

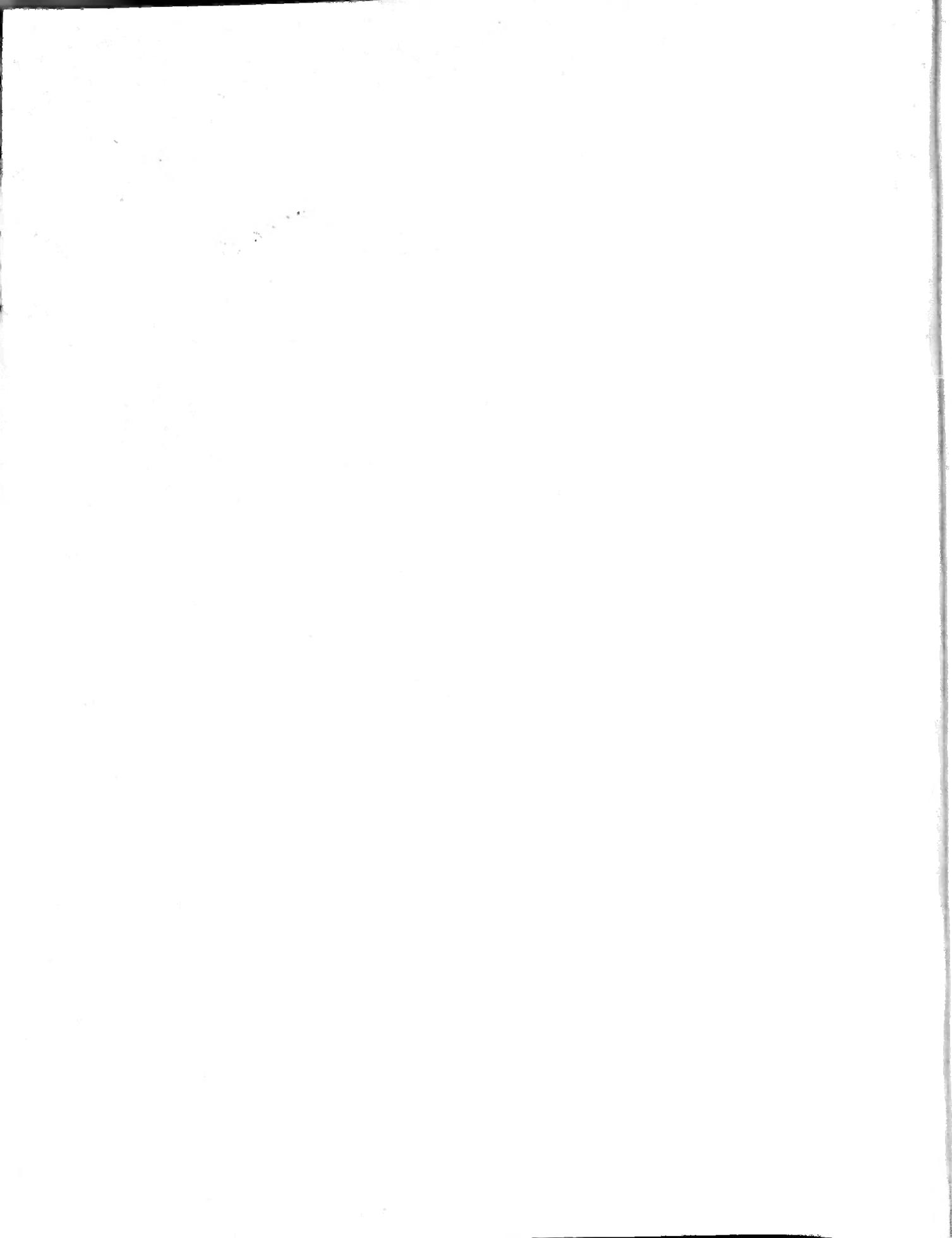


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Case Studies of Effective Management Practices within Public Housing Agencies

Volume 6

Security



DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT

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**CASE STUDIES OF EFFECTIVE MANAGEMENT PRACTICES
WITHIN PUBLIC HOUSING AGENCIES**

Volume 6:

SECURITY

by

Madelaine Robinson

Decision Information Systems Corporation

for

Office of Policy Development and Research
U.S. Department of Housing and Urban Development

November 1985

Contract HC-5703

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Harvey Dickerson
Project Director
November 1985

INTRODUCTION

OVERVIEW

The purpose of the contract under which this report has been prepared is to document, in a series of case studies, the effective management practices of selected well-managed public housing agencies (PHAs), such that other PHA managers can make assessments, and, where applicable, implement similar practices at their agencies. The series includes eighteen case studies that are presented in volumes addressing six functional categories of public housing operations:

- Volume 1--procurement and inventory
- Volume 2--maintenance and custodial
- Volume 3--rental and occupancy
- Volume 4--finance and accounting
- Volume 5--general administration
- Volume 6--security.

Generally, within each of the six functional categories, three case studies have been developed that address practices at a small (1-499 units), a medium (500-1249 units), and a large (1250+ units) PHA. There are two exceptions to this organization, as follows. The rental and occupancy category contains only two studies, which address practices at a medium and a large PHA. And second, an additional report has been prepared for a very large PHA in the area of finance and accounting, bringing the total in this functional category to four.

It must be emphasized that the effective practices described herein are not perfect. Within the universe of public housing agencies, they may not even be the "best" practices. However, the programs and activities that follow have proven to be effective for the agencies which have implemented them. These practices are offered to the public housing community as a potential means for improving agency functions, especially if a PHA has identified a particular problem area of its operation.

For further guidance in improving agency operations, the reader is referred to the Insider's Guide To Managing Public Housing (HUD-PDR-638, August 1983), the Troubled Public Housing Handbook (7475.14), and the Field Office Monitoring of Public Housing Agencies Handbook (7460.7 REV).

The case studies described herein reflect the state and local laws and federal regulations which were in effect at the time that the management practices were documented. Prior to any attempt to replicate these practices, the reader is advised to consult current applicable laws and regulations to ensure compliance.

ORGANIZATION OF THIS REPORT

This report addresses the security functional category and contains three case studies. Each study is similarly organized into three chapters. Chapter I provides a detailed review of the effective management practice. Chapter II describes why the practice is effective and has improved agency operations. And Chapter III discusses the transferability of the practice to other agencies and key considerations in doing so. Additionally, each study is prefaced by an executive summary that provides a quick overview.

OVERVIEW OF THE SECURITY FUNCTION

The functional area of security consists of those activities calculated to reduce crime, antisocial behavior and vandalism within housing communities. Security objectives include the protection of people and property. There are three basic approaches to security within public housing agencies: the security force approach; the hardware and design systems approach; and the community organization and education approach.

The security force approach entails having actual security personnel on site. They may be either public housing personnel or security services that have been contracted by the public housing agency. The administration of a PHA-sponsored security

force is generally mixed, with staff deployed centrally but with specific site responsibilities. The security force may be either armed or unarmed, may patrol all sites or only a limited number of sites and may be scheduled only at "high crime" periods.

The hardware and design approach is the public housing agency's attempt to solve security problems by equipping personnel with various kinds of hardware, and through design changes in their buildings. In some cases, security personnel have to be outfitted with patrol cars and radios. "Defensible space" concepts have been introduced into modernization programs, including fencing and other physical barriers, modification of building entrances, television monitoring and intercom systems, peepholes, vandal resistant elevator cabs, exterior lighting, and sturdier locks and windows. The community organization and education approach seeks to analyze crime problems in public housing facilities to identify social factors that contribute to poor security. Community organization and education include those activities that increase residents' awareness of precautions to be taken and capitalize on residents' collective potential for improving security. The approach is based largely on the theory that the strengthening or reestablishment of communitywide behavioral norms can have an inhibiting effect on delinquent and criminal behavior. It additionally seeks to make residents feel more secure and in control of their environment.

ABOUT THE SECURITY STUDIES

This document contains case studies describing practices at: Charlottesville Redevelopment and Housing Authority in Charlottesville, Virginia, a small agency; Fayetteville Metropolitan Housing Authority in Fayetteville, North Carolina, a medium-sized agency; and the Housing Authority of the City of Charlotte, North Carolina, a large agency.

The Charlottesville Redevelopment and Housing Authority

(CRHA) has benefited from and expanded their use of a Community Services Officers (CSO) program that was initiated in 1977 to address security problems at one of its developments. The development and operation of the program--in which unarmed, uniformed officers patrol housing sites on foot--are the subject of the first case study. CRHA found that the operation of the program has contributed to a significant decrease in criminal activity and general disturbances.

The Fayetteville Metropolitan Housing Authority (FMHA) also has an innovative security program, which emphasizes public safety and crime prevention through activities coordinated and implemented by FMHA's Public Safety/Crime Prevention Division in conjunction with residents and the Fayetteville Police Department. The division's major programs and activities include a crime prevention network, crime prevention patrols, abandoned car enforcement, vehicle registration, and a community crime prevention workshop series. FMHA has reported a decrease in criminal activity and an increase in residents' awareness of and participation in public safety and crime prevention programs.

The Housing Authority of the City of Charlotte (CHA) has a very comprehensive security program that is best described as a public housing crime prevention program encompassing public safety and crime prevention activities that are planned and implemented by CHA residents. The distinguishing feature of this program is its dependence on residents and the concept that residents are responsible for public safety, security and crime prevention planning, and program development and implementation within their communities. The program includes about twelve activities geared toward preventing crime and incorporating social services support from within CHA and from other agencies.

This overview of the security function is followed by three case studies of effective management practices, which comprise the remainder of this document.

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FUNCTIONAL AREA:

Security

EFFECTIVE MANAGEMENT PRACTICE:

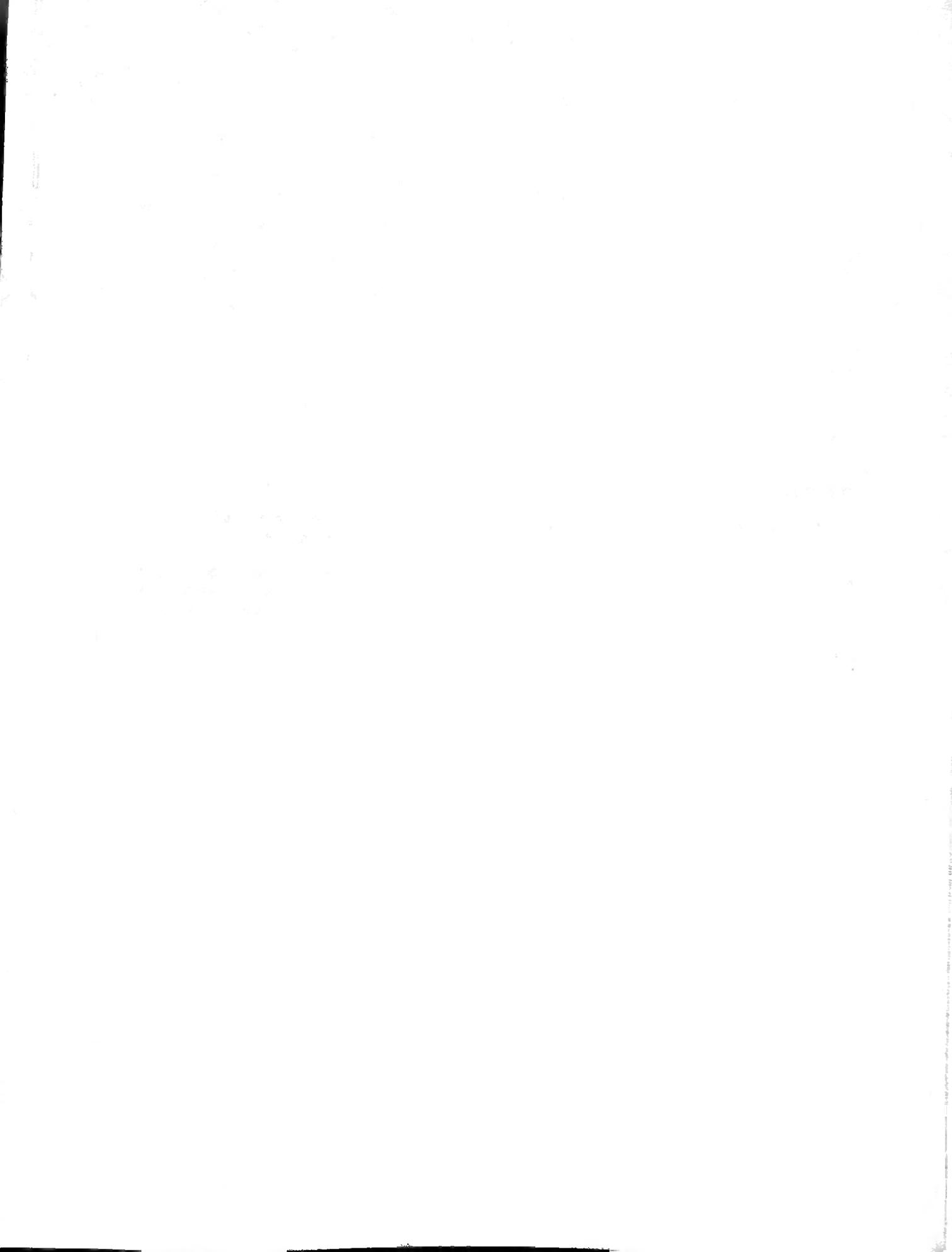
**Community Service
Officers Program**

AGENCY:

**Charlottesville
Redevelopment and
Housing Authority**

SIZE:

Small



EXECUTIVE SUMMARY

This case study describes the design and implementation of an effective security program at the Charlottesville Redevelopment and Housing Authority (CRHA), located in the city of Charlottesville, Virginia. An overview of the agency's operations appears on page I-5.

The Community Service Officers (CSO) Program is an endeavor initiated in 1977 to provide security services for one of CRHA's developments that had experienced civil unrest in the mid-1970s. Since that time, criminal activity and general disturbances have significantly decreased at that development and one other development later included in the program. The program is basically site-specific in that CSOs are regularly assigned to the two developments, but the officers respond to other calls as instructed by CRHA or the local police department.

The CSO program was initially funded by the Charlottesville Redevelopment and Housing Authority. The funding lasted approximately two years, at which time it became impossible for CRHA to maintain the program because of budgetary constraints. The program was then adopted by the Charlottesville Police Department, which currently funds and operates it. CRHA provides office space for the CSOs at the Westhaven Development.

An important footnote that bears mentioning is the relationship of CRHA to city government. CRHA is a branch or agency of the City of Charlottesville, with the Board of Commissioners of CRHA being composed of the members of the city council. The executive director of CRHA is the City Manager of Charlottesville, and the day-to-day operations are left to the deputy executive director. This arrangement has aided CRHA in its efforts to continually provide security in its developments.

Although there has been no formal evaluation of the program, CRHA, the police department and affected residents consider it

effective because they have seen positive results. Resident-police relations have improved, criminal activity has declined and the general quality of life has improved at the two patrolled sites.

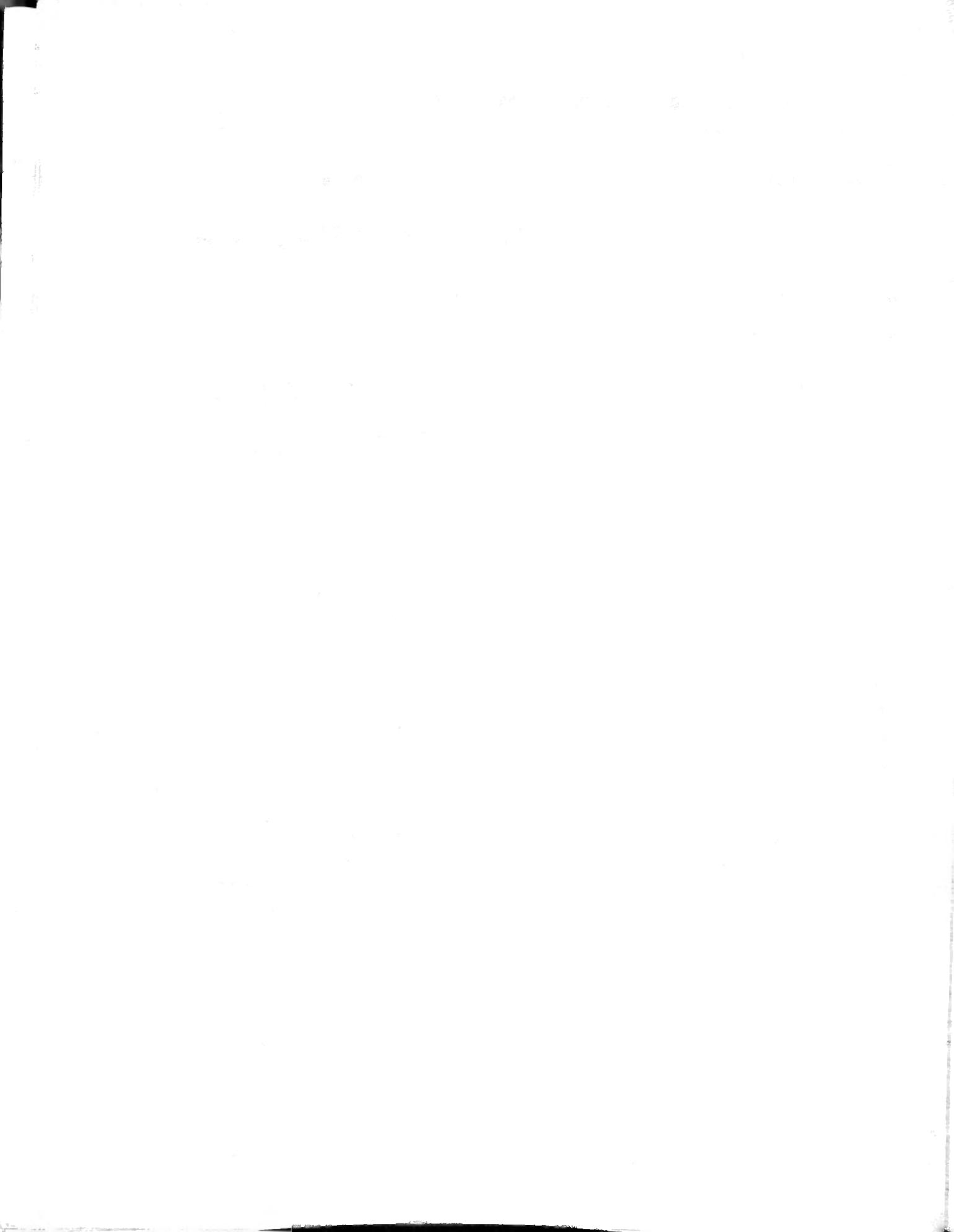
As described in Chapter II, the effectiveness is attributed to management support from both the CRHA and the police department. The CSO program is uncomplicated and easily transferable if adequate funding is available and a good rapport with the local municipal police department has been established.

CHARLOTTESVILLE AT A GLANCE

CHARACTERISTICS

DATA

Total Stock:	371 units in 4 projects, plus 80 units of Section 8 Existing housing.
● Projects For Families:	3 projects
● Projects For Elderly Residents:	1
● Unit Sizes:	efficiency 0 percent one-bedroom 32 percent two-bedroom 25 percent three-bedroom 31 percent four-bedroom 8 percent five-bedroom 4 percent
● Largest Project:	Westhaven (126 units)
● Smallest Project:	South First Street (58 units)
● Oldest Project:	Westhaven (1964)
● Newest Project:	South First Street (1981)
Demographics:	
● One-Parent Households:	63.2 percent
● Minority Tenants:	63.8 percent
● Children Under 18:	48.6 percent
Operations:	
● Operating Expenditures:	\$193.19 (PUM)
● Dwelling Rentals:	\$148.41 (PUM)
● Staffing:	22 Employees: 14 management or administrative; 8 maintenance



I. CRHA'S EFFECTIVE MANAGEMENT PRACTICES

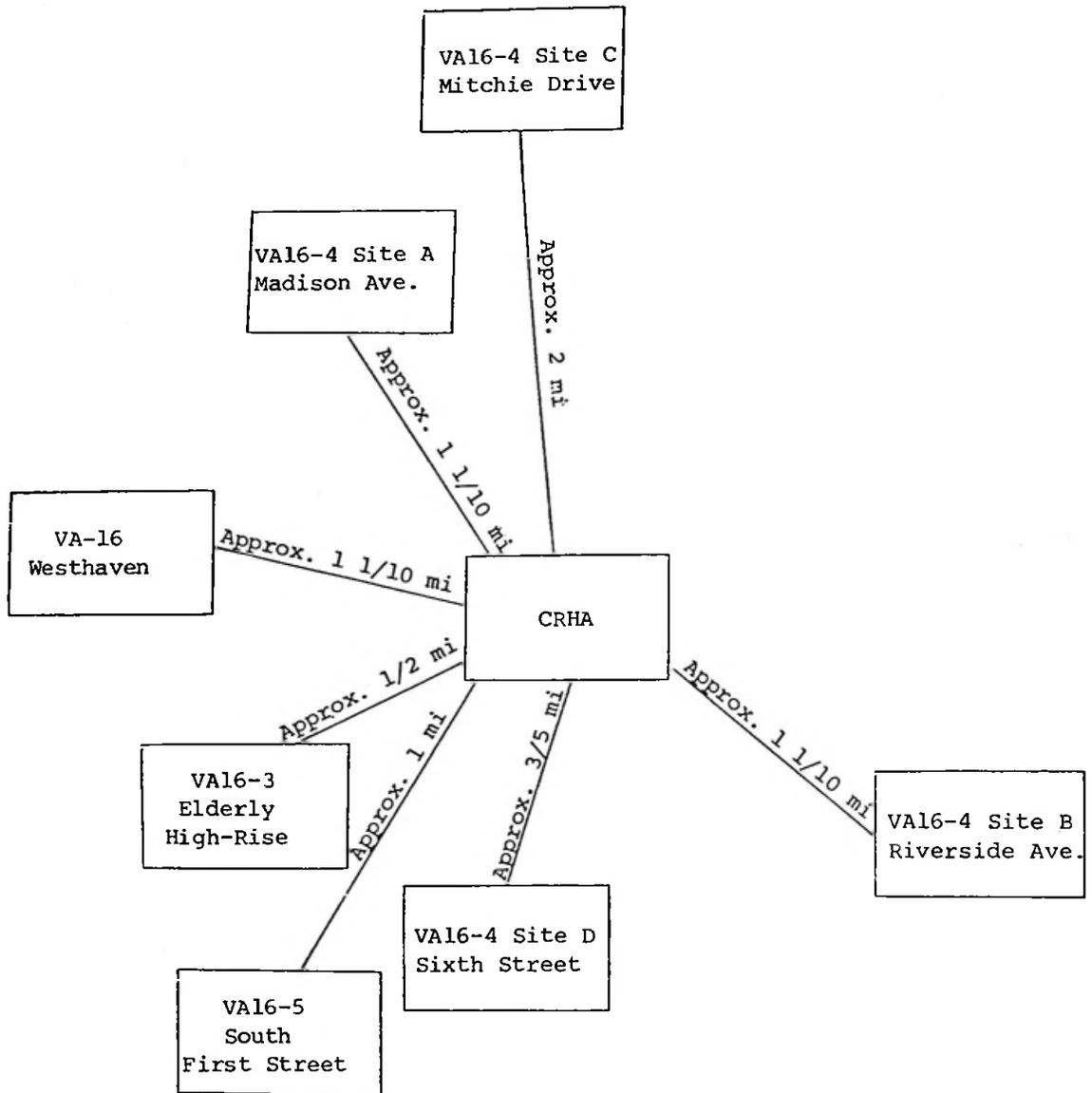
The Charlottesville Redevelopment and Housing Authority (CRHA) currently benefits from an informal agreement with the Charlottesville Police Department to provide security, in the form of community service officers, to two of CRHA's family developments. This chapter describes the evolution and current operations of the Community Service Officers (SCO) program.

BACKGROUND

In the mid-1970s, Charlottesville was the scene of racial unrest. In the summer of 1976, two nights of violent disturbances spilled over into CRHA's Westhaven Development (see Exhibit I-1). As a result, the relationship between Westhaven residents and law enforcement officials deteriorated severely. Police vehicles could not proceed through the development without being vandalized. Because criminal activity flourished at the development, residents feared walking around and living in the development. In 1977, CRHA modelled a response based on a similar program found in Portsmouth, Virginia, by initiating the Community Service Officers (CSO) program to respond to this serious situation. Following discussions with participants in the Portsmouth program, CRHA and police officials instituted a program designed to:

- provide security for the people and property of the development by decreasing the opportunity for unobserved and unreported illegal activity;
- provide linkages and improved communications between the Charlottesville Police Department and Westhaven residents;
- promote security consciousness among residents;
- patrol and observe suspicious and/or criminal activity within certain designated areas of CRHA;
- create a high profile security image to help deter crime; and

EXHIBIT I-1
LAYOUT OF CRHA



- establish a positive rapport with the citizenry in designated areas so that community cooperation can be more easily attained.

Initial Program Financing and Operation

CRHA formally is a unit of local government and therefore must submit its budget approved by the city council. Thus when the program was initiated in 1977 a budget request for the program was submitted along with the CRHA submission for approval by the city council. Although this program funding was administered by CRHA, the Charlottesville police department had primary responsibility for program operations. The police department hired, fired and trained all CSOs, while CRHA handled the payroll, provided office space and provided uniforms. Scheduling and operating procedures were jointly developed by CRHA and the police department.

THE PRESENT CSO PROGRAM

Although the program basically operates as it did in 1977, there has been one major change. In 1978, CRHA was unable to continue funding the program, so it was formally transferred to the Charlottesville Police Department. Thus, in two years of operation, the program changed from an agency-funded, police-supported program to a police-funded, agency-supported program. However, the original objectives of the program remained operable after the funding change and the program continued to operate on a daily basis essentially the same. The following subsections describe various aspects of how the CSO program operates.

Key Actors

The three community service officers are the primary actors in the program. Two of the officers are routinely assigned to the Westhaven development, the third is assigned to the South First Street development.

As the program currently operates, CRHA has minimal administrative and managerial responsibility for the program. The police department funds and operates the program. CSOs are hired, fired, paid, outfitted, and trained by the police department. CRHA's primary responsibilities for the CSO program include providing office space and information concerning disturbances and criminal activities in its development.

Because the CSO program is a special unit of the police department, it follows the department's command structure and duty schedules. The CSO program falls under the command of the patrol division commander or his designee. In working jointly with a police officer in the field, the CSO follows the direction of the regular officer. The CSO uniform is a regular police uniform with a special shoulder patch and shield. The CSO carries a walkie-talkie, handcuffs, a nightstick, mace, and a flashlight: the CSO on occasion may wear a bullet-resistant vest.

Duties and Responsibilities. The Charlottesville Police Department, jointly with CRHA, developed job descriptions for the CSO position. The following discussion summarizes these duties.

The CSO patrols on foot in designated areas of the city in accordance with pre-established assignments. Duty hours are dictated by the police department's statistical data collection which indicates when and where criminal activity is prevalent.

The primary purpose of CSO patrols are to detect and deter. The CSO's essential responsibility is to patrol, report, and keep under surveillance suspicious criminal activity. They must maintain the regular foot patrol throughout each tour of duty, regardless of factors such as weather conditions or the hour, without prior permission or direction from the patrol division commander. CSOs carry only issued equipment, which does not include deadly weapons, such as firearms. The CSO does not execute arrest warrants. However, the CSO is to notify the police department upon sighting a person for whom, to CSO's personal knowledge, a valid warrant is on file, and if the CSO knows that such a person resides within the boundaries of the assignment.

The CSO receives training in community relations to help establish rapport with the citizens of the community and to foster positive police/community relations. The CSO's primary duties are to put forth maximum effort toward reducing crime and criminal opportunity and to foster positive interactions between the community and the police department. The CSO is to adhere to the guidelines set forth by the Charlottesville Police Department in its Policy and Procedures Manual.

Duty Assignments. Westhaven is CRHA's oldest development and was the initial target area of the program. It is a townhouse development with 126 units in 19 buildings. Minorities constitute 81.7 percent of the families residing in Westhaven. Exhibit I-2 shows the duty schedule for the two CSOs currently assigned to Westhaven.

**EXHIBIT I-2
DUTY SCHEDULE FOR CSOs AT WESTHAVEN**

DAY OF SHIFT	TIME OF SHIFT
Sunday	3:00 P.M. - 11:00 P.M.
Monday - Thursday	8:00 A.M. - 12:00 Midnight
CSO #1	8:00 A.M. - 4:00 P.M.
CSO #2	4:00 P.M. - 12:00 Midnight
Friday and Saturday	10:00 A.M. - 2:00 P.M.
CSO #1	10:00 A.M. - 6:00 P.M.
CSO #2	6:00 P.M. - 2:00 A.M.

South First Street is a 58-unit townhouse development that opened in 1981. Minorities make up about sixty-two percent of the resident population. In 1982, CRHA staff began to receive reports from residents that criminal activities were transpiring in the parking lot. Enough incidents occurred to warrant the assignment of one CSO to this development. Exhibit I-3 shows that CSO's duty schedule.

EXHIBIT I-3
DUTY SCHEDULE FOR CSOs AT SOUTH FIRST STREET

DAY OF SHIFT	TIME OF SHIFT
Sunday	3:00 P.M. - 11:00 P.M.
Monday - Thursday	4:00 P.M. - 12:00 Midnight
Friday and Saturday	5:00 P.M. - 1:00 A.M.

At both developments CSOs can view the entrances to all units and the common areas either on foot or by driving through the development. Thus, the actual patrol of the areas is not very time consuming.

The standard eight-hour duty tour is spent patrolling the development and providing support and cooperation in community activities as needed. CSOs are allowed to use their discretion in allotting time between community service activities and their patrolling activity. If required, CSOs will respond to requests for assistance from other developments. These calls either come directly to the Westhaven office or are relayed to CSOs by the police department on police radios.

CSOs aid police officers in their work in CRHA developments. There is no formal pairing of CSOs and police officers, but both groups work well together within CRHA developments. If police officers are in the development to execute arrest warrants, CSOs may be called in to help. The CSOs are familiar faces within the developments and residents are more cooperative with the police if the officer is accompanied by a CSO.

Community Service Activities

The CSOs are involved in community service with the residents, participating in several activities including: a scouting program for young people; a community social club, which has sponsored activities such as community meetings between residents and school board members; a special program to honor students graduating from high school; a trip to Atlantic City, New Jersey; dinners for senior citizens; social activities for teenagers; basketball tournaments; a dinner for grandparents; and an annual dinner for the scouts.

CSO REPORTS AND FORMS

In the normal course of their work, CSOs have to keep logs of all requests for service. Resident requests can be made by either calling the CSO office directly or the police department. Exhibit I-4 shows the format of the log sheet.

