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THE CITY OF KNOXVILLE, TENNESSEE  
KNOXVILLE POLICE DEPARTMENT

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July 20, 1995

John Lusardi, PERF  
1120 Connecticut Avenue, NW  
Suite 930  
Washington, D.C. 20037

**RE: Herman Goldstein Award**

Dear Mr. Lusardi:

I would like to nominate the attached program for the Herman Goldstein Excellence in Problem-Solving Award.

The Knoxville Police Department is committed to working with the community to develop problem solving activities on a continuing basis.

The attached program was developed as a quarterly patrol district problem solving activity in the community. The results achieved have been quite rewarding for our agency and should be strongly considered for recognition.

Sincerely,

Phil E. Keith  
Chief of Police

Attachments

/aad

**EAST DISTRICT QUARTERLY REPORT**  
**January 1,1995 through March 31,1995**

**"KRYSTAL HEIGHTS"**  
**2724,2730, AND 2736 EAST MAGNOLIA AVENUE**

SUBMITTED BY SGT. RANDY CARMAN  
APRIL 17, 1995

## **INTRODUCTION**

In early January, 1995, the East District supervisors targeted the area known as "Krystal Heights". This area includes the apartment buildings located at 2724, 2730, and 2736 East Magnolia Avenue (Shenandoah, Lakewood, and Aston Apartments). This location was chosen as a quarterly project for several reasons.

First, there were four hundred fifty five (455) calls for service from these addresses during 1994. These calls ranged from very minor to very serious in nature. Officers were spending a great deal of time answering calls here with little or no positive effect.

This area has also traditionally been a cesspool for criminal activity, especially drug dealing and prostitution. Periodic arrests of individuals involved in these crimes have been, for the most part, ineffective. The violators return to the area time after time.

Finally, the surrounding community has suffered because of the problems at this location. Residents and business people were afraid for their safety because of the continuing illegal activity. In addition, thefts and other property crimes were taking place in the neighborhood that we felt were being committed by individuals from "Krystal Heights".

## **GOALS**

The goals we hoped to achieve by the end of the quarter included the following:

1. Reduce the total number of calls for service
2. Get the residents involved in making their own neighborhood safer and cleaner
3. Remove or displace individuals responsible for the criminal activity

## **ACTION TAKEN**

The following activities were conducted during the quarter in an effort to reach our goals:

1. Action plan written
2. Squad coordinators chosen
3. Planning sessions held throughout the quarter (staff meetings)
4. Call analysis
5. Contacted owners/managers of apartment buildings for assistance
6. Community surveys conducted
7. Community meeting held
8. Codes Enforcement contacted
9. Intensive program of directed patrols
10. Results analyzed

Detailed information on each of these activities is included in this package.



	1/2	1/9	1/16	1/23	1/30	2/6	2/13	2/20	2/27	3/6	3/13	3/20
CONTACT CRIME PREVENTION (NEIGHBORHOOD WATCH PROGRAM)				X								
BUILDING MEETING							X					
COMMUNITY MEETING							X					
CONTACT WORK GROUPS FOR LABOR							X					
CONTACT CODES ENFORCEMENT							X					
BUILDING / COMMUNITY CLEAN-UP								X				
INFORMATION SHARING MEETINGS		X										X
TRACK ENFORCEMENT ACTIVITIES	X											X
ANALYSIS OF RESULTS												X
FINAL REPORT FOR QUARTER												X
MAINTENANCE AND FOLLOW-UP ACTIVITY												X

*Det Randi Panna 1284*

**EAST DISTRICT PROJECT COORDINATOR**

Sgt. Randy Carman

**SQUAD COORDINATORS**

A Squad - D. Bible

B Squad - M. Keller, K. Muler

C Squad - L. Lipscomb, T. Snoderly

D Squad - M. Eskridge, S. Rivera

E Squad - P. Lane, J. Legg

F Squad - W. Armstrong

G Squad - L. Shaw

# CALL ANALYSIS

## 2700-2800 EAST MAGNOLIA AVENUE

During the period from January 1, 1994 through December 31, 1994 the Knoxville Police Department received **five hundred fifty four (554 ) calls for service** from the addresses located at 2700-2800 East Magnolia Avenue.

