

Challenging Conventional Wisdom

Preventing Violence in Chicago

Prepared for the United States Conference of Mayors

Emergency Meeting on Crime and Violence

Chicago, November 15, 1993

City of Chicago

Richard M. Daley
Mayor

Matt L. Rodriguez
Superintendent of Police



Violence in Chicago

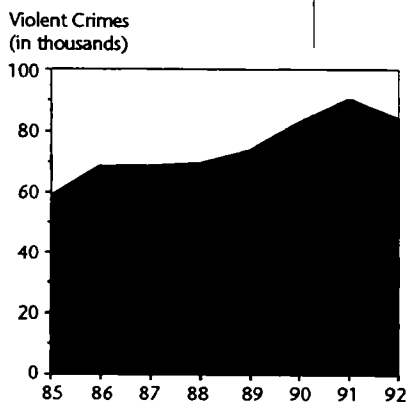
For the first time in five years, violent crime is on the decline in Chicago. The number of homicides, sexual assaults, robberies, and aggravated assaults reported in the City fell by almost 7 percent in 1992, and violent crime reports are down another 10 percent for the first half of 1993. In some of Chicago's most crime-prone neighborhoods, including many of its public housing facilities, crime has gone down significantly over the last year.

Still, crime and violence exact a heavy toll on Chicago residents. Statistically, Chicago ranks fourth among major U.S. cities in its violent crime rate, according to recent FBI statistics. Last year's violent crime rate (30 crimes per 1,000 City residents) was 50 percent higher than it was in 1985. The 1992 homicide rate was the highest in the City's history. In addition:

- The number of children being killed—and the number of children doing the killing—are on the rise in Chicago (as they are nationally).
- Illegal drugs and street gangs continue to fuel high levels of violence in schools, families, and on the street.
- There continue to be far too many individuals with precision killing instruments—automatic and semi-automatic firearms—who are unable to vent their emotions or solve conflicts without resorting to violence. For the first time in history, more people are dying from gunshot wounds than in automobile crashes in the State of Illinois, one of only three states where that is the case.

Crime and Fear

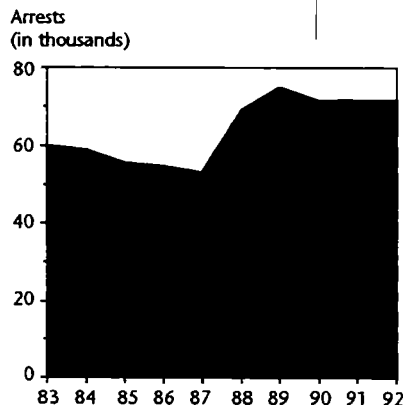
Violent crime declined in 1992 (and is down again in 1993), but citizen fear remains high in many Chicago neighborhoods.



As in most urban areas, violence in Chicago is primarily a manifestation of other, often intractable social problems and trends, including poverty, unemployment, illiteracy, family breakdown, and abuse of drugs and alcohol. These factors have contributed not only to high levels of crime, but also to the more brutal and random nature of violence in our City. Together, crime and the societal problems that contribute to it have produced almost overwhelming conditions and staggering workloads for Chicago's police. More importantly, these conditions have

Record Arrest Levels

Chicago police are identifying and arresting more offenders than ever before, but an overburdened criminal justice system has undermined police enforcement efforts.



produced a real and growing sense of fear and apprehension among many of Chicago's citizens—this despite the statistical drop in crime over the last two years.

The root causes of these problems, as well as their solutions, are extremely complex. They emanate from social conditions and circumstances well beyond the scope and ability of the Chicago Police Department, or any other single government entity, to address. If we look only to the police and to the criminal justice system to solve the epidemic of urban violence, we will certainly fail.

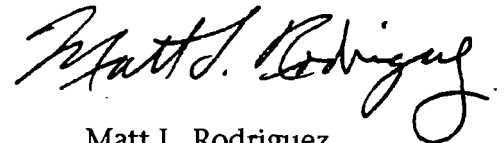
Chicago police are already identifying and arresting more offenders than ever before. Arrests for index crimes increased 20 percent over the last 10 years. Last year, Chicago police made more than 306,000 arrests for all crimes and recovered approximately 20,000 firearms. But a primary outcome of this aggressive enforcement activity has been lengthy backlogs in the courts and severe crowding in correctional facilities. In Cook County last year, 18,624 suspects were released on their own recognizance, without having to post their assigned bail, because of crowded conditions at the County Jail. An overburdened and underfinanced criminal justice system has undermined the effectiveness of police enforcement efforts, has reduced the impact of punitive sanctions, and ultimately, has damaged the justice system's credibility with the public.

The complex nature of urban violence has prevented the criminal justice system, and government agencies at all levels, from finding a complete solution to the problem. However, the inability to provide a complete solution should not deter police and other government agencies from developing strategies that do bring some immediate and meaningful benefit to the community. The complexity of the problem is not an excuse for inaction.

In Chicago, the police and City government are developing new strategies designed to have a more sustained impact on crime and neighborhood disorder. The City's recently implemented community policing philosophy, and the *community government* commitment that is backing it up, represent a comprehensive approach that is designed to enhance the crime-fighting capacity of the Police Department, mobilize both government and community resources in the fight against crime, and most importantly, produce tangible results in improving the quality of life in Chicago's neighborhoods.

This document describes Chicago's comprehensive approach to community policing and community government, as well as specific initiatives that address the serious problems of gangs, drugs, and violence. In many of these initiatives, the Police Department and the City are challenging conventional wisdom that says homicide and other forms of violence cannot be prevented. Chicago's approach says that violence is preventable if we first accurately identify the problem; the specific ethnic, gender, and age groups that are most at risk of victimization; and the specific geographic areas where the risk is greatest—and then if we mobilize the government *and community* resources that are needed for successful corrective and preventive strategies to take place.

The Chicago Police Department joins with Mayor Richard M. Daley in welcoming the nation's mayors and their police chief executives to Chicago for this important meeting on crime and violence. We look forward to this unique opportunity to share information and ideas on dealing with this national tragedy.

A handwritten signature in black ink, reading "Matt L. Rodriguez". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

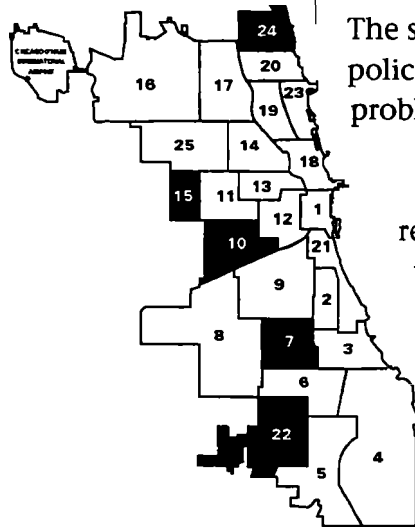
Matt L. Rodriguez
Superintendent of Police

Chicago's Comprehensive Approach

Community Policing

The Chicago Alternative Policing Strategy was initiated in five prototype police districts in 1993.

CAPS, and the community government commitment that supports it, will be expanded to all neighborhoods in 1994.



Violence reduction and prevention efforts in Chicago are taking place within the framework of the City's new community-oriented philosophy of policing, the Chicago Alternative Policing Strategy. CAPS officially rolled out April 29, 1993, on a prototype basis, in five of Chicago's 25 police districts. It is being expanded to all police districts beginning in 1994 and will be fully implemented over the next two years. The Department has also initiated a broad strategic planning effort to successfully integrate the new policing philosophy into the Department's entire organization.

Under CAPS, crime control *and* crime prevention are recognized as dual parts of the policing mission. Vigorous and impartial enforcement of the law, rapid response to serious crimes and life-threatening emergencies, and proactive problem solving in partnership with the community are the foundations of the new policing strategy. CAPS does not represent a "soft" or less aggressive approach to crime and violence. The strategy actually enhances the City's crime-fighting capacity by using police resources more wisely and efficiently in solving neighborhood problems.

At the patrol level, CAPS establishes teams of beat and rapid response officers in each district. Beat officers work the same beat on the same watch each day so they can get to know the beat's residents, its chronic crime problems, and the best strategies and resources for solving those problems. Beat integrity—keeping beat officers on their beat—is achieved through a new police dispatch policy. Rapid response officers are available to answer urgent calls on a beat, so beat officers have more time and flexibility to work with residents in addressing longer-range problems.

