

2007 Herman Goldstein Award for Excellence in Problem-Oriented Policing

Richmond (Va.) Police Department

Sector 213: From Blight to Bliss

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Summary:

For decades Jefferson Davis Highway and Summerhill Avenue in Richmond, Va, was “the heartbeat of crime,” according to Lt. John Darnes, who commands Sector 213. Illicit drugs, prostitution, and firearms trafficking were intrinsic to the area, and while efforts had been made to address the ongoing problems no measurable success ever was achieved.

One day a tour of the area was conducted. Things were as bad as they always had been. Richmond Police Chief Rodney D. Monroe asked Lt. Darnes, “What do you need to fix this?”

Most said the only way to solve the problem was through more undercover officers and assigning the Violent Crimes Impact Team to the area. Lt. Darnes disagreed. “We need to change the landscape,” he said.

By that, he meant that it was time to clean up the neighborhood. It wasn’t just going to be about trash removal. It was about cutting back shrubs, increasing lighting, boarding vacant houses, and removing abandoned cars. In other words, removing the systemic enablers of crime.

“We need to make it look like Short Pump,” Lt Darnes said, referring to an area just west of Richmond, where the median price of a home is almost \$300,000, landscaping is required for businesses, and most homeowners hire a lawn service.

Police officers, however, were not landscapers. They didn't placard blighted buildings. They didn't have tow trucks to remove abandoned vehicles.

But Lt. Darnes had a powerful weapon. He asked Captain Steve Drew if he could have one officer assigned full-time to work on the project. The officer would not have to focus on radio calls; his assignment would be to still the heartbeat of crime.

The officer's name was Chris Jernigan. Officer Jernigan "has a strength," Lt. Darnes said. "He doesn't take no for an answer. He gets the job done." That strength belies his outgoing nature – one that is always smiling and joking. But he's also a pit bull -- determined and focused when he decides to attack.

For 60 days he concentrated all his efforts in the Jefferson Davis Highway and Summerhill Avenue area. Violent crime fell 47 percent compared to the same time a year ago. Property crime fell 35 percent.

Description:

Scanning:

For decades Jefferson Davis Highway and Summerhill Avenue were "the heartbeat of crime" in Sector 213. The area fed into other neighborhoods, including Ruffin Road, Davee Gardens, Jefferson Davis Highway, and Bellmeade. The area also is adjacent to Interstate 95, which is a major north south corridor for drug trafficking and gun running [See Attachment 1: Sector 213 Map and Attachment 2: Target Enforcement Zone].

Calls for service to the area were high. Citizens complained often. Officers observed the blight and criminal element. Despite repeated efforts to attack the problem, little progress was made.

Two years ago, when Chief Rodney D. Monroe was named chief of police of Richmond, Va., the first thing he did was to divide the city's four precincts into sectors. Each precinct has three sectors commanded by a sector lieutenant. The smaller designations lead to a more focused approach to crime fighting. Each sector lieutenant is held ultimately accountable for everything that occurs within his sector. He is expected to know the pulse of the community. Officers are assigned permanent shifts within the sectors. It ensures that officers know their sector. It ensures that officers know who live in the area and who do not. It ensures that officers know the problems and are working to eliminate them. It also ensures that the community knows its officers, and is not hesitant to share information.

The targeted area had long been a problem in the city – a problem that had never been fully addressed. Lt. Darnes recalled the drug issues in the area back when he was a beat officer almost 25 years ago. The drugs were still there. Now, he also dealt with prostitution and gun trafficking.

The area also was frequently identified by community members as a sore spot, a problem area – one that was infesting other communities. The numbers told the story. From Jan. 1, 2006, through Nov. 1, 2006 homicide was up 25 percent, robberies were up 20 percent;

and residential burglaries were up 45 percent. Violent crime was up 8 percent and overall major crime was up 8 percent.

Lt. Darnes recognized that if he and his officers could make the area safe, that he would not only succeed in that neighborhood, but in others as well since Jefferson Davis Highway and Summerhill Avenue was a feeder location for crime to other localities.

Analysis:

The traditional style of patrol wasn't working. Under that approach an officer would answer a radio call, clear it, and move on. Officers were fed up with going into the area to respond repeatedly to the same type of calls. The community, too, was frustrated that the problems never seemed to go away. Under sector policing, though, being fed up was not an option.

Another approach was needed. Lt. Darnes and Officer Chris Jernigan observed that the area looked as if it had been abandoned – as if all hope had left. In talking with residents, the feeling was one that they shared.

Many of the residents who lived in the area had lived there their entire lives. Moving was not an option. But they lived in fear, fear of the drug dealers, the gun traffickers, and even the prostitutes, who plied their trade in front of their homes. The residents had shared their fears and concerns with police for years. More officers were deployed to the area and crime would decrease for a time. But once the officers were assigned to other areas, the criminals would return.

The Crime Analysis Unit ran the numbers frequently. No long-term improvement was recorded. Crimes occurred at all hours, even in broad daylight.

The criminals found the area attractive because of its ugliness. Overgrown weeds, poor lighting, abandoned vehicles, blighted housing all became hiding places for guns and drugs. It was easy to ply their trade – who would see them? Who could catch them? They knew where all the abandoned cars and blighted houses were – the perfect hiding places when they were running from police. Missing bricks in walls were the ideal cubby hole to stash drugs and guns. Low lighting meant no one could adequately describe them.



Prostitution hidey hole.

The area became a hotbed for crime, and those who lived there simply retreated into their houses praying they would remain safe. Absentee landlords didn't help because they weren't on the property to ensure that it was care for. This often led to more blighted property.

Even police officers were impacted. Pursuits often ended in the area, and the suspects would flee and hide in the abandoned vehicles and buildings.