Of this total of 554 calls, **455 calls** originated from the following addresses:

<b>2724 E. Magnolia Ave. ( Shenandoah Apartments)</b>	<b>174 Calls</b>
<b>2730 E. Magnolia Ave. ( Lakewood Apartments)</b>	<b>92 Calls</b>
<b>2736 E. Magnolia Ave. (Aston Apartments)</b>	<b>42 Calls</b>
<b>2800 E. Magnolia Ave. ( Pay phone at Krystal)</b>	<b><u>147 Calls</u></b>
<b>Total</b>	<b>455 Calls</b>

These 4 locations accounted for **82 %** of the total number of calls received from the target area.

**The types of calls received covered a wide range of problems including : shootings, armed robberies, rapes, assaults, burglaries of residences, burglaries of vehicles, child abuse, fights, domestic violence, vandalism, missing persons, juvenile problems, disturbances, and suspicious persons.**

342 of these calls (**62%** ) were received between the hours of **6:00 p.m. and 6:00 a.m.**.

212 of these calls (**38%** ) were received between the hours of **6:00 a.m. and 6:00 p.m.**.

The following is a break-down of **calls for service** according to **day of the week:**

<b>Sunday</b>	<b>62 Calls</b>	<b>11%</b>
<b>Monday</b>	<b>82 Calls</b>	<b>14%</b>
<b>Tuesday</b>	<b>90 Calls</b>	<b>16%</b>
<b>Wednesday</b>	<b>95 Calls</b>	<b>17%</b>
<b>Thursday</b>	<b>65 Calls</b>	<b>11%</b>
<b>Friday</b>	<b>80 Calls</b>	<b>14%</b>
<b>Saturday</b>	<b>80 Calls</b>	<b>14%</b>

# CALLS FOR SERVICE

2700 - 2800 E. MAGNOLIA AVE.