Beat and rapid response officers, as well as gang and tactical officers in the districts, work together on **proactive problem solving** in the neighborhoods. A beat profile—a comprehensive record of the characteristics and chronic problems on a beat and the resources available to address those problems—is compiled by these officers and the commu-

Together We Can

If community policing means reinventing the way the Chicago Police Department works, it also means reinventing the way all City agencies, community members, and the police work with one another.



nity. It is then used to prioritize problems, identify strategies, and plan missions. Department detectives have also established a liaison with the CAPS districts to assist them in more efficient case management and more effective use of crime analysis.

Neighborhood action planning under CAPS is supported by the collection and analysis of data at the beat level. To achieve this, each district is installing a local area network of advanced computer workstations. These computers allow the districts to analyze and map crime hot spots, to track other neighborhood problems, and to share this information with the community.

The implementation of CAPS is being supported with extensive **training and ongoing evaluation**. Officers and supervisors are being trained in a unique curriculum that includes interpersonal communication, problem solving, alliance building and, for sergeants and lieutenants, advanced leadership skills. Joint police-community training in problem solving and action planning at the beat level is also being developed.

Community members are involved at all levels of the new strategy. Under CAPS, each police district is establishing a Community Advisory Committee which helps identify district-level issues and set broad priorities. In addition, community groups, block clubs, and individual residents meet regularly with their beat officers to discuss local problems and priorities. On a day-to-day basis, residents talk with their beat officers or Neighborhood Relations staff directly, and many are beginning to share more freely what they know about the gangs, drugs, and other illegal activity on their block.

The other essential partner in Chicago's community policing strategy is the rest of **City government**. If community policing means reinventing the way the Chicago Police Department works, it also means reinventing the way all City agencies, community members, and the police work with one another.

Recognizing that problems of neighborhood disorder have such an adverse and costly effect on the community and on crime levels, Mayor Richard M. Daley has made CAPS a priority of all City agencies, not just the Police Department. Police officers and personnel from other City agencies are being cross-trained in each others' operations. In addition, special procedures for requesting, logging, and following up on requests for City services have been established.

As a result, removing gang graffiti and towing abandoned cars used by drug dealers are becoming the collective responsibility of the police, the Department of Streets and Sanitation, and the community, not of one or the other. Similar cooperative efforts are being developed around other neighborhood eyesores and crime magnets, including abandoned buildings and problem liquor establishments.

Yet the relationship of City government to CAPS goes beyond a fast and efficient response to a police officer's request for City services. As part of CAPS, the police, the community, and other City agencies are working to forge broader partnerships with public and private sector service providers in an attempt to improve the quality of life in all Chicago neighborhoods. Achieving that strategic goal, however, must go beyond the search for a new policing strategy, no matter how promising. We must constantly seek out new way for citizens and their government to work together in solving the range of complex and constantly changing problems that confront urban society. The Chicago Police Department will continue to serve as a catalyst for forging and maintaining these partnerships.

Chicago Initiatives

Gangs and Gang Violence

Drugs and Crime

Firearms

Domestic Violence

Youth Violence Prevention

Public Housing Crime

Technology and Information Sharing

Gangs & Gang Violence

There are at least 40 organized street gangs operating in Chicago, with an estimated 38,000 members representing all races and ethnic groups. Chicago's street gangs and the crimes in which they engage vary from neighborhood to neighborhood. In some neighborhoods, gang violence is related to turf. In others, it is motivated by drugs, while in some areas both turf and drugs are involved. Regardless of the motivation, gang violence has turned increasingly lethal in recent years: between 1987 and 1991, gang-related homicides increased 150 percent in Chicago.

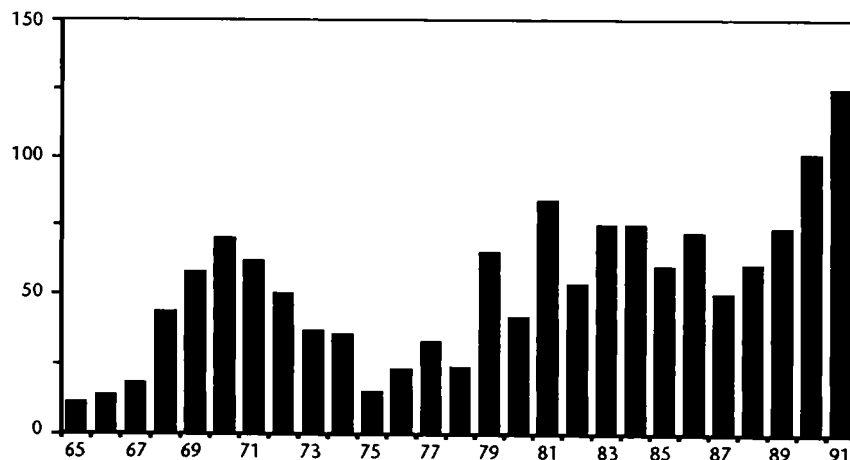
Recognizing the varied and complex nature of gangs and gang crime in Chicago, the Police Department has developed an anti-gang strategy that attacks the problem on several levels:

- At the **neighborhood level**, the Department has placed nearly 200 gang crime officers in 24 of the neighborhood police districts. These decentralized Gang Tactical Teams work with beat officers and community residents to identify and address local gang problems, such as drug dealing or turf battles. An additional 104 officers provide a stand-by capacity to respond to spontaneous gang problems in neighborhoods throughout the City. The decentralization of this important Department function has been successful in maintaining officer productivity and responding to community concern over gangs. So far this year, the Gang Tactical Teams have made more than 20,000 arrests, including approximately 1,700 for homicide, sex offenses, and battery and assault.

Gangs and Violence

Whether they involve turf or drugs, gang-related homicides have increased dramatically over the last few years.

Gang-related Homicides



Source: Illinois Criminal Justice Information Authority

- At the **City level**, the Department maintains a centralized Gang Investigation Section. Its goal is to disrupt and dismantle street gangs and their leadership through in-depth investigations.

- At the **regional level**, the Department participates in multi-jurisdictional task forces that target large and sophisticated gang organizations.

Chicago Initiatives

Gang Violence Reduction Program. Working with probation officials, gang experts from the University of Chicago, and the community, the Police Department is trying to demonstrate that gang violence can be prevented. This program targets the South Lawndale community in the West Side's 10th Police District, which research shows has a gang homicide rate nearly twice the Citywide rate. Under the program, a team of civilian gang outreach workers maintain regular contact with up to 200 known gang members, providing them with crisis counseling, job and school referrals, and other alternatives. The team also works with police to defuse conflicts among street gangs before they turn lethal. Additional probation officers provide close supervision to known gang members, and a Community Advisory Group consults with project staff. In the program's first year, gang homicides declined (from eight to four), and the rate of increase in aggravated assaults has slowed. In addition, 15 hard-core gang members have been diverted to educational programs and jobs.

Anti-Gang Loitering Ordinance. When gang members congregate on City streets or in parks, they instill a level of fear among residents that inhibits their freedom and destroys their quality of life. In response to overwhelming public concern over this problem, Mayor Daley and the City Council enacted a unique Anti-Gang Loitering Ordinance in 1992. It allows police to disperse groups of known gang members and, if they persist, to arrest them for loitering. To ensure the fair and impartial application of the ordinance, the Department established a computerized Gang Information File to provide proper documentation of gang affiliation. So far this year, police are making approximately 350 arrests a month using the ordinance.

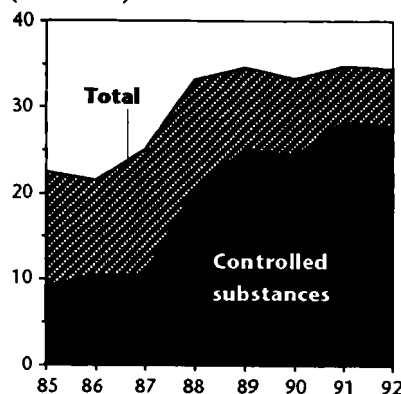
Interagency Task Forces. As Chicago's street gangs have become regional, and even national and international in their scope, the Police Department has formed interagency task forces with other local, state, and federal law enforcement agencies. The Joint Task Force on Gangs has successfully targeted the hierarchy of such "supergangs" as the Black Gangster Discipline Nation. Another task force was created to neutralize Asian organized crime and youth gangs in the Chicago area, as these groups became increasingly powerful and violent. The 12-year-old Chicago Terrorist Task Force was instrumental in dismantling the El Rukn gang, one of the City's most deadly, and in preventing acts of domestic terrorism and hate crimes by groups such as the FALN and neo-Nazis. And the Chicago Violent Crimes Task Force has created a mechanism for the FBI to successfully investigate and apprehend violent fugitives before they flee the state.

