

Fifteenth Annual Herman Goldstein Award for Excellence in Problem-Oriented Policing

Application

COVER PAGE

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PROJECT INFORMATION

Name: Fergus Street Community Problem-Oriented Policing

Inception Date: Should have listed June, 2004

Completion Date: April, 2009

Partners: Cincinnati Police Department (CPD)
Cincinnati City Solicitors Office
Cincinnati Department of Community Development and Planning
Cincinnati Department of Buildings and Inspections
Cincinnati Health Department
Cincinnati Recreation Department
Cincinnati Department of Traffic Engineering
Cincinnati Legal Aide Society
Cincinnati Partnering Center
Hamilton County Commissioners
Hamilton County Probation Department
Hamilton County Prosecutor's Office
Ohio State Representative Steve Driehaus (Multi-Neighborhood Housing Task Force)
Ohio State Liquor Board
Cincinnati Metropolitan Housing Authority
Assistant U.S. District Attorney
Northside Business Association (NBA)
Northside Citizens On Patrol (NCOP)
Northside Community Council (NCC)
Northside Community Problem Oriented Policing (NCPOP) Team
Northside Court Watch
Block Watch 45223
Fergus Street Residents and Non-Resident Property Owners
Neighborhood Investors and Working In Neighborhoods (WIN)
Contemporary Arts Center (CAC)

Funding Sources: City of Cincinnati
LISC
(Cincinnati) Community Development Corporation Association
Contemporary Arts Center (CAC)
Northside Community Fund
Fundraisers

Summary

Northside has had many problems with the area of Chase and Fergus Avenues for a number of years. The main concern of the neighborhood residents has been drug dealing, loitering, disorderly/unsupervised youth, and litter. The problems were witnessed by police officers on patrol, citizens completing daily activities, and other community activists. The Northside CPOP (Community Problem Oriented Policing) group sent surveys to area residents to gather their opinions on the area. From those who completed the survey, 59% stated they were considering moving, and 82% stated they would not buy property on Fergus Street. According to the 2000 U. S. Census, Northside's total population was 9,389, and lost 1,138 residents or a little more than 9% since the 1990 U. S. Census. Through a collaborative effort, the community was able to object to the liquor license of the convenient store, where most of the activity was taking place; buy the building from the owners fund its demolition. This eliminated the number of loiterers in the area since the criminals often hid from police in the store when it was intact. The property is now being prepared to place two "green" houses in the place of the old building. Litter complaints went down as well because mucho f the litter in the area had been purchased at that store. The Children's Park diagonally across from the convenient store, which had previously been a haven for drugs and disorderly behavior, is now revisited by youth and used for its intended purpose. The calls for service from 2004 and 2005 are down dramatically in 2006. Using the most active period of April through August, the following crime statistics were noted:

Call Type	2005	2006	Percent Change
Assault Calls	9	2	-78%
Disorder Calls	33	7	-79%
Fight in Progress	5	2	-60%
Make Investigation	12	1	-92%
Person with a Gun	4	0	-100%
Possible Shots Fired	6	1	-83%
Suspicious Person or Auto	4	1	-75%
Theft Just Occurred	6	1	-83.3%
Trespasser	9	0	-100%

Northside is the second oldest neighborhood in Cincinnati and second largest public transportation hub in the City. The 2000 U. S. Census reported that 44% of the 4,594 housing units were owner-occupied, 44% were renter-occupied and 12% (504 houses) were vacant. In 2005, law enforcement officials ranked Northside as the ninth worst among the City's 52 neighborhoods citing 10,703 calls for Service and 834 Part 1 Crimes. The increase was attributed to the drug and gang activity occurring at specific "hot spot" locations, which included the Chase and Fergus area for the most of the crimes committed and service needed.

The Challenge and Community Responses

Numerous factors contributed to the deterioration of the City's housing stock. Lax City Building Code Ordinances, a significant reduction in Buildings and Inspections staff, the Federal deregulation of lending institutions, predatory lending, an aging housing stock, middle class flight, rapid shifts in the City's population, loss of homeownership, greater absentee landlord ownership and creation of incentives to convert single family homes into rental units all played a significant role in opening the flood gates to unethical and illegal investment practices particularly evident in low-to-moderate income neighborhoods. All had the potential to lead to increased abandonment and/or foreclosure.

Crime escalated to an all time record high. Low conviction rates, reduced sentencing, lack of coordination between the Cincinnati Police Department (CPD) and the community, a break down in community and police communications and the general overall residents' distrust of the police further exacerbated the problem.

Vacant Buildings

As documented in the Northside Community Council Housing Committee's research data base, most foreclosures in Northside occurred in low-to-moderate residential segments of the community that consistently reported having higher rates of violent and drug-related crime, lower homeownership, numerous abandoned properties and a disproportionate number of single-family homes converted to rental units owned by absentee landlords. "Illegal flipping" practices artificially inflated the properties' market value and as the flippers pulled out of the market, they sold some of their properties for well beyond their worth to second tier "well meaning" investors who, ultimately, couldn't afford to bring or keep the building up to building code and/or occupied or they allowed all their properties to fall into foreclosure. Traditionally these homes are smaller, are on irregular sized lots no wider than 25', have little or no yard, are in an older and denser section of the neighborhood and are surrounded by a maze of service alleys. The smallest house on Fergus is 586 square feet, is frame and on a 25'x67' lot.

As property conditions deteriorated and crime increased rental residents moving into the community were more likely to be transient and disinvested. Moving from home to home, community to community they presented little opposition to the criminal activity occurring in and around the

neighborhood. Dealers openly operated on corners, physically took over Children's Playground located at the SW corner of Chase Avenue and Fergus Street and used vacant buildings to store guns and drugs and for prostitution.

Of the 56 houses on Fergus Street alone, the Northside Community Council Housing Committee recorded that 35% of the properties were vacant - homeowners occupied only eight. Dealers blatantly set lawn chairs on the sidewalk, conducted business the entire day, typically hung out on vacant building porches in the evening and retired to their vacant house of choice for the night. Shootings usually were drug-related. Essentially the dealers didn't bother the tenants as long as the tenants didn't bother them, of-course, without an owner's permission and no trespass signs posted, police could not cite them for trespassing on private property. To further complicate difficulties, many absentee landlords were ignoring orders to barricade and maintain properties and, at the time, there was no criminal action process to encourage/demand their participation. One house on Fergus, in which the owner failed to turn off the heat, water and electricity, was illegally occupied by dealers and prostitutes for four months before discovered.

Prior to implementation of the Fergus Street Homeownership Project ("the Project") the neighborhood continued to experience a significant rise in crime and a steady decrease in population and homeownership. In 2003 alone, Police statistics for the Northside neighborhood recorded 12,068 Calls for Service of which the 1,056 identified as Part 1 Crimes included 3 murders, 11 rapes, 83 robberies, 49 aggravated assaults, 314 burglaries, 424 larcenies and 172 auto thefts. While these numbers reflect the severity they do not include vice-arrests, Part 2 Crimes or other losses suffered by the community.

Abandoned buildings were used as havens for illicit activities. Drug dealers blatantly conducted open-air drug sales on the corners and physically took over the Children's Playground.

With the establishment of Citizens On Patrol (COP), (*Community Problem Oriented Policing*, page 26) administered by the Cincinnati Police, Northside residents, trained at the Police Academy, volunteered to patrol at-risk sections of the community; usually at night. Working with police they identify and report criminal activity, medical emergencies and other problems specific to the community. On-duty police immediately respond to radio calls for service and followed up on less urgent concerns when time permitted. Both the NCC Housing Committee members and NCOP team would report complaints regarding vacant buildings found insecure to the Neighborhood Officer who would forward a "Request for Barricade" to Buildings and Inspections. This process was further enhanced by creation of Community Problem Oriented Policing (CPOP) (an off-spring of the 2001 Collaborative Agreement and established in Northside in 2004) which created a position for a Neighborhood Officer specifically assigned to the neighborhood to address the problems reported by anyone in the community. By creating a position that provided an officer for each neighborhood, whose sole responsibility was their neighborhood, the program freed Neighborhood Officers to work with other City departments,

residents, absentee landlords, business owners and employees to address reported problems as well as familiarize themselves with local criminals.

In 2004, Northside Neighborhood Officer, Terri Windeler, took the initiative to work with absentee landlords/owners to acquire signed "Right of Entry" forms (*Described in "Community Problem Oriented Policing" page 24*) permitting police to arrest trespassers anytime without requiring a complaint called in by the property owner. By circulating the compiled owners' signature list with addresses and contact numbers throughout District Five's beat officers, she created a process that allows police to protect private investors' property and arrest offenders illegally gaining access or using the grounds. As of March 5, 2006, 77 absentee property owners provided signed consent. In addition, she was the key officer engaged with NCPOP efforts to address quality of life issues on Fergus Street later described in this application under the heading Northside Community Problem Oriented Policing.

The Corner Grocery Store

In 1994, new owners of the corner grocery store opened its doors at the Northeast corner of Chase Avenue and Fergus Street. Prior to CNCURC's purchase in November 2005, the store served the local residents' grocery, tobacco and alcoholic beverage needs for almost 12 years. It is not exactly certain when the open air drug market became so visibly noticeable. The community's first attempts to address the location date back to successfully petitioning for a City surveillance camera that was mounted at Fergus and Chase in 1999. This was the first of 6 or 7 cameras installed in the City but, as later discovered the cameras lacked the technical capacity and clarity to effectively identify suspects. None-the-less, police and residents alike eventually suspected that the store owners not only enabled local drug dealers' activity at the corner but also thought they could be facilitating sales. By 2002, NCC and the CPD Vice Unit agreed that concerns about the possible association reported by NCOP and residents' should be further investigated. At the same time district police officers and NCOP members encouraged the store owners to more proactively report crime, discourage loitering at their corner, add outside lighting and remove trash.

The owners made no visible effort to address the problems. CPD statistics continued to identify the Fergus Street corner as a neighborhood "hot spot" and resident/dealer relationships deteriorated. Because dealers actively took over the Children's Playground parents no longer allowed their children to play there. Garbage and litter throughout the area was profuse and gang-graffiti prolific. Residents would return home to find dealers sitting on their steps and retaining walls, their dogs let loose and/or their yard trashed and too frightened to tell them to leave. They were constantly awakened at night by gun shots, street fights became the norm and dealers would verbally confront and/or threaten anyone they even vaguely thought had contacted the police including NCOP team members. Many residents windows were broken. Unfortunately, the person(s) responsible was never identified. Northside was losing its corner, its playground and blocks of the residential community as greater numbers of residents left, hid or contributed to the problem.

With seemingly no other recourse, but little in the store's police jacket to support objection, NCC and the CPD filed a formal objection to the corner store's annual liquor license renewal in March 2003. Persuaded by the store owner's attorney, NCC agreed to give the store owners a second chance providing they would discontinue sales of drug-related supplies and more actively work with the police to reduce criminal activity at the corner. The owners failed to honor their agreement. Drug activity remained entrenched.

The CPD's Vice Unit organized Community Response Teams to respond to increased drug and prostitution. By saturating "hot spot" areas with undercover officers for several days numerous arrests are made. This tactic unnerves the drug dealers, prostitutes and buyers and, although temporary, effectively disrupts their business.

Northside Court Watch

Even with the police presence and arrests increased, the judicial system was not functioning to par. Adult offenders would be released on probation and juvenile offenders many times were released before police could even finish the paper work. Out of necessity and sheer frustration with the system neighborhood volunteers established the Northside Court Watch program in 2003 to follow criminal cases through the court system and impact sentencing. By working closely with the Neighborhood Officer, NCOP, Hamilton County Prosecutors, Probation Officers and Judges the organization successfully petitioned for increased sentencing of Northside's repeat offenders. Through this collaboration, police and Court Watch share information about criminals that is essential to both organizations' success. In addition, the program has provided the extra boost needed to support police efforts and morale and console and support victims of crime. It has been well received and, in conjunction with the City's Solicitor's Office, is being promoted and taught throughout Cincinnati neighborhoods. (*see Community Problem Oriented Policing Summit program – "Landlords and Crime Prevention"*).

In the fall of 2003 a police investigation revealed that the store's building owner was suspect of selling stolen goods at multiple inner-city locations and the store owner was complicit in the crime. In 2004, CPD and NCC filed a second objection to the store's liquor license renewal accompanied by letters of support from Northside COP, Northside Court Watch and the Cincinnati Recreation Department. Cincinnati City Council supported the objection and forwarded their concern to the Ohio State Liquor Board. Although found guilty of the selling stolen goods charge the store owner's involvement was considered minimal. She was put on probation and continued to operate the business. Open-air drug dealing continued unabated. Prior to the 2005 State Liquor License Hearing the store owner submitted a request for cancellation but remained open for business. Loss of liquor sales did not alter drug activities at the corner. As adult dealers were sent to prison, teens replaced them at the corners.

Alleys in the Fergus Street Project Area

Urged by District 5 beat officers' expressed concerns about safety hazards encountered in alleys while in criminal pursuit, the NCC partnered with the District 5 Police officers to identify problems and seek resolution. The alleys were poorly lit, had minimal visibility due to overgrown trees and were full of gang-related graffiti and debris. Some had no lights at all. Local criminals deliberately erected barriers to hinder pursuit that frequently police couldn't see until they ran into them. In addition, a Chase Avenue homeowner who called police immediately found three fully loaded firearms, a Glock 9mm semi-automatic, a Yugoslavian SKS assault rifle, and a High Point .380 semi-automatic pistol found stashed in an abandoned vehicle left on Shale Alley. The alley, labeled "unimproved", was no longer maintained by the City, had no street lights, is one block long and was almost discernable due to overgrowth uncut for several years. Through Safe and Clean Neighborhood Fund awards administered and approved by the Police Department prior to the creation of CPOP, NCC was awarded two separate grants to address problems specific to these alleys that provided additional light poles and streetlights, cut back foliage, removed debris and abandoned vehicles and abated graffiti.

Northside Community Council Housing Committee

By 2003 the NCC Housing Committee concluded that problems particular to Fergus Street were the worse in the neighborhood, responsible for the decline occurring nearby and, if unchanged, would further promote decline. Calling upon the City's Mayor, the Committee asked him to advise the community as to how to remediate these problems and identify funds necessary to do so. In July 2003, while touring Fergus Street with Cincinnati Mayor Charlie Luken and his staff, his best recommendation was to create a Community Redevelopment Corporation, acquire the corner grocery store and adjoining vacant bar, tear them down and rebuild.

As stated in the preliminary application, participation in the Multi-Neighborhood Housing Task Force (MNHTF), chaired by Ohio State Representative Steve Driehaus and staffed by a Legal Aide Society attorney, has been instrument in addressing numerous housing issues negatively impacting Cincinnati neighborhoods. Organized nearly two years ago by neighborhood leaders whose communities share similar problems and absentee landlords the group pro-actively works to affect positive changes in local housing policies and practices in collaboration with the Assistant U. S. District Attorney, the Hamilton County Commissioners, Cincinnati City Council, Cincinnati Solicitor's Office and the Buildings and Inspection Department. In addition to successfully promoting City Council adoption of a better "Lease Option to Buy Ordinance", encouraging improved oversight of Cincinnati Metropolitan Housing Authority's (CHMA) rental units, and reporting an individual suspected of "illegal flipping" whose arrest led to the conviction of 30 others participating in the scam that costs banks millions of dollars in losses and ravages our communities with vacancies, the Task Force's most recent success promoted the adoption of a new City Vacant Building Maintenance License (VBML). In addition to the 13 listed maintenance requirements, this new Ordinance allows Buildings and Inspections to increase VBML annual fees, impose late fees, require liability insurance on vacant property and place a lien on properties belonging to owners who fail to comply. Liability was specifically added to provide protection for police officers and fire personnel.

Two CNCURC board members participate in the MNHTF. And although CPD actively supports the MNHTF efforts officers do not attend meetings.

Northside Community Problem Oriented Policing Team

Community Problem Oriented Policing (CPOP) was born out of the 2001 Collaborative Agreement and designed to establish working relationships between local police and residents. With assistance from the Cincinnati Partnering Center and a City Solicitor, the Neighborhood Officer and residents organized the Northside CPOP Team to comprehensively address quality of life issues specific to Fergus. From September 2004 through October 2005, team members and resident and non-resident property owners addressed litter, abandoned junk vehicles, rat infestation and crime. Their Fergus Street Project, featured on pages 18 and 19 in "Community Problem Oriented Policing", received three awards this past fall; two from the Partnering Center and one from Keep Cincinnati Beautiful. In collaboration with the Northside Business Association and Block Watch 45223, Northside CPOP received a SCNF grant that will provide for the installation of 20 neighborhood surveillance cameras. Six will be placed in the Project area. Police will train Northside Citizens On Patrol to monitor the cameras.

Four CNCURC board members trained in the Scanning, Analysis, Response and Assessment (SARA) training process required to participate in the program and are active members to the NCPOP team.

CNCURC

While the NCPOP team was focusing on the quality of life issues on Fergus, CNCURC focused on site acquisition and control of the two corners in the Fergus Street Homeownership Project area. In June 2005, Cincinnati City Council approved \$300,000 in Community Development Block Grant funding for CNCURC's use to acquire and demolish three buildings at the Northeast corner of Chase and Fergus, pay for the store owners' relocation costs and acquire the two vacant corner buildings at Chase and Mad Anthony. The Department of Community Development and Planning allocated separate funds to pay appraisal and Blight Index Study costs. CNCURC'S original 18 month plan to rehabilitate and convert the properties at Mad Anthony and Chase into two single-family units and oversee new construction of three new single family homes at Fergus and Chase has evolved to include new construction of an additional single-family home on a vacant lot directly south of the Children's Playground, 4129 Fergus Street, that the owner has offered to donate. Following initial conversations with the Contemporary Arts Center (CAC) both organizations have agreed to use the Fergus Street and Chase Avenue site to build two new environmentally friendly single-family homes and propose a third to be built at 4129 Fergus while CNCURC works on rehabilitation of the properties at Mad Anthony and Chase. CNCURC has hired a Project Manager and CAC is making preparations to bring in the architect. The District Five Police Captain added police "Crime Reduction Through Environmental Design" recommendations to the CAC architectural building designs as well as make similar recommendations for the rehabilitated single-family units. The City accepted the demolition bid

proposal and demolition was completed in May 2006. WIN has begun work on the first of four properties purchased on Fergus and a second neighborhood investor was just awarded a bid on Chase Avenue near Mad Anthony. CNCURC will continue to encourage local neighborhood investors to participate in the purchase and rehabilitation of at least 15 scattered properties (Phase 2) located in the project area and is currently seeking other funding sources needed to complete Phase One and start Phase Two of the Project. Since members serve on both organizations, both CNCURC and NCPOP will continue to coordinate and collaborate with police to initiate effective ways to discourage the drug dealers' movement to other locations. Meanwhile, drug dealing at the corner of Chase and Fergus has ceased. Children have returned to the Children's Playground free to safely enjoy the park, out of harms way and bad influences.

As a result of these concerted efforts to establish relationships, build trust between the police, other criminal justice agencies, numerous City, State and Federal departments and Northside residents and business owners safety has improved. Overall, in 2005 Northside saw a 14.68% drop in Part 1 Crime and 34.17% drop in Part 2 Crime from the previous year while Part 1 and Part 2 Crimes increased significantly in other, less active or non-active communities or communities just beginning to develop a workable SARA process. (*see comparative Crime Stats provided by District 5 Police.*) Through the integration of policing and community development focused on visible quality of life improvements, these relationships have been strengthened, resident confidence in the police and themselves has been restored, a resolution process that can easily be implemented elsewhere has been established, people feel empowered, hope has been renewed and the community is excited about its possibilities.

COMMUNITY PROBLEM ORIENTED POLICING

Collaborative Agreement Annual Problem Solving Report

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AUGUST 2006



**City of Cincinnati
Cincinnati Police Department
Community Police Partnering Center
American Civil Liberties Union of Ohio Foundation
Fraternal Order of Police**



On the Cover

The Bond Hill Business Association CPOP Team transformed a vacant lot once rampant with littering, loitering, and drug trafficking into a produce market. Not only do residents now have a convenient venue to purchase fruits and vegetables, this successful CPOP effort has increased legitimate foot traffic in the neighborhood to the delight of Bond Hill residents and businesses.

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Community Problem Oriented Policing

The Road to Safer Communities and Stronger Community-Police Partnerships

The Collaborative Agreement is a tangible commitment to Community Problem Oriented Policing, or “CPOP” by the City of Cincinnati. This innovative approach to public safety emphasizes mutual accountability between citizens and police who act as partners in producing safer communities. At the core of achieving this goal is a strong and effective community-police partnership that embraces the CPOP methodology.

The CPOP approach to public safety is consistent with the founding principles of modern policing as written by Sir Robert Peel, who is widely considered “the father of modern policing,” 184 years ago:

Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

High crime communities have had the contradictory experiences of being over-policed and under-policed. They are over-policed in that community members are subject to more frequent police intervention. They are under-policed in that these communities still have elevated crime rates, despite the disproportionate devotion of police resources. While this intervention is driven by many factors beyond police control, it none the less results in strain in community/police relations.

Traditional crime reduction efforts have generally been offender-based, and emphasized law enforcement as the primary strategy. CPOP instead embraces “situational crime prevention.” While not ignoring

offender-based strategies, CPOP focuses more broadly on reducing opportunities for crimes to occur in specific situations and at particular locations. Further, CPOP relies strongly on community engagement in a problem-solving process known as SARA: Scanning, Analysis, Response, & Assessment. SARA focuses on analysis to determine what may be effective strategies to influence the three elements known as “the crime triangle”: offenders, potential targets/victims, and locations. Changing or eliminating one or more of those elements will reduce neighborhood crime and disorder problems.

The goal of CPOP is to implement community-driven problem solving efforts. Doing so will result in the achievement in:

- reduction of incidents of crime and disorder,
- reduction of harm from crime and disorder events, and
- better handling of crime and disorder events.

Citizen input and involvement is the key to this process. When there is significant participation by the community’s stakeholders – its residents, business owners and managers and leadership – then the programs that work to reduce crime are more likely to have a sustained effect on the problem and to produce favorable results. Without sustained action by these stakeholders, enforcement initiatives often have limited and short-term benefits. And because only about half of violent crimes and one-third of property crimes are even reported to police and only one in five serious crimes are solved, strategies that focus solely on the offender have limited ability to impact crime.

Locally, there have been many successful citizen-led CPOP initiatives that have benefited from the creativity of citizens at all stages of the SARA problem solving process. Later in this report you will read of some of these success stories (see pages 16 – 23).

The number of community-led CPOP efforts has grown and evolved since the first problem solving pilot programs began in six Cincinnati neighborhoods five years ago. Cincinnati’s CPOP teams have brought together residents, police, city departments, businesses, and other stakeholders to develop and implement effective strategies to reduce crime and disorder.

In this process relationships between the police and the public they serve have also improved. Familiarity and common goals have bred mutual trust and respect. This is critical, because before a CPOP team can be truly effective in reducing crime at a target location, the police and the community representatives have to be able to trust each other. Where trust is low, the foundation of a CPOP initiative needs to focus on relationship building with citizens and police.



A crime cannot occur without a victim, an offender, and a location. Therefore, CPOP teams work to remove at least one branch of the triangle. For example, they might alter a location - making it difficult for illegal activity to take place there. Or they might educate potential "victims" on how to avoid behavior that puts them at risk. Through the combined efforts of community members, Cincinnati Police Department personnel, and Community Police Partnering Center staff, CPOP Teams are improving both safety and quality of life in Cincinnati's neighborhoods.

Furthermore, a lot of the work of CPOP initiatives is about changing the culture of a neighborhood. Leadership development and the empowerment of community residents also needs to take place hand-in-hand with the development of CPOP teams in neighborhoods.

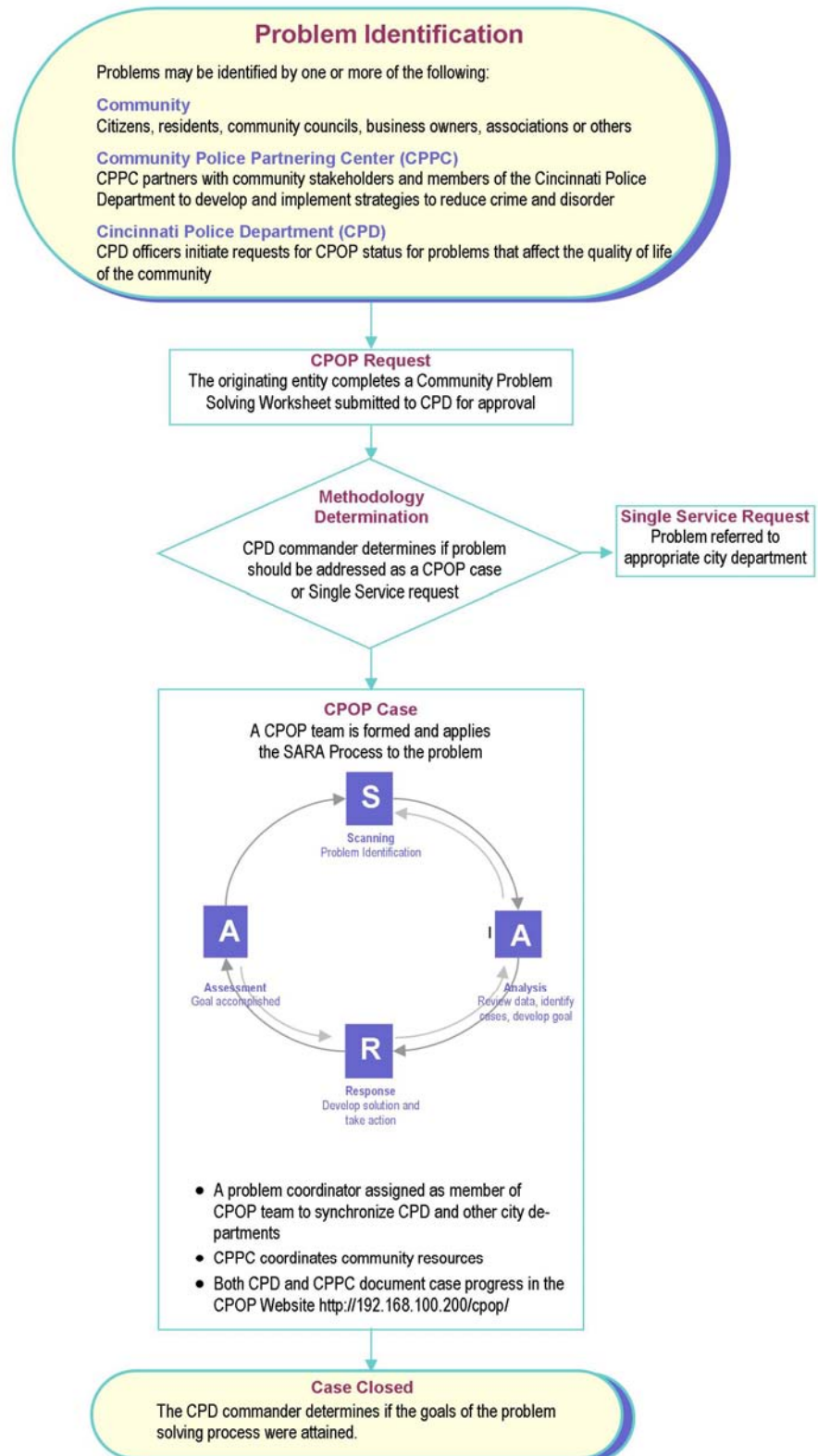
Lastly, to maximize success the neighborhood CPOP projects need to always include in their problem solving the various elements that make each community unique: its individuals, citizen associations, business and nonprofit organizations, educational and faith-based institutions. Teams are most successful when they reflect and embrace the diverse assets of a neighborhood.

Happily, we have successful strategies in other communities involving citizens and police to learn from such as the

“Boston Miracle”, a comprehensive initiative that was responsible for significant reductions in youth gun violence in the mid-1990s and more recently, the miraculous elimination of open air drug markets in High Point, North Carolina.

Our work must always include building increased trust and partnership between police and citizens in our high crime neighborhoods. It is ultimately this commitment combined with citizen participation and hard work by all involved that will create a vibrant future for our city where the population can live, work, and play in safe environments.

CPOP Process Overview





CPOP—An Evolutionary Process in Policing Philosophy and Methodology



Colonel Thomas H. Streicher, Jr.
Chief of Police

New police techniques and technology are constantly being developed. Back in the early days of this police force, the main criteria for becoming an officer, or watchman as the first ones were called, was a brawny physique. The ability to chase suspects down an alley, physically subdue them and break up fights was a requirement.

As the years went on, however, an increasingly enlightened leadership realized that while physical strength was an important attribute, even more critical to effective policing was intellectual skill. Preventing fights rather than just breaking them up, analyzing crime scenes for clues, and taking steps to make the local environment safer all became important aspects of policing. Laws that limited the number of hours bars could be open, technology that enabled the police to gather evidence at crime scenes that helped identify and implicate the criminals, and such simple things as street lighting and speed limits all worked together to make Cincinnati an increasingly safe community.

Dealing with change

When a particular policing process or philosophy seems to be working well, the easy thing is to say “if it ain’t broke, don’t fix it.”

**“ THE CPOP
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24-HOURS-A-DAY,
SEVEN DAYS
A WEEK”**

Certainly, that is a comfortable stance. Leaving things be is the easy thing, the comfortable thing, but it is not the most responsible or proactive stance for police leadership to take. The fact is all around us other things are changing. The CPD has to be ready to meet these changes. Some we can anticipate. Others we must simply be flexible enough to respond to what we were not expecting, but

still must be ready to handle because we are guardians of the community’s safety and quality of life.

Community Problem Oriented Policing or CPOP is just such a situation. As this philosophy of policing has been evolving over the last two decades – through a variety of names, I might add – it has slowly but surely become better and stronger, as well as more comprehensive, in what it is able to accomplish. But it is far from perfect and some of the evolutionary steps have been harder than others. We, the senior leadership of the CPD, must consider what is happening with this process and how we must change it to make it a more effective tool in carrying out our work.