Attacking the crime problem by deploying more officers to the area, no longer was a viable solution. It hadn't worked in the past; it wasn't likely to work today. They identified the problem through photographs, observation, calls for service, police reports, crime stats, and interviews with the community. Then they came up with a solution.

A new approach was needed – one that focused on the environmental factors that led to increases in crime. If the environment changed, then perhaps the behavior would change as well.

Response:

As noted, deploying more officers to the area made a short-term difference, but in the end the criminals always returned. Crime had spread to other neighboring areas. Undercover officers continued to make drug buys and arrest the dealers. But as soon as one dealer was removed, another would take his place. Something else needed to be done.

Lt. Darnes had a plan. He wanted to attack the area from an environmental standpoint. Eliminating the decay and blight made it attractive to criminals. Lt. Darnes wanted the area to be attractive to the residents and unattractive to the criminals.

Focusing on the environmental issues on a part-time basis would not solve anything. Lt. Darnes wanted an officer assigned full-time to the effort. And he had just the officer in mind. Officer Chris Jernigan has a ready smile and a sense of humor. He loves to talk

with the community. But no one should be fooled by his easy going demeanor. If something needs to get done, he's the officer. "He doesn't take no for an answer," said Lt. Darnes. "He has a strength about him."

When Lt. Darnes called Officer Jernigan, the officer asked, "What do you want done?" Lt. Darnes told him, "Clean up Summerhill and Columbia." He was to report back with his progress, working whatever hours were needed, any time of day or night. Officer Jernigan provided Lt. Darnes with a weekly report of what had been achieved and what would be worked on the following week. This same information also was shared with the command staff during a weekly Target Review meeting [**See Attachment 3: Action Plan**].

Success would be measured by how well the environmental issues were cleaned up and how that contributed to reductions in crime. Crime stats for the area would be closely monitored. The amount of debris removed would be measured. Most importantly, community perception would be a gauge and would be based on frequent outreach to the community.

Officer Jernigan was assigned to the area full time and only answered radio calls in that area. He conducted traffic stops and compiled field interview reports. He investigated B&Es. He fed information back to others. People in the area saw him on a daily basis, walking the streets, the alleys. They grew to know and trust him. He would throw a football with the kids. Before long the community was feeding him information, which

he acted on. As Lt. Darnes noted, “I’d find his car, but not him. I would always have to look for him because he was always with someone or checking on a property. Or he was working with one of the other departments.”

After touring the area several times, talking with the community, and observing and photographing the blight, Officer Jernigan knew he needed help. If he was going to solve the problem long-term, he was going to need to involve other city agencies and the community. Officer Jernigan began by reviewing the web site for the City of Richmond. He looked up all the city agencies to determine who could assist in cleaning up the area. He made a list and began reaching out.

This was not going to be easy because those agencies were independent of the police department. But Officer Jernigan ultimately worked for Chief Monroe. And when Lt. Darnes and Officer Jernigan shared their plan with Chief Monroe, he agreed their approach held merit.

Chief Monroe contacted the directors of the other city agencies and explained what needed to occur in the Jefferson Davis Highway and Summerhill Avenue area. He explained that without those agencies’ assistance, the police department would not be able to solve the problem. The city, as a whole, needed to work together to not only stem the problem, but eliminate the systemic enablers. Could he count on their support? The answer was yes.

Said Lt. Darnes: “We had to adapt our resources to fit our problem. City employees assisted us by focusing their efforts in a concentrated area, which they visited more frequently.” [See Attachment 4: City Agency Involvement]

Officer Jernigan went to the area and photographed it. What he saw was appalling. Abandoned vehicles littered the area as if it was a war zone. Multiple vehicles were rusting in yards. Dogs ran through the area, often in packs. Structures were unsafe – chimneys leaned into houses and glass from broken windows and bottles littered the area. Many houses were vacant and open creating havens for drug dealers and prostitutes. The lighting was so poor it was difficult to see anything, let alone anyone.

The officer was undaunted. He returned to the office and printed a calendar for October, November, and December 2006 [See Attachment 5: Calendars]. Then he started making phone calls. Although, the city agencies had committed their support, Officer Jernigan recognized that the personal touch was the way to go. He didn’t call the bosses, the directors. Instead he called those individuals with whom he already had had dealings with. “I said, ‘I need a favor.’” He would ask works to “slide by and clear out an alley.” Until he began making those calls, the only way an alley was cleared was when the trash trucks went through and “trimmed” the hedges.

Once he had commitment from the agencies, Officer Jernigan plugged in their information into his calendar. If the Department of Public Works could spend each Thursday for four hours clearing debris, it was noted on his calendar. If Animal Control

could commit an hour, he marked it. Officer Jernigan marked every agencies' participation to ensure that all needs were met.

Officer Jernigan didn't leave it at asking the employees to do their jobs. He would visit the site when they were working. Just before lunch, Officer Jernigan would leave for a short time and return with food from McDonald's, Wendy's or Mr. Sub's. He would provide them with their lunch and they'd eat it right there. Because they didn't leave the site, they would finish their lunch and immediately return to work. "That's how we got a bunch of stuff done quickly," Officer Jernigan said.

At first there was resistance. This was something new. City workers were asked to do something they normally didn't do in areas where crime was high. They didn't know why they were doing it. But Officer Jernigan took the time to explain that if the area was no longer blighted, crime should decrease. If crime decreased, it would be safer for the employees to work in those areas. Ultimately, it would be a safer community.

The employees took the idea to heart and said they'd do what they could. They had buy-in to the project because they, too, would be making a difference by working in an area that needed much improvement. The area was unsafe for them, too. Even driving through to pick up trash could be dangerous. Now when they worked on the area Officer Jernigan was with them in a marked police car. Even the most brazen criminal wouldn't come out and approach the city workers with a marked police car present.

