



**Connecting Cleveland
2020 Citywide Plan**

SAFETY

SAFETY

OVERVIEW

A primary function of government is the protection of citizens, as well as of private and public property. Laws and their enforcement play a major part in this work, of course. In recent decades, however, we have become increasingly aware of the true cost of crime, not only to the victims and the perpetrators, but to the community as well such as the ongoing expense, for example, of building and maintaining prisons; the care and feeding of inmates—sometimes for years; recidivism; and, not to be forgotten, the damage to families, both the victim's and the perpetrator's.

This is why the traditional bulwarks of law and enforcement have been joined in recent years by a third area of governmental involvement: prevention. It can take many forms; it requires the cooperation of city residents; it involves recognizing patterns of activity that can lead to crime and defusing volatile situations; and, if done right, it pays off. Indeed, preventative action is now seen as the most effective way of reducing the need for law enforcement officers to intervene as enforcers, beginning the whole costly (and sometimes dangerous) process of arrest, prosecution and incarceration.

Prevention Costs Less than Enforcement: Just as a number of factors can contribute to criminal activity, so there are several preventive avenues that can lead to the reduction of and decreased potential for criminal activity. The Connecting Cleveland Plan outlines some specific ways in which residents, and Law enforcement personnel, the City and other stakeholders of our neighborhoods can begin the process of reducing the likelihood of crime in their communities. The more effort and energy we put into defusing criminal activity today, the fewer dollars we will need to spend on enforcing the Law and punishing criminals tomorrow.

Some Lessons Learned: In most major conflicts throughout the world, battles are fought on two fronts. There is the physical war, which utilizes hand-to-hand combat, weapons and technology. And then there is the other war, which does not entail weapons and bloodshed. Here the goal is to create human connections, getting the people who pose the threat to see that their own best long-term interests lay in cooperation and constructive activity.

The sad fact is, there is a war going on in many of our neighborhoods between police, gangs and other at-risk youth who believe their best interests are served by activities that violate the Law and endanger themselves and others. Simply writing these youths off as a menace to society and a segment of the population that should be rounded up and locked away somewhere is an easy response; but that is to put the whole burden on the police and the courts, which, as we have seen, is no longer a realistic or affordable alternative. It also ignores the human cost, and fosters a polarized, cynical community in which each side thinks only of itself.

Replacing Alienation with a Sense of Community: If we approach our antagonists, in the work place or the streets, thinking only of the outcome that will meet *our* needs, nothing will change. Ostracize them, lock them up; they will be back, and others will take their place. The only real way to interrupt the cycle, as the great wisdom traditions of the world have understood, is to want a good outcome for one's antagonist too (a win win situation). That requires listening to her needs, his anger, their frustrations, and then working together to craft an outcome that will answer *both* your needs. This is after all the whole principal of community, and the only approach that

addresses the problem at its roots and therefore brings with it the possibility of progress. If nations have not yet learned this lesson, successful married couples, skilled organizational facilitators, and a growing number of parents, have; and a growing body of evidence shows it works.

Thoughtful initiatives addressing the dynamic that exists between police and neighborhood youth are currently under way at the Police Student Academy and PAL (Police Athletic League); but the realities on the street are sobering. The social and economic conditions—and negative influences—that impact our young people and adolescents have become much more challenging than at any time in Cleveland’s history.

There is no simple solution to these problems.

It is going to take every segment of the community—neighbors, churches, businesses, social services, health care and educational institutions, civic organizations, government, the media, law enforcement officers and the courts—playing its respective role with a new thoughtfulness and determination, as part of a coordinated strategy, to make real change in the lives of youths and thus to have a positive impact on criminal activity. Other cities throughout the country are taking bold steps to deal with at-risk youth and gang violence. To learn more about what they are doing, and the thinking behind it, go to the [Best Practices](#) section at the end of this chapter.

Somebody’s Big Brothers or Sisters: The key is to see the youthful offender not simply as a hoodlum or gang member, but as somebody’s son or daughter, somebody’s big brother or little sister. Many of us can remember a time when you could ask a child what he or she wanted to be when they grew up, and the reply would come quickly and easily: a doctor, a lawyer, a fireman, a nurse, a police officer. Nor was it an accident that these particular walks of life were so frequently cited: All were seen as everyday heroes who enjoyed the respect and admiration of the community, particularly its youth.

Acting in such a way as to rekindle that respect, trust and admiration is the only way to head off a grim future that is otherwise inevitable. It is here, in the battle for these young people’s hearts and minds, that the real war on crime needs to be waged. Ironically, such an effort will not cost anything like the millions of dollars required to build and operate more prisons, mete out punishment and repair the social and economic toll of anti-social or violent behavior, only the willingness of dedicated officers, residents and others to take the time to connect and communicate with our young people. Law enforcement officers know, better than anyone, that today’s youths will become either tomorrow’s leaders or productive citizens or tomorrow’s criminals. Opportunities exist for law enforcement officers to reconnect with the youth in our neighborhoods. This kind of positive interaction must be encouraged and facilitated.

One place this is happening is the Student Police Academy, a Police-initiated collaboration with the Cleveland Municipal School District (CMSD) that allows students to become Junior Police Cadets as a way of building a positive image of police among city youth and stimulating interest in law enforcement.

“Crime Colleges” for seniors: Each year, hundreds of seniors become victims of crimes either physical or financial. Estimates from the National Center on Elder Abuse (NCEA) show an increase



Programs such as Jim Brown’s Amer-I-Can are effective tools for connecting with ex-offenders and at risk individuals by redirecting their attitude and focus making them accountable to themselves & their community

of 150% in reported cases of elder abuse nationwide since 1986. In 1998, in response to the growing awareness of crimes against seniors, Kentucky Attorney General Ben Chandler developed a successful initiative to educate seniors about the crimes typically perpetrated against them, teach them how to protect themselves, and how to report illegal activities. The State of Kentucky created a senior advisory council consisting of 20 individuals drawn from various state and local agencies.

What makes Kentucky’s approach unique is that it has established something called “Senior Crime Colleges”. These are seminars, held in places like nursing homes or malls or at church gatherings or community events, at which seniors learn about crime from state and local law enforcement officials and experts in deceptive financial dealings. These “Crime Colleges” are operated by the Office of Senior Protection, which, though modestly staffed, has proven effective in bringing together an impressive array of expertise—including State law enforcement, consumer, and financial experts—to focus on crimes against seniors.

Cleveland could offer a similar program by utilizing the resources of the City’s Department of Aging and its Consumer Affairs Division. This would be especially helpful in neighborhoods with a large concentration of persons over the age of 65 who are vulnerable to criminal activity.

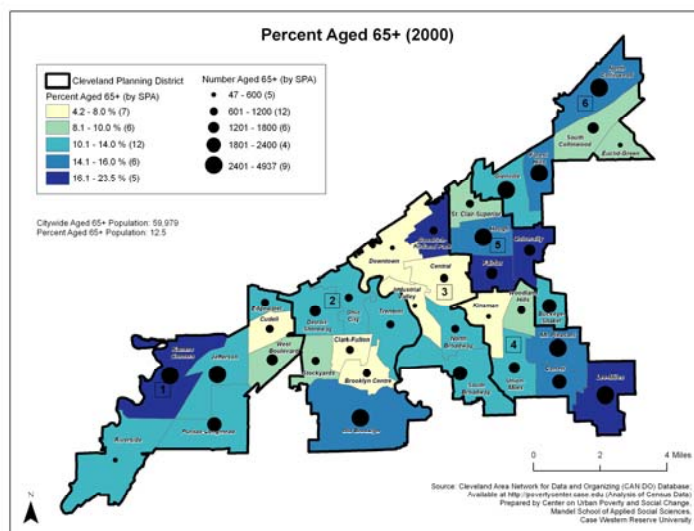


Figure 1: Areas where large concentrations of seniors reside can make good target areas for programs that increases safety awareness

Engaging the Community: Although the education and training of modern-day police officers, along with higher salary, has helped to unravel the tangled web of political and personal corruption associated with the unsophisticated and underpaid beat cop of earlier eras, it has also become increasingly clear that combating contemporary crime requires a different approach. The police must always maintain their ability to rush to a crime-in-progress, of course; but new research shows that only one in three crimes is ever reported; and only two in five violent crimes; and that “crimes-in-progress” now typically constitute less than 5% of all calls for police service.

The irony of these statistics is that, while citizens still witness the committing of many crimes, they are simply not reporting them—a phenomenon that was dramatically symbolized by New York’s infamous Kitty Genovese case, when neighbors watched from their windows while a woman was slaughtered, but never called the police—either because they don’t want to “get involved” or because they see the police as strangers and community outsiders as likely to turn on them. (One Cleveland resident explained why he hadn’t reported numerous drug-related incidents on his street:

“You call in the cops, and pretty soon they’re poking around into all kinds of things, like [building] code violations or somebody who’s operating a day care center in their home without a license.”

As a society, we have also become more aware of the cycle of violence spawned by the “hidden crimes” of child abuse and domestic violence, and the part the abuse of illegal, and legal, substances plays in the crime and violence that plague the community.

For these additional reasons, law enforcement in communities around the U.S. is increasingly taking the form of preventative, “grassroots” activities. Beginning to see policing, in Cleveland, as involving a heavy component of planning in Cleveland will allow neighborhood communities to take a “proactive” approach to crime control—by instilling in residents a sense of their responsibility as the community’s first line of defense. A bottom-up approach to crime containment can only occur if police, prosecutors, residents and other stakeholders are working in collaboration.

Addressing, Not Just Relocating, Problems: All too often, a neighborhood’s “crime problem” is not really solved but only relocated to another part of the city. When criminal activity declines in one area, it always seems to rise somewhere else: Bust five drug dealers at East 99th & St Clair, and the illegal drug trade increases proportionately a few blocks away. The result is that the demands on limited law enforcement personnel are never reduced significantly just scattered. For professionals who realize that a neighborhood police presence, for maximum effectiveness, has to be “constant, not sporadic” and that order must be created, not simply “maintained”, this is a frustrating situation.

The result is that success tends to be measured in number of arrests rather than, as it should be, in fewer incidences of criminal activity. And when the statistics show that certain problems have actually been reduced in a neighborhood, instead of continuing to support the activities that contributed to the decline, the funding for those programs is frequently cut back or withdrawn, so that the problem reemerges.

