

Herman Goldstein Award Nomination



HIGH POINT, NC

***One City's Success in
Reducing Gun Violence***

High Point Violent Crime Task Force

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The High Point Violent Crime Task Force

The Violent Crime Task Force (VCTF) has evolved into a nationally recognized model strategy for violent crime reduction. The Vice President's Reinventing Government Partnership selected it for the SafeCities network.

Scanning: High Point, NC is a city of 80,000 with a police force of 194 officers. The per capita criminal homicide rate had become the highest in the Piedmont Triad SMA, which includes neighboring cities Greensboro and Winston-Salem.

Analysis: At the same time that law enforcement agencies were seeking a solution to High Point's violence troubles; two citizen anti-violence coalitions were examining the same problem. The solution was a cooperative "carrot and stick" approach. The VCTF combined the efforts of ten law enforcement agencies, fifteen public assistance agencies and *[more importantly]* **forty-one community groups** as partners to prevent violence.

Response: The task force conducted "call-ins" for persons identified as violent offenders. Representatives from law enforcement [usually the head of the agency] instructed the candidates that they could expect to bear unusual scrutiny and tough action should they participate in further violence.

Prior to the enforcement message, candidates were given a similar "round-table" presentation of assistance offers made by the community partners without law enforcement presence. If they refrained from violence, they could choose from churches, education providers and self help programs for support in making lifestyle changes.

Assessment: The VCTF is responsible for producing the 1999 changes illustrated below.

Criminal Homicides -64%	Criminal Homicides (Firearm) -86%
Gang Related Homicides -100%	Drug Related Homicides -100%
Robbery with Firearm -24%	Assault with Firearm -29%
Shots Fired Calls -21 %	Firearms Recovered -42%
Homicide, Robbery, Assault (Gun): -30%	Citizen Complaints -19%

Although the statistical improvements are dramatic, the most important rewards cannot be quantified. They emphasize *community problem outcomes* more than *statistical outputs*.

- **Community Buy-In:** Acceptance of an *active* citizen role in the public safety process is evidenced by the growing number of community partners offering assistance.
- **Public Opinion:** Local minister Rev. William S. Fails entered the program with healthy skepticism. He now is a noted speaker on the benefits of a police-clergy bond for fostering neighborhood renewal.
- **Police - Community Relations:** During a program that has increased enforcement as one of its methods, *an attendant increase in* complaints might *be* expected. During *VCTF* operations *there was a* complaint *decrease* of 19% during 1999 *and an overall 49% drop over the past* three years.

The High Point Violent Crime Task Force

The High Point Violent Crime Task Force (VCTF) has evolved into a national model strategy for violent crime reduction. Vice President Al Gore's National partnership for Reinventing Government selected it as the single example showcased for violence reduction at the SafeCities Network startup conference in March.

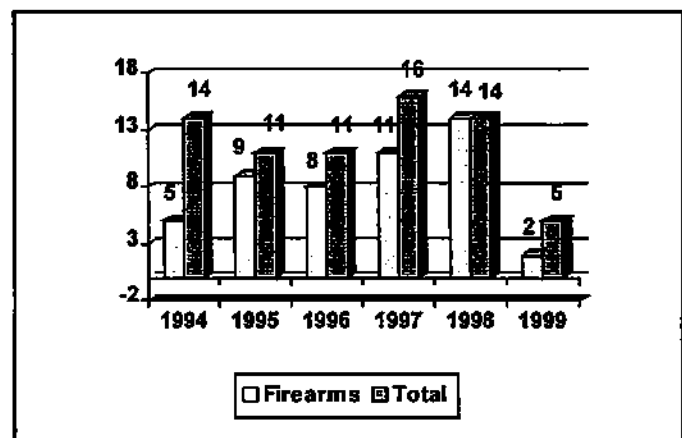
High Point Chief of Police Louis F. Quijas was invited to Washington, DC to deliver an address to the SafeCities participants describing how law enforcement and the High Point community worked *together* to reduce gun violence. In accentuating what he believes to be a critical element, Chief Quijas said, *"Reducing gun violence must be community-driven. It is not just an issue for the police. We must engage all of our community - law enforcement, faith and business leaders, educators, parents and other citizens. We are all in this together."*

The SafeCities Network is a national initiative focusing on ten cities designated to be laboratories for state-of-the-art strategies in crime control. Program participants were enthusiastic about the High Point VCTF approach and have said they plan to adopt it, in part or as a whole. Some have elected to make site-visits to High Point.

As a result of the presentation, High Point has been made an "honorary" SafeCity so that we can have a continuing role in the program. Chief Quijas has been asked to be a member of the SafeCities Steering Committee.

The High Point Violent Crime Task Force was spearheaded by the High Point Police Department and federal enforcement agencies directed through United States Attorney Walter Holton (Middle District, NC.) After receiving a special briefing about the project, Attorney General Janet Reno expressed her support for the VCTF and stated that she was extremely impressed by the level of cooperation that it engendered. Ms. Reno also credited the task force with developing positive ties to the community.

The Violence Problem: High Point, North Carolina is a city of 80,000 population with a police force of 194 officers. The per capita criminal homicide rate had become the highest in the Piedmont Triad SMA, which includes larger neighboring cities Greensboro and Winston-Salem. Criminal homicides peaked in 1997 with sixteen. 1998 was little better at fourteen. Firearms accounted for most of the problem. Other key factors identified by police were drug "turf" disputes and gang influences.



Criminal Homicide 1994 -1999

In the first full year of operations by the Violent Crime Task Force [1999] there were five criminal homicides, with only two by gunfire.

The Solution: At the same time that local and federal law enforcement agencies were seeking a solution to High Point's violence troubles; two citizen anti-violence coalitions were examining the same problem. The first was the Black-on-Black-Crime Task Force looking for remedies to crime problems within the African-American community. The other group was associated with High Point Regional Hospital and was concerned with the high cost of violent crime [in many different respects] to the community at large.

A plan was made to combine the community groups with the law enforcement effort and engage in a joint venture to find an answer to everyone's questions. This was the genesis of the High Point Violence Crime Task Force.

The solution was a "carrot and stick" approach with heavy emphasis on the carrots. The VCTF combined the efforts of ten law enforcement agencies, fifteen public assistance agencies and [more importantly] **forty-one community groups as** partners in this violence prevention initiative. All participants are listed on page 10 of this report.