JAN. 1 - DEC. 31, 1994

**TOTAL NUMBER OF CALLS : 554**

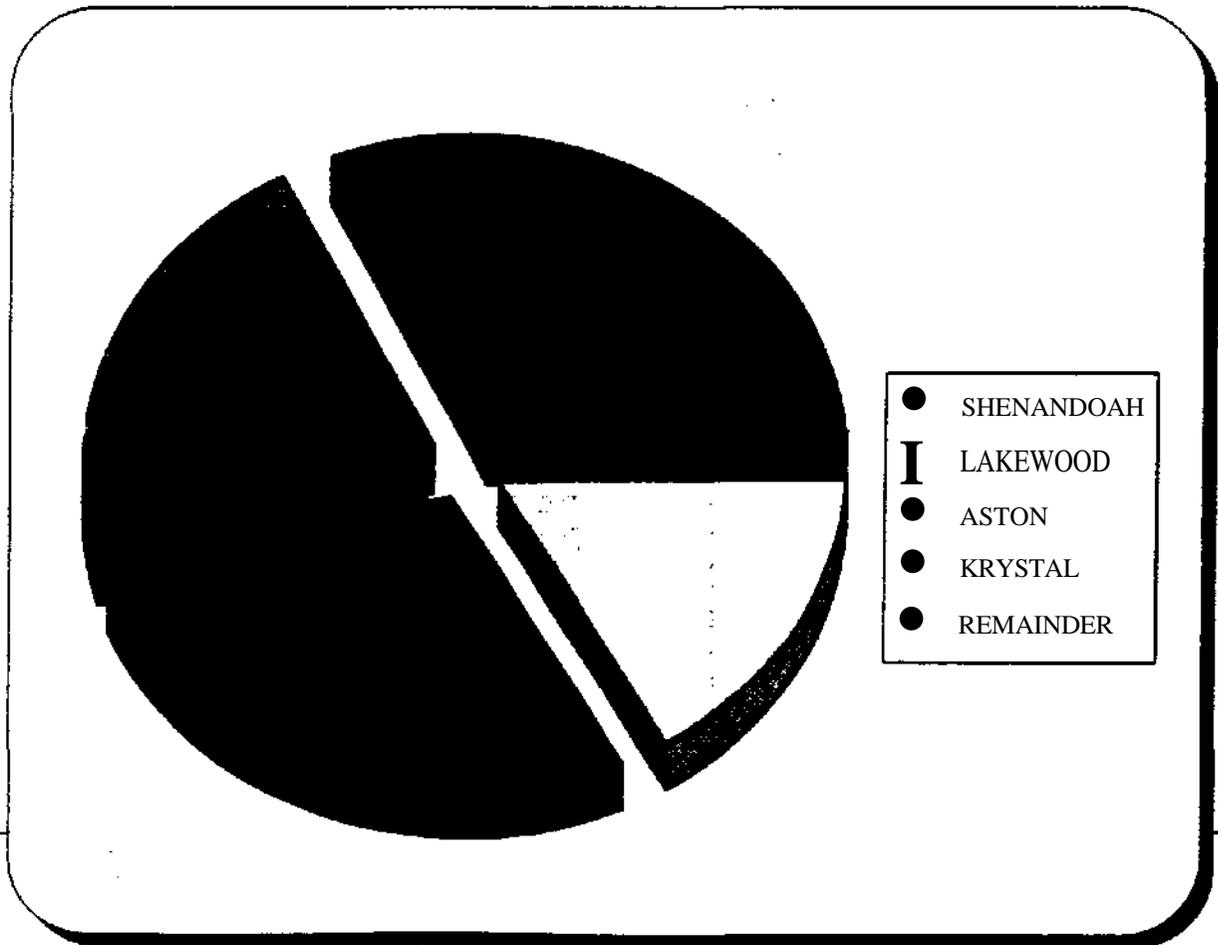
**SHENANDOAH 174 ( 31% )**

**LAKEWOOD 92 ( 16% )**

**ASTON 42 ( 8% )**

**KRYSTAL 147 ( 27% )**

**ALL OTHERS 99 ( 18% )**



## MANAGERS AND OWNERS

Early in January, I contacted Ms. Becky Hackworth, the manager at Lakewood and Shenandoah Apartments. She is employed by Wood Properties, the company that manages these two buildings. Ms. Hackworth was very enthusiastic about getting involved in cleaning up the area and assisted us on numerous occasions by providing information on people involved in illegal activity. She was most supportive and helpful in organizing a resident meeting held at Lakewood Apartments on February 25, 1995. Ms. Hackworth attended the meeting herself.

I also contacted Ms. Linda Burkhart, the owner and manager of Aston Apartments, at this same time. Ms. Burkhart was not very interested in getting involved with our project. She gave us a list of people she wanted arrested and that was the extent of her assistance. Ms. Burkhart was notified of the resident meeting, but did not attend.

# COMMUNITY SURVEY

**2724 E. MAGNOLIA AVE.  
2730 E. MAGNOLIA AVE.  
2736 E. MAGNOLIA AVE.**

<u>ENVIRONMENTAL ISSUES</u>	HOW MUCH OF A PROBLEM ( % )		
	<u>NONE</u>	<u>SOME</u>	<u>LARGE</u>
GARBAGE/TRASH	14	39	46
JUNKED/ABANDONED CARS	78	21	0
GRAFFITI	48	35	17
RUN DOWN BUILDINGS	25	48	28
RODENTS/INSECTS	10	57	32
PARKING/TRAFFIC	64	32	3
DARK INSIDE AREAS	32	64	3
DARK OUTSIDE AREAS	32	60	7
<u>GROUP ISSUES</u>			
TRESPASSERS	17	25	57
LOITERERS	17	32	50
UNSUPERVISED JUVENILES	10	39	50
GANGS	42	32	25
PUBLIC DRINKING/DRUNKENNESS	32	60	7
<u>FAMILY ISSUES</u>			
DOMESTIC VIOLENCE	25	57	17
LACK OF FAMILY SUPPORT/STRUCTURE	32	53	14
CHILD ABUSE/NEGLECT	42	48	10
POOR PARENTING	28	57	14
<u>SCHOOL ISSUES</u>			
TRUANCY	48	25	28
SCHOOLS NOT OPEN BEFORE/AFTER HOURS	82	17	0
LACK OF PARENT INVOLVEMENT	21	67	10
DROPOUTS	39	50	10
LACK OF DISCIPLINE	28	50	21
<u>SOCIAL ISSUES</u>			
ILLITERACY	53	42	3
WELFARE DEPENDENCY	17	57	25
DRUG AND ALCOHOL ABUSE	7	48	46
TEENAGE PREGNANCY	60	28	10
UNEMPLOYMENT/UNDEREMPLOYMENT	14	28	57
AIDS	71	28	0
HEALTH CARE ACCESS ( LOCATION/COST )	53	42	3
MENTAL ILLNESS	71	28	0
HOMELESSNESS	50	48	3