The take-home lesson here, if we are willing to learn it, is that we must continue to

- Train and deploy specialized units with the professional skills to defuse situations that could foster violence or other criminal activities.
- Expand the scope of existing police services in our neighborhoods to include beat cops, police mini-stations, and auxiliary police.
- Foster and support neighborhood community crime councils.
- Develop a much-needed pool of funding for the personnel and advertisements needed to improve police-community relations and counter the perception that certain areas are unsafe—which can keep people (and potential new residents) away, creating a self-fulfilling situation.

A sustained commitment to these measures is critical for the successful functioning of the Division of Police in Cleveland.

The Role of Developers and Design: A comprehensive, coordinated effort is the best approach to eliminating conditions that contribute to crime and fear. That means that decisions, in other apparently unrelated sectors of activity, that impact or perpetuate those conditions or the ability of the community to mediate them must be made with the larger interests and aspirations of the community—and the problems that hold it back—in mind. Choices made in the related areas of land use and development, for example.

Whether they are aware of it or not, planners and architects can play a powerful role in the reduction and the prevention of crime, for it is they who determine how well and to what extent an environment will serve legitimate users. Cities throughout the country are enjoying the benefits of having supported programs that approach the physical environment with a view to the reduction of crime. But many planners and designers are only now beginning to appreciate the responsibility that comes with their jobs, which includes the obligation to protect the general health, safety and welfare of the citizenry, and adopting standards by which urban design can be regulated to reduce the likelihood of criminal activity.



Natural access control is a technique commonly used by planners and designers to create a strong perception of safety in the physical environment.

Urban planning and design techniques that facilitate the prevention of crime and a sense of security are now being utilized by progressive cities that are serious about crime reduction. The principle of Natural Surveillance—creating open spaces where visibility is maximized—has been shown to impact crime. Other commonly used techniques include Territorial Reinforcement and Natural Access Control, the use of fences, shrubs and other aesthetically pleasing elements to send a keep-out message to would-be intruders. Creating opportunities for urban planners and designers, community groups and police to understand how the physical environment can support the general welfare of a community should therefore be a priority for Cleveland.

Rethinking the Way We Address Juvenile Crime: A well-known African proverb says that it takes an entire village to raise a child. In our society, that means all the players in the community. No sector stands apart; rather, each has its part to play. It is time the criminal justice system began using both the stick *and the carrot* to keep youngsters on the right track. If only because of the expense, we must begin to treat jail and prison space as a precious resource that should not be squandered when other solutions would not only cost less, but work better.

Imagining a fresh approach to any community problem involves first stepping back and taking in the “big picture”. Youthful street-corner drug dealing for example, does not occur in a vacuum. It is connected to other problems in the life of a neighborhood: everything from prostitution and robberies, crack babies, to buildings defaced with graffiti, the prophetic “handwriting on the wall” that are often the first sign that a neighborhood is on its way down. They act like a magnet for drug and other crimes. The ability of the neighborhood to create legitimate jobs, prosperity, and opportunities for advancement that its residents deserve is diminished by the moment



Police programs such as “cops in schools” allows interaction between police and students.

when such symbols of disrespect begin to accumulate.

Indeed, the frequency with which phrases like “*dissing*” somebody—and its opposite, “showing respect”—are invoked by disaffected urban youth suggests a deeply-held value that might be appealed to and built upon through strategically designed programs. What if these angry youngsters, instead of being isolated and further alienated, were engaged in constructive activities that allowed them to see the destructive consequences of disrespecting the rights of others to a decent life and nurturing environment—and to experience the respect of the community for their positive contributions to the those things—through, for example, the creation of a credible program of restorative community service.

Young offenders might be organized into squads whose job it is to eradicate graffiti within 24 hours after it appears, under the close supervision of the Community Policing Officer and neighborhood groups. While helping to undo some of the damage to the community’s prospects that drug dealing contributes, such a program would also provide these often fatherless (or alienated) youths with the chance to interact with healthy role models and to get to know police officers in less threatening, indeed constructive, circumstances. The officers, in turn, would have the opportunity to get to know these kids, learning firsthand which ones just need a pat on the back and which need keeping an eye on.

There might even be a rationale for paying the kids for their work. Heretical as this suggestion might seem at first blush, consider: Such an arrangement would enable these youngsters to experience—many for the first time in their lives—the satisfaction of earning a day’s pay for an honest day’s work; and it would still be cheaper than incarceration.

Community-Based Problem Solving: Imagine for a moment the potential energy for good—indeed, the multiplier effect of the synergies thus created—that could be harnessed by assembling a community-based problem-solving team composed of police, prosecutors, judges, probation and parole officers, community residents, school and church leaders, and an ever-shifting and expanding roster of other community leaders who have experience (or connections) to contribute. Put a hospital administrator on the team, for example, and creative solutions to youthful drug dealing might have young offenders working at the hospital on those horrific weekend nights when drug violence escalates. Consider the impact on these impressionable boys and girls of having to take care of crack babies.

Like the once not-yet-tried concept of community *policing*, a community *criminal justice* system would directly involve the community as partners in identifying and prioritizing problems; moreover, it would enlist the help of all the community’s sectors in creating imaginative solutions.

To begin with, there needs to be a public debate about how we think about crime and its prevention in this city, and what our priorities should be as we craft our response to this deepening problem. Taxpayers are beginning to see that, as a result of mandatory sentencing, they are paying out millions of dollars to build new prison cells to keep relatively low-level drug “mules” behind bars for a decade or more. What taxpayers may not yet grasp is the impact this policy has on what some would suggest ought to be higher priorities: With prisons under pressure to make space for the hapless pawns of the lucrative drug trade, third-time felony rapists typically serve only about seven years these days before they are back on the street.

Is this really what the community wants? How do we bring city residents into discussions about the real trade-offs and priorities involved? What must change to enable the average citizen to take his or her place at the table when decisions are made about the best use of the finite number of jail and prison beds available?

Community policing could serve as a model for imagining our way to a fully realized system of community criminal justice. By the same token, the history of the struggle to implement community policing provides a cautionary tale. The first obstacle that must be overcome is denial—the refusal of many citizens and officials to accept that the failures of the existing system demand more than minor reforms. Another is the delusion, once having set a new mechanism in place, that the job can be done with insufficient resources. In Cleveland, for example, the limited number of community policing officers works against their ability to be effective. Our commitment to such promising strategies needs to match the level of concern we share about the problems they address—and the potential payoff in tax revenue and lives saved, to say nothing of the future viability of our neighborhoods.

Needed: A Plan That Acknowledges Everyone's Concerns: Bringing neighborhood residents, the judiciary system and other sectors of community life together around a new strategy—and set of priorities—for addressing crime, particularly as it involves the young, requires nothing less than a new way of thinking about these problems. For devising a strategy that will achieve results that best serve the community over the long run is only one of the challenges Cleveland faces; the other is crafting a plan that speaks meaningfully to many concerns and very different points of view.

Law makers, judges, police, neighbors, merchants, educators, religious leaders, corporate decision makers, those marketing the city to prospective home buyers and new businesses, victims, older citizens, alienated youngsters, parents, younger brothers and sisters—each of these groups sees youthful crime in a different way, in a different context, and with its own set of priorities. A plan that does not acknowledge—and address—the reality each of these is dealing with will never satisfy all of the players. Therefore, a way must be found to integrate all of their perspectives, and all of their concerns, into one plan.

Drawing On Cleveland's Unique Resources: Fortunately, Cleveland has resources in this regard that are rare if not unique in the nation. Cleveland State University is the recognized authority in the region on Diversity Management, the art of dealing with differences in the course of team building, in which CSU offers training workshops, advanced courses and a master's degree. Faculty at the Weatherhead School of Management at Case Western Reserve University have been in the forefront of the development of Appreciative Inquiry as a method for developing more effective social and organizational systems addressing key concerns both here and on the international stage. The Gestalt Institute of Cleveland (GIC) is internationally renowned for its faculty expertise and training programs in a revolutionary approach to bridging the gap between the different "realities" of seemingly incompatible perspectives.

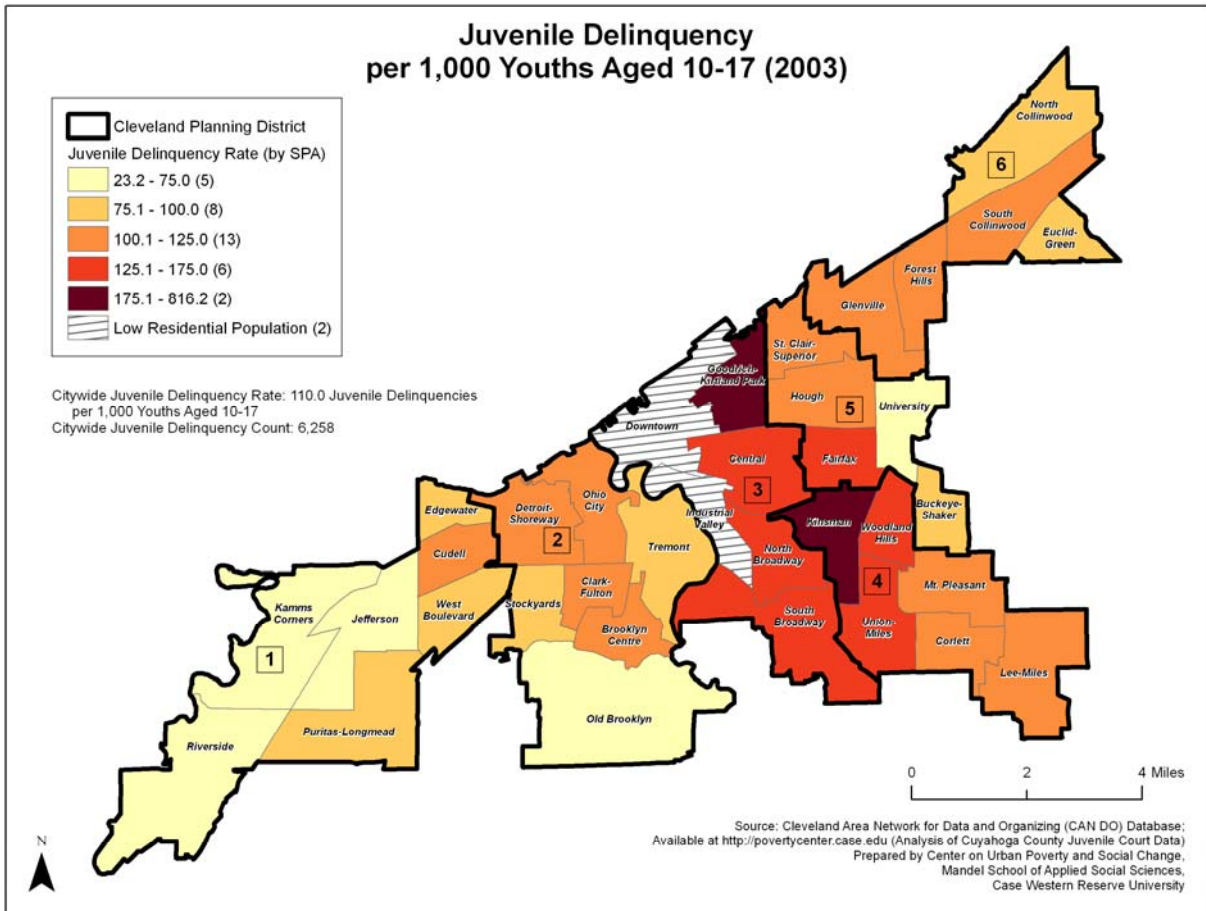
Of special relevance where the challenges of crafting a new approach to youth crime is concerned is the Institute's groundbreaking work in the new field known as Integral Development (see sidebar), a seminal breakthrough in the facilitation of organizational and societal change. At its core is the powerful conceptual system called Spiral Dynamics, which played a crucial role in the peaceful transition of South Africa from apartheid to democracy (see Beck & Linscott, *The Crucible: Forging South Africa's Future*, New Paradigm Press, 1991).