Drugs & Crime

Dangerous Drugs

With the surge in crack cocaine and other dangerous drugs in Chicago, arrests for controlled substances have tripled since 1985.

Drug Arrests
(in thousands)



Substance abuse is one of the major factors fueling Chicago's crime rate. Violence is used by drug dealers to protect or expand markets, to intimidate competitors, to retaliate against those suspected of cheating, and to avoid being arrested and punished—often with deadly consequences for innocent bystanders. Drug users, too, often engage in violence and other crime to support their drug consumption. And alcohol is a major contributor to many types of violence, including homicide, assault, and domestic abuse. It is clear that the distribution and use of illegal drugs, as well as chronic alcohol abuse, combine to increase violence and other crime, overburden the criminal justice system, hinder learning in our schools, and reduce the productivity of our workforce.

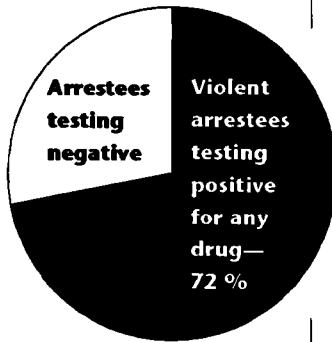
The number of people arrested for drug offenses in Chicago has increased steadily since the mid-1980s. Last year, Chicago police made 34,399 drug arrests, compared to fewer than 22,500 in 1985. Arrests for controlled substance violations (those involving heroin, cocaine, crack, and other dangerous drugs besides marijuana) more than tripled during this period. By 1992, controlled substances accounted for more than 8 out of every 10 drug arrests in the City. Crack cocaine is becoming increasingly responsible for this trend: five years ago, crack was found in only two of the City's 25 police districts; today, crack and the often indiscriminate violence that goes with it are found in every district.

The Chicago Police Department recognizes that an effective strategy to combat substance abuse and its associated problems must attack both the supply of and demand for illegal drugs. It must also recognize the role of alcohol in the substance abuse problem and actively seek to curb its abuse. While the Department's first responsibility is to ensure safety and security through vigorous enforcement efforts, crime control and prevention are dual parts of the policing mission. In both efforts, the Department is actively soliciting and embracing the support of the community and other government agencies.

Chicago Initiatives

Drugs and Violence

Nearly three-quarters of the people arrested for violent crimes in Chicago are testing positive for illegal drugs.



Source: Drug Use Forecasting Program

Crack-44 Hotline. In 1989, the Department initiated a toll-free telephone hotline (1-800-CRACK-44) for citizens to use in reporting suspected drug activity in their neighborhoods. In practice, the hotline is a vehicle for not only attacking the substance abuse problem, but for strengthening police–community relations as well. The hotline is manned 24 hours a day, seven days a week, with Criminal Analysis Review staff who are specially trained to draw out pertinent details from each call. Information on locations, individuals, and vehicles is cross-checked via computer for past or current drug activity, and is referred to the appropriate unit for investigation. Since the hotline was initiated, aggressive promotional campaigns have greatly expanded its use. Already this year, more than 8,000 tips have been received from neighborhoods across the City—or almost three times the number received in all of 1992. Recent marketing efforts have attempted to expand the program's reach even further. The Department, for example, initiated a special program to market the Crack-44 Hotline to area businesses concerned about drug trafficking and abuse within the workplace.

Street Narcotics Enforcement. In response to citizen complaints about open-air drug markets that have appeared throughout the City, the Department engages in aggressive buy-bust operations against street dealers. Targets are almost exclusively identified from complaints to the Crack-44 Hotline or other citizen input.

Tavern Team. Recognizing that a significant amount of drug dealing occurs in and around taverns and liquor stores, the Police Department is focusing on the enforcement of narcotics laws in these establishments. The Department's Tavern Team identifies and researches problem locations. Where appropriate, the team purchases narcotics, makes arrests, and then pursues revocation of the establishment's liquor license. Over the last year, police have conducted 102 raids and made 145 arrests, and the liquor licenses of 17 problem establishments have been revoked.

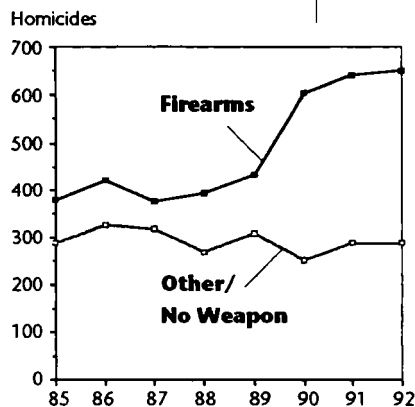
Sale of Alcohol to Minors. In an effort to curb the availability of alcohol to minors, the Department initiated its Sale of Alcohol to Minors Program in early 1993. Randomly selected liquor establishments, as well as those with a history of selling to minors, are covertly tested for sale to minors by police personnel working with civilian minors recruited from local universities. Violators are subject to regulatory action through the Mayor's Liquor Licence Commission, including fines and temporary closing of the establishment.

Firearms

The ready availability of, and easy access to, firearms play a significant role in the escalation of violence, the loss of life, and the fear that is so pervasive in communities across the country. A national Harris poll of 2,508 students between the ages of 10 and 19 found that 71 percent believed their overall safety has been endangered because of the easy availability of weapons. Fifty-nine percent said they could get a handgun if they wanted one, and one-third said they probably will die at a younger age because of guns.

Firearms and Homicides

The recent surge in Chicago murders is directly attributable to homicides involving firearms.



Chicago's crime statistics reflect this disturbing and often deadly picture. Over the past four years, homicide levels in Chicago have risen from their lowest point in a generation to among their highest ever. Firearms are primarily responsible for this lethal trend. Of the 940 homicides that occurred in 1992, more than 69 percent involved the use of a firearm. In 1985 when there were 666 murders, just over 56 percent involved firearms.

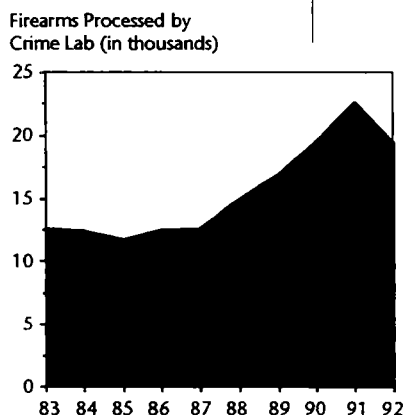
Increasingly deadly firearms are finding their way into the hands of young people in Chicago. Of the 11,545 arrests for weapons violations in 1992, more than 40 percent involved offenders under the age of 21. Seven years ago, fewer than 30 percent of weapons arrests involved these young offenders.

Chicago Initiatives

Firearm Recovery. Historically, the Chicago Police Department has placed a concerted emphasis on locating and recovering illegal firearms. This aggressive stance is supported by tough municipal gun control ordinances and state statutes. In 1992, the Chicago Police Department crime lab processed 19,435 firearms recovered by police officers or turned in by citizens. Approximately 17,000 firearms have been processed through October of this year. For the last several years, Chicago has led the nation's cities in the recovery and removal of firearms from the street.

Deadly Weapons

Chicago police lead the nation in the recovery and removal of firearms from the street.

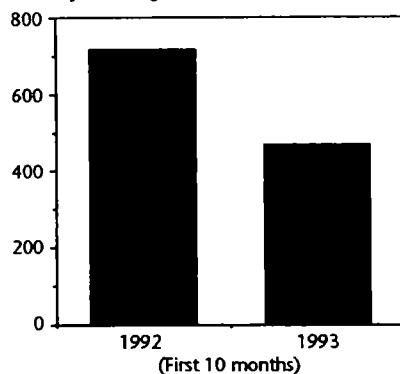


Chicago's outstanding recovery rate is due in part to the Department's continuing effort to foster a culture within the organization that recognizes the importance of taking firearms off the street. This culture has been developed through an environment that encourages the mentoring of younger, less experienced officers by seasoned veterans, and that rewards successful efforts

Drive-By Shootings

A local ordinance designed to curb drive-by shootings may be partly responsible for the recent drop in these crimes.

Drive-By Shootings



to recover firearms with organizational praise and acclaim. In addition, the Department has supported and participated in various citizen gun turn-in efforts.