Law enforcement officials knew they could not just *arrest* their way out of the problems. This had been tried before. An interventionist strategy was needed: one that would have long-term effects, and result in permanent change for the community.

Methodology: The task force adopted a six-step method:

1. Identification of violent offenders and those with a potential toward violence.
2. Intensive investigation, enforcement and prosecution of those who engage in violent acts.
3. Contact with identified offenders through call-in and home visits.
 - a. To deliver an anti-violence message from law enforcement
 - b. and to make offers of assistance from the community component as an alternative to violence.
4. Deliver community resources to participants who request it.
5. Make a prompt law enforcement response to acts of violence in the community.
6. Evaluate, adjust and repeat the strategy.

The task force conducted "call-ins" for all persons identified as violent offenders. In a somber atmosphere, representatives of the law enforcement agencies [usually the head of the agency] instructed the candidates that they could expect to bear unusual scrutiny and tough action should they participate in further violence. They were also instructed to carry the message to their associates. Each participant was given the form that appears on page 11 of this report. The message was serious, but non-confrontational. The communication was clear that we would prefer a transition away from violence that would benefit both the participants and society.

Prior to the enforcement message, candidates were given a similar "round-table" presentation of what help the community partner groups and government assistance agencies could provide. This session was conducted without law enforcement presence and in a cordial atmosphere. If they refrained from violence, they could choose from the many churches, education providers and self help programs for support in making lifestyle changes. Assistance was available for jobs, housing, education and fighting drug addiction.

Many were attracted to the aid options. **The most recent "call-in" of nineteen candidates contained only one person who reported they needed no help.** A self-survey instrument is used to match the needs of the candidates with the available resources. The survey is represented on page 12 of this report.

To date, nearly 200 people have experienced the "call-in" procedures. Probation and parole requirements were the leverage used to ensure that candidates would participate. As the program progressed, probation officers were hard-pressed to provide candidates because fewer people were on probation for violent acts.

in addition to examination of the probation and parole clients' records, other prime offenders were identified through crime analysis and the collective knowledge of the working police officers that knew them best. If these candidates were not on probation, home visits were made to provide the "get tough" message and information on the community-based alternative programs. Prior to enforcement, all candidates were fully informed of the choices they could make.

In the initial stages of vigorous enforcement, 40 offenders were placed in federal confinement, and more in state prisons. The High Point VCTF concentrated on the "worst of the worst" and the relatively few people prosecuted have swayed the majority to abstain from violence.

Police made an immediate, intense response to any act of violence. The response took place within the neighborhood area where the violence occurred. Enforcement activities included high visibility drug, public disorder and "quality of life" crime arrests. Officers went house-to-house soliciting information about the crime that initiated the response.

The geographic responses to violence also gave law enforcement an opportunity to make inroads within the neighborhoods for their message of violence prevention. During the house visits and personal contacts, officers handed out flyers with information about the task force and its "stop the violence" message. They engaged residents in discussion and had a very open dialogue.

One basic tenet of the in-neighborhood segment of the program was that officers should remember that it is only a small number of the residents who cause violence and that we are seeking the cooperative efforts of the majority to prevent it. In many instances the neighborhoods reciprocated by providing information and crime suspects that we did not know about prior to the talks.

A pleasant outgrowth of the neighborhood response element is that officers learned that a heightened personal interaction with the residents was beneficial to both groups and not something to be avoided. This has boosted our overall community-oriented policing strategy.

Rewards: The VCTF is directly responsible for producing the effects illustrated in the tables below. The aim of the project was to reduce criminal homicide, particularly those that were drug or gang induced. Robbery and Assault decreases were a hoped-for byproduct.

Comparison of 1998 to 1999

Criminal Homicides -64%	Criminal Homicides (Firearm) -86%
Gang Related Homicides -100%	Drug Related Homicides -100%
Robbery with Firearm -24%	Assault with Firearm -29%
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Homicide, Robbery, Assault (Gun): -30%	Citizen Complaints -19%

Comparison of 1997 to 1999

Criminal Homicides -69%	Criminal Homicides (Firearm) -82%
Gang Related Homicides -100%	Drug Related Homicides -100%
Robbery with Firearm -48%	Assault with Firearm -48%
Shots Fired Calls -37%	Firearms Recovered -32%
Homicide, Robbery, Assault (Gun): -49%	Citizen Complaints -49%

A full collection of graphs for the data is contained in the supplemental documents for this report.

Although the statistical improvements are dramatic, the most important rewards of the program cannot be quantified. They emphasize community problem outcomes more than statistical outputs. They include:

- o Community Buy-In: Acceptance and support for an active citizen role in the public safety process is evidenced by the growing number of community partners who have offered services and assistance.

- a Changing Opinion: Local ministers entered the VCTF with a healthy skepticism, but have become enthusiastic leaders in the program. Rev. William S. Fails and Rev. Michael Ellerbe are now prominent speakers on the benefits of a police-clergy bond for fostering neighborhood renewal. Ellerbe serves as Chairman of the local Weed & Seed Steering Committee.

Rev. Fails told participants at a recent National Institute of Justice gathering in Washington, D.C. that the High Point community "trusts" their police department in large part because of the way this program was handled. He recently joined U.S. Attorney Walter Holton in testifying before the House Judiciary Committee as part of a Congressional review of gun violence in America.

- Police -- Community Relations: During a program that has increased enforcement as one of its methods, an attendant *increase* in complaints might be expected. Not so, during the initial period of VCTF operations. There was a complaint *decrease of 19%* during 1999 and an overall 49% drop in citizen complaints over the past three years. This key factor was cited in a recent New York Times article that mentioned the High Point VCTF in comparison to some large city initiatives that affected crime, while expending community trust and good will.

Differences: What distinguishes the High Point Violent Crime Task Force from other violence reduction approaches?