**CRIME ISSUES**

STREET ROBBERY/PURSE SNATCH	35	53	10
SHOOTING	10	46	42
RAPE AND SEXUAL ASSAULT	53	39	7
BURGLARY	60	39	0
THEFT	57	42	0
AUTO THEFT	53	46	0
AUTO BURGLARY	50	50	0
DRUG DEALING AND USE	3	25	71
FIGHTS AND DISTURBANCES	10	42	46
PROSTITUTION	3	25	71
GAMBLING	50	32	17
VANDALISM	28	32	39

**WILLING TO PARTICIPATE (%)**

**CITIZEN INVOLVEMENT**

	<b><u>YES</u></b>	<b><u>NO</u></b>
NEIGHBORHOOD CRIME WATCH	39	60
SAFE HOUSE	17	82
CLEANUP PROJECT	46	53
WORK WITH YOUTHS	28	71
KPD VOLUNTEER PROGRAM	17	82

# COMMUNITY SURVEY

## 2700 BLOCK OF LINDEN AVENUE

	HOW MUCH OF A PROBLEM ( % )		
<u>ENVIRONMENTAL ISSUES</u>	<u>NONE</u>	<u>SOME</u>	<u>LARGE</u>
GARBAGE/TRASH	37	25	25
JUNKED/ABANDONED CARS	87	0	12
GRAFFITI	100	0	0
RUN DOWN BUILDINGS	37	37	25
RODENTS/INSECTS	50	37	12
PARKING/TRAFFIC	25	62	12
DARK INSIDE AREAS	75	25	0
DARK OUTSIDE AREAS	62	37	0
<u>GROUP ISSUES</u>			
TRESPASSERS	12	62	12
LOITERERS	25	62	12
UNSUPERVISED JUVENILES	37	25	37
GANGS	37	50	12
PUBLIC DRINKING/DRUNKENNESS	50	25	25
<u>FAMILY ISSUES</u>			
DOMESTIC VIOLENCE	37	25	37
LACK OF FAMILY SUPPORT/STRUCTURE	62	37	0
CHILD ABUSE/NEGLECT	62	25	12
POOR PARENTING	37	50	12
<u>SCHOOL ISSUES</u>			
TRUANCY	62	37	0
SCHOOLS NOT OPEN BEFORE/AFTER HOURS	62	37	0
LACK OF PARENT INVOLVEMENT	50	50	0
DROPOUTS	50	37	12
LACK OF DISCIPLINE	50	37	12
<u>SOCIAL ISSUES</u>			
ILLITERACY	62	37	0
WELFARE DEPENDENCY	50	25	25
DRUG AND ALCOHOL ABUSE	12	37	50
TEENAGE PREGNANCY	62	12	25
UNEMPLOYMENT/UNDEREMPLOYMENT	25	25	50
AIDS	75	25	0
HEALTH CARE ACCESS ( LOCATION/COST )	75	25	0
MENTAL ILLNESS	87	12	0
HOMELESSNESS	75	12	12

**CRIME ISSUES**

STREET ROBBERY/PURSE SNATCH	50	25	12
SHOOTING	0	12	87
RAPE AND SEXUAL ASSAULT	62	12	0
BURGLARY	37	37	12
THEFT	50	25	12
AUTO THEFT	62	0	0
AUTO BURGLARY	62	0	0
DRUG DEALING AND USE	12	25	62
FIGHTS AND DISTURBANCES	25	37	37
PROSTITUTION	0	37	62
GAMBLING	37	37	12
VANDALISM	37	25	37

**WILLING TO PARTICIPATE (%)**

**CITIZEN INVOLVEMENT**

	<b><u>YES</u></b>	<b><u>NO</u></b>
NEIGHBORHOOD CRIME WATCH	62	37
SAFE HOUSE	12	87
CLEANUP PROJECT	0	100
WORK WITH YOUTHS	12	87
KPD VOLUNTEER PROGRAM	0	100

NOTICE

WHO: RESIDENTS OF SHENANDOAH, LAKEWOOD, AND ASTON APARTMENTS.

