Problem-Solving Quarterly

Neighborhood Team Drives Out Drugs

By Terry Hensley and Bob "Doc" Barber

Garland Texas—Garland is a blue-and white-collar suburb located northeast of Dallas, with a **population** of 87,000. In September 1992, **Garland** initiated a concept of service delivery called the **Neighborhood** Service Team **(NST).**

The NST concept involves all of the city's departments as equal **partners** in **problem** solving. The police department's role is central to the entire concept and **comes under** the general heading of "**community** policing." Problem-oriented policing is an in-**tegral** part of our program.

NS **will eventually** service **be entire** dty,-but is being in-**cremental** 'y implemented. The **first NST** Arcs encompasses ap-**proximately** five square miles. **The demographic** mix of the area **African** can, Anglo and

Hispanic people_ The majority of the city's low-income community resides in the area.

Within this area is Kimberlin, a public elementary school for gifted children. Across the street from Kimberlin Elementary is the Cumberland apartment complex—recently a haven for drug dealers. Criminal activity at the complex had reached the point that the school's principal locked the doors daily after the last child entered the building because addicts and dealers were entering the school to use the restrooms.

Scanning

Officers James Puckett and Steve Martin worked in the district containing the Cumberland apartments and they adopted the situation at the apartments as a NST project.

Gunshots could be heard from across the street during class. Parents and teachers were even fearful for the safety of the children at the school. Parents were afraid to attend PTA meetings. Neighborhood children lived in constant fear. Students

who could avoided the apartment complex whenever possible.

At the same time, legitimate tenants of the Cumberland apartments were being forced to move out. During the past two years, the police department had responded to over 200 calls from the Cumberland apartments. They included a murder, **numerous misdemeanor and** felony assaults, **disturbances and** drug activity calls. **Drive-by** shootings were common.

Most of the drug dealing was taking place in the **parking** lot at the rear of the complex. The parking lot has a side street on each end. Customers, looking for drugs, would drive in one end and exit out the other. A small wooded area ran the back length

(Cont. on next page)

Table of Contents

of the parking lot and *was* used to conceal the drugs until a *cus*tomer arrived, making it difficult to catch anyone "holding drugs." Often suspects disappeared into the neighborhood, before the police could arrive.

Analysis

Officers interviewed school officials and the residents of the apartment complex and surrounding neighborhood, as well as visually surveying the area. Most residents agreed that the drugs and violence coming from the apartments were terrorizing the neighborhood. The survey identified two major drug dealers, who were cousins living at the complex in separate apartments.

The officers contacted the managers of the Cumberland apartments, who felt helpless over the situation and agreed to work with the team. The officers also contacted members of the school district administration, who agreed to assist in **any** way they could. Thus, all parties involved—the residents, the complex's management, street and code enforcement and the police—agreed that a simultaneous, coordinated response to the problems was required.

Response

The apartment complex management agreed to assist with four responses. They agreed to:

- place concrete-filled steel posts across the middle of the complex's parking lot to **prevent drive-through drug** trafficking;

- work with the police in the use of criminal trespass forms to prevent non-tenants from gathering in the complex;

- improve the facility to attract better tenants; and

- use the eviction process to get rid of the drug-dealing cousins.

The officers contacted the justice of the peace to discover what was required for evictions. He advised if the officers were evicting a tenant for drug use, then he needed verification by issuing of search warrants or other evidence. The department's narcotics unit immediately started an investigation to obtain evidence of drug dealing and issue search warrants.

A parking prohibition provided the officers a way to make contact with the occupants of cars as they drove up to the complex to buy drugs.

With the parking lot blocked off, drug customers moved to the front of the complex and the transactions continued from the street. The city's transportation department agreed to write and rush through an ordinance requiring the placement of "No Stopping, Standing or Parking" signs along the street in front of the complex. The parking prohibition provided the officers a way to make contact with the

occupants of the cars as they *drove up.*

The criminal trespass law in Texas allows a property owner to restrict non-tenants from trespassing on premises. The police officers used the law *with* great impact. One of the drug-dealing cousins was ousted easily from the complex since he didn't actually live there, only loitered there with his friends. The mother of the other dealer signed the trespass form and urged her 17-year-old son from her apartment to move out.

Narcotics detectives arrested both dealers and confiscated the drugs. In less than two weeks, the apartments and the surrounding area had become a very undesirable place for the drug dealers to conduct business.

