed to address a problem associated with the congregation of day laborers on Western Avenue in the Regrade. This subcommittee started its problem-solving process from the very beginning. After working through the scanning and analysis phases on this area, the group identified the need for the workers to have a designated area where

they would want to go and could find work. As their response to the problem the subcommittee worked with an area service provider and helped to create a site where day laborers could go and be contacted by employers. Workers were involved in creating the site and in the end felt that they were better represented through the organization. The creation of this site gave day laborers a legitimate place to find work, and its success was insured by keeping the best interests of the workers at the forefront of the process.

Throughout the entire response phase, enforcement efforts by the West Precinct affected the outcomes of the projects. Prior to July 1998, the West Precinct consistently enforced the area through the use of emphasis patrols, funded by overtime pay. In late 1998, due to a staffing crisis and an over expenditure of overtime funds, the precinct was forced to cut emphasis patrols. During this time, a new gang emerged one block outside the target area. This gang created a mini-crime wave throughout the target area, terrorizing many businesses and residents. In response, and with new overtime money, the precinct reinstated emphasis patrols to break down the activity. Rather than following the traditional emphasis-patrol method, however, the precinct captain coordinated units even outside of the precinct to address these problems. The result was the complete breakdown of the new gang, along with spatial displacement of drug activity into the Regrade target area. As the activity moved north, the precinct responded by expanding emphasis patrols to these newly affected areas

## **ASSESSMENT**

The project assessment is a post-test of nearly all the tools used during the Analysis Phase. These assessment measures are used only for those responses that fit within the South Regrade target area: Subcommittees at the Corner of 4th and Virginia, the Business Watch and the Video Surveillance group. A separate assessment using focus groups was performed to evaluate the Day Labor Project.

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The tools used included the following:

- ◆ Survey of Area Patrons, Businesses and Residents
- ◆ Focus Groups with Officers
- ◆ Focus Groups with Subcommittees
- ◆ Analysis of Drug Incident Reports
- ◆ CPTED Walk-arounds
- ◆ Observation Findings
- ◆ Seattle Police Department Crime Analysis Data

Once the measurements were taken into consideration, it became clear crime and disorder, particularly related to drug activity, were down only in the targeted hot spots as a result of efforts made by the DRPSP. Before this information could be revealed however, two hurdles had to be recognized. Initially the grant manager and researchers had hoped to use a comparison of Incident Reports to test for differences in area crime activity. Unfortunately during the assessment phase of the grant, policing was drastically reduced due to an overtime spending freeze, which then caused the redirection of ACT back into patrol and a cut in area emphasis patrols. As a result, SPD statistics show a decrease in arrests and crime reporting, which is caused by the lack of proactive enforcement, rather than a drop in criminal activity. Additionally a survey was distributed to those in the Regrade without any discrimination as to whether participants were in the hot spot locations or not. As a result the responses did not control for potential differences in responses based on the participant's location in the Denny Regrade.

Instead of using SPD Crime Analysis data and the responses of the survey to test the success of the projections, the researchers weighed more heavily on the feedback received from DRPSP committee members, focus groups and observations. Unanimously focus groups and DRPSP committee members expressed that drug activity had decreased in the hot spots

when compared to the activity that was present during the Analysis Phase.

Observations conducted by the researchers that took place over a 14-hour time period in the hot spot locations found a drastic decline in criminal activity. For example, on 3rd and Virginia drug traffic (use of crack and marijuana, possession or a person high on drugs) was down 50 percent (22 incidents to 11 incidents). Disorderly conduct, such as public drunkenness, also was down 62 percent (21 incidents to 13).

Observations at the 4th and Virginia parking lot during the Analysis Phase were done in two three-hour sessions and one four-hour session. During that time, researchers witnessed 13 drug deals and 10 incidents of public drinking, amongst an assortment of other criminal and disorderly behavior. Upon revisiting the site researchers witnessed no instances of drug dealing, drug loitering, drug use or possession and only one instance of public drinking.

Due to the fact that responses from surveyed participants did not show a perceived decrease in crime and disorder and feedback from committee members jibes, it seems that the activity from the targeted hot spots was displaced to other areas in the Regrade. Keeping the possibility of displacement in mind, research review indicates that the work of the DRPSP demonstrated that a comprehensive effort at addressing CPTED problems (namely "office conditions") in tandem with increased enforcement would be an effective remedy to crime problems.