WHAT: MEETING OF RESIDENTS, MANAGEMENT, AND POLICE.

WHEN: SATURDAY, FEBRUARY 25, 1995 AT 4:00 P.M.

WHERE: MANAGER'S OFFICE AT LAKEWOOD APARTMENTS ( IN THE BASEMENT ).

WHY: TO DISCUSS PROBLEMS THAT ARE OCCURRING ON A REGULAR BASIS IN AND AROUND YOUR BUILDINGS.

REPRESENTATIVES FROM THE KNOXVILLE" POLICE DEPARTMENT WILL BE PRESENT TO ANSWER QUESTIONS, OFFER SUGGESTIONS, AND ASK FOR YOUR ASSISTANCE IN RESOLVING SOME OF THESE MATTERS.

IF YOU ARE INTERESTED IN MAKING YOUR NEIGHBORHOOD A CLEANER AND SAFER PLACE TO LIVE, YOU ARE STRONGLY ENCOURAGED TO ATTEND THIS MEETING.

FOR MORE INFORMATION, PLEASE CALL SGT. RANDY CARMAN AT 521-1332 OR 971-1424.

M E M O R A N D U M

**To: Lt. Paul Fish**  
**From: Sgt. Randy Carman**  
**Date: February 27, 1995**  
**Subject: Resident Meeting / 2730 E. Magnolia Avenue**

On February 25, 1995, at 4:00 p.m., a resident meeting was held at 2730 E. Magnolia Avenue ( Lakewood Apartments ). This meeting was scheduled by members of the Knoxville Police Department with assistance from Becky Hackworth, the manager of Shenandoah and Lakewood Apartments.

The purpose of the meeting was to encourage resident participation in resolving a number of problems that continue to occur at 2724, 2730, and 2736 E. Magnolia Avenue ( Shenandoah, Lakewood, and Aston Apartments ).

Those present at the meeting included eleven ( 11 ) adults, several children, Becky Hackworth, Lt. Paul Fish, Officer Lawrence Lipscomb, Officer Lee Shaw, and myself. **Ms. Linda Burkhart**, owner of Aston Apartments, **was invited but did not attend.**

The **residents** discussed several topics including the following:

\*All expressed appreciation for the efforts of KPD since January 1st. They have noticed a marked decrease in criminal activity during this time.

•Requested more morning patrols. There has been a subject in a blue pickup truck trying to pick up kids at the bus stop. We are already aware of this and have had cars in the area during these hours.

•Requested playground facilities for the children. They are going to check with the church located at 2700 E. Magnolia Avenue to see if there are programs or facilities available for their use.

•Discussed the problem of outsiders using the dumpsters. This results in the dumpsters always being full and trash is scattered on the grounds. Some of this trash includes syringes which are accessible to children.

**Members of the KPD** who were present brought up the following topics:

•Encouraged continued and increased cooperation from the residents concerning criminal activity in the area.

- Encouraged the residents to form a Neighborhood Watch, Tenants' Association or similar type program which meets on a regular basis. Assistance from KPD was offered in initiating one of these programs.

- Residents were advised that their involvement was critical if they expected successful results. They were requested to provide information about criminal activity. They were also encouraged to form their own clean-up groups.

Information was shared with the residents concerning calls for service, the amount of time spent by KPD in the area since January 1 st, the number of and results from directed patrols performed, and results of community surveys.

Overall, the residents voiced their appreciation for work the police department has done. The main problems seem to be caused by outsiders - loitering, drug sales / use, disturbances, and illegal dumping. The residents seemed to understand how important their involvement is if they expect any lasting successful results.

The meeting adjourned at approximately 5:15 p.m.

## CODES ENFORCEMENT

On March 3, 1995, I spoke with Mr. Ken Flynn of City Codes Enforcement. He was already aware of the problems occurring at "Krystal Heights". I asked for his assistance in conducting inspections of the buildings for code violations. He agreed to do so.

On March 16, 1995, a City Codes Enforcement Task Force went to "Krystal Heights". KPD officers also went with them to provide assistance if needed. Wood Properties sent a representative, Ms. Barbara Tyler, from their main office to accompany the task force members while they conducted their inspections. She also made sure they had access to areas they needed to see. After spending several hours inspecting Shenandoah and Lakewood Apartments, Mr. Flynn made the decision to condemn these two buildings. There were numerous violations observed including major structural problems that were unsafe.