Of particular value to social workers, primary and secondary school teachers, juvenile court judges and other officials, and law enforcement personnel would be the GIC course that focuses on working with children and adolescents, which teaches professionals how to recognize the signs of fundamental problems, including post-traumatic stress, in the way children move and hold their bodies; and teaches ways of interacting with, and guiding, them that acknowledge their realities, build a relationship of trust, and support progress toward maturity and self respect.

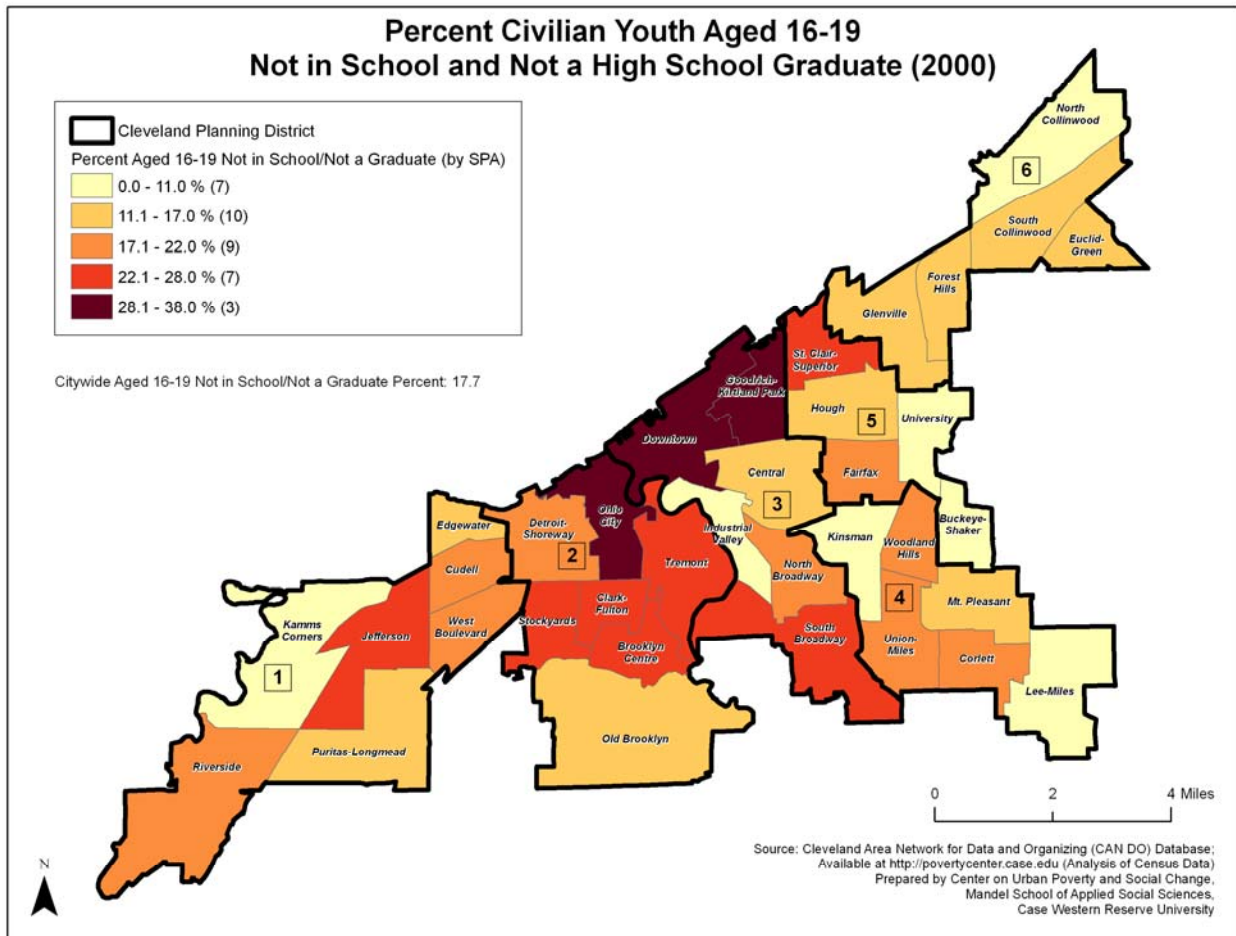
TRENDS

An examination of census data reveals certain patterns and trends across Cleveland's neighborhoods that are deeply disturbing and cry out for attention.

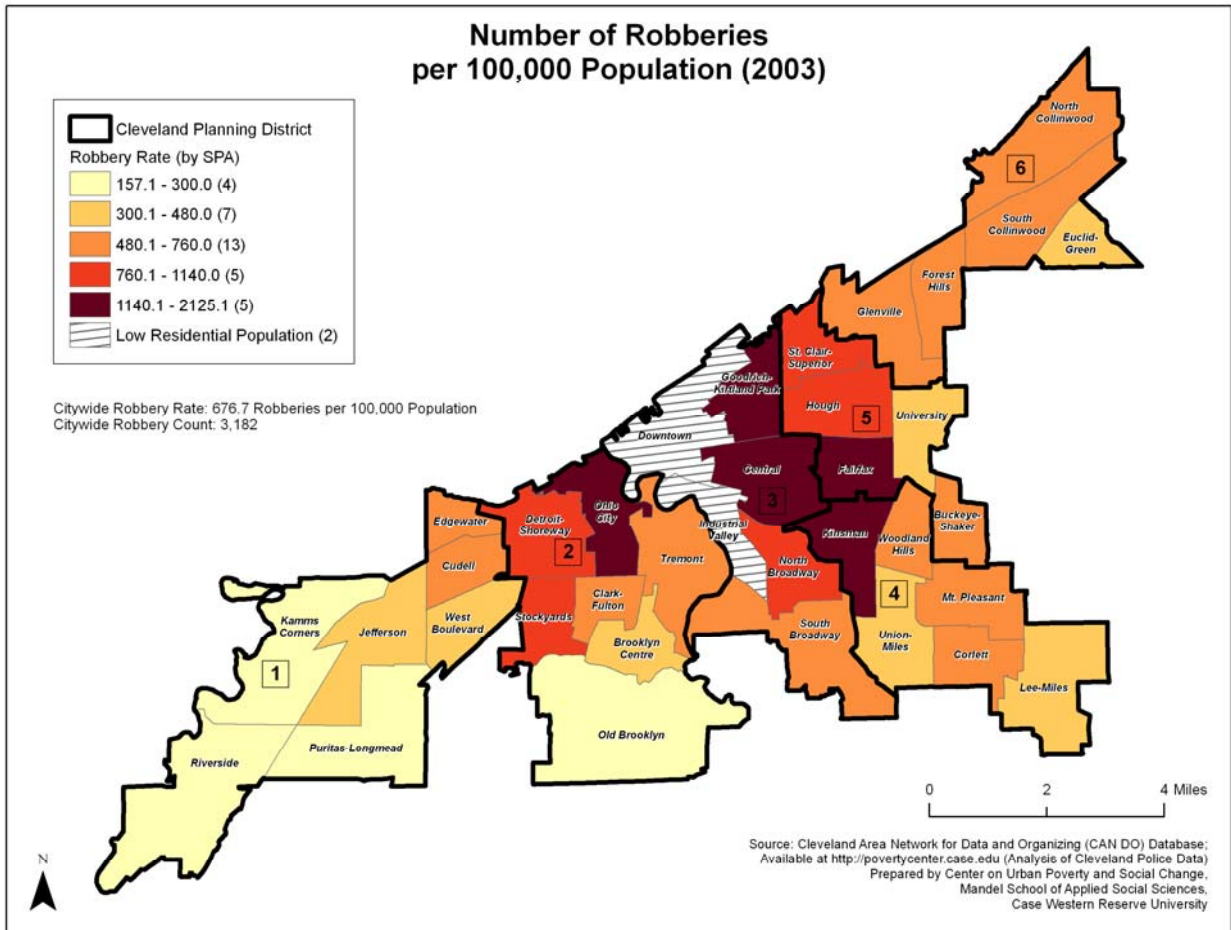
- Juvenile Delinquency:** On this map, the darkest shaded areas indicate the highest concentrations of youths designated as "juvenile delinquents". It should come as no surprise that these are also the city's poorest neighborhoods.