As to the day laborers on Western Avenue, response from focus groups involving Day Labor participants and non-Day Labor participants indicates that the project is achieving success. Non-Day Labor participants expressed that the opening of the site had helped to move laborers off the streets and sidewalks, which reduces traffic problems and verbal harassment that previously occurred as a result of people congregating. They also expressed that although they were pleased at the fact that the laborers kept the block in better order and had noticed a reduction in litter, they had also noticed that

many of the people loitering had moved up the block and continued creating the same problems as before. From the perspective of involved participants the site announced that in two and one-half months a few more than 600 workers had registered and the site staff had provided about 35 job placements daily since that time.

Participants working through the project report feeling "like family" and are optimistic that other day laborers will become confident in the new process and work to ensure the site's future. Until that time, problems persist to a lesser degree as some laborers use the site and at the same time attempt to find work out on the street. While the group works towards permanent resolution, this preliminary assessment demonstrates that the project has had a positive impact on the community.

## CONCLUSION

Although drugs are a difficult problem to address, and spatial displacement is often a necessary consequence of solutions to this type of crime, the work of the Denny Regrade Problem Solving Partnership clearly demonstrates that police enforcement combined with proactive community efforts can make a difference. The team designed a targeted project in the Regrade to demonstrate effective solutions to address drug activity, loitering and disorderly conduct.

With the information gleaned from this project future efforts will more easily accomplish their goals. It is the sincere hope of the partners in this project that the large-scale efforts that arise as a result of this grant will reduce crime and disorder in the Denny Regrade neighborhood even more dramatically.

# Improving Campus Security at Augustana College

By Trooper Ryan Tone

## Illinois State Police

In September 1997, I was the Illinois State Community Violence Prevention Officer responsible for the area of Illinois where Augustana College is located. I had a conversation with Chief Tom Phillis, head of campus security, about the concerns raised by students, faculty, administrators, parents, the local (Rock Island, IL) police department, the community in general and the media, in reference to student/teacher safety and campus security. The problem of campus security became more prominent when a student worker was sexually attacked on campus during the summer break in 1996. More recently, during the 1997 school year, a serial rapist sexually attacked a professor in her office after hours. There were many media reports of the two assaults, which focused the attention of the community, students and parents on the problem.

## SCANNING

As an alumnus of Augustana College, I was familiar with the campus and the student body. Chief Phillis was familiar with the security situation on the campus. We felt the students were not reporting suspicious or criminal circumstances because of the fear of retaliation or the onus of being labeled a "snitch." I was a student at Augustana College from 1982 to 1985, and the students, in general, did not trust the administration or, especially, the security staff. I also believe, just from conversations and experience in security and police work, there is a commonly held dislike for "rats," "squealers," "snitches," "tattletales," etc. Consequently, many such circumstances go unreported.

The campus' physical characteristics also contributed to the safety problems. Much of the campus is set in a secluded, wooded area. There are separate parts of the campus that are connected by a path through a wooded valley. Many of the academic buildings are set back away from any streets or alleys and are not

patrollable by vehicle. Consequently, much of the campus seems to be dark, isolated and unpatrolled, which instills a certain amount of fear into the students.

In discussing the security situation on the campus, we felt these two incidents could be addressed easily and quickly, using little or no outside resources, and that the patrol improvements would increase the security staff's visibility. We hoped this greater visibility would lead to a greater sense of security for the students.

## ANALYSIS

We had no way of determining how many unreported crimes were happening around campus, but we felt the number was significant. The security officers would hear rumors about problems/crimes/incidents, or they would discover evidence of a crime (vandalism, burglary, theft, etc.) or they would hear about a crime or incident—after the fact—from an uninvolved third party.

In addition, if and when a student would come forward and report a crime, several other students would then step up and admit the same thing happened to them. Campus security has been an issue at the college for many years. Unreported suspicious or criminal circumstances lead to further acts that can and do cause harm to the students and even the faculty. A sense of imperviousness can result when a wrongdoer knows there is little or no chance his/her crimes will be reported or that he/she will be caught or punished.

The patrol system at that time utilized campus vehicle and foot patrols by security officers. We felt the system was insufficient. The lack of adequate patrol coverage can lead to a sense of danger in areas perceived to be unpatrolled. And there are occasions when criminals use these unpatrolled areas, in fact, to prey on the students. The two recent sexual assaults are real examples of criminals using the "open" nature of the campus to their advantage.

We contacted the student body and encouraged students to assist in addressing the problem. We posted flyers around campus, articles in the student publications, word-of-mouth, etc. Chief Phillis and the area "Crimestoppers" coordinator organized a public meeting. Not one student attended.