In the last few years, a key player in CPOP has been the “Neighborhood Officer” in each of the 53 neighborhoods that make up Cincinnati. These men and women have worked with local “CPOP teams” to address specific issues of crime and disorder. They have done a good job and I am proud of what they have accomplished.

But ... it is not enough. We need the CPOP philosophy, the CPOP process, to be fully integrated throughout the department, not only reside with one special unit. It also needs to be part of police work 24-hours-a-day, seven days a week.

Each new class is trained in CPOP

Towards that end, each new recruit class that is graduated from the Academy is getting significant training in the CPOP process. Not only do they learn about CPOP as a police officer, but also as a responsible citizen. On September 22, we graduated 46 new CPD officers. Their training included attending CPOP team meetings and working on a CPOP project. In fact, recruits were given hands on experience in the Northside neighborhood by working collabora-



Members of the 100th Recruit Class joined with hundreds of other local residents one Saturday in May to pick up litter in Over-the-Rhine as part of the Great American Cleanup Day. The visual attractiveness of an area adds to the quality of life of those who live and work there.

tively with residents on a problem of thefts from parked cars. They had a direct impact on developing a response based on concerns voiced at the community meeting.

They also took part, as volunteers on their own time, in the Great American Clean-up that was held one Saturday several months ago.

Did they do that to learn to pick up trash? No. They did that to reinforce a cultural value of this Police Department that good citizenship is part of what being a good officer is all about. They did that to improve the quality of life for the people they serve, as well as for themselves and their own families. They did it because they *are* good citizens and it is the *right thing to do*.

I feel very confident that each of these 46 bright and committed men and women are carrying what they have learned about CPOP with them every single day they

**“ THEY ARE ALSO
PASSING THEIR NEW
SKILLS AND
KNOWLEDGE, ONTO
THEIR MORE SENIOR
FELLOW OFFICERS”**

report for duty. Even more important, they are also passing their new skills and knowledge onto their more senior fellow officers.

Current changes in CPOP

Last February, the decision was made to reassign Neighborhood Officers to various units within the Cincinnati Police Department. As is true with any major transition, this change has not been an easy one and we knew that would be the case. I realize that some citizens are unhappy about this change and feel that way because they were so pleased about what was in place before.

Change can be hard, but I assure you we would not have implemented this change were we not very sure it is the best thing we can do to make the Police Department stronger and improve our service to the community. Some of our officers have more skills than others do with the CPOP process. However, with each passing day, all of us are getting better and will continue to do so.

" THIS CHANGE IS AN IMPORTANT WAY OF DEVELOPING AND GROOMING THE NEXT GENERATION"

In addition, this change is an important way of developing and grooming the next generation of police leadership. In the next five years there will be a significant turnover of the Command Staff (captains and above) leadership. We, the senior leadership, have a responsibility to plan for leadership succession. We must prepare our mid-level managers so that when the time comes they

will be ready to address the complex responsibilities they will face using their new level of authority. And as they assume these positions, the philosophy of CPOP must be firmly integrated into their thinking.

I have, however, listened carefully to the concerns voiced by some of our citizens. Our district commanders have been charged with attending the various neighborhood council and CPOP team meetings as needed, and bringing with them the appropriate lieutenants, sergeants and other officers, so they will all become knowledgeable about activities and concerns. As the integration of CPOP through the department is accomplished, there may be some neighborhoods that need, for a period of time, to have a Neighborhood Officer to supplement their activities.

CPOP as a global philosophy

I feel firmly that CPOP is more than addressing and solving individual problem situations. In its highest and finest form, it is a very global policing philosophy. That is, CPOP can be making a corner safer by boarding up the broken windows of a vacant building. But at the highest level, it is doing something that helps revitalize the community so that instead of a vacant building, a thriving business or safe, pleasant residence is on that corner.

Economic development activities are a form of CPOP, not just because of the money they bring to a community, but because of the activity — the people who visit, walk by and live in that area. Where there are people and positive energy, there is a safe, desirable place to live, work, go to school and worship.

That is what we want for the citizens we serve and that is what we want for ourselves and our families.



Colonel Thomas H. Streicher, Jr.
Police Chief

" ECONOMIC DEVELOPMENT ACTIVITIES ARE A FORM OF CPOP, NOT JUST BECAUSE OF THE MONEY THEY BRING TO A COMMUNITY, BUT BECAUSE OF THE ACTIVITY"





Embracing the Environment

Incorporating Crime Prevention through Environmental Design (CPTED) in Cincinnati's Problem-Solving Efforts

Crime Prevention Through Environmental Design (CPTED, pronounced “sep-ted”) is a strategy which incorporates the basic principles of crime prevention and applies them specifically to identifiable “spaces” or “environments” and how those spaces are used. CPTED has proven to be a proactive, powerful and effective tool in combating problems of crime and disorder, particularly in areas where other strategies have repeatedly failed.

The essential premise is that if aspects of any environment are leading to its hosting illegal or undesirable activity, alter or eliminate those factors so that the problem activity is either halted or at least minimized before it occurs.

Though numerous ideas, theories, and practices have developed around the concept of CPTED, the four foundation principles are: natural surveillance, image, territoriality, and access control. All CPTED analyses and initiatives should begin with defining, explaining, and understanding each of these areas as they relate to the use of a particular environment.

Natural Surveillance

Natural surveillance is concerned with what can be seen or “surveyed” in and around a particular space, whether it is indoors (e.g., an apartment building) or outdoors (e.g., a park). For example, in an apartment building the opportunities for natural surveillance should be maximized to view the interior areas, such as hallways and laundry rooms, as well as the exterior.

Some typical and useful measures for enhancing natural surveillance include:

- putting in new windows,
- installing interior and exterior lighting, and
- trimming bushes and trees which might obstruct views (or “sight lines”) or serve as hiding place for people or contraband.

A CPTED fence is often a key component in improving natural surveillance. “CPTED fencing” defines a space and can provide a barrier as does other fencing; however, CPTED fences are generally lower in height and constructed so those on either side of the fence can see what is happening on the opposite side.

Generally speaking, people considering crimes against persons or property are less likely to choose a place where they run the risk of being seen, identified and subsequently caught.



The fencing around this park is a perfect example of “CPTED fencing” that defines an area, provides some security and yet does not hinder visibility.

Image

IMAGE as a CPTED principle addresses management and maintenance of space. Crime is often concentrated in areas where there are dilapidated and abandoned buildings, litter or graffiti. If these problems are not addressed with reasonable promptness they can exacerbate crime by providing a safe haven for illegal activity. If left unchecked, crime may escalate to the point that a property manager may lose the ability to deal effectively with criminal activity. Therefore, a neglected property may imply that management might be inclined to overlook or ignore criminal activity.

Evidence of regular maintenance, and quick response to incidents of vandalism and graffiti, infers responsibility. It indicates that the owners will be proactive in deter-

ring illicit activity. Well-maintained properties send strong messages about who should be there and who should not.

Territoriality

The CPTED territoriality principle involves establishing who the “owners” or “legitimate users” of a space or environment are, as well as how that ownership is reinforced.

Fencing the perimeter of a property is one method to demonstrate territoriality. A fence does not have to be tall or topped with razor. It just needs to be high enough and sturdy enough so that it is clearly visible and some effort is required to cross it or enter through its gate. It should be constructed in such a way that those who broach it can clearly see they are on the guarded property of another.

Just because a space is in a public common area does not mean territoriality and guardianship cannot be affirmed. Office buildings and individual business parking lots should be well-maintained and trash free. Lighting should illuminate the area, but not blind those who are looking at it after dark. Proper lighting sends the signal that this space is being used regularly and watched. Businesses can also post signs such as those warning trespassers, solicitors, and other undesirable users of the space that their presence will not be tolerated.

Establishing and maintaining territoriality in public spaces can be more complex. Most city parks are designed for daytime use. As long as any public space is enjoyed regularly in this spirit by legitimate users, territoriality can be reasonably well-established. However, territoriality is often “up for grabs” after hours when legitimate use of a park ceases or sharply dwindles.

If daytime territoriality needs to be re-established or initially implemented, stakeholders might consider holding regularly-scheduled community events there. This serves to encourage more positive activity. If criminal and other illegitimate activity at night is a concern, a CPTED/CPOP effort may well assist in territorial reinforcement by the community. In addition to police patrols of the area, people who work on second or third shifts and drive or walk by the space should report any suspicious activity or persons to the police. A CPOP team can convene walking “surveillance” of the area after dark to see what is going on and establish a legitimate presence there.

Access Control

The CPTED access control principle is critical if the usage of a space is to remain legitimate. Access is preferably controlled through informal means whereby any illegitimate user would likely have his or her presence noted by others in the area.

If access control is more formally implemented by using gates, locks, fences, or electronic security systems, it should not be so stringent as to prevent access to potentially legitimate users. Overzealous control may also dampen the pleasure of those who wish to enjoy the area as it was intended. Access control is not a cure-all. Owners must also remain mindful that criminals are often quite adept at defeating physical barriers such as security systems. In implementing any access control measures, the utilization of natural surveillance and proper territorial reinforcement should enhance all efforts.

Problem Solving with CPTED

These basic principles -- natural surveillance, image, territoriality, and access control -- have provided a framework for urban design and planning projects. They are being adopted around the world, including Cincinnati, as part of comprehensive crime and safety initiatives.

“Learning about CPTED principles has helped me to understand that ‘legitimate users’ have lost territory in several areas of our communities and thereby, in large portions of our city.” said Prencis Wilson of the Madisonville CPOP Team. “CPTED teaches us that an effective way to decrease disorder and reduce crime is for citizens to ‘reclaim space.’ Reclaiming space is the first step because if no one ‘owns’ a space, then someone else will take it over. We would have less disorder by ‘reclaiming’ our communities, our city and turn it over to legitimate users.”

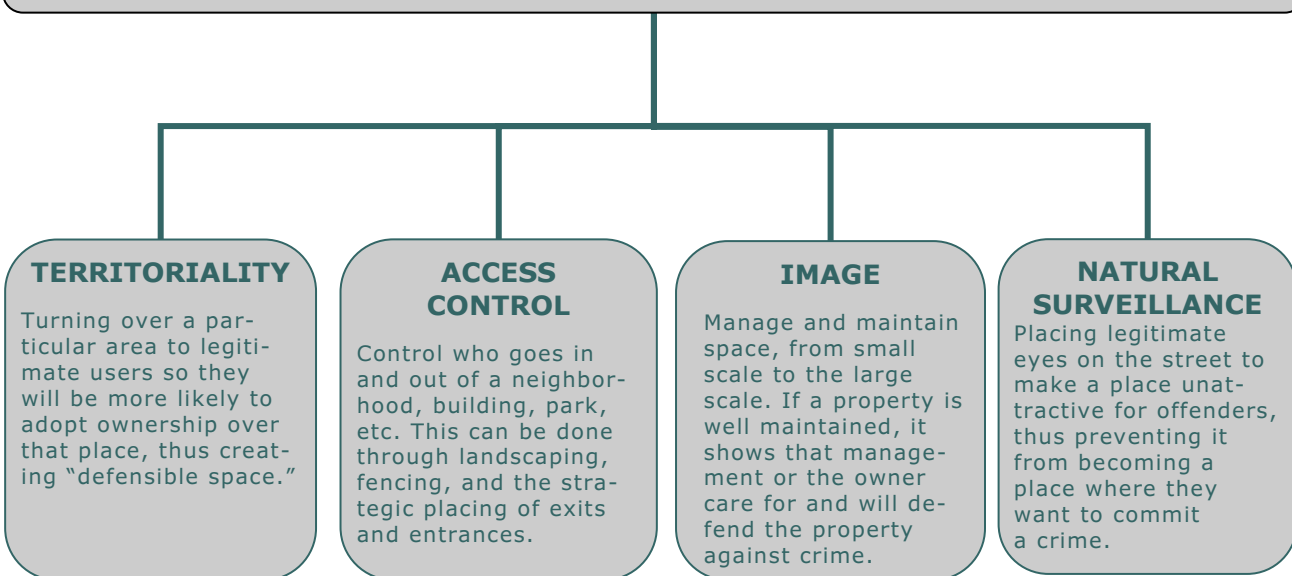
Problem solving approaches, including CPTED, are the most effective and least negative way to address community crime concerns. The result will be a continually better community for everyone.

Crime Prevention Through Environmental Design

By analyzing and modifying the physical environment communities can:

- Reduce crime opportunities
- Reduce neighborhood blight
- Build community cohesion

The Four Basic CPTED Principles





Current CPOP Statistics

Training Overview

The Community Police Partnering Center (CPPC) and members of the Cincinnati Police Department conduct numerous trainings throughout the year. These courses on the SARA process and specialty problem solving techniques instruct citizens how to develop and implement methods to reduce crime and disorder while facilitating positive engagement and increased trust between the police and neighborhoods.

Not only were 922 members of the public trained in the past year, CPD officers also honed their problem solving skills. On February 12, 2006, the Cincinnati Police Department committed to integrating the CPOP philosophy throughout the department. Realizing that some officers have more CPOP related skills than others, all districts at all shifts attended a series of trainings at CPD roll calls. The officers received in-depth instruction on the work of the Partnering Center and met the CPPC staff working in their district.

Group(s) Trained	Date	Training Topic	# People Trained
Madisonville Community Members	September 2005	Drug Prevention, Treatment, Enforcement Strategies	27
Price Hill Hispanic Community	September 2005	Community Safety	14
Millvale Community Members	September 2005	Court Watch Training	11
Walnut Hills Community Members	September 2005	Court Watch Training	18
Evanston Landlords	September 2005	Landlords and Crime Prevention	17
Avondale Community Members	September 2005	Blight Index	2
Mt. Airy Community Members	October 2005	Court Watch Training / Safe and Clean Grant	13
East End Community Members	October 2005	Safe and Clean Grant / City Watcher	8
Kennedy Heights Community Members	October 2005	City Watcher Demo	18
CPOP Leaders	October/November 2005	CPTED Workshop by Greg Saville	15
Xavier University Community Leadership Academy	November 2005	Introduction to the Partnering Center, CPOP, and SARA	24
Mt. Washington Community Members	January 2005	Asset Mapping	13
Clifton /University Heights/ Fairview (CUF) Community Members	February 2006	SARA Process	35
Kennedy Heights and Northside Community Members, CBI	February 2006	Neighborhood Summit: Citizen Responses to Drug Sales	35
MARCC Annual Meeting	February 2006	Introduction to the Partnering Center, CPOP, and SARA	90
South Fairmount Community Members	February 2006	Personal Safety at St. Francis Apartments	11
Over-the-Rhine Community Members	February 2006	Citizen Responses to Prostitution	18
West Price Hill Community Members	February 2006	SARA Process	12
College Hill Community Members	March 2006	Introduction to CPTED	10
Westwood Community Members	March 2006	SARA Process	5
Northside Community Members	March 2006	SARA Process	5
Evanston and Norwood Community Members, Xavier University Leadership Academy	March 2006	Introduction to the Partnering Center, CPOP, and SARA	12
Cincinnati Human Relations Commission	April 2006	Introduction to the Partnering Center, CPOP, and SARA	11
YWCA	April 2006	Introduction to the Partnering Center, CPOP, and SARA	8
General Public, CPOP members	April 2006	CPOP Summit	277
Cincinnati Human Relations Commission	April 2006	Introduction to the Partnering Center, CPOP, and SARA	6
Riverside Community Members	April 2006	SARA Process	8
Millvale Community Members	April 2006	SARA Process	11
Westwood Clergy	May 2006	Introduction to the Partnering Center, CPOP, and SARA	9
CPOP Leaders	May 2006	Midwest Academy: Training in Community Organizing	12
Jurisdiction-Wide Residential Advisory Board (J-RAB)	May 2006	Court Watch Training	4
Youth Curfew Center Volunteer Orientation	May 2006	Youth Curfew	29
Jurisdiction-Wide Residential Advisory Board (JRAB) for CMHA Executive Board	May 2006	SARA Process	5
Gang Prevention Telecast	May 2006	Gang Prevention Telecast and Discussion	19
Mt. Airy Town Council	May 2006	SARA Process	4
Law and Public Safety Committee	June 2006	Environmental Approaches to Improving Safety: Keys Crescent / East Walnut Hills	30
Lower Price Hill Landlords	June 2006	Landlords and Crime Prevention	15
Unitarian Universalist Church	June 2006	Introduction to the Partnering Center, CPOP, and SARA	35
Kennedy Heights Landlords	June 2006	Landlords and Crime Prevention	10
Avondale Community Member	July 2006	Richard Muhammed	1
The Off the Streets John School	July 2006	The Impact of Prostitution on the Community	15
TOTAL CITIZENS TRAINED			922

CPOP Neighborhood Status

As CPOP evolves in Cincinnati, and neighborhood problem solving teams become more knowledgeable and sophisticated about various crime and disorder prevention tools, techniques and best practices, the number of CPOP teams will ebb and flow as some problem solving efforts are resolved and closed out, while new problems are identified and new teams are formed to work on them.

As of August 2006:

18 Active CPOP Teams

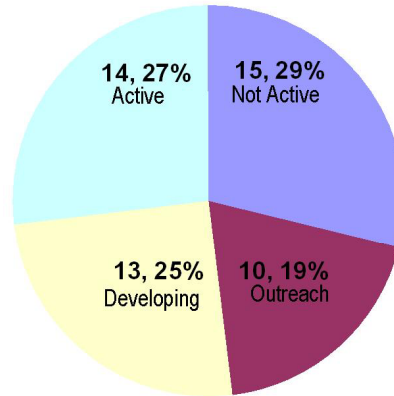
Some neighborhoods have multiple CPOP problem solving efforts simultaneously.

8 Closed CPOP Cases

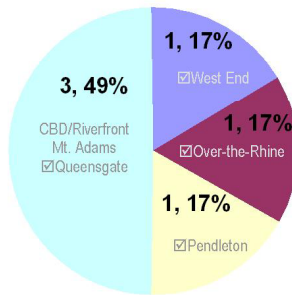
Previously "Active" CPOP teams completed the SARA process on their identified problems, and these cases were subsequently closed.

47 neighborhoods have received training in the SARA problem solving method

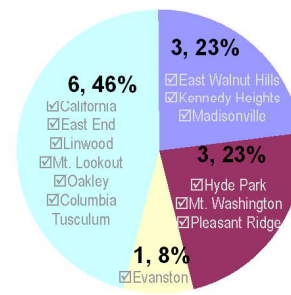
All Neighborhoods



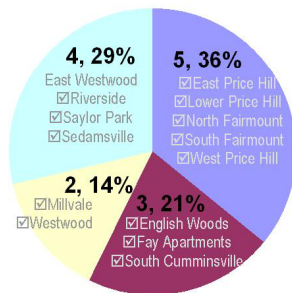
District 1



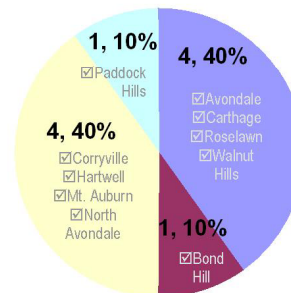
District 2



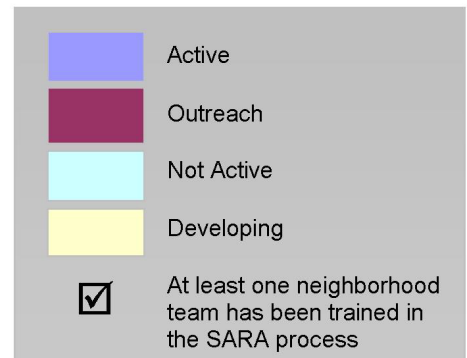
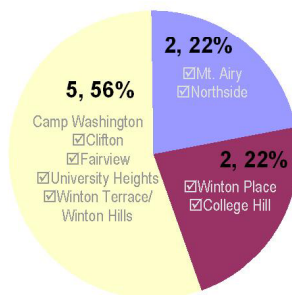
District 3



District 4



District 5



CPOP Case Highlights

Currently there are 18 CPOP teams actively using the SARA problem solving methodology to address and correct local community problems of crime and disorder. The following CPOP projects were selected as representative of the activity of the last year. They highlight the accomplishments of several different CPOP teams. As is consistent with the Collaborative Partners definitions of CPOP, each of the projects have community members actively involved and working with the support of both CPPC and CPD staff. Other City departments are often also involved in the effort.

Downtown Central Business District

Juveniles truant, disorderly conduct

SCANNING

The downtown public library has become a central meeting place for young people. Area businesses have complained of disorderly conduct, fighting and blocking of sidewalks by the adolescents and young adults congregating in the area. The problems were both inside the library and outside in front of Garfield Suites, Piatt Park and the general area.

ANALYSIS

The closing of the government square where the young people used to wait to transfer to buses was seen as a critical factor. Pedestrian traffic was increased as they walked to different bus stops. There was a perception of increased loitering at corners and a documented increase in calls for service and increased arrests for crime. It was also determined that many of the young people present during the day were skipping school.

RESPONSE

District 1 began conducting truancy sweeps each week. Initially, nearly 40 truant juveniles were regularly being picked up during a sweep; by the end of the school year, only a few truants were picked up on any given sweep.

To discourage loitering, the Downtown Ambassadors are spending more time in the area. The library has begun playing classical music over the loudspeakers in the park and has added a security camera to monitor the area. The University of Cincinnati has dedicated a graduate student to research the underlying causes surrounding the library as a

meeting place and make a recommendation on handling this. Queen City Metro is reviewing the bus stop situation and considering alternatives.

ASSESSMENT

Officers continue to monitor the juvenile activity in the area and take appropriate action as necessary. Area business owners and library personnel have commented on the improvement following police response to the problem.



At first glance it may seem odd that students are being removed from the downtown library by the police. Unfortunately, they were not studying, but rather using the library as a hangout when they should have been in school. In most instances, the truant adolescents were returned to their respective schools for some real studying!

Photo compliments of WCPO.com

Lower Price Hill

Prostitution and Drug Sales

SCANNING The Lower Price Hill CPOP team identified the area around the intersection of Neave and St. Michaels Streets as having prostitution and illegal drug activity. This is an on-going quality of life issue that has had a negative impact on the neighborhood for some time and is discussed at virtually every community meeting.

ANALYSIS The situation is a classic study of what happens when key members of a neighborhood become disengaged. In this case, business owners were tolerating loitering on their premises, owners of vacant structures were not maintaining the buildings leading to security issues as well as visual blight, and area residents accepted as their due inadequate street lighting which in turn facilitated illicit activity and led to their feeling of intimidation. CPOP teams walking the area repeatedly found dangerous litter such as broken glass and used needles, as well as other trash. Abandoned mattresses, believed to have been used by prostitutes, were found behind buildings and in alley ways.

RESPONSE With the goals of preserving the quality of life, reducing drug dealing as well as lewd and indecent behavior, the Lower Price Hill

CPOP team began aggressive actions to improve the situation in 2004. These activities continue to this day. Citing code violations, the team worked with the Health Department to have the mattresses removed. The rental manager of one structure was strongly suspected of illegal drug activity. When the building's owner was advised of what was going on, this manager was fired and the owner became involved in enforcing tenant rules and better maintenance of his property. The Lower Price Hill CPOP team makes regular walks through this area picking up litter and talking with individuals on the streets. The team members distribute literature on assistance for drug dependency and employment assistance to people they encounter during these patrols.

ASSESSMENT This situation is a work in progress, but there is increasing buy-in by local residents that with time and effort, change can come. Most important, they are receiving training and assistance in standing up for their neighborhood and their rights for a safe environment. The problem is not over, but a genuine effort is underway.

Carthage

Public drunkenness, prostitution, drug sales, gunshots, blocking sidewalks, excessive noise and intimidation of citizens

SCANNING Citizens and officers reported numerous incidents of disorder around 6800 Vine Street. Business owners reported disruptive behavior and vandalism, which caused fear among customers. The Valle Verde market at this corner is frequented by many customers and it is a source of pride for a neighborhood that values multi-ethnic relationships which coalesced around and were symbolized by the Guatemalan store. Residents who walk shop and worship in this area were becoming fearful of doing so and wanted to "take back their neighborhood."

ANALYSIS Residents had long noted the reoccurring problems in this vicinity. In addition to calls for service records, there were detailed written records on suspected crime and disorder made by citizens which were shared with the police. City records from different departments were utilized to identify the breadth

and scope of the problem. Group observations at various hours further detailed the specifics of problem activities and individuals. Like many industrial communities, Carthage has experienced a decline as much of its economic base had been removed. Many businesses have tolerated loitering and trespassing on their property, which emboldened some individuals in their activity. The exodus of residents who had long lived in Carthage added to the community's diminished stability.

RESPONSE After discussing several options, a "community sit out" was chosen to make it clear to people who were misbehaving that residents were going to be visible and demand proper behavior in their neighborhood. Once implemented, the effectiveness of this effort will be evaluated and further action taken as necessary.

Over-the-Rhine

Open-Air Drug Sales and Drug Use, Disorderly Conduct, Loitering

SCANNING

Increasing complaints from local residents as well as Art Academy students and faculty, and observations by area officers of illegal drug activity, disorderly conduct, and loitering showed that the area around the intersection of 13th Street and Walnut Street had clearly become a “hot spot.”

ANALYSIS

A study of arrest and calls for service data for the area showed a disturbing increase in criminal activity. There were blatant indicators such as shoes strung over a utility wire which is “street signage” for a drug sale spot. Area residents observed individuals carrying guns, and there were several reports of gun fire being heard. An abandoned building on the southwest corner of the intersection was attracting drifters. The location had several unsecured entrances that provided convenient cover for illegal activity.

Across the street, a low income housing project is located whose residents are primarily the elderly and single women. The Art Academy is located nearby and students and faculty are frequently in the area. While local citizens were afraid of directly confronting people they suspected of criminal behavior, they were willing to report suspicious behavior and events and to serve as extra “eyes and ears” for the police. A survey was developed for both the residents and Art Academy students/faculty. The responses indicated that many felt intimidated about walking down the street, particularly at night. If problem solving efforts were even partially successful, the result would improve the quality of life for area residents.

RESPONSE

Contact was made with various City departments including Building & Inspections, Fire, Health, Law, and the Police. It was readily determined that there were local ordinances, as well as state laws and regulations, whose enforcement could help alleviate the problems. The owner of the problem building was contacted and informed about the situation on his property; by July of 2006, significant improvements had been made including the securing of vacant apartments and boarding broken doors and windows. Concentrated enforcement of laws regarding loitering and illegal drug activities was made.

ASSESSMENT

There has been a significant drop in the number of calls for police assistance due to criminal activity in the area. Correspondingly, arrests have decreased. The area continues to be monitored by concerned area residents and crime statistical analysis.

What makes a Crime “Hotspot”?

Crime is not spread evenly throughout the city’s neighborhoods. Part of problem-oriented policing includes identifying high-crime-density areas called “hot spots.” A “hot spot” is an area that has a greater than average number of criminal or disorder events, or an area where people have a higher than average risk of victimization.

Once a hot spot is identified, CPD works to determine what types of crimes are being committed, the underlying cause of the criminal activity, and responses that can be implemented to reduce or eliminate the problem.

There are four categories (called indices) used to determine Cincinnati Hot Spots: Drugs, Violence, Disorder, Part 1 Crimes (aggravated assault, auto theft, burglary, homicide, rape, robbery, theft):

- Drugs, Violence and Disorder are calculated by calls for service
- Part 1 Crimes are determined by completed offense reports

Each month areas are ranked in the four indices, with areas scoring in the top 50 of all indices considered to be in need of extra attention. The rankings for the current month are then compared to the previous month. A reporting area is identified as a **hot spot** when it is ranked highest in both the current and previous month.



CPD crime analysts provide Calls for Service Density Maps like the one pictured here (13th and Walnut located in center) to officers as one tool to demonstrate “hot spots.”

East Price Hill– Warsaw CPOP Team

Drug Sales, Disorderly Conduct

SCANNING Day and night surveys confirmed increasing criminal activity, particularly illegal drug sales, in the area of McPherson Street and Warsaw Avenue. The Price Hill Safety Community Action Team (CAT) had received numerous complaints from area citizens and observed the area over a period of time. A survey of residents provided detailed lists of people suspected of criminal activity who were seen frequently in the area.

ANALYSIS Over the last three years, there had been a 33% increase in calls for police service and reports of suspected criminal activity in this area. Residents reported they felt intimidated by adults and youth who loitered at corners. The neighborhood was in physical decline as indicated by litter, increasing physical blight and people moving out of the area. Poor lighting in the area made hiding easier in recessed doorways and other areas with heavy shadows. The criminal activity started during the “after school” hours beginning around 2 p.m., peaking by 5:30 and continuing through the evening. The problems have traditionally escalated in the summer months, when more people were outside and youngsters were out of school. Drug dealers kept the street under constant surveillance utilizing lookouts with binoculars.

RESPONSE Beginning in mid-April, the group Price Hill Will coordinated the efforts of various community members in addressing the issues. Group members repainted vacant buildings on one block with white paint, which sent a distinct and strong visual message that there was activity in the area with more things to come. The painting provided a sense of ownership to the block and the use of white paint acted as a light reflecting agent, helping brighten the block even under low light conditions.

The CPOP team developed an initiative called “Cool Down, Wise Up” which began on July 19. The work included the dispensing of information on employment opportunities, drug rehabilitation services, and other needed social services. The group submitted to the Keep Cincinnati Beautiful project an application to “Adopt a Spot” in an effort to establish a long-term guardianship of the area. There have also been brainstorming sessions to come up with new ideas for addressing problems. This effort has increased local residents feelings of ownership of the resolution process.

Contact was made with the owner of one of the area’s few remaining merchants, Meyer’s Hardware, to discuss the effect the negative environment has had on business and what activities will be involved in improving the area. Building & Inspections and the Health Departments have issued citations for code violations to owners of vacant and abandoned structures. Trespass letters were updated for local businesses.

ASSESSMENT This program is in its early stages. However, the CPOP team is approaching its work with enthusiasm and energy. They acknowledge the difficulty in getting through to the youth who congregate on McPherson and Warsaw because of their distrust for both the police and the community members who are working to make a difference. This is a complex issue and one not easily resolved. Social service agencies have been contacted to help deal with some of the issues of lack of education and resultant unemployment of the individuals who are congregating in the area. Progress may often be measured in inches, not yards, but work is being done to improve the neighborhood.