Assessment

Previously officers were dispatched to the Cumberland apartments on a regular basis, but now there has not been a single call since the "conclusion" of the project. Monitoring has continued at Cumberland apartments to prevent the re-infiltration of criminal elements and activity at the apartment complex

The apartment management's cooperation provided the opportunity to create a decent and safe environment for tenants. The Kimberlin School is returning to normal, without one complaint from parents or teachers since the apartments became a focus of the Neighborhood Service Team.

As was accomplished with this effort, the keys to problem-oriented policing are to do
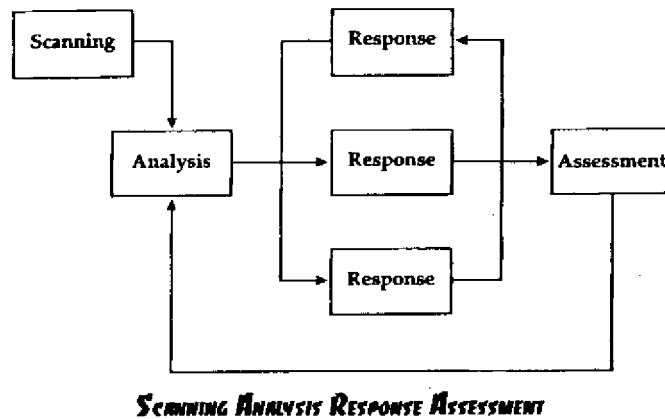
Leading the Change: A Different Yardstick

By Ron Sloan

Just about everywhere I go these days, police agencies are struggling to adapt conceptually and strategically to the changing police environment. Whether organizations are embracing the philosophical leaning of community policing, or setting forth on a very structured course of employing problem solving through the SARA model, literally every agency, large and small, is gravitating away from the convention of the "professional model" of law enforcement.

But for every agency involved in this change process, documenting a specific effort's relative effectiveness still remains a pressing issue. Whether an organization is involved in deploying specialized units at specific problem areas, or a department-wide institutionalization of the **philosophy,** each is asking, "How can we effectively and objectively assess our efforts?"

All too often, as we have done in our organization, a police agency will employ a well-designed and creative problem-solving effort, only to report on its effectiveness through conventional means. Questions usually asked are: How many felony and misdemeanor arrests were made? How many criminal and traffic summonses? How many criminal and traffic reports were taken? IEow many field interviews? How many officers were deployed?

SARA MODEL

Scanning Analysis Response Assessment

How many cases cleared? How many convictions were made?

All too often, a police agency will employ a well-designed and creative problem-solving effort, only to report on its effectiveness through conventional means.

When employing such a problem-solving effort in an urban area with significant problems, reporting these types of statistical measures are tantamount to shooting fish in a barrel, then counting your kill. The police agency has done little more than conduct a small part of the scan-**ning** process for the SARA model. The agency may have helped further define the problem utilizing these measures, but it would be most presumptuous to believe the problem had been solved as a result of this data.

The crucial question for all agencies is whether the dedica-

tion of effort and resources towards the problem at hand has actually made any impact upon the problem. PERFs Research Director John Eck suggested the best model I have seen for setting objectives on measuring the effectiveness of problem solving in his article entitled, "Difficulties in Measuring Effectiveness in Problem-Oriented Policing," featured in the fall 1990 issue of **PSQ.**

Let's examine the five objectives that Eck notes in his article, as they relate to specific measurements of success. In doing so, however, we should reorient **our thinking** towards "problem **handling**" as opposed to "problem solving."

Elimination of the Problem

Unfortunately, the police seldom totally eliminate a problem from existence. But if it does happen, the measurement of its effectiveness should be relatively **simple-comparative data related** to occurrence of the problem before and after the problem-handling effort.

(Cont. on next page)

It would not be prudent for the police to take credit for helping eliminate a problem if a variable totally unrelated to the agency's effort actually leads to the extinction of the problem. Should an agency take credit, and a similar problem arises elsewhere, there could be undue reliance upon an unsubstantiated problem-handling effort that could cause the public's expectations of the police's effectiveness to be distorted.

Reducing the Number of Incidents

Although this type of scenario is a bit more difficult to measure than totally eliminating the problem, it can be fairly simple to do an assessment, again with comparative pre-and post-occurrence data.