The Task Force was unable to inspect Aston Apartments because Ms. Linda Burkhart was not available to provide them access to areas they needed to see. As of this date (4-17-95), Mr. Flynn is still trying to schedule a time with Ms. Burkhart to conduct the inspection.

# **DIRECTED PATROLS**

**2724, 2730, AND 2736 EAST MAGNOLIA AVENUE**

**JANUARY 1 - MARCH 31,1995**

Total Directed Patrols -101

Man Hours- 531.5

Arrests- 147

Felony - 10

Misdemeanor-137

Misdemeanor Citations - 14 • ~

City Citations - 113

Field Interview Cards - 183

Citizen Contacts - 802

Business Contacts - 88

During one of the above Directed Patrols, City Codes Enforcement condemned two of the three buildings. Inspection of the third building is still pending at this time.

In addition, the Repeat Offender Unit has conducted a number of raids and undercover operations in this area. Several arrests have been made and items confiscated and/or seized include cocaine, drug paraphernalia, and weapons.

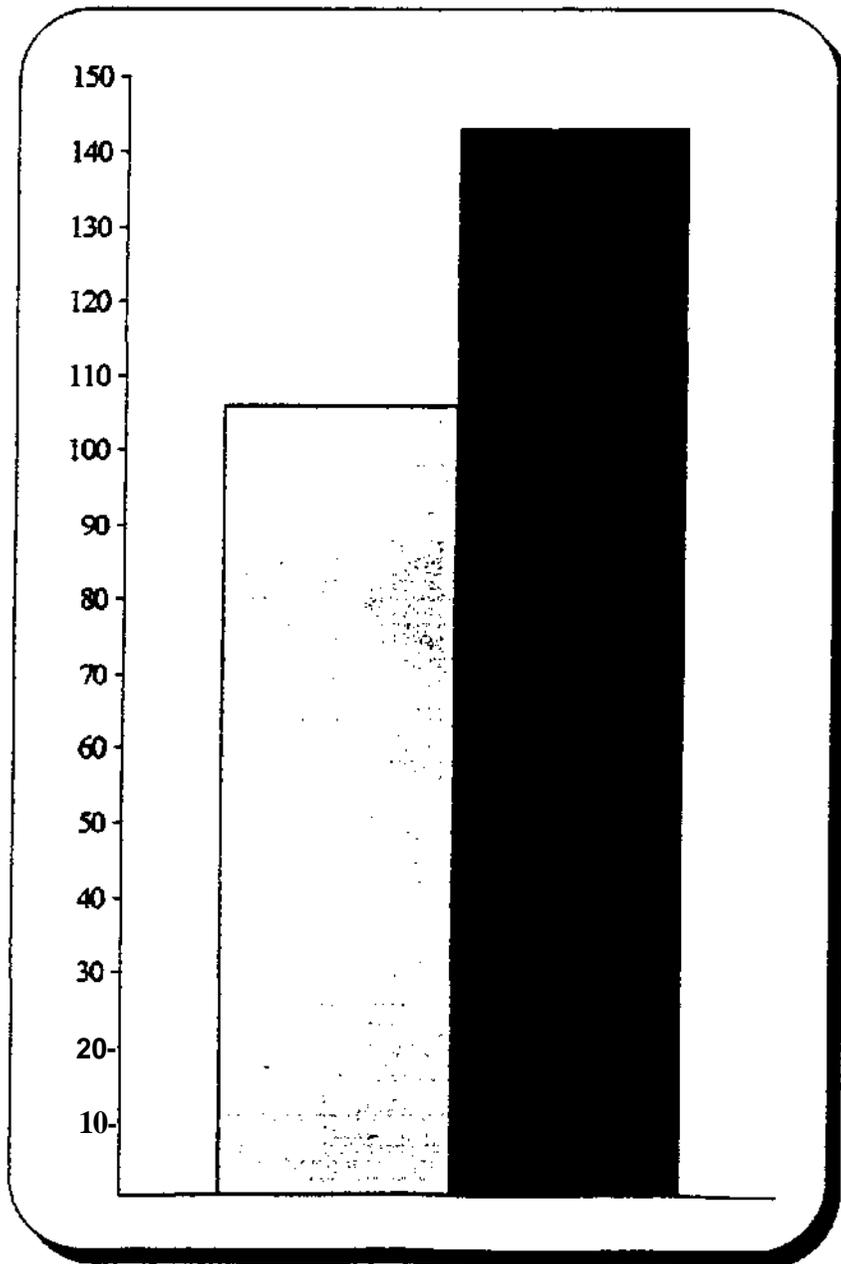
# CALLS FOR SERVICE

2700 - 2800 EAST MAGNOLIA AVENUE

1ST QUARTER OF 1994 VS. 1ST QUARTER OF 1995

1994

1995



# CALLS FOR SERVICE

2700 - 2800 EAST MAGNOLIA AVENUE

## Jan-March 1994

Type	<u>Number</u>
1027	1
1035	3
1039	1
1041	1
1043	9
1044	2
1045	4
1046	2
1052	3
1053	1
1055	4
1058	S
1059	1
1060	1
1066	2
1067	4
1068	1
1074	1
1075	2
1081	2
1083	13
1084	2
1085	22
1088	1
1090	6
1094	<u>9</u>
	<b>106</b>

## Jan-March 1995

Type	<u>Number</u>
1024	1
1027	3
1035	1
1038	3
1043	22
1044	3
1045	2
1046	2
1051	1
1052	1
1055	3
1058	6
1059	2
1067	1
1071	1
1074	2
1075	1
1081	18
1083	13
1084	3
1085	25
1088	1
1090	24
1094	<u>4</u>
	<b>143</b>

\* Information provided by Crime Analysis Unit

## **RESULTS**

### **GOAL 1 - CALLS FOR SERVICE**

The total number of calls for service rose from 106 during the first quarter of 1994 to 143 during the first quarter of 1995. We obviously did not meet our goal with regard to reducing the calls, but we feel there is a positive reasons for these numbers. Many of the officers who have worked on this project have developed much closer relationships with the residents in this area. These officers have spent a great deal of time at this location and the residents have come to know and trust them. This feeling was expressed on numerous occasions throughout the quarter during conversations other officers and I had with the residents. This was also brought up at the resident meeting on February 25, 1995. We feel the number of calls has increased because of the residents' increased confidence and trust in the officers who work this beat. They have seen these officers working hard to make their neighborhood a safer place to live. Some of them have responded by providing information and reporting crimes, things they would not have felt comfortable doing previously. This would account for the significant increase in calls for service.