Price Hill CPOP team members took the initiative to address the underlying causes of crime by handing out information on the streets describing services available to the community.

Please help support Price Hill! The Team could use as much time and energy as you can give!

COOL DOWN, WISE UP!

Drug sales are rampant on the corner of Warsaw and McPherson. The community is noticing and **TAKING ACTION!**

“Cool Down, Wise Up!” is the latest initiative of the Warsaw CPOP (Community Problem Oriented Policing) Team. It is an effort designed to help people cool down in the heat of summer with a refreshing drink, while simultaneously providing them with information regarding job placement opportunities, drug rehabilitation services, and other much needed assistance.

What can you do to help?

- For police response to current criminal activity: 765-1212
- If you want information about drug or alcohol treatment, call the Recovery Health Access Center (24/7): 281-7422
- If you know someone that needs help with job, personal, or family issues, call the United Way Helpline: 211.
- If you want further information on becoming involved with the Warsaw CPOP Team, or any Safety Initiatives in the Price Hill area contact:

Jason Pastoor
Price Hill Will
513-251-3800

OR

Dave Tobias
Community Police
Partnering Center
513-602-1691



College Hill

Disorderly conduct-fighting, assaults, trespass

SCANNING

Physical altercations after school on or near to Aiken High School were becoming common place. Area residents and business owners/managers were upset that many of these fights were on their private properties. In addition, many expressed alarm over the masses of uncontrolled students.

ANALYSIS

Students were using cell phones to call or send text messages to line up allies to take part in what varied between shouting matches and shoving to full blown fist fights. From January 2004 to December 2005, there were 339 calls for service and 219 arrests, which included 26 arrests for assaults where the victim was injured. Virtually all of the arrested suspects were Aiken High students, but did not live in the community of College Hill. Local residents were avoiding the area, resulting in a loss of commerce for the businesses located there.

RESPONSE

On August 23, 2005, a policy was implemented prohibiting students from possessing or using personal cell phones during school hours. This is a “no tolerance” policy for cell phones on Aiken High School’s campus.

This May, CPOP teams and committees that included parents, teachers, principals, police and local community leaders implemented a dress uniform policy to help identify Aiken students from non-Aiken students. This policy is:

- Traditional students – black shirts, tan pants
- University students – blue shirts, tan pants
- Career students – red shirts, tan pants.

With the start of the 2006-2007 school year, all Aiken students are required to wear the appropriate uniform to school.

The School Resource Officer (SRO), in conjunction with beat officers, has occasionally rerouted traffic as needed to prevent potentially violent situations from erupting. This has proven to be a very effective means of eliminating potential disorderly conduct. In addition, routine police patrol during the key after school hours of 1:45 to 2:00 p.m. is done on an as needed basis to help keep behavior upon school dismissal in check.

The Aiken High School Security Team works inside the school to maintain order and communicates information

regularly to the police. They work closely with CPOP officers and the SRO to diffuse potentially dangerous situations. A video camera is also used after school to monitor the area and help identify problem individuals.

Finally, Citizens on Patrol units have provided effective extra eyes and ears by monitoring the area from Belmont Avenue to Hamilton Avenue up to Davey Avenue.

ASSESSMENT

The plan was instituted without problems. The uniform policy has been very effective in helping identify students as they exit school property on their way to the metro bus stops. The challenge may be in keeping the students who behave in a disorderly and violent fashion from returning to Aiken High School. These students are making it difficult for the other students who wish to learn and achieve from getting all they wish to out of their time in school.



Clifton/University Heights/Fairview

Armed Robberies

SCANNING

Several robberies had taken place in the area around 2300 Stratford Avenue (Vine to Ravine Street between Calhoun and Klotter Streets).

The suspects were teenage and young adult African-American males. Of particular concern was the fact that the suspects were often armed.

ANALYSIS

In calendar year 2005, there were 83 aggravated robberies in the Clifton Heights community; in 59 cases the suspects were armed with a firearm or knife. 56 of the incidents took place between 8 p.m. to 5 a.m. During this same time period, the CPD had made five robbery arrests, leaving 78 cases unsolved.

RESPONSE

Beat officers increased their visibility and intensified their patrols. Property owners installed additional lighting and surveillance cameras to deter criminal activity. The University of Cincinnati Police have extended their patrols into the area to discourage criminals. UC formed a Safety Committee that includes a Student Disturbance Committee that e-mails students about area criminal activity and gives them safety tips. The Clifton Heights Improvement Association (CHIA) obtained a Safe and Clean grant to purchase and install lighting throughout the community's residential area. Thus far, 100 lights have been installed on houses, with two to five additional lights going up on houses each month. In about 15 cases, the owners of rental property chose to install lighting at their own expense. Several months ago, the police arrested a prime suspect and since then the robberies have nearly stopped. CHIA and WLWT developed a project to install two 20-foot light poles on Warner Avenue; one has been installed with the other awaiting installation.

ASSESSMENT

The education of the public, particularly students, on personal safety and how to avoid being a victim, coupled with increased lighting has been a major help. In addition, the arrest of the prime suspect has significantly reduced these incidents; an investigation is underway to see if the person arrested may have been involved in other crimes.



One Year Later ...Kennedy Heights

Drug Trafficking and Loitering

In October 2005, the Kennedy Heights CPOP team reduced drug sales at Kennedy Avenue and Woodford Road by working with District 2 police and various city departments to reclaim a bridge that had been a location for drug transactions. The team sealed the cracks and fenced off the area under the Kennedy Avenue Bridge where drug dealers were hiding their “product.” They also designed and affixed concrete “bumps” to the bridge, using halves of plastic Easter egg molds to create very uncomfortable seating for those who had been accustomed to sitting on the bridge all day waiting for drug “customers” to drive by.

SCANNING

In the year following this effort, residents observed an increase of drug sales at the nearby intersection of Kennedy and Zinsle Avenues, particularly after a corner house was foreclosed and became vacant. The team was also dismayed to learn of increased calls for service for apartment buildings in the vicinity.

ANALYSIS

Analysis efforts included a November CPTED (Crime Prevention through Environmental Design) environmental survey and a Partnering Center examination of the neighborhood calls for service. These efforts led to recommendations such as replacing street signage riddled with bullet holes, property cleanup by volunteers, reclaiming public space by organizing outdoor community events, supporting landlords in the enforcement of rules and trespassing laws, and increased citizen and police patrols.

RESPONSE

The Kennedy Heights CPOP team worked hard to come up with ways to increase a “legitimate” presence on the streets. The “Kennedy Heights Nights Out” outdoor community meetings brought together citizens and police, and the Citizens on Patrol conducted regular surveillance on foot. Likewise, community member Jeffrey Weidner organized weekly “Bright Walks.” This walking tour group often had guest speakers to highlight “bright” spots in the neighborhood, always making sure to include the intersection of Kennedy and Zinsle Avenues.

As a result of the meetings between District 2 officers and CPOP team members, the landlords began eviction of tenants suspected of drug dealing. Furthermore, all landlords signed “No Trespassing Letters,” allowing CPD officers to

serve as their agent. Apartment owners also learned strategies to prevent drug sales in their rental units.

Cincinnati police advised Shroder Paideia Academy how to keep students away from drug sales when walking to and from school. The school also mandated student uniforms to make it easier to distinguish students awaiting the bus from loiterers who may be engaging in criminal activity.

ASSESSMENT

Observers report that drug activity seems to have decreased at the target locations and the Kennedy Heights CPOP team members sense that residents seem to feel safer as well. They plan to continue with the same momentum that has allowed them to attack two drug markets in two years. While continuing to maintain its other CPOP activities, CPOP members plan to initiate a Block Watch to notify CPD when there is a problem, especially if individuals are observed attempting to hide drugs on a private property. Furthermore, their hope is to introduce neighbors and to build a stronger community and sense of ownership on the street.



The Kennedy Heights CPOP team conducted four very successful “Kennedy Heights Nights Out” at “hot spot” locations. At these Saturday night community-building events residents were encouraged to sign up for CPOP and/or Citizens on Patrol. Drug treatment and police contact information was also distributed. More importantly, citizens took advantage of the opportunity to exchange information and interact with the police officers serving in their community.

One Year Later ...Northside

Abandoned Buildings, Drug Trafficking & Disorderly Conduct

In Northside numerous vacant and abandoned houses, and a corner store which allowed loitering and may have even profited from the illegal activity, were cited as underlying causes for the neighborhood's blight, drug dealing, prostitution and accompanying gun violence. The CPOP team citizens, the Violent Crimes Squad, beat officers, Community Enforcement Response Teams, Street Corner Unit and Partnering Center staff pooled their resources and worked tirelessly and to mobilize citizens, clean up the neighborhood, get offenders off of the street and force the store to shut its doors.

The Northside CPOP Project has been recognized as a local "best practice" and has produced a successful template for future problem solving efforts. In addition to winning multiple CPOP awards, the project was also part of a community development initiative which was recently recognized by the MetLife Foundation as one of the "top four Community Redevelopment projects in the nation." This honor included a \$15,000 grant to assist the group in directing their skill, energy, and knowledge of CPOP and other problem solving techniques to other areas of Northside.

SCANNING One year later, the Northside CPOP team is now focused on the multiple problems of drug dealing, disorderly youth, prostitution and graffiti in the area of Lakeman, Witley and Hanfield Streets. Similar to last year's Fergus Street Project, this new CPOP target area is exacerbated by multiple abandoned buildings, absentee landlords, and business owners who enable those engaged in disorder and criminal activity.

ANALYSIS As with the Fergus Street initiative, this new project is dependent on the existing partnerships of trust and cooperation between citizens, the police and city departments. Team members have gathered crime data and civil records, talked to police, city officials, residents of the area, and spent many hours observing activity in the area to get a complete and accurate

picture of the situations that exist at this target intervention location. The team has worked closely with the CPD, Cincinnati Department of Buildings and Inspections, City Prosecutor's Office, the CPPC, Northside Citizens on Patrol, Blockwatch 45223, the Northside Community Council, Churches Active in Northside (CAIN), property and business owners, and other concerned citizens and stakeholders. This extensive network of allies – honed during last year's Fergus Street project – has allowed the CPOP Team to approach this new problem area in a thorough and comprehensive manner of response.

RESPONSE Building on the successes of the Fergus Street project, a major focus of addressing this and other new problems in the community has been to continue to demonstrate a strong presence and a sense of "community ownership & interest" throughout the neighborhood. As an example, regular "stooping" events invite and encourage residents and others to sit out with their neighbors in an area plagued by disorder. Likewise, Northside COP routinely patrols this area to provide a "presence" there, and then reports back to the CPD and the CPOP Team about what it observes.

Perhaps most impressive since the Fergus Street project was completed, CPOP members and other Northside stakeholders have truly "put their money where their mouth is" by purchasing property in the CPOP target area with their own money, including a neighborhood bar, a previously abandoned and neglected residential house, and a rugged plot of ground on Witley Street which will soon become the "Northside Community Garden."

Last year's successful Fergus Street project has inspired the Northside CPOP team to continue their efforts to reduce crime and disorder, and improve safety and quality of life in their historic neighborhood!



Northside 2005



Northside Today

A corner market in Northside had become a center of crime and disorder problems. When the Northside CPOP team made it clear to the market's owners that the situation would not be tolerated, the owners surrendered their liquor license and closed.



Other Problem Solving Initiatives

CPOP Is Wholeheartedly Embraced by City of Cincinnati

It is rare for an urban police agency to commit to CPOP as the primary method of creating public safety. Not only has CPD embraced CPOP, Cincinnati has gone a step further by ensuring that *all* City departments use CPOP to craft coordinated responses in accordance with Collaborative Agreement Item 29(a): “The City, in consultation with the other Parties, shall develop and implement a plan to coordinate City departments with the CPOP focus of the CPD.” As a result, CPOP has become the guiding mechanism for creating solutions even in situations where no formal CPOP team is formed.

Price Hill

Prostitution and Drug Sales

SCANNING

The homicide of an Elder High School student on Glenway Avenue in 2004 both shocked and galvanized the community of Price Hill. This incident became a rallying cry for residents and their council members to address the increase in crime and violence in their community.

ANALYSIS

The last 10 years have seen a significant increase in violent crime in District 3. The West Price Hill business district on Glenway Avenue has become a “hot spot” with frequent calls for service for such issues as loitering, drug sales, disorderly juveniles, crowds, fights, assaults, street robberies, graffiti and related crimes. An apartment building with attached store fronts was an area of particular concern with over 200 calls for service resulting from activities at this property.

RESPONSE

The social agency called “Price Hill Will” formed a sub-group, Price Hill Community Action Team (CAT) charged with organizing citizens to reclaim their community’s quality of life and seek community development opportunities. Price Hill CAT organized weekly walks of area citizens where they picked up litter and made a strong visual presence to the criminal element in the area, letting them know they were being watched. Various city departments were notified about a variety of code violations or the need for investigation of unsafe circumstances. Graffiti was removed and District 3 targeted the area with walking patrols in the late afternoon and evening hours, who operated with a zero tolerance policy for jaywalking, littering and other quality of life issues.

ASSESSMENT

According to CPD data, crime has decreased in the area of the targeted walks due to the addressing of problems identified by Price Hill CAT and actions being taken to correct or eliminate them. The problem apartment building that had been a focal point of criminal activity has been sold to the city and is now vacant and securely boarded. The increased number of walking patrols and the citations that went with them has reduced crowds and disorderly behavior by juveniles. Calls for service in the two-block hot spot area have dropped nearly 90%.

North Avondale

Drug sales and drug use

SCANNING

A 95-unit apartment building at Reading Road and Chalfonte Place had become a “hot spot” for District 4 with numerous calls for service linked to serious crimes including drug sales, prostitution, robberies, and burglaries, plus several incidents of shots being fired. Both police and area residents were aware of increased traffic in the building. Prostitutes were having sex and sleeping in the hallway. Many of the building’s residents were older and lived in fear.

ANALYSIS

An investigative unit and the neighborhood officer analyzed crime statistics and saw a clear pattern in the area of this building with drug dealers being the primary culprit. The landlord provided the CPD with a tenant roster which enabled CPD officers to identify tenants who were involved with drug activities, as well as wanted for other offenses and/or who had histories of violent behaviors.

RESPONSE

The District Four investigative commander, Lieutenant Gary Brown, put together a team of the neighborhood officers, investigators, and members of the Violent Crimes Unit in a covert operation. A video surveillance was set up which recorded undercover buys of illegal drugs. It was determined that there were four apartments with a total of five tenants involved and multiple search warrants were obtained for their units. A second list was comprised for other tenants wanted on prior offenses and not related to the search warrant. On November 16, 2005, the Strategic Weapons and Tactics (SWAT) team entered the four apartments, making five arrests and seizing 59.40 grams of crack cocaine, 7.5 grams of marijuana and three firearms. Three additional people were arrested on unrelated warrants.

ASSESSMENT

During the assessment phase, a police detail funded by police visibility overtime was formed. The officers patrolled inside and outside the building, making their presence well known to tenants. Those tenants who had been involved in the drug trafficking were evicted.

The calls for service at this location were reduced by 60%; for a short period of time, it was dropped off of the “hot spot” list, but due to crime and disorder at surrounding buildings it has been relisted. Nonetheless, the project is considered to have been successful and monitoring has continued to keep things under control. The other tenants in the building have been vocally appreciative of their residence’s increased safety.



The courtyard in the middle of this 95-unit complex, a high-traffic area hidden from the street, used to be a haven for illegal activity. Citizens and police formed a strong partnership to drive out drug dealers: community members allowed CPD on property to take pictures of drug activity, the fire department turned over floor plans, and a printing company enhanced the diagrams.



Avondale Youth Gun Violence Initiative

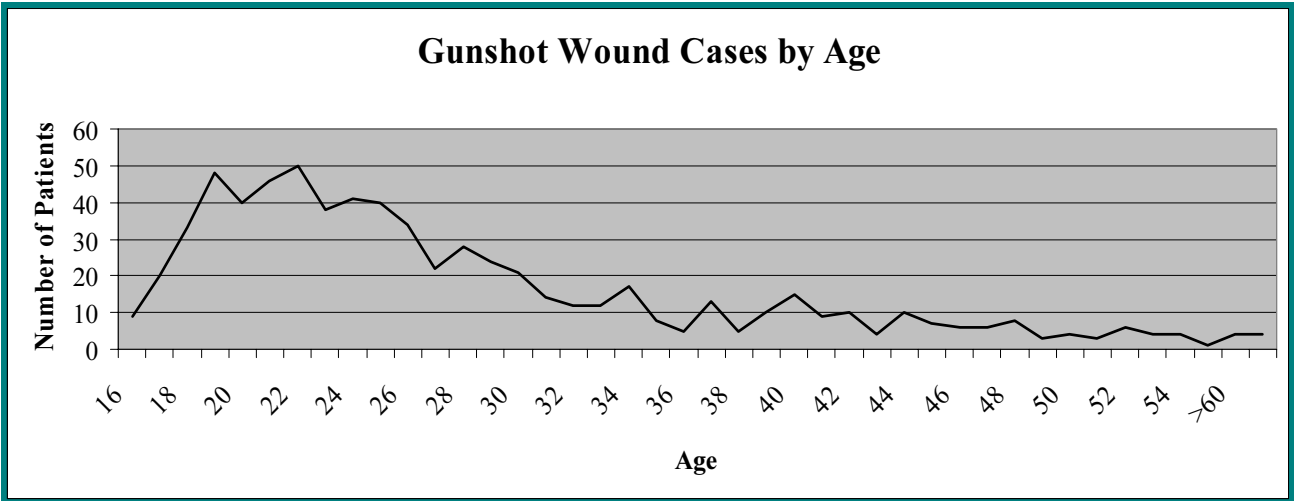
A New Approach in Cincinnati to Reduce Gun Violence through Intervention of High Risk Individuals

Violent crime rose dramatically in Cincinnati in 2001 and 2002, and despite some decline over the past two years, it still remains at a significantly elevated level. Gun violence is the most pronounced and is concentrated in a few communities.

Avondale, a diverse, mixed income community in the heart of Cincinnati, is no exception to this troubling trend. Over the past few years, Avondale has had the second or third highest reported incidents of violent crime of Cincinnati's 53 communities (although the per capita crime rate is lower than several other communities). While not all reported violent crime involves the use of a weapon, many offenses do. Thus, focusing attention on the prevalence of violent crime as reflected in the following trends is the beginning of an effort to reduce violent crime in general, and gun violence in particular.

<i>Avondale Crime Statistics*</i>			
Offense	2004	2005	2006*
Aggravated Murder	0	1	0
Murder	2	6	2
Aggravated Robbery	117	81	42
Robbery	38	54	14
Felonious Assault	87	70	41
Aggravated Assault	0	1	1
Assault	257	255	124
Improperly Discharging Firearm at/into Habitation/School	9	12	3

* Data is from selected reporting areas in Avondale. Data for 2006 is from January through June.



Compelling data from Jay A. Johannigman M.D., FACS, Director, Division of Trauma and Critical Care at The University Hospital Cincinnati, shows that teens and young adults comprise the majority of gunshot wound patients.

In May 2006, Richard Biehl, Executive Director for the Community Police Partnering Center (CPPC), discussed with CPD Chief Thomas H. Streicher, Jr., the interest in piloting a youth gun violence reduction initiative in a community in District 4 of the CPD. After Streicher expressed support, Biehl met with Captain Richard Schmalz and District 4 police staff for additional discussion. Schmalz and his staff expressed unanimous support for a program to reduce gun violence in Avondale.

While several neighborhoods could have been selected to pilot this comprehensive Youth Gun Violence Initiative, Avondale was selected in large part because of the community’s many existing assets, including a number of committed individuals and organizations who are already actively working for positive change in Avondale.

tion Plan” (adopted by residents in 1995). Additionally, more than 30,000 people drive through Avondale daily on their way to work. The community has worked with the Uptown Consortium, area organizations, and churches. It also has made diligent efforts over the past three years to realize a multiple phase redevelopment project - The Burnet Avenue Revitalization Strategy. Phase One of this Strategy is a \$100 million project that will result in new housing, retail and office space on Burnet Avenue, which is one of Avondale’s three main business districts.

Building on these assets and with the police partnership and commitment firmly established, the CPPC reached out to the Council through Fulton Jefferson, Avondale Community Council Trustee and Ozie Davis, Avondale’s Local Initiatives Support Corporation (LISC) representative, to determine community support of such an initiative. Both men expressed full support for working in cooperation with Cincinnati Police and other community groups to develop a comprehensive program to reduce youth gun violence.

Subsequent meetings of the Avondale Youth Gun Violence Initiative Working Committee have included representatives from the Avondale community along with Hamilton County Common Pleas Court Probation, Adult Parole Authority, Juvenile Court Probation, Ohio Department of Youth Services, and the Cincinnati Human Relations Commission Youth Street worker Program. The meetings have focused on delineating the methodology and role of the participants. In order to effectively address youth gun violence in Avondale, the participants decided to utilize the SARA problem solving methodology to:

THE AVONDALE VISION PLAN AND THE BURNET AVENUE REVITALIZATION STRATEGY ADOPTED BY RESIDENTS IN MARCH 2005 CAN BE VIEWED AT WWW.AVONDALECOMMUNITYCOUNCIL.ORG

“We are aware of the challenges within Avondale,” commented Avondale Community Council president Patricia Milton, “Our heads are not in the sand. We are outraged that there have been lives lost in Avondale, [but] we find hope and energy that there are residents in our neighborhood who have worked for years to turn Avondale into a neighborhood of choice.” Milton highlighted the work of the Community Council, which created an “Avondale Vi-

- Identify “hot spot” locations, “hot” times, repeat offenders, and repeat victims in order to define target location/times and the target population;
- Perform analysis of above data to determine what contributes to the problem (e.g., community norms favorable to gun possession and use, concentrated gun possession/trafficking, neighborhood disputes, drug markets, etc.);
- Design intervention (response) strategies based on the analysis; and
- Evaluate interventions.

In addition to the information to be obtained through analysis regarding offenders, law enforcement representatives are collaborating to identify youths at risk of gun crime involvement who live in, work in, or frequent Avondale. Representatives of adult/juvenile probation and parole organizations have been requested to identify parolees and probationers who live or have been arrested in Avondale and have prior arrest histories for gun offenses.

The purpose behind identifying these individuals is to make sure the police are accurately informed regarding the conditions of their community supervision. The intention is to prevent gun violence via weapons searches, home/community visits, specific deterrence messages, and similar efforts. This information will be augmented by information gathered from various community sources. For those youth under community supervision, the law enforcement partners will work together to ensure conditions of probation/parole are followed. In addition, the law enforcement partners and community representatives will work to connect youth to community resources such as employment counseling and placement services, educational programs, recreational activities, and other needed services as part of the intervention strategy.

While the specific role that each party will play is still being defined, it will likely include:

- Post-incident intervention by community representatives to prevent retaliatory violence and to encourage cooperation with police;
- Initiatives to change community norms (making the existing tolerance for illegal gun possession, as well as gun carrying and use socially unacceptable);
- Prompt reporting of illegal gun activity;
- Creation of effective alternatives for youth engaged in illegal gun activity; and

- Conducting community educational forums to inform community members about the risks of illegal gun possession, carrying, and use.

The CPPC staff and CPD’s District 4 personnel plan to conduct environmental assessment assessments of high-incident locations of gun violence. This will help determine what social and physical environmental characteristics may be contributing to the gun violence in those areas. They will track the targeted interventions (e.g. meeting with place managers, organizing residents, code enforcement, etc.) to determine which are most effective in reducing the incidence of gun violence.

Representatives of the Avondale Youth Gun Violence Reduction Initiative participated in a site visit to Chicago to meet with the Executive Director and staff of CeaseFire Chicago to learn more about their successful program. Due to the program’s achievement in significantly reducing youth gun violence, CeaseFire Chicago was highlighted in June 2006 at the “Helping America’s Youth” conference sponsored by the White House and held in Indianapolis.

THE PROGRAM RELIES ON OUTREACH WORKERS, FAITH LEADERS, AND OTHER COMMUNITY LEADERS TO INTERVENE IN CONFLICTS, OR POTENTIAL CONFLICTS, AND PROMOTE ALTERNATIVES TO VIOLENCE

CeaseFire is the first initiative of the Chicago Project for Violence Prevention. The program’s staff works with community-based organizations to develop and implement strategies to both reduce and prevent violence, particularly shootings and killings. The program relies on outreach workers, faith leaders, and other community leaders to intervene in conflicts, or potential conflicts, and promote alternatives to violence. CeaseFire involves cooperation with police and depends heavily on a strong public education campaign to instill in people the value that shootings and violence are not acceptable. Finally, it calls for the strengthening of communities so they have the capacity to exercise informal social control and respond to issues that affect them.

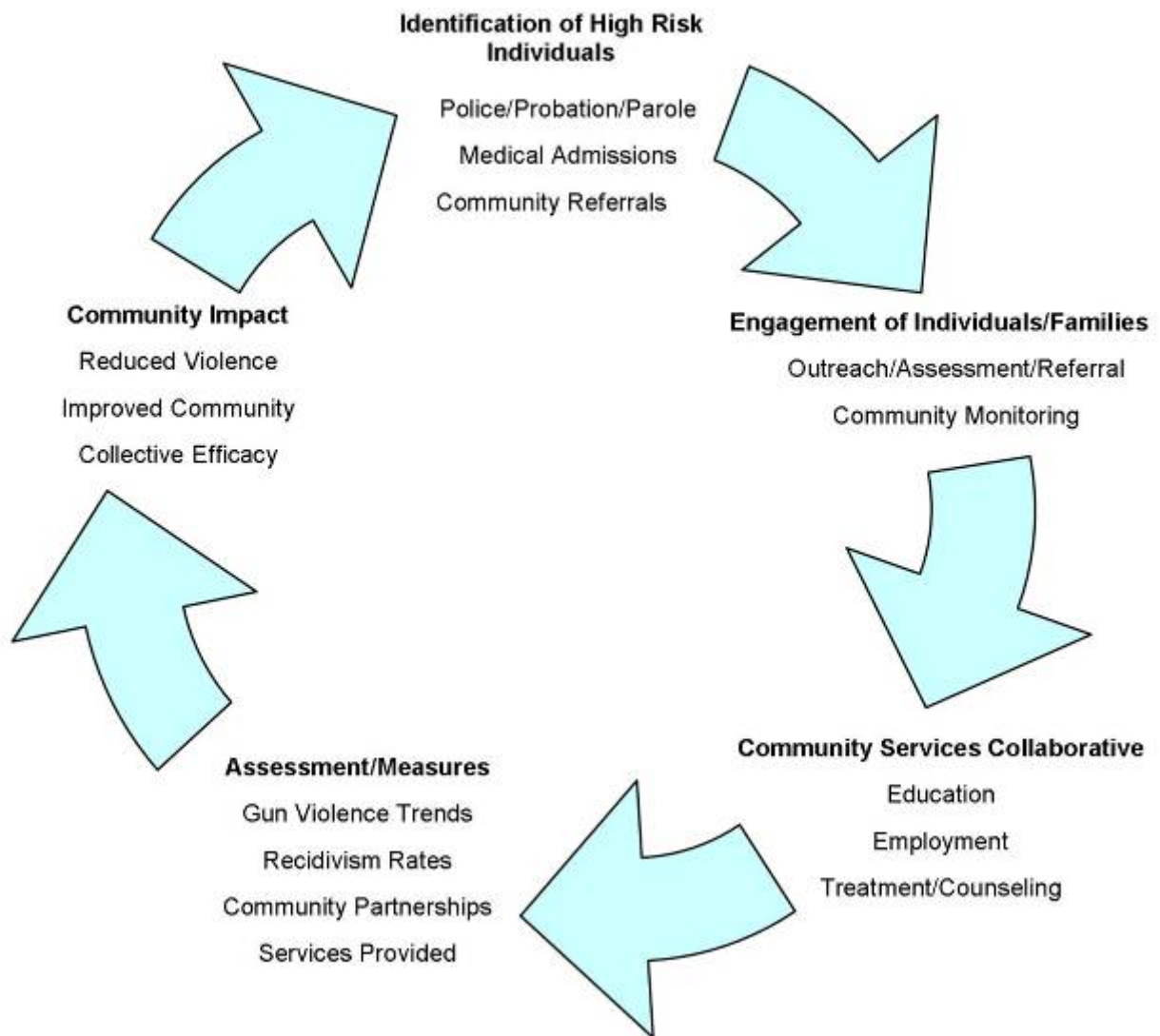
The partners of the Avondale Youth Gun Violence Reduction Initiative are actively working to learn effective strategies, such as what CeaseFire has taught them, to intervene in youth gun violence and implement these strategies in their community. The success of this work will ultimately be dependent upon the mobilization of such community organizations as the Uptown Consortium, Cincinnati Public Schools, University and Children’s Hospital Medical Centers, the Urban League, LISC, the Avondale Community

Council, area churches, and most importantly, the residents of Avondale.

Community Council representatives Milton and Jefferson, and LISC representative Davis are committed to this process and taking a leadership role in bringing other citizens on board. "Neighborhoods are strengthened through relationships and by taking ownership of the problems that need to be resolved within our communities," Milton said. "Our vision is beyond the violence of a few and the undesirable conditions of the lives of many struggling families...within Avondale. Don't give up on Avondale – what we are today is not who we are working and have a vision to become!"

**"OUR VISION IS
BEYOND THE
VIOLENCE OF A FEW
AND THE
UNDESIRABLE
CONDITIONS OF THE
LIVES OF MANY
STRUGGLING FAMILIES
...WITHIN AVONDALE"**

Action Plan for Reducing Youth Gun Violence





CPOP Awards Banquet

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Recognizing Excellence and Achievement

The Second Annual CPOP Awards Banquet will be held on Thursday, October 26, 2006 at Xavier University's Cintas Center. Local prominent attorney Stanley Chesley and the Uptown Consortium will host the festivities including keynote speaker Dr. Odell Owens, Hamilton County Coroner, and honor the achievements of citizens, police officers, public officials and Friends of the Collaborative who work to promote CPOP in Cincinnati's communities.

Two hundred fifty people attended last year's inaugural CPOP Awards ceremony celebrating CPOP's successful melding of community residents and businesses, the Cincinnati Police Department and the Community Police Partnership Center in working towards safer neighborhoods.