- The community component of our strategy is the key to success. The community partners provided valuable advice on tailoring the approach to candidates during the "call-ins." They will continue to serve as a barometer of public opinion as the program moves into the future. Citizen involvement is on a very broad scale and at a high level of participation. The approach is to let the police step back into a support role for the rest of the community.
- The High Point VCTF program can be successfully replicated in more communities. High Point is closer in size to the *average* city with the *average* police department. Those cities and police departments would have assets, methods and needs similar to High Point. The task force has received inquiries from cities of differing sizes from across the nation.
- The program demonstrates that there is a diminishing need for strict enforcement, as the community component becomes more involved. The aggressive enforcement component is used infrequently as the project matures. There has been no need for federal indictments in the past ten months.
- The High Point model has a citywide target rather than a concentration on one neighborhood or gang. The program targeted adults of all ages rather than just a focus on youth violence.
- Project information has been published in a "how to" guidebook structure. The SafeCities program has distributed it to all participants.

Institutionalization:

- With the assistance of the University of North Carolina-Greensboro (Center for the Study of Social Issues) and the local school system, a program has been developed to use the same community agencies to assist the *parents* of students who might be susceptible to crime influences. The purpose is to develop a model program for other cities.

The proposed project is a practical approach to understanding and preventing youth violence. The program will inventory predictors of the youth's internal strengths and vulnerabilities, as well as the supportive and unfavorable elements of their social environment. This information will be compared to variables distilled from information learned about the lives of VCTF targets and "call-in" participants. In this manner, at-risk students can be identified and intervention assistance provided to them and their families.

Chief Quijas sums it up by saying, *"You can't come to school on time when your parents are fighting late at night... You can't do your homework if your older brother is using the kitchen table to cut up crack cocaine."* He hopes that in the future when we send High Point youth to the state capitol in Raleigh, *"it's to NC State University rather than the NC State Penitentiary."*

- o "Operation Reach" is a newly instituted phase of the program that ensures follow-up for "call-in" participants who have accepted community assistance and have not reverted to violent conduct. Police and probation officers schedule a home visit to renew the offer of help, check progress and commend the non-violent conduct. The officers are usually accompanied by a clergy member and another community volunteer.

This procedure also has the effect of reminding the participant that the program is still active and that they have not been forgotten. A survey instrument has been designed and used for this procedure.

- The experiences and lessons learned for the VCTF have become synchronized with the Department's other community-oriented policing efforts. Methods cross over and become habitual to the other processes. In the future, there may be a blurring of the lines between the various programs and VCTF procedural techniques will become systemic.
- A group within the Police Department is adapting the project's applicability to burglary and other property crimes.
- o Employment of VCTF methods for combating domestic violence in public housing is also in early stages of implementation.

Program Factors Applicable to Herman Goldstein Award Criteria:

- *Continual Improvement of services to the community.* By bringing the community solidly into the public safety process and making them integral partners, we have discovered resources that we didn't know existed. The Police Department has become a well-appreciated vehicle for distributing those services.
- *Strengthening of police relations and promotion of community participation:* The Violent Crime Task Force has broken down barriers in the community, especially with the clergy, and caused a realization from both sides that the preferred system is

one of police-community interaction. That connectivity has never been greater and continues to build. The community partners were used as a sounding board to improve procedures as the program progressed.

- *Effective use of resources:* The High Point VCTF has accomplished much to date without the use of any special state or federal grant to fund it. The normal resources of the participating agencies were used. Late in 1999, High Point received Weed and Seed funding. This was partly influenced by the VCTF and will allow an expansion of the program into other areas of concern.
- *Enhancement of communications within, and cooperation among, agencies:* Prior to the VCTF, law enforcement relationships had been in a state of stagnation or decline. This program has revitalized those relationships. Constant communication [some federal officers were assigned within the High Point Police Department] and interaction have had a positive "cross-pollination" effect on the thinking of all agencies. As an outgrowth of the program, a regional Chiefs and Sheriffs association was established with monthly meetings to facilitate cooperation.
- *Development of creative and innovative approaches that promote quality and excellence in law enforcement:* The national and local recognition given to the High Point Violent Crime Task Force are a testament to its creativity, innovation, quality and excellence.

Recognition:

- o The VCTF received extensive local news media coverage throughout 1999, which helped to increase public awareness and support. The program has also received mention in The New York Times and The Washington Post.
- The previously cited involvement with SafeCities Network and the Partnership for Reinventing Government is a national honor for the High Point VCTF program.

Pamela Johnson, Executive Director of the SafeCities program, had this to say about the High Point VCTF: *"A number of SafeCities federal partners identified High Point as a potential model from which other cities could learn. High Point has a comprehensive strategy for reducing gun violence, which includes prevention, intervention, enforcement and adjudication. This, combined with significant results in reducing gun violence and an impressive coalition of partners representing a range of government organizations. Educational institutions and citizen groups including the faith-based community, made Chief Quijas an ideal speaker as we launched the SafeCities Network"*

- Showcased at the 1999 U.S. Attorney's Conference. (One of three programs presented)
- On April 6 1999, U.S. Attorney General Janet Reno received a briefing by members of the High Point VCTF at the U.S. Attorney's Office in Greensboro. Members described the various components of the strategy and provided illustrations of how it was working at the time.

Following the meeting, the Attorney General expressed her support for the strategy and stated to the U.S. Attorney that she was extremely impressed with the level of commitment and cooperation exhibited by the members of the task force. Ms. Reno characterized the task force as a model for law enforcement cooperation at the federal, state and local levels. Ms Reno also credited the task force for its excellent work in developing ties with the community.

- Award from the regional Weed and Seed Conference 2000.
- Department of Justice Award for OCDETF 1999 Case of the Year, Middle District of North Carolina.
- 1999 DEA Administrator's Award for Atlanta Field Office Region.
- Chief Quijas presented the program at a national Weed and Seed teleconference. (One of three programs featured.)
- Feature article in upcoming Weed & Seed Best Practices Magazine. A pre-publication copy is included in the supplemental documents for this report.
- The North Carolina Crime Commission has indicated that the High Point model is a preferred selection for grant proposals from other North Carolina cities.

Project Planning and Analysis: The following section is an overview of the crime analysis and planning techniques used to implement the VCTF strategy. David Kennedy, Senior Researcher at the John F. Kennedy School of Government, visited High Point and advised officers as they created their plans.

- Law enforcement participants identified the violence problem by analyzing violent incidents and through community surveys.
- Repeat, violent and group offenders were identified through:
 1. surveys of police and probation officers,
 2. criminal background investigations,
 3. data from incident reviews,
 4. lists of current probation/ parole clients.
- Officers planned and conducted investigations of:
 1. chronic violence offenders,
 2. and leaders of violent groups.
- State and federal prosecutions were planned for:
 1. weapons offenses,
 2. narcotics traffickers,
 3. state habitual offenders.