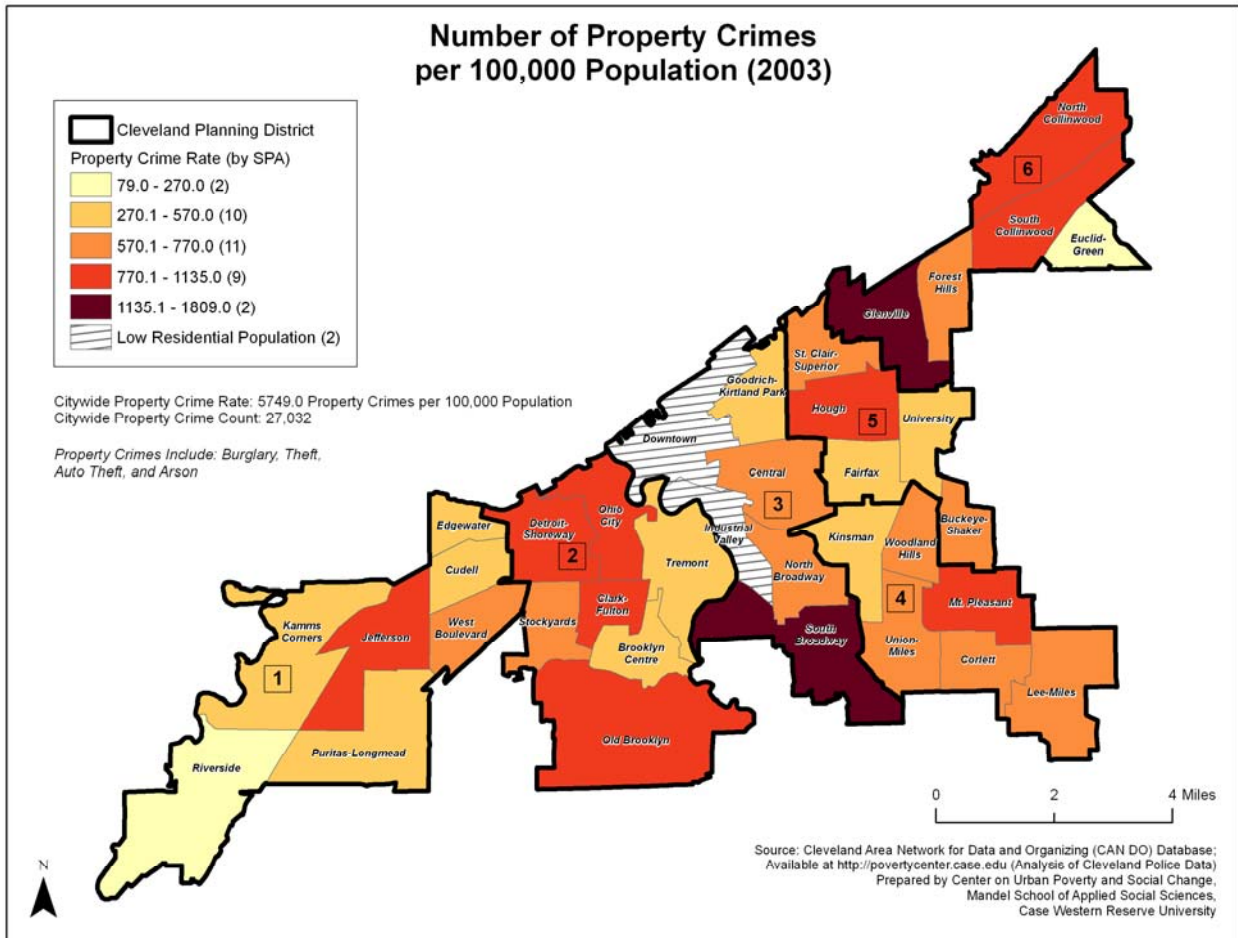
- Young Adults Neither Employed nor Attending School:** On this map, the darker areas represent neighborhoods where census takers found large concentrations of 16-to-19-year-olds not enrolled in school and not in the workforce. (The reader will note that these areas—again, no surprise—correlate highly with those reporting the highest level of juvenile crime.) Roughly 4,300 youths citywide fall into this category, with more joining their ranks each year. This statistic is a crucial one, since what it measures is our ability to (a) educate our youth and (b) provide them with other opportunities beyond, or outside of, high school. Neighborhood level initiatives outlined in the Connecting Cleveland plan could begin to stem this negative trend.



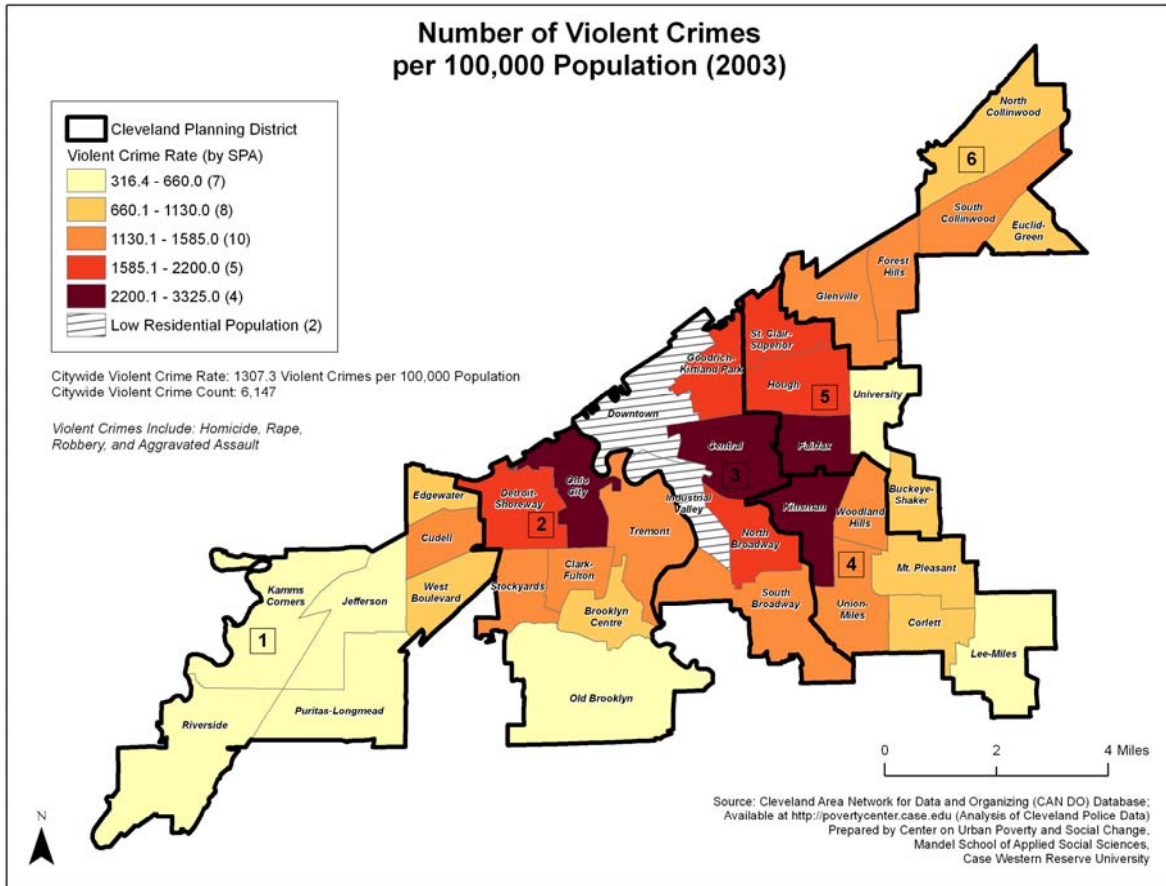
- Robbery:** The next map tracks the distribution of robberies in Cleveland. Many of the areas where robberies occur most frequently are, once again, the same areas in which high concentrations of other criminal activities are found—presenting police, City government and residents with a very clear picture of where targeted efforts need to be initiated.



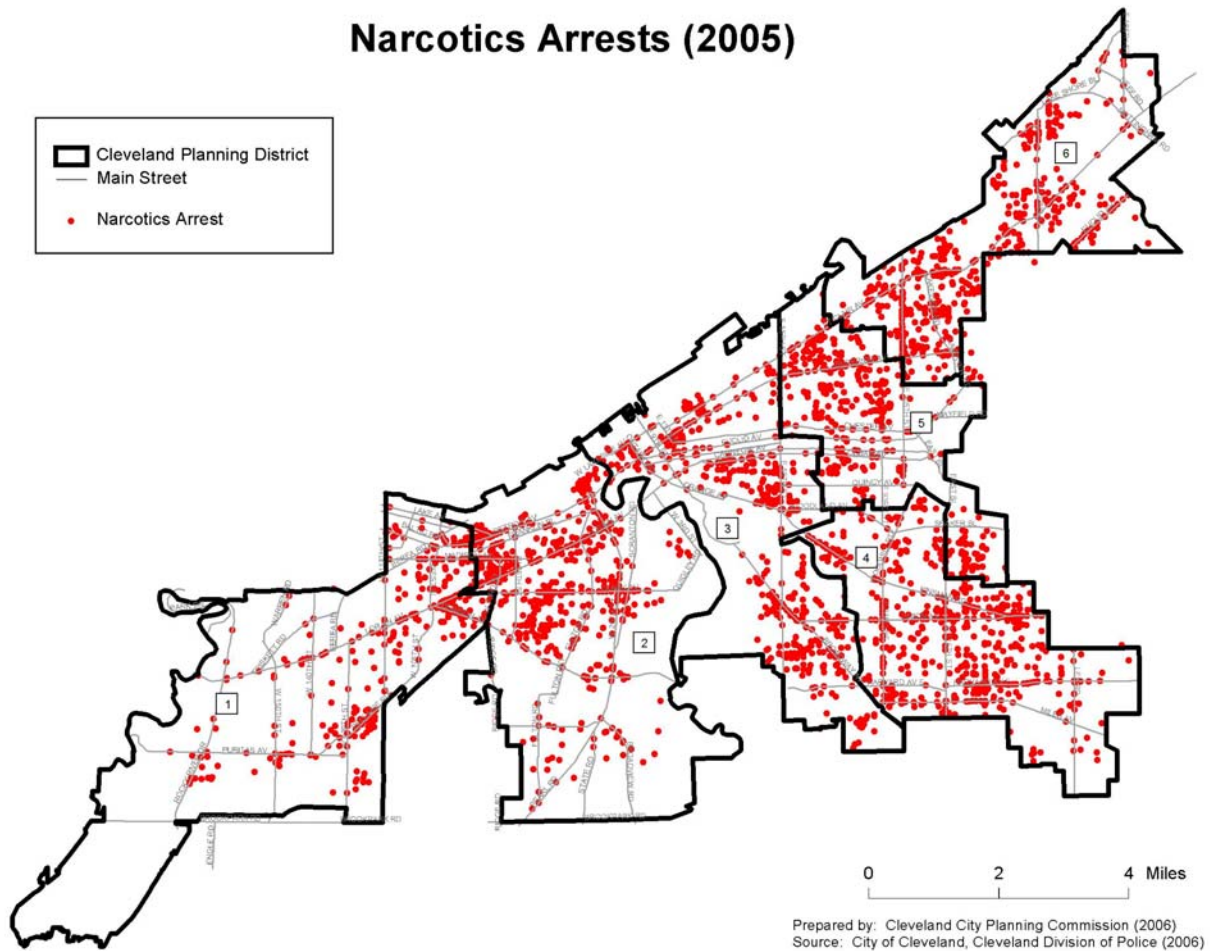
- Property Crimes:** Certain other types of crime, on the other hand, do not seem to follow the same pattern. Crimes involving property, for example, occur more frequently in areas where the social conditions are not considered particularly dismal for example property crimes occur in neighborhoods where residents are better off, which makes sense when you think about it.