A major problem in our agency, the Aurora Police Department, was purse thefts from vehicles parked in the lot of a large nightclub. These smash-and-grab thefts numbered in the hundreds during the quarter preceding *the* officers' problem-handling plan. The department set up a collaborative effort with the club owner to install lockers in the club and conduct a public information campaign regarding the availability of the lockers. One month later, purse thefts decreased to less than five.

After the problem-handling plan went **into** effect, **a number** of arrests were made and cases cleared at this location. The most prominent measure of our effectiveness was in reducing the incidence of the purse thefts, which was directly related to the installation of the lockers and the information campaign.

Reducing Harm from Each Incident

This objective for a specific problem-handling effort is probably the most difficult to measure, yet we often see police agencies use conventional arrest statistics and reported crime rates to portray a reduction in the harm from crime and violence. Our department undertook one such massive effort to direct both conventional and progressive police tactics towards the overall problem of gangs, drug dealing, violence and neighborhood deteriorization in narrowly targeted communities.

Unfortunately most departments portray the success of POP efforts through arrest data .. . which reveals little about the relative success of efforts to restore order and reduce fear from crime.

The effort included comprehensive scanning and analysis components and community input for critical decision-making. Our response plan used a significant number of resources to make arrests, disrupt drug markets, mobilize community segments for different self-help initiatives and re-establish cooperative neighborhood liaisons between service providers and community members.

We had hoped to "take the beach," or halt the problems, **and** then mobilize the community members to "hold the beach," with the help of a wide range of service providers. But it was obvious from the start that drug dealers, gang members and prostitutes would most likely continue to live in the area, despite our efforts.

In the short term, the results were very good. The quality of life in the neighborhood drastically improved. So we pulled our resources out and a local community group took over.

Although the community is in better shape now than two years ago, some drug activities and gang violence has returned to the area. However, we're hopeful that through a reduction in **actual** drug dealing and prostitution the accompanying violence and devastating fear of crime will be '? reduced.

This problem-handling situation is not so different from those **many other urban departments** face. Unfortunately most departments, ours included, portray the success of these efforts **through** conventional arrest data collected on specific operations. These statistics reveal little about the relative success of efforts to restore order and reduce fear from crime in neighborhoods.

The most valuable measures of the effectiveness **of this type of problem-handling effort could be** more appropriately reported as:

- Return of commerce (e.g. increase in sales receipts **and** customers)

- Involvement in neighborhood self-help initiatives (e.g. comparative pre-and post-data on numbers of people involved and types of planned activities)

- Physical improvement of community

- Visibility of families and children (e.g. comparisons through observation and surveying)

- Displacement of perpetrators (e.g. neighborhood census through police contacts and community groups)

By shifting emphasis to the these measures, we can obtain a **much clearer picture of the effec**tiveness of problem-handling efforts, and in turn, **a** better feel for reducing the harm caused by pressing societal problems.

Improvement of Services

Quite often a police agency will embark upon a well-planned program involving a systematic approach to problem handling, but it is seldom recognized for its POP approach. Some examples of these types of "better service" are the implementation of an effective career criminal program and a full-service victim services or advocacy program.

A career criminal program usually contains a system-wide, early identification, case enhancement and **incapacitation** approach to repeat burglars, rob-

bers and rapists. A victim services program provides follow-up assistance to victims of crime, counseling referrals, case status reporting and access to compensation. Previously these services were virtually non-existent.

Both these programs approach specific problem areas by directing resources in a focused manner towards the problem. Measuring the effectiveness of these programs is relatively simple, once they are recognized as problem-solving efforts that improve services to people suffering from problems.

Coordination with Another Agency

Coordinating a referral with another agency to assume responsibility for addressing problems is another credible method to insure the effectiveness of POP. Some might say once something is referred, then it is no longer a problem. But the effort to reduce the problem will only be successful if the police work in conjunction with the referral agency to solve the problem.

For example, when dealing with the problem of homelessness and street intoxication, having a sense of accomplishment by simply referring the problem to a detoxification and/or mental health center is short-sighted. Coordination with both detoxification and mental health centers is the most viable action. Then identification **through** training **and** development of police alternatives for evaluation, shelter and follow-up treatment can occur.

If this type of referral process takes place, and actually reduces the number of homeless and in-

toxicated people the police have to deal with, then reducing the number of incidents stemming from problems becomes a realistic method of measuring the effectiveness of the referral.