2005 Outstanding Community Efforts in CPOP

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The Lower Price Hill CPOP Team was recognized for its work with Santa Maria, Family Center, a neighborhood support organization, and District 3 police to dramatically reduce drug dealing and prostitution at a problem apartment house located near Oyler Elementary School. The team sent a powerful letter to the property owner and manager of the problem building, outlining their legal obligations, and copying appropriate city departments. Within two months, the troublesome tenants were evicted and the building was boarded up and secured. As a result of the CPOP team's efforts, this "drug and sex market" was dismantled.

The Pleasant Ridge Safety & Quality of Life

Committee was honored for their use of the SARA process to address drug activity and other crime in a 70-plus unit apartment complex. 68% of all calls for police service in District 2 for drug possession and sales were linked to this complex. These apartments also had the distinction of being one of the top five spots for calls for violent crimes. The complex had a new owner who wanted to correct the situation. A “Safe and Clean” grant was received from the city which was used to construct perimeter fencing which prevented drug offenders from running away when police showed up. A new property management company cleaned and renovated the property, installed outdoor lighting and hired an undercover police detail. Better screening of prospective tenants was established and the Court Watch program enlisted to track cases of anyone arrested at or near the complex.

The Northside CPOP Team was recognized as an extraordinary example of neighborhood residents and the CPD working together to eliminate a pervasive problem that was threatening the safety and quality of life in Northside. Using the SARA process, the team identified 16 similar assaults on individuals, most of which had not been reported. Because of this, the police were unaware of the scope of the problem. The CPOP team began walking the neighborhood and talking to other Northside residents. Slowly, more residents began to join the team. 14 more assaults were learned about and the information reported to District 5. Three juvenile assailants were identified and eventually confessed. The results were improved relationships with police in Northside, an end to the assaults and a sense of safety and peace of mind helping return to Northside a good quality of life.

Outstanding Individual Contribution in CPOP

Police Officer LaDon Laney, District 4 – Honored for his exemplary service to Avondale and his dedication to CPOP, Laney worked with residents, members of the Avondale Community Council, the CPPC and LISC, as well as area businesses, on several CPOP projects to improve community safety. One of the most successful was the demolition of a vacant gas station at the intersection of Burnet and Rockdale Avenues and the demise of its usage for drug dealing and other crimes. Laney was also recognized as a strong advocate for youth. He participated with 75 boys, ages 12 to 18, in a “Youth Lock In” event that included straight talk to the adolescents about the stark realities of drug use, violence and sexual activity.

Sergeant Maris Herold, District 1 – Herold was commended for her innovative and creative approach to problem solving, her adherence to the SARA process and her dedication to making CPOP successful. She led in the construction of a barricade to close down a “drive through” drug hot spot in Over-the-Rhine. Although the barricade was eventually removed due to the objections of one business owner, it did significantly reduce drug activity in the neighborhood. Since then increased police patrols have helped this situation.

Police Officer Terri Windeler, District 5 – Newly assigned to Northside at the same time a new CPOP team was being formed there, Windeler has been credited with re-energizing the CPOP process. In her work on the Ferguson Street project, she provided crime data as part of the analysis step, and acted as a conduit to other city depart-

ments in arranging assistance that was part of the response step. She regularly shares concerns and information between the residents and her district superiors, helping facilitate a strong working relationship.

Ben Pipkin, Kennedy Heights CPOP Team – Known as “King of the Bumps”, Pipkin had the innovative idea of gluing concrete bumps onto the Kennedy Avenue Bridge where drug dealers perched while waiting for potential buyers. By making the bridge uncomfortable for sitting, the bumps drastically reduced drug activity in the area. Pipkin was also recognized for his leadership and communication skill, as well as for being an early proponent for CPOP and the SARA process.



“King of the Bumps” Ben Pipkin showcases his innovative concrete eggs designed to deter loitering on the Kennedy Avenue Bridge.

Amos Robinson and Dorothy Harris, College Hill CPOP Team – Both were honored for their work with the City’s Law Department in organizing a highly effective Court Watch Team. They attended approximately 20 hours of court hearings a week, researched public records to find related background on the cases and earned the respect of both judges and prosecutors for their diligence and attention to detail. Although their input at sentencing hearings is taken seriously, the two have not simply sought punishment for offenders, but have also asked for leniency and rehabilitative assistance when appropriate. They have worked with probation officers to make sure that those offered a second chance live up to their commitment to the College Hill community. The entire College Hill CPOP Team also received special recognition for its participation in Court Watch.

Tori Houlihan and Dave Henry, Northside CPOP Team – The nomination form said “The combined contributions of this husband and wife team stand out as an exceptional example of two people working together to achieve remarkable goals.” As veterans of Procter & Gamble, they used their business skills to enhance the thoroughness of analysis and responses to Northside’s various CPOP projects. They developed and conducted a survey of Fergus Street residents, analyzed and prioritized the responses. This assisted the CPOP team in customizing the response to the specific needs of the neighborhood, result-

ing in tremendous improvements. Their work played a critical role in getting assault victims to document their experiences, which helped police solve more than a dozen previously unreported crimes.

Tender Mercies, Over-the-Rhine – A significant reduction in drug-related crime at 12th and Republic Streets is credited to Tender Mercies’ highly visible series of events which sent a strong message of community intolerance for drug activity.

Santa Maria Lower Price Hill Family Center – The Center hosted breakfasts, events and activities fostering positive relationships of mutual trust and respect between area residents and the officers who serve District 3.

District 4 Neighborhood Unit – The ten police officers and one supervisor who comprised this unit served the ten communities that are in this diverse district. From inner city urban neighborhoods to quiet suburbs, District 4 has a population that includes Roselawn’s Russian Jews, Carthage’s Latinos, Harwell’s blue-collar Caucasians and Avondale’s thriving African-American community. The officers have conducted youth symposiums, tutored students, chaperoned children at events, and even played Santa Claus to needy youngsters and elderly. They have worked to rid the area of drug activity and to provide at-risk men and women with information about domestic violence, HIV and help for substance abuse.



The CPPC recognized the successful efforts of District 4 officers presenting an Outstanding Contribution to CPOP Award to them.

From the left are Lieutenant Colonel Richard Janke, Officer Linda Sellers, Colonel Thomas H. Streicher, Jr., Sergeant Julie Johnson (holding the award), CPPC Board Member Christina Rice (who presented the award), Officer Wiley Ross, Officer Alex Hasse, Officer Jana Cruse, Officer LaDon Laney, Officer Louis Arnold and Captain Richard Schmalz.

The CPOP Partnering Award

The Northside CPOP Team was recognized for its efforts to revitalize Fergus Street, a major crime spot. With 40% vacant buildings and fewer than 20% owner-occupied homes, the area had multiple problems for many years including litter, trespassing, drug activity and arson. In 2003 and 2004, Fergus Street had the most calls for service and reported crime in Northside.

Assisted by the Keep Cincinnati Beautiful organization, three Fergus Street clean-ups were conducted. Team member David Henry received permission from several property owners to cut trees, grass, and weeds, and haul out trash on their property. Several outdoor events were held on the street, including cookouts and marshmallow roasts, to involve residents in enjoyable activities and foster positive relationships. Churches Active in Northside (CAIN) invited residents to take part in a program that addressed relevant issues and concerns. The team worked with the City Law Department, Police Department and Code Enforcement Response teams to deal with properties that had code violations. The organization Working in Neighborhoods (WIN) purchased and renovated several houses

which then went into the hands of responsible new owners and landlords. A Community Development Corporation has re-emerged on Fergus Street and additional properties are in the process of being redeveloped. The owner of a convenience store that had been a source of problems voluntarily gave up his liquor license which helped cut down on loitering. A Children's Park that had been taken over by drug dealers was refurbished in early 2006, with the assistance of a City Safe & Clean Neighborhood grant, and is now safe again for youngsters and their parents.

New community leaders have emerged in Northside, partnerships with neighborhood agencies and city departments strengthened, and a sense of pride has returned not just to Fergus Street, but throughout Northside.

**THE PARTNERING
AWARD IS GIVEN FOR
OUTSTANDING
DEDICATION AND
PROGRESS TO THE
INTEGRAL PARTNERING
COMPONENT IN CPOP,
IN WHICH COMMUNITIES,
AND CITY OFFICIALS/
CITY POLICE WORK
TOGETHER TO BETTER
THEIR COMMUNITIES**

Special Recognition

Police Specialist Terry Cox – Cox was recognized for his work in South Fairmount to handle concerns about increased traffic congestion and safety issues around a newly opened school. There was a rush hour hazard for students boarding buses that waited in a “no parking” zone in front of the school. These buses blocked access to area businesses and the traffic back-up was frustrating to drivers. Working with the community council president, the Cincinnati Public Schools Transportation administration and its security office, the City's Traffic and Engineering department, Peterman Bus Service and the principal of Orion Academy, the team put an organized response in place. Safety guards were posted at dismissal times, the location for bus entry and exit was altered and letters were sent to parents explaining the new traffic patterns. In addition to initiating this project, Cox volunteered to monitor the dismissal each day to handle any difficulties that arose as the plan was implemented. Dismissals now run smoothly with minimal waiting for motorists, fewer complaints from businesses and a safer environment for students.

Officer Steve Ventre – A strong advocate for Lower Price Hill residents, agencies and organizations, Ventre has worked to build a relationship of trust and mutual respect.

Those who nominated him described Ventre as accessible, a strong partner and a valuable conduit to getting things done with various city departments. While working with a CPOP team on a problem apartment building, he was cited for his constant daily vigilance and his follow-up with tenants who needed help with substance abuse. The result was the elimination of drug and crime problems at the location.

Prencis Wilson, Madisonville CPOP team – Initially reluctant until a sister encouraged her to “get out of the house and get involved,” Wilson has been a dynamic and energetic volunteer. In addition to chairing her community CPOP team, she serves on several community action organizations and in 2006 became president of the Madisonville City Council. In every venue, she champions the effectiveness of CPOP and is considered one of the program's most dedicated ambassadors.

The Evanston CPOP team – Early work to “shine a light” on CPOP by the Evanston CPOP team has earned them appreciation for their on-going support of the CPOP process. They are an example of the positive results when citizens and police work together to resolve problems.

The College Hill CPOP Team received special recognition for their diligence in following up on cases involving

neighborhood offenders. Learn more about this dynamic team in the write-up of Robinson/Harris on page 32.

Friends of the Collaborative Award

The Friends of the Collaborative is a group of committed individuals and organizations who volunteer their time and expertise to support the Collaborative Agreement, and the formation of CPOP Teams in Cincinnati’s neighborhoods. Three Friends organizations were honored for their outstanding work:

Woman’s City Club of Greater Cincinnati – Since forming its Collaborative Agreement Action Group (CAAG), the Women’s City Club of Greater Cincinnati has furthered the mission to encourage city-wide community participation in implementing the goals of the Collaborative Agreement by sponsoring community and youth forums.

Cincinnati-Hamilton County Community Action Agency (CAA) – By providing meeting space and advice

on implementing successful outreach to area social service, community and faith-based organizations, the CAA has proven a strong supporter of the Collaborative Agreement and provided invaluable assistance to the Partnering Center.

Tri-State Regional Community Policing Institute (RCPI) – The Tri-State Regional Community Policing Institute is a vital ally in implementing CPOP throughout the city. The organization provides training for Partnering Center staff, Cincinnati Police and community members in SARA and other crime prevention methods, loans audio-visual equipment for events and shares its extensive library of “Best Practices” materials.

The President’s Award

Donna Jones Stanley, President and CEO, Urban League of Greater Cincinnati – the Partnering Center President bestows one President’s Award to honor the commitment to the vision and implementation of the Collaborative Agreement. In 2005 the inaugural recipient of this award was Donna Jones Stanley. Under her leadership the Urban League serves as the host agency for the Community Police Partnering Center.



President Award recipient Donna Jones Stanley (center) with monitor Saul Green (left) and CPPC President Herb Brown

CPOP Summit

CPOP's First "Summit" A Solid Success!

Nearly 300 Greater Cincinnati citizens took part in an all-day series of meetings that comprised the first annual CPOP Summit on April 8 at the Community Action Agency on Langdon Farm Road. In addition, 33 members of the CPD took part in the event as speakers, CPOP information resources and general participants.

Co-sponsored by the Community Police Partnering Center (CPPC) and the CPD, support for the event was also provided by the Fraternal Order of Police (FOP), the Community Building Institute of Xavier University and the American Civil Liberties Union (ACLU).

Following the opening remarks from sponsors, a history of the Collaborative Agreement was shared. The group then broke into a series of break-out sessions on nine different topics that reinforced the CPOP philosophy of citizens working in partnership with police to proactively prevent problems, as well as solve existing ones. Some of the subjects covered in the breakouts were "Blighted and Abandoned Buildings," "Block Watch and Citizens on Patrol," "Landlords and Crime Prevention," and "Citizens Responses to Open Air Drug Dealing." Participants were given practical tips and contact information for various community resources.



CPPC's Amy Krings Barnes instructs citizens how they can shut down drug markets in their neighborhood. Sergeant Carolyn Wilson co-facilitated this session.

“I continue to be amazed at the transformational power of the CPOP methodology to improve community safety, as well as improve police community relations. When this work is embraced, it is amazing to watch the evolution. The change is from police in the community as external control agents, to police and the community as partners in the co-creation of safer communities, to police as community, being accepted as integral members of the community and embraced by others in that role. That is powerful stuff to watch,” says Rick Biel, CPPC Executive Director.

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The day wrapped up with a panel discussion which included Biehl along with Police Relations Manager Greg Baker; CPOP Coordinator Lieutenant Larry Powell; FOP President Kathy Harrell; City Councilman Cecil Thomas and Al Gerhardstein of the ACLU. During this session, Councilmember Thomas, Chair of City Council’s Law & Public Safety Committee, pledged to introduce legislation in to preserve and support CPOP and the Collaborative Agreement beyond the August 2007 expiration of the court document.

Post-event evaluations indicated that the Summit was well received by participants. Speakers and their subject matters were given high marks, with open-ended comments offering suggestions for future Summits.



CPD Sergeants Eric Franz and Julie Johnson explain how citizens can form Citizens on Patrol and Block Watch groups.

“ THE CHANGE IS FROM POLICE IN THE COMMUNITY AS EXTERNAL CONTROL AGENTS, TO POLICE AND THE COMMUNITY AS PARTNERS IN THE CO-CREATION OF SAFER COMMUNITIES”



Panelists at the final presentation emceed by Byron White, Executive Director of Community Building institute (standing), were from the left: ACLU's Al Gerhardstein; CPD's Greg Baker; FOP's Kathy Harrell; City Council's Cecil Thomas; CPD's Larry Powell and CPPC's Rick Biehl.



Looking Towards the Future

As the Collaborative Agreement enters into its final year of implementation, the commitment to and success of Community Problem Oriented Policing (CPOP) needs to be the primary focus. All Parties to the Collaborative Agreement, as well as the Community Police Partnering Center, and community stakeholders, need to work together in a true spirit of collaboration and partnership to continue to address neighborhood crime and disorder issues through the SARA problem solving methodology. At the same time, community building and economic development need to be included as a critical part of this process.

While this commitment is vital to the success of CPOP, it will require clarity and leadership to ensure these outcomes, specifically, the key role of police leadership. However, police leadership does not bear the sole responsibility in the sustainability and success of CPOP. As Collaborative Agreement Parties, the American Civil Liberty Union and the Fraternal Order of Police also share responsibility for advancing CPOP with a significant supporting role being provided by the Community Police Partnering Center. Ultimately, it will require citizens to embrace and perform a much greater and evolved role in being co-creators of the safety in their neighborhoods by learning and applying the situational crime prevention strategies that are a core component of CPOP.

In this final year of the Collaborative Agreement, it is necessary to take some risks. Most problem solving efforts, although focusing on safety matters of importance to citizens and neighborhoods, have been on relatively small scale initiatives. These efforts have concentrated on problem buildings, street corners or city blocks. Other cities have implemented quite effective problem solving initiatives affecting larger areas – neighborhoods or citywide gun violence – to achieve significant, sustainable, and at times, miraculous reductions in violence, illegal drug activity, or other crime and disorder problems.

The parties to the Collaborative Agreement and the Community Police Partnering Center are committed to continuing our work with citizens to implement quality, successful, and jointly-facilitated problem solving initiatives. Our citizen partners have generously given their time, energy and passion to making our city safer and a better place for all to live, work, worship and play. They deserve no less than our best efforts to assist them in return.

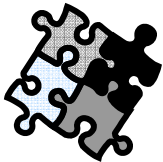
We thank Cincinnatians and other concerned citizens who have joined us in this important work of creating safer communities! We look forward to your dedication and support in the year ahead!!



Cincinnati Police Department

Colonel Thomas H. Streicher, Jr., Police Chief
S. Gregory Baker, Executive Manager of Police Relations Section
Lieutenant Deborah Bauer, Community Relations Unit
Katie Werner, Police Officer
Shannon Johnson, Administrative Technician

COMMUNITY POLICE
PARTNERING CENTER



Community Police Partnering Center

Richard Biehl, Executive Director
Doreen Cudnik, Senior Community Safety Specialist
George Roberts, Community Safety Specialist
Amy Krings Barnes, Senior Community Safety Specialist / Trainer



American Civil Liberties Union of Ohio Foundation

George Ellis, Esq., Staff Attorney for Cincinnati Police Reform



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C ommunity P roblem + riented P olicing

This year's Annual Report...documents the progress the Parties achieved collaboratively and individually. The efforts undertaken this year are the result of significant hard work. They reflect tremendous success and can be a source of inspiration for Cincinnatians.

Independent
Monitor's Report
October 1, 2005



Submitted by:
Cincinnati Police Department
Community Police Partnering Center
American Civil Liberties Union of Ohio Foundation
Fraternal Order of Police

Collaborative Agreement Problem Solving Annual Report

August 2005

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The Monitor is impressed with how much was ultimately accomplished and of the increasing quality of the initiatives undertaken by the Collaborative partners. We believe that the Annual Report offers the Citizens of Cincinnati proof that change is not only possible, but an effective way to increase the level of trust and crime reduction skills of both citizens and the police.

Independent Monitor's Report
October 1, 2005



Introduction



Origins of the CPOP Annual Report

On April 11, 2002, a Collaborative Agreement was entered into by the City of Cincinnati, a class of citizens represented by the Cincinnati Black United Front and the American Civil Liberties Union of Ohio Foundation, Inc., and the Fraternal Order of Police. The purpose of the Agreement was to:

- resolve conflict,
- to improve community-police relations,
- to reduce crime and disorder,
- resolve litigation claims,
- implement the consensus goals, and
- foster an atmosphere of mutual respect and trust among community members, including the police.

The Agreement requires the Parties to the agreement to develop an annual problem solving report describing the current status and future initiatives of problem solving throughout the Cincinnati Police Department (CPD) and each Party's role in Community Problem Oriented Policing (CPOP).

According to Paragraph 29(j) of the Collaborative Agreement: "The Parties shall describe the current status of problem solving throughout the department and what is being done to improve it through an annual report. Each party shall provide information detailing what it has done relating to its role in CPOP."



Community Problem Oriented Policing & Problem Oriented Policing

CPOP is a philosophy and methodology designed to identify and analyze community problems and to develop effective responses through partnerships between City employees and Cincinnati residents by utilizing the Scanning, Analysis, Response and Assessment (SARA) Problem Solving Method. SARA is a proven, effective and equitable problem solving process that provides a roadmap to CPOP teams so they can scan, analyze, respond to, and ultimately assess the outcome of their problem solving. Beginning in the fall of 1993 all CPD personnel received problem solving training using the SARA model as the process for community problem solving.

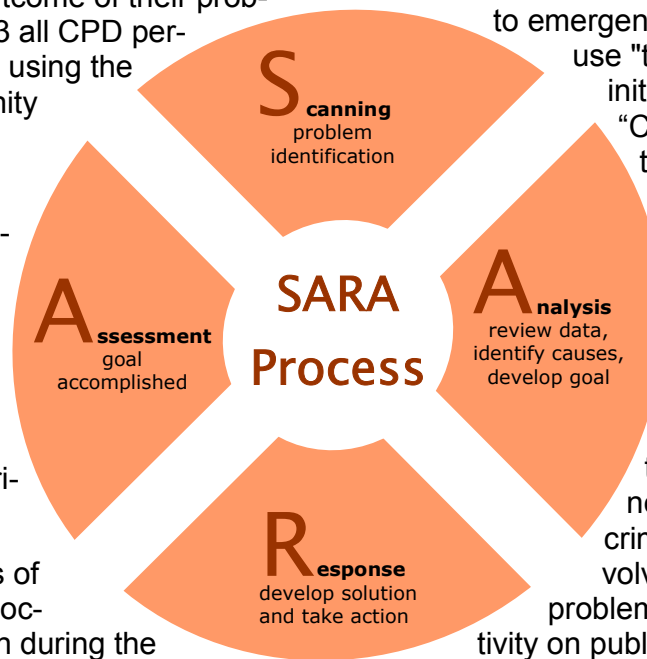
Community Problem Oriented Policing, while new to Cincinnati as a core component of the Collaborative Agreement, is not a new practice. It is a merger of two policing strategies, Community-Oriented Policing (COP) and Problem-Oriented Policing (POP). Both COP and POP have evolved over the past three decades, but stem from quite different historical and theoretical origins.

Community policing arose from the crisis of legitimacy after the urban race riots that occurred in different cities across the nation during the 1960s. Several blue-ribbon reports (President's Commission on Law Enforcement and Administration of Justice, 1967; National Advisory Commission on Civil Disorders, 1968) felt the police

had lost contact with minority groups and, with that, the corresponding perception of legitimacy for their actions while engaging community members on matters of "police business."

As a result of these criticisms of the relationship between police and community members, particularly members of minority communities, police departments were urged to increase their contact with citizens in more positive settings than just responding to emergencies. Most notably they were encouraged to use "team policing" initiatives. In Cincinnati, this initiative was known as "Com-Sec" or "Community Sector" policing. It was the belief that by increasing the quantity and quality of police-citizen contact in community policing initiatives, crime would be reduced.

Problem-oriented policing, in contrast, arose from the crisis of the lack of police effectiveness in preventing crime. Problem-oriented policing, as conceived by Professor Herman Goldstein, known internationally as the "Pioneer of CPOP", provided a new paradigm in which to focus innovations in crime prevention. In contrast to community involvement for its own sake, the core concept of problem-oriented policing is the *effect* of (police) activity on public safety, including (but not limited to) crime prevention.¹



¹PREVENTING CRIME: WHAT WORKS, WHAT DOESN'T, WHAT'S PROMISING: A REPORT TO THE UNITED STATES CONGRESS, prepared for the National Institute of Justice by Lawrence W. Sherman, Denise Gottfredson, Doris MacKenzie, John Eck, Peter Reuter, Shawn Bushway in collaboration with members of the Graduate Program Department of Criminology and Criminal Justice of the University of Maryland, 1997, pages 8-5, 8-6

“Communities are the central institution for crime prevention, the stage on which all other institutions perform. Families, schools, labor markets, retail establishments, police and corrections must all confront the consequences of community life. Much of the success or failure of these other institutions is affected by the community context in which they operate.

Our nation's ability to prevent serious violent crime may depend heavily on our ability to help reshape community life, at least in our most troubled communities.”²

Community Problem Oriented Policing (CPOP), as envisioned by the Collaborative Agreement, emphasizes mutual accountability between citizen stakeholders and police, who act in partnership to become co-producers of safer environments by utilizing CPOP as the core methodology and practice to achieve this outcome. The Community Police Partnering Center (CPPC), as an incorporated component of the Collaborative Agreement, serves as a focal point of community engagement in the CPOP process, which is intended to be community driven with support from the Parties to the Collaborative Agreement (City of Cincinnati, American Civil Liberties Union and Fraternal Order of Police).

CPOP & Roles of the Parties to the CA

The combined efforts of the Parties to the Collaborative and the Partnering Center are intended to achieve two goals of the Collaborative Agreement. They are to “build relationships of respect, cooperation and trust with and between police and communities” and to create an environment wherein “police and community members will become proactive partners in community problem solving efforts.”

Crime reduction efforts have historically been offender-based, focusing on the identification and disposition of those that commit crimes while ignoring situational components of crime. CPOP embraces the methodology of “situational crime prevention.” While it does not ignore offender-based strategies, it focuses more broadly on reducing *opportunities* for crime in specific situations.

Situational crime prevention research has revealed that “specific types of targets are found in specific situations, and the type of criminal activity that develops in such situations is linked strongly to both the nature and guardianship of those targets and the nature of the offenders that converge within them.”³ Situational measures that are employed to reduce crime events include, among other things: target hard-

²*Ibid*, pages 3-1, 2-7

ening, access control, natural and formal surveillance and target removal.

CPOP relies heavily on SARA, with a reliance on analysis to inform what may be effective strategies to influence offenders, targets/victims, and locations – the three elements of the “crime

triangle” – in an effort to reduce neighborhood crime and reduction problems.

The Challenge and Potential of CPOP

Traditional enforcement responses often have significant adverse effects on minority populations. They tend to create challenges on the basis of distributive justice and police legitimacy, both of which are significant factors in community unrest.

High crime communities have the contradictory experiences of being both over-policed and under-policed. They are over-policed in that community members are subject to more frequent police intervention. They are also under-policed in that, despite the disproportionate devotion of police resources, these communities still have elevated crime rates. “Zero tolerance” strategies create real challenges to police legitimacy and an arrest record can be a significant barrier to employability.

As previously stated, Problem Oriented Policing, as envisioned by Herman Goldstein, is primarily a preventive approach that relies less, if at all on the criminal justice system. Hardly any police force, including until recently the Cincinnati Police Department, has adopted (community) problem oriented policing as its principal strategy. There are several reasons for this. They include:

- the difficulty of problem solving,
- the absence of long-term commitment by citizens and police,

- the lack of expertise in POP and substantial research capability to support it,
- the difficulty of police agencies entrenched in traditional responses to make the shift to broader based crime prevention strategies,
- political and public pressure to address “crime crises” which often results in police agencies falling back on traditional enforcement responses, and
- the lack of “informed outside pressure” [institutional and community champions] to serve as a catalyst to creating institutional change in police organizations.⁴

The goal of CPOP is to implement *community-driven* problem solving efforts, supported substantially by the Parties to the Collaborative Agreement and the Partnering Center. These problem solving efforts are aimed at crime and disorder to achieve:

- a reduction of incidents of crime and disorder,
- a reduction of harm from crime and disorder events and
- a better handling of crime and disorder events.

Crime/disorder reduction initiatives that involve significant part-

³*Reorienting Crime Prevention Research and Policy: From the Causes of Criminality to the Context of Crime*, by David Weisburd, National Institute of Justice, June 1997

⁴*Problem-Oriented Policing: From Innovation to Mainstream; Crime Prevention Studies*, Volume 15; Criminal Justice Press, Monsey, NY, 2003, pages 26-37

nerships with active participation by community stakeholders are more likely to have a sustained effect on the problem. Individual, associational and institutional assets (which include businesses, nonprofit and faith-based organizations, etc.) are needed to support the process of identifying the problem, de-

signing a strategy for addressing it and taking part in the in the crime reduction efforts.

Best Practices

The Collaborative Agreement directs the Parties to establish a library of "best practices" in the area of Problem Oriented Policing. The library will assist officers and the community in the resolution of a number of issues. As new information on problem solving evolves, the library will be updated. This comprehensive list of best practices can be located at <http://192.168.100.200/cpop/library.aspx>.

CPOP Training

The initial round of SARA Trainings, which were jointly facilitated by CPPC and CPD staff, was completed in the Fall of 2004. Following a SARA training, Partnering Center Outreach Workers assigned to specific communities work with community stakeholders to help them identify and prioritize problems that are amenable to the SARA problem-solving process and then assist them in applying this process to the identified problem. The Partnering Center and CPD staff then work together to support these citizen-led CPOP teams as they apply the SARA process from scanning through assessment. As CPOP has grown, communication between Partnering Center Outreach Workers and CPD Neighborhood Officers has been enhanced, resulting in an improvement in the level and quality of support to neighborhood problem solving teams.



Lt. Larry Powell, Amy Krings, CPPC staff, and P.O. George Engleman facilitate joint training for CPPC and CPD staff

CPOP Training Statistics

As of August 2005:

- 31 Neighborhoods Total Trained in SARA Problem Solving
(5 neighborhoods have been retrained with new stakeholders that emerged since the 2004 trainings)
- 17 Developing CPOP Teams
- 20 Active CPOP Teams
- 9 Neighborhoods have received specialty multi-neighborhood trainings—such as the “Citizen Response to Open Air Drug Mar-

Outreach

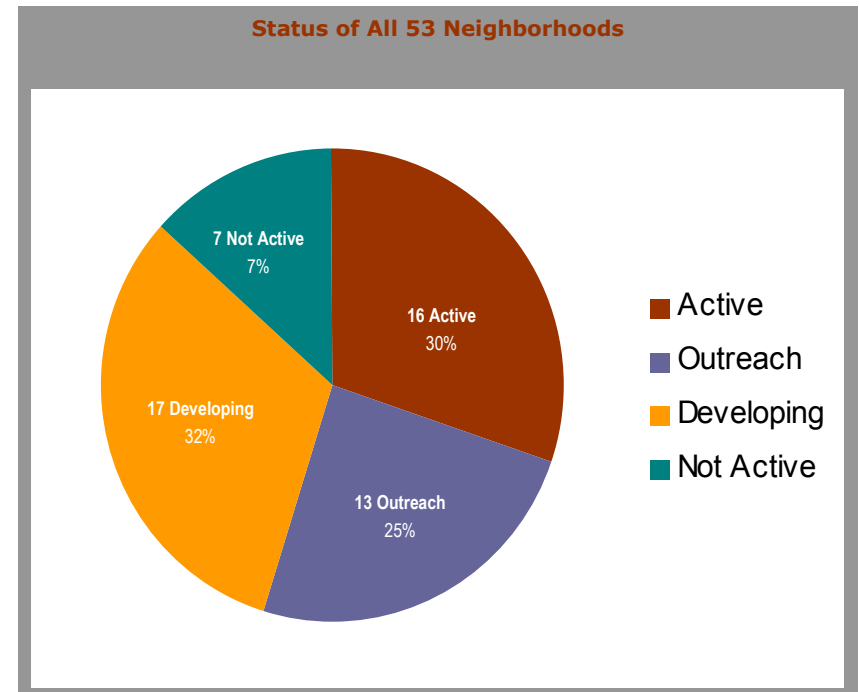
A team that is listed as in the outreach phase indicates that there is not currently a staff member assigned, or that the Partnering Center is available as a resource to this neighborhood, but there is not currently an active CPOP problem effort requiring support.