- Violent Crime:** One of the most stunning patterns revealed by this map is the disturbing *correlation* between violent criminal activities and certain social indicators: Where a high incidence of violent crime is found, one also finds concentrations of lower-income residents, low educational attainment, high dropout and truancy rates, a low level of employment, indeed, a lack either of employment opportunities or of access to training in marketable skills—access, in other words, to hope. It should not take a rocket scientist to make the connection. The path to addressing the problem of juvenile delinquency becomes clear: concentrated, highly strategic implementation of the recommendations outlined in the Connecting Cleveland 2020 plan.



- Narcotics:** One of the City's primary goals in the area of development has direct implications for safety and the perception of safety: The creation of viable neighborhood retail districts promotes increased pedestrian, residential, retail and commercial activity, making these areas less desolate and thus seen as less dangerous. As this map shows, however, the majority of narcotics arrests tend to occur within and along the city's major corridors. Considering the investment being made citywide in these areas, it may be necessary to implement deliberate anticrime measures—such as promoting the user of design principles that maximize sight lines and eliminate opportunities for mischief, as well as deploying bike-, mounted- and foot-patrol units strategically in these areas—to insure both the perception and reality of personal safety and secure property.



CHALLENGES

In the general area of safety, Cleveland faces a number of issues, and specific challenges under each, that must be addressed:

- **Areas Perceived as Unsafe**
 - ✓ Areas of concentrated dilapidation
 - ✓ Graffiti
 - ✓ Youth loitering

- **Gangs**
 - ✓ Young adults neither enrolled in school nor gainfully employed
 - ✓ Juvenile delinquency

- **Crimes against Seniors**
 - ✓ Predatory lending
 - ✓ Predatory home repair and maintenance services
 - ✓ The vulnerability of many seniors to these scams

- **Police-Community Relations**
 - ✓ Low level of familiarity and trust between police officers and residents
 - ✓ Poor relationship between police officers and neighborhood youth
 - ✓ Limited visibility of police officers in problem areas

- **Police Resources and Deployment**
 - ✓ Insufficient police officers and resources with which to meet community needs
 - ✓ Poor response times

- **Community Responsibility and Involvement**
 - ✓ Lack of neighbor-to-neighbor communication and dialogue regarding criminal activity
 - ✓ Lack of open, honest communication with police officers
 - ✓ Lack of adult supervision and visibility in neighborhoods
 - ✓ Not enough neighborhood Block Watches and community councils to address neighborhood concerns and propose solutions
 - ✓ Lack of appreciation on the part of the voting public for the dynamics of alienation and the nurturing of hope and a sense of belonging

- **Factors Contributing to Alienation and Youth Crime**
 - ✓ Lack of accessible education and employment options
 - ✓ Drug addiction
 - ✓ Negative peer pressure
 - ✓ Family problems
 - ✓ Childhood trauma, including witnessed violence, whose symptoms often go unrecognized, and which lead to the “short-circuiting” of rational thought, triggering survival-mode responses in threatening situations—and responses from law enforcement personnel or educators that only reinforce these destructive, self-defeating behaviors

POLICIES & STRATEGIES

*The overarching goal or purpose of these efforts is to **improve public safety through safety-conscious design and community-based solutions focused on crime prevention.** The Connecting Cleveland 2020 Plan therefore sets forth a comprehensive set of policies for the area of safety, each addressing a critical issue—along with specific strategies through which we might take immediate steps toward their implementation:*

- 1) **Safety by Design.** Incorporate “safety-by-design” standards into local zoning codes, building codes, master plans, and design review guidelines.
 - a. The Planning Commission should adopt safety-by-design standards for the city of Cleveland to insure that development projects have a positive impact on safety perceptions within the project area. For example, assign a safety officer to every special project or community planning initiative whose job it is to highlight potential safety concerns that a development may cause.
 - b. Have each neighborhood in the city conduct a neighborhood safety audit using planning, police, public services, and local residents to assess problems that contribute to crime on the front end.

- 2) **Design Features.** Use safety-by-design standards to require adequate lighting, areas open to surveillance, windows and porches along public streets, and safe pedestrian circulation systems.

- 3) **Business District Patrols.** Work with merchant associations and local development corporations to institute security patrols in neighborhood and regional business districts.
 - a. Assign to particular neighborhoods an officer familiar with the unique problems that neighborhood faces.
 - b. Establish a safe house and mini station in each of these neighborhoods, which will allow police to build relationships with residents of that community.
 - c. Protect the investment of millions of dollars that have been and will be made in our business districts with the necessary level of police presence.

- 4) **Police Presence.** Continue collaboration between police and community groups to ensure greater police presence in areas experiencing increased criminal activity, and consider implementing programs such allowing officers to take patrol cars home for increased visibility in residential areas.
 - a. Create a long-term plan to eventually have one auxiliary officer per neighborhood and an auxiliary office for each neighborhood.
 - b. Develop “community policing” by working with all agencies and networking with block clubs to do problem solving and conflict resolution, and take a more proactive approach to utilizing volunteers to assist with community policing.

- c. Gradually restructure the Police Department around 36 precincts, within the six police districts, which will allow officers to strengthen relationships with residents. The only interaction residents in some neighborhoods ever have with the police is when they get arrested. Police officers need to be seen as part of the community and not as invaders.
 - d. Deploy manpower according to need and size of the neighborhood. If the police know the residents, they will be more sensitive and understanding of the needs and the issues of that particular community. Phase in pilot program one neighborhood at a time.
- 5) **Technology.** Increase the efficiency of policing through use of such technology as video surveillance cameras, GIS mapping and data systems, and improved access to such information from police vehicles.
- a. Utilize red light cameras as a means of increasing traffic safety among drivers and pedestrians in key locations.
 - b. Install timed traffic signals at cross walks to increase pedestrian safety.
- 6) **Public Education.** Expand programs designed to educate residents and businesses on safety precautions and crime deterrence, while providing information to counter inaccurate perceptions of crime levels in Cleveland’s neighborhoods and downtown.
- a. Work with faith-based institutions on programs to address the major issue of the lost family structure, which affects values passed on to youths in the city and ultimately contributes to menacing behavior.
 - b. Develop a new interdepartmental philosophy that promotes pro-active, positive involvement by police and community engagement instead of focusing solely on reactive law enforcement.
 - c. Work with police, fire and EMS units to develop programs that provide supervised recreation after school that combat alienation and association with delinquent or violent peers and introduce several protective factors, including skills for leisure activities and opportunities to become involved with other youth and adults.
 - d. Develop a budget for a media campaign advertising local police department efforts and promoting a positive image of the law enforcement community through print ads, billboards, and commercials.
 - e. Assemble a community-based problem-solving team composed of police, prosecutors, judges, probation and parole officers, as well as community residents, school and church leaders, and a shifting and expanding roster of other community leaders who might help to ensure meaningful collaboration around at-risk youth and juvenile offenders.
 - f. Put, for example, a hospital administrator on the team charged with creating solutions to youthful drug dealing, such as requiring young offenders to work at the hospital on those horrific weekend nights when drug violence escalates, or having them care for crack babies.

BEST PRACTICES

Cleveland could draw promising ideas, and perhaps find workable models, in some of the innovative approaches to crime- and safety-related concerns that have been devised and tried out by other cities. Analyzing these programs and their impact on problems common to many American cities could facilitate the development of similar, or different, initiatives in Cleveland. (Source: Cleveland Neighborhood Development Corporation, at <http://www.cndc2.org/>.)

[U.S. Office of Justice Programs FY2003 Grants - Ohio](#)

Abandoned Buildings

- In [Chicago, IL](#), the *Troubled Buildings Initiative* targets properties in danger of deteriorating beyond repair, which frequently leads to abandonment. Different City departments, along with many supporting organizations, put pressure on the owners of these properties through the assessment of fines and other means. Lenders and mortgage holders are also brought into the process of dealing with vacant and abandoned buildings.
- In [Humboldt, TN](#), through rigorous code enforcement, a number of vacant or substandard dwellings, buildings, mobile homes, outbuildings and garages—as well as non-functioning or unsafe cars, vans/SUVs and pick-up trucks—have been removed.
- In [New York City, NY](#), under the *Third Party Transfer Initiative*, the City, working with Neighborhood Restore (composed of representatives from leading financial institutions and CDCs, and mediators) find responsible landlords for distressed properties, speed up the transfer of ownership of these properties, and ensure development assistance from the City.
- In [Providence, RI](#), because abandoned cars were a major problem, and there was no easy way to report the problem, the Providence Police Department created a nuisance complaint form. Residents complete these forms and give them directly to the *Weed & Seed* program coordinator, who is responsible for contacting the agency charged with taking care of abandoned vehicles.

At-Risk Youth

- In [Boston, MA](#), an intervention strategy program to help families support at-risk youth was created through *Operation Home Front*. A police officer and a community leader (e.g., block watch captain or a member of the clergy) go to the home of youths whose conduct shows warning signs of gang involvement and speak with the families.
- In [Burlington, VT](#), the *Public Safety Project*, in partnership with Club Youth Speak-Out, a local youth initiative, held a *Pizza-and-“What I Hate about My Neighborhood” Party*. The response was outstanding: Every other Friday night 10 to 15 junior high and high school students now come together to work on changing something they dislike about the neighborhood.
- In [Eugene, OR](#), *Safe Havens*, comprising 49 different programs and spread over 11 sites (such as Bethel public schools, Bethel Branch Library, Peterson Barn Community Center and the Red Cross), provides alternative activities for at-risk youth that are both appealing and constructive. These include literary pursuits, art programs and (the most popular) a teen club. The *Cascade Truancy Prevention Project* targets attendance problems in local schools by providing help with homework, home visits and whatever special services might be needed to address individual or family problems negatively impacting school attendance or academic success. The *Willamette Youth Interns Program* provides high school students with job experience through internships with Weed and Seed-affiliated programs.