Another major problem that was discovered was theft of public utilities, such as power and water. As a result the City was losing money for services. Officer Jernigan worked with the Department of Public Utilities to investigate violations and secure warrants. Four people were charged with stealing utilities.



Utility theft was a problem.

Officer Jernigan also worked to improve the community in other ways. Many of the people in the area are poor and need healthcare but don't have the funds for it or the resources to go to a doctor or hospital. He contacted Bon Secours Medical Center and had it bring its Care-A-Van to the area. As a result, residents could receive basic treatment and some medical tests. Officers let the community know the van was coming so Bon Secours did not have to pay for any publicity.

Another focus was on literacy. Officer Jernigan conducted a search and discovered a grant available through the Better Business Bureau and the Richmond Public Library. He submitted a proposal requesting books for all grade levels and for senior citizens, particularly those who were unable to leave their homes. He asked for books written in both English and Spanish, since many of the residents were Hispanic. He received about 100 books through the grant, and Officer Jernigan's marked patrol car became a mini

bookmobile. He would give out books to those he talked to, simply reaching into his trunk and picking an appropriate book.

To send a strong message to criminals, Officer Jernigan deployed one of the Police Department's light trailers to the area. With 6,000 watts, he noted that nobody could hide; criminals scrambled to get out of the area. The light trailer was deployed to the area on numerous occasions throughout the 60 days.

Another means to apprehend violators was by conducting traffic checkpoints. Those who belonged in the area and had no criminal complaints would not be impacted by the checkpoints. But those who didn't belong and were involved in criminal acts would be caught. Officer Jernigan noted, "You could see people on cell phones sending warnings." Neighbors came out and told the Richmond officers, "You need to do these more often." The community applauded the high police visibility created by the traffic checkpoint.

Another means to ensure success was close consultation with the Commonwealth's Attorney's Office. Assistant Commonwealth's Attorney Angela Harrison was assigned to Sector 213. Not only does she attend community meetings, she receives calls at all hours. Officers ask about criminal codes and environmental codes that would allow them to arrest a person and prevent them from causing further harm to the community. She attended preliminary hearings to ensure those arrested were held and not let back on the streets.

The cost of the initiative was minimal as it used existing resources but in a more efficient manner.

Assessment:

Multiple city departments were involved with the cleanup. For example, Animal Control went into the area three times a week for an hour each time. At the end of 60 days, Animal Control officers had removed seven dogs from houses, captured four stray dogs, and made six misdemeanor arrests. The removal of those animals ensured that there were no rabid dogs and that children could safely play outside without fear of being bitten or attacked by dogs. Residents also did not have to worry about spooking a dog when they went out to mow their grass.

The Department of Public Utilities assisted with lighting. Because the area was so dark, it was attractive to criminals. The Department conducted lumin tests, and, as a result, added five additional streetlights to the area. Overall, the Department determined the area had ample lighting, but trees were blocking the light. Consequently, the Department of Public Works came in and removed tree limbs and other debris. In all, 76 tons of debris was removed from the area. That is the equivalent of 38 dump trucks.



City employees make a difference by trimming trees and removing debris.

Assisting in the cleanup efforts were inmates from the Sheriff's Department, who were assigned to work release assignments.



Court ordered workers help clean up.

Today city vehicles, including police patrol cars, can safely traverse the alleys without hitting tree branches or shrubs.

Public Works also graded the alleys in the area, which eliminated potholes and improved storm water run-off. This eliminated ponds of stagnant water, a breeding ground for mosquitoes.

The debris was not simply an eyesore; it was a danger. One day Richmond Police Officer Jason Reese was patrolling the area and found two handguns hidden in debris. He removed them. The next day he was back, and found two more handguns. Department of Public Utility workers recovered six firearms while conducting its cleanup. These workers are not trained to work with firearms, and it's not something they want to encounter while on the job. "They were like, 'Whoa, what is this?'" Officer Jernigan said. After the cleanup, they found no guns. The cleanup removed the hiding spots for the criminals' guns and drugs.

One of the serious problems in the area was the preponderance of vacant buildings with absentee landlords. Grass was high on those properties – again, creating hiding places. Drug dealers, gun runners, and prostitutes used the vacant property as their own. Police contacted one owner who had been cited several times, but had done nothing to rectify the situation. This time, Officer Jernigan tried a different approach. He told the owner, "Look, you can clean this up and work with me, or you can work against me." Officer Jernigan's goal was to ultimately make the homeowner an ally, which he did.

The same property owner saw to it that the grass was cut, debris removed from the yard, and the house was secured. The homeowner provided police with no trespassing letters for all of the properties he owned [**See Attachment 6: Trespass Letter**]. This was significant because this one owner owned more than 300 properties throughout Richmond; many of those properties were vacant. The trespassing letters are forms provided by the Commonwealth's Attorney's Office and are kept on file by the

Richmond Police Department. The letter states that the landowner wants the police to enforce the current trespassing laws on the books in their absence, and that they do not want to have to come to court. Such letters allow the police to arrest individuals – usually drug dealers, prostitutes, and drug runners – for being on the property. Without such letters, it often is hard for police officers to prove the individual is doing anything illegal. The number of such letters on file increased by 46 percent.

Criminals no longer were assured of a haven. One property had been overrun by drug dealers. Sector officers investigated the drug activity coming from the residence. They conducted a search warrant and made significant arrests. The day after the warrant was served, the only people on the porch were police officers.



3025 Columbia Ave. was a haven for drug dealers. They dealt from the porch with kids in plain view. After the initiative, the Richmond Police Department was in control.