- Notifications to "call-in" participants and home visits.
 1. community intolerance for violence,
 2. partnership of police/ community,
 3. support of community and clergy,
 4. law enforcement deterrence message.
 5. reinforced through "call-ins", flyers, visitations and news media.
- Methods of the community partners:
 1. survey needs of the individual,
 2. develop an action plan,
 3. coordinate delivery of needed community resources.
- Multi-agency response to violent acts. (Geographically specific to the neighborhood where the violent act occurred.)
- Re-survey of the community.
- "Operation Reach" Checking that requested services have been delivered and reinforcing the anti-violence message.
- Compare *before to afterdata*.
- Refine the program based on results.

Agency and Officer Information

1. The entire police department was involved in this operation.
2. Department-wide training in problem oriented policing and problem solving had been ongoing for approximately five years. This project institutionalized the methods that we had learned.
3. There were no additional incentives for engaging in problem solving, except that this is expected and recognized in yearly performance evaluations that are tied to merit pay increases.
4. Guidelines were developed as the program matured. Other departments are now using these published manuals.
5. The violence, its nature, participants, and resources were factors identified through the problem oriented model.
6. No resources were used beyond those normally available to the agencies. Weed and Seed funding is now assisting to further the program.

7. Contact Person:

Captain Neil Kearns
 High Point Police Department
 1009 Leonard Avenue
 High Point, NC 27260

Telephone: 336-887-7973
 Fax: 336-887-7972

raymond.kearns@ci.high-point.nc.us

LAW ENFORCEMENT

**High Point Police Department
U.S. Attorney's Office
Federal Bureau of Investigation
Drug Enforcement Administration
State District Attorney's Office
Bureau of Alcohol, Tobacco & Firearms
North Carolina Probation & Parole Division
NC State Bureau of Investigation
O. I. G. H. U. D.
U.S. Marshal Service**

Totals For Each Component

Law Enforcement:	10
Public Assistance Agencies:	15
Community Partners:	41

PUBLIC ASSISTANCE AGENCIES

**Office of Guilford County Courts
JobLink
Guilford County Dept. of Social Services
NC Employment Security Commission
Federal Public Defender's Office
Office of Juvenile Justice
Guilford County Schools

Guilford County Mental Health Dept.
Office of Juvenile Justice
Adult Protective Services
High Point Housing Authority
Guilford County Health Dept.
Dept. of Housing and Urban Development
Day Reporting and Restitution Program
City Community Development Dept.**

COMMUNITY PARTNERS

**Greater First United Baptist Church
Piedmont Sickle Cell Disease Assoc.
Central Carolina Legal Services
The High Point Enterprise (newspaper-
Word of Reconciliation Ministries
Childwatch
B&C Associates
American Assoc. of University Women
High Point Regional Health System
St. Mary's Episcopal Church
Family Services of the Piedmont
Guilford Technical Community College
University of North Carolina-
Greensboro
High Point College
The Community Outreach Partnership
New Beginnings Full Gospel Ministries
A.S.K.
Memorial United Methodist Church
Family Services of High Point
Crisis Women's Shelter
Y.W.C.A.
Open Door Ministries
Emmanuel Lutheran Church
American Friends Service Committee
Workplace Solutions
WGHP (television)
SAVE
Center for the Study of Social Issues
American Red Cross
Guilford's Promise
Sechrest Funeral Services
Junior League of High Point
High Point Human Relations
Commission
Washington Drive Resource Center
High Point Chamber of Commerce
Montlieu United Methodist Church
One Step Further
Behavioral Technologies
Caring Services
Williams Memorial C.M.E. Church
Batts Consultants**

HIGH POINT COMMUNITY AGAINST VIOLENCE

Violence, not now... not ever!

THE GOAL

To improve the quality of life for all residents of High Point by employing a comprehensive city wide strategy to reduce violent crime.

THE PLAN

To identify repeat, violent and group offenders.

To vigorously prosecute those who are involved in violent or serious criminal behavior in State and Federal court.

To notify those identified it is time to stop the violence.

To assist those who want to change their lifestyle.

To aggressively respond to further acts of violence.

(AND TO REPEAT THIS PROCESS UNTIL HIGH POINT IS THE SAFEST CITY IN AMERICA)

THE MESSAGE

The Community Against Violence is not a strategy to forgive offenders for serious criminal activity committed in the past.

It is a promise to vigorously prosecute repeat violent and group offenders who continue to engage in violent activity.

It is an offer by the community to assist those who want to change their life style by delivering resources available in High Point.

AVAILABLE RESOURCES

G.E.D/School, Job Training, Employment, Parenting, Day Care, Alcohol or Drug Treatment, Counseling, Anger Management, Medical Checkups, Mentoring, Tutoring, Housing, Religion, Transportation, Help for Family, Tattoo Removal.

Contact your Probation Officer for help now![†]

Community Resource Needs

Name _____ **DOB** _____
Probation: Intensive _____ Yes _____ No _____ **Date Interviewed** _____
 Regular _____ Yes _____ No _____ **Time Interviewed** _____
Current Address _____ **Employed** Yes _____ No _____
Probation Officer _____ **PO's Phone #** _____

I. Please rank any of the following needs, with "1" being most important:

Education/GED	Alcohol/Drug Treatment
Job Training	Housing
Employment	Help for family (day care
Transportation	parenting classes, conflict resolution, etc.)
Help for self (counseling, etc.)	Mentoring/Role Model

Please explain _____
 Other (please list: - _____.)