- In [Humboldt, TN](#), school dropout rates decreased as a result of the availability of additional assistance in a "safe haven—where two certified teachers provide additional assistance to students who need help with their school work. Other services offered include computer training, health information, and recreational activities. One of the most successful programs is *Challenges & Choices*, a youth violence prevention program that has police officers using different strategies to teach third, fifth, and seventh graders how to defuse potentially violent situations that arise among their peers.
- In [Philadelphia, PA](#), adult volunteers (55 and older) were paired with youth, ages 10-13, in a program designed to create bonds of trust through community service activities, a life skills curriculum, and parent training workshops. The older mentors give youths the support and encouragement they need to resist such negative forces in their environment as drugs or violence.
- In [Phoenix, AZ](#), where street gangs and drugs are a major concern, neighborhood officials and police officers target at-risk youths in order to educate them about the dangers posed by these activities. Third and fourth graders participate in a program called *GREAT (Gang Resistance Education and Training)*; fifth and sixth graders, in *DARE (Drug Awareness and Resistance Education)*. Also, the Alwun House Foundation's *Garfield Youth and Leadership Group* provides a prevention-through-the-arts program and sponsors marches against crime, drugs, and violence.
- In [Richmond, KY](#), interventions targeting high school freshman included conflict resolution training and the formation of a *SADD (Students Against Destructive Decisions)* club. All students referred for behavioral problems were required to go through the *Violence Prevention Curriculum*; teachers, to attend professional development sessions on the topic of "good student/teacher relationships". School security assessments, crisis response drills and a committee that monitors violent incidents were put into place.
- In [Tempe, AZ](#), a number of programs were created, including one known as *Chicanos por la Causa*, which involves home visits, a daily police presence on the school campus, after-school activities designed to boost self-esteem, and a special community event (e.g., a *Cinco de Mayo* festival that gave police officers from that neighborhood's beat an opportunity to meet community members).
- In [Trenton, NJ](#), the *SCOOP* program (*Social Celebrations Opportunities Organizations People*) offers youth, ages 7-18, more than 100 activities after school and on Saturdays. The program was started when city leaders decided that children should not be held back from participating in activities because of lack of money, transportation, or geographical access. More than 700 children participate, and 3,000 are registered with the program.

Burglary & Theft

- In [London, England](#), a study showed a noticeable reduction in retail shop burglaries when *closed-circuit television* was introduced to the area.
- In [Portland, OR](#), a study showed that improving the *lighting* of a retail district reduces the number of burglaries that occur, since burglars are more likely to target less lit areas for fear of being seen. Improved lighting provides the greatest benefit for minimal cost.
- In [Roseville, MN](#), home to two of the state's largest shopping malls, shoplifting was a major issue. The Roseville Police Department now offers *shoplifting prevention courses* to owners and employees of retail establishments that cover such subjects as how to spot a shoplifter, what to do if they notice shoplifting, and how to detect suspicious checks and credit cards.

Commercial Redevelopment

- In [Seattle, WA](#), the Southeast Seattle Community Safety Initiative, Seattle Police Department, and Homesight (a community development corporation) targeted commercial buildings with high levels of crime. The first two worked together to reduce crime in those buildings, while Homesight centered community development projects around these sites. Volunteers were crucial to this effort, enabling Homesight and the SPD to move quickly into, and to complete, projects that would otherwise have required significant fundraising efforts.
- In [Toledo, OH](#), threatened by the loss of business to the suburbs, blight, the perception of crime and the demolition of historic buildings, the Lagrange Development Corporation, neighborhood business owners, local community leaders, and the Toledo Police Department came together to establish the *Lagrange Main Street Program* to revitalize the neighborhood's central commercial street.

Community Apathy

- In [Burlington, VT](#), low levels of pride and a sense of despair felt by many residents led to the *Public Safety Project*. Created by the Burlington Police Department, the City's Community and Economic Development Office—with the help of neighborhood residents and elected officials, several nonprofit agencies, and the University of Vermont—the project is staffed by five AmeriCorps*VISTA volunteers who are constantly on the streets making contact with residents, showing them that something is being done to combat the problem.
- In [Humboldt, TN](#), residents say they felt safer when police increased their presence in the community with bicycle and foot patrols in the targeted area.
- In [Tempe, AZ](#), though area residents were very angry and suspicious of certain individuals and their activities, they were afraid to report crimes occurring within their community because, on the one hand, they feared retribution from local drug dealers and, on the other, felt they had been abandoned by the police. The *Beat 16* project (named for the police beat on which it focuses) was created to enable residents to reclaim their neighborhood. Once residents felt comfortable with the officers assigned the project, information began pouring in about illegal activities taking place in the neighborhood.

Community-Police Relations

- In [Buffalo, NY](#), residents were invited to work alongside seven law enforcement officials on a 46-member *Steering Committee* charged with developing policies designed to promote better relations and more effective collaboration between police and residents.
- In [Little Rock, AR](#), a *Citizen's Police Academy* was created to allow residents to participate in law enforcement activities and to share their concerns with officers; and, with funding from the City, the *Officer Next Door* program was set up to help police officers purchase homes in high-crime neighborhoods. The officers were required to commit to the residence for a period of five years.
- In [Minneapolis, MN](#), the *Franklin Avenue Community Safety Center* was established in the heart of a crime-plagued business district to foster and facilitate cooperation between police and the community's residents, who now work together to reduce crime, exchange information, address livability issues, and enhance crime prevention methods.
- In [Phoenix, AZ](#), plainclothes and beat officers from the *Neighborhood Enforcement Team* participate in monthly meetings at which residents lay out their concerns relating to crime in their community. Law enforcement officers also participate in *Block Watch* and *Drug Free Zone* programs; and the Phoenix Police Department provides the community with a written report showing law enforcement activity in the neighborhood during the month.

- In [Portland, OR](#), the *Shop-with-a-Cop* program, teamed up 45 police officers with 99 kids for a shopping trip to the local Fred Meyer department store. Each of the kids was given a store gift card, a bag of school supplies, a membership to the Boys and Girls Club, and a free haircut at a local salon.
- In [Providence, RI](#), police made nuisance complaints easier by creating a nuisance complaint form, which the resident completes and gives directly to the *Weed & Seed* program coordinator, who then contacts the City agency responsible for fixing the problem—whether it be a problem property, litter, or an abandoned vehicle. Eliminating the red tape has allowed faster responses to problems; physical improvements have repaired residents’ feelings of distrust towards the police.
- In [Seattle, WA](#), a forum was created in which police, residents and other neighborhood stakeholders meet regularly to discuss current issues, review crime reports, and coordinate work groups. Keeping the same *Community Patrol* officers patrolling the same areas has been key. Previously, officers rotated patrols, making it near impossible for residents to get to know a particular officer.
- In [St. Paul, MN](#), beat cops and business owners have come to know each other on a first name basis through the *Summer Patrol* program in which officers talk with business owners on a regular basis to learn their concerns and tips they might have regarding crime in the neighborhood. Beat officers have also come to know business owners through a beat cell phone the officer carries and which business owners can call without having to go through 911 dispatch.
- In [Tacoma, WA](#), relationships between the police and residents being tense and mistrusting, it was agreed that the only solution was community-based crime-reduction and -prevention programs. The *Drug House Elimination Task Force* recommended that officers operate out of a substation created from a former drug house in the neighborhood. The success of the *DHETF* depends on the surveillance that residents and business owners provide. It regularly conducts neighborhood walks, noting problem properties, talking with neighbors, and cleaning up litter along the way.
- In [Tempe, AZ](#), area residents, fearing retribution from local drug dealers, were afraid to report criminal activity. Feeling they had been abandoned by the police, residents were extremely reluctant to work with them. The *Beat 16* project was created to enable residents to reclaim their neighborhood. Once the residents felt comfortable with the officers working on the project, information began pouring in about illegal activities taking place in the neighborhood.
- In [Toledo, OH](#), a mechanism was put in place to address issues between the community and police. Known as the *Steering Committee*, it is made up of social service providers; city agencies; faith-based groups; congressional staff; residents; representatives from the schools, the Lagrange Development Corporation, and City, County, and federal law enforcement and other criminal justice agencies. An off-duty officer responds to individual complaints and works with two entities created by the *Weed & Seed/Community Safety Initiative* program: Citizens on Patrol and the Crime Task Force. This collaboration is said to have created an atmosphere of safety and trust within the community.

Dumping

- In [Seattle, WA](#), the *Southeast Seattle Community Safety Initiative* works with the Columbia City Business Association to collect annual dues from the businesses which are used to pay for various projects such as street cleaning, picking up litter, and cleaning up illegal dumping sites.

Drugs

- In [Albuquerque, NM](#), a new position, *community and prosecutions coordinator* (CPC), was created in the district attorney's office, who maintains a database of drug-trafficking cases and notifies neighborhood associations and crime victims of the upcoming cases from their respective neighborhoods. The purpose is enable crime victims to be present, along with representatives of the pertinent neighborhood associations, at the hearings. The CPC also helps neighborhoods set up neighborhood associations, then works closely with them through their crime prevention activities.
- In [Boston, MA](#), gang drug rings being the biggest problem, efforts to disassemble the gangs were put in place (see *Gangs*).
- In [Eugene, OR](#), a public safety forum that included representatives of the office of the district attorney, the Eugene Police Department, and the existing neighborhood associations developed a "user-friendly" brochure with tips for residents on how to deal with neighborhood drug trafficking.
- In [Humboldt, TN](#), *Weed & Seed* programs have resulted in improved coordination between local and federal law enforcement agencies and resulted in the arrest of 10 local drug dealers.
- In [Little Rock, AR](#), drug houses were a major problem, so the City created a program titled *SAFE (Support, Abatement, Fines and Enforcement)* under which police officers, the Office of the City's Attorney, fire Inspectors and code enforcement officers work together to address problem properties. The *SAFE* team gradually moves from helping landlords to taking legal action against problem tenants and owners.
- In [Los Angeles, CA](#), LAPD detectives, along with the Vice Control Unit, take part in stakeouts targeting illegal drugs sales.
- In [Minneapolis, MN](#), the City's Police Department sent officers into the streets on foot, bicycles and horseback to patrol the area and make law enforcement more visible. According to MPD representatives, officers on these patrols have been one of the most effective ways of curbing drug dealing. Drug stings are routinely based out of the *Franklin Avenue Community Safety Center*, located in the heart of the crime-ridden business district, rather than out of the Precinct Center.
- In [Phoenix, AZ](#), community stakeholders constantly identified gang-related crime as one of their major concerns, one of the crimes being drugs; so monthly meetings were instituted that are attended by beat officers, plainclothes Neighborhood Enforcement Team officers—and residents, who are given the opportunity to develop and update their *Top Ten List* of drug law violators or locations. Together, the Phoenix Police Gang Unit, the Drug Enforcement Bureau and the *Violent Street Gang Task Force* have targeted drug activity and the identification and shutting down of drug houses; while a federal grant was used to hire a fulltime community prosecutor whose job is to go after drug houses. Fifth and sixth graders participate in *DARE (Drug Awareness and Resistance Education)*. The PPD has also implemented the *Drug Education for Youth Program (DEFY)*. Officers recruit 9-to-12-year-olds for a one-week summer camp, which the officers attend as counselors/mentors. Officers also participate in Block Watch and Drug Free Zone Programs.
- In [San Bernadino County, CA](#), a *Drug Court* based on the Dade County, FL, model was established as an alternative to jail time. Treatment consists of one-on-one substance abuse counseling, drug test monitoring, educational/therapy groups, relapse prevention and Narcotics/Alcoholics Anonymous meetings. After one year, the individual graduates from the program with clean/sober living skills. Individuals who fail this program may have the charges against them reinstated at the discretion of the courts.
- In [Tacoma, WA](#), a *Drug House Elimination Task Force* was set up, which is comprised of a group of officers who operate out of a substation (a former drug house) within the community. The task force meets regularly to discuss problem sites, participate in training, share information on best practices from other communities, and brainstorm practical