Developing Team

A team working in the initial Scanning and early Analysis phases of the SARA process to identify and select a neighborhood safety problem is a “developing” team. A “problem”, according to the CPOP curriculum, is defined as “two or more incidents of a similar nature, capable of causing harm, about which the public expects the police to do something.”

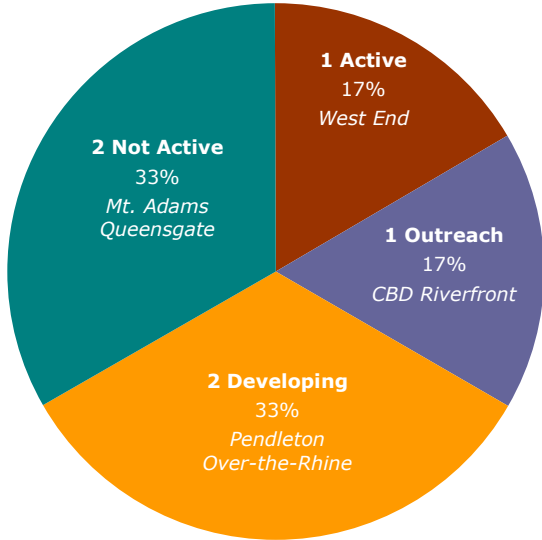
Active Team

Once a team has identified a problem, a Community Problem Solving Worksheet is completed and submitted for approval by a District Commander. Once this worksheet is approved by the District Commander, the group is considered an “active” CPOP team. A CPD representative (most often the Neighborhood Officer) and the Partnering Center Outreach Worker then support the team as they apply the SARA process.

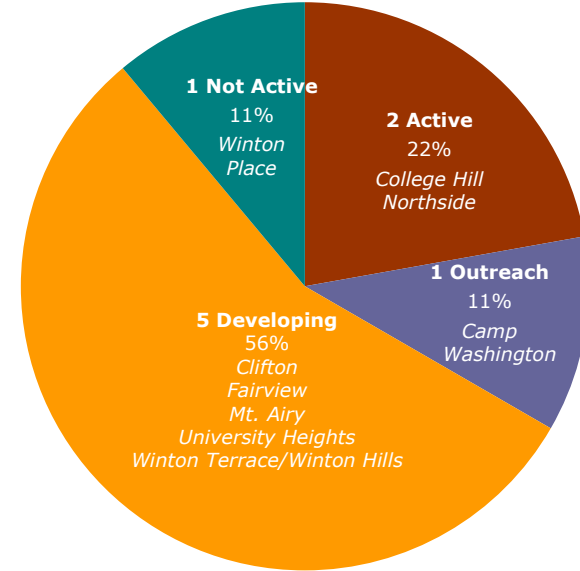


CPOP Neighborhood Training Status

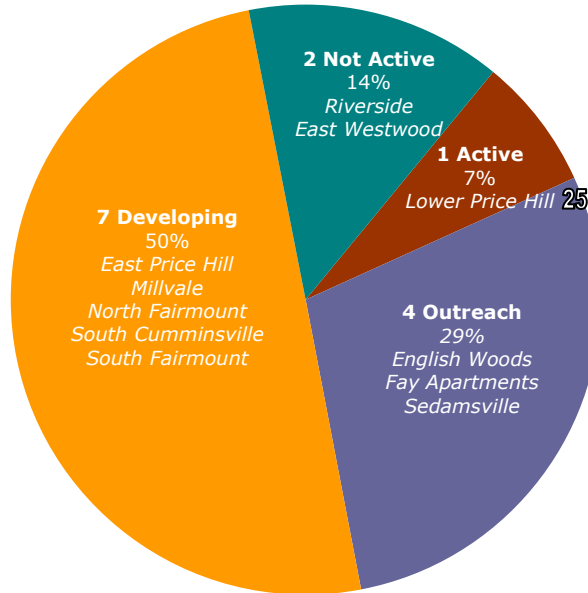
DISTRICT 1



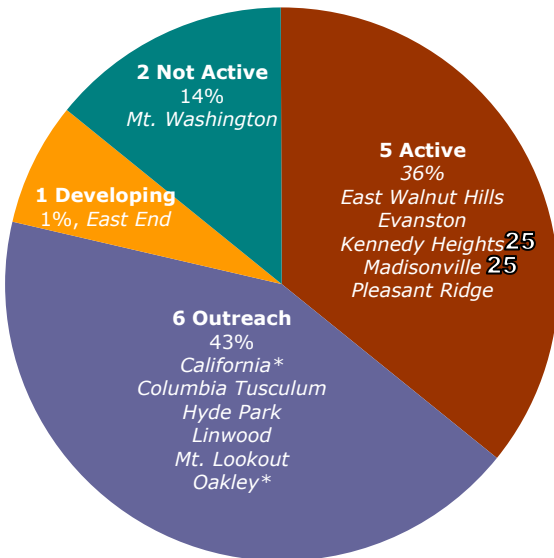
DISTRICT 5



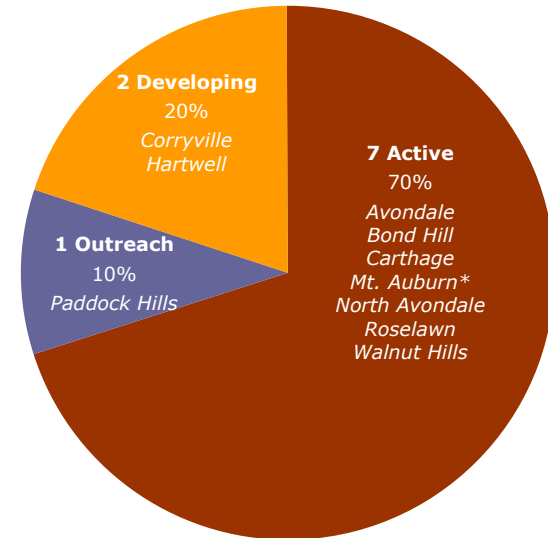
DISTRICT 3



DISTRICT 2



DISTRICT 4



25 Major 25 Cities Initiative

The Major Cities Initiative is a coordination of law enforcement, prevention and treatment activities to reduce drug use and violence related to drug use. Kennedy Heights, Lower Price Hill and Madisonville have been chosen as the pilot neighborhoods for this project.

* previous CPOP problem resolved

As previously stated, there are now 20 CPOP Teams actively involved in the SARA problem solving process. The following CPOP projects were selected as local “best practices” and highlight some of the accomplishments of the various CPOP Teams. Consistent with the Collaborative Partners definition of CPOP, all of the projects involve the participation of community members supported by both CPPC and CPD staff.



District 1

WEST END: Drug Trafficking, Littering, Prostitution, Loitering, and Related Issues

A privately owned lot at Findlay and Bauman Streets had become known to area residents as the “Crack Forest” for the multitude of illegal activities conducted there. The problem was complex and included the open trafficking of drugs, littering, prostitution, gambling, fighting, and abandoned vehicles. Contributing to the unsightliness, as well as providing cover for illegal activities, was a heavy overgrowth of trees and bushes. A CPOP team formed and aggressively addressed the issues with active leadership provided by Seven Hills Neighborhood House, a social service agency in West End.

Step one was site clean-up. The team removed debris, cut back bushes, and hauled off numerous tires that had been dumped there and were being used as seating for the drug dealers and gamblers. Tree limbs that were interfering with overhead power lines were trimmed.

The property owner was contacted regarding the numerous code violations taking place on his property. Officer Princess Davis asked several City agencies to enforce the code violations under their jurisdiction. This included the Departments of Health, Urban Forestry and Buildings and Inspections.

The property has now been sold to a new owner who owns several adjacent properties.



Crack Forest before cleanup



Crack Forest after efforts of CPOP

CPOP Highlights

Area residents feel the new owner will be more active in properly managing the property and keeping it from being a detriment to the community.

OVER THE RHINE: Drug Trafficking

The Over the Rhine CPOP effort at 12th and Republic Streets stands as another shining example of the benefits of partnering between police, citizens, and neighborhood organizations.

Heavy drug trafficking was creating serious quality of life and safety issues both for the residents, as well as the employees and customers of the area's main stakeholder organizations. They included Tender Mercies, the Lord's Gym, Emmanuel Community Center and the Drop-In Center.

Following the analysis, which was largely based on citizen observations, the CPOP team decided upon a series of response tactics to "reclaim" the corner. First, the team decided to broadcast community intolerance for drug activity and deny drug dealers access to their usual selling spots. They installed a banner above the intersection that proclaimed "Do Not Buy or Sell Drugs Here." This sign still hangs proudly at this location today, over a year after this response tactic was implemented.

In addition, there have been four community activities at this corner during the hours that CPD crime statistics showed the drug activity had been the heaviest. These community events

included two outdoor cafés where citizens, police and city officials enjoyed coffee and donuts, a voter registration drive, and a neighborhood cookout. All of these events were well attended by community residents, including many not involved with CPOP, some of whom were witnessing for the first time positive police / community partnership in action.

Environmental changes were implemented in the area to further deter drug dealing and other crime. These included increased lighting, closing off of an alley where problem behavior was occurring, and chaining off a parking lot belonging to Tender Mercies to keep out those who were using it to park and exchange drugs and cash through car windows.

The overall response strategy has had a positive effect on the community most affected, to include an improved perception of safety by some of the main stakeholders. Partnering Center Community Analyst Jibril Abdum Muhaymin is working with the CPD on an in-depth analysis of the outcome of this community-driven project, which will help determine if the same response strategies should be used elsewhere.

PENDLETON: Drug Trafficking

In late 2004, several Pendleton residents expressed concern to the Partnering Center about a temporary street closure that was erected at 600 Reading Road as a CPOP response to high drug activity at 13th Street and Reading. Police reports following the closing of the street due to a construction project indicated it had resulted in successfully reducing drug activity and other crime at this location.

However, certain individuals felt they had been overlooked in the decision process as well as not properly notified prior to the change being made. In particular, a business owner whose street access was impacted by this CPOP effort complained about a loss of business as a result of the detour.

First, the team decided to broadcast community intolerance for drug activity and deny drug dealers access to their usual selling spots. They installed a banner above the intersection that proclaimed "Do Not Buy or Sell Drugs Here."

This sign still hangs proudly at this location today, over a year after this response tactic was implemented.

The Partnering Center staff met with several community members who were unhappy about the street closure. The staff shared information about the drop in crime due to the closure, and provided information from the U.S. Department of Justice Problem-Oriented Policing Guide titled “Closing Streets and Alleys to Reduce Crime.” This helpful guide details how similar efforts have proven successful in reducing crime in other areas.

As part of the assessment phase, District 1 Sgt. Maris Herold

Center staff toured the area with Dr. John Eck of the University of Cincinnati Criminal Justice Division and CPPC Executive Director Richard Biehl as part of the Ohio Service for Crime Opportunity Reduction (OSCOR) initiative. Finally, a “post-barricade” CPOP Team is being formed in Pendleton, with joint facilitation by the CPD and the Partnering Center.

District 2

KENNEDY HEIGHTS: Drug Trafficking and Loitering

After citizens identified a problem of drug dealers sitting on the Kennedy Avenue Bridge, located on Kennedy between Woodford and Northdale, the Kennedy Heights CPOP team decided to tackle this problem by increasing natural surveillance and applying a unique Crime Prevention Through Environmental Design (CPTED) strategy.



After the Kennedy Heights bridge was prepared for the bump molds, concrete was poured into Easter eggs and attached to the bridge. At the bump party, CPOP members wrote anti-drug messages in chalk.

This CPTED strategy involved using plastic Easter eggs as molds and pouring concrete into one side of them. This created concrete “bumps,” oval on one side and flat on the other, which were then glued to the bridge to deter drug dealers from sitting there while waiting to make a sale. Additionally, fencing was installed underneath the bridge to block access to what had become a convenient hiding place for drugs.

On several occasions beginning in early summer 2005, the team organized over 40 people, including police, Kennedy Heights residents, and some residents from the neighboring community of Madisonville, to come out and glue the concrete bumps onto the bridge. The group also had cookouts for the neighborhood, posted positive anti-drug messages with chalk on the bridge, and passed out information flyers to passing motorists about what they were doing on the bridge (see accompa-

nying photos). This helped show the determination of the neighborhood to take control of the situation. The group continues to host the popular “bump parties” periodically to provide any needed maintenance, add new bumps to the bridge, and maintain a positive community presence at this former “hot spot” for drug activity.

Finally, District Two Police and the Kennedy Heights Citizens on Patrol (COP) team have implemented “direct patrols” of this target area after this problem was identified, which has improved the relationship between neighborhood residents and the police.

MADISONVILLE: Littering, Loitering, Public Drinking, Intoxication and Disorderly Conduct

In 2004, the Madisonville CPOP team identified the problem of public littering, young people loitering, public drinking and other disorderly conduct taking place in the parking lot of a shopping plaza on Madison Road, between Ravenna and Whetsel. The team surveyed residents and businesses in the area to assess their perception of safety and security in the area. The team met with all the store owners/managers in the plaza to request their assistance in enforcing littering and loitering ordinances around their business, and that they make a concerted effort to clean up their section of the parking lot.

In addition, the Madisonville CPOP team contacted the owner of the plaza and its parking lot regarding getting the plaza’s parking lot lighting repaired. Darkness was providing a “cover” for undesirable behavior and putting some “light on the subject” both diminished the area’s attractiveness for inappropriate conduct, as well as increased the feeling of safety and security for people who lived, worked and shopped in that area. Further help came when the Cincinnati Human Relations Commission Youth Street Workers organized a Youth / Police basketball

The group continues to host the popular “bump parties” periodically to provide any needed maintenance, add new bumps to the bridge, and maintain a positive community presence at this former “hot spot” for drug activity.

event that was held on two separate occasions at the Madisonville Recreation Center.

As part of the team’s problem solving effort, in May 2005 it hosted a “Unity in the Community” event at this strip mall. The same “Do Not Buy or Sell Drugs Here” sign that was previously used by Tender Mercies in OTR was hung at this corner. CHRC Youth Street Worker Aaron Pullins emceed the community event which included participation from the Police and Fire Departments, elected officials and neighborhood youth. The activities were broadcast live as part of the weekly “BUZZ on CPOP” radio show.

As CPOP activities bear fruit in Madisonville, which previously participated in the Weed and Seed Program, residents are experiencing a profound change in their perceptions of and relationships with the police. Neighborhood Officer Dwayne Dawson is greatly valued by the team, as is Lieutenant Kimberly Williams, Sergeant Carolyn Wilson and former District Captain, now Lieutenant Colonel Michael Cureton. Newly appointed District Captain Steven Gregoire attended the last meeting of the CPOP team to listen, learn about the team’s recent work, and organize his staff to provide any necessary follow up.

Prencis Wilson, chair of the Madisonville CPOP team, said that being involved in CPOP has definitely had a positive effect on her perception of the police. “Prior to becoming involved in CPOP, I did not particularly like police officers,” Wilson said. “I thought of them as arrogant, out of touch with citizens, and unapproachable.” But after participating in SARA Training, Wilson says she began to see police officers for what they are – “just people.”

The relationship built between citizens and police has had a “ripple effect” on others in the community as CPOP team mem-



CPOP Team member Dora George leads Madisonville youth in the call for a drug-free community at “Unity in the Community Day”, held May 21, 2005 as a community response to the problem of drug dealing at the corner of Madison & Whetsel.



The Partnering Center hosts a monthly radio show on WDBZ-AM, “The BUZZ on CPOP” to discuss community-driven strategies to reduce crime and improve safety in Cincinnati neighborhoods, and provide listeners with an update on the progress of the Collaborative Agreement and CPOP. Here, Partnering Center Executive Director Richard Biehl (far right) interviews Madisonville stakeholders, joined by Cincinnati City Council member John Cranley (second right) during a live remote broadcast.

bers speak to friends and neighbors, explaining the role of the police and what citizens can do to improve their community. Ms. Wilson exclaims, “Word is getting around that the relationship between citizens and the police can work and that when police and citizens work together, it creates a totally win-win situation – that’s the best part about CPOP.”

CALIFORNIA: Excessive Noise, Illegal Drinking, Disorderly Conduct and Littering

Every summer, the softball field on Linneman had become a focal point for inappropriate behavior by some visitors. Noise, illegal drinking in the park, public urination and littering made the park an increasing liability for area residents. Not only were they reluctant to use the park themselves, but the disruption at the park was such that it interfered with the residents sleep and safety, as alcohol-impaired visitors drove out of the park.

The problems occurred primarily at night. Residents had reported these issues to the police for 15 years. They joined forces with the local community council to revoke the park’s license permitting alcohol consumption. That effort failed, although park officials promised to enforce drinking in designated areas; unfortunately, they were unsuccessful in doing so.

The California CPOP team decided to make one more attempt to negotiate with the owners and managers to correct this situation. The residents asked them to make good on their previous promise to limit alcohol consumption to designated areas. They also requested a fence be repaired to serve as a “buffer zone,” separating softball activities from the residential area and that park lighting be redirected so it did not shine into area homes. The CPOP team also contacted appropriate City agencies, including the CPD, for the enforcement of City codes and laws.

The fence has been repaired, lighting redirected and the enforcement by District 2 police of laws related to public drinking, littering, public urination and noise have made the park a more

pleasant and safer place for all. Local residents enjoyed a quieter and better managed 2005 summer than they had for the

previous 15 years and are hopeful this improved situation will continue.



District 3

LOWER PRICE HILL: Building Relationships of Trust and Respect

Trust of the police and willingness to cooperate with them are not universally held behaviors. The Lower Price Hill CPOP team recognized that improving their neighborhood would have to start by first building positive relationships of mutual trust and respect between area residents and the officers who served their community.

Fear of being perceived as a “snitch” made many Lower Price Hill residents unwilling to cooperate with the police, even if such cooperation would benefit the quality of community life. The CPOP team began a series of Friday Night Police/Community Walks with the Neighborhood Officer Steve Ventre. The first walk in July 2004 attracted 41 people, 36 of whom were residents. This was considered remarkable, given the fear previously and openly expressed by many residents of interaction with police. Subsequent walks, which continued through the summer of 2005, have also been successful. Residents are now involved in policing their neighborhood, providing important resources to the community and identifying hot spots.

During the walks, CPOP team members have handed out information about resources for help with drug addiction. The participating residents have had an opportunity to talk with Officer Ventre and share their concerns, while learning about the services he and his colleagues are able to provide to improve the neighborhood.

The walks have served both as an opportunity for community residents to develop a relationship with an officer, but also as a way to scan the neighborhood for problems. The CPOP team identified two: drug trafficking and prostitution at the corner of Stores and Neave and a crime ridden apartment building on St. Michael Street. Strategies for addressing these two situations are now being developed.

In recognition of the increasing number of Hispanic people living in Lower Price Hill, CPD and the Partnering Center Staff has also passed out brochures written in Spanish that explains how to behave if one is stopped by the police. A representative of the Talbert House has also passed out instruction sheets about the CPD supported Latino beeper project, which connects a Latino interpreter via telephone to officers at the scene of any incident if needed.

LOWER PRICE HILL: Apartment House Used for Drug Abuse and Prostitution

Two residents of an eight-unit apartment building located in Lower Price Hill were allowing their units to be used for criminal activity, specifically drug use and prostitution. Complaints from area residents resulted in an increase of police being dispatched to this address.

Although the increase in police runs to the units slowed the criminal activity down, it continued to persist. The Cincinnati Building Department was asked to inspect this complex. Several building code violations were found. Previous requests for

improvements had been ignored. This time, a letter was issued by the CPOP team and the Lower Price Hill Community Council, as well as the Building Department, with assistance provided by Councilman Chris Monzel's office. The managers were ordered to board up vacant apartments and make necessary repairs to occupied units and the building as a whole.

The property manager finally acted on the letters regarding code violations and community requests for action. The two remaining tenants were evicted and the building was boarded up making it inaccessible for habitation.



District 4

AVONDALE: Drug Trafficking, Littering and Graffiti

The work of the Avondale CPOP team culminated in a series of events that "took back" the corner of Rockdale and Burnet Avenue previously overrun with drug activity as well as marred by litter and graffiti making it both unsafe and unattractive. An abandoned Mobil gas station was identified as a gathering spot for drug dealers and their clientele.

Work on this situation began in the spring of 2004 when the abandoned gas station was torn down and the land donated to the community. The team began the work of converting the lot into a neighborhood market and on August 28, 2004, the first "Jay Street Market" was held featuring food vendors, crafts, games for children and entertainment. This well-attended event resulted in media coverage by both the *Cincinnati Enquirer* and WCPO-Channel 9. Participating with CPOP was Local Initiative Support Corp Community Safety Initiative (LISC-CSI), the Avondale Business Association, the Avondale Community Council and the Injury Free Coalition. A second Jay Street Market event was held in May 2005.

The CPOP team then reached out to the community's 54 churches enlisting their support for Jay Street Market events for 2005. The partnership with the Avondale Community Council and LISC was continued in making an application for a "Safe & Clean" grant from the City to purchase the tools for maintaining the vacant lot, as well as utilizing it for other positive community activities.



The team began the work of converting the lot into a neighborhood market and on August 28, 2004, the first "Jay Street Market" was held featuring food vendors, crafts, games for children and entertainment.

A survey of Hickory Street residents was conducted regarding a possible street closure to reduce drive through drug activity. A block-by-block initiative is underway for the 10 block radius surrounding the intersection of Rockdale and Burnet. The goal is to develop block clubs that will use SARA methodology for problem solving situations in each block's immediate area. Finally, several team members are meeting with owners of area businesses to assist them in improving their operations so they may become stronger and more viable members of the business community. District 4 police continue to monitor this area. Although the calls for police assistance are still higher than desired, they have reduced over the months since the CPOP team began their work.

NORTHSIDE: Abandoned Buildings Contributing to Drug Trafficking and Disorderly Behavior

Numerous vacant and abandoned houses along Fergus Street were identified as the focus of criminal activity. Residents became increasingly fearful and their reports of gunfire, apparent drug dealing and drug usage escalated. A CPOP team formed to address the issue. They surveyed area residents to identify concerns that were impacting the quality of life in the neighborhood.

During the analysis phase, it was discovered that Fergus has suffered from a lack of individual home ownership and occupied dwellings on the street. Fewer than 20 percent of people own their own homes, and the vacancy rate has fluctuated between 40 and 50 percent for the last year and the last several, based on city and county information. Analysis of police data in the year 2003 revealed that Fergus Street had more calls for service and reported crime than any other street, and the data available for 2004 showed the same trend. Based on anecdotal recollections of other District 5 police personnel, they recalled this being the case throughout their careers in D5.

Trespassing had long been a source of trouble for this area as well. Since many of the houses are unoccupied and literally “abandoned,” these structures offered a refuge for drug dealing, prostitution and other sexual activities, drug abuse, and some highly-publicized cases of arson. The police department and the city have worked diligently to gain the cooperation of property owners to receive “right of entry” permission in order to enter the property and “discourage” trespassing.

Calls for service analysis also revealed two prominent “hot spots” on this street. One was a private residence where do-

mestic issues were typically the source of the call, and another was a market on the corner of Chase Avenue and Fergus Street, by the Children’s Park. For the last seven years, the community of Northside tried to pressure this store to voluntarily give up their liquor license, which allows them to sell beer and wine. Not only was it well-known that the owners did nothing to deter the drug dealers and loiters in the area, there were also concerns that the store may be profiting from the illegal activity in front of the store.

The District’s Violent Crimes Squad, beat officers, Community Response teams and Street Corner Unit targeted the area for increased surveillance and enforcement including more walking patrols by officers in uniforms, bicycle patrols and covert operations. In addition, the Northside Citizens on Patrol made Fergus Street one of their areas of increased focus.

Armed with statistics, personal testimony, and a mobilized community, the group pressured the city relentlessly to object to this store’s liquor license before the Ohio Liquor Control Board. As a result, the owner did not contest the objection and recommendation, and agreed to voluntarily surrender the liquor license. This store is now closed and up for sale, and a member of the CPOP team may purchase it!

In an effort to get current and meaningful feedback from the residents and the property owners on Fergus Street, two surveys have also been distributed, collected and analyzed. Both surveys revealed that litter, drug dealing, and youth loitering were paramount concerns. Since this store was considered by most involved in the process to be a significant contributor to each of these problems, it is hoped that its closing will reduce each of these indicators.

The CPOP team organized a street cleaning/litter pick-up effort with emphasis on “meet and greet” the area’s residents. A letter was sent to owners of vacant or abandoned property, and of rental property, on Fergus Street, to alert them to the concerns and seek to involve them in the problem-solving process.

To engage new community residents in the process, the CPOP team has repeatedly knocked on doors of Fergus residents informing them of what is going on and inviting them to participate in their activities. The reason for the repeated follow-ups is that many residents, when first called on, said they felt isolated and ignored by the rest of the community. To ensure that all residents felt included in this and other neighborhood safety initiatives, the team has conducted regular door-to-door walks since November 2004.

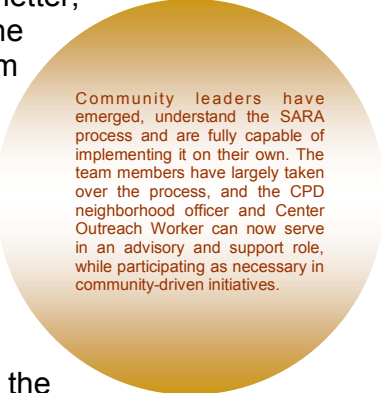
Following up on the resident reports of feeling isolated, the CPOP team has also held outdoor events on Fergus, including cookouts and marshmallow roasts to try and engage folks in a meaningful manner. In another attempt to foster relationships and trust with Fergus residents, a faith-based group, Churches Active in Northside (CAIN), has invited them to be a part of an interactive program called CommUnity Bridge, which is designed as an inter-racial outreach and dialogue to voice and address relevant issues and concerns.

Besides the abandoned and unoccupied buildings, many houses on Fergus are in violation of city code. The Northside team has done painstaking analysis through videotaping, photographs, and written documentation to identify and capture the specifics of these problems. They have formed a very productive partnership with the city (Terry Cosgrove of the Law Department, Neighborhood Officer Terri Windeler, and the CERT teams), to address these issues.

The team has taken a two-tiered approach to confronting property owners on these issues. One was to send a letter informing the owner that the team noticed the code violations (citing the

violations in detail), and stating that the team assumed the owner was a responsible citizen who did not want his place to further deteriorate. This letter also informed the owner that the CPOP team was willing to help him get his house in order, should the homeowner need some assistance.

As the six-month mark approaches from the time the first letter went out, those who did not respond and continue to neglect their properties were sent another letter, this one informing them again of the violations, and stating that the team would be bringing all available resources to bear against them until the problems are fixed. The Northside CPOP team has also participated in the Blight Index analysis on Fergus Street through Keep Cincinnati Beautiful (KCB), which, along with their ongoing CPOP plans, will likely be used as the basis for a grant from KCB during the next round of awards.



Community leaders have emerged, understand the SARA process and are fully capable of implementing it on their own. The team members have largely taken over the process, and the CPD neighborhood officer and Center Outreach Worker can now serve in an advisory and support role, while participating as necessary in community-driven initiatives.

The Northside CPOP team has over 15 very active members, as well as other community participants who assist and support the team in the Response phase of this effort. The team is fully implementing the SARA model of problem solving and is getting tremendous cooperation from community stakeholders in their initiatives. Perhaps the most notable accomplishment with this team is that the CPD and Partnering Center staff assigned to the team has been able to step back a bit and support the team without having to assume a leadership role. Community leaders have emerged, understand the SARA process and are fully capable of implementing it on their own. The team members have largely taken over the process, and the CPD neighborhood officer and Center Outreach Worker can now serve in an advisory and support role, while participating as necessary in community-driven initiatives.



CPD CPOP Training

DATE	DESCRIPTION	Joint CPD – CPPC
November 2004	CPD Management Training included CPOP session	
January 11, 2005	Officers attended Problem Solving Training with community leaders	
January 2005	SARA Training in Pendleton	✓
February 2005	Neighborhood Summit: "Citizens Response to Open Air Drug Markets" Training	✓
March 2005	Gary Cordner, Department of Justice and Police Studies, EKU, and Gregory Saville Criminologist & Urban Planner	✓
April 7, 2005	Neighborhoods SARA trained	
April 26, 2005	Domestic Violence Prevention Training attended by 12 citizens	
April 25, 2005	Price Hill CPOP Trained	
May 2005	Hartwell and Bond Hill SARA trained	✓
May 17, 2005	Corryville CPOP Trained	✓
May 2005	CPOP training scheduled for new full-time officers	
May 7, 2005	Blight Index Training given to 14 citizens in South Cumminsville	✓
May 24, 2005	CPOP Training with RCPI representative to new sergeants and full-time officers	✓
June 9, 2005	Neighborhood SARA trained	
June 21, 2005	Walnut Hills CPOP trained	
June 28, 2005	OTR & Downtown CPOP Trained	
June 2005	CPOP training scheduled for new full-time officers	
June 5, 2005	CPOP Training w/RCPI representative to new sergeants and full-time officers	
July 3, 2005	Neighborhoods SARA trained	
July 20, 2005	Joint CPD and CPPC personnel training	✓

With respect to the definition for problem solving, the Parties reaffirmed the definition of problem solving contained in Paragraph 16 of the Collaborative Agreement. Specifically,

the Parties have acknowledged this to mean that, to the extent CPD wishes to have problem solving initiatives

(department-wide or single officer driven)

credited under the Agreement, the department shall

CPD Problem Solving

have to show documentation

of: a) the problem definition,

b) the analysis of the problem, and c)

the range of alternatives considered.