The toughest hurdle on the horizon is changing expectations of how police effectiveness is reported to elected officials and city administrators.

Using different measures to evaluate the effectiveness of problem handling are difficult, but not impossible. The toughest hurdle on the horizon is changing expectations on how police effectiveness is reported to elected officials and city administrators, who control the purse strings and exercise policy direction over the police. They're more accustomed to traditional methods to measure police results_ We as police executives have been our own worst enemies by perpetuating those expectations regarding the effectiveness of police programs.

Now police managers must become the champions of a different yardstick. Failure to do so will certainly slow the evolution of police strategies from the professional model to a community-oriented, problem-solving model.

Ron Sloan is division chief of the Aurora (CO) Police Department.

International POP Conference Set for November

In response to the demand from police agencies **throughout** the world, PERF **and** the San Diego Police Department are **sponsoring** the fourth **annual International Problem-Oriented Policing Conference** on Nov. 3-5, 1993. The conference will give police at all ranks the opportunity to learn **about hands-on,** alternative approaches to the stubborn problems that harm their communities.

"The POP conference continues to attract police personnel and others who are hungry for guidance, ideas and information about putting problem solving into place in their agencies. This will be a unique opportunity for agencies to share their approaches and learn from others," said John Eck, PERF's research director.

The conference will give police the opportunity to learn hands-on, alternative approaches to the stubborn problems that harm their communities.

As **in previous years,** the POP conference **will focus on presentations and discussions by** street-level officers who are actively **engaged in problem-oriented policing.**

In addition, featured speakers will include:

- Herman Goldstein, **the founder of POP and law professor at the University of** Wisconsin at Madison;

- Sacramento (CA) Police Chief Arturo Venegas, Jr.;

- **Richmond** (VA) City Manager Robert Bobb;

- Rutgers University (NJ) Professor Ronald Clarke;

- San Diego (CA) Police Officer Andy Mills;

- Reno (NV) Police Lt. Ondra Berry; and

- Felice Kirby, associate director of Citizen's Committee for New York City.

The speakers will **highlight** common problems and **unique** solutions used to implement problem solving in police agencies.

The POP conference will be held at the San Diego Marriott Hotel in La Jolla, California. The conference cost is $295 per person. This fee includes luncheons, refreshments and a conference resource book. Registration materials will be available in June.

For more information about the conference, contact **Jennifer Brooks** at (202) 466-7820.

PERF Offers Problem-Oriented Policing Training

PERF provides **POP** training for command staff, mid-managemcnn first-line supervisors and field officers. The training can be specially = designed to meet your department's needs. The basic training program covers:

- The evolution of problem-oriented policing

- The problem-solving process

- Examples and case studies in problem solving

- Implementing problem solving in your department

PERI trainers use a wide range of training tools including lee-tuns, videos and interactive workshops: The workshops allow participants a chance to apply the problem-solving process to the kinds of crime problems their agencies experience.

In addition, PERT currently has a new brochure on its POP training available to police agencies; law enforcement advocacy groups and criminal justice organizations across the country.

If your agency is interested in obtaining this brochure or POP training, please contact **Susie Mowry** at (202) 466-7820.

Looking for a Few Good Problem Solvers

PERF is now accepting nominations for its first annual Problem-Solving Award, which will be presented in November at the **International Problem-Oriented Policing** Conference in San Diego.

The purpose of the award is to demonstrate the central importance of problem solving for effective and **humane** policing. One award will be given to an individual for his or her exemplary efforts at identifying, analyzing and responding to harmful circumstances and behaviors affecting a community served by a North American police agency (including Canadian agencies). In addition, three individuals will receive honorable mention.

Eligibility

The award **process** is **open** to employees of **governmental** policing agencies (local, state, provincial, federal **and** special jurisdic**tions headed by appointed or** elected officials, but not private security **personnel)** who **have** a direct service **delivery** role.

In most circumstances, this will include patrol officers, detectives and sergeants; though non-sworn employees and higher ranking sworn officials who can show they have direct service delivery responsibilities may also be eligible. The nominee must be sponsored by his or her police agency.

Selection Criteria

Nominees will be evaluated by a selection committee on the basis of a single problem-solving effort. This problem-solving effort will be judged on its importance to the community affected, the depth of inquiry into the nature and causes of the problem, the appropriateness and creativity involved in the selection of the response to the problem, the partnerships developed among the police, community and other government agencies and the impact of the problem-solving effort on the problem.