## RESPONSE

The first phase of this POP project involved creating a "Crimestoppers On Campus" chapter for the college. We invited the local community's Crimestoppers Chapter onto the campus to meet with the students and discuss the problem. The on-campus chapter allowed students to report criminal or suspicious circumstances easily and confidentially. It also gave them a sense of ownership of the program, since the students would operate it themselves. A special, easily remembered on-campus phone number was identified and attached to an answering machine that would record the confidential reports. Follow-up became the responsibility of the security department or the city police.

Part Two involved training and equipping the security officers to patrol on police mountain bikes. We also hoped to improve the security officers' patrol system to reduce the opportunities for criminals to prey on the students and to reduce the sense of danger associated with those areas. A mountain bike patrol would allow officers to reach the secluded, isolated areas that are inaccessible by regular patrol vehicles.

Mountain bikes would give the security officers greater flexibility in patrol operations and would also give them greater visibility on campus. Mountain bikes have proven to be extremely effective tools both for law enforcement and community relations. The state police and the Moline (municipal) Police Department provided bike training to the campus security officers.

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This patrol was very well received by the college administration. Indeed, the funding request for the purchase of a police mountain bike and for the training costs was approved immediately. Upon implementation, the students were very receptive to the security officers patrolling on bikes as well.

## ASSESSMENT

Unfortunately, the "Crimestoppers" project failed. The students showed no interest at all in the idea. Without student participation, the project was shelved.

The Security Bike Patrol was a great success. The security officers were very receptive, and they all volunteered to participate in the program. Officers have said that they feel they are much more effective in patrolling those isolated areas of the campus.

The state violence prevention officer has an on-going working relationship with the security chief. He will keep abreast of the project as it progresses. They have also discussed providing combined bike patrol teams, composed of security officers and state troopers, for special events on campus.

The college administration, security officers and Chief Phillis still support the mountain bike aspect of this project. The security bike is well maintained and is used during the warmer months of the year and during special events. Chief Phillis estimates that his officers ride the bike three or four times each week, plus special events. The community and campus media publicized the program extensively, highlighting the security officers on campus. We hope this drew the attention of the students.

We hope this made the security program better known and less intimidating. We do know that security officers on bikes are much more frequently approached and spoken to by students and teachers. The bike itself is a great "ice-breaker"—it automatically gives them something to talk about.

We have not done any statistical comparisons of crime rates on campus, because the rate is influenced by many, many factors unrelated to the patrol system (foot, bike, vehicle, etc.). We can confirm that there have not been any "major" crimes on campus at the level of the two attacks that brought us together since the implementation of the security bike patrol.

## Problem Solving Quarterly Submission Guidelines

PERF invites submissions of articles describing successful problem-solving projects. Articles should discuss the four phases of the effort:

1. **Scanning:** What was the problem? How and by whom was it identified?
2. **Analysis:** What methods, data and information sources were used to analyze the problem? What did the analysis reveal about the nature and extent of the problem? How was the community involved in analyzing the problem?
3. **Response:** What responses were considered? What responses were implemented, and how were they developed as a result of analysis? What was the goal of the response plan?
4. **Assessment:** What were the results? How were results evaluated, and for how long? Was the response goal accomplished? Are there any efforts underway to maintain or monitor the long-term results of the project?

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Problem Solving  
Quarterly  
1120 Conn. Ave. NW  
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# Restoring the West Omni Neighborhood

By Officer Lou Ferraro

## Miami Police Department

The West Omni area of downtown Miami consists primarily of dilapidated warehouses, small "mom-and-pop" convenience stores, low-income housing, trash-filled vacant lots and low-rent apartment complexes. During the past year, there has been a flurry of new construction, including some video production companies, an opera house and entertainment clubs. For the previous 10 years, fear of crime had increased and general quality of life had deteriorated to a point that the neighborhood residents and business owners appealed to the Miami Police Department to further focus on curbing prostitution, narcotics street sales, street robberies, burglaries and public drunkenness. In 1997, the department assigned a Community Policing Officer (CPO) to the West Omni area with the goal of enhancing the general quality of life in the neighborhood and reducing fear of crime.

## SCANNING

The department also recognized a need to focus on small disorder concerns such as vehicles illegally parked against the traffic flow, extensive maintenance being conducted on vehicles while they were parked in the streets, as well as the lack of maintenance on vacant lots and private property. The area's stakeholders had a vested interest in resolving these problems and building a vital "sense of community" and could contribute critical insight and vital resources to the overall problem-solving process.