II. **Current Offense (include case number)** _____
Sentence _____

Prior Record: Felonies _____

Assaults	Yes	_____	No	_____
Weapons	_____	Yes	_____	No
Misdemeanors	_____	Yes	_____	No
Drugs	_____	Yes	_____	No
Valid Drivers License	_____	Yes	_____	No
Other	_____	Yes	_____	Please list _____

III. **Parents' Names:** _____
Brothers' and Sisters' Names/Ages/Residence: _____

With whom do you live? _____
Children's Names/Ages/Residence: _____

Highest grade level completed _____

Consent of probationer to release Section 111 info_ _____ Yes _____ No _____ **PO's Initials** _____

12-15-99

Supplemental Documents

High Point Violent Crime Task Force

Data Charts and Graphs

SafeCities Information

Weed & Seed Best Practices Article

UNC-Greensboro In-School Proposal

Newspaper Clippings

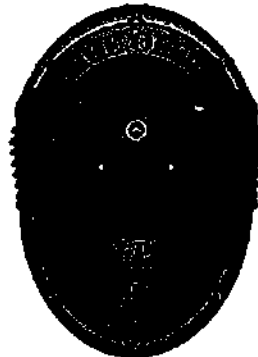
Raw Data Crime Comparison Reduction Percentage Statistics

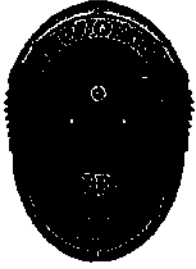
• Comparing 1997 to 1999 Statistics

- Criminal Homicides -69 %
- Criminal Homicides with Firearms -82 %
- Robbery with Firearms -48 %
- Assault with Firearms -48 %
- Total (above three with Firearms) -49 %
- Shots Fired Calls -37 %
- Firearms Recovered -32 %
- Citizens Complaints -49 %

• Comparing 1998 to 1999 Statistics

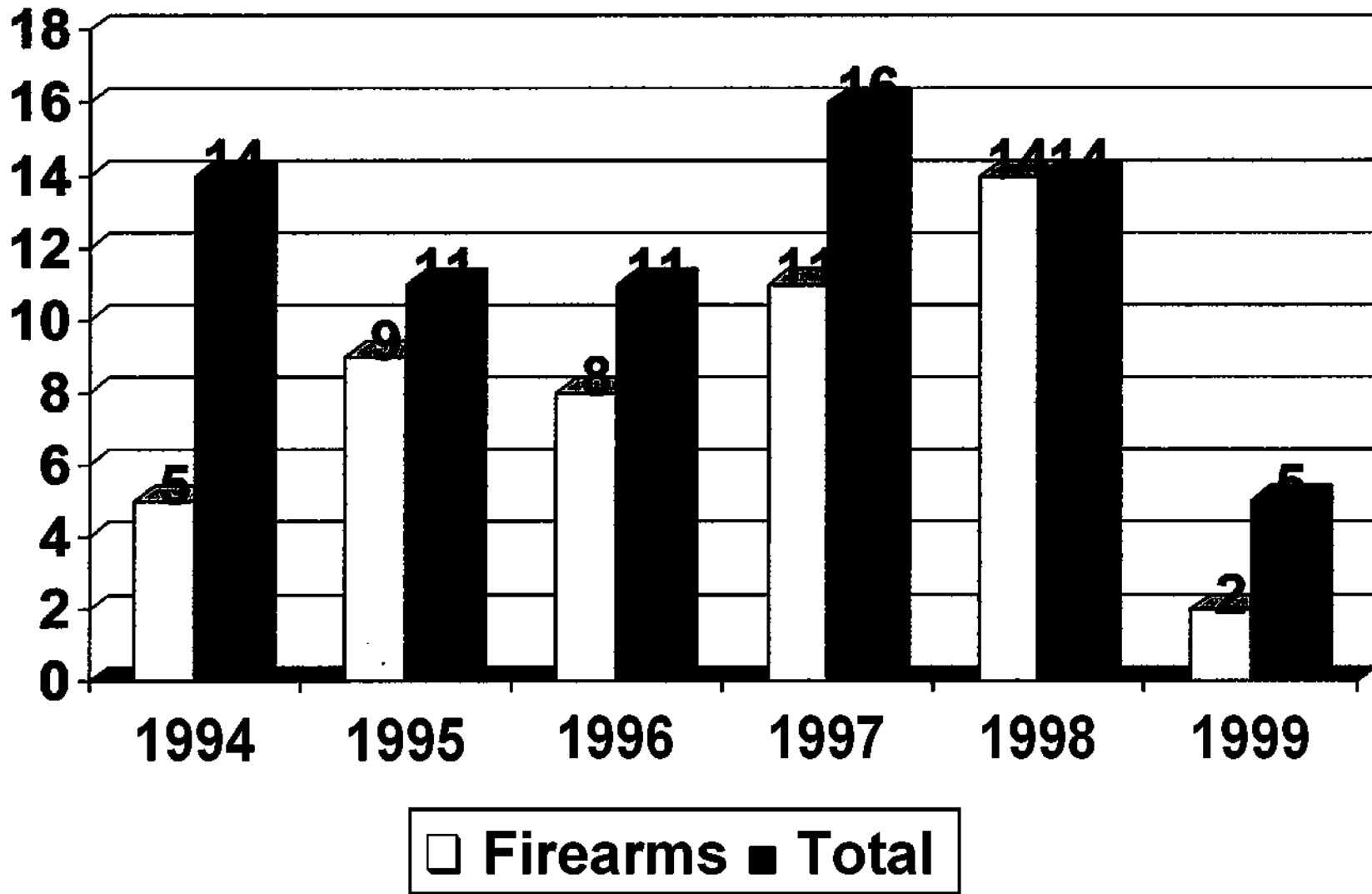
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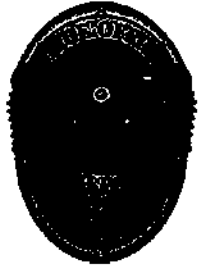