Most importantly, the criminals weren't going into other areas. They were arrested and incarcerated. Working closely with the Commonwealth's Attorney's Office ensured that those arrested received strong sentences. "We've got a lot of people locked up right now," Lt. Darnes said.

Because housing in the area is older, another concern is fire. The Richmond Fire Department conducted safety inspections, checking for smoke detectors and ensuring that space heaters were used properly. Information was distributed by door hangars. Each time the Fire Department responded on a call, firefighters also would visit the neighboring properties to provide information.

The cleanup was slated for 60 days. At the end of that period, crime in the area compared to the same time a year ago was significantly down. Homicides were down 100 percent. Robberies were down 90 percent. Residential burglaries were down 61 percent. All violent crime was down 47 percent. Major crime was down 37 percent.

At community meetings, talk focused on the effort. At the end of the 60 days, residents told the officers they loved what was being done and they could see the difference.

Charles Vaughn of the Jefferson Davis Area Community Association stated: “Sector Policing is like having your very own small police department with officers and supervisors you know by name and face.”

Margaret Nicholson of the Jefferson Davis Area Community Association said, “With Sector Policing you have contact on a regular basis with officers. You have their phone numbers and can call them to obtain information or get problems solved. Before Sector policing all you had was a precinct and it was hit or miss which officer you spoke with.”

Councilman Reva Trammell, whose district encompasses the focus area, said, “The difference in the area is wonderful. That’s what I’m hearing everyone say. Most of the prostitutes are gone now and the filth that they bring with them.”

She added, “The improvements to quality of life issues in Sector 213 are because of the commitment of Lt. John Darnes, his officers, and our citizens. This is truly the police and the community joining together to make Richmond a better place to live.”

Evaluation of the area remains ongoing with it currently in maintenance mode. Officers still see a reduction in call volume and a decrease in crime. Continued evaluation occurs through calls for service, community perception, officer observations, and crime stats. Officers continue to monitor a list of targeted drug dealers. A book with photos and pertinent information is available to officers working the area.

One lesson learned was to contact departments sooner so they could be scheduled faster and potential conflicts could be avoided. For example, November is the peak leaf removal month. The dump trucks used to remove the leaves throughout the city are the same ones needed to grade alleys and remove debris.

The initiative did not require extra funding; recognition and simple gestures went a long way, however. Officer Jernigan always acknowledged the other departments’ involvement at community meetings and Police Department meetings. He also was quick

to buy the workers lunch. “You’d be amazed what you can get for a McDonald’s Happy Meal,” Officer Jernigan said.

Results –

- Homicides decreased 100 percent.
- Robberies decreased 90 percent.
- Residential burglaries decreased 61 percent.
- Violent crime decreased 47 percent.
- Major crime decreased 37 percent.
- Recovered 23 guns.
- Decreased calls for service by 50 percent.
- Increased number of trespass letters on file by 46 percent.
- Removed 76 tons of debris – the equivalent of 38 dump trucks.
- Added five streetlights to increase lighting, visibility.
- Removed 7 dogs from houses, captured 4 stray dogs, made 6 misdemeanor arrests.
- Distributed 100 books to residents.

Involvements –

- Richmond Police Department (coordinator/oversight)
- Community of Jefferson Davis Highway and Summerhill Avenue
- Commonwealth’s Attorney’s Office, Assistant Commonwealth’s Attorney Angela Harrison
- City of Richmond, Department of Public Works

- City of Richmond, Department of Public Utilities
- City of Richmond, Animal Control
- City of Richmond, Sheriff's Department
- City of Richmond Fire Department
- City of Richmond, Public Library
- Better Business Bureau

As for the future, the area in Sector 213 is constantly monitored. If any problems are noted, the appropriate department is contacted to immediately correct it. Six months later violent crime is down 55 percent and property crime is down 45 percent. Overall, crime is down 48 percent. The officer initially assigned to the area is now the environmental enforcement officer for the precinct. Because the environmental approach to crime was so successful, the Richmond Police Department expanded it Departmentwide. All precincts now have an assigned environmental enforcement officer.

The success of Sector 213 also is being replicated. A Richmond councilman asked for assistance in one of his areas following the outline of the Sector 213 initiative. The chairperson of the Richmond Clean City Commission asked for a presentation on Sector 213's success. An associate professor with Virginia Commonwealth University has asked the Richmond Police Department to speak about the legalities involved with environmental cleanup issues.

[See Attachment 8: Publicity – Blue Line Times]



Areas that were haven for drug dealers, gun traffickers, and prostitutes were cleaned up making the areas unattractive to the criminal element.

Agency and Officer Information:

Sector 213's lieutenant and the precinct captain embraced the problem-solving initiative. They presented it to members of the Police Command staff, including the police chief, who assisted by reaching out to city department heads, whose agencies would be needed to assist in the initiative.

Since the implementation of sector policing in Richmond, Va., officers received training in sector policing, specifically community policing. The training was taken a step further because members of the community also received training.

Richmond Police Chief Rodney D. Monroe repeatedly tells his supervisors and leaders, "If you can't measure it, you can't manage it." It's a mantra that all have embraced. Chief Monroe, however, doesn't just push for success, he also believes in supporting those who are striving to make a difference, and in celebrating those successes. With that in mind, at the start of each quarter, all members of the command staff pick one of the 12 sectors that they believe will record the greatest crime reduction. At the end of the quarter, the sector with the greatest crime reduction earns a car wash. The members of the command staff

(except those who picked the winning sector) must wash the police vehicles of the officers of the winning sector. At the end of the year, the sector officers with the greatest crime reduction earn a special bar to wear on their uniforms. The precinct with the greatest overall crime reduction for the year, earns the right to fly a flag for a year that shows that that precinct had the greatest overall crime reduction for the year.



Sector 213 had its cars washed because it had the greatest crime reduction for the quarter.