## ANALYSIS

The department was receiving numerous, daily citizen complaints about increasing numbers of prostitutes operating in the neighborhood, escalating drug-sale activities and increasing street robberies and home burglaries. Neighbors also noted rising instances of public drunkenness and general loitering throughout the community. Community members reported they no longer felt secure in the neighbor-

hoods, and the heightened fear of crime significantly curtailed routine social and commercial interaction between neighbors.

The department identified the following human resources for solving the problem:

- ◆ Neighborhood residents;
- ◆ Property and business owners;
- ◆ The City of Miami Department of Sanitation;
- ◆ The City of Miami Nuisance Abatement Board;
- ◆ The U.S. Coast Guard;
- ◆ The Florida National Guard;
- ◆ The Miami Police Department;
- ◆ The Homeless Assistance Center;
- ◆ The Master Gardeners Association; and
- ◆ The International Fine Arts College.

The CPO assigned to the area chaired community meetings among the stakeholders to address the quality-of-life and fear-of-crime issues.

## RESPONSE

The CPO assigned to the area identified the businesses and various locations (street corners, alleys, etc.) that were used to facilitate the criminal activities, and prioritized them as the focus of the response. The department applied various City of Miami ordinances and Florida statutes to address the issue. In addition to laws addressing solicitation, prostitution, robbery, illegal narcotics trafficking and burglaries, the department employed regulations focused on public consumption of alcohol and public loitering.

The city posted "No Trespassing" signs in the problem neighborhoods to alleviate loitering and trespassing. Signs prohibit-

ing public drinking were also posted. The signs allowed police officers to make arrests without warnings. Commercial establishments in the area were advised that the City of Miami's Nuisance Abatement Board (a five-member quasi-judicial board appointed by the City of Miami Commission) could take action against those not complying with police officers' efforts.

To further expedite police support to the community, the CPO provided his personal pager and cell phone numbers to the neighborhood residents and business owners. Patrol officers enforced the local and state laws addressing the illegal activities being conducted in the neighborhood.

Police officers initiated the West Omni Cleanup Project in July 1997, which involved support from the U.S. Coast Guard, the Florida National Guard, the City of Miami Department of Sanitation, the Master Gardeners Association, the Homeless Assistance Center and volunteer personnel qualified to operate heavy equipment.

The department established outstanding rapport with the Director of the Homeless Assistance Center, and as a result of that ongoing interaction, a "walk-in" policy was developed in which homeless people meeting an established admission criterion were eligible for treatment, job placement and other support.

The ultimate goal of the plan was to significantly reduce criminal activities in the neighborhood and to improve the quality of life in the community. The department hoped that as the fear of crime diminished, normal social and commercial interaction would be reestablished.

One challenge the department faced during the response was that the Neighborhood Enhancement Team Administrator—the senior government civilian responsible for government activities in the neighborhood—was initially

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reluctant to involve the CPO in civil code enforcement activities, such as "overgrown grass, littering, illegal dumping, etc." The CPO realized that his efforts could make the difference, and continued to focus on non-traditional law enforcement approaches to the problems.

The response also took longer to complete than anticipated, because the CPO was often overwhelmed with the level of effort required to address the multitude of problems impacting the neighborhood.

## ASSESSMENT

As fear of crime in the neighborhood decreased, community members took pride in their homes, landscaped their yards and sidewalks, and swept and cleared the littered streets. Property values in the area have increased significantly. A new performing arts center and a video production studio have moved into the area. The new performing arts center, which includes an opera house, will bring thousands of people to the area on a weekly basis. The area hosted a major New Year's Eve block party, which several local celebrities attended.

All this activity is taking place in a neighborhood previously dominated by abandoned buildings and major criminal activities.

The department measured its results by surveying residents, business owners and officers assigned to the zone. Evaluation is ongoing, however, as officers monitor the area to make sure the problems don't return. The CPO continues to monitor and enforce the criminal statutes in the zone and periodic police patrols in the neighborhood will provide ongoing monitoring. The community residents and business owners continue to let the department know when they see problems or have concerns.

*PSQ from page 1*

Current subscribers to *Problem Solving Quarterly* need do nothing while this transition takes place. Your subscription will automatically become a *Subject to Debate* subscription. When your subscription runs out, you will receive a renewal slip for *Subject to Debate*, which currently costs \$35 per year. Agency subscriptions to *Problem Solving Quarterly*—which made up the bulk of the subscriptions—were \$80 per year, so subscribers will be getting more information at a lower rate.