CPD Neighborhood Projects

EVANSTON: Drug Trafficking, Youth Loitering, Littering and Graffiti on Fairfield Avenue

Residents and business owners were making frequent complaints regarding the open trafficking of drugs along Fairfield Avenue. Young people were also loitering in the area and public and private properties were being marred by graffiti and public littering, making the neighborhood unattractive. There were repeated calls for service, area surveillance and targeted drug enforcement by the District 2 Violent Crimes Squad.

The Evanston CPOP team, along with Neighborhood Unit Officers, conducted bi-weekly patrols and clean-up outings. Training provided area residents the tools to remove graffiti. Additional trash receptacles were placed along the street to help reduce litter. Police visibility was increased utilizing the additional funds provided through the “Take Back Our Streets” program. A request was made to the Sanitation Department to sweep and clean the street and abandoned vehicles have been removed, eliminating a hiding place for drug dealers to store their inventory.

A statistical assessment is now underway on calls for police service. In addition, a survey of involved residents will soon be conducted.

EVANSTON: Drug Trafficking, Youth Loitering, Littering and Graffiti on Woodburn Avenue

As with the situation on Fairfield Avenue, but this time on Woodburn Avenue, residents and business owners were making frequent complaints regarding the open trafficking of drugs. Young people were also loitering in the area and public and private properties were being marred by graffiti and public littering,

making the neighborhood unattractive. There were repeated calls for service, area surveillance and targeted drug enforcement by the District 2 Violent Crimes Squad.

The District 2 officers have provided training for residents on getting accurate descriptions of offenders and reporting incidents to the Street Corner Unit. The additional funds made available through the “Take Back Our Streets” program have made possible increased police visibility by officers on foot and on bicycles.

In addition, District 2, the Police Partnering Center the Evanston Recreation Center and a local radio station joined together to host a Family Day outing for area families. Information on health and safety issues for families and children were provided.

WEST PRICE HILL: Loitering, Littering and Abandoned Buildings

Abandoned buildings on the corner of West Liberty and Iliff Avenue were the source of numerous resident complaints about loitering, littering and possible criminal activity within the buildings. The CPD and the Price Hill CPOP team did an analysis to determine the specific buildings in question.

The Price Hill CPOP/Safety CAT organized several walks to pick up litter and interact with residents in the area. Numerous attempts to contact the abandoned buildings’ owners were unsuccessful. The Cincinnati Building and Inspections Department ordered the abandoned buildings boarded up and cited them as problem buildings. An increase in police patrols and walking details further helped control activity in the area.

As a result of the work of the Price Hill CPOP team, in conjunc-

tion with District 3 Police, three houses have been boarded, numerous citations issued for littering and loitering in the area been curtailed. Residents in the area have acknowledged an improvement in their neighborhood.

EAST PRICE HILL: Abandoned Building Used for Drug Abuse and Prostitution

An abandoned building on Price Avenue was the center of numerous calls for police investigation because of its suspected use for criminal activities, specifically drug use and prostitution.

Investigation confirmed that the building was going through foreclosure. Numerous attempts to contact the owner to secure the property and enforce no trespassing laws were unsuccessful. The Cincinnati Building and Inspections Department declared the building a public nuisance and ordered it boarded. Orders were also issued for the property to remain vacant.

As a result of the Building and Inspections Department's orders for the building to remain vacant, District 3 police were able to arrest trespassers for vice and drug violations, as well as trespassing. Since the building has been secured, no additional damage has been done to the property.

SAYLER PARK: Parked Cars Around School at Dismissal Time Block Metro Bus

This situation is an excellent example of how communication and cooperation between involved parties can correct small annoyances before they become serious sources of conflict.

Cars parked in front of Saylor Park School on Home City Avenue waiting to pick up children in the 2 to 2:30 p.m. time frame were blocking the Queen City Metro bus. Changing the hours of the school's dismissal was not an option. However, the Metro

bus schedule could be changed.

Issuing parking citations to violators might seem to be the logical response, but parents waiting for children had no options of where to wait. Driving up and down the street would waste gas and create unnecessary additional traffic. When the CPOP team explained the situation to Metro bus management, the Metro administration was cooperative in working to help correct the situation by changing their schedule.

The change in bus schedule gives parents a place to wait briefly and then be out of the way before the bus arrives. Metro has not called in any parking violation complaints since changing their schedule to a later arrival. Cooperation works for all!

SOUTH CUMMINSVILLE AND MILLVALE: Graffiti at Wayne Park

At community meetings with the South Cumminsville, Millvale and Garfield Commons councils, complaints were received by the police about graffiti marring sidewalks and various items in the park. The Cincinnati Recreation Department noted the problem had occurred in the past. Although the graffiti had been cleaned up, it reappeared in time.

A Directed Patrol was set up to augment the usual evening and over-night patrols in the area. Marilyn Evans, president of the South Cumminsville Community Council, visited neighbors in the immediate area to both advise them of the problem and ask them to pay extra attention and report vandals. Garfield Commons Resident Manager Paul Thomas asked the residents in her building, which sits adjacent to the park, to do likewise.

Only one more incident of graffiti vandalism has occurred in the park since this action was put into plan several months ago. The cooperation between the communities, and the Cincinnati Police, Recreation and Public Service Departments has been successful in stopping the graffiti problem at Wayne Park.

Since the building has been secured, no additional damage has been done to the property.


ROSELAWN: Illegal Drug Sales, Littering and Graffiti on Cresthill Avenue

Cresthill Avenue runs through Roselawn neighborhood, a community whose home owners have long made a sincere effort to keep their community and their personal property attractive. Most of the properties on Cresthill Avenue are rentals and in early 2005, area citizens and the police became concerned about an increase in criminal activity on this street. In particular, trespassing and drug sales on the street had become a problem. There were 52 calls for police assistance in January 2005.

Police identified a broken fence that had created an escape route for trespassers and youth who were violating curfew. Juveniles vandalizing public and private property with graffiti were an issue of concern. The landlord of the rental property was contacted for tenant rosters so that it could be determined who did belong on this property.

The landlord was initially reluctant to cooperate with the police and ask for the trespassing law to be enforced. Once the police explained to him how he could be cited for allowing drug activity on his property, he decided to sell it. A new owner took over several of the problem buildings and worked with the community and the police to clean up the drug activity.

The citizens wanted this area cleaned up. Once the tenants were identified by the new landlord, several evictions for felony drug related crimes were made and trespassing arrests were also made. Graffiti and litter were both cleaned up. The Cresthill Avenue area is now a much safer area for residents.



The cooperation between the communities, and the Cincinnati Police, Recreation and Public Service Departments has been successful in stopping the graffiti problem at Wayne Park.

BOND HILL: Disorderly Behavior, Loitering, Littering and Graffiti

Youth loitering and behaving in a disorderly manner at the corner of Paddock and California in front of the Loving Arms Daycare Center was becoming an increasing problem. In addition to the litter the teenagers were dropping in the area and the graffiti markings on public and private property, fights were breaking out periodically.

A Daycare Center employee on several occasions talked to the young people about their behavior. In the hope that an appreciation of the work being done there resulting in a cooperative change, she had taken them on tour of the facility. Unfortunately, the problem continued. The problem was being exacerbated by frequent bus stops at the corner.

Metro bus management has changed the #45 bus so that it no longer stops directly in front of the Daycare Center. It now stops in front of Bond Hill Presbyterian Church and the church has been asked to monitor the activities at the bus stop to prevent a reoccurrence of the problem. The #48 bus still stops in front of the Daycare Center, although the frequency of the stops has been decreased.

Although these are relatively minor changes, they have resulted in a noticeable reduction of the disorderly behavior at this location.

COLLEGE HILL: Juveniles Loitering, Gambling and Open Containers of Alcohol, Drug Trafficking and Drug Usage

Juveniles and young adults had made an area along Hamilton Avenue and Cedar Avenue a hangout, making passage along the sidewalk not just difficult, but frightening for people who lived and worked in the area. There were complaints about gambling, open containers of alcohol, drug trafficking and drug usage. The neighborhood appeared to be in rapid decline.

The “Take Back Our Street” initiative paid visibility overtime to increase the number of beat officers patrolling the targeted area. College Hill installed CityWatcher cameras to deter criminal activity. Citizens on Patrol monitor activity in the area and report their findings to the police for “hot spot” location follow-ups. These issues are discussed at community meetings to both make the residents clearly aware of the issues as well as how the police are addressing them. Property owners are giving the police “Right of Entry” forms to better assist in the deterring of criminal activity on their property.

CLIFTON, UNIVERSITY HEIGHTS, FAIRVIEW (CUF COMMUNITY): Robberies

On average, 10 to 15 robberies take place each month in the area of Clifton Heights roughly bordered by Vine, Calhoun, Ravine and Klotter Streets. The

suspects are males between 14 and 25 years of age who are armed.

Most robberies occur between dusk and 4 a.m.

“Take Back Our Street” paid visibility overtime is being conducted in the area, resulting in more beat officers patrolling the area. Property owners have been asked to install additional lighting and surveillance cameras to deter criminal activity.

Right of Entry An Important Tool in Crime Prevention

Vacant buildings or apartments in buildings can become serious playgrounds in the criminal world, providing a haven for illegal activities to take place out-of-sight. When cooperative and concerned landlords want the police to assist in controlling the use of their property, they can grant “Right of Entry” to the police.

The process is simple. The landlord writes a blanket letter to the Chief of Police, granting the CPD the right to act as agents of the property. Landlords are then required to post “No Trespassing” signs that are clearly visible to anyone entering the property.

Upon a call for service, the CPD is allowed to enter the property and search all common areas for trespassers, illegal activity, illegal or stolen substances and the like.

Many landlords also provide the CPD with a list of vacant apartments and a master key. In such instances, the police may also search the vacant apartments. Legally rented apartments can only be searched if a valid search warrant has been issued.

The problems have been discussed at community meetings and meetings of the local business association, both to raise awareness, help residents understand what the police are doing and what they can do to help address this problem.

The problems have been discussed at community meetings and meetings of the local business association, both to raise awareness, help residents understand what the police are doing and what they can do to help address this problem. The University of Cincinnati police have become active partners in the effort and extended their patrols into the problem zone to help deter criminal activity. A Safety Committee has been formed by UC which e-mails students about concerns as well as what they can do to insure the personal safety and the safety of their property.



CPD Program Initiatives

Neighborhood Intelligence Cooperation and Education (NICE)

In an effort to reduce the number of homicides and violent crimes, as well as educate the public on safety issues, CPD's District 4 spearheaded the development of an aggressive plan of both police action and public education. The NICE program has resulted in numerous arrests, the recovery of several firearms, confiscation of illegal drugs and a number of warrants served.

A unique aspect of the NICE program is its recognition that many assault and homicide victims are themselves involved in criminal activity. They have chosen a lifestyle that tends to put them into potentially dangerous situations. However, the police recognize that they have an obligation to protect all members of the public, including those who are involved in criminal activity. The officers who work in the NICE project work to educate these individuals about how to avoid dangerous and potentially lethal situations.

The NICE program was developed over a period of time in the fall of 2004 by Captain Richard Schmaltz, Lieutenant Michael Neville and Sergeant Richard Lehman with the input of other officers throughout the CPD, but particularly in D4 at the time of the program's design.

Off the Streets Policy Team

A new project funded by The Health Foundation of Greater Cincinnati began work in October 2004. The goal of this intersystem planning project is to explore best practices and plan innovative intervention/diversion strategies for women who are arrested/charged/convicted of solicitation/prostitution in Hamilton County. The project will involve analysis of data from arrest and

Justice Center records. This project is an inter-system collaboration of agencies in Hamilton County which includes:

- Hamilton County Probation Department
- Cincinnati Police Department
- Hamilton County Mental Health Board
- Pretrial Services
- Central Clinic/Court Clinic
- Alcohol Drug Addiction Services (ADAS) Board
- Glad House
- Prosecutor's Office
- Public Defender's Office
- City Council
- Hamilton County Sheriff's Office
- Tender Mercies
- First Step Home
- Court of Common Pleas
- Municipal Court Judge Guy Guckenberger
- Hamilton County TASC
- Talbert House
- Hamilton County Courts
- Neighborhood Groups and Local Businesses

The planning team has also been selected by the National Institute of Corrections (NIC) to receive technical support on this project.

Members of the Planning Team conducted a site visit to the facilities operated by Standing Against Global Exploitation (SAGE). Planning and developmental meetings have continued. A grant application seeking operating funding has been submitted through the Health Foundation and a presentation is scheduled for Friday, September 16, 2005. The planning com-

mittee will be present to assist with the presentation and to answer questions. Chief Streicher signed a letter of support for the grant application and that was also submitted.

Community Response Teams

Community Response Team efforts are part of the CPD's continuing commitment to CPOP. The initiative is targeted toward quality-of-life and safety issues in Cincinnati. The CPD works collaboratively with community members to identify neighborhood hot spots. Officers involved in the CRTs are briefed on information provided by residents. After the CERT effort, officers are given the results that are shared at community council meetings.

The following summarizes the exemplary efforts by the CPD for the year.

	Aug – Dec 2004	Jan – Aug 2005	TOTAL
Arrests	366	1976	2342
Firearms Recovered	17	85	102
Crack Cocaine (grams)	202.96	2082.39	2,285.35
Powder Cocaine (grams)	487.05	2750.72	3,237.77
Marijuana (grams)	9153.39	15049.86	24,203.25
Ecstasy Doses	0	6	6
Heroin (grams)	4.66	152.24	156.90
Pharmaceutical Drugs	63	230	293
Vehicles Seized	2	28	30
Search Warrants	2	17	19
Currency	\$12,158.50	\$74,922.00	\$87,080.50

Citizens on Patrol

The Cincinnati "Citizens on Patrol" Program (COPP) was proposed by several Cincinnati City Council members in 1997. The responsibility for developing the program is assigned to the COP Coordinator. The responsibility for administering and coordinating the neighborhood-based program is assigned to the District Commanders.

The Police Training Section initially developed a 12-hour training curriculum for the COPP volunteers. The training was given over a three-day period. Training has since been modified to an 8-hour training course, completed in a one or two day training seminar.

During 2004, 132 new members joined the program with new units in the Downtown Business District, Lunken Airport, Over-the-Rhine and Mt. Auburn.

While using personal vehicles to transport volunteers to and from patrol, a magnetic sign is affixed to the volunteer's personal vehicle clearly identifying him/her and passengers as members of the Cincinnati Citizens on Patrol Program. Walking and fixed patrols however, are the only type of patrols that are permitted by the Citizens on Patrol program. In 2005, the CPD began fielding retired police vehicles to support COPP. Currently there are eight retired city vehicles used to transport volunteers to hot spots.

Fifty-seven new 800 MHz radios were purchased for use by COPP members. The radios allow members to speak directly with the dispatcher and officers.

As of August 2005, there are 898 trained members, of whom approximately 500 are active in the program. Currently, there are 26 neighborhood units patrolling throughout the 52 neighborhoods of the City of Cincinnati. This year marks the fifth year anniversary for three COPP units.

Safe and Clean Neighborhood Fund

Grant Summary

The Safe and Clean Neighborhood Fund was established by Cincinnati City Council in April 2003 to support and encourage community-based and community-initiated efforts to improve neighborhood safety, eliminate blight, and increase neighborhood livability through neighborhood-level problem solving approaches.

In order for a project to receive funding, the grantee must follow the SARA problem solving methodology, document use of the model, and demonstrate measurable outcomes. Each application is evaluated by a joint citizen-administration committee, convened by the CPD representative to the committee, which then makes its recommendations to be considered and approved by City Council. During the reporting period the Fund awarded \$201,405.

District	Neighborhood	Project Description	Funding
2	Kennedy Heights Community Council	Install lighting, fencing and landscaping in the Target Triangle including Kennedy Avenue to deter drug dealing	\$35,699
5	College Hill Business Association	Clean up supplies for areas surrounding blighted buildings	\$1,825
4	Bond Hill Business Association	Clear debris, install lighting and flowers for abandoned/neglected buildings	\$13,177
2	Madisonville Community Council	Thirty 800 MHz police radios for Citizens on Patrol program to replace outdated models	\$45,000
4	North Avondale Neighborhood Association	Install fencing around wooded area and landscape planting to discourage juvenile disorderliness	\$6,000
5	Northside Business Association	Install lighting, remove litter and beautify to deter prostitution and drug activity	\$14,784
1	Keep Cincinnati Beautiful	Landscaping of Peaslee Neighborhood Center in Over-the-Rhine to remedy blight and hinder criminal activity	\$20,272
1	Over-the-Rhine Chamber of Commerce	Paint murals and landscape in Washington Park	\$10,350
1	Over-the-Rhine Chamber of Commerce	Install Flash Cams* on Main Street	\$22,385
5	Northside Community Council	Street lighting and tree pruning to combat drug dealing and prostitution	\$4,568
5	College Hill Forum	Flash Cams* to deter illegal dumping	\$25,395
1	Findlay Neighborhood Center	Clean up and lighting of the Findlay and Vine Street park and playground to aid in ongoing revitalization	\$1,950

* **Flash Cams:** 35mm cameras in hardened boxes with motion detection and audible warning capability.

The Citizen Observer

www.CitizenObserver.com

The Citizen Observer website was created to share information on police investigations, general crime prevention and neighborhood information. Part of a national network of communities, the Citizen Observer website brings law enforcement agencies, citizens and businesses together in a united crime prevention partnership. Postings may be listed in English and/or Spanish, and photos can be included. The need and ability to share accurate information quickly is paramount. The site educates the public on several categories of alerts:

- Wanted Fugitive
- Unsolved Crime
- Citizen – entered for crimes that just occurred but are not immediately cleared or there is no reason for a press release, including but not limited to, all murders and robberies of financial institutions.
- Business Alert – entered for felonies or serious misdemeanors that just occurred or exigent circumstances justify immediate notification of specific businesses including banks, auto shops, pawnshops, etc.
- Press Release

The 33 CPD trained personnel entered 113 alerts over the past 12 months. The Citizen Observer website has developed a highly effective means of connecting citizens with local law enforcement that assists in addressing and inhibiting crime within local communities and neighborhoods.

Crime Hot Spot Camera Program

www.CityWatcher.com



Mounted CityWatcher camera

The Cincinnati Police Department has an innovative tool to assist in fighting crime in the communities of College Hill, Over the Rhine, Walnut Hills and East Walnut Hills. Forty CityWatcher.com cameras went online to help monitor activity in crime hot spots in these communities. The cameras provide real-time images via the internet. Video of several crimes captured on tape are featured on the site. Grant money from Cincinnati's Safe and Clean Neighborhood fund enabled the Police Department to purchase the cameras. Operating fees for the system are covered by each

community through grants or contributions from neighborhood businesses.

There are 134 CPD officers that can enter information and 21 citizen volunteers are trained to use the equipment. P.O. Eric Franz, coordinator the Volunteer Surveillance Team that assists in monitoring the cameras, sees the cameras as a valuable crime prevention tool: "The cameras allow us look into neighborhoods where historically people have been too scared to call the police or too scared to tell us what's going on. So we have an eye in the sky or eye in the storefront."



Other City Departments

Neighborhood Code Enforcement Response Team (NCERT)

The NCERT Team consists of an inspector from the City Building, Fire and Health Departments. These three inspectors, with the assistance of CPD, will respond to complaints with regard to properties which provide a risk of serious physical harm to residents, neighbors and/or the general public. (The complaints normally originate with community groups, and come to the NCERT unit via the Neighborhood Police Officer.) Often, the inspectors will enter the properties pursuant to an administrative search warrant. Once on the premises, they will conduct a thorough inspection of that property. At the conclusion of the search, orders will be written to abate the problems discovered. In some instances, if the conditions are bad enough, the structure will be ordered vacated, immediately! After orders are issued, the owner will be given a certain amount of time to correct the problems. If the owner attempts to comply, the city will work with that person, however, if the person shows little inclination to comply with the orders, criminal charges will be filed, and the owner will then have to appear on the county housing court docket.

This year, the NCERT unit filed criminal charges against the persons in control of a multi-family unit at on Dayton Street in the West End; the persons in control of eight “junk yards” located in the West End; and the corporation in control of a large apartment complex on Glenway Avenue Price Hill.

Spotlight on NCERT: West End Environmental Hazards

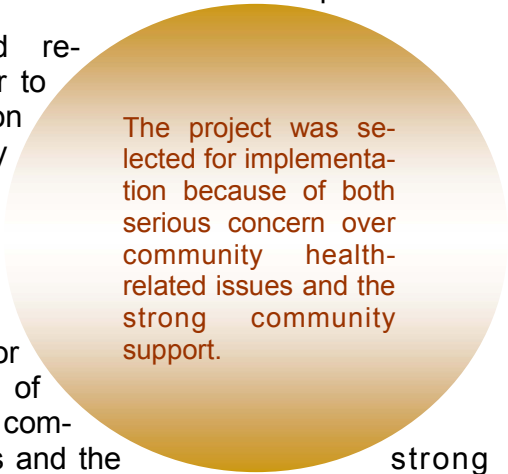
The West End Business Association identified the area’s salvage yards as one of the most critical problems inhibiting the community’s future business development. There are eight salvage yards in a small area. Local residents, businesses and City Departments have linked environmental hazards to these

operations including burning chemicals and metals, leaking batteries, fuel dumped into the City water supply, and seepage of chemicals and oil into the ground and sewers. The managements of these salvage yards have resisted attempts to regulate their operations and have not corrected the problems.

The majority of local community groups gave strong support to the City to regulate the operation of these eight salvage yards. The various hazards and violations fell under the jurisdiction of multiple City departments including, but not limited to, the Fire, Health, Building and Inspections and Police Departments.

Careful investigation and research was conducted prior to development of an action plan. The Hamilton County Sheriff’s Office assisted by providing aerial 35mm photos of the sites in preparation of the legal case.

The project was selected for implementation because of both serious concern over community health-related issues and the strong community support. The problem analysis included collaboration with other governmental agencies such as the Environmental Protection Agency. Because current City codes governing salvage yards are ambiguous, the legal issues were complex. The Neighborhood Code Enforcement Team (NCERT) meets every other week for two months reviewing collected data. Once all City Departments reached a satisfactory understanding of the issues was a problem solving strategy developed.



The project was selected for implementation because of both serious concern over community health-related issues and the strong community support.

The NCERT strategy included the execution of eight administrative search warrants to determine the level of environmental hazards on each property. The majority of the violations fell under the Building and Inspections, Health, and Fire Departments codes.

Following the searches, seven of the yards were cited for criminal code violations. This was further complicated due to multiple violations and the number of people cited (both owners and business operators). The majority did not comply with licensing and insurance regulations; compliance with City Codes will be complex issues for them to resolve. Because of the number of violations and people involved, it is unclear at this time how long the court process will take.

The community is continually updated on this process. Feedback has been positive, although an organized assessment process has not been put in place.

The Vine Street Demonstration Lab

The Vine Street Demonstration Lab sought to field test safety, neighborhood quality of life and community engagement initiatives. This was coupled with tailoring the delivery of existing place-based services. The project ran from April through June, 2005. The project gauged citizen response and where necessary a clearer understanding of operational costs as a precursor to testing these initiatives in other neighborhoods.

Enhanced Safety

An integration of traditional and special emphasis police services (e.g., Neighborhood Policing, Community Response Teams, and the Street Corner Unit) within the Vine Street Corridor resulted in 429 arrests for the 619 calls for police service.

The CPD worked with other entities (e.g., KCB, Buildings and Inspections Department, Over-the-Rhine Community Council and OTR Chamber of Commerce) to provide structured programs to deter crime in the area. They also began a program of

"peer mentoring." Area business owners/managers provided guidance to other business owners/managers, helping them establish and maintain practices that discouraged loitering and drug trafficking.

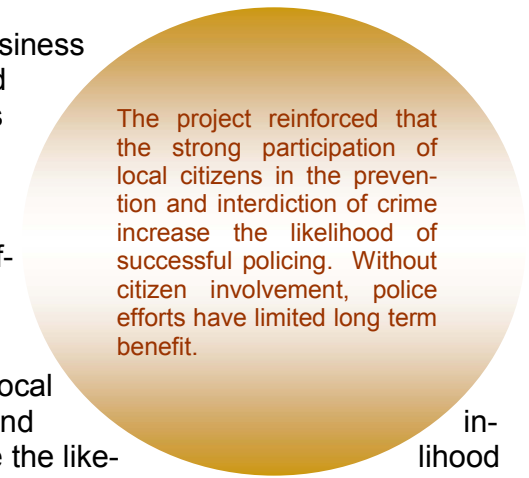
The project reinforced that the strong participation of local citizens in the prevention and interdiction of crime increase the likelihood of successful policing. Without citizen involvement, police efforts have limited long term benefit.

Neighborhood Quality of Life Unified Code (NQOL) Enforcement

The Vine Street Demonstration provided a laboratory to "test" application of the NQOL. The NQOL review team, consisting of personnel from the Departments of Health, Fire, Buildings and Inspections (B&I), Public Services, Police and Law, participated in a series of meetings and training sessions. After cross training, several separate sessions were conducted to review and discuss practical application issues focusing on the following general areas; scope and potential impact of the code, code interpretation and uniform enforcement, technology, and safety.

Health and Buildings and Inspections field inspectors gathered data about existing building and property conditions. They compared the provisions of existing Cincinnati Municipal Code mirrored in the NQOL Code under "field" conditions. Violations observed during neighborhood inspections were cataloged by owner characteristics, location, and extent of repair required for compliance. Each violation was reviewed for applicability to being cited under proposed Unified Code.

Unfortunately, many of the buildings are so old and dilapidated



that total rehabilitation is required. Renovation costs would exceed that of new construction, and are well beyond that which will provide a reasonable rate of return on investment.

As a result of the NQOL observations, it is apparent that additional code sections should be added to the Draft NQOL Code to enable the City to foster "place managers" and significantly increase the scope of the NQOL Code. Second, sustained coordination of the code enforcement work of five departments enforcing a single code requires continuous upgrading and integration of enterprise information technology systems (personnel, software and hardware) at the Regional Computing Center and the field departmental level.

Community Engagement

Community involvement is the key to sustaining improvements. Within this Lab such efforts were principally accomplished by the Cincinnati Human Relations Commission (CHRC), Keep Cincinnati Beautiful (KCB), the Community Development and Planning Department (DCDP), and the Department of Public Services with indirect support provided by the Cincinnati Police Department.

Community residents, visitors and businesses were approached by Community Relations Monitors on the streets as well as in the Pride Center. They were then surveyed, and provided with a variety of referral sources. The staff also coordinated all community activities on Vine Street as well as hosted neighborhood meetings allowing residents to voice their concerns and issues toward finding common ground solutions.

Local youth were employed during summer months and sent out within the neighborhood to provide direct services, as well as to train others in providing service to the community. Building upon the creativity and enthusiasm of each immediate neighborhood's young people, as well as youth across the city, the KCB unveiled the Vine Street Art Gallery. The Gallery exhibited the work of local students and urban artists. It consisted of building

murals designed by youth from Impact OTR and students from the University of Cincinnati College of Design, Architecture, Art and Planning (DAAP) program. Involving youth in beautification of their community increases their self-worth as well as facilitates the enhancement of the community.

A key lesson relearned was that it is quite difficult to open a satellite office and have a clear mission, tangible results and accomplish effective community outreach. It is particularly difficult to establish and maintain feedback from a broad cross section of the community (e.g., residents, businesses and visitors) on their collective and individual needs and resources and the impact of programming on those needs.

Potential Next Steps

The Vine Street Lab review team brainstormed a wide range of solutions reaching across several City departments. A key component of "closing out" this effort is determining what elements of this effort should be institutionalized and how that should happen. Criteria need to be identified and then applied for determining which of the following ideas should be implemented with appropriate "institutional homes" and/or "champions" established.

Code Enforcement

- Create a CPOP team in the Vine Street Corridor if community stakeholders are willing to participate.
- Implement a concentrated Code Enforcement program for the corner markets in other communities using the Vine Street Lab as a pilot.
- Have the Law Department review the funding agreements for businesses that received City funding. Most agreements require that the owners must comply with all laws. Perhaps the loans or grants can be recalled for the businesses that are providing cover or worse yet, support, for drug trafficking.

- Code Enforcement departments and DCDP should continue to work together and with Cincinnati Area Geographic Information Systems (CAGIS) to both collect and electronically archive needed information about individual properties. They should also work to make the retrieval process of this information more transparent and user-friendly.
- Consider repealing language in CMC 714 (Littering) and 731 (Weed Control) that requires immediate citation for litter and excessive weed violations in favor of once again allowing property owners to be issued warnings or notices of violation before being cited with a citation and associated fine.

Economic Development:

- Have the DCDP Teams collect all of the data for city actions until we get a master data base.
- Have DCDP, CHRC and others coordinate with the Neighborhood Code Enforcement Response (NCERT) Teams prior to providing city assistance.
- DCDP follow up with selected property owners regarding their use of DCDP programs to increase building occupancy.
- Explore reinstating City-sponsored employment and training activities to assist local businesses in hiring and training local residents.
- Follow-up with agencies who promise to train local youth with relevant job skills as to how many of these youth actually find *and* keep jobs.
- Follow-up with Empowerment Zone administration to coordinate their efforts with those of the City-sponsored Employment and Training programs and the needs of local businesses and those surrounding businesses that may have job vacancies.

Neighborhood Development

- CHRC, Police and DCDP should continue to explore ways to nurture the neighborhood development interests of the com-

munity activists, local residents and local store owners. It must be recognized that from time to time it may be necessary to intervene and if possible, help to develop win-win solutions to conflicting interests.

- Start an Adopt a Block Program (ABP) seeking a business, institution or organization to support one block of Vine Street. Create a Scope of Services to be provided in the ABP and a list of benefits to the participants.
- Identify actions City staff can take when working on Vine (or other high crime areas) to support the CPD activities for safe streets.
- Nurture and work with at least one stakeholder in each block. Look to owners or property and business managers that may be located on site.
- Have OTR chamber members or business owners take an active part in helping guide back to appropriate activity, those businesses that have a tie to illegal drug trafficking.
- Keep inviting all of the Vine Street stakeholders to the Sector meetings.
- Emphasis of all stakeholders within the neighborhood should be on taking appropriate corrective actions to reduce and eliminate undesirable behaviors. Emphasis also needs to be placed on recognizing and rewarding "good" and "desirable" behaviors.