Criminal Homicides

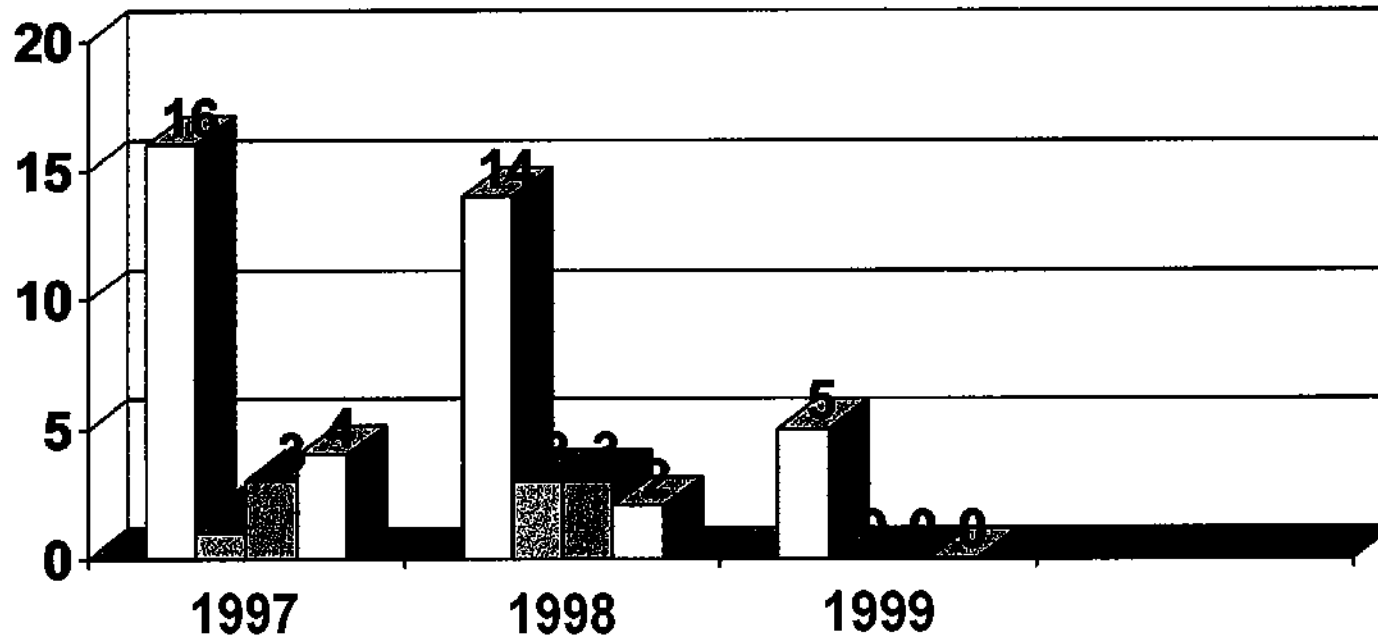
1994-1999





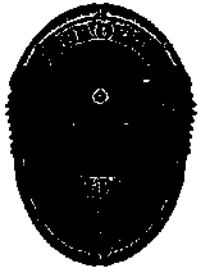
Homicide Comparison 1997 -1999

(Criminal Homicide | Gang Homicide | Drug Homicide | Gang - Drug Homicide)