Officer Jernigan relied heavily on the city's municipal code book. He looked for obscure city code violations that would gain him access to the property. For example, city code prohibits grass from being higher than 12 inches tall. If the grass was higher than that length, Officer Jernigan would knock on the door to discuss the problem with the resident, which on occasion resulted in an individual opening the door and Officer Jernigan smelling marijuana or seeing other illicit narcotics in plain view. He would then request consent to search the property, and if that was denied, a search warrant was obtained.

The Police Department's community workshop also proved to be an invaluable resource [See Attachment 8: Press Release on Sector 213 Training]. Residents and business

owners who participated in the workshops (one was held in each of the 12 sectors) learned about the SARA Model and how it worked. It wasn't long before the residents would scan and identify a problem. They would suggest responses to the police. Most importantly, they were vocal in letting the police know whether the response was effective or not.

The cleanup initiative had no real problems except initially getting past the inherent bureaucracy. The SARA Model was evident throughout the entire initiative and was the ideal fit to solve the problem.

The cleanup did not require additional funds. It did require a reallocation of how resources were deployed, and once there was buy-in from all city departments, there were no problems. From a police standpoint, the biggest resource was assigning an officer full-time to the project. The officer concentrated on the initiative, and on occasion ran investigative radio calls for service in the area.

Lt. John Darnes

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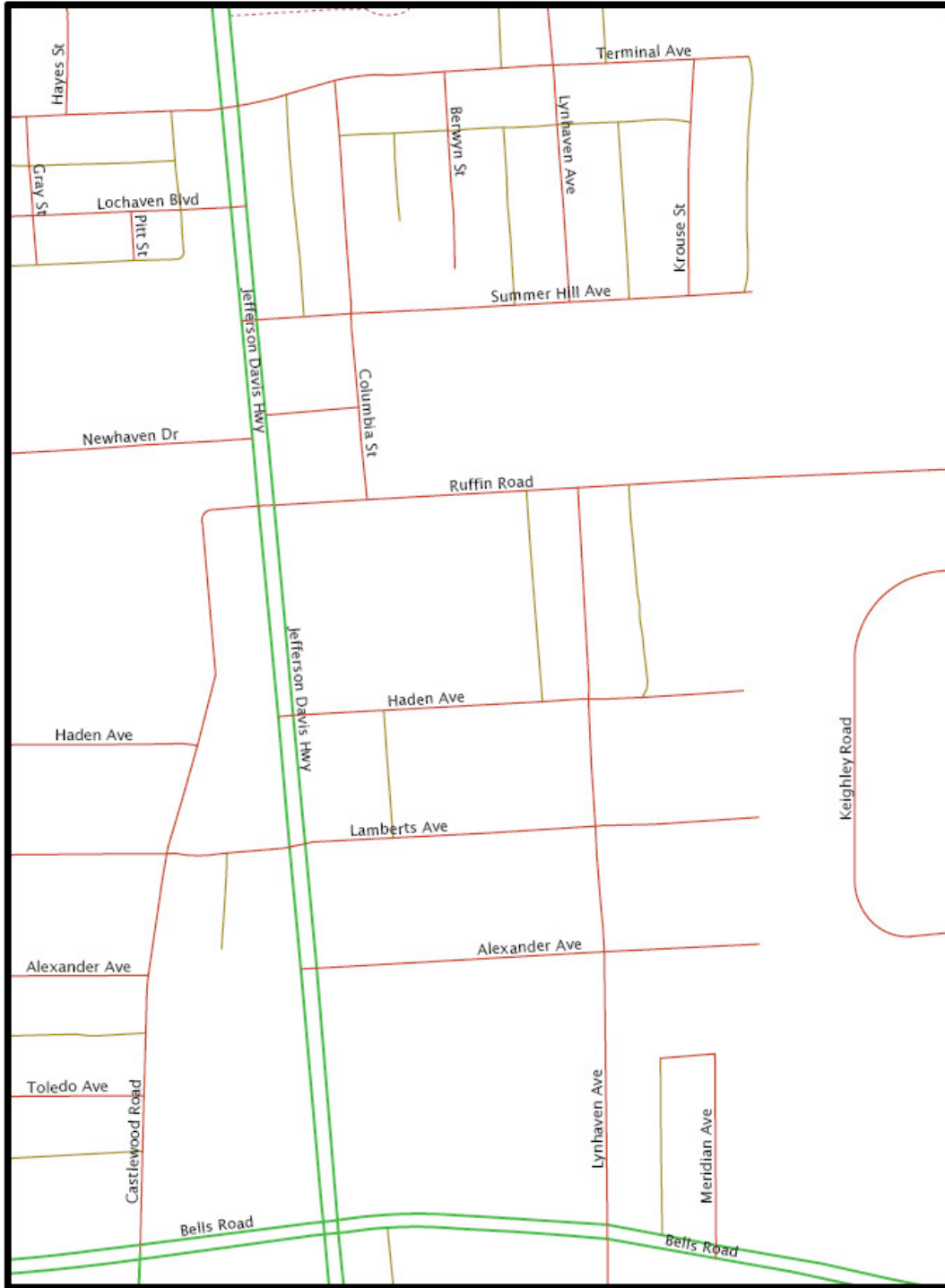
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Sector 213



Attachment 2: Target Enforcement Zone

Target Enforcement Zone



Attachment 3: Action Plan

FORM A: ACTION PLAN Richmond Police Department	1. Sector: 213	2. ACTION NUMBER 2006-213-0050
	3. Version Date: 10-26-06	