### **GOAL 2 - RESIDENT INVOLVEMENT**

Resident involvement at "Krystal Heights" has been much better, concerning reporting information, which was previously explained. Involvement in other areas, such as forming a Neighborhood Watch program or having a community clean-up, has been poor. Those who attended the resident meeting seemed enthusiastic about doing these things and our assistance was offered to them. As of this writing, however, the residents have held no meetings, and the trash problem on the properties has not improved.

### **GOAL 3 - REMOVE / DISPLACE CRIMINALS**

At the beginning of this quarter, prostitutes and drug dealers were just a normal part of the scenery at "Krystal Heights". They were there every day operating in **full** view of the public. Officers made arrests when they could but this was inconsistent and ineffective. The offenders returned again and again. During this quarter, officers have been concentrating on this area every day and the results have been extremely positive. Criminal activity has not ceased by any means, but it is certainly not as openly displayed as it was. In addition, many of those people involved have been displaced by arrest, eviction, and constant pressure by the officers working the area. During the resident meeting, the residents expressed their appreciation for the improved conditions. Many of them have individually thanked officers who have worked this neighborhood.

**The following comments are from Directed Patrols done during the latter part of the quarter:**

"Mostly small family groups or children observed. Observed no prostitutes working".

"Pedestrian and vehicular traffic around complex almost non-existent".

"Not much traffic and seems to be getting quiet".

"Very quiet. Lot of maintenance work going on".

"Thanked for being in the area".

"Several children were excited that their parents let them out to play due to increased police presence".

#### **MAINTENANCE PLAN**

We are going to continue to monitor this area on a regular basis to keep problems at a minimum. The officers are going to keep in close contact with the residents and encourage them to increase their own involvement. We will also continue to work with City Codes Enforcement at this location with their Task Force operation.