approaches to shutting down specific drug houses, such as working with the property owners, their tenants and local community groups.

- In [Tempe, AZ](#), the Tempe Police Department's Selective Enforcement Unit (SEU) created a drug enforcement effort called *Sweep 16*. Police Beat 16, for which the project was named, was known as a place where outsiders could come in to purchase heroin safely. *Sweep 16* was an undercover buy-and-bust operation that targeted heroin dealing and trafficking. The SEU worked closely with a detective in the Criminal Investigation Division to identify known offenders in the area.
- In [Toledo, OH](#), when a drug house is brought to community members' attention, they draft a letter to the owner of the property asking him or her to meet with a smaller group to discuss problems at the property. At this meeting, the *Weed & Seed* director, police, and community members present their issues, and then offer assistance with eviction. They also train landlords in more effective ways to screen prospective tenants.

Gangs

- In [Albuquerque, NM](#), street gangs, being responsible for a high degree of drug dealing in the city, constituted a major problem. The trials and sentencing of gang members are now monitored by a *community and prosecutions coordinator* (CPC), who contacts the neighborhood associations from the communities in which the gang members resided so association (i.e., neighborhood) representatives can be present at the trials and sentencing and thus stay on top of the situation and track the whereabouts of gang members.
- In [Boston, MA](#), a similar effort includes *enhanced prosecution of serial offenders, protection for participating witnesses, counseling and intervention with families of at-risk youth, and the elimination of chronic gang activity locations*. Also, loitering, drug dealing and other threatening behaviors were reduced by transforming both residential and commercial properties into valuable space for new home ownership or commercial opportunities. Through *Operation Home Front*, a police officer and community leader (i.e. block watch captain or clergy member) visit the homes of youth whose conduct shows warning signs of gang involvement and speak frankly with the families. Also, the District Attorney appropriated funds for a *Special Prosecutor* to work with police and community members on the *pursuit of "high impact players"* on the violent gang scene. Money was also set aside for a Victim Witness Advocate who works with the Special Prosecutor to provide protection for witnesses that participate in the prosecution.
- In [Los Angeles, CA](#), a *Gang Incident Tracking System (GITS)* was created so that all gang-related incidents reported by law enforcement officers could be fed into a database. Enabling police to track gang activity by where incidents are happening with the greatest frequency.
- In [New York City, NY](#), *Victim Services, Inc.* has implemented a program that teaches students, faculty and family members how to cope with or avoid crime activity, including gang violence, they are liable to encounter on almost a daily basis. The program includes an *anti-violence curriculum* (including gang violence), on-site counseling and support groups, as well as *peer mediation/conflict resolution* programs.
- In [Phoenix, AZ](#), community stakeholders called upon the Phoenix Police Gang Unit and Drug Enforcement Bureau along with the Violent Street Gang Task Force for intensive involvement. These entities now work together to eliminate gang activity by providing surveillance and arrest of violent gang members and targeting repeat offenders for enhanced prosecution. Third and fourth graders participate in an early intervention program called *GREAT (Gang Resistance Education and Training Program)*, which aims at nipping the problem in the bud.

- In [San Diego, CA](#), the strategy was to use paid informants to make videotaped drug buys in targeted neighborhoods, which resulted in the eventual arrest of street-level and mid-level members of the Crips, Bloods and another gang. The majority of gang members arrested pled guilty and was sentenced to prison.
- In [Wichita, KS](#), the *Wichita/Sedgewick County Neighborhood Initiative* is a consortium of grassroots community organizations, public agencies, including law enforcement, City government, the schools, interested nonprofit and for-profit private sector businesses, labor groups, and civic organizations that have pledged to work together to reduce gang-related violence. The initiative brings all of the parties to the table regularly—including grassroots anti-gang groups, police representatives—and gang members themselves.

Graffiti

- In [Burlington, VT](#), the *First Response Team*, launched in 2001, promises clean-up of graffiti within 72 hours, and organizes weekly volunteer clean-ups, volunteer training, youth learning services, adopt-a-block, mural and other restorative activities, and community service for prosecuted graffiti vandals. In 2004, with an operating budget of just \$34,000, the *FRT* cleaned up more than 900 locations.
- In [Caldwell, ID](#), youth and adult volunteers formed a *task force to remove graffiti*. It is run by the Idaho Chamber of Commerce in coordination with police and other local agencies, and equipment kept at the Chamber's downtown site. The minute new graffiti is spotted, the task force coordinator is notified. The coordinator then assigns a group to remove the graffiti. This approach has been so successful that Juvenile Court has asked to be able to assign youth to help out with the task force as their court-ordered sentence for non-violent crimes.
- In [Charleston, SC](#), students cleaned up graffiti and other damage around the school to help make the surrounding neighborhood more attractive.
- In [Kansas City, KS](#), a *Graffiti Task Force* was created by a group of public and private organizations to address and find a solution to the graffiti problem. This coalition worked to change ordinances and expand public and youth education, and coordinated a new abatement effort; and a graffiti hotline set up.
- In [Los Angeles, CA](#), the City created a "*Graffiti Free Zone*". The first stage involves two undercover officers that patrol problem areas on foot and identify new graffiti. Next, the locations of graffiti are relayed to the Dunbar Economic Development Corporation, which is under contract by the Department of Public Works to remove graffiti. This department provides community groups with trucks and other equipment to remove graffiti. Over time, the crackdowns on graffiti are becoming stricter. To ensure the safety of the graffiti removal team, the undercover cops take the photographs to be used in prosecuting these offenses against private and community property.
- In [San Jose, CA](#), an *Anti-Graffiti Program* started in 1999 has reduced graffiti by 95 percent. The San Jose Police Department has made arresting graffiti vandals a priority, along with installing surveillance cameras, and targeting repeat offenders. Under the *You Tag You Lose* program, any vandal caught "tagging" (defacing property with graffiti) loses his or her driver's license for one year and is required to pay a fine and clean up the graffiti. Some 2,700 neighborhood volunteers have been trained and equipped to keep their communities clear of graffiti.

High Crime Rate

- In Albuquerque, NM, the creation of a *community and prosecutions coordinator (CPC)* in the district attorney's office has enabled neighborhood associations to actively participate in the monitoring of criminal activity and enforcement. The CPC maintains a database of court cases and notifies neighborhood associations of upcoming cases in which criminals, from their neighborhoods will be going up for trial or sentencing, and works closely with the associations in their crime prevention activities.
- In Boston, MA, community organizers, leaders and property owners meet monthly with the Police Department to identify what actions need to be taken to deal with identified "hot spots" or problem properties. Gang violence and gang drug rings have been the crimes most often targeted by organizers and police. (see *Gangs*).
- In Burlington, VT, the *Public Safety Project* has been established to address both actual and perceived crime. Five Americorps*VISTA volunteers staff the project: Indeed, the key to *PSP's* success is the presence of the VISTAs on the streets, where they stay regularly in contact with residents by knocking on doors, visit with crossing guards and business owners, and spend time in parks and local stores, which gives each VISTA volunteer a feel for the neighborhood. In addition, *Public Safety Forums* were set up to allow residents to help shape a course of action for each problem. *PSP* staff members also run monthly training programs for community leaders in areas such as outreach strategies, flyer and newsletter design, meeting facilitation, conflict mediation, fire safety, self defense and urban gardening.
- In Eugene, OR, the *Bethel Public Safety Station* was created in 2001 so residents would have a place to report crimes and gather public safety information, contributing to better overall service by police to the community. The *Bethel Community Accountability Board* is composed of a group of residents who decide sanctions for low- and moderate-risk offenders who have committed crimes in the area.
- In Minneapolis, MN, the police have made themselves more visible in three different ways. The MPD moved its base of operations from the Precinct Center to the *Franklin Avenue Community Safety Center*, located in the heart of the crime-ridden business district; officers took to the streets on bicycles; and informal police activity of other kinds has grown out of the different aspects of the Safety Center.
- In Phoenix, AZ, a *Beat Accountability Program* was set up under which the officers walk or patrol the beat take responsibility for problem solving in that neighborhood. Beat officers and plainclothes *Neighborhood Enforcement Team* officers attend monthly meetings at which residents air concerns ranging from abandoned vehicles and prostitution to drug houses.
- In Seattle, WA, in order to get a better understanding of the crime occurring in Southeast Seattle, project leaders launched a multi-agency crime-tracking system using GIS technology. The project tracks crime activity and trends and the combines this information with land use, code violation, and property owner data on the same map so connections can be studied and opportunities identified.
- In St. Paul, MN, a "*Make the Call*" Campaign had police officers and members of the Crime & Safety Committee visit businesses and provide them with bright cards (to be hung near cash registers) telling cashiers when to call the police, and what department could be the most helpful in the given circumstances, along with phone numbers. The *Summer Patrol Program* gives officers an opportunity to visit with business owners on a regular basis, so they can become better informed about owners' concerns and receive their suggestions for dealing with nuisance activities and crime. Beat cops now carry a cell phone whose spp business owners can phone them directly without having to go through 911 emergency dispatch. An officer works with the East Side Neighborhood Development Company to help businesses with *Crime Prevention Through Environmental Design*. Any business

requesting funds from the ESNDP must past the scrutiny of the committee and stick with *CPTED* principles.