EXHIBIT I-4 LOG SHEET

<u>NAME</u>	<u>ADDRESS</u>	<u>DATE</u>	<u>OFFICERS</u>	<u>TYPE OF CALL</u>
Doe, John	1231 Security Dr.	1/11/84	207	Attempt B/E

In addition to the log sheet, CSOs use various other forms. They are briefly described below and are included in Appendix A.

- Warning Notices. These notices warn residents that they are in violation of the city code and that a court summons will be issued if the violation continues. The CSO attaches a copy of the relevant code section to the warning.

- Community Work Sheet. The CSO fills out this sheet when a resident has a problem related to finances, law, health, other tenants, school, dwelling, or other similar areas. This form is used as part of the CSO's community service work. It contains a description of the problem, the action taken by the officer, any referral, and comments.
- Tenant Emergency Information Sheet. For each unit, the CSO collects names and addresses of two persons to contact in case of an emergency.
- Standard Police Form. These include parking violation forms, notices of abandoned vehicles to be removed, incident forms, and summons for code violations.

The police department generates two statistical reports upon request from CRHA. These statistical reports are used by the police department to determine where problem areas are within CRHA developments, and to determine whether there have been improvements over time within the patrolled developments. CRHA uses the reports when they need information regarding a particular household in determining whether the lease has been violated. CRHA is notified as soon as possible, if CSOs or police are called to handle situations that are direct violations of the lease agreement. The CSO logs are available to CRHA to help document severe unacceptable behavioral problems for possible eviction actions.

The first report is a year-to-date summary of crimes at the developments patrolled by CSOs, in memorandum form from the police department to CRHA. The information for this report is based on CSO logs and police incident/offense reports.

The other report is an automated incident/offense report by street and type of incident. Such information is available for each street in the city. Because all addresses for residents in the South First Street Development are on that street, and all addresses for Westhaven's residents are on a single street, it is easy to obtain data on police activity in those areas.

CSO TRAINING

Community service officers must complete eighty hours of intensive police training prior to assuming duties. They also receive periodic in-service training, as well. The basic subjects covered during both types of training include:

- patrol duties and purposes;
- basic constitutional law;
- crime scene protection and search;
- testifying in court;
- communications;
- defense tactics;
- first aid;
- police community relations;
- crime prevention;
- juvenile law;
- descriptions (of persons, vehicles, and stolen or lost items);
- crisis intervention;
- report writing; and
- fire arms safety.

When the police department deems it appropriate, CSOs may attend security-related workshops, training sessions, and seminars sponsored by other organizations, including HUD, state and local governments, and private crime prevention organizations.

FINANCING THE CSO PROGRAM

When the program was initiated in 1977, it was budgeted at \$40,000 per year for two fiscal years. This amount included salaries, fringe benefits, uniforms, and equipment for three CSOs. Although the police department could not provide a detailed estimate of current costs, salaries alone exceed \$36,000

per year, at a minimum. When fringe benefits are added to other miscellaneous program costs the program likely exceeds \$45,000 in annual costs.

CRHA's status as a unit of local government was instrumental in the continuation of the CSO program when CRHA was no longer able to support it financially. The police department had already invested great effort to the program and did not wish it discontinued. A review of the police department's budget at the time indicated that the program could be continued with financial support from the police department.

II. WHY THE COMMUNITY SERVICE OFFICERS PROGRAM IS EFFECTIVE

Unfortunately, no statistical information was available to document the need for security at Westhaven before implementation of the CSO program. However, it was the consensus of a sample of long-term residents, police department personnel, and CRHA staff that there was a severe need for such a program. In sum, these same people indicated that the CSO program has had a significant effect on resident-police relations, has decreased criminal activity, and has improved the general quality of life at the two patrolled developments. A major factor contributing to the program's success is the management attention provided by the police department and CRHA. This point is addressed below, the chapter concludes with a discussion of an attitudinal survey of residents conducted by the study team.

MANAGEMENT SUPPORT

The Charlottesville Police Department has continuously supported the CSO program. Prior to implementation, the police department helped the Charlottesville Redevelopment and Housing Authority to design the program's basic structure, which has remained essentially the same.

CRHA continues to provide office space at the Westhaven development, and CRHA staff work closely with CSO personnel to provide community and resident services, and to address problems as they occur. The excellent relationship between the police department and the housing agency has been attributed as the primary factor contributing the program's effectiveness.

RESIDENT PERCEPTIONS OF SAFETY AND SECURITY

Evidence of the program's effectiveness largely comes from the perceptions and attitudes offered by a sample of CRHA residents. The survey was conducted by the Study Team during

data collection activities at CRHA, and included a randomly drawn sample of Westhaven and South First Street residents. Twenty-one residents responded to questions concerning their community environment, the effectiveness and maintenance of security hardware in their units and buildings, and about the various roles, activities and effectiveness of both CRHA and residents in enhancing the community's security.

One of the more salient findings from the interviews was the residents' overall satisfaction with the living environment in their development. Nineteen of the twenty-one interviewees liked living there, and most (64 percent) said they felt safe in their units and on the grounds. One-third of those interviewed said their developments had "no serious trouble."

The survey also revealed that all of the persons interviewed were at least aware of the CSO program. Fifteen of these said that the program adequately met the community's security needs, and several approved of CRHA's maintenance of safety and security hardware, such as locks, lighting, and smoke alarms.

For those who reported dissatisfaction with security conditions, there was no consensus as to what made the developments unsafe. Six of the twenty-one attributed trouble in their developments to "outsiders." To some residents, a major threat has been automobiles traveling at high speeds through the developments. Other complaints included noise, loiterers, fights, and domestic disputes. This can be positively interpreted, in that there seems to be little significant criminal activity or violence, such as assault, rape, or murder, in the community. A few respondents did however cite a shooting incident at one of the developments.

Overall, residents appear to have not taken an active role in security efforts, although thirteen respondents acknowledged that the residents were at least somewhat responsible for promoting security. The tenants' efforts that were cited most frequently included reporting suspicious activities and persons, keeping homes safe and secured, and supervising children on the development's grounds.

III. TRANSFERABILITY OF THE COMMUNITY SERVICE OFFICERS PROGRAM

The approach a housing agency takes to secure people and property depends on a number of factors including: the severity of the problem; the types of crime problems that are experienced; the location and arrangement of the developments; the availability of funds; and the extent and quality of municipal police services. The Community Service Officers Program employed at Charlottesville is one of several approaches that might be effective for other housing agencies. This chapter discusses the transferability of the CSO program and offers considerations for modification and pre-implementation program designs.

THE CSO PROGRAM'S APPLICABILITY

Before adopting an approach similar to Charlottesville's CSO program, housing agency officials should be aware of what their security needs are, what resources are available within the PHA, and what other resources are available. One major feature of the Charlottesville program is its relationship with the local police department. Prior to implementing its CSO program, CRHA polled residents about the need for the program and "brainstormed" with police officials to determine the feasibility of such an undertaking. The proposed program had credibility because it was based on a similar operating program in Portsmouth, Virginia.

There are several factors agency officials should consider in deciding to implement a program similar or identical to Charlottesville's CSO program. The nature of the security problem is a major consideration in determining the type of security effort necessary. Common security problems for housing agencies include: inadequate local police coverage; defensible space problems, such as poor development design, security hardware, and exterior lighting; unsatisfactory performance by existing security forces; ineffective dealings with families that are a source of security problems; and inadequate community

mobilization to counter crime and vandalism. If the security problems vary by development, officials have to determine whether a CSO program would serve the needs of all developments. In documenting security needs, officials should view surrounding neighborhoods in terms of their contributions to the problems.

The housing agency must articulate measurable goals and objectives for a CSO program. This allows for adequately monitoring progress and performance. The goals and objectives must address the program's emphasis. For example, a program may be temporary, to combat a specific problem, or it may be an on-going preventive measure such as CRHA's.

Cooperation between the housing agency and the local police department is vital in implementing a similar program. It is almost mandatory that they work together. For example, police departments generally have the resources for training that would not otherwise be available.

Program resources are always a major consideration and may dictate the limits of the program if an agency cannot locate sources of additional funds. However, in any event resources available must be balanced with the security needs.

Another important factor to consider is the legal authority of CSOs. Will they carry arms and have the power to make arrests? The answers to these questions affect the requirements for training. Other training concerns include community relations, crime prevention, first aid, crisis intervention, and court procedures. Training is provided by many agencies, including state and local agencies, and private organizations. These training costs should be actively considered during program design.

Finally, planners should consider equipment and uniforms. Uniforms are not a concern if the CSOs are to be plainclothes personnel, but equipment is a concern for both uniformed and non-uniformed personnel. They may need walkie-talkies or police radios, nightsticks, mace, lights, or vehicles.

These are some of the factors to consider in determining what a CSO program would need and how it would operate. This list is not exhaustive but is intended to initiate thought about program design.

IMPLEMENTING A CSO PROGRAM

A housing agency that decides to implement a CSO program should give some attention to whether the program will cover all developments or only the troubled ones. It is important to consider whether a CSO program might be effective at certain types of developments, based on location and configuration, whereas another type of security approach might be effective at other developments. Because the Charlottesville program covers townhouse developments, the CSOs can view the entrances to all units and the common areas with foot patrols. In addition, the CSOs have an office on-site, which gives residents convenient access.

Initial implementation tasks include designing the program's structure and deciding whether to operate it within the agency by some special agreement with the police department. It is worth noting that Charlottesville's program evolved from an agency-based, police-supported program to a police-based, agency-supported program.

Regardless of the route chosen, the housing agency and the police department must have a good relationship. The CSOs assist police officers with their work in the developments, and the police officers in turn assist the CSOs. In addition, many police departments have computerized management information systems, which can provide data to the housing agency for documenting both the need and the effectiveness of the security program.

It is important to draw up standard operating procedures for CSOs and to differentiate between their duties and those of regular police personnel. These procedures should probably be drawn up in conjunction with the police department depending on the program's detailed structure.

Other detailed issues which must be addressed include:

- whether CSOs are to be assigned exclusively to particular developments or to be dispatched from a central location to cover several developments;
- whether the housing agency or local police department should maintain program controls and exercise ultimate administrative responsibilities;
- whether CSO personnel are to be selected by the housing authority or the police department, and what standards are to be used in selection;
- whether the CSO program is to operate 24 hours per day or only during high crime periods;
- whether CSOs are to carry arms and wear uniforms; and
- whether to conduct patrols on foot or in vehicles.

As always, the development of new programs and policies should be well conceived. It is advisable to consult with representatives of HUD, the police department, other programs, and residents. The conferences, workshops, and training sessions periodically conducted by HUD, state agencies, and various crime prevention organizations are worth attending. Such sessions provide useful materials and guidance, as well as an opportunity for information-sharing among attendees.

**APPENDIX A
FORMS AND REPORTS**

EXHIBIT A-1:	Community Service Officers Complaint Referral	IA-2
EXHIBIT A-2:	Warning Notice and Relevant Code Section	IA-4
EXHIBIT A-3:	Community Service Officer Community Service Work Sheet	IA-6
EXHIBIT A-4:	Community Service Officer's Tenant Emergency Information	IA-7
EXHIBIT A-5:	Police Notice (disabled or abandoned vehicles)	IA-8

EXHIBIT A-1
COMMUNITY SERVICE OFFICERS COMPLAINT REFERRAL

Date; _____

Time _____

Complaint on: _____

Address _____

Nature Of Complaint:

Date: _____

Action Taken To Resolve Complaint:

Date: _____

Complaint Referred To:

EXHIBIT A-2
WARNING NOTICE AND RELEVANT CODE SECTION

WARNING NOTICE

TO: _____

ADDRESS: _____

DATE: _____

Please consider this as a warning about your children or child playing games in the street. We will be forced to issue a summons to court if they are caught playing in the street again.

We would greatly appreciate your co-operation concerning this matter, for this is to protect your child.

COMMUNITY SERVICE OFFICER

SUPERVISOR

EXHIBIT A-2 (cont'd)

§ 25-21

Charlottesville City Code

§ 25-26

Sec. 25-21. Deposit of ice and snow on public rights-of-way.

It shall be unlawful for any person to deposit in the public rights-of-way accumulations of snow and ice removed from private property. (12-7-70.)

Sec. 25-22. Coasting, snowballing, etc.

No person shall slide or coast upon the ice or snow in any street. No person shall throw any snowballs in the streets. (Code 1965, § 30-44.)

Sec. 25-23. Playing games in streets.

No person shall play any game in the streets. No parent or guardian having the legal custody of any minor shall permit such minor to violate the provisions of this section. (Code 1965, § 19-31.)

Sec. 25-24. Permit to install storm water drainage pipe.

Before any person installs a storm water pipe in a natural drainage area, where such pipe is connected to a pipe or culvert under a city street, he shall obtain from the city engineer a construction permit, which permit shall specify the size and kind of pipe to be installed. No such pipe, structure or fill shall be installed or placed so as to obstruct the flow to or from a pipe or culvert under a city street. (Code 1965, § 30-45.)

Sec. 25-25. Parades and processions.

No parade or procession of any kind shall be held or conducted in the city streets without first obtaining a permit from the city manager and the chief of police. (Code 1965, § 30-46.)

Sec. 25-26. Barbed-wire fences along streets or sidewalks.

No person shall erect along or on any street or sidewalk of the city what is known as barbed-wire fencing. Each day that such violation continues, after notification by the director of public works to remove such fence, shall constitute a separate offense. (Code 1965, § 30-49.)

EXHIBIT A-3
COMMUNITY SERVICE OFFICER
COMMUNITY WORK SHEET
CHARLOTTESVILLE, VIRGINIA 22901

Date: _____
Officer: _____
Time: _____

Means of Contact
Phone _____
Personal _____

Nature of Problem:

- | | |
|------------------------------------|--|
| <input type="checkbox"/> Scouting | <input type="checkbox"/> Tenant Related |
| <input type="checkbox"/> Financial | <input type="checkbox"/> School Related |
| <input type="checkbox"/> Health | <input type="checkbox"/> Dwelling Related |
| <input type="checkbox"/> Legal | <input type="checkbox"/> Other (Specify below) |

Brief description: _____

Action by Officer: _____

Referred to: _____

Comments: _____

EXHIBIT A-4
COMMUNITY SERVICE OFFICER'S
TENANT EMERGENCY INFORMATION

The Community Service Officer will contact the next of kin in case of any emergency.

SITE _____

APT. NO. _____

HEAD OF HOUSEHOLD _____

Name _____

Relationship to Tenant _____

Home Address _____ Phone _____

Place of Employment _____ Phone _____

2nd Preference for contact.

Name _____

Relationship to Tenant _____

Home Address _____ Phone _____

Place of Employment _____ Phone _____

EXHIBIT A-5

POLICE NOTICE (Disabled or abandoned vehicles)

POLICE NOTICE	
Serial No. _____	Lic. No. _____
Make _____	Date _____
Body Style _____	Hour _____
Color _____	Location _____
Year _____	Officer _____
Violation _____	
The above noted vehicle will be towed to a storage area if it is not removed from the public right of way by _____	
A.M. on _____ 197 _____	
P.M. _____	
If further information is desired call the	
POLICE DEPARTMENT	
Tel: 295-4151	

CPD-16

FUNCTIONAL AREA:

Security

EFFECTIVE MANAGEMENT PRACTICES:

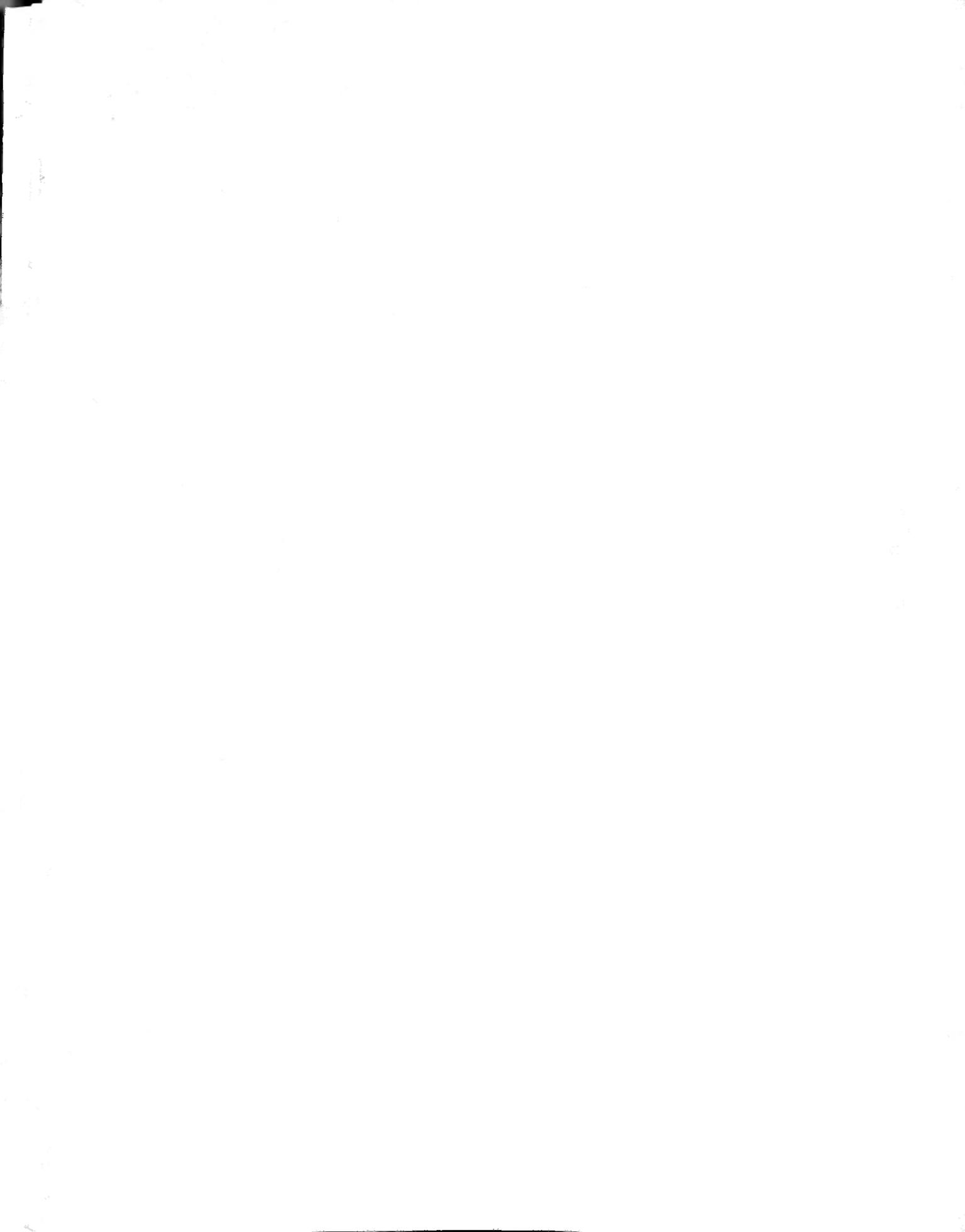
Crime Prevention and
Public Safety Programs

AGENCY:

Fayetteville Metropolitan
Housing Authority

SIZE:

Medium



EXECUTIVE SUMMARY

This case study describes crime prevention and public safety programs at the Fayetteville Metropolitan Housing Authority (FMHA) of the City of Fayetteville, North Carolina. An overview of the agency's operations appears on page II-4.

In 1979, under the direction of a previous executive director, FMHA established the Safety and Security Division to address safety and security needs of residents and staff. This division, recently designated as the Public Safety/Crime Prevention Division, includes the following major programs and activities:

- Public Housing Crime Information Network;
- Public Safety/Crime Prevention Patrol;
- Abandoned Car Enforcement;
- FMHA Vehicle Registration;
- Operation ID/Community Watch;
- Liaison Activities; and a
- Community Crime Prevention Workshop Series.

In sum, these program elements have fostered a drop in the overall crime rate at FMHA sites during the last few years.

Chapter I of this case study describes in detail the programs and activities of the Public Safety/Crime Prevention Division and traces their impact on FMHA operations. Chapter II of the study analyzes why the program is effective and Chapter III presents key considerations for the implementation of similar programs at other public housing agencies.

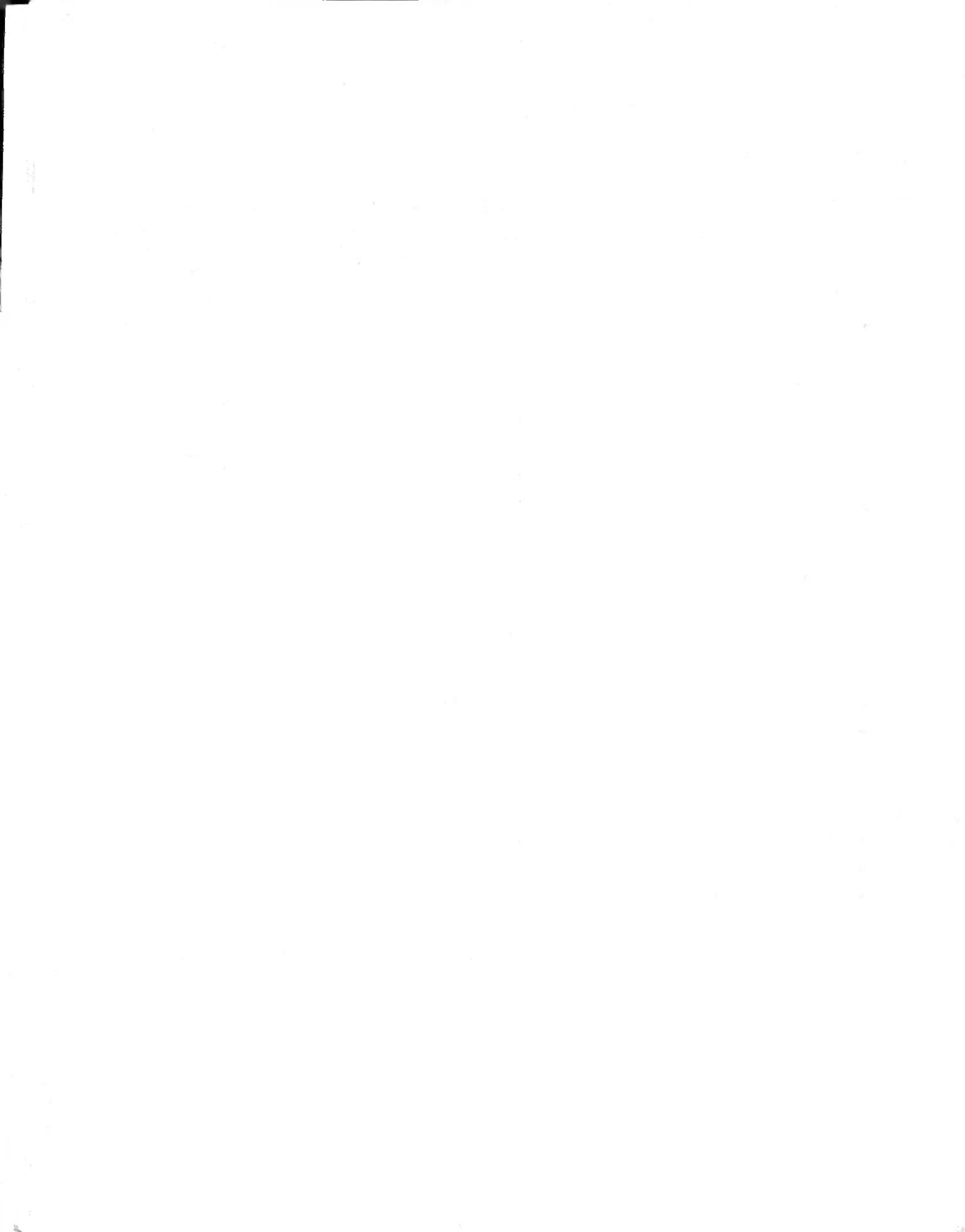


FAYETTEVILLE AT A GLANCE

CHARACTERISTICS

DATA

Total Stock:	928 units in eleven projects of conventional LIPH, 128 units in four projects of leased rental housing (Section 8)
<ul style="list-style-type: none"> ● Projects For Families: ● Projects For Elderly Tenants: ● Unit Sizes: ● Largest Project: ● Smallest Project: ● Oldest Projects: ● Newest Project: 	<p>14 projects</p> <p>1 project</p> <p>efficiency 0 percent one-bedroom 18 percent two-bedroom 38 percent three-bedroom 38 percent four-bedroom 5 percent five-bedroom 1 percent</p> <p>Campbell Terrace (220 units)</p> <p>North Street (8 units)</p> <p>Grove View Terrace and Delona Gardens (1943)</p> <p>McNeill Apartments (1984)</p>
Demographics:	
<ul style="list-style-type: none"> ● One-Parent Households: ● Minority Tenants: ● Children Under 18: 	<p>77 percent</p> <p>87 percent</p> <p>52 percent</p>
Operations:	
<ul style="list-style-type: none"> ● Operating Expenditures: ● Dwelling Rentals: ● Operating Reserves: ● Staffing: 	<p>\$172.63 PUM</p> <p>\$ 72.59 PUM</p> <p>50 percent</p> <p>62 employees: 36 maintenance; 26 administrative--2 protective services; 5 general administration; 3 finance and accounting; 3 resident social services; 13 tenant services (occupancy and management)</p>



I. SECURITY OPERATIONS AT FAYETTEVILLE METROPOLITAN HOUSING AUTHORITY

This chapter discusses effective security management practices at the Fayetteville Metropolitan Housing Authority (FMHA). FMHA has a two-person Public Safety/Crime Prevention Division that is responsible for coordinating public safety and crime prevention programs and activities for FMHA residents and staff. This chapter addresses the development of the Public Safety/Crime Prevention Division; how the Division operates, including personnel duties and responsibilities; forms and reports that are used; and other relevant information concerning the program's functioning, including its costs and how staff are trained.

BACKGROUND

In 1979, the security functions of FMHA were established by the institution of the Safety and Security Division (currently known as the Public Safety/Crime Prevention Division). This two-person division is composed of former Fayetteville police officers who maintain status as auxiliary police officers. The division was created as a response to police records that documented increasing criminal activity and security-related problems at FMHA properties.

A prevalent problem was drug-related activities, including buying, selling and using narcotic drugs on FMHA properties. Pervasive resident fear was also a key factor necessitating the security programs. Many residents complained of problems in their developments, and there was a trend by prospective residents to turn down housing opportunities at certain developments. The situation eventually became intolerable and residents constantly requested transfers, applicants refused to move into certain developments, and the communities around particular developments complained about the illegal activity and

the lack of security or control of security within various developments. In addition, police-resident relations were at an all-time low. Police officers were reluctant to answer calls and residents were suspicious of police activity within their communities.

FMHA responded by creating the Safety and Security Division. It was designated as the unit responsible for planning, implementing, supervising and coordinating a public safety/crime prevention program for residents and employees of FMHA.

KEY ACTORS WITHIN FMHA

As illustrated in Exhibit I-1, there are three actors the program: the executive director, the director of operations; and the two public safety coordinators. Their major responsibilities are outlined below. Exhibit I-2 illustrates how the division fits into the overall organizational structure of FMHA.

The executive director, with the concurrence of the board of commissioners, has the responsibility for making policy decisions related to the security functions in general. They are aided in their decision-making process by information obtained from the program/division staff, as well as information brought to their attention by residents and the public at large.

Policy decisions are communicated to division staff and translated into program objectives by the director of operations, who is responsible for assigning overall objectives and authorizing support resources for the Public Safety/Crime Prevention Division. Specific work requirements and due dates are developed with his approval. In his absence, division staff coordinate with the executive director.

The public safety coordinators are responsible for operating the programs and activities of the division by interpreting and applying public safety directives and regulations. This interpretation and application of directives and regulations must be consistent with stated objectives for residents and staff. Their specific duties and responsibilities are outlined below.