Target a Problem	
4. Problem Location: Target Enforcement Zone (Sector 213)	6. What brought this problem to your attention? Check all that apply. <input checked="" type="checkbox"/> Officer Observation <input checked="" type="checkbox"/> Calls for service <input type="checkbox"/> Crime Analysis <input checked="" type="checkbox"/> Other Units <input type="checkbox"/> Supervisors / Managers <input checked="" type="checkbox"/> Sector Residents <input checked="" type="checkbox"/> Other Community Reps. <input type="checkbox"/> Other Government Agency <input type="checkbox"/> Elected Official <input type="checkbox"/> Other:
5. Describe the problem (Visible Signs and Harm Caused): -Street-level drug dealing and prostituion -Abandoned houses -Abandoned cars on the street and in yards -Overgrown vegetation in yards and alleys -Street lights burned out or nonexistant -Trash on the streets -Dogs running loose, not vaccinated, and w/o licenses -Truant students hanging in the area	
7. Problem Occurs During: <input checked="" type="checkbox"/> Daytime (0700-1700) <input checked="" type="checkbox"/> Evening (1700-2400) <input checked="" type="checkbox"/> Midnight (2400-0700)	

Understand the Problem			
8. What We Know			
<p><i>Use the Crime Triangle to help answer the who, what, when, where, how and why about the problem.</i></p> <p>Offender: (s): Absentee landowners, drug dealers, prostitutes, renters, students.</p> <p>Victim: The victims are the residents of the surrounding neighborhoods and business owners who live and/or work in the area.</p> <p>Location: Sector 213 Target Enforcement Zone</p>			
9. What We Need to Know			
<p><i>Identify missing information and make assignments to collect it. Add the information to the analysis above, And attach any related documentation to this form (e.g., Crime maps, real estate records, ect.)</i></p>			
Missing Information	Name of persons Assigned (police, community, other agency)	Date Due	Date Completed
Crime analysis data	Renee Tate 3861		

Create a Plan				
10. Desired Changes				
To improve the overall quality of life for the residents and businesses in the Target Enforcement Zone by cultivating a schedule for regular presence by other city agencies to combat various environmental issues present therein.				
<i>Based on the description of the problem, state how you want the problem or community conditions to change over the next 12 months (for example, eliminate or reduce the problem, and/or increase or improve a positive community element).</i>				
<input checked="" type="checkbox"/> Eliminate abandoned vehicles/vacant, insecure houses				
<input checked="" type="checkbox"/> Reduce calls for service in the area				
<input checked="" type="checkbox"/> Increase street-lighting in the area, frequency of trash collection (other than DPW)				
<input checked="" type="checkbox"/> Improve condition of the alleys				
11. Planned Actions				
<i>What actions will be taken to achieve your desired changes? Consider the following:</i>				
<ul style="list-style-type: none"> • Changes to offenders, victims, and location. • Actions by police, community members, other agencies. • Policing for Prevention strategies under focused law enforcement (FLE), neighborhood partnerships (NP), or systemic prevention (SP). 				
Actions to Address Offenders				
12. Actions	13. Name of Person Assigned (police, community, or agency)	14. FLE, NP, SP?	15. Start/ Due Date	16. Date Completed
Trash collection by inmates x4	Dep. Payne RSO	SP	11/01/06	
Abandoned/insecure/vacant houses	Off. Wiggins CAPS	FLE	11/01/06	
Vehicles on P. property/street	Off. Jernigan	FLE	11/01/06	
Actions to Address Victims				
12. Actions	13. Name of Person Assigned (police, community, or agency)	14. FLE, NP, SP?	15. Start/ Due Date	16. Date Completed
Truancy Sweeps x4	Sandra Martin	FLE, SP	11/01/06	
Animal license/rabies vaccination x4	Sgt. Lewis Thompson ASPCA	FLE, SP	11/01/06	
Alley concerns: grading/vegetation	Andrew Glenn DPU		11/01/06	
Actions to Address Location				
12. Actions	13. Name of Person Assigned (police, community, or agency)	14. FLE, NP, SP?	15. Start/ Due Date	16. Date Completed
Street Lighting	Bob Howard DPU		11/01/06	
Warrant Sweep x4	Amanda Bass Prob. and Parole	FLE, SP	11/01/06	
Crime Prevention	Off. Wacker Comm Care	FLE, SP	11/01/06	

Attachment 4: City Agency Involvement

NOVEMBER-DECEMBER 2006 COLUMBIA AND SUMMERHILL INITIATIVE CITY AGENCY INVOLVEMENT

Task	Responsible City Agency	Contact Person	Number	
Trash pick up	Sherriff's Dept.	Dep. Mike Payne	646-0092	Lt. Dabney 5074
Abandoned cars, houses	CAPS	Off. Mark Wiggins	405-1881	
Truancy sweeps	Truancy Dept.	Sandra Martin	646-2966	Sally Lawson and Lamont Barnes 646-8288
Animal license/rabies vacc	Animal Control	Sgt. Thompson	646-5573	
Vegetation in alleys trash/grading the alleys	Tree Division/ Peter Jarrody Street Maintenance	Mr. Hart Willie McMillan Mr. Harding	307-6981 646-8607 363-7709	Andrew Glenn DPW 646-6430/314-9200
Steet lighting	DPU	Bob Howard	646-8301	Tracy Wright, Powerline Supervisor
Warrant sweeps	Probabtion and Parole	Amanda Bass	786-0251 x120	
House inspections	Community Care	Doug Wacker	646-0407	
Calls for service/mapping	Crime Analysis	Shakinah Gilmore	646-4501	
Smoke detectors, etc	Fire Dept.	Capt. Deuce Jewell	646-8069	
Juvenile Probation	DJS	Stephanie Garrison	646-3203	
Care Van	Bon Secour	Lucie Ferguson	545-1930	
Books	Public Library	Elizabeth Triplett	646-4514	
Repair/replace traffic signs	Sign Shop	Kristal Crow	646-1935	William Wynn, Supervisor