We believe this merger will result in a stronger *Problem Solving Quarterly* with increased readership and wider dissemination of important information about continued developments in problem-oriented policing. Thank you for your continued support of problem solving and for your patience and understanding during this transition. If you have questions, feel free to call Eugenia Gratto Gravely, editor, at 202/466-7820 x. 248 or send her an email at [egravely@policeforum.org](mailto:egravely@policeforum.org).

# *The 2000 International Problem-Oriented Policing (POP) Conference*

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(Corina Solé Brito and Tracy Allan, eds., 1999), 412 pp.,  
Product #840, ISBN#1-878734-70-9

PERF Members: \$26, Nonmembers: \$29

The second in the problem-solving series, this book focuses on emerging issues in addressing community problems. It focuses on issues such as domestic violence, repeat burglaries, the role of investigations in community policing, crime mapping and other issues of concern to police problem solvers.

### **Problem-Oriented Policing: Crime-Specific Problems, Critical Issues and Making POP Work (Shelley and Grant, eds., 1998)**

442 pp., Product #831, ISBN#1-878734-60-1

PERF Members: \$26, Nonmembers: \$29

This publication is the first in a series that highlights information shared by practitioners and academicians with expertise in crime-specific problems, critical issues and practices, and the challenges of making problem solving work. Chapters include police problem solving for burglary, gangs, alcohol, domestic violence, guns, citizen oversight, fear in schools, criminal investigations and myriad other issues. Problem solving as it relates to zero tolerance, personnel performance, criminal investigations and other strategies are also discussed. The volume is ideal for academic classroom use, police training and law enforcement promotional reading exams.

### **Crime Mapping Case Studies: Successes in the Field (Volume 1)**

(Nancy LaVigne and Julie Wartell, eds., 1998), 144 pp., Product #834, ISBN #1-878734-61-X

PERF Members: \$18, Nonmembers: \$20

The Police Executive Research Forum (PERF) and the National Institute of Justice Crime Mapping Research Center (CMRC) collaborated in this volume to highlight various criminal justice agencies' successes with applying mapping to their problem-solving, prevention and enforcement efforts. The book encourages agencies' use of crime mapping and offers ideas on various ways to apply geographic information systems (GIS) and mapping. Readers can apply the case studies' approaches to their own jurisdictions.

### **Crime Mapping Case Studies: Successes in the Field (Volume 2)      *New!***

(Nancy LaVigne and Julie Wartell, eds., 2000), 140pp., Product #841, ISBN #1-878734-71-1

PERF Members: \$18, Nonmembers: \$20

**Hot off the press:** this second PERF-CMRC volume of crime mapping case studies meets increasing demands for practical information on how crime mapping technologies can be applied to community and police agency problems. It highlights such issues as gun violence, drug crackdowns, neighborhood watch efficacy, identifying serial suspects, sex offender registrant compliance, gang suppression, police agency redistricting/staffing and many more. Written by practitioners, this volume is a must-read for students, police professionals, policymakers and others interested in accurate information that supports crime control and community policing; the material aids in suspect apprehension and prosecution and improves law enforcement operations.

### **Crime in the Schools: Reducing Fear and Disorder with Student Problem Solving (Kenney and Watson, 1998)**

236 pp., Product #830, ISBN #1-878734-58-X

PERF Members: \$20, Nonmembers: \$23.95

More metal detectors, school security personnel and other target-hardening approaches alone fail to make our schools safer. *Crime in the Schools* provides a student-oriented response that builds on the success of police problem-solving

*Quantifying Quality in Policing, Using Research, Problem Solving: Problem-Oriented Policing in Newport News, Issues and Perspectives and many other titles are routinely used in classrooms and training academies. Call 1-888-202-4563 for a full listing.*

efforts. The authors outline a tested curriculum that empowers students to make creative uses of school, student, faculty and police resources to combat the fear and disorder problems many experience during the school day. The School Safety Program applies the police problem-solving model, used successfully in community policing efforts nationwide, to school situations. The White House has assisted in disseminating the findings and recommendations from this report to school districts across America in its paper on reducing school violence.