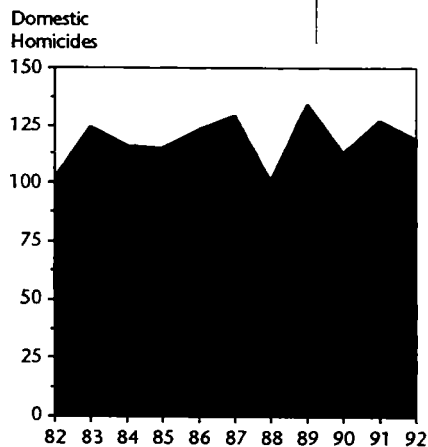
Vehicle Impoundment Program. In an attempt to curtail drive-by shootings in Chicago, Mayor Daley and the City Council passed an ordinance in October 1992 that allows police to impound motor vehicles involved in firearm violations. Chicago police have aggressively enforced the ordinance. Over the last three-and-one-half months, 385 vehicles were impounded, 409 weapons were recovered, and 511 arrests were made under the program. While it is still too early to determine whether the ordinance and the Department's aggressive enforcement of it are having a long-term impact on drive-by shootings, the first-year figures do show some progress. In the first 10 months of 1993, drive-by shootings in Chicago are down 34 percent compared with the same period last year.

Firearm Dealer Crackdown. "Kitchen-table" weapons dealers—those who sell firearms, knives, and other weapons from their homes—account for more than 70 percent of the 250,000 federally licensed dealers nationwide. In Chicago, however, tough local ordinances prohibit the sale of firearms from a residence, and require federally licensed dealers who sell other weapons to obtain a local deadly weapons license. Chicago police are cracking down on those kitchen-table dealers who are not complying with federal and local licensing requirements as a way to reduce the number of illegally purchased firearms on Chicago streets. A recent eight-month investigation involving the Police Department, the federal Bureau of Alcohol, Tobacco and Firearms, and the Illinois Department of Revenue revealed that 197 of 212 federally licensed dealers in Chicago were not in compliance. Most violators have already surrendered their licenses, and the remainder are in the process of being revoked.

Domestic Violence

Household Violence

Through quick response and early intervention, Chicago is challenging conventional wisdom about the prevention of domestic homicides.



For decades, police—and society in general—treated domestic violence as a private, “family” matter best resolved by the individuals involved. With greater awareness of the problem came a realization that domestic violence demanded a police response. Still, most police agencies continued to operate on the theory that while violence in the home is a problem that the police must respond to, it is not one that they can prevent.

Chicago is challenging the conventional wisdom about domestic violence prevention. Research has demonstrated that domestic violence is a behavioral syndrome in which the level of violence within a household tends to escalate over time. Domestic violence also has a generational effect: children who witness violence in their homes today are likely to repeat the same behavior as adults. The Chicago Police Department, in conjunction with community-based social service agencies, is exploring new ways to intervene and to interrupt the cycle of violence before it turns lethal. This strategy is designed not only to save lives, but also to preserve community peace and to limit the need for the police to respond to repeated calls to the same households.

Chicago Initiatives

Domestic Violence Reduction Program. The goal of this new pilot program is to reduce homicides, serious assaults, and injuries related to domestic violence in the 3rd Police District on the South Side. This area has a homicide rate from domestic violence that is nearly three times the Citywide rate, and the victims are as likely to be males as females. The program uses a dual-response approach. The first phase involves a prompt response by patrol officers to all reports of domestic disturbances. Officers follow a newly created protocol in handling domestic incidents.

The second phase involves early intervention for high-risk households. Teams of specially trained police officers and counselors from local victim service agencies pay a follow-up visit to these high-risk families within 24 hours of an incident, and every month thereafter. Follow-up

services include counseling, referrals to other service agencies, and an orientation to conflict resolution and violence reduction. To help identify high-risk households and promote a quick police response, a special computer system is being developed to link domestic violence incidents by address, apartment number, household names, and other variables.

Domestic Violence Referral Project. In six other police districts (including three of the CAPS prototypes), the Police Department has established special procedures for referring victims of domestic violence to community-based social service agencies. Again, the goal is to reduce the number of domestic violence cases, and to prevent cases from turning lethal, through early intervention and referral to support services.

Youth Violence Prevention

When violence reaches into the classroom, the effect can be dramatic and long lasting. The fear created by crime in and around schools significantly alters the behavior of teachers and students, and it destroys the learning environment necessary for young people to better themselves. According to a recent Illinois Criminal Justice Information Authority survey, one-third of public high school students in Illinois reported carrying a gun to school. In just the first two months of the current school year, there have been eight shootings near Chicago high schools, three of them fatal.

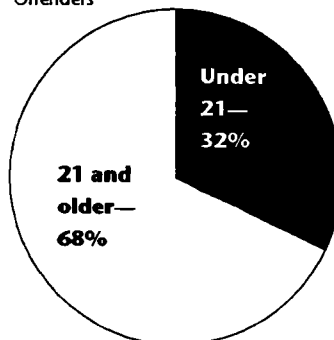
These statistics are indicators of a much broader and alarming trend of escalating youth violence. In 1992, nearly 28 percent of homicide victims and 45 percent of homicide offenders in Chicago were under the age of 21. Of the 330 young homicide offenders in 1992, seven out of every eight used a firearm.

The underlying causes of youth violence can be traced to other problems such as changes in the family structure, poverty, child abuse, the availability of firearms, and violence in entertainment. As society works on these larger issues, police in Chicago will continue to confiscate weapons and arrest young offenders. Schools should be made safer, but making a fortress of a school building will not by itself improve the quality of life for our children. Prevention of youth violence, and the social factors that contribute to it, must be a priority for the entire community—parents, police, businesses, City agencies, neighbors, and young people themselves.

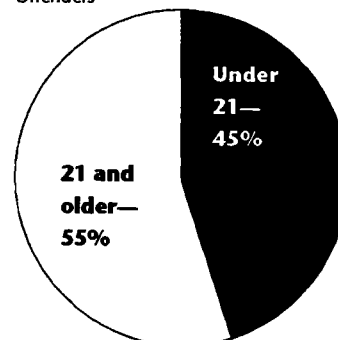
Youth and Lethal Violence

The number of young people being killed—and the number doing the killing—are on the rise in Chicago.

1988 Homicide Offenders



1992 Homicide Offenders



Chicago Initiatives

Operation SAFE (Schools Are For Education). Under this program, the Police Department and school administrators share responsibility for security in and around Chicago schools. Two uniformed officers from the Police Department's School Patrol Unit are assigned to each of the City's 67 public high schools, to provide enforcement and prevention activities. Under an interagency funding agreement, the Chicago Board of Education reimburses the Police Department for the costs of these officers. The School Patrol Unit is supplemented by mobile police units that aggressively patrol outside troubled schools. During the 1992-93 school year, the School Patrol Unit made more than 9,700 arrests, including 159 for aggravated battery, 128 for robbery, 14 for aggravated sexual assault, and 14 for murder. More than 1,500 school-related arrests have already been made this school year.

High School Metal Detectors. In an attempt to keep guns and other weapons out of schools, police and school officials have been working to install permanent metal detectors in all City high schools. Fifty-three of the 67 public high schools have accepted the City's offer of free metal detectors. The permanent metal detectors are complemented by a random metal detector program that is administered when the local school council requests it. Last school year, metal detectors caught 525 students with weapons, including guns, knives, chains, and mace. In addition, 158 firearms were recovered in and around Chicago schools last year.

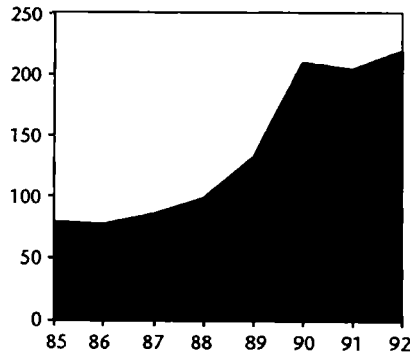
School Zone Mission Team. To supplement the ongoing presence of the School Patrol Unit and metal detector program, the Department this fall initiated the Mission Team program. The primary objective of this highly visible, uniformed team is to saturate areas around schools that are experiencing high levels of gang, drug, and weapons activity. Its composition includes school patrol officers, youth officers, and district tactical officers who are knowledgeable of the community and sensitive to the problems of school crime. Deployment of the team is based on crime reports, information from school principals and the community, and input from local police personnel. In just its first two weeks, the School Zone Mission Team recovered five guns and five vehicles, and made nearly 100 arrests.