EXHIBIT I-1
PUBLIC SAFETY/CRIME PREVENTION AUTHORITY FLOW CHART

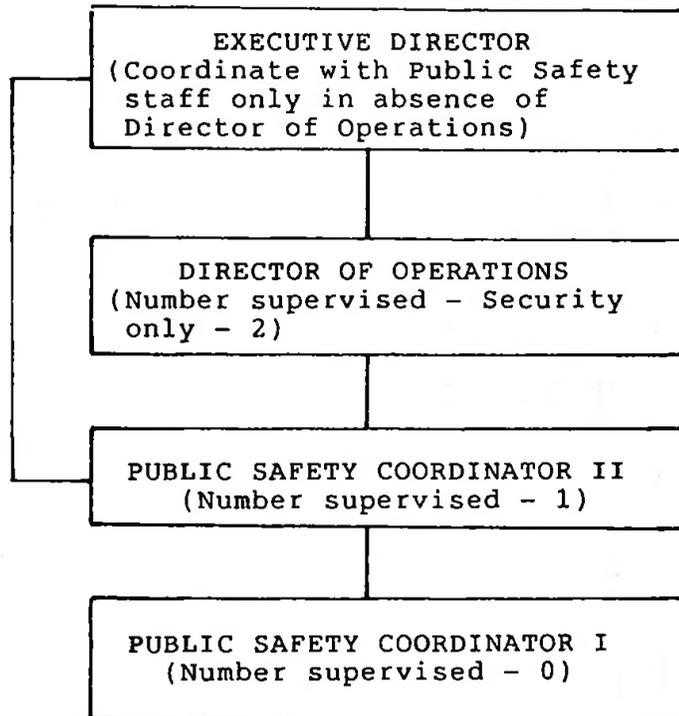
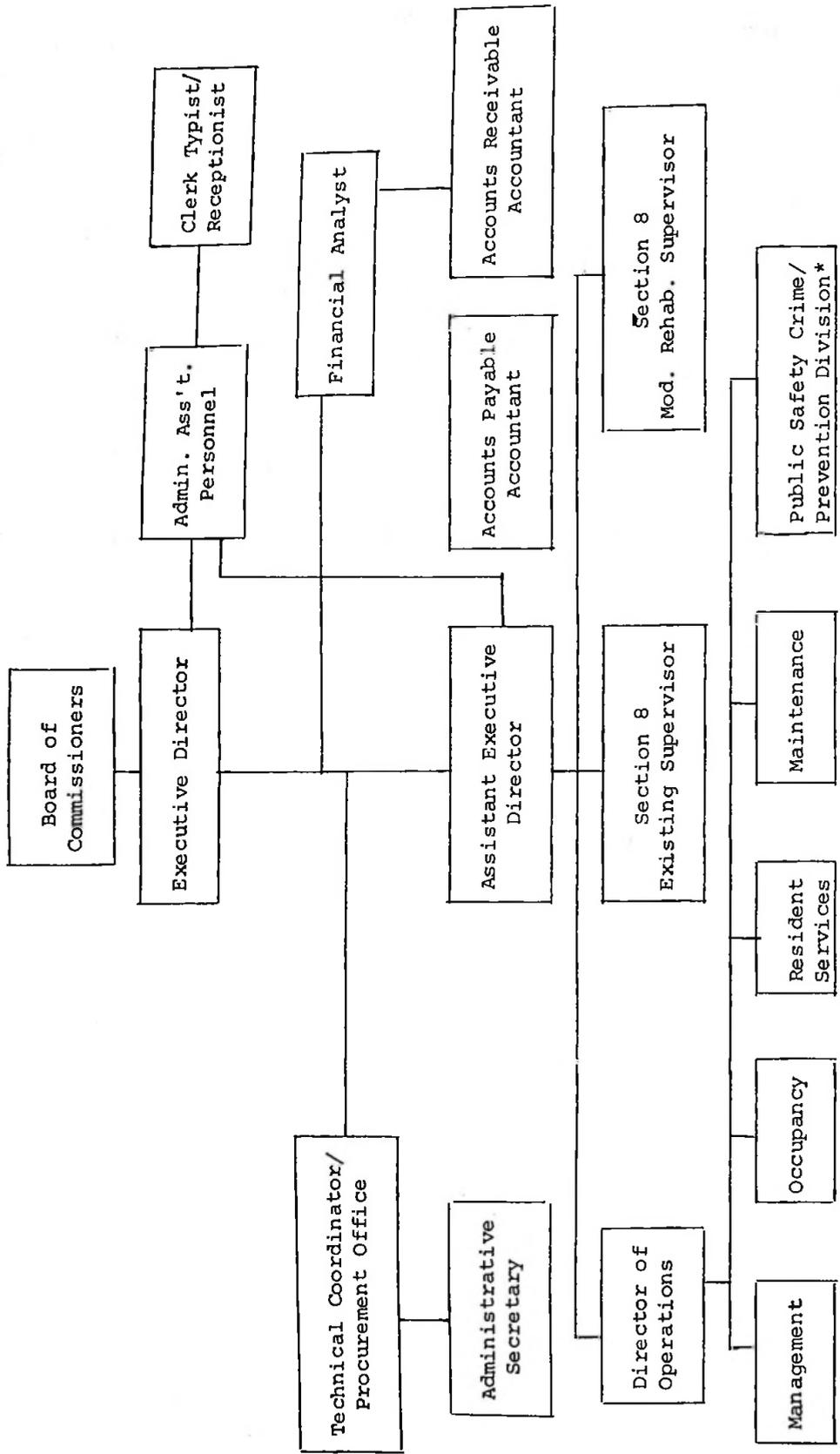


EXHIBIT I-2

FAYETTEVILLE METROPOLITAN HOUSING AUTHORITY ORGANIZATION



(*) The Public Safety Crime/Prevention Division is responsible for all programs/activities documented in this case study.

Duties and Responsibilities. The following summarizes the duties and responsibilities of the public safety coordinators as presented in the position descriptions for public safety coordinators and the division's standard operating procedures:

- Conduct timely surveys of all community areas and units to determine public safety/crime prevention methods.
- Maintain effective liaison with applicable (local, state, federal) officials, pertaining to safety/crime prevention.
- Establish and maintain an effective "network" within all communities and applicable local agencies.
- Conduct research and consultation for possible grant funding for individual public safety/crime prevention activities.
- Develop programs to stimulate the interest of staff and residents in public safety/crime prevention.
- Be of service to resident councils in orienting residents toward public safety/crime prevention measures and requirements.
- Collect and analyze available statistics to determine crimes committed and reported in community neighborhoods and develop baseline data to be used in measuring the effectiveness of the program.
- Recommend structural and/or landscaping changes in communities that may improve public safety.
- Attend workshop training sessions, promoting public safety/crime prevention in public housing and disseminate information to residents and staff of FMHA.
- Maintain emergency call status with the police department and resident councils.
- Respond to residents' and staff's specific requests for public safety/crime prevention assistance.
- Perform related work as required.

KEY ACTORS OUTSIDE FMHA

The Fayetteville Police Department and its personnel have been involved with the Public Safety/Crime Prevention Division at FMHA since its creation. They write daily field notes and report incidents at FMHA properties, and also provide police radios to the division personnel. Public safety coordinators have access to police reports and statistical information generated by the department. The department also coordinates activities with the division by providing speakers for resident workshops on crime prevention and safety. In addition, the police department has made its training available to division staff. The chief of police is involved with the policymaking for the division through direct communication with the executive director and the board of commissioners of FMHA.

Other key actors outside of FMHA include the Cumberland County Sheriff's Department, the City-County Bureau of Narcotics, Alcoholic Beverage Control Board, Fayetteville Fire Department, ID Bureau, and Cumberland County Courthouse. The Public Safety/Crime Prevention Division has a good working relationship with each agency. Where appropriate, these agencies provide input to the programs and activities of the division. Many of the agencies provide direct service to FMHA residents through counseling and other programs.

OPERATIONS OF THE PUBLIC SAFETY/CRIME PREVENTION DIVISION

In December 1984, the Safety and Security Division was renamed the Public Safety/Crime Prevention Division, but continued to operate in basically the same manner. The division still works closely with the Fayetteville Police Department and other agencies concerned with security issues.

Along with the division's name change, the police department and FMHA made some policy changes that impact on the division's operations. In the past, public safety coordinators carried weapons, including firearms; this is no longer allowed. They were also allowed to make arrests but now are only allowed to do so in conjunction with regular police officers. Initially, the

police department supplied the coordinators with two-way radios. However, it is anticipated that FMHA will soon have to purchase their own radios. As the new titles suggest, FMHA security personnel will have more of a coordinating role. The emphasis of the agency's security function is changing, from maintaining a security force that duplicates or replaces police activity to implementation of programs which involve residents in safety and crime prevention.

Scheduling

The public safety coordinators work a regular day from 8:30 A.M. until 5:00 P.M. Their daily routine includes a trip in the morning to the police department to pick up police radios and logs or field notes. The logs and field notes indicate problems or incidents that occurred during the prior evening that were called in by residents, or reports made about residents that the police department deems appropriate or the public safety coordinators to handle. There may also be incidents that will be handled jointly by the police department and a public safety coordinator. The field notes or logs indicate the initial contracts for the public safety coordinator for the day. In addition to handling the problems or incidents on the logs or field notes, the public safety coordinators patrol all of FMHA proper in vehicles provided by FMHA. Once their daily contacts and patrols are made, the coordinators attend to the various other activities and programs outlined earlier. In an emergency, the coordinators are available on call through the police department. They also attend resident council meetings when they are held in the evenings.

The public safety coordinators only address public safety and crime prevention issues that do not require a city police officer. In those cases that require a city police officer, the public safety coordinators assist the officer and represent the interests of FMHA.

ACTIVITIES AND PROGRAMS OF THE DIVISION

Below are brief descriptions of the division's current activities. They reflect an emphasis away from conventional security force type activities and towards implementation and expansion of programs heavily involving residents.

Public Housing Crime Information Network

This activity seeks to collect and analyze crime data for FMHA properties and compare the data with that for the surrounding neighborhoods and the city as a whole. Although the network has not been completely implemented, it is indicative of the changes occurring in the Public Safety/Crime Prevention Division. Development of the network will entail acquiring daily reports for FMHA areas and graphing them on a categorical crime index map. In addition, crime reports for the surrounding neighborhoods and the city will also be collected and displayed.

Public Safety/Crime Prevention Patrols

Scheduled patrolling has been de-emphasized as a duty for public safety coordinators and now is essentially left to the police department. Coordinators do, however, provide special surveillance of FMHA properties by foot or in vehicles to assist the police in resolving problems. A police substation has also recently been added at one of FMHA's properties.

Abandoned Car Enforcement

Another responsibility of the public safety coordinators is to note tag numbers and vehicle identification numbers (VIN) of disabled and unauthorized vehicles on FMHA properties. The tags and VIN numbers are checked through the local motor vehicle administration to determine if the vehicles are owned by residents. If so, the owners are notified that they have seven days to move the vehicles. If they do not comply, the vehicles are impounded by the city on petition by FMHA (see Appendix A).

If the vehicles are not owned by residents, the public safety coordinators affix a notice to the vehicle indicating that the vehicle will be impounded if not moved from FMHA property within a given time period.

FMHA Vehicle Registration

This activity provides residents that own vehicles an opportunity to register them with FMHA, thereby helping the agency to monitor traffic and vehicles on FMHA property, as well as providing a source of information in the event of theft. The public safety coordinators retain a card file with owners' names, tag numbers, vehicle identification numbers, and vehicle description, including any distinguishing characteristics.

Operation ID/Community Watch

The division works cooperatively with FMHA resident councils and the police department to implement a Neighborhood Watch Program in conjunction with Operation ID--which is a popular program that entails providing residents an opportunity to have their valuables engraved with markings that identify the owner. Marking valuables such as televisions, radios and other items in this fashion deters their theft and helps to identify the owner in the event that they are stolen and recovered.

Community Crime Prevention Workshop Series

On a weekly basis, special resident crime prevention workshops are conducted in FMHA projects. These workshops are used to promote the Community Watch program, and to promote other safety topics such as fire safety.

Resident training in the areas of public safety and crime prevention are an important component of the Public Safety/Crime Prevention Division's overall program. To begin with, public safety and crime prevention materials are included in residents' orientation packages. Additionally, residents are encouraged to

attend workshops, training sessions and seminars sponsored by other agencies in the areas of public safety and crime prevention. Particular attention is given to those presentations that are geared toward increasing resident participation in crime prevention activities.

FORMS AND REPORTS

Security personnel are responsible for maintaining standardized records of public safety and crime problems and incidents. The incident reports (see Exhibits I-3, I-4) are kept by the Public Safety/Crime Prevention Division as back-up data. Incidents are in-turn summarized on a monthly basis by type of incident and FMHA development. The monthly report (see Exhibit I-5) is submitted to the executive director for inclusion in the monthly report to the board of commissioners.

In managing routine safety and crime prevention problems, the public safety coordinators use several other forms. They include:

- standard police traffic forms for parking violations; and
- warning notices to inform residents when they are in violation of city codes or the lease agreement (Appendix A).

As noted previously, public safety coordinators report on a daily basis to the police department where they pick up patrolmen's field notes that describe problems within FMHA communities. The coordinators follow-up on the reports and field notes with agency management and residents as appropriate. The police department also has an automated management information system. Upon request the department produces reports for FMHA that document criminal incidents by street in FMHA properties. A sample of this report is provided in Appendix A.

**EXHIBIT I-3
CRIME(S) INCIDENT--SAFETY INCIDENT REPORT**

Community	Date	Time	Crime(s)/Incident - Safety Incident	
Victim Name & Address				
	Phone	Employer/School		
Race	Sex	D.O.B.	Relationship/Victim to Offender	Person Reporting Incident/Address
Location of Crime/Safety Incident				
How attacked or committed		Premise type	Weapon/Tools	
Weather				
Vehicle Info. (Victim-Suspect)				
Year	Make	Model	Style	Color
# of Suspects		Can suspects be I.D'd		Lic & State
		Witness Name & Address		VIN
NARRATIVE				
Officer's Name	Officer's Signature		Date/Time Submitted	Case Status
				<input type="checkbox"/> Further Investigation <input type="checkbox"/> Inactive <input type="checkbox"/> Closed

Form 3.0.1 (8 Nov. 84)

EXHIBIT I-4
ACCIDENT OR THEFT REPORT

_____ FIRE _____ PROPERTY DAMAGE
_____ AUTOMOBILE _____ THEFT OR BURGLARY
_____ PERSONAL INJURY _____ OTHER

DATE OCCURED _____

LOCATION _____

NAME OF PERSONS INVOLVED _____

DATE REPORTED TO POLICE OR FIRE DEPT _____

ARTICLES DAMAGED OR STOLEN _____

BRIEF DESCRIPTION OF ACCIDENT OR THEFT:

SIGNATURE

DATE

cc:
DOPM
Maint
Resident's File
Suspense

EXHIBIT I-5
PUBLIC SAFETY/CRIME PREVENTION MONTHLY REPORT

Month/Year	# of Crimes reported	# last month	Types of Crimes
------------	----------------------	--------------	-----------------

Areas of Crimes:

Other Public Safety/Crime Prevention Services:

Special Activities/Comments

PUBLIC SAFETY/CRIME PREVENTION TRAINING

The public safety coordinators are both former police officers and retain their status as auxiliary police officers. They are required to remain current in the following technical areas to maintain their status:

- weapons/firearms use;
- defense tactics;
- crime scene protection and search;
- crisis intervention; and
- descriptions of people and property.

In addition to their police training, the public safety coordinators attend safety and crime prevention workshops, training sessions and seminars including those sponsored by the State of North Carolina, the City of Fayetteville, Cumberland County, and private agencies.

FINANCING THE PUBLIC SAFETY/CRIME PREVENTION DIVISION

The Public Safety/Crime Prevention Division is funded as a line item in FMHA's budget for Low-Income Public Housing (LIPH) and leased housing. The budget includes salaries, fringe benefits and office materials. For the fiscal year ending September 30, 1984, a total of \$41,414 was budgeted for the program.

II. WHY THE PUBLIC SAFETY/CRIME PREVENTION PRACTICES PRACTICES AT FMHA ARE EFFECTIVE

This chapter discusses the performance of the security functions at FMHA. A survey of residents, the Fayetteville Police Department, and FMHA personnel have all indicated that the public safety and crime prevention programs and activities have made a dramatic change in the quality of life at FMHA. Additionally, the program's impact on criminal activity has been documented by staff and the police department. The primary reasons for the program's success are the following:

- management support from both the police department and FMHA;
- cooperation and coordination between police officers and public safety coordinators;
- resident participation in program development and implementation;
- coordination and cooperation between FMHA and other community service agencies including those providing social resources, as well as those involved in public safety and crime prevention;
- the layout of FMHA properties which are conducive to visual patrols and easy access; and
- the special abilities of the public safety coordinators in working with residents with regard to both the public safety programs, and general community service activities.

POLICE DEPARTMENT SUPPORT

The Fayetteville Police Department has always been supportive of safety and crime prevention activities at FMHA. Both public safety coordinators have maintained a good rapport with the department in addition to being active auxiliary police officers for the city. The police department provides FMHA

personnel with criminal statistical information for FMHA and surrounding communities. They are in contact with each other on a daily basis to exchange information on criminal activity and security problems in and around FMHA properties. The exchange of information allows FMHA to determine whether public safety coordinators should spend more time in a particular development. In addition, the statistical information allows FMHA to determine whether the public safety or security problem is confined to the FMHA development, whether the problem is in the surrounding community, or whether the problem is found both within the development and the surrounding community.

The police department also provides personnel for lectures and demonstrations to residents in the areas of public safety and crime prevention. The department is aware of policies and management decisions made at FMHA. The newest appointed FMHA board commissioner is a major with the police department. Also, the executive director and the chief of police frequently confer regarding the activities of the Public Safety/Crime Prevention Division.

In summary, the police department is actively involved in the provision of safety and crime prevention activities at FMHA. The officers interact with the public safety coordinators as well as with residents and management personnel at FMHA. FMHA and police department personnel confer on policies and procedures related to providing safe and secure housing for FMHA residents.

MANAGEMENT SUPPORT

Another reason that the Public Safety/Crime Prevention Division has been effective is the support that is received throughout the agency. In general, staff in all capacities as well as board members actively support the division's programs and activities. For example all staff are encouraged to be aware of and report safety and security problems. Rental and occupancy

staff are sure to inform applicants about the security issues as part of their pre-occupancy briefing. And, board members are kept abreast of public safety and crime prevention activities by monthly progress reports.

PHYSICAL DESIGN

The Fayetteville Security Program covers all of FMHA's eleven developments. Another reason that a program with such a large scope is effective is that police patrols can be routinely performed without leaving their vehicle. This is because the developments are all low-rise townhouses and entrances to all units can be viewed from the street. Additionally, residents have access to the public safety coordinators at an on-site office at one of the development, or they reach them by phone through the main agency office. In an emergency situation after working hours, the coordinators can be mobilized through the police department.

STATISTICAL INFORMATION

FMHA staff have maintained records since 1978 on crimes reported at their properties. These data, from 1978 through 1984, indicate a steady decrease in the average number of criminal incidents reported monthly at FMHA properties. For example, the average number of criminal incidents reported per month was 25 in 1978 and 7.7 in 1984. The type of incidents cited in these data include homicide, rape, assault, robbery, breaking/entering, and vandalism.

RESIDENT PERCEPTIONS

Documenting the effectiveness of Fayetteville's Public Safety/Crime Prevention program also included an attitudinal survey of FMHA's residents. A randomly selected sample of forty-seven residents from the eleven Fayetteville developments was drawn by the research staff for this case study. Residents

were asked to respond to questions concerning the quality of their community's environment, the maintenance and effectiveness of safety and security hardware in their apartments, and the role, activity level and effectiveness of the PHA and residents in maintaining and enhancing the community's safety and security.

A prominent result of the interviews was the residents' overall satisfaction with the living environment in Fayetteville. Ninety-two percent of FMHA's tenants liked living there, and eighty-six percent of the people felt safe on the grounds and inside their homes. Seventy-three percent reported no serious trouble in their communities.

Another favorable finding was the residents' general awareness of FMHA's commitment to project safety and security. About three-quarters of those surveyed know of the Public Safety/Crime Prevention program, and seventy percent said the FMHA was adequately maintaining security. In addition, a majority acknowledged that the FMHA's security function extended beyond patrolling, and fifty-eight percent were aware of the other instructional programs sponsored by FMHA to ensure security and to enhance community morale. Inspection of residential security hardware by the case study team revealed that fixtures and features were, in general, in good working order and properly maintained.

Overall, the residents seemed to share FMHA's commitment to public safety and crime prevention. The interviews with residents indicated that although they did not always act collectively in matters of public safety and crime prevention, they were individually responsive to their personal safety and security needs. Most residents also felt they have similar attitudes about sharing responsibilities for promoting safety and security in their communities as other community residents.

III. TRANSFERRING FAYETTEVILLE'S PUBLIC SAFETY/CRIME PREVENTION PRACTICES TO OTHER PUBLIC HOUSING AGENCIES

The approach that a public housing agency takes to secure people and property depends on a number of factors: the severity of the problem; the locations and arrangement of the developments; the type of crime and security problems an agency is encountering; the availability of funds; the extent and quality of municipal police services; and availability of funds. The public safety/crime prevention practices of FMHA represent one of several approaches that may be effective for other public housing agencies. This chapter discusses whether a public housing agency should implement a similar program and the considerations and factors involved in doing so.

THE APPLICABILITY OF FMHA'S PUBLIC SAFETY/CRIME PREVENTION PRACTICES

Before adopting security practices similar to FMHA's, public housing officials should be aware of their particular security, safety, and crime prevention needs. These needs should be given further consideration in light of available resources. Prior to the creation of the division, FMHA management surveyed security and safety problems within their developments and requested assistance from the local police department. Major resources for the Public Safety/Crime Prevention Division of FMHA include its good relationship with the local police department and open communication with its resident councils.

Public housing officials considering practices similar to those in Fayetteville should do an initial assessment of safety and security problems and discuss coordination efforts with local law enforcement officials. Additional factors to be considered in determining what practices will be implemented are discussed below.

Considerations

As mentioned above, the nature of safety and security problems within the public housing developments is a major consideration. Some of the more common problems at housing agencies include:

- inadequate local police coverage;
- defensible space problems;
 - poor development design
 - lack of adequate security hardware
 - inadequate extension lighting
- unsatisfactory performance by existing security forces (if any);
- ineffective resolution by management of security problems caused by resident families; and
- inadequate community mobilization to counter crime and vandalism.

Safety and security problems may vary by development, in which case, public housing officials will have to determine whether some practices are appropriate for certain developments. The documentation of safety and security needs and problems will necessarily include an assessment of the neighborhoods surrounding the targeted housing developments.

Cooperation between the public housing agency and the local police department is vital in implementing most of the practices outlined in Chapter I. Many police departments have automated management information systems which may provide data to the housing agency that will be vital in documenting both the safety and security needs and the effectiveness of the implemented

practices. Additionally, police departments will generally have resources that are not ordinarily available to the public housing agency. One very good example is the identification of valuables and the community watch practices. Most local police departments have available the tools necessary to engrave valuables and a system for engraving. In most cases, they also have the community watch materials available, including the signs for each resident's window, the permanent signs for the community, and the necessary training for members of the community who participate.

Program resources are always a major consideration in implementing new practices or expanding existing practices. The resources that are currently available may dictate the limits for implementing or expanding practices or the public housing agency may need to locate additional sources of funding. In any case, the resources available must be balanced with the safety and security needs and the proposed practices.

The FMHA approach can be augmented by developing measurable goals and objectives for the security program(s); the goals and objectives will assist in focusing activities and providing criteria for adequately monitoring performance and progress. These goals and objectives must address the public housing agency's emphasis in the safety and security area. For example, a practice may be implemented as a temporary measure to combat a specific temporary problem or as an on-going, preventive measure.

The public housing agencies will need to consider what legal authority is necessary for their personnel. Whether personnel will have arrest powers or carry weapons will affect the requirements for training. Additional training concerns include community relations, crime prevention, first aid, crisis intervention, and court procedures. Training is provided by many agencies, including state and local agencies, and private organizations. Any training costs should be considered during program design.

Finally, planners should consider equipment and uniforms. Uniforms are not a concern if personnel are to be plainclothed as they are in Fayetteville; however, equipment is a concern for both uniformed and non-uniformed personnel. They may need

walkie-talkies or police radios, nightsticks/batons, mace, lights, and/or vehicles.

The number of personnel and hours of duty are also crucial factors in planning the implementation of practices similar to Fayetteville's. The two public safety coordinators in Fayetteville can easily patrol their developments because they are all low-rise and all entrances can be viewed from vehicles. Consideration should be given to the types of dwellings, and whether foot patrols will be necessary or whether patrols in vehicles will be adequate.

Additionally, an agency must decide whether security personnel will be available and on duty twenty-four hours per day, or only during high crime periods with emergency mechanisms in place during off-duty hours.

IMPLEMENTING PRACTICES SIMILAR TO THOSE IN FAYETTEVILLE

Public housing officials who decide to implement public safety and crime prevention practices similar to those in Fayetteville should determine what practices will be appropriate for each of their developments. They will also want to decide whether all of their developments will be included or whether the practices will address problems only at troubled sites.

These are some of the factors to consider in determining what practices to implement and the requirements for implementation. This list is not inclusive, but is intended to provoke thoughts about whether to adopt practices similar to those in Fayetteville. In addition, public housing officials may want to compare the basic characteristics of their agencies' developments with those of FMHA to initially determine similarities and differences.

Initial implementation tasks include designing the program's overall structure and deciding whether it will operate as a division of the public housing agency as it does in Fayetteville or whether the practices will be implemented using residents only or contract personnel. Whatever option is chosen, the public housing agency must have a good relationship with the local

police department. The personnel employed will have to be able to assist police officers with their duties in the developments, and the police officers will need to assist the employed personnel of the public housing agency.

It is important to develop standard operating procedures for public safety/crime prevention personnel that differentiate their duties from those of other public housing staff, as well as from those of local police personnel. These procedures should be developed in conjunction with police personnel.

As always, the development of new programs and policies should be well thought out. It is advisable to consult with representatives of HUD, the police department, other programs, and residents. The conferences, workshops and training sessions periodically conducted by state agencies and various crime-prevention organizations are worth attending. Such sessions provide useful materials and guidance, as well as an opportunity to share information with other attendees.

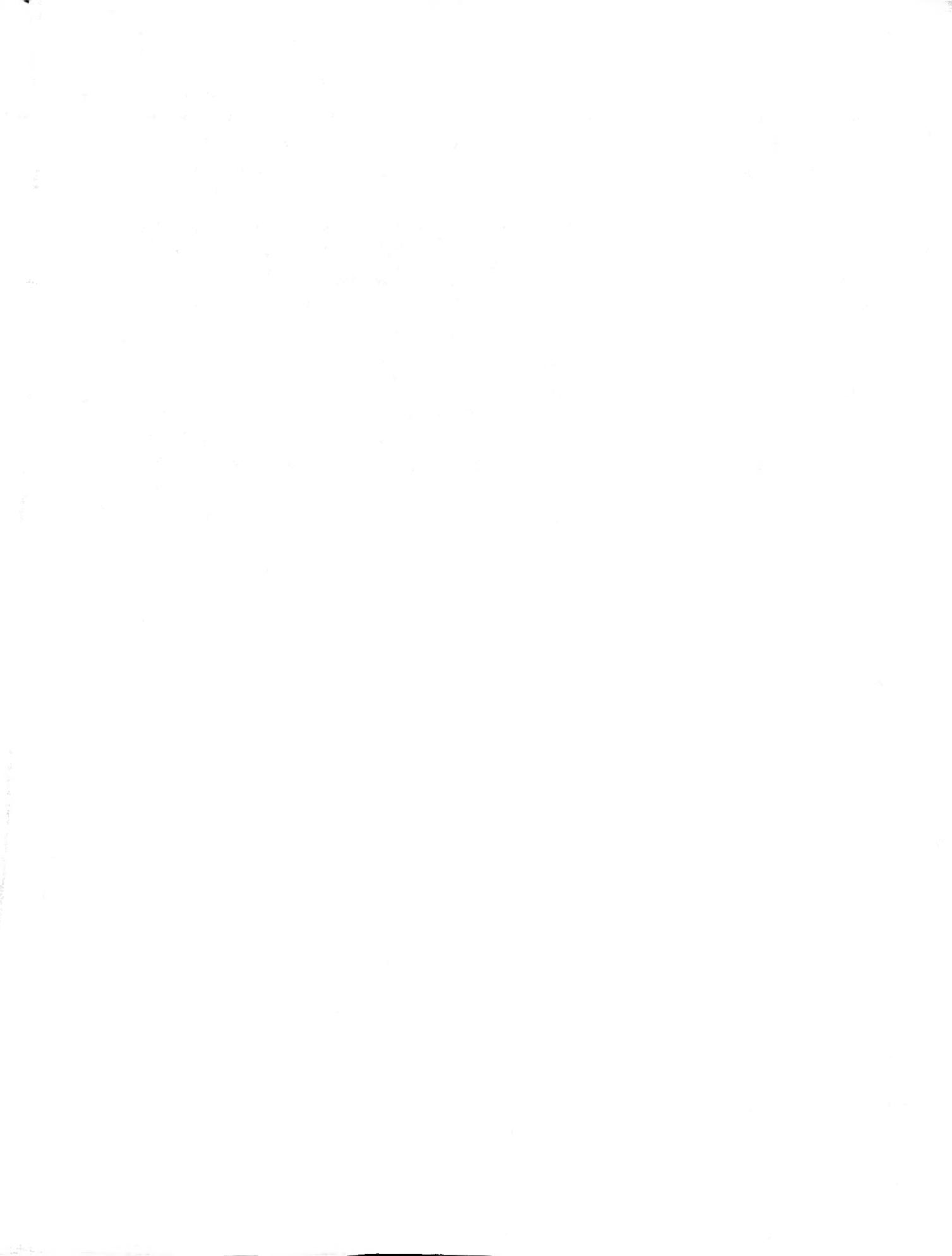


EXHIBIT A-1

ABANDONED MOTOR VEHICLE CODE SECTIONS

FAYETTEVILLE METROPOLITAN HOUSING AUTHORITY
POST OFFICE DRAWER 2349
FAYETTEVILLE, NORTH CAROLINA 28302

DATE: _____

RE: _____

Dear Sir:

This letter is to inform you that a motor vehicle when classified as an abandoned motor vehicle, is not authorized by law to remain on public or private property.

Article 10, Section 20-120 (c) of the Code of Ordinances for the City of Fayetteville, North Carolina deems a vehicle to have been abandoned under any of the following circumstances:

- a. It has been left upon a street or highway in violation of a law or ordinance prohibiting parking; or
- b. The vehicle fails to display a current license plate; or
- c. It is partially dismantled or wrecked; or
- d. It is incapable of self-propulsion or being moved in the manner for which it was originally intended; or
- e. It is left on property owned or operated by the municipality for a period of not less than twenty four (24) hours; or
- f. It is left on private property without the consent of the owner, occupant or lessee thereof for a period of not less than two (2) hours; or
- g. It is left on any public street or highway of said municipality for a period of not less than seven (7) days.

Section 20-121 (b) of the Code further states: "It shall be unlawful for any person to abandon with the above definitions any vehicle within the municipality, and no person shall leave or allow to remain any partially dismantled, non-operating, junked or otherwise discarded vehicle on property under his control unless otherwise permitted by law."

In addition to the definition of an abandoned motor vehicle in the above paragraph, Section 20-124 defines an abandoned junk motor vehicle as one that is found to be inoperable, dismantled or damaged, five (5) years old or older and worth less than fifty dollars (\$50).

The vehicle (s) located on your premises must be removed within 7 days from the date of receipt of this letter or legal proceedings will be initiated in accordance with Article 1 of the Code of Ordinances to remove said vehicle(s) from the premises.

If there are any questions pertaining to this matter, please feel free to call 483-6980.

Sincerely,

Housing Manager

EXHIBIT A-2

POLICE REPORT OF CRIMINAL INCIDENTS BY STREET

FAYETTEVILLE CITY POLICE DEPT.