**Themes and Variations in Community Policing: Case Studies in Community Policing (PERF, 1996)**

92 pp., Product #809, ISBN #:1-878734-42-3

PERF Members: \$14.95, Nonmembers: \$16.50

Supported through a grant from the National Institute of Justice, *Themes and Variations in Community Policing* offers six examples of how community policing has been developed and applied by police agencies throughout North America. Each case study provides the historical context in which community policing has emerged, the specific steps the police agency has taken to implement it, and frank insights from police personnel, city officials and citizens regarding this modern approach to policing.

Police agencies in Michigan, Florida and New Jersey are using *Managing Innovation* for promotion exams and training for supervisory and management classes.

Illinois and other states continue to use PERF's train-the-trainer package on the police response to elder abuse. A California police agency is now using PERF materials on the police response to people with mental illness.

**Managing Innovation in Policing: The Untapped Potential of the Middle Manager (Geller and Swanger, 1995)**

204 pp., Product #803, ISBN #:1-878734-41-5

PERF Members: \$24.95 , Nonmembers: \$27.50

The conventional wisdom holds that middle managers are almost inevitably obstacles to strategic innovation, including community policing. In *Managing Innovation in Policing*, however, authors Geller and Swanger argue that, when properly motivated and supported, police middle managers have been and can be key players in policing reform. This book includes case studies of successful middle managers and suggestions for how police senior leaders, city officials and others can help position middle managers to voluntarily, proactively and effectively help implement community policing. This book is regularly used for police training, promotional reading exams and supplemental classroom reading.

**Problem Solving: Problem-Oriented Policing in Newport News (Eck and Spelman with others, 1987)**

150 pp., Product #085, ISBN #:1-878734-06-7

PERF Members: \$17, Nonmembers: \$19

*Problem Solving: Problem-Oriented Policing in Newport News* remains one of the only publications available on how problem-oriented policing is implemented on the local level. This book shows how the police in Newport News, Va., implemented problem-oriented policing by focusing on resolving problems that led to crimes, as well as on the public's dissatisfaction with its safety. The book also makes recommendations for implementing the problem-oriented approach in other departments. It is used by many in the classroom and for police training on community problem solving.

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# Three Opportunities for You to Publicize Your Successful Problem-Solving Projects and Get Your Name in Print!

## Submit Articles to *Problem Solving Quarterly*

*Problem Solving Quarterly*, or *PSQ*, is a PERF newsletter that publishes articles, written by police officers and managers, about successful problem-oriented policing (POP) projects. *PSQ* also includes supplementary articles on issues related to POP, such as officer training and supervision, community partnerships, problems encountered during POP projects, etc. *PSQ* is the only periodical devoted entirely to police problem solving, and it is used in police agencies worldwide as a reference tool.

Articles may be 800 to 1,500 words and should describe the four SARA (scanning, analysis, response, assessment) steps taken during a particular problem-solving project. Articles also may be submitted that deal with POP implementation issues. Because *PSQ* is used as a teaching tool in many departments, PERF seeks articles that will provide solid examples of good problem-solving techniques. Therefore, it is crucial that articles clearly explain each step in the SARA process, and how information gathered during each step influenced the officers' decisions and responses. For example, it is important to discuss how the problem was analyzed, and how the results of the analysis shaped the response. **Direct inquiries and submissions to Eugenia Gratto Gravely at PERF by e-mail ([egravely@policeforum.org](mailto:egravely@policeforum.org)) or fax (202/466-7826).**

## Become a Part of POPNet—PERF's Online Service to Share Information on Police Problem Solving

POPNet is an online database, accessible through PERF's home page, of police problem-solving projects around the country. Officers can pull up information on POP projects that addressed a particular type of problem (e.g., burglaries, graffiti, loitering, drug dealing, etc.), as well as add descriptions of their own POP projects to the database. The purpose is to allow practitioners to share practical information and communicate directly with each other as they strategize to solve local problems. To access POPNet, departments must subscribe and obtain a password (there is no fee). **Direct inquiries to Eugenia Gratto Gravely by e-mail ([egravely@policeforum.org](mailto:egravely@policeforum.org)).**

## Submit POP Projects to Be Considered for the Herman Goldstein Excellence in Problem Solving Award

PERF annually recognizes outstanding police problem solving through the Herman Goldstein Excellence in Problem Solving Award. Individual officers and teams of officers are chosen to receive this award based on their success at using the SARA model to address community problems. The award winners are recognized at the annual Problem-Oriented Policing Conference in San Diego. **Direct inquiries to Jim Burack at PERF by e-mail ([jburack@policeforum.org](mailto:jburack@policeforum.org)).**