Safe School Zone Laws. Chicago's school security efforts are supported by strong Safe School Zone laws in Illinois that enhance penalties for many drug and weapons offenses committed in and around a school facility. In Illinois, these laws are in effect 24 hours a day, 365

Providing Alternatives

Prevention programs are designed to provide alternatives to gangs and drugs—and to reduce the number of young homicide victims.

Firearm Homicide Victims
Under Age 21



days a year—even when school is not in session. Safe school zones not only provide an additional enforcement tool, but also serve to focus attention on the problem and to bring the police and the community together around the issue of school safety.

Positive Alternative Program (P.A.P.). This educational and crime prevention partnership is designed to help young people ages 7 to 21 to combat the negative influences of drugs, gangs, and harmful peer pressure. Positive choices and direction are offered through a variety of free educational, employment and leisure time activities. Classes are held at two Chicago City College campuses and three Chicago police district stations. An added benefit of P.A.P. is the rapport developed among the police, children, parents, business people, and local schools. The 15th District (which has won two national awards for its program) reports that school truancy is down, youth crime is down, and meaningful relationships among youth, community, and police are improving as a result of P.A.P.

CAPS and the Schools. The Chicago Alternative Policing Strategy stresses the need to decentralize activities to the police district level so that the unique needs of neighborhoods can be addressed. As part of the Community Advisory Committees being established in each CAPS district, special subcommittees have been created to focus on crime problems in and around the schools. This allows a more comprehensive approach to dealing with security and other issues faced by Chicago's schools.

Public Housing Crime

In most U.S. cities, public housing developments have become a flash point for violent crime, gangs, and illegal drug activity. Chicago is no exception. In 1991, the violent crime rate in Chicago Housing Authority developments—54 crimes per 1,000 residents—was 65 percent higher than in the City as a whole.

Security and law enforcement in Chicago's 41,712 public housing units are provided by both CHA police and the Chicago Police Department. The vast majority of the CHA's 150,000 residents are interested and committed residents who are tired of living in fear and are eager to help improve their living circumstances. Chicago's comprehensive approach to the problems of violent crime in public housing recognizes the value of a stronger partnership with CHA residents.

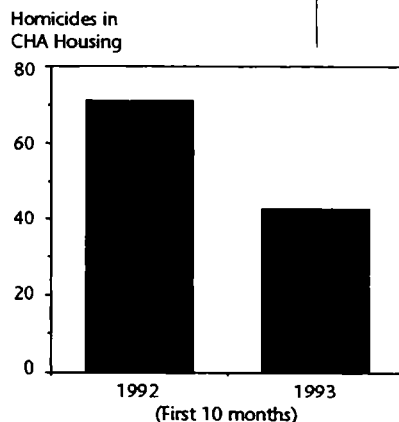
Chicago Initiatives

Specialized Training in Community Policing. Chicago has been selected to participate in a specialized training program for community policing in public housing. The training, which includes Chicago police, CHA police, and CHA management and residents, is being provided by the federally funded Community Policing in Public Housing Consortium. The goal is to develop ways to tailor the Chicago Alternative Policing Strategy to the public housing setting. This effort is still in its early stages, but could prove essential to improving safety for CHA residents.

Operation Clean Sweep. This model program was initiated in the fall of 1992 in response to requests from CHA residents for better, more sustained security for their housing developments. A "sweep" involves the surprise inspection of selected high-rise buildings by teams of CHA maintenance crews, electricians, plumbers, janitorial service workers, and other employees. The teams inspect all apartments within the targeted building to determine needed repairs, while other CHA personnel construct security fencing and limited-access entry ways at the base of the building. Following the sweep, access to the building is controlled by security personnel. The Police Department commits approximately 50 personnel to each sweep. Their role is to establish a perimeter around the building and to provide a police presence in

A Drop In Violence

With aggressive enforcement and security measures, CHA developments have witnessed a dramatic drop in homicides and other violent crimes.



hallways and stairwells during the sweep. All 202 CHA structures have been swept over the past year, resulting in nearly 500 arrests and the recovery of 56 firearms. In addition, the sweeps have contributed to a dramatic reduction in CHA crime over the last 11 months: system-wide, serious crime is down more than 9 percent, with homicide (40 percent) and robbery (43 percent) showing large decreases.

C.H.A.N.G.E. In concert with the Clean Sweep program, Mayor Daley and other local officials initiated the Chicago Housing Authority Neighborhood Gang Enforcement Program. The concept is to first clear out drug dealers and violent criminals from public housing, and then to help “seed” the area with economic development and other activities. Enforcement activities are being carried out by a task force of federal, state, county, and municipal police and prosecution agencies—the largest multiple-agency operation in the City’s history. The task force targets a public housing development that has a high rate of crime and narcotics trafficking. A plan is developed, usually consisting of surveillance, undercover drug purchases, and the identification of gang members and others with outstanding arrest warrants. On a specified date, arrest teams are formed from the various law enforcement agencies. Search warrants are executed on locations where narcotics sales occurred, arrest warrants are served, and a sweep of the development is done. These operations can include up to 450 law enforcement personnel. Nearly 1,100 arrests and 129 firearm recoveries have resulted from the eight task force operations conducted thus far.

Special Employment Program. The Chicago Police Department augments its regular patrol of public housing developments with a Special Employment Program in which officers may voluntarily work one of their days off in CHA housing. The officers are paid by the Housing Authority. This fall, the Police Department enhanced the program by encouraging entire district tactical teams—a sergeant and 6 to 10 officers—to continue working as a squad in public housing on their days off. This provides greater continuity for the special CHA patrols, which focus on hot spots or problems identified by the commander of the Department’s Public Housing Section. In the last two months, the Tactical Team Directed Mission Program has generated 157 arrests and the recovery of 10 firearms.

Technology & Information Sharing

While it is the interpersonal side of community policing that tends to get most of the attention, there is a significant role for technology within this new philosophy of policing. To effectively identify and solve local crime problems, both the police and the community need accurate and up-to-date information about patterns of crime and disorder in their neighborhoods. And when solving a neighborhood problem means conducting an in-depth investigation or accurately identifying and processing an offender, technology plays a critical role as well.

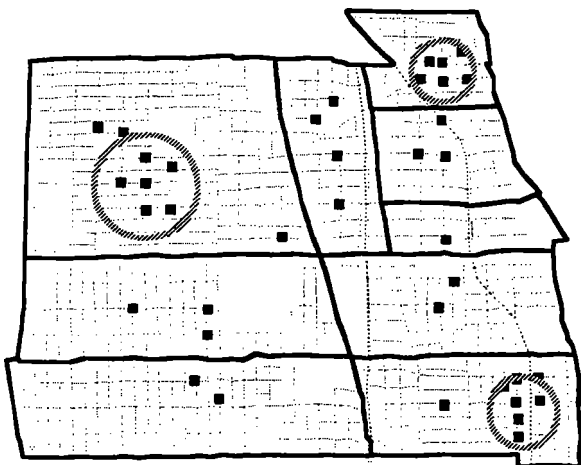
To support these and other facets of its community policing philosophy, Chicago is developing new information and identification technologies. Where appropriate, the Police Department is looking for new ways to share information with other government agencies and with the community in an attempt to solve neighborhood problems.

Mapping Crime Hot Spots

Through computerized crime mapping technology, beat officers and the community will be able to quickly identify and target problem areas.

Chicago Initiatives

Neighborhood Crime Mapping and Analysis. The collection and analysis of up-to-date data at the beat level are key elements of Chicago's community policing strategy. As part of CAPS, each police district is installing a local area network of advanced computer workstations. These computers are allowing beat officers to identify crime hot spots and to track other neighborhood problems (such as problem liquor establishments). As importantly, the new computer systems will allow police to generate easy-to-read crime maps and to share this information with community organizations, block clubs, and individual residents. In an attempt to better understand violent crime patterns and their causes, the Department's Detective Division is also using sophisticated mapping technology to enhance its investigative methods.



LiveScan Fingerprinting. Once a suspect has been arrested, accurate and speedy identification is critical to ensuring that proper charges are filed, appropriate bond is set, and public safety is achieved. In 1991, the Chicago Police Department significantly improved the process of identifying suspects in custody through the use of direct electronic fingerprinting, or LiveScan, in all police lockups. Chicago is the first, and by far the largest, local law enforcement agency to implement such a system on a department-wide basis. Using LiveScan, police capture a suspect's fingerprints by computer, then transmit them electronically to the Department's central Records Division, where the person is positively identified and his or her criminal history is retrieved. LiveScan reduces the number of unreadable fingerprints, speeds up the processing of arrestees, and helps free up police officers' time for proactive policing activities.