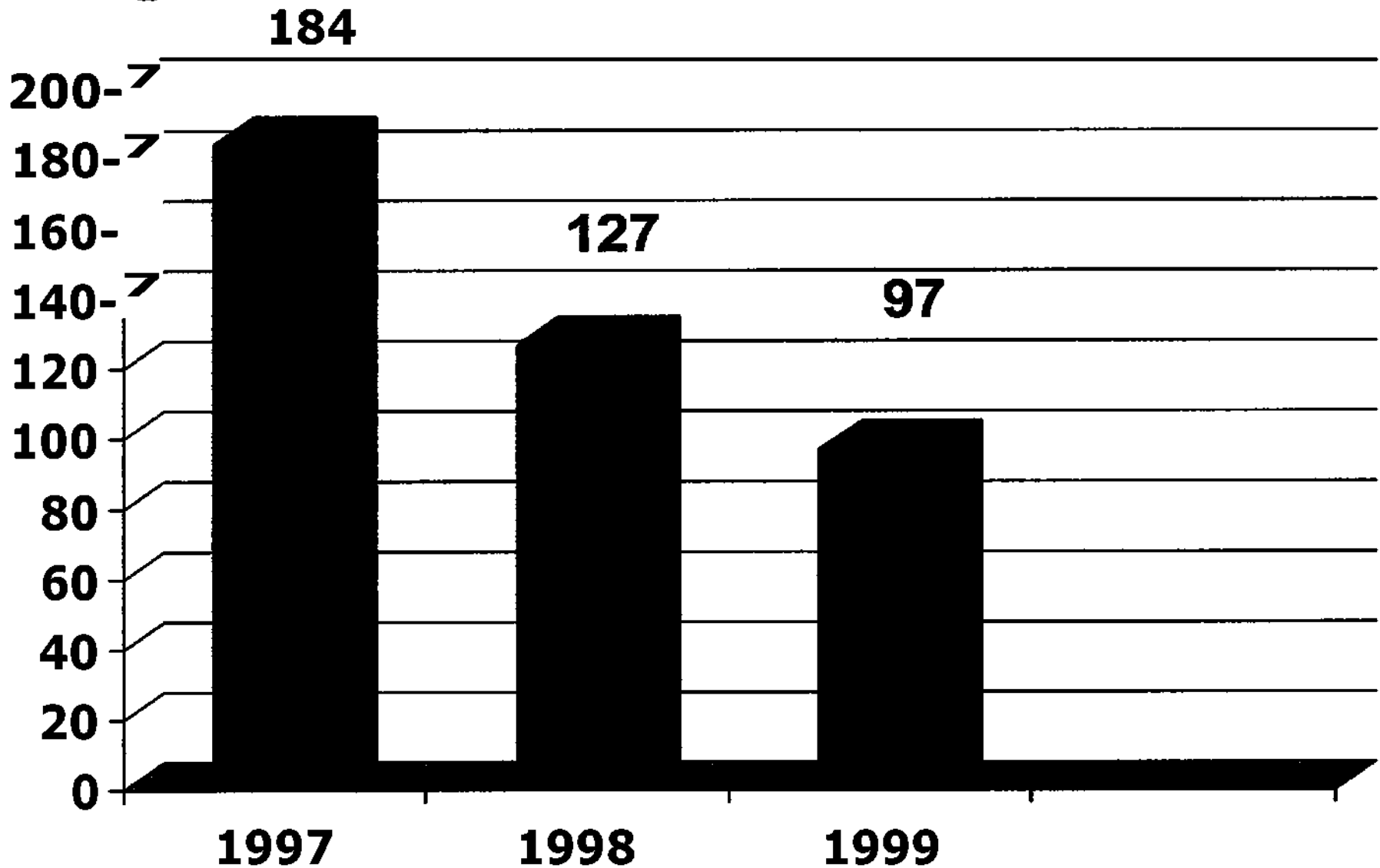


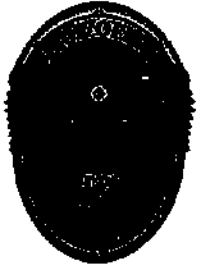
□ Criminal Homicide
® Drug Homicide

■ Gang Homicide
□ Gang | Drug Homicide

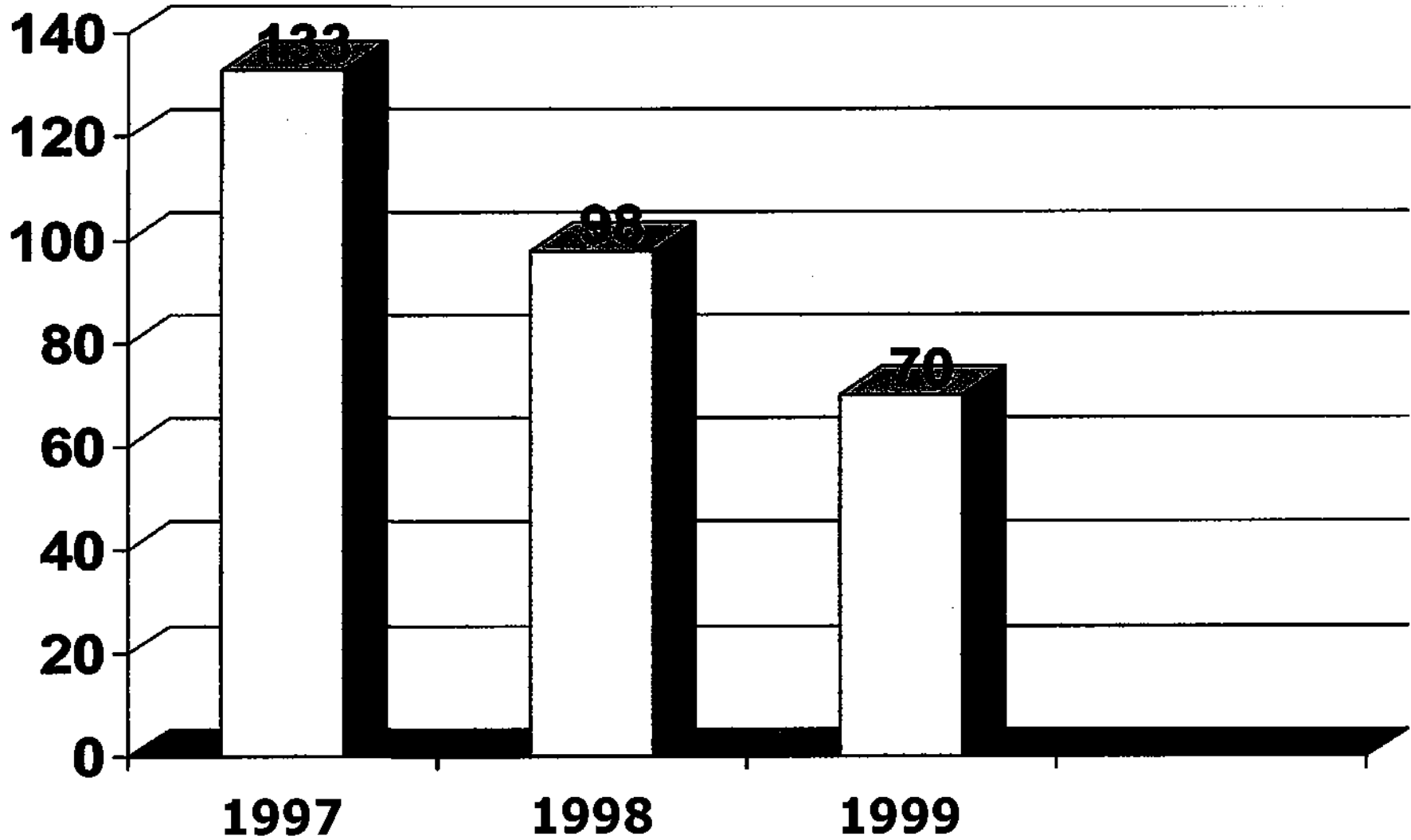


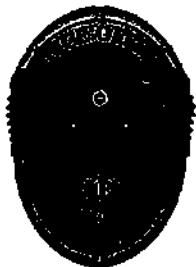
Robberies With Firearms 1997 - 1999