The purpose of the award is to demonstrate the central importance of problem solving for effective and humane policing.

Nominations

All nominations must be accompanied by a brief letter of support from the chief executive officer of the agency nominating the individual. Nominees should also submit a resume and a five to ten page, double-spaced account of the problem and how it was addressed, including all methods and resources used and any supporting documentation of the problem, such as newspaper clippings and pictures.

Questions that should be addressed in the nominating paper include:

- What was the problem?

- For whom was it a problem?

- Who was affected by the problem and how were they affected?

- How did the department handle the problem **in the** past?

- What information was collected about the problem?

- Were there any difficulties in getting the information?

- What was the goal of the problem-solving effort?

- What strategies were developed to reach that goal?

- What agencies assisted the police department in achieving the goal? Was **the** goal accomplished?

- What would **you recommend** to other police **agencies** interested in **addressing** similar problems?

The deadline for nominations is July 30, 1993. Nominations **should** be sent **to PERF,** 2300 M Street NW, **Suite 910,** Washington, DC 20037.

For more information, **contact Amy Schapiro at (202) 466-7820..**

Clarifying Community Policing

by Deborah Lamm Weisel

Despite the current widespread interest in community policing, there is no single articulated form of community policing described in either the extensive literature on the subject or reviews of current practices. Instead police agencies are engaged in a diverse set of practices united by the general idea that the police and the public need to become better partners in order to control crime, disorder and a host of other problems. Although numerous police agencies are practicing some form of community policing, little is known about the variations of community policing being practiced.

To address the dearth of information, PERF is conducting a comprehensive study of community policing **in Las** Vegas, Nevada; Edmonton, Alberta, **Canada; Philadelphia;** Santa Barbara, California; Savannah, Georgia; and Newport News, Virginia. The study is being funded by the National Institute of Justice. The basic research question being addressed is, "What are police departments actually doing when they say they are doing community policing?"

The study began with an extensive review to identify common measurable attributes and activities thought to be associated with community policing in six agencies. Detailed information has been collected on the actual practice of particular styles of community policing in each of the cities.

Data was collected through several methods, including review of supporting documentation and direct interviews of patrol officers and supervisors engaged in community policing, police managers, and police executives as well as city officials and a limited number of community members. **In** addition, a survey of line officers was conducted to verify the findings and provide a basis of comparison across the six sites. Preliminary data collection and the officer survey have been completed.

Although numerous agencies are practicing some form of community policing, little is known about the its variations being practiced.

The site-specific research is being carried out by a team of six practitioner-investigators: Assistant Chief Lynn Babcock of the Glendale (AZ) Police Department; U. George Barrett, Louisville Police Department; Lt. Ondra Berry, Reno Police Department; Commander Michael Butler, Boulder (CO) Police Department; Captain Carl Hawkins, Hillsborough County (FL) Sheriffs Office; **and** U. Jeff Young, Oxnard (CA) Police Department. Each practitioner is teamed with a member of the PERF staff.

Although findings have not been developed from the study, key issues are beginning to emerge about the nature of community policing, including the extent to which departments participate in either community engagement activities, such as foot patrol and walk-and-talk, or problem-solving activities, where officers focus on addressing specific community problems.

Other issues emerging in the study include the presence of a stimulus, which motivated the department to launch its community policing efforts. For example, in some agencies, race relations have emerged as a driving force for the implementation of community policing.

Other relevant issues include the use of operational changes in the police organization to support the community policing effort. These changes range from hiring and promotional practices, a range of training opportunities and the establishment of fixed beats. The role of leadership in each agency is also emerging as a primary factor in the department's implementation and carrying out of its community policing effort.

Preliminary findings from the study were presented at a **community policing symposium, held concurrent with PERFs annual meeting in Washington,** DC, **on** May 5. Findings from the study will be presented in the form of case studies describing individual sites and a final report which will synthesize the findings. The documents will be published by either the National Institute of Justice or PERF and should be available in late 1993.

Deborah Lamm Weisel is a senior research associate at PERF.