New 9-1-1 Technology. Perhaps the most meaningful source of information for the Chicago Police Department and the community will be realized in 1995 with the completion of the City's new Public Safety Communication Facility. It will house a state-of-the-art 9-1-1 and Computer-Aided Dispatch system. The Department has designed the system to be a comprehensive repository of on-line criminal and operational information. This important new source of management information will help set standards and priorities in our evolving partnership with the community.

*For further information about these or other
Chicago police initiatives, contact:*

Commander Anthony Chiesa
Office of the Superintendent
Chicago Police Department
1121 South State Street
Chicago, Illinois 60605

**JAMES W. GLASGOW**

WILL COUNTY STATE'S ATTORNEY

14 West Jefferson Street, Joliet, Illinois 60431
815-727-8453 FAX NO. 815-727-8405

FAX TRANSMITTAL

DATE: 5-18-95 TIME: _____TO: Jose Perda -AGENCY: White House - Domestic Affairs

FROM: _____

TOTAL NUMBER OF PAGES, INCLUDING COVER SHEET _____

COMMENTS: _____

THIS COMMUNICATION IS INTENDED FOR THE CONFIDENTIAL USE OF THE ADDRESSEE ONLY. IN THE EVENT THAT THIS COMMUNICATION IS READ BY ANYONE OTHER THAN THE ADDRESSEE, ANY USE OF THE INFORMATION HEREIN IS STRICTLY PROHIBITED. IF YOU HAVE RECEIVED THIS TELECOPY IN ERROR, PLEASE IMMEDIATELY NOTIFY US BY TELEPHONE TO ARRANGE FOR RETURN OF THE ORIGINAL DOCUMENTS.

INITIALS OF PERSON TRANSMITTING DATA: _____

7-1-95-7028



JAMES W. GLASGOW

STATE'S ATTORNEY OF WILL COUNTY

14 West Jefferson Street, Joliet Illinois 60431

815-727-8453 FAX NO. 815-727-8405

PRESS RELEASE
FOR IMMEDIATE RELEASE MAY 18, 1995

NATIONAL POLICE WEEK
POLICE KILLER'S CONVICTION THROWN OUT AFTER 10 YEARS OF APPEALS
NOW IN THE HANDS OF THE U.S. SUPREME COURT

On September 12, 1984, Joliet Police Officer Martin Murrin's life came to a sudden and tragic end. A warrant had been issued for Manual Salazar's arrest. While attempting to arrest Salazar, Officer Murrin became involved in a foot chase. Approximately two minutes after Officer Murrin had left his squad in pursuit of Salazar, witnesses heard five shots over an interval of about four seconds, with a pause after the first three shots. Officer Murrin had been shot five times with his own revolver. Expert testimony established that one bullet, which had passed through Murrin's right ear from front to back, had been fired from six to twenty-four inches away; two more entered Officer Murrin's right chest between the nipple and collar bone, in a manner which indicated a firing range of less than six inches; a fourth bullet, which entered the left chest above the naval, had been fired from greater than two feet away; and a fifth bullet, fired from approximately two feet away, entered Murrin's center forehead, two inches below the top of his head. Among the injuries sustained by Officer Murrin, independent of the gunshot wounds, were abrasions on the upper lip, the ear, the eyebrow, both arms, the left hand, both



legs, and four parallel abrasions on the neck consistent with fingernail scratches. Salazar fled from the scene of the shooting. His whereabouts were unknown until May 18, 1985 when he was located in Mexico and deported by Mexican authorities as an undesirable alien.

On December 6, 1985, Manual Salazar was convicted of Officer Murrin's senseless death and sentenced to die for his crime. The Supreme Court of Illinois affirmed the conviction and sentence. In 1991, some six years after his conviction and sentence was affirmed, Salazar filed a petition for post-conviction relief. The Petition raised collateral issues which should have been considered earlier. After a mini-trial on the issues raised in the petition, the Judge denied Salazar's petition finding that the evidence against Manual Salazar at trial had been overwhelming.

Once again, the case was appealed to the Supreme Court of Illinois. This time, however, the Court decided that Salazar had received ineffective assistance of counsel in his appeal. The Court's decision had nothing to do with the evidence presented at trial. The Court decided that Salazar's attorney, in his appeal, had neglected to question the use of a certain jury instruction. This particular jury instruction had been required in Illinois at the time of Salazar's trial. However, because of one jury instruction given at trial and ten years after the murder, the Court reversed Salazar's conviction and ordered a new trial.

A Petition for Certiorari has now been filed in the United States Supreme Court. The Petition asks the Court to accept the case, so that it can review the decision of the Illinois Supreme Court. The question is whether the Illinois Supreme Court wrongly applied guidelines relating to the review of criminal cases.

Will County State's Attorney, James W. Glasgow, is in Washington, D.C., this week for National Police Week. In a ceremony on Monday, May 15th, a medallion was presented to Sue

Simenson, the widow of Sgt. Timothy Simenson of the Crest Hill Police Department, who was killed in the line of duty on September 28, 1994. Glasgow also intends to meet with members at the National Fraternal Order of Police and other government officials regarding the Salazar case.

Glasgow said, "It is fitting that the Salazar case is before the Supreme Court during the week that we are honoring police officers. The length of the appeal process is a fundamental question facing our judicial system. We are asking that the Court accept the case so that it can consider putting a stop to endless appeals which do nothing but diminish public confidence in the Courts. The Salazar case gives the Court the opportunity to impose limits upon the ability of death row inmates to abuse the appellate process," Glasgow added. "The decision of the Illinois Supreme Court completely disregards the heinous act for which Salazar was convicted. The technical reversal of his conviction and sentence ten years after the fact does an injustice to the family of Officer Murrin who died serving the People of the Joliet community," Glasgow further commented.

PEOPLE VS. MANUAL SALAZAR

UNITED STATES SUPREME COURT DOCKET NO. 94-1498

Date: 02/24/95 Time: 14:21

In Town With No Gangs, Gangs Taken Too Seriously, Critics Say

HARVARD, Ill. (AP) A 15-year-old boy found out this one-cow town was serious about fighting gangs when police arrested him for wearing what they considered a gang symbol: a small Star of David dangling from a necklace.

Harvard, a former farm town 90 miles northwest of Chicago that's inching toward suburbanization, doesn't have a gang problem, doesn't want a gang problem, and has a two-year-old city ordinance to make sure it never gets a gang problem.

But some attorneys say the sweeping statute, which among other things says it is illegal ``to wear known gang colors, emblems, or other gang insignia,' ' is unlawful.

``We applaud the city for taking a stance,' ' says attorney Charles Weech, who has challenged the measure on behalf of the teen-ager. ``But it must be within the bounds of the Constitution.' '

It is hard to assess the actual threat that gangs pose to Harvard, population 6,000.

Police say about 35 town youngsters are gang members, and that Harvard's county, McHenry, has seen a jump in gang activity over the past decade.

But Harvard maintains a distinctly small-town, it-can't-happen-here character. Residents still use town mascot Harmilda a brown and white cow statue symbolic of Harvard's dairy town roots as a road reference for strangers.

Youngsters in town acknowledge there are drugs mostly marijuana at the high school and shrug when asked about gang problems.

Schools lecture them about the misdemeanor ordinance, which carries a maximum fine of up to \$500, and, for the most part, they don't seem to mind complying.

``They warn you in the beginning of the year,' ' said Rhonda Jurinak, a 15-year-old freshman whose green hair streaks matched her army fatigues. ``It doesn't really bother me I dress the way I want.' '

Police are taught gang tactics, hand signals, even certain color combinations, such as black and blue, and black and gold, that are associated with big city gangs.

``Every judge is guilty every day with his blue shirt and black robe,' ' Weech joked.

But Mayor William LeFew says 14 arrests were made last year for violating the ordinance. And he says it has proven effective.

``In 1994 we had 24 kids call to say, `We want to get out of gangs,' ' LeFew said.

The 15-year-old boy, who wasn't identified because he's a juvenile, was arrested last year as he walked home from school. One of the town's 13 officers spotted the Star of David, a symbol of Judaism that crime experts say can be a gang insignia.

The police officer questioned the boy, who is not Jewish, then took him to the station where he was charged.

Another man, Ricardo Rodriguez, was arrested for wearing a black and gold University of Colorado Buffalos hat and matching shirt and pants even though black and gold are Harvard High School's colors.