ZONE	OFF-DATE	FOUND	SECURED	NAME	LOCATION	PREY	CRIME	OC4-NO
CC	07/20/82	WED 1600 HR BY UNK KNOWN SUBJECT(S) TAKING ITEMS LISTED	HR	CAMPBELL TERRACE REC CEN	500 CAMPBELL TERRACE	AJ	0613	8205905 138
CC	07/15/82	FRI 1025 HR BY UNK KNOWN SUBJECTS TAKING ITEMS LISTED FROM SELF.	HR	CAMPBELL TERRACE REC CEN	500 CAMPBELL TERRACE	AO	0613	8205906 188
04	07/27/82	TUE 2055 HR MISSING JUVENILE GOING TO REYCO DRUG STORE WALKING AT 1130 HRS	HR		666 CAMPBELL TERRACE	RV	25Y	8206072 186
05	08/05/82	SUN 1030 HR VICTIM STRUCK IN HEAD WITH IRON	HR		654 CAMPBELL TERRACE	RV	01A	8206377 257
05	08/25/82	WED 1101 HR BY SLASHING WITH A KNIFE	HR		533 CAMPBELL TERRACE	RV	04A	8206829 236
05	09/15/82	MON 1330 HR BY REMOVING ITEMS FROM VEHICLE	HR		CAMPBELL TERRACE	PL	06DA	8207253 124
04	10/05/82	SUN 2100 HR BY WAITING FOR THE VEHICLE TO BE LEFT UNATTENDED	HR		421 CAMPBELL TERRACE	04	06EA	8207760 255
05	10/09/82	FRI 1230 HR THROWING ROCK THROUGH UPSTAIRS BEDROOM WINDOW	HR		620 CAMPBELL TERRACE	RV	14	8207884 129
04	10/27/82	WED 1133 HR BY REMOVING BATTERY FROM VEHICLE	HR		CAMPBELL TERRACE-HEAD	PL	06E3	8208194 179
05	10/24/82	TUE 0903 HR HR	HR		651 CAMPBELL TERRACE	RV	0613	8208352 229
05	10/31/82	SUN 0830 HR UNKNOWN SUSPECT(S) DAMAGED VEHICLE WHELE PARKED AT FRIENDS HOUSE.	HR		593 CAMPBELL TERRACE	RA	14	8208481 206
05	11/07/82	TUE 1445 HR BY REMOVING VEHICLE REGISTRATION FROM VEHICLE	HR	POWER-SWAIN CHEVROLET	639 CAMPBELL TERR.	AO	05E3	8208739 264
05	11/13/82	SAT 1905 HR SUSPECT POSSIBLY SOLD FOOD STAMPS FOR U. S. CURRENCY ALSO MAY BE ECHA	HR	DEPT. OF SOC. SERVICES	609 CAMPBELL TER.	RA	11E	8208859 261
05	11/23/82	SAT-0200-4R-2000 HR PERSON(S) UNKNOWN BROKE REAR WINDOW AND REMOVED PROPERTY	HR		620 CAMPBELL TERRACE	RV	05A	8209035 245
05	11/21/82	SUN 0700 HR SUSPECT(S) UNKNOWN HIT SUBJECT IN HEAD TAKING MONEY	HR		627 CAMPBELL TER.	RA	01A	8209077 206
05	11/25/82	THU 2100 HR FIRE BOMB OUT IN TWO SEPARATE PARTS OF THE HOUSE	HR		690 CAMPBELL TERR.	RV	36X	8209192 238
05	12/31/82	FRI 2400 HR ITEM #57	HR		572 CAMPBELL TERRACE	RV	05A	8300007 193

EXHIBIT A-3

LEASE VIOLATION NOTICE

FAYETTEVILLE METROPOLITAN HOUSING AUTHORITY
POST OFFICE DRAWER 2349
FAYETTEVILLE, NORTH CAROLINA 28302

DATE _____

NAME: _____

ADDRESS: _____

Dear _____

Your attention is invited to paragraph _____ of your dwelling lease. It is alledged that you are in possible violation of this portion of the lease. In order to clarify this alledged violation, you are requested to be in my office at 57 Grove View Terrace on _____, _____ 19____ at _____ O'Clock.

You may feel free to discuss this matter with me at any time prior to the above date by calling me at 483-6980.

Sincerely,

Housing Manager

Distribution

- 1 - Director of Property Management
- 1 - Resident
- 1 - Resident Services
- 1 - Resident File

This form is used by the Housing Manager but may be delivered by public safety coordinators in addition to being mailed.

EXHIBIT A-4

PREMISE CODES FOR POLICE REPORT OF CRIMINAL
INCIDENTS BY STREET

The codes in column 7 of Exhibit A-2 are defined below.

PREMISE CODE

BR BAR	SC SCHOOL	RV RESIDENCE/VICTIM
HI HIGHWAY	CH CHURCH	RA RESIDENCE/ANOTHER
SM SUPERMARKET	GW GARAGE/WAREHOUSE	RC RESIDENCE/COMPLEX
ES RESTAURANT	IM INDUSTRIAL/MANUFACTURING	RS RESIDENCE/SINGLE
LQ LIQUOR STORE	HO HOSPITAL	RB RESIDENCE/BUILDING
JE JEWELRY STORE	PB PUBLIC BUILDING	DS DEPARTMENT STORE
DR DRUG STORE	OC OTHER COMMERCIAL	CL CAR LOT
MO MOTEL	SW SIDEWALK	UB UNOCCUPIED BUILDING
SS SERVICE STATION	AL ALLEY	EX RECREATION CENTER
CV CONVENIENCE STORE	PA PUBLIC AREA	AO ALL OTHERS
EK BANK	PL PARKING LOT	
SL SAVINGS & LOAN	WA WOODED AREA	DW DRIVEWAY
AI AIRPORT	VL VACANT LOT	YD YARD
BS BUS STATION	CS CONSTRUCTION SITE	CP CARPORT
SC SCHOOL	MH MOBILE HOME	

PREMISE CODE

EXHIBIT B-1

(ORIENTATION)

SAFETY & SECURITY PROGRAM OVERVIEW

The Safety and Security Program for the Fayetteville Metropolitan Housing Authority is basically designed to offer an additional link of services to residents of F. M. H. A. housing projects. The program is not designed to replace the Police Department, but rather as a vehicle for effective communication between residents and various agencies outside of F. M. H. A. which are also involved with our Safety and Security needs.

The Safety and Security Officer is available to any resident of public housing to discuss and act on any Safety/Security need that might come up. Examples of current activities under the program include Chess Education for residents, CPR (Cardio-Pulmonary Resuscitation) training on a resident/community basis, engraving of resident's valuables, fire/safety measures, etc. The Security Officer maintains close contact with the Fayetteville Police Department to insure that crime in public housing is monitored as close as possible.

Finally, this brief overview of the Safety and Security Program is not meant to be conclusive, but involves safeguards to insure that the program will always be one with Resident/F.M.H.A. concerns as it's priority. All suggestions, and ideas from staff and residents are always welcome.

Submitted By

Safety & Security Specialist

F. M. H. A.

EXHIBIT B-2
SAFETY AND SECURITY PURPOSE STATEMENT

FMMHA

SAFETY & SECURITY

Co-ordinate for better police/ambulance response time.

Co-ordinate community watches with resident organization.

Keep accurate records on amount and types of crime in each resident community.

Perform visible vehicle/foot patrol in areas.

Co-ordinate for expansion of recreational/social activities in resident areas.

Conduct "vacation watches" for resident.

Offer specialized CRESS instruction to any resident. (Also Drill Team instruction)

Assist with any safety/security need that might arise.

Safety & Security Specialist

EXHIBIT B-3

FAYETTEVILLE METROPOLITAN HOUSING AUTHORITY
FIRE SAFETY TIPS

1. KEEP ALL MATCHES AND FLAMMABLE MATERIALS AWAY FROM CHILDREN AND HEAT SOURCES.
 2. MAKE SURE ALL ELECTRICAL APPLIANCES ARE IN GOOD WORKING ORDER INCLUDING EXTENSION CORDS.
 3. KEEP ALL STORAGE AREAS FREE OF OLD RAGS, PAPERS, OR ANY COMBUSTIBLE MATERIAL.
 4. KEEP KITCHEN AREA, ESPECIALLY STOVE AND RANGE FREE OF GREASE.
 5. IF YOU SMOKE OR HAVE VISITORS THAT SMOKE, HAVE LARGE NON-COMBUSTIBLE ASH TRAYS AVAILABLE.
 6. KEEP CURTAINS, DRAPES, BEDSPREADS AND RUGS AWAY FROM ANY HEATING DUCT OR ELECTRICAL CORDS.
 7. NEVER LEAVE SMALL CHILDREN IN THE HOUSEHOLD UNATTENDED.
 8. MAP OUT AN INDIVIDUAL FIRE ESCAPE PLAN FOR YOUR HOUSEHOLD AND PRACTICE
 9. NEVER SMOKE IN BED!!
 10. NEVER POUR WATER ON A GREASE FIRE.
- *** A CLEAN HOUSEHOLD IS AN IMPORTANT FACET OF FIRE SAFETY!!!!

SUBMITTED BY:

FMHA SAFETY AND SECURITY SPECIALISTS

FUNCTIONAL AREA:

Security

EFFECTIVE MANAGEMENT PRACTICE:

Public Housing Crime
Prevention Program

AGENCY:

Housing Authority of the
City of Charlotte,
North Carolina

SIZE:

Large

EXECUTIVE SUMMARY

This case study describes the Public Housing Crime Prevention Programs at the Housing Authority of the City of Charlotte (CHA) in North Carolina. An overview of the agency's operations appears on page 5. The Public Safety/Crime Prevention Program consists of 12 elements administered by the Public Safety Department at Charlotte and emphasizes "shared ownership" of all program elements. The practice of "shared ownership" encompasses a seven-step process that actively includes residents at each step and seeks to create partnerships whereby the residents are the principal "owners" of program results. The current crime prevention program evolved from the successful Fairview Homes Demonstration Crime Prevention Program. This alternative program was a reaction to the failure of a previous program that involved heavy emphasis on a uniformed police presence at another Charlotte development, and also the failure of expensive hardware changes (new doors and locks) to ameliorate crime problems. The principal program elements include:

- neighborhood watch;
- operation identification;
- volunteer assistance;
- substance abuse intervention and referral;
- employment counseling and referral;
- a building captains program;
- elderly watch; and
- letter carrier alert.

The effectiveness of this resident-run, self-help demonstration program has been evidenced by a significant decrease in crime rates. For example, Fairview Homes experienced a twelve-percent reduction in all types of crime and a forty-one-percent reduction in robberies, burglaries and larcenies. The agency also experienced a reduction in vandalism, maintenance problems

and neighborhood disputes after the pilot program was expanded to six additional sites. Also, at these sites, late rents and evictions declined over sixty percent while occupancy levels rose to nearly ninety-eight percent.

This program is transferrable to other agencies of similar size and environmental conditions. Chapter III discusses how other agencies could implement a similar program using CHA's seven-step model.

CHARLOTTE AT A GLANCE

CHARACTERISTICS

DATA

Total Stock:	3,947 units of LIPH in 21 developments; 1,864 additional units of Section 8, leased housing, Turnkey III, and locally-subsidized housing
● Projects for Families:	16 projects
● Projects for Elderly Tenants:	5 projects
● Unit Sizes:	efficiencies 16 percent one-bedroom 22 percent two-bedroom 29 percent three-bedroom 23 percent four-bedroom 8 percent five-bedroom 2 percent
● Largest Project:	Fairview Homes (468 units)
● Smallest Projects:	Meadowoaks, Live Oak (32 units each)
● Oldest Project:	Fairview Homes (1939)
● Newest Project:	Gladedale (1982)
Demographics:	
● One-Parent Households:	90.7 percent
● Minority Tenants:	98.7 percent
● Children Under 18:	43.8 percent
Operations:	
● Operating Expenditures:	\$153.92 (PUM)
● Dwelling Rentals:	\$ 91.58 (PUM)
● Operating Reserve:	38 percent of allowable level
● Staffing:	Permanent staff of 160 for all programs



I. SECURITY AND CRIME PREVENTION OPERATIONS AT THE HOUSING AUTHORITY OF THE CITY OF CHARLOTTE

This chapter discusses security programs at the Housing Authority of the City of Charlotte (CHA). The public safety department at CHA is generally responsible for assisting managers and residents in investigating and preventing crime-related problems, and directly responsible for obtaining funds through the City of Charlotte and other sources to administer resident-implemented Public Housing Crime Prevention Programs. These programs are funded by the City of Charlotte and are operational at six of CHA's developments. The Public Safety Department also works closely with CHA's remaining developments to coordinate resident-run public safety and crime prevention activities without outside funding. Many of the programs and activities parallel those in the crime prevention program sites. This case study focuses, however, on the organization and operation of the Public Housing Crime Prevention Program at the six funded developments.

BACKGROUND

The security/crime prevention practices at CHA discussed in this case study emerged from two events. First, was a failed experimental program in the mid-1970s. This program involved the placement of a mini-police team in a high crime development twenty-four hours a day. The experiment did not significantly reduce crime. Additionally during that period, expensive hardware changes (new doors and locks) failed to reduce crime problems. A second event was a series of CHA studies of crime and victimization in Charlotte which revealed that CHA residents were more likely to be victims of crime than any other Charlotte residents. Other analysis revealed that certain CHA developments were more frequently rejected by applicants because of their poor reputation and the applicant's fear of crime. CHA staff determined that residents of the high-crime developments had "resigned" themselves to these problems and were not actively

participating in the previous programs administered by the police department and other agencies.

Based on these findings CHA officials realized that an alternative approach would be required to effectively reduce crime problems. In 1979, CHA was awarded a grant from the U.S. Department of Housing and Urban Development (HUD) under the Interagency Anti-Crime Demonstration Program to fund the Fairview Homes Crime Prevention Program.

This program initiated CHA's involvement in crime prevention activities emphasizing resident participation. The Fairview Homes development was chosen because it was the largest and oldest complex and had a very serious crime problem that had severely diminished the quality of life.

The program began formal operations on July 7, 1980, with grant monies from HUD, which included modernization funds and discretionary Community Development Block Grant funds; the U.S. Department of Labor--Youth Community Conservation Improvement Program; the U.S. Department of Justice--Law Enforcement Assistance Act; U.S. Department of Health and Human Services--Anti-Drug/Alcohol Abuse and Mental Health Program; Charlotte Housing Authority; and the City of Charlotte. With grants totaling over \$700,000, the Fairview Homes Crime Prevention Program began providing services in:

- crime prevention;
- drug and alcohol treatment--outreach and prevention;
- employment referral;
- social service information and referrals;
- victim assistance;
- youth advocacy;
- youth employment and training; and
- youth services and counseling.

The Fairview Homes Crime Prevention Program was only an eighteen-month demonstration, but it was quite successful. The Fairview community experienced a twelve-percent reduction in all types of crime and a forty-one-percent reduction in robberies, burglaries and larcenies. There was also a reduction in vandalism, maintenance problems and neighborhood disputes. Occupancy levels eventually rose to nearly ninety-eight percent and late rents and evictions declined over sixty percent. Based on these results, CHA received grants from a private foundation and the city and county governments to expand the program to other sites.

Currently, crime prevention programs are operating at six CHA developments and make up a large part of the crime prevention and public safety activities and programs at CHA. These programs are funded by the City of Charlotte in a rather unique arrangement whereby funds are administered by the Charlotte Police Department. Linkage between CHA and the police department is handled through the crime prevention division of the police department.

KEY ACTORS

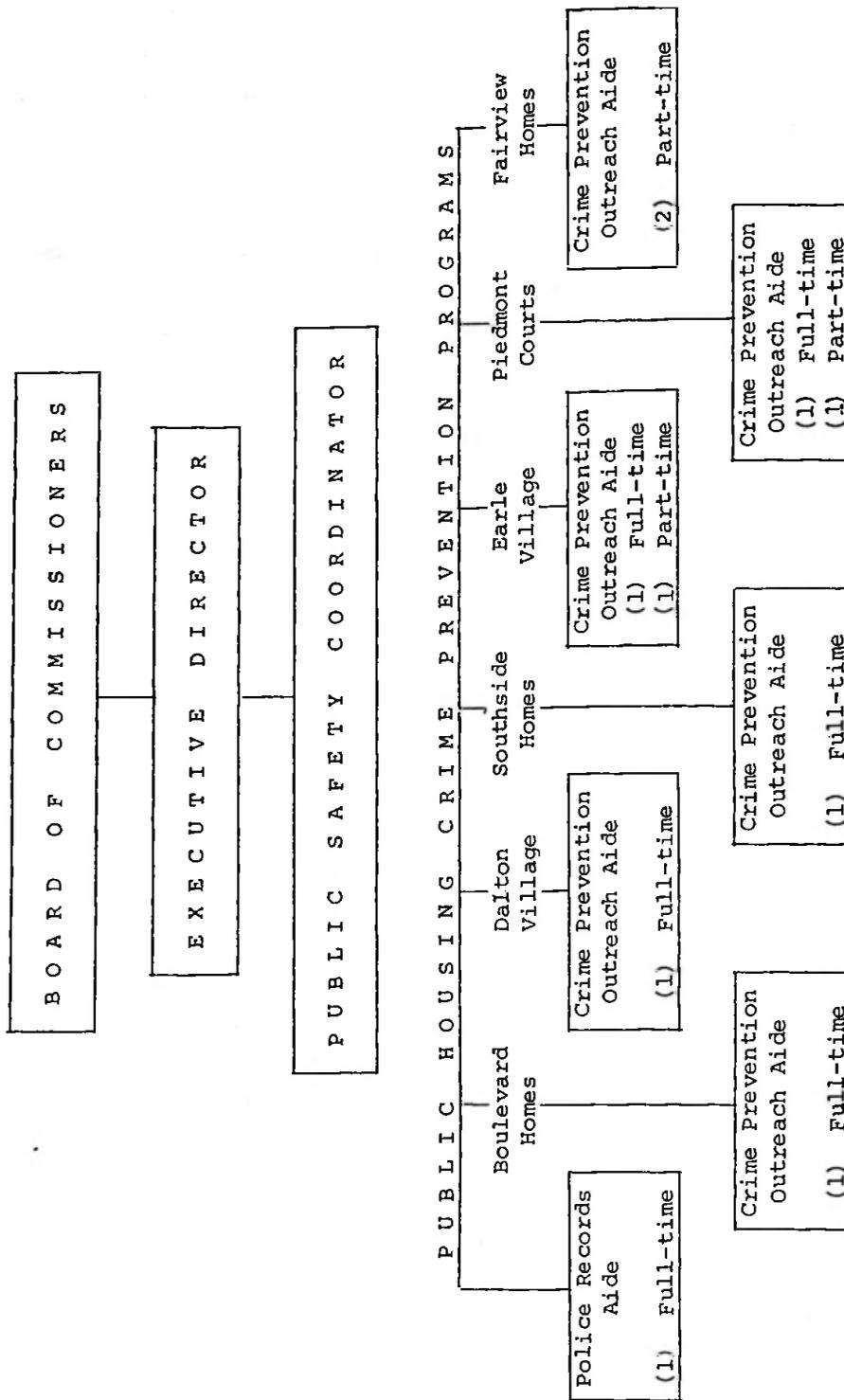
Key Actors Within CHA

The Public Safety Department is headed by the public safety coordinator who supervises all staff (see Exhibit I-1). These include one police records aide, nine crime prevention outreach aides, and twelve to eighteen resident volunteers. Position descriptions for all staff appear in Appendix A.

The police records aide is a full-time position that involves daily review of police reports. The aide examines incident, arrest, and miscellaneous reports filed at the police department and selects out those involving public housing residents. The aide then copies, compiles and distributes these

EXHIBIT I-1

CHA KEY ACTORS IN PUBLIC SAFETY AND CRIME PREVENTION



to managers and crime prevention staff. The aide is also responsible for recording and filing selected police reports and for developing and maintaining a summary log of crime incidents by project.

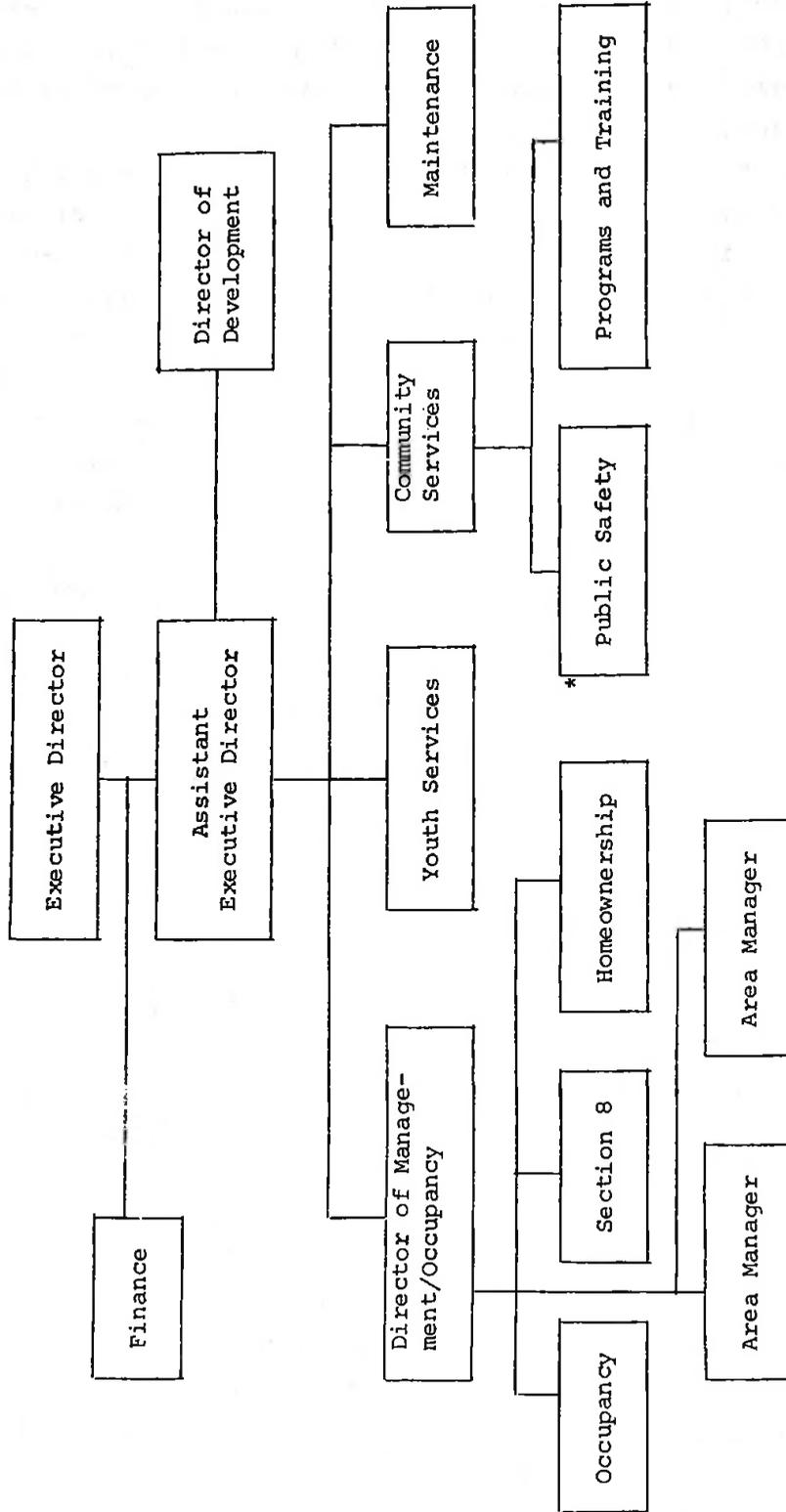
There are nine residents (five full-time; four part-time) employed by the crime prevention program as crime prevention outreach aides. The crime prevention outreach aides are situated on-site at the six selected sites. Their major function is to establish an active crime prevention program in conjunction with the residents' organizations. The aides are generally responsible for: establishing a neighborhood planning team that meets monthly to discuss crime prevention and neighborhood watch workshops with the police department's crime prevention division; reporting monthly to the residents' organization on major crime problems and activities undertaken; and for ongoing and implementing crime prevention programs under the direction of the public safety coordinator. Exhibit 2 shows where the public safety apartment is located in CHA's organization.

Residents are encouraged to volunteer their time and services to the crime prevention program. There are no specific duties and responsibilities outlined for resident volunteers. Rather, persons interested in volunteering their time and services are invited to submit a proposal to the public safety coordinator. If the proposal is accepted, stipends are provided to defray costs such as transportation and child care. However, no other compensation is provided.

The program also involves the board of commissioners and the executive director. The board of commissioners originally played an important role in the creation of CHA's crime prevention programs. Their support and policy initiatives provided the necessary impetus for the executive director to hire a public safety coordinator to implement sharply revised crime prevention activities. The board continues its support of the programs by facilitating grantsmanship efforts. Also, members of the board serve on a public housing crime prevention executive committee. The committee with its broad representation base, is generally responsible for guiding the development of all crime prevention

EXHIBIT I-2

CHA ORGANIZATION CHART



* The public safety department administers the Public Housing Crime Prevention Programs

programs and activities. The legal community including the judicial and legislative systems are represented, as are traditional supportive service agencies such as social services, drug and alcohol abuse, and information and referral organizations. In addition, personnel from the HUD area office and the juvenile section of the North Carolina Department of Crime Control and Public Safety serve as advisors.

Key Actors Outside CHA

The public safety coordinator develops liaisons with many community groups and government agencies and bodies. These include the police department, the courts, mental health agencies, victim assistance agencies, a dispute settlement center, and various substance abuse programs.

The Charlotte Police Department permits access to its offense reports, incident reports, arrest reports, and miscellaneous reports that involve CHA residents or properties. The Crime Prevention Division of the police department also works closely with CHA staff through various means, such as providing speakers for resident meetings; training residents for crime prevention programs; and by sponsoring sporting activities for CHA youths.

Other local agencies, such as Mecklenburg County Mental Health Services and the Department of Social Services for the City of Charlotte, provide professional assistance to residents. For example, Mecklenburg Mental Health Services provides a social worker on-site at the Charlotte Housing Authority. (The letter of agreement is included in the Appendix A.)

PROGRAM CONCEPT -- "SHARED OWNERSHIP" OF CRIME PREVENTION

The Housing Authority of the City of Charlotte emphasizes resident involvement in and responsibility for public safety, security, and crime prevention planning, program development, and implementation. The developmental flow of "shared ownership" of

safety, security and crime prevention is presented in Exhibit I-3. This flow chart shows the directional flow of the seven-step approach from organization through evaluation and then from evaluation to planning where the cycle begins to repeat. Each step in the "shared ownership" concept is described in Exhibit I-4.

PROGRAM OPERATIONS

The Public Housing Crime Prevention Program operates at the six largest CHA developments. Exhibit I-5 gives a tabular description of these developments.

EXHIBIT I-3
"SHARED OWNERSHIP" DEVELOPMENTAL FLOW CHART

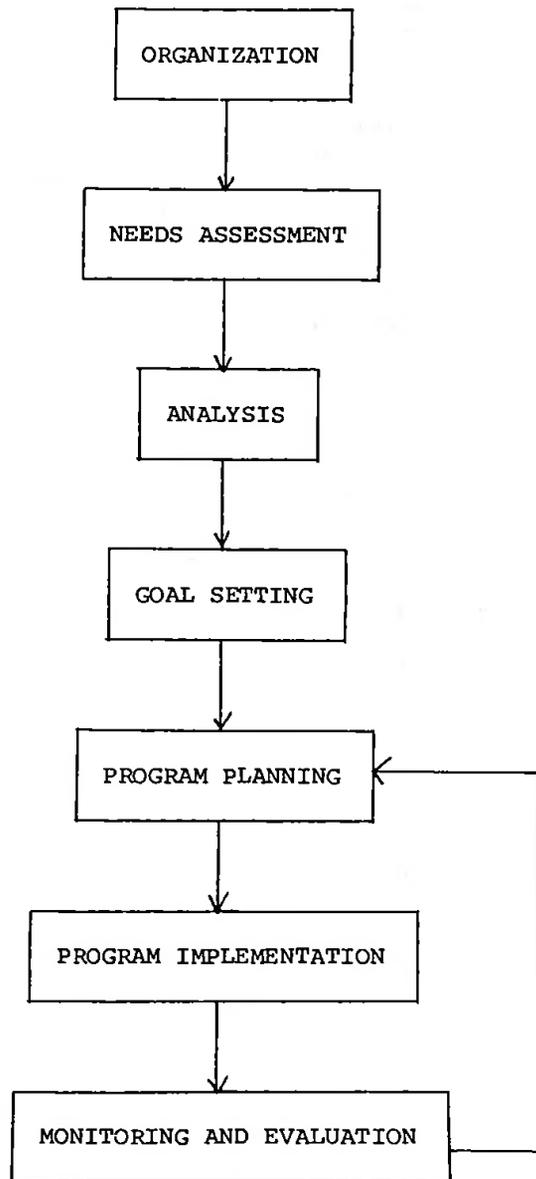


EXHIBIT I-4
"SHARED OWNERSHIIP"---A SEVEN-STEP APPROACH

1. **Organization** Two levels of organization are encouraged. First, a Public Housing Crime Prevention Executive Committee, consisting of residents, organization presidents, CHA staff, representatives from the board of commissioners, the police department, the courts, social service programs, and city and county government officials, oversee the development of safety, security and crime prevention programs. The executive committee reviews programs and assists in leveraging services and resources to ensure the success of the programs and activities.

Second, each development is encouraged to, and assisted in, forming a Neighborhood Planning Committee. This committee is made up of residents and people who work in the area in which the development is located. This committee identifies and prioritizes the local concern, plans strategies, and mobilizes residents to implement the strategies.
2. **Needs Assessment** Two types of data are used to assist the Neighborhood Planning Committees. First, copies of all offense reports, arrest reports, and miscellaneous incident reports filed with the police department are provided to the planning committee. These reports are used to identify safety and security problems and establish background information or planning and evaluation.
3. **Analysis** The analysis of why a problem exists or persists is a major function of the Neighborhood Planning Committee. The committee reviews both police and survey data to discover trends and potential causes of problems.
4. **Goal Setting** The needs assessment and analysis allow planning committees to set realistic goals which are possible to achieve.

EXHIBIT I-4 (continued)

Realistic goals also give the committees direction as they plan programs and keep their energies targeted on a limited, achievable set of objectives.

5. Program Implementation

External agencies and CHA staff assist the residents in planning programs and providing supportive resources, but the responsibility for what is decided remains with the residents.

6. Program Implementation

The primary responsibility for implementing programs falls on the residents. Cooperating agencies and CHA provide training and nominal stipends to residents who become involved, and emphasize "self-help" and "self-sufficiency."

7. Monitoring and Evaluation

Monitoring allows planning committees to either adjust the strategies or request additional resources if necessary. Evaluation permits the executive committee to obtain the data necessary to leverage funds and resources to maintain the programs.

EXHIBIT I-5'
THE CRIME PREVENTION PROGRAM SITES

Name	Year Built	# of Units	% of Minority Population	% Single Parent Households	% Children Under 18
Fairview Homes	1939	468	99.7	92.5	45.2
Piedmont Courts	1941	368	99.4	94.4	52.8
Southside Homes	1952	400	99.7	91.3	39.7
Earle Village	1967	400	100.0	90.5	44.4
Dalton Village	1970	300	100.0	92.6	51.4
Boulevard Homes	1970	300	100.0	86.8	48.9

The crime prevention staff work with residents' organizations in these six developments to develop and implement comprehensive crime prevention activities. Residents are employed to act as community outreach staff and coordinators of crime prevention strategies in a variety of activities.

The Public Safety Coordinator and the crime prevention staff devote much of their attention to developing resident-run, self-help crime prevention programs. However, a considerable amount of attention is given to the individual problems of residents who find themselves entangled with the criminal justice system in a manner that might threaten their continued occupancy in public housing. Whether victim or perpetrator, the criminal event may involve serious lease violations. Thus, an important function of the program is to ensure that residents are aware of their responsibilities under the dwelling lease and what constitutes a violation.