Attachment 5: Calendars

November 2006																																																																																		
<div style="display: flex; justify-content: space-between;"> <table border="1"> <caption>November 2006</caption> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td></tr> <tr><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td></tr> <tr><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td></tr> <tr><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td></td><td></td></tr> </table> <table border="1"> <caption>December 2006</caption> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr> <tr><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td></tr> <tr><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td></tr> <tr><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td></tr> <tr><td>31</td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table> </div>						S	M	T	W	T	F	S	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30			S	M	T	W	T	F	S	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						
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		November 1 Start clean up	2 DPW	3 CAPS x2	4																																																																													
					5																																																																													
6 Truancy x 9	7 Probation & Parole x4	8 Animal Control (0) Fire Dept. x7	9 Truancy x 9	10	11																																																																													
					12																																																																													
13 Trespass Letters	14 CAPS x2 (Towing 1) DPW Meet w/ DPU Probation & Parole x4	15 Fire Dept. x7 Towing 2	16 Animal Control x2	17 Truancy x 9	18																																																																													
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Jernigan, Christopher P - Police

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12/14/2006 11:55 AM

December 2006

December 2006							January 2007						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
	3	4	5	6	7	8	9	10	11	12	13	14	15
16	17	18	19	20	21	22	23	24	25	26	27	28	29
30	31												

Monday	Tuesday	Wednesday	Thursday	Friday	Sat/Sun
				December 1 All lights repaired (DPU)	Sheriff's Dept x11
4	5	6	7	8	9
Light and line clearing (DPU)					
Animal Control (2)	Probation and Parole x4	Fire Dept. x7	Truancy		
11	12	13	14	15	16
Light and line Clearing (DPU)					
Truancy					
Animal Control (2)	Probation and Parole x4	Fire Dept. x7			
18	19	20	21	22	23
Animal Control (2)	Probation and Parole x4	Fire Dept. x7			
25	26	27	28	29	30
Christmas	Probation and Parole x4	Fire Dept. x7			
					31

Jernigan, Christopher P - Police

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12/14/2006 11:56 AM

Attachment 6: Trespass Letter



Richmond Police Department
200 W. Grace Street
Richmond, VA 23220

Location ID Number _____
(Completed by Operations Office)

Officer: _____
(Print Name)

Officer Code Number: _____

Precinct: _____

TRESPASSING ENFORCEMENT AUTHORIZATION LETTER

My/Our name is _____, I am the _____
(Manager, Owner, Tenant, Etc.)

This letter concerns:

(Street Number) (Direction) (Street Name) (St, Ave, Rd.)

Which is a _____ on beat _____
(Type of Building, i.e. apartments, business, residence etc.)

By my initial, I/We hereby authorize sworn law enforcement personnel of the Richmond Police Department to serve as the person lawfully in charge of my/our property located in the City of Richmond for purposes of enforcing the trespassing laws of the Commonwealth of Virginia and the City of Richmond. _____
(Initial and Date)

By my initial, I/We authorize sworn law enforcement personnel of the Richmond Police Department to serve as the person lawfully in charge of my/our property located in the City of Richmond for purposes of serving written notice and enforcement of the trespassing laws of the Commonwealth of Virginia on my/our property pursuant to Va. Code Sec. 55-248.31:01. _____
(Initial and Date)

I acknowledge that a signed copy of this authorization will be retained on file with the Richmond Police Department. I understand that this request for enforcement and authorization to act as my/our agents may be rescinded at any time. I agree to provide dated, written notice regarding such rescission.

Signature Date

Additionally, I understand that while the Richmond Police Department will try to handle matters in such a way that I do not have to appear in court, it may become necessary for me to appear and testify in court. I agree to appear or send my representative to appear on my behalf. If it is necessary the subpoena should be sent to:

(Full Name)

(Address)

(City, State, Zip code)

(Phone)

DISTRIBUTION: Original: Operations Office Copy: Precinct File

Attachment 7: Publicity – Blue Line Times



Clean Sweep: Numbers Tell the Story

A 100 percent decrease in robberies/carjackings.

A 23 percent reduction in major crime.

Seventy-six tons of debris taken away by Public Works.

All in Sector 213.

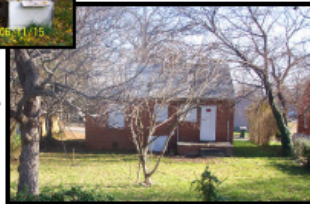
And all of this is attributed to the proactive approach **Officer Chris Jernigan** has taken to community policing.

"Community means everyone should be involved," he said. "So my goal was to have us and at least one other city agency in the area at least once a week, whether it was truancy sweeps or street sweeping. Everyone stepped up."



BEFORE: This house in the 3000 block of Columbia Street was not secured and the back yard was full of debris.

AFTER: The windows and doors of the house are boarded and the debris is gone.



CAPS issued 30 uniform notices of violation.

Public Utilities increased all street lights from 150 to 250 watts. "It really makes a difference. We can see better and so can the residents," Jernigan said.

Traffic Engineering replaced

52 signs and installed five new Crime Watch signs.

Jernigan even had a book patrol that distributed 65 books in English and Spanish to children in the sector.

The initiative to spruce up Sector 213 ran Nov. 1 through Dec. 26.



City Holiday – Jan. 1, 2007

City of Richmond offices, City Hall, and the Richmond Police Credit Union will be closed Monday, Jan. 1, in observance of New Year's Day. City operations will resume normal business hours Tuesday, Jan. 2.



Award Nominations Deadline Next Friday!

Nominations for the Fourth Quarter Awards are due by the close of business Friday, Jan. 5, to the Public Affairs Unit.