``This law is not just unconstitutional, but is stupid,' ' said attorney Daniel Hofmann, who represents Rodriguez.

Hofmann worries that a small but growing Hispanic population (about 14 percent of the town) may be bearing the brunt of the

ordinance a charge town officials deny.

As the town becomes more like a city, its gang problems grow, says Les Lunsman, supervisor of the county's police gang unit.

"Harvard is unique in the state of Illinois because they grabbed the bull by the horns," he said. "You see no graffiti, no gang members or gang colors. It's a lot more wholesome environment than a couple of years ago."

LeFev said he doesn't worry that the ordinance could violate free speech rights, citing an incident involving a six-pointed star that occurred after the 15-year-old boy was arrested.

"Two weeks later we stopped somebody with a Star of David," he said. "It was for religious reasons and he was let go. That was fine."

APNP-02-24-95 1425EST

Date: 10/20/94 Time: 08:40

OUT FRONT: Glimpse Into Frightening World of Kids Killing Kids

CHICAGO (AP) In the long list of crimes and misdemeanors on Chicago police's blotter, the murder of 5-year-old Eric Morse seems the cruelest.

It was, police say, a carefully planned crime: Last week Eric was lured by two boys, 10 and 11, to their ``clubhouse,' ' a vacant apartment high in a housing project. He was dangled from a window, then dropped 14 floors to his death.

His frantic 8-year-old brother could not save him. Neighbors heard a long, fading scream.

Eric died, police said, for his honesty: He refused to steal candy for the boys and reported them to his mother.

A wake was held for Eric on Wednesday, less than two months after another boy's death shook the city: Robert ``Yummy' ' Sandifer, an 11-year-old murder suspect hiding from the police, was allegedly executed by two brothers in his gang, ages 14 and 16. The scrawny boy nicknamed for his love of cookies had a rap sheet that rivaled most adult felons: 28 arrests in 18 months.

These two incidents provide a pinhole glimpse into a frightening and disturbing world of kids killing kids. They also raise new questions about what is happening to an entire generation of inner-city children, who is responsible and how the viciousness can be stopped.

``We're seeing communities that are increasingly isolated from the social norms we believe in,' ' said Alfred Blumstein, an urban affairs expert at Carnegie Mellon University. ``They're populated by kids who are prepared to risk their own lives or someone else's to gain or avoid losing respect.' '

Some say these two murders reflect several nationwide urban trends: the growing power of gangs, guns and drugs among adolescents; the disintegration of families; the lack of legal remedies to deal with children committing the worst of adult crimes.

``By time kids come to attention of the criminal justice system, it's probably too late,' ' Blumstein said. ``(It's) typically designed to send kids back to parents ... but we see large numbers of parents who don't have the competence, who don't have the skills and themselves are dysfunctional.' '

The youngsters in both Chicago cases have troubled histories. Robert Sandifer was an abuse victim himself, starting at age 22 months. The 10-year-old charged in Eric's murder had five criminal prosecutions (four were dropped) and last week was supposed to be confined to his home under court order. The fathers of both boys are in prison.

This week, Eric's death stirred an impassioned speech from President Clinton to a gathering of police officers about children taking their signals from parents and the need for role models.

``What we must be worried about is wave upon wave of these little children who don't have somebody both good and strong to look up to, who are so vulnerable that their hearts can be turned to stone by the time they're 10 or 11 years old,' ' Clinton said.

Even those who try to steer kids straight find it tough going.

``These kids will listen to a gang member selling drugs rather than something positive,' ' said Tracy Harding, a resident of the notorious Cabrini-Green public housing project and program coordinator for a youth foundation.

``The negative catches on much quicker. ... You do something bad to get respect. Then people are scared of you.' '

Harding said he was alarmed to find some kids he works with admired Robert Sandifer. ``Just being in the gang and having so much pull, that was the ultimate fantasy to some of them,' he said.

Some experts say the Sandifer case points up two key reasons for violence among the young: easy access to guns and the role of the gang as substitute family.

A study released last week by the Centers for Disease Control in Atlanta found that homicides among youths aged 15 to 19 jumped 154 percent from 1985 to 1991, far exceeding increases in any other age group.

Chicago police statistics also show an increase in kids committing murder: In 1983, 198 offenders were younger than 21; a decade later, 372 youths fell into that category. In the same period, in the same age group, the number of victims more than doubled.

Violence has become so pervasive that a local researcher found that 35 percent of a group of Chicago inner-city kids he surveyed had seen someone shot, stabbed or severely beaten by age 11.

For many such children, ``whether you're a victim or perpetrator depends on what day it is,' said Pat Tolan, an associate professor of psychology and psychiatry at the University of Illinois-Chicago.

Willie Wallace, a 17-year-old raised at Cabrini, bears the scarred body a knife wound across his chest and jaded soul of someone who has witnessed it all.

``I seen a lot of shootings. Can't count 'em,' he said, shrugging his bony shoulders. ``I've seen people beaten down, stabbed. I'm used to it now. First I wasn't. I'd be nervous. I'd walk away. Now I sit and watch.''

``I'd like to get out,' he added. ``Move somewhere, start a new life. ... People around here are always walking around angry.''

Others, touched by tragedy, struggle to find forgiveness.

At Eric's wake, his grandmother, Lela Morse, spoke of the boys charged in her grandson's death.

``They were children, and it hurts me,' she said. ``I said yesterday, `Serve the time,' but I still feel for them, too, even though they killed my grandson. That's what hurts so bad they are young.''

EDITOR'S NOTE Sharon Cohen is the AP Midwest Regional Reporter, based in Chicago.
APNP-10-20-94 0839EDT

The current command system is predicated upon the shift — a time-based structure. Thus, each shift is time-oriented and time-bounded in its operations and responses. This does not give police officers the flexibility required for them to effectively play their proper roles within the community, nor does it allow an officer to achieve a sense of ownership for the neighborhood he or she polices. Therefore, it is planned to restructure the patrol function, transforming it to an area-based design.

This year will see the formation of a pilot area with teams being given the responsibility for providing all patrol services within their neighborhood. Our experience with the pilot area will lead the way for expanding neighborhood policing throughout the city.

We began the long-range task of implementing neighborhood policing at the most logical and accessible point: within the Department. While we have already been successful in reaching out to the community, and feel that our relationship with the community has improved, we must continue to move forward. Therefore, it is our goal to facilitate and support constructive, cooperative police-community interaction, and to empower the community.

It is our belief that the vast majority of residents of our community are not only law-abiding, but also are willing to be law-assisting. It is our responsibility to aid in creating the partnership that has to exist between the police and the community.

Every organization, every social endeavor begins with a vision — an image of the future. Our vision is that one day each neighborhood will have its own identifiable police officers, who will be a visible, but unremarkable, part of the community scene.

If you would like someone from
the Joliet Police Department
to talk to your group
about neighborhood policing,
call **740-2235**
between 8:30 a.m. and 4:00 p.m.,
Monday through Friday

JOLIET POLICE DEPARTMENT NEIGHBORHOOD-ORIENTED POLICING



JOLIET POLICE DEPARTMENT
150 West Jefferson Street
Joliet, Illinois 60431

Working with the Community for a Safe City

In 1990, the Joliet Police Department began a process which will lead us to a "style" or "method" of policing which usually is referred to as Community Policing. Although this term can mean many different things, to us it refers to a strategy that allows the police and community residents to work closely together in new ways to solve the problems of crime and disorder, and rests on the belief that law-abiding people in the community deserve input into the police process, in exchange for their participation and support.

"Neighborhood-Oriented Policing" is a strategy based on the assumption that the best way to implement community policing is by dividing the community into neighborhoods.

Another way of defining Neighborhood-Oriented Policing is by stating what it is not.

It is not a program, technique or tactic. It is not something which will be accomplished by forming a new unit, starting a new program, or devising a new tactic. It is not just foot patrol or crime prevention — it is a style or manner of doing things.

It is not "soft" on crime. Police officers will continue to arrest people who break the law. Law enforcement has been, is, and will always be an important part of policing. Neighborhood policing deals with a broader variety of community concerns **in addition to** crime, not as a **substitute** for addressing serious crime.

It is not a "quick fix" or the solution to all our problems. Those who believe that neighborhood policing will solve the problems of gangs, drugs and violence in our community are mistaken. Crime and disorder will not be solved by simple solutions. What neighborhood policing excels at is finding new solutions to street-level problems, by challenging police officers and the community to find new answers.