Lease violations are generally brought to the staff's attention by the offense and arrest reports obtained from the police department. These violations generally fall into four categories:

1. illegal activities of residents and their guests;
2. disturbances;
3. unauthorized residents (persons using an address but not on the lease); and
4. unreported sources of income.

The Public Safety Department in conjunction with the Crime Prevention Programs are charged with following up on the most serious lease violations.

In addition to handling lease violations, the department becomes involved in cases as a result of referrals and requests for assistance for managers, residents and other community agencies. The public safety coordinator initiates follow-up on referrals and requests for assistance. Other activities undertaken by the department include investigations, conferences, mediation, referring residents to other agencies, overseeing volunteers, and documenting the services that it provides.

SPECIFIC ACTIVITIES AND PROGRAMS

The crime prevention programs and activities implemented at various developments in Charlotte address many of the safety, security and crime prevention problems associated with low-income housing. There are twelve different activities in place in CHA developments. Some emphasize personal safety and security while others are geared toward the protection of home and property. Other programs are concerned with settling disputes or directing residents to social services and employment opportunities. There is an array of activities such that a resident seeking help will receive it through the crime prevention programs or would be referred to an agency that can provide the needed assistance.

The success of the Crime Prevention Program is based on trust between the program and the residents it serves. Therefore, it is necessary to ensure that information obtained through investigations, conferences, referrals, and police reports is kept confidential. Accordingly, the Public Safety Program and the Crime Prevention Programs adhere to the following rule:

- no information obtained by an employee or volunteer in the department or Crime Prevention Program may be divulged to or discussed with anyone outside the management or human services staff without the written consent of the resident.

The activities that have been implemented within public housing neighborhoods in Charlotte are described in the following abstracts. These abstracts give the title of the activity, the staff and organizations involved, and a description of the activity, as follows:

- Neighborhood Watch
- Operation Identification
- Volunteer Assistance
- Substance Abuse Intervention and Referral
- Employment Counseling and Referral
- Court Assistance and Diversion
- Social Service Information and Referral
- Dispute Settlement
- Victim/Witness Assistance
- Elderly Watch
- Letter Carrier Alert

CRIME PREVENTION ACTIVITIES AND PROGRAMS

PROGRAM ACTIVITY	CHA STAFF AND ORGANIZATIONS INVOLVED	EXTERNAL AGENCIES INVOLVED
Neighborhood Watch	Public safety coordinator, residents' organizations, resident volunteers, crime prevention outreach aides	Charlotte Police Department

ACTIVITY DESCRIPTION

The crime prevention staff and the police department provide assistance to the residents' organizations in establishing and maintaining effective neighborhood watch programs. The activity is coordinated by crime prevention staff and the training and materials are provided by the police department. Any neighborhood that completes the training is given signs and decals for their windows and a permanent Neighborhood Watch street sign is available, usually for a small price. The program's objective is to train and educate residents in the prevention of crime in their neighborhoods by "looking out for" other residents and reporting all suspicious events or people to the police.

PROGRAM ACTIVITY	CHA STAFF AND ORGANIZATIONS INVOLVED	EXTERNAL AGENCIES INVOLVED
Operation Identification	Public safety coordinator, crime prevention outreach aides, residents' organizations, resident volunteers	Charlotte Police Department

ACTIVITY DESCRIPTION

Operation Identification as adopted by CHA communities involves the marking of valuables to facilitate recovery in case of theft. Implementation begins with an initial presentation by the police department that describes how the program works and how to mark property. This presentation is coordinated by the residents' organization and the crime prevention staff with the police department. At each session, police provide information packets and the tools necessary to engrave valuables. A more detailed description of Operation Identification and a user checklist that shows how to mark valuables is included in Appendix C.

PROGRAM ACTIVITY	CHA STAFF AND ORGANIZATIONS INVOLVED	EXTERNAL AGENCIES INVOLVED
Volunteer Assistance	Public safety coordinator, residents' organizations, crime prevention outreach aides	None

ACTIVITY DESCRIPTION

The crime prevention program and the public safety department often enlist the support and participation of key residents in the developments. Volunteer expenses are defrayed modestly by offering a small stipend, not to exceed \$40.00 per month. The stipends are not salaries or compensation for the time spent on the project; they are merely tokens of appreciation given to help defray personal costs of the volunteer for transportation, child care, and supplies. Residents are encouraged by the stipends to develop and carry out programs that they feel are important in improving the quality of life in their developments. Planned activities are approved by the Public Safety staff but participants are afforded great latitude in designing activities that are deemed appropriate.

PROGRAM ACTIVITY	CHA STAFF AND ORGANIZATIONS INVOLVED	EXTERNAL AGENCIES INVOLVED
Substance Abuse Intervention and Referral	Public safety coordinator, residents' organizations, resident volunteers, crime prevention outreach aides	Charlotte Police Department, Alcohol and Drug Abuse Centers

ACTIVITY DESCRIPTION

Crime prevention staff take note of residents who have problems with controlled substances either as users or illegal sellers. These residents are offered counseling or are referred to an appropriate agency for help. Situations which require police involvement are reported by staff.

PROGRAM ACTIVITY	CHA STAFF AND ORGANIZATIONS INVOLVED	EXTERNAL AGENCIES INVOLVED
Employment Counseling and Referral	Public safety coordinator, residents' organizations, resident volunteers, crime prevention outreach aides	City and county job training programs, vocational rehabili- tation, employment services centers, private employers

ACTIVITY DESCRIPTION

The rate of unemployment among residents in public housing developments in Charlotte is an acute problem. This crime prevention activity seeks to link residents with other resources to increase the employment and employability of unemployed residents. Specifically the program seeks to:

- employ and train residents for key para-professional roles with the program;
- increase the employability of adults within the community through skills and qualifications and analysis, remediation of educational deficiencies, employment and behavioral counseling, and training in job search and interview skills;
- provide opportunities for work experience and training for high risk youths living in the community; and
- referrals to employers through job development and on-site linkages with existing employment referrals programs.

PROGRAM ACTIVITY	CHA STAFF AND ORGANIZATIONS INVOLVED	EXTERNAL AGENCIES INVOLVED
Court Assistance and Diversion	Public safety coordinator, crime prevention outreach aides, residents' organizations, resident volunteers, resident managers; social service staff	Charlotte Police Department, city and county courts personnel, legal services

ACTIVITY DESCRIPTION

Crime prevention staff are alerted to residents who are potentially involved in court matters by police incident reports and by requests for assistance from residents, managers and social service staff. This activity is designed to familiarize residents with court procedures and to refer them to agencies that may be of assistance in court matters.

PROGRAM ACTIVITY	CHA STAFF AND ORGANIZATIONS INVOLVED	EXTERNAL AGENCIES INVOLVED
Social Service Information and Referral	Public safety coordinator, residents' organizations, resident volunteers, crime prevention outreach aides	Charlotte/Mecklenburg social services, rape crisis services

ACTIVITY DESCRIPTION

Crime prevention staff are in constant contact with social service agencies that are a source of help to residents. They also have a good relationship with the Information and Referral Service, which provides information on many social service agencies in Charlotte/Mecklenburg.

Crime prevention staff receive a thorough orientation regarding available resources and are provided with a booklet which contains a list and description of services provided by social service agencies in the Charlotte/Mecklenburg County area.

PROGRAM ACTIVITY

CHA STAFF AND ORGANIZATIONS INVOLVED

EXTERNAL AGENCIES INVOLVED

Dispute Settlement	Public safety coordinator, residents' organizations, crime prevention outreach aides	Dispute Settlement, Center of Charlotte/Mecklenburg, social service referral agencies
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ACTIVITY DESCRIPTION

Dispute settlement is a program activity that seeks to identify and resolve tensions between residents before a precipitous situation is reached. The program offers mediation/ dispute settlement conferences and referrals when police reports indicate disputes between residents may warrant such. The Dispute Settlement Center of the Charlotte/Mecklenburg Community Relations Committee directly provides professional services in this area to the residents.

PROGRAM ACTIVITY	CHA STAFF AND ORGANIZATIONS INVOLVED	EXTERNAL AGENCIES INVOLVED
Victim/Witness Assistance	Public safety coordinator, residents' organizations, resident volunteers, crime prevention outreach aides	Charlotte Police Department, social service referral agencies, legal services

ACTIVITY DESCRIPTION

This activity addresses the need to assist victims of crimes and witnesses to crimes to help ensure that they will perform the follow-through activities required after crime has occurred. This is especially of concern regarding the victim because his or her cooperation is essential for the public housing agency to take corrective actions when the suspect is another resident or a guest of another resident. To carry out this activity, crime prevention staff contact the victim or witness and offer help counseling or assistance, or refer them to appropriate sources of further assistance, including the police.

PROGRAM ACTIVITY	CHA STAFF AND ORGANIZATIONS INVOLVED	EXTERNAL AGENCIES INVOLVED
Elderly Watch	Public safety coordinator, residents' organizations, resident volunteers, crime prevention outreach aides	None

ACTIVITY DESCRIPTION

This activity involves the residents' organizations which sponsor volunteer watch programs for the elderly. Residents volunteers serve from 5:00 P.M. until 9:00 P.M. on weekdays and from 1:00 P.M. until 9:00 P.M. on weekends when the agency business office is closed. Two persons serve at the door, each for a four-hour shift. Visitors are requested to sign-in giving their names, name and apartment number of the resident they are visiting, and the time they enter and leave the building. The purpose of the activity is to control access to the building during these times to reduce threats to the security of residents.

PROGRAM ACTIVITY	CHA STAFF AND ORGANIZATIONS INVOLVED	EXTERNAL AGENCIES INVOLVED
Letter Carrier Alert	Public safety coordinator, crime prevention outreach aides, residents' organizations	U.S. Post Office, Letter Carrier

ACTIVITY DESCRIPTION

This program is a cooperative community-wide service designed to provide an added measure of assurance to residents over sixty in the Charlotte/Mecklenburg area by registering the elderly with the Postal Service. The program is effective because many letter carriers have the same route year after year and they get to know the people in the communities they serve. Letter carriers are alerted to symptoms of trouble, such as overflowing mailboxes, porch lights burning all night, broken windows, newspapers piling up, a door slightly ajar, and other unusual occurrences. If the resident is a program participant the carrier notifies his/her supervisor who in turn notifies the information and referral office where a registration card file is maintained. The information and referral office will follow-up by calling the persons listed on the registration card. If the contact people cannot be reached, they take whatever action the situation appears to require.

FORMS AND REPORTS

Public Safety and Crime Prevention personnel use a number of forms and reports in their programs and activities. These forms and reports can be categorized into seven types:

- warning letters;
- referrals to the crime prevention programs;
- investigations and conferences;
- referrals to other agencies;
- volunteer assistance;
- reporting; and
- other forms and reports.

Exhibit I-6 lists the forms and reports by category, presents their purpose or use, and gives an appendix reference where they are presented.

CRIME PREVENTION TRAINING

Resident training in the areas of public safety and crime prevention is an important component of the Public Safety Department and the Crime Prevention Program. Residents are included in every step of developing programs and activities for the public housing developments. Their concerns and ideas are voiced through the residents' organizations, which are the implementors of public safety and crime prevention activities at the various developments. The Public Safety Coordinator works closely with these organizations ensuring that their staff are adequately trained by providing in-house training and facilitating training opportunities through other agencies.

Appendix C contains the basic training materials which provide the program concepts and methodology for approaching various public safety and crime prevention problems. In general, residents' organizations are the key to effective programs in public safety and crime prevention. The programs depend on resident cooperation and participation, thus the need for constant training and information sharing is critical to program success.

EXHIBIT I-6
CRIME PREVENTION FORMS AND REPORTS

TITLE OF REPORT/FORM	PURPOSE OF REPORT/FORM	APPENDIX PAGE NUMBER
<u>WARNING LETTERS</u>		
Notice to All Residents Intent to Enforce Lease Provisions	To given residents official notice of the housing agency's intent to strictly enforce lease provisions and the specific policies established for each community.	IIIB-3
Form Letter: Illegal Activities of Tenants' Family or Quest	To warn tenants that if family members or guests are engaging in illegal activity that they may be in violation of lease, and immediate eviction may result.	IIIB-4
Form Letter: Disturbances	To warn tenants that a Disturbances reported disturbance may be a violation of their lease.	IIIB-7
Form Letter: Victimization	To offer the assistance of the crime prevention program resources so residents who are victims of crime will follow-through on those they have reported.	IIIB-8
Form Letter: Conflict Mediation	To offer the assistance of the crime prevention resources for settlement of conflicts and/or disputes between residents without court battles or possible evictions.	IIIB-9

EXHIBIT I-6 (continued)

TITLE OF REPORT/FORM	PURPOSE OF REPORT/FORM	APPENDIX PAGE NUMBER
<u>REFERRALS TO CP PROGRAMS</u>		
Form: Referral	To record the referral of residents to the crime prevention program from managers or other CHA staff for assistance in any area in which the program works with residents.	IIIB-10
Form: Contract Record	To record referrals from residents, other agencies and requests for assistance from residents. To monitor the status and nature of such referrals and contracts with residents. To check the type and appropriateness of services rendered.	IIIB-12
<u>INVESTIGATIONS AND CONFERENCES</u>		
Report: Investigation	To document fact finding activities. Allows staff to summarize fact finding and make clear and concise recommendations. To assist managers in determining necessary actions.	IIIB-13
Report: Conference Summary with Resident	To document conferences with residents when an investigation is underway relating to a resident's particular problem.	IIIB-15

EXHIBIT I-6 (continued)

TITLE OF REPORT/FORM	PURPOSE OF REPORT/FORM	APPENDIX PAGE NUMBER
Report: Resident's Statement	To document a resident's statement of his problem or conflict. To help solve the problem, clarify misunderstandings and provide information for grievance proceedings.	IIIB-17
<u>REFERRALS TO OTHER AGENCIES</u>		
Form: Referral	To refer residents to other agencies or programs when additional professional help is needed.	IIIB-18 IIIB-19
Form: Application for a Contract for Services and Bill for Contract Work	To describe the volunteer's proposed services and indi- cate the period of per- formance and the stipend amount requested. To document approval of the proposed services. The bill or contract work documents the amount earned and certifies that the contract work has been performed.	IIIB-21 IIIB-23
<u>OTHER FORMS AND REPORTS</u>		
Report: Activity Report	To report the activities of crime prevention staff to the public safety coordinator. It is submitted every two weeks.	IIIB-24
Form: Public Housing Crime Prevention Program Log Sheet	To record program activity including calls for service and walk-ins for service.	IIIB-26

EXHIBIT I-6 (continued)

TITLE OF REPORT/FORM	PURPOSE OF REPORT/FORM	APPENDIX PAGE NUMBER
Form: Log of Police Reports Received	For the police records aide to record offense, arrest, accident and miscellaneous incident reports which involve public housing residents or public housing addresses.	IIIB-27
Form: Consent for Release of Information	To give the crime prevention program staff consent to release information on the signing resident to a specific agency or program for a specific period of time.	IIIB-28
Form: Senior Citizen Survey	To provide the crime prevention program staff with emergency, next of kin and general information on senior residents.	IIIB-29
Form: Health Care Survey	To provide the crime prevention program staff with health information on residents.	IIIB-30
Form: Crime Prevention Survey	To provide crime prevention staff with residents' crime prevention preparation.	IIIB-31

FINANCING THE CRIME PREVENTION PROGRAMS

The Public Housing Crime Prevention Program is funded by the City of Charlotte with additional financial assistance from HUD. The funding from the city totaled \$75,000 for 1984-1985. CHA received these funds in September 1984 to continue operations at two developments, it then started operations at three developments in October and at one additional development in December.

Exhibit I-7 shows sources and amounts of funding for public safety and crime prevention activities at CHA developments.

EXHIBIT I-7 FINANCES OF THE PUBLIC HOUSING CRIME PREVENTION PROGRAMS

<u>Funding Sources</u>	<u>Amounts</u>	<u>Covered Items</u>
City of Charlotte	\$75,000	Crime prevention outreach aide salaries, police records aide, equipment and supplies
CHA Budget	\$16,000	Volunteer stipends
HUD Funding	\$27,000	Director of public safety salary

II. WHY THE PUBLIC SAFETY/CRIME PREVENTION PRACTICES AT CHA ARE EFFECTIVE

A prominent indicator of the effectiveness of CHA's public safety/crime prevention programs is reductions in crime. Although data are preliminary or the 1984-1985 Crime Prevention Program year, a reduction in criminal activity and vandalism is evident. Exhibit II-1 presents reported offenses for the year immediately preceding the implementation of the Crime Prevention Program and for the portion of the first year's performance that is available. For comparison purposes statistics are presented for developments under the Crime Prevention Program and for all other developments. The data reveal that the six Crime Prevention Program developments experienced a decline in reported incidences of 2.7 percent while the remaining unfunded projects experienced an absolute increase of 5.4 percent. Exhibit II-2 provides a more detailed analysis of arrests at the crime prevention program sites. These data show that the program is nearing its objective of reducing overall arrests by fifteen percent in its first year, in that, arrests declined by almost thirteen percent. Moreover, these preliminary data show that considerable progress is being achieved towards reducing so-called "serious" offenses (e.g., sex offenses, robbery and assault). The latter decline is in part attributed to the effectiveness of the Operation Identification and Neighborhood Watch Programs.

While it is difficult to pinpoint the specific reasons for these results and the success of the program in general, there are several broad reasons cited by CHA officials and staff. These can be summarized as:

- the program's multi-faceted approach;
- police department cooperation and assistance;
- a continuing emphasis on data collection and useful management information;

EXHIBIT II-1

OFFENSES OCCURRING IN PUBLIC HOUSING DEVELOPMENTS FOR THE SIX MONTH PERIODS,
SEPTEMBER 1983 TO FEBRUARY 1984, AND SEPTEMBER 1984 TO FEBRUARY 1985

Type of Offense	All Developments		% Change
	1983-1984	1984-1985	
Homicide	1	1	0.0%
Rape/Sex	6	4	- 33.3
Robbery	17	15	- 11.6
Assault with Deadly Weapon	65	75	+ 15.4
Simple Assault	121	148	+ 22.3
Burglary	66	57	- 13.6
Larceny	95	86	- 9.5
Auto Theft	23	16	- 30.4
Damage to Property/Trespass	74	84	+ 13.5
Other Offenses	49	59	+ 20.4
TOTAL	517	545	+ 5.4%

Type of Offense	Developments which have funded Crime Prevention Programs		% Change
	1983-1984	1984-1985	
Homicide	0	1	+100.0%
Rape/Sex	4	2	- 50.0
Robbery	14	9	- 35.7
Assault with Deadly Weapon	54	55	+ 1.9
Simple Assault	95	107	+ 12.6
Burglary	46	32	- 30.4
Larceny	74	59	- 20.3
Auto Theft	19	15	- 21.2
Damage to Property/Trespass	62	69	+ 11.3
Other Offenses	35	43	+ 22.9
TOTAL	403	392	- 2.7%

EXHIBIT II - 2

ARRESTS OF PERSONS WITHIN THE CRIME PREVENTION DEVELOPMENTS
 FOR THE PERIOD FROM SEPTEMBER 1983 TO FEBRUARY 1984
 AND SEPTEMBER 1984 TO FEBRUARY 1985

CRIME PREVENTION DEVELOPMENTS

<u>TYPE OF ARREST</u>	<u>1983-4</u>	<u>1984-5</u>	<u>% CHANGE</u>
Homicide	0	1	+100.0
Sex Offenses	2	1	- 50.0
Robbery	12	12	0.0
Assault with Deadly Weapon	39	26	- 33.3
Other Assaults	46	50	+ 8.7
Burglary/Storebreaking	23	13	- 43.5
Larceny/Unlawful Concealment	93	91	- 2.2
Damage to Property/Tresspass	52	39	- 26.9
Auto Theft	9	4	- 55.6
Drug Offenses	15	20	+ 33.3
Other Offenses	<u>163</u>	<u>139</u>	<u>- 14.7</u>
ALL ARRESTS	454	396	- 12.8

- substantive resident involvement; and
- top level support by the board and director.

Each of these are separately addressed below.

MULTI-PRONGED APPROACH

The safety programs at CHA depend to a large degree on the coordination and cooperation with agencies outside of CHA. They are based on a partnership between residents and service providers. This approach provides staff an opportunity to solve the whole problem rather than some of its symptoms. For example, unemployment is a source of many problems, including forcing some residents to engage in illegal activities. Many domestic disturbances are the result of problems related to the inability to cope with personal, financial and social problems. The programs at CHA are geared toward providing counseling in several areas and referrals to agencies that can provide the professional help necessary to resolve or at least assist in coping with problems. Accordingly, a key factor in the program's effectiveness is its multi-pronged approach toward addressing tenant problems. Substance abuse counseling, employment counseling, dispute settlement support, and social service referrals are all important elements in the CHA programs.

POLICE COOPERATION

Another fundamental reason that the program is effective is the resources that are brought to bear by the police department. In a rather unique arrangement, partial funding for the programs is provided by the Charlotte Police Department. The Crime Prevention Division of the department serves as a liaison unit to the agency. This division works closely with the crime prevention program staff and provides direction in many areas that require special law enforcement expertise. Additionally, this

division helps coordinate specific crime prevention activities. For example, it provides the information packets and training for the Community Watch and Operation Identification activities. The police department also provides access to its offense, arrest and miscellaneous incident reports that contain information on public housing residents and persons using public housing addresses.

MANAGEMENT INFORMATION

Data collection in support of management information needs is an on-going program emphasis. All data are collected and summarized on an individual site basis so that cross-site comparisons can be easily made as well as other types of analysis. Because the public safety staff have been collecting data for a long time, trend data are available for continually assessing effectiveness and fine-tuning the program. Additionally, resident surveys are periodically conducted to supplement police statistics. This information is useful to resident participants and crime prevention staff in planning and designing additional activities.

RESIDENT INVOLVEMENT

The philosophy of the public safety and crime prevention programs at the Charlotte Housing Authority emphasizes resident involvement in and responsibility for the planning, development and implementation of all activities. The "shared ownership" practice as outlined in the seven-step model includes residents at each step, thus making them the donors and beneficiaries of all activities and programs.

The Charlotte Housing Authority had tried other approaches to safety and crime prevention, including a twenty-four hour mini-police force in one development and the upgrading of security hardware in all developments (new locks and doors). Neither approach had a significant impact on safety and crime

prevention. The Fairview Homes Crime Prevention Demonstration Program validated the notion that significant reductions in crime will result when low-income residents are empowered to run their own crime prevention programs.

The rather active residents' organizations at CHA provide a mechanism for soliciting resident involvement in public safety and crime prevention activities. These are assisted by the public safety coordinator in developing crime prevention programs and activities that specifically address their neighborhood needs. Through the use of residents as staff persons in the program and in other fundamental ways, the program achieves its critical goal of being a resident-run, self-sufficient program. This has a far-reaching impact on the effectiveness of the program at CHA.

TOP-LEVEL SUPPORT

One final and somewhat broad reason that this program is effective is that it has the "backing" and clout of the board of commissioners and executive director. The board recognized the need for a full-time coordinator at any early stage and fully supported this hiring decision. The board continues to show concern and commitment to overall programmatic efforts by participating in standing committees and assisting where possible to secure grants from local foundations and other funding sources.

On a working level, the executive director and top management staff help to make the program effective by ensuring proper communication and coordination between each operating division and the crime prevention staff. For example, housing managers are encouraged to be in frequent contact with crime prevention staff, informing them of lease violations, and other safety and security problems. As well, housing management staff are reminded to inform tenants about the crime prevention program and the many services provided thereunder.

RESIDENT PERCEPTIONS OF PROGRAM EFFECTIVENESS

As part of the documentation efforts for this case study, the team surveyed a random sample of residents at each of the program's six developments. Eighty-eight residents responded to questions concerning the safety and security of their neighborhoods and the role and activities of CHA and residents in maintaining security.

The survey further validated the program's positive impacts. Almost all residents (ninety-two percent) were aware of the program and slightly more than fifty percent had participated in discussions or had reviewed materials that address crime problems at their site. Thirty percent of those questioned had noticed a positive change in their neighborhood's safety during the program's tenure. Slightly less than one-half (forty-three percent) of the residents had not noted any criminal incidences in the last year. Twelve percent, however, did note some specific incidences.

Survey data also suggest that the program may have improved tenant perceptions regarding their living environment in general. For example, eighty-four percent of the tenants stated that they felt "satisfied" with their living environment, and an almost equal proportion felt "safe" in their homes and on the project grounds. Along these same lines, the program appears to have helped engender a sense of responsibility in tenants concerning safety. Eighty percent of those surveyed acknowledged that tenants were generally responsible for maintaining safety, while a high proportion of those surveyed acknowledged at least one specific role or responsibility for ensuring safety, such as reporting suspicious activities or making sure their own apartments are secure.

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III. APPLYING CHARLOTTE'S PUBLIC SAFETY/CRIME PREVENTION PRACTICES IN OTHER PUBLIC HOUSING AGENCIES

There are several approaches that a public housing agency may take to secure people and property. The approach chosen is dependent upon a number of factors, such as:

- the severity of the problem;
- the location and configuration of the public housing communities;
- the skill and dedication of personnel;
- the extent and quality of municipal police services;
- the attitude of residents;
- the availability of funds; and
- the ability to coordinate the incorporate supportive services from other agencies.

The public safety/crime prevention practices at Charlotte Housing Authority represent one effective approach involving the residents and the surrounding community and municipal agencies. This chapter discusses considerations and factors involved in implementing a similar program at other locations.

The public safety/crime prevention practices at CHA feature good working relationships with the resident population through the residents' organizations, and cooperation of the local police department and outside agencies. The practices are built around the premise that crime prevention cannot be imposed on a neighborhood by the police or management--it must grow from within the neighborhood itself. Prior to implementing any activities or programs, residents must be involved in all four steps mentioned earlier and one additional step--program planning. Again in the CHA model, external agencies and CHA staff assist residents in planning programs but all decisions rest with the residents. Public housing officials considering implementing practices similar to those in Charlotte should involve the types of actors that participate in the CHA programs

to the extent warranted by their own situation in order to achieve similar results.

IMPLEMENTATION TASKS

Prior to adopting strengthened public safety and crime prevention practices, public housing officials must perform several preliminary tasks. These tasks as they relate to CHA practices include the first four steps of the CHA seven-step model:

- organization;
- needs assessment;
- analysis; and
- goal setting.

However, focus should be placed on steps two and three of the process: needs assessment and analysis. In the needs assessment process agencies should consider collecting the two types of data described in Chapter I: offense, arrest, and miscellaneous incident reports; in addition to victimization surveys. The latter helps to discover unreported incidents and assess resident fears and concerns. Analysis of these two information sources can facilitate the identification of major and minor problems that can help in program planning and goal setting. Some of the more common problems at housing agencies include: inadequate local police coverage; defensible space problems such as poor development design; inadequate security hardware; and inadequate community mobilization to counter crime and vandalism. Special effort should be made not to "mis-diagnose" problems. For example, at CHA, burglary rates were high in one project, but careful analysis revealed that this partly was a result of tenants' reluctance to lock windows. If problem diagnosis is thoughtfully done, each aspect of subsequent program design can effectively address a burglary problem and moreover, as in this example, can address needed changes in

tenant behavior such as reducing vulnerability to crime.

Since safety and security problems may vary by project it is important to evaluate the sources of problems carefully at each site. This can also affect the success of program planning because different approaches, techniques, etc., may be warranted between projects. The documentation of safety and security needs and problems will necessarily include an assessment of the neighborhoods surrounding the targeted housing developments.

The goal setting process should naturally flow from the preceding two steps. Informed analysis should correctly reveal the attackable problems and priorities should then emerge from a consensus building effort among all parties. Quantifiable goals/objectives were promulgated by CHA, such as reduction of arrests by fifteen percent. Setting goals in this fashion allows progress to be monitored in an operable fashion.

Program planning is the next step. Perhaps the most important factor in this step is determining the resources that are available because this factor usually constrains the particular practices that can be implemented. Almost as critical as the level of available resources, however, is their combination, as shown in Charlotte, where residents, police, and other agencies contribute and participate.

Another resource consideration is staffing. There is one full-time crime prevention aide at five of the six sites in Charlotte and the sixth site has two part-time aides. Other agencies should consider the costs of salaries, supplies, and fringe benefits if similar staffing patterns are elected. Another staff-related cost is training. These costs may be modest but nonetheless should be considered. As shown in the Charlotte example, the training provided by the police department and through other sources is quite important.

Another important element of detailed program planning is developing standard operating procedures and job descriptions for crime prevention personnel. It is important to differentiate their duties from those of other public housing staff, police personnel, and personnel from coordinating agencies. These items should be in place when hiring and training tasks are subsequently undertaken.

Once the above considerations have been finalized, the next step is program implementation. Other agencies may want to consider initially implementing a program at one or a few sites. This may be warranted in light of resource constraint or other considerations. After a year or more of demonstrated results, the program can be expanded. An important consideration here is the final step--monitoring and evaluation. The systems that CHA staff have designed could be useful in developing a monitoring and evaluation process at other agencies. The key here is good data. In this regard, coordination with the police department is very important. Many police departments have automated management information systems that may provide information for the needs assessment, as well as for monitoring and evaluation.

APPENDIX A

- EXHIBIT A-1 Job Description - Public Safety
 Coordinator
- EXHIBIT A-2 Job Description - Police Records
 Aide
- EXHIBIT A-3 Job Description - Crime Prevention
 Outreach Aide
- EXHIBIT A-4 Program Activity - Volunteer
 Stipends
- EXHIBIT A-5 Letter of Agreement Between the
 Charlotte Housing Authority and
 the Mecklenburg County Mental
 Health Services

EXHIBIT A-1

PUBLIC SAFETY COORDINATOR

JOB SUMMARY:

Administers crime prevention and related resident-involvement programs in public housing developments. Coordinates the involvement of residents, management, the police, social and human services' agencies, and volunteers in programs to improve the security and safety of public housing neighborhoods. Assists managers and other staff in investigating offenses and lease violations involving the residents of public housing.

Reports to the Executive Director.

TYPICAL DUTIES:

1. Plans, establishes objectives, budgets, grant proposals.
2. Organizes work units and monitors performance. Hires and fires.
3. Accomplishes required local, state and federal reports.
4. Conducts needs assessments and prepares annual reports of needs.
5. Assists residents' organizations in establishing crime prevention programs.
6. Establishes and maintains coordination between Housing Authority staff and residents and community organizations and agencies.
7. Assists managers in investigating and resolving problems in their developments.
8. Assists the Directors of Community Services and Youth Services in conducting and monitoring programs.
9. Provides assistance to law enforcement and juvenile services agencies in investigations and development of programs.