PERF's POP Publications

Have you ever thought—"I know PERF just published something on POP, but what's the title? And *how* **much** does it cost?" Well, now your questions are answered. The following list is compiled from PERF's 1993 Publications Catalog and has the latest information on PERFs problem-oriented and community policing publications, including **PSQ.**

PROBLEM-ORIENTED POLICING
by Herman Goldstein

The culmination of nearly 20 years of research, **Problem-Oriented Policing** outlines the basic elements of the problem-oriented approach to policing, in which police focus on the underlying causes of crime, rather than just respond to <u>rails</u> for service. The book searches for alternatives to traditional police practices and, in doing so, espouses a provocative outline for future change. Truly a blueprint for a revolution in policing, Problem-Oriented Policing is a book no serious student of policing will want to miss. 1(1990) 180 pp., $16]

PROBLEM SOLVING: PROBLEM-ORIENTED POLICING IN NEWPORT NEWS
by John Eck and William Spelman

This book shows how the police in Newport News, Virginia, implemented problem-oriented policing. By focusing police services on resolving problems that created crimes, as well as on the public's dissatisfaction with its safety, the Newport News Police found they were able to better address the community's needs. The book describes why this concept works and makes recommendations for implementing the problem-oriented approach in other departments. 1(1987) 155 pp., $17]

COMMUNITY WELLNESS: A NEW THEORY OF POLICING
by Robert C. Wadman and Robert K. Olson

Written by Wilmington (NC) Police Chief Robert Wadman and Yonkers (NY) Police Commissioner Robert K. Olson, this PERF discussion paper explains why the dominant theory of reactive policing is failing and suggests a future direction for American policing. The book explores the philosophical aspects of community policing and also provides useful, concrete strategies for implementation. Because its innovative ideas are organized into an easy-to-read format, **Community** Wellness will be a valuable asset for law enforcement personnel, academicians and others interested in the future of policing. [(1990) 93 pp., $10]

FIGHTING FEAR THE BALTIMORE COUNTY COPE PROJECT
by Phillip B. Taft, Jr.

The author, a former editor of **Police Magazine,** describes the genesis and operation of Baltimore County's (MD) Citizen-Oriented Police Enforcement (COPE) units. The COPE unit fights fear by attacking the causes of people's fear. COPE officers survey neighborhoods and work with neighborhood organizations, local businesses and local government agencies to understand and solve each community's problems on the community's own terms. [(1986) 31 pp., $5]

FRESH PERSPECTIVES: THE BEST DEFENSE
by David H. Bayley

Fresh Perspectives: The Best Defense attempts to increase police awareness of circumstances that encourage violence, while offering practical steps to ensure that community policing is used as an effective defense against civil unrest. The Best Defense specifies in concrete terms what the "vague and misunderstood" community-oriented and problem-oriented policing philosophies can offer to alleviate the police executive's worst nightmare, and explains what these programs must do, operationally, to help prevent civil disturbance. [(1992) 10 pp., $5]

FRESH PERSPECTIVES: HELPFUL HINTS FOR THE TRADITION-BOUND CHIEF
by John Eck

Every police executive, officer on the street, city manager, reporter and citizen who believes . their law enforcement agency is engaged in community policing, just because the agency has a one-person bike patrol, hosts community meetings, or supports other get-closer-to-the-neighborhood tactics, may be surprised to learn that these practices are just window dressing. Long-time law enforcement author and PERF Research Director John Eck raises the question of whether

PSQ Readers' Reply

Question: What method(s) do you use to establish and maintain your relationship with the community to facilitate **problem-oriented** policing?

Answer: The main thing that you have to do is develop a relationship of trust. You have to let the community know that you aren't going to put their problems on the back shelf. This means that the citizens' problems are my number one priority. They have to know that their problems are important enough to me that it will be worked on. The small things are just as important as the big things. I work on a community policing squad in the housing complexes. For example, an elderly lady asked me one day to help her find someone to fix her car. I guess I could have told her it was not a police problem, but instead I gave her the names of several good, honest mechanics. I even used her phone to call some of them.

–Patrol Officer Ertle Jones, Lumberton (NC) **Police Department**

Answer: The first thing I do is to help the community **understand a** problem by **highlighting** a crisis, because many communities won't get involved without one. Their perceptions of a crisis can be very different from ours.

Once we have demonstrated the need for their involvement, we call a community meeting so they will meet the police and help determine a method of solving the problem. To maintain their involvement, which is very difficult in transient neighborhoods, they identify the problems, then we cooperatively choose a solution. Once a thorough analysis of the chosen problem is completed, the key is allowing citizens ownership by not dictating problem identification, analysis or solutions.