It is not social work. Opponents criticize the concept of neighborhood policing by asserting that involving police officers in efforts that have not traditionally been viewed as part of the police mandate is not only wasteful, but silly. They insist that the police have their hands full trying to battle serious crime, so efforts that detract from that effort not only waste valuable time and money, but they can erode the credibility and authority of the police. Police should leave social work to social workers so they can focus all their energies to their real job of fighting crime.

The fact is that crime fighting — law enforcement — is only one part of policing. Certainly it is important, probably the most important, part of the job. But still, the police are involved in many efforts that have little, if anything, to do with serious crime. These are all the various service and order maintenance things the police do. They do them either because there is no one else to do them, or because no one else can do them as well as they can.

In fact, social work has always been part of policing. Good police officers have always tried to help people. Neighborhood policing not only recognizes the fact that law enforcement is only one aspect of policing, but it also broadens the role of police, urging all officers to focus on solving community problems.

Neighborhood policing is a logical outgrowth of earlier styles of policing — the result of an evolutionary process of building on the strengths, discarding the weaknesses, using new technology and research, and incorporating new perspectives of policing as they have developed since the nineteenth century.

Our goals are much the same as those of other styles of policing: *to serve the community, to protect it, and to uphold the law.* The means for achieving these goals, however, are the elements that define neighborhood policing. Problem solving rather than incident handling, is the core of neighborhood policing.

In developing and implementing neighborhood policing, the Joliet Police Department has three objectives:

- (1) *to address serious problems of crime and violence in the neighborhoods;*
- (2) *to build strong collaborative relations with the neighborhood citizens; and*
- (3) *to build an organizational capacity to sustain this community-based effort.*

The Police Department is implementing neighborhood policing with a two-tiered approach. First, we focused our efforts in selected areas, forming a specialized unit — the Neighborhood-Oriented Policing Team (NOPT) — to service these areas. At the same time we are planning for the second phase — to implement neighborhood policing Department-wide, encompassing the entire city of Joliet.

Based on the experience we have gained, strategies have been formulated to move the Police Department towards its goal of adopting neighborhood policing in an orderly, goal-oriented fashion. While we fully intend to make significant progress, it is recognized that creating lasting change in the Department is a continuous process, and we remain committed to retaining the flexibility required to make this change happen.

Our operational goal is to organize the daily operations of the Department in ways that will best support and encourage all personnel to more effectively fulfill their role in the community.

The current command system is predicated upon the shift — a time-based structure. Thus, each shift is time-oriented and time-bounded in its operations and responses. This does not give police officers the flexibility required for them to effectively play their proper roles within the community, nor does it allow an officer to achieve a sense of ownership for the neighborhood he or she polices. Therefore, it is planned to restructure the patrol function, transforming it to an area-based design.

This year will see the formation of a pilot area with teams being given the responsibility for providing all patrol services within their neighborhood. Our experience with the pilot area will lead the way for expanding neighborhood policing throughout the city.

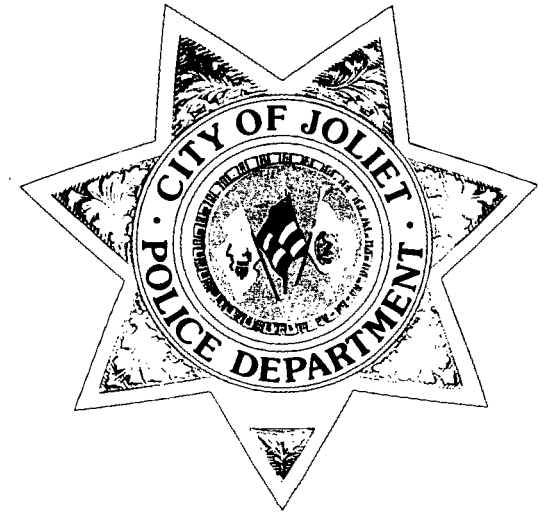
We began the long-range task of implementing neighborhood policing at the most logical and accessible point: within the Department. While we have already been successful in reaching out to the community, and feel that our relationship with the community has improved, we must continue to move forward. Therefore, it is our goal to facilitate and support constructive, cooperative police-community interaction, and to empower the community.

It is our belief that the vast majority of residents of our community are not only law-abiding, but also are willing to be law-assisting. It is our responsibility to aid in creating the partnership that has to exist between the police and the community.

Every organization, every social endeavor begins with a vision — an image of the future. Our vision is that one day each neighborhood will have its own identifiable police officers, who will be a visible, but unremarkable, part of the community scene.

If you would like someone from
the Joliet Police Department
to talk to your group
about neighborhood policing,
call **740-2235**
between 8:30 a.m. and 4:00 p.m.,
Monday through Friday

JOLIET POLICE DEPARTMENT NEIGHBORHOOD-ORIENTED POLICING



JOLIET POLICE DEPARTMENT
150 West Jefferson Street
Joliet, Illinois 60431

Working with the Community for a Safe City

In 1990, the Joliet Police Department began a process which will lead us to a "style" or "method" of policing which usually is referred to as Community Policing. Although this term can mean many different things, to us it refers to a strategy that allows the police and community residents to work closely together in new ways to solve the problems of crime and disorder, and rests on the belief that law-abiding people in the community deserve input into the police process, in exchange for their participation and support.

"Neighborhood-Oriented Policing" is a strategy based on the assumption that the best way to implement community policing is by dividing the community into neighborhoods.

Another way of defining Neighborhood-Oriented Policing is by stating what it is not.

It is not a program, technique or tactic. It is not something which will be accomplished by forming a new unit, starting a new program, or devising a new tactic. It is not just foot patrol or crime prevention — it is a style or manner of doing things.

It is not "soft" on crime. Police officers will continue to arrest people who break the law. Law enforcement has been, is, and will always be an important part of policing. Neighborhood policing deals with a broader variety of community concerns **in addition to** crime, not as a **substitute** for addressing serious crime.

It is not a "quick fix" or the solution to all our problems. Those who believe that neighborhood policing will solve the problems of gangs, drugs and violence in our community are mistaken. Crime and disorder will not be solved by simple solutions. What neighborhood policing excels at is finding new solutions to street-level problems, by challenging police officers and the community to find new answers.

It is not social work. Opponents criticize the concept of neighborhood policing by asserting that involving police officers in efforts that have not traditionally been viewed as part of the police mandate is not only wasteful, but silly. They insist that the police have their hands full trying to battle serious crime, so efforts that detract from that effort not only waste valuable time and money, but they can erode the credibility and authority of the police. Police should leave social work to social workers so they can focus all their energies to their real job of fighting crime.

The fact is that crime fighting — law enforcement — is only one part of policing. Certainly it is important, probably the most important, part of the job. But still, the police are involved in many efforts that have little, if anything, to do with serious crime. These are all the various service and order maintenance things the police do. They do them either because there is no one else to do them, or because no one else can do them as well as they can.

In fact, social work has always been part of policing. Good police officers have always tried to help people. Neighborhood policing not only recognizes the fact that law enforcement is only one aspect of policing, but it also broadens the role of police, urging all officers to focus on solving community problems.

Neighborhood policing is a logical outgrowth of earlier styles of policing — the result of an evolutionary process of building on the strengths, discarding the weaknesses, using new technology and research, and incorporating new perspectives of policing as they have developed since the nineteenth century.

Our goals are much the same as those of other styles of policing: *to serve the community, to protect it, and to uphold the law.* The means for achieving these goals, however, are the elements that define neighborhood policing. Problem solving rather than incident handling, is the core of neighborhood policing.

In developing and implementing neighborhood policing, the Joliet Police Department has three objectives:

- (1) *to address serious problems of crime and violence in the neighborhoods;*
- (2) *to build strong collaborative relations with the neighborhood citizens; and*
- (3) *to build an organizational capacity to sustain this community-based effort.*

The Police Department is implementing neighborhood policing with a two-tiered approach. First, we focused our efforts in selected areas, forming a specialized unit — the Neighborhood-Oriented Policing Team (NOPT) — to service these areas. At the same time we are planning for the second phase — to implement neighborhood policing Department-wide, encompassing the entire city of Joliet.

Based on the experience we have gained, strategies have been formulated to move the Police Department towards its goal of adopting neighborhood policing in an orderly, goal-oriented fashion. While we fully intend to make significant progress, it is recognized that creating lasting change in the Department is a continuous process, and we remain committed to retaining the flexibility required to make this change happen.

Our operational goal is to organize the daily operations of the Department in ways that will best support and encourage all personnel to more effectively fulfill their role in the community.