- In Toledo, OH, an officer on foot patrol now walks the Lagrange Street Business District, heightening police presence without advertising that the City is having problems in that district. Also, through the *Weed & Seed/Community Safety Initiative* program, *Citizens on Patrol* was created to monitor and report criminal activity in the neighborhood, and a *Crime Task Force* set up that identified the top ten crime hot spots in the neighborhood and prioritized them for attention.

Litter

- In Los Angeles, CA, monthly beautification projects are funded by the City of Los Angeles Board of Public Works' *Operation Clean Sweep*. The Dunbar Economic Development Corporation, LAPD Newton Division, *Operation Clean Sweep*, and the Trinity Community Block Club coordinate these activities, which include litter removal, recycling, and environmental education.
- In Providence, RI, the *Nuisance Abatement Task Force* (see *Problem Properties*) handles a variety of jobs that range from dealing with problem properties to cleaning up garbage and hazardous materials that have been long neglected, after a property was secured by the Task Force. Also, *nuisance complaint forms* were created by the Providence Police Department which residents can fill out and give to the *Weed & Seed* program coordinator, who is then responsible for contacting the agency charged with picking up the litter.
- In Seattle, WA, the *Southeast Seattle Community Safety Initiative* works with the Columbia City Business Association to collect annual dues from the businesses that are used to pay for different projects such as street cleaning, litter, and cleaning up illegal dumping sites.
- In Tacoma, WA, the *Drug House Elimination Task Force*, composed of police officers who work out of a substation within the community (a former drug house), regularly conduct neighborhood walks to identify problem properties, picking up litter as they go.

Loitering

- In Huntsville, AL, the Huntsville Housing Authority adopted a *trespass resolution* in 1994 after residents complained that non-residents were responsible for drug dealing, vandalism and violence. Anyone who has been charged with a crime, threatened violence, damaged housing authority property, or had a confrontation with a Housing Authority officer while on Huntsville Housing Authority property is banned from HHA property for a period of one year. Those who violate this law are subject to up to 180 days in jail.
- In Seattle, WA, police efforts to control loitering having proven ineffective, business owners decided to use *music* to disperse homeless persons and area youth who were loitering around their businesses, scaring away customers. They installed outdoor speakers that played either country or classical music.

Noise

- In Burlington, VT, noise was identified as a major issue in a section of the city in which many college students reside. As a result, a *Neighborhood Walk* was initiated, in which police officers, residents, University officials, and Public Safety Project AmeriCorps*VISTA volunteers (see *High Crime Rate*) walk the streets between 10 p.m. and 1 a.m. asking partiers to quiet down, cleaning up graffiti, and getting to know the neighbors, who then have a harder time refusing to comply with their requests and become allies in the anti-noise effort.

Panhandling

- In Little Rock, AR, when citizens complained about beggars becoming aggressive or angry when denied a handout, the City set up an *undercover police task force to target professional panhandlers and aggressive beggars*. The primary target is not the homeless, but professional panhandlers who have a permanent address in Little Rock.
- In New York City, NY, in order to make the subways safer, the New York Transit Authority banned panhandlers from the subways, resulting in a 15 percent decrease in felonies in the subway system.

Problem Properties

- In Boston, MA, police gathered information on properties, or “hot spots”, that were the root of much drug and gang activity in the city from local tenants and neighborhood crime watch meetings.
- In Burlington, VT, three *working groups* were organized, each targeting a specific geographical area. Each group includes a *City Code Enforcement Officer*, a *Public Safety Project VISTA* volunteer (see *High Crime Rate*) assigned to the area, the Police Lieutenant assigned to the neighborhood, and the City's mediation specialist. Problem properties are brought to the working group's attention by complaints from neighbors, a recommendation from a VISTA volunteer, or multiple police calls to the same property. The working group then figures out a response based on the type of problem. In some instances, *informal front lawn meetings* are created to mediate conflict between neighbors or students from the University of Vermont. In other instances a letter is sent to the landlord explaining the problem his or her property has had on the effect of the community. If this does not work, code enforcement officers will issue fines. In severe cases, the landlord is urged by the Code Enforcement Office to sell the property.
- In Little Rock, AR, a program titled *SAFE (Support, Abatement, Fines, and Enforcement)* was set up, through which police officers, the City's Attorney's Office, Fire Inspectors, and Code Enforcement Officers address problem properties. The *SAFE* team gradually moves from helping landlords to taking legal action against problem tenants and owners. As long as the landlord is willing to comply, the team will do all within its power to help, whether it be arranging for emergency repair grants, dumpster funds for demolition projects, or funds for facade improvement of rental properties. One officer, a *SAFE* team member, teaches classes for landlords and residents about state and local housing regulations.
- In Phoenix, AZ, through a federal grant from the U.S. Department of Justice, the City hired a *fulltime community prosecutor to address slum properties*. A code inspector aggressively goes after blighted rental properties with the goal of bringing them into compliance.
- In Providence, RI, the Olneyville *Weed & Seed* program works with the City's multi-agency *Nuisance Abatement Task Force* to deal with problem properties. This task force is headed by the Rhode Island Attorney General's Office and includes the Providence Police and Fire Departments, the offices of Code Enforcement, Public Works, Building Inspections and Standards, and *Weed & Seed*. Owners of nuisance properties who fail to comply with the standards brought to their attention by the Task Force may be forced to forfeit their property, which can then be turned over to a nonprofit organization at an affordable cost. The Task Force also works with landlords to take a more active role in maintaining their properties, and trains owners of apartments to screen new tenants in a more effective way.
- In Seattle, WA, the *Southeast Seattle Community Safety Initiative*, Seattle Police Department, and Homesight (a community development corporation) targeted commercial buildings with high levels of crime. Together, the Southeast Seattle CSI and the SPD addressed the crime aspect while Homesight centered community development projects

around these locations. Volunteers were a huge part of this effort, enabling Homesight and the SPD to complete projects that would otherwise have required significant fundraising efforts.

- In [Tacoma, WA](#), the *Drug House Elimination Task Force*, which includes Tacoma police officers who work out of a substation within the community (a former drug house), targets problem properties, conducts code enforcement inspections and works with the owners to resolve the problems. The *DHETF* also addresses reoccurring illegal activity by communicating with property owners, their tenants, local community groups, and neighbors.

Prostitution

- In [Grand Rapids, MI](#), several programs have resulted from the work of the *Prostitution Round Table (PRT)*, a committee charged with finding solutions to prostitution. One is the *Open Door Program*, which provides safe refuge for women from 9 p.m. to 9 a.m. and is staffed by women recovering from many of the same issues as the women coming off the street. Another program, the *Social Work and Police Partnership (SWAPP)*, is a partnership between Grand Valley State University's School of Social Work and the Grand Rapids Police Department. Under this innovative program, social workers ride along with community police providing direct assistance for women trying to make a living as prostitutes, as well as assistance in court, jail and elsewhere. A third program, *Start Treatment of Prostitutes (STOP)*, is a day treatment program spearheaded by Cindy Sikkema, probation officer for the 61st District Court.
- In [Minneapolis, MN](#), prostitution stings are routinely based out of the *Franklin Avenue Community Safety Center*, located in the heart of the crime-ridden business district, rather than out of the Precinct Center. In addition, having *officers on bicycle patrol, horseback, and foot patrol*, according to MPD representatives, has had a substantial impact on the curbing of prostitution.
- In [Phoenix, AZ](#), through the use of a federal grant, the City employed a *fulltime community prosecutor who targets prostitution*. A *neighborhood impact letter* was created to educate judges about the negative impacts of prostitution in the neighborhood. Neighborhood residents are present at sentencing hearings and have requested that the prostitutes be given travel restrictions, prohibiting them from entering the neighborhood during the period of probation.

Public Intoxication

- In [Tacoma, WA](#), where the chronic public inebriant (CPI) is seen as adding to the criminal activity and deterioration of the area, an *Alcohol Impact Area* was established with the help of the Washington State Liquor Control Board. Merchants within this area are prohibited from selling certain types of alcohol during certain hours.

Trespassing

- In [Providence, RI](#), the *Nuisance Abatement Task Force* (see *Problem Properties*) urges owners of properties where criminal activity is a chronic problem to complete "*No Trespassing*" forms that allow police to arrest any person not authorized to be on the property.

Truancy

- In Lehigh County, PA, the *Pennsylvania School-Based Probation Program* is a supervision model in which the juvenile probation officer works in the schools themselves rather than the traditional courthouse environment. This model allows the probation officer to contact clients more frequently and observe client interactions with peers in a social setting, and to actively enforce conditions of probation such as school attendance.
- In Phoenix, AZ, school personnel monitor school attendance and notify parents if their child has more than three unexcused absences. The parents are required to respond and describe the measures they have taken to make sure their child is attending school. If the child continues to miss school, the school notifies the prosecutor or police department to ask that criminal charges be filed against the parents. The prosecutor has the option of offering a deferred prosecution diversion program, instead of criminal charges.
- In Toledo, OH, funding is provided, through the *Weed & Seed* grant, for local officers to work exclusively on truancy. These officers receive daily attendance sheets from the Board of Education which they look over, drive through neighborhoods, and visit the homes of truant students. The students are then transported to the Truancy Center, where they receive intensive intervention from *Parents Helping Parents* and Social Outreach Workers before going back to school.

Unsafe Walk to School

- In Los Angeles, CA, unsafe routes to and from school in a certain area having been identified as a major concern, the Newton Division of the Los Angeles Police Department (LAPD) increased the number of patrols on Central Avenue, where most of the problems occurred, both before and after school.

Vandalism

- In Burlington, VT, unsupervised youth were causing problems throughout the city's neighborhoods. Youth vandalism was a major problem. The parents were approached and a street resource day created and the streets with lined with recreation opportunities. Both measures met with minimal success, so the *Public Safety Project*, working together with *Club Youth Speak-Out* (a local youth initiative), held a *Pizza-and-"What I Hate About My Neighborhood" Party*. Participation in the event by teenage residents was outstanding and has led to the continual involvement of teens in the effort to protect their community.