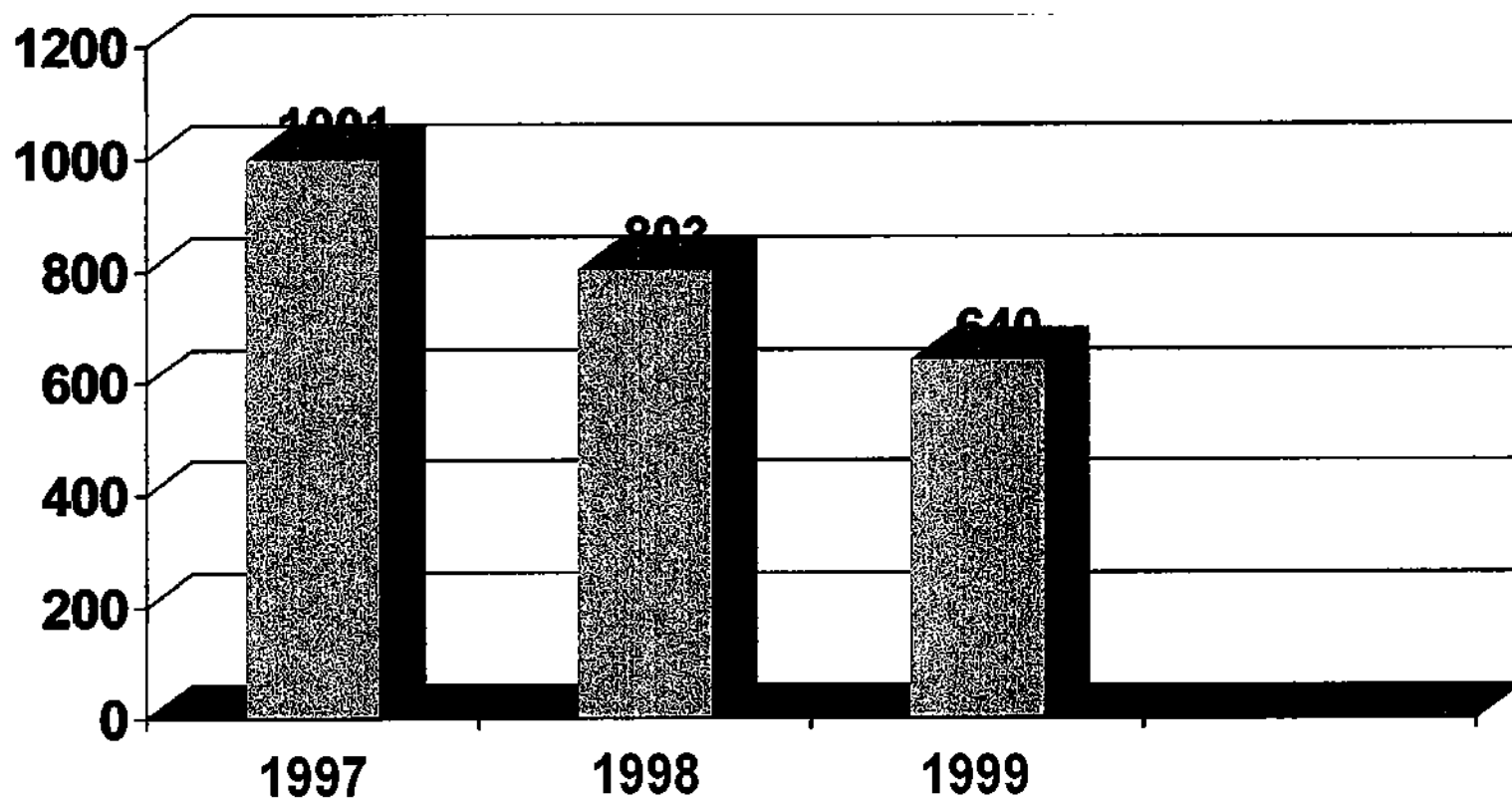


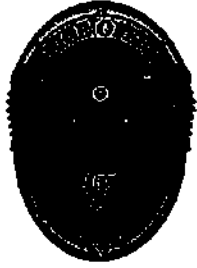
Assaults With Firearms 1997 - 1999



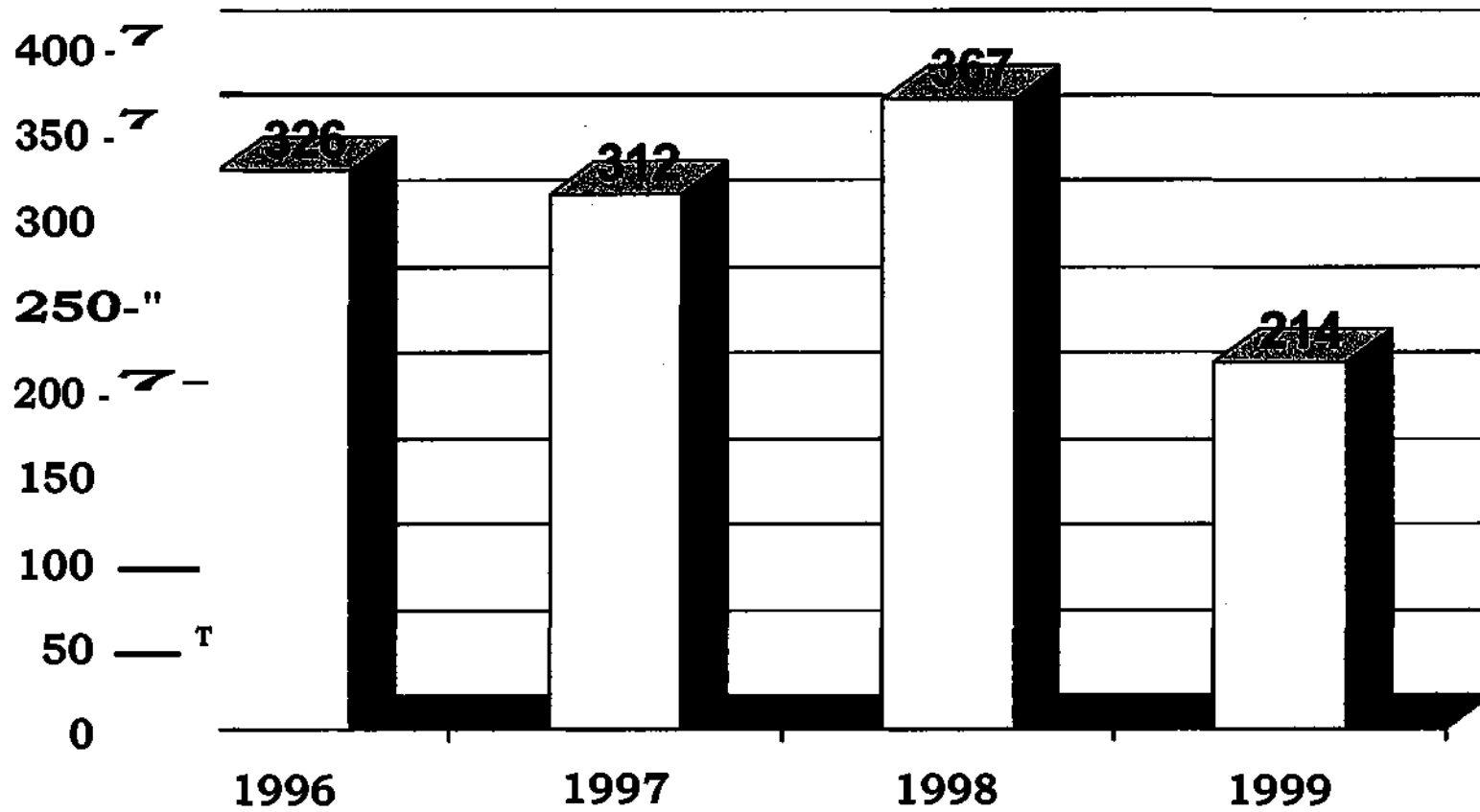


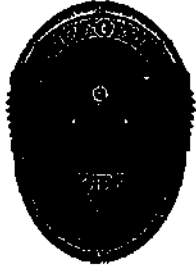
Shots Fired Calls 1997 - 1999





Firearms Recovered 1996 -1999





Citizens Complaints 1997-1999