Partnering Center staff, working in cooperation with the Cincinnati Police, performs the following key tasks to implement CPOP: (1) Engagement of community stakeholders through outreach efforts in the problem solving process. These outreach efforts seek to include both individuals and institutions who are already engaged with police to address crime and safety issues as well as those who have not previously taken part in the effort, whether due to a perception of a lack of opportunity to assist, a lack of understanding on what they could do to assist, or a lack of comfort or trust; (2) Training community stakeholders in CPOP, the SARA model and community asset building; (3) Supporting community stakeholders in applying the CPOP methodology, the SARA model, and community asset building skills.

CPPC Problem Solving

Following the first completed round of SARA trainings in 2004, the CPPC, in partnership with the Cincinnati Police Department, has developed problem-specific curriculums to assist communities in their problem solving efforts. The Partnering Center has also organized trainings that were then presented by CPD or City officials. For example:

- Terry Cosgrove from the City Law Department with the Partnering Center coordinated and co-presented six Court Watch trainings with during this reporting period. These trainings were well-attended by citizens from several neighborhoods, and provided step-by-step information about how to track a case through the court system, and when and how citizens can provide input during the court process.
- Specialist Kelly Raker from the Cincinnati Police Department presented “Landlords & Crime Prevention” Training. CPPC staff arranged for the information to be available for interested landlords about how they can protect their investments by preventing or removing drug sales and drug use on their property. This training was conducted on three occasions during this reporting period.

Also during this reporting period, the Partnering Center played a significant role in supporting two city-wide initiatives – the Ohio Service for Crime Opportunity Reduction (OSCOR) and the 25 Cities Initiative – now called the “Major Cities Initiative” - which is a partnership with the Office of National Drug Control Policy

Major Cities Initiative & CPOP

While most CPOP problem solving efforts are conducted on a “micro” level – at a specific location, building, intersection, etc. – the Major Cities Initiative engages in problem solving on a “macro” level – building on the assets that exist in each community. The Major Cities Initiative is a coordination of law enforcement, prevention and treatment activities to reduce drug use and violence related to drug use in three Cincinnati neighborhoods.

Partnering Center staff works with the Office of National Drug Control Policy, CPD and the Coalition for a Drug-Free Greater Cincinnati on this initiative in the three pilot communities. Lower Price Hill, Kennedy Heights and Madisonville were chosen for this twelve-month commitment following several presentations.

Meetings in each community were held in late 2004 to enlist support for neighborhood-based leadership teams that are currently implementing strategies aimed at reducing drug sales and use, and the violence that accompanies drug sales and use in Cincinnati neighborhoods. The program uses the SARA problem solving method as the process to achieve the reduction in drug use and violence in these communities.

CPPC staff members organized young people and adult chaperones from two of the three Major Cities neighborhoods (Lower Price Hill & Madisonville) to attend the International PRIDE World Drug Prevention Conference, held in Cincinnati during the first week of April and co-sponsored by the Ohio Department of Alcohol & Drug Addiction Services and Greater Cincinnati Drug Free Coalition.

(ONDCP). The Center’s participation in these important initiatives has exposed a new group of citizens to the CPOP methodology as a vehicle for reducing crime and disorder in their neighborhoods.

The Center also helped plan and hosted a visit with Cabinet Member John Walters, Director of the ONDCP. Members of the communities participating in the 25 Cities Initiative were invited to this meeting to have a dialogue with Director Walter about their 25 Cities Initiative work in their communities.

Partners in the Major Cities Initiatives have included the Community Building Institute at Xavier University, the YWCA and the Rape Crisis & Abuse Center, the Recovery Health Access Center (RHAC), First Step Home and many others.

Although the representatives of the American Civil Liberties Union (ACLU) do not direct or participate on CPOP teams, there are frequent exchanges of information with citizens in the community in general. The following list of activities were ones in which the ACLU had a part during the 2004-2005 reporting period.



ACLU Problem Solving

UC Law School Forum

The ACLU took part in a panel discussion along with representatives from local social justice organizations and political leaders. The discussion focused on issues of police reform and how ordinary citizens can become involved.

UC Social Activism Forum

ACLU representatives spoke to a University of Cincinnati class regarding the CA/MOA, showed the video and fielded questions. Information was distributed on appropriate behavior when stopped by the police, as well as the Bill of Rights bookmark.

Taser Forum

The ACLU organized a community forum on taser usage. Panel participants included representatives from the taser manufacturer, the Cincinnati Police Department, the Citizens Complaint Authority (CCA) executive director, a physician and the ACLU. Audience participation and questions were encouraged.

International Socialist Organization Community Activism Forum

The issue of police reform was discussed during this community forum in which the ACLU took part.

Women's City Club Forum on Youth - "Changing the Conversation"

Author and nationally recognized expert on successful organizational leadership Peter Block moderated a forum with youth on the issues they face in their daily lives. Several agencies including the ACLU took part in this program.

Juneteenth Celebration

At this celebration of the emancipation of slavery, the ACLU sponsored a booth where they distributed relevant materials and provided an update on the CA/MOA to interested booth visitors. Volunteers were also recruited for future events.

African Culture Festival

A “meet the candidates” event was held in Avondale and the ACLU made a presentation on its role in the CA, as well as updated on its implementation status.

BUZZ Show (July)

The ACLU took part in a call-in program monitored by Ronald Twitty on the use of tasers.

BUZZ Show (August)

The Parties to the CA, which included the ACLU, took part in a program monitored by Rick Biehl from the Community Police Partnering Center. The show discussed issues related to the CCA and its role in police reform. The program also discussed the RAND Corporation and its work evaluating satisfaction of the goals in the CA.

To recognize citizens, police personnel, and City agencies for their outstanding efforts in CPOP, the Parties to the Collaborative will host an annual Cincinnati CPOP Awards at the Xavier University Cintas Center on October 27, 2005.

The Community Police Partnering Center has contributed \$10,000 in total from its 2005 budget to finance the award program. Additionally, the law firm of Donald Hardin, Fraternal Order of Police attorney, committed \$1000, and Partnering Center Board President Herb Brown also committed to a \$500 personal contribution to assist in making this first ever CPOP Awards Ceremony a success for the community.

Award submission information was disseminated throughout Cincinnati during the months of July and August, 2005. Recipients of these submission packets included the Cincinnati Police Department and George Ellis, attorney representative for the Plaintiff's. Also, Partnering Center Outreach Workers have been disseminating awards packets at CPOP team and community meetings, and have provided assistance as needed to citizens needing help with the application process.

Award categories include:

CPOP Annual Awards

- Outstanding Community Efforts in CPOP
- Outstanding Individual Contribution in CPOP (3 winners will be chosen)
- CPOP Partnering Award
- CPOP Innovation Award
- Comprehensive CPOP Initiative Award

The Parties look forward to highlighting the good work of citizens, the police and the city through this CPOP Awards Program, and to publishing these outstanding submissions so that other communities can learn from their best practices in CPOP.



Conclusion

With the Partnering Center now fully operational, the Parties have been able to move CPOP from the pages of the Collaborative Agreement to the streets of our communities.



Uniqueness and Benefits of Cincinnati CPOP

At this time last year, there were less than half as many full time staff at the Partnering Center as there are today. Naturally there were, as well, less than half the number of active CPOP teams as there are today. CPD has trained seven additional persons to be crime analysts. The current complement of eight crime analysts will allow the department and CPOP teams to utilize more data in a greater variety of ways than was possible a year ago. Both of these developments, as well as continued work by all of the parties to communicate with their several constituencies the importance of CPOP, has aided in getting the word out and ensuring the expanding recognition of the importance of CPOP throughout Cincinnati.

Cincinnati Community Problem Oriented Policing is unique in a number of ways. First, the Parties to the Collaborative Agreement have committed to “adopt problem solving as the principal strategy for addressing crime and disorder.” It is rare for urban police agencies to make this level of commitment to problem solving as the primary method of creating public safety.

Second, Cincinnati’s commitment to problem solving includes a clear emphasis on and commitment to citizen involvement in the problem solving process. CPOP initiatives are intended to be and have frequently been community driven. Citizens, with the support of the City of Cincinnati and its Police Department, Parties to the Collaborative Agreement, and the Community Police Partnering Center help define community safety problems, analyze contributing factors, and craft strategic and responses to these identified problems. In fact, it is often responses created by citizens that are most effective in addressing neighborhood problems. Whether these responses involve planning community events such as outdoor cafes, bar-

beques, or “sit outs” to reclaim public space from those using it to the detriment of the community or implementing environmental interventions such as neighborhood cleanups, removing overgrown underbrush or low hanging limbs from trees blocking citizens’ visibility of community areas, citizens’ creativity, enthusiasm, and hard work has often been the critical element in improving neighborhood safety.

Third, CPOP initiatives are being intensely evaluated. Beyond the assessment phase, wherein CPOP initiatives are evaluated by team members to determine if they have been effective in reducing neighborhood crime and disorder problems, members of the Monitoring Team have attended CPOP team meetings to see first-hand how problem solving is being accomplished in

Cincinnati Neighborhoods. In addition, the RAND Corporation, a non-profit think tank that helps to improve policy and decision making through objective research and analysis, is conducting an evaluation of Cincinnati CPOP efforts.

These three characteristics of Cincinnati Community Problem Oriented Policing – commitment to problem solving as the principal methodology for creating public safety, the emphasis on citizen involvement in problem solving, and a dedication to rigorous evaluation – poise the City of Cincinnati, with the support of the Parties to the Collaborative Agreement and the Community Police Partnering Center, to make significant improvements in the safety of Cincinnati communities.

Lessons Learned

Although not all crime problems necessitate significant citizen participation in problem solving initiatives, some crime problems can be addressed by citizen engagement and participation. Enforcement initiatives, without sustained action by community stakeholders, often have limited and short-term benefits. Furthermore, offender based strategies often have limited ability to impact crime since only one in five serious crimes are solved by police.

Many of the successful CPOP initiatives in Cincinnati have been citizen led and have benefited from the creativity of citizens at all stages of the SARA problem solving process. The following are some of the initial lessons learned from working in partnership with citizens in neighborhood CPOP initiatives:

- Before a CPOP team can really reduce crime at a target location, the police and the community representatives have to be able to trust each other. Where trust is low, the foun-

ation of a CPOP initiative needs to focus on relationship building between citizens and the police.

- Much of the work of CPOP initiatives is about changing the culture of a neighborhood. For example, it is about “Who owns the public space?” “What is the space designated for?” Sometimes just replacing criminal activity in a public location with something legitimate is enough to displace or reduce the problem.
- Leadership development, or the empowerment of community residents, takes place hand-in-hand with the development of CPOP teams and neighborhoods.
- “Small wins” are important as long as they accomplish something of significance for a community. Something as simple as securing a stop sign or a street light can give a CPOP team the confidence to pursue larger projects.

- Problem solving looks very different neighborhood to neighborhood. The problems confronting neighborhoods, although often similar in nature, involve varied responses which reflect the capacity and strengths of individual communities. To maximize success, neighborhood CPOP initiatives need to engage the unique gifts of the community - individuals, citizen associations, business and nonprofit organizations, educational and faith-based institutions - in the problem solving process. Teams are most successful when

their diversity reflects the diversity of a neighborhood.

As CPOP initiatives are expanded to include more citizens in even more neighborhoods, additional lessons will be undoubtedly learned, including “best practices” in implementing problem solving in Cincinnati communities. In the meantime, the above lessons will continue to guide the Parties to the Collaborative Agreement and the Community Police Partnering Center staff in better serving all community stakeholders in Cincinnati.



Looking Towards the Future

Over the course of this past year, the parties have defined CPOP, defined problem solving, and worked on creating a CPOP website that brings richer information to the citizens of this community. More important than any of these changes; however, is a new spirit of collaboration that was missing for much of 2004. The Parties to the Collaborative Agreement have worked progressively to expand the quantity and quality of CPOP initiatives and the degree of citizen engagement in these initiatives. In the next year, the fourth year of the Collaborative Agreement, the Parties will work to expand the number of neighborhoods engaged in CPOP initiatives while increasing the sophistication of the application of the SARA process.

Engaging new citizens in the CPOP process will be accomplished by outreach efforts by the Cincinnati Police Department and the Community Police Partnering Center, with support being provided by the American Civil Liberties Union and the Fraternal Order of Police. In order to enroll more citizens in crime reduction efforts, the Cincinnati Police Department will provide additional information to the public about crime and disorder problem solving efforts and opportunities for citizens to participate through the department’s *Blue Wave* quarterly newsletter and other media with the assistance of the public relations firm, Trubow & Associates. The Partnering Center, now fully staffed

with twelve outreach staff, will engage in grassroots mobilization of community stakeholders to create and support CPOP teams in over 30 neighborhoods. The Partnering Center will also continue to communicate the value and importance of citizen involvement in addressing neighborhood crime and disorder problems by hosting the monthly “BUZZ on CPOP” radio show on WDBZ, 1230 AM, as well as making cameo appearances on local television and radio programs.

As CPOP continues to be implemented throughout Cincinnati’s neighborhoods, the sophistication of CPOP problem solving initiatives will also be enhanced. Problem identification through the scanning process will be amplified by the addition of seven additional crime analysts to support problem solving in the five police districts and by special investigative units. Additional problem identification, through the examination of police data (calls for service, reported crimes, and arrests), will be enhanced by the Community Police Partnering Center outreach staff that will survey citizens to learn of community concerns as well as crime and disorder incidents not reported by police.

Factors contributing to neighborhood crime and disorder problems will also be better identified by the police districts’ crime analysts who will be responsive to requests from neighborhood



CPOP teams to provide statistical and analytical support of identified CPOP problems. This statistical and analytical support will be enhanced by environmental surveys, created by the Community Police Partnering Center and administered by citizens, designed to assess and measure physical and social disorder related to community crime and safety problems. Analysis of police data and data from citizen and environmental surveys will help CPOP participants more fully understand crime and safety problems and better guide them regarding potential effective strategies to address these problems. The accumulated data will also provide benchmark measures of the existing safety of identified locations of CPOP initiatives. These benchmark measures can then be used to evaluate effectiveness of CPOP initiatives after responses have been implemented.

In addition, CPD anticipates launching the new application for the website in early October 2005. The following is a list of the capabilities of the new CPOP/SARA application:

- Tracks CPOP cases as well as CPD and CPPC problem-solving activities.
- Simplifies the creation of cases by permitting the user to click on Arcview/GEN 7, an automated computerized mapping tool that is tied into the shared City's and County's geographic information system.
- Queries can be made for other existing problems by searching locations, districts, neighborhoods, and officers.
- Queries can also be made for permit and code enforcement issues.
- Provides a hyperlink to any report prepared by the CPPC concerning a specific problem-solving case in the database.
- Permits other departments and the CPPC to elaborate on their participation in the problem-solving process or to provide further analysis of the problem.

- Permits the creation of "virtual teams" for individual problem cases to facilitate collaboration between departments and CPOP members via quick mail and message boards.

The program is linked to 911 calls for service to provide officers with real time data.

Training for neighborhood officers and CPPC members on the new application is scheduled for September.

Overall, the effectiveness of problem solving initiatives will be improved by joining other community organizing efforts to maximize community interventions necessary to begin the transformation of high-crime communities into more livable communities. Those community organizing efforts may involve partnering with social service agencies, faith-based organizations, local neighborhood businesses, or educational institutions. In addition to these community partnerships, neighborhood CPOP initiatives will be able to benefit from "lessons learned" recorded on the City of Cincinnati's CPOP website as well as the extensive library of problem solving resources available on the website.

Most importantly, citizens will benefit from the sincere commitment of the Parties to the Collaborative Agreement – the City of Cincinnati, the American Civil Liberties Union, and the Fraternal Order of Police – as well as the Community Police Partnering Center in diligently serving and supporting them in addressing neighborhood safety problems. It is ultimately this commitment combined with citizen participation and hard work by all involved that will create a vibrant future for our city where citizens can live, work, and play in safe environments.

We offer our heartfelt thanks and congratulations to Cincinnatians and other concerned citizens who have joined us in this most important work of creating safe communities! We look forward to your continued dedication and support in the year ahead!!



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2005 NS-CPOP SURVEY OF FERGUS STREET PROPERTY OWNERS

As of 7/11/05

Responding Property Owners: (13 Owners out of 36 Surveyed / 17 out of 45 Properties)

Property Owner	Property	Picture	Yrs Owned	Major Rehab	Plans to Sell	Who Manages	Difficult Finding Good Tenants	Occupancy of current tenants	Problems w/ property crimes	Willing to Help w/ Revitalizing	Top Concerns
Anthony & Vida Nyame Cincinnati	4124 Fergus		4-10	Done	In 2-5 yrs	Self	No	<1 Yr	No	Not Sure – Keep Informed	Violent Crime Drugs Litter/Trash
Adam Feller, Cincinnati	4129 Fergus	Vacant Lot, Burned down by arsonist	>10	No	Yes, soon as possible	Self	N/A	N/A	Yes, Dumping of Trash	Not Sure – Keep Informed	Drugs Noise Trash
Omran Saleh	4200 /4202 Fergus		4-10	No			No	> 1 Yr	No		
Janet Alexander Cincinnati	4214 Fergus		4-10	2003	No	Self	Yes	<1 Yr	Yes – Attempted break-in thru window while vacant	Not Sure – Keep Informed	Loitering Drugs
David Schneider	4215 Fergus		4-10	No	Yes	Self	Yes	>1 Yr	Yes	Not Sure – Keep Informed	Litter

Property Owner	Property	Picture	Yrs Owned	Major Rehab	Plans to Sell	Who Manages	Difficult Finding Good Tenants	Occupancy of current tenants	Problems w/ property crimes	Willing to Help w/ Revitalizing	Top Concerns
LE Properties USA, LLC, Cincinnati	4219 Fergus		<1	In Progress	No	Self	No	N/A	Yes – Someone broke in and stole tools but was caught by police	Not Sure – Keep Informed	Drugs Violent Crime Unsupervis'd Youth
LE Properties USA, LLC, Cincinnati	4227 Fergus		<1 yr	Just Done	No	Self	No	<1 Yr	Yes – Someone broke in and stole tools but was caught by police	Not Sure – Keep Informed	Drugs Violent Crime Unsupervis'd Youth
Carlos Gray, Sr. Cincinnati	4229 Fergus		1-3	No Plans	Within a year	Self	No	<1 Yr	No	Not Sure – Keep Informed	Drugs Loitering
Fred Leonard Cincinnati	4230 Fergus		>10	No Plans	No	Self	No	> 1 Yr	No	Not Sure – Keep Informed	Loitering Crime
Monte Rovekamp Cincinnati	4237 Fergus		>10	No Plans	No	Self	Yes	Vacant since April 2005	No	Yes	Drug Activity Youth Loitering
Monte Rovekamp Cincinnati	4239 Fergus		>10	No Plans	No	Self	Yes	Vacant since April 2005	No	Yes	Drug Activity Youth Loitering

Property Owner	Property	Picture	Yrs Owned	Major Rehab	Plans to Sell	Who Manages	Difficult Finding Good Tenants	Occupancy of current tenants	Problems w/ property crimes	Willing to Help w/ Revitalizing	Top Concerns
Fred Leonard Cincinnati	4242 Fergus		>10	No Plans	No	Self	Yes	6/6	No	Not Sure – Keep Informed	Loitering Crime
Stewart Lovdal Cincinnati	4238 Fergus		<1	In progress	No	Self	Not tried	N/A	Yes – theft during rehab	Yes	Drugs Loitering Businesses
Greenlight Properties Cincinnati	4247 Fergus		<1	Just finished	No	Self	Yes	<1 Yr	Yes - trash	Yes	Criminal Activity Trash Speeding
Dennis Holmes	1436 ApJones		1-3 Yrs	No Plans	No	Self	No	All units rented > 1 Yr	Yes – graffiti & litter		Loitering Litter Poorly maintained properties
Suvad Zuekic Cincinnati	4261 Fergus		1-3 yrs	Yes – Already complete	No	Self	Np	> 1 Yr		Yes	Drugs Parking Trash

Fergus St. Issue Summary

Please indicate how seriously each of the issues listed below affects you as a property owner. Please rate the issues on a scale of 1-5 (1 being not a significant problem, 5 being it makes me want to sell my property) by circling the corresponding number.

Survey # / Condition	A Drugs	B Violent Crime	C Loitering	D Unsupervised Youth	E Vacant Buildings	F Maintenance	G Noise	H Litter/Trash	I Speeding	J Parking	K Dogs	L Rats/Cockroaches	M Landlords	N Residents	O Businesses	P Non-Residents
4124 Fergus	5	5	4	4	4	5	4	5	3	3	3	5	5	5	5	5
4129 Fergus	5	5	5	5	5	5	3	5	2	5	1	1	5	5	5	5
4214 Fergus	5	5	5	5	5	3	4	3	4	3	3	1	3	4	3	5
4215 Fergus	5	5	5	5	5	4	3	4	3	3	3	4	4	4		
4219/4227 Fergus	5	5	4	4	2	2	3	3	3	2	4	3	3	3	3	3
4200/4202 Fergus	1	1	1	1	1	1	1	1								
4229 Fergus	3.5	1	5	4	2	2	3	3.5	1	3	2	2	2	3	5	1
4230/4242 Fergus	5	5	5	5	5	5	4	5	5	3	4	3	5	5	3	5
4238 Fergus	5	5	5	3	3	5	2	2	3	1	5	4	4	4	5	4
4237/39 Fergus	5	5	5	5	3	3	5	5	5	3	5	5	5	5	5	5
4247 Fergus	5	5	5	4	3	3	3	5	5	5	2	2	3	3	3	3
4261 Fergus	4	4	4	4	3	5	5	4	3	5			4	4	5	
1436 ApJones	5	5	5	5	4	5	2	5	4	2	4	3	4	4	1	5
Total	58.5	56	58	54	45	48	42	50.5	41	38	36	33	47	49	43	41
Average Response	4.5	4.3	4.5	4.2	3.5	3.7	3.2	3.9	3.4	3.2	3.3	3.0	3.9	4.1	3.9	4.1
Variation (s)	1.2	1.5	1.1	1.1	1.3	1.4	1.2	1.3	1.2	1.3	1.3	1.4	1.0	0.8	1.4	1.4
% of Responses >3	92%	85%	92%	85%	46%	54%	38%	69%	42%	25%	45%	36%	67%	75%	55%	70%
Top 3 Concern	8	3	6	2		1	1	6	1	1					1	

Which statements below best describe your attitude toward owning property in the Fergus Street area? (Check as many as 5 statements.)

- (4) The street is a diamond in the rough.
- (3) I wish I could buy more property on Fergus.
- (1) Someone should bulldoze the street and start over.
- (8) The city should support re-development of this area.**
- (2) If I could get a decent price, I'd sell my property immediately.
- (5) Fergus has incredible potential for redevelopment.
- (2) The street is hopelessly blighted.
- (2) Only a large-scale commercial developer could make a difference on Fergus.
- (0) I know other investors who would like to acquire property on this street.
- (9) If you take away the crime, this would be a good area for investment.**
- (0) One or two committed property owners could turn this street around in no time.
- (2) It would be foolhardy to invest any further money in property of Fergus.
- (1) If other owners would upgrade their property, so would I.

Property: **4124 Fergus St., Single Family Unit**

Property Owner: **Anthony & Vida Nyame, Cincinnati, OH**

1. How long have you owned this property? **4-10 years**
2. If this is a one-family unit, what is its current occupancy status? **Rented to persons >1 year**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
4. Is it difficult for you to find and/or keep good tenants? **No**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **No**
6. How often do you, personally, visit this property? **At least once/month**
7. Who manages the property? **Self**
8. Is this property a good investment for you? **Yes, it meets my expectations**
9. How long do you plan to keep this property? **Probably sell within 2-5 years.**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **Did already**
11. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.)
 - (✓) The city should support re-development of this area.
 - (✓) Fergus has incredible potential for redevelopment.
 - (✓) If you take away the crime, this would be a good area for investment.
12. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value? **Violent Crime, Drug Activity, Litter/Trash**
13. Which of the above issues are your top three concerns? **Violent Crime, Drug Activity, Litter/Trash**
14. Can we count on your help in revitalizing the 4200 block of Fergus Street? **Not sure, keep informed.**

Property: **4129 Fergus St., Vacant Lot**

Property Owner: **Adam Feller, Gulfport, Mississippi (AF Retirement Home)**

1. How long have you owned this property? **> years**
2. If this is a one-family unit, what is its current occupancy status? **N/A**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
4. Is it difficult for you to find and/or keep good tenants? **N/A**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **N/A**
6. How often do you, personally, visit this property? **Less than once/year**
7. Who manages the property? **Self**
8. Is this property a good investment for you? **No, it doesn't meet my expectations**
9. How long do you plan to keep this property? **I want to sell it as soon as possible.**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **No**
11. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.)
 - (✓) If I could get a decent price I'd sell it right now.
 - (✓) The street is hopelessly blighted.
 - (✓) Only a large-scale commercial developer could make a difference.
 - (✓) It would be foolhardy to invest any further money in property on Fergus.
12. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value? **Control Children, Loitering, Drugs**
13. Which of the above issues are your top three concerns? **Drugs, Noise, Trash**
14. Can we count on your help in revitalizing the 4200 block of Fergus Street? **Not sure, keep informed.**

Property: **4200/4202 Fergus St., McPerry's**
Property Owner: **Omran Saleh, Cincinnati, OH**

1. How long have you owned this property? **4-10 years**
2. If this is a one-family unit, what is its current occupancy status? **Rented to persons there >1 yr**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
4. Is it difficult for you to find and/or keep good tenants? **No**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **No**
6. How often do you, personally, visit this property? **Once/month**
7. Who manages the property?
8. Is this property a good investment for you? **No Response**
9. How long do you plan to keep this property? **No Response**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **No Response**
11. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.) **No Response**
12. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value? **No Response**
13. Which of the above issues are your top three concerns? **No Response**
14. Can we count on your help in revitalizing the 4200 block of Fergus Street? **No Response**

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Property: **4215 Fergus St., Single Family Unit**
Property Owner: **David Schneider, Cincinnati, OH**

1. How long have you owned this property? **4-10 yrs**
2. If this is a one-family unit, what is its current occupancy status? **>1 yr**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
4. Is it difficult for you to find and/or keep good tenants? **Yes**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **Yes**
6. How often do you, personally, visit this property? **Once or twice per year**
7. Who manages the property? **Self**
8. Is this property a good investment for you? **No, doesn't meet expectations**
9. How long do you plan to keep this property? **I would like to sell it within the next year**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **No, I fixed up bathrooms on both floors a year ago, also ½ year ago put in new carpeting**
11. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.)
 - (✓) Someone should bulldoze this street and start over.
 - (✓) If I could get a decent price I'd sell immediately.
 - (✓) The street is hopelessly blighted.
 - (✓) Only a large-scale developer could make a difference.
 - (✓) It would be foolhardy to invest any further money in property on Fergus.
12. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value? **All property on street cleaned up, no vacancies, get rid of criminal activity**
13. Which of the above issues are your top three concerns? **Crime, Trash**
14. Can we count on your help in revitalizing the 4200 block of Fergus Street? **Not sure, keep informed.**

Property: **4219 Fergus St., Single Family Unit**

Property Owner: **LE Properties USA, LLC., Cincinnati, OH**

1. How long have you owned this property? **< 1 yr**
2. If this is a one-family unit, what is its current occupancy status? **Being Remodeled**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
4. Is it difficult for you to find and/or keep good tenants? **No**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **Yes, someone broke in a stole tools but police caught him**
6. How often do you, personally, visit this property? **Once/month**
7. Who manages the property? **Self**
8. Is this property a good investment for you? **Yes, meets expectations**
9. How long do you plan to keep this property? **No plans to sell**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **Yes, completely remodeling w/ new plumbing, wiring, kitchen, bath, washer/dryer, carpet, paint, etc.**
11. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.)
 - I wish I could buy more property on Fergus.
 - The city should support re-development of this area.
 - If you take away the crime, this would be a good area for investment.
12. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value? **Less crime, other owners fix their properties, if I could I would buy the whole street and fix it**
13. Which of the above issues are your top three concerns? **Drugs/Violent Crime/Unsupervised Youth**
14. Can we count on your help in revitalizing the 4200 block of Fergus Street? **Not sure, keep informed.**

Property: **4227 Fergus St., Single Family Unit**

Property Owner: **LE Properties USA, LLC., Cincinnati, OH**

1. How long have you owned this property? **< 1 yr**
2. If this is a one-family unit, what is its current occupancy status? **< 1 yr**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
4. Is it difficult for you to find and/or keep good tenants? **No**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **Yes, someone broke in a stole tools but police caught him**
6. How often do you, personally, visit this property? **Once/month**
7. Who manages the property? **Self**
8. Is this property a good investment for you? **Yes, meets expectations**
9. How long do you plan to keep this property? **No plans to sell**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **Yes, completely remodeled into a 3br, 1 ½ bath single-family residence**
11. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.)
 - (✓) I wish I could buy more property on Fergus.
 - (✓) The city should support re-development of this area.
 - (✓) If you take away the crime, this would be a good area for investment.
12. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value? **Less crime, other owners fix their properties, if I could I would buy the whole street and fix it**
13. Which of the above issues are your top three concerns? **Drugs/Violent Crime/Unsupervised Youth**
14. Can we count on your help in revitalizing the 4200 block of Fergus Street? **Not sure, keep informed.**

Property: **4229 Fergus St., Single Family Unit**
Property Owner: **Carlos Gray, Sr., Cincinnati, OH**

1. How long have you owned this property? **4-10 years**
2. If this is a one-family unit, what is its current occupancy status? **Rented to persons there <1 yr**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
4. Is it difficult for you to find and/or keep good tenants? **No**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **No**
6. How often do you, personally, visit this property? **Once/month**
7. Who manages the property? **Self**
8. Is this property a good investment for you? **Yes, meets expectations**
9. How long do you plan to keep this property? **Sell within next year**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **No**
11. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.)
 - (✓) I wish I could buy more property on Fergus.
 - (✓) The city should support re-development of this area.
 - (✓) If you take away the crime, this would be a good area for investment. **Loitering**
12. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value? **No Response**
13. Which of the above issues are your top three concerns? **Loitering/Drugs**
14. Can we count on your help in revitalizing the 4200 block of Fergus Street? **Not sure, keep informed.**