ABILITIES, EXPERIENCE, EDUCATION REQUIREMENTS:

Required: Bachelors Degree and experience in criminal justice or in related field.

Preferred: Advanced degree in criminal justice and experience administering criminal justice or related programs.

PUBLIC HOUSING CRIME PREVENTION PROGRAM

JOB DESCRIPTION

POLICE RECORDS AIDE

Major Objective:

To review police reports and calls for services and distribute individual reports to appropriate managers on a regular basis.

Major Responsibilities:

1. To examine police reports filed at the Police Department and select those reports involving Housing Authority residents or property for copying and distribution to managers and crime prevention staff.
2. To examine miscellaneous incident reports filed by police officers at least once a week and select those reports relating to incidents occurring in public housing which require action by either managers or crime prevention staff.
3. To record and file selected reports by account and lease status.

Secondary Responsibilities:

1. To refer appropriate incidents to the Public Safety Coordinator for mediation.
2. To develop summaries of crime incidents by project.

Record Keeping:

1. The Police Records Aide keeps a summary log of offenses, arrests and accident reports reviewed on a daily basis.
2. The Police Records Aide keeps a log of those incidents requiring immediate action and alerts the Public Safety Coordinator of these incidents.

Communications/Supervision:

1. The Police Records Aide is under direct supervision of the Public Safety Coordinator for tasks and duties.
2. The Police Records Aide is under indirect supervision of the Job Bank Aide for recording of time and submission of bi-weekly reports of activities.

Job-Sites:

1. The Police Records Aide works directly out of the Fairview Homes Crime Prevention Office for filing and analysis of records.

POLICE RECORDS AIDE (CONTINUED)

Job-Sites:

2. On Monday, Wednesday, Friday and Saturday mornings, the Police Records Aide will work out of the Records Bureau of the Police Department to pull police reports related to public housing.

PUBLIC HOUSING CRIME PREVENTION PROGRAM
CRIME PREVENTION OUTREACH AIDE

Job Description

MAJOR OBJECTIVE:

To establish an active crime prevention program in specified public housing developments in conjunction with the Residents' Organization in those developments:

MAJOR RESPONSIBILITIES AND DUTIES:

- I. Meet regularly with the Residents' Organization in the target development to make residents aware of crime prevention strategies and activities. Specific duties include:
 - A. Establishing a Neighborhood Planning Team which meets monthly to discuss crime prevention needs and strategies;
 - B. Coordinate Crime Prevention and Neighborhood Watch workshops with the Police Department's Crime Prevention Division; and,
 - C. Present monthly reports to the Residents' Organization on major crime problems, activities which have been undertaken, and programs and activities which are being planned.
- II. Identify at least one person in each building who is willing to serve as a Building Captain and assist in organizing a Building Captain Association in conjunction with the Residents' Organization. The Aide will:
 - A. Contact each Building Captain weekly;
 - B. Hold monthly meetings with the Captains;
 - C. Organizing and coordinate training for the Captains in Authority policies and crime prevention.
- III. Organizing and implement crime prevention and security programs on a regular basis. Activities shall include, but are not limited to, the following:
 - A. Operation I.D. (Marking of Valuables).
 1. Visit every family in the development within the first four months of each year to insure that all valuables are identified with either a N. C. Driver's License or N. C. Identification Number from the Division of Motor Vehicles.
 2. Visit new families within the first two weeks of occupancy to discuss the Crime Prevention Program and mark their valuables.
 3. Provide the Crime Prevention Division of the Charlotte Police Department with a list of all families whose valuables have been marked.

B. Carrier Alert and Elderly Watch Programs

1. Conducts Carrier Alert Survey during the first four months of the program's operation.
2. Complete an Emergency Alert and Medical Information Survey with all elderly in the development annually.
3. Visit all elderly families in the development at least once a week and insure that neighbors will check on the elderly daily.

C. Prevention Awareness and Education Programs

1. Distribute literature to all residents on a quarterly basis.
 - a. Substance Abuse.
 - b. Social Services Programs.
 - c. Crime Prevention.
 - d. Mediation.
 - e. Mental Health.
 - f. Victim-Assistance.
2. Conduct or coordinate Prevention/Awareness Workshops with the development at least six times each year.

IV. Contact the victims of crime as directed by the Public Safety Coordinator or his designee within at least seven days of the victimization. During the contact, the Aide will:

- A. Make the resident aware of the Crime Prevention Program and offer his/her assistance in obtaining police reports or other information necessary to insure that the situation is properly handled;
- B. Insure that the resident has reported all relevant facts to the appropriate authorities;
- C. Refer the resident to appropriate agencies for assistance, if necessary, and contact those agencies to make them aware of the resident's desire for assistance;
- D. Offer to accompany the resident to the magistrate or court if desired.

V. Identify problems and potential problems which are in need of action by management, the Authority, Crime Prevention or some other agency and provide reports on those problems to the Manager and Public Safety Coordinator in a timely fashion. Problems or potential problems to be reported upon include, but are not limited to, the following:

- A. Dispute between neighbors which might be settled through mediation;
- B. Persons loitering and/or harassing residents in the development;

PUBLIC HOUSING CRIME PREVENTION PROGRAM
CRIME PREVENTION OUTREACH AIDE
PAGE THREE

- C. Unusual incidents or happenings;
 - D. Sales of illegal items including liquor, drugs, candy, etc.
- VI. Provide assistance to residents in obtaining social services or appropriate services from agencies, including the Housing Authority on an as-needed basis.

RECORD KEEPING AND REPORTING:

1. Maintain accurate records of activities and services.
2. Provide the Public Safety Coordinator with a bi-weekly report of activities and contacts with residents and agencies.
3. Provide the Residents' Organization and Public Housing Crime Prevention Steering Committee with a monthly report of activities and programs.

CONFIDENTIALITY:

No employee of the Public Housing Crime Prevention Program shall release any information concerning a resident of public housing to anyone not employed by the Crime Prevention Program or the Authority without the expressed written consent of the resident. The only exceptions to this rule are upon approval of the Public Safety Coordinator when it is determined that such a release of information is in the best interest of the Authority and the resident or in those cases where an agreement exists between the Authority and the agency requesting information. Upon receiving either an original signed Authorization for Release or approval from the PSC or an existing Agency Agreement, the information may only be released to the persons/agencies listed in the Authorization or the Agreement. Any employee releasing information without an original signed Authorization for Release, Agreement, or Approval or releasing information to persons or agencies other than those specified in the Release or Agreement shall be subject to immediate dismissal.

1. Contents of Authorization for Release
 - a. Name of the resident, their address and date of birth;
 - b. The nature and extent of the information to be released;
 - c. The dated original signature of the resident or his/her legally appointed representative;
 - d. The agency to whom or from whom the information is to be released.
 - e. The specific purpose of the release.
 - f. The name and address of the person assisting the resident in completing the Authorization for Release.

2. Informed Consent

Prior to asking a resident to sign an Authorization for Release, a delegated employee shall explain the nature of the release. The resident shall be told the following:

- a. Contents to be released;
- b. That there is a definite need for the information;
- c. That the resident may give or withhold the consent and that his/her consent is truly voluntary; and,
- d. Explanations of any foreseen risks to the resident in releasing or not releasing the information.

STAFF RELATIONS:

1. The Crime Prevention Aide is expected to maintain a close positive working relationship with the Development Manager and Residents' Organization in the development where he/she is working. To maintain those relations, the Aide is expected to:
 - a. Contact the Manager whenever he/she reports for work to discuss problems or activities which need to be undertaken;
 - b. Contact the Residents' Organization President weekly to discuss issues or concerns from the Organization's perspective; and
 - c. Keep the Manager and Residents' Organization President informed of all activities undertaken by the Aide.
2. The Crime Prevention Aide will be directly supervised by the Public Safety Coordinator or his/her designee and will report activities to the PSC or designee regularly through:
 - a. Bi-weekly written reports.
 - b. Bi-weekly staff meetings to be held at the Authority's Central Office at 1301 South Boulevard.

VOLUNTEER STIPENDS

Volunteer stipends are offered residents in selected public housing communities to encourage participation in neighborhood activities. These stipends are not to be considered wages or compensation for hourly work but supplemental funds to cover incidental costs of supplies, travel, babysitting, or other costs realized by volunteers in neighborhood projects.

Stipends are limited to an average of \$40.00 per month for no more than three consecutive months. This limitation is established to encourage a spirit of volunteerism among a broad group of residents in each community with the expectation that at the end of the stipend period, the volunteer will acquire a vested interest in continuing the project or volunteer work on their own.

While the volunteer's hours are recorded, the emphasis is not on the hours contributed but on the benefits of his/her activities for the neighborhood as a whole. There is no way that we could adequately compensate the volunteer for their activities given our budget limitations, hence the stipend is only a small token of appreciation for the services they render to our programs.

LETTER OF AGREEMENT BETWEEN THE
CHARLOTTE HOUSING AUTHORITY AND THE
MECKLENBURG COUNTY MENTAL HEALTH SERVICES

AGREEMENT:

1. Effective September 1, 1984, the North Outreach Program of Mecklenburg Mental Health Services will provide a social worker who will be available for on-site assistance to the Human Services Department of the Charlotte Housing Authority. Such on-site services shall not exceed one half-day per week without prior written agreement from the Director of the North Outreach Program. The following on-site services are to be provided without compensation:
 - a. Case consultation with the Human Services staff.
 - b. Case finding and evaluation of persons with emotional disturbances on site. After evaluation, persons needing on-going treatment through Mental Health Services will be scheduled at the Outreach North Office for on-going appointments and a sliding fee will be charged to the client for the services.
 - c. Phone consultation with the North Outreach staff not to exceed a total of 20 consultation calls per month.
2. Effective September 1, 1984, the Consultation/Education Division of Mecklenburg Mental Health Services will provide training sessions for the Housing Authority staff and residents on an as-needed basis at a rate of \$2.00 per person per 1½ hour session.
3. Effective September 1, 1984, the Housing Authority will provide office and meeting space for consultation, group sessions and training workshops to the North Outreach staff at site designated by the North Outreach staff and agreed upon by the Authority at no cost to Mecklenburg Mental Health Services or their clients. To the extent possible, the Authority will provide a space and furnishings which will permit privacy and be conducive to type of activity which is planned.
4. Effective September 1, 1984, the Authority's Human Services staff will provide on-site follow-up and assistance to clients under the care of the North Outreach staff. Such on-site follow-up and assistance shall not exceed one-half day per week without prior written approval of the Human Services Program Coordinator. The following follow-up services and assistance are to be provided without compensation:
 - a. Monitoring of the behavior and compliance of clients with treatment plans;
 - b. Assistance in obtaining transportation to keep appointments;
 - c. On-site and phone consultation concerning progress and problems while in the community.

5. Confidentiality. When any information is requested by either agency the request will be based on the rule of need to know vis-a-vis "right-to-know" as per State of North Carolina confidentiality Regulations (10 NCAC 18D) .0117 (a). To be considered valid, an authorization for Release of client information shall be on the form provided by the Division of Mental Health, Mental Retardation and Substance Abuse and/or contain the following:

- a. Name of the recipient.
- b. The extent of information to be released.
- c. A statement which explains the doctrine of informed consent in accordance with Rule .0211.
- d. The name and dated original signature of the client or his/her legally appointed representative.
- e. A statement that the consent is subject to revocation at any time except to the extent that action has been taken in reliance on the consent.
- f. Length of time consent is valid (not to exceed one year).
- g. The agency which releases the information.
- h. The date.
- i. Any other information as required by law.
- j. Specific purpose for the release.
- k. Signature of individual witnessing consent.

The client or representative may alter the form to contain other information which may include but is not limited to:

- a. A statement specifying the date, event or condition upon which the consent may expire even if the client does not expressly revoke the consent.
- b. Specific purpose for the release.

6. Interface Between the Charlotte Housing Authority Human Services Staff and North Outreach Staff. Information concerning program participants in either the Charlotte Housing Authority's programs or those of the North Outreach Services may be released to the staff of the other program under the following conditions:

- a. The prospective program participant was not actively enrolled in the programs of either agency prior to an initial screening and evaluations conducted simultaneously by the representatives of each agency; or,
- b. There is agreement between the Director of the North Outreach Mental Health Services and either the Housing Authority's Public Safety Coordinator or the Director of Community Services that an information exchange is justified in meeting the overall objectives of both programs and that said exchange will promote the effectiveness of services rendered to the program participant and the community; or,
- c. An appropriate informed consent form has been signed by the program participant authorizing the exchange of information between the two agencies.

7. Monitoring and Review of the Services and the Agreement. The Director of the North Outreach Mental Health Services and the Charlotte Housing Authority's Public Safety Coordinator shall jointly monitor and review the services provided under this agreement on a monthly basis. They shall prepare quarterly reports of the services requested and provided by each staff with recommendations for continuing, modifying, or terminating all or part of this agreement.

The terms of this Agreement have been accepted and agreed upon by the following parties:

FOR THE HOUSING AUTHORITY OF THE CITY OF CHARLOTTE, N.C.:

Executive Director

Date

FOR MECKLENBURG MENTAL HEALTH SERVICES:

Associate Area Director
Mental Health and Allied Services

Date

Director Outpatient Services

Date

APPENDIX B
FORMS AND REPORTS

EXHIBIT B-1	Notice of Intent to Enforce Lease Provisions
EXHIBIT B-2	Illegal Activities of Tenant's Family and Guests
EXHIBIT B-3	Disturbances
EXHIBIT B-4	Victimization
EXHIBIT B-5	Conflict Mediation
EXHIBIT B-6	Referral
EXHIBIT B-7	Contact Record
EXHIBIT B-8	Investigation
EXHIBIT B-9	Conference Summary with Resident
EXHIBIT B-10	Resident's Statement
EXHIBITS B-11 AND B-12	Referral
EXHIBITS B-13 AND B-14	Application for a Contract for Services and Bill for Contract Work
EXHIBIT B-15	Activity Report

APPENDIX B
FORMS AND REPORTS
cont'd.

EXHIBIT B-16	Public Housing Crime Prevention Program Log Sheet
EXHIBIT B-17	Log of Police Reports Received
EXHIBIT B-18	Consent for Release of Information
EXHIBIT B-19	Senior Citizen Survey
EXHIBIT B-20	Health Care Survey
EXHIBIT B-21	Crime Prevention Survey

EXHIBIT B-1

Housing Authority

EXECUTIVE DIRECTOR

COMMISSIONERS



OF THE CITY OF CHARLOTTE, N.C.

ADMINISTRATIVE OFFICES: 1301 SOUTH BOULEVARD
POST OFFICE BOX 38795
CHARLOTTE, NORTH CAROLINA 28236
TELEPHONE 332-0051

NOTICE TO ALL RESIDENTS

This is an official notice to all residents and visitors of the Housing Authority's intent to strictly enforce the provisions of the lease and the specific policies established for each community.

The lease specifically states that the HEAD OF THE HOUSE IS RESPONSIBLE FOR THE CONDUCT OF ALL PERSONS IN THE HOUSEHOLD AND GUESTS OR MEMBERS OF THAT HOUSEHOLD. If a family member or guest violates any one of the following lease provisions or policies, the entire family will be subject to eviction hearings:

- *INVOLVEMENT IN ILLEGAL OR OTHER ACTIVITIES WHICH IMPAIRS THE PHYSICAL OR SOCIAL ENVIRONMENT OF THE COMMUNITY - any criminal act committed in the community, threatening other residents, loitering in parking lots or areas not designed as parks or meeting areas, conducting fish fries or other private fund raising activities, and other such acts.
- *CREATING OR ALLOWING OTHERS WHO ARE IN THE DWELLING OR YARD WITH THE RESIDENT'S CONSENT TO CREATE A DISTURBANCE - loud parties, music, discussions, arguments and gatherings in the vicinity of the apartment which disturb other residents; loitering on the streets, in parking lots, or on the sidewalks such that it disturbs other residents.
- *DESTROYING, DAMAGING, DEFACING, OR REMOVING ANY PART OF A DWELLING OR OTHER PROPERTIES BELONGING TO THE HOUSING AUTHORITY - damage to the apartment, the apartment of another resident, or buildings and offices owned by the Authority; parking or driving on the grass or yard areas and sidewalks; writing or painting on the buildings or dumpsters.
- *IMPROPER DISPOSAL OF TRASH, GARBAGE, WASTE OR RUBBISH

If a guest or relative visiting or using a resident's address violates one of these provisions, the resident will be held responsible. Please be aware of these policies and discuss them with me if you have any questions.

Manager

EXHIBIT B-2

Housing Authority

EXECUTIVE DIRECTOR

COMMISSIONERS



OF THE CITY OF CHARLOTTE, N.C.

ADMINISTRATIVE OFFICES: 1301 SOUTH BOULEVARD
POST OFFICE BOX 36795
CHARLOTTE, NORTH CAROLINA 28236
TELEPHONE 332-0051

Date _____

RE: Illegal Activities of Tenant's
Family or Guests

Dear

The Charlotte Housing Authority is concerned about the high rate of crime in and around our developments. We are deeply concerned about the threat crime poses both to the physical safety of residents and to the general climate in our developments. We are also concerned that the illegal activities of family members or guests could result in the termination of the lease for the entire family.

I am writing because the Authority has received a Police Report involving a person using your address. If the charges in this report are true, you may be in violation of Section 8 of your Dwelling Lease. An explanation of the potential lease violations is attached along with a copy of Section 7, 8, and 11 of the Dwelling Lease.

The Authority wants you to have the opportunity to take any actions you feel necessary to correct this situation. If you feel that any of the charges are in error or that you need assistance in correcting this situation, please contact your manager immediately. Your manager can refer you to professionals who may be able to help you and your family in resolving any problem you may be facing.

It is important that you understand that any arrest and conviction of a family member or guest after the date of this letter could result in the termination of your lease. Any arrest of a family member or guest for possession of drugs with the intent to sell and deliver controlled substances may result in immediate eviction.

This is only a warning; the next incident may be too late. If you have any questions about the intent of this letter or the Explanation of Potential Lease Violations, contact your manager immediately.

For the Housing Authority of the City
of Charlotte, N.C.

CC: Area Manager
Project Manager (Tenant's File)

EXPLANATION OF POTENTIAL LEASE VIOLATIONS

TENANT'S NAME: _____
 TENANT'S ADDRESS: _____
 DEVELOPMENT: _____ MANAGER: _____

ARREST/OFFENSE INFORMATION

DATE/TIME OF ARREST/OFFENSE: _____ ARREST # : _____
 PLACE OF ARREST/OFFENSE: _____ OFFENSE # : _____
 PERSON ARRESTED: _____ AGE: _____
 VICTIM(S): _____ AGE(S): _____
 ADDRESS USED: _____
 PLACE OF EMPLOYMENT: _____
 CRIMINAL CHARGE: _____

POTENTIAL LEASE VIOLATIONS (CIRCLED IN RED)

<u>Section of Lease</u>	<u>Description of the Violation</u>
8(a)	Although the person arrested is not on the lease, he/she is using tenant's address as his/her place of residence. If the person was using this address with the consent of members of the household, then that person's behavior is assumed to be under the control and responsibility of the head of house and subject to the rules and regulations of the Authority. As head of house, you may be in violation of having an unauthorized person living in your apartment as well as that individual's disregard for the rules and regulations of the Authority.
8(h)	The actions of all family members and guests are to be controlled by the head of house. Any disturbances, fights, or actions which disturb or threaten other residents or their guests such as the one listed above is strictly prohibited. As head of house, you must have taken, or be presently taking, corrective actions to keep these incidents from happening again. Failure to take corrective actions and to control the actions of family members and guests will be grounds for eviction.
8(i)	Every resident and guest is required to obey the law. Under this section of your lease, serious or repeated criminal offenses by family members and guests will result in the termination of the lease.
8(o)	According to the police report, this person claims to be living at your address. If this person has paid all or part of your rent, purchased food or given you any kind of payment as a condition for staying with you or using your address, you may be considered to be renting to this person in direct violation of this section of the lease.

POTENTIAL LEASE VIOLATIONS (CIRCLED IN RED)

<u>Section of Lease</u>	<u>Description of the Violation</u>
8(p)	The charge in this case involves damages to property. This section of your lease clearly states that as head of house you, your family, and your guests are not to damage, destroy, deface or remove any part of the apartments, buildings, or property owned by the Authority.
11	The police report indicates that the person arrested is employed at this time. However, according to our files, you have not reported this employment and may therefore be guilty of misrepresenting your income. According to your lease, you are obligated to report all income of persons in the household with your consent at the time of their employment.

EXHIBIT B-3

Housing Authority

EXECUTIVE DIRECTOR

COMMISSIONERS



OF THE CITY OF CHARLOTTE, N.C.

ADMINISTRATIVE OFFICES: 1301 SOUTH BOULEVARD
POST OFFICE BOX 38795
CHARLOTTE, NORTH CAROLINA 28236
TELEPHONE 332-0051

Date _____

RE: Lease Violation - Disturbances

Dear

The Housing Authority recently received a copy of a Police Report concerning a disturbance which occurred at your address. The Authority is concerned about such incidents because they often result in more serious disputes if help is not obtained and because repeated disturbances may result in formal actions to terminate your lease.

Under Section 8h, "Tenant's Obligations," you are required to conduct yourself and to cause others in your apartment who are visiting you or members of your family to conduct themselves "in a manner which will not unreasonably disturb Tenant's neighbors in the peaceful enjoyment of their accommodations and which will be conducive to maintaining the Project in a decent, safe and sanitary condition."

The Authority has established a Crime Prevention Program to assist residents in resolving disputes and understanding their obligations under their Dwelling Lease in an effort to keep such disturbances from happening again. Your Manager is aware of these programs and can assist you in obtaining appropriate assistance. Also, it is important that you discuss the disturbance with your Manager in order that a clear understanding of the nature of the problem can be obtained.

If you are interested in obtaining assistance in resolving this problem or clarifying anything concerning the disturbance, please contact your Manager immediately.

Sincerely,

JGH:pk

Public Safety Coordinator

CC: Project Manager
Area Manager

IIIIB-7

EXHIBIT B-4

Main Office: 1301 South Dowderson
Charlotte, NC 28203
704-333-0031

Date _____

Dear _____:

The Charlotte Housing Authority is concerned about the high rate of crime in and around our developments. We are deeply concerned about the threat crime poses to you as a resident and to innocent by-standers.

In an effort to insure that our residents are afforded reasonable security and assistance, the Authority has established a Crime Prevention Program to assist residents, such as yourself, whenever they are the victim of a crime. In this respect, a recent police report indicates that you were the victim of _____ on _____.

In order to assist you, one of our Crime Prevention Staff volunteers will be contacting you within the next week to see if we can be of assistance. The information you share with this person will be kept confidential and will be released only if you give your written permission to do so.

If you have any questions or desire further information regarding the Program or the services, please contact your Manager or myself.

Sincerely,

Public Safety Coordinator

JGH:pk

CC: Crime Prevention Staff
Project Manager

A program sponsored by the Charlotte Housing Authority with grants from the Z. Smith Reynolds Foundation, the City of Charlotte, and Mecklenburg County.

PUBLIC HOUSING CRIME PREVENTION PROGRAM

BRANCH OFFICES:

FAIRVIEW HOMES
1918 Edwin St.
Charlotte, NC 28206
704-376-1533

PIEDMONT COURTS
725 Seigle Ave., Apt. 138
Charlotte, NC 28204
704-372-2673

EARLE VILLAGE
511 A. N. Davidson
Charlotte, NC 28202
704-372-2643

Main Office: 1301 South Boulevard
Charlotte, NC 28203
704-332-0051

Date _____

Dear

We recently received a copy of a police report concerning _____
involving yourself and another person. We would like to offer the
services of the Crime Prevention Program in this matter.

The Crime Prevention Program has established a Mediation/Dispute
Settlement Program which offers the possibility of resolving
conflicts such as yours without lengthy court trails or an eviction
hearing for lease violations. The Mediation Program offers you a
chance to talk about the problems bringing about the dispute in a
confidential setting with trained mediators.

It is our wish to assist you in reaching an acceptable agreement
with the other person such that this problem does not continue to
occur. As you know, the Authority may terminate your lease for
serious or repeated violations of the lease, especially if it
appears that you are not making any attempt to resolve the problem.

If you are interested in learning more about the program and how it
can help you, please contact your manager to request our services.
A representative from the Crime Prevention Program will be in
contact with you within three (3) days of your request.

Sincerely,

Public Safety Coordinator

JGH:pk

A program sponsored by the Charlotte Housing Authority with grants from the Z. Smith Reynolds Foundation,
the City of Charlotte, and Mecklenburg County.

EXHIBIT B-6

PUBLIC HOUSING CRIME PREVENTION PROGRAM

BRANCH OFFICES:

REFERRAL FORM

Main Office: 1301 South Boulevard
Charlotte, NC 28203
704-332-0051

191a Edwin St
Charlotte, NC 28206
704-376-1553

Project Name: _____ Date: _____

Referral Made by: _____ Tel. No.: _____

PEDMONT COURTS
725 Seige Ave., Apt. 123
Charlotte, NC 28204
704-372-2673

EARLE VILLAGE
511 A. N. Davidson
Charlotte, NC 28202
704-372-2643

TYPE OF REFERRAL: (Check as many as apply in this case)	<input type="checkbox"/> 1 Break-in	<input type="checkbox"/> 8 Communicating Threats
	<input type="checkbox"/> 2 Attempted Break-in	<input type="checkbox"/> 9 Conflict between Neighbors
	<input type="checkbox"/> 3 Other Theft	<input type="checkbox"/> 10 Domestic/Family Problem
	<input type="checkbox"/> 4 Damage to Property	<input type="checkbox"/> 11 Drug/Alcohol Problem
	<input type="checkbox"/> 5 Vandalism/Delinquency	<input type="checkbox"/> 12 Sales on CP's Property
	<input type="checkbox"/> 6 Assault	<input type="checkbox"/> 13 Illegal Activities of Ten/Guest
	<input type="checkbox"/> 7 Shooting	<input type="checkbox"/> 14 General Crime Prevention
	<input type="checkbox"/> 15 OTHER: _____	
TYPE OF SERVICES REQUESTED:	<input type="checkbox"/> 1 Single Police Report	<input type="checkbox"/> 5 Investigation
	<input type="checkbox"/> 2 Arrest Check	<input type="checkbox"/> 6 Mediation/Arrest
	<input type="checkbox"/> 3 Court Disposition Check	<input type="checkbox"/> 7 Crime Prevention Services
	<input type="checkbox"/> 4 Court Assistance	<input type="checkbox"/> 8 Information Only (No Action)
	<input type="checkbox"/> 9 OTHER: _____	

BACKGROUND INFORMATION

Brief description of problem/service: _____

Police Report Filed: No Yes: Date and Time Filed: _____

Victims:	Name	Address	Age	Tel. #
	_____	_____	_____	_____
	_____	_____	_____	_____
	_____	_____	_____	_____

Suspects:	Name	Address	Age	Tel. #
	_____	_____	_____	_____
	_____	_____	_____	_____

Follow-up Requested by (date and time): _____

(Provide additional information on the back of this form)

A program sponsored by the Charlotte Housing Authority with grants from the Z. Smith Reynolds Foundation, the City of Charlotte, and Mecklenburg County.

1. BREAK-INS and Other Thefts from Home:

- a. Point & Mode of Entry: Window Door Other:
 Used Force Door/Window Unlocked Used Key Other:
- b. Items Reported Stolen: _____

- c. Victim at Home During Incident? YES NO

2. OTHER INCIDENTS:

- a. Was anyone injured? NO YES - Who was injured? Name: _____
Age: _____ Address: _____
- b. Were there any witnesses? NO YES - List name(s) and Address(es) below:

- c. Does anyone else have information about this matter? List their names and how to contact them below. Check last column if their information is to be kept confidential.

<u>Name</u>	<u>Address</u>	<u>Telephone Number</u>	<u>Confidential</u>
_____	_____	_____	<input type="checkbox"/>
_____	_____	_____	<input type="checkbox"/>
_____	_____	_____	<input type="checkbox"/>

3. SALES BY VENDORS:

- a. Exact location where observed: _____

- b. Date and time of observation: _____
- c. Vehicle Description: _____

- d. Tag Number: State: _____ Number: _____
- e. Observed by: _____

4. OTHER SALES: Fish Fry Other Sales:

- a. Where will/does event occur? _____
- b. When? (Date & Times) _____
- c. Is there a sign advertising this sale? NO YES - Where located? _____

EXHIBIT B-7

CONTACT NUMBER: _____ DATE: _____ TIME: ^{am} pm COUNSELOR: _____

TYPE CONTACT: TELEPHONE OFFICE HOME VISIT AGENCY REFERRED RESIDENT REFERRED
 OTHER: _____

NAME: _____ ADDRESS: _____ PHONE: _____
SEX: MALE FEMALE AGE: _____ STATUS IN FAMILY: _____

REASON FOR CONTACT: (be brief) _____

ACTION TAKEN: ASSIGNED A CASE NUMBER: # _____
 HISTORY DATA TAKEN
 ARRANGED COUNSELING FOR: _____
BY: _____ (date/time)
 STAFF
 LINKED AGENCY: _____
 REFERRED TO: _____
 OTHER: _____

FOLLOW-UP: _____

TYPE OF CONTACT CHECK LIST:
 EMPLOYMENT INQUIRY
 JOB READINESS HELP
 TRANSPORTATION ASSISTANCE
 HOUSING PROBLEM
 EDUCATIONAL ASSISTANCE
 DOMESTIC/FAMILY PROBLEM
 COURT RELATED
 VICTIMIZATION
 DRUG RELATED
 ALCOHOL RELATED
 SOCIAL SERVICE REQUEST
 YOUTH SERVICE REQUEST
 OTHER: _____

FAIRVIEW HOMES
CRIME PREVENTION PROGRAM
1718 EDWARDS STREET
CHARLOTTE, NC 28203

CONTACT NUMBER: _____ DATE: _____ TIME: ^{am} pm COUNSELOR: _____

TYPE CONTACT: TELEPHONE OFFICE HOME VISIT AGENCY REFERRED RESIDENT REFERRED
 OTHER: _____

NAME: _____ ADDRESS: _____ PHONE: _____
SEX: MALE FEMALE AGE: _____ STATUS IN FAMILY: _____

REASON FOR CONTACT: (be brief) _____

ACTION TAKEN: ASSIGNED A CASE NUMBER: # _____
 HISTORY DATA TAKEN
 ARRANGED COUNSELING FOR: _____
BY: _____ (date/time)
 STAFF
 LINKED AGENCY: _____
 REFERRED TO: _____
 OTHER: _____

FOLLOW-UP: _____

TYPE OF CONTACT CHECK LIST:
 EMPLOYMENT INQUIRY
 JOB READINESS HELP
 TRANSPORTATION ASSISTANCE
 HOUSING PROBLEM
 EDUCATIONAL ASSISTANCE
 DOMESTIC/FAMILY PROBLEM
 COURT RELATED
 VICTIMIZATION
 DRUG RELATED
 ALCOHOL RELATED
 SOCIAL SERVICE REQUEST
 YOUTH SERVICE REQUEST
 OTHER: _____

FAIRVIEW HOMES
CRIME PREVENTION PROGRAM
1718 EDWARDS STREET
CHARLOTTE, NC 28203

REFERRAL SOURCES

<input type="checkbox"/>	POLICE REPT: CR #	DATE:	OFFICER:
<input type="checkbox"/>	AGENCY:	PHONE:	CONTACT:
<input type="checkbox"/>	MANAGER:	PROJECT:	
<input type="checkbox"/>	MAINTENANCE: NAME:		PROJECT:
<input type="checkbox"/>	RESIDENT: NAME:	ADDRESS:	
<input type="checkbox"/>	RESIDENT: NAME:	ADDRESS:	
<input type="checkbox"/>	RESIDENT: NAME:	ADDRESS:	
<input type="checkbox"/>	OTHER (SPECIFY):		

IV. REFERRALS MADE

DATE... AGENCY/STAFF	DATE... AGENCY/STAFF
----------------------	----------------------

V. ADDITIONAL REPORTS RECEIVED

DATE.....FROM.....	SUMMARY:
--------------------	----------

DATE.....FROM.....	SUMMARY:
--------------------	----------

VI. FINDINGS

VII. RECOMMENDATIONS

EXHIBIT B-9

PUBLIC HOUSING CRIME PREVENTION PROGRAM
SUMMARY OF CONFERENCE WITH
RESIDENT

NAME OF RESIDENT: _____ DATE: _____

ADDRESS: _____ TIME: _____

PERSONS ATTENDING CONFERENCE: (NAME/ADDRESS) _____

TOPIC OF CONFERENCE: _____

RESIDENT'S RESPONSE:

Cooperative. Resident agreed to do the following: _____

Neutral: Neither Cooperative or Resistant.