–Patrol Officer Andy Mills, San Diego Police Department

Answer: Our biggest asset is that we attend a large number of neighborhood meetings. The relationship is so much closer because they see us as people, **rather than** the **stereotypical,** Joe **Friday-type** police officer. They see us as their liaison with city government. We walk in a lot of neighborhoods and talk with the residents. This establishes a certain confidence level. We sit down and listen to what they have to say, what their problems are. We kind of force them to become a part of the solution. It's so easy to complain about things when someone else is responsible for solving them. One of the things we do is explain what is happening in the rest of the city so that neighborhoods have some idea of what the whole city is facing. It's very important for them to see beyond their own backyards.

–Neighborhood Patrol Officer Dan Richmond, Peoria (IL) **Police Department**

(Drugs, cont. from p. 2)

research and focus on causes of problems, narrow them down as much as possible and solicit community input on solutions. Since officers may view a problem from a different perspective, then citizens' opinions must be considered also.

Another important factor is to know the field personnel in the other city agencies who are on the same level as the problem-solving officer, so he or she won't have to go through timely bureaucratic delays to get information.

Problem-oriented **policing** works, sometimes faster than we can imagine. Everyone wants to do something about the pressing community problems and problem-oriented policing provides an excellent framework for such efforts.

Terry Hensley is chief of the Garland (TX) Police Department and Bob Barber is the patrol commander of the department.

POP in Your Neighborhood

To help POP departments across the country communicate with each other, PSQ is featuring agencies that have participated in PERFs training. The fall and winter issues featured departments from the midwest and northeast regions, respectively. The following is a partial listing of agencies that have implemented POP in the southeastern states:

Florida

- **Boca Raton** Police Dept.
- Fort Pierce Police Dept.
- Hillsborough County Police Dept.
- Port St. Lucie Police Dept.
- Tampa Police Dept.

Georgia

- **Macon Police Dept.**
- **Savannah Police Dept.**

Maryland

- Greenbelt Police Dept.
- National **Park Police-Montgomery County**
- Takoma Park Police Dept.

North Carolina

- **Buncombe County Police**
- **Gaston County Police**
- **Greensboro Police Dept.**
- **Wilson Police Dept.**

Tennessee

- **Cha**ttanooga Police Dept.

Virginia

- is Alexandria Police Dept.
- Newport News Police
- Norfolk Police Dept.
- Virginia Beach Police

some agencies are truly committed to community policing. **Fresh Perspectives: Helpful Hints for the Tradition-Bound Chief is a** tongue-in-cheek look at how officials can effectively subvert community policing while appearing to support it. [(1992) 8 pp., $2.50]

TACKLING **DRUG PROBLEMS IN PUBLIC HOUSING by Deborah Lamm Weisel**

Drugs in public housing has become one of the hot topics of the 1990s. This reader-friendly book will familiarize police and other officials *with* critical information about the development of public housing policies, rules and management practices, such as screening and eviction, as well as legal and fiscal constraints. The book uses this information to describe a framework for developing collaborative relationships to ease drug problems in troubled public housing communities. The book builds on PERFs knowledge of POP and *is* based on the actual experiences of police agencies. Jack Kemp, former U.S. Dept. of Housing and Urban Development secretary, wrote the forward for this book. [(1990) 117 pp., $15]

Call (202) 466-7820 to get infor-**mation about discount orders, shipping charges or to receive a COPY of PERF**'s **1993 Publications Catalog.**

Submissions

When submitting descriptions of problem-solving efforts to **PSQ,** remember to consider the following questions:

- What is the problem?
- hw whom is it a problem?
- Who is affected by the problem, and bow are they affected?
- Haw has the department handled the problem in the past?
- What information was collected about the problem?
- Were *there any* difficulties in getting the information?
- What was the goal of the problem solving effort?
- What. Strategies were -: developed to reach that goal?
- What agencies assisted the police department m achieving the goal?
- Was the goal accoom- pushed?
- What would you recommend to other police agencies interested in addressing similar problems?

Send submissions to:
Problem-Solving Quarterly
2300 M Street NW, Suite 910
Washington, DC 20037
(202) 466-7820
FAX (202) 466-7826