Other comments: **Lists McPerry's as a business of serious concern (5 of 5)**

Property: **4214 Fergus St., Single Family Unit**
Property Owner: **Janet Alexander, Cincinnati, OH**

1. How long have you owned this property? **1-3 years**
2. If this is a one-family unit, what is its current occupancy status? **Rented to persons there <1 yr**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
4. Is it difficult for you to find and/or keep good tenants? **Yes**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **Yes, Teenagers attempted break-in through window while house was vacant.**
6. How often do you, personally, visit this property? **Once/month**
7. Who manages the property? **Self**
8. Is this property a good investment for you? **Yes, meets expectations**
9. How long do you plan to keep this property? **No plans to sell**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **No, Totally renovated in 2003 due to fire w/ new roof, furnace, windows, electric, flooring, etc.**
11. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.)
 - (✓) The street is a diamond in the rough.
 - (✓) I wish I could buy more property on Fergus.
 - (✓) The city should support re-development of this area.
 - (✓) If you take away the crime, this would be a good area for investment.
12. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value? **Reduce the loitering of unsupervised kids.**
13. Which of the above issues are your top three concerns? **Drugs/Loitering**
14. Can we count on your help in revitalizing the 4200 block of Fergus Street? **Not sure, keep informed.**

Property: **4230 Fergus St., Single Family Unit**
Property Owner: **Fred Leonard, Cincinnati, OH**

1. How long have you owned this property? **>10 years**
2. If this is a one-family unit, what is its current occupancy status? **Rented to persons >1 year**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
4. Is it difficult for you to find and/or keep good tenants? **No**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **No**
6. How often do you, personally, visit this property? **At least once/month**
7. Who manages the property? **Self**
8. Is this property a good investment for you? **Yes, it meets my expectations (fair)**
9. How long do you plan to keep this property? **Don't plan to sell in foreseeable future.**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **No, only siding repair**

Property: **4242 Fergus St., Apt Building**
Property Owner: **Fred Leonard, Cincinnati, OH**

1. How long have you owned this property? **>10 years**
2. If this is a one-family unit, what is its current occupancy status? **N/A**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **6/6**
4. Is it difficult for you to find and/or keep good tenants? **Yes**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **Yes, Murder across street in April 2005. 4 shots fired at my building in 2003. Otherwise, has been tolerable (laugh) (laugh)**
6. How often do you, personally, visit this property? **At least once/week**
7. Who manages the property? **Self**
8. Is this property a good investment for you? **Yes, it meets my expectations (fair)**
9. How long do you plan to keep this property? **Don't plan to sell in foreseeable future.**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **No**
11. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.)
 - (✓) The street is a diamond in the rough.
 - (✓) The city should support re-development of this area.
 - (✓) If you take away the crime, this would be a good area for investment.
 - (✓) If other owners would upgrade their property so would I. (mine is in good shape)
12. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value? **Cut government subsidies so drug dealers & troublemakers are not rewarded to drop out of school, have children out of wedlock and run the streets all day & night spreading terror when they should be productive members of society. Put more conservatives in Northside Community Council & Cincinnati City Council now before it's too late.**
13. Which of the above issues are your top three concerns? **Loitering, Crime – stop promoting culture of death, instead promote life and true family values. (High taxes)**
14. Can we count on your help in revitalizing the 4200 block of Fergus Street? **Not sure, keep informed.**

Property: **4238 Fergus St., Single Family Unit**
Property Owner: **Stewart Lovdal, Cincinnati, OH**

1. How long have you owned this property? **<1 year**
2. If this is a one-family unit, what is its current occupancy status? **Renovations in progress**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
4. Is it difficult for you to find and/or keep good tenants? **Haven't tried yet but do screen.**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **Yes, robbed May 10/11. Added light on motion sensor to side/back & padlocked door.**
6. How often do you, personally, visit this property? **Daily during renovation, 2-3x a month after**
7. Who manages the property? **Self, Full-time landlord**
8. Is this property a good investment for you? **If I find the right tenant. This is my low end stuff. Purchased because of low price and brick construction.**
9. How long do you plan to keep this property? **Don't plan to sell in foreseeable future.**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **Everything. Roof, windows, gutters, siding, paint exterior, furnace, central AC, all new ceramic tile in bath, new kitchen, glass block windows in basement.**
11. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.)
 - (✓) If you take away the crime, this would be a good area for investment.
 - (✓) Could be a good deal if dope boys don't run off tenants.
 - (✓) Slumlords and vacant properties are killing this street.
12. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value? **Unboarding vacant property and renovating, stiff building code violation tickets, loitering tickets.**
13. Which of the above issues are your top three concerns? **Drugs, Loitering, Corner Carryout/Bar**
14. Can we count on your help in revitalizing the 4200 block of Fergus Street? **Yes, I may buy another if this goes well.**

Property: **4237 Fergus St., Single Family Unit**

Property Owner: **Monte Rovekamp, Cincinnati, OH**

1. How long have you owned this property? **>10 years**
2. If this is a one-family unit, what is its current occupancy status? **Vacant**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
4. Is it difficult for you to find and/or keep good tenants? **Yes**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **No**
6. How often do you, personally, visit this property? **Weekly**
7. Who manages the property? **Self**
8. Is this property a good investment for you? **Yes, meets expectations.**
9. How long do you plan to keep this property? **Don't plan to sell in foreseeable future.**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **No**
11. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.)
 - (✓) The street is a diamond in the rough.
 - (✓) The city should support re-development of this area.
 - (✓) Fergus has incredible potential for re-development.
12. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value? **Get rid of street gangs/violence/loitering, get tenants that really want to make a home for their family, more owner occupants to take an interest.**
13. Which of the above issues are your top three concerns? **Drugs, Unsupervised Youth, Loitering**
14. Can we count on your help in revitalizing the 4200 block of Fergus Street? **Yes**

Property: **4239 Fergus St., Single Family Unit**

Property Owner: **Monte Rovekamp, Cincinnati, OH**

1. How long have you owned this property? **>10 years**
2. If this is a one-family unit, what is its current occupancy status? **Vacant**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
4. Is it difficult for you to find and/or keep good tenants? **Yes**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **No**
6. How often do you, personally, visit this property? **Weekly**
7. Who manages the property? **Self**
8. Is this property a good investment for you? **Yes, meets expectations.**
9. How long do you plan to keep this property? **Don't plan to sell in foreseeable future.**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **No**

11. Property: **4261 Fergus St., Single Family Unit**

Property Owner: **Suvad Zuekic, Cincinnati, OH**

1. How long have you owned this property? **1-3 yrs**
 2. If this is a one-family unit, what is its current occupancy status? **Rented for > 1 yr**
 3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
 4. Is it difficult for you to find and/or keep good tenants? **No.**
 5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **No Response.**
 6. How often do you, personally, visit this property? **Once or twice a year**
 7. Who manages the property? **Self**
 8. Is this property a good investment for you? **No, it does not meet my expectations.**
 9. How long do you plan to keep this property? **Don't plan to sell in foreseeable future.**
 10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **The house is being repaired/remodeled. Spent around \$50M in repairs.**
 11. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.)
 - (✓) Fergus has incredible potential for redevelopment.
 - (✓) If you take away the crime, this would be a good area for investment.
 12. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value? **No Response.**
 13. Which of the above issues are your top three concerns? **Crime, Drugs, Speeding, Trash**
- Can we count on your help in revitalizing the 4200 block of Fergus Street? **Yes.**

Property: 1436 ApJones, Bar / Apartment Bldg
Property Owner: Dennis Holmes, Cincinnati, OH

1. How long have you owned this property? **1-3 Yrs**
2. If this is a one-family unit, what is its current occupancy status? **All units occupied > 1 yr**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
4. Is it difficult for you to find and/or keep good tenants? **No**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **Yes, graffiti, constant litter**
6. How often do you, personally, visit this property? **Daily**
7. Who manages the property? **Self**
8. Is this property a good investment for you? **Yes, it meets my expectations.**
9. How long do you plan to keep this property? **Don't plan to sell in foreseeable future.**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **Just did roof, hope to paint white and blue before end of summer.**
11. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.)
 - (✓) The street is a diamond in the rough.
 - (✓) The city should support re-development of this area.
 - (✓) Fergus has incredible potential for re-development.
 - (✓) If you take away the crime, this would be a good area for investment.
12. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value? **Get the gangs from hanging, stop litter, fix houses.**
13. Which of the above issues are your top three concerns? **No Response**
14. Can we count on your help in revitalizing the 4200 block of Fergus Street? **No Response**

Property: **4247 Fergus St., Single Family Unit**
Property Owner: **Greenlight Properties, Cincinnati, OH**

1. How long have you owned this property? **<1 year**
2. If this is a one-family unit, what is its current occupancy status? **Rented to persons <1 year**
3. If this is a multi-family unit, how many units does it have and how many are now occupied? **N/A**
4. Is it difficult for you to find and/or keep good tenants? **Yes**
5. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months? **Yes – trash, trash, trash / loitering**
6. How often do you, personally, visit this property? **At least once/week**
7. Who manages the property? **Self**
8. Is this property a good investment for you? **Yes, it meets my expectations**
9. How long do you plan to keep this property? **Don't plan to sell in foreseeable future.**
10. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year? **Just finished a complete rehab. New windows, gutters, siding, carpet, paint everything.**
11. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.)
 - (✓) The city should support re-development of this area.
 - (✓) Fergus has incredible potential for redevelopment.
 - (✓) If you take away the crime, this would be a good area for investment.
12. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value? **Stop the crime, too much activity on street corner**
13. Which of the above issues are your top three concerns? **1. Criminal activity, 2. trash, 3. speeding**
14. Can we count on your help in revitalizing the 4200 block of Fergus Street? **Yes**

2004 NS-CPOP SURVEY OF FERGUS STREET RESIDENTS

Summary

Results of a door-to-door survey conducted in the 4200 block of Fergus Street identified four top quality-of-life issues for residents: drugs, loitering, littering and disorderly/unsupervised youth. Also important are violent crime, noise, rats/roaches, vacant properties, speeding, non-residents causing problems, noise, parking and irresponsible businesses. Lower level concerns include poorly maintained buildings, irresponsible residents and landlords and vicious dogs.

Background

The Northside CPOP team applied the scanning step of the SARA process (Scanning, Analysis, Response and Assessment) to a set of “quality-of-life” issues in Northside. We identified the deplorable conditions on the 4200 block of Fergus Street as one of our neighborhood’s most serious chronic problems. The housing stock is blighted and criminal activity, mostly drug-related, is prevalent along the street. Crime statistics (courtesy of P.O. Terri Windeler) and housing data (Stefanie Sunderland) were gathered and integrated into a master spreadsheet (Dave Henry). This survey is our latest step in the process of gathering information for analysis. Its objective was to learn how residents viewed their street and what problems were most important to them. Results will be added to the existing data set to identify appropriate, achievable and valued responses to key problems in this area.

Methodology

With input from the entire team, Dave Henry designed a questionnaire that would enable residents to prioritize the quality-of-life issues they routinely experience. Team members took it door-to-door for completion either as a structured one-on-one interview or as a self-administered questionnaire. Participation was much better than expected with 25 usable questionnaires collected. Not all respondents answered all questions, so the numeric base varies from question to question. Most (72%) provided additional comments and clarification for at least some questions.

Results

Respondent profile: In general, residents of the 4200 block of Fergus are dissatisfied and frustrated with the current quality of life on their street. When asked if they are considering moving, more than half of those who answered the question (10 of 17, 59%) said that they are. A significant majority (9 of 11, 82%) would NOT buy property on Fergus. Importantly, these are people who know the street dynamics well. They are black and white, old and young, tenants and owner-occupants. They have spent an average of 11.8 years on Fergus (range = 4 months to >50 years).

The big picture: When asked to list their top three concerns, drug activity was mentioned by 71% of those who answered the question; loitering was second (41%), followed by litter (29%) and unsupervised youth (24%). See Table 1, below, for details. When asked to rate 16 different factors on a 5-point scale (1=better, 5=worse), total scores ranged from 53 to 95 (see Attachment). Ten of them received 75 or more total points and averaged 3.5 or higher. Drug activity, unsupervised youth and loitering each received 90 or more points. Loitering, litter, unsupervised youth and speeding each averaged 4.0 or higher on the 5-point scale. Loitering, litter and poorly maintained buildings received the most consistent responses (standard deviation ≤ 1.2). Unsupervised youth, loitering and non-residents each had an average response greater than 3 from at least 60% of respondents. Clearly, residents are disturbed by the environment in which they live. As one of them stated, “This is not a place where I want my children raised.”

Table 1

<u>Issue*</u>	Top 3 Problems (%)	Total Score	Average Score	Variation (s)	Response ≥ 3 (%)
Drug activity	71	95	3.9	1.4	56
Loitering	41	92	4.1	1.2	60
Litter/trash	29	90	4.1	1.0	52
Disorderly/unsupervised youth	24	95	4.0	1.3	64
Violent crime	18	84	3.7	1.3	48
Rats/roaches	18	80	3.7	1.6	48
Vacant buildings	18	76	3.5	1.6	48
Speeding	12	86	4.0	1.3	52
Non-residents causing problems	6	88	3.8	1.4	60
Noise	6	82	3.8	1.3	48
Parking	6	69	3.4	1.5	36
Irresponsible businesses	6	68	3.0	1.6	32

* Issues are sorted in order of decreasing percentage of respondents listing them as one of their top 3 concerns. Top two responses are noted in **red**.

The Details:

- ?? Drug activity: This is the top priority for most residents. They report seeing it along the length of the street, on the corners, at the Children’s Park, from cars circling the block, in empty houses/yards and on their own doorsteps. It goes on 24/7. They say that most dealers come from outside the immediate area but that there are drug users living right on Fergus.
- ?? Loitering: This seems to be most serious at the corners, especially Chase & Fergus, but it also occurs on private property. Loitering was a priority concern for residents no matter how the data was analyzed.
- ?? Litter/trash: “All over” and “up and down the street” were typical responses. Everyone who answered the question rated it as a 3 or higher in terms of seriousness. It also had the lowest standard deviation (1.0). Residents link litter to both loitering and unsupervised youth, as in the comment “. . . some young adults using profanity and dumping litter on the sidewalks.”
- ?? Disorderly/unsupervised youth: Respondents attributed a lot of their problems to unsupervised youth: fighting, litter, noise, disrespect. Many of the kids aren’t from Fergus or nearby streets. They are around day and night, on the corners, at the park and along the length of the street. “My children can’t enjoy the park because of the non-supervised youth and drug use/selling . . .” was one comment. Truancy and curfew violations are common
- ?? Violent crime: Twelve of thirteen respondents (92%) cited fighting and/or guns as a problem. Robbery of old people was also mentioned.
- ?? Rats/roaches: This was a polarizing issue (standard deviation =1.6). For those who experienced it, it was very serious; for others, it seemed unimportant.
- ?? Vacant buildings: The presence of vacant buildings was clearly seen as a negative, but respondents made few specific complaints. Four addresses were mentioned and one person was worried about the possibility of arson.
- ?? Speeding: This is a special concern for those with children. It’s a problem throughout the day and night along the length of Fergus. One resident suggested speed bumps as a possible solution.
- ?? Non-residents causing problems: Respondents stated that outsiders were the source of litter, loitering and noise. This group includes both unsupervised youth and drug dealers.

- ?? Noise: Specific concerns were car radios (especially parked cars), the bar and young people (“Kids come from different areas, are very loud and yelling.”) Noise is a perpetual problem but is worse on weekends.
- ?? Parking: Like rats/roaches, parking is a polarizing issue. For the residents who walk or rely on public transportation, it is of no concern. Most other residents park on the street. They noted that parking problems are worse on weekend nights due to increased business at Apjones Cafe and heavy street corner activity. Few residents have driveways, but those who do complain that they are of little value because access is often blocked by improperly parked vehicles on the street.
- ?? Irresponsible Businesses: Of the eight questionnaires that listed problems of this type, seven of them (88%) mentioned McPerry’s. The Apjones Café received three mentions. Note: These are the only two continuously operating businesses within the survey area.
- ?? Other concerns: Overall, the remaining four issues (see Table 2, below) were less important to Fergus residents. They were not ranked among anyone’s top three problems. They cannot be ignored, however, because each was rated a 5 by at least three respondents.

Table 2

<u>Issue</u>	<u>Top 3 Problems (%)</u>	<u>Total Score</u>	<u>Average Score</u>	<u>Variation (s)</u>	<u>Response >3 (%)</u>
Poorly maintained buildings	0	78	3.8	1.2	52
Irresponsible residents	0	60	3.1	1.4	32
Irresponsible landlords	0	57	3.1	1.6	28
Vicious dogs	0	53	2.7	1.3	12

Conclusion

Residents of Fergus Street are clearly bothered by conditions in their part of the neighborhood. Of the 16 quality-of-life issues surveyed, each issue was judged by more than one resident as being so bad it made them want to move. Of even greater relevance, most residents stated they intended to move because of current conditions of the street. Of the issues surveyed, drugs rated highest (71% of respondents) among residents’ top 3 concerns followed by loitering (41%), littering (29%) and unsupervised youth (24%). All are highly visible and behavior-related. Resident responses suggest these issues are closely linked to the non-residents who hang out in the area. Giving these issues prompt priority attention is necessary to prevent an exodus of current residents and a corresponding increase in vacant housing. With the interest and cooperation we received on this initial survey, there appears to be a core group of people whose help we can enlist once we decide on a final action plan.

Kate Donelson

Dave Henry

Tori Houlihan

ATTACHMENT

October 2004 Survey of Fergus Street Residents

Raw Data

Survey # / Condition	D Youth	A Drugs	C Loitering	H Litter	P Non-Residents	I Speeding	B Violence	G Noise	L Rats/Cockroaches	F Maintenance	E Vacant	J Parking	O Businesses	N Residents	M Landlords	K Dogs
1	1	5	4	3	3	1	3	3	2	1	1	3	4	2	1	1
2	4	4	5	5	5	1	2	5	3	4	4	3	3	4	3	3
3	5	5	5	5	5	5	5	5	4	5	5	1	1	5	3	1
4	4	3	5	3	4	5	2	5	1	4	2	5	3	1	1	2
5	5	5	5	3	5	4	5	5	1	2	2	1	1	3	2	1
6	5	3		5	5	5	3		3			4	5			3
7	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
8	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5
9	5	5		5	5	3	4	5	5	5	5	1	1			3
10	5	5	3	5	4	5	5		2	4	4	2	1	4	4	3
11	5	5	5	4	5	5	4	4	5	4	5	3	3	4	4	5
12	2	3	3	5	4	5	5	3	5	5	5	4	3	3	5	3
13	4	5	5	5	5	3	5	3	5	4	5	5				5
14	5	5	5	5	3	4	3	3	5	3	5	3	5	3	3	3
15	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
16	2	1	1	3	1	4	2	1	5	2	2	4	1	1	1	1
17																
18	3	2	5	5	1	2	1	2	5	5	1	3	2	2	2	2
19	2	2	2	5	1	5	2	2	1	2	2	1	1	1	1	1
20	3	5	3	3	3	3	5	5	5	4	1	5	1	2	1	2
21	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2
22	5	5	5					5					5			
23	5	5	5	3	5	4	5	5	5	5	5	5	5	5	5	2
24	4	3	5	3	4	3	4	5		3	2		3			
25	5	3	5		4	3	3		2		4		4	4	5	2
Total	95	95	92	90	88	86	84	82	80	78	76	69	68	60	57	53
Average Response	4.0	3.9	4.1	4.1	3.8	4.0	3.7	3.8	3.7	3.8	3.5	3.4	3.0	3.1	3.1	2.7
Variation (s)	1.3	1.3	1.2	1.0	1.4	1.3	1.3	1.3	1.6	1.2	1.6	1.5	1.6	1.4	1.6	1.3
% of Responses >3	64%	56%	60%	52%	60%	52%	48%	48%	48%	52%	48%	36%	32%	32%	28%	12%

NORTHSIDE
COMMUNITY PROBLEM-ORIENTED POLICING
McKie Recreation Center, 1655 Chase Avenue, Cincinnati, OH 45223

May 23, 2005

Daniel Dallmer
P O Box 9336
Cincinnati, OH 45209

Dear Property Owner:

Based on current data in the Hamilton County Auditor's website, you are on record as the owner of property located at 4234 Fergus St., Cincinnati, OH, 45223. This letter is to notify you that we need your help with providing us information that we will use with other input to help direct work we're doing to improve conditions in this part of our neighborhood. It is also to notify you that for the past 6 months we have been actively working with the Cincinnati city council, police, buildings and inspections, health department, and city solicitor on a variety of issues that this part of our neighborhood faces. We want you to know that this summer as part of this work, city inspectors & police will be in the area to inspect properties for the purpose of enforcing city ordinances related to property conditions. This includes issuing citations to those not coming into compliance after notification of code violations. We hope you will see this as positive progress towards significantly improving the area surrounding the property you own and that you will join neighboring property owners in actively taking part in these improvements.

What is CPOP Northside's CPOP team is a committee of residents whose goal is to improve the quality of life for people who live and work in our neighborhood. We collaborate with various City departments (police, fire, health, buildings & inspections, etc.) to address issues of mutual concern. In its very short life, this team is already recognized by city officials as one of the most effective community teams in the city for its work in bringing residents and city departments together to solve issues regarding neighborhood crime and safety.

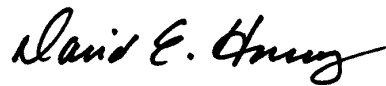
Current Project Our current project is to restore the Fergus Street area so that it is an asset for Northside -- a desirable part of the neighborhood for homeowners, tenants and responsible investors. As you are no doubt aware, large parts of the street have become blighted and it is designated as one of the city's hot spots for crime. This is exacerbated by the large number of vacant properties which is currently close to 35%. Code violations, vandalism, litter and weeds further contribute to an unattractive and unsafe environment.

Project Status The Northside CPOP team has invested considerable time in researching each property on Fergus St: crime stats, code violations, complaints, evictions, foreclosures, etc. Last fall, we organized a street cleanup helping residents get ready for winter. This summer, we are targeting this area for increased citizen and police patrols to address everything from drugs to litter. We have surveyed owner-occupants and tenants about their specific concerns and enclosed a summary of their responses that we are using to formulate action plans. We are now seeking similar input from non-resident property-owners and investors.

We Need Your Help! We will use information you provide along with that which we already have to develop a long-term plan to address the highest priority problems through collaboration with focused city resources. We believe that with all of the resources that are available to us, Northside CPOP can make a meaningful difference in the prevailing conditions on Fergus Street. As an owner of property who will be affected by this process, we hope you will take a few minutes to complete ANY PART of the enclosed short survey and return it to us by June 8th, thereby helping us make the Fergus Street area a better place in which to live, work and invest.

Thanks so much for your help.

Sincerely,

A handwritten signature in black ink that reads "David E. Henry". The signature is written in a cursive, flowing style.

David E. Henry for
Northside CPOP

Northside Community-Oriented Policing Survey

4234 Fergus St.

Property Street Address

Property Owner's Name

Owner's Mailing Address

1. Are you the current owner of the above property?
 Yes.
 No. If 'No,' who is the current owner and how can we contact this person or company?

2. How long have you owned this property?
 Less than 1 year
 1-3 years
 4-10 years
 More than 10 years
3. If this is a one-family unit, what is its current occupancy status?
 Rented to persons who have been there less than 1 year.
 Rented to persons who have been there for more than 1 year.
 In the process of completing a lease-option contract.
 The property has become vacant since June 2004.
 The property has been vacant since before June 2004.
 Other. Explain briefly:

4. If this is a multi-family unit, how many units does it have and how many are now occupied?
____ total number of units in the building.
____ total number of units that are now occupied.
____ total number of units that are now vacant.

5. Is it difficult for you to find and/or keep good tenants?
 No
 Yes

6. Have you had any problems with vandalism or other criminal activity at this location within the last 12 months?
 No
 Yes. If yes, please briefly describe the problem and what you did about it:

Northside Community-Oriented Policing Survey

7. How often do you, personally, visit this property?

- At least once a week
- At least once a month.
- Once every 1-3 months.
- Once or twice a year.
- Less than once a year.

8. Who manages the property?

- I manage it myself.
 - A friend or relative manages it. If so, who? _____
 - A person who lives nearby manages it. If so, who? _____
 - A professional property manager (person or company) oversees it. If so, who? _____
-

9. Is this property a good investment for you?

- Yes, it exceeds my expectations.
- Yes, it meets my expectations.
- No, it does not meet my expectations.

10. How long do you plan to keep this property?

- I want to sell it as soon as possible.
- I would like to sell it within the next year.
- I will probably sell it within 2-5 years.
- I don't plan to sell it within the foreseeable future..

11. Do you plan any major repairs/renovations/upgrades (examples: a new furnace or roof, painting the exterior, replacing appliances) for this property within the next year?

- No.
 - Yes. Please describe briefly: _____
-
-

12. Which statements below best describe your attitude toward owning property in the Fergus Street area (Check as many as 5 statements.)

- The street is a diamond in the rough.
- I wish I could buy more property on Fergus.
- Someone should bulldoze the street and start over.
- The city should support re-development of this area.
- If I could get a decent price, I'd sell my property immediately.
- Fergus has incredible potential for redevelopment.
- The street is hopelessly blighted.
- Only a large-scale commercial developer could make a difference on Fergus.
- I know other investors who would like to acquire property on this street.
- If you take away the crime, this would be a good area for investment.
- One or two committed property owners could turn this street around in no time.
- It would be foolhardy to invest any further money in property of Fergus.
- If other owners would upgrade their property, so would I.

Northside Community-Oriented Policing Survey

13. From your perspective as a landlord/investor, what three changes on Fergus Street would have the biggest positive impact on your property's value?

Residents of Fergus Street have told us about some of the problems that they experience. Please indicate how seriously each of the issues listed below affects you as a property owner. Please rate the issues on a scale of 1-5 (1 being not a significant problem, 5 being it makes me want to sell my property) by circling the corresponding number.

ISSUE	Less Serious → More Serious				
	1	2	3	4	5
Drug activity	1	2	3	4	5
Violent Crime	1	2	3	4	5
Loitering	1	2	3	4	5
Disorderly or unsupervised youth	1	2	3	4	5
Vacant buildings	1	2	3	4	5
Poorly maintained properties	1	2	3	4	5
Noise	1	2	3	4	5
Litter/trash	1	2	3	4	5
Speeding	1	2	3	4	5
Lack of Parking	1	2	3	4	5
Pit Bulls & Other Aggressive Dogs	1	2	3	4	5
Rats/Cockroaches	1	2	3	4	5
Irresponsible landlords	1	2	3	4	5
Irresponsible residents	1	2	3	4	5
Irresponsible business owner(s)	1	2	3	4	5
Non-residents causing problems	1	2	3	4	5
Other:	1	2	3	4	5
<i>Explain:</i>					

Northside Community-Oriented Policing Survey

14. Which of the above issues are your top three concerns?

15. Can we count on your help in revitalizing the 4200 block of Fergus Street?

- Yes, I want to be part of this effort.
- I'm not sure, but please keep me informed of your plans.
- No, I don't want to be involved.

If you'll provide us with your preferred mailing address, we'll keep you updated on our progress:

Please return this completed survey in the enclosed pre-addressed stamped envelope.

Thanks so much for your input!

The Northside CPOP Team

October 13, 2004

To: Residents & Business Owners on and around Fergus St:

Northside's CPOP (Community Problem-Oriented Policing) team is run by Northside residents who want to help you make Fergus St. and the surrounding area a better place to live and do business. **We need your help** to learn what issues are most important to you and your family. Based on your response, we'll be working with the City (police, fire department, building inspectors, health inspectors, etc.) officials to begin improving conditions in the area. Please take a few minutes to complete and return the survey below. We also invite you to attend future CPOP meetings so that you can more directly influence those specific problems we work on. For more information, contact CPOP Leader George Roberts @ 602-1691.

Name and/or address (Optional) _____

Regarding properties in the area of Fergus St., please circle the most applicable:

I'm a resident homeowner	I'm a tenant	I'm a non-resident property owner	I own rental property in the area	I own a business in the area
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Please rank the following issues on a scale of 1-5 (1 being not a problem, 5 being it makes me want to leave or sell my property) by circling the corresponding number. It would be most helpful if you would provide details on each issue rated 3 or higher.

ISSUE	Better \longrightarrow Worse				
Drug activity	1	2	3	4	5
<i>When/Where:</i>					
Violent Crime	1	2	3	4	5
<i>What kind:</i>					
Loitering	1	2	3	4	5
<i>When/Where:</i>					
Disorderly or unsupervised youth	1	2	3	4	5
<i>When/Where:</i>					
Vacant buildings	1	2	3	4	5
<i>Where:</i>					
Poorly maintained properties	1	2	3	4	5
<i>Where:</i>					
Noise	1	2	3	4	5
<i>When/From where:</i>					
Litter/trash	1	2	3	4	5
<i>Where:</i>					
Speeding	1	2	3	4	5
<i>When:</i>					

ISSUE	Better \longrightarrow Worse				
Lack of Parking	1	2	3	4	5
<i>When/Where:</i>					
Pit Bulls & Other Aggressive Dogs	1	2	3	4	5
<i>Where:</i>					
Rats/Cockroaches	1	2	3	4	5
<i>Where:</i>					
Irresponsible landlords	1	2	3	4	5
<i>Where:</i>					
Irresponsible residents	1	2	3	4	5
<i>Where:</i>					
Irresponsible business owner(s)	1	2	3	4	5
<i>Where:</i>					
Non-residents causing problems	1	2	3	4	5
<i>Where:</i>					
Other:	1	2	3	4	5
<i>Explain:</i>					

Which of the above issues are your top 3 concerns?

Residents Only: Are you considering moving to a new location and if so why?

Residents/Property Owners: How long have you lived or owned property on Fergus St?

Tenants: If you were looking for a house to buy, would you consider buying a house on Fergus or immediate surrounding area and if not is it because of the issues noted above?

Please return to Officer Terri Windeler in the self-addressed envelope provided.