Non-Cooperative. Denied the problem: _____

RESIDENT'S ATTITUDE:

Open, helpful, cooperative

Neutral: No reaction

Angry, defensive

Hostile, abusive

Other: _____

REFERRALS MADE: _____

RECOMMENDATION:

- Matter Closed
- Insufficient information
- Resolution reached
- No problems

Monitor Over Time: No Immediate Action

Immediate Follow-Up Required By:

Staff Person: _____

Manager

Public Safety Coordinator

Community Services Director

Send Warning Letters for: _____

Consider Stronger Actions

Other: _____

COMMENTS: _____

Signature of Staff Person:

Date: _____

CC: Public Safety Coordinator
Manager

EXHIBIT B-10

RESIDENT'S STATEMENT

I, the undersigned, residing at _____
have consulted with _____, a Housing Authority
representative, concerning _____

I have agreed to:

Seek additional assistance in dealing with this matter from:

(Name & Telephone No. of Agency to Be Contacted by the Resident)

Undertake the following actions on my own: _____

Refrain from further activities which may bring about a similar situation
or problem in the future.

I further understand that should I fail to undertake the actions as stated above and
make all reasonable efforts to correct the situation, the Housing Authority is within
its right to undertake formal actions in this matter. I also understand that
repeated or serious violations of my lease may result in the termination of my lease
with the Housing Authority.

My signature below does not invalidate any rights I might have to formal hearings
or any other due process proceedings concerning these matters.

WITNESS:

Signature of Resident

Date: _____

CC: Resident
Manager

EXHIBIT B-11

CHARLOTTE HOUSING AUTHORITY/PUBLIC HOUSING CRIME PREVENTION PROGRAM
1301 South Boulevard, Post Office Box 36795
Charlotte, North Carolina 28236

PHCPP #6
DATE: _____
SUBJECT: CLIENT
REFERRAL FORM

A. Referral

I. Agency Referred To: _____ (Name of Agency)

Telephone: _____

II. Client: _____ (Name of Client)

Telephone: _____

III. Assistance Requested: _____

IV. Referred By: _____ Date: _____
Location: _____ (Name of Development) Phone: _____
Program: Management Crime Prevention Community Services

B.

* Authorization *
* I, the undersigned, hereby authorize _____ to *
* release information about assistance for which I have applied to the *
* Charlotte Housing Authority/Public Housing Crime Prevention Program. *
* Signed: _____ Date: _____ *

C.

Assistance Report

I. Date of Application for Assistance: _____ No record of application

II. Approved for Assistance:

Approved Denied: Reason: a. Previously served e. Other _____
b. Not eligible _____
c. No fund available _____
d. Agency does not offer appropriate services for client

EXHIBIT B-12

PUBLIC HOUSING CRIME PREVENTION PROGRAM
1301 South Boulevard
Charlotte, North Carolina 28203

PUCPP #5
Date: 2-28-83
Subject: Client Referral Form I

REFERRAL

I. A. TO: _____ (AGENCY)
 B. _____ (ADDRESS) C. TELEPHONE _____
 _____ (CITY, ZIP) _____
 D. CLIENT'S NAME: _____
 E. ADDRESS: _____
 F. ASSISTANCE NEEDED: _____

 H. REFERRED BY: _____ I. DATE: _____
 Fairview Homes Piedmont Courts Earle Village Boulevard Homes
 Other

II. *****
 * AUTHORIZATION *
 * I, the undersigned, hereby authorize _____ to *
 * release to the Public Housing Crime Prevention Program, information about assist- *
 * ance which I have applied. *
 * Signed _____ Date _____ *
 * *****

III. ASSISTANCE REPORT

Assistance Granted		Assistance Denied
Type	Value	Reason
<input type="checkbox"/> HOUSING	\$ _____	<input type="checkbox"/> PREVIOUSLY SERVED
<input type="checkbox"/> NATURAL GAS	\$ _____	<input type="checkbox"/> NOT ELIGIBLE
<input type="checkbox"/> ELECTRICITY	\$ _____	<input type="checkbox"/> NO FUNDS AVAILABLE
<input type="checkbox"/> FOOD	\$ _____	<input type="checkbox"/> _____
<input type="checkbox"/> _____	\$ _____	<input type="checkbox"/> _____
<input type="checkbox"/> _____	\$ _____	

Value of Time Spent with this client \$ _____
 SIGNED: _____ DATE _____

After completion, please return two copies to the Public Housing Crime Prevention Program, 1301 South Boulevard, Charlotte, N.C. 28203

If there are question about this referral, call _____ at _____.

III. Type of Assistance Granted:

- a. Monetary Value \$ _____ For: _____
- b. Food Value \$ _____
- c. Employment Counseling For: _____
- d. Educational - Type: _____
- e. Money Management
- f. Other: _____

IV. Are/Were Return Visits to the Agency Scheduled?

- NO
- YES: When: _____

V. Did Client Keep All Appointments?

- YES
- NO: Explain: _____

VI. Referral to Other Agencies: _____

VII. Estimated Value of All Services Received: \$ _____

Signed: _____ Date: _____

NOTE: After completion, please return one copy of this form to the Public Housing Crime Prevention Program, 1301 South Boulevard, Post Office Box 36795, Charlotte, North Carolina 28236.

If there are any questions about this referral, please call _____
_____ at _____
(Name) (Telephone)

EXHIBIT B-13

PUBLIC HOUSING CRIME PREVENTION
1301 South Boulevard
Charlotte, North Carolina 28203

Application for a
CONTRACT FOR SERVICES

This is to certify that _____ of
(Full Name of Person)

_____ has applied to enter into a contract
(Address)

with the Public Housing Crime Prevention Program to provide the following services:

Task or Objective: _____

Methods to be Used: _____

Reports/Products to be Provided: _____

These services are to start on _____, 198__ and will be completed by _____, 198__. A report summarizing the activity and a list of participants (if appropriate) will be submitted along with a bill at the completion of the program/activities and prior to payment for services.

The rate of compensation for this activity/program shall be _____ per _____. Failure to complete the activities/program as described above will invalidate this contract. No payment will be made until all services have been rendered.

Parties agreeing to this contract application:

For the PHCPP: _____
Signature Date

Printed Name

Crime Prevention Program

Person Contracting: _____
Signature Date

Printed Name

Address

Telephone Number

Signature Date
___ Approved ___ Disapproved Chairperson of Planning Committee _____
___ Approved ___ Disapproved Manager of Project _____
___ Approved ___ Disapproved Public Safety Coord. _____

Contract will/will not get into effect as of _____.
Notice of Contract approval/disapproved was sent to contracting party on _____ by _____.

APPROVED BY: _____
Charlotte Housing Authority

EXHIBIT B-14

TO:

DATE:

FROM:

SUBJECT: BILL FOR CONTRACT WORK FOR _____

I, _____, certify that I have completed the
(Print Name)

contract for _____

for the month of _____. Per our contract, a total of
\$ _____ is owed to me for this project.

(Signature)

(Date)

VERIFICATION:

I verify that _____ has/has not completed the
work/program specified above and has submitted all reports/backup
materials as specified in his/her contract and is owed the amount
specified above; is not owed the amount specified at this time.

(Signature)

(Date)

EXHIBIT B-15

PUBLIC HOUSING CRIME PREVENTION PROGRAM

WEEKLY REPORT FOR _____
(Date)

NAME: _____

POSITION: _____

I. CONTACT STATISTICS

A. Residents:

	<u>Number</u>
Telephone Contact	_____
Walk-In	_____
Home Visits	_____
Workshop Attendance	_____
Resident Meetings	_____

B. Agencies:

	<u>Number</u>	<u>Names of Agencies</u>
Police/Courts	_____	_____
Social Service	_____	_____
Substance Abuse	_____	_____
Employment	_____	_____
Businesses	_____	_____
Other	_____	_____

II. SERVICES PROVIDED

A. Direct Assistance/Referral:

Employment	_____	Health Assistance	_____
Education	_____	Mediation	_____
Operation ID	_____	Drug Treatment	_____
Victim Assistance	_____	Alcohol Treatment	_____
Food Assistance	_____	Transportation	_____
Other:	_____	(Specify: _____)	_____

II. SERVICES PROVIDED (CONTINUED)

B. Counseling:

Employment	_____	Drug Counseling	_____
Education	_____	Alcohol Counseling	_____
Crime Prevention	_____	Other:	_____
Victim/Witness Assistance	_____	Specify:	_____
Social Services Information	_____		_____

C. Workshops:

<u>Name</u>	<u>Number Attending</u>
_____	_____
_____	_____
_____	_____

III. OTHER ACTIVITIES

A. Staff Meetings _____

B. Training Undertaken _____ Type: _____

IV. SUMMARY

A. Accomplishments: _____

B. Problems Encountered: _____

C. Activities Planned: _____

EXHIBIT B-18

PUBLIC HOUSING CRIME PREVENTION PROGRAM

BRANCH OFFICES:

FAIRVIEW HOMES
1918 Edwin St.
Charlotte, NC 28204
704-378-1553

PEDMONT COURTS
725 Seale Ave., Apt. 138
Charlotte, NC 28204
704-372-2673

EARLE VILLAGE
511 A. M. Davidson
Charlotte, NC 28202
704-372-2643

Main Office: 1301 South Boulevard
Charlotte, NC 28203
704-322-0051

CONSENT FOR RELEASE OF INFORMATION

I, _____, hereby give my consent
for information to be exchanged between _____
of the Housing Authority's Crime Prevention Program and:

The Purpose of this information exchange shall be: _____

_____ and the content of the information shall be limited to that which is relevant to this purpose.

This consent is valid for a period of _____ or until termination of services through the Public Housing Crime Prevention Program, whichever occurs first.

I have been informed of the Program's policy of confidentiality and the consequences of the consent for information exchange granted by my signature on this form, and I give this consent voluntarily. I further understand that I can revoke this consent at any time.

Signature: _____ Date: _____

Address: _____

Witness: _____

A program sponsored by the Charlotte Housing Authority with grants from the Z. Smith Reynolds Foundation, the City of Charlotte, and Mecklenburg County.

EXHIBIT B-19

CPCORAS-SURVEY 26 AUG 1963

GENERAL CITIZEN SURVEY

NAME: _____ ADDRESS: _____
DATE OF BIRTH: _____ TELEPHONE #: _____
SOCIAL SECURITY #: _____ V.A. #: _____

NEXT OF KIN

1. NAME: _____ ADDRESS: _____
PHONE #: _____ CITY - ZIP: _____

2. NAME: _____ ADDRESS: _____
PHONE #: _____ CITY - ZIP: _____

WHO SHOULD BE CONTACTED IN CASE OF EMERGENCIES?

NAME: _____ ADDRESS: _____
PHONE #: _____

SURVEY QUESTIONS

DO YOU HAVE A BIRTH RECORD? YES NO
DO YOU RIDE THE BUS? YES NO
DO YOU HAVE A TRANSIT CARD?
WITH A PICTURE OF YOU? YES NO
DO YOU HAVE AN ID. CARD? YES NO
WITH A PICTURE OF YOU? YES NO
DO YOU HAVE A REGULAR DOCTOR? YES NO
IF YES, WHO? _____
HAVE YOU HAD A CHECK-UP IN THE PAST YEAR? YES NO

EXHIBIT B-20

CPFORMS-HEALTH 26 AUG 1983

HEALTH CARE SURVEY

DATE:

NAME:

ADDRESS:

BIRTHDATE:

PHONE #:

MEDICAL HISTORY

DOCTOR:

MEDICAL PROBLEMS:

PRESENTLY TAKING MEDICATION: () YES () NO

MEDICAL COVERAGE: MEDICARE () YES () NO
MEDICAID () YES () NO
INSURANCE () YES () NO

SOCIAL WORKER:

NUTRITION: SPECIAL DIET () YES () NO
HOT LUNCH () YES () NO
FOOD STAMPS () YES () NO

REFERRALS:

BLOCK CAPTAIN:

EXHIBIT B-21

CPFORMS-CPSURVEY 26 AUG 1983

CRIME PREVENTION SURVEY

RESIDENT INFORMATION

NAME: _____ ADDRESS: _____
AGE: _____ PHONE #: _____
DEPENDENTS (NAME AND AGE): _____

IS ANYONE IN HOUSEHOLD HANDICAPPED? YES NO
IF YES, WHO? _____

CRIME PREVENTION MEASURES

SECURITY CHECK YES NO
OPERATION I.D. YES NO
REVIEW HOME SECURITY GUIDE YES NO
INTRODUCED BLOCK CAPTAIN YES NO

COMPLAINTS

REFERRALS

BLOCK CAPTAIN: _____

SURVEY CONDUCTED BY: _____

DATE: _____



APPENDIX C
TRAINING MATERIALS

EXHIBIT C-1	Security Planning and Crime Prevention Seminar Materials
EXHIBIT C-2	Letter From North Carolina Governor, James B. Hunt, Regarding Seminar
EXHIBIT C-3	Community Watch Training Information
EXHIBIT C-4	Crime Prevention Division Description
EXHIBIT C-5	"Net Work" Proposal (Sample)
EXHIBIT C-6	Juvenile Section Training Information
EXHIBIT C-7	Operation Identification Program Description, Marking Guide and Checklist
EXHIBIT C-8	North Carolina Full Court Press Against Crime - Program Description
EXHIBIT C-9	Basic Crime Prevention Programs
EXHIBIT C-10	Building Captains - Program Description

EXHIBIT C-1

SECURITY PLANNING AND CRIME PREVENTION SEMINAR

for

PUBLIC AND NON-PROFIT MULTI-FAMILY
HOUSING COMMUNITIES

ELIZABETH CITY STATE UNIVERSITY
CONTINUING EDUCATION BUILDING
ELIZABETH CITY, N. C.

THE N. C. CRIME PREVENTION DIVISION
NORTH CAROLINA DEPARTMENT OF CRIME CONTROL & PUBLIC SAFETY
and
THE GREENSBORO AREA OFFICE
U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
Housing Management Division
Community Services

IIIC-2

SEMINAR COORDINATORS

DAVID MOREHEAD, GREENSBORO AREA OFFICE
U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
Housing Management Division
Community Services

CHIEF, JUVENILE CRIME SECTION
CRIME PREVENTION DIVISION
N. C. DEPARTMENT OF CRIME CONTROL & PUBLIC SAFETY

Community Services Coordinator
Elizabeth City Housing Authority

PURPOSE

The North Carolina Crime Prevention Division, Department of Crime Control and Public Safety, has established successful partnerships with youth and crime prevention groups. Many individuals and organizations have joined with the agency and with local law enforcement in a statewide effort to reduce crime. The division is eager to make our resources available to public housing community residents. In a coordinated effort, the HUD Area Office and the State Crime Prevention Division are working to reduce crime and develop security planning in our public housing and insured multi-family communities statewide.

GOALS

The goals of the training seminar are: To improve security programs in our PHA's and insured multi-family communities; to decrease crime; and to decrease vandalism. Reductions in crime should result in savings of money normally spent by housing projects because of vandalism.

A G E N D A

SECURITY PLANNING AND CRIME PREVENTION SEMINAR

JUNE 23, 1983

8:30	REGISTRATION	
9:00	INVOCATION	OUTREACH FOR CHRIST
	WELCOME AND INTRODUCTIONS	EXECUTIVE DIRECTOR ELIZABETH CITY HOUSING AUTHORITY MAYOR CITY OF ELIZABETH CITY ACTING CHANCELLOR ELIZABETH CITY STATE UNIVERSITY
9:30	RESPONSIBILITY FOR CRIME PREVENTION	DIRECTOR N. C. CRIME PREVENTION DIVISION
	ROLE OF MANAGEMENT	COMMUNITY SERVICES ADVISOR GREENSBORO AREA OFFICE, HUD
	ROLE OF RESIDENT	RESIDENTS OF ELIZABETH CITY HOUSING AUTHORITY
	"NET-WORK"	CHIEF, JUVENILE SECTION N. C. CRIME PREVENTION DIVISION
	CRIME PREVENTION/WHAT WORKS	PUBLIC SAFETY COORDINATOR CHARLOTTE HOUSING AUTHORITY
12:00	LUNCH	
1:10	QUESTIONNAIRE	
	CRIME PREVENTION STRATEGIES/ BREAKOUT:	
	STRATEGIES FOR MANAGEMENT	DIRECTOR OF FIELD OPERATIONS, RALEIGH HOUSING AUTHORITY
	YOUTH AND CRIME PREVENTION	DIRECTOR OF YOUTH SERVICES CHARLOTTE HOUSING AUTHORITY
	YOUTH PROGRAM RESOURCES	CRIME PREVENTION SPECIALIST, N. C. CRIME PREVENTION DIVISION

	ORGANIZING A SUCCESSFUL COMMUNITY WATCH	CRIME PREVENTION SPECIALIST, N. C. CRIME PREVENTION DIVISION
3:00	BREAK	
3:10	ELIZABETH CITY HOUSING AUTHORITY'S CRIME PREVENTION STRATEGIES	COMMUNITY SERVICES COORDINATOR, ELIZABETH CITY HOUSING AUTHORITY
3:30	PANEL/OPEN DIALOGUE	ELIZABETH CITY POLICE DEPARTMENT PASQUOTANK COUNTY SHERIFF'S OFFICE
4:00	WRAP-UP/ADJOURN	

* * * * *

* MAKE PLANS NOW TO ATTEND THE STATEWIDE CRIME PREVENTION PUBLIC HOUSING CONFERENCE ON NOVEMBER 2, 3 and 4, 1983.

SOME ANSWERS

- ANYTIME YOU BEGIN TO HAVE AN ARGUMENT OR FIGHT WITH SOMEONE, THINK, AM I GOING TO LET THIS TURN INTO A MURDER. REMEMBER, FIGHTS AMONG CO-WORKERS, FRIENDS, AND FAMILY CAN BECOME MURDERS . THERE IS MORE DANGER IF A GUN OR KNIFE IS LAYING AROUND.
- WOMEN: KEEP YOUR DOORS LOCKED. WATCH WHO YOU LET IN YOUR HOUSE. WATCH WHERE YOU WALK. WATCH WHO YOU DATE. TELL YOUR YOUNG CHILDREN AND GRANDMOTHER TO BE CAREFUL. ALWAYS REPORT A RAPE. IF YOU DON'T, HE MAY COME BACK.
- GET HELP FOR WIFE ABUSE. DON'T TEACH YOUR KIDS TO GROW UP TO BECOME FAMILY BEATERS OR BEATEN WIVES.
- IF A ROBBER POINTS A GUN AT YOU, DON'T FIGHT BACK OR MAKE ANY QUICK MOVES. GIVE THE ROBBER THE MONEY.
- DO YOU HAVE MORE QUESTIONS? DO YOU WANT TO HELP PREVENT CRIMES AGAINST PEOPLE IN YOUR HOUSING AREA? CONTACT:

CHIEF

VIOLENT CRIMES SECTION
N. C. CRIME PREVENTION DIVISION
BOX 27687
RALEIGH, N. C. 27611

EXHIBIT C-2

STATE OF NORTH CAROLINA
OFFICE OF THE GOVERNOR
RALEIGH 27611

JAMES B. HUNT, JR.
GOVERNOR

June 22, 1983

Dear Friend,

As Governor, I am concerned, as you are, about crime in our public housing communities. I am also proud to know you care.

By attending this crime prevention seminar for public housing, you can learn to make your neighborhood a safer place to live and raise a family. Joining together with your neighbors in the fight against crime is the best way I know to guarantee that safety.

The Crime Prevention Division of the North Carolina Department of Crime Control and Public Safety and the Greensboro Area Office of the Department of Housing and Urban Development have formed a partnership to see that every public housing resident in this state has an opportunity to participate in proven crime prevention programs. I am proud of this partnership and support it enthusiastically.

I challenge you personally to do all you can to teach people the value of crime prevention. With your help we really can prevent crime in North Carolina.

My warmest personal regards,

Sincerely,

A handwritten signature in black ink, appearing to be "J. B. Hunt", written over the word "Sincerely,".

IIIC-7

EXHIBIT C-3

COMMUNITY WATCH SECTION

CRIME PREVENTION DIVISION

N. C. DEPARTMENT OF CRIME CONTROL AND PUBLIC SAFETY

The primary responsibility of the Community Watch Section is to respond to requests from citizens and law enforcement in providing assistance on a personal level with the organization, implementation, and reactivation of Community Watch programs.

The Community Watch Section offers the following services and resources:

- Technical assistance to citizens and law enforcement with the organization, implementation, and reactivation of Community Watch programs.
- Technical assistance to amateur radio operators and law enforcement with the implementation of Ham Watch programs.
- Booklets, brochures, and decals on Community Watch, Operation Identification, Ham Watch, and Crimes Against Property.
- Crime Prevention Specialists to speak on the following:
 - Community Watch
 - Physical Home Security
 - Operation Identification
 - Larceny and Motor Vehicle Theft Prevention
 - Personal Safety in the home, in the car, and on the street
 - N. C. Community Watch Association, Inc.
- Information on the types, cost, and purchase of Community Watch signs.
- Technical assistance to citizens and law enforcement in the organization and implementation of county Community Watch Associations.
- CRIME PREVENTION PRESS, quarterly publication of the Crime Prevention Division.

These resources and services are available upon request and at no cost to you. For information CONTACT:

IIIC-8

Chief
Community Watch Section
Crime Prevention Division
P. O. Box 27687
Raleigh, NC 27611
Telephone:

EXHIBIT C-4

CRIME PREVENTION DIVISION

The Crime Prevention Division is one of the newest divisions within the Department of Crime Control and Public Safety (started September 24, 1979). The Director of the division is _____ There are three sections:

1. Community Watch (Crimes Against Property; Burglary, Larceny, Motor Vehicle Theft) - Section Chief
2. Crimes of Violence (Crimes Against Persons; Murder, Rape, Robbery, Aggravated Assault) - Section Chief
3. Juvenile Section (Crimes by Young People under 24) - Section Chief

The guiding principle of the division is that "operating without standards and goals does not guarantee failure, but it does invite it." Therefore, activities of the division are directed at specific goals within specific time frames intended to have preventive impact on specific Index I crimes (burglary, larceny, motor vehicle theft, murder, rape, robbery, aggravated assault).

The Crime Prevention Division offers the following resources:

- Neighborhood Community Watch Programs
- County Community Watch Associations
- Juvenile Programs
- Public Housing Crime Prevention Seminars
- Rape Prevention Programs
- Domestic Violence Programs
- College Crime Prevention Programs
- Church Crime Prevention Projects
- Crimes Against Business Program

For more information, contact Crime Prevention Division, P. O. Box 27687, Raleigh, NC 27611. Telephone: (919) 733-5522.

"NET - WORK"

(NEIGHBORS AND LAW ENFORCEMENT TOGETHER,
WORKING ON REDUCING CRIME BY KIDS)

A PROPOSAL FOR THE REDUCTION OF CRIME BY OUR STATE'S
YOUTH THROUGH THE INVOLVEMENT OF CONCERNED CITIZENS
OF THE STATE OF NORTH CAROLINA.

DEVELOPED BY:
CHIEF, JUVENILE CRIME SECTION
CRIME PREVENTION DIVISION
N. C. DEPARTMENT OF CRIME CONTROL &
PUBLIC SAFETY

STATEMENT

CRIMINAL BEHAVIOR IS LEARNED BEHAVIOR. UNFORTUNATELY, CRIMINAL BEHAVIOR IS LEARNED AT AN EARLY AGE. IT IS A SAD BUT TRUE FACT THAT YOUNG PEOPLE COMMIT CRIME AT A RATE FAR OUT OF PROPORTION TO OTHER AGE GROUPS. HOWEVER, IF POSITIVE AND CONSTRUCTIVE ACTIVITY IS INTRODUCED AT AN EARLY AGE, THE OPPORTUNITY FOR CRIMINAL BEHAVIOR IS REDUCED. NETWORK CAN REDUCE THE OPPORTUNITY FOR CRIME COMMITTED BY YOUNG PEOPLE BY CREATING AN ATMOSPHERE FOR THE POSITIVE DEVELOPMENT OF YOUNG PEOPLE IN COMMUNITIES THROUGHOUT NORTH CAROLINA.

"NET-WORK"
KIDS AND CRIME

PURPOSE

The Juvenile Section of the North Carolina Crime Prevention Division is concerned and committed to reducing the amount of criminal activity by our state's youth. Statistics support the fact that young people 15 to 18 commit a substantial amount of crime - "kiddie crime" by adult standards. This program is designed to reduce crime by young people and the victimization of youth by crime.

IMPLEMENTATION

Organize "Net-Work" Chapters in city and county public housing areas. Issue charters, provide for volunteers, organizational brochures, and handbooks.

EMPHASIS

Inner-city (public housing residents)

OBJECTIVES

1. To involve citizens in an active effort to reduce crime.
2. To capitalize on the desire of concerned citizens to become involved in a statewide effort to reduce crime by our youth.
3. To create an atmosphere for the positive development of our state's young people.

HOW TO ORGANIZE A "NET-WORK" CHAPTER

STEPS

Send an announcement to all residents announcing a meeting to organize a "Net-Work" Chapter. Set forth purpose, date, time, and place. (See sample.)

Follow-up with personal door-to-door contact.

First Meeting

At the first meeting, gain support of community residents for "Net-Work concept." (Assistance available from the N. C. Crime Prevention Division or your local Crime Prevention Officer.)

Elect officers: president, vice-president, and secretary.

Second Meeting

Require 95% of community residents to engrave their valuables with identification numbers to decrease chances of theft and so police can recover the property more easily if stolen. (See Operation I. D. and inventory brochures.) Make a list of the property you engrave.

Organize a Community Crime Watch in your community. Contact your local law enforcement agency or the N. C. Crime Prevention Division for assistance.

Third Meeting

Organize a youth advisory board for your "Net-Work" Chapter. (We suggest a number of seven.)

Ask local Crime Prevention Officers to attend.

Fourth Meeting

Sponsor a youth seminar in your community for parents and adults to determine needs and concerns of youth in your community. Staff from Crime Prevention Division will conduct when scheduled.

Ask local Crime Prevention Officers to attend.

Fifth Meeting

Congratulations! You have met the basic program requirements. The steps you have taken will assure a more positive environment for young people in your community, thus setting the stage to reduce crime and its victimization of young people.

Contact the Crime Prevention Division of N. C. Department of Crime Control and Public Safety at P. O. Box 27687, Raleigh, N. C. 27611-7687 or call (919) 733-5522 for a "Net-Work" Charter as follows:

1. Send list of officers' names, mailing addresses
2. Membership
3. Number of units in your community
4. Number of youth
5. Ask your local law enforcement agency to complete the attached form, certifying that your community has met all five of the basic program requirements.

The Crime Prevention Division, in cooperation with local crime prevention agencies, offers the following resources in support of your "Net-Work" efforts.

Governor's Certificate of Recognition - to outstanding adult volunteers who have donated 100 hours in working with community youth in constructive activities.

Crime Prevention Award - to adult volunteers who have worked one year or more with community youth and set an example as a positive role model for youth.

Outstanding Community Youth Award - to young people who have excelled in academics, sports, or community involvement.

Crime Prevention Plaque - to youth whose actions assisted in apprehension of a criminal or prevented the commission of a crime.

The Crime Prevention Division also will:

- Conduct workshops for community residents in any area of crime prevention
- Make speakers available
- Make available its Mobile Crime Prevention Exhibit
- Furnish research material
- Provide brochures on the many areas of crime prevention.

As a "Net-Work" Chapter, welcome to the statewide partnership of citizens and law enforcement agencies committed to:

- A. Involving youth in constructive crime prevention activity
- B. Creating a positive atmosphere and role model for the youth of your community
- C. Teaching crime prevention concepts to educate youth about the seriousness of crime and its consequences.

The Crime Prevention Division of the N. C. Department of Crime Control and Public Safety will support your chapter's program efforts and suggests the following activities:

- Call upon local resources to organize a 4-H club or scout troop in your community to involve community youth
- Sponsor a talent show for youth participants. Call upon local merchants for prizes
- Organize competitive athletic events between adults and community youth to improve communication between the ages
- Organize a "buddy watch" where young people assist the elderly in your community by running errands, checking on them daily, recording their health needs, and sharing experiences
- Organize an annual community day, covered dish dinner, picnic, and sporting events to bring neighbors closer

- Request local law enforcement to sponsor a drug awareness session to educate parents and youth about the seriousness of drug abuse
- Call upon law enforcement agencies to assist in establishing court, jail tours, and a "Ride Along Program"
- Organize an annual career day expo, call upon local professionals to share job opportunities and career prerequisites
- Organize an anti-vandalism campaign to promote community beautification
- Net-work with local groups or civic organizations to support your anti-crime campaign.

Consider:

- Drug & Alcohol Abuse Professionals
- Mental Health Organization
- Child Abuse Counselors
- Schools
- Churches
- Courts
- Local Government
- Law Enforcement
- Agricultural Extension Services

* D E A R N E I G H B O R *

- DO YOU CARE ABOUT THIS COMMUNITY??
- ARE YOU CONCERNED ABOUT YOUTH CRIME??
- ARE YOU WILLING TO DO SOMETHING ABOUT IT??

JOIN YOUR NEIGHBORS AT A MEETING ON _____
(DATE)

AT _____ AT _____
(TIME) (PLACE)

TO ADDRESS THOSE ISSUES,

TOGETHER WE CAN MAKE A DIFFERENCE!!!

"CRIME PREVENTION IS THE ANSWER"

"NET-WORK" SPONSORED BY NORTH CAROLINA CRIME PREVENTION DIVISION

* * * * *

CERTIFICATION FORM

THIS IS TO CERTIFY THAT THE RESIDENTS OF _____
HAVE MET THE REQUIREMENTS TO BECOME ELIGIBLE TO RECEIVE A
"NET-WORK" CHARTER.

CRIME PREVENTION OFFICER

DATE

* * * * *

EXHIBIT C-6

JUVENILE SECTION

CRIME PREVENTION DIVISION

N. C. DEPARTMENT OF CRIME CONTROL AND PUBLIC SAFETY

The Juvenile Crime Section of the Crime Prevention Division, a state agency, is mandated to work cooperatively with the state's law enforcement agencies, the citizenry and other interested groups to develop, implement and coordinate state-wide programs to prevent crime by and the victimization of young people through age 24.

The Juvenile Crime Section offers the following services upon request:

- Technical assistance to individual law enforcement departments, civic groups, schools, businesses, youth organizations, and the general public.
- Brochures, information and reference materials on crime prevention and juvenile crime.
- Public awareness programs designed to involve young people in the fight against crime.
- Crime Prevention Mobile Education Exhibit and McGruff, the Crime Dog.
- Crime Prevention Training Seminars
- Defensive Living Seminars
- Public Housing Crime Prevention Programs

All youth activities are designed to center upon local people, local emphasis, and local leadership. Our aim is to design constructive preventive efforts which improve the youth's self concept, skill in communication, leadership ability, self responsibility, and active involvement with older people in both family and neighborhood.

Our figures indicate that crime costs North Carolina more than one billion dollars per year. When we change the attitudes and habits of young people, resulting in less crime, we save both money and lives.

CONTACT:

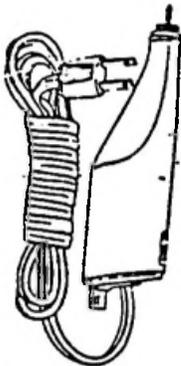
Chief - Juvenile Crime Section
512 North Salisbury Street
Raleigh, NC 27611
(Telephone) 919/733-5522

IIIC-20

OPERATION IDENTIFICATION

The best way you can help to prevent crime is to participate in Operation I.D. and to adopt this as a community project in order to involve others in Operation I.D.

Operation I.D. What is it? Why do we need it? How does it work? What does it cost?



Operation Identification is a program to enable local law enforcement to identify recovered property. A large percentage of the property recovered by law enforcement agencies is never returned to the owner and is eventually sold at public auction. Serial numbers and social security numbers are adequate means of identification assuming that time and distance are not a factor. However, when time is a factor, as is usually the case, Operation I.D. is more effective.

To implement Operation I.D., borrow an electric engraver or an inexpensive pencil-type engraver from your local law enforcement agency, or purchase one yourself. Use this engraver to inscribe your North Carolina Operator's License number on personal property. Mark your TV's, guns, tape recorders, stereos, tools, kitchen appliances, and all other personal property you want to protect. Be sure to precede your operator's license number with NC to identify the issuing state.

For those items too delicate or too expensive to mark, it is suggested you take photographs and store them in a safe place. As you mark your property, make a list of the items, their model numbers, their serial number, and the location they are marked. Store one copy of this list at your residence, and an additional copy at another secure location such as your safe deposit box.

Once you mark your property, obtain Operation I.D. decals from your local law enforcement agency or the Crime Prevention Division. Post these decals on your doors and windows to warn potential thieves.

The steps just outlined have been shown to be effective in preventing crime. You can help prevent crime by helping friends and neighbors participate in Operation Identification.

Ideas for Implementing Operation ID:

- Make a list of houses in your area and contact every family.
- Members may volunteer to contact families and offer to label valuables or show the families how to label valuables.
- Members might want to work in pairs.
- A supply of Operation ID stickers should be received from local law enforcement officers.
- Publicize the Operation ID campaign before contacting families.
- Use the marking guide and checklist found later in this section to know where to engrave driver's license numbers.
- Distribute a Home Security Checklist to each family. A copy is found later in this section.
- Once items have been marked, place Operation ID decals on doors and windows to warn potential thieves.
- Keep a record of the number of homes participating in Operation ID and the number of hours members spend in this community activity.

MARKING GUIDE AND CHECKLIST

In conducting your Operation Identification Marking Program, use this list as a guide for the best method for marking each item and the place law enforcement officers have established for your mark. As you finish putting your number on the item, check it off in the column to the right.

Once you've marked all your property, store this list along with any photos of jewelry or other valuables that couldn't be marked, in a secure place. We recommend a safety deposit box.

HOUSEHOLD ITEMS:

ITEM	MARKING METHOD	LOCATION	CHECK IF MARKED	
Adding machines	Engraver	The items listed to the left can usually be marked with an engraver on the back, underneath, on a side or in the rear -- whenever space allows. It's best to mark on a nonremovable metal portion of the item. Be sure not to mark on a lid or easily removable cover plate.		
Appliances	Engraver			
Toasters	Engraver			
Blenders	Engraver			
AUTO ACCESSORIES: Batteries	Engraver			
Battery chargers	Engraver			
Hub caps	Engraver			
Car radios	Engraver			
Musical Instruments	Engraver			
Projectors	Engraver			
Slide Trays	Engraver			
Projection screens	Engraver			
Vacuum cleaners	Engraver			
Lamps	Engraver			
Clocks	Engraver			
Electric razors	Engraver			
Typewriters	Engraver			
Bicycles	Engraver		On bars or frames and rim of each wheel.	

ITEM	MARKING METHOD	LOCATION	CHECK IF MARKED
Binoculars	Engraver	Underneath on center post.	
Cameras	Engraver	Inside, on frame not on cover.	
Lens	Engraver	On rim if desired.	
FISHING EQUIPMENT: Reels	Engraver	On side	
Rods	Engraver	On handle, metal surfaces most desirable.	
Garden tools	Engraver	Metal tools or metal surfaces most desirable.	
Golf clubs	Engraver	On shaft	
Golf cart	Engraver	On frame	
Guns	Engraver	Marking these items is optional since the numbers are already recorded. If marking is desired, the butt area or under side of barrel should be considered.	
JEWELRY: Watches	Engraver	On back	
Rings	Engraver	Inside ring if space is available.	
Bracelets	Engraver	Inside or on back as space allows.	
Lawn mowers	Engraver	On handle, frame, or cover.	
Outboard motors	Engraver	Inside on frame or outside above propeller	
Radios and tape recorders	Engraver	Mark in at least two places inside, on the chassis, underneath, and on the back if space allows. If the machine is removable from a portable case, the case should also be marked.	
Television sets	Engraver	Remove the back cover safely, mark the chassis and the back of the cabinet	
Record players	Engraver		
Sewing machines	Engraver		
SPORTS EQUIPMENT: Bats	Engraver	On lower handle.	
Ice and roller skates	Engraver	On runners, or underneath on frames.	
Weight equipment	Engraver	On barbell plates and on bars.	
Sport bows	Engraver	On inside frame of bow.	
Tennis rackets	Engraver	On handle, of racket.	

ITEM	MARKING METHOD	LOCATION	CHECK IF MARKED
Saddle	Tooled, if custom made Engraver	Under skirt Fiberglass saddle tree, D-rings, underneath saddle on leather	
Bit	Engraver	Inside lower shank	
Spur	Engraver	Inside U	

TOOLS:

ITEM	MARKING METHOD	LOCATION	CHECK IF MARKED
Hammer	Engraver	On head	
Wrench	Engraver	On handle	
Sockets	Engraver	Near size indication.	
Saw	Engraver	On grip or shaft, not on blade.	
Electric drills and other electric tools	Engraver	On cast housing.	
Other shop equipment such as table saws, drill presses, air compressors, torches	Engraver	Twice, once near serial number, once on side.	

EXHIBIT C-8

N. C. FULL COURT PRESS AGAINST CRIME
A CRIME PREVENTION PROGRAM FOR PUBLIC HOUSING PRESIDENTS

SPONSORED BY

N. C. CRIME PREVENTION DIVISION
DEPARTMENT OF CRIME CONTROL & PUBLIC SAFETY

FOR MORE INFORMATION, CONTACT:

- JUVENILE CRIME PREVENTION SPECIALIST
OR
JUVENILE SECTION CHIEF

NORTH CAROLINA FULL COURT PRESS

AGAINST CRIME

INTRODUCTION

The Crime Prevention Program for youths of public housing communities is a program developed by the Crime Prevention Division of the North Carolina Department of Crime Control and Public Safety. The Crime Prevention Program is available to all public housing authorities and residents.

PURPOSE

To enroll all public housing youths as active partners in our state's work to reduce crime by young people to prevent youths from becoming victims of crime; and to promote an understanding and appreciation for the responsibility of youths in adopting crime prevention concepts to make their communities safer places to live.

A PERCEPTION

More than 40 million crimes are committed each year. Crime is not just a problem of our cities, it affects the quality of life in every community in North Carolina. We are all victims of crime, either directly or indirectly. Crime reduces the overall quality of life, threatens human dignity, wastes human potential, disrupts families, inflates taxes and prices, and causes loss of property. Criminal behavior is learned behavior. Unfortunately, criminal behavior is learned at an early age. It is a sad but true fact that young people under 24 commit crime at a rate far out of proportion

to other age groups. However, if positive and constructive activity is introduced at an early age, the opportunity for criminal behavior is reduced. "The Full Court Press" can reduce the opportunity for crimes committed by young people by providing opportunities for youths to develop positive skills and talents. That kind of self esteem can last a lifetime.

WHAT IS NORTH CAROLINA'S "FULL COURT PRESS AGAINST CRIME"?

A crime prevention program designed to involve youths in constructive athletic activities while making the community at large a safer place to live. "The Full Court Press" uses the sport of basketball to attract and involve youths in adopting proven crime prevention concepts for their communities. North Carolina's "Full Court Press Against Crime", through its positive role models, builds communicative skills, responsibility and leadership abilities, reinforces positive attributes, and enhances self esteem to reduce the opportunity of its participants to come in contact with the courts of justice in the wrong way.

ACTIVITIES FOR POINTS

1. Scheduling a Community Watch meeting. Everyone (children and adults) must sign a registration sheet. NUMBER ATTENDED x 2 = POINTS SCORED.
2. Block or Building Captains. NUMBER SIGNED UP x 4 = POINTS SCORED
3. Call for and assist a local law enforcement officer in conducting a security survey (with recommendations). NUMBER OF APARTMENTS x 2 = POINTS SCORED.

4. Physically securing windows in an apartment. NUMBER OF APARTMENTS x WINDOWS x 2 = POINTS SCORED (drilling hole and inserting tenpenny nails).
5. Helping senior citizens in daily activities:
 - (a) Picking up mail. PERSON x 3 x DAYS DONE = POINTS.
 - (b) Going to store for or with someone. PERSON x 2 x NUMBER OF TRIPS = POINTS.
 - (c) Organize by calling law enforcement officers to do a "Defensive Living" program for older adults. MEETING x NUMBER ATTENDED x 2 = POINTS.
6. Forming a youth patrol.
 - (a) Hours on the job (in pairs). NUMBER INVOLVED x 1 = POINTS.
 - (b) Incidents reported to Public Safety Coordinator or law enforcement officers. NUMBER REPORTED x 2 = POINTS.
7. Calling law enforcement officers or Public Safety Coordinator and organizing meetings for: NUMBER x MEETINGS x 2 = POINTS.
 - (a) Drug abuse (alcohol).
 - (b) Spouse or family abuse.
 - (c) Shoplifting.
 - (d) Any crime prevention topic (rape, con games, etc.)
8. Conducting Operation ID by using law enforcement officers and marking valuables. NUMBER OF FAMILIES x 3 = POINTS.
9. Put up community beautification signs (creativity rewarded): NUMBER OF SIGNS POSTED x 4 = POINTS SCORED.
 - (a) No Loitering
 - (b) No Littering
 - (c) No Vandalism

10. Fines for "Crimes Against the Community" listed in Item 9 if reported and documented. NUMBER OF INCIDENTS x 2 = POINTS.
11. Setting up a Grievance Arbitration Board: NUMBER OF PEOPLE INVOLVED x 4 x FIRST MONTH'S CASELOAD = POINTS DOCUMENTED.
- (a) To help residents voice their problems to a concerned and vital group of people (one law enforcement officer, one housing authority person, and three residents).
- (b) To settle conflicts (minor) before they become violent or become a crime.
- (c) To involve residents in their own destinys.
12. Compile and post a list of various agencies that could be useful in our community in improving the quality of life there. AGENCIES AND PHONE NUMBERS x 2 x SIGNS POSTED = POINTS.
- Example: Mental Health Centers
Drug Detox Centers
Rape Crisis Centers
Foster Homes
Others
13. Show a film (call Bill Chamberlain at 733-5522 and request film on desired topic). FILM x 2 x NUMBER VIEWED = POINTS.
14. Invite McGruff to make presentation to younger children. NUMBER OF CHILDREN AND PARENTS x 1 = POINTS.
15. Invite judges, solicitors, and probation officers to give a presentation on the seriousness of crime and the impact of crime on your community. NUMBER INVITED TO SPEAK x 2 x NUMBER ATTENDED = POINTS.

WHAT ARE ACTIVITIES FOR POINTS?

Any sanctioned crime prevention activity that would organize and initiate actions by a participating team off the court. The incentive to be successful at a familiar game, should serve as motivation to accumulate as many points as possible during the week prior to the game. Basketball, and sports in general, has been a proven vehicle to reach inner-city and law-economic kids nationally. The "N. C. Full Court Press Against Crime" program should stimulate that ever-present sports bug, and at the same time, show a kid how he can compete against others who might be better on the court with crime prevention activities off the court. A team could "score" 50 points in a crime prevention activity for the week and start the ballgame way ahead of a team that scored 25 points in a crime prevention activity. Before each game, a team captain would tell the group about the activities and submit its documented point total to the scorer.

THE GAME AND THE RULES

- I. There will be one (1) game a week in each age group. There must be at least two (2) teams in each age group at each site.
- II. The games will be played by North Carolina's high school rules.
- III. Each team should have ten (10) players. No team should have more than twelve (12) players and no fewer than seven (7) players.
- IV. The officials will call a tight, controlled game. In that spirit, the following are additions to the normal high school rules:

A. Fighting or punching

- (1) The first incident will deduct four (4) points from the team's score. There will also be one technical foul assessed to the instigator's team. The participants names will be noted in the official's book.
- (2) The second incident will deduct ten (10) points from the team's score (if incident involves same players). Also, two technical fouls will be assessed.
- (3) The third incident with the same player will cost the team fifteen (15) points and two technical fouls. The player will be removed from the League.

B. Swearing

- (1) Swearing will deduct two (2) points per incident plus a technical foul per occurrence.

C. Disrespect for officials

- (1) Disrespect for officials or any adult working at the Recreation Center during, before or after a game will deduct four (4) points from the score per incident. Continued problems with a child will result in his/her removal from the League.

* Any child involved in a negative incident will have to get up in front of the group during the game to apologize and explain his or her actions.

WHAT IS THE CONCEPT AND THE REAL VALUE OF "THE FULL COURT PRESS
AGAINST CRIME"?

- Organizing public housing and low-economic youth in a positive activity.
- Using a popular game to serve as an incentive to do crime prevention activities.
- Establish and improve relation between law enforcement and public housing citizens.
- Showing how an off-the-court activity can be a factor on the court with the activities for points schedule.
- Encouraging public housing youth to have pride in and respect for their living areas and to keep them neat, clean and safe.

EXHIBIT C-9

BASIC CRIME PREVENTION PROGRAMS

• MANAGEMENT/POLICE/RESIDENT ORGANIZATIONAL ENHANCEMENT

FORMATION OF PLANNING TEAMS
ESTABLISH A PHONE OBSERVATION SYSTEM
DEVELOP A BUILDING/BLOCK CAPTAIN SYSTEM
ESTABLISH REGULAR MANAGEMENT/POLICE/RESIDENT DIALOGUES
WEEKLY/MONTHLY REPORTS ON CRIMINAL ACTIVITIES
TRAINING IN CRIME PREVENTION, COMMUNITY ORGANIZING,
SELF-HELP STRATEGIES, MANAGEMENT POLICIES,
POLICE PRACTICES

• DOMESTIC OFFENSE DIVERSION

DISPUTE MEDIATION AND SETTLEMENT TRAINING
RECONCILIATION AND RESTITUTION PROGRAMS
VICTIM/WITNESS ASSISTANCE PROGRAM
INFORMATION AND REFERRAL TRAINING
MONEY MANAGEMENT COUNSELING
REFERRALS FROM POLICE IN DOMESTIC/DISTURBANCE CALLS

• PREDATORY OFFENSE DIVERSION

YOUTH INVOLVEMENT PROGRAMS (ESCORT SERVICES, YOUTH
PATROLS, OPERATION IDENTIFICATION, COMMUNITY
IMPROVEMENT, YOUTH ENTREPRENEURSHIP)
COURT AND JAIL DIVERSION
DRUG AND ALCOHOL ABUSE PROGRAMS
EMPLOYABILITY COUNSELING AND REFERRAL
HIGH SCHOOL COMPLETION
JOB BANK

• VICTIMLESS OFFENSE DIVERSION

TRAINING IN RECOGNITION AND REPORTING OF EVENTS
PHONE OBSERVATION SYSTEM
REGULAR MEETINGS BETWEEN RESIDENTS AND POLICE
ENFORCEMENT OF LEASE POLICIES BY MANAGEMENT
ESTABLISHMENT AND ENFORCEMENT OF TRESPASS AND
LOITERING POLICIES
VISIBILITY OF MANAGEMENT AND POLICE WITHIN DEVELOP-
MENTS

1. DOMESTIC (Resident on resident)
(Domestic assault, fights, rape,
damage to property, no-force burglary)

TYPES OF PROGRAMS TO RESPOND TO DOMESTIC OFFENSES

- A. DISPUTE MEDIATION AND SETTLEMENT
- B. VICTIM/WITNESS ASSISTANCE
- C. INFORMATION REFERRAL AND ASSISTANCE
- D. FAMILY COUNSELING
- E. EARLY INTERVENTION THROUGH REFERRAL FROM POLICE CALLS FOR SERVICES

2. PREDATORY THEFT
(Robbery, breaking & entry,
Larceny, shoplifting)

TYPES OF PROGRAMS TO RESPOND TO PREDATORY THEFT

- A. COURT AND JAIL DIVERSION
- B. DRUG AND ALCOHOL IDENTIFICATION AND REFERRAL
- C. MEDIATION/RESTITUTION PROGRAM
- D. EMPLOYABILITY COUNSELING AND REFERRAL
- E. JOB BANK
- F. PHYSICAL SECURITY ANALYSIS
- G. NEIGHBORHOOD WATCH/BUILDING CAPTAINS
- H. IMPROVED STREET AND BUILDING LIGHTING
- I. SELF-HELP TRAINING FOR RESIDENTS
- J. VICTIM/WITNESS ASSISTANCE

3. VICTIMLESS CRIMES

(Sale of drugs, alcohol, stolen goods/prostitution/candy sales/fish fries/serious assault/murder)

Types of Programs to Respond to Victimless Crimes.

- A. FORMATION OF NEIGHBORHOOD WATCH/BUILDING CAPTAINS
- B. REGULAR MEETINGS WITH THE POLICE TEAM IN THE AREA AND OTHER DIVISIONS WITHIN THE POLICE DEPARTMENT
- C. MANAGER'S LEASE ENFORCEMENT PRACTICES
- D. STRENGTHENED RESIDENT ORGANIZATION
- E. FORMATION OF CRIME PREVENTION PLANNING TEAMS
- F. INCREASED COMMUNICATION BETWEEN THE POLICE, MANAGEMENT AND RESIDENTS
- G. PREVENTIVE MAINTENANCE
- H. PHONE OBSERVATION SYSTEM
- I. TRAINING IN OBSERVING AND REPORTING INCIDENTS

1. Improved management of public safety

1. LEASE ENFORCEMENT
2. MANAGEMENT RESPONSE TO PROBLEMS
3. MANAGEMENT RELATIONS WITH RESIDENTS
4. RESPONSES TO CRIME
 - A. PHYSIC OBSERVATION
 - B. FOLLOW-UP WHEN PROBLEMS REPORTED
 - C. DISPUTE MEDIATION/SETTLEMENT

 MAXIM: RESIDENTS WILL INVEST TIME AND EFFORT IN BOTH COMMUNITY PROJECTS AND CRIME PREVENTION IF THEY BELIEVE THAT SOMETHING CAN AND WILL BE DONE . . . MANAGEMENT'S RESPONSE TO ISSUES IS THE SINGLE MOST IMPORTANT FACTOR IN THAT BELIEF THAT SOMETHING CAN AND WILL BE DONE!

2. Physical security design

1. ENCOURAGE THE CONCEPTS OF DEFENSIBLE SPACE
2. PREVENTIVE MAINTENANCE
3. EXTERIOR LIGHTING
4. DESIGNS WHICH ALLOW SURVEILLANCE OF SEMI-PRIVATE AREAS— FEW HIDING PLACES
5. IMPROVED LOCKS / PINS IN WINDOWS

NOTE: LARGE EXPENDITURES ON PHYSICAL SECURITY SELDOM PRODUCE MEANINGFUL RESULTS

3. RESIDENT INVOLVEMENT

THE ESSENTIAL COMPONENT TO SUCCESS:

1. PHONE OBSERVATION SYSTEM
2. BUILDING CAPTAIN STRATEGIES
3. INVOLVEMENT IN PLANNING AND IMPLEMENTATION
4. COMMITTEE STRUCTURE
5. YOUTH INVOLVEMENT
 - A. OPERATION I.D.
 - B. ASSISTANCE TO ELDERLY
 - C. NEIGHBORHOOD WATCH
 - D. COMMUNITY IMPROVEMENT
6. PARTICIPATION WITH MANAGEMENT

4. Employment

1. APPRENTICESHIP PROGRAMS WITHIN PHAS
2. JOB READINESS PROGRAMS
3. EMPLOYABILITY COUNSELING
4. REFERRAL TO EXISTING EMPLOYMENT TRAINING
5. PART-TIME AND TEMPORARY EMPLOYMENT FOR RESIDENTS ON SPECIAL PROJECTS WITHIN THE AUTHORITY

5. Services to residents

1. JOB BANK
2. INFORMATION & REFERRAL PROGRAM
3. VICTIM ASSISTANCE
4. DISPUTE MEDIATION
5. DRUG AND ALCOHOL COUNSELING AND REFERRAL
6. DIVERSION FROM CRIMINAL JUSTICE SYSTEM
7. FAMILY COUNSELING/CRISIS COUNSELING

NOTE: EACH OF THE SERVICES SHOULD BE LINKED TO AN EXISTING AGENCY BUT RESIDENTS SHOULD BE TRAINED TO ACT AS THE OUTREACH EFFORT IN THE LOCAL COMMUNITY

6. Increased involvement of Police

1. INCREASED POLICE PATROL IS NOT ESSENTIAL
2. ESSENTIAL ELEMENTS INCLUDE:
 - A. REGULAR MEETING WITH POLICE, MANAGEMENT, AND RESIDENTS TO DISCUSS PROBLEMS AND STRATEGIES
 - B. ACCESS TO POLICE REPORTS AND RECORDS OF CALLS FOR SERVICES TO THE COMMUNITY
 - C. INFORMAL COMMUNICATIONS BETWEEN OFFICERS AND MANAGEMENT
 - D. INVOLVEMENT OF THE POLICE IN ALL ACTIVITIES IN THE COMMUNITY, NOT JUST CRIME PROBLEMS

7. Public-Private Partnerships

1. APPRENTICESHIP PROGRAMS
2. HIGH SCHOOL COMPLETION
3. MONEY MANAGEMENT/CREDIT COUNSELING
4. INCREASED SERVICES FROM EXISTING AGENCIES
5. INVOLVEMENT OF LOCAL EMPLOYERS
6. ECONOMIC DEVELOPMENT OF AREA
7. JR. ACHIEVEMENT/YOUTH ENTERPRIZES

 NOTE: AVOID DUPLICATION OF EFFORTS —
ESTABLISH LINKAGES WITH EXISTING
EFFORTS AND PROGRAMS

EXHIBIT C-10

BUILDING CAPTAINS

History: The idea for the formation of building captains came from two different sets of approaches to problems. First, the neighborhood watch program utilizes building/ block captains in order to spread the word about crime prevention and to be responsible for getting everyone in a building to engrave their valuables. Second, there were many people in the community who never attended Residents' Organization meetings or let people know when there were problems; they would often talk to their neighbors but avoided contacts with the manager and others who might be able to help them.

Thus, the building captains had four original objectives:

1. To assist in crime prevention efforts;
2. To insure that all persons in their building were aware of meetings, policy changes, programs and other events which could affect them;
3. To serve as a helper to other residents to insure that the Authority maintained properties and fulfilled its obligations; and
4. To make the manager or crime prevention staff aware of situations in which help could be provided to residents who needed it but were reluctant to ask.

As the building captain concept began to grow and expand, the role shifted slightly. In addition to the above duties, we looked to the building captains to help us identify people who were victims of crimes but who had not reported the incident to the police or to the manager. We had found that less than half of the victimizations were being reported and residents were being charged for broken windows or suffering harassment from offenders because police reports had not been filed and no one knew of the problems they were having.

We also found that some of the residents, especially the elderly, were being continually bothered by their neighbors (parties, fights, etc.) but had not reported their problems to anyone who could do anything about it. They were dissatisfied with their living conditions, complained to their neighbors, but did not register those complaints with the manager. Thus, we felt the building captains could help us identify these conditions so that we could work on changing them and making this a better place in which to live.

It was also apparant that people often expected more of the manager and the police than they could do. We felt that if we could explain the policies and practices of the police and the Authority to people whom others in their building respected, we could head off rumors and needless complaints before they became serious.

Current Purpose: As it has evolved, the building captains serve as a link between the managers and the police and residents concerning any problem or issue affecting the community.

Duties of the Building Captains:

1. Insures that all residents in his/her building are informed of forthcoming meetings, policy changes, and programs which might affect them.
2. Assists in distributing fliers, pamphlets, or other materials sent out by the Residents' Organization.

Duties: (Continued)

3. Insures that when a resident in his/her building has a complaint about the Authority, the police, or any other agency working in the community, those complaints are heard by the appropriate persons so that something can be done to correct the situation.
4. When appropriate, helps to mediate problems between management, the police and residents.
5. Helps identify problems which need to be resolved in order to make this a better place in which to live.
6. Helps to work with the Residents' Organization, the Authority, and other agencies or groups to develop strategies to make this a better place in which to live.

THE BUILDING CAPTAIN SHOULD NOT:

1. Try to stop crimes or fights directly; if something like this occurs, he or she should insure that the problem has been reported to the proper authorities just as every other resident should report incidents to the police.
2. Act as the police or management; the building captain does not have the authority to threaten others with arrest, eviction or fines, or attempt to force others to uphold the laws of the city or state or policies of the Authority.

EXAMPLES OF THINGS BUILDING CAPTAINS SHOULD DO TO HELP PREVENT CRIME:

1. Insure that all persons in their building; have marked their valuables with their driver's license numbers (or the driver's license number of a close relative).
2. Encourage other residents to report crimes, no matter how small.
3. Encourage other residents to write down the license plate numbers of any unfamiliar vehicle which comes into the community. If a crime should occur, the police will have something to go on.

Suspicious events which should be noted by all residents include:

- a. Someone moving any furniture out of an apartment. Even if they look like they are legitimate, such as a furniture company, television repairman, or a friend of the family, other residents should note the time of day, the tag number of any vehicle used, and/or a brief description of the persons.
- b. Vehicles that pull up in a parking lot but the occupants do not go into any apartment.
- c. Vehicles which drive around the complex slowly.
- d. People walking around the complex aimlessly or people walking up to doors knocking and then walking away, or people in the area you don't recognize even if they look like they know what they are doing (e.g., delivering things, taking pictures, inspecting the buildings).
- e. Insures that other residents watch the apartments of those who are away for any length of time (hours or days)..

ALL SUSPICIOUS INCIDENTS OR HAPPENINGS SHOULD BE REPORTED TO THE POLICE (911). The honest person does not mind being stopped and questioned about what he/she is doing in the community.

At the minimum, all residents (young and old) should take the time to write down the tag numbers of cars in the area which are unfamiliar. If anything should happen, this can become a lead to solving the crime.

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*****  
*  
* Remember, only the actions of residents in the community can prevent crime. *  
* If the residents do not observe and report suspicious incidents, no amount *  
* of police patrol or security efforts will be able to keep you and your *  
* family from becoming a victim of crime. *  
*  
*****
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Announcement

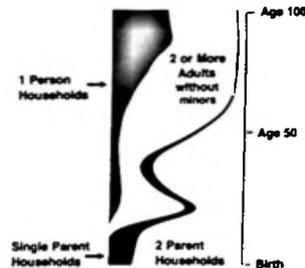
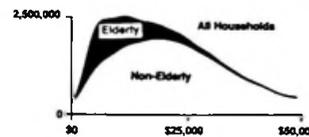
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- Age, race, sex, disabilities.
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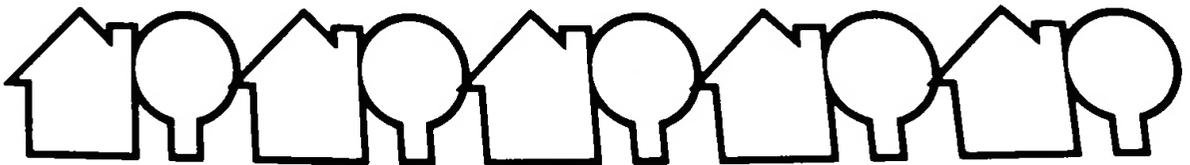
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