The Awards Ceremony will be held Tuesday, Jan. 30; location to be announced.

Meet One of the Masters of Martial Arts

Richmond Police has a master of martial arts among its ranks.

"My awards were made possible by **Detective Charles Battle**," said **Sgt. J.D. Ross**, who trained with Battle.

Battle and Ross recently received awards and promotions at a "Meet the Masters" program hosted by the 21st Street Karate Club, which Battle co-owns.

"It was a total surprise. I wasn't expecting to be pro-



Sgt. J.D. Ross credits Detective Charles Battle with making his martial arts awards possible.

moted myself," said Battle, who has trained in martial arts more than 23 years. "I was busy making sure eve-

ryone else received their ranking."

Battle is now a fifth-degree black belt in the mixed martial arts system. "The official name is Fifth Dan," he said. The award was presented by Grandmaster Kevin Schultz of American Karate.

In addition to teaching martial arts at his karate club, Battle often conducts free self-defense seminars with **Detective James Wilson** for fellow City employees.

Blue Line Times

Richmond Police Department

Volume 3, Issue 3 Jan. 19, 2007



Officers Show Concern in Community

Sometimes you may feel like your job is not appreciated, but there are citizens in the community who do appreciate the time and effort you put into your work.

Sometimes they even let us know.

A citizen says **Officers Daniel O'Connell** and **Christina Benkahla** displayed genuine concern and professionalism when he was in an accident last month at German School Road and Midlothian Turnpike.

O'Connell worked the accident and Benkahla assisted.

The citizen noted that O'Connell was concerned about his well-being after the accident and made sure he was all right.

O'Connell provided the citizen with all of the information he needed for insurance purposes and charged the person at fault in the accident.

Benkahla then followed the



Officer Mark Hatchett of Sector 212 takes a moment to clean up crime in the community. Hatchett uses graffiti wipes from Public Works' Sign Shop to clean a sign on Lynhaven Avenue. Although it wasn't in his sector, Hatchett took the time to clean the grime.

citizen to his destination because she wanted to make sure that his car would go the distance.

The citizen said, "The Richmond Police Department should be proud to have two officers such as Officers O'Connell and Benkahla."

He added that both officers acted in a manner that reflected positively on the Department.

The demonstration of excellent service by O'Connell and Benkahla in this incident was recognized by **Sgt. Scott Jones**.

Roll Call Reminder: Pistol Information

It is important to remember to log all data concerning victims, offenders, witnesses, and other persons involved in incidents in the Related Names screen in Pistol. The relationship between victims and offenders should be noted as well.

Even though this information is included in the officer's narrative, it is equally important

to capture this information in the Related Names screen.

The entry of this data is required so that the Crime Analysis Unit has access to valuable data needed for research, analysis, and identifying trends and patterns.

Data accuracy is of the utmost importance.

Save the Date!

The Quarterly Awards Ceremony will be held 1 p.m. Tuesday, Jan. 30, at the Training Academy.



Educational Incentive Pay

Sworn personnel with the rank of sergeant and above are eligible for Educational Incentive Pay for college education.

A completed Educational Incentive Pay Request and an official college transcript must be submitted to Eva Bonaparte at Headquarters on or before Jan. 31 to receive payment. Questions? Call 646-5334.



Be Your Own Boss

The Career Advancement Program is offering a free one-day seminar on the basics of starting a business. The seminar will be 8 a.m. to 4 p.m. Wednesday, Jan. 31, at the Academy.

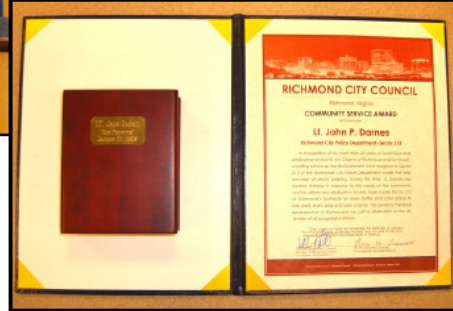
Registration is online under My Network Places, ACA-server-1 in the Register folder under the Forms2000 icon.

Supervisor approval is required to attend.



Job Well Done By Darnes

Sector 213 Lt. John Darnes receives a congratulatory hug after he was presented a Community Service Award at Monday night's City Council meeting. "It was an honor," Darnes said. "You just never know how many people's lives you affect." Darnes was recognized for more than 25 years of service and his "efforts and dedication to duty." City Councilwoman Reva Trammell, far right, recommended Darnes for the award.



Attachment 8: Press Release on Sector 213 Training

Rodney D. Monroe
Chief of Police

Richmond Police Department

Contact: Cynthia Price
Richmond Police Department
Phone 804-646-0607
Fax 804-646-3496
<http://www.richmondgov.com/police>

News Release

Building a Safer Community for Sector 213 through Problem-Solving

Feb. 24, 2006

The Richmond Police Department is offering the second in a series of workshops focusing on problem-solving for a targeted area, specifically Sector 213.

The Richmond Police Department and the Policing for Prevention Group are partnering to provide a "Building Safer Communities Problem-Solving Workshop. to be held this evening and Saturday.

The objective of the two-day workshop is to learn how to identify problems using a crime triangle that looks at the suspect, the victim, and the location. The workshop will take eight existing problems that have been identified by community complaints, calls for service, crime stats, and officer observations. The participants will collaborate on how each can contribute to resolving the problem and setting short- and long-term roles and goals.

"We need the support of each other to build a safer community," said Lt. John Darnes. "Working together we will make a difference and solve the problems in Sector 213."

The workshop will be held 5:30 to 9 p.m. today and 8 a.m. to 3 p.m. Saturday at Boushall Middle School, 3400 Hopkins Road.

• **For